

THE
Elks

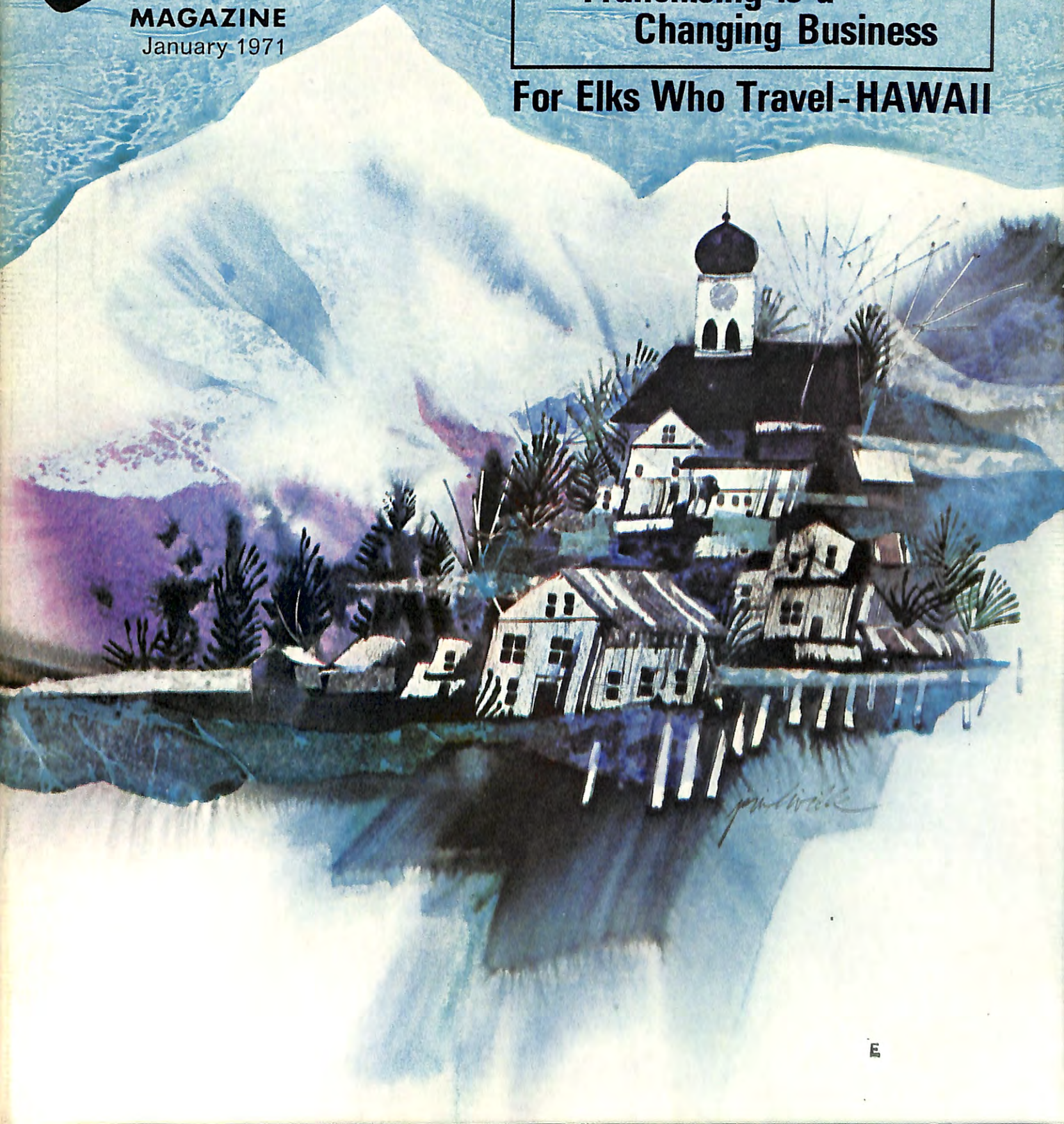
MAGAZINE

January 1971

FRANCHISING

- Success in Franchising
- Franchising in the '70's
- Franchising is a Changing Business

For Elks Who Travel-HAWAII



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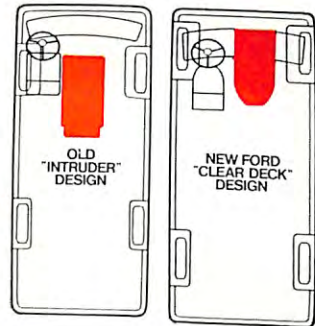
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Sales leader for 10 straight years.

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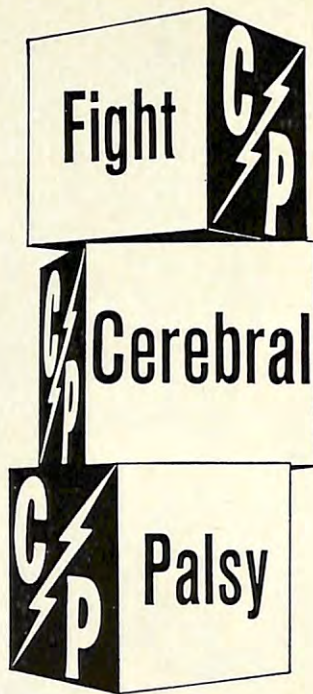
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THE ELKS MAGAZINE

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JANUARY 1971

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1971

New Sights, New Goals, New Ambitions

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The year that is past cannot be relived. Its record, good or bad, cannot be changed. It is gone forever.

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Glenn L. Miller

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Members of the Revere, Mass., Lodge recently donated this 23-inch color television to Quigley Memorial Hospital in Chelsea, Mass. Funds for the gift were collected from Revere Brothers in only three days when Est. Lead. Kt. Paul C. Pistone (right) learned there was no television available for patients in one of the wards. Admiring the set are (from left) William Hanley, a hospital official, Brother Jack McCarthy, a patient and Revere Lodge member, ER John D. Graham, John Quigley, a hospital official, and Bro. Pistone.

With Brigadier General John Boyd Coates, Jr., Commander of Madigan General Hospital, Tacoma, Wash., during an August visit to the Hospital, is Duncan Scott McPherson, Ballard (Seattle) Lodge, President of Washington State Elks Association. Brother McPherson headed a delegation of 30 Washington Elks on a tour of the hospital during which hides and other gifts to be used by patients in rehabilitation work at the Pacific Northwest's largest military hospital were donated.



franchising \$ in the 70's

by J. L. Slattery and
R. Gossweiler

In early 1969, Four Seasons Nursing Center of America was one of the most glamorous of the glamour-growth companies. It seemed to have everything going for it. Not only was it in the nursing-home field, it was also in franchising. "How can it miss?" said the many eager investors who bought into it, pushing its stock to a high of 90 that year.

Among those eager investors were some of the largest and—presumably—smartest institutional investors, both in the U.S. and in Europe. There were Banque Rothschild, Credit Commercial de France, Gibraltar Growth Fund, Midland Mortgage Investors Fund, to name just those few.

So attractive had Four Seasons Nursing's stock been that the company's founder and president, Jack L. Clark, was able to sell for more than \$10 million several hundred shares of FSN stock that he bought for about \$200,000.

"Wonderful!" . . . "Terrific!" . . . yes—while it lasted.

In June 1970, Four Seasons Nursing crashed down into bankruptcy.

Its collapse was almost a loud explicit announcement that the Great franchising Boom was over.

The boom had been fizzling down for more than six months before Four Seasons folded. By late 1969 the fran-

**The ups and downs,
the ins and outs of
franchising.**



chising industry was beginning to look more bilious than glamorous. A major reason—but not the only one—was that some influential accountants had come forth with strong criticism of the widely-used practice under which a franchising company, as soon as it signed up a franchisee, could record as income the whole franchise fee owed by the franchisee—even if none of it had yet been paid. This method of accounting made it possible for quite a few franchising companies to *seem* to be growing pretty big pretty fast—and all too many investors and franchisees were taken in by this glamor growth appearance.

The blasts from the accounting profession caused some of the leading franchisors to make a hasty change-over in their accounting methods—with the result, dismaying to investors, that some franchising enterprises that had seemed very profitable now showed heavy losses.

But by no means was all of this the only reason why by the end of 1969 the franchising industry was in trouble. To a large extent its decline was a part of the decline of the economy as a whole. Like many other industries in the 1960s, the franchising industry had been flying with almost magically exuberant expectations of "More and More Prosperity Faster and Faster!" and, like many companies in other industries in frantic expansion programs that left them cash-poor. When tight money conditions set in, the word "Franchising!" was no more effective

(Continued from preceding page)
 in conjuring away looming bankruptcy than were such terms as "Computers!" and "Space Hardware!"

Besides the over-extension which severely weakened some franchisors, the industry as a whole had over-expanded. This was particularly true of the fast-foods sector of the industry. By the end of 1968 there really wasn't much room left for new fast-foods enterprises but over 100 new ones blossomed forth in 1969! It almost seemed as if the franchising industry believed that Americans were no longer going to eat any at-home meals prepared at home.

Meanwhile, and partly because of the slow-down in the economy as a whole, there were more and more instances of soured relationships between franchisors and their franchisees—and more and more lawsuits being brought

by the really angry franchisees. Their recourse to law had been facilitated by the "class action" amendment (1966) to the Federal Rules of Civil Procedure. That the honeymoon between franchisors and franchisees was over became clear indeed in the first half of 1970. The Boston College annual franchising seminar drew an attendance of only about 400—as compared with 700 in 1969—and this time many of the franchisors were represented there not by their promotional people, but by their legal and accounting people. The seminar's overall atmosphere was definitely not what it had been in the Good Old Days—back in 1967 or so—when franchisors and franchisees slapped one another on the back and talked about the big money they'd be making together "as one big happy family." Nor was that kind of talk being heard from last year from the National Association

of Franchised Businessmen (based in Washington), which had already gained a membership of about 1,700 disgruntled franchisees by last June.

Some ex-franchisees may well have suspected that their franchisors *wanted* them to become ex-franchisees.

And in quite a few cases, this suspicion is well-founded. Why should a franchisor ever be *happy* to see a franchisee want to give up his franchise? The answer to this interesting question is in itself an indication of how greatly different today's "franchising industry" is from the rather down-at-the-heels kind of operation that the term "franchising" used to suggest (outside of such established fields of franchised distributorship as were long standard in the automobile, petroleum, farm-machinery, and some other industries).

THE NEW ECONOMICS OF FRANCHISING

In the late 1960s, Kentucky Fried Chicken was deriving almost 70% of its total sales income from its company-owned outlets. Many other franchisors too found that it was more profitable to own and operate their outlets rather than franchise them. In the light of this fact, a number of franchisors embarked on a determined campaign to re-acquire as many as possible of the outlets they had franchised. Often the franchisees were offered cash, sometimes they were offered stock. In some cases a franchise reverted to the franchisor simply because some clause in the franchising agreement took effect (for example, the franchisee may have violated some material provision relative to standards, procurement, or something else).

What seemed to be indicated in all this was the likelihood that—in some of the main sectors of the industry (such as the fast-foods sector)—the whole idea of "franchising" as a continuing arrangement, after it had served its initial capitalization purpose for the franchising company, was a financially disadvantageous one for the franchisor! It apparently would be better for him simply to own and operate his outlets as if he were a conventional chain-store company.

This plan, however, did not always apply when large amounts of initial capital for each new franchised operation were needed. For example, even a small Howard Johnson motel costs about \$1 million to put up. Where's the money to come from? For the Howard Johnson people the answer is "From investor-group franchisees, usually." Such a group might consist of five individuals, each of whom can well afford to put up \$200,000. Clearly the man with only \$25,000 to put into a fran-

(Continued on page 10)

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this is the business that made it possible

a true story by John B. Haikey

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"Not until I was forty did I make up my mind that I was going to retire before ten years had passed. I knew I couldn't do it on a salary, no matter how good. I knew I couldn't do it working for others. It was perfectly obvious to me that I had to start a business of my own. But that posed a problem. What kind of business? Most of my money was tied up. Temporarily I was broke. But, when I found the business I wanted I was able to start it on a little over a thousand dollars of borrowed money.

"To pyramid this investment into retirement in less than ten years seems like magic, but in my opinion any man in good health who has the same ambition and drive that motivated me, could achieve such a goal. Let me give you a little history.

"I finished high school at the age of 18 and got a job as a shipping clerk. My next job was butchering at a plant that processed boneless beef. Couldn't see much future there. Next, I got a job as a Greyhound Bus Driver. The money was good. The work was pleasant, but I couldn't see it as leading to retirement. Finally I took the plunge and went into business for myself.

"I managed to raise enough money with my savings to invest in a combination motel, restaurant, grocery, and service station. It didn't take long to get my eyes opened. In order to keep that business going my wife and I worked from dawn to dusk, 20 hours a day, seven days a week. Putting in all those hours didn't match my idea of independence and it gave me no time for my favorite sport—golf! Finally we both agreed that I should look for something else.

"I found it. Not right away. I investigated a lot of businesses offered as franchises. I felt that I wanted the guidance of an experienced company—wanted to have the benefit of the plans that had brought success to others, plus the benefit of running my own business under an established name that had national recognition.

"Most of the franchises offered were too costly for me. Temporarily all my capital was frozen in the motel. But I found that the Duraclean franchise

offered me exactly what I had been looking for.

"I could start for a small amount—a little over a thousand dollars—and that amount I could borrow. I could work it as a one-man business while getting a start. No salaries to pay. I could operate from my home. No office or shop rent or other overhead. For transportation I could use the trunk of my family car. (I bought the truck later, out of profits.) But, best of all, there was no ceiling on my earnings. I could build a business as big as my ambition and energy dictated. I could put on as many men as I needed to cover any volume. I could make a profit on every man working for me. And, I could build this little by little, or as fast as I wished.

"So, I started. I took the wonderful training furnished by the company. When I was ready I followed the simple plan outlined in the training. During the first period I did all the service work myself. By doing it myself, I could make much more per hour than I had ever made on a salary. Later, I would hire men, train them, pay them well, and still make an hourly profit on their time that made my idea of retirement possible—I had joined the country club and now I could play golf whenever I wished.

"What is this wonderful business? It's Duraclean. And, what is Duraclean? It's an improved, space-age process for cleaning upholstered furniture, rugs, and tacked down carpets. It not only cleans but it enlivens and sparkles up the colors. It does not wear down the fiber or drive part of the dirt into the base of the rug as machine scrubbing of carpeting does. Instead it *lifts out* the dirt by means of an absorbent dry foam.

"Furniture dealers and department stores refer their customers to the Duraclean Specialist. Insurance men say Duraclean can save them money on fire claims. Hotels, motels, specialty shops and big stores make annual contracts for keeping their carpets and furniture

fresh and clean. One Duraclean Specialist recently signed a contract for over \$40,000 a year for just one hotel.

"Well, that's the business I was able to start for a little over a thousand dollars. That's the business I built up over a period of eight years. And, that's the business I sold out at a substantial profit before I was fifty."

Would you like to taste the freedom and independence enjoyed by Mr. Haikey? You can. Let us send you the facts. Mail the coupon, and you'll receive all the details, absolutely without obligation. No salesman will ever call on you. When you receive our illustrated booklet, you'll learn how we show you STEP BY STEP how to get customers; and how to have your customers get you more customers from their recommendations.

With no obligation, we'll mail you a 24-page brochure explaining the business. Then you, and you alone, in the privacy of your home, can decide. Don't delay. Get the facts before your location is taken by someone else. Mail the coupon, now.

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facts

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Deerfield, Illinois 60015

WITHOUT OBLIGATION mail letter and 24-page illustrated booklet explaining how I can increase my income and family security with a Duraclean Dealership. No salesman is to call.

Name _____

Address _____

City _____ State & Zip _____

franchising \$ in the 70's

chise isn't going to get a Howard Johnson franchise!

But he might get a smaller-operation franchise, for that money, as the franchisee of an investor-franchise who is himself a multi-outlet franchisee of the company whose name is on the operation! (As you see, there is franchising within franchising!)

Too many people still think of franchising as being "the last frontier of the small-businessman"—a sort of haven where the best features of the mom-and-pop store are combined with the best features of large-scale professionally managed business enterprise. But so were the "Small Business Investment Corporations" originally intended to be helps to the small businessman who couldn't get financing through conventional channels. And look at how most of *them* turned out. Like it or not, the trend very generally both in America and elsewhere is toward bigness in

business—and toward the substitution of salaried management for self-employed management. The franchising industry seems to be going strongly in this direction, just as other industries have.

There are still plenty of openings for the small single-operator franchisee. But not all of those "openings" are also genuine "opportunities" (though a number are). Let's see why they aren't.

"INSTANT CAPITALIZATION" —AND SOME FAST-SHUFFLES

Back in the 1960s several acquaintances of ours discussed with us their plans for launching various small new businesses. In two cases we advised them to "take the franchising route."

Why? Because it was about the only way in which they could hope to get their new ventures adequately *capitalized!*

The "big secret" about franchising is really very simple—it's a way of getting capital! If we ourselves—the authors of this article—wanted to set up some new business that required, say, about \$100,000 in capital, we'd definitely try it through *franchising*... even in these economic times. If we could sell just 200 franchises at \$500 apiece—there's our \$100,000!

But would the franchises we'd sold

be any good to the franchisees? That of course would depend on a lot of things. Suppose that we'd sold franchises permitting the franchise buyers to "Sell our TERRIFIC New Make-Money-At-Home-By-Writing Course!" It's quite possible that we *could* sell franchises for that kind of thing—but we wouldn't do it. We'd feel we were operating a fast-shuffle franchising con game—the kind of venture that is aimed *solely* at making profits for the *franchisor*. We'd know that practically *nobody* who bought that writing-training course of ours would actually *make* money by "writing at home." And yet we could almost certainly get away with that kind of fast-shuffle franchising venture as far as the *law* was concerned.

Indeed, quite a few actual franchising enterprises operate in essentially the way we've just indicated. The reputable elements in the franchising industry despise them of course—but the franchising industry is really not much better at "self-policing" than any other industry is. But some industries just don't offer occasions for small-scale chiseling—you don't see ads shouting "Be Your Own Boss and Make Big Money at Home Operating Your Own Steel-Manufacturing Plant!"

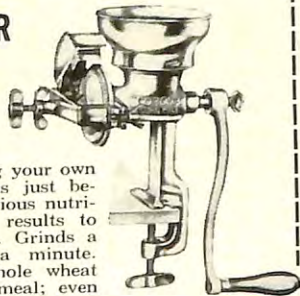
Not all of the "penny-ante-franchises" (Continued on page 17)

Gifts For Elk Shoppers

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Be your own miller!

Discover an exciting new world of flavor by milling your own flour, meal, cereals just before use. Save precious nutrients—bring better results to your home baking. Grinds a pound of grain a minute. Make delicious whole wheat flour, corn or oatmeal; even such hard-to-buy items as rice, chestnut, lentil, peanut, cottonseed and barley flours. Sturdy cast iron construction, heavily tinned to prevent rust. Adjust to any desired grind. Find of the year for the dedicated epicure. #2837 \$13.95



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SLICE, CHOP
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Can't see it? Well, it's there... taking those chops and slices and cuts while saving your table or counter top. Crystal clear Lucite lets pretty formica or table cloth colors and patterns show through. Acts as a protective hot plate, too. Unbreakable, heat resistant...

and so unobtrusive, no need to hide it when not in use. #2111, 8"x11" \$2.98 ppd.; #2112, 12"x16" \$4.98 ppd.; #2116, 14" round \$6.98 ppd.

