

# *50<sup>th</sup> Anniversary History*

TURNER PUBLISHING COMPANY



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*ICRDA meeting at the Gov. Clinton Hotel, New York, 1954.*

# INTRODUCTION

It is with great pleasure that during the celebration of our 50th year we present to you this history of the Independent Cash Register Dealers Association. The history of the cash register itself has been previously documented by several sources. This is the history of an association that has survived the test of time. A history of independent businesses that banded together to create a fair, open and equitable market for their wares. The 50th Anniversary is a time to look back and see just how we ended up where we are. Each one of us will have our own version of the history of this association. Whether you have been associated with the ICRDA for one year or fifty years, you have been a part of its history.

This history that we are presenting to you was compiled from records that some of our members have kept and from the memory of those that have taken the time to contribute. The official minutes and newsletters of the association have also been used extensively to compile the history. A lot of us will be left out of the printed history, not by intent, but we will still be part of its history. You may not have been the person that made the motion but if you were there you were part of the history.

A great amount of thanks must go to Stanley Hayman for his timeless efforts in compiling our history. Stanley donated to us many hundreds of hours of his personal time towards this history project. His thoughtfulness in storing many historical documents, photos and articles relevant to this association is priceless. Stanley has always tried to write in the third person but I am sure this proved to be a difficult task. Stanley was there before this association was founded and has been actively involved since. As you read the history this thought may come to mind: "Stanley was around long enough to see his biggest competitor become his supplier." Thank you, Stanley.

Bill Bussard was very instrumental in the completion of this history. The transition from an association run by volunteers to one that is run by staff is indeed a challenge as well as an opportunity. Bill accepted the challenge and has completed the mission. Without his devotion to duty, it is doubtful this history would have been completed. Thanks, Bill.

Thanks must also go to Curtis Kennington for his contributions to this project. Curt has served as our Secretary/Treasurer for many years and also collected much material over the years. Curt also helped Stanley and Bill where he could.



John Raffo has been chairman of this history project since it was approved by the Board. He has held in there during some tense moments, keeping peace and pulling the pieces together. Job well done.

At last, but not least, thanks to Bernard Hellring. Our "Attorney Bernie" as many referred to him. Bernie was instrumental in "cementing" the association together at a time when it was crumbling. Bernie is not with us now but his memories live on.

I have been fortunate to have been associated with this group for 30 of its 50 years. Through the years I have made many friends through the ICRDA who have helped allow my business to survive the tests of time. Many years ago I learned that who you associate with will determine your future. There are a lot of great people in this association with whom to associate. We're a success because people have wanted to be associated with this group for a long time. Some people belong so they can be heard. Some people belong just so they can listen. Some people belong just to keep an eye on things. A couple of thousand people are involved with the ICRDA in various ways. Thanks to all of you for helping us achieve 50 years of service to the Independent Dealer.

Ken Boyd  
President, ICRDA  
50th Anniversary Convention

## PUBLISHER'S MESSAGE



I have the distinct honor of presenting you this written history of the Independent Cash Register Dealers Association. Many of you may not have realized the economic burden cash register dealers faced in the early days. It is only through hard work, determination and dedication that ICRDA gained ground for its members and helped create an equal footing for all independent cash register dealers. ICRDA has evolved with the industry, and the sheer numbers of her membership, both dealer and sponsor, is a testament to her achievements. Congratulations to 50 years of partnership and success!

A few of your number deserve special recognition for their help with this project. I must thank Stanley Hayman for his work of love in sorting through decades of notes, meeting minutes and memories to document a large part of ICRDA's rich history. This volume would not have been possible without his help, for he has been intimate with ICRDA from its beginnings.

John Raffo, chairman of the history committee, has been a constant source of information and assistance. John worked as a point of contact between the publishing staff and ICRDA, and has done an admiral job. His efforts are truly appreciated.

I would also like to thank Jim Hart, Bill Bussard and Curt Kennington for their special contributions to this project. These men were a constant source of advise and assistance, and helped fill in the gaps when needed. Thank you both.

A final word of thanks goes to all members of Independent Cash Register Dealers Association. I have earned a great deal of respect for ICRDA (both collectively and as independent dealers) while working on this project. I wish you continued success throughout the years.

Dave Turner, President  
Turner Publishing Company



# THE HISTORY OF ICRDA



I. C. R. D.



AGO 1949

# ICRDA – THE FIRST FIFTY YEARS

BY STANLEY HAYMAN

## PREFACE

Several years before his death, Bernard Hellring, the association's attorney who played a very important role in ICRDA history, invited my wife Shirley and I to spend a weekend at his home in South Orange, New Jersey. We spent several days reminiscing about the association, how it got started, and the effect it had on the industry. Bernie was fascinated with the stories I told about the trials and tribulations of the cash register dealers and how they dealt with National Cash Register Company's marketing practices. He suggested that these stories and the acumen shown by the dealers should be documented, and that I should write a book. At the time I didn't take the idea seriously, but as my grandchildren came along and wanted to know about my life and how I got started in business, I began making notes.

With the advent of word processing on a computer, it was comparatively easy to write about events as they came to mind and later organize them in chronological order. It seemed very simple. Little did I realize the scope of what I was undertaking. What was to have been the Hayman story was to become the story about the Independent Cash Register Dealers Association, which had a long and rich history.

In 1990, while attending a board meeting of the association, Jim Hart suggested that a history of ICRDA be written. I told the Board that I had already started writing a personal history that necessarily told much of the ICRDA story, and that perhaps it could be expanded or adapted as a basis for an association history. I felt that if they would consider this it would have to be professionally prepared for publication. The board thought this was a good idea and budgeted \$5,000 for the project.

If this was to be the history of ICRDA it was important to get others to contribute. The first thing I did was to ask many of the old-timers who had been

actively involved in the association to either write or record on tape their own histories. Unfortunately, only a few responded. In an effort to make sure that those individuals who were long time members, particularly those who played an important part in the ICRDA history, be interviewed either by phone or taped during conventions, I continued to write about association matters in which I had been involved. The project became a labor of love. Often I found myself at the computer in the wee hours of the morning.

The first computer I bought was a Zenith laptop. At that time WordStar was the most commonly used word processing program. I started writing about my early childhood and how I got started in the cash register business. Because of my many other interests I wrote whenever the opportunity arose or as I recalled specific incidents and events. As a great deal of my time was spent at my office I bought a Compaq computer, which permitted me to work on the history whenever the time and spirit moved me. I decided to install Windows 3.1 so I could use WordPerfect, reputed at that time to be the "friendliest" program. My laptop did not have enough memory to install Windows, so I bought a third computer, an Everex laptop. I thought this would be an ideal situation, since my time was divided between three locations: spring and fall at our home in suburban Washington, three months at our condominium in Ocean City, Maryland, and five months in Florida. Unfortunately, the screen on the laptop was too small and difficult to read, so I bought a 15-inch monitor and a printer, which was fine except that shipping them from place to place became a nuisance. To solve the problem I bought two additional systems. Now I no longer had to pack and ship equipment each time I went from one location to another. I was ready to write in earnest.

I continued to write about events and individuals as they came to mind. Like many a newcomer to



computers, I found the ease of correcting, adding, deleting, and moving things around so seductive that I became effusive (it is a great story after all; part David versus Goliath, part immovable object meets irresistible force). Fortunately for my readers, when this novice tried to convert from WordStar to WordPerfect, I lost much of what I had previously written and had to do a lot of rewriting – much more sparingly, I trust.

For order, I broke the history into four parts: histories of key figures, ICRDA projects, general historical information, and documentation. To ensure accuracy, it was necessary to go through vast amounts of material that I had accumulated since the founding of the association, including eight big volumes of association minutes from 1948 through 1975. At times I had to correct factual information, dates, and spelling of names in the original, hastily prepared accounts. Sometimes I had a half-dozen or more drafts of a single section due to rewriting and corrections.

Having served as Secretary-Treasurer of ICRDA for twenty-seven years, as vice-president, President, Chairman of the Board and a member of the Board for another eighteen years, I had much to write about. I relished every aspect of my involvement in the management and operation of the association. However, the association could never have achieved the success it has had, over the years, without the contribution of many individuals who not only actively participated but also played major roles in the events, activities and projects that made ICRDA what it is today. As you read the ICRDA story you will find brief profiles of some of ICRDA's early "movers and shakers" – not all by a long shot, but a representative sample – interspersed through my narrative.

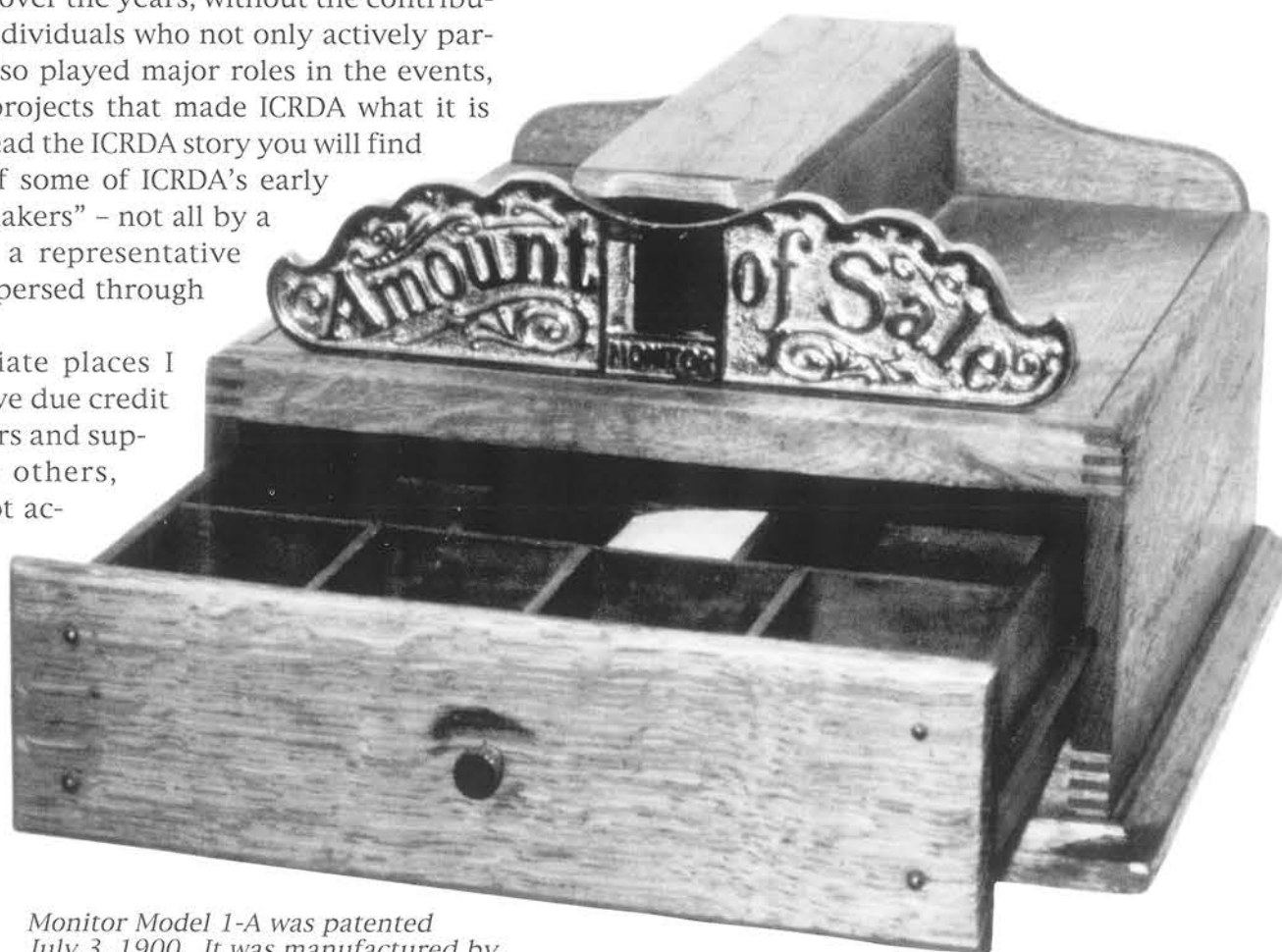
At appropriate places I have tried to give due credit to manufacturers and suppliers, among others, who, though not actively involved in running the association, faithfully supported its programs and projects, and without whom ICRDA would not have survived.

My deepest thanks go

to my wife Shirley, who lived much of this story by my side. She was a steadfast proofreader and constructive critic of my manuscript, with an unerring eye for places where there was too much Stanley and not enough ICRDA. With respect to that, I trust that readers will indulge me in the first part of the story, which, in explaining how my interest in the National Cash Register Company's Consent Decree of 1916 led to my pressing for an association of dealers, is necessarily personal. It will be clear, I think, that many of the experiences I had prior to the founding of ICRDA were shared with many dealers who became pioneers in the organization.

As I worked on the story of ICRDA, I was often reminded of an observation I ran across many years ago: "All organizations have at least five types of members; leaders, workers, joiners, contributors, and complainers. The joiners are needed to give the association strength and recognition; the leaders are needed for leadership; the workers carry out the dictates of the leaders; the contributors give the members motivation and support; and the complainers keep the leaders on the ball." More power to ICRDA – leaders, workers, joiners, contributors, and, yes, even complainers – now and in the long future!

– Stanley Hayman



*Monitor Model 1-A was patented July 3, 1900. It was manufactured by Whiting Manufacturing Company in Northborough, MS. (Jim Hart collection)*



## THE CASH REGISTER: ALPHA AND OMEGA

In ancient times, when trade was by barter (the direct exchange of goods or services) there was no need to keep track of transactions among humans. But as primitive peoples developed their bartering skills they used pebbles, strings with knots, sticks with notches, beads on strings, and other such means to record and signify value. One of the earliest calculating machines, the abacus, whose origin is lost in the mists of prehistory, has been used in its modern form in Asia since the thirteenth century, and is still used in remote corners of the world. In Europe, the medieval period (the eleventh to sixteenth centuries), which saw the rise of guilds and indirect exchanges of goods, required trading units – coins – that stood for monetary value, recording and protecting the details of buying and selling became a necessity.

The Frenchman Blaise Pascal gets the glory for inventing the first western calculating machine in 1642 – a metal box with eight dials controlled by a stylus. Notes made by Leonardo da Vinci that were found in Spain in 1967 show that he, too, experimented with calculating machines. In 1820, another Frenchman, Thomas de Colmar, invented the first calculating machine produced in large numbers. Until the late nineteenth century, the recording of purchases and sales was done tediously by hand in pen and ink.

Any history of the Independent Cash Register Dealers Association has to begin with the cash register itself. In 1879, James Ritty, a tavern owner in Dayton, Ohio, ushered in our modern era. Ritty was losing money despite doing a lot of busi-

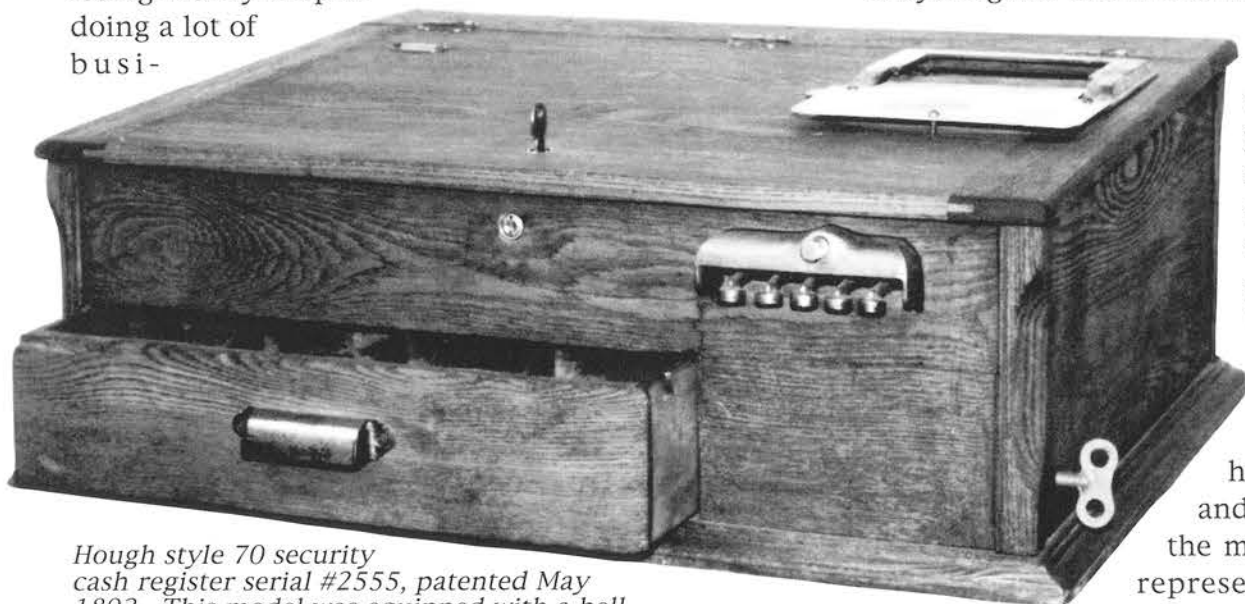
ness that should have made him prosperous. Agonizing over the problem of protecting his money, Ritty constructed a cash drawer with slotted sections for different coins. He added a cogwheel for each slot that moved one step each time a coin was inserted. He placed the drawer on the underside of the bar. This worked well enough but it was impractical: if the box was locked, the bartender could not give change. One day Ritty looked under the bar and saw a glass containing some coins. He quickly concluded that the bartender was putting some of the receipts in the glass for his own taking at an opportune time.

A short time later, while on a cruise, Ritty took a tour of the ship and in the engine room observed that there was a clock-like dial that indicated the revolutions of the ship's propeller shaft. The thought suddenly struck him that if the propeller revolutions could be counted and seen on such a dial, why wouldn't it be equally possible to indicate sales on a clock face? When he arrived home, he developed the thought into a practical device that would become known to the world as the "cash register."

The definition of a cash register that Eugene Malloy, then president of ICRDA, gave in 1963 in his testimony before a hearing of the Subcommittee of the U. S. House of Representatives on Small Business is as follows: "A cash register is a tamper-proof mechanical device, which, by visual indication and the automatic printing of a receipt on a locked-in tape, both showing the total amount or amounts of a retail sale transaction, forces an accurate accounting for cash received and paid out of a controlled cash drawer. It may also provide additional information on a specific transaction through separate automatic totals by types of merchandise, types of sales, by clerk, or other similar classification."

Ritty's register had two rows of keys under a clock-

face dial, clearly visible, that indicated which key was depressed. Each key represented a specific amount. Inside the register was a roll of paper on which a hole was punched each time a key was depressed. By adding up the number of holes made by each key and multiplying that by the money value each key represented, he knew how much money was supposed to be in the drawer.



*Hough style 70 security cash register serial #2555, patented May 1892. This model was equipped with a bell alarm that would sound if tampered with. (Note the wind-up key for the alarm on the lower front right side.) (Jim Hart collection)*

Later, the inventor changed the paper roll for a row of wheels that counted the number of times a key was depressed. To this he added a cash drawer that opened when the key was depressed. A loud bell rang when the drawer opened and a metal indicator popped up, showing the amount of the sale for everyone to see. This way the bartender was compelled to "ring up" the sale in order to open the drawer. Further, Ritty believed the customer would complain if charged a higher amount than appeared on the indicator. Hopefully, the bartender, for fear of being caught ringing up a lesser amount than the actual sale, would ring the proper amount, which in turn would make him accountable for every cent recorded for the day.

Ritty was not interested in manufacturing his cash register. When approached by a glassware salesman by the name of Jacob Eckert, who expressed an interest in buying his invention, Ritty sold him the manufacturing rights for \$1,000. Although the cash register was efficient enough to provide control, Eckert's firm, which he named the National Manufacturing Company, had sales far more anemic than its grand name. Merchants dismissed this product as a fancy gadget. Neither the clerks nor bartenders were helpful, for obvious reasons, in persuading management to buy the cash register.

John Henry Patterson (1844-1922), an operator of a commissary for a coal mining company in Dayton, Ohio, who had the same problem of cash shortages as Ritty, bought three of the registers. He was so convinced of the register's potential that in 1884 he bought all the shares in the struggling company for \$6,500 and renamed it the National Cash Register Company, soon to be known familiarly as NCR.

Patterson was a marketing genius. He improved the Eckert register, making it simpler to use, and sent a highly motivated sales force into the field. He paid handsome commissions, introduced the idea of exclusive territories for his salesmen, and created a school to train them, a first in marketing history. He transformed a slum factory into an attractive workplace and pioneered benefits for the health and education of his employees. In return, however, he demanded total devotion and high productivity from all of them.

Over the next sixty years NCR became the largest manufacturer of cash registers and accounting machines in the world, eventually controlling approximately 85 to 90 per cent of the world market. This success was due, in part, to a distribution network of company-owned branches throughout the world. NCR came to be widely admired for its marketing, strong management, strict discipline, and employee loyalty.

## PROFILE: STANLEY HAYMAN

When Stanley was a kid people would ask him what he wanted to do when he grew up. He always replied that he wanted to go into the cash register business. He wouldn't have been so anxious if he had known what he later experienced from NCR's competitive practices.

The situation in the late 1920s and early 30s, when the Great Depression struck was this. If a merchant wanted to buy a cash register he had the following choices: he could buy a new one from NCR, or a used one from either an individual or from an equipment business, like the one owned by Stanley's father. While there were several other manufacturers of cash registers, such as Ohmer, Federal and Remington, they were not very well known and limited in features.

The demand for used cash registers was greater than any other item his father sold. They were difficult to come by and sometimes in need of repair. He considered cash registers as just another item he occasionally sold. For the most part he was content to sell them either to shopkeepers or dealers from out of town. One such dealer was a Mr. Silberzahn from Baltimore who owned the Baltimore Cash Register Company and frequently bought registers from his father. Hayman was about fourteen years old when he met Mr. Silberzahn for the first time. He was curious about why Mr. Silberzahn sold only cash registers and asked a lot of questions. He remembered him saying that he wished his son would take as much interest in cash registers as Stanley did. When he died several years later his son, Ed, did indeed take over the business.

The depression caused many businesses to go into bankruptcy or close. A lot of banks failed, causing many depositors to lose their life savings. Stanley's father was caught up in this dilemma and suffered substantial losses.

When he graduated from high school in 1933, Stanley wanted to continue his education. He enrolled in night classes at National Law School, which later became part of George Washington University Law School. During the day he worked part-time at his father's business. At night he worked as a switchboard operator from midnight to 7:00 a.m. for the local street car and bus company. As there were very few calls during those hours, he had plenty of time to study. After two years of law school he transferred to Southeastern University and switched to accounting, continuing to work part-time at the two jobs.

He had completed another two years of accounting when his father suffered a heart attack. Stanley had to quit school and work part-time in his father's business, keeping the books and contributing as best he could while keeping his night job. After about three months his father went back to work and Stanley got a full-time job working for his brother-in-law, William Wolowitz, who owned, with his father, the United Typewriter and Adding Machine Company, the largest office machine company in Washington, D.C. He worked there for about two years, first, in the shipping department, then as a typewriter mechanic. While working as a mechanic, He did a little selling, which led to his going into sales full-



time. Stanley's interest again turned to cash registers when the company purchased a large number of Burroughs two-total itemizing AMODs (adding machine on a cash drawer). The little knowledge Stanley had about cash registers exceeded that of the other sales people, so he became the cash register specialist for the company.

While wondering where he could sell the Burroughs AMODs, he remembered that in high school he had worked in the cafeteria as a cashier. The procedure was, a student employee mentally added up what was on the student's tray, wrote the amount on a chit, and placed the chit on the tray. Another student, acting as cashier, collected the chit and the money. At the end of the lunch period the manager of the cafeteria added up the chits and the money, hoping that they balanced. The system lacked controls and was vulnerable to arithmetic errors by the students. Also, there was no way to determine that all the chits were accounted for and no means of fixing responsibility for any shortage. There was potential for substantial losses.

Stanley made an appointment with the manager of the cafeteria to demonstrate the Burroughs AMOD. At the demonstration, in addition to the manager, there was a committee of three teachers. One was a teacher Stanley had in a "salesmanship" class who remembered him as a former student. In one of her classes a NCR salesman gave a talk on salesmanship. This talk enforced his fascination with cash registers.

