Homogeneous landscape: The American motel as a cultural indicator

Troy Jay Elston

University of Nevada, Las Vegas

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HOMOGENOUS LANDSCAPE: THE AMERICAN MOTEL AS A CULTURAL INDICATOR

by

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Bachelor of Science
Arizona State University
1994

A thesis submitted in partial fulfillment of the requirements for the degree of

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ABSTRACT

Homogenous Landscape: The American Motel
as a Cultural Indicator

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The following research is an exploration of the American chain motel as a cultural indicator. Through the lens of the homogenized chain motel, connections are made between the American consumer and a general awareness of the power of marketing architecture in the United States. The motel's evolution and meaning is further explained in terms of how the consumers' needs are identified, clarified, and satisfied within a commodity driven society. In the past 40 years the market's importance on the hospitality and housing industries have proven to be highly successful, as shown through the purchasing decisions of millions of Americans continuing to favor mass-produced goods and services in the architectural realm. The premise of this thesis resonates within the collective success of the mass-produced hospitality industry and how today's architect must respond positively towards the emerging trends of today's consumer in an effort to continue professional subsistence.
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CHAPTER 1

HOMOGENEOUS LANDSCAPE INTRODUCTION
UNFAMILIARITY WITHIN THE FAMILIAR

"The highway never seems to end. There is an occasional brightly lit truck stop and the lights of a bypassed town. Rows of trucks are parked for the night at rest areas, and with the hours of solitary travel there comes a mood of introspection. A favorite episode in novels and movies and television shows laid in the American heartland is that lonesome ride through the night landscape: an occasion for remembering other times. You think back over your past, think about your work, think about your destination and about those you have left. The dashboard display shows how fast you are driving, tells you the hour and how many more miles you still have to go. The sameness of the American landscape overwhelms and liberates you from any sense of place. Familiarity makes you feel everywhere at home as the rhythm of the road lullabies you onward."

FIGURE 1  Night-time travel collage by Troy Elston.

The motel has become a fixture of our daily lives and an ubiquitous presence in our society. It affects our activities, our perceptions, and our ways of thinking in both obvious and obscure ways. Identical to each other in nature, program, and character, motels have contributed to the standardization of our American roadside culture. Today's franchised motel form, program, and customs reflect the values and ideologies of the homogeneous chain of the 1950s.
The motel chain has transformed itself from building as a sales tool to a marketable product that continues to target mainstream business and leisure travelers through the use of brand name. Although many formal and pragmatic similarities continue to exist between motels designed in the past and that of the present, the motel constantly reinvents its image similar in nature to that of mass produced consumer products. The chain motels' image provides a clear representation of the roadside culture of the 1990s.

The aim of this research is to interpret the changing American roadside culture in terms of how and to whom the motel industry advertises their chain franchises. The following research will also explore the history and evolution of the motel by studying its development. Through this exploration, it will be possible to learn how formal and traditional programmatic characteristics were instilled into the American public's consciousness through standardization. Explained in this thesis, is an overview of similar advertising techniques aimed at creating homogenization through brand name identity with a series of efforts to find an accurate method of representation that resonates with the traveling population by means of advertising, changing cultural trends, and the measurement of cultural indicators, through added motel amenities. Ultimately, these cultural indicators will be used to create a clearer understanding of how roadside culture has shifted from a regional America to a homogenization of the nation and how it is influenced by the ideal image of the nuclear family of the 1950s compared to a diversification which has become prevalent today.
There is a contradiction between what America's image of the motel really is today and what the motel industry projects their franchised chains to be. Observable patterns have emerged over the past forty years illustrating the fact that, motels have become less operated by independent owners and more by corporate-managed franchise chains. These chains continue to promote home as image, product brand loyalty, and contribute to a standardized industry. As Holiday Inn, Motel 6, and other chains continue marketing their establishments similar to that of McDonald's, Ivory Soap, Coca Cola, and other promotionally imaged products, they attempt to respond to today's shifting traveler who demands special motel amenities which were previously non existent.

The motel chain promotes a homogeneous landscape with its standardization of program and policy, but if in fact the motel has projected an idealized or distorted image, what is appropriate for the American roadside culture of today? And is this an accurate measurement as a cultural indicator?
“It is obvious to us of the assumptions on which the advertisement relies makes it a vivid illustration of the way in which the brand-imaging of mass produced consumer goods links them symbolically to the whole world of social values.”

Andrew Wernick, Promotional Culture
mo-tel / (mo-'tel) / n. a hotel intended primarily for those traveling by car, usually with easy access from room to an area for cars. 2. (blend motor or motorist and hotel) : a building or group of buildings used as a hotel in which the rooms are directly accessible from an outdoor parking area.

The term motel was used in the name of Architect Arthur Heineman’s “Milestone Mo-tel” which opened in San Luis Obispo, California in 1926. As defined by Webster’s Third International Dictionary, the word motel was a contraction of motor and hotel, implied as motor hotel. As time passed, the word motel became a generic descriptor which labeled a wide variety of highway accommodations. The following chart lists other designations used by motels in the 1950s.

TABLE 1 Designations Used in Motel Names, According to the 1950 Federal Hi-way Guide.

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<th>1. motel</th>
<th>11. motor court</th>
<th>21. city</th>
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<tr>
<td>2. motor court</td>
<td>12. tourist cabins</td>
<td>22. homes</td>
</tr>
<tr>
<td>3. court(s)</td>
<td>13. tour-o-tel</td>
<td>23. hotel cottages</td>
</tr>
<tr>
<td>4. tourist court</td>
<td>14. motor hotel</td>
<td>24. motor inn</td>
</tr>
<tr>
<td>5. cabins</td>
<td>15. tourist cottages</td>
<td>25. tourist camp</td>
</tr>
<tr>
<td>6. auto court</td>
<td>16. travelodge</td>
<td>26. tourist town</td>
</tr>
<tr>
<td>7. cottages</td>
<td>17. village</td>
<td>27. trav-o-tel</td>
</tr>
<tr>
<td>8. motel court</td>
<td>18. auto hotel</td>
<td>28. plaza court</td>
</tr>
<tr>
<td>9. hotel court</td>
<td>19. bungalow court</td>
<td></td>
</tr>
<tr>
<td>10. cottage court</td>
<td>20. cabin court</td>
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Another definition as noted by Frank Harrison Randolph, Professor of Hotel Engineers at Cornell University, is that motels can be any type of sleeping accommodation designed and operated especially for the traveler who travels by car. Since their beginning in the 1920s, motels have had an incredible growth in popularity. As the highway and the automobile evolved, so had the motel. Many motels began as a string of small units alongside the highway, however the motel has since been growing larger and is now being swallowed by urban growth, leaving them on the fringes of the city in despair. This research will tend to focus strictly on the mainstream chains, which have been constructed in the last forty years.

Today, motels are packaged commercial products, that tend to occupy specific locations and share standardized packaging formulated by large corporate empires. Motels relate to one another in networks of shared identity for a culture of diversity. Roadside chain motels of the seventies, eighties, and nineties portray an image of place-product-packaging further expressing a standardization of logo, exterior architecture, interior architecture, level of service, and price. As motels become more similar in nature, large corporations continue to battle territorially. Motels are seeking to optimize
market penetration quite differently from the past, but with the same messages; such as home and all of its familiar qualities. Through the motel room, Americans have an opportunity to view multiple illusions of home and roadside, and regard them as American icons.

The American motel followed a pattern of evolution, from packing one's own camping gear and stopping along the roadside, to the creation of public campgrounds, and campgrounds on private farms, to tourist cabins and tourist courts. After World War II, came the birth of the modern day motel. By 1950, the automobile had become the principle mode of transportation, while motels were being built in proximity to highway interchanges, similar to hotels being strategically placed next to rail stations. Compared to the hotel predecessor, the motel of the 1950s provided an informal atmosphere by allowing the guest to transport his or her own luggage to and from the room. As motels have evolved they have added amenities, such as television sets, air conditioning and swimming pools to their long lists of popular conveniences.

The rapid growth of the motel, according to Dolf Sternberg of Landscape Magazine, was influenced by three causes.6 The first involved a decentralization of industry from the inner city to planned factories along the highway. The second cause was an increase in paid vacations and their duration as a result from more full time employees traveling the country and requiring places to lodge for the night. The third cause, which was the rapid growth in the motel was the public's aversion toward the formality of the city center hotel and the increasing number of automobiles along the highway.

According to the following sources below, motels have steadily increased in number through the 1930s and peaked in the early 1960s as illustrated in Figure 9.


<table>
<thead>
<tr>
<th>Year</th>
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<tbody>
<tr>
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<tr>
<td>1939</td>
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<tr>
<td>1946</td>
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<tr>
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<tr>
<td>1957</td>
<td>56,248</td>
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<tr>
<td>1959</td>
<td>60,500</td>
</tr>
<tr>
<td>1961</td>
<td>60,951</td>
</tr>
<tr>
<td>1972</td>
<td>51,860</td>
</tr>
<tr>
<td>1987</td>
<td>40,424</td>
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</tbody>
</table>


The peak appeared to have reached approximately 61,000 motels in the early 1960s, and as the industry began to mature, many of the older mom-and-pop motor courts began to drop out of favor for larger, newer establishments. This brought about a decline throughout the 1970s, 80s, and 90s.

As the motel chain became a popular American way of life, newer motels have become considerably larger and are now managed by corporations with vast franchising operations. In the 1920s and 1930s it was simple to distinguish between the motel and the well established hotel. The motel was not ‘traditional’ in regards to its location. Motels were usually never found downtown in a city or located in town of a rural area. As a rule many motels were not large and did not include amenities, such as formal lobbies, dining rooms, and ballrooms as do hotels. As the 1940s approached one would find that many motels began to grow larger and included large public areas. This meant a blurring of distinctions between the motel and the hotel, a phenomenon that has been occurring today amongst the newer luxury chain motels.

FIGURE 10 The number of motels along with the automobile has steadily increased in the U.S.
In 1956 24 million cars were registered in the U.S., 57 million registered in 1958 and 143 million in 1991. It is no surprise that the automobile contributed to the rapid growth of the American motel. Soon after the Second World War the automobile became the primary means of travel throughout the country. More Americans were traveling and requiring overnight lodging.

In the American West traditional hotels were found near rail stations, city centers, and commerce districts. They could not provide inexpensive accommodations nor be located conveniently next to the highway. Vacationers realized that many hotels only catered to salesmen and railroad travelers. Traditional urban hotels also required motorists to tip for services that doormen provided, such as unloading luggage and parking their automobiles. Although, hotels rarely made any special provisions for the automotive guests in the early half of the century newer designs began to include automobile entries and garage space in an attempt to accommodate the growing automotive market. However, their location remained a major problem. Many cities and towns offered only traffic congestion and inconvenient rush hours for the weary traveler. They charged high prices for rooms, in order to be able to meet high operation costs and real estate expenses. Public spaces were clearly not for the purpose of socialization after a long trip, but instead for hotel profit.

Taking into consideration the high level of perfection image, which was what the large urban hotel portrayed, they also had a reputation of tradition and social status with a sense of sophistication. Luxury items and exquisite materials boasted a large Great Hall in the English country manor. In addition, a formal structure encased a very ordered and calculated program joined to a variety of complex social/behavioral expectations. Some reasons why an ever-increasing number of travelers preferred to stay in motor courts, included having a more privatized experience when loading and unloading luggage. They appreciated the fact that they no longer were observed by other guests in a crowded lobby, elevator, or corridor. The uncomfortable situation of having to produce money for a tip was eliminated and cross ventilation was provided in many of the rooms with front and rear doors. Safety from fire was another concern to the motor court lodger as compared to the inescapable hotel.
As an alternative to hotels the auto camp tended to appeal to the seasonal free-wheeling tourists and migrating transients in the early 1930s. Many campers had little respect for private property (mostly farm land at the time). They decided to stop for the night anywhere they pleased resembling squatters in many respects. Many roadside lodgers wanted to avoid high room, meal, tip, and parking costs and felt that the money would be better spent on gasoline for longer trips. Consequently, a rapidly growing amount of new tourists began exercising their freedom to stop the car and pitch a tent, light a fire and sleep within their own makeshift camp. Due to excessive litter, pollution, and the destruction of cropland, fences and foliage many towns and independent landowners decided to regulate and police their property. These actions forced the camper to gather in the fringes of the city or campgrounds. Tent cities and organized campgrounds soon followed offering added security, convenience and most importantly, an element of sociability. One of the largest problems faced by the campground patrons was the lingering transients and the poverty-stricken who bounced back and fourth from campground to campground. Many fears and apprehensions were based solely on class prejudices. To remedy this, most municipal auto camps began to charge entrance fees and even charged for firewood. Due to the competition between the neighboring towns for extra business communities added accommodations to the typical auto camp, which consisted of fireplaces, picnic tables, coin-operated stoves, community kitchens, electrical outlets, lighting, tent floors and even tents. Cabin structures soon followed and were quite appealing to the traveler who desired a weatherproofed and heated cabin, with a central lavatory building, gasoline station, garage, and store with lunch counter.
The first motel was in the form of a cabin encampment.\textsuperscript{10} According to the authors of "The Motel in America", there were three varieties of the cabin camps during the late 1930s.\textsuperscript{11} The first was an auto camp with cabins added, the second was a cabin camp built anew, without tent camping. The third was the tourist home, an eastern invention in which private residences were converted into bed and breakfasts. Many of the pre-planned cabin camps were constructed within a commonality of patterns. They were the row, row-on-row, L, narrow U, wide U, crescent, clustered and cruciform arrangements.\textsuperscript{12} First-generation campground cabins were wooden structures with screened fenestrations and often without furniture. Campers still had to supply their own bedding. This was the beginning of a standardized motel trend that has carried into modern motels of today. In 1935 for example, many camps began to follow innovative ideas of the time, such as the sale of groceries and gasoline or gifts.\textsuperscript{13} The downfall of the auto cabin was its flimsy construction and lack of insulation. It was clear that automotive travel remained a seasonal venture at this period of time, thus camps were abandoned during the winter.

As the cabin camps evolved into cottage courts, many changes had taken place. The building construction solidified, the room sizes grew, while the courts were still basically placed in similar configurations as were their predecessors. Many cabins were typically located in the least attractive stretches of automobile row. They usually faced the highway and lodgers soon discovered that a major disadvantage of the cabin was the noise and dirt from the roadside. Another disadvantage of the roadside cabin camp was the reputation of immorality brought on by noisy, crowded, and often unhealthy standards.\textsuperscript{14} At the time this particular type of lodging satisfied the traveling public as the
Depression hovered over the nation. After the 1930s garages were added to the cottages and individual roof lines became more popular than a cluster of freestanding buildings. The typical cottage included an on-site manager/owner apartment, office, coffee shop, and an outdoor public space. Many cottages were designed to resemble small suburban houses or small cottages, in order to make a stronger appeal to the middle-class traveler.

FIGURE 13 The motel sign was traditionally used to attract potential guests by their size, color, and brightness.

A sense of safety and respectability was implied through an enclave along the highway. The birth of exterior imagery was the dominant technique and visual cue for leading motorists into the court. Although, domestic architecture was the most widely used promotional tool in attracting wholesome middle-class travelers other cabin camps added decorations, such as wooden-picket gable sunbursts, shutters, and lawn furniture to bring in business. Further, an exclamation point of the image of home was evident through many of their names, such as "U Like Um Cabins" or "Kozy Kourt".

FIGURE 14 In addition to large signs, motel owners attempted to attract travelers by using outlandish architecture and sculptural motifs.

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As time progressed, evocative and sometimes bizarre methods of windshield advertisement were used to attract overnight guests. Courts began to appear in the form of teepees, missions, adobe huts, and log cabins. Their names changed to Wigwam and Alamo and included landscaping that was appropriate to the theme. And still more outrageous was the cottage that demanded absolute attention using miniature windmills, green giant villages and other motifs. Similar to many modern apartments and resorts today was the practice of focusing the most visual attention on the focal point of the complex: the office and owner's living quarters. It was this building that would traditionally serve as the gateway leading into and out of the court. Once the motorist was lured onto the premises and officially registered at the office the now new guest entered the largest selling point of any court, the interior. Everything from rugs, dressing tables, bureaus, radios and steam heat was provided to meet the illusion of the suburban house; a home-away-from-home.

Motor courts were quite similar to the cottage courts with the exception of the entire compliment of guest rooms being placed under one continuous roof line. Many of these complexes were single-leveled and included a maximum on twenty units. Just before the Second World War many of the motor courts maintained gas stations and restaurants, which served coffee. Spanish hacienda themes were beginning to catch on and were duplicated from coast to coast. Many motels were organized around huge courtyards and maintained their informal relationship with the automobile traveler. The swimming pool became a popular feature for many travelers and rooms had a front and back door. Soon after the introduction of the pool, another important feature advertised the motor court - the sign.

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The motel sign and its flashy neon display with soft blinking lights was initially intended to give vertical dimension to a single story modern structure. However, as time passed it became a very powerful advertising device with many connotations. It was clear that standardization had taken a strong foothold in America's roadside culture. The standardization of the motel room in regards to furnishings and other motel outfitting was also introduced along with technological inventions, such as air conditioning, RCA Televisions and Ivory soap.

During the outbreak of World War II, gasoline was rationed and automobile production had made room for weapons production. Citizens began to travel less and turned to trains or mass transit for transportation. Naturally hotels began to thrive again as swarms of businessmen and military personnel once again frequented their establishments. Roadside motels, restaurants and service stations suffered greatly during this time and many closed their doors forever. After the war and well into the 1950s, motor inns began to appear in metropolitan urban renewal zones, airports and new freeway interchanges. What differentiates the motor inn from the motor court is their size and quality. Many of the motor inns were two and three story complexes arranged similarly to previously existing motels. The swimming pool was the main exterior feature and the coffee shop turned into a dining room that hosted banquet and meeting rooms. The registration desk has expanded into a lobby with a small gift shop. Guest rooms were larger and included two double beds, a night table with a telephone, a television, baggage racks, lounge chairs, a dressing and a bath area with vanities separated from the shower and toilet. Many of the rooms were built back to back with separate heating and cooling zones, which reduced operation costs. Bolder, brighter and louder neon signs continued to bring customers in. The neon tubes and flashing light bulbs created a dazzling night time...
spectacle. The architecture remained a bare-bone, stripped-down, utilitarian style due to a functionalist movement. Gone were the days of ornamentation and theatrics. However, competition demanded that many motel designers lean towards Exaggerated-Modern elongated buildings, that displayed soaring roofs and other space-age equipment. The Inns' average size at this time was approximately 150-300 rooms. Promoted as a motel the motor inns were independently owned, but targeted by chain motels in the mid 50s. Through national brand recognition chains soon won the battle over attracting highway travelers.

![Holiday Inn Select](image1.png) ![Holiday Inn](image2.png) ![Holiday Inn SunSpree Resorts](image3.png) ![Crowne Plaza](image4.png)

**FIGURE 18** Brand name recognition helped to standardize the motel industry by creating special consumer desires through a mass-produced, marketed product.

Outside influences such as traffic pattern changes, internal problems and unsophisticated management resulted in independent owners losing control over the industry and the conception of chains. With the introduction of these corporations in the 1950s investors came under three forms according to Chester Liebs, author of "Mainstreet to Miracle Mile". The first type Liebs discussed was referral, which consisted of groups of motor courts coming together under common names and logos. They often published their own membership directories and followed a commonality of minimum industry standards. One of the most popular referral chains was and still is Best Western. The second type was company-owned chains where all motels within a chain were totally owned and operated by a company, such as Howard Johnson. The final investment form was that of the franchise. A franchise occurs when independents purchase, operate under and adhere to a parent company's name. This particular type of chain will be explored further in detail in Chapter Seven with the most notable franchise, Holiday Inn, as a case study. Motel chains, such as Holiday Inn or Best Western have become instruments that are able to measure changes in the roadside culture through the altered regimentation of architectural form and program. Through brand name recognition the program of the
motel has been highly standardized where guests arrive at the office and enter the lobby to register for a room. After the key is obtained the guest unloads his or her luggage and retires for the night in an assigned room. As they enter their room they encounter a built-in rack or coat closet so they may conveniently drop their bags and enter the partitioned lavatory to prepare for bed.