FRENCH EGG POACHER

You like poached eggs! You know they're delicious and digestible! But you find them hard to make? Here's the solution. Just butter it, drop in egg, put in boiling water, lift out in a few moments by the handle. Presto! A perfect poached egg. Imported French tinware. #3842

\$100 ppd.

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LOTUS BOWLS & SAUCERS

Attractive, Useful
Versatile

The flower of the Orient—the charming lotus blossom—is the pattern for this set of 8 white, true-porcelain bowls, they are the perfect size for desserts, chilled soups, consommés... yet they can double as



nut, candy or snack bowls that will add a touch of grace to your entertaining. 4 1/2" diam. Matching lotus petal saucers, 5 1/4" across, will hold the bowl securely.

#3513—Set of 8 Lotus Bowls \$2.98 ppd.
#3525—Set of 8 Matching Saucers \$2.98 ppd.

SOURDOUGH STARTER MIX

Put old-time ranch-hand flavor into flapjacks, biscuits, doughnuts, bread. Real Colorado sourdough lasts forever! Starter mix comes in attractive earthenware storage crock with recipes. Delicious! #1750—\$2.50 each 2 for \$4.50



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NEWS

OF THE

LODGES

THIS SURPRISE PACKAGE for GER Glenn L. Miller contains an Airequipt projector from members of New Rochelle, N. Y., Lodge. The projector, presented by PDD Martin Trangott, former GL Americanism committeeman, was a gift to the Grand Exalted Ruler during his latest visit to New Rochelle Lodge.

NEW HAMPSHIRE GOVERNOR Walter Peterson presents a decorative plate engraved with the state seal to GER Glenn L. Miller and his wife during their recent stop at Franklin, N. H., Lodge. ER Edward Buczynski (left) presented a \$200 check to Brother Miller for the Elks National Foundation, and the city's Mayor Eugene Daniell (not pictured) added a key to the city.



GOLDEN ANNIVERSARY CELEBRATIONS at Owatonna, Minn., Lodge attracted a number of Elks dignitaries, among them GER Glenn L. Miller and PGER Raymond C. Dobson. As host, ER Chester Hoven (fourth from left) joins the rest of the lodge officers in greeting the two special guests.



THE RED SOX baseball team, which sponsors a fund for crippled children called the Jimmie Fund, received a check for \$1,000 toward the fund from the Massachusetts Elks Association. On hand for the presentation are (from left) GL Youth Activities Committeeman James L. Colbert, Somerville; Grand Trustee W. Edward Wilson, Newton; SP Edward J. O'Brien, Springfield; George Thomas; PGER John E. Fenton; Sister Mary Eugenia, O. P.; SDGER Edward A. Spry, Boston, and PDD Andrew A. Biggio, Winthrop.



58-YEAR MEMBER Campbell Garvin (center), who recently observed his 80th birthday, receives thanks from ER Frank Smith for his fraternal service. Looking on is DDGER Robert McCauley, St. Matthews, who made his official visit to the lodge that evening.

JOHN DAY, Oregon, Lodge celebrated its 20th anniversary recently with a gala party in the lodge. PGER Frank Hise made a special trip to attend, and he joins in the cake-cutting with a group of the lodge's PERs: (from left) PDD James Damon, Bert Miller, John Farley, William Shanley, and Donald Boyer.



TWO STATE WINNERS in the Georgia Elks Association scholarship competition were sponsored by Cascade-East Point Elks. Brother Milton Earnest (center), state scholarship chairman, presents the awards to Larry Withers, a pre-med student at Emory University, and Judy Morrison, a freshman at West Georgia College. State public relations chairman Harold Brothers (left) and ER Paul O'Donnell congratulate the two students.

LAW ENFORCEMENT Recognition Night at Arlington-Fairfax, Va., Lodge honored two outstanding police officers. James Riddel (right), who was selected as one of the top ten officers in the nation, received a certificate as outstanding policeman of the year from ER Lester S. Blaylock. Another award went to Major Stanley Dobson of the Fairfax County Police for his department's community relations program.





ELKS NATIONAL HOME in Bedford, Va., was the site of the recent meeting of the Board of Grand Trustees. Gathered in front of the Home during the meeting are (from left) Grand Trustees John B. Morey, George Hickey, W. Edward Wilson, Grand Secy. Frank Vossel, H. Beecher Charnbury, PGER Raymond C. Dobson, Doral E. Irvin, superintendent of the Home, GER Glenn L. Miller, Joseph A. McArthur, Herb Beitz, secretary to the Grand Exalted Ruler, E. Gene Fournace, Francis M. Smith, and Wayne A. Swanson.

LODGE NOTES

NEWPORT HARBOR, Calif. A group of lodge members have formed an ecology committee. It has requested all lodge members to save and turn in all newsprint, aluminum cans, and glass bottles so they may be taken to a recycling plant. Brother C. R. "Dick" Cozad is committee chairman, and Brother Rod Ducker is co-chairman.

UKIAH, Calif. Brother Bob Gerber has donated 3½ acres of valuable land for the purpose of constructing a new lodge building. An additional acre was exchanged for the existing lodge. Brother Gerber has given the lodge the right to use the present building rent free until the new lodge is complete.

ST. ALBANS, Vt. Lodge members recently showed a surge of public spiritedness when they raised funds for a scoreboard for the local BFA Bobwhites football team. The team is the city's only representative in competitive athletic events in the state. The lodge has shown its support of the high school gridders in the past by sponsoring banquets.

LEBANON, N. H. DDGER Glenn W. Acres, Franklin, recently made an official visit to Lebanon Lodge. After his speech on the GER program for the year, Brother Acres was presented with a gift from ER Victor G. Bouchard. Fifteen new members were initiated into the Order in honor of Brother Acres' visit.

BOONTON, N. J. Lodge members mourn the loss of PER Clarence J. Bivens who died September 20, 1970, at the age of 85. Brother Bivens, joined the Order in 1928.

FREDERICK, Md. The fire which destroyed the lodge home of Frederick Elks kindled a fire of equal intensity in the heart of Brother Horace Williams. After the disaster, Brother Williams set the wheels in motion to have his family's 90-year-old Bible refurbished. During a recent meeting Brother Williams presented the beautifully appointed Bible to ER Irvin A. Schwartz. It was immediately put into service on the lodge's altar.

LIBBY, Mont. Fire completely destroyed lodge quarters and all its records, ritualistic equipment, emblems, fixtures, and inventories. Members are seeking donations from lodges throughout the country so that they may make a fresh start and begin routine business.

DES PLAINES, Ill. Presentation of two \$500 Des Plaines Lodge Scholarships were presented recently to Miss Patricia Zalud of Arlington Heights High School and Miss Patricia Magnusson of Maine South High School, Park Ridge. Miss Zalud is attending Miami University, Oxford, Ohio, and Miss Magnusson, the University of Illinois, Champaign-Urbana.

Miss Judith Siebold, daughter of the late Brother Wilbur Siebold, was given a \$1,000 scholarship toward her school expenses. Miss Siebold, who has been assisted for the past three years by the Emergency Education Fund of the Elks National Foundation, has expressed a desire to work as a therapist for the Illinois Elks Crippled Children's Commission after she graduates.



A SOFTBALL GAME between members of Windsor, Conn., Lodge and the Standyne Company benefitted the Connecticut Elks crippled children's fund. Grand Treas. Edwin J. Maley (fourth from left), New Haven, accepts the check for the fund, while members of the Standyne team congratulate the Elks on their victory. At right are VP Francis J. Adams, Branford, and ER Andrew Rabbett.



PRESENTING A GRANT from the Elks National Foundation is PGER Raymond C. Dobson. North Dakota SP Jack Williams, Wahpeton, accepts the \$5,500 check, while GER Glenn L. Miller (foreground) looks on. The Grand Exalted Ruler was making an official visit to North Dakota at Fargo Lodge.

GOVERNOR'S DAY for the Alabama Elks' major project featured a visit by former Gov. Albert P. Brewer (front row, fourth from left). He was greeted at the Alabama Elks Memorial Center for the Handicapped in Montgomery by members of the board of directors, led by SP Robert C. Grant (front row, third from left), Cullman.



STATE ELKS ASSOCIATION NIGHT at Raymond, Wash., Lodge saw an impressive gathering of state and Grand Lodge officers. Among them were (front row, from left) SP Scotty McPherson, Ballard (Seattle); ER Hal Norman, one of the youngest Exalted Rulers in the Order; PDD and VP Ted Butcher, Centralia-Chehalis, and (back row) Grand Est. Lect. Kt. William G. Singer, Centralia-Chehalis; state Secy. Walter Hagerman, Ellensburg, and PDD and PSP Frank Garland, Centralia-Chehalis.

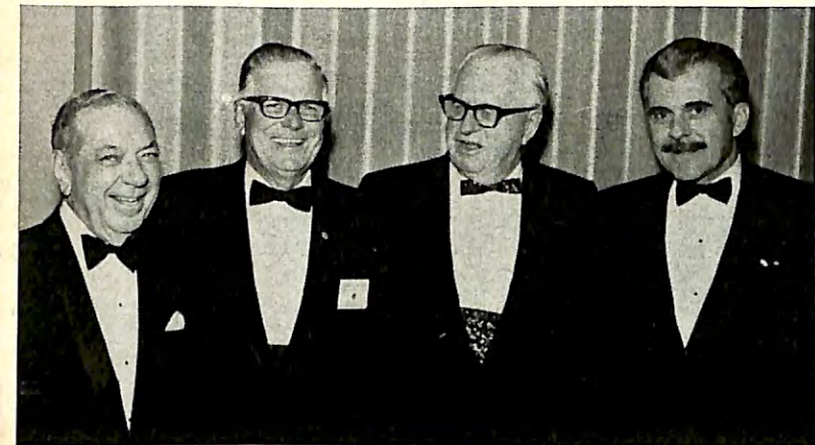


ELKS AIDED ELKS in a recent display of generosity at Asbury Park, N. J., Lodge. ER Donald V. Crosta (right) presents a check for \$500 to ER John Britt (left), Monmouth Lodge, Improved Benevolent and Protective Order of Elks of the World. The money is to help rebuild Monmouth Lodge, which was destroyed by fire recently. Looking on are Est. Lect. Kt. Samuel Scanio and Mrs. Mattie Allen, Monmouth ladies auxiliary president.



NATIONAL NEWSPAPER BOYS WEEK was observed at Fredericksburg, Va., Lodge recently when three local newsboys were guest speakers at a lodge meeting. They are (from left) Sammy Rollins, Charles Cook, and Ronnie Sullivan, and ER Russell L. Howard, Brother John Goolrick, and PER Joseph C. Adams welcomed them to the lodge.

NEWINGTON CHILDREN'S HOSPITAL in Newington, Conn., received an \$11,840 check for the establishment of a new eye clinic from the Connecticut Elks Association. Those present for the presentation included (from left) Brother George A. Caillouette, major project chairman, Willimantic; Grand Treasurer Edwin J. Maley, New Haven; Dr. Burr H. Curtis, executive director of the hospital, and SDGER Arthur J. Roy, Willimantic.



THE DEDICATION of the new home for St. Cloud, Minn., Elks was presided over by GER Glenn L. Miller. Joining Brother Miller after the ceremony are (from left) Secy. Leo N. Meinz, who has served in that office for 36 years, PGER Raymond C. Dobson, and ER Douglas C. Hemberger.



OLDTIMER'S NIGHT was combined with an official visit by SP Robert M. Bender Sr. (back row, center), Albany, at Freeport, N. Y., Lodge recently. All members with 40 or more years membership were special guests, and those with 50 or more years received Grand Lodge Golden Anniversary awards.

PALMETTO, Florida, Lodge became the 91st lodge in the state after institution ceremonies recently. SDGER and SP Robert B. Cameron (seated, right), Holiday Isles, delivered the principal address, and he joins the group of charter officers after the ceremony. A class of 152 members was initiated into the new lodge by officers from Sarasota Elks.

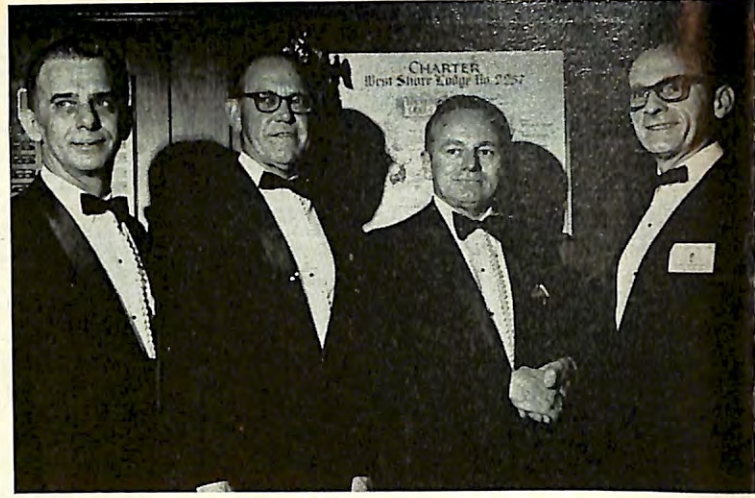




NEW OFFICERS for the Alabama Elks Association were elected at the recent state convention in Huntsville. PSP Howard T. Hannah (second from right), Bessemer, joins (from left) state Secy. Powell W. Blair, Cullman, SP Robert C. Grant, Cullman, and VP Richard Burke during the convention. Other State Vice-presidents include Howard McNulty, Gadsden, William Campbell, Fairfield, and James T. Irvin, Auburn-Opelika.

GRAND TRUSTEE E. Gene Fournace (center), Newark, was invited to be the principal speaker at the mortgage burning ceremony at Massillon, Ohio, Lodge recently. The lodge members paid off a \$100,000 mortgage in only 26 months. Joining Brother Fournace during the celebration are ER Russell Geis (left), and PDD and Secy. C. E. Shetler.

BRIGADIER GENERAL Robin Olds (left), commandant of cadets at the Air Force Academy, solicited public support for the release of American prisoners of war at Victorville, Calif., Lodge recently. ER Robert L. Ross presented a check for the River Rats fund, an organization of veteran airmen who served in Southeast Asia. The money will provide scholarships for children of PW-MIAs. Wives of eight pilots missing in action also attended the event.



DISTRICT DEPUTY Thomas D. Boyle (second from right) is welcomed to West Shore, Pa., Lodge, during his official visitation to his home lodge by ER Earl Leonhard. A class of candidates representing an 8 per cent gain in membership was initiated in his honor. Adding their greetings are Brothers John M. Kreider (left) and Samuel J. Conrad, both West Shore Elks.



"LITTLE CHARLIE," a stuffed bull, helped collect more than \$1,000 for a crippled children's hospital in Florida. He journeyed to all the lodges in the state's West Central District during the official visitations of the State Vice-president, Charles Pride (left), and solicited the donations. St. Petersburg ER C. J. McNamara originated the idea.

Lodge News continued on page 52

Franchising in the 70's (Continued from page 10)

ing enterprises" are calculated fast-shuffle operations, but many that are launched with the best of intentions are launched with lamentable lack of knowledge, capital, and management ability. Last June, in reviewing the franchising industry, *Business Week* declared that "franchising in the 1960s was dominated by amateurs in unprecedented numbers" and that comment was directed as much at the big franchisors as at the little ones! Incredible as it may seem, even so prestigious a franchising company as Kentucky Fried Chicken operated for quite a while under accounting-and-control systems that would have horrified a first-year accounting student. (The company later brought in an experienced and capable professional financial-management man, Joseph I. Kesselman—who could hardly believe his eyes when he first saw how Kentucky Fried Chicken had been "managing" its empire.) Compared to the general-management and financial-control standards prevailing in many long-established industries (public utilities, insurance, large-scale, non-franchised retail merchandising, most segments of heavy industry), those of the franchising industry generally have really been *bizarre!*

One reason—probably the chief reason—is that franchising became a genuine "industry" very quickly and very recently, had its fastest growth during an era of exuberant inflationary economic growth and affluence, and was developed mainly by people whose skill and interest were entrepreneurial rather than managerial. But *most* industries have gotten born through promotional exuberance rather than by managerial restraint, the franchising industry is merely a "new member" in the club of "industries."

So much for general background. Now for a few specifics which are implied by these generalities.

Don't Get Excited by Big Names. A lot of franchising enterprises—particularly in the fast-foods sector—thought that the pull of some star personality's name would guarantee the venture's success. It hasn't worked out that way.

Which Role Do YOU want?—"Franchising opportunities" covers a lot of ground. You can be simply an investor in some franchising company, or you can be a member of an investor-group which obtains a franchise (for a motel, for instance). Or you can be the holder of multiple franchises (from a single company) and then franchise individual operators, or you can be the operating franchisee of a single outlet. (The ar-

rangements available vary from company to company.)

Which Are the "Growth" Areas? This is a tough question—and it can have different answers for you depending on whether you're looking toward obtaining a working-life-time income as an operating franchisee, or are mainly just looking for investment prospects in franchising.

Keep Alert To "Hunger for Capital." A number of financial experts have predicted severe shortage of investment and loan capital in the 1970's. Remember that franchising is essentially a "quick capitalization" device! But you

should take a *very* close look at any franchising enterprise—or any other business enterprise—that is trying to get you to put capital into it. The basic question is: "Is this outfit a financially sound and well-managed one with at least good income and earning prospects?" Don't let yourself be carried away by a lot of *promotional* talk about the company.

Have Realistic Expectations!—Sure there have been franchise-promotion ads promising \$30,000 a year—or even more!—for a modest investment and just a few spare-time hours each
(Continued on page 50)



Herb Tragger of Miami Has a Silent Partner. Together They Made \$91.90 On Only One Sale!

Herb writes: "I have one of the National Press eye-catching MAGNETIC SIGNS on my car door. It shows people who I am, what I sell and where to reach me. Many times, when I return to my car from lunch or a sales call, I find people waiting. They want to know where they can buy a sign like mine. I actually make sales by just parking my car! The sign is my Silent Partner—but I pocket the Big Money!"

Talk about **EASY MONEY!** You don't have to be a super-salesman to pocket Big Dollars. All you need is the National Press "Quick-Cash" Kit... sent to you **ABSOLUTELY FREE** and postpaid when you mail the coupon.

You need no experience. No special training. **You don't invest one penny.** Just show your Quick-Cash Sales Kit to your Dry Cleaner, Service Station, Restaurant, Beauty Shop, Tavern, etc., and every new business just getting underway. Tell them how you can save them big money on their business cards, sales books, letterheads, envelopes and other printed forms.

Then prove it! Flip the pages of your Quick-Cash Kit showing eye-catching samples of top-quality printing offered at fantastic savings from the world's largest direct selling printers—**THROUGH YOU!** Imagine offering 1000 raised-letter business cards for just \$6.85! 500 full-size letterheads for only \$10.45!

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Franchising is a Changing Business

by A. R. Roalman

DURING THE PAST YEAR, there has been a great deal of news about franchise operations in the nation's business and financial press. Some people who might have been interested in buying a franchise decided, after reading some of the negative stories about franchising, not to explore the matter further. Did they do the right thing? Or did they make a serious financial mistake?

The editors of Elks Magazine, in an effort to get meaningful answers to these questions for its readers, asked A. R. Roalman, one of the top business writers in the country and a skilled interviewer, to arrange a no-holds-barred interview with one of the most informed men in the country and seek out helpful answers about franchising. The interview, in its entirety, follows.