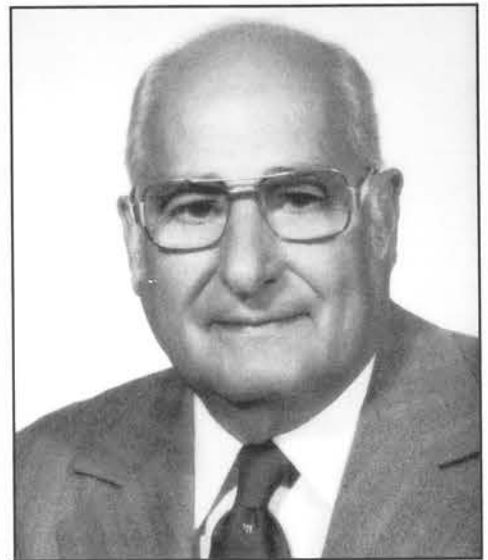
In his demonstration Stanley pointed out all the advantages of a machine system in comparison to their manual system. He convinced the committee to let him place one register on a trial basis. He spent several days training the students before the system went live. There were three checkout lanes. He put the Burroughs AMOD in one lane for a comparative test. In the test lane a student entered each item on the tray into the register, totaled the sale, and issued a receipt (chit), retaining a copy of the transaction on the detail tape. The chit was then placed on the tray and the cashier collected the chit and the money. During slack periods one student could do both jobs, ringing up the items and collecting the money. The results of the test were impressive. Not only did the new system give greater control; the speed at which the students passed through the line doubled. After a week of testing Stanley got an order for three machines.

Several weeks after the installation Stanley called on other area high schools and was successful in selling three additional school cafeterias. Unfortunately, the school board decided that they should not buy used equipment. Stanley suspected that NCR had put a lot of pressure on the board.

Shortly thereafter, a Washington chain of hamburger shops called Little Taverns wanted to rent some cash registers for use during a Boy Scout Jamboree. Stanley called on Little Taverns and learned that they wanted to rent fifty cash registers for one week. They wanted registers similar to what they were then using in their shops, which happened to be NCR model 711, a small register that rang up sales in five-cent increments to a maximum of \$1.95.

Stanley discussed the deal with his brother-in-law, who called some of his contacts in the office equipment business in New York to see if he could buy the registers. One of his contacts recommended a Mr. Al Elson, one of the larger used cash register dealers in New York. His brother-

in-law called Mr. Elson, who said he could supply the registers. They went to New York and were impressed with Elson's operation. He said he would sell them fifty registers for \$35.00 each. They took one as a sample to show their customer. When they got back to Washington, Stanley took the register



to the customer and offered to rent them the fifty registers for \$35.00 per register, which in effect would have meant the registers would have cost United nothing. As an alternative, Stanley suggested to Little Taverns that they buy them for \$55.00 each and use them as spares or in new locations. They made the decision to buy and gave Stanley an order for the fifty registers.

With order in hand he returned to the office elated over the ease of the sale. After some enthusiastic discussion about his success, his brother-in-law agreed to establish a cash register department and put him in charge.

At the end of the week, he was to get his commission check for the Little Taverns sale, a total \$192.50, a lot of money in those days. His brother-in-law's father called him into his office and told him that his commission on the sale would be 5 percent instead of the usual 7 per cent. He walked out of the office without saying a word and told his brother-in-law that he was quitting.

Stanley was more convinced than ever that the cash register business was a good business. He went to New York, contacted Mr. Elson and told him he was planning to go into business in Washington and wanted to buy some machines. Mr. Elson asked if he would be interested in working for him and if so, he would consider opening an office in Washington and let him run it. Stanley would be the manager with the opportunity to buy in when he could afford to do so. They agreed that Stanley would get a salary plus a commission. Stanley told him that he was interested but would like to think it over.

Back in Washington, Stanley discussed it with his father, who thought this would be an excellent opportunity. Stanley called Mr. Elson and told him that he would accept the deal. The following week Mr. Elson came to Washington. They agreed that at some point in time Stanley could buy 50 per cent of the business for half of Mr. Elson's investment. Within a couple of weeks they rented a store across the street from Stanley's father's business, put up a sign, built register stands and hooked up the utilities. Within another two weeks Mr. Elson shipped in twenty-five reconditioned cash registers and a supply of paper and ribbons. But there was a major problem; they needed a serviceman. Mr. Elson agreed to send down one of his mechanics on a temporary basis. The mechanic, Willie Oberwager, arrived a week later. While not a trained NCR serviceman, Willie was an excellent mechanic.

From the very first day they did business, much of which came from customers Stanley's father brought over. While Stanley was out most of the time looking for business, selling supplies, installing ribbons, and trying to buy used cash registers, Willie Oberwager, the mechanic, took care of the office. Often opportunities to sell sophisticated systems arose. Lacking experience, Stanley sometimes asked Mr. Elson to come down from New York to help make a sale. As time went on, Stanley became more knowledgeable and found that selling systems was far more profitable than just selling cash registers as a place to put money.

Unfortunately things did not work out. After two years, Mr. Elson sold half of his interest in the Washington office to a Mr. Schultz who knew nothing about the cash register business. He took charge of the office, refused to share any leads and on occasion tried to sell to some of Stanley's customers who came into the office. Stanley complained to Mr. Elson who tried to work out their differences, but things did not change. After about six months Stanley decided to leave and go into business for himself. Discussing the matter with his father, it was decided that Stanley could use some space in the elder Hayman's store.

In April of 1938, with \$500 in hand, Stanley went to Baltimore and bought six registers from a store fixture dealer who was acquainted with his father. He returned to Washington with the six registers loaded in the back of his car and, within hours after putting them on display, sold three of them.

Willie Oberwager came to Stanley and asked if he would hire him. Stanley told him that he couldn't afford his salary, but if he had any money, Stanley would consider a partnership. He said he had \$500.00. Stanley talked to his father and suggested that if his father would forego the rent in lieu of a cash contribution, they would form a three-way partnership. A deal was struck. It was agreed that the name of the partnership was to be Stanley Hayman & Company.

Several months later Mr. Elson and his partner decided to close the Washington office. Stanley received a call from Mr. Elson, who suggested they have a meeting. Mr. Elson arrived with a Matthew Berger, president of McKenna & Phelps, a paper roll converter in New York from whom Elson bought his paper roll supplies. Mr. Elson asked Stanley if he would make arrangements to ship back the registers that remained. Stanley said that he would be happy to do so when Mr. Berger suggested to Mr. Elson that, instead of Stanley shipping the registers back to New York, leave them on consignment, to be paid for when sold. In addition, Berger said he would give Stanley \$500.00 worth of paper supplies on credit. Mr. Elson liked the idea and agreed. This was a real break, because now they had an inventory of over fifty registers and a supply of paper without investing additional money. Little did Stanley know that the prices Elson set on the registers were higher than they could have been bought for from wholesalers in New York. Despite this, they sold most of the registers within a few months. Even though they parted company, Stanley remained good friends with Mr. Elson and Mr. Berger.

The three-way partnership lasted only a short time. Willie Oberwager had entered into a short-lived marriage and decided to move back to New York. Stanley and his father bought his interest.

Stanley tried to buy as many cash registers as he could locally but couldn't fill his needs. He found it necessary to

go to New York, where Mr. Elson took him down to the Bowery and introduced him to a number of dealers from whom he was able to buy machines. He also introduced Stanley to Ed Burl, a dealer in Brooklyn, New York, who was one of the most respected dealers in the business who later became the first president of ICRDA. He helped Stanley get parts and NCR systems information brochures, which Ed would get from his contacts at NCR.

So far so good, you might say; a young man trying to make his way in those economically tough prewar years, not unlike many of his fellow cash register dealers of the time. But now, the plot thickens. The point of relating this particular pilgrim's progress is to show that the better Stanley did, the more competition he faced, a crude and fierce competition of a sort that he could not have imagined. He soon found out that he was not alone.

Prior to his going into business, NCR had very little competition in the Washington area. There was only one other dealer, a Mr. Sommers, a former NCR serviceman, who also was an agent for the Ohmer Register Company.

By 1941 Stanley was doing quite well. He bought out Sommers and acquired the Ohmer agency. This was his first experience representing a manufacturer. About a year later Ohmer sold Sears, Roebuck & Company several hundred multiple-department multi-drawer registers, fifty of which were to be installed in a new store in Washington and another ten in an existing store.

This must have been the last straw for the local NCR office. It soon became obvious that Hayman was making inroads in a market that the local NCR office felt was exclusively their own. They were determined to bring his success to a rapid halt. He never knew what competition was until the Sears installation. Suddenly the NCR office in Washington began offering factory rebuilt registers (designated "FR") contrary to their policy of offering only new registers for sale. It turned out, however, this was not the policy in major cities where NCR encountered serious competition. Nasty as these tactics were, the difficulty of competing with NCR's factory rebuilt registers was a major problem.

Factory rebuilt registers were registers that had been traded in to NCR, returned to the factory and completely rebuilt to look like new. The only way you could tell the difference was by the serial number plate that had a FR prefix. In some cases, almost certainly, a factory-rebuilt register may in fact have been a new register with an FR number. By doing this they could meet competition and still maintain price integrity of a new cash register.

Clearly, NCR salesmen offered prospects FR registers only when they couldn't close a sale on a new register and felt they would lose the sale to competition. Usually the price for the NCR FR register was about the same or less than what the competing dealer was asking for the register that he was trying to sell. If it looked as if the prospect was inclined to purchase from the dealer, the NCR salesman would tell the customer that the register the dealer was selling was probably stolen or in a fire, and that the dealer was going out of business. Sometimes, even after the dealer had a signed order, and in some cases already delivered the register and been paid, the NCR salesman would attempt to get the customer to cancel the sale by offering to put a register in on loan at no charge, in hopes that the customer would eventually buy a new NCR.



Stanley became discouraged, particularly when customers called to cancel a sale on which they had made a deposit because an NCR salesman was offering a better deal. After a year of trying to keep his head above water, he concluded that there had to be an easier way to make a living and went to see an attorney about closing the business. After telling him about his difficulties, the attorney suggested that Stanley delay making a decision until he wrote a letter to NCR about the unfair practices. Stanley agreed. A couple of more weeks wouldn't make that much difference.

Several weeks later the attorney called Stanley. He had received a reply from the president of NCR stating that the company was operating under a consent decree and would not indulge in the alleged practices, but would look into the matter. Not being familiar with the consent decree, Stanley asked the lawyer if he could get a copy. He said he would obtain a copy from the Department of Justice.

When Stanley read the decree he could hardly believe what he was reading. He began to wonder how many dealers knew that such a decree existed. He contacted Mr. Elson and a number of other dealers he was doing business with and told them what he had learned. Unfortunately, they did not share his enthusiasm. It was the consensus of those he talked to that there was little that could be done. NCR was too big and they were too small. He was disappointed, but still believed something could be done. For two years the matter of the consent decree was of little interest to his fellow dealers. It was understandable. The demand for used cash registers had increased substantially and the dealers were getting fat and happy.

Stanley joined the local chapter of the National Office Machine Dealers Association (NOMDA) and took advantage of all the sales and management programs that were offered. Later he became a delegate to the national meeting and had the opportunity to learn a little about how associations work. While some of the office machine dealers handled cash registers, only a few sold them exclusively or as a major item.

NOMDA's programs and seminars were geared exclusively for office machine dealers. For the most part, representatives of the various office machine manufacturers, who also subsidized most of the programs, including the conventions and exhibits, conducted these. The manufacturers thus dominated the association. It appeared that no policy was made by the board of directors that was contrary to the wishes of the manufacturers. This concerned Stanley. He was determined to try to get the members to be more independent. Unfortunately the larger dealers, especially those who held offices in the association, feared reprisals or less favorable treatment from the manufacturers if they supported efforts detrimental to the manufacturer. Most of the elected officers were the larger dealers who had the major lines.

For a while things got a little better. Stanley decided, for the time being, to stay in business and concentrate on selling supplies and working areas that the NCR salesmen didn't work. He continued to go to New York to buy registers and became acquainted with quite a few dealers. It was about this time that Stanley began to think about forming a cash register dealers association.

## 1916 CONSENT DECREE

Despite NCR's reputation as a great company, its tactics in dealing with any competition led to an antitrust suit brought by the federal government. Woodrow Wilson was president at the time, but the suit was a legacy of the trust-busting era begun by Theodore Roosevelt several years earlier. The case resulted in a consent decree judgment in a federal district court in southern Ohio. The decree was explicit in enjoining NCR from interfering with its competitors' customers and contracts, going so far at one point as to use the word "espionage." NCR was restrained from introducing machines "not in good faith for the purposes of earning profits therefrom, but for the dominant purpose of driving from business manufacturers or dealers who were competing in the cash register business." Specifically stated, the company was not to employ 'a special man' or 'a competition man' whose sole purpose was, not the promotion of the sale of NCR cash registers, but rather for the prevention of sales of cash registers by a competitor, his agents, or his dealers. There was a paragraph about stealing the trade secrets of competitors; another about following competitors from city to city to undermine their contracts with customers; and still another about not circulating insinuating reports about the solvency or responsibility of competitors. At the end of the three-page, closely-spaced decree, there was a section entitled "Fair and Unfair Competition," which laid out a number of practical scenarios and discussed how far NCR representatives could go in



*Century Total Adder serial #4383. It was bought by NCR in 1904. (Jim Hart collection)*

In the  
DISTRICT COURT OF THE UNITED  
STATES,

Southern District of Ohio,  
Western Division.

In Equity.      No. 6802

The United States of America, Plaintiff,

vs.

The National Cash Register Company, et al.,  
Defendants.

**Final Decree**

This day come the parties, by their counsel, and thereupon the defendants hereinafter named, consenting not to oppose the entry of the following decree, as more fully appears by their written consent on file herein, and the plaintiff, through its counsel, having moved for an injunction, on consideration thereof the Court finds for the plaintiff and against said defendants, and that the plaintiff is entitled to the relief prayed for in the following particulars:

It is therefore ORDERED, ADJUDGED and DECREED:

That the defendant, The National Cash Register Company, its directors, officers, agents and employees, and the individual defendants, their employees, agents, and servants, and any other persons authorized to act or acting for or in behalf of any of them, be and they are hereby jointly and severally enjoined and restrained as follows:

(a) From persuading or inducing, or attempting to persuade or induce, a purchaser of a cash register or other registering device manufactured or sold by any competitor, or a person who has agreed or contracted to become such purchaser, to break or repudiate his contract of purchase, or to return or refuse to receive the cash register or other registering device so bought or agreed to be bought, or to refuse to pay for the same in accordance with his agreement with said competitor.

(b) From espionage upon a competitor or his agent, or a solicitor of a competitor, or upon a retail dealer in the cash registers or other registering devices of a competitor, for the purpose of obtaining the names or addresses of purchasers or prospective purchasers from any such competitor or retail dealer, or for the purpose of obtaining any other information as to his private affairs or business, and from using any information so obtained in order to dissuade or endeavor to dissuade any person or persons from purchasing any cash register or other registering device manufactured or sold by a competitor.

(c) From inducing, or attempting to induce, either directly or through another, any employee or ex-employee of any competitor, or of his agent, or dealer, to disclose to said defendants, or to either of them or to any person for them or for either of them, the business secrets of his employer or former employer.

(d) From inducing, or attempting to induce, any employee or agent of a competitor, or any dealer in the cash register or registering devices of a competitor, to leave the service of such competitor, or to cease to deal in such competitor's cash registers, or other registering devices, and from employing or attempting to employ any such agent or employee so induced to leave the service

of a competitor, or any such dealer so induced to cease dealing in the cash registers or other registering devices of a competitor, as an agent or employee of the defendant corporation or any company organized as a successor to its business in whole or in part.

(e) From using any information as to the trade secrets or business confidences of any competitor which shall have been derived from any person who shall have been in the employ of any such competitor and which shall have been obtained by him in the course or by means of such employment.

(f) From manufacturing, selling or offering for sale any cash register or other registering device made to resemble in appearance a competing register or registering device, or producing, or designed to produce, the same or similar results, or performing, or designed to perform, the same or similar functions, when sold or offered for sale, not in good faith for the purpose of earning profits therefrom, but for the dominant purpose of preventing sales of such competing cash registers or registering devices or of inducing the purchaser or owner of the competing cash register or registering device to substitute therefor one of such similar machines; or from selling any cash register or registering device at a price fixed with reference not to the cost of manufacture but solely with reference to the price of said competing cash register or registering device, for the purpose of driving from business in interstate or foreign commerce the manufacture of or dealer in such competing cash registers or other registering devices.

(g) From selling or otherwise disposing of any cash register or other registering device manufactured by a competitor, whether acquired by purchase, exchange or otherwise, not for the purpose of realizing therefrom as much as practicable but for the dominant purpose or intent of preventing sales by a competitor or retail dealer in the cash registers or registering devices of a competitor; and from acquiring any such cash register or other registering device, manufactured by any competitor, for any of the purposes specified in this sub-paragraph of this decree.

(h) From selling or otherwise disposing of any used cash register or other registering device of the defendant's own make for the purpose not of realizing therefrom as much as practicable but for the dominant purpose of underselling a competitor and driving him from business; Provided, that nothing herein contained shall prevent any sale or offer at a price made in good faith to meet competition.

(i) From employing any person, whether known as a "special man," or "competition man," hereby to be defined to be an employee, to have as his principal business not the promotion of the sale of the cash register or other registering devices of the make of the defendants, or the solicitation of orders therefor, but the prevention of sales of cash registers or other registering devices by a competitor, or his agent, or dealer.



(j) From following from one city or village to another, or from one place in the same city or village to another place therein, any competitor, or his salesman, or agent, or any dealer in a competitive cash register or other registering device, for the purpose of interfering with or hindering such competitor, salesman, agent, employee or dealer while attempting to sell any cash register or other registering device or for the purpose of ascertaining the names of the persons upon whom, or the places of business at which such competitor, salesman, agent, employee, or dealer, may call.

(k) From making, or circulating, or causing to be made or circulated, any statement, report, representation, or insinuation, reflecting upon the solvency or responsibility, financially, or otherwise of any competitor, or upon the efficiency of any competing cash register or other registering device, when such statement, report, representation, or insinuation is either a misrepresentation or is made for the mere purpose, not of directly promoting the sale of registers or other registering devices manufactured by defendants, but of preventing the sale of competing cash registers or other registering devices, or of driving such competitor from business.

(l) From using or publishing, or causing to be used or published, any document, circular or letter, the purpose or intent of which is to recommend or suggest to agents or employees of the defendants the doing of any act herein forbidden; and from in any manner communicating to such agents or employees any means of accomplishing or bringing about any such act.

(m) From intimidating, or attempting or threatening to intimidate any competitor or any person contemplating becoming a competitor in the manufacture or sale of cash registers or other registering devices in interstate or foreign commerce by maintaining or making a display of models of machines of the defendant's make together with various rival machines which they were built to resemble or to displace, or by maintaining or making a display of quantities of used registers or other registering devices of a competitor, or by displaying placards or statements pur-

porting to show the amounts lost by various competitors in an effort to compete with the defendant corporation, or its predecessors, and from intimidating, or attempting or threatening to intimidate, by any such means, investors or persons contemplating becoming investors in the stocks or other securities of competing companies formed or to be formed.

(n) From maintaining as an ostensible competitor any corporation or organization owned, directed or controlled, by stock ownership or otherwise, by said defendants or any of them or affiliated with them, or any of them, without disclosing the connection with the said defendants.

(o) From intimidating, or attempting or threatening to intimidate purchasers or prospective purchasers of competing cash registers or other registering devices, with suit or liability for patent infringement unless and until such claim of infringement has been sustained by a court of competent jurisdiction. But nothing herein contained shall prevent defendant corporation or its proper representative from serving in good faith upon any such purchaser a formal notice of its claim of infringement.

(p) From acquiring ownership or control directly or indirectly, by means of stock ownership or otherwise, of the whole, or an essential part of the business, patents or plants of any competitor engaged in the manufacture or sale of cash registers or other registering devices in interstate or foreign commerce; Provided, that in case any such acquisition is desired, a petition may be presented to this Court stating the reason therefor and if the Court upon investigation into all of the circumstances of the case and after notice of not less than sixty days to the Attorney General shall determine that such business or patents or plant so desired to be acquired will supplement the plant, patents, machines, or facilities of the defendant corporation and that the acquisition thereof is desired for that purpose and will not substantially lessen competition, then jurisdiction is reserved to pass an order permitting the same upon such terms and conditions as may be right.

## FAIR AND UNFAIR COMPETITION

Occasions may arise where a prospective purchaser is willing to give you an order, but the taking by you of that order may interfere with an order previously given to a competitor. It is impossible to analyze every conceivable condition which may arise, but the following suggestions are offered as a guide to members of our sales organization.

You will generally find that prospective purchasers will be included in one of the following classifications.

1. The prospect has a cash register which he has purchased under a time payment contract from a competitor and the purchase price has not been paid in full. The prospect has need for only one cash register. You must not take his order regardless of whether he solicits you or you solicit him, for the taking by you of the contract will result in the repudiation by the purchaser of the contract which he has previously made with the competitor. You should not in anywise discourage him with the cash register which he has purchased, or do anything whatsoever, to induce him to violate his contract with the competitor,

or any of the terms thereof. You must not attempt, directly or indirectly, to persuade him to return the register to the competitor or to refuse to make any payments thereon. You must not point out defects of the register which he has, or tell him that you could sell him a better register at a greatly reduced price. In such case you would be wrongfully interfering with the contractual relations of other parties. You should not take a contract under the above conditions even though the purchaser should first approach you.

2. You will sometimes find that a prospect already has a register but that his business is growing and that he is a good prospect for a second register. It is fair for you to make every reasonable effort to sell him that second register. You will in this case say nothing to induce the prospect to return the register which he already has. When the prospect, however, tells you that he is unable to purchase the register which you are attempting to sell him, and that the only way that he can do so would be to violate his contract already given to the competitor, at this point your interview should close. You may, however, continue to try

to sell him a second register, but by proving to him that he really needs a second register.

3. You will sometimes find that a prospect already has a register which he has paid for, that he considers it an old machine, and that he would like to purchase a register from you and to trade in the old machine as a part of the purchase price of the new register. Such a sale is fair and good business, for you will in that case be doing nothing to damage the competitor.

4. You will sometimes find that an order has been given to a competitor by a prospect whom you have been trying to sell. The customer has given a conditional sales contract or chattel mortgage contract to the competitor, and may or may not have made a down payment, or may or may not have traded in an old machine to the competitor as a part of the purchase price. Under any of these cases the sale is complete, regardless of whether the cash register has been delivered by the competitor or not. This case would fall within the spirit of the discussion under paragraph No. 1 and you must not take an order from the purchaser unless the purchaser really has need for an additional cash register.

5. You may find that the competitor has taken an order but the customer has refused to accept the machine, or if he has accepted the cash register, the purchaser has returned it to the competitor without the competitor's consent. The purchaser now wishes to deal with you. The competitor is probably making every effort to effect delivery and it will be unfair competition for you to interfere directly or indirectly with the efforts of the competitor to cause the sale to stick. You must not take an order from such a purchaser until you have written evidence that the competitor has consented to the cancellation of the order, or until a reasonable time has elapsed

from the date that the purchaser refused to accept the register from the competitor or returned the same to him. During the period you shall not discuss with the prospect the sale of the cash register and you shall not lend him a cash register to use during any portion of that time.

6. You will occasionally find a prospect wishes to purchase from you a cheap machine, and that he is already under obligations to purchase a cash register from a competitor which has not been paid for. You further know that if he purchases the cheap register he will violate his contract with the competitor. Supposing you know where he could pick up such a cheap register without your selling it to him, this case would clearly fall within the spirit of the prohibition expressed in paragraph No. 1, if you should disclose such opportunity to the prospect.

7. You will sometimes find that a man and his wife, or partners, are conducting the business. The wife or one partner, for instance, has given a contract to the competitor but the business is not sufficiently large to warrant two cash registers. To obtain a contract from one in this instance when you have every reason to believe that the taking of the order will result in cancelling of the order which has been given by the other, violates the spirit of fair competition.

8. Under no condition should you have any conversation with a representative of the competitor in regard to such representative leaving the employ of a competitor and taking any position whatsoever with our Company. Under no condition should such a representative be employed for at least, a period of six months after he leaves the employ of the competitor, unless the competitor gives its written consent to such employment within the said six months' period.

### RECEIPT

Place \_\_\_\_\_

Date \_\_\_\_\_

I hereby acknowledge receipt of a copy of the foregoing Consent Decree and Rules. I have read and understand the Decree and Rules, and I agree to obey them throughout the duration of my employment with The National Cash Register Company.

\_\_\_\_\_



*American No. 54, serial #103651. Cabinet is oxidized copper over solid brass cabinet. It was patented in 1906. (Jim Hart collection)*



such situations. The following is an example: "You will sometimes find that a prospect already has a register but that his business is growing and is a good prospect for a second register. However, it is fair for you to make every reasonable effort to sell him that second register. If the prospect has already purchased a second register from a competitor you will in this case say nothing to induce the prospect to cancel the sale. At this point your interview should close."

Years later, the 1916 Consent Decree was the basis for ICRDA's lawsuit to seek relief from NCR's questionable competitive practices. Surprisingly, some of these practices of the 1950s exactly duplicated prohibitions that NCR had agreed to implement in the 1916 Decree.