The sheer number of chains expanded quickly by the adoption of rapid center-core construction (used extensively during the Second World War). It was typical to manufacture this particular building system inexpensively by arranging rooms back to back along a utility core on one or two stories. Further, bathrooms were also arranged in a four corner configuration. All the doors and windows faced outside exiting onto perimeter walkways and parking lots. Today center-core motels are still in existence.

FIGURE 19 The typical motel room began to utilize the utility core in its standardized construction method. Many units were attached by the sharing of plumbing walls under one continuous roof structure.

"Wilson, Johnson, and their fellow entrepreneurs had transformed chain motels into branded products, where the name was the guarantee, and the contents were totally predictable."  

Chester H. Liebs, American Roadside Architecture

As the motel of the 1960s became a collection of traditionally arranged modular rooms wrapped in simple geometric forms restaurants became mainstream and were typically attached to cocktail lounges. In an ironic twist motels have almost become the very thing that they have strived to pull away from - the hotel. It is becoming increasingly difficult to separate the motel from the hotel today, because countless amenities that were traditionally found in the hotel located near city centers and rail
stations were placed into the motel. Hotels have begun to include free parking, quicker express check in/check out services and lower rates as motels have included marble fixtures, hairdryers in the bathrooms and designer room decor.

Today it is evident that exterior design is no longer as important to the motel owner as it was in the days when the purpose was to attract motorists off the highways. The architecture of the motel still suggests a strong attempt to standardize the American culture by how they advertise their presence through brand name. Motels are depending less on the multi-colored giant sign and have replaced them with black, sleek and high-tech logos, which have a direct relationship between familiarity of brand name, more so than familiarity of home causing the brand name to become more important than the container.

“The mere sight of a company’s sign along the highway was all that was needed to instantly remind motorists of the motel chain’s most important selling feature -- the standardized guest room -- the same way the Jolly Green Giant of the supermarket shelf conjures up the image of a can full of peas. Only instead of little green orbs floating in a metal cylinder, the image is of two full-size double beds, a night table, comfortable chairs, a combination bureau/desk, telephone, color television, and a full bathroom with toilet, sink, tub, and shower fitted into a long, rectangular room (the standard chain-motel accommodations by the late 1950s).”

Chester H. Liebs, American Roadside Architecture

FIGURE 19 Motel owners continue to create a desire for homogeneous products which are similar in quality and function in almost every respect.
The central function of motel advertising is to create desires - to bring into being wants that previously did not exist. It is just as important to spend money in the manufacturing of product demand as it is spending the money to manufacture the actual product. Today the motel industry shares similar promotional qualities to other nationally recognized companies which spend millions of dollars persuading the public that ordinary commodities are unique. Just as one motel may be promoted to a carefully targeted consumer group, other motels attempt to appeal to the widest group of consumers possible.

The Image of Home in the Motel

Home is an idea that many motel guests have no consensus on. It may be a collection of familiarities that play multiple roles throughout one’s life. Home intertwines our deepest memories and diverse lifestyles with personal identity. In the case of motels, home is a very difficult image to advertise, since not everyone thinks of home in the same manner. Throughout the early 1940s to the late 1950s, motels attempted to appeal to vacationing families (the dominant market of the time) through the image of...
home. Motel owners across the country supplied familiar icons of home to those traveling an unfamiliar roadside environment through design. Even the image of the owners evoked strong feelings of home to some. For example, as one checked in, they were greeted by a warm, friendly “mom and pop” couple who actually lived on the premises. Even the maids and service people were in many instances children of the owners’. Simple ornamentation appeared in many forms which ranged from handmade drapery and blankets to original artwork, to pitched roof lines over single, detached guest units. These early motels also provided home-cooked meals and warm conversation within a communal context, creating strong emotional attachments between motel guests and the motels they lodge in. In the list below, Loewy and Snaith provide an investigation into multiple meanings of home based on the attitudes and motivations of potential consumers within the United States housing market. At least ten percent reported the following definition of home:

a) a place to raise children / family;
b) a place to live stay / spend your time;
c) a place to rest / relax / be comfortable in;
d) a place for love / warmth / understanding;
e) a place that I own / is my own / belongs to me;
f) a place to come home to;
g) a place for privacy / to be alone / get away;
h) security; a place to be independent / can do as I please. 

Similarly to home, there are clearly strong indications that motels provided traveler with the opportunity to create self-expressions as they surround them with familiar icons. Despite the rich and varied meanings of home some authors support an argument that much of the supposed ideas about home are from myth and idealized memories. Weather or not the idea of home as a family dwelling arose from myth, it has had a strong influence on our culture and the motel as a cultural object advertising with the domestic image. The development of separate living quarters for each single family dwelling
paralleled the growth of the idea of the nuclear family of the fifties. Although, one may be able to formulate a broad understanding of home through dictionaries, history, myth and literature, one must also realize that it is extremely difficult to verbalize what home actually means to the individual traveler.

Heterogeneous motel to Homogeneous Motel

In the 1980s and 1990s motels adopted similar advertising tools, which created a trust or loyalty for the product before the client even reserved a room. To accelerate the rate of growth in the industry, motels followed a trend to adopt market segmentation, which can be defined as the division of a heterogeneous market into many relatively homogenous market segments by creating products and services designed to meet the particular need of the traveler. The division was accomplished in a variety of ways. In many cases segmentation was based on three market classifications.

1. geography: segmentation of region, city size or income;
2. demography: segmentation based on age, gender, ethnicity and income;
3. psychography: segmentation based on social class, personality traits and lifestyle practices.

Market segmentation is relatively new to the motel industry but has been in existence for years and brought to the consumer through newspaper, magazine, radio, billboard, television ads, and through other media. For example, television ads are strategically placed and programmed to play for specific viewers. On CNN, many motels and hotels appeal to the business traveler by offering amenities such as corporate rates, hotel suites with partitioned

FIGURE 21 Motel ads, in the beginning, only advertised to the nuclear vacationing family of the 1950's. However as segmentation marketing developed, new ads appeared such as those for business travelers.
rooms promoting ample work and meeting spaces within. The same motels begin to appeal to the traditional family unit by advertising free room rates for children, swimming pools, and vacation packages. The ideas behind market segmentation are very powerful and quite successful. Segmentation not only occurs in mass media advertisements, but in supermarkets, shopping malls, fast food restaurants, and wherever commercial trade can be found. The American roadside culture has become conditioned since childhood to respond to this method of product promotion and by targeting young consumers captivating them with franchises that sell brand name products, manufacturers are likely to ensure a strong future for a homogeneous market. By grade school many children are loyal fast food consumers as they become bombarded with advertisements from franchised chains promoting an image just for them. As the television convinces them that nationally advertised products sold in shiny new packages are superior to local goods sold from independents. Ideally, the most concentrated marketing effort should be bestowed on the most promising segment, but consideration should still be given to marginal segments.

FIGURE 22 The new emerging motel business traveler segment had caused motels to shift their advertising strategies by introducing new amenities.

A Shift In Advertising Trends

One of the largest problems that the motel and lodging industry must face today is how to recognize, anticipate, and adapt to changing trends in the American roadside culture. Some of the most dependable sources utilized by the motel lodging industry for predicting and responding to emerging trends are: the business and the trade press, trade associations, Chambers of Commerce, and university research. The lodging market constantly shifts and changes in complexity. Throughout the
1950s, 60s, and 70s, motels have concentrated most of their marketing effort on the traditional nuclear family vacationer. However over the past twenty years, a growing segment of corporate business travelers have caused the motel to shift in the direction of accommodating many other growing segments as well. As this research will explain later, the motel industry has responded to the needs of both business and pleasure markets by creating multiple products for multiple travelers. The Commerce Department had estimated that each night 300,000 travelers have stayed in a Holiday Inn and the total sales of franchised companies had reached over 436 billion dollars (up from a 1973 tally of $168 billion). It is apparent by the above figures and that the American roadside culture has been shifting towards a consumer-dominated market desiring standardized franchised chains over independents.

![Population Shifts](image)

**FIGURE 23** As population growth declined in city center, suburban population has increased creating new strips and growth corridors.

The greatest burst of franchise growth in the United States began in the late 1940s and quickly gained momentum into the 1950s. During this time period suburban America was increasing in population as more automobiles were being driven and inner-city blight had just begun. Lack of parking and roadway congestion caused the middle class laborer to decentralize away from the city and commute on a daily basis. Long stretches of highways transformed into commercial strips and soon food chains, markets, gas stations and other similar businesses beckoned the morning or evening commuter to stop, but only briefly. As time progressed travelers would peer down the highway only to see endless rows of outlets
and billboards cluttered along the highway competing for their attention. Chain franchises with their homogenized motel rooms and uninspiring fast food stores have become a large part of the American landscape.

The franchise method seen in multiple products is the prevalent model of the motel industry. Standardization is what made McDonnell’s king of the franchise business. Founded in 1955, McDonnell’s has grown in size from 1500 outlets in 1970 to 6200 in 1980. It is truly phenomenal how McDonnell’s has embedded itself into American Popular culture by changing the way one eats and how one may come to trust standardized products marketed to create familiarity through image alone. Therefore, what makes consumers patronize chains such as McDonnell’s instead of an independent diner, and why do they trust national chains over localized businesses? One reason is that they offer convenience and dependability. The chain is usually very easy to find through its location and large colorful, familiar signage. Standardized services allow for a speedy dispersal of product to the customer. Additionally, chains may be found through brand name familiarity and constant reassurance of product quality as promised by television, newspaper, or magazine advertisements. Due to their newer technologically advanced equipment as well as their advantage of being financially backed by a large corporation, franchise chains are able to undersell independent diners by standardizing their products. This means that the portions, the weight, the cooking procedures as well as the plate presentations need to be the same in every way, every time. Furthermore, every recipe and each ingredient must be specially selected and not be allowed to be substituted for similar items as even the slightest variation in taste may be enough to lose the perception of consistency.

Brand Loyalty

Since the Civil War, Americans have become increasingly familiar with brand names. As a result, consumers have been convinced into believing that name brands are superior to the generic and that national is superior to independent. Advertisements constantly reassure us of brand name quality and attempt to capture the loyalties of the American consumer. For example, as one passes through a
grocery market, name and local brands constantly struggle to capture the shopper's attention. The same situation occurs with businesses along main streets and suburban strips.

FIGURE 24 America's largest lodging chain in 1981 shows an emerging trend for the desire of standardization in the motel building type.

Motel chains attempt to associate feelings of familiarity, dependability and security with brand names. Whether, the motel ad portrays a nostalgic image of life, existing generations ago, or projects positive family values of kindness and a filtered contemporary view of society in general, the creators have serious motives: to sell the product. Ads only serve to magnify and condition the consumer. For the moment, potential lodgers are lured into motel rooms through familiar brand names and symbols. Symbols are not only found on roadside billboards and in magazines, but in telephone directories and anywhere else a recognizable, friendly icon can be placed. If brand loyalty was not to a single product, it was to a wide variety of other associated products found within the same product line.

Brand loyalty and sophisticated promotional advertisement campaigns create trademarks for many chains. Again, at McDonald's, the Big Mac and the Quarterpounder are recognized trademarks throughout the world. And just as Ronald McDonald becomes a spokesman to the millions of children.

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(future fast food consumers), Tom Bodet of Motel 6 greets the thrifty motel guest with family values and a good common sense attitude. In one study performed by the Helitzer Advertising Company, a determination was made that parents would pay almost twenty percent more for an advertised product that appeal to their children even though a less expensive, non-advertised product was available offering similar functions.  

Local Verses National

Each day throughout the nation thousands of battles between local and national businesses are fought. Businesses, such as hair salons, supermarkets and gas stations often offer similar products and services, but time after time chains appear to win the battle. National franchises build large signs to capture the motorist's attention by displaying standardized products in an attractive surrounding. In comparison local businesses appear "out-of-date" and of a lesser quality. Chains not only commence battle on the road, but over the airwaves as well. Each day hundreds of television and radio commercials are aired to the American public and many of them market anything from automobiles to beer. The audience is able to choose between hamburgers and motel rooms similarly to that of packaged, mass produced items. Ordinary commodities are made to seem special whether they are higher in quality or not. This creates a serious concern about the trend of regimentation and
standardization, which has been occurring in American society today. As locally owned and operated businesses lose ground to the national chain, a sense of community is lost. For example, franchised outlets are designed to minimize personal contact by discouraging the lingering patron. The fast food employee does not leisurely talk with customers. The structure of the chain establishment often encourages drivers to stop, but only long enough to purchase goods and services. Management is usually unwilling or unable to meet personal tastes of regular customers or the localized preferences of the community.

**TOP 20 INTERNATIONAL HOTEL CHAINS AND CONSORTIA 1970 VS. 1980**

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<td>95</td>
<td>Quality Inns, USA</td>
<td>41,415</td>
<td>350</td>
</tr>
<tr>
<td>Superior, USA</td>
<td>13,000*</td>
<td>375</td>
<td>NRI, USA</td>
<td>40,000</td>
<td>145</td>
</tr>
<tr>
<td>Hyatt, USA</td>
<td>10,801</td>
<td>64</td>
<td>Club Med, France</td>
<td>36,333</td>
<td>132</td>
</tr>
<tr>
<td>Rodeway Inns, USA</td>
<td>10,500*</td>
<td>84</td>
<td>Novotel, France</td>
<td>35,214</td>
<td>283</td>
</tr>
<tr>
<td>Intourist, USSR</td>
<td>10,200*</td>
<td>29</td>
<td>Hyatt Corp. USA</td>
<td>34,000</td>
<td>58</td>
</tr>
</tbody>
</table>

**FIGURE 27** Hotel and Motel Chain Growth Comparison, 1970 vs. 1980.

Leading chains today are rarely required to advertise low prices. Companies such as Holiday Inn, Motel 6, and Travelodge entered the market by appealing to the thrifty customer. As these chains began to dominate the market by establishing brand names, they no longer had to undersell their competitors causing a serious shift in the priority of the consumer, (which was to ignore the additional cost and patronize the famous names or familiar brands first). It was no surprise that these chains have been so successful against independent motel businesses. To illustrate further, consider a visitor to a new city who assumes that a Travelodge or Best Western national affiliate will somehow offer increased sophistication than the local motels. The potential guest has developed a collection of preconceptions...
of what the TravelLodge will be like before he or she enters the office door. Conversely, TravelLodge also has a preconception, through marketing analysis and research of what the potential lodger will be and a face-off of expectations and preconceptions will occur before the customer spots the highway billboard.

To the traveling public, chains stress a number of features that have an obvious appeal to their preferences and motivations. It is not important how they are ran, but what it is they offer. Important amenities that chains offer today include the following:

1. standard rates within a price range if not the exact same rate from property to property across the country;
2. standardized services and facilities which allows the guest the luxury of knowing what to expect in terms of rooms, meals, etc.;
3. credit privileges;
4. free reservation or referral service. (in many instances, chains will assist the traveler in planning an entire trip);
5. psychological factors such as force of habit, security feelings, chain image (and the customer's identification with it) also influence the preferences the traveler makes concerning chains.

By the 1960s, a new generation of "budget" motels began to appear, with accommodations that undercut the price of facilities at the larger chains. The most successful of the new standardized motel chains was the Motel 6 outfits founded by William Becker, in 1962. Motel 6 introduced a stripped-down, smaller version rendition of the larger chains' product to the American roadside traveler for only $6.00 per night. In the 1970s, Motel 6 still only charged $6.50 per night and today it has increased in size to 750 outlets continuing to rent rooms for about $25 a night.\(^\text{29}\) William Becker realized that the American roadside motel almost completely beat out the hotel until "they got fancy themselves". In other words,
Mr. Becker acknowledged the triumph of the motel over the hotel and the joining of the two within a decade’s time.

In the 1970s, the franchised motel business had overwhelmed the market. In 1970, 7 percent of the properties and 25 percent of the rooms were chain-affiliated. However, by 1978, almost one-third of the properties and 70 percent of the rooms were owned by chains. In the past 40 years, the motel franchise formula has been perfected as many of the facilities offered by one chain become almost indistinguishable to another. The vocabulary of the motel room was universal, even though the carpet and drapes differ in color and pattern. The evidence clearly illustrates a standardized system of a packaged 13 by 20 foot container complete with open-rack no-door closets with theft-proof hangers; low dressers; two queen-sized beds; an armchair; table; duel table lamps; a television set; and a telephone. The franchised motel room is a completely functional unit without a soul- a universal plastic space which does not respond to many desires of the American roadside traveler. The standardized motel chain formula was successful in the 1950s through the 1970s because they were economical to build, efficient to operate, and reasonably priced.

The new expression of the chain motel today has become plain and unobtrusive by the elimination of the “great sign” and any architectural distinctiveness. The budget roadside motel has become a sparse, but direct cultural indicator which is clearly discernible to the high speed traveler on the interstate freeway as it uses an array of national advertising and 800 numbers to book reservations.
CHAPTER 4

(motel ing)

"Each evening thousands of travelers perform a familiar roadside ritual - looking for a place to spend the night. For those preferring the predictable, a free phone call is all that is needed to make sure that an air-conditioned, plush-carpeted, brand-name highway motel room, identical to the one stayed in the night before, awaits at the destination. For the more adventurous, a huge assortment of other sanctuaries-for-hire lie along the highway-from motel rooms with boomerang-shaped furniture and televisions in space-age cabinets to tourist cabins replete with knotty-pine homeliness-where motorists might find either a pleasant bargain or occasionally spend the night in a sagging bed covered in cigarette-burned blankets, awakened by the roar of an ailing air conditioner. Nevertheless, each wayside hostelry, whether standardized or full of surprises, is a clue to the evolution of an essential yet fascinating species of twentieth-century commercial architecture."

FIGURE 28 A continuous stretch of highway from Flagstaff to Page, Arizona, 1992.
As the rise in automobiles grew, so did the number of motels. It is no surprise that the auto became America’s premiere mode of transportation beginning in the mid 50s. In 1956 for example, 24 million cars were registered in the United States with 57 million registered in 1958 and 143 million in 1991. This indicated that there was a considerable market for the highway travel industry as more Americans were traveling and required food, gasoline and overnight lodging. The most dramatic change in the landscape however, was the wholesale injection of commercials into the roadside. As a product of the industrial revolution the need to sell products and goods aggressively made their way to the roadside. Billboards littered the landscape with messages that were sure to capture the attention of the highway traveler. Widespread commercialization in the United States was inevitable.

**FIGURE 29** Traditional roadside motel advertising in the 1950s.

**FIGURE 30** Traditional roadside motel advertising in the 1950s.

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**Annual U.S. Motor Vehicle Production and Factory Sales**


(Thousands)

<table>
<thead>
<tr>
<th>Year</th>
<th>Passenger Cars</th>
<th>Commercial Vehicles</th>
<th>Total Vehicles</th>
<th>Passenger Cars</th>
<th>Commercial Vehicles</th>
<th>Total Vehicles</th>
</tr>
</thead>
<tbody>
<tr>
<td>1960</td>
<td>6,703</td>
<td>1,202</td>
<td>7,905</td>
<td>6,675</td>
<td>1,194</td>
<td>7,869</td>
</tr>
<tr>
<td>1965</td>
<td>9,333</td>
<td>1,803</td>
<td>11,138</td>
<td>9,306</td>
<td>1,752</td>
<td>11,057</td>
</tr>
<tr>
<td>1970</td>
<td>6,550</td>
<td>1,734</td>
<td>8,284</td>
<td>6,547</td>
<td>1,692</td>
<td>8,239</td>
</tr>
<tr>
<td>1975</td>
<td>6,717</td>
<td>2,270</td>
<td>8,987</td>
<td>6,713</td>
<td>2,272</td>
<td>8,985</td>
</tr>
<tr>
<td>1980</td>
<td>6,376</td>
<td>1,634</td>
<td>8,010</td>
<td>6,400</td>
<td>1,667</td>
<td>8,067</td>
</tr>
<tr>
<td>1985</td>
<td>8,185</td>
<td>3,468</td>
<td>11,653</td>
<td>8,002</td>
<td>3,464</td>
<td>11,467</td>
</tr>
<tr>
<td>1990</td>
<td>6,077</td>
<td>3,706</td>
<td>9,783</td>
<td>6,050</td>
<td>3,725</td>
<td>9,775</td>
</tr>
<tr>
<td>1991</td>
<td>5,439</td>
<td>3,372</td>
<td>8,811</td>
<td>5,407</td>
<td>3,387</td>
<td>8,794</td>
</tr>
<tr>
<td>1992</td>
<td>5,664</td>
<td>4,065</td>
<td>9,729</td>
<td>5,685</td>
<td>4,062</td>
<td>9,747</td>
</tr>
<tr>
<td>1993</td>
<td>5,981</td>
<td>4,917</td>
<td>10,898</td>
<td>5,962</td>
<td>4,895</td>
<td>10,857</td>
</tr>
<tr>
<td>1994</td>
<td>6,614</td>
<td>5,649</td>
<td>12,263</td>
<td>6,549</td>
<td>5,640</td>
<td>12,189</td>
</tr>
<tr>
<td>1995</td>
<td>6,350</td>
<td>5,635</td>
<td>11,985</td>
<td>6,310</td>
<td>5,713</td>
<td>12,023</td>
</tr>
</tbody>
</table>


Strips in the United States have become a cultural phenomena. They are direct products of commercialization and the automobile, which offer prime locations for chains and independents alike.