Roalman: This is an interview with David Shulman, editor and publisher of *Franchising Journal*, a well-regarded publication read by people interested in all aspects of franchising. He also is the editor of *Franchise Reports*, a respected newsletter, and *Franchise Annual*, an annual, comprehensive look at the business of franchising. His company also publishes a number of books on the subject of franchising.

Mr. Shulman, what, significant, do you think has happened to franchising during the past year?

Shulman: Franchising has undergone a metamorphosis. It has gone in a large and big circle, from a period when the philosophy was much related to *selling* franchises to it now is, one of how to *operate and manage* franchises.

Roalman: What's caused the big change during the past year?

Shulman: The money crunch has been the big thing. The primary growth of franchising had been coming from middle-class America. Middle-class America, which had been fueling the franchising boom, is drawing in its horns.

Roalman: What will that mean?

Shulman: The changes—and there are many changes—are subtle and somewhat fine ones. Many franchise operations are getting much more finely tuned. The people who are selling franchises are preparing much, much better presentations than they were a year ago. They have been subjected to more penetrating questions from people to whom they are trying to sell. Franchise sellers are finding that there are fewer buyers, so competition is getting much keener, and one of the net results is that the less able people are being weeded out. It is a tough way to improve a business area, but it happens and, I think, produces a higher quality manager in the long run.

For a while, a number of small and ill-financed companies were using the franchising technique to bring their products to market. But this has changed. During the past year, the total number of franchisors is down. A lot of people who thought franchising was a quick and dirty way to expand onto the national scene with a little-financed distribution system have



franchising \$ in the 70's

learned otherwise and are not using the franchising technique. During the past year there was a definite decrease in the number of franchisors and a decided improvement in the overall quality of the remaining ones.

Roalman: Of course, franchising got a great deal of unfavorable attention during the past year. It has been widely criticized in the popular press. What impact do you think this had on the franchising business?

Shulman: As a concept, franchising suffered some body blows during the past year or so. The press, legislators, franchise buyers who failed, and the people within the franchise business themselves have criticized franchising. There have been class-action suits that are still pending and could have a profound impact on the franchise industry.

Of course, I would like to point out that it is a misnomer to call what we are talking about "the franchising industry." Franchising is a marketing method. It's a way to market goods and services. There are about 80 classifications of business in the United States that use franchising techniques to market their products. Food, automotive, office equipment, and any number of service businesses use the franchise marketing technique.

Nowhere in the vital statistics listings in the United States do you find a separate business entity for "franchising." I cannot point to something that I would call a franchise industry, although I have no doubt that more than \$100,000,000,000 worth of goods and services—well in excess of that—are marketed through franchise techniques. Reliable estimates are that 25 to 28 cents of every dollar spent is spent through some form of franchising. I think an understanding of this is critical to any understanding of the so-called franchise industry. It means that a lot of big and honored companies are in the franchise business. It means that, certainly, franchising has become an accepted form of marketing. Not in a

small and insignificant way that might be sliding by on a fly-by-night basis. It is a much exposed, much studied, and much respected business method. It is, to put it mildly, successful. It is inconceivable to me that so many huge companies would be using the franchising method if they didn't feel that it worked and worked well. And I doubt that it would work if so many millions of people did not, in fact, buy from franchised outlets.

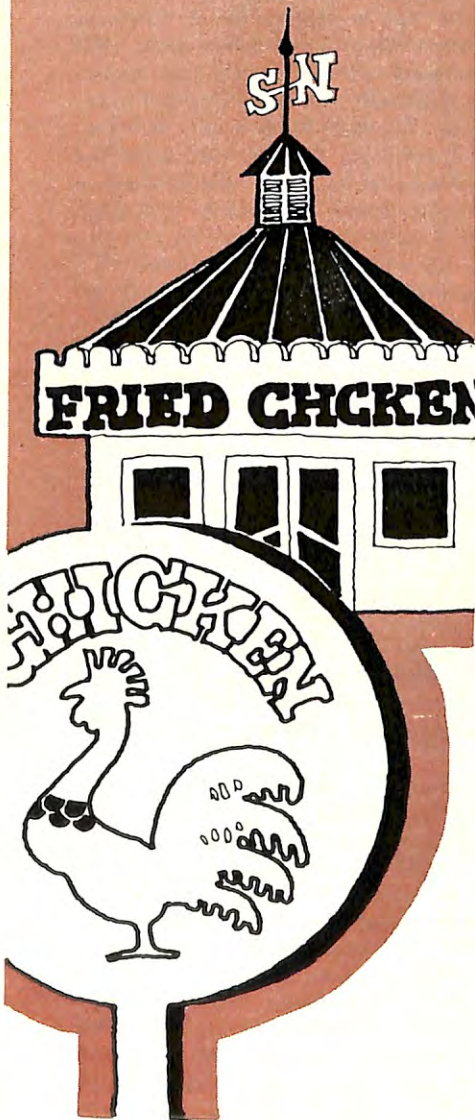
Roalman: Why do you think that franchising is so successful?

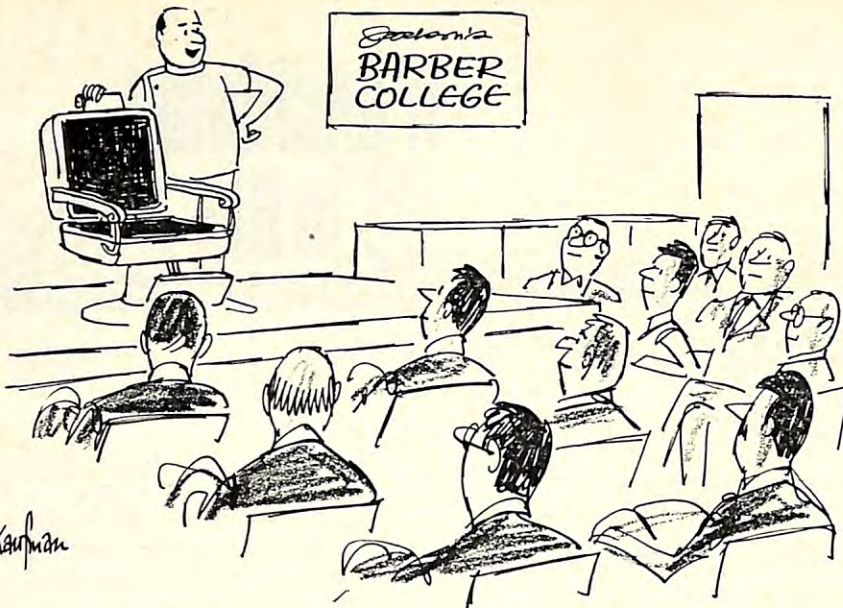
Shulman: Again, there are many reasons.

One is that it provides the public with an unparalleled chance to get products of uniform price in an atmosphere that he can rely on. For example, anybody who sees a Holiday Inn sign—no matter where he is in the country—knows pretty well what price he is going to have to pay and what kind of quality he is likely to get in return. He may not like the level of quality he gets from any one franchised outlet in, say, Pittsburgh. That means, when he is in Cleveland, he won't tend to deal with that franchise. That franchise, for all practical purposes, has lost a customer anywhere in the country that potential customer travels to. The concept of uniform quality and relatively similar prices is especially important to appreciate in an economy such as ours, an economy that has population mobility as, almost, a dominant characteristic. People traveling from coast to coast can fairly well count on what they will get for their money when they stop at a McDonald's or similar food place. It's a far cry from the day when, if you were lucky, you found a relatively inexpensive, clean and good place in Des Moines, but, during your same cross-country trip, you had a heck of a time finding a decent place to eat or sleep.

A second reason why franchises are such a successful concept is that it is one of the well-organized ways that an

(Continued on next page)





"Now as to the solution of the problems presented by the unrest of our nation's campuses..."

Franchising is a Changing Business

(Continued from preceding page)

individual can become financially independent. Part of the American dream is "making it big" financially. Everybody has the vague notion that he can create a substantial fortune for himself. This has been handed down to us from the early history of our country. Many people did find riches here. We had, in our early days, a land of milk and honey.

Things have changed. It isn't easy for a young man to go forth and make his millions. In fact, it is becoming increasingly difficult. However, it has to be said that franchising has probably made as many independently wealthy people as the railroad business, the automobile business, the food business and any other business you can name. Maybe not as many great fortunes, although there have been some. But it has made a lot of middle-class Americans relatively well-to-do. A great many people, through hard work, integrity and good help from a well-respected franchising group, have many, many of the good things that money can buy. They are far richer than they might have been if there had never been such a well-organized and far-reaching effort as franchising designed to make a lot of people independently wealthy. It is a technique that has demonstrated, time and again, that it can help the willing individual create a good estate for himself and his.

The third major reason for the long-term success of franchising is that it is a well-proven method for franchising companies to expand without major needless investment of its money. It has made giant successes of companies that would still be stumbling and stumbling along in a small way if they had not learned well how to convert a sound idea into cash through franchising.

Roalman: I gather, from what you say, you don't have any doubts about franchising surviving as a concept, that you don't think it is going to be smothered by critics. I suspect that you feel confident that it can be defended well.

Shulman: Franchising doesn't need to be defended as much as it needs to be defined. It needs definition. The bad smell that has come to it during the past year isn't as deserved as some critics would like the world to believe. It's somewhat like the kids of college campuses. There are a lot of good kids on campuses, just as there are one whale of a lot of good franchise opera-

(Continued on next page)

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Franchising is a Changing Business

(Continued from preceding page)

tions. Certainly, there are some poor franchise operations, just as there are some destructive and lazy and thoughtless kids on campus. In something as vast as franchising—or college education, if you will—I don't know how you achieve perfection. You strive for it, but I doubt that anybody is going to have perfection in either of those areas.

Roalman: Agreeing that perfection is an almost-impossible thing to come to, what do you think has been happening in the past year that will tend to improve franchising in the United States?

Shulman: I've noticed two significant things.

One, the larger companies in the franchising business are spending more time in the development of able people who can manage their franchising operations. American business has a new wealth of information about franchising, and it is developing a new wealth of managerial talent capable of doing something productive with that information. The big companies in the franchising business are bringing in new management people, and they are moving out to attract substantial numbers of well-educated young men. They are turning to other industries to attract proven people to lead franchising operations, and they are building a broad base of well-educated young people who should be around for years to come.

I also have seen a noticeable trend to improvement of franchise management through internal education programs. The man who owns a good franchise today is much more likely to get a stronger educational assist from the company from which he had bought the franchise. Compared with, say, a year ago, the opportunities for his improvement of his managerial style is much, much greater.

I think, as maybe another point, but one so amorphous that it would be inaccurate to define it as a separate entity, is the development of self-criticism within the industry. More people are taking more statesman-like postures than might have dreamed of doing it last year. Their livelihood is under attack. Rather than springing witlessly to only an enthusiastic defense, they are trying to look at the core of the problem, of the criticism. Rather than adopting a position of only strong defense, they are spending some time being sensibly analytical and perceptive. Then they are developing constructive and positive programs of correction, programs that not only are going to solve the

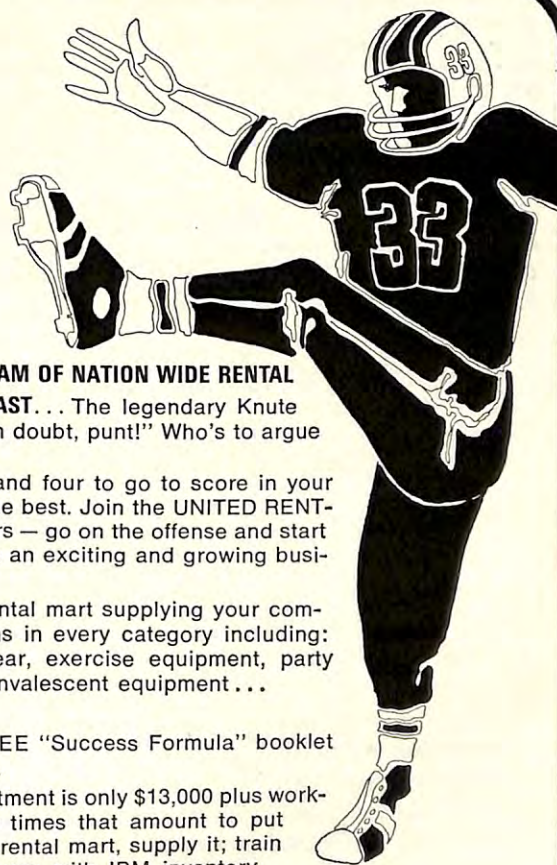
problems and the criticism but are likely to make franchising a much stronger and functional part of the American scene.

Roalman: What else do you think can be done to improve the franchising concept?

Shulman: The continued influx of professional management is something that I would cite and encourage. Com-

panies who understand and use franchising are drawing good people into this business from colleges and universities, and colleges and universities are better gearing themselves to provide good people. Companies more often are going out with a willingness to pay top dollar for good graduates able to help them. Colleges and universities there-
(Continued on page 24)

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AROUND WASHINGTON

YEAR OF DECISION. Washington is a bustling city this month as a new year rolls around. The State of the Union, the new federal budget, major policy decisions that will set the course of the administration for the next two years. These are some of the matters occupying President Nixon's attention. At the other end of Pennsylvania Avenue, the 92nd Congress is getting organized with numerous new faces replacing the old. Among the priority problems to be resolved: inflation, unemployment, defense spending and the draft. Lights are burning late all over town as solutions are worked out.

HURRAH FOR MONDAY. A new law goes into effect this month that establishes four Monday holidays. Washington's Birthday is shifted to the third Monday in February; Memorial Day to the last Monday in May; Columbus Day is made a national holiday and the date changed to the second Monday in October; Veterans Day is moved to the fourth Monday in October. The result will be five three-day week-ends during the year, counting Labor Day, which traditionally falls on the first Monday in September. The law so far applies to 35 states plus the District of Columbia.



LADIES IN PANTS. One of the most persistent lobbying efforts in town is being conducted by Capitol Hill secretaries. They are pressuring their bosses to let them wear pants suits to the office. These are becoming a common sight here as their popularity for daytime and evening wear catches on.



A PAGE GIRL will begin serving in the U.S. Senate soon if Senator Charles H. Percy of Illinois can win approval of his Senate colleagues for the appointment. Percy says the idea of having a teenage girl work at a job which always has been held by boys came to him when he was addressing a group of women about women's rights.

AN OLD FRIEND of many Americans, the Saturday Evening Post, got into so much financial difficulty it had to go out of business in February of 1969. But the Curtis Publishing Company now has plans to bring back the magazine which was originated by Benjamin Franklin. If they work out, it will be published as a quarterly instead of a weekly. It will be designed to appeal to its old audience in middle America.

AIRPORT OF THE FUTURE. Dulles International airport was so unused when it went into operation in 1963 it was criticized as a "white elephant." Now it is acclaimed not only for the breathtaking architecture of the late Eero Saarinen's central terminal, but because it is one of the few major airports ideally suited to handle the giant 747 airliners. Its business is steadily picking up.

SOMETHING REVOLUTIONARY is happening in some of the city's better-known dining and dancing spots. The old-fashioned fox trot, as it was danced 25 years ago, is coming back. Two-stepping around the floor are not only middle-aged couples but young moderns who find it a refreshing novelty.

MORE MUSTACHES are being worn by Washington men. But only their barbers know which ones are real. One of the stores has been advertising a free false mustache made out of hand-tied human hair with each purchase of a wig.

EQUAL RIGHTS IN STYLE. The Second National Bank of Richmond, Va., with tongue in cheek, gave its women employees permission to wear pants suits to work providing its male employees could wear kilts, if they chose. A dozen men turned up in them on the day the women began wearing pants.

HEALTH is expected to be a prime subject of debate in the 2nd Congress. The question to be decided is whether the United States should have a comprehensive national health insurance plan and, if so, who it would cover and how it would be financed.



HIGHER POSTAGE RATES are coming. Postmaster General Winton M. Blount says he expects the present six-cent rate for a first-class letter to go to eight cents sometime this year. That's part of the price of the improved service supposed to come with the major reorganization of the Post Office Department.

SAVINGS ON GROCERIES. The city's two largest food chains now help their customers cut corners by "unit pricing"—that is, by listing the price per pound or pint or quart as well as per package. Take instant coffee. The price tag on a 2-ounce container selling for 55 cents shows that works out to \$4.40 a pound while the tag on a 10-ounce jar of the same coffee selling for \$1.49 shows that is the equivalent of only \$2.39 a pound.

PORNOGRAPHIC ADVERTISING can be kept from coming into your home through the mails under a new law that goes into effect February 1. All you have to do is fill out a form at your local post office. This will obligate mailers of this kind of smut, under penalty of law, to remove your name from their mailing lists.



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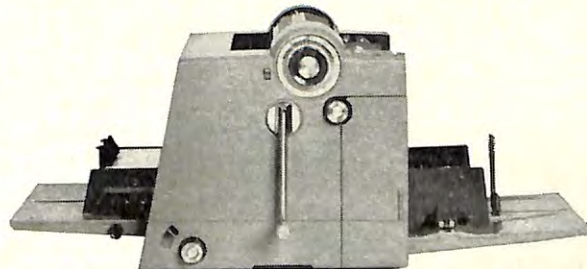
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Franchising is a Changing Business

(Continued from page 21)

fore are paying more attention to franchising. Boston College, for example, is doing a lot more work designed to train people who really know and understand franchising. But so are some other schools.

Public sophistication also is something to be encouraged. The more the public knows about the concept of franchising, the better franchising is going to be. The public is developing, through universities and colleges, a better understanding of franchising.

More books on franchising is another area that I encourage. Three years ago, there were maybe three books about franchising. Now, there are at least half a dozen new books worth the time of people interested in franchising. One of the better ones, in my estimation, is "The American Franchise Revolution."

Although some people might disagree with me, legislation also will help franchising. Informed, enlightened legislation will get rid of some of the marginal, hurtful operators. For example, the franchise investment law recently enacted in California probably will be followed by similar action in other

states and, probably soon, federal legislation. It strives for uniform and full disclosures related to financial reporting of franchises.

Admittedly, some states have overreacted. Delaware and Texas have. They have enacted some bad legislation. But I would encourage informed,

intelligent legislation. It can help the franchise concept.

Roalman: All right, you seem to paint a fairly bright picture and suggest that the franchise concept is likely to improve during the years just ahead. Do you think of a franchise as a good in-

(Continued on page 57)



Mc Kaufman

"Sometimes, Matt, I wish we'd given in when that government man made his last offer for this place."

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What I am trying to say is that I don't have to be sold on the Elks National Foundation because I *know* the good it does.

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SUCCESS IN FRANCHISING

by James West

ONE WINTERY SATURDAY in 1964 Iowa City businessman Bill Seaberg and Ron Roderick walked into the Red Ram bar and restaurant in Georgetown, Colorado. For a few minutes they stood by the louvered doors and stared in fascination at the huge lively crowd and the unusual decor. When they finally looked at each other their faces registered the same thought: What a beautiful idea for a franchise.

They edged through the crowd, talked to people, and learned the Georgetown Red Ram was famous for its savory German food and was a favorite watering hole for college students and skiers. "The same thought," Seaberg says, "kept popping into my mind: Wouldn't this be great back home. And I felt someone from Atlanta, Georgia, or Monmouth Illinois, could say the same thing."