## FIRST MEETING

The consent decree continued to be an obsession of Hayman's. For over two years, whenever he had an opportunity, he talked to dealers, attempting to get them interested in starting an association. As dealers began to feel increased competition from NCR salesmen – of the sort that was theoretically forbidden by the 1916 Consent Decree – some dealers began to express an interest in seeing what could be done. Others still had reservations, but were willing to meet and discuss forming an association.

In April 1942, Al Elson arranged a meeting of dealers at the McAlpin Hotel in New York City. About twenty-five dealers attended, most of them from the New York area. Some that Hayman remembers were Harry and Lou Rosenstock of Economy Cash Register,

Nat Sussman of Sussman Brothers, Sidney Fireman of Fireman Cash Register, Ed Burl of Burl & Kenny, Irving Schultz of Leoffler Bros., Lou Liss of Bowery Cash Register Company, Ed Silberzahn of Baltimore Cash Register Co., and Matthew Berger of McKenna & Phelps, who had supported Hayman's cause with credit when he first went into business on his own.

At the meeting Hayman gave each dealer a copy of the 1916 Consent Decree and again urged that they act as a group in reopening the issues that the decree had supposedly settled. Hayman was happy to have more than just the text of the decree as ammunition at this first meeting. Back in the summer of 1941 Hayman met a young attorney named Irving Pressman, who had just left the Department of Commerce to go into private practice. Hayman's troubles with NCR and the Consent Decree came up in one of their conversations. At the suggestion of Mr. Pressman, Hayman filed a complaint with the Federal Trade Commission. At the first meeting with FTC attorneys, Hayman told them about the 1916 Consent Decree and how it was being violated. After a lot of questions, the attorneys agreed to look into the matter.

A week later Hayman was told that because a Consent Decree already existed it should be taken up with the Department of Justice. It was their opinion that there was merit to the complaint and should be followed up. Hayman made an appointment with the Anti-trust Division of the Department of Justice and repeated his story. He was excited by the fact that there was some interest and that they agreed to look into the matter. Unfortunately, months passed without anything happening.

The second dealer's meeting was also held at the McAlpin Hotel. Thirty-five dealers were present. Among the new attendees were Fred Kass of Kass Brothers, Albany, New York; Al Whitmer of Whitmer Cash Register, Columbus, Ohio; Art Gordon of Gordon Cash Register, Philadelphia; Saul Benjamin from Buffalo; and Kyle Leeds of Leeds Cash Register, Kansas City. The by-laws and papers of incorporation were presented and approved. Elections were held and Ed Burl was elected president, Al Elson vice president and Hayman secretary-treasurer.

As word got around, more dealers joined. Among them were Ed Mancini of Chicago Cash Register Company, Morris Green of A. J. Thomas Company, and Cy Hornstra of Merchants Cash Register, Chicago. The members met every other month for dinner followed by a business session, which was usually quite lengthy. After the meetings, the dealers spent additional hours exchanging ideas and buying and selling registers to and from each other. The association had at last become a reality.

## PROFILE: LOU ROSENSTOCK

In 1928, at the age of nineteen, Lou Rosenstock joined his father and brother in the family business on New York's Bowery, then the city's center for suppliers of new and used equipment. The firm bought and sold all kinds of used store fixtures and restaurant equipment, including peripherals such as slicers, scales, grinders, cash registers, etc.

As time passed, the Rosenstocks concentrated on selling the peripheral equipment, which had higher profit margins, required less space and less help in handling. Cash registers became a major item. Eventually they changed the name of the business to Economy Cash Register Company.

Economy Cash Register soon became one of the largest used cash register dealers on the East Coast. They sold to retail merchants and also found a lucrative market in buying from and selling to other dealers. An important part of their trade was the rental business, particularly with the major department stores and large chains.

In the New York area there were a half a dozen or so large dealers who bought and sold used cash registers. Another dozen or so smaller dealers or individuals sold primarily to the larger dealers and sometimes to retailers. All of the dealers were competitors for customers, but there was a sort of camaraderie between them that gave the larger dealers a reliable source for registers to fill large orders for specific models as well as orders for multiple units. These dealers also became a reliable source for cash register dealers all over the country. As one of the larger dealers in the New York area, Economy's wholesale business soon represented more than 60 per cent of its business.

When the demand for used cash registers grew, there developed a contingent of, for lack of a better word, "canvassers" - individuals, who went around the country buying up used cash registers wherever they could be had. Sources included NCR offices, other manufacturer's offices that allowed trade-ins, department stores, chain stores, used cash register dealers, and auctions, etc. These canvassers either drove trucks, which they owned or rented, or arranged to have the registers they bought picked up by a trucking company and delivered to some prearranged location. They then resold the registers to dealers, usually to the highest bidder.

It was a hard life. Sometimes the canvassers would be on the road for as long as a week or ten days without making a buy. Conversely, they sometimes picked up full-loads in two or three days. Financing was a big factor for the canvasser. It required a lot of cash to pay for the registers. Credit was unheard of. Individual dealers, who in return got first choice of the equipment, financed many of the canvassers. Through the years some of the canvassers became dealers or wholesalers, among them Fred Jay, Lou Liss, and Leonard Weintraub.

As the market for used cash registers grew, so did the need for qualified servicemen. They were few and far between. Those that were available, for the most part, were former NCR servicemen who had quit or had been laid off by NCR. Sometimes dealers were fortunate enough to find an NCR serviceman who was willing to moonlight.

As we have seen in other contexts, parts for servicing registers was another problem. In many cases dealers had only the choices of cannibalizing machines for parts or buying them from NCR servicemen. A small company in Rutherford, New Jersey, Bullock Parts Company, made a few parts for older model NCRs. For the most part they were the die-cast parts, key checks, indicator stickers, springs, etc. In the mid-1950s, Chicago Cash Register Parts Company came

on the scene. They manufactured many replacement parts but not nearly enough to meet the need. (NCR claimed that there were over 6,000 parts in the electro-mechanical cash register). No single company could replicate all the parts that were needed.

The Rosenstocks often worked with other dealers in finding replacement parts and in some cases joined with others to manufacture a particular part. In 1942, the Rosenstocks joined a group of dealers that put up \$100 each to hire a New York attorney to see what could be done to compel NCR to sell parts to dealers. This was one of the first organized attempts by dealers to work together for a common cause and clearly a seeding of the idea that led to the formation of ICRDA in the same year. This early group effort was unsuccessful, but the participating dealers recognized the value of working in common cause. The Rosenstock family particularly was active in the creation and development of ICRDA.

Just after World War II, NCR, which had devoted all of its resources to the war effort, had little inventory to sell and was several years away from returning to full production. They contacted the Rosenstocks and offered to buy their business. The offer was substantial, but too much animosity had been built up over the years by NCR's efforts to discredit the Rosenstocks and other dealers. NCR's offer was rejected.

Economy Cash Register Company was a charter member of ICRDA and one of its greatest backers. The Rosenstocks firmly supported ICRDA's "Operation Dayton" (more about this later). Through that program they and all members of the association had the opportunities to buy, on a selected basis, cash registers that had been traded in to NCR and bought by the association. Later they actively participated in the purchase of reconditioned machines, another program instituted by the association.

In the late 1960s and early 1970s, Economy Cash Register began selling new registers. They became dealers for Anker, Hugin, JCM and Tec. When Burroughs, the original distributor of Anker machines in the U. S., left the business, Anker took over its own distribution through selected dealers. Economy's astute managers learned of a large inventory of Anker machines that carried the Burroughs name. Economy bought the entire inventory for 25¢ on the dollar and immediately resold them to department stores that were already using Anker cash registers.

With the introduction of electronic cash registers in the early 1970s, Economy took on dealerships for Sharp, Check-a-tron and JCM. It was not long before NCR recognized that independent dealers like Economy were selling most of the ECRs and decided to build a small, inexpensive version to compete with them, Model 94-1. They were not successful with the program and, in a reversal, decided to distribute the 94-1 through the dealers. This was really a first. NCR further determined to exhibit the 94-1 at the ICRDA convention in Montreal. Lou Rosenstock heard what NCR had in mind. On arrival at the convention he went directly to the exhibit area where NCR representatives were setting up their booth. He asked one of the NCR reps how many model 94-1 registers they had. The reply was "two hundred and fifty". Lou asked the price. He then said he would take them all. While still at the convention he sold half of them to other dealers.

In 1979, after a brilliant run of over sixty years, the Rosenstock family sold its business to a buyer who did not have the experience necessary to succeed. Sadly, Economy soon went out of business.



## PROFILE: MATTHEW BERGER/McKENNA & PHELPS

In 1915, Matthew Berger started a business that in its conception had nothing to do with paper rolls for cash registers. That changed quickly. Matty, as he was called by friends and associates, had worked for a lithography firm that printed labels for various products, including beer produced by Jacob Ruppert, New York's largest brewer and sole owner of the New York Yankees. The labels were printed on large sheets that had to be separated into individual pieces by die cutting. Sub-contractors handled the cutting process. One of these, McKenna & Phelps, came up for sale. Matty's boss urged him to buy the company and advanced him \$4,000 for the purchase.

After several years of operation and paying off the loan, Matty got an opportunity to buy another small company, one that had produced paper rolls for the National Cash Register Company. When NCR set up its own paper-roll plant, the loss of its major customer was catastrophic for the little company. Matty bought it for a nominal amount.

In the early years of cash registers, the paper roll, commonly called "tape", recorded sales as they were rung up. Before itemization came to be seen as important, only totals were recorded and little tape was used. When itemization came into vogue, mainly in grocery stores, the use of tape jumped tenfold. Customer receipts became a necessity, using even more tape for the "detail", which remained in the machine, and the receipt roll. As cash registers became more sophisticated, transaction numbers, two to six character department designations, and clerk identification features were added, requiring wider rolls. Matty got into the business at the right time and adapted well to all of this progress. Despite NCR's dominance in the paper-roll business, McKenna & Phelps competed with them successfully on the East Coast.

Matty always referred to the process of creating a roll as paper cutting. The process involves conversion of large rolls of paper, which come from paper mills in various sizes, generally three feet in diameter by three to six feet in width, to small rolls in a procedure called slitting. Each cash register manufacturer had its own paper-roll size requirements, resulting in a varied product line covering all the different makes and models of registers.

The paper-roll business grew much faster than the die-cutting side. Though a good portion of the business was with department stores and big chains, the independent cash register dealer became an important factor in the health of McKenna & Phelps. By 1938, more and more entrepreneurs, former NCR employees and store fixture people among them, were going into the cash register business. Selling supplies as a sideline was helpful in building an independent dealer's customer base. Some ex-NCR salesmen and mechanics, who had been well trained to sell supplies as part of their jobs, became the marketing arm of McKenna & Phelps.

Matty Berger played an important part in the Independent Cash Register Dealers Association from the beginning. He recognized the value of the dealers working together to compete with NCR. He encouraged his dealer customers to attend ICRDA meetings and to become members. His early contribution of \$500 to fund the association was vitally important.

Matty's brother, Jack Berger, worked in the sales department of McKenna & Phelps. He too was an active participant in ICRDA, finding new members, organizing meetings, and taking care of registering new members.

Rittenhouse Paper Company of Chicago, a supplier of paper rolls to dealers and retailers in the Midwest and on

the West Coast, suffered substantial damage in a fire in 1948. The owner was under-insured and was unable to rebuild. He approached Matty for help. After discussing the idea with his son, Bob, Matty bought the company and rebuilt the plant.

Bob Berger was a 1939 graduate of Harvard Law School. After service as a commander in the Navy in World War II, he practiced law in California and New York for a time. His father eventually persuaded him to join McKenna & Phelps. When the Rittenhouse proposal came up, eager to run his own business, Bob, saw it as a great opportunity, especially because of the West Coast customer base. He had been stationed in California during the war and hoped to make a life there one day. By making a substantial investment in rebuilding Rittenhouse, Matty, always progressive, essentially created a competitor (even if it were his own son).

Before the reconstruction of the Rittenhouse plant was completed the Korean War broke out. Bob Berger was called back to military duty. Fortunately, his younger brother, George, managed Rittenhouse until the end of the war. Bob, on returning to the company, found that the West Coast business had deteriorated in the time he was away. In 1961, eager as always to build that side of the business, Bob built a Rittenhouse plant in Los Angeles. In the early 1970s he bought out his major West Coast competitor.

In the years 1951 through 1971, McKenna & Phelps was battered, not so much by competition as by the difficulty of operating a factory in crowded Manhattan. Matty Berger, widely admired by his many customers, mostly independent cash register dealers, many of whom he had helped start their businesses, was eighty-three in 1971. It was time to retire. He moved to California, where he died in 1974.

Simon Blattner, a former employee of one of Matty's competitors, took over the operation of McKenna & Phelps, but was forced to close it down and merge its operations with a new Rittenhouse plant in Tennessee in 1971. About the same time and for the same reasons, the Rittenhouse plant in Chicago was relocated to DeKalb, Illinois.

Over the past twenty-five years, Rittenhouse has expanded its markets by reaching out geographically and in its product mix. New factories were opened in Milwaukee; Toronto; Waco, Texas; Essex, Connecticut; and Pueblo, Colorado. In addition to cash register rolls, the company now manufactures ink ribbons and cassettes, guest checks, and electronic scale labels made from sophisticated thermal paper. Rittenhouse, which once boasted Avis-like, that it was "the second largest producer of paper rolls in the free world," is now the largest supplier of paper products to the independent dealers.

In 1983, Bob and George Berger sold their majority interest in Rittenhouse to Simon Blattner and Andrew Albert. George retired and moved to Paris. Bob continued as chairman of the board until June 1984, when he became chairman emeritus.





## DISLOCATIONS OF WAR

Between the outbreak of war in Europe and America's entry into the war after Pearl Harbor, National Cash Register Company, like other manufacturers of mechanical equipment, began re-tooling for defense production. This caused shortages of new equipment and increased demand for used equipment of all kinds, including cash registers. At the same time, NCR's conversion to the war effort resulted in termination of employment of many NCR salesmen and service mechanics, some of whom saw this as an opportunity to go into business for themselves, working out of their homes or garages. Sometimes a salesman and a mechanic would form a partnership. Those who didn't want to start their own businesses went to work for independent dealers.

The need for replacement parts and supplies grew substantially. Dealers joined together in having selective parts manufactured and made them available to other dealers to recover part of the cost. There were several companies selling parts, though the field was somewhat limited by material shortages. The biggest and most progressive supplier was Chicago Cash Register Parts Company, owned by Guy Edmunds, who became one of the biggest supporters of ICRDA. Edmunds was an innovative mechanical engineer. The ever-growing need for parts presented a real opportunity for his company and a reliable source of parts for the dealers.

Just prior to the United States entering the war the federal government created the Office of Price Administration, better known as OPA. Within this bureau was the Office of Price Stabilization (OPS), the purpose of which was to control prices that might go out of control in an over-heated wartime economy. In most cases the formula for setting prices was simple: as of a fixed date no item could be sold for more than the highest established price it sold for in the year prior to the effective date. The assumption was that manufacturers, dealers, retailers, and service companies would establish the highest price of a particular item from sales records, price lists, etc. Unfortunately, independent dealers did not have published price lists because their prices varied depending on the age and condition of each individual register they handled.

During the period of wartime price regulation many dealers were compelled to make refunds when customers filed complaints about paying more than the ceiling price. Frequently it was the NCR salesmen who told the dealer's customer that they had paid more than the

ceiling price, offering as evidence the NCR Trade-Allowance Schedule, a book issued by NCR to its sales force which showed the amount the company would allow if traded in on a new register. Rather than go to court to fight the cases when customers complained, most dealers simply returned the difference between the amount the customer paid and the alleged ceiling price in the NCR book. The fact was that 90 per cent of the used cash registers sold privately or through dealers exceeded the price in the NCR Trade-Allowance Schedule.

Because the NCR schedule was the only printed price list on used cash registers that was submitted to the OPS, it was adopted as the bible for setting ceiling prices on used cash registers. Yet it was almost impossible for dealers to buy used cash registers at prices below those shown in the NCR schedule. Historically, before OPA, the used cash register dealers paid much higher prices for used cash registers than the prices quoted in the NCR Trade Allowance Schedule. It would be difficult if not impossible for dealers to set ceiling prices on used cash registers within the guide lines of OPS regulations because age and condition of each used register varied.



*National Cash Register Class 1032, serial #1437556 for total adding and printing. (1908 - 1909) (Jim Hart collection)*

## THE WAR

When the United States entered the war on December 7, 1941, many independent dealers of military age entered the service. Those who were too old to serve or exempt for medical or other reasons did reasonably well during the war years, but not without problems. For Hayman's part, when he entered the service in 1943, it was fortunate that his father was able to continue the business. Fortunately, too, he was stationed at Bolling Field in Washington as a specialist on Ohmer control devices. Because of his assignment, he was able to keep up to date on how the business was doing. He was aware of the problems his business was experiencing when trying to buy used cash registers at prices that allowed a profit without breaking the law. The irony was that the OPS regulations only applied sales by businesses and not to sales be-

tween individuals. An individual, having a cash register to sell, could put an ad in the newspaper and get two or three times the price listed in the NCR Trade-Allowance Schedule.

In September 1945, while on leave, Hayman went to the Office of Price Stabilization to see what could be done to get some relief. He got little satisfaction. He wrote a letter to the Senate Committee on Small Business, stating the problem his company was having with the ceiling price regulation. Unless there was some relief, he wrote, "his company and many other dealers he knew would not survive and would have to go out of business."

Several weeks later he received a letter from a Phillip Jehle, the administrative assistant to Senator John Sparkman of Alabama, chairman of the Senate Small Business Committee, suggesting a meeting. This appeared to be a big opportunity. Hayman called Kyle Leeds, Al Elson, and Ed Burl, suggesting they

### PROFILE: ART GORDON

Art Gordon's involvement in the cash register business began with his grandfather, who opened a cash register store in Philadelphia in 1896. Art's father continued the business, first in West Philadelphia and later in Center City. His father died at forty-five, and, Art, who had helped out at the store since his prep school graduation and was now twenty-one, continued the business. This was the beginning of a distinguished sixty-year career in the register business.

Writing his own story some years ago, Art paid tribute to a group of wholesalers that had made his business possible:

"In the early years we did not have new cash registers to sell, with the possible exception of R. C. Allen and Regina, which made adding machines on a drawer. We had to depend on wholesalers for our supplies of machines. The biggest of these were located in New York and Chicago. We had Economy Register, owned by Lou and Harry Rosenstock; Sussman Brothers, run by Ruby Sussman and his older brother; and Fireman Registers, like the others located in the Bowery. In uptown New York we had Lou Liss and his brother Arby. Elson Register, owned by Al Elson, specialized in A-model Remingtons, which competed with NCR machines. NCR later bought out Remington and its patents. After knocking the Remington for years, NCR decided it was a good machine after all. National changed the cabinet and called it model 5000, a big seller in bars and a bestseller for years.

We also had American Machine Export Company, run by the Berg brothers; one brother was in New York, the other in South America. They had a New York loft where they converted models like 852 and 1852 over to South American currency.

Later, Lenny Weintraub sent his truck to various cities and became one of our biggest wholesalers. In Chicago, we had Mike Green and Ed Mancini and his partner Fred Jay."

When World War II started, all inventories were highly valued. NCR made no new machines, only war materiel. NCR started purchasing used machines for its branches to sell. Art sold hundreds of machines to the Philadelphia branch manager, Roger Berman. He realized how success often depends on being at the right place at the right time, and lamented that his father, who had worked hard to build up his inventory, wasn't around to enjoy the fruits of his efforts.

Art was one of the first members of ICRDA. Shortly after joining, he met Cy Hornstra, who had just become a Sweda dealer. On a visit to Chicago Art inspected the Sweda machines and signed as a dealer. In later life he praised Eric Wahlquist, president, Bill Schmacher, sales manager, Howard Payne, advertising manager, and Gene Jeris, service manager, for their good work in the Sweda organization. He valued his ability, with Sweda, to compete with NCR and thought the Sweda was the best electro-mechanical in the world. He later lamented Sweda's delay in entering the electronic era.

A key advocate of Operation Dayton and of ICRDA working with a manufacturer on an association brand, Art said, "I can see objections. What if there are several dealers in one town? Answer: give it to all of them. I would trust a fellow member over an outsider. Remember, our objective is to sell a good product with dependable service. Other sellers offer price only; they have no service departments. Would you buy a car that you had to return to Detroit for service? Our parts department can fill this gap for us."

Art Gordon served on the ICRDA board of directors from 1953 through 1959.



come to the meeting. A meeting with Senator Sparkman was set for October 15, 1945, exactly two months after the war with Japan had ended. By coincidence, Hayman was discharged from the Army Air Corps the same day of the meeting and was still in uniform when he went to the meeting.

Senator Sparkman was sympathetic when he heard about their problem. He asked his assistant, Mr. Jehle to call Chester Bowles, the former governor of Connecticut who headed the OPA, to see if he could meet with the group that afternoon. They went to lunch with Mr. Jehle and after lunch went directly to Bowles' office and repeated what they had told Senator Sparkman. Mr. Bowles summoned one of the division chiefs to his office. A few minutes later a Mr. Schultz arrived and introduced himself as the person in charge of setting prices on office machines, which included cash registers. Mr. Bowles asked him if he was familiar with how the determination of ceiling prices on used cash registers was made. Mr. Schultz said he used the NCR Trade-Allowance Schedule as the basis and explained that it was the only published price list that had been submitted.

Then something remarkable happened. Kyle Leeds asked Schultz if he had ever worked for NCR. Schultz turned red and said, "Yes," that he had worked for NCR before

coming to OPA and would be returning to NCR as a branch manager. Governor Bowles, without hearing another word said, "Effective immediately, the NCR schedule will no longer be used as a basis for setting ceiling prices on used cash registers and until the dealers can submit a formula for determining fair ceiling prices, the price on used cash registers will be the highest price a dealer can show from his own records." He then suggested that dealers try to arrive at a formula that would be equitable for all the

dealers. Things were now being set right. They thanked Governor Bowles profusely and left, elated at the results of this day.

World War II was over. Better times were surely ahead. They talked among themselves about the advisability of reviving ICRDA, moribund during the war.

## WHERE DO WE GO FROM HERE?

With the war over, everyone in the industry was busy rebuilding or expanding their business. For the next two years Hayman played the gadfly again, urging the dealers that he knew to reactivate the association. It was hard to get their interest. The only thing that seemed to concern most of the dealers was the inability to get parts.

Hayman was having the same problems with NCR, and in September of 1947 decided to contact the Department of Justice. The interest of the Justice lawyers centered, it turned out, on the fact that NCR would not sell replacement parts to dealers. An agent by the name of Ernest Branham was assigned to investigate. Hayman went to Mr. Branham's office several times to give him information on NCR's dominance of the cash register business, competitive practices, and trade-in policies. At the third meeting, Mr. Branham asked Hayman for the name of the local NCR branch manager. He told him it was a Mr. R.O. Beam. Hayman sat there in disbelief as Mr. Branham telephoned Mr. Beam and asked if he would be kind enough to come to his office to explain why NCR would not sell parts to dealers. Mr. Beam replied that he had no authority to discuss company policy and suggested that Mr. Branham contact "the powers that be" in Dayton. Mr. Branham then told Mr. Beam that if he had wanted to talk to someone in Dayton, he would have called Dayton and if Mr. Beam didn't want to come voluntarily, he would be glad to issue a subpoena. Hayman could hardly believe what he was hearing, and was asked to come back the following Monday.

The following Monday, Mr. Beam appeared with an attorney from Dayton, who stated that it was NCR policy not to sell parts to anyone. They only supplied parts to their own branch offices and since they owned the branches they weren't violating any law. Mr. Branham disagreed, and indicated that it was his opinion that NCR was in violation of the Sherman Antitrust Act and unless the policy was changed he would recommend an antitrust suit. The NCR attorney asked for a week to discuss this with company officials in Dayton. A week later Mr. Branham received a letter from NCR saying that they would sell parts to dealers.



*National Cash Register class 313, serial 4366 special edition. (Jim Hart collection)*



ADDRESS REPLY TO  
THE ATTORNEY GENERAL  
AND REFER TO  
INITIALS AND NUMBER

*JK*

60-51-0

DEPARTMENT OF JUSTICE

WASHINGTON, D. C.

October 21, 1947

Mr. Stanley Hayman  
2019 14th St., N. W.  
Washington 9, D. C.

Dear Mr. Hayman:

We have been informed by the National Cash Register Company, Dayton, Ohio, that it proposes to permit the sale of repair parts for its cash registers.

An officer of that Company has stated to members of my staff that this change of policy presents numerous internal problems which will require a certain amount of time to resolve, but that the Company believes that repair parts will become available to the trade on or about January 1, 1948. At that time, full details of the operation of the plan will be made available at the branch offices of the company.

We are very glad that we were able to be of service to you in this matter.


Sincerely yours,

*John F. Sonnett*

JOHN F. SONNETT  
Assistant Attorney General

ADDRESS REPLY TO  
"THE ATTORNEY GENERAL"  
AND REFER TO  
INITIALS AND NUMBER

DEPARTMENT OF JUSTICE  
WASHINGTON, D. C.