As one drives along some of America’s most popular strips there are battles being waged as chain franchises continue to dominate the independents that struggle to retain their spots. In the 1950s people drove freely along the strip stopping from time to time to buy a six pack of beer or a gallon of milk. Today, the strip has become much more than a convenient place to fill the car tank up with gas. It has become an American way of life in the automobile age as five-minute stores fill corner shopping
centers and teenagers have become experts on the subtleties of the strip by knowing where to park, where the police patrol and where to shop and eat. The strip can be found everywhere from large suburban avenues to small town main streets. In the last forty years, the strip has had quite an effect on how American culture evolved and what direction it will be heading into the future. Strips have recently formed in terms of function as many specialized business catered mainly to colleges, apartments and business parks. Motel locations are not arbitrary. Many were strategically placed along the roadside based on an average day's drive, a particular mileage from another distant town, and other information. Economy motel chains often built next to larger Holiday Inns in the hopes of picking up the overflow customers. Many of the best locations along the strip are at interchanges of major highways. Long secondary highways connecting downtown with interstates and neighboring towns proved to be the most fruitful locations for motels and other roadside business.

In the last four decades developers have built almost everything along the strip. As mentioned earlier, franchise strips have violently destroyed the local businesses that originally served as community centers and places that people made contact. The new strip offers little interpersonal communication as customers are encouraged to drop in and leave quickly. When the fast food restaurant replaced the diner the chain hair salon eliminated the local barber, opportunities for people to make casual contact were reduced. Franchised hair salons or retail outlets are set back large distances from the roadside or placed within malls were intentionally designed so that customers felt like strangers and do not establish regular relationships with outlet employees. According to many franchise owners, an impersonal atmosphere enhanced profits. Homogenized fast food strips damage the socialization of today's families by enticing each member to eat separately. For example, the college student may tend to eat alone instead of with friends or in the dormitory because of the convenience and predictability offered at a McDonald's. There are growing trends that affect the location of the motel today. One of the most influential trends is the motels' shift to segmenting the lodging market. As motel owners have realized, many guests have transformed into corporate business travelers, therefore requiring lodging next to airports, interchanges, and some city centers.
Motels in the 1950s have acted similarly to other franchised businesses in many respects in that they promote recipes for standardization. In the March 1950 issue of Architectural Record, architect Frederic Pawley created a template that motels would follow into today with some variations. After careful analysis on the identity of the traveler, which that time was categorized into either the vacationer or business traveler, Pawley illustrated where they traveled as well as other industry data. Pawley arrived at the conclusion that the organization of the existing, and rare chain motels were presented in many configurations along the highway. The object was to focus on the similarities between each. The physical elements of the motel were illustrated in terms of architectural form meshed into typical motel programming, which included, but was not limited to the following categories:

1: site location and plan - Included strategies for motel placement along the highway or in relation to cities or towns. Standardized driveways, parking lots, and landscaping techniques were brought about by a number of issues such as identity, safety and productivity.

2: general planning - Which suggested the average number of rental units to construct, what their standard sizes would be and how flexible their plan was. In his discussion, Pawley called out for typical combined structure and the formal layout of the motel. For example, the office was to be separate from the motel complex with the swimming pool in the center of the layout. Circulation and additional amenities such as dinning, gasoline stations, and

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carports were suggested as the norm and were strongly recommended within the new motel design.

3: *check-in procedures and programmatic sequence* were spelled out in detail creating a ritualistic experience for both the guest and the operator.\(^2\)

4: Programmatic rhythms in the motel also become standardized as the housekeeping service promptly knocked at 12:00 p.m. and their carts, stacked with soap and towels, were wheeled into the rooms in preparation for the next night’s lodgers.

The following is a description of a typical ritualistic motel episode according to one Las Vegas Holiday Inn chain employee:

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>six o’clock am</td>
<td>lodgers leaving keys in the office and checkout begins</td>
</tr>
<tr>
<td>seven o’clock am</td>
<td>driveway roars with revving engines, slamming doors and crying</td>
</tr>
<tr>
<td></td>
<td>children hasty exits meant tangled blinds, nicked walls/portals</td>
</tr>
<tr>
<td></td>
<td>normal occupancy: cigarette-burned furnishings and ashtrays, stolen towels</td>
</tr>
<tr>
<td>twelve o’clock pm</td>
<td>daily cleaning / repairs (maid inspections)</td>
</tr>
<tr>
<td></td>
<td>office hummed with calls for next reservations</td>
</tr>
</tbody>
</table>

From housekeeping operations and maintenance, to room supplies and unit layouts each facet of the motel room was described in a checklist format for the entrepreneur to follow. However, there was one problem, the whole industry became lost within efficiency and cost effectiveness. This set the stage for commercialization and franchising, which has led to the reluctance of rapid change needed to meet the demand of a rapidly changing roadside culture. As mentioned previously, franchises could not change quickly enough to accommodate local needs and this is where the system began to fail.
The Anatomy Of The Motel

What makes up the anatomy of the homogenized motel? On the following page are some illustrations of common components that have become standardized in the industry over the past forty years:

location:

FIGURE 34 The above illustrations show typical locations of chain motels in relationship to roadside interchanges, the fringes of town, and clustered with competing motels and commercial businesses.

signage and advertisement:

FIGURE 35 Motel signage in the past was the primary marketing strategy for attracting roadside guests. Today they have lost their effectiveness due to changes in the industry through reservation systems and newer modes of transportation.
FIGURE 36 The above illustration from "The Motel in America" outlines typical motel configurations used over the past 40 years. Some are still in use today.

amenities and promotional features offered:

FIGURE 37 The above Motel 6 amenities are standardized appealing to the family vacationer. Other amenities, however, change according to the type of guest.

guest room size and layout:

FIGURE 38 The typical motel room plan illustrates the placement of motel furniture on the left. On the right, motel rooms are shown clustered together for reasons of construction cost reduction and efficiency. The rooms share a plumbing wall and a common roof line.
guest room furniture:

FIGURE 39 The motel furniture microcosm. The above illustration of a Comfort Inn guest room indicates typical components of a typical motel room which includes a television, queen/king-sized bed, desk lamps, end tables, and single guest chair. Not shown in this image is the dining table, bland wall artwork, and the air conditioning unit.

check in / check out procedure:

FIGURE 40 Check-in has become a ritualistic procedure as one reads the motel office from the highway, parks temporarily under the provided canopy, and checks in at the registration desk.

identification of unit:

FIGURE 41 Because of the similarities between each guest room, motel design requires a simple, yet understandable layout. Guests do not want to spend extra time attempting to find their room in the dark.
housekeeping / maintenance:

FIGURE 42 Supplying fresh towels and cleaned rooms, the maids and other motel personnel work "behind the scenes", screened from the view of the guests.

parking:

FIGURE 43 Motel parking is typically found in close proximity of the guest rooms. One would enter the drive of the public roadway and temporarily park under the canopy to check in. Both images above show two examples of long-term motel parking. Many guests are allowed to park at least three feet from the room as others were asked to park in lots that still remain visually connected to the complex.

landscaping:

FIGURE 44 The swimming pool, as shown above is the primary landscape element of the chain motel. Over the years, it has shifted in how it attracts guests. In the past, swimming pools were the primary visual element next to the "great sign" for attracting travelers. Today, they act in reinforcing expectations of travelers who have lodged at similar chains elsewhere.
Hidden Meanings Of Security And Familiarity

The whole concept of security concerning the motel began with the illusion of familiarity. Motel owners have constantly become more aware of what the traveler is looking for: security, a sense of predictability, as one may find in a Motel 6 or Best Western chain. Security is defined in one's own perception and who can say what safety really is? Therefore is it not true that security and familiarity are synonymous in the mind of the traveler? As the motel owner/staff strives to make the guest feel comfortable and safe, the guest may be in danger without realizing that a neighboring guest could be a threat. In the past, many motels and motor courts were located beyond the city limits - beyond the force of municipal law. In many instances, television and film presented the motel as an instrument of evil, a den for prostitution taken over by the poverty stricken, but at other times, an acceptable part of the American roadside culture. The motel room created illusions of security by the outward display of locks, chains, safes, and telephones. As the guest sleeps at night, the office is always brightly lit and open to protect them. More importantly, the issue of security and how it forms a relationship between illusions of safety and illusions of familiarity become critical. Many guests are usually more comfortable among the familiar. Memorable people, places, and objects install confidence and self-assurance within them. Feelings of disorientation and uncertainty become their mortal enemies, as they remain spaced or separated from the unknown. The motel itself becomes a paradox in that it becomes instantly a familiar setting full of people doing predictable things. The sequence of checking into a motel becomes a ritual as lodgers drive toward the office, check-in, receive room keys, and unload luggage into their rooms. Predictability and reliability of the motel appear to be a strong commonality between what consumers desire and what motels attempt to market. In the motel program, security and safety become quite
noticeable as the configuration of the motel most always places the office in a "check point" position. It is assumed that no one enters or exits without the management at least aware of the fact. The swimming pool is almost always visible from both the main office and the motel rooms are either uniformly aligned or clustered to allow for the occurrence of constant activity, whether favorable or unfavorable. Beyond the motel room's large bay window, the automobile (the guests' only connection to the familiar) is placed securely within direct line of site.

The Universal Motel Room

![The Universal Motel Room](image)

FIGURE 46 The motel bed is used for a variety of functions. In the above illustration, this particular bed has been used as an office.

The motel room is one of the richest multi-usable spaces within the motel microcosm. The program here becomes a gray space which allows the lodger freedom to change his or her environment according to their needs. It is the lodger who determines what the space should be used for. As motels often attempt to blur the difference between home and away from home items, such as the television in the bedroom, the mirror and vanity outside the bathroom and even the telephone near the bedside create the illusion of familiarity for the traveler. What makes the motel room a transformational phenomena is the configuration of the furniture, or more specifically, the way it is placed. Although, many times one may find the furniture, wall hangings, and televisions immovable, the program becomes a dynamic event which transpires each day in a slightly different assemblage. More
specifically, the bed transforms and twists into a collection of potential programs, such as a place to eat, a place to write, a place for entertainment, and place to rest. Understanding the motel room entirely is to understand each traveler that has a special use for it. It's simply impossible for motel owners to imagine each potential programmatic occurrence that unfolds within a motel room.

As the motel room constantly changes, the chain motel fights to remain homogenous. Societal issues create new types of motels that change over periods of time. More specifically, since the introduction of the super-highway and increased air travel, the motel has become a relic for the museum in its traditional form. The traditional motel gives us an indication of how roadside culture has changed in the past forty years. In the past, the motel was dominated by the middle class traveler and their values. At first, the object of the motel was to create a familiar setting that was accommodating and inexpensive for the transient. Few attempts were made to attract the long term tenant. However, as years passed, many motel owners were placed in the position of financial failure if they continued to ignore cultural change entirely.
It is clear how America's perception of the motel has changed over the years, but as cities begin to sprawl outward toward the motel, it is becoming increasingly difficult to witness the subtle changes that take place through a new group of users. The long term residents and the hidden homeless layer the previous traditional program with their own needs illustrating sporadic news reports of arrests and deaths in motels which remind us that many motel occupants are "unseen" because most of society and many of the occupants (especially criminals and prostitutes) prefer it that way.\textsuperscript{34}

According to the \textit{Tourist Court Journal}, the chain motel maintains an average of 17.7 units with one maid to every 10 units.\textsuperscript{35} Privately owned "mom and pop" motels in general do not manage more than 12 units.\textsuperscript{36} As part of the initial design, many motels have been planned to grow in size with increasing business. The idea of flexibility is introduced here as an important quality of a motel. Flexibility in the motel may also be related to the multiplexes for common motel facilities such as the pool, parking lot and lobby. The reverse is also possible as flexibility may occur in the off season by the temporary closing of excess motel units that are found as too costly to operate year around.

\textbf{Illusions Of Control}

The manager's/owner's quarters may be in a number of forms. The most common three are listed below:

1) the typical rental unit with bathroom and no kitchen;

2) a more developed rental unit that serves as an apartment with cooking, dinning, and private garage;

3) no living unit - maybe just an extra storage or rest room. It is very common in many roadside motels to buffer the manager's quarters from other rental units by using service spaces such as linen and utility rooms.\textsuperscript{39}
FIGURE 51 Right: An example of an early motel office with living quarters placed just behind the check-in counter in a layered fashion. The plan becomes increasingly more private as one progresses toward the rear of the space and away from the check-in desk. Left: Holiday Inn's office layout without living quarters. It is often common for chains not to have live in management.

The Battle For Control

The motel masks amenities in the form of control over the guests. One method of accomplishing this is through the application of physical barriers, such as the covered drive that is usually found outside the office. Guests are persuaded to temporarily park underneath the canopy to check in. The office door glows and encourages them to come inside or the canopy offers shelter from the rain and cool shading from the sun. Whatever the reason, guests perceive the canopy as a small convenience as the motel uses it as a control device. Found in the program of the gas station, the canopy begins to be positioned at a height that discourages trucks. It regulates the amount of people that enter the office and can be used as a protective device for guests.

FIGURE 52 The canopy is not only used as a courtesy for the guests, but as a control device which gestures the newcomer that his or her first stop is at the office.
The motel occasionally makes it clear to the guest who is in control by enforcement of policy and regulations. Who could possibly miss the "rules of the house" posted on the back of the motel room door reminding the guest that he or she is on restricted time and must either move on to another motel or renew the agreement. Even at the registration desk, guests are expected to secure the room with some form of currency and agree to a lengthy list of liability limits in legal jargon as room supplies are rationed each day they remain.

Heating dials, lighting controls, door locks, television remotes, and direct dial telephones all create illusions of control for the guest, which ultimately leads back to images of home. It is not by coincidence that these symbols continue to share many of the qualities of a franchised food chain or other packaged commodities. Additional forms of control, such as the "peep hole" in the door or sightseeing brochures by the phone book in the guests' motel room may not be as obvious, but still equate back to image ultimately leading to hints of standardization within the industry.

The lobby or "front desk" acts as a container for a variety of activities, which occur out of sequence. The lobby is also a place for guest registration, rent payment, information gathering, waiting, and even convenience sales all in a simultaneous, sequential and random order. For example, one guest may be checking in next to a guest who is checking out, where other guests may in the lobby for a...
number of different reasons. The lobby plays the role of regulator and sorter as part of the sequential experience.

Publicity And Privacy

Many motel offices create multiple levels of publicity and privacy. Each level becomes more private as one transgresses through the check in sequence. For example, from the roadside, the sign identifies and provides information for travelers. It entices them within a matter of a few seconds (2-3 tenths of a mile) and pulls them off the road and into the lot. Lodgers become aware of the office because of additional information listed on the door, such as the complex name, the word “office”, and so on. The signage is not what really brings the traveler to the office, it is the manager standing behind the counter easily seen through enormous bay windows which tells a story of what the new guest must do to acquire a room.

FIGURE 55 The above sketches by Tom Ballinger from the May 1952 issue of Architectural Record illustrates the standardized sequence for lodging continued to be used in the United States today.

FIGURE 56 Another sketch by Tom Ballinger shows a festive bar for guests to visit while at the motel.

FIGURE 57 Gift shops attract guests of all ages- especially near tourist attractions.
The motel easily becomes a place of social interaction as strangers from a diversity of locals meet in public spaces, such as restaurants, pool sides, and the lobby. As interactions take place in spaces designed to enhance them, others occur through familiarity and associations with the motel staff such as the housekeeper or maintenance worker. Even brief encounters with the service staff reassure and reinforce feelings of familiarity for the guest.

Although many people enjoy talking with others over coffee during complimentary breakfasts, others enjoy their privacy. At times, guests define the motel as a place of isolation; a means to avoid contact with others where the room is a sanctuary. The motel is able to mirror both sociability and reclusiveness in the course of a single night. The motel has also become a regulator which screens experiences, separating travelers from traveling and pause or from one another. It communicates elegance and escape with its contrived atmosphere creating a stage on which services are performed, but denying the lodger any glimpse of what happens behind the scenes, (such as what happens behind the curtain threshold within the manager's apartment as he leaves his family and checks the guests in and out). As it becomes increasingly clear that the motel has transformed into a promotional imaged object, one can not help but wonder how America is reflected through the motel. Does the motel still package itself and its image as a domestic illusion from the past?
CHAPTER 5

ROADSIDE CULTURE IN THE 1950S
HOMOGENEOUS CULTURE

Introduction To The 50s

To clearly understand the significant changes in our American roadside culture, it is necessary to briefly illustrate the time period of the 1950s. Through photographs, the 1950s appeared as a slow moving era, mirroring a general, bland popular taste. Men were often dressed in suits, ties and hats as women wore ankle dresses and thick sweaters. The 1950s was a time period in which young people were largely accepting of given social covenants from previous generations.

The 1950s was a time for social and political conflict as well. With the development of the birth-control pill, it was clear that America's cautious sexual practices had began to give way to sexual freedom. Traditional mainstream values, on the most part, superseded over each major event of the time. Standardization was introduced in a variety of forms such as television, housing, and automotive manufacturing. As stated by David Halberstam, author of The Fifties, "there was a degree of conformity, as if the middle-class living standard had been delivered in an obvious tradeoff for blind acceptance of the status quo". Everything from clothing fashion, music, and television programming reflected the standardization of the American culture. The fifties added fuel to a boundless appetite for consumerism, technological developments, and political and international awareness as America became increasingly obsessed with the Cold War.
with the Soviet Union.

FIGURE 59 At the conclusion of World War II, Americans began to shift from the mass production of weapons to mass production of consumer goods which included motels.

In the early half of the decade, America became a time for restoration of the family as thousands of military veterans returned home from the Second World War. As the economy began to grow, factories shifted from weapons production to a new consumer goods production. Although this was a considerably conservative time period, the society was quickly shifting to a standardized unit through the act of consumption. Many roadside billboards and magazine ads portrayed a nuclear family oriented culture creating numerous stereotypical situations, such as the male constantly in charge, or women playing the coy or motherly role hovering over innocent children. However as America began down the path of homogeneity, domestic and foreign events alarmed many citizens and forced the government into an anti-diversified stand, which inhibited regimentation.

Mass Production Trends

FIGURE 61 Motels have followed a pattern of mass production similar to that of the automobile.
Mass production throughout the 1950s was fast becoming a growing trend. One of the most notorious mass produced products of the era was the automobile. In America, the years immediately following World War II, many began to work at large automotive plants such as Ford and General Motors, where they mass produced machines creating affordable products they too could purchase. It was clear that the fifteen-year product shortage caused by assembly line, standardization of the automobile was created through abundance. Each manufacturer began to realize that the price of the automobile was extremely affected by the diversity of the product. Therefore to reduce cost, limited versions of the same products were marketed and produced.