Seaberg was expressing a cardinal rule of successful franchising: Find a popular concept that lends itself to

wide distribution, then finance that distribution through others. The Red Ram was simply an old time Western saloon. Stone walls supported rickety L-shaped balcony. Candles flickered in wine bottles. People sat around thick plank tables and stood at a massive mahogany bar pocked with bullet holes from gunfights when Georgetown was a wild silver mining town of the 1860's. The atmosphere packed the house.

"It was fantastic," Seaberg says. "We were standing on an old rough wooden floor watching people having the time of their lives. The spirit of the place was really something. I could foresee Red Rams all over the country."

At the time, Seaberg and Roderick were on a skiing holiday. Seaberg was branch manager for Sanitary Farm Dairies in Iowa City, a town where he once played all-American basketball for Iowa University. Roderick ran a pizza parlor in Iowa City. The excitement the two men felt inside the Georgetown Red Ram came from recognizing a business idea that could be financed through franchising.

"The longer I stood inside that

place," Seaberg recalls, "the more I realized the only history this country has is cowboys and Indians. Everything else comes from Europe. Ron and I didn't know of anybody who had tapped the bar industry on a franchise basis, and we had been looking for a small business opportunity. From what we saw in the Red Ram we decided it would be possible to bring back the tradition of the old West in a limited food and fun type place."

They asked around for the owner and finally met Bill Holmes, a robust, cavalier-appearing Englishman in his late 40's. The three men talked into the evening. Holmes told them he came to the United States in 1952 to settle in the mountains and open a pub. In 1957 he discovered Georgetown and opened the Red Ram in an old neighborhood bar.

"I was very familiar with the atmosphere of German restaurants," Holmes says, "and I tried to make the Red Ram

franchising \$ in the 70's

a combination of medieval German gasthaus and old fashioned Western saloon. Europeans are very enthusiastic about the old West."

Holmes talked about seasonal business conditions. Seaberg and Roderick learned the Ram's business depended on summer tourist trade and skiers. They learned Colorado ski season may last six months one year and two months the next. By the end of the evening the two men sensed that Holmes was burdened with some financial obligations that he would gladly turn over to someone else.

"All we did was talk," Roderick says. "There were no deals made and no promises offered." But when they left Seaberg and Roderick had the impression Holmes would sell for the right price.

When they returned to Iowa the two men began doing some research on Western saloons. They found that saloons were the first buildings to go up in Western frontier towns. The saloon was the focal point of the community and served as community meeting house and "home away from home" for the frontiersman, who could go there to eat, drink and be entertained.

"People love this tradition," Seaberg says. "Just look at the Westerns on television. They run longer than any other show. We had some money saved and we thought we should try and buy this place on what we thought the concept could do."

What these two men wanted to do to a small and picturesque pub in a tiny and historic mining town was untried. Yet, two years after they first pushed through the Red Ram's swinging saloon doors eight Red Ram franchises were operating throughout the country; Red Ram of America President Seaberg had sent Holmes to survey the European potential.

The two men had no high finance connections nor did they make any big business deals. Seaberg and Roderick were simply two businessmen who went to work on an idea and made it pay. How they did it is a story of the American dream of own your own business. It



They were simply two businessmen who went to work on an idea and made it pay.



is also a story of the pitfalls and mistakes to avoid in making this dream come true.

Their first step was to fly to Denver, 40 miles east of Georgetown, to find financial assistance. They wanted the confidence of having everything buttoned down before they talked to Holmes again. Their first stop in Denver was the Chamber of Commerce where they met Lee Tipton, general manager of Forward Metro Denver, a department designed to promote new business.

"We formed a very high regard for them as capable businessmen," Tipton says. "We gave them every assistance—made local financial contacts and later helped them find office space and even homes for their families."

A Denver banker told them he liked their idea and if they developed it he might make a commitment for operating capital. That would give them a financial base for negotiations with Holmes and cover their moving expenses if Holmes agreed to sell. This took place in February, 1965.

By June, 1965, Seaberg had convinced Iowa City investors that the Red Ram concept was a moneymaker. Seaberg was known in Iowa City from when he was all-American in the mid-50's and he was respected. He borrowed cash from the men and opened an Iowa City bar and restaurant incorporating the Red Ram concept but not the name. The investors became stockholders in the new business.

When Seaberg took this information to the Denver banker as proof of the sales appeal in the Red Ram concept, he got the commitment.

Relying on forthcoming bank funds Roderick moved his family, including six children, to Denver on July 1, 1965, and Seaberg followed two months later with his wife and their five children. The two men planned to market the Red Ram concept even if Holmes didn't sell. Why the hasty move to Denver? "Denver's the financial center for 11 Western states," Seaberg says. "Any other city and you'd waste one month

(Continued on next page)

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Can Be Used With Phone On or Off Hook



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Federal laws permit 200 gals. of wine annually for household consumption. Wine-making is easy and fun. Use peaches, raisins or grapes. Set contains all tools necessary to make 2 gals. at a time—10 bottles of personally blended wine. Includes 2 (reusable) one gallon containers, compact water seal valves, siphon tube, sugar tester (saccharometer) to scientifically measure sugar content for true wine all the time, complete instruction book with recipes. \$4.95 plus 50c pp. & hdlr. Send check or M.O.—No C.O.D.'s—Satisfaction Guar. J. W. HOLST, INC., Dept. EKW-1 1005 E. Bay St., East Tawas, Mich. 48730



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Red Ram

(Continued from preceding page)

each year in airplane terminals." The two men were betting everything on the power of an idea.

During the summer of 1965 the Platte River, unable to hold the mass of melting snow from Colorado high country, flooded Denver's warehousing and transportation districts, causing millions of dollars damage. When Seaberg contacted the bank in September he learned the offer of funds had been withdrawn because of a cash drain from businessmen and residents whose property the flood destroyed.

The flood didn't dampen their enthusiasm. "We were sure we could franchise the Red Ram concept," Seaberg says. In spite of the withdrawal of bank funds they began negotiations with Holmes. They agreed to take over his financial responsibilities, put up some cash and buy the rest on paper. Holmes would keep 5 per cent ownership in the new corporation.

Before Holme's signature closed the deal in January, 1966, Seaberg and Roderick were on the road selling bankers and investors in college towns across the country on the idea of opening Red Rams in their cities.

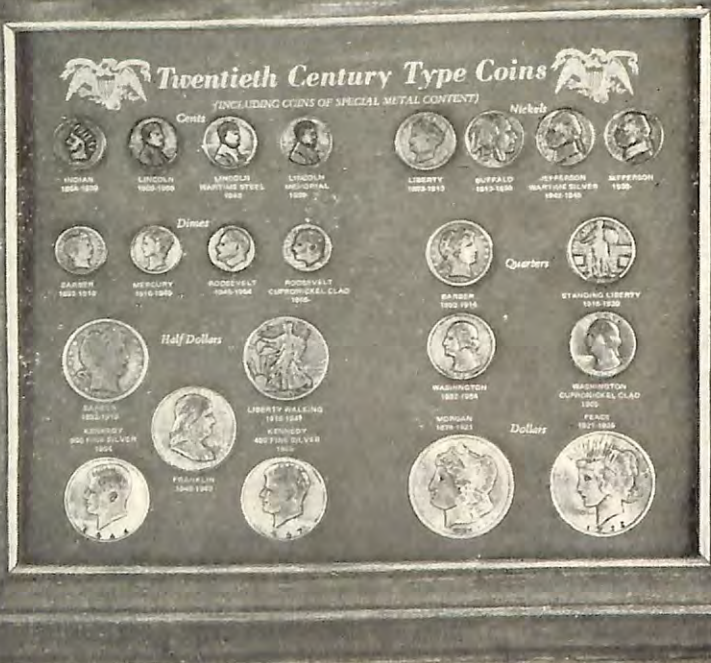
"Your talking about two supersalesmen," says Larry Baker, Red Ram operations director. Baker managed the Iowa City Red Ram then joined the corporate staff in Denver. He soon had a full time job traveling the country advising franchisees on their openings.

By the time Red Ram of America was officially incorporated, Seaberg and Roderick had made plans to open in San Jose, Calif., and Ames, Iowa; they had secured further capital from a Denver attorney, making him a corporate director, and had convinced a friend, Denny Mintle, a Waterloo, Iowa, schoolteacher, that he should buy a place called the Roundup Bar in Evergreen, Colo., and turn it into a Red Ram.

Mintle moved to Evergreen in July, 1966, and invested his savings of \$10,000. He paid \$5,000 to Red Ram of America and \$5,000 to the owner of the Roundup Bar, and he assumed the owner's paper obligations. Mintle worked seven days a week. At the end of the first year he had increased the bar's gross volume from \$65,000 to \$95,000.

The story of expansion was the same in San Jose, Calif., Green Bay, Wis., Athens, Ohio, and St. Petersburg, Fla. Seaberg and Roderick would find an investor or potential stockholders and convince them a local Red Ram would make money. The local Ram would

(Continued on page 56)



DELUXE 20TH CENTURY TYPE COIN COLLECTION A magnificent historical collection of TWENTY-THREE coins. One of each type minted from 1864 INDIAN CENT series to latest bi-metal clad coinage. TEN coins grade good or better. THIRTEEN COINS are in BRIGHT UNCIRCULATED MINT CONDITION including, silver PEACE DOLLAR, silver MORGAN DOLLAR over 80 YEARS OLD, plus scarce COMMEMORATIVE J.F.K. HALF DOLLAR. Coins are arranged by series and individually identified. Mounted on royal blue background protected under unbreakable crystal clear plexiglass, beautifully displayed in large decorator designed 10" x 12" walnut frame with gold trim. Easel back for standing or hanging as valuable work of art for home or office. Makes a treasured conversation piece or gift for all occasions. A SOUND INVESTMENT which has been RAPIDLY INCREASING IN VALUE. Some of these coins are ALMOST UNOBTAINABLE. SUPPLY IS LIMITED. This may be your last opportunity to purchase this prized collection at our LOW, LOW price of \$29.50. An AUTHENTIC \$39.50 COMPARABLE VALUE. Sold on a 30-DAY MONEY BACK GUARANTEE. \$5.00 deposit for C.O.D. Member of Retail Coin Dealers Assoc. & Numismatics Assoc. Write for free 32 page illust. catalog. Novel Numismatics, 31 — 2nd Ave., Dept. 125. N.Y., N. Y. 10003.

Lodge Visits of Glenn L. Miller



At Muscatine, Iowa, Lodge, Brother Miller proudly accepts an ocean pearl "key to the city" framed on a plaque of the State of Iowa. Making the presentation is Muscatine Mayor E. S. Burns.



Congratulating Brother Robert A. Scott, Sr. (center), superintendent of the Elks National Home for the past 28 years, are GER Miller and Secretary to the GER Herb Beitz. Brother Miller visited the home in Bedford, Va., to attend the Board of Grand Trustees October meeting.



Accepting a "scout-tested, tried-and-true" weather meter from the Boy Scouts of America on behalf of the supportive work of Elks everywhere, the GER smiles his thanks. Attending the North Brunswick, N.J., ceremony are Past Grand Inner Guard, George W. Schultz and his wife, Eleanor, Central District SVP Fred H. Koller, State Chairman of Youth Activities Committee, Frank W. Handelong, Kenneth V. Cantoli, Auditing & Accounting Committee, GER Glenn L. Miller and his wife, Marge, PGER Wm. J. Jernick, Ann Rhodes and Thomas F. Rhodes, Jr., Justice Grand Forum, DD Robert D. Foley (Southwest District), DD Charles A. Wyse (Central District), and James A. Hess, Director of Organization Relationships, Boy Scouts of America.

Arriving for the dedication of the new Sioux Falls, So. Dakota, facility and the initiation of 266 new members are So. Dakota West DDGER, Milton W. Rusk, Past Grand Trustees Chairman, Vincent H. Grocott, Mrs. and Brother Miller, Grand Trustees Home Member, E. Gene Fournace, Mrs. Gene Dobson, So. Dakota Elks Association State President, Robert E. Morgan, PGER Dobson, So. Dakota East DDGER, Merle G. Nelson, Past Grand Tiler, Ross Case, Grand Trustees Chairman, Francis M. Smith, and SDGER, Rev. F. J. Andrews.



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Stop for a moment. Think how much a long stay in the hospital will cost you or a loved one. How would you ever pay for costly but necessary X-rays, doctor bills, drugs and medicines?

Now you can receive \$100.00 a week *tax-free* cash, from the very first day you enter the hospital for as long as you are confined there—even for 100 full weeks, if necessary!

THIS LIMITED ENROLLMENT OFFER ENDS SOON

Only \$1 for First Month—Money-Back Guarantee

To encourage you to see how much this Plan can mean to you and your family, we make this unusual, money-saving offer:

You can now have your *first month's* protection for only *one dollar!* But, you must act *immediately*, because this unusual opportunity is offered for a *limited time*. Your request for this wonderful Income Protection plan must be mailed on the convenient form below NOT LATER THAN MIDNIGHT, of the date in the Enrollment Form.

The Added Protection You NEED!

All benefits of this World Mutual \$100.00-A-Week Income Protection Plan are paid directly to *you*, in *tax-free* cash, in *addition* to whatever you may receive from your other insurance! Spend the money as you see fit—for hospital or doctors' bills, mortgage payments—or *any* necessary but costly extras *not* fully covered by *usual* hospital policies.

Everything costs more these days (need we tell you?) and hospital care is certainly no exception! While 7 out of 8 Americans have *some hospital insurance*, most have found it does not cover *all* the bills that pile up when sickness or accident strikes. That's why World Mutual developed low-cost Income Protection that helps you pay *either* hospital costs *or* anything else you need or want!

You get your \$100.00 per week (\$14.28 per day)—TAX FREE—from your first day in the hospital, and as long as you are confined there, even for 100 weeks, if necessary.

For Older Folks—Greater Protection Than You Ever Would Have Thought Possible!

Right now, would advancing age prevent you from getting hospital insurance, or income protection with another company? Or if you *could* get a policy elsewhere, would you have to pay a big premium for it? Or perhaps you no longer have a regular income, and are living on Social Security. What would happen to you *then* if you had to suddenly go to a hospital?

Your "life saver" could be this wonderful World Mutual Income Protection Plan—because World Mutual welcomes folks of all ages into its Plan. You can even be OVER 100 and still qualify.

PAYS CASH

**TAX-FREE, MAILED DIRECTLY TO YOU—
NOT THE DOCTOR OR HOSPITAL!
—IN ADDITION TO HOSPITALIZATION,
MEDICARE AND WORKMEN'S
COMPENSATION!**

When you get your policy, examine all its benefits and features. Have it checked, if you wish, by your lawyer, doctor, clergyman, or other trusted adviser. If you are not 100% satisfied, return the policy within 30 days and your money will be refunded. But if you decide to *continue* this worthwhile protection, you may do so at the low rates as follows:

World Mutual Monthly Renewal Rates

Age at Enrollment	Monthly Premium
0-39	only \$3.95
40-54	only \$4.95
55-64	only \$5.95
65-74	only \$6.95
75 and over	only \$9.25

NOTE: The regular Monthly Premium shown here (for your age at time of enrollment) is the same low premium you will continue to pay; it will not automatically increase as you pass from one age bracket to the next! Once you have enrolled in this World Mutual plan, your rate can never be changed because of how much or how often you collect from us—or because of advanced age—but only if there is a general rate adjustment, up or down, on all policies of this type in your entire state!

Act NOW—"Later" May Be TOO Late!

TIME IS PRECIOUS! Act quickly. Get your enrollment form into the mail *today*—because once you suffer an accident or sickness, it's TOO LATE to buy protection at *any* cost. That's why we urge you to act *today*—before anything unexpected happens.

THESE 16 QUESTIONS AND ANSWERS

**Tell You how World Mutual's \$100.00-A-Week Income
Protection Plan gives you the protection you need—
at amazingly low cost!**

1. How much will this policy pay me when I go to the hospital? \$100.00 per week.
2. Will I be paid if I am in the hospital for less than a full week? Yes. This new plan pays whether you are in the hospital for only a day, or a week, a month, or a year!
3. Does this policy have any "waiting periods" before I can use it? No. It will go into force on the same day we accept your completed enrollment form and \$1 premium (or \$2.)
4. How long will I continue to receive hospitalization benefits? For every day you are in the hospital to a maximum of 100 weeks, as a result of any one accident or illness.
5. How may I use these benefit payments? You may use them in any way you wish—for hospital and doctor bills, rent, food, household expenses, or anything else. This is entirely up to you!
6. Can I collect from World Mutual even if I carry other insurance? Of course. This plan will pay you in addition to whatever you may receive from any other policies, including Medicare, for folks over 65.
7. Why do I need this World Mutual Plan in addition to my other hospital and health insurance? While hospital costs have tripled in recent years, very few people have tripled their insurance. The chances are one in seven that you will require hospital care this year—and you will need money to take care of all your other expenses, as well as your hospital bills. Your World Mutual checks are rushed to you by air mail to use as you see fit!
8. May I apply if I am over 65? Yes, you may. Folks any age are welcome to apply—there is no age limit!

- ★ PAYS IN ADDITION TO ANY OTHER COVERAGE YOU HAVE
- ★ PAYS TO A MAXIMUM OF \$10,000 CASH
- ★ PAYS YOU \$14.28 FOR EACH DAY YOU SPEND IN A HOSPITAL
- ★ CHECKS ARE SENT DIRECTLY TO YOU! Money may be used any way YOU see fit.

(or \$2.00 FOR YOUR ENTIRE FAMILY.) Then you may continue at World Mutual's regular low rates

APPLY NOW - This introductory offer lasts only until • Feb. 19, 1971

9. Will my protection be cancelled because I have too many claims?
 No. World Mutual *guarantees never to cancel your protection* because you have too many claims or because of advanced age. We also guarantee never to refuse to renew your policy unless the premium is not paid before the end of the grace period, or unless renewal is declined on all policies of this type in your entire state. (Of course, if deception is used in making application, the policy may be ineffective.)
10. Will my rates be raised as I grow older or if I have too many claims?
 No matter how many claims you have, or regardless of how long you keep your policy, your rate will remain the same as it was for your age when you applied. World Mutual *guarantees never to adjust this rate* unless the rates are adjusted on all policies of this type in your entire state!
11. What is not covered by this policy?
 The only conditions not covered are those caused by: mental or nervous disorders; pregnancy, childbirth or miscarriage; expenses resulting from any sickness or injury you had before the policy Effective Date (during the first 3 years only); act of war; or where care is in a Government hospital. Everything else is covered!
12. What are the requirements for membership in this World Mutual Plan?
 You must not have been refused any health, hospital or life insurance; and, to qualify during this enrollment period, you must apply before midnight of the date in the coupon.
13. Why is this offer good for a limited time only?
 Because by enrolling a large number of people at the same time, underwriting, processing and policy issuance costs can be kept at a minimum—and we can pass these savings on to you.
14. Besides the savings, are there other advantages to joining World Mutual during this enrollment period?
 Yes. A very important one is that you do not need to complete a regular application—just the brief form on this page. Also, during this enrollment period there are no other requirements for eligibility—and no “waivers” or restrictive endorsements can be put on your policy!
15. Can other members of my family take advantage of this special offer?
 Yes, as long as they can meet the few requirements listed under Question 12.
16. How do I join?
 Fill out the brief enrollment form (be sure to sign your name) and mail it, with just \$1 for the first month's protection. (\$2 covers your entire family.) Mail to: The World Mutual Plan, 550 West DeKalb Pike, King of Prussia, Pa. 19406

➤ OFFICIAL ENROLLMENT FORM ◀

COMPLETE AND MAIL WITH \$1 (\$2 FOR THE ENTIRE FAMILY) TO: WORLD MUTUAL, WEST DEKALB PIKE, KING OF PRUSSIA, PA. 19406

APPLICATION TO WORLD MUTUAL HEALTH AND ACCIDENT INS. CO.
 FOR THE EXTRA INCOME HEALTH & ACCIDENT PLAN

NAME (Please Print) MR. _____ MRS. _____ MISS _____
First Middle Initial Last

ADDRESS _____ B.P.O.E. LODGE (No. & Name) _____
Street or RD #

CITY _____ STATE _____ ZIP _____

DATE OF BIRTH _____ AGE _____ SEX Male Female
Month Day Year

I also hereby apply for coverage for the members of my family listed below: (DO NOT include name that appears above.)