  
60-51-0

MAY 1 4 1948

Mr. Stanley Hayman, Secy.-Treas.  
Independent Cash Register Dealers Association  
2019 - 14th St., N.W.  
Washington 9, D. C.

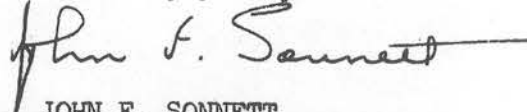
Dear Mr. Hayman:

The Department has taken up with the National Cash Register Company your recent complaint that National does not sell repair parts for any of its products other than cash registers. As a result we have been informed that, effective June 1, National will sell parts for its accounting machines to independent dealers on the same terms and conditions as those under which they now sell repair parts for their cash register.

I am very glad that we could be of service to you in this instance.

We are returning herewith three letters which you left with Mr. Branham of my staff and which you requested us to return to you.

Sincerely yours,



JOHN F. SONNETT  
Assistant Attorney General

Enclosure #212741

## PROFILE: ED BURL

Edward P. Burl was a partner in the New York City firm of Burl & Kenney, one of the oldest cash register businesses in the United States, dating to 1918. When he attended the organizational meetings of ICRDA, as a charter member in 1942 and 1948, he was clearly the senior dealer in experience, which was reflected in his unanimous election as president in both years. Altogether he served as president for three years. He was widely respected among the members for his integrity and his open and friendly desire to help other dealers. Burl had a surprise for the young Turks who gathered in New York to start ICRDA. The members learned for the first time that a Cash Register Dealers Association had been formed in New York as far back as 1918. He had served on its board of directors. Though the group had disbanded after a few years, it was a progenitor of our efforts in the 1940s.

For twenty-two years, until his death in 1964, Burl was highly active in the association. He was always ready to pitch in, especially in efforts to gather trade information that would help all dealers.



## FEBRUARY 1948

Hayman was pretty elated and got the news out to dealers, again suggesting they try to resurrect the association. Finally, in 1948, a small group of dealers agreed that it would be good idea to consider the matter. The group included Al Elson, Nat Sussman, Harry Rosenstock, Lou Liss, Ed Burl, Kyle Leeds, Ed Mancini, and Bob Rosenbaum. The meeting would be held in New York City and each one would make efforts to contact as many dealers as possible and invite them to attend the meeting.

The advance work was successful. Most of the dealers called met in New York on February 4, 1948. Dealers attending were Edward Silberzahn of Baltimore Cash Register Company; Arthur Hatchel Jr., of Register Service Company, Baltimore; Ed Burl of Burl & Kenney, New York; Louis Liss of Guaranty Cash Register Company, New York; Harry Rosenstock of Economy Cash Register Company, New York; Robert Rosenbaum of National Trading Company, Providence, Rhode Island; Kyle Leeds of Leeds Cash Register Company, Kansas City, Missouri; Mr. Pollock of Pollock Cash Register Company, New York; Mr. Hansen of Hansen and McGourtny, New York; Mr. Freedman of Harlem Cash Register Company, New York; Ed Mancini of Chicago Cash Register Company; Fred Kass of Albany Cash Register Company, Albany, New York; Murray Reisman of Standard Cash Register Company, New York; Murray Horowitz of Cash



*Ed Mancini in the showroom at the Chicago Cash Register Company.*



Register Exchange, New York; Mr. Kessler of Cash Register Trading Company, New York; M. J. Gashel of New York; Nat Sussman of Sussman Brothers, New York; Al Elson, Elson Cash Register Company, New York; and Matthew Berger of McKenna and Phelps. The meeting was a bit top-heavy with New Yorkers, but there was a reasonable geographic spread. Hayman was asked to conduct the meeting as temporary chairman.

There was considerable discussion about the old association of 1942. Those who were original members explained how the association had started, what its aims and purposes had been, and how, because of the war, it had become inactive. Hayman told the group that, since October 1945, he had discussed reactivating the association with a number of dealers, but until this meeting there had been no organized effort. The consensus was that, because of the old association's inactivity for so long, it would be best to start a new organization.

A suggestion was made to adopt the name "National Cash Register Dealers Association," just as the office machine dealers used National Office Machine Dealer Association (NOMDA). Hayman reminded the group that this had been discussed at length by the previous membership and that "Independent" had been selected to best reflect the makeup of the membership. Also, the word independent implied freedom from influence by special interest groups. Further, it seemed likely that the use of "National" in the name would be contested by NCR, since it would suggest that our association was somehow connected to the National Cash Register Company.

It was agreed that the name of the association be, again, the Independent Cash Register Dealers Association and that the by-laws state that manufacturers would be excluded from eligibility for membership. The reason for the latter stipulation was that some of the dealers present were members of NOMDA and felt that in that organization manufacturers, as members, had undue influence on policy. Some of the dealers had seen firsthand how the presence of manufacturers at NOMDA meetings had stunted discussion of controversial issues among the dealers.

After more discussion the mission of the new ICRDA was defined. The by-laws would state that the association existed for the mutual benefit of its members through developing communication among dealers, encouraging education for work in the industry, promoting the buying and selling of cash registers, and establishing ethical standards – all to enhance the stature of the independent cash register dealer, members and non-members alike. Membership, indeed, would be limited to dealers only.

## PROFILE: KYLE LEEDS

Kyle Leeds, at the time he became a charter member of ICRDA in 1942, was probably the best known used cash register dealer in the country. Leeds Cash Register Company had been founded in Kansas City, Missouri, in 1907 for the purposes of buying and reconditioning used registers and making and selling parts to other dealers. That Leeds would travel all the way to New York for the early organizational meetings of ICRDA was heartening to other early members. He showed from the first, by serving as an officer and taking difficult committee assignments, that ICRDA was just what he had hoped for during many years in the business. He also brought a unique perspective: he was the only dealer who had experienced a lawsuit brought by National Cash Register Company.



In 1922, Leeds formed the Federal Cash Register Company, a separate corporation, that manufactured the Federal cash register until 1957. The Federal machines, with elegant brass cabinets and press-down keys, are today valued as antiques. Shortly after starting Federal, Leeds, on a trip to Detroit, decided to pay a call on the competition. He asked the Detroit branch to arrange a visit to NCR's Dayton headquarters. This was set up and Leeds managed to tour the NCR factory on two successive days, picking up as much information as he could. In an interview with the Kansas City Star in 1979, he recalled that he was told by NCR executives, "You ought to know you haven't a chance in the world to build cash registers against National." Two years later NCR sued Leeds for patent infringement.

The litigation was costly to Leeds. At one point his bank, hearing of the legal attack by mighty NCR, tried to call in a large loan (but ultimately backed off). NCR dragged out the suit as long as possible, but after three years Leeds' attorneys succeeded in forcing withdrawal of the action and payment of all legal fees by NCR.

In 1957, Leeds started distributing Sweda cash registers in the U. S. He traveled to Scandinavia to buy the machines direct, well before the Swedish company established an American office. He eventually sold his company to Sweda in 1979, when, at the age of ninety, he decided the time had come to retire. After seventy-two years in the business, he continued as a consultant to Sweda until his death in 1980. He was vice president of ICRDA for four years and served on the board of directors for sixteen years. On retiring from the board, this dynamic, cigar-smoking man of small stature, who was known to have taken only one vacation in all his years in business, was elected to life membership in ICRDA.

Temporary officers were elected for one-year terms. Ed Burl of Burl and Kenney, who had been president of the old association and was one of the most respected dealers in the business, was again named president. Kyle Leeds, who had a wide acquaintance among dealers around the country, was vice president. Once again, Hayman was named secretary-treasurer. Hayman relished the responsibility for it enabled him to keep in touch with members and potential members all over the country.

## PROBLEMS

Unfortunately, it didn't take long for the dealers to find out that though NCR had agreed to sell parts, obtaining the parts was another thing entirely. When a dealer went to an NCR branch to buy a part he was asked for the proper name and part number. Without a service manual, the dealer usually did not have this information. Some NCR service departments were willing to look up the data, but the majority were uncooperative and used a panoply of excuses for delaying the supply of parts. The most common excuse was that the part was out of stock. Sometimes it took weeks to get a part and when it finally came the price often was astronomical. Sometimes the dealer would get the part only to find, after disassembling the register, that it was the wrong

part. In spite of these problems, dealers showed remarkable ingenuity in dealing with this dilemma.

ICRDA had established an office in Washington and dealers were urged to send Hayman any information on parts, part numbers, and prices the dealer may have gotten from his own experience. The information was indexed and each month an updated list showing proper names, part numbers and prices was sent to all the members.

Whatever the difficulties, the right to buy parts ultimately did more for the dealers than any other single concession NCR ever made. In spite of the high cost of the parts, the dealers were now able, not only to properly repair registers but also to add features, which heretofore had been virtually impossible. Some dealers were now in a position to reconstruct and modify cash registers and in some cases offer them for sale to other dealers. Dealers like Ken Sanders of Cash Registers Sales, Minneapolis, and Fred Jay in Chicago, would rebuild registers to order for other dealers. This enabled the dealers to take orders from their customers for specific features and compete with whatever NCR was offering.

It seemed that whenever the dealers achieved a benefit, NCR offset it with another tactic. NCR, in an effort to offset the advantage to the dealer of being able to buy parts, developed a new strategy that, while not illegal, was devastating. NCR salesmen, when faced with the possible loss of a sale, would offer to provide the prospect with free loaners in hopes that the prospect would eventually buy from NCR. While very disconcerting, the ability for dealers to offer custom-built used registers, at a substantial savings, offset this tactic.

The ICRDA membership was increasing and soon became a very viable group. A letter from the president of the National Office Machine Dealers Association addressed to ICRDA suggested that ICRDA consider becoming an affiliate of NOMDA and invited a representative to come to a NOMDA meeting in Springfield, Missouri, to discuss the possibility of a merger. At the time, NOMDA was floundering with financial difficulties. Ed Burl appointed Kyle Leeds, a committee of one, to attend the NOMDA meeting with the association paying his expenses.

The meeting ended with the announcement that the association now had forty-three members and \$430 in its treasury. Like many meetings to follow, the session lasted until the wee hours of the morning. ICRDA was again on its way.



*Ohmer Cash Register Model #8000, serial #105762 with a chrome cabinet, slip and journal printer. (Electric or hand operated. Note amount positioning levers instead of key stems. (Jim Hart collection)*





*An early exhibit of Guy Edmunds (center).*

## WHAT AND WHO WAS A DEALER?

Through the first half of the twentieth century there was a big demand for all kinds of used equipment. There were a number of reasons, principal among them, two World Wars, the Great Depression, and a tremendous influx of immigrants, many of whom were by necessity entrepreneurs. They opened small businesses for survival. One of the more important items in the operation of a small business, i.e. a mom-and-pop grocery, etc., was a cash register. As a result there was a steady increase in the number of individuals and companies that bought and sold used cash registers.

If you asked, "Who was a used cash register dealer?" the answer depended on who was asked. A National Cash Register salesman would say, "someone in the junk business, buying and selling used machines that were either stolen or in a fire." A merchant might simply say, "an individual or company that buys and sells and sometimes repairs used cash registers."

There were, in fact, three types of used cash register dealers. First, there was the independent dealer who sold only cash registers. Second, the independent dealer who handled in addition to cash registers, other equipment, such as store fixtures, scales, and office machines of various kinds, with cash registers being only a percentage of the business. Third, there was the "wholesale dealer," who bought registers for the sole purpose of selling them to independent dealers of the first and

second kind. Wholesalers were the largest single source of used cash registers for independent dealers.

The wholesalers were a unique breed, and for lack of a better word, were canvassers. For the most part they were individuals who traveled from town to town, city to city, in trucks, buying used cash registers from whatever sources they could find and reselling them to other dealers. The larger wholesalers often bought traded-in registers from NCR salesmen and branch managers, a practice frowned on by NCR management in Dayton. To get around company policy, the NCR people who engaged in this trade with wholesalers relied on the unwritten understanding that the wholesalers would not resell the registers to dealers in the same geographical area. NCR offices did not want to compete with local dealers on machines

they had just traded in.

The wholesalers, who frequently spent days at a time on the road buying registers could be counted on to be discreet





about their sources and contacts. Why would NCR employees jeopardize their jobs by engaging in this practice? Most likely it was simply to line their pockets with extra money at times when dollars were scarce.

When an NCR salesman had difficulty closing a sale that involved a trade-in, he told the customer that he knew of someone who would buy the old register for more than NCR could allow in trade. The wholesaler indeed would usually pay substantially more than the trade-in allowance. If successful in buying the old register, the wholesaler usually paid a commission or bonus to the NCR man. Sometimes NCR employees put wholesalers in touch with individuals or companies that were not in the market for new cash registers but just wanted to dispose of surplus registers that were no longer needed. This, too, earned bonuses and commissions.

The smaller wholesalers, unlike the larger ones, depended on contacts with store fixture and office machine firms and auctions as sources of used registers. They, in turn, traded or sold the registers to independent dealers, usually in the same cities where they bought them.

## GROWTH AND CONTINUITY

It is noteworthy that a large number of independent cash register dealers, among which were former employees of NCR who had left that company for one reason or another (disgust and frustration included) and had gone into business for themselves, dealt exclusively in buying, selling, and repairing used cash registers. In some cases, these old NCR people were competitors. It is easy to understand why there was reluctance about forming an association of independent dealers. Some who had made it on their own were initially wary of sharing their knowledge with competing dealers. Others, knowing firsthand the clout of NCR, thought an association of small independents an exercise in futility. They had to be won over to the idea of ICRDA one by one and two by two in time for the second meeting of the new ICRDA.

The second meeting of a new organization is sometimes as important as the first in determining whether a group is viable. The new ICRDA's second meeting was held in New York on May 6, 1948. Attendance was not large, but the pioneers from the

### PROFILE: A. A. (BUD) HACHTEL, JR.

In 1939, Bud Hachtel went to work for the NCR office in Baltimore. At 40¢ an hour, his work included whatever needed to be done – mainly loading registers on trucks and making deliveries. After a few months, he learned of an opening for a trainee in the service department, applied, and was accepted.

After two years of training in Baltimore, he was sent to the NCR service school in Dayton. He returned to Baltimore and continued working for NCR for another five years. He decided to go into business for himself in 1946, servicing NCR registers. He rented bench space from Ed Silberzahn, owner of Baltimore Cash Register Company and an early member of ICRDA. The arrangement was that Bud did service work for Silberzahn under contract; his earnings were applied to the rent and any excess was paid in cash. The setup was amicable, but as Bud developed his own customer base, he decided to open an office several miles from Baltimore Cash Register Company, though continuing to do work for Ed Silberzahn on contract. Bud's primary interest was service as opposed to selling registers. He considered it a challenge to do the necessary repairs to put a register back in top condition. When he could not get replacement parts he ingeniously rebuilt worn or broken parts from old registers or bought them from one of the few parts manufacturers. Occasionally, he came across a used register that he rebuilt and sold to a customer or another dealer.

When the foreign manufacturers began marketing electro-mechanical cash registers in the U. S. and looked for dealers, Bud's opportunities were limited by a lack

of selling experience and financial considerations: as a small dealer he didn't have the resources to take on a major line.

Bud became acquainted with the work and purposes of ICRDA when he attended several meetings as a guest of Ed Silberzahn. Knowledgeable about NCR and its practices, he took great interest in discussions of legal steps that ICRDA might take against that company. He eagerly participated in ICRDA's educational programs and enjoyed opportunities to meet and exchange ideas with other dealers.

In 1972, when electronic cash registers (ECRs) began to appear in the marketplace, Bud, like many other dealers, felt that they could never compete with electro-mechanical registers. His opinion was reinforced by the surges and spikes in electric power that affected the reliability of early ECRs and, especially, by the common problem of static electricity. But, ever eager to learn and grow his business, he eventually took on ECRs, though reluctantly. The larger dealers handled most of the major lines, so he dealt with a number of lesser-known low-end products.

Bud tried to attend all ICRDA meetings and conventions. He especially enjoyed the seminars and exhibits, but, being a one-man operation, it was difficult for him to get away and sometimes he could not stay until the end of a program.

Though Bud sold his company in 1992, he, like most dealers of long duration, has nostalgic feelings for the cash register business. He misses few opportunities to discuss and share experiences with his contemporaries.

first meeting noticed that they were joined by representatives of some companies new to the group, among them National Store Equipment Company of Hackensack, New Jersey; Jonason & Peterson of Brooklyn; Metro Cash Register of Manhattan; and Keystone Store Equipment of Philadelphia. New attendees included James Russo, Myron Lyons, C.C. Hornstra, Henry Seiger, Guy Edmunds, Corneleus Ferrara, Thomas K. McGourtney, R. Hanson, William Ferrara, M. Reisman, M. Shultz, Nathan Sussman, and Sidney R. Schomer.

Kyle Leeds reported that NOMDA would accept the ICRDA as an affiliate. He thought a merger would make a stronger organization from which both groups could benefit. But some ICRDA members expressed the opinion that NOMDA members would benefit more than the ICRDA members. Their rationale was that office machine dealers would be more likely to go into the cash register business than ICRDA members would go into the office machine business. Because of the importance of the decision it was decided that the entire membership should be polled. (A questionnaire subsequently was sent out to the membership asking for a vote on the issue. The tally showed the members overwhelmingly opposed to the merger.)

Harry Rosenstock, a partner in Economy Cash Register Company of New York, was chairman of the by-laws committee. He introduced Irving Shultz, the practicing attorney and partner in Leoffler Brothers who had helped with incorporation back in 1942. Schultz explained the necessity of having legal counsel prepare the constitution and by-laws. He was then retained to prepare the documents.

Guy Edmunds submitted a drawing of a proposed logo, which was adopted. The members were assessed five dollars each, for which they would receive five decals of the ICRDA logo.

Now that there was a semblance of an organization, should they take some action against NCR with respect to unethical practices? There was considerable discussion. The consensus was to wait until the association could get a better feel for its legal position. With only \$769.01 in its treasury, ICRDA was not yet in a position to hire an attorney.

On October 27, 1948, the third meeting was held in New York at the Hotel Pennsylvania. This could be said to be the breakthrough meeting in numbers: some sixty dealers and twelve guests attended. Kyle Leeds from Kansas City still traveled the longest distance, but ICRDA's geographical spread was improving; ICRDA even went international at this session with its first members from Canada. Among the new



*Federal Cash Register, Model 128(C) 1, serial #304995, Kansas City, MO. Federal Cash Register was formed by Mr. Kyle Leeds and produced Federal Cash Registers from 1922 - 1957. Mr. Leeds was a Charter Member of ICRDA and remained a member until his death. (Jim Hart collection)*

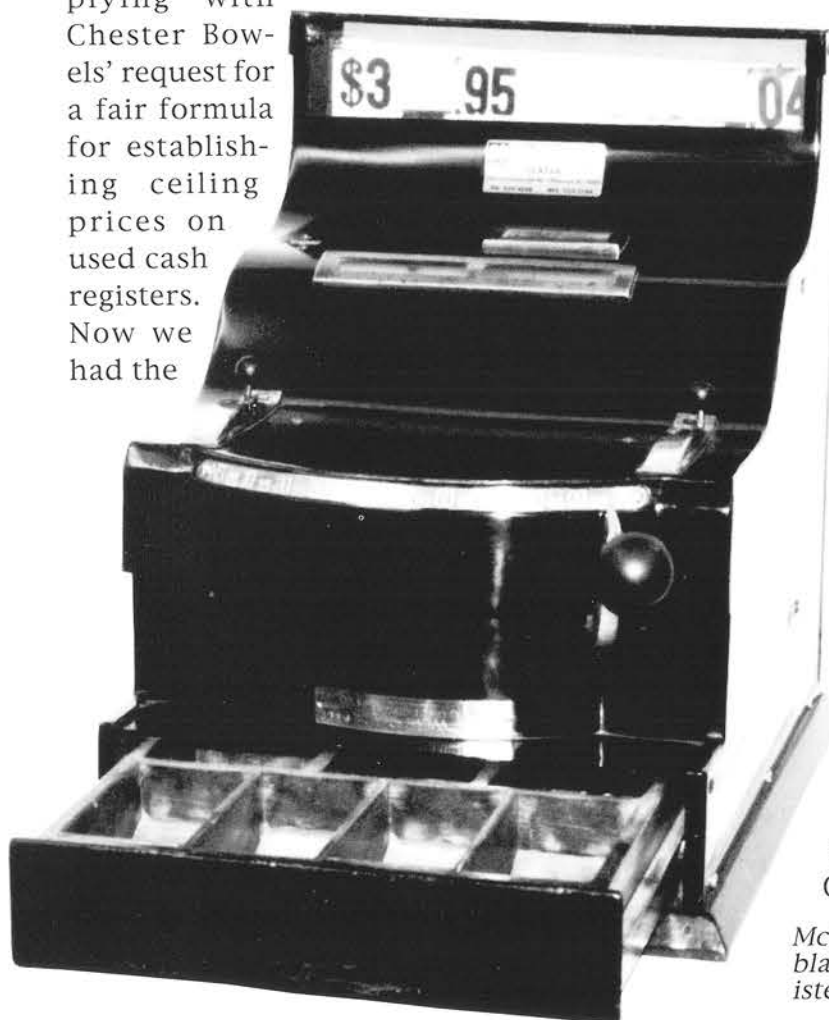
members were: Andy Morrison, Morrison Business Machines, St. Catherine, Canada; Fred Jay, Cash Register Sales, Chicago; Jack Gurchick, Reading, Pennsylvania; Fred Glass, Lancaster Cash Register, Lancaster, Pennsylvania; Al Whitmer, Whitmer Cash Register, Columbus, Ohio; R. Jaycox, Jaycox Store Equipment Co., Flatbush, New York; John Eimerbrink, York Cash Register Company, York, Pennsylvania; Dave Friedman, Cash Register Importers, Montreal; Harry Tallmadge, Sr. & Harry Tallmadge, Jr., Talco Cash Register Company, Long Branch, New Jersey; Robert Rosenbaum, National Trading Company, Providence, Rhode Island; R. J. Scott, Wilkes Barre, Pennsylvania; E. B. Walker, Hempstead Cash Register Company, Mineola, New York; Henry Leoffler, Leoffler Bros., New York; John Consentino, National Store Fixture Company, Hackensack, New Jersey; E.G. Whitley, Whitley, Ltd., Ontario, Canada; Andrew Regina, Albany Cash Register Company, Albany, New York; D. A. Murphy, Murphy Office Equipment Company, Rutland, Vermont; Bob Edwards, Edward's Equipment Company, Rutherford, New Jersey; N. A. Doyle, Fine Store Fixture Company, Newark, New Jersey; Jeff Urdang, Urdang Equipment Company, Patterson, New Jersey; Charles Wisnesk, Keystone Store Equipment, Philadelphia; J. Brownfeld, Atlas Cash Register Company, Flushing, New York; Myron

Lyons, Utica, New York; Arn Kreiger, New Jersey Cash Register Company, Newark, New Jersey; S. M. Weiner, Weiner & Holtz, New York; and William Oberweger, Alco Cash Register Company, New York.

Attorney Irving Shultz presented a constitution and a set of by-laws, both of which were adopted. Some of the more important provisions were:

1. The name of the Association would be Independent Cash Register Dealers Association.
2. The purpose and objectives were:
  - a. To promote and develop a relationship between its members in buying and selling cash registers;
  - b. To establish such ethical practices as good business dictates;
  - c. To enhance the stature of the independent cash register dealers.
3. Dues would be \$10.00 per year.
4. The term for officers would be one year.
5. Suppliers who sold to all dealers – without discrimination or “exclusivity” clauses – would be eligible for membership.

Though the war had been over for three years, the Office of Price Stabilization was still operating. It was more than time to get to work on complying with Chester Bowles' request for a fair formula for establishing ceiling prices on used cash registers. Now we had the



organization in place for a considered response. President Burl appointed Kyle Leeds, who was fast becoming an ICRDA workhorse, to chair a committee to develop the formula.

Despite our having just approved dues of \$10 in the by-laws, there was a need to raise funds, especially if the association was to have an attorney on retainer. An effort to raise the dues to \$50.00 was rejected; some members felt that this was too big an increase. A compromise was reached: \$10 for the current year and \$25 for the following year (1949).

It was proposed that a monthly newsletter be published to keep the members informed of activities and news that affected them. Hayman volunteered to undertake its publication.

The next meeting was scheduled for Chicago. We hoped this would help us reach out to dealers in the midwestern states. After the meeting, a letter was sent out to dealers on a customer list furnished by Guy Edmunds of Chicago Cash Register Parts Company, inviting them to attend. One year down. So far, so good.