Levittown 1951: A Standardized Suburban Community

As incomes rose in 1951, the new middle class began to grow exponentially by snapping up consumer goods, buying on credit, and acquiring the ownership of a typical split-level suburban home complete with a two-car garage, power lawnmower, and washing machine. Mass production quickly spread to the housing industry, as Bill Levitt became the first builder to bring Ford's technique of mass production to housing. It was clear that Levitt revolutionized the home building process by providing inexpensive and attractive, single unit housing for ordinary citizens who had never thought of themselves as middle-class homeowners previously. As other developers past them by, Levitt visualized New York potato fields as virtual self-contained suburban communities. He insisted that this new way of living would
recreate the American dream of family unity complete with confident dads, perky moms, and glowing children attending good schools. In that time period, the average family salary was sixty dollars per week or three thousand dollars per year. Additionally, the typical family counted on purchasing their first home for around five thousand dollars (two year's salary).  

Not everyone was enthusiastic about the exodus to suburbia as Levitt. Levitt and his subdivision, Levittown, came to symbolize all that Lewis Mumford, a highly outspoken American architect of the time, hated about homogenization of the American culture. Mumford feared that Americans, through the increase of affluence and mass production technology, would become a culture of bland people, in bland houses leading bland lives. Mumford also implied that Levittown represented the worse vision of an American future further describing it as "an entire community being made from a cookie cutter". It wasn't until 1961 that Mumford went on to illustrate Levittown and the entire suburban condition as,

"a multitude of uniform, unidentifiable houses, lined up inflexibly, at uniform distances on uniform roads, in a treeless command waste, inhabited by people of the same class, the same incomes, the same age group, witnessing the same television performances, eating the same tasteless prefabricated foods, from the same freezers, conforming in every outward and inward respect to a common mold manufactured in the same central metropolis. Thus, the ultimate effect of the suburban escape in our time is, ironically, a low-grade uniform environment from which escape is impossible."

In many Levittowns, black families could not buy into the community creating a direct reflection of the time period which racial segregation was still in effect. Mr. Levitt observed the policy not as racially based but as an economic decision by reasoning that if he sold one house to a black family, 90 to 95% of the white families would not move into his development. Similar to what Mumford had stated, housing developments offered complete uniformity from income status to skin color.

From 1950 to 1980, twenty-five of the nation's top cities lost population with suburban areas gaining 60 million residents. This was the first time in American history that shopping centers and housing communities were established away from downtown and all its urban problems in such great numbers.
By 1970, an 83% growth in suburbia marked the first time more people lived in suburbs, than in cities.\textsuperscript{55}
Along with mass produced housing was the American shopping mall and franchised chain stores littered along many of the commercial strips that led back to the city.

FIGURE 63 As more Americans moved to the new suburbs to escape urban blight, driving time increased and corridor strips motels flourished.

Television: A National Custom

New technology changed American culture in a variety of ways throughout the 1950s. The most influential change in technology was the shift from radio to television. Not only did the television change the way Americans viewed the world, but how they viewed themselves as a nation. The entire country began to plan their life around the television as it became a nightly event with limited, standardized programming. By 1948, there were 500,000 television sets in American homes with this number rising to 19 million in 1952.\textsuperscript{46} Television was the ultimate tool for standardizing a nation. The CBS (Central
Broadcasting System) nightly news created a more vivid picture of what was happening abroad as the Soviet Union and China quickly transformed from allies to adversaries, the Hydrogen Bomb was used during peacetime. The television showed viewers that the very existence of humanity was threatened for the first time. The news also created paranoia by reporting on conspiracy, subversion, and fear propaganda through McCarthyism and other political or judicial witch hunts. Americans again had a common cause or unity that promoted a uniform way of life; anti-communism. For the first time, Americans were watching reports of the Korean War through the eyes of the reporters stationed there.

In the motel, television, more specifically cable, was a determinant in the consumers’ decision to lodge at a particular chain. More importantly, it caused the American roadside culture to remain in their rooms in stead of swim or socialize outside their motel guest room doors.

**FIGURE 64** Many Americans watched events unfold for the first time on their new televisions. From left to right: Openhiemer, nuclear physicist; the first atomic bomb detonation in the New Mexico desert; a shocking image of the Vietnam War in the early 1960s; and the nationally identified CBS Logo.

Television also began the decline of motion picture attendance in large theaters. As more televisions appeared, more theaters began to close. By 1951, cities with only one television station reported drops in theater attendance of 20 to 40%.*47 In that year alone, 134 movie theaters closed in Southern California. This indicated a serious cultural shift on how Americans were entertained, informed, and educated on the road. At that time, programming was limited, and viewers were only able to watch what was broadcast to them since satellites did not exist.

Most importantly, television promoted cultural standardization; a phenomena which continues to affect us today. In a March 12th, 1951 issue of Life Magazine, authors wrote, "The US and the world had never experienced anything like it...all along the television cable...people had suddenly gone
indoors...into living rooms, taverns and club rooms, auditoriums, and back offices. There in eerie half-light, looking at millions of small frosty screens, people set charmed. For days on end and into the nights they watched with complete absorbment, the broadcast from which all future uses of television in public affairs must date...Never before had the entire nation been so completely riveted on a single matter.8

It was becoming clear that technology directly influenced how people traveled and what their behavior was like when they lodged for the evening. Although the television offered new choices in the decision to select or not select a motel, owners found that guests had changed and one way to respond to them is through keeping up with technological change.
CHAPTER 6

ROADSIDE CULTURE AND THE MOTEL IN THE 1990S

Introduction To The 90s

In the 1990s homogenization exists in the government, commerce, and within the lodging industry. It occurs on the national and international scale. Millions of Americans live day to day struggling to differentiate themselves as they dwell in suburban homes while shopping, eating, and working within a highly commercialized society, continuing to struggle in order to gain social acceptance by seeking diversity in a variety of forms. The American culture of the 1990s has been described by Marshall Blonsky, author of *American Mythologies*, as a world of mostly style and little substance with market consumption touching each lifestyle in every respect. The desire that Americans share concerning speed and power has also grown since the 1950s. The in-and-out, eat-on-the-run, fast food, fast computer, and fast solution shaves off one's activities to the profit of nothing. Today, Americans change their cars, change their ideas, change their wives, and change their friends quicker and quicker. Sexual values have become increasingly opened as pornography, nudity, and profanity become more acceptable. In this age of instantaneous, visual culture has prevailed over the book culture, machine has become substitute for human labor, and talk radio is attempts to solve a marital problem within fifteen minutes. Credit has become common method of payment in a world of mass consumption.
Television reflects America's mood, its image, and its desires. It uses MTV iconography to amplify American values by airing talk shows, news broadcasts, and a collection of various sitcoms. Over the last forty years, since the introduction of the television, Americans have lived in a media generated world meaning that television, film, and printed matter has successfully detected values in the environment, then sent them back to the audience as the final test of operative success - one enormous experiment. The consumption system in place through the media detecting potential icons, recording them, shaping them, and reproducing them for the audience. If the audience confirms them, they snowball. As Americans lie on the motel bed, before a television screen, they are bombarded with exterior images - the bombing in the Persian Gulf, starvation in Ethiopia, and Motel 6 commercials as the guest room has become a fantastic Disneyland. Through the brilliance of commercials, music videos, and commercial photography, there is no resistance to imagery and its signification. Each day, across the airwaves and through miles of satellite transmissions are thousands of programs broadcast into the privacy of the American households. Television has always been easy to trust. Its images had created a culture of visual drunkenness. It has reflected a wide range of values to millions through game shows, national news, soap operas, talk shows, science fiction, drama, and so on. It has became our companion and friend as we enter the motel room each night. As in the fifties, the television remains a national event. It continues to define how we should act and what messages we should hear.

![FIGURE 66 The advertising importance of television is illustrated by showing the increase of how it is used by the hotel/motel and other travel industries from 1960-1980.](image-url)
Trends Of Standardization In The Motel Industry

Over the period of forty years, there have been considerable shifts in the travel industry which subsequently affect how and why the motel is used today. Linkages have been made between not only the hospitality industry, but the travel industry and preferences of the American roadside culture. As the following chapter will show, there is an interdependent relationship between motels, travelers, how they travel, and why they travel. The motel’s bland form and program are not only attributed to economical considerations and productivity, but strongly respond to the needs and the trends of today’s guest. The motel’s very location has shifted from the roadside highway to the metropolitan airport and corporate park.

TABLE 2 An Illustration of Each Motel Segment and Where They Lodge for the Night.

<table>
<thead>
<tr>
<th>Composition of Market</th>
<th>City Center</th>
<th>Airport</th>
<th>Suburban</th>
<th>Highway</th>
<th>Resort</th>
</tr>
</thead>
<tbody>
<tr>
<td>1979</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government Officials</td>
<td>9.7%</td>
<td>4.3%</td>
<td>4.4%</td>
<td>3.8%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Businessmen</td>
<td>40.0%</td>
<td>55.0%</td>
<td>49.5%</td>
<td>52.9%</td>
<td>10.2%</td>
</tr>
<tr>
<td>Tourists</td>
<td>14.3%</td>
<td>9.5%</td>
<td>22.6%</td>
<td>28.2%</td>
<td>63.4%</td>
</tr>
<tr>
<td>Conference Participants</td>
<td>24.0%</td>
<td>26.0%</td>
<td>17.4%</td>
<td>8.4%</td>
<td>21.6%</td>
</tr>
<tr>
<td>Other</td>
<td>12.0%</td>
<td>5.2%</td>
<td>6.1%</td>
<td>6.7%</td>
<td>3.6%</td>
</tr>
</tbody>
</table>

1980

<table>
<thead>
<tr>
<th>Composition of Market</th>
<th>City Center</th>
<th>Airport</th>
<th>Suburban</th>
<th>Highway</th>
<th>Resort</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Officials</td>
<td>6.1%</td>
<td>3.2%</td>
<td>2.0%</td>
<td>2.9%</td>
<td>.3%</td>
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<tr>
<td>Businessmen</td>
<td>46.6%</td>
<td>70.3%</td>
<td>77.3%</td>
<td>59.1%</td>
<td>7.2%</td>
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<tr>
<td>Conference Participants</td>
<td>22.0%</td>
<td>13.5%</td>
<td>8.6%</td>
<td>9.7%</td>
<td>22.4%</td>
</tr>
<tr>
<td>Other</td>
<td>7.0%</td>
<td>3.4%</td>
<td>1.2%</td>
<td>5.1%</td>
<td>3.8%</td>
</tr>
</tbody>
</table>

1981

<table>
<thead>
<tr>
<th>Composition of Market</th>
<th>City Center</th>
<th>Airport</th>
<th>Suburban</th>
<th>Highway</th>
<th>Resort</th>
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</thead>
<tbody>
<tr>
<td>Government Officials</td>
<td>5.8%</td>
<td>4.6%</td>
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<td>3.1%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Businessmen</td>
<td>37.9%</td>
<td>53.1%</td>
<td>56.3%</td>
<td>52.0%</td>
<td>16.3%</td>
</tr>
<tr>
<td>Tourists</td>
<td>18.0%</td>
<td>21.6%</td>
<td>16.4%</td>
<td>25.8%</td>
<td>53.3%</td>
</tr>
<tr>
<td>Conference Participants</td>
<td>24.6%</td>
<td>13.0%</td>
<td>20.8%</td>
<td>15.7%</td>
<td>24.0%</td>
</tr>
<tr>
<td>Other</td>
<td>13.7%</td>
<td>7.7%</td>
<td>3.7%</td>
<td>3.4%</td>
<td>4.3%</td>
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</tbody>
</table>

1982

<table>
<thead>
<tr>
<th>Composition of Market</th>
<th>City Center</th>
<th>Airport</th>
<th>Suburban</th>
<th>Highway</th>
<th>Resort</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Officials</td>
<td>9.7%</td>
<td>4.3%</td>
<td>4.4%</td>
<td>3.8%</td>
<td>1.2%</td>
</tr>
</tbody>
</table>

Reproduced with permission of the copyright owner. Further reproduction prohibited without permission.
Businessmen | 40.0%  | 55.0%  | 49.5%  | 52.9%  | 10.2%  
Tourists   | 14.3%  | 9.5%   | 22.6%  | 28.2%  | 63.4%  
Conference Participants | 24.0%  | 26.0%  | 17.4%  | 8.4%   | 21.6%  
Other      | 12.0%  | 5.2%   | 6.1%   | 6.7%   | 3.6%   

1983
Government Officials | 4.3%   | 2.2%   | 4.1%   | 4.9%   | 1.0%   
Businessmen         | 32.4%  | 44.8%  | 52.6%  | 49.4%  | 11.6%  
Tourists            | 28.7%  | 33.1%  | 21.9%  | 28.8%  | 56.9%  
Conference Participants | 27.7%  | 17.0%  | 17.6%  | 10.6%  | 27.3%  
Other               | 6.9%   | 2.9%   | 3.8%   | 6.3%   | 3.2%   

1985
Government Officials | 8.8%   | 6.8%   | 5.9%   | 7.0%   | 1.8%   
Businessmen         | 35.5%  | 52.4%  | 48.7%  | 46.0%  | 15.7%  
Tourists            | 18.3%  | 18.8%  | 14.7%  | 27.2%  | 55.5%  
Conference Participants | 23.4%  | 15.5%  | 20.5%  | 10.1%  | 24.0%  
Other               | 14.0%  | 6.5%   | 10.2%  | 9.7%   | 3.0%   

Source: Laventhol and Horwath, U.S. Lodging Industry 1979-1985

One should also not forget that comfortable, convenient, and fast travel as we know it today has come into being only since the 1940s. However, people have always traveled, seeking food or safety. Today, travel is commonplace for Americans, as business travelers think nothing of flying from New York to Chicago and returning on the same day in time for dinner. We live in a society that is in a state of constant flux. The needs of the culture are constantly reshaping what architecture should aspire to and, in a sense, what our culture should dictate the motel should be.

Shift In Travel Methods: Speed In The 1990s

One phenomenon that has affected the lodging market in the 1990s has been speed. Dramatically illustrated by today’s commercial airplane traveling 600 miles per hour at 40,000 feet in the sky. Speed is also personified by today’s new automobile which travels between 70 to 80 miles per hour on a system of nonstop, cross-country, six-lane super-highways. Speed has affected the industry both in a

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positive and negative manner. Entire cities and towns have been by-passed by the Interstate Highway System with hotels and motels in those towns becoming an extinct species in the wake of exhaust fumes emitted from the blur of vehicular traffic. The commercial airplane has also by-passed medium-sized communities which could not product enough travel activity or provide satisfactory airport facilities to make regular airport service viable. Similar to many small roadside communities, hotels and motels have suffered. Historically, railroads passenger travel suffered the same fate as that mode of transportation was unable to cope with changing times and the public's needs in the post war years. As a direct result, many hotels began to loose business as a result of their proximity to the rail stations which continued to gather dust.

Speed in the 1990s also may be found to be beneficial to the lodging industry in many ways. Business trips to distant cities, for example, caused businessmen to stay longer at their destinations (spending more nights in hotels or motor hotels). Today, a businessperson is able to leave New York City in the morning and fly to Los Angeles just in time for a late breakfast, conduct their business, and return home that same evening. Less and less often does the business executive flying a scheduled airliner stay overnight at an intermediate point in his or her journey.

The same notion of technological shifts in transportation can also be found on the ground. In the sixties, if a vacationing family chose to drive across the country, they would basically set aside two weeks (or more) for driving time alone. Today, many similar trips can be made in a week. This may drop occupancy in motels from seven to fourteen nights en route. Speed due to new technological
advancement and social changes adversely affects the lodging industry because when people get where they're going faster, they spend much less time eating, drinking, and sleeping overnight at motels.

From Family To Business Traveler Market

In the United States, business travel has been growing at a steady rate over the years. There are many reasons for this such as the growth, diversification, and the spread of industry and associations; the invention of new materials and techniques which have given rise to new products and services.

From the March 1995 Lodging Hospitality survey, it was discovered that leisure travelers including families were more opt to staying at either a resort or a roadside motel. In Figure 70, the survey was broken down into where families preferred to lodge. Resorts and roadside motels tied at 29%; the suburban motel with 15%; the urban hotel, inn/bed and breakfast, and the timeshare was the next popular choice with 7% each; and lodging with family and friends fell last at 6%.
Among many of the other factors which affects where and why people travel, is of course economy in travel. For long distances, travel is best done by air. However, whenever major airlines decrease their airfare due to price battles with competitors, pleasure travelers tend to travel in greater numbers. People traveling for business do not have this flexibility and must be at a specific destination at a specific time.

Amenities in the motel room itself has marked the shift in family traveler to that of the business traveler. In the past, many rooms only supplied a desk, table, chair, and lamp for the business traveler. But as the number of business travelers increase each year, creating their own segmented market, amenities have changed too. Today, many motel rooms include a large working desk, improved lighting, a dataport, two-line phone, a comfortable chair, office supplies, and the availability of a fax machine on the premises. In addition the these recently added amenities, is the in-room coffee maker, iron, and complimentary continental breakfast all in the name of addressing an expressed need.

### AVERAGE NUMBER OF TRIPS TAKEN BY U.S. TRAVELERS*

<table>
<thead>
<tr>
<th>Among</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>All travelers</td>
<td>3.8</td>
</tr>
<tr>
<td>International travelers</td>
<td>1.4</td>
</tr>
<tr>
<td>All domestic pleasure travelers</td>
<td>1.9</td>
</tr>
<tr>
<td>Domestic pleasure travelers (extended)</td>
<td>1.2</td>
</tr>
<tr>
<td>Domestic pleasure travelers (weeklong)</td>
<td>1.2</td>
</tr>
<tr>
<td>Domestic pleasure travelers (short)</td>
<td>1.9</td>
</tr>
<tr>
<td>Domestic business travelers</td>
<td>8.2</td>
</tr>
<tr>
<td>Domestic personal travelers</td>
<td>1.8</td>
</tr>
</tbody>
</table>

*12 months 1978-80

Source: Travel Pulse Research Service 1978-80

FIGURE 71 The Growing Trend of Business Travelers in 1980.
New Motels, New Locations

One of the greatest threats to any roadside industry was the possibility of being bypassed. One thing that could commercially maroon the motel owner in the past was the realignment of the highway or the introduction of the superhighway with limited access points. In the 1950 Tourist Court Journal article, by Eamest W. Fair, "When the Highway Leaves You", countermeasures may be taken to preserve the business. One way he suggested was to create a flashy front that was visible from the new highway leading potential guests to the establishment. But many motel owners had to face the fact that abandonment of the motel property was the only option in rural isolated areas creating graveyards of old motels still existence. Today, the location of the motel is just as important for both guests and management.

FIGURE 72 Typical locations which business travelers tend to hold meetings.

Cash Or Credit?

In the 1990s, pleasure travel is no longer for the rich as seen by the widespread use of credit cards throughout the world. Credit cards allow people to charge some or all of their vacation, transportation, accommodations, food, and even souvenirs, paying for it at a later date. They often appear to be more secure from theft than with cash. Credit is more convenient than checkbooks and, as a result, often is the only form of currency one may use to reserve a room for the night.
Franchising In The 1990s

In the 1990s, large corporate lodging chains have become increasingly impersonal and often obsessive with profit, emphasizing promotion over service. As previously mentioned in Chapter Three, all phases of the motel chain industry are focused on creating a product which appears special. Through advertisement, motels gleam with attractive promotions promising desired amenities to lodgers which have become aware of brand name identity and all its meaning. A vortex of standardization is currently in place in the lodging industry causing motels to use similar policies, construction methods, materials, and overall design. As the motels and hotels of the 1990s become increasingly similar in appearance and program, amenities offer differentiation. Large franchise lodging chains have become impersonal and in many cases obsessed with profit, emphasizing marketing strategy rather than the development of innovation. All phases of the motel chain industry are focused on creating a desire for the product. Advertisements of gleaming motels promoting qualities such as convenience and comfort infer a product with unique identities. The ads create markets for a product which rely heavily on image building, forcing their rivals to spend more resources on counter advertisements creating a vortex of
standardization. Choices are made by the consumer whether they should stay at a TravelLodge or a Red Roof Inn. Advertisements, found in radio, television, newspaper, magazines, and other printed media have bombarded the consumer of the nineties creating limited choice through repetition.