	NAME (Please Print)	RELATIONSHIP	SEX	DATE OF BIRTH			AGE
				MONTH	DAY	YEAR	
1	_____	_____	_____	_____	_____	_____	_____
2	_____	_____	_____	_____	_____	_____	_____
3	_____	_____	_____	_____	_____	_____	_____

Neither I nor any person listed above has been refused any health, hospital or life insurance. I hereby apply for the Extra Income Health & Accident Plan. I understand that this policy shall not be in force until the Effective Date shown in the Policy Schedule; that I, or any person listed above, will not be covered (during the first 3 years only) for any sickness or injury I (we) had before the Effective Date, but that such conditions will be fully covered after the policy has been in effect for 3 years. Meanwhile, of course, any new conditions are covered right away. I am enclosing \$1.00 for the first month's coverage for myself only • I am enclosing \$2.00 for the first month's coverage for myself and all other Family Members listed above . If, for any reason, I am not completely satisfied with this new protection—I may return my policy within thirty (30) days for cancelling and my payment will be promptly refunded.

SIGNATURE **X** _____ Date _____

MAIL ENROLLMENT FORM BEFORE MIDNIGHT, FRIDAY, Feb. 19, 1971

WH-31-Ap. 1

FOR ELKS WHO TRAVEL



Honopu Beach is startlingly peaceful, with only the voice of the wind, the sigh of the ocean, the muted thunder of the waterfall.

by Jerry Hulse

IT WAS ONE of those smoggy Los Angeles days and I was caught in a traffic snarl on Hollywood Freeway. Suddenly the urge to escape became uncontrollable. I had a place in mind: Kona Village, off on the *big island* of Hawaii—a miniature Polynesia complete with the native huts of Hawaii, Fiji, the New Hebrides, Tonga, Tahiti and Samoa. It was mid-morning in Los Angeles when this idea struck me. By late afternoon, thanks to the jet airplane, I was at this remarkably peaceful village. No cars. No smog. No crowds. Only the sweetness of the Hawaiian evening. The sun was nearly gone; its dying rays struck flames in the clouds overhead. Trade winds blew softly through keawe and palm trees. At Kona Village lava rises up from the sea just

outside the huts. The sea has washed against it until now a black sand beach has appeared, wearing a necklace of white foam. There is no other civilization for miles. It is the perfect place to recharge the soul.

At Kona Village the huts come equipped with hot and cold running showers, king-sized beds and wall-to-wall carpeting—the price of Polynesia starting at \$40 single and \$55 double, meals included. The air is ripe with the fragrance of tropical blooms and there is the welcome shade of noni and hau and keawe trees. Remote and peaceful, Kona Village is one of the world's unusual resorts, created for a class of tourists welcoming a special brand of escape. It's strangeness is in the setting—the black lava fields flowing in great

petrified swells to the very ocean. Missing is the lush, tropical greenness related to Hawaii, this being the dry side of the big island—nearly rainless, a sun lover's Shangri-la. Yellow blooms burst from the branches of the hau trees, and the thatched roofs of native huts hang forlorn like Beatle mops. In all, there are 70 upholstered huts. Seventy huts minus telephone, radio or TV. Polynesia without problems.

Maybe this is why it's a favorite with Laugh-In comedian Arte Johnson. Of his new-found Hawaiian hideaway he said with humble honesty: "Stepping off the plane at Kona Village is like meeting yourself for the first time." Another guest wrote before returning to the frustrating world of reality: "I believe that each of us needs a citadel

which the confusion of the modern world cannot violate. Such a place is Kona Village." Indeed it is. Only it is not for all men. It is a place to unwind—but swingers should go elsewhere. In the evening a fat Hawaiian fiddles with a guitar, his voice no threat to Frank Sinatra. But then—guests at Kona Village aren't seeking sophisticated night life. It is a place to sun and swim, to cure ulcers and to back off from the cardiac carousel on which the world spins so frantically.

Operated by the Island Copra and Trading Co., Kona Village faces the island of Maui and the crater Haleakala, waves washing against a sugar-fine beach. Until recently the only method of invading Kona Village was by air taxi. Either that or by boat. Now there's a narrow, 7-mile road stretching to the regular island road. Nearly everyone arrives, though, with Royal Hawaiian Air Service, a five-minute hop from Kailua-Kona. There is not just a single beach but dozens. Between the village and Kailua-Kona is a string of deserted beaches, lonely peaceful plots of instant paradise. Former Californian Bob De Grasse (a beach boy of 53) delivers guests by Boston whaler along with picnic lunches, returning for them at the sunset hour.

From the beaches, vacationers cool their ulcers staring off at sweet nothing. Nothing but ocean. Others chase marlin or else study ancient petroglyphs left behind by departed Hawaiians. They hunt for pheasant and flush out quail and wild pig, and they poke through burial caves centuries old. Off near the Samoan huts is an ancient heiau, a Hawaiian temple which stood before the flood of lava stormed across the one-time Hawaiian village.

Once, more than 15,000 Hawaiians lived along this stretch of beach. Now it is as if no one existed. Ever. Not a single soul. Goat herds scatter at the sound of an airplane. Only the animals and birds remain. The Hawaiians are gone. Once a sailing ship, the Fair American, dropped anchor near Kona Village. Hawaiians slaughtered the crew and placed their remains in a cave near the village. Fortunately for tourists who come today the Hawaiians grew friendly. Their boss at Kona Village is Henry Rittmeister, a German-born American who once lived in Tahiti and is married to a woman from the Astral Islands, a classic beauty with huge brown eyes and hair as black and shiny as a raven. The other evening I watched Ritt and his bride strolling along their deserted beach, a dog and a small donkey following close by. It was the sunset hour with the voice of the sea and the soft trades, their figures silhouetted against the evening sky. A

man and his woman and a deserted beach. I thought: How this beats the Hollywood Freeway...

Elsewhere, Hawaii stirs restlessly. For a decade the islands have ridden the crest of a *kai mimikim*, the Hawaiian word for tidal wave, one involving the inpouring of tourists and a building boom unknown in the history of any islands in the world. Year after year tourism to Hawaii has continued to increase. The fuse was ignited by statehood. By last spring, though, some feared the fireworks were fizzling out. There was a surprising slump. Then came July and the busiest single month in the history of Hawaii tourism. Business was so good that Dr. Thomas Hamilton, president of the Hawaii Visitors Bureau, found he couldn't find a single car to rent on a visit to Kauai.

New hotels are on the rise on every island. The present room count reaches beyond the 27,000 mark. By the end of 1972 another 18,000 hotel rooms will be added. Newly opening is the \$36 million Ala Moana with 1,300 rooms—Hawaii's tallest hotel. Climbing ever higher is the Sheraton-Waikiki—29 stories, billed as the "world's largest resort convention hall." Highrise Hawaii has gone as modern as Manhattan. The new Sheraton digs will come equipped with a dozen elevators, closed circuit television, language translators for conventioners, three swimming pools and a sauna (although for the life of me I

can't imagine anyone wanting a sauna in Polynesia).

Am-Fac's 502-room Waikiki Beachcomber and the 640-room addition to the Princess Kaiulani are barely completed. On windward Oahu—across the pali from Waikiki—Del Webb is putting together a 500-room hotel and 18-hole golf course. The fever has spread to the neighbor islands as well—to Kona on the big island, to Kaanapali on Maui and the beaches of Kauai. Even long somnolent Molokai is awakening. The question being asked with growing concern is: Will prosperity destroy Paradise? Island developers have a pat answer: You can't stop progress.

Thus, the sound of the piledriver and the jackhammer is heard across the islands. Even with the number of rooms Hawaii has today it's not enough, says retired Pan American World Airways' island expert, Bill Mullahey. He insists that the hotel building program must be doubled if Hawaii is to keep pace with the revolution. By 1975 Mullahey said the jumbo jets will be able to deliver 4 million passengers a year to the islands, four times the present figure. "What it all means," Mullahey said, "is that Hawaii must build another 55,000 rooms."

On the neighbor islands dozens of new hotels have hung out the aloha banner, including Am-Fac's brand new Keahou Beach Hotel on the Kona coast. Back at Waikiki even the Army is getting into step with plans for a 15-story R & R highrise. Down the beach the Hawaiian Village has doubled and tripled again and again—from a modest 70 rooms to a \$75 million spread of more than 1,700 rooms. The millionaires produced by the resort revolution are numerous—the Chinn Ho's, Bill Maus, the Hung Wo Chings, the Dudley Childs, the Lyle Guslanders, to name a few. The peaceful old Hawaiian plantation era came to an abrupt end on a December dawn, long ago in 1941. A war economy was set in motion and the military to this day provides more revenue even than tourists and considerably more than the dollar harvest both of pineapple and sugar. Resorts are spreading in place of pineapple and now tourists outnumber Hawaii's resident population. Pushbutton phones are being installed by Hawaiian Telephone. Numbers are being converted to seven digits to allow direct dialing to the mainland, no operator needed.

Lowell Dillingham stood in his 18th floor office looking down on the Ala Moana shopping center—the world's biggest which he built—and spoke of Hawaii's aloha spirit. "All those people down there," he said, "the Orientals, the Hawaiians, the haoles—it's a beautiful thing how they've come to live to



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(Continued from preceding page)

gether so harmoniously. There is no minority in Hawaii. How did it happen? It is difficult to answer. The people—they are the Aloha spirit." Pan American's Bill Mullahey, born in Hawaii, is confident that with proper planning the beauty of the Islands will survive. Presently less than 1% of the shoreline has been devoted to resorts. There is great room for expansion. "It's a more pleasing Hawaii than when I was a boy," Mullahey said. "When I was a youngster there was only one beach, Waikiki. Now roads lead us to dozens of others. "The exclusive Kahala area—it was an old swamp. Now it's been drained and just look at it. But what we've been talking about is sea level Hawaii. High up on those mountains"—he pointed—"is where Hawaii's future is. I can visualize the day when helicopters will carry tourists to mountain resorts of incredible beauty. It's just beginning, the story of Hawaii."

Before Hawaii began courting tourists in such a grand manner, island developers had developed a pat formula for entertaining visitors. Teach them the hula and then send them off to a luau. It was as simple as that. Hawaii was sweetening its economy with sugar and pineapple and it really wasn't all that concerned with the couple from Des Moines or the secretary from San Francisco. I'm speaking of Hawaii during the immediate postwar years. Visitors paraded up and down Kalagaua Ave. in matching aloha shirts and missionary muumuu; they tasted poi, got addicted to mai tais, got sunburned and went home humming the "Hawaiian Wedding Song." Well, they still parade along Kalagaua Ave. and they still sing the "Hawaiian Wedding Song"—but there's infinitely more for the tourists to do. Hawaii has learned showmanship. Now the tourist is entertained by Don Ho, Ed Kenny, Jeff Apaka, Hilo Hattie and dozens of others.

Highrise Hawaii, though, where most of this entertainment takes place, looks down on one of the last of the low rise holdouts along Waikiki—the charming old hotel Halekulani Hotel which slumbers in the shadow of Sheraton's soon-to-be-29-story next door skyscraper. At the Halekulani guests holiday in cottages spread across 5½ tree-shaded acres, the surf whispering nearby. Launched as a hotel in 1870, cattle grazed at the door and tourists came only by ship. On that 5½ acre plot little has changed. Old Hawaii is courageously perpetuated. Chandeliers of a gaslight era hang in the lobby and guests doze or read beside the huge, unlit fireplace. Missing is the garish pretentiousness of the modern resort hotel, yet it is every bit as comfortable. Flowers are delivered to guests on

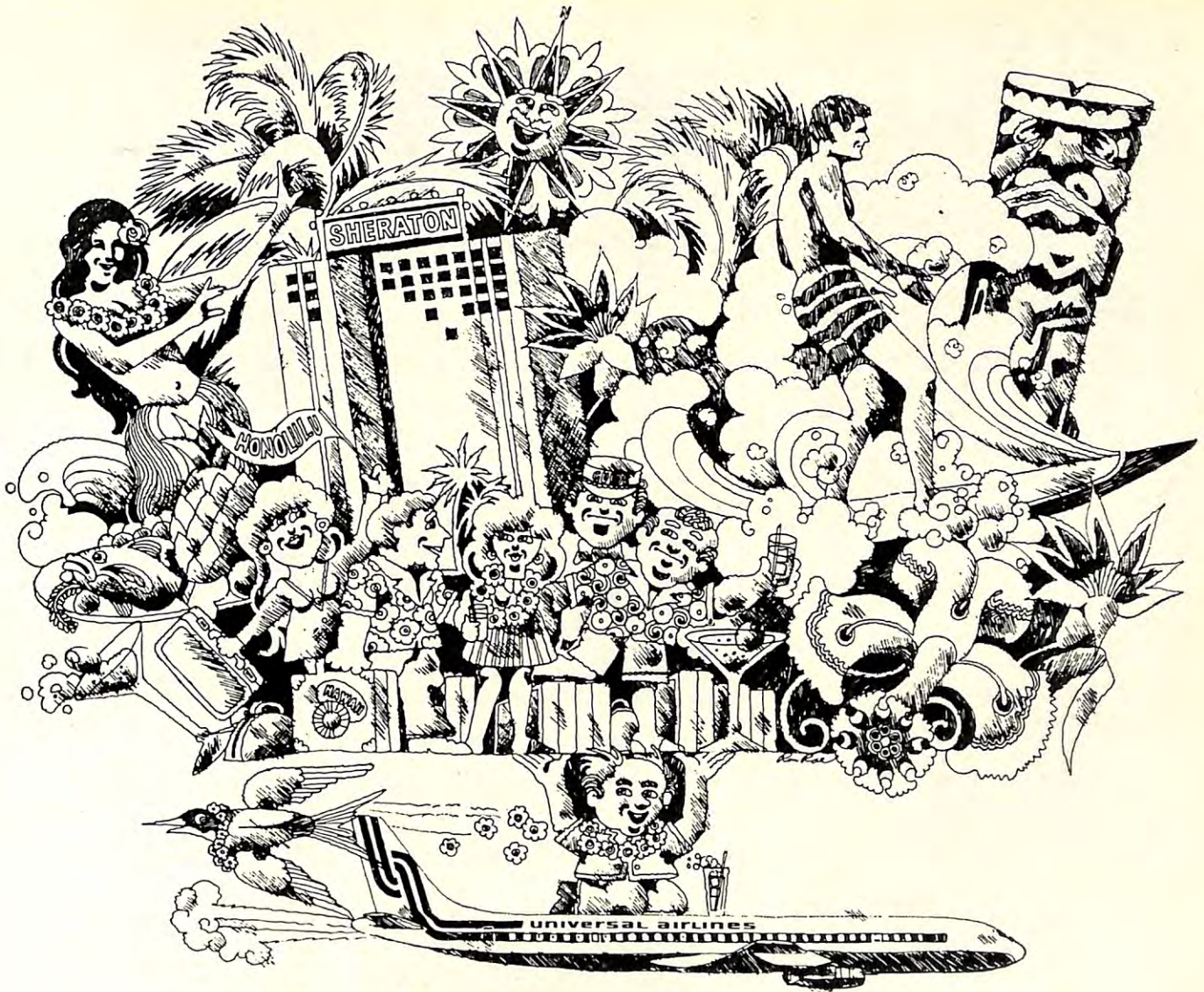
arrival and bouquets of anthuriums grace each table in the seaside dining terrace. Guests take breakfast beneath yellow umbrellas set by the sea and English sparrows beg crumbs while waves roll toward shore and surfers paddle by. The waiters and waitresses at the Halekulani are polite in the aloha way of Old Hawaii. Coconut palms shade the grassy courtyard and soft trade winds whisper among the coconut palms. So long as you don't look up at high-rise Hawaii, nothing has changed. Old Hawaii dies stubbornly.

A good example is Maui. Plans for a Pacific version of Colonial Williamsburg are out of the talking stage and into the acting stage in the old whaling village of Lahaina. The Lahaina Restoration Foundation is seriously involved in a campaign to restore the good life, re-creating a whaler-missionary atmosphere.

One of the chief dreamers is A. W. (Mac) McKelvey, who traded the freeways of Los Angeles—as well as the smog—for a peaceful plot on Maui. (He's a former executive with the architectural firm of Charles Luckman and Associates. The first big toot came with the reincarnation of Smilin' Mac's shiny new narrow gauge Sugar Trolley. Only instead of sweetening the till with cane, McKelvey is making the cash register ring by hauling tourists. He calls his Polynesian Chattanooga the Lahaina-Kaanapali & Pacific Railroad. The title is nearly as long as the train itself, which carries camera-toting tourists between Lahaina and Hawaii's newest Waikiki, Kaanapali Beach.