## ICRDA MARCHES ON

A Chicago meeting was held at the Stevens Hotel on February 10, 1949. The meeting was informal since the main purpose was to inform the area dealers about the association and solicit memberships. The dealers were given an overview of ICRDA's purposes and what it had accomplished since its inception. The most important thing was to impress on the dealers the idea that in unity there is strength, as proven by the success had in amending NCR ceiling prices on used cash registers. It was pointed out that the 1916 Consent Decree was still in effect, giving the association substantial leverage in any negotiations that might develop.

There were a small number of doubting Thomases who felt it wishful thinking that the association could achieve any success in a lawsuit against NCR, but were willing to support the effort. Some members wanted to pursue legal action against NCR immediately. Practically everybody agreed that they would like to see something done, but calmer heads prevailed and the decision was to wait and consider the legal grounds and the costs involved.

What could be considered the first ICRDA trade exhibit was held at the Chicago meeting. Kyle Leeds displayed the latest models of the Federal Cash Register. The Federals were basically push-

*McCaskey "Cheesecutter" model #399M, serial #42472 with black steel cabinet; a continuation of the St. Louis Cash Register. (1930) (Jim Hart collection)*



down keyboard cash registers, available in several models that were distinguished by the amounts that could be rung on the register at one time. They were designed to compete with NCR's model 700 and 100 classes. Rittenhouse Paper, now operated by George Berger, displayed cash register rolls and Chicago Cash Register Parts Co. displayed some of their parts. While there were only the three exhibitors the idea caught on. Bigger and better exhibits would follow in later years. The meeting turned out to be a big success.

## THE INTERNATIONAL FRONT

Chicago also figured in an interesting development. Just a few months after that meeting, in the spring of 1949, Eric Wahlquist, representing the L. M. Ericsson Cash Register Company of Sweden, contacted Hayman, in his role as secretary-treasurer of ICRDA, looking for a U. S. distributor for Swedish made cash register. Hayman suggested that he contact Ed Burl, president of ICRDA. Mr. Wahlquist went to New York and met with Burl, who was not interested, but suggested that Wahlquist contact Ed Mancini in Chicago. A few months later Mancini announced that he and Fred Jay had become distributors for Ericsson cash registers and invited dealers who were members of ICRDA to visit their office when they came to Chicago to attend the next association meeting, scheduled for October 1949.

A number of the dealers who attended the Chicago meeting visited Mancini to look over the Ericsson register. Some placed orders even though they had to pay cash in advance knowing it would

## PROFILE: HARRY TALLMADGE, SR.

Harry Tallmadge, Sr., started in the cash register business with his son Harry, Jr., in October 1946, trading as Talco Cash Register Company, Inc., in Long Branch, New Jersey, on the Atlantic coast. Prior to opening Talco, Harry, Sr. had operated for many years under the name Monmouth Acceptance Corporation, which had an Ohmer agency and sold typewriters and adding machines as well as cash registers. Within four years of its founding, Talco dropped the office machines to concentrate on cash registers. Later (1952), Talco became a Sweda dealer for Monmouth and Ocean Counties in New Jersey. In 1974, Talco took over the Sweda franchise in Cape May and Atlantic Counties in southern New Jersey and opened an office in Atlantic City.



As a growing company, Talco purchased its building in Long Branch and remodeled and expanded the sales and service space. By 1970 further expansion called for even more space and a four-acre site was purchased in Brick Town, New Jersey. With the office in Atlantic City and another in Ship Bottom, Talco eventually covered the entire Jersey coast, which is noted for its seashore resorts. Talco is unusual in that a substantial portion of its business is in rentals. Many businesses in the beach resort areas are only open three to four months out of the year, providing a lucrative rental market. Though this business required a large inventory, it was very profitable.

Harry Tallmadge, Sr. was elected to the ICRDA board of directors in 1961 and served until 1967. Harry, Jr. was elected to the board of ICRDA in 1972 and later served as president. He has been honored with a Life Membership.



*Jorgen S. Lien, president of the Regna Cash Register Company of Norway, addresses the ICRDA convention in Washington, 1959.*



*A.A. Brolin Cash Register Company, Cleveland.*

be many months before they could get delivery. For more than six months Mancini and Jay tried to set up a network of dealers, but most of the dealers were reluctant to take on an unknown product that required a large investment before delivery.

## SWEDA CASH REGISTER

The Sweda cash register, first introduced in the United States in 1949 as the L.M. Ericsson cash register, was the first foreign-made cash register to be aggressively marketed in this country. In 1950, after surveying the market for a year, Sweda set up its own distribution center in Chicago under the direction of Eric Wahlquist. This was after Ed Mancini and Fred Jay had tried hard, but without much success, to market the Ericsson cash register nationally. However Mancini and Jay were appointed the Sweda dealer for Illinois and Indiana.

Shortly thereafter, Sweda secured an order for 700 cash registers from Walgreen's, a nationwide drug store chain. The sales agreement with Walgreen's stipulated that Sweda would provide service not just in major cities, but in remote areas all over the country—wherever Walgreen installed Sweda registers. Wahlquist carefully studied the ICRDA membership list as a source of dealers who could provide service and offered them dealerships.

For the first time in seventy years, NCR had a seemingly formidable competitor. Unfortunately,

not all of the dealers were as qualified and reliable as Sweda hoped. Some were unable to provide the quality of service that was required; others were undercapitalized. These problems were exacerbated when dealers sold Sweda registers for installation outside their territories and had to rely on the local dealer to make the installation and provide the service which in many cases created difficulties between dealers over quality of service and commissions. This became an excuse for Sweda to take over dealerships.

## ICRDA INFLUENCE

During the summer of 1949, Irving Pressman, the attorney who had been helpful in steering Hayman to the FTC and the Department of Justice back in 1941, came into the picture again. Ed Burl and other board members were familiar with Pressman and his interest in helping the association. Hayman had received a letter from Kyle Leeds about a large order he had received from a Canadian dealer for some new Federal cash registers. Unfortunately, the duty was then so high that he couldn't deliver. Hayman asked Pressman to look into the matter.

Pressman wrote a letter on ICRDA stationery to the Emergency Import Control Division of Canada, and learned that they had classified cash registers in the same category as screen doors and other hardware items. Pressman then asked the Canadian

agency for reclassification of cash registers to the business machine category, which carried lower duty. A few days later Pressman received a letter from Canadian Agency advising that the change would be made. Another feather in ICRDA's cap.

## THE 1950s: OPPORTUNITIES AND A FEW PROBLEMS

One of the first projects undertaken by ICRDA in 1950 was the sharing of business forms and advertising material. Members were asked to send whatever material they had to Hayman as secretary-treasurer. He arranged for copying and collating materials into loose-leaf binders and made them available to members at a nominal charge. Many ideas came from dealers who were willing to share. Soon it became apparent to virtually all members that sharing ideas not only made good sense but also increased their profits. This in turn resulted in many strong business relationships. It became commonplace for members to meet from time to time to discuss mutual problems and ideas and, sometimes, to enter into joint ventures. Ed Mancini, Fred Jay, Jerry Spencer, Gene Malloy, Morris Green, Al Elson, Rolland Pfister, Leonard Weintraub, and Hayman were but a few of those who joined in mutually beneficial business relationships. Many lifelong friendships developed from these relationships.

## CASTING THE NET

In October 1950, at a meeting in New York, President Burl appointed a committee to determine the feasibility of setting up regional groups. The committee consisted of Fred Jay, Cy Hornstra, H. D. Baker and Guy Edmunds. It was hoped that they could arrange for the dealers in the Midwest and on the West Coast to hold regional meetings. This way dealers who could not afford the time nor the money to travel across the country to attend meetings, could then attend regional meetings at a much lower cost.

The West Coast dealers indeed formed a group that met for several years and worked reasonably well as long as it lasted. The Midwest dealers were not as successful. They held a few meetings and then went by the wayside. This regional idea may just have been badly timed. When the cost of travel fell, the Board made the decision to have two meetings a year in different areas of the country, thereby giving members an opportunity to participate – a policy that has lasted for forty-five years.

## MORE FOREIGN MACHINES

The stature of ICRDA increased exponentially in the early 1950s, including additional recognition by foreign companies. The Hugin Company, a Swedish cash register manufacturer, and Universal Cash Register, Ltd. of England sent representatives to ICRDA meetings to solicit dealers for U.S. distribution.



*ICRDA dinner meeting at Mama Leone's, New York, 1949.*



## PROFILE: LEONARD WEINTRAUB

Leonard Weintraub, perhaps more than anyone in the industry, encouraged others to go into business for themselves. This stemmed from his early personal experience and his pleasure in helping others to achieve the success that he enjoyed.

Lenny, as he was best known, joined the U. S. Army in 1943. He was assigned to the medical corps and sent first to Kansas, then to Nebraska for training as a x-ray technician. Before reporting to the Nebraska base he returned briefly to New York to marry. His wife Ethel went with him to Nebraska and worked in the base finance office. When she became pregnant in 1945, she returned to her home in New York. Lenny was discharged six months later and returned to New York, unsure of what work he wanted to do.

Ethel's uncle, who traveled around New York and environs buying used cash registers, offered Lenny a job. It seemed like a great opportunity. Lenny was provided with a truck to drive all over the area to buy cash registers from dealers, auction houses, office equipment stores, etc. He then sold the registers to other dealers. Not long after he started, his uncle became ill and had to give up the business. Lenny borrowed \$500 from his mother, bought his own truck, and went into business for himself. He went from town to town, walking up and down the streets asking merchants if they had cash registers they wanted to sell. He discovered that there was a market for old sewing machines and added them to his buying list. Soon he was buying virtually all types of office machines.

Lenny left home early on Monday mornings and stayed on the road until Thursday – or until his truck was filled. Then we went down to the Bowery to sell what he had bought. He personally financed his operations.

As time went on he was able to buy more and more cash registers because of relations he had cultivated with countless individuals. Since he got more machines than he could immediately sell, he teamed up with another dealer to rent a Bowery store where the inventory was stored.

Eventually, Lenny decided to rent his own building and limit his buying trips. He was now able to do much of his business on the telephone. He was known as a man of his word and his word was his bond. He was liberal in extending credit to other dealers and to individuals, many of them NCR salesmen and mechanics

whom he encouraged to start their own businesses. Several years later he bought his own building and operated from it until his death in 1990.

Lenny was active in the Independent Cash Register Dealers Association and served several terms on its board of directors. His knowledge of the industry and his ideas of distribution and marketing were second to none. He steered many of the dealers he helped finance to membership in ICRDA.

In the mid-1970s, Lenny, Ed Mancini of Chicago Cash Register Company, and Nat Framer of California Cash Register Company created a joint venture for distribution of electronic cash registers that were made to their specifications in Japan. These registers were marketed under the name Check-a-tron. For distribution the three divided the country among themselves, East, Midwest, and West. Shortly after their dealer network was set up Nat Framer died and his son Connie took over the West Coast distributorship. Despite many problems, Check-a-tron was profitable.

Ideas, Inc., a company in suburban Washington, developed an electronic cash register – Micros – but had no experience in marketing. In 1976, Bernard Silverman, a consultant for Ideas, arranged for Check-a-tron to market the product. Micros was introduced in the trade exhibit of the 1977 ICRDA convention.

When Micros was incorporated in 1978, Mancini, Framer, and Weintraub bought 13 per cent of the stock. Connie Framer died in 1978 and Micros itself took over West Coast distribution. Mancini and Weintraub continued as distributors in their respective areas. In 1979, Micros absorbed their territories, but Lenny retained the international distribution rights. A year later Lenny bought Mancini's and Framer's Micros stock. In 1982, he sold the international distributorship back to Micros, which enabled the company to go public. Lenny was elected to the board of directors of the new company and served until his death. He played an important part in Micros Systems. As a board member he pointed out the importance of independent dealers in the distribution network and helped the company get highly qualified dealers to handle Micros.

For a time Lenny was sole distributor in the United States for the Global Scale. Near the end of his life he sold those rights back to the parent company and continued with them as a valued consultant.

At a meeting in New York the Hugin representative, a Mr. J. Nilsson, described his company and said it hoped to be in the U. S. within twelve months. Mr. B. M. Wise, president of Universal Cash Register Co., which manufactured a line of press-down key registers, was also looking for a market in the United States. ICRDA members were enthusiastic about what they saw and heard. For the first time, dealers could have new cash registers to sell.

That was the good news. The bad news was the growing difficulty of competing with NCR. NCR sales-

men were beginning to offer more and more factory rebuilt registers.

On the plus side again, the availability of replacements for high-mortality parts increased substantially through the 1950s. Dealers who together had quantities of high mortality parts made them available to other dealers. Additionally, there were several companies exclusively devoted to making and selling spare parts. The biggest and most progressive continued to be Chicago Cash Register Parts Company.

Gradually, independent cash register dealers were able to repair and refurbish a used cash register to compete with NCR's factory rebuilt machine. They put on new key tops, new indication, new cash drawers, and refinished the cabinets. This gave NCR grave concern. NCR took a page out of the independent dealer's book and permitted the local NCR branches to buy used cash registers. Instead of shipping the purchased cash registers and trade-ins back to the factory for rebuilding, they refurbished them in the local branches, enabling them to become more price competitive with the dealers.

At the meeting of ICRDA's board of directors on October 26, 1950, at the Statler Hotel in New York, Hayman reported the results of the letter Irving Pressman had written to the Canadian government on behalf of Kyle Leeds. He cited it as an example of the influence an association has as opposed to an effort by a single individual. Hayman then introduced Pressman, who briefly outlined his background. He had graduated with a bachelor of law degree from Yale University in 1937 and was admitted to practice in New York and Washington. He had a wealth of government experience, having been employed as an attorney at the National Bituminous Coal Commission, at the United States Housing Authority, and in the Solicitor's Office of the Department of Commerce. During his tenure at Commerce he had handled numerous problems affecting small businesses and felt especially qualified in that area. He said that he would be willing to represent our association on a modest retainer until both he and the association could evaluate the value of his services.

Hayman pointed out to the board of directors that, because of increasing controls and restrictions

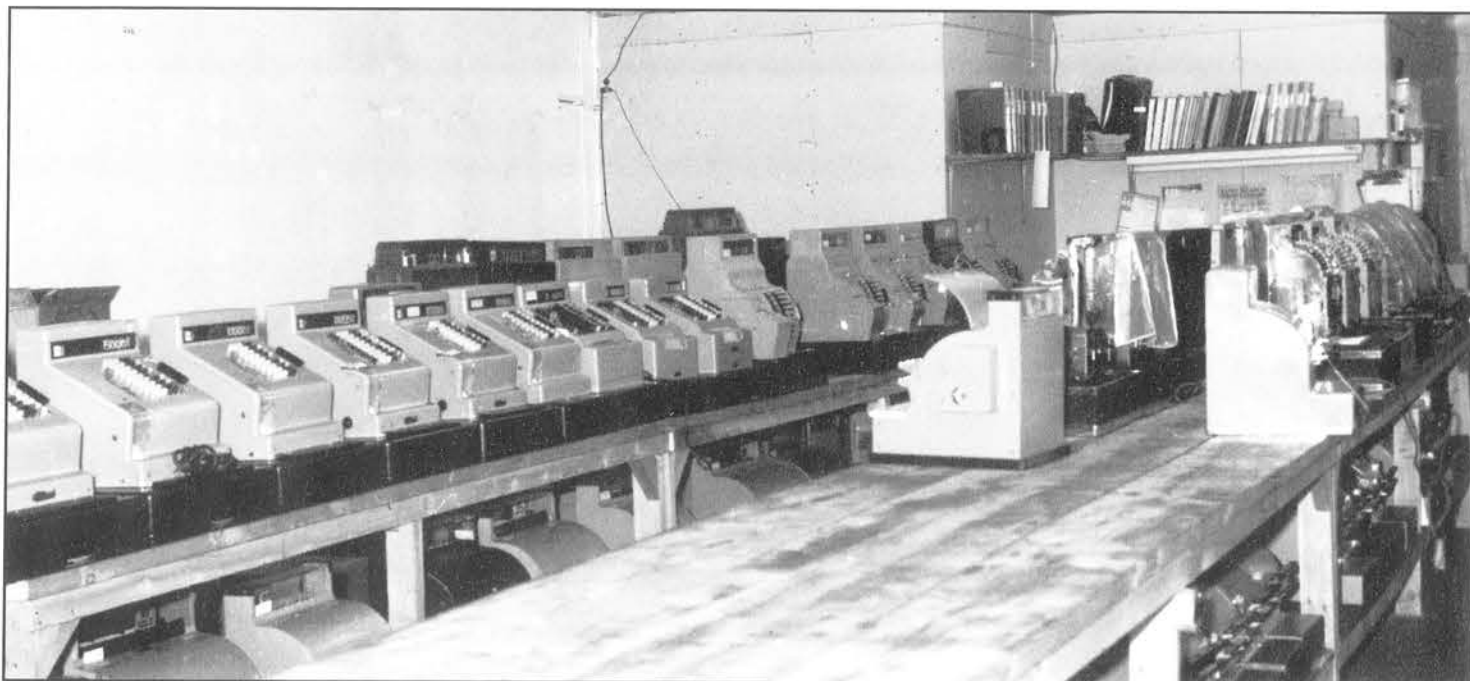
being imposed upon small businesses, competent legal counsel in Washington was a necessity that the association could not overlook and suggested that Mr. Pressman be retained as general counsel. This met with the Board's approval and it was agreed that he would receive a retainer of \$50.00 a month, plus reasonable out-of-pocket expenses incurred on behalf of the ICRDA. At the time, the association had all of \$2,730.47 in its treasury.

## PROGRESS AND MORE PROGRESS

The old challenge of finding a formula for determining ceiling prices on used cash registers was still around in 1951, but Kyle Leeds' committee had by then expanded the discussion to include the National Office Machine Dealers Association, a plan that would be acceptable to all parties was near at hand.

A two-day meeting of ICRDA was held in Chicago on February 7-8, 1951. For the first time since 1948, new officers were elected. Al Whitmer, a former mechanic and later a salesman for NCR, from Columbus, Ohio, was elected president; Fred Kass of Albany, New York, vice-president; and Hayman again retained as secretary-treasurer. By this time, there were sixty paid-up members and \$3,769.43 in the treasury.

The board of directors was expanded to include six members at large with the past president acting as chairman of the Board. Two members, Kyle Leeds and Nat Sussman, were elected to three-year terms; Andy Morrison and Ed Silberzahn to two-year terms; and Fred Jay and Guy Edmunds to one-year terms.





## PROFILE: CYRIL C. HORNSTRA

Cy Hornstra's interest in cash registers dated to 1918, when he worked for Marshall Field and Company, the big Chicago department store, as a cash register reader. Field's used the NCR Class 9000 Double Reel, which kept clerk and departmental totals on dials inside the register and under lock and key. It was Cy's job to record all of the figures on special forms and then, with a small wrench, to reset the totals back to zero for the next day's business. The store had so many registers that this was a full-time job.

An important part of the job was advising NCR repairmen of any problems. In time, the NCR service people noticed that Cy could take care of minor problems and showed interest in learning to repair registers. The service manager recommended him for a service trainee's position. After training in Dayton, Cy became a field serviceman and, returning to Chicago, went from store to store repairing all kinds of NCR registers. He held that job from 1919 through 1933.

The early 1930s were the height of the Depression; cash register sales were at a low level. The Chicago branch was owned by NCR. Dayton headquarters demanded that expenses be cut, including the salaries of servicemen. Cy Hornstra's pay was cut from \$35 per week to \$32.50. This was the genesis of Merchants Cash Register Company, which Cy broke away from NCR to found in the winter of 1933-1934. The original name was New Deal Cash Register Company, in honor of President Franklin D. Roosevelt's program for national recovery. By offering good service at a lower price than NCR and attracting customers he had serviced for NCR, Cy got off to a good start. He worked from his home and soon built a large garage for his repair shop. One of his first customers was the Walgreen Company, a small drug chain at the time but one that was expanding rapidly. Cy had the opportunity to service their existing registers and sell them used registers for new stores.

In 1938, Cy moved the business to a storefront at 107 North Cicero Avenue in Chicago. By this time he was disenchanted with the New Deal and changed the company name to Merchants Cash Register Exchange. Between 1938 and 1941 his payroll grew from two employees to eight, one of whom was his invalid older brother who handled inside office work. Cy began purchasing NCR registers from wholesalers in New York and Philadel-

phia. He was able to buy some parts from Chicago Cash Register Parts Company (later International Cash Register Parts Company), but many needed parts had to be welded, reformed, or scavenged from junked registers. At the time NCR's monopoly of the cash register business was complete, extending even to repair parts. NCR would sell parts to no one.

The business continued to be one of service and, occasionally, the sale of reconditioned NCR registers. There were few chances to sell new registers, though Cy did a small amount of business with Remington, Burroughs, and St. Louis registers, all press-down, cash-key machines.

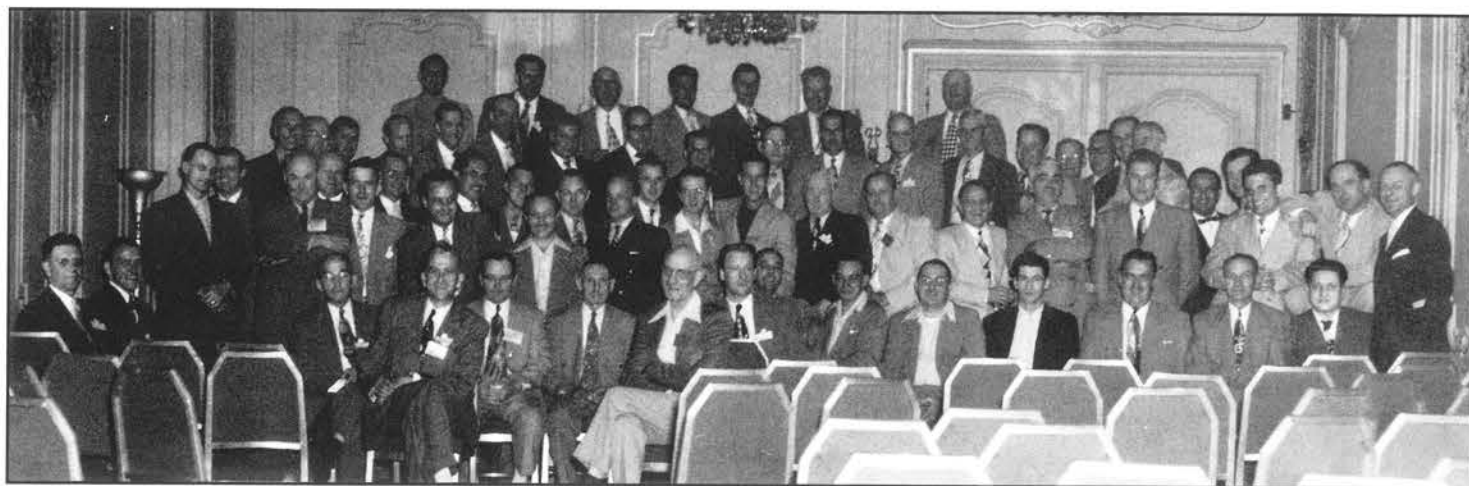
World War II hit the company hard: seven of the eight employees were drafted or went to work in war production. Business was slow, largely because of the OPS price controls. Few new dealerships opened during the war. For its part, NCR did not build new cash registers during the war but did rebuild old registers and sold them with the "FR" mark. NCR also scoured the marketplace for as many registers as they could find. This created a shortage of used registers, and, at the war's end in 1945, a great demand for new registers.

Between 1946 and 1950, Cy's sons Bob and Howard joined the business, which became a dealer for the R. C. Allen "A" Mod, the Clary-A-Mod, and Ohmer registers. These products brought in little business so the company's main effort continued to be the sale and service of used NCR registers. Then, in 1950, Cy Hornstra made contact with Eric Wahlquist, whose L. M. Ericsson Company had by that time spun off its cash register division into a separate firm named Svenska Data Register Company. Svenska marketed its cash register under the name Sweda. Cy's Merchant Cash Register Company became one of the first Sweda dealers in the Chicago area.



*H.O. Whistler presenting Cy Hornstra a Certificate of Appreciation as a past member of the Board of Directors.*





*ICRDA meeting at the Palmer House, Chicago, 1951.*

The Clary Adding Machine Company had made a request for membership in the association. This presented a problem since the membership had already made the decision that manufacturers were ineligible. It was pointed out that, at the time that the decision was made, there was concern about manufacturers competing with dealers through their own branch offices or sales people. However this was not the case with Clary, which sold its registers solely through dealers. As quite a few ICRDA members sold Clary registers it was decided that the matter be reconsidered. Kyle Leeds, Cy Hornstra, and Frank Freedman were appointed as a committee to consider Clary's application and make a recommendation.

The next day Kyle Leeds, reporting for the committee, recommended that the by-laws be amended to state that "Manufacturers who distribute their registers only through independent dealers shall be eligible for membership." The committee offered as its rationale: a manufacturer who sold directly to the end user or restricted dealers from selling other manufacturer's products would not be eligible for membership. However, manufacturers who appointed dealers to sell their products without any restriction on selling other competitive products would be eligible for membership. With this change, a manufacturer who really felt that being a member of ICRDA was important would refrain from setting up restrictive dealerships. The membership accepted the recommendation and amended the by-laws accordingly, making Clary eligible for membership.