Types Of Chains

It has been observed by Stan Luxenberg, author of *Roadside Empires*, that America is a nation where one town is indistinguishable from the next and where mediocrity rules. Chains must strive to be specialized while customers are treated in an impersonal manner and standards are enforced to achieve predictable mediocrity. The very nature of a chain establishment dictates that they maintain a provision of limited offerings and minimal quality to the consumer. Originally people began to patronize Holiday Inn for its novelty, but as time progressed and the chain offered minimal choices to the customer Holiday Inn quickly became institutionalized offering only tedium instead. It is extremely difficult for any chain whether it is a fast food, lodging or convenient store to offer a wide selection. With a franchise of a thousand or more units, change takes long periods of time. If one outlet carries a certain product others must follow as well, so that the chain may continue to promote product predictability. To maintain this method of standardization enormous amounts of training is required to insure conformity among the outlets.
The 1950s and 60s was described as the mechanism culture. After the bed, the television is the most important component of a lodging guest room. Most guests turn on the television when they enter a room and only turn it off when they go to sleep or leave the room. They use it for entertainment, for companionship, as a way to relax, as a stimulant, and as a night light. Today, linkages between the guest and the machine have become spread further apart with the introduction of the electronic age. Now, one presses a button or clicks a mouse and facsimiles are sent, calls are placed, and clocks are programmed. Americans live in a world of homogenization and streamlining. From the invent of the black box thirteen years ago, the machine has become an alien device strange and mysterious. Through the push of a button, one device has become less distinguishable than the next. In a survey performed in the October 1995 issue of Lodging Hospitality, guests were asked to rate the top amenity out of a choice of an alarm clock radio, morning paper, coffee maker, refrigerator, and extra towels provided by the motel. 89% percent of those questioned agreed were in favor of the black box clock radio. In addition, the same guests were asked about the importance of television in their room. Only 1% did not want a television in their room whatsoever. A phone may as well be a hair dryer with the addition of a heating coil and small fan. Architecture today has fallen under the same category as the black box as programs and typologies constantly change in the retail strip mall. One day a 7-11 closes and the next, Hollywood Video opens in its place. The electronic black box has contributed greatly into homogenizing our culture.
Other ways that motels work with brand name service and product merchandising is through the use of company reservation systems (which derives a maximum benefit from the motels’ brand name. Through toll free telephone numbers, franchised motels obtain at least twenty percent of their business promising a clean and convenient outlet with a fair price.\(^5\) According to Keith Alexander of the USA Today, limited service brands such as Fairfield Inns, Hampton Inns, and Comfort Inns have began to employ fewer workers since they have used automated check-ins rather than the traditional front desk staff. Instant reservation systems will not only book a motel room, but also reserve a car and an airplane seat aboard any major airline.

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**FIGURE 78** Lodging Hospitality poll on what guests prefer and how they rank their favorite amenities.

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Homogenization creates societies of limited choice where people are prevented from acting creatively. The American roadside culture over time has been conditioned for uniformity not only through laws and beliefs, but by consumer preference. Cultural homogenization and social regimentation has gradually resulted from the monotony that has occurred in the past forty years. America’s over-technicized life and standardized patterns continue to make it difficult for us to continue celebrating the richness of our species through individuality. New life styles and emerging markets will result in increased demands for Spartan or low-budget-type accommodations which will once again create a universal chain motel room in time to come despite segmentation.
CHAPTER 7

HOLIDAY INN 1950 - 1990: A CASE STUDY
THE MEASUREMENT OF CULTURAL CHANGE

The object of the following case study is to measure changes in America's roadside culture by illustrating how Holiday Inn responds to consumer driven demands. To accomplish this, it is necessary to investigate Holiday Inn as a brand name franchised chain based on the characteristics spoken of in Chapters Three and Four. This chapter will research alternate methods of quantifiably recording the evolution of Holiday Inn as cultural object. The focus is not on the trade literature, which rarely dwells on the chain's inefficiencies in a generalized manor, but on the responsiveness toward the consumer; the true American traveler. Post cards, at first, appeared a logical way to document this as each year, new amenities were added to the pictures. However, postcards were too idealized to produce a true understanding of what amenities were offered and to whom they were for.

Over the past forty years, Holiday Inn has led the motel industry in the transformation of an independent, largely disorganized set of localized business into a collection of standardized properties which have dominated national and international markets. It was a franchise that began by advertising
itself along roadside strips with pulsating neon signs and continues today as a multi-million dollar a year
corporation which advertises itself as an image driven cultural object.

As Holiday Inn continued to add amenities and technological improvements to their roadside motels, it
became important to discover how its determinations were made and who their clientele was. Since
1902, AAA (American Automobile Association) was an excellent resource for their members. AAA
contributed to American standardization by the classification of motels based on their amenities, rates,
locals, and conditions. Over time, AAA and other travel agencies created selective markets for
motels.53 Other motel chains, such as Howard Johnson's of 1950 based their room designs on two
factors. One was the design team's aesthetic sense and the other was what they thought typified
lodger behavior through discussions with other motel managers and professionals in the industry. After
the interviews, a scientific attempt was made to justify normal use calculations. As a result of market
analysis each motel room included 1.5 to 2 plastic cups, 2 books of matches, 1 box of Kleenex, .1 roll
of toilet tissue, 1.5 to 2 bars of soap.54 The case study illustrates other data which was researched in
the early fifties and included an analysis of the roadside traveler population. In the 1950s and 1960s,
stiffly systemic control was the way of life in the modern world. Mass production was justified by the
minimization of operating costs. Everything from automobiles to the prefabrication in plan, materials
and pattern was replicated. Standardization was and still continues to occur. It was a period in time
that many highway travelers demanded comfort and convenience creating a lodger demand and, as a
result, owner supply arrived in the form of Holiday Inn. Through the collaboration of entrepreneurs,
managers, accountants, building contractors, room fabricators, designers, architects, and government
code inspectors, the motel began to participate in the change of America's roadside culture through
standardization.

The first Holiday Inn was opened by its founder, Kemmons Wilson in 1952. This first generation motel
included all of the amenities that Wilson felt did not occur along the highway at the time. Many of the
motels were one-story, brick complexes that closely resembled barracks.55 The amenities offered in the
first Holiday Inn included a swimming pool, air conditioner, on-premise restaurant, in-room telephones, free ice, dog kennels, free parking, baby-sitting service, and the famous “children stay free” policy. Wilson had targeted the nuclear family and family vacationers for his new chain of the 50s and 60s. Wilson desired a motel room along the lines of a branded product. “The name is your guarantee.” With 120 rooms, which were larger and more impressive than the typical independent motel, Wilson had placed a familiar service into a modern, shiny package. It took close to five years before competitor chains offered similar amenities. By 1960, over 100 Holiday Inn units were in operation, and in 1962, 400 Holiday Inns existed.

The success of Holiday Inn is the method of gaining loyalties of thousands of travelers that were already frustrated by the unpredictability presented by mom and pop motel conditions. Design standardization and operational homogeneity was found though the cleanliness of the restaurant to the handling of guests at the front desk. In 1963, there was a drive toward standardization which included
high in housekeeping standards and other related policies such as uniform classification of business
transactions and a widely accepted book keeping system. Through programmatic and policy generated
standardization, the entrepreneur sought to achieve the greatest consumer attraction at the lowest cost
possible. It was clear that the operations of the chain motel was having an effect on the number of
independents. By 1972, independents made up 59% of all American motels and 54% by 1987, whereas
they represented 98.3% in 1948.\

The growth in referral and franchise chains steadily grew since 1962 which included only 2% affiliation
of all motel establishments. In 1987, 64% of the total motels were part of the network and more than
one half of American motel rooms were owned or managed by one of the 25 largest lodging chains. Many
chains, including Holiday Inn, continued to dominate market areas which expanded within the
proximity of airports, suburban mini-cities, highway interchanges, and central business districts. It may
be argued that many of the operational standardized practices introduced by Holiday Inn were at first
an attempt to gain valuable loyalties of travelers who were frustrated by unpredictable conditions
offered by independents.

By the early 1960s, Holiday Inn owned 240 hotels and licenses with 1515 units. However, some units
were in need of repair and damaged the image they were attempting to build. As a result Holiday Inn
withdrew the licenses of 51 motels and became more selective in their chain ownership. Many
consumers began to associate the Holiday Inn chain with flimsy walls and clashing color schemes.
This forced the chain to spend millions of dollars to alter their public image. The image of Holiday Inn was what made it successful in the beginning similar to other motel chains such as Ramada or Howard Johnson. They competed for the same prime customers, but as a motel declined in appearance or a new modern competitor had risen on the scene, business at the inferior quickly declined. The bright green orange Great Sign gave Holiday Inn a strong roadside identity although the motel lacked the elegance and personal services offered by city hotels.

![FIGURE 84 America's image of the motel before the standardization of the franchised chain of Holiday Inn.](image)

During Holiday Inn's period of rapid expansion, the demand for hotel rooms did not grow. Many of the new units were filled by taking customers away from city hotels and independents.

**TABLE 3 Growth Statistics for Holiday Inn, 1952-1997.**

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1952</td>
<td>the first Holiday Inn was established by founder Kemmons Wilson</td>
</tr>
<tr>
<td>1960</td>
<td>100 units existed</td>
</tr>
<tr>
<td>1964</td>
<td>500 units existed</td>
</tr>
<tr>
<td>1997</td>
<td>2200 units existed worldwide</td>
</tr>
<tr>
<td>1997</td>
<td>1,686 holiday inn units worldwide with 327,886 rooms</td>
</tr>
<tr>
<td>1997</td>
<td>13 holiday inn units worldwide abroad with 26,699 rooms (source: Lodging Magazine, February 1997 “Top 100 Hotel &amp; Motel Companies”)</td>
</tr>
</tbody>
</table>

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In the late 1970s, the number of leisure travelers declined throughout the lodging industry due to the 1973-1974 OPEC oil embargo making it very expensive for citizens to travel. Holiday Inn attempted to serve multiple markets by shifting importance from the traditional family-on-vacation market to business oriented customers. They accomplished this by diversifying and segmenting the chain redirecting amenities toward corporate America, suggesting clues on who the American roadside culture is becoming. Although more emphasis was being placed on corporate travelers, the leisure market continued to be pursued in two ways. They are as follows:

1. The age of the children-stay-free program was raised from 12 to 18.
2. Holiday Inn developed the Holidome design concept - a large interior public space containing a festive variety of amenities including a swimming pool, miniature golf course, dining patio, and bar. By 1987, 180 Holidomes were in operation.

In 1979, Wilson retired from Holiday Inn, selling the franchise to the Bass Corporation. Decisions were no longer based on whims, but on multi-million dollar a year customer research programs. The same year, Holiday Inn shifted its focus on upscale hospitality markets in further attempts to predict America's tastes through brand loyalty. In the months to follow, Holiday Inn financed expensive styling changes based solely on economics and market research. The chain's original success came from offering a jazzier model with older independent motels appearing out-of-date compared to the shiny new franchised units. As other competitors began to catch on, Holiday Inn struggled to maintain their superior image. If Holiday Inn offered larger motels, Ramada and the more successful independents would also. By 1980, Holiday Inn spent $300 million on improvements in order to preserve their image since customers would not go to an outdated motel, even if it was clean and comfortable. New amenities were constantly tested in selected motels around the country. Based on surveys from
guests, the company began to offer more amenities, such as pulsating shower heads, larger bars of soap, and clock radios. The exterior was also beginning to change as the Great Sign was replaced by the current rectangular green sign. The decision to change the sign was image based since the Great Sign was considered to be too expensive, too garish, and too old-fashioned.

Segmentation Of A Homogeneous Mass Produced Holiday Inn Product

In 1973, it was clear that the hospitality market was becoming more complex in terms of determining who the traveler was and what their needs were. As seen in Table 4, travelers in the past were categorized by their travel purposes. What is interesting here is not the statistical data, but its categorizations. From the survey performed by the author, it was clear that the American roadside culture has a diversity of needs and desires that motels could not satisfy. Further, the data indicates and measures the degree of shifting trends in what the lodger does, but not who the lodger is.®

TABLE 4 Below is the result of an analysis obtained from "The Psychology of Choice in the Lodging Market".

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>sightseeing</td>
<td>66%</td>
</tr>
<tr>
<td>personal reasons</td>
<td>13%</td>
</tr>
<tr>
<td>relaxation</td>
<td>6%</td>
</tr>
<tr>
<td>recreation</td>
<td>4%</td>
</tr>
<tr>
<td>education</td>
<td>2%</td>
</tr>
<tr>
<td>business and pleasure</td>
<td>2%</td>
</tr>
<tr>
<td>conventions, conferences</td>
<td>2%</td>
</tr>
<tr>
<td>company business</td>
<td>1%</td>
</tr>
<tr>
<td>other</td>
<td>2%</td>
</tr>
</tbody>
</table>

At this time, it was reasoned by Holiday Inn that amenities should respond to the market in a democratic way. Where vacation travelers are the most likely to receive amenities appropriate for their stay at the chain motel. So the amenities were standardized to fit within the range of needs of the vacationer based on information through marketing firms. Family demographics, education, income, and occupation were the easiest to measure and make structural determinations in the chain. However, psychographic (life-style characteristics) were much more difficult to measure. The American roadside
culture has evolved daily as it is influenced by television, world events, and other exterior factors not realized by the hospitality industry. The simple swimming pool or cozy multi-purpose bed was not enough to satisfy the rapidly changing market. In 1973, typical amenities that were offered by many chain motels were becoming outdated along with the architecture. Below is a list of the typical amenities perceived by the industry as important to the lodger.

TABLE 5 Typical Amenities offered at a Holiday Inn, 1973.

<table>
<thead>
<tr>
<th>moderately priced</th>
<th>animal kennel available</th>
</tr>
</thead>
<tbody>
<tr>
<td>not too far off main route</td>
<td>offered baby-sitting service</td>
</tr>
<tr>
<td>convenient parking</td>
<td>cocktail facility available</td>
</tr>
<tr>
<td>quiet setting</td>
<td>direct dial telephones available</td>
</tr>
<tr>
<td>room/size</td>
<td>accept credit card</td>
</tr>
<tr>
<td>close to a tourist attraction late</td>
<td>check out time</td>
</tr>
<tr>
<td>attractive setting</td>
<td>color television available</td>
</tr>
<tr>
<td>swimming pool available</td>
<td>no charge for children</td>
</tr>
<tr>
<td>restaurant facility available</td>
<td>close to fast food restaurants</td>
</tr>
<tr>
<td>close to gas stations</td>
<td></td>
</tr>
</tbody>
</table>

It was clear that the perceptions of the traveler and how the amenities have described the travel were not far from each other. Just as the American roadside culture has changed over the past forty years, so has the amenities offered by Holiday Inn and other chain brands. It is this cause and effect relationship that this case study is interested in. What Table 5 above information describes is amenities desired by a segment of family vacationers. The amenity information tells a story about the American roadside culture in terms of their needs and desires. It also traces the evolution of American culture throughout the motels’ life span.

Holiday Inn has responded to the changing roadside culture similar to that of a manufacturer releasing a new product line under the same brand name. In 1994, Holiday Inn created a variety of new segments to boost its image through an advertising program. They offered a total of six segments which respond differently to the need of America’s diverse consumer of the 90s. This approach was born from the result of extensive market research and amenity testing. The following market segments are listed below:
FIGURE 86 Holiday Inn is similar to Toyota: one brand name, many different standardized, mass-produced products containing amenities for specific types of consumers.

TABLE 6 Holiday Inn Segment Chains.

<table>
<thead>
<tr>
<th>Year</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1983</td>
<td>Holiday Inn Crowne Plaza Hotel Chain</td>
</tr>
<tr>
<td>1984</td>
<td>Holiday Inn creates Embassy Suites</td>
</tr>
<tr>
<td>1984</td>
<td>Hampton Inn</td>
</tr>
<tr>
<td>1990</td>
<td>Holiday Inn Worldwide</td>
</tr>
<tr>
<td>1991</td>
<td>Holiday Inn Express</td>
</tr>
<tr>
<td>1992</td>
<td>Holiday Inn name removed from Crown Plaza Hotel</td>
</tr>
<tr>
<td>1994</td>
<td>Holiday Inn Select</td>
</tr>
</tbody>
</table>

Crowne Plaza, a *Holiday Inn Worldwide Hotel*: Crown Plaza was introduced in 1983 as Holiday Inn Crowne Plaza, however because of image decisions, the "Holiday Inn" name was removed in 1992. Crown Plaza hotels are located in major metropolitan areas and are aimed at meeting the needs of the upscale business and leisure travelers, with amenities consistent with an upscale hotel brand. The brand name was completely changed for the sake of image. Crown Plaza Resorts are positioned in key leisure destinations, catering specifically to the need of the upscale leisure travelers. The market targets upscale domestic and international business travelers, professional corporate meeting planners, ad-hoc meeting planners, and couples on weekend getaways. The Crown Plaza chains are located in proximity to airports, domestic and international business centers, and within major metropolitan areas- urban and suburban.
amenities offered:

- fresh flowers
- pot pourri
- designer soaps
- a basket or tray of grooming aids such as bath gel, talcum powder, shampoo, conditioner, cotton balls, Q tips, emery boards, nail polish removers, and mouthwash
- glass tumblers
- shaving, manicure and sewing kits
- shoe horns
- shoeshine mitts
- tissue dispensers
- lighted make up mirrors
- shower caps
- terry robes
- beach and terry bath towels
- bath rug
- portable hair dryer
- bath scale
- retractable clothes line
- telephone
- television
- marble fixtures
- double sinks
- heat lamps
- concierge
- full service restaurant(s)
- medium to large meeting facilities
- fitness facilities including a pool and sauna
- extended room dining hours
- and a business center.

*Holiday Inn Select*: The Holiday Inn Select target business travelers which include mid level managers, self employed women, senior executives from small to medium sized companies, that hold meetings, conference planners, and attendees. Holiday Inn Select Hotels were introduced in 1994 and were intended to meet the needs of upper mid-market business and leisure travelers. These facilities are located within medium to large cities (urban and suburban locations) and in proximity to airports and central business locations. They provide amenities and services tailored to the business traveler, including business centers with fax machines, voice mail, and in-room data ports.
FIGURE 90 As illustrated from the Holiday Web Page, Holiday Inn Selects are marketed for business travelers and other professionals traveling by train, auto, or by plane.

amenities offered:

amenities offered are similar to that offered by Crowne Plaza, however somewhat scaled back with the daily cost per lodging. executive club level; extensive meeting facilities; distinctive restaurant and bar, fitness center and pool.

Holiday Inn Hotel and Suites: Holiday Inn hotels provide consistent amenities and services to meet the needs of the mid-market and business leisure travelers. It combines high quality guest rooms with a significant block of two room suites in a single property. Each suite includes a living area, kitchenette with coffee maker, microwave oven and refrigerator, a separate bedroom and full bathroom. This particular segment targets the business executives, sales professionals, “road warriors”, retired couples, and vacationing families. The Holiday Inn is located along the roadside, near airports, within major metropolitan areas and city centers, suburban areas, and at resort and leisure destinations.
amenities offered:
large reception area; 2 medium bars of soap; shampoo; glass cups; two plush bath towels; two toilets;
complimentary breakfast; free newspaper delivery; guest laundry facilities; on-site fitness facility; full
service restaurant; room service; medium to large meeting facilities.

*Holiday Inn Express:* The Holiday Inn Express segment claims to provide all the services budget-minded travelers need, without the features they don't require, on every trip. This facility combines high quality guest rooms with a significant block of suites in a single property. The market includes middle managers, small business owners, independent agents, “road warriors”, families with children, traveling seniors, couples and weekenders. Holiday Inn Express is usually located in small towns, off roadsides, near airports, and in suburban communities.

amenities offered:
living room area; kitchenette with coffee maker, microwave oven, refrigerator, a bedroom area and
bathroom; larger lobby; complimentary continental breakfast buffet; 1-2 small meeting rooms, optional
swimming pool, and optional fitness room.