Leaving Lahaina the Sugar Choo Choo puffs past a ricky ticky pioneer sugar mill, a coconut grove, crosses a 400-foot wooden trestle and groans to a halt a breeze above Kaanapali's beach. The sugar McKelvey poured into his Sugar Choo Choo came to \$1,700,000 or about \$1 million more than he intended spending. In return he extracts from each passenger \$2.50 round trip or \$1.50 one way. The small fry ride for 75 cents and \$1.25. Hawaii's last authentic narrow gauge railroad disappeared from the cane and pineapple fields with the arrival of the truck and trailer. Once they operated on all the islands. Later when the trucks were barged ashore the trains were shipped off to Central and South America. By the time Big Mac got around to fussing with his railroad he had to launch a search on the mainland for locomotives. He found them in Ohio, both retired. In Pittsburgh he ordered three coaches modeled after cars which chugged through Hawaii's cane fields in the 1890s. Finally, with the help of the Makai Corp. of Hawaii, McKelvey launched what he modestly

(Continued on page 46)



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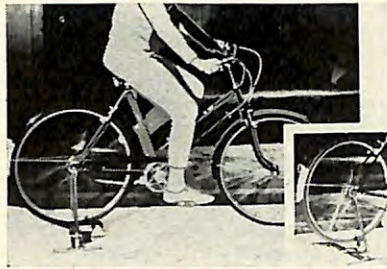
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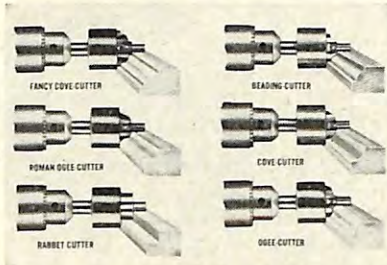
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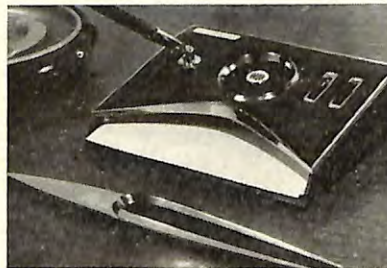
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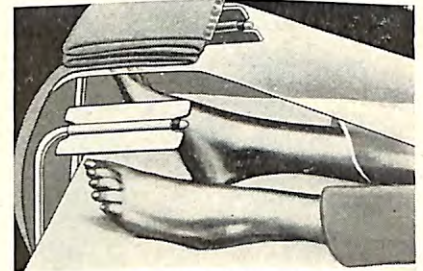


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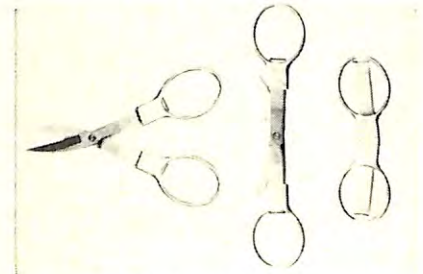


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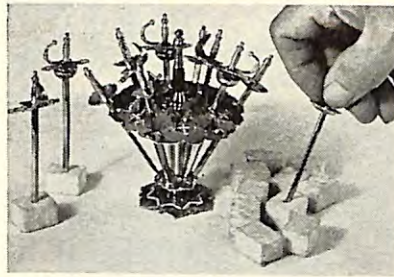
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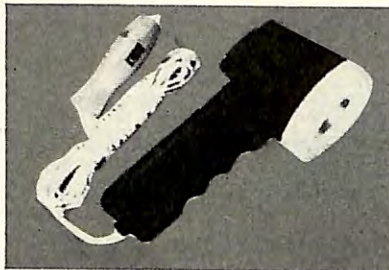
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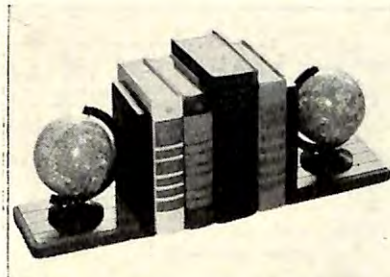
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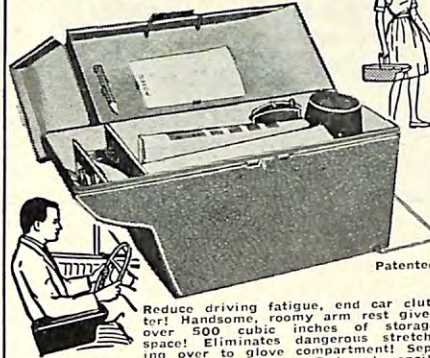
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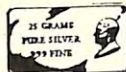
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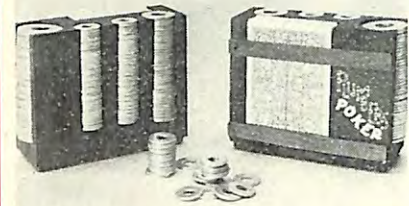
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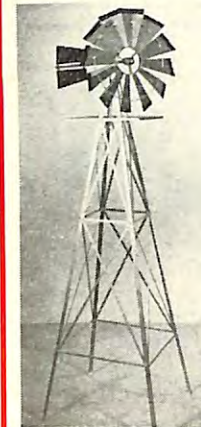
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By E. A. CAREY

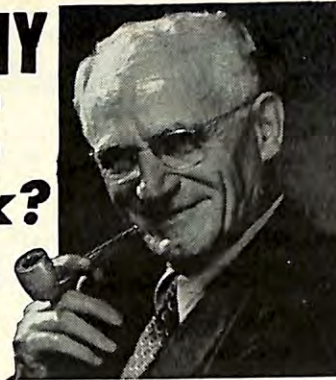
All I want is your name so I can write and tell you why I'm willing to send you my pipe for 30 days smoking without a cent of risk on your part.

My new pipe is not a new model, not a new style, not a new gadget, not an improvement on old style pipes. It is the first pipe in the world to use an ENTIRELY NEW PRINCIPLE for giving unadulterated pleasure to pipe smokers.

I've been a pipe smoker for 30 years—always looking for the ideal pipe—buying all the disappointing gadgets—never finding a single, solitary pipe that would smoke hour after hour, day after day, without bitterness, bite, or sludge.

With considerable doubt, I decided to work out something for myself. After months of experimenting and scores of disappointments, suddenly, almost by accident, I discovered how to harness four great natural laws to give me everything I wanted in a pipe. It didn't require any "breaking in". From the first puff it smoked cool—it smoked mild. It smoked right down to the last bit of tobacco without bite. It never has to be "rested". AND it never has to be cleaned! Yet it is utterly impossible for goo or sludge to reach your tongue, because my invention dissipates the goo as it forms!

You might expect all this to require a complicated mechanical gadget, but when you see it, the most surprising thing will be that I've done all this in a pipe that looks like any of the finest conventional pipes.



The claims I could make for this new principle in tobacco enjoyment are so spectacular that no pipe smoker would believe them. So, since "seeing is believing", I also say "Smoking is convincing" and I want to send you one Carey pipe to smoke 30 days at my risk. At the end of that time, if you're willing to give up your Carey Pipe, simply break it to bits—and return it to me—the trial has cost you nothing.

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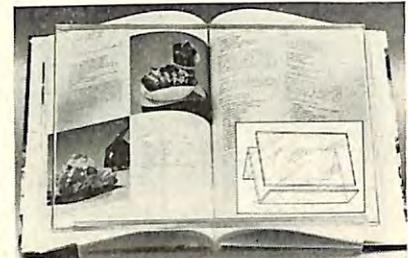
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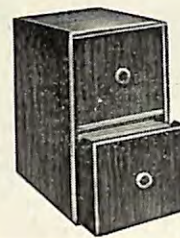
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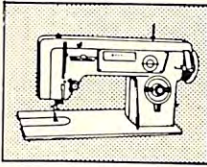


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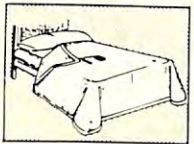
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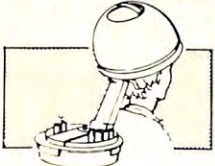
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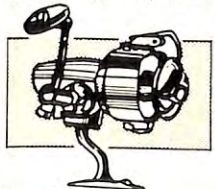
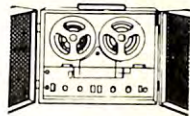
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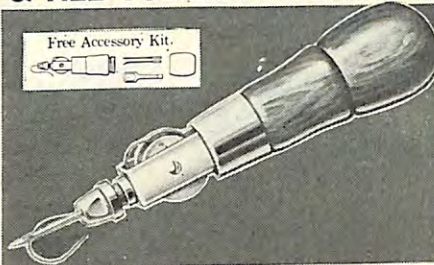


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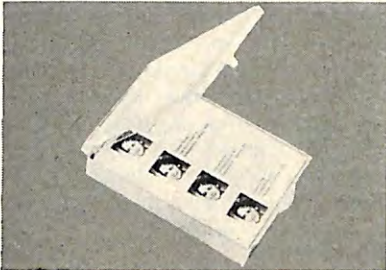


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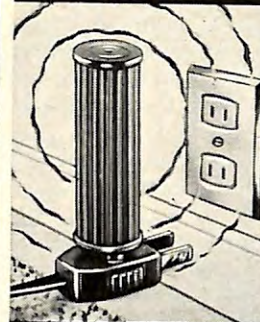


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Hawaii

(Continued from page 34)

refers to as "the world's most authentic antique railroad."

Blowing the whistle on McKelvey's railroad is 61-year-old Fernando Villaverda, who came out of retirement to take charge of the locomotives. Before this he blew the whistle for the Pioneer Mill Railroad. There was more than one misty eye as the Lahaina-Kaanapali & Pacific Railroad made its debut several months ago. It was Maui's big splash. Islanders arrived in period costumes of the 1890s. Hawaiian warriors marched across the trestle blowing on conch shells. Spectators stood at attention while the band played the Hawaiian Anthem. There were shouts and there were tears. After this everyone piled into coaches for a ceremonial ride along the six-mile track. Eventually the LK&PRR will chug down the center of a pedestrian mall which the Lahaina Restoration Committee intends to create in the center of the old whaling village. In keeping with the scheme of things, no building may go higher than three stories in Lahaina. Not a shingle can be touched without the approval of the Lahaina Restoration Committee.

Only five years ago waves rolling in from Molokai and Lanai broke on virgin sands. Then Sheraton arrived with its upside down hotel, anchoring it to black rock Promontory. In regards to Sheraton, its hotel fits snugly into the scene. Next came the Royal Lahaina a scattering of cottages beside Kaanapali's magnificent golf course set in the foothills of the Honolulu Mountains. Travelodge has arrived along with a condominium complex called Maui El Dorado. Hilton put ashore a couple of years ago with one of his more attractive hotels, and now Inter-Island Resorts is busy building the 250-room Maui Surf. Presently 1,000 hotel rooms line Kaanapali beach. Within 18 months another 600 will be completed. While the future of Kaanapali Beach is questionable, Lahaina it appears will be saved by its Restoration Committee. At the same time, Mac McKelvey is giving back something of the old Hawaii with his railroad. No, Maui hasn't really gone the way of Waikiki. Not yet anyway. You need only drive off to Fleming Beach to be reminded. Hawaiians cook evening meals over keawe fires, and there's another beach called Pohakupule, which seldom is seen by the tourists. At sunset the sky is drained of its blueness at Pohakupule until it becomes almost transparent. Islanders go there who've never been away from Maui. Do you suppose they know how blessed they are?

I must tell you, though, about a beach called Honopu on the garden island of Kauai. There were only my footprints on the beach as I took an evening stroll. Mine and the tracks of a lone bird of the sea. The sea bird walked drunkenly across the white sand. We were alone in a world that was unchanged through centuries. Sheer cliffs fell to the beach; lava cliffs so high they were lost in the heavens.

Up so far that it looked smaller than a kitten, stood a wild goat, on the very edge of the cliffs. There was no other life. None visible, anyway. Just the goat and sea bird and me. The other world was far away—the world of the atom and the automobile, a world I'd left behind only a few hours before.

This new world of sand and sea and lava cliffs was silent, except for the wind and the waves and an occasional gull crying forlornly. Dead center of this lonesome lovely beach stood an outcropping of lava, perhaps 300 feet high. In the volcanic violence of its creation, in the very beginning the lava had flowed to the sea, leaving behind a natural arch. So huge is the arch a jet airplane could fly through it easily. During succeeding generations the sea and the wind sculpted and polished the arch until today it is a giant frame for the waterfall that spills from the

cliff stretching out behind it.

The arch divides the beach, known as Honopu, into two separate strands. It is, I believe, the loveliest beach on earth, a Hawaiian beach totally deserted, miles from civilization—one's dream when 5 o'clock comes on a Los Angeles freeway. There is only one practical method for visiting Honopu. To come by sea is difficult, if not suicidal, for the amateur, anyway. The tides are powerful. By land the cliffs isolate it from all else. The cliffs are impossible to scale, and the sands of Honopu are much too soft for landing an airplane. So you arrive like the sea bird I spoke of. By helicopter.

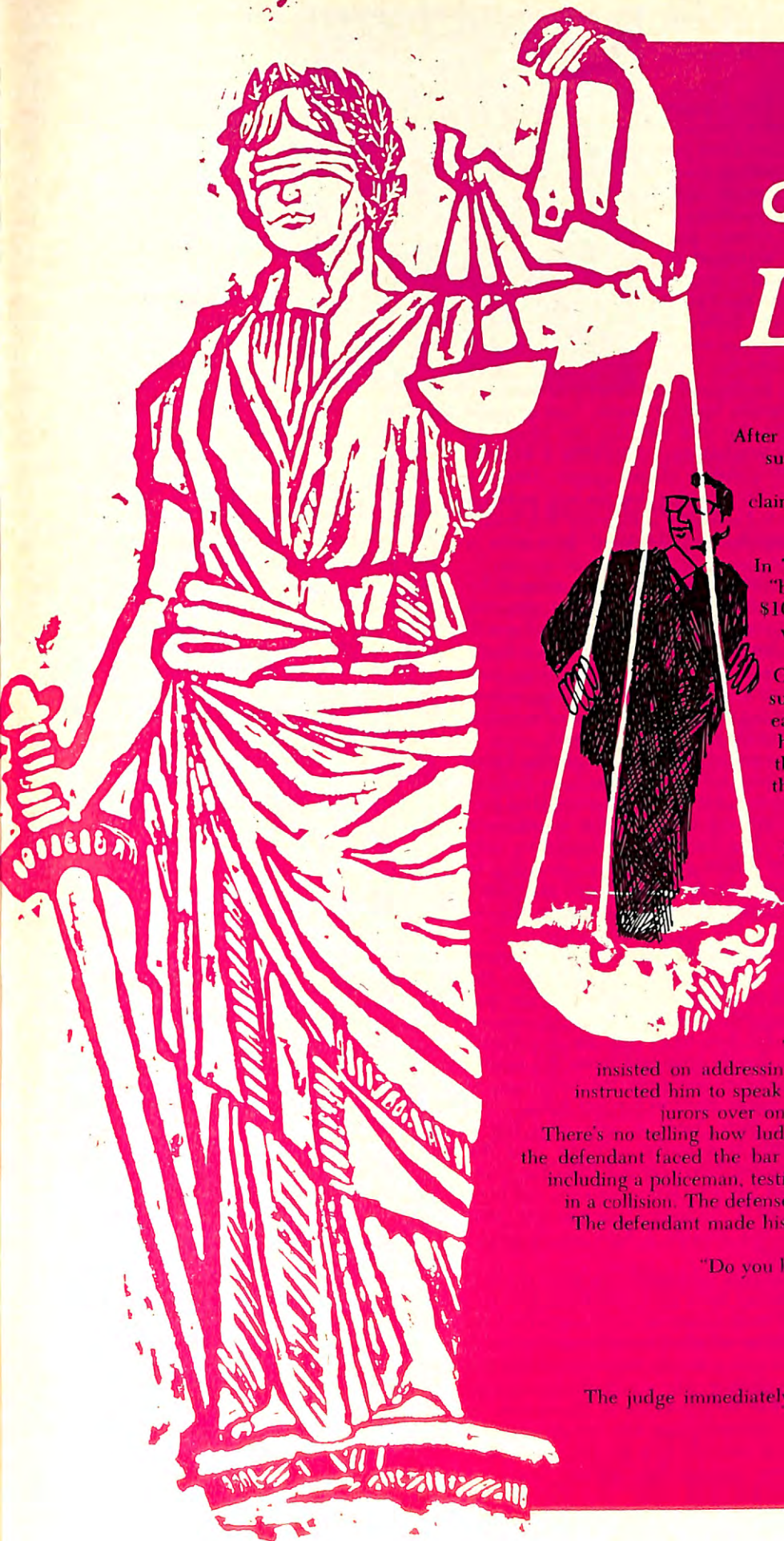
The islands were barely awakening this recent morning as Jack Harter snapped shut the door on his helicopter. Moments later we were cruising above a land without a single trail, overflying jungles that had never known the footstep of man—and probably never will. Ahead Waialeale, the wettest spot on earth, was quilted in clouds. Once the heavens poured 620 inches of rain on Waialeale in a single year. The average, nearly 500 inches a year. Below the stormy plateau, Waikoko Crater is flooded by the runoff waters. Harter flew his helicopter directly into the volcano. It had raged 10 million years ago

(Continued on page 50)



Boy Scouts Honor GER

Paying tribute to the Elks for their continued support of the Boy Scouts, the national office of the Boy Scouts of America in North Brunswick, N. J., honored GER Glenn L. Miller at a special luncheon attended by a host of New Jersey Elks. Brother Miller received a Boy Scout statuette with a desk thermometer from Marshall Monroe, administrative assistant chief scout executive. There are more than 1,000 scout troops sponsored by Elks lodges throughout the country.



Loony Lawsuits

by Frank L. Remington

After an altercation an indignant Kentucky woman sued a neighboring housewife for using foul and abusive language. In the lawsuit the plaintiff claimed \$75 damages, but allowed a \$45 credit for the scurrilous language she had used in return against the defendant.

In Texas, a criminal sued two deputy sheriffs for "breach of contract." He claimed he'd paid them \$100 apiece not to testify against him. The officers violated their contract, the plaintiff declared, by appearing as witnesses for the prosecution.

Court records across the land are loaded with such loony lawsuits. Americans, it seems, sue each other at the slightest provocation, and they hesitate not one moment in bringing suit against the government. Justifiable as the cases might be they frequently seem outlandish to the spectator,

as does some of the courtroom action which ranges from the humorous to the bizarre.

In a Fort Worth, Texas, courtroom His Honor told two defendants that their case could be decided immediately, if they would waive a waiting period. Their attorney advised them to waive, whereupon both defendants raised their right hands and waved at the judge.

In another case in Richmond, Virginia, the District Attorney was doing the questioning.

The witness was exceedingly co-operative, but insisted on addressing his answers to the D.A. himself. The D.A. instructed him to speak to the jury. The witness thereupon looked the jurors over one by one, nodded affably, and said "Howdy"

There's no telling how ludicrous a court case may be. In a recent trial the defendant faced the bar charged with drunk driving. Five witnesses, including a policeman, testified that he had driven an automobile involved in a collision. The defense attorney called his client to the witness stand.

The defendant made his way carefully but stumbled on a step leading to the witness chair.

"Do you have a driver's license?" his attorney asked him.

"No," the defendant answered.

"Do you know how to drive?"

"No."

"Why don't you know how to drive?"

"Because I'm blind."

The judge immediately discharged the defendant and directed that

(Continued on page 48)

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Loony Lawsuits

(Continued from page 47)

the five witnesses be investigated for possible perjury charges.

Most cities and counties must defend themselves constantly from a multitude of damage suits filed against them by local residents. In New York an adamant woman sued the city for injuries she sustained in jumping from a window of a burning building. She maintained the Fire Department should have arrived before she jumped.

Another woman brought suit against the city for "operating the traffic lights in a haphazard and improper manner." A certain light, it seems, had changed while she was crossing the street. In Port Washington, Wisconsin, a motorist filed a \$600 claim against Ozaukee County, charging that he had to buy a hearing aid after a highway cop pulled alongside and deafened him with a siren.

Schools and colleges, too, come in for their share of court suits. In one case an irate mother sued a teacher for telling her little boy the truth about Santa Claus. And a New York college man brought suit against his alma mater, claiming the institution had been remiss in instilling him with wisdom.

Love and marriage frequently figure in court suits. A Lothario in Indiana went to court after his fiancée jilted him and refused to return the engagement ring. The court ruled the young lady could retain possession of the ring to compensate her for the costs of lighting and heating her parlor during the romance.

Another girl missed an important date with her boy friend because the clock in the restaurant where she was eating was running slow. She arrived late for her tryst, but her sweetheart had already gone and never did return. Thereupon she sued the restaurant to reimburse her for her lost lover.

In New York, a lady who lost a thumb in a traffic accident sued the offending driver for \$25,000. The court asked her why she valued the lost digit so highly. "Because," she asserted, "that was the thumb I kept my husband under!"

Patients frequently sue their doctors. Suffering from an injured hand, a Detroit woman arrived at a hospital, where orderlies wheeled her into an operating room and a doctor began removing her gall bladder. He was halfway through the job before someone discovered he was operating on the wrong patient. But it was too late by that time. The woman valued her missing organ at \$100,000 and sued the surgeon for that amount. Another woman brought suit against a surgeon for \$200,000.