Kyle Leeds and his committee on the OPA/OPS pricing matter submitted for discussion the following formula which they and a corresponding NOMDA committee had worked out for used cash registers and other business machines:

1. Sales from dealer to user (reconditioned machines): Eighty per cent of the listed or abandoned price as indicated in the August and

September 1950 price schedule issued by the National Cash Register Company.

2. Sales from dealer to dealer for rough machines: Two-thirds of seventy per cent of the listed or abandoned price as indicated in the August and September 1950 price schedule issued by the National Cash Register Company.
3. Sales from user to dealer and from user to user (rough machines): Thirty per cent of the listed or abandoned price as indicated in the August and September 1950 price schedule issued by the National Cash Register Company.

Hayman was appointed as a committee of one to present the formula to OPA/OPS.

## HELPING ONE ANOTHER

In October 1951, to show how members had started to act as one, an appeal was made to help Ed Burl at a meeting in New York at which twenty-six members were present. Ed's business had suffered considerable damage from a flood (caused by a broken water main) in a basement, where much of his inventory was stored. Unfortunately, the damage was not limited to water but involved sand as well. A group of dealers volunteered to make available, not only inventory, but help in repairing the damaged registers.

During the year complaints concerning NCR had increased. Irv Pressman reported on his communication with the Department of Justice about problems with NCR and the request that the department look into NCR's violations of the 1916 Consent Decree. The Department agreed to study these complaints, but asked for documentation of the ICRDA's allegations.

At a meeting in Chicago on October 11, 1952, at which thirty-five members were present, Mr. Pressman informed the dealers that they had to docu-

ment all incidents concerning unfair practices by NCR and had to be specific, such as providing the name of the customer, the persons involved, the nature of the complaint, and whatever damage or loss the dealer claimed to have suffered.

There were two problems about such specificity. First, most customers or prospects did not want to get involved. Second, the dealers found it difficult to understand this absolute need for hard evidence, since there was no apparent difference between what they had observed and "the facts" overall. The irony was that the dealers were clearly getting hurt but found it difficult, if not impossible, to get customers or prospects to provide evidence or give statements.

Pressman prepared a form for the dealers to use as a guide in getting the information that was needed. For several years these forms were retained and filed according to the type of complaint. In this way ICRDA documented trends, which later proved very helpful.

The association was beginning to function more like an association than a social club. A lot of ideas were proposed as to what the association should do to help the members. One of these needs was a brochure or catalog showing the various models of NCR registers. Dealers who were former NCR salesmen understood the need for a pictorial catalog, espe-

cially when making proposals. It was expensive for dealers to have pictures taken of the professional quality needed for an effective brochure. Out of necessity some of the larger dealers had produced brochures but they lacked quality. Most of the dealers relied on brochures – secured from customers or prospects – that had been left behind by NCR salesmen.

With over \$4,000 in the treasury, it was felt that the association could fund the production of a pictorial catalog and make it available to the members. Hayman was directed to look into the costs. It would take approximately a hundred pages of pictures and keyboard layouts to make up a truly representative selection of registers. Some members of ICRDA who were former NCR salesmen had retained some of the original NCR brochures and pictorial catalogs showing keyboard layouts and specifications and made them available. This resulted in an accumulation of over a hundred different pages showing pictures of particular models, specifications, features, and other pertinent data. Hayman found a printer who was willing to copy the pictures for three cents each. Thirty-seven models with specifications were selected. The first order was for 200 copies of each. With the help of his wife and children, Hayman assembled the pages in binders and made them available to the members for \$6.00 each. This was the first real moneymaker for the association. Over the years additional models were added to the catalog.

## PROFILE: AL WHITMER

In June 1981, a few months after his eighty-sixth birthday, Al Whitmer received his Past President's Ring at the annual convention of ICRDA. The affection for this venerable dealer from Columbus, Ohio (Whitmer Cash Register Company), was enormous. He served as the second president of ICRDA (two terms, 1951 and 1952) in the very infancy of the association when everything was touch-and-go. Little money was available and Al, along with his fellow officers, paid his own expenses in those critical days. It was only through the strong leadership of Al and a few others that the association survived at all. In recognition of his invaluable service he was awarded, in 1961, the first Life Membership given by the association.

Al was a member of the original Dayton Committee, which oversaw the establishment and varied functions of "Operation Dayton", a complex task indeed.



## THE BATTLE HEATS UP

In November 1953, at a meeting of ICRDA in Chicago, the following officers were elected: Fred Kass, president; Ed Mancini, vice president; and Stanley Hayman, secretary-treasurer. Cy Hornstra, Gerald Spencer, and Miller Huggins were elected to the board of directors for three-year terms. Art Gordon was elected for two years and Saul Benjamin for one year. The number of members serving on the board was increased from six to nine to allow for greater geographical representation.

The importance and prestige of ICRDA was becoming more evident. Other manufacturers and suppliers were inquiring about membership. McCaskey, the manufacturer of AMODS and systems for tracking credit slips, applied for membership. Their products were sold solely through exclusive agents who were not permitted to handle any other lines, and therefore the company was ineligible for membership. McCaskey's management, realizing the importance of the services the association was providing to its members, wanted each of its agents to join. As an inducement to accept them as members,







Hayden Meyers (left) and Kyle Leeds in Colorado Springs.



Al Whitmer and his two-wheel folding "Whitco" cart.

McCaskey offered to sell all of its traded-in registers to members of the association. However the by-laws, as amended, were clear: their applications were turned down.

On April 30, 1954, forty-seven members attended the ICRDA meeting in New York. Most of the meeting was devoted to ways and means of improving services and programs for the members. The importance of having more members was discussed and an appeal was made that greater effort be made to get new members.

A burning issue at this meeting concerned NCR's salesmen telling dealer's customers, who bought or were about to buy registers, the age of the register. Age, in fact, had little effect on serviceability, but could be considered a detriment by some purchasers. As with automobiles, one owner, over a given period of time, can put on many miles, while an-

other owner will only put on a few miles. Many registers sold by dealers were reconditioned and looked rather current. The fact was that NCR had manufactured the same model for twenty-five years or more and the only way one could tell the age was by the serial number. One member suggested removing the original number plate and replacing it with one of his own. But that would make the register difficult to trace if it had been stolen. The majority of the members looked upon this idea as a poor solution to the problem and urged members not to indulge in this practice.

## MANUFACTURERS AND SUPPLIERS

As time went by, it became evident that suppliers and manufacturers who sold to dealers desired to become active members of the association. They felt that being part of the association was important and attended meetings faithfully and participated in supporting various programs and functions. More importantly, they encouraged their dealers to join the association. Most of those participating were principals in their companies. They were willing to serve on committees and sponsored occasional functions and events. For these reasons some members felt they should be eligible for membership in ICRDA. A number of notable suppliers, namely Matthew and Jack Berger of McKenna & Phelps, Guy Edmunds of Chicago Cash Register Parts Company and Charlie Taylor of Baco Ribbon, not only attended the first organizational meetings, but also over the years had contributed significant time and money to the association. Eventually they were grandfathered in as members.

It was indisputable that all manufacturers and dealers needed each other. This was why the subject of membership for both suppliers and manufacturers kept coming up. Establishing an associate membership solved the problem. These associates were restricted from the right to vote, hold office, or participate in the business portion of association meetings. The fee for associate membership was set at \$100.00 annually. This was not only a solution, but also became an additional source of revenue.

Usually there was a period after the business portion of the meeting when members discussed mutual problems and exchanged information. Sometimes the manufacturer representatives and suppliers participated by giving special recognition to a member, presenting a new product, providing door prizes, etc. Occasionally a member would tell the group about something that he was doing to increase business.



*Al Whitmer, retiring president, congratulates Fred Kass on his election to the presidency, 1953.*



## FIRST CONVENTION

In April 1955, over fifty members and their wives attended the ICRDA meeting at the Edgewater Beach Hotel in Chicago. This was the first time that spouses had been invited. In addition to the business sessions there were several cocktail parties (sponsored by manufacturers and suppliers), a sightseeing tour, and a banquet. Ed Mancini was elected president; Miller Huggins, vice president; and Stanley Hayman, secretary-treasurer. Kyle Leeds, Nathan Frammer and Al Whitmer were elected to the board for three years and Lou Liss for two years.

Following the meeting, fourteen exhibitors, who had paid \$60.00 each for a booth, displayed their products. Fourteen was not a large number, but the exhibits were of great interest to the members.

At this meeting it was decided to publish the NCR Trade-Allowance Schedule. This would make it possible for ICRDA members to have the same information as the NCR salesmen. There was a definite advantage in knowing the price the NCR salesman was quoting a customer for his trade-in. In fairness, NCR never made any attempt to stop the association from printing the schedule.

Because the association was trying to get the support of the Antitrust Division of the Department of Justice to act against NCR, Irv Pressman's legal opinions and advice were always of interest. He continued to urge members to record incidents in which NCR salesmen had indulged in unfair practices. This was to prove that such practices were widespread and not isolated cases. Pressman also explained what dealers should do or not do when gathering information, and why it was important that they themselves act ethically. He placed great emphasis on this because he found, when investigating some incidents, that the dealers themselves had not been completely ethical.

## PROBLEMS: MEL SACK

Mel Sack, a cash register dealer in Cumberland, Maryland, appeared before the board of directors to request financial support for his contemplated lawsuit against NCR for unethical practices and restraint of trade. The board decided that it wouldn't be prudent for the association to finance a lawsuit for the benefit of one individual and turned down Sack's request. Also, Sack was seeking damages, whereas the association's posture was to get NCR to cease its questionable practices. It was pointed out that several years earlier Sack had dropped out of ICRDA because, in his opinion, the association was not moving fast enough in dealing with NCR.

## PROFILE: ED MANCINI

Ed Mancini was born in 1913 in Chicago. Shortly after his birth, his mother took him to Italy to visit and dispose of some family property. Unfortunately, World War I broke out and they were compelled to remain in Italy until the end of the war. It was not until he was thirteen years old that he was able to return to Chicago. It so happened that next door to where they lived was a small shop that did cash register repairs. At the age of sixteen, Ed went to work for the owner of the shop doing odd jobs like cleaning brass cabinets, painting and doing minor repairs at the big salary of eight dollars a week. About this time NCR had phased out the brass cabinets and were putting on smooth steel cabinet painted with a wood grain finish or in a black wrinkle finish with chrome trim. In 1933 they started taking the old brass cabinets and modernizing them by grinding out the designs, welding in a sheet metal insert, nickel plating the edges and painting the inserted sheet metal with a black wrinkle finish to simulate the newer NCR 700 and 800 class registers. However, there still remained a demand for the old brass registers by the new bar rooms that were opening due to the repeal of prohibition.

It was pretty hard for Ed to do very much on his weekly salary of eight dollars, so he worked extra hours at fifty cents an hour in order to occasionally go to the movies and put away a few dollars.

In 1936, at the age of 22, Ed decided to go into business for himself, as he saw no future working in a one-man operation. With \$500 borrowed from his father and his aunt he opened a store at 1222 West Madison St. in Chicago, determined to make a success. About a year later he took in a partner by the name of William Oliver. He was a mechanical genius. He could repair anything. Unfortunately, Mr. Oliver suffered from epilepsy and was unable to do outside service. Ed became the outside man, selling supplies, installing ribbons and occasionally doing minor repairs. The going rate for a service call was three dollars. He gave immediate service and was thankful to get the three dollars. After several years he had established a customer base and hired several NCR trained service technicians.

In 1937 Ed bought his first automobile, a Plymouth for \$700.00. With three employees, he continued to operate as Chicago Cash Register Co. While he was somewhat successful it was not always easy. He had tough competition from a number of other independent dealers, but his main competition was from NCR, who told customers that Ed got his registers from fires and that he bought stolen machines or bought registers that had been dropped from a twenty-story building. In spite of this, he never said a derogatory word about NCR and as the years went by NCR often recommended Ed as a source of reliable used cash registers. Although NCR sold used registers, they were priced at eighty to ninety percent of the new price, much higher than some merchants could afford to pay, so they recommended Chicago Cash Register Co.

In 1942 at the outbreak of World War II, Ed sold his interest in the business to his partner for five thousand dollars and joined the Navy. At the end of the war and



upon his discharge from the service, he wanted to buy back into the business, but Mr. Oliver had tired of the business and offered to sell the whole it for ten thousand dollars. In spite of the fact that there was less inventory than when he sold his interest, he borrowed the money from his father, aunt and several relatives and bought the business. By 1947 he had paid back all the money he had borrowed.

One day he saw an article about the International House in New Orleans, an organization that sponsored trade with South America. Ed joined the organization and obtained a list of all the cash register dealers in South America. He later learned that he could obtain, from the Department of Commerce, a similar list of all the cash register and office machine dealers throughout the world. With these lists in hand he decided to go into the wholesale end of the business. He contacted all the dealers on the lists, offering to sell them used cash registers and other office equipment.

The demand for used equipment from these foreign countries grew to a point where it was greater than he could supply so he resorted to some innovative ideas to get machines. He started watching newspaper ads offering cash registers and office equipment for sale. While this turned out to be a good source of supply, he found that there was lots of competition from dealers and others who wanted to buy the same equipment.

By this time Ed had taken in a new partner by the name of Dan Bell. Together they worked out a scheme enabling them to be the first to contact the seller. Each morning Ed or his partner would go to the newspaper office and would get a copy of the morning paper as they were being loaded on the delivery trucks. They would scan the ads in the classified section and call the other partner at a pre-arranged phone booth out in the field, who would then post haste go to the address given in the ad. This not only worked but gave wonderment to the sellers as to how they got there so fast, as well as to the other dealers who couldn't understand why someone was always there before them. Each week the partners exchanged roles taking turns between the newspaper office and the field.

As the wholesale business grew it became necessary to do more and more rebuilding of the equipment to meet their customer's needs. Getting the necessary parts to repair or rebuild the registers was a perennial problem. The more complicated parts they would have made by a machine shop. Often they would take parts from scrapped machines. Sometimes they would repair a broken part by welding or adding stock to a worn part and filing to fit. They became quite proficient and sometimes it was difficult to tell the repaired part from a new part. In some cases dealers would have limited quantities of high mortality parts made and would sell them to other dealers.

Finding sources for supplies was not easy. Because of the competitive nature of the business, most of the dealers were reluctant to divulge their sources for supplies such as ribbons, paper rolls, etc. Being in the wholesale business, Ed thought it would be a good idea to make a list of suppliers such as Rittenhouse Paper, International Cash Register Parts Co., Cashier Parts Company, Baco Ribbon and five or six others and send it to all the dealers on his mailing list. He felt strongly that this would help a lot of the dealers to get more involved in the business of buying and selling used registers, and hopefully, to buy registers from him.

In 1947 he joined ICRDA. He attended the first meeting in February of 1948 in New York and became a one-man membership committee. Due to his wholesale customer base, he was able to solicit membership from dealers in all parts of the United States and even a few from outside of the U.S.

This resulted in his bringing in more members than any one individual in the history of the Association.

In 1953 Ed was elected vice-president of ICRDA and in April of 1955 was elected President. Ed was very shy in front of large groups of people. Stanley Hayman suggested that he take the Dale Carnegie Course. Ed took the course and since then has never been at a loss for words.

By this time Ed had become one of the largest independent dealers in the U.S. Because of this and his foreign customer base, he was appointed a R. C. Allen distributor for their AMODS (adding machine on a cash drawer). While a large portion of his business was wholesale he did sell to the retail trade in Chicago and the surrounding area. When the Sweda Cash Register Company decided to market cash registers in the United States, Ed was one of the first dealers to be appointed. Also appointed, as a Sweda Dealer in the Chicago area was another ICRDA member, Fred Jay. They were competing against each other in the same geographical area and in 1952 decided to join forces and take in a third partner by the name of Harry Rofkind, who was an outstanding salesman. For several years they were quite successful. Unfortunately, like many partnerships, some differences arose and Mr. Rofkind left the partnership. Ed and Fred Jay continued on as partners until 1960 when they decided to go their separate ways. Ed retained sole owner of the Chicago Cash Register Co. and Fred Jay formed his own company.

Ed was very close to his father who had come to America in his twenties and for twenty years worked as a coal miner in southern Illinois. He was rather a small man but, as Ed described him, very strong and a hard worker who was proud of the son who had "made it" and was highly respected by his peers. After retiring, Ed's father would come to the office every day and make himself useful in anyway he could. At times he would go down the street putting Ed's stickers on cash registers. Ed's devotion and respect for his father was apparent to all who knew them. Their proudest moment was when Ed made his father vice-president of the Chicago Cash Register Co.

Ed was elected to a Life Membership in the ICRDA one of its most prestigious awards.





*Mel Sack makes his appeal for ICRDA support in his proposed lawsuit against NCR.*

After the Edgewater Beach meeting, Sack contacted President Mancini and asked him to intercede in his behalf for permission to address the ICRDA membership at its next meeting. After a phone conference, the board of directors agreed to the request.

At the end of the meeting quite a few of the out-of-town dealers stayed an extra day to visit some of the Chicago dealers' operations. To some, this was as important as attending the ICRDA meeting. It gave them an opportunity to see at first-hand what other dealers were doing and benefit from what they saw.

ICRDA celebrated its seventh anniversary at the Ambassador Hotel in Los Angeles on October 21, 1955, a true milestone in the history of the association for a number of reasons. First, it was more of a convention than just a meeting and again members were encouraged to bring their spouses. Manufacturers and non-member dealers were also invited to attend. Aside from the business meetings, there were seminars, luncheons, sightseeing tours, exhibits, and a closing banquet with entertainment. For a lot of our small businessmen, this was a "big time".

Mr. Sack came to Los Angeles and made his appeal to the membership for financial support in his lawsuit. When asked if he would reimburse the association if he were successful and received a monetary settlement, his answer was "no." He felt the association would benefit from the effect the loss of such a lawsuit would have on NCR. When Sack finished speaking, a vote was taken on supporting his case. There was little enthusiasm among the board members and his request was rejected.

## THE BEGINNING OF THE LAWSUIT

In June of 1956, Hayman attended a golf outing at his country club and was teamed up with Congressman Peter Rodino of New Jersey. In the course of the match, he learned that Congressman Rodino was chairman of the House of Representative's Judiciary Subcommittee. At the dinner that evening Hayman had an opportunity to mention to Congressman Rodino about the problems ICRDA was having with NCR and the fact that the Department of Justice wasn't responding to ICRDA's complaint. He seemed quite interested, and suggested that Hayman come to his office to discuss the matter. Several days later Hayman visited the Congressman and was invited to have lunch in the House of Representative's Dining Room. There he gave Congressman Rodino a detailed account of the state of the industry and the association's inability, so far, to persuade the Department of Justice to actively investigate NCR's anti-competitive practices.

After several hours of discussion of the association's experiences with the Department of Justice and the Federal Trade Commission, Congressman Rodino suggested that the ICRDA would probably have more success filing a civil suit than in trying to get relief through government agencies. He explained that the government routinely moved very slowly and that NCR, with its size, could use its influence to slow down or even stifle any action the government might undertake, and that a private law suit might be more productive.

Later Hayman filled in Mr. Pressman on his discussion with Congressman Rodino. Pressman felt that if the association wanted to institute court action, it would be wise to get an attorney experienced in antitrust litigation. It so happened that about this time Sheldon Cohen, who had been in charge of the Antitrust Division of the Department of Justice, went into private practice. Pressman arranged a meeting with Mr. Cohen, during which considerable time was spent relating the background and history of the dealers' tribulations, going as far back as the 1916 Consent Decree. After hearing what Pressman and Hayman had to say, Mr. Cohen said he would take the case but would require a retainer of \$25,000 and intimated that this would be just for starters. Needless to say, this was totally out of the question and no other attempt was made to find another attorney.

Several months later, Hayman again ran into Congressman Rodino at the country club where he again happened to be a guest of one of Hayman's good



friends. Over drinks, the Congressman asked Hayman if anything had been done about the NCR matter. Hayman told him about the meeting with Sheldon Cohen and his conclusion that the association could not afford the cost of litigation. Congressman Rodino then mentioned that he knew of an attorney who might be interested in taking the case on a contingency basis and suggested Hayman come to his office the next day. The next day while in the congressman's office the congressman made a call to an attorney by the name of Bernard Hellring, who had a practice in Newark, New Jersey. Congressman Rodino briefed Mr. Hellring on the ICRDA's problems. After a brief conversation, Hellring indicated that he might be interested in taking the case, possibly on a contingency basis, and suggested a meeting.

Hayman returned to his office and called President Ed Mancini to brief him on the conversation. Mancini suggested that he, Miller Huggins, and Hayman act as a committee to meet with Mr. Hellring. On April 27, 1957, barely a month after the ICRDA meeting in Chicago, an appointment was made to meet with Hellring at his office in Newark. They spent a full day indoctrinating him about the industry, the association, and the problems. Hellring said he wanted an opportunity to think things over and that he would be in touch. Exactly one week later, he called Hayman and asked that the committee meet

again at his office. They met the following week. Hellring said he had done some research and was prepared to take the case on a contingency basis with a nominal retainer plus out-of-pocket expenses. The committee was impressed at how much Hellring had learned (far beyond what we had told him) in such a short space of time, not just about NCR but about the whole industry. The committee was tremendously impressed and invited Hellring to come to the next ICRDA meeting which was scheduled in Chicago on October 11, 1957.

In Chicago, Hellring was introduced to the board of directors. He reiterated his willingness to take the case on a contingency basis, and said the required retainer would be \$2,500. He estimated his out of pocket expenses at \$4,000 to \$5,000. It was agreed that any moneys received from a lawsuit would first go to repay any funds paid out or advanced by the association and that Hellring's fee would be a percentage of the balance. If agreeable, he was prepared to file an action within days. At the general meeting the board recommended that the membership vote to retain Mr. Hellring. This was unanimously approved. A legal fund was formally established with a goal of raising a minimum of \$10,000. An appeal to the membership at the meeting brought an immediate response; a little over \$2000 was raised on the spot.

The die was cast.



*H.O. Whistler presents Ed Mancini a Certificate of Appreciation as Past President.*



## FASTER AND FASTER

On June 5-6, 1958, ICRDA met in San Francisco. Miller Huggins was elected president; H. O. Whistler, vice president; and Stanley Hayman, secretary-treasurer. Gene Malloy, Bob Wharton and Al Hernandez were named to three-year terms on the board and Joseph Baker to a two-year term.

Hayman happily reported that to date an additional \$10,180.00 had been pledged to the legal fund, of which \$1,500.00 had already been paid.

Everyone was amazed at how fast Bernard Hellring was moving. He had been in contact with both the Department of Justice and NCR. A letter offering some minor "concessions" had been received from NCR's legal department. These concessions were rejected in total by the membership.

Hellring had prepared all the documents necessary for filing the lawsuit and was only awaiting final approval by the membership. It was decided that the lawsuit be filed as a class action and that each participating litigant be required to make a contribution to the legal fund, with the understanding that those contributing to the fund would receive a refund of their contribution should ICRDA prevail.

After this meeting, and on into the next year, Hayman devoted as much time and effort as he could to raising more money for the legal fund. He contacted all the dealers either with personal visits or phone calls, and, according to an interesting list in his files, dated September 21, 1959, succeeded in raising a total \$19,401, of which \$9,636.00 had already been collected. The dealers who contributed were:

Acme Cash Register Company  
 Adams Typewriter Agency  
 Allied Cash Register Company  
 American Cash Register Company  
 Assurance Business Machines  
 Baco Ribbon & Supply Company  
 Badger Cash Register Company  
 H. D. Baker, Inc.  
 Baltimore Cash Register Exchange  
 Bell Cash Register Company  
 Saul Benjamin  
 Brite Cash Register Company  
 A. A. Brolin, Inc.  
 Burl & Kenny Store Equipment  
 Business Machines, Inc.  
 California Cash Register Company  
 Cash Register Exchange  
 Cash Register Sales Company (Louisiana)  
 Cash Register Sales Company (Oregon)  
 Cash Register Sales Company (Minnesota)

Cash Register Sales & Service  
 Cash Register Service Company  
 Cash Register Service and Exchange  
 Cash Register Company  
 Cashere Corporation  
 Chicago Cash Register Company  
 Danner's Business Machines  
 Davis Business Machines  
 Dehaven Cash Register Company  
 East Bay Cash Register Exchange  
 Economy Register Company  
 Elson Register Company  
 Federal (Leeds) Cash Register  
 Fort Worth Cash Register Company  
 Gallagher Business Machines Company  
 Gordon Cash Register Exchange  
 Gulf Office Machines  
 Stanley Hayman & Company  
 Miller Huggins, Inc.  
 International Cash Register Company  
 Henry Kass, Inc.  
 Kimber Business Machine Company  
 Kritchman & Gautach Office Equipment  
 La Fama (Cuba)  
 Lanier Equipment Company  
 Leeds Cash Register Manufacturing Company  
 Malloy's Business Machines  
 Mccolligan Business Machines  
 Merchants Cash Register Exchange  
 Mckenna & Phelps, Inc.  
 Midwest Cash Register Company  
 Mt. Vernon Cash Register Company  
 National Repair & Exchange  
 National Repair Service  
 National Service & Supply Company  
 National Trading Company  
 Regna Cash Registers  
 Rittenhouse Paper Company  
 Roth Cash Register Company  
 Ernie Rouse Cash Register Company  
 Russo's Cash Register  
 San Francisco Cash Register  
 Standard Cash Register  
 Stewart's Cash Register  
 Sussman Brothers  
 Tarone Business Machines  
 A. J. Thomas Cash Register Company  
 Universal Cash Registers (Canada)  
 Waukegan Cash Register Company  
 Leonard Weintraub  
 Westad Cash Register Company  
 Western Typewriter Company  
 Wharton Cash Register Company  
 Whitmer Cash Register Exchange  
 Woodrow Company

Some companies and individuals were exceptionally generous, but in general, contributions to the fund, which ranged from \$35 to \$1,000, reflected the size of the businesses.