*SunSpree Resorts:* Holiday Inn SunSpree Resorts offer a wide selection of recreational facilities, amenities, and services such as multiple restaurants, access to golf and tennis, fitness centers, and children’s activities aimed at families seeking affordable, but complete, resort and vacation accommodations. Many of the resort-hotels are located on oceanfront beaches, park and recreation areas, mountains, and near themed attractions. They target vacationing families, getaway couples, traveling seniors, tour and travel group, business meetings complete with incentive packages. Similar to buying a car, right?
amenities offered:
- themed getaway entrances
- specifically appointed rooms
- guest activity desk
- children's programs
- full service restaurant and bar
- marketessen
- exercise room and unique pool
- meeting facilities

In some resorts, bridal packages are provided which include the following special amenities:
- bed fitted with satin linen
- flickering candlelight
- bottle of chilled champagne
- complimentary glasses
- fresh cut flowers
- chocolate nibbles
- bath oils and beads
- chocolate covered strawberries
- a cheese and cracker platter for two.

As stated by Holiday Inn’s new CEO, Bryan Langton, "We are creating new products and establishing a new brand to meet changing customer needs, and we now will have the right product for virtually any travel need". As one can see, Holiday Inn has mimicked the automotive industry, the phone answering machine industry, the cola industry and so on by producing multiple markets for a multitude of desires from a diverse culture. Although, choices are increased, they still remain respectively standardized - homogenized. Similar to the McDonald's menu, the customer is able to pick and choose only from that menu whether he or she likes the contents or not. New segments are a result from years of research that include surveys of focus groups and discussions with franchisees and chain executives.

Amenities: Cultural Barometers Of The Chain Motel

According to Glen Haussman of "Hotel News", amenities offered by the travel industry play a continuous role in maintaining occupancy rates and most importantly craft the chain’s image. Many owners agree that it is unnecessary to offer the consumer too many amenities and guest services (a term dubbed amenity creep). Instead, they searched for amenities that truly contribute to profitability while providing guests with the services they have grown to expect. John Leavitt, brand manager for
AmeriSuites believes that the right amenity package reflects brand image. He went on to say that, "What we try to do is figure out which amenities the customer wants, needs and utilizes." The objective of Mr. Leavitt and others in the industry is to cut back on in-room amenities without compromising service, guest satisfaction or company image. Amenities offered by AmeriSuites still appear to promote the motel as "home away from home" by catering to the family's love of fresh popcorn in the lobby. They also sponsored the "OOPS program" which provides guests with basic toiletry, hairbrushes, and toothbrushes free of charge as long as they contact the front desk. AmeriSuites also responded to the corporate segment of travelers by providing extra ties, belts, and other amenities specifically intended for the business traveler. In the Radisson Hotel in San Francisco, a small number of rooms and suites are set aside for international Japanese travelers. Found within the rooms are Japanese amenities such as kimonos, tatami mats, and shoji screens.

Figure 94 Each room forms a collective homogeneous landscape.
CHAPTER 8

ARCHITECTURAL IMPLICATIONS

"Cities, villages and the countryside, once distinct entities with individuality and identity, have become homogenized masses. Therewith one of the main functions of architecture, to symbolize and express the social idea, has disappeared." 74

Lewis Mumford - Architecture as Home for Man, 1975

FIGURE 95 Regimentation is the result of a successful mass-produced building industry.

Within this thesis, the chain motel was discussed in terms of how it has contributed and responded to the regimentation of the American society. As contemporary developers and entrepreneurs of the motel industry have performed this feat of regimentation in the name of free enterprise and individual
initiative, one must not forget to attribute the success of the chain motel to the demand of a consumer-driven market - an American religion. As the mode of transportation changed due to technological advancements, both the need for lodging and the method of advertisement changed. The American culture has responded by demanding different motel locations, accommodations, and standards of lodging. The motel has responded to this by creating markets, which offer consumers a greater number of choices by means of amenities based on income. The argument can be made that contemporary motels and suburban dwellings are similar animals subservient to today's market economy. Both building types share repetitive qualities of mass production through the use of plywood, particle board, and gypsum board. Although, many architects and visionaries regard motels and subdivisions as "degraded in concept and impoverished in form", they are highly successful in the marketplace. 75

The American Motel and Subdivision

After the Second World War, marriage and birth rates soared at unheard of levels. As a result, many families were homeless and forced to double up with relatives or friends. By 1947, as many as 500,000 had occupied temporary quarters. 76 Many more families lived in substandard dwellings or overpopulated shacks. The demand for housing was unprecedented. Due to the immediate need for housing, the federal government responded by underwriting a new construction program for five million new homes. Ten years after the war, Congress regularly approved billions of dollars in mortgage insurance for the Federal Housing Administration and created the Veterans Administration mortgage program. By doing this, the government gave the endorsement and official support for about 16 million GI's of World War II to return to civilian life and own a home of their own. Soon afterwards, there was an unprecedented building boom. Single-family housing rose from 114,000 in 1944, to 937,000 in 1946, to 1,183,000 in 1948, finally to 1,692,000 in 1950 - an all-time high. 77

Similar to the building trends of the hospitality industry, residential construction in the United States has shown to have been highly fragmented compared to other industries. They were usually
constructed by small and poorly organized home builders who were forced to subcontract much of the
work since their low volume did not justify the hiring of all the craftsmen needed to erect a dwelling.
Before 1945, the typical contractor had built fewer than five houses per year, but by 1959, the median
single family home builder produced twenty-two houses per year. By 1955, subdivisions accounted for
more than three-quarters of all new housing in metropolitan and suburban areas. It was clear at this
point that there was a shift in building trends. 76

As mentioned in Chapter Five, Levittown had the greatest impact on postwar housing in the United
States as the Levitt family ultimately built more than 140,000 houses and turned a cottage industry into
a major manufacturing process. 79 In 1941, Levitt and Sons learned how to lay dozens of concrete
foundations in a single day and to preassemble uniform walls and roofs. In Levittown, formally named
Island Trees, the formula for mass production was simple:

After bulldozing the land and removing the trees, trucks carefully dropped off building materials at
precise 60-foot intervals. Each house was built on a concrete slab (no cellar); the floors were of asphalt
and the walls of composition rock-board. Plywood replaced 3/4 -inch strip lap, 3/4-inch double lap was
changed to 3/8-inch for roofing, and the horse and scoop were replaced by the bulldozer. New power
hand tools like saws, routers, and nailers helped increase worker productivity. Freight cars loaded with
lumber went directly into a cutting yard where one man cut parts for ten houses in one day.

The construction process was divided into twenty-seven distinct steps - beginning with laying the
foundation and ending with a clean sweep of a new home. Crews were trained to do one job. One day
the painters would paint, the next the roofers would roof with the tile layers soon to follow. Every
possible part of the house was preassembled in central shops, whereas traditional builders did it on
site. An entire system of standardization in the construction process translated itself into the housing
and subsequently within the motel industry. Most importantly, it met the demand for new industry by
offering a universal building method which could be mass-produced easier and less expensive than through custom traditional design method.

FIGURE 96 Motels, similar to Levittown's Colonial Style house model, offered one or two floor plans per development resulting a "one size fits all" condition in the early 50s.

With more than 17,400 separate houses and 82,000 residents, Levittown served Americans by providing an attainable dream-house market at close to the lowest prices the industry could afford. The object of the of each subdivision was to provide down-to-earth and unpretentious housing which did not stir the imagination, but to provide shelter at the least priced similar to philosophy of Kemmons Wilson of Holiday Inn. Each residence included a twelve-by-sixteen-foot living room with a fireplace, one bath, and two bedrooms (about 750 square feet ea.), with easy expansion to the undeveloped upstairs attic. As in the chain motel, the floor plan was practical and well designed. The Levittown house moved the kitchen to the front of the house so that mothers could watch their children and do their housework with minimal movement. The living room was placed in the rear and usually given a picture window overlooking the back yard. Most important is the fact that the actual design features were less important than the fact that they were mass-produced and could be priced within the reach of the middle income family. In its early beginnings, the chain motel also appealed to the budget-minded consumer. Each house sold for $7,990 with the promise of no down-payments, closing costs, or hidden
extras. Many of Levitt's full-page advertisements offered the promise of both simplified financing, and paperwork, a new Bendix washer and an eight-inch television set included in the purchase price. As noted by Paul Goldberger of the New York Times, "Levittown houses were social creations more than architectural ones- they turned the detached, single family house from a distant dream to a real possibility for thousands of middle-class American families." Today the trends have increased dramatically, as millions of home buyers choose mass-produced housing.

Much like the motel, new residents wanted more. The initial families who moved into these new developments had no trees, schools, churches, or private telephones. Grocery shopping was difficult and the mail system was in the next town. As a result, Levitt added nine swimming pools, sixty playgrounds, ten baseball diamonds, and seven village greens-open space with trees. Levittown was a huge success in the market, as dozens of builders followed suit and adopted similar development and building methods.
Between the years of 1950 and 1990, five distinct characteristics existed between American chain motels and subdivisions the first being peripheral location. As shown earlier in this thesis, the motel has relocated according to the shift in the type of traveler and the mode of transportation utilized. Also mentioned in previous chapters was the decline of population in inner-cities and the increase in population to the suburbs. As listed by the Bureau of Labor Statistics survey of home building the 1946-1947, six metropolitan regions determined that suburbs accounted for at least 62 percent of construction and by 1950, ten times that amount. Further, it was estimated by the editors of Fortune Magazine that 9 million people had moved to the suburbs in 1954. The automobile played a tremendous role in both cases.

The second major characteristic shared by the chain motel and the subdivision is that of relatively low density in certain market segments. As Holiday Inn continued to grow in the SunSpree resort segment (creating spacious rooms, many times clustered and separated), suburban developments continued to promise families the luxury of total detachment from their neighbors. Each dwelling today continues to be completely surrounded on every side by their own plots. Other similarities include, an increase in allocated space for landscaping and privatized resort-like building forms, which compare to the present trend of how newer subdivisions allot their spaces to wider streets and open spaces.

The third major characteristic was in the architectural similarity between each building type as both industries strive to simplify their construction methods. Although, custom homes were designed for the rich and mobile homes we accommodated poor and the transient, most American families in search of a new home generally considered some sort of tract house. In order to simplify production methods and reduce design fees, most of the larger developers offered no more than a half-dozen basic house-plans, with others offering half that number. The result was a uniform collection of homes and motels strung...
across the countryside. The manner in which a guest may rearrange a motel room mimicked how an owner might transform their homes and yards according to personal taste.

What is most important to remember about the similarity of architecture in the housing and lodging industries, is that it was a phenomena which transcended into almost every facet of the American way of life. Historically, each region of the country developed its own indigenous residential style. For example, New England contained its colonial-style residences as Atlantic coastal cities contained an abundance of row houses. The South maintained large plantation homes as the Southwest home was more likely to include encircled patios and massive walls made of stucco. After World War II, the tradition began to erode as the American dream house became the Cape Cod cottage- a one-and-a-half-story dwelling. In the post war years, one fad after another became popular with home buyers. At first, it was the split-level, then the ranch, and then the modified colonial. But in each case, it was clear that the casual suburban visitor in the 1960s would have a difficult time distinguishing between a house in Phoenix or in Florida.

FIGURE 98 Mass-produced architecture and its construction method has become popular throughout the United States with buyers and heavily criticized by many architects.
The forth similarity between the two building types was the ease of availability. In the early years, one could not easily afford an automobile until they were mass-produced. The automobile was a sign of wealth as it is today in many other countries. As mentioned previously, the growth of automobiles began to rise dramatically creating a demand for roadside accommodations. The hotels did not respond to the needs of motorist, but instead accommodated only those who traveled primarily by car, which resulted in the incredible growth of the roadside motel through market demand and necessity. Before the chain and franchised motel, rates varied greatly and traveling families never knew what to expect. But once the motel industry was standardized, rates decreased and motels became more accessible by those who could previously not afford to lodge at independents. This fact is also true for standardized housing tracks across the United States. Mass-production technique, government financing, low interest rates, and high wages made it increasingly affordable for middle income families to buy a new homes in the suburbs than to pay rent at market price in the central city.

The fifth similarity pays particular attention to the characteristics of economic homogeneity. In Chapter Seven, it was discussed how Holiday Inn and other chain motels have created multiple segments through plan, appearance, and amenity. The parallel must be made between the lodging industry and today's suburban housing development here. Economic homogeneity is the sorting out of families based on their income. The economic and age homogeneity of large subdivisions and sometimes entire suburbs has been very popular throughout the history of zoning. As early as 1916, New York ordinances preserved residential class segregation and property values, although the theory of zoning was designed to protect the interests of all citizens by placing limits on land speculation and congestion. However, zoning was often used as a device to keep poor people and obnoxious industries out of affluent areas. As a result zoning was used by many suburbs as a tool to exclude apartments, factories, certain races and other people of limited means from their boundaries.

It is clear that the mass-produced, disposable way of life is successful in the American marketplace, but the real question is who will be satisfying the need of the lodger in the future? Architects must
adapt to making critical choices between the monotonous and the survival of their profession. They must realize the importance and power of the marketplace and how it influences the environment we live in. Architecture is created mainly by supply and demand not only in the lodging industry, but in countless others which the consumer uses every day. To ignore building typologies such as subdivision homes, motels, super markets is a form of professional suicide. It is up to today’s architects to create a mass consensus on what individuality still is by working with the market system and responding to the demands of the consumer, not disregarding them by passing “lesser” work onto builders and developers. Architecture is what the society wants it to be, and through the lens of the motel, society has clearly shaped their own architecture through necessity and accessibility.

FIGURE 99 The only two home floor plans offered by Briarwood, a professional Las Vegas builder. On the left, the house sells for $90,000, on the right, $150,000. Motels offer similar economic distinction according to amenity, location, size, and other demands by the consumer.

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Conclusion

One often thinks of the Fifties as the era when the word “motel” began to supplant “hotel” as the traveler’s preferred place of rest. When one thinks of the Sixties, one thinks of chain motels and hotels springing up at every imaginable intersection on the newly built highway system. The Seventies remind us of the reincarnation of the motel in the form of a “budget” hotel, the birth of new concepts such as the executive conference center, and eventually the death of the word “motel” altogether, as America began to fancy itself as being too sophisticated to stay in anything other than a HOTEL.

The 1980s brought us mass mechanization of functions in the hospitality industry. Of course, the Eighties also brought us segmentation, re-segmentation, sub-segmentation, and sub-sub-segmentation. As the decade reached the Nineties, we witnessed the sale of hotel properties and companies in a fashion which seemed unimaginable in previous years. The concept of “selling” Holiday Inns would have seemed implausible not very long ago.

The American roadside culture in the late 90s will be forced to endure brand segmentation. Although the excitement over the all-suite concept novelty will pass, it still appears to be used by Holiday Inn as
a major growth area in the lodging industry. The logic here is simple. The public perceives that all
suites represent value for price, a buying strategy which is nothing new to Americans.

The 1980s witnessed a building boom of luxury hotels and motor hotels in major cities throughout the
United States. In the motel days of the 1950s, it seemed that the old downtown hotel was dead
forever. As seen in 1997, this is not the truth at all. Traditional urban centers have re-emerged as areas
of intense growth and development, as America’s love affair with suburban sprawl has declined
somewhat. While the widespread segmentation of the hotel industry and the substrata that have
developed within each segment have clouded the lines somewhat between traditional levels of hotels,
travelers at all levels are demanding more services and amenities. As noted in Holiday Inn’s
management training manual, “consumers expect to have items such as shampoo, body lotion, shower
cap, and shoeshine cloth at all levels of lodging facilities”. The changing face of the corporate business
traveler, especially the rapidly increasing frequency of women traveling, will lead to still further changes
in the typical amenity package.

Pure demographics also had a major influence on chain motel product segmentation during the 1980s
and 1990s. As it has with virtually all aspects of our society, the “Baby Boom” generation has become
the predominant purchasing force in the lodging industry. Baby Boomers came to dominate both the
leisure and business travel markets during the 1980s and will continue to do so for some time to come.
With regard to their travel patterns and preferences, Baby Boomers are more unique than any other
generation in history for the following reasons:

1. Having grown up in an era of mass consumerism and mass marketing to consumer via
television, they have been exposed to more products.

2. Having traveled more, they have developed motel product preferences from an early age via
“comparison shopping”. They began exhibiting this by assisting mom and dad in
picking a motel during a family trip, choosing the one with the biggest pool, and
learning to be vocal about their preference.
3. With relatively more money to spend and less time to enjoy spending it than any generation in history, they demand a clearer definition of a product up front.

FIGURE 102 The sign bone yard, Las Vegas, Nevada paints a picture of a mass consumed, disposable society.

Product segmentation in the hotel and motel industry has allowed the consumer to have a definite idea of the facilities, amenities, and services he or she is purchasing prior to setting foot inside the chosen motel. This is quite desirable to a generation used to specialization. Baby boomers are no more uncomfortable choosing an all suite hotel for a specific travel purpose than they are in choosing a specialist physician rather than a general practitioner to treat their health problem. To an earlier generation, both the general practitioner and the generic hotel or motel were clearly the more comfortable choices in a standardized American roadside culture.

FIGURE 103 Across the country, standardization creates expectations and heightened desires for homogenized brand names.

Today, architects must respond to the demand of the consumer in order to continue to thrive. Standardization of the motel building form, program, and its construction must not solely rest in the hands of the developer. Lessons must be learned from builders and developers in how to respond to the specific needs and aspirations of the consumer. Although it is not acceptable to allow our countryside to be littered by minimal, substandard architectural forms, it is plain madness not to
respond to the consumer's needs in a market-based society. The role of architects must shift to include mass-production while simultaneously making serious aesthetic contributions to the built environment. Architects must expand into the industry of mass-production and not allow future builders and developers to make aesthetic decisions based solely on profit. In the last forty years, a trend has emerged in the United States in favor of mass-production. Throughout this thesis, the by-product of standardization was discussed in terms of how the motel industry had responded to the market demand of traveling Americans. It is hoped that the architectural community seriously considers the implications of this research and strive to enhance the built environment by meeting the demand of American consumers of today and in time to come.
CHAPTER 9

ADDENDUM TO HOMOGENOUS LANDSCAPE

PROFESSIONAL INTERVIEWS

To clearly understand the accuracy of the implications sighted throughout the thesis, two professionals associated with the lodging industry were interviewed using similar questions. It is the intention of this research not to base its validity strictly on written material, but to discover how lodging industry professionals view particular issues associated with issues mentioned in previous chapters.

The selection of the two hospitality professionals involved careful consideration of their perspectives within the industry. The interview questions were designed to be given to both industry professionals with the assumption that the responses may differ somewhat. This particular chapter will focus on the similarities and differences between the responses of Dr. Pearl Brewer, Associate Dean of the School of Hotel and Restaurant Management at the University of Nevada Las Vegas and Gary League, owner of League Development Inc. in Scottsdale, Arizona.

Both professionals were selected on the basis of their knowledge and experience in hotel/motel design, business administration, and academic insight. The interviews occurred on separate occasions with Dr. Brewer and Mr. League given a brief description of the thesis and asked to answer the following ten questions in Figure 104.
1. What are the ten most significant hotel procedures which you feel were standardized since the introduction of the chain motel in the 1950s?

2. Do you believe that segmentation will continue within the motel industry, but in a greater number of segments?

3. Do you feel that the motel is successfully responding to the needs of the traveler today?

4. What is the architect's role in designing the motel? More specifically, is there any freedom for the designer or architect to change the standardized motel program?

5. How has the motel room changed in the past fifty years?

6. How has the method of travel changed the location, size, and amenities offered in the lodging industry?

7. What lessons can other businesses learn from the hotel/motel industry?

8. How has the hotel/motel responded to the preferences of the new American traveler?

9. What role does the importance of image play with today's motel as opposed to the mom and pop independents previous to World War II?

10. Name some examples of how motel expenditures affect motel design.

FIGURE 104 Interview questions designed for UNLV's Dr. Pearl Brewer and Gary League of League Development Inc. in Scottsdale, Arizona.

An in-person interview with UNLV's Dr. Brewer took place on April 3, 1998. Each question was briefly discussed in terms of how the American lodging industry has responded to the market. Referring to question number one above, Dr. Brewer listed four standardized hotel procedures which she felt influenced the hospitality chain since the 1950s. The four polices listed were:

1. Use of a standardized house keeping system;
2. Reservations systems;
3. Guest accounting system;
4. Standardized amenities, such as televisions and telephones.