He'd removed her appendix a quarter of a century ago—and left a surgical needle within the incision.

The medical men frequently strike back with their own litigation. A New Orleans physician brought suit against a newspaper for libel for the most surprising reason: the journal had praised his skill as a surgeon. It developed that praise in public prints can damage a doctor's reputation, for it might be construed as advertising. And that is strictly contrary to medical ethics. The court awarded him a sizable judgment.

Participants at court trials frequently inject comical and singular notes into the proceedings. One defendant was granted a new trial because a jury returned a verdict of "Guilty, I guess." Likewise a new trial had to be called in a Pennsylvania case. The twelve "good men and true" sat through hours of testimony, then deliberated the case for thirty minutes before it was discovered that one of its members hadn't heard a word of any of it. He was stone deaf!

On occasion a witness turns the tables on an attorney. One day a young doctor, apparently flustered by his first appearance in court, took the stand to testify in a traffic suit. The plaintiff's lawyer, noting the physician's inexperience, pompously set out to discredit his testimony. "I imagine," he said, "that you are thoroughly acquainted with all types of brain concussion?"

"I think so," the medic answered,
(Continued on page 57)

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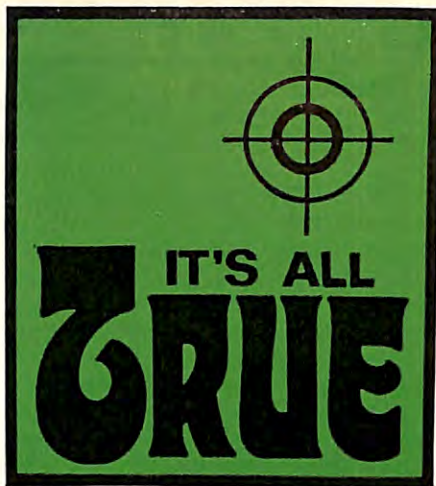
Sincere and lawful dissent has always been a way of life in America, but there are now elements of our society whose stated purpose is to destroy American institutions and overthrow our present form of government. It is no longer enough for Elks to depend on a committee of officers to carry out the patriotic aims of our Order; each member must assume the responsibility of good citizenship that will assure our basic freedoms will continue to exist every week in the year.

Freedom Week, January 17-23, 1971, is a good time for every Elk to rededicate himself as a freedom fighter to defend what has been acquired at a great cost on the part of so many Americans and what is envied and sought after by so many others in the world.

Elks serve America better because it is traditional with the Order to set aside this week in January to pay tribute to those who provided us with the freedoms we cherish so much. Every Elk serves America when he takes a stand to preserve them.

Edward L. Harbaugh, Chairman
GL Americanism Committee





BY BILL TRUE

World Professional Casting Champion

STALKING THE KEYS "ELECTRICALLY"

Calling for skills learned at both fishing and hunting, stalking the gamefish of the Florida Keys "flats" is one of my favorite kinds of angling. But there have been drawbacks. The skilled Keys "Back Country" guides—those who specialize in bonefish, permit, and tarpon in shallow water—have since time immemorial had to rely on the long pushpole for traveling the flats while actually stalking the fish. Usually the Keys Back Country guide's skiffs are powered by a 100-plus horsepower outboard motor to get out to the fishing grounds. But once there, the motor is tilted up and the guide starts the laborious process of poling his angler over the flats in search of the fish.

Since the bonefish, permit, and tarpon are among the warriest gamefish in the world, the outboard is out while you're doing the actual fishing. And you literally stalk the fish you're after. You sight the fish, sneak quietly as possible into good casting position, then attempt to lure a specific fish into hitting your offering. Tough, exciting fishing indeed, calling for patience, good eyesight, casting skill—and silence.

Now something new has been

added to obtain that necessary silence in the shallow water. In place of the ubiquitous pushpole (which often spooks the fish with the noise it makes hitting the bottom) you will find more and more Keys guides using the little electric fishing motors I have told you about in the past for fresh water fishing. They are silent. And I recently was among a party fishing the Lower Keys to see just how well they work for this most demanding style of angling.

I fished with Arlin Leiby, a noted Marathon guide, and Bill Laurent, tackle company executive. In a single morning of fishing near the Content Keys, we were able to get within 20 feet of a school of permit—warriest of the wary—five feet from a big cruising tarpon, and so close to bonefish that I could look down from the bow of the fishing skiff directly at a big "bone" quietly finning and totally un-spooked by the motor. In each case, the little electric fishing motor was running at full power at the time!

So add a new dimension to fishing the salt water flats. It's only a matter of time that the sight of a guide poling a boat in the Keys becomes a rare phenomenon.

TIP OF THE MONTH

If you're interested in the exciting fishing to be found in the Florida Keys year around, here are a couple guides you can contact for bookings, either with them or with other skilled professionals who fish the Back Country:

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but now it was dead. Silent and flooded. Everywhere waterfalls spilled furiously, one with a drop greater than Angel Falls in Venezuela. The helicopter was like a bird riding a thermal. We flew directly toward the lava wall and suddenly air currents picked us up like a leaf and carried us safely out of the crater. The world's largest high altitude swamp, the Ala Kai, stood at the top of Kauai with floating islands of grass and 5,000-foot drops. The lehua ohia tree, which normally grows 30 feet tall or more, was dwarfed, barely a foot high, stunted by the torrential rains and a lack of sunshine. So wet is it in the heavens of Kauai it is hard to build a fire. The trail is poorly marked. Sometimes climbers get lost on game trails dug into the soil by wild boar, and so it is safest to see it by helicopter.

After circling the rain mountain, we flew south toward the sea. Below, the earth was incredibly green, fed by waterfalls and rivers, the only navigable rivers in Hawaii. The green wetness was everywhere. Along the northern shoreline, Hanalei Plantation took shape on the same beach where Hollywood came to film *South Pacific*. The resort looks off toward the magnificent 4-mile stretch of white sand called Lumahai. From the air I could make out the very place where Mitzi Gaynor tried to *Wash That Man Right Out of Her Hair*. Precisely where Lumahai ends, the earth turns green again, with rice paddies and taro patches, all of it bathed by trade winds and perfumed by the fragrance of tropical blooms. Far below the helicopter, the coastal road came to an end at Haena, marking the beginning of the awesome Na Pali coast, 20 miles of inaccessible shoreline with sheer cliffs dropping hundreds of feet to the sea, blue and green waters slamming into them, white foam rising up to outline this meeting place. Millions of years of ocean anger have dug into the cliffs, creating lonely, deserted beaches. Sometimes in the winter they disappear altogether when huge stormy waves roll in from Alaska.

Ahead was Honopu, the beach where Harter would drop me. He pointed to a valley with an immense waterfall and a natural pool that fed into the sea. It is a favorite spot for honeymooners.

Beyond the honeymoon hideaway, campers are dropped into Kalalau Valley, sometimes for as long as a week. From the sea a trail reaches into the canyon for 2½ miles to a Park Service cabin, or else there is a cave close by the ocean that provides a natural shelter. Garden Island Helicopter Service

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month!" But what about the fellow who rushes to sign up for such an "opportunity?" Is he greedy or ignorant or stupid—or all three of these? The way to get \$30,000 a year for "just a few spare-time hours each month" is to have \$400,000 in capital paying you 7½% interest. If you want to be successful as an operating franchisee, be prepared to put in a lot of time and hard work in your operation.

Make a thorough investigation!—This includes an investigation by your legal and accounting representatives of the legal and financial aspects of the venture you're planning to go into (on whatever basis). It includes inspecting some of the existing operations in that franchising company, and talking both to some present franchise holders in it and also to some former franchisees (if any.)

Some Opportunities "to avoid!"—These include: (a) enterprises of the "Make Money at Home!" type (many of which are con-game schemes to sell some kind of product to naive low-income individuals who don't realize that they won't be able to sell what they produce at home!); (b) any franchisor who's just operating "out of his hat" (a mail-and-phone service, no bank references, etc.); (c) the low-priced franchising ventures which are simply "initial-fee grabbing" schemes (once they've got your payment for their worthless "franchise," you won't be

hearing from them again!); (d) any franchisor—or franchise promoter—who tried to rush you into signing up or tries to talk you out of consulting a lawyer (avoid those outfits like poison!).

Investor-Operator? Then know your field!—If you know a lot about retail-foods merchandising but very little about proprietary educational services—well, you get the point. (Keep in mind the distinction between being simply an investor and being an investor with managerial responsibilities!)

Be sure you understand the terms!—Too many franchisees have signed up without even bothering to try to get a full knowledge of the agreement they were entering into. In some cases the franchisor pressured them into signing up—but in the final analysis they had only themselves to blame. (You can see why some of the reputable franchisors insist that the franchisee's lawyer be present at agreement-signing time!)

Forget about "the Romance of Franchising!"—Franchising has been called "the last frontier of the small-business-man" and "the idiot-proof self-employment opportunity" and so on. Forget it! Franchising is a tough, competitive industry—with increasing emphasis on large investment and on *salaried* management at the local outlet level. There definitely are opportunities for the "little fellow"—if he's careful and is willing to work hard. ■

STATEMENT OF OWNERSHIP, MANAGEMENT AND CIRCULATION

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more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a partnership or other unincorporated firm, its name and address, as well as that of each individual must be given.)

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8. Known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages or other securities (If there are none, so state): None.

9. For completion of nonprofit organizations authorized to mail at special rates (Section 132, 122, Postal Manual) The purpose, function, and non-profit status of this organization and the exempt status for Federal income tax purposes have not changed during preceding 12 months.

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C. Total Paid Circulation	1,556,969	1,563,866
D. Free Distribution (including samples) By Mail, Carrier or Other Means	4,109	3,824
E. Total Distribution (Sum of C and D)	1,561,078	1,567,690
F. Office Use, Left-over, Unaccounted, Spoiled After Printing	12,328	4,605
G. Total (Sum of E and F—should equal net press run shown in A)	1,573,406	1,572,295
I certify that the statements made by me above are correct and complete.		
Wm. H. Magrath, General Manager		

War Dog Bootcamp

by Ted Pyle

WHEN THE UNITED STATES became involved in Viet Nam, there began one of the most unusual recruiting campaigns in the annals of military history. The Air Force, recruiting for the three branches of the military, scoured the country in an intensive drive to enlist 2000 dogs for service as sentries and scouts. Within weeks, hundreds of green recruits began arriving at Lackland Air Force Base, San Antonio, Texas, for their first taste of military life, war dog bootcamp.

The basic training period lasts for eight weeks and is rugged from start to finish. Obstacle and confidence courses are run daily so the dogs and handlers can reach tip-top condition in minimum time. High performance diets and regular medical checkups are part of the

At the USAF Sentry Dog School, both handlers and dogs go through intensive training to prepare for their jobs. Confidence courses keep both dog and trainer in shape and builds the dog's stamina, agility, and self-confidence.

boot's daily routine; when he graduates from recruit to soldier, a war dog is in the best physical condition of his life. Handlers graduate at the same time, and with their dogs, are sent to duty stations scattered throughout the world where they form one of America's first lines of defense against enemy infiltrators and saboteurs.

Fondly nicknamed "four-footed radar" by GIs, these dogs can scent an enemy a half-mile away. And there are many recorded stories of their heroism and valor that have come from the steaming, snake-infested jungles of Viet Nam.

For example, in August, 1965, Airman 2C Clifford Davis of Knoxville, Tennessee, and his sentry dog were on guard duty at an airbase somewhere in Viet

A close friendship develops between war dogs and their handlers. They comprise a crack team of highly trained, well-disciplined canine forces that protect our military bases in all parts of the world. Dogs and handlers are never separated.

Nam. The night was quiet as they walked their post along the outer perimeter of the base. Suddenly, the dog—one of the smallest war dogs ever to graduate from Lackland—lunged against Davis, knocking him to the side of the trail. A small yelp of pain and a rustling in the grass told the story. The dog, sensing a deadly snake coiled by the path, knocked his master out of striking distance and took the bite himself, full on the shoulder. Death came in minutes.

In July, 1968, Judo and his handler were walking point for a recon patrol near Da Nang airbase. It was night. Clouds hid the moon. Walking ahead to scout a sharp bend in the trail, Judo suddenly began showing signs that "Charley" was near: ears pricked for-
(Continued on page 58)

The moment of truth arrives as this Marine chopper gets set to offload a Marine patrol and their war dog for a two-day patrol in Viet Cong territory. It is for this that handlers and dogs undergo many weeks of intensive training.





HOLDING A COPY of the pledge of allegiance, which Revere, Mass., Lodge distributed to each classroom in the city's schools, are (from left) Brother Norman Harrington, lodge Americanism committeeman; Frederick Kelly, Revere superintendent of schools, and ER John D. Graham. The lodge also distributed American flag shoulder patches to all members of Revere's police department.

A WELCOME HOME reception and dinner dance were held recently at Queens Borough (Elmhurst), N. Y., Lodge, in honor of PDD and PSP George J. Balbach, GL Judiciary committeeman (second from right). Paying their respects to Brother Balbach for the time, interest, and energy he put forth during his term as President of the New York State Elks Association are (from left) PDD N. Anthony Equale; ER Robert C. Breitfeld; PDD and PSP John F. Scileppi, former GL Judiciary committeeman, and PER Joseph J. Quattrochi.



SUPERVISING a water balloon throwing contest between husbands and wives during a recent picnic sponsored by Hillside, N. J., Lodge, are Brother Bob Cadwallader, lodge organist, and Brother William Carasia, Est. Loyal Kt. William Kennedy was the picnic chairman.



TWO POLICE OFFICERS were honored recently by Bronx (N.Y.C.), N. Y., Lodge, for their outstanding ability and performance. Presenting the awards during the lodge's Annual Police Night to police inspector James S. Mooney (left) and deputy chief inspector August W. Harms (right) are Brother and Congressman Mario Biaggi (second from left) and ER Cosmo T. Lombardozi.



THE CHAMPIONSHIP TROPHY won by the Iliion Elks baseball team, sponsored by Iliion, N. Y., Lodge, is presented to Brother Dale Johnson (left), youth director, by Daniel Laymon Jr., team coach. Watching the presentation are (from left) Secy. Arnold Millar, and co-captains, Kevin Vivyan and Dick Jeffreys. The team won first place with a nine and one record in the Iliion Moose Junior League.

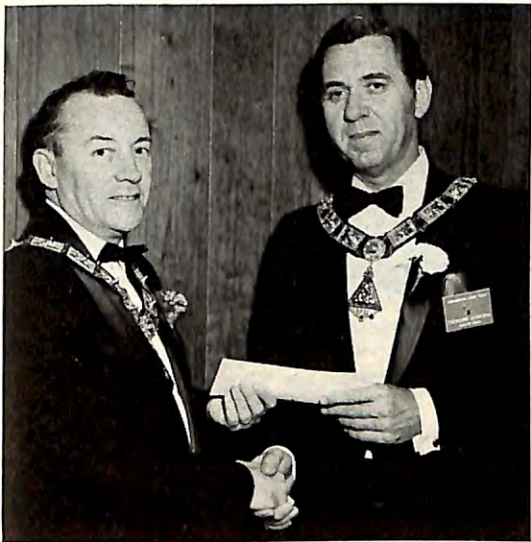
POSING alongside a bus rented for the first official visitation of DDGER Harold B. Haimowitz, Jacksonville, are Elks and ladies of Ocala, Fla., Lodge. Advance publicity of the trip aided Brother Leo E. Charles, Jacksonville, district chairman of Elks National Foundation certificates, in selling five national certificates in Jacksonville Lodge.



GREETINGS were extended by ER Arthur W. Leroux (center) to DDGER Tobias M. Furtado (right), Fall River, during his recent visit to Attleboro, Mass., Lodge, when six new members were initiated as Elks. Looking on is Brother Frank Trifoglia.



WITH GREAT PRIDE, ER James Irvin (right) recently initiated his two sons as members of Auburn-Opelika, Ala., Lodge. The new members of the Order are Brothers Ricky J. Irvin (left) and Lt. James B. Irvin.



A CHECK for the Elks National Foundation was recently presented by ER Theodore Adamczyk (right) to DDGER Crieghton L. Horn, Winchester, during his official visit to the lodge. Forty-nine new Elks were initiated during a ceremony, followed by a roast beef dinner and dancing in the ballroom of the new lodge home.



PROUD PARENTS, Secy. and Mrs. Howard W. Schran admire their son William's Eagle Scout award during a reception held after the Court of Honor conducted in the Etna, Pa., Lodge quarters. After the citation was given, PER Richard J. Cessar and Brother Frank DeSimone, lodge Americanism chairman, presented William with the Elks Eagle Scout certificate and an American flag.



CONGRATULATIONS were extended to Wilkes-Barre, Pa., Lodge Brother Stanley Penkala (center) during a special ceremony held to honor the receipt of his distinguished service award by the United Cerebral Palsy Associations in New York. Presenting Brother Penkala with the award is DDGER Ralph L. Stevens (second from left), Towanda. Also in attendance were (from left) Est. Lead. Kt. Sylvester Postupak, ER Charles J. Sennick, and Secy. William B. Liebman.

RED BANK, New Jersey, Lodge conducted a fishing party for the disabled veterans of the VA Hospital of East Orange, N. J. Elks and their guests spent about five hours aboard a chartered boat fishing for bluefish. The veterans were served dinner and provided with entertainment at the lodge after their voyage.





RELAXING while posing for a photograph is the Woodbridge, N. J., Lodge's Crippled Children's Committee which recently coordinated its annual picnic for more than 150 handicapped and mentally retarded children. Responsible for the successful affair are (from left, seated) Brother Steve Mayernik, Norman Coldbeck, ER A. Martin Mundy, Charles Klein, and Benjamin Bretherick, and (standing) Mickey Kijula, Walter Hommar, Che Vasquez, Joseph Totka, Chester Rowinski, and George Witt.



TAKING A BREAK from the festivities of Point Pleasant, N. J., Lodge's recent Beef N' Beverage Night are (from left) Est. Lead. Kt. William Hennessy, ER Ronald B. Gahr, and Elks' ladies Mrs. Lillian Baker and Mrs. Charles Ruetsch. The affair was held to benefit the general community welfare fund.



PROCEEDS NETTED from a weekend carnival, staged by five children ranging in age from 9 to 12 years, were recently donated to Hawthorne, N. J., Lodge's Crippled Children's Fund. Accepting the \$153.25 donation from 10-year-old John Slawson, carnival chairman, is ER Kenneth Kimble (second from left). Watching the presentation are (from left) Brothers M. John Brusich, crippled children's committee chairman, Fred Sittinewski, Frank Santoro, and Jack Slawson.



TO MARK the first official visitation of DDGER Louis J. Casasanto, Clinton, Southbridge, Mass., Lodge held an initiation ceremony for nine new Elks. Posing for a photograph after the ceremony are (front row, from left) Brothers Alfred Galipeau, John Ivantes, Orville Arel, Richard DiGregorio, and Lionel Gagnon, and (back row) Charles T. Wilson, state Americanism chairman, ER Roland E. Arpin, DDGER Louis J. Casasanto, Roger Campagne, Raymond Bernard, and Nello Vigilante.



PROUD FATHER, Treas. James B. Moynehan (left), was the happiest Elk in Utica, N. Y., Lodge on the night his two sons, Edward (second from left) and Larry became his new Brothers. ER John J. Pietras posed with the Moynehan family during the special evening. This is the first time in the lodge's history that a father assisted in initiating two sons on the same night.