As might be expected, for one reason or the other, not all of the members wanted to be part of the lawsuit. They were, however, willing to contribute to the fund.

Over time, Hellring arranged to meet and interview all of the dealers who were interested in becoming a party to the lawsuit. To build as strong a case as possible, he selected from the interviews only those dealers who had tangible evidence of wrongdoing by NCR. In the end, fifty member dealers were chosen to be parties to the lawsuit. One member in particular made a very strong case. He, more than any other individual, had the best-documented and most damaging evidence of questionable practices used by NCR. This member was Robert (Bob) Wharton.

## HEAVY ARTILLERY

**N**CR had retained the services of Shearman, Schumann & Wright, one the largest law firms in the world with over 500 partners, who in turn retained O'Mara, Schumann, Davis & Lynch as trial attorneys. This was a formidable array of talent.

Between ICRDA's meetings of June 1957 and October 1958, petitions and motions flew back and forth. On October 20, 1958, at a meeting in New York City, Bernard Hellring reported to the membership on the progress of the pending lawsuit. Both sides had filed motions and depositions were under way. A few months later, on February 2, 1959, NCR filed eight motions to dismiss the complaint. Hellring, concerned that NCR was taking lengthy depositions and filing new motions to stall the lawsuit, petitioned the court for relief, charging that NCR's intention was to create additional legal expense for the association and discourage the plaintiffs. He pointed out to the court that unnecessary increases in the cost of fighting a prolonged lawsuit were detrimental to the Plaintiffs, whose funds were limited. The court accepted the plea and set April 13-14, 1958, for pre-trial hearings.

Present at the hearing were attorney Hellring for ICRDA and six attorneys representing NCR – two from Shearman, Sterling & Wright, two from O'Mara, Schumann, Davis & Lynch, and two NCR house attorneys. H. O. Whistler and Hayman were present in the courtroom.

At the conclusion of the second day of the hearing, Thomas F. Meaney, the United States District Court judge assigned to the case, requested that the parties try to reach a settlement. Mr. Hellring said he was open to this, but the NCR attorneys said vehemently that they were not interested and were ready to go to trial. The judge looking directly at the

## PROFILE: BERNARD HELLRING

**B**ernard Hellring, whose contributions to ICRDA were invaluable, grew up in Newark, New Jersey. He graduated from Lafayette College in 1936 with a B. A. degree. He was accepted at Harvard Law School, where he received his law degree in 1939. He was the founding partner in Hellring, Lindeman, Goldstein & Siegal. The firm specialized in corporate law and its client list included a number of New Jersey's major companies, but Bernie's national reputation as a trial lawyer was built in a combination of civil and criminal cases.

Bernie was a senior member of the New Jersey delegation to the Commission on Uniform State Laws (creator of model laws for the whole country). He helped draft several laws in the areas of trusts and estates and corporate law. As a member of the divorce reform committee of the Commission, he drafted a model no-fault divorce statute, which was adopted by the New Jersey legislature and by a number of other states. In other activities, he successfully challenged voting district lines (gerrymandering) in New Jersey and won the case in argument before the U. S. Supreme Court. He was a special master in a prominent sex discrimination case, *Kyriazi v. Western Electric*, in which he helped negotiate a multimillion-dollar settlement for women who contended that they had been victims of gender discrimination.

In 1978, under rules that gave U. S. courts jurisdiction over criminal cases in the American zone of divided Berlin, Bernie was appointed by the U. S. Department of State to defend an East German woman who was accused of hijacking a plane from Poland to West Berlin. The defendant was acquitted. The presiding judge wrote a book about the case, *Judgment in Berlin*, which later was adapted as a motion picture.

Bernard Hellring was president of the Harvard Law School Association in 1953-1954; national vice chairman of the Harvard Scholarship Committee in 1967-1968; a member of the Harvard Law School Visiting Committee from 1988 through 1991. He was also a member of the American Law Institute, the American Judicature Society, and the American Bar Association.



NCR attorneys said, "From the briefs I have read and the oral arguments I have heard, I would suggest you try to reach a settlement." NCR's attorneys asked for a brief recess and left the courtroom. Returning ten minutes later, they told the judge that they were agreeable to working out a settlement. From that point, it took several months of meetings to work out a settlement agreeable to both sides.

## BERNARD HELLRING

PHILIP LINDEMAN, II  
LEONARD LIEBERMAN

COUNSELLORS AT LAW  
1180 RAYMOND BOULEVARD  
NEWARK 2, NEW JERSEY  
MITCHELL 2-2553

July 31, 1957

Mr. Stanley Hayman, Secretary-Treasurer  
Independent Cash Register Dealers Association Inc.  
2019 - 14th St., N.W.  
Washington 9, D.C.

Dear Stanley:

As you know, I think my study and investigation will be immensely helped if you can comb each of the members of your Association for any particular experiences which might violate the provisions of the old National Cash Register Company Consent Decree. In addition to the request described in the enclosed suggested material for your use as a news release in your Bulletin, I think you should say more about it in your own language. I think you should write in whatever way will cause the members of your Association individually to sit down and describe any unhappy experiences which they are having. It is essential that you make them realize how important this activity on their part can be. What I would like to have from each of them is a detailed description of any unfair practices which their competitive NCR stores in their area have committed; or any unfair advantage which the NCR retail stores have been able to wield as a result of the ownership and operation of the stores by NCR itself. I would like a description from each of the members as to how NCR uses its ownership and operation of its retail stores to oppress or destroy or unfairly compete with the members of your Association. Needless to say, specific instances are of the greatest possible value. This is not only for the purpose of presentation to appropriate governmental agencies. It is a necessary part of the work which you have hired me to do. I urge you to start this immediately and to do everything in your power and the power of the President to get this material as soon as possible.

Will you please send me at this time the name of the firm which is handling the law suit in Maryland and also the name of the member of your Associa-



BERNARD HELLRING

Mr. Stanley Hayman

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July 31, 1957

tion who is the Plaintiff in the suit. As soon as I receive it, I will be in touch with the firm and make a screening of the background of the present situation of the suit now pending in Maryland against NCR.

When is it convenient for you to have Mr. Lieberman of my office come to Washington for about two days? He will spend part of his time with you and Mr. Pressman to cull through the material which you have. The rest of his time will be spent with various governmental agencies in Washington. Either he or I will call you within a few days to make a firm date. It will depend also to some extent on the other dates made down there.

The National Cash Register Company was originally a New Jersey corporation and filed its certificate of incorporation in New Jersey on March 28, 1899. This New Jersey corporation was dissolved on April 26, 1911. In the interim it had become an Ohio corporation and on May 16, 1906, this Ohio corporation was authorized to do business in New Jersey. The authorization was revoked and terminated on April 10, 1926, (there had even been an earlier Ohio corporation authorized to do business in New Jersey on August 15, 1894 and terminated on August 1, 1904.) The present corporation is a corporation of the State of Maryland and was authorized to do business in the State of New Jersey on April 10, 1926 and has a registered agent in New Jersey, The Corporation Trust Company at 15 Exchange Place in Jersey City, New Jersey.

I would like you to send me at this time also a complete list of all of the members of the Association who are located in New Jersey and to arrange for a meeting of the New Jersey members here in my office on some convenient date later this month. I suggest Thursday, August 22 or Thursday, August 29. If either of these dates is not agreeable we can work out another date.

I assume you will send me a copy of the Bulletin as soon as it goes out. As to the location of the fall meeting, it makes no difference to me whatever. It is not the size of the attendance which is

BERNARD HELLRING

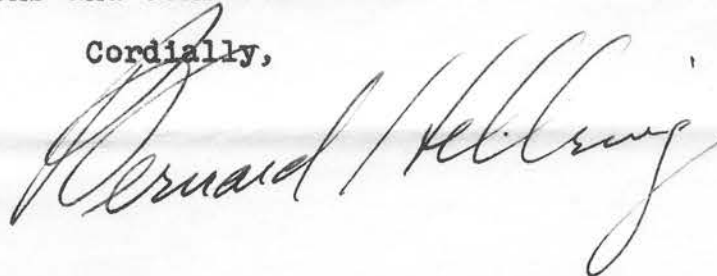
Mr. Stanley Hayman

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July 31, 1957

most important as having members who are really interested present and who will actively participate in the discussions and considerations.

Cordially,

A handwritten signature in cursive script, reading "Bernard Hellring". The signature is written in dark ink and is positioned to the right of the word "Cordially,".

BH:BG  
Enc .

## PROFILE: BOB WHARTON

Of all of the dealers, who had a story to tell about NCR with important evidence in hand, Bob Wharton's experience was paramount in the decision for the association to file a lawsuit against NCR. Later, his evidence and testimony, perhaps more than that of any other dealer, was the most damaging to NCR.

Wharton went to work for NCR in 1936 as an apprentice serviceman in Dayton, Ohio. After extensive training, he was sent to Baltimore for a brief period and then was transferred back to Dayton for more training. Upon completing that program he was sent to Philadelphia. A few years later he was transferred to Norristown, Pennsylvania, where he became the branch service manager. Still later he was transferred to Trenton, New Jersey, in the same capacity.

During the seventeen years he worked for NCR, he became more and more disillusioned with the unethical practices of the company in deceiving customers about repairs, overcharging for service, and/or charging for services not performed, among others. He decided he did not want to spend another twenty-five years working for a company he no longer respected.

In 1954 he resigned from NCR to go in business for himself in Trenton under the name Wharton Cash Register Company. In addition to cash registers, he handled typewriters, adding machines, and other office products.

Shortly after going into business, he joined ICRDA. The first meeting he attended was in 1956 in New York City, the meeting at which Mel Sach first asked the association to finance his lawsuit against NCR. Wharton felt, because of his own experience, that the association should have supported Sach – and that, if not the Sach case, something had to be done to stop NCR's practices.

When the association retained Bernard Hellring in 1957 for the lawsuit against NCR, Wharton's response to a questionnaire prepared by the attorney to determine the depth of the allegations about NCR was by far the most important of those submitted. Wharton had kept a diary in which he recorded many incidents of NCR's unethical practices that he had personally observed. As it turned out, his testimony and evidence was the most damaging at the deposition stage. He later became the lead dealer in the class-action suit against NCR. At the June 1958 meeting in San Francisco he was

elected to the board of directors of the ICRDA.

The lawsuit against NCR was filed in late 1957 and was settled in October 1958. One of the main provisions of the agreement was that NCR would make available to dealers, through ICRDA, the right to purchase any or all of the cash registers traded-in to NCR, parts to service NCR cash registers, service manuals, and a number of other items previously unavailable to the dealers. To administer this provision of the settlement agreement, ICRDA had to establish a base in Dayton, Ohio. This became known by the name "Operation Dayton."

The management of Operation Dayton required someone with knowledge of NCR, the whole industry, ICRDA, and service functions. The person most qualified for this position was Robert Wharton. Bernard Hellring persuaded Bob to accept the job. Under the guidance of ICRDA's Dayton Committee, Miller Huggins, Ed Mancini and Al Whitmer, the association rented a warehouse in Dayton and set up the necessary facilities, also hiring a staff.

Over the years, Operation Dayton undertook a number of projects. Each project was operated as a separate entity under Bob's supervision, with a corresponding committee of ICRDA overseeing the operations. These projects included the ICRDA Apprentice Training Program for technicians; Independent Reco, a cash register rebuilding program; the Parts Center; and the Hasler-ICR distributorship. Bob Wharton played important roles in all of these contributions to the growth and success of the association. He retired in 1981 to attend to his golf. In recognition of his service, Bob was elected a Life Member of ICRDA.



*A seminar at the ICRDA convention in Dallas, 1958.*



# THE ICRDA-NCR AGREEMENT

**T**he following is the full text of the all-important agreement that resulted from settlement of ICRDA's suit against NCR.

IN THE  
**United States District Court**  
FOR THE DISTRICT OF NEW JERSEY

ROBERT B. WHARTON, et al.,  
*Plaintiffs,*

*against*

THE NATIONAL CASH REGISTER COMPANY,  
*Defendant.*

Civil Action  
File No. 1176-58

## AGREEMENT OF SETTLEMENT

WHEREAS, The Independent Cash Register Dealers Association (herein referred to as the ICRDA), a New York corporation, is engaged in promoting, developing, establishing and maintaining itself as an organization of dealers in cash registers, and

WHEREAS, the above action was filed in the United States District Court for the District of New Jersey on October 23, 1958 by the ICRDA and by 50 members thereof as a class action on behalf of all other members similarly situated and as an individual action by each plaintiff against The National Cash Register Company (herein referred to as NCR), and

WHEREAS, various motions were made with regard to pretrial discovery and the deposition of the first plaintiff Robert B. Wharton was taken over a four day period by NCR, and

WHEREAS, NCR on February 2, 1959 made eight motions to dismiss the Complaint in the above action and to strike portions thereof, and said motions having been fully briefed and argued on April 13 and 14, 1959 before The Honorable Thomas F. Meaney, United States District Court Judge to whom said action had been duly assigned, and

WHEREAS, at the conclusion of the second day of argument of said motions, the Court deferred further hearings thereon and reserved

decision on all motions, pending such amendment of the complaint as counsel for plaintiffs may desire to make in the light of the hearing thus far had and the comments of the Court, and

WHEREAS, said complaint has been amended so that the class action aspect of the complaint is eliminated and so that the plaintiffs consist only of the ICRDA and those cash register dealers who are members of the ICRDA and who are named in the captions of the amended complaint, and

WHEREAS, all of said parties plaintiff to this action as amended have filed the said action desiring to increase and improve competition and fair practices in the sale of cash registers and, whereas their willingness to enter into this agreement is based upon the belief that the provisions hereof will tend substantially to increase and improve such competition and fair practices, and

WHEREAS, NCR denies all the material allegations of wrongdoing in the amended complaint and asserts that its willingness to enter into this agreement is not in any way to be construed as an admission of any of the allegations of the original or amended complaint nor an admission that any of the practices which it hereby agrees to change or modify were wrongful or improper, and

WHEREAS, NCR and the plaintiffs have agreed to settle and compromise the above action as amended by the execution of this agreement in appropriate counterparts, and

WHEREAS, NCR is willing to extend the benefits of this agreement to any other present or future members of the ICRDA who qualify in accordance with the by-laws of the ICRDA, as amended from time to time, and who shall subsequently execute additional counterparts to this agreement, and

WHEREAS, this counterpart numbered 207 is to be executed by ICRDA as party of the first part, -----

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-----  
as party of the second part, and NCR as party of the third part,

Now, THEREFORE, on the \_\_\_\_ day of \_\_\_\_\_, 19\_\_\_\_, all the parties to this agreement in consideration of the mutual promises contained herein do mutually promise and agree subject to approval of this agreement by the Court that:

1. NCR shall withdraw all its pending motions in the above entitled action.

**PENDING  
MOTIONS**

2. Within thirty (30) days of dismissal of the pending action NCR, in the manner and amount hereinafter provided, will deliver the following NCR documents to the ICRDA:

**DOCUMENTS**

(a) A current cash register repair parts price list such as is furnished by NCR to its branches and which contains prices of approximately 90% of the repair parts normally used in NCR Service Departments. (Prices on other parts will be furnished from Dayton on request in the same manner that such prices are furnished by NCR to its branches.)

—parts price list

(b) Service Manuals on NCR cash registers that have been in manufacture for five (5) years or longer.

—service manuals

(c) Such information and data as may be necessary to determine the age and current trade-in allowance of all used National Cash Registers.

—trade-in  
allowances

(d) Current Availability List of Standard Factory Rebuilt Cash Registers (herein referred to as "Availability List").

—availability list

3. NCR will keep the documents called for by paragraph 2 current and will supply revisions and changes as they occur, and in the case of service manuals of cash registers will furnish any additional manuals on registers as they attain manufacture for five (5) years.

—documents  
to be kept  
current

4. NCR will furnish the documents referred to in paragraphs 2 (a), (c) and (d) and any revisions and changes in them, to ICRDA without cost in sufficient quantity to cover the needs of the signatories of this agreement. NCR will furnish to the ICRDA the Service Manuals on cash registers and any revisions and changes thereof either in sufficient quantity to meet the needs of the signatories of this agreement

—manner  
and amount



at a cost to ICRDA equal to the cost to NCR or will furnish to the ICRDA three (3) copies of all or any of such documents without charge and with a license to reproduce and distribute copies thereof to signatories of this agreement for their exclusive use only, provided, however, in such event that such reproduction shall show and preserve NCR's copyright.

—return of  
documents

5. The party of the second part agrees with the party of the first part that if the party of the second part shall cease to be a member of the ICRDA then such party of the second part will return all Service Manuals to the ICRDA and, because the value of such documents is difficult to determine, further agrees that in lieu of such return will pay Fifty (\$50.00) Dollars per volume to the ICRDA as liquidated damages for failure to return said document or documents.

PARTS  
—quantity  
—order forms

6. Parts and special tools for National cash registers may be ordered in any quantities desired provided orders are addressed to Dayton, Ohio, on an order form supplied by NCR at its head office or its branches and provided further that a separate order form is used for parts for each class of register.

—minimum

7. There will be a minimum charge of Three (\$3.00) Dollars on each order for cash register parts.

—shipment

8. Shipment of parts by NCR will be by parcel post, express or freight as NCR shall determine, and the expenses of such shipment will be prepaid by NCR. If the purchaser requests a more expensive method of shipment, the difference in costs will be charged to the purchaser.

—retention of  
trademarks  
and patent  
rights

9. By selling parts in quantities NCR does not waive any trademark or patent rights which may be involved if the parts are used to change basic functions or to construct NCR registers in a form different from that originally produced by NCR. If the parts are so used, the parties of the first and second part agree that the fact of such change will be clearly shown on the register as having been made by the party of the second part.

—terms of sale

10. All orders of parts of less than Ten (\$10) Dollars will be for cash or C.O.D. If the party of the second part has established credit

with NCR by obtaining for NCR a guarantee of payment of the parties' account by ICRDA in a form acceptable to NCR purchases will be carried on open account and billed to the party of the second part monthly. NCR reserves the right to refuse to sell parts to any party who fails to pay bills within thirty (30) days of statement.

11. Notwithstanding any of the foregoing, any signatory of this agreement who orders parts which consist of all or substantially all of the component parts of a feature sold as such by NCR will be charged the feature price for such parts, regardless of the price of the parts, under the same circumstances that a branch of NCR would be debited with the feature price.

—feature price

12. NCR at the present time publishes periodically an Availability List of Standard Factory Rebuilt Cash Registers which it distributes to its salesmen to advise them as to the models of factory rebuilt registers available for sale. At the present time such list contains four categories of registers:

USED  
MACHINES  
—availability  
list

Category A—Machines available for immediate shipment.

Category B—Machines rebuilt only upon receipt of Form F-107.

Category C—Orders acceptable but delivery uncertain due to backlog and limited stock of unbettered machines.

Category D—Orders NOT accepted for this model until further notice.

NCR agrees to modify its Availability List to eliminate Category C.

13. NCR will bring into Dayton all used National cash registers received by its branches in the continental United States by way of regular trade-in or purchase. Any or all abandoned or discontinued models will be brought into Dayton, upon thirty (30) days' advance request by ICRDA.

—return to  
Dayton

14. NCR will offer to sell to ICRDA in the manner hereinafter provided through a designated representative of ICRDA for resale to ultimate consumers by a signatory of this agreement all unbettered used National cash registers received in Dayton by NCR by way of regular trade-in or purchase in the continental United States, except

—offered  
machines

## 6

registers of a model which is in Category D of the Availability List. Hereinafter such registers will be referred to as the offered registers.

—offering of D  
registers

15. If NCR shall ship from Dayton any factory rebuilt registers in the D Category of the Availability List the representative of the ICRDA will be notified that the shipment is being made and the number and model of such registers being so shipped. In that event an equal number of unbettered used registers of the model so shipped in the D Category will be made available for acceptance by the representative of the ICRDA when, as and if next received in Dayton as a result of regular trade-in or purchase in the continental United States and will be included in the offered registers.

—acceptance

16. All offered registers upon receipt in Dayton will be placed on a receiving line where they will be submitted for inspection and acceptance to a representative duly designated by the ICRDA who will be furnished by NCR at a location convenient to said receiving line and at a reasonable charge desk space and storage space of a total area of not less than 500 square feet and permitted to have telephone connections in such space. If the representative desires to accept any offered register, acceptance must be made while the registers are on NCR's receiving line or on loading pallets prior to the removal of the registers from the receiving area in the normal course of business. Removal of a register from the receiving line or loading pallets by or on the order of the representative of the ICRDA shall constitute an acceptance of NCR's offer to sell. Any offered register which is not so accepted or which passes through the receiving line and is removed from the receiving area in the normal course of business is no longer subject to purchase by the ICRDA and will not be considered as an offered register thereafter. Registers in the D Category which are made available pursuant to the provisions of paragraph 15 and which are not accepted by the ICRDA representative shall reduce the number of registers which will be made available pursuant to paragraph 15 to the ICRDA while the model of that register remains in the D Category.

—price

17. The price of the offered registers shall be as follows:

(1) Trade-ins will be sold at the then current trade-in allowance, for the particular class, model and age of the register.



(2) Purchased registers in categories other than Category D will be sold at the lower of

- (a) The price actually paid by NCR, or
- (b) Eighty per cent (80%) of the then current trade-in allowance.

(3) Purchased registers in Category D will be sold at the lower of

- (a) The price actually paid by NCR, or
- (b) The then current trade-in allowance.

In addition to the above prices there will be added in each instance a percentage of the said selling price of the register as follows:

- 15% of any price up to and including \$200;
- 10% of a price from \$201 to and including \$500;
- 5% of a price above \$500,

or \$15 whichever is the greater.

Any acceptance by the designated representative of the ICRDA shall constitute a final sale of the register so accepted in an "as is" condition without guaranty or warranty by NCR.

The price as above determined of all registers accepted is payable by the ICRDA within thirty (30) days of statement. Accepted registers must be removed forthwith at the expense of the ICRDA to the ICRDA storage space. For the purpose of shipments only NCR will permit the ICRDA the use of its loading dock.

In determining whether a register is traded in or purchased by NCR the substance and not the form of the transaction will govern.

NCR will continue its existing policies in establishing trade-in allowances for used National cash registers.

The provisions of paragraphs 12-17 shall become operative thirty (30) days after the dismissal of the pending action.

If ICRDA shall fail to pay the price herein provided for registers accepted, within thirty (30) days of statement, then the provision of paragraphs 12-17 are automatically suspended as to all signatories until the entire amount then owing by ICRDA to NCR for accepted registers is paid.

18. If any signatory of this agreement shall sell registers purchased pursuant to this agreement to any person other than an ultimate user or to another signatory of this agreement for resale to an ultimate user

—Limitation  
on resale

then, after notification to the ICRDA, NCR shall have the right to suspend indefinitely the benefits of this agreement as to such signatory and shall have the right to suspend as to all signatories paragraphs 12-17 until it has received in its receiving line, traded in or purchased registers of the class, model and number equivalent to the class, model and number of machines so sold.

—sanctions  
by ICRDA

19. The party of the second part agrees that the ICRDA shall have the right to suspend from membership in the ICRDA any member who violates the provisions of this agreement or fails to pay the ICRDA promptly for any charges resulting from a purchase for his account of a register pursuant to this agreement; on notification by ICRDA to NCR of such suspension all benefits of this agreement shall be withheld by NCR during the period of the member's suspension. It is further agreed that the party of the second part will not directly or indirectly aid or assist any suspended member in obtaining any of the benefits of this agreement.

FORCE  
MAJEURE

20. The provisions of paragraphs 12-17 shall be suspended and shall be of no effect during any period of war in which the United States is involved, national emergency, or act of God or strike which substantially interferes with or prevents either the production of new registers or the transportation of used registers to Dayton.