According to the telephone interview with Mr. League, the number one standardized motel procedure has been the growth and reliance of a quality reservation system in chains. He further explained that today the reservation system is often the difference between success and failure in the chain. Other
standardized policies which became popular since the 1950s were the introduction of free local phone, free television, emphasis on clean rooms and friendly staff, and the requirement by most chains that motels be built to the particular franchise's prototype - allowing the guest to know what the motel would offer from location to location.

In response to question number two, Dr. Brewer believes that segmentation in the lodging industry will not occur in greater numbers, but will continue to reinvent itself as the trends of the travelers’ change. This opinion is also shared by Mr. League. However, Mr. League believes that in time this practice will come to an end and most franchises will drop or combine their offerings. Both professionals interviewed believe that segmentation has already gone too far as guests are becoming confused by all the different products.

In question three, both Dr. Brewer and Mr. League agreed that motels that have successfully responded to the needs of the traveler are the ones that are in business. Mr. League felt that the industry may be going too far with the offering of additional amenities.

When asked about the architect's role in designing the motel, Mr. League responded by saying, "Unless the project is a very large resort or conference type facility, the architect is not often allowed to differ from the franchise prototype. In the larger facilities, the architect is allowed a much greater latitude in the design." Through further discussion, it was concluded by Mr. League that there is not much allowance for the motel room layout. He did agree that the architect has the most design influence when working on non-franchised properties.

On question five, Dr. Brewer was asked how the motel room has changed in the past fifty years. She responded by stating, "we expect larger rooms, sitting areas, more amenities and sophisticated design, specifically views". After further discussion, Dr. Brewer concluded that cost efficiency played a major role on the design of budget motels more so than other segments. In these particular segments, the
issue of choice is based mainly on price. Construction method and design were also found to be limited in the budget segments. More design freedom was placed on entertainment oriented segments accompanied with higher expectations of guests.

According to Mr. League, the motel room has not changed except in size. He noted that in some franchises, rooms have grown in square footage and have begun to offer 1-1/2 room to 2 room suites. The main changes in the motel room have been in the amenities, such as cable television, two phones, computer/fax/data connections, hairdryers, coffee, etc. Mr. League agreed with Dr. Brewer in that one major change in the smaller properties has been the tendency towards interior corridors in lieu of exterior ones. The reasoning behind these changes ranged from energy conservation, to reduction of construction cost to a provision of greater security for guests.

In question six, it was agreed by Dr. Brewer and Mr. League that method of travel and transportation is of key importance to the lodging industry, especially at the resort segments. Dr. Brewer also believed that amenities offered are based on strict margins and that efficiency is primary in all segments, even luxury markets. As stated by Mr. League, "The business traveler has had a great influence - note the franchises now revolve around meeting the needs of the business traveler- specifically the extended stay franchises."

When asked what lessons other business can learn from the lodging industry, Dr. Brewer replied that, "Standardization is not always a good thing. Our expectations have changed over the years." With further discussion, I learned that not only are travelers changing the industry through the amenities they demand, but their quantity and size. In the 1950s, a serious demand existed to lodge the traveling public - particularly those traveling by automobile. Standardization was perceived positively as thousands of travelers became familiar with brand names and knew what to expect from city to city. Independents offered uncertainty within amenities and, most importantly, room condition or safety. Travelers today demand variety unless room rate is the primary driver of their lodging decision. New
American travelers demand an awareness to design detail including prime views, increased personal space, and a pleasant change in the preconceived image of the motel room or court.

Dr. Brewer’s response to question eight directly corresponds to the body of this thesis. In the interview, Dr. Brewer mentioned that both hotels and motor hotels have responded to the preferences of the American traveler by, “getting away from the standardized motel and responding to the changes in transportation, which have occurred in the last 100 years”. Mr. League focused his response towards a discussion of how motel amenities respond to the individual needs of the traveler, by saying, “The amenities vary by franchise - and the differences are too numerous to compare. The main differences between franchises are whether they are full service (24 hour restaurant, guest services, conference facilities, etc.), limited service (no restaurant), and extended stay (kitchens in each room, apartment type units).” Mr. League added that there were also the budget segments to consider, which offer no smaller rooms and “no frills”.

Question nine deals with the importance of today’s motel image was answered by Dr. Brewer in a more philosophical manor. Although she agreed that image is very important to any industry in the 90s, it has played a major role in how travelers have selected their motels for the night. Dr. Brewer further discussed the importance of image between segments and how people set their own levels of standards in what they expect from a motel room. For example, if the traveler is price motivated, then his or her expectations of the design will be low, as opposed to a couple spending their honeymoon at a resort motel in a prime coastal location.

Mr. League was asked to describe the working relationship between the hotel/motel chain and the architect during the preliminary phase. His response was, “that unless the project was larger or in the resort category, the architect’s relationship to the franchise is limited.” In addition he stated that, “Although it is expected that the franchise requires the architect to take full responsibility for Life
Safety and ADA requirements, there is little communication between them - except for site specific or local jurisdiction requirements requiring more interaction to keep all parties satisfied."

Finally, the tenth question was concerned with how motel expenditures affect motel design. As stated by Dr. Brewer, "Technology will have a major impact on motel design in the future." She further acknowledged the introduction of the reservation system and how it has influenced the way travelers find their motel for the night. She also mentioned that the lodging industry has changed their delivery of services and information to guests through other means, such as the world wide web. In closing, Dr. Brewer made it clear that travelers do pay the price for “being different and staying in different units”. Although many $250 per night hotels attempt to visually distinguish themselves from competitors boasting quality service and amenities, they all use similar construction techniques, such as the familiar service core and building materials.

According to Mr. League, the largest factor is whether the project is low rise vs. high rise, wood frame vs. masonry, the amount of space devoted to the lobby, conference, and other common areas, and the quality of the interior and exterior finishes. Other major factors which affect motel design, according to Mr. League have been the ADA qualifications, which in his opinion are very difficult to keep current, are subject to various local interpretations, and can increase costs of construction considerably.

Each professional interview has provided more insight in how the lodging industry responds to a complex balance of meeting the needs of the changing American traveler and maintaining a profitable market by reducing construction cost through homogenization of policy, services, and architectural form.
UNFAMILIARITY WITHIN THE FAMILIAR
DESIGN PROJECT PROPOSAL STATEMENT

Nostalgia has never abandoned the heart of the American motorist. As each mile along the highway layers into a menagene of saguaro and brush, the desert begins to evoke images from the past blurring into those of the present. There is a certain sense of comfort as one passes through a place such as this. Like an endless ocean of rock and sky, the desert transforms into an indescribable apparition of gray between one’s destination and beginning; the known and the unknown; the imagined and the experienced.

To travel is to place oneself in a position of vulnerability as the unfamiliar conceals itself within the familiar. As one moves along scorched plains, the physical world advances similar to that of frames of a filmstrip through a projector. Each moment passes and the world is perceived differently through the lens of the traveler. Within such a progression, the familiar becomes monotonous and the search for the unfamiliar has begun.

As in film, architecture begins to assume the role of sequence and movement where on the highway roadside stops and discarded belongings become special moments that appear to occur arbitrarily. As on many roadsides in the desert, objects found along the road are scattered out of context to become more than icons from the past, they are depiction’s of those who have been there before us.

"To live means to leave traces. In the interior these are emphasized. An abundance of covers and protectors, liners and cases is devised, on which the traces of objects everyday use are imprinted. The traces of the occupant also leave their impression on the interior. The detective story that follows these traces come into being."

Walter Benjamin, Reflections"
lens (lenz) n. 1. a piece of glass, or other transparent substance, with two curved surfaces, or one plane and one curved surface, regularly bringing together or spreading rays of light passing through it: a lens or combinations of lenses is used in optical instruments, eyeglasses, etc. to form an image.

Advertisement and film begin to take on many similar roles on the television screen. They literally become filters or lenses that may distort, refract, or reflect our perceptions of time and place at that moment. Acting solely as a medium that brings us a perceived reality, both advertisement and film begin to transcend the sheer notion of icon along the roadside, bringing with it multiple layers of meaning and content. Placed out of context, they begin to challenge reality and focus on the imaginary. Normality and homogeneity become the cultural aspiration. Normality and abnormality begin to switch roles as it is now normal to be abnormal. Analogous to many Hitchcock movies such as “The Man That Knew Too Much” or “Psycho”, normal characters (the real) are placed in abnormal situations (the lens) and their behavior becomes distorted and metamorphose in response to the abnormal situation (the virtual). Just as rays of light begin to slow down and change directions in a lens, normal becomes the abnormal, familiar becomes the unfamiliar.

The proposed project that follows begins to explore multiple re-combinations of bodies, that exist and are yet to be discovered within the films of Alfred Hitchcock. The audience (client, developer, user) will be bombarded with strong childhood emotions. In Hitchcock’s work the viewer is able to recapture the tension and thrill from games, such as blind man’s bluff and hide and seek. Or experience the terror, by the trick of imagination, a forgotten toy on the dresser that gradually evolves into a mysterious and fearful form of some sort.

Suspense is commonly regarded as a minor form of the spectacle, whereas it is now the EVENT or the spectacle itself. What Hitchcock does is to produce effects by hinging the plot around a striking coincidence, which is then fed by a maximum amount of tension and plausibility throughout the picture. Much of Hitchcock’s drama are analogous to a string being rapped tighter and tighter until suddenly it is released allowing the string (story) to rapidly unwind. Most importantly, there must be the inclusion of the audience, so that the viewer is actually the participant in the film (architecture). The spectacle (event) is not the duel interplay between the director and his picture, but a three-way game requiring the audience to play.

**PRIVILEGED MOMENTS**

The privileged moments within film / architectural space are those highlights that linger on and in the viewer’s memory transgress homogeneity. However, Hitchcock requires every scene to be a privileged moment with all of his efforts directed toward achieving pictures / scenes (architectural spaces) without any gaps.

PHOENIX ARIZONA  2:43 PM
Manon and her lover, Sam, lack the necessary funds to settle down to married life. When her employer gives her forty thousand dollars to be deposited to his account at the bank, she steals the money and leaves Phoenix for Fairvale, California. The first night she sleeps on the side of the road, and the next morning she is awakened by a policeman. After selling her car, she continues on her trip, but the weather turns out bad and that night she stops at a run-down motel. The young owner, Norman Bates, becomes friendly and tells her that he lives in the Victorian house nearby with his mother.

As Manon is taking a shower before retiring for the night, the mother suddenly appears in the bathroom and stabs her to death. Minutes later Norman appears, and though apparently grief-stricken, he proceeds to wipe away the bloodstains from the bathroom and then hauls Manon's body and her possessions to her car trunk. He drives the car to a nearby pond and stands by as the muddy waters swallow up all the evidence of the crime.

Three people undertake tracing the missing person (Manon): her sister, Lila, Sam, and Arbogast, an insurance detective who has been assigned to find the money. Arbogast's investigation leads him to the motel, where Norman speaks to him, but arouses his suspicions when he refuses to allow him to meet his mother. He makes his way to the first floor, and as he reaches the landing, he is stabbed to death by the mother, his inert body topples to the bottom of the stairs.

Lila and Sam now learn from the local sheriff that Norman Bates's mother has been dead and buried for the last eight years. They go to the motel and when Lila attempts to search the house, she has a narrow escape from death. In the ensuing struggle Norman is revealed as a schizophrenic, leading a duel existence, and who, when impersonating his mother, is also a homicidal manic.*

The first third of the movie is a view through Manon's perspective. The picture depicts the murder as it derails the single perspective. Immediately following, X begins searching for a new point of view. In the final two-thirds of the movie, Norman becomes the focal point and replaces Manon as minor negative. Manon's world is the world of contemporary American everyday life, whereas Norman's world is its nocturnal reverse (Las Vegas).†

**motel** / mo-'tēl / n. [blend motor or motorist and hotel] : a building or group of buildings used as a hotel in which the rooms are directly accessible from an outdoor parking area.  

PRE PRODUCTION: FILM RESEARCH

Recognizing that the definitions of site, program, and form are no longer prerequisites to the establishment of new usage's, the (re) search begins at other circumstances prior to the fixation of tectonics. Inquiries into these circumstances would enforce a dismantling of the autonomous architectural subject in terms of social and programmatic interpretations of the roadside motel. The aim of this proposed design project is to understand and express, through critical programmatic invention, the contemporary condition.
which is essential in exploring the way we live and how we respond to standardization or differentiation within a rapidly changing culture.

In the pages that follow, an investigation will be formed in relation to the traditional program of roadside motel. My interests in motels date from long trips taken on the road with my parents in the early seventies. Most of my childhood education in travel was derived from close observation of the roadside and how the automobile became a familiar mechanism within an unfamiliar environment of change and uncertainty. The road trip in many ways is a phenomena that has been conceived by a nostalgic American Pop Culture.

As I previously mentioned, the motel in America has been ever changing. Its form and function are direct reflections of and contribute to societal change. As we approach a time when the road becomes less traveled and the dinner or gas station less frequented, we cannot fail to stop and reinterpret the usage of the motel and what it may mean years from now.

The motel is more than a place where people remain in transit, it is an important icon, a social symbol. Just what it symbolizes, is a function of how Americans have traditionally experienced the motel. As I begin to explore the elements and programmatic composition of the roadside motel following this research, I will continuously draw from not only how one perceives the motel, but how it begins to establish relationships with the highway.

As we begin to examine the roadside motel and what its usage may mean, it is also important to realize how this disassembly of programmatic elements may be reinserted into other usage's, which may or may not be analogous to the former. One may also draw linkages between motel and highway in terms of sequence and spatial movement. As the motel becomes a place of momentary pause along a highway of continuous motion and displacement, I tend to question the methodology of architectural programming from the past and why it may no longer apply to our rapidly changing culture.

My intentions here are to analyze the traditional roadside motel as roadside artifact and translate their elements or components into the form of collage at regular intervals along US Route 93 beginning in Kingman, Arizona and terminating in Las Vegas, Nevada. Along with deconstructed programmatic motel elements, sequence, movement, and heightened spatial experience, the highway will be reinterpreted and presented into a reassemblage of new programmatic vicissitudes, that may be further applied to architectural design and ultimately impact a broad range of contemporary urban users.

Drawing connections between Alfred Hitchcock's Psycho (1960) and the sequence of road travel is paramount in creating a basis of the programmatic events along the highway and within the motel. Hitchcock greatly relies on audience participation in order to successfully project meaning and emotion from his work. As in film, architecture must also create an interaction or dialog between building and user. For example, in Psycho's shower scene; the audience is relaxed and begins to unwind with Manon while she showers at the Bates Motel. She must be safe in the shower and she is, after all she is the star - so it is assumed that nothing can happen to her one-third way through the film. The star in this case gives the audience a sense of security. This is not dissimilar in what motels attempt to do with their transient, terminal or destination guests.
As Hitchcock movie watchers may well know, the sequence of plot has never been so important as in Psycho. During the film premiere, critics were actually asked in a letter from the director not to reveal the ending and not to admit the public after the film had begun. One of Hitchcock's methods of explaining sequential events was in the form of the production sketch. It was within this media methodology that only special moments became choreographed into scenes that remained embedded in the memories of the audience long after the movie played.

During the first third of the film, we identify with Manon. We experience the story from her perspective, which is to say why her murder derails us, causing us to lose the ground from under our feet. Up until the end of the film, we are in search of a new footing; someone else who we can relate to. Someone or something familiar in even the most remote way.

Car, motel, policeman, road, office, money, detective, etc. - these are all familiar signs of the present, positive and renunciation. Within Manon's frame of mind was however shown to be highly distorted and even unfamiliar.

Villa (haunted castle), stuffed animals, mummy, stairs, knife, false clothing - these are all signs of a forbidden past and abnormality which helps to create a visual tension for the audience. The surface of Psycho is subverted, literally turned inside out where American alienation (financial insecurity, fear of the police, a desperate pursuit of a piece of happiness mixed with hysteria) is confronted with its psychotic reverse. In Norman's case, the nightman's world of crime. A question arises from this critique - when does the normal begin to appear abnormal? The act of Marion's murder is dismembered into a multitude of fragmentary close-ups which succeed one another in frenetic rhythm (the rising of the hand; the knife's edge close to the belly; the scream of the open mouth...).

Although Psycho is a good example of the connectivity of sequence and movement, it teaches us lessons about emotion, perception, situation, and condition. The psychological acknowledgment of space may be closely tied to perception at that moment. Depending on the condition, architectural form may be inviting or terrifying. This all leads back to interpretation and participation of the audience. Without the audience, the film has no meaning, as is true with architecture.

THE HIGHWAY

The highway itself becomes an animal of film. It directs us and guides us. It protects us and can kill us. Although we follow its lines and obey its rules, the highway still fills us with suspense and uncertainty as each twist or turn reveals something very different. We watch the highway for clues of what is to come and what has been. Suspenseful is the process of travel as we abandon the familiar in search for the uncertain.

The highway also becomes an enormous collection of events which may occur only once or become rhythmic. As each mile passes a new episodic adventure begins. We must continue this travel until the end, no matter what the consequences.
Each mile has its own distinct meaning which blurs into the next and along the road, each scene plays out until the next occurs. But similar to a life long collection of memories, we only remember the special or privileged moments that are edited or highlighted for future recollection. The road side motel becomes one of those moments in the same instance as the snow ski halfway buried in desert sand or the broken suitcase leaning against a forgotten sofa off to the shoulder. We begin to acknowledge their familiarity and not focus on their precarious irony. These artifacts are old friends who we are familiar with.

**STAGING : MOTEL(ing)**

It has been suggested in the book, “Motel in America” that the motel is an element of the landscape. More specifically, the traditional motel is a direct reflection of a culture long since lost. There are many different typologies of the motel because of the gradual changes that have occurred throughout the years. Whether these changes were influenced by economic conditions, technological change, bias or cultural status, it is quite clear that the motel has evolved and transformed by the direct result of these fluxes in the American way of life. To begin, I would like to describe the traditional roadside motel in terms of a collection of elements brought into being by a series of complex social complexities. In this investigation of motels, I intend to focus primarily on the roadside motel, but will discuss other types brought about by social discourse as they occur. The argument of how motels have evolved since their introduction from auto camps becomes important for it gives us an indication of how society views the motel and what their perceptions of it are today as opposed to twenty or thirty years ago. If automobiles are considered containers of movement, motels certainly become places of pause, rest, and security.

**SCRIPTING**

The design project will explore sequence and the blurring of boundaries. A film school is to share a space with an interactive public film archive - programmatically a hybrid condition with the building must respond to the roadside condition of Highway 93 from Kingman, AZ to Las Vegas, NV. This suggests that the archive / school should not be functionally determined, but would instead have to be conceived of as a differentiated topography where forms of occupation are not prescribed and are able to be reconfigured analogous to the roadside chain motel. In the proposed building, the leisure and institutional functions would not be assigned by rigid segmentation, but programmatically the event or ‘scene’ would constantly change in regular intervals.
APPENDIX 2

NATIONAL TRENDS
AN ECONOMIC OVERVIEW OF AMERICA DURING THE RISE OF THE MOTEL INDUSTRY

TABLE 7 Below is an illustration of the growth of the motel and hotel over the period of thirty years from 1948-1978, respectively.