YOUTH ACTIVITY from 1620 to 1970 was the theme of the float entered by Plymouth, Mass., Lodge into the city's recent 350th anniversary celebration parade. The lodge's entry was viewed by approximately 100,000 spectators during the 3½-hour parade.

Hawaii

(Continued from page 50)

and Kauai Helicopters make daily drops of groceries, liquor and ice. From Haena, where the road ends and the Na Pali Coast begins, there is an 11-mile trail which leads into Kalalau Valley, but it is narrow and the cliffs are treacherous, so it is easier to fly.

The beach with the arch, Honopu, came into view as we rounded a curve along the coast. Harter maneuvered his helicopter to a landing pad beside the arch. I got out. He handed me a sleeping bag and a box containing groceries. As he started to slam the door I reminded him to bring ice when he returned the following day. We'd forgotten it this trip. I like martinis, but not that dry. Moments later the helicopter rose from the beach. Then it was gone and I was alone. I stood beneath the arch. A natural shower fell from the cliffside, drenching the beach, a shower of ice cold water. In a valley framed by the arch I saw the waterfall I mentioned earlier. It spilled into a deep pool that fed into a river running clear to the sea.

The world was startlingly peaceful,

with only the voice of the wind and the sigh of the ocean and the muted thunder of the waterfall. I swam in the river. It was icy cold. Later I built a fire beneath the arch. The arch was a natural shelter. No sunset on earth could compare with the one that evening. The tumbling sun ignited clouds on the horizon. They burst into flame and later turned purple as the sun fell still farther into the sea and disappeared, finally, altogether. Below this redness, the sea was the palest of blues and then darkness came. Not a single light shone anywhere. Only the campfire gave off its glow. The stars—millions upon millions of stars—reached across the sky, an incredibly black sky.

I switched on my transistor radio. The announcer's voice identified the station as the "Coconut Wireless" in Honolulu. He read the latest news reports. The war continued in Vietnam. The stock market was in another slump. Los Angeles had suffered a smog alert. The war and the smog and everything else seemed a world away. My world for the moment was this beach with the skyful of stars and the concert of the sea. I fell asleep, listening to the ocean and the waterfall and the wind blowing through the arch at Honopu.

Obituaries



PAST DISTRICT DEPUTY Frank S. LaBar, a longtime member of East Stroudsburg, Pa., Lodge, died August 24, 1970, at the age of 76. Brother LaBar had served as Exalted Ruler and Trustee of East Stroudsburg Lodge.

In addition to serving as President of the Northeast Philadelphia Elks Association, Brother LaBar was appointed District Deputy Grand Exalted Ruler of his state's Northeast District for 1941-1942.

PAST DISTRICT DEPUTY Harry E. McClain, a longtime member of Shelbyville, Ind., Lodge, died October 21, 1970.

In addition to serving a term as his lodge's Exalted Ruler, Brother McClain was appointed District Deputy Grand Exalted Ruler of his state's South Central District for 1935-1936.

He also served as State President of the Indiana Elks Association for 1943-1944 and as a member of the GL Lodge Activities Committee for the 1944-1945 lodge year.

PAST DISTRICT DEPUTY James G. Meighan, a longtime member of Wilkes-Barre, Pa., Lodge, died August 25, 1970.

In addition to serving as Exalted

Ruler of Wilkes-Barre Lodge, Brother Meighan was appointed District Deputy Grand Exalted Ruler of his state's Northeast District for 1944-1945.

Brother Meighan was presented a life membership in November, 1962.

PAST DISTRICT DEPUTY William F. Hogan, a 50-year member of Everett, Mass., Lodge, died September 20, 1970.

In addition to serving a term as Exalted Ruler of Everett Lodge, Brother Hogan had served as President of the Massachusetts Elks Association.

He was appointed District Deputy Grand Exalted Ruler of his state's Northeast District for 1943-1944. Brother Hogan also served as a GL Ritualistic committeeman from 1955 to 1958.

PAST DISTRICT DEPUTY A. R. Fryer, a longtime member of Cody, Wyo., Lodge, died September 26, 1970, at the age of 67.

Brother Fryer served as Exalted Ruler of Cody Lodge and also served a term as President of the Wyoming Elks State Association.

He was appointed District Deputy Grand Exalted Ruler of Wyoming in 1946—the last one to serve the entire state.

Brother Fryer was the first recipient of the Grand Lodge Elks Distinguished Citizenship Award from Cody Lodge.

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(Continued from page 28)

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A-47

then be financed by men in the community and Seaberg and Roderick would lend the Ram name and concept of doing business.

"We simply franchised a good name and a good concept," Seaberg says. "By July, 1967, we had five Rams across the country plus two in Colorado, and Holmes was in Europe looking at the overseas market."

"Red Ram Saloon and Brate Stube" the sign would say. Customers were delighted with the new word "saloon" in glittering gold letters. Then one day a liquor inspector walked into a Colorado Red Ram. He told the manager the word "saloon" would have to come off that day or the operation would be closed down. The whole concept was built around that word, the manager argued. An image was being destroyed. The inspector replied that the word "saloon" in any form of advertisement was against the law.

Seaberg returned to his Western research. He learned the law was one of many outdated laws still in existence. About 1930 New York Gov. Al Smith, worried that prohibition would not be repealed, promised Anti-Saloon leaguers that the word saloon would be sacrificed if prohibition was broken. In a Red Ram survey of all states west of the Mississippi, only two permitted advertising the word "saloon."

State laws are often repealed with a rider. Seaberg discovered he could obtain a referendum for a cost of \$55,000—lobbying fees, legal documents and lawyers—"and still the case wouldn't stand a chance," he said.

Red Ram was having other problems. While Seaberg and Roderick were busy financing more Ram outlets, lampshades were being changed in an Iowa Ram because the franchisee's wife liked a different color. Another Ram offered variations on the German menu because the franchisee's brother thought it would be good for business. Soon each Ram outside of Colorado began to lose its identity and its profits.

Although Red Ram growth had been fantastic, finances were spread too thin to support the weight of economic loss. Many Ram franchises failed; but while the Ram's scattered problems of liquor laws, remodeling costs, and food control were sapping its financial strength, the franchise industry itself was heading for disaster.

One pizza franchisor was demanding its franchisees buy supplies and foodstuffs from the franchisor. Another was forcing franchisees to buy supplies and

food and equipment from designated suppliers, and still another was forcing its franchisees to purchase paper goods at marked up prices.

To find some answers to Red Ram problems, Seaberg was told to clamp down on his controls, to be careful whom he franchised to and to make franchisees adhere to Red Ram standards.

In 1969 Red Ram of America allied with Elsters of California, a franchise consulting house. Elsters assist in drawings, site locations, equipment financing, and kitchen procedures.

"Now we're no longer selling an idea," Seaberg says. "I could sell 25 Rams between December and February if I moved an office to Georgetown. The idea sells itself. But we've tightened controls and have a uniformity that the franchisee must adhere to. We can offer an exciting investment opportunity that should make the strain of our supervision easier to take. Last year Denny Mintle did \$205,000 in gross volume."

Today the potential Red Ram investor must have the financial means to obtain \$40,000. He is interviewed by Ram directors and if he passes he must make a \$7,500 down payment before Seaberg and Roderick look at his proposed site. If the site is judged a lemon he gets his money back. If the site is approved the franchisee goes through a four week training program at one of the Ram facilities. Ram personnel help him with his opening and a local CPA is permanently hired to help with tax benefits and operating costs. A guideline is furnished for food, labor and cost of goods. Bids are submitted on remodeling (in the past they went on time and materials) and Red Ram pays up to \$7,500 for building improvements. Territorial rights extend over a city and the franchisee pays a 3.5 per cent royalty assessed against his gross sales in exchange for the parent company's continuing support.

Today there are six Red Rams across the country, one more than in 1967. "In the beginning," Seaberg says, "all we did was sell and negotiate. Our mistakes were painful, but we learned. Now we're in the management business and we intend to live off our royalties, because we expect to have 85 Rams operating in five years."

Of the franchisee, Seaberg says, "The main thing is how many dollars we put in that guy's pocket at the end of the year. Then maybe he'll say: 'What a beautiful idea for a franchise.'" ■

Loony Lawsuits

(Continued from page 48)

taking an immediate dislike to the questioner.

"Let's suppose," the attorney continued, smiling confidently at the jury, "that the clerk, Mr. Walker, and I were to hit our heads together sharply. Do you think either one of us would suffer a brain concussion?"

Without batting an eye, the young physician replied in a cold, vindictive voice: "Mr. Walker might."

Deliberations in the jury room sometimes reach ridiculous heights. In one instance, a lawyer asked \$100,000 on behalf of his client. Knowing the case was weak, the attorney and his client expected the jury to decide against them in short order.

But ten hours later, the jury still remained in session. At this point, though, they filed back into the courtroom, inquiring of the judge whether they could award the plaintiff more than the \$100,000 specified. "No," His Honor told them.

The jurors again retired and the lawyer and his client congratulated themselves, believing they'd won. A few minutes later the jurymen came back with the verdict: they found the defendant not guilty and no damages for the plaintiff.

Later the astounded plaintiff's attorney questioned the jury foreman about the verdict. "We were always 11 to 1 against you," the foreman said. "One man, though, held out and wanted to award you the decision. Actually, he wanted to give you more than you asked. We told him that couldn't be done; he insisted it could. Finally we decided to ask the judge. If we could award more damages, we would switch our votes to you. If we couldn't this one man would change his decision and vote against you!"

Judges who preside over court cases usually are very human. In New York one magistrate invited a criminal to sit with him on the bench and enjoy a cup of coffee. On the other hand, defendants who try to flatter His Honor usually end up on the short end. In Galveston, Texas, a judge asked a defendant accused of drunkenness if he had an excuse. "Sure," he answered. "I heard you were running for District Judge and I was celebrating it."

His Honor cogitated for only a moment. "Twenty-five dollars and costs," he ruled.

Loony as many lawsuits may appear, they do reflect the right of every citizen to air his grievances in court. Seldom does a judge show any partiality,

though one did fall asleep throughout an entire case. But the defendant asked for and got a new trial.

In most instances, though, His Honor bends over backward to insure both the plaintiff and defendant receive impartial hearings. Indeed, one magistrate went to such great lengths to be fair that he refused to rule that a man known to have been alive 792 years before was dead beyond all doubt. After all, he reasoned, according to the Bible, Methuselah lived close to one-thousand years. And if one man lived that long someone else might, too. ■

Lodge Bulletin Competition

As in the past, the 1970-1971 lodge year will feature another competition among the many outstanding bulletins published by the lodges. As usual, this contest will be sponsored by the GL Lodge Activities Committee, and Omer C. Macy, 47 Elm Ridge, Mattoon, Ill. 61938, will be the committee member in charge.

Awards this year will be in five membership classifications: fewer than 300 members; between 301 and 600 members; between 601 and 1,000 members; between 1,001 and 3,000 members, and more than 3,001 members.

Entries will be judged on the basis of local lodge news coverage, as well as publicity given to state, district, and Grand Lodge programs. Human interest stories, quality of pictures, format and makeup, readability, and timeliness of the news coverage will also be considered.

Bulletin editors should select any three consecutive issues between April 1, 1970 and January 31, 1971. All entries must be in accordance with Section 214 of the Grand Lodge Statutes. The three issues should be placed in a plain binder and mailed to Brother Macy in time for him to receive them *no later than February 15, 1971.*

All lodges publishing bulletins are urged to enter in order to make this year the best ever.

Do not mail entries to the Elks Magazine, as the staff cannot guarantee that they will reach the proper source for consideration.

Franchising is a Changing Business

(Continued from page 24)

vestment, as a good place for the middle-class American to put his money?

Shulman: It depends upon what you mean by an investment. If you mean a traditional investment of money, maybe I would answer no. Putting your money into a franchise and then walking away from it is not a good way to get a good return on your dollar. Franchises require investment of both time and money. The time factor is important. What franchising does is create an involved management. That's why it is so successful, in my estimation. The difference between a man working only for a salary and a man working for a return on his own, personal invested money is all the difference in the world. Franchising is a highly sophisticated form of profit sharing.

Roalman: One last question: Where does someone, interested in owning a franchise, turn for guidance?

Shulman: I have many people who come to me for guidance. I give it to them, but I first suggest that they take the "mirror and telephone test."

I ask them to look into the mirror and learn what they really want. What kind of a person are they? Are they a person who lives on their feet or on their seat? Do they like to stand up and sell, or do they like to think and consider performing acts of social good? Can they make decisions? Or do they want others to make the decisions for them?

Once they've found out what kind of business would really interest them, they then can go to a telephone book and study the kinds of franchises listed there that might appeal to him. Look at all those that involve, for example, selling fast foods. Or dresses. Or automotive products. Or whatever is most liked by them.

Then the critical thing is to go out and taste the product. Taste the food. Or buy the product. Is it a fad? Or is it something durable. If it's a fad, it has a limited lifetime.

After that, talk to other people who own the franchise that interests you. The important thing for anyone going into the franchise business is that involvement is important. Franchising really forces a person to understand his life style. Getting advice from your lawyer is not enough. That can be too sterile. You need to know if the franchise in which you're interested is a franchise that is compatible with what you believe and enjoy.

After a person has done all of these
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War Dog Bootcamp

(Continued from page 51)

ward, hackles rising, nose searching the breeze. The handler stopped in his tracks, then, in a crouching run, returned to warn the patrol leader. He divided his patrol and fanned them out on both sides of the trail in a flanking move. Judo and his master probed slowly ahead on the trail to attract the enemy's attention, and, if need be, draw his fire. Luckily it never came. The patrol jumped two VC as they raised their weapons to fire.

The Air Force Training Program is no snap—not even for a dog. Here, a shepherd hurdles a four-foot wall in preparation for even harder things to come. Trainers believe the more rigorous the training, the better the dog will be when he graduates boot.



700 PSI, and a sense of smell rated at 10-million-to-one better than man. Because of their acute hearing ability (20 times better than man), Shepherds are used mainly at night when surprise attacks and infiltrators are most expected.

The military recruits dogs from all over the U.S. and Canada. But relatively few dogs ever complete the rigorous physical and mental training at Lackland. As many as 90 percent are rejected for one reason or another and returned to their owners. But the ones that graduate as combat-ready war dogs take their places alongside America's servicemen and carve an enviable niche for themselves in our country's military history. ■

New recruits soon learn to look forward to mess. Balanced diets keep dogs physically healthy and mentally alert.



During the bootcamp training program, as well as on missions, the dogs never leave their trainers' sides.

It is imperative that each learns how the other thinks, acts, and feels—in fact, their very lives may depend upon it.



As these examples illustrate, just any old mutt can't make the grade as a war dog. It takes a special kind of canine to measure up to standards set by military regulations, and the important tasks required of the dogs. To qualify for military service, a dog must be German Shepherd (although some Dobermans are used), but not necessarily pedigreed, male or spayed female, one to three years old, weigh at least sixty pounds and stand a minimum of 23 inches at the shoulder. The Air Force has leaned toward German Shepherds because they show all the characteristics necessary for animals destined for such exacting work—work where one small mistake can mean the death of many men. Besides having an IQ comparable to a seven-year-old child, a German Shepherd can learn and execute about 100 commands. He has a bite equal to

Franchising is a Changing Business

(Continued from page 57)

things and thinks he has found a franchise that he would like, he should do three things: Investigate. Investigate. Investigate.

Consultation with your lawyer or accountant is important. Talks with your wife and family are important, because they well might be asked to commit themselves to a lot of long hours to make the franchise work profitably.

Still there is more. Scout the competition. What do critics say about the franchise you are considering. You're going to have to defend your franchise, so you might as well know the worst

about it early in the game.

By now, if you're still interested in a franchise, here are some specific places you can turn to for guidance:

The National Association of Franchised Businessmen in Washington, D. C.; the International Franchise Association in the same city; the Small Business Administration; the U. S. Department of Commerce; and, certainly I would say this, because I edit and publish *Franchise Journal*, turn to the pages of *Franchise Journal*. We have in there a check list that anybody considering the franchise business should read. ■

A DECADE OF BOOMING MEMBERSHIP

While sports writers spend the winter months working up statistics to serve to the Hot Stove League, we engage in a similar occupation looking into Elk membership data. The start of a New Year is a good time to reveal what our labors have produced, based on March 31, 1970 reports.

A 10-year study revealed some interesting figures. It showed that the Order's membership jumped from 1,260,007 in 1960 to 1,508,050 in 1970, for a gain of 248,043 or 19.68%. The gain for the first five years was at a rate of 8.05% which increased to a rate of 10.76% in the second five-year period. This should prove dismal reading for those who have long predicted a dark future for Elkdom.

For the 10-year span, membership gains were registered by 43 of the 49 State Associations, evidence that Elkdom's progress was shared by every section. The largest gains, however, were concentrated in 22 Associations which equaled or bettered the percentage gain of 19.68 for the entire Order. Even here, however, the high gainers included Far West, Mountain, Midwest, Southern and Eastern State Associations as shown by the table above ranking these Associations by percentage increase:

1. Nevada — 81.37	12. Arkansas — 31.09
2. Nebraska — 73.39	13. Colorado — 28.02
3. Washington — 69.42	14. Minnesota — 27.60
4. North Dakota — 67.15	15. Kansas — 27.54
5. Utah — 65.74	16. Florida — 27.12
6. Oregon — 53.31	17. Connecticut — 26.94
7. Md., Del., D.C. — 52.07	18. New Hampshire — 26.01
8. Mississippi — 48.37	19. Tennessee — 24.15
9. New Mexico — 43.92	20. Massachusetts — 23.75
10. South Dakota — 37.26	21. New Jersey — 22.66
11. Vermont — 32.88	22. Arizona — 20.48

In number of members added in the decade, Washington was way out in front with a huge bulge of 43,289. Others in the first 10 were Oregon with 27,629; California, 23,563, Nebraska, 13,804; North Dakota, 10,295; Florida, 9,609; Massachusetts, 9,456; New Jersey, 9,085; Colorado, 8,659 and Pennsylvania with 7,554.

In those States where the Order's membership is showing the greatest sustained growth, by and large are to be found outstanding major projects of

a public service nature, splendid lodges with excellent facilities in the spirit of family participation, strong State Associations and all-around good leadership.

Furthermore, in our opinion, the unequivocal stand taken by the Order in recent years for law and order, our manifestation of an uninhibited love for our country and its institutions while giving the back of the hand to extremists of all persuasions have earned for Elkdom a healthy respect that is reflected in the Order's healthy growth.

GOODBYE, MR. PERELMAN

"Love it or leave," is the slogan carried on the Elks Flag decals, more than 1,300,000 of which have been distributed. Whether S. J. Perelman got the idea from the decals is not known, but in any event the playwright and humorist announced some weeks ago that he couldn't stand it here any longer and was moving permanently to England.

While he was not quoted in the press as saying that he didn't love America, he did have a good many uncomplimentary things to say about his native land and its people, all of which suggested a strong lack of affection for it and for them. He emphasized that his

disaffection included "every hard-hat and red-neck in this country."

His reference to red-necks is obscure, but the meaning of his inclusion of hard-hats in his pantheon of hates is very clear. We don't like to make decisions of this kind, but if we have to choose between Mr. Perelman and the hard-hats, then we'll take the hard-hats.

One of the things that bugs all of the hard-hats in this country, including those who never walked the high steel, is people like Mr. Perelman who find such satisfaction in tearing down America, even to the extent of carping about some faults that exist only in their imagination. Goodbye, Mr. Perelman.

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