<table>
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<tr>
<th>YEAR</th>
<th>No. OF ESTABLISHMENTS</th>
<th>No. OF ROOMS</th>
<th>AVG. No. OF ROOMS/ESTABLISHMENT</th>
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<tbody>
<tr>
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<td>1957</td>
<td>10,180</td>
<td>846,000</td>
<td>83.1</td>
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<td>1960</td>
<td>8,190</td>
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<td>1965</td>
<td>7,570</td>
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</tr>
<tr>
<td>1972</td>
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</tr>
<tr>
<td>1976</td>
<td>7,000</td>
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<tr>
<td>1977</td>
<td>7,320</td>
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<td>97.4</td>
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MOTELS AND MOTOR HOTELS

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<th>No. OF ROOMS</th>
<th>AVG. No. OF ROOMS/ESTABLISHMENT</th>
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<td>1957</td>
<td>22,700</td>
<td>506,200</td>
<td>22.5</td>
</tr>
<tr>
<td>1960</td>
<td>27,400</td>
<td>742,525</td>
<td>27.1</td>
</tr>
<tr>
<td>1962</td>
<td>28,470</td>
<td>956,700</td>
<td>33.8</td>
</tr>
<tr>
<td>1965</td>
<td>30,900</td>
<td>1,030,520</td>
<td>34.6</td>
</tr>
<tr>
<td>1967</td>
<td>30,420</td>
<td>1,081,700</td>
<td>35.6</td>
</tr>
<tr>
<td>1970</td>
<td>30,000</td>
<td>1,178,945</td>
<td>39.3</td>
</tr>
<tr>
<td>1972</td>
<td>30,060</td>
<td>1,240,305</td>
<td>41.2</td>
</tr>
<tr>
<td>1975</td>
<td>30,500</td>
<td>1,317,100</td>
<td>43.2</td>
</tr>
<tr>
<td>1976</td>
<td>30,130</td>
<td>1,315,400</td>
<td>43.7</td>
</tr>
<tr>
<td>1977</td>
<td>30,100</td>
<td>1,324,400</td>
<td>44.0</td>
</tr>
<tr>
<td>1978</td>
<td>30,200</td>
<td>1,339,700</td>
<td>44.4</td>
</tr>
</tbody>
</table>

TABLE 8 Occupancy Rates Describing the Popularity of the Motel from 1958-1978.

THE TREND IN AVAILABLE ROOMS AND OCCUPANCY FOR THE NATION'S HOTELS AND MOTELS

Note: Figures are for establishments with payroll.
Source: Horis, Rater, Forster & Company, based on U.S. Census data and HOF estimates.
economic trends 1965-1987

1965
It was estimated by "Trends in the Hotel-Motel Business" that 63,800 hotels and motels with about 2,415,000 guest rooms were found in America. There was a 21% drop in hotel establishments since 1939. The decline illustrated the fact that much of the impact of the smaller hotel decline was due to the impact of motel expansion. Motels totaled about 41,600 in 1965 and contained 1,140,000 guest rooms. From 1939 to 1965, there was a 208% increase in the number of their establishments and a 613% increase in their guest rooms.²

1966
In 1966, a total of 66,600 hotels and motels existed with 2.5 million guest rooms. Similar to the previous year, motels and motor inns contributed to most of the gain. A steady decrease was found strictly in the hotel segment of the industry. For many years previous to 1966, the nation has been impacted by the inflationary spiral with the purchasing power of the American dollar weakening.²

1967
It was estimated that in 1967 the nation's total of hotels and motels had reached 65,850 units and their number of guest rooms totaled 2,500,000. Again, new peaks in the accommodations industry was solely from the result of phenomenal growth in the motel industry. In the hotel class from 1939 to 1967, there was a net decrease of 23% in number of establishments and a 12% decrease in the number of guest rooms suggesting that hotels were going out of business. The US Census Bureau had reported 13,521 motels with 159,846 guest room in its 1939 census. But an estimate in 1967 placed the number of motels at 44,200 and the number of motel rooms at 1,234,000, a 673% increase since 1939.²

1968
It has been suggested that from 1935-1968, the hotel / motel industry has coped with the impacts of a major depression, recurring war years, post-war booms, recessions, labor strikes, and a relentless inflationary spiral. The impact on the hospitality industry has been affected greatly with new problems such as the Vietnam War, civil rights demonstrations, and campus disorders. Nevertheless, the growth trends remained similar to previous years as a 23% decrease in hotel establishments and a 13% decrease occurred between 1939 and 1968. Motels and motor hotels totaled about 44,000 and approximated 1,275,000 rooms in 1968. Since 1939, there was an increase of 225% in motels and a 700% increase in motel rooms. The average number of motel rooms per motel complex doubled during this time period as well. Further, in 1948 motels and motor hotels accounted for less than 10% of the accommodation industry's total income, in 1968 their share exceeded 38%.²

1969
It was clear that a tremendous expansion of resort facilities occurred from 1944 to 1969, creating a resort hotel industry. As in the previous year, the American economy was strained because of the Vietnam War and the struggle against inflation. As a result, there was a decrease in occupancy in transient and resort hotels while motels maintained a steady increase. Estimates for 1969 placed the total number of hotels and motels in the United States to be at about 65,350 with 2,589,000 guest rooms.⁶
Again, as in previous years, the economy of the United States was poor as shadows of a large recession loomed over a nation with a restrictive monetary and fiscal policy. Industrial utilization fell to 76% of capacity and the nation averaged more than a 6% unemployment rate during 1970. Travel was reduced by businessmen in order to cut costs and as a result created a serious problem for the hospitality industry at the time. Many hotel and motel managers rethought their operational decisions because of the declining demand for hotel-motel services. In 1970, an estimated total of hotels and motels reached 64,750 with 2.61 million guest rooms. Motels still continued to claim a large percentage of the industry's expansion. However, for the first time since 1939, there was a fractional decrease in gross receipts from 1969 to 1970.  

1971
Estimates for 1971 placed the total number of hotels and motels in the United States at 64,400 with 2,625,000 guest rooms. During this year, hotels accounted for 55% of the industry's gross revenues as motels accounted for 45%. Since 1939, the number of hotel guest rooms decreased by 13%, while the number of motel guest rooms increased by more than 750%.  

1973
1973 had shown signs of the energy crisis toward the end of the year not affecting the hotel-motel industry until the following year. However, earlier during that year, there were many spot shortages of gasoline forcing many automobile service stations to close on the weekends. Resort hotels prospered because of the fact that a greater amount of people decided to spend vacations of the road. In the previous four years, statistics have shown a declining occupancy rate showing the accommodations industry as a true victim of inflation in 1973. Oil and gasoline prices and inflation continued to be a serious problem for the American roadside culture. Estimates for 1973 placed the number of hotels and motels in America at 64,500 with 2,715,000 guest rooms. Since 1939, the number of hotel guest rooms decreased by about 12%, but increased in the motel industry by more than 800%.  

1974
The nation's economy during 1974 showed a paradox of high inflation and slow growth with strong business spending and consumer demand softening. Material shortages, rising inventories, and increasing food and energy prices shook the nation. Establishments that could be reached by modes of transportation other than the automobile were found to be more successful than those located on interchanges. Between 1954 and 1973, the annual inflation rate was about 3.5%, but increased by 11% in 1974 causing resort hotels to be the most profitable market. The combined total of America's hotels and motels reached all-time highs during 1974. Since 1948, the rate of increase in the supply of rooms far exceeded the rate of demand.  

note: The US Census Bureau began to omit properties with fewer than 25 guest rooms from their hotel classification list. This has created a serious decrease in the numerical totals by “Trends in the Hotel Industry” annual reports before 1974. It should also be noted that the ratios remain similar and previously stated information concerned with growth is still valid.  

1976
In the 200th anniversary of the nation's birth, there was an increase in business in both hotels and motels. The transient hotel showed the lowest occupancy rate with resort hotels showing the highest according to the 1976 “Trends in the hotel industry”.  

1979
The American economy was still in turmoil. Forecasts of a major recession became increasingly clear as the nation experienced unprecedented high rates of inflation and interest charges. During the small period of prosperity within the shadow of a never-ending inflation trend, consumers, particularly business travelers, were willing to spend dollars of diminishing value as quickly as possible.
to beat further erosion of purchasing power. In addition, the re-emergence of the energy crisis created a petroleum crunch which created the following problems for the hotel-motel industry:

1. The oil flare-up ignited inflation and subsequently less automotive travelers.
2. The shortage of gasoline led to a decline in occupancy rates in the automotive-dependent segments of the industry.
3. Vacationers traveled before their dollar value decreased further.
4. In order to combat inflation, interest rates were dramatically increased. As a result, plans for motel and hotel construction were postponed. Older properties were refurbished instead.
5. Many travelers remained in the United States since the value of the American dollar was less than in other countries."

1980
America was in a recession. As a result, there were high interest rates, changes in monetary policy, and nationwide cash flow problems. Construction was down and unemployment was high. Room rates increased and operating costs increase greatly due to the energy shortage.®

1985
In 1985, hotel chains have captured 50% of the market as competition between the industry has become fierce. The chain began to diversify their products to appeal to virtually every customer. Many Americans discontinued to travel because of terrorist threats abroad and others were unable to travel. With more couples working, joint and family travel became increasingly inconvenient. Baby-boomers started families in record numbers, consuming disposable income otherwise available for travel. Their was an increase of international travelers due to the difference between the low-valued American dollar and their own currency. Numbers of foreign travelers were projected to increase into the decade's end. Corporate travelers slowed because of the recession and lower gasoline prices spurred an increase in interstate travelers who patronized the budget sector. The industry's competitive climate, created an industry of marketing experts.®

1987
Americans began to rediscover the United States in 1987 because of a relatively stable economy, lower gasoline prices and domestic airfares, and the threat of terrorism abroad. The American leisure traveler kept travel marketers guessing. It has been discovered by "Trends in the Hotel Industry" that while we remain a nation possessed by the automobile, our travel has changed. The American roadside culture takes more frequent, shorter trips as a result of conflicting work schedules within households dependent on two income sources.

Through a study completed by Marriott, younger travelers spent more money on weekend trips than those over 50 (who are more likely to stay longer). In 1987, business travel accounted for the largest group of travelers in America. According to the US Travel Data Center, business travelers are likely to be within the ages of 25 to 44 and 40 % female. It was also discovered that approximately half of all business trips were made by individuals who take more than ten trips per year. The American roadside culture included "Yuppies", young couples with double incomes and no children. Hotel and motel owners found it very difficult to predict the expectations of this new type of lodger. They responded, however, by offering new amenities.
Increased overseas travelers continued to lodge in America as well causing a serious response to foreign travelers. In 1987, the American dollar remained weaker than the Japanese Yen and other European currency.
SITE PLAN—SITE DATA
HOLIDAY INN EXPRESS: 2.0 ACRES, 60 GUEST ROOMS

SIGNAGE
Holiday Inn Worldwide requests that each Holiday Inn Express Hotel have a professionally designed, site-coordinated system of signs to properly identify the property, provide directional guidance in commercial and guest room areas, and convey ownership and other important information.

Every Holiday Inn Express Hotel must display a Primary Identification Sign which can be either a freestanding (non-illuminated) sign or building mounted script. Freestanding Primary Identification Signs must be similar in design to the EX-18 and EX-9 louvered signs shown below. Freestanding Primary Identification Signs must be illuminated individual style letters as shown below.

EX-18

EX-9

Building Script

111
**IMPORTANT NOTE:** This general estimate is based on standard terms & conditions. The estimate will vary, depending on a number of variables, and of course, actual costs will vary. Each franchisee must determine the costs that apply to their franchisee’s hotel.

### AREA BREAKDOWN

<table>
<thead>
<tr>
<th>AREA DESIGNATION</th>
<th>AREA IN SQ. FEET</th>
</tr>
</thead>
<tbody>
<tr>
<td>GUEST ROOMS</td>
<td>11,519</td>
</tr>
<tr>
<td>CORRIDORS</td>
<td>1,355</td>
</tr>
<tr>
<td>STAIRS</td>
<td>289</td>
</tr>
<tr>
<td>MAID LINEN</td>
<td>79</td>
</tr>
<tr>
<td>VENDING</td>
<td>99</td>
</tr>
<tr>
<td>MECH.</td>
<td>176</td>
</tr>
<tr>
<td><strong>TOTAL 2ND FLOOR</strong></td>
<td><strong>13,520</strong></td>
</tr>
<tr>
<td>GUEST ROOMS</td>
<td>8,643</td>
</tr>
<tr>
<td>LOBBY</td>
<td>1,282</td>
</tr>
<tr>
<td>REGISTRATION</td>
<td>90</td>
</tr>
<tr>
<td>GREAT ROOM</td>
<td>580</td>
</tr>
<tr>
<td>PANTRY/STORAGE</td>
<td>70</td>
</tr>
<tr>
<td>ADMIN. AREA</td>
<td>538</td>
</tr>
<tr>
<td>PUBLIC RESTROOMS</td>
<td>88</td>
</tr>
<tr>
<td>VENDING</td>
<td>40</td>
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<tr>
<td>STORAGE</td>
<td>416</td>
</tr>
<tr>
<td>STAIRS</td>
<td>289</td>
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<tr>
<td>CORRIDORS</td>
<td>1030</td>
</tr>
<tr>
<td>LAUNDRY/LINEN</td>
<td>198</td>
</tr>
<tr>
<td>MECH. &amp; ELEC.</td>
<td>276</td>
</tr>
<tr>
<td><strong>TOTAL FIRST FLOOR</strong></td>
<td><strong>13,520</strong></td>
</tr>
<tr>
<td><strong>TOTAL BUILDING AREA</strong></td>
<td><strong>27,040</strong></td>
</tr>
</tbody>
</table>

| DIVIDED BY:           |                  |
| NUMBER OF GUEST ROOMS | 60               |
| GROSS AREA/GUEST ROOM | 450              |

### CONSTRUCTION COST ESTIMATE*

<table>
<thead>
<tr>
<th>COST AREA</th>
<th>PROJECTED COST</th>
<th>COST PER SQ. FOOT</th>
<th>COST PER GUEST ROOM</th>
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</thead>
<tbody>
<tr>
<td>GENERAL CONDITION/PROFIT</td>
<td>111,134</td>
<td>4.11</td>
<td>1,852</td>
</tr>
<tr>
<td>SITE WORK (EXCEPT POOL)</td>
<td>111,134</td>
<td>4.11</td>
<td>1,852</td>
</tr>
<tr>
<td>CONCRETE/REINF. AND FORMS</td>
<td>89,502</td>
<td>3.31</td>
<td>1,492</td>
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<tr>
<td>MASONRY</td>
<td>32,718</td>
<td>1.21</td>
<td>545</td>
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<tr>
<td>METALS</td>
<td>40,290</td>
<td>1.49</td>
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<tr>
<td>CARPENTRY (WOOD &amp; PLASTICS)</td>
<td>30,478</td>
<td>1.46</td>
<td>658</td>
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<tr>
<td>THERMAL/MOISTURE (&quot;EIFS &amp; ROOF&quot;)</td>
<td>112,216</td>
<td>4.15</td>
<td>1,870</td>
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<tr>
<td>DOORS AND WINDOWS</td>
<td>100,048</td>
<td>3.70</td>
<td>1,667</td>
</tr>
<tr>
<td>FINISHES (AND METAL STUDS)</td>
<td>192,525</td>
<td>7.12</td>
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<tr>
<td>MISC. SPECIALTIES/ACCESS.</td>
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<tr>
<td>EQUIPMENT</td>
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<td>45</td>
</tr>
<tr>
<td>FURNISHINGS</td>
<td>4,056</td>
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<tr>
<td>PLUMBING</td>
<td>162,781</td>
<td>6.02</td>
<td>2,713</td>
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<tr>
<td>FIRE PROT. SPRINK. SYSTEM</td>
<td>24,336</td>
<td>0.90</td>
<td>408</td>
</tr>
<tr>
<td>H.V.A.C (PUBLIC AREAS)</td>
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<td>2.64</td>
<td>1,190</td>
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<tr>
<td>ELECTRICAL</td>
<td>135,470</td>
<td>5.01</td>
<td>2,258</td>
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<tr>
<td>CHANGE ORDERS (ALLOWANCE)</td>
<td>19,188</td>
<td>0.71</td>
<td>320</td>
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</tbody>
</table>

| **TOTAL**                                      | **1,263,848**  | **46.74**         | **21,064**          |

*AVERAGE CITY U.S.A.  **Exterior Insulation Finish System*
SIGNATURE TOWER AND WEATHERVANE INFORMATION

Holiday Inn Express Hotels require that all properties, new construction and conversions, present a “signature tower” to the public. With new construction, the signature tower will be most commonly placed directly on the architectural facade. With conversions, it will be necessary to apply creativity in determining the location of the signature tower. Tower drawings are provided on the following pages that describe the minimum signature tower which must be constructed for any conversion property. Franchisees should feel free to enhance/enlarge the signature tower, but should consider the designs provided as a minimum. The prototypical designs (one closed at the bottom, one open at the bottom) are very simple in nature and should be able to be built by any contractor. Metal tube vertical columns and metal stud framing can be substituted for the wood if local codes do not allow combustible materials to be utilized. A design professional should be consulted to determine the final design with regard to local codes, wind loading, etc. The following pages of the prototypical tower design show typical tower installation (free standing, adjacent to canopy, adjacent to building, etc.), installation details for the “comet” weathervane, and a construction estimate for the first tower design (closed at bottom). Detailed information regarding the weathervane may be obtained by contacting Holiday Inn Worldwide National Accounts Purchasing & Design Department at 1-800-55-HELP4 (1-800-554-3578). The actual construction cost will vary greatly depending upon a number of factors, such as the size and overhead of the contractor, wind condition, enhancements added by franchisee, etc. Final Tower designs should be reviewed by Holiday Inn Worldwide’s Quality Department for compliance with design intent.
TYPICAL UPPER LEVEL FLOOR PLAN

GUESTROOM COUNT

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<tr>
<th>STORY</th>
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</thead>
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<tr>
<td>4</td>
<td>.96 UNITS</td>
</tr>
<tr>
<td>5</td>
<td>1.28 UNITS</td>
</tr>
<tr>
<td>6</td>
<td>1.60 UNITS</td>
</tr>
<tr>
<td>7</td>
<td>1.92 UNITS</td>
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</table>

GUESTROOM MIX (6 STORY)

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<tr>
<th>TYPE</th>
<th>COUNT</th>
<th>PERCENT</th>
</tr>
</thead>
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<tr>
<td>STANDARD ROOMS</td>
<td>130</td>
<td>(80%)</td>
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<tr>
<td>SUITES</td>
<td>30</td>
<td>(20%)</td>
</tr>
<tr>
<td>TOTAL ROOMS</td>
<td>160</td>
<td></td>
</tr>
</tbody>
</table>

BUILDING PLANS • HOLIDAY INN HOTEL & SUITES
DOUBLE/Doublesuite
428 SQUARE FEET

KING SUITE
376 SQUARE FEET
(360 S.F. QUEEN)

BUILDING PLANS - HOLIDAY INN HOTEL & SUITES

TYPICAL LOBBY LAYOUT
END NOTES


9. Ibid., 126.


11. Ibid., 36-37.

12. Ibid., 38.


16. Ibid., 182.
17 Ibid., 185.
18 Ibid., 187.
19 Ibid., 187.
24 Luxenberg, 5.
25 Luxenberg, 12.
26 Ibid., 5.
27 Ibid., 138.
28 Ibid., 115.
29 Liebs, 169.
32 Ibid., 30.
33 Luxenberg, 158.
34 Liebs, 331.
36 Liebs, 85.
37 Pawley, 28.
38 Ibid., 32.
40 Ibid., 131.

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41 Ron Rosenbaum, "The House that Levitt Built," *Esquire 100* (December 1983).


44 Halberstam, 142.

45 Ibid., 142.

46 Ibid., 185-195.

47 Ibid., 185.


52 Ibid., 255.

53 Jakle, Rodgers, and Sculle, 134.


55 Jakle, Rodgers, and Sculle, 261.

56 Ibid., 261.

57 Ibid., 261.

58 Ibid., 79.

59 Ibid., 150.

60 Ibid., 150-51.

61 Luxenberg, 25.

62 Ibid., 88-89.

63 Rodgers, and Sculle, 273.

64 Ibid., 273.

65 Ibid., 277.

66 Ibid., 277-80.
67 Luxenberg, 147.


69 Ibid., 31.


72 Ibid., 31.

73 Ibid., 31.


77 Ibid., 115.

78 Ibid., 122.


84 Jakle, Rodgers, and Sculle, 21.


Brewer, Pearl, Personal Interview. 3 April 1998.


League, Gary, Telephone Interview. 8 April 1998.


VITA

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Arizona State University, Tempe, Arizona

Thesis Title:
Homogenous Landscape: The American Motel as a Cultural Indicator

Thesis Examination Committee:
Chairperson, Kevin Kemner, MArch.
Committee Member, Michael Alcorn, Director School of Architecture, BA, March, M.F.A.
Committee Member, Dr. Zouheir Hashem, Assistant Professor School of Architecture, B.S.,
M.S., Ph.D.
Graduate Faculty Representative, Francisco Menendez, Associate Professor, College of Theater
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