FAIR TRADE  
RULES

21. In the interest of maintenance of free and fair competition in the conduct of the business of marketing new and used cash registers at all levels of trade and to eliminate and prevent unfair competitive methods, the parties agree to abide by the following rules:

(a) No party to this agreement shall make or cause to be made, directly or indirectly, verbally or through advertising, pictorial representation, invoice, tag, label, mark, or writing upon the product itself, or otherwise, any false, misleading or deceptive statement or representation concerning the construction, composition, utility, performance, condition, age, name, serial number, model, durability, life expectancy, speed, ease of operation, manufacture, distribution, price or terms or condition of sale, lease or rental of any cash register; or concerning any service or training offered in connection with the sale, lease or rental of any such machines; or concerning the repair and replacing of parts of any consumer's register; or which is false or misleading in any other respect.

(b) No party of the second part shall represent in any way, either directly or indirectly, that he is a dealer for, agent of, or in any way affiliated with The National Cash Register Company; nor shall he for such purpose use any registered trademark or trade name of NCR in conjunction with his business activities in any way; nor shall he for such purpose exhibit or display to any customer any of the documents which are furnished pursuant to this agreement by NCR; nor shall he do business under any corporate title, partnership or trade name containing the word "National" in conjunction with either the word "Cash" or "Register" in its title; nor shall he use the word "National" in any way so as to confuse, mislead or otherwise deceive the public into believing that his business is in any way affiliated with or an adjunct to the business of NCR. Nothing herein is intended to prevent or hinder the party of the second part from advertising for sale, displaying or selling used National cash registers.

(c) Cash registers which have been rebuilt, remanufactured, reconditioned, overhauled, repaired, refinished, or otherwise made to have the appearance of not being second-hand registers or of not having been used shall be clearly marked in a manner designed to be permanent, so as to disclose that such products are not new or that they are second-hand, used, repaired, etc., as the case may be. No party to this agreement shall offer for sale, sell or distribute by any other means any second-hand or used cash register as and for a new register.

(d) No party to this agreement, by use of the terms "Demonstrator", "Factory Rebuilt", "Rebuilt", "Remanufactured", "Reconditioned", "Overhauled", or any other word or term of similar import, shall misrepresent any cash register or use any such words or terms under conditions having the capacity and tendency or effect of misleading or deceiving. In applying this rule to cash registers, the term "Factory Rebuilt" is applied to one which has been stripped down to its base or completely dismantled and reconstructed in a factory of the original manufacturer.

(e) No party of the second part shall remove, obliterate, deface, alter or obscure the serial number on any National cash register.

(f) No party of the second part shall represent, directly or indirectly, that he is a manufacturer of cash registers or that he owns or controls a factory making, remanufacturing or rebuilding such registers if such is not the fact.



(g) No party to this agreement shall induce or attempt to induce the breach of existing lawful contracts between competitors and their customers by any means whatsoever or to interfere with or obstruct the performance of any such contractual duties with the purpose and effect of hampering, injuring or prejudicing competitors in their business.

(h) No party to this contract shall unlawfully entice away the employees of competitors for the purpose of hampering, injuring or prejudicing competitors in their business and destroying and substantially lessening competition.

(i) No party to this agreement shall defame its competitor or competitors by falsely imputing to them dishonorable conduct, inability to perform contracts, questionable credit standing or other false representation or engage in the false disparagement of the grade, character, quality or manufacture of the products of competitors or of their business methods, selling prices, values, credit terms, repair or maintenance facilities or practices, policies or services or conditions of employment.

(j) No party to this agreement shall furnish "loaners," rentals, trials or "demonstrators" for unreasonable periods of time or on unreasonable terms for the purpose of preventing a sale of a register by a competitor.

For any violation of the foregoing rules or the provisions of paragraph 9 above, the ICRDA after an investigation shall have the right to suspend indefinitely, or for such period as is fixed by their by-laws, any member of its organization who is a signatory to this agreement and for a second violation of these rules by the same member the ICRDA shall suspend such member upon receipt of notification of such violation by NCR and if the ICRDA shall fail to suspend such member then NCR shall have the right to withhold from any such member any benefits accruing under this agreement to such member.

**SATISFACTION  
OF  
GRIEVANCES**  
—Department  
of Justice

22. The existing grievances and complaints of the plaintiffs individually and as a group are settled and compromised by this agreement. The plaintiffs by their attorney will withdraw any and all complaints against NCR that have been made to the Department of Justice and shall represent to said Department of Justice that said grievances have all been settled and compromised by this agreement and that the plain-

tiffs believe that the settlement herein contained is in their interest and in the public interest in that it will further competition and benefit trade and commerce in this industry.

23. Within thirty (30) days of dismissal of the pending action, NCR shall notify all its branch offices of the terms of this agreement in so far as it affects their operations with instructions requiring that said offices comply with the provisions of this agreement throughout its duration.

**NOTIFICATION  
TO NCR  
BRANCHES**

24. The above entitled action will be dismissed with prejudice by all plaintiffs without cost to any party except that upon such dismissal NCR will reimburse the ICRDA for its costs in the amount of Thirty-Nine Thousand Five Hundred (\$39,500) Dollars and will pay a reasonable counsel fee to the attorney of record for the plaintiffs.

**DISMISSAL  
AND COSTS**

25. The party of the first part and the party of the second part remise, release and forever discharge and by these presents each party does for its heirs, executors, administrators, successors and assigns remise, release and forever discharge the said party of the third part and its successors and assigns of and from all manner of action and actions, cause or causes of action, suits, debts, dues, sums of money, accounts, reckonings, bonds, bills, specialties, covenants, contracts, controversies, agreements, promises, variances, trespasses, damages, judgments, executions, claims and demands whatsoever in law or in equity which against the party of the third part, they or either of them ever had, now have or which they or either of them or their heirs, executors, successors or assigns hereafter can, shall or may have for, upon or by reason of any matter, cause or thing whatsoever from the beginning of the world to the day of the date of these presents.

**RELEASE  
TO NCR**

26. The party of the third part has remised, released and forever discharged, and by these presents does for itself and its successors, remise, release and forever discharge the said ICRDA and the party of the second part and their heirs, executors and administrators, successors and assigns of and from all manner of action and actions, cause and causes of action, suits, debts, dues, sums of money, accounts, reckonings, bonds, bills, specialties, covenants, contracts, controversies, agreements, promises, variances, trespasses, damages, judgments, executions, claims and demands whatsoever, in law or in equity, which against the ICRDA or the party of the second part it ever had, now has or which it or its

**RELEASE  
TO NCR**

successors hereafter can, shall or may have for, upon or by reason of any matter, cause or thing whatsoever from the beginning of the world to the day of the date of these presents; except, notwithstanding anything contained herein, this release shall not cover any debts or obligations arising in the normal course of business as trade obligations.

**COMMITTEE**

27. A committee shall be formed consisting of one representative of the ICRDA and an attorney appointed by the ICRDA representing the parties of the first and second part and a representative of NCR and an attorney appointed by NCR representing the party of the third part. Any complaint or grievance arising under this agreement shall be forwarded to the representatives of the aggrieved party. No complaints will be forwarded directly to the opposing party. The representatives of the aggrieved party will cause an investigation to be made and if said representative finds that the complaint is of merit then the representatives will notify the representatives of the other party who will investigate the complaint and report the results of the investigation and action taken, if any, to the representatives of the aggrieved party. A conference of the committee may be called on ten (10) days' notice in writing directed to all members of the committee. The committee shall have the right to consider and recommend action to be taken on grievances and any modifications to be made in this agreement and any procedures necessary to implement this agreement.

**MODIFICATION**

28. The party of the second part authorizes and empowers the party of the first part to modify, amend or supplement this agreement, provided such modification, amendment or supplement is approved by the Board of Directors of the ICRDA and by NCR. Any modification, amendment or supplement so made to this agreement shall be binding and effective upon all parties to this agreement.

**NOTIFICATION  
OF  
SUSPENSION**

29. The party of the first part agrees with the party of the second part that the by-laws of the ICRDA, as amended from time to time, will be non-discriminatory and reasonably designed to continue and accept as new members of the ICRDA all bona fide cash register dealers in the United States who comply with such by-laws. The ICRDA shall notify NCR if any party of the second part is suspended, expelled or in any other way ceases to be a member of the ICRDA in accordance with such by-laws and any such party of the second part shall from the date of



such notification to NCR cease to be entitled to any rights, privileges or benefits under this agreement or any extension or modification thereof.

30. Notifications called for by this agreement shall be sent by regular mail, postage prepaid, to the party or parties at the following addresses unless such address is changed by notice in writing to the other parties to this agreement:

**NOTICES**

To the party of the first part:

Independent Cash Register Dealers Association  
2019 Fourteenth Street, N. W.  
Washington 9, D. C.

To the party of the second part:

In care of Independent Cash Register  
Dealers Association  
2019 Fourteenth Street, N. W.  
Washington 9, D. C.

To the party of the third part:

The National Cash Register Company  
Dayton 9, Ohio  
Attention: General Counsel

31. The term of this agreement shall be for a period of four years commencing thirty (30) days after the date of dismissal of the above entitled action. At the conclusion of the term of this agreement, the agreement as it then exists shall be automatically extended for successive periods of four years unless either the party of the first part or the party of the third part shall notify the other parties of a desire to terminate the agreement and to enter into negotiations for a new agreement. Such notice of termination shall be in writing addressed to all parties to the agreement and shall be served by ordinary mail at least six (6) months prior to the termination date of the agreement or any automatic extension thereof. The party of the second part waives any separate right to terminate this agreement and agrees to be bound by a notice of termination given as above provided.

**TERM OF  
AGREEMENT**

IN WITNESS WHEREOF, the Independent Cash Register Dealers Association, the party hereto of the first part, has caused this Agreement to be signed by its President, its Vice President and its Secretary and the same to be attested by the signature of its Secretary or an Assistant Secretary, the party hereto of the second part, if an individual has signed in his individual capacity, if a partnership has caused this Agreement to be signed by one or more of the partners, and if a corporation has caused this Agreement to be signed by an executive officer of said corporation to be attested by the signature of the Secretary or Assistant Secretary of said corporation, and The National Cash Register Company, the party hereto of the third part, has caused this agreement to be signed by one of its Vice Presidents and to be attested by the signature of its Secretary or an Assistant Secretary, it being understood that the signatures of the parties of the first and third parts to all counterparts executed after counterpart number three may be facsimile signatures, except for the attesting signature of the Secretary or Assistant Secretary of the respective parties of the first and third parts.

Party of the first part:

INDEPENDENT CASH REGISTER DEALERS  
ASSOCIATION

By -----  
MILLER J. HUGGINS  
*President*

By -----  
H. O. WHISTLER  
*Vice President*

By -----  
STANLEY HAYMAN  
*Secretary*

Attest:

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## ON TO THE FUTURE

In June of 1959, ICRDA held a three-day convention at the Mayflower Hotel in Washington D.C. Hayman was delighted. His home city was at last hosting his business friends and colleagues from all over the country. The grand plan of the meeting included, in addition to the business sessions, special programs for spouses, seminars, sightseeing, and a banquet with speakers representing the various government agencies with which the association had worked.

When the meeting was called to order, President Miller Huggins read a telegram to the members:

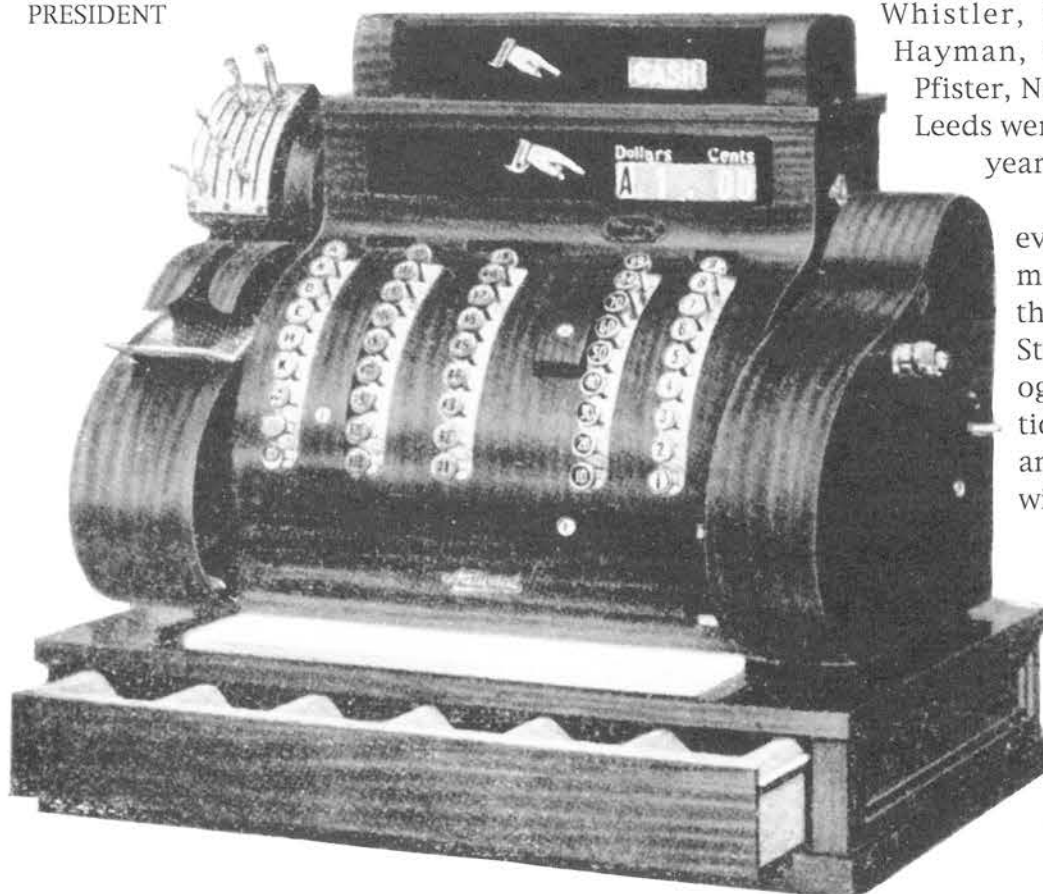
INDEPENDENT CASH REGISTER DEALERS ASSOCIATION  
MAYFLOWER HOTEL WASHINGTON, D. C.  
JUNE 17, 1959

TO MEMBERS AND GUESTS OF THE INDEPENDENT CASH REGISTER DEALERS ASSOCIATION ASSEMBLED IN CONVENTION, I SEND GREETINGS.

YOUR BUSINESS PROVIDES AN INVALUABLE HELP TO SOUND MANAGEMENT OF RETAIL AND SERVICE ESTABLISHMENTS ACROSS THE COUNTRY AND THEREBY ADDS STRENGTH TO THE FOUNDATION OF OUR ECONOMY.

BEST WISHES FOR A FINE MEETING AND A PLEASANT STAY IN WASHINGTON.

DWIGHT D. EISENHOWER  
PRESIDENT



Those who remembered the McAlpin Hotel meetings of a decade back – when less than a dozen dealers took tentative steps toward an association – couldn't help but be thrilled by how far the Association had come. ICRDA was meeting in the nation's capital, receiving greetings from the President of the United States, and listing as its first order of business a legal settlement with an old nemesis, the National Cash Register Company.

Bernard Hellring reported on the settlement with NCR, which had yet to be ratified by ICRDA's membership. Much of the first day was taken up explaining and discussing of the terms of the settlement agreement. Many suggestions were made for crossing Ts and dotting Is, and finally the following resolution was unanimously adopted:

"RESOLVED: that the Association's attorney, Mr. Bernard Hellring, in the pending case against the National Cash Register Co., is hereby authorized to complete the negotiation of the agreement to be executed by ICRDA and NCR for the settlement and disposition of the pending lawsuit, and to conclude the said agreement upon such basis and in such form as shall be recommended by Mr. Hellring and approved by the President, Vice-President and Secretary of this Association."

The second day, chartered buses took members and their wives on a tour of Washington. In the evening the manufacturers sponsored a cocktail party. On the third day the annual elections were held. Miller Huggins was re-elected president; H. O. Whistler, vice-president; and Stanley Hayman, secretary-treasurer. Rolland Pfister, Nat Framer, William Arn and Kyle Leeds were elected to the board for three-year terms.

At the banquet on the last evening, H. O. Whistler, acting as master-of-ceremonies, announced that the occasion was "in honor of Stanley and Shirley Hayman in recognition of their work and devotion to the association." Stanley and his wife Shirley were presented with a stereo sound system.

Guest speakers for the evening were Jorgen S. Lien, chairman of the board and CEO of the Regna Cash Register Company, Philip F. Jehle, counsel for the Senate Small Business Committee, and Herbert N. Maletz, chief counsel, Anti-trust Subcommittee, House of Representatives.



# ICRDA-NCR SETTLEMENT AGREEMENT FINALIZED

On September 25th and 26th, 1959, a general meeting was held in St. Louis. The board of directors met on the 25th, with the following members present: Guy Edmunds, Ed Mancini, Mike Kahn, Fred Jay, H. O. Whistler, Gene Malloy, Rolland Pfister, Kyle Leeds, Al Hernandez, Bob Wharton, Art Gordon, Nat Framer, attorneys Pressman and Hellring. The first order of business was an announcement that the ICRDA-NCR Settlement Agreement had been signed and would be discussed in detail with the full membership the next day. A motion was made and passed unanimously expressing thanks to Miller Huggins, H. O. Whistler, Stanley Hayman and Bernard Hellring, the committee that worked with NCR on the agreement. This was truly a memorable moment that focused on a lot of ICRDA's short history, especially for the "old-timers". Some-time later, Hayman was asked, "Wasn't it risky for ICRDA to take on a giant like NCR?" He replied, "We had little to lose because we had very little."

Mr. Hellring advised the board that, as part of the settlement, NCR would pay his legal fees. This was good news, but it created an unanticipated problem. Irv Pressman felt that he deserved a portion of the legal fees as a result of the successful settlement. Hellring did not want to get involved and suggested that the board work it out with Mr. Pressman. Gene Malloy, Ed Mancini, and Bob Wharton were appointed as a committee to meet with Pressman to resolve the matter. After several meetings it was agreed that Pressman would be given \$2,500 as additional compensation. Mr. Pressman reluctantly accepted the \$2,500, but felt that he was not treated fairly and stated that he no longer wished to represent the association. As there still remained a considerable amount of legal work to be done, the board then asked Hellring stay on as the association's general counsel.

Now that the ICRDA-NCR Settlement Agreement was ratified and signed the task of how to implement it became paramount. The real question was what to do first. The overall concern was how to implement sections 1 through 16 of the settlement, which clearly required some kind of ICRDA presence in Dayton, Ohio.

<b>CLASS OF SERVICE</b> This is a fast message unless its deferred character is indicated by the proper symbol.	<h2 style="margin: 0;">WESTERN UNION</h2> <h3 style="margin: 0;">TELEGRAM</h3> <p style="font-size: small; margin: 0;">W. P. MARSHALL, PRESIDENT</p>	<b>SYMBOLS</b> DL = Day Letter NL = Night Letter LT = International Letter Telegram
The filing time shown in the date line on domestic telegrams is STANDARD TIME at point of origin. Time of receipt is STANDARD TIME at point of destination.		
<div style="display: flex; justify-content: space-between;"> <span><b>MA717 SYA231</b></span> <span><b>1959 SEP 5 PM 3 45</b></span> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <span><b>SY WWYO62 NL PD=WASHINGTON DC 5=</b></span> <span><b>CASH REGISTER SERVICE CO=</b></span> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <span><b>2049 NORTH 3 ST MILW(14)</b></span> <div style="border: 1px solid black; padding: 5px; font-size: x-small;">             NO. 64-7736 F.F.              BY GT AT 739 1/2 9/8           </div> </div> <div style="margin-top: 20px; text-align: center;"> <p><b>SUIT AGATNST NCR SUCCESSFULLY SETTLED. SPECIAL MEETING CALLED, SATURDAY, SEPTEMBER 26, TEN AM, STATLER HOTEL, ST. LOUIS. AT THIS MEETING EVERY DEALER MEMBER, INCLUDING PLAINTIFFS, WILL HAVE OPPORTUNITY TO BECOME DIRECT PARTY TO SETTLEMENT AGREEMENT AND OBTAIN IMPORTANT BENEFITS THEREOF, SUBSTANTIALLY IMPROVING OPERATION OF YOUR BUSINESS. YOUR PRESENCE IMPERATIVE.</b></p> <p><b>LETTER FOLLOWS=</b></p> <p><b>ICRDA STANLEY HAYMAN SECY=</b></p> </div>		

THE COMPANY WILL ACCEPT NO RESPONSIBILITY FOR THE CONTENTS OF THE SERVICE

*"We had very little to lose because we had very little."*



*Signing the ICRDA-NCR Agreement, 1959. Standing, from left: Stanley Hayman, H.O. Whistler, Bernard Hellring, Irving Pressman. Seated: Kyle Leeds, Ed Mancini, and Nat Farmer.*

## PROFILE: MILLER HUGGINS

Miller Huggins was born in Brown County, Ohio. After graduation from the local high school in 1917, he went to work for NCR. After a year in the service department, he was promoted to the sales force. For twelve years he maintained membership in NCR's quota club.

In 1932, with one employee, he went into business for himself in Anderson, Indiana, under the name Miller Huggins, Inc. At the time of his death he employed twenty-six persons.

Miller joined ICRDA in 1950 and was elected to the board of directors in 1953. In 1955, he was elected vice president, and in 1958, president—serving two terms. He then served as board chairman for an additional two years. He received many association awards, including Life Membership.

Miller enjoyed a long and useful life (he died in 1984 at the age of eighty-five). In addition to his activities in ICRDA, he was president of the Anderson Kiwanis Club, president of the Madison County (Indiana) Shrine Club, president of the Anderson Aviation Commission, and a member of the executive committee of the National Office Machines Dealers Association. He was an ardent pilot and often flew his own plane to ICRDA meetings. On a number of occasions he took ICRDA members on flights. He logged over 5,300 hours in the air during his flying days.



## "OPERATION DAYTON"

**B**orrowing from the World War II style of naming major campaigns, members of the board had already started speaking of "Operation Dayton". It appeared that opportunity was at hand for realization of an old dream that many members had harbored, such as an ICRDA training school for technicians, which were so sorely needed.

At the general meeting the next day, members were given opportunities to express their views about "Operation Dayton". Ideas and suggestion were plentiful. But it soon became obvious that it was too cumbersome to have everyone involved, so a committee of seven was appointed to review all of the suggestions and come up with a plan of operation. The committee members were Miller Huggins, Ed Mancini, Kyle Leeds, H. O. Whistler, Gene Malloy, Nat Framer, and Stanley Hayman. There were four basic areas that needed their attention: how to organize the ICRDA operation in Dayton, how to finance it, how to manage it, and who would have the responsibility.

A search committee was appointed to try to find a manager for "Operation Dayton". The situation was urgent. A special board meeting was called for on November 23, 1959, in Chicago. The main purpose was to review applications that had been received for the job.

Before getting into the business at hand, Hellring presented Ed Mancini, then chairman of the board, with NCR's check for \$39,500 as the initial payment under the settlement. Hayman then read letters from Congressman Emmanuel Celler of New York, chairman of the Judiciary Committee of the House of Representatives, and Senator John Sparkman, chairman of the Senate Small Business Committee, congratulating the association on its successful results in the ICRDA-NCR litigation.

The board reviewed a half dozen applicants for the position as manager of the "Dayton Operation." Hellring suggested Bob Wharton because of his experience and familiarity with NCR, the association and the dealers. This was a bit awkward as he had not applied for the job nor indicated any interest. Hellring suggest a break so that he might discuss the matter with Wharton.

After lunch, Hellring and Wharton returned to the meeting and Hellring proposed that the association give Bob a six-month contract at \$310 a week plus a \$2,000.00 bonus if, at the end of the six months, the operation was a success. At that time a new contract would be negotiated. The board ac-



Robert Wharton, manager of Operation Dayton, in his Dayton office.

### The National Cash Register Company

DAYTON 9, OHIO

1-8  
210

PAY TO THE ORDER OF:

**INDEPENDENT CASH REGISTER  
DEALERS ASSOCIATION  
WASHINGTON D C**

CHECK NO	GROSS	DISCOUNT	AMOUNT OF CHECK
523913	39,500.00		39,500.00

39,500 AND 00 CENTS \$ 39,500.00

COUNTERSIGNED BY

THE NATIONAL CASH REGISTER COMPANY

THE FIRST NATIONAL CITY BANK OF NEW YORK  
NEW YORK 15, N. Y.

*J. J. Hanger*

*H. E. Thompson*



cepted the proposal and Bob was hired. Miller Huggins, Ed Mancini, and Al Whitmer were then appointed members of a special committee to oversee "Operation Dayton". The committee was given broad authority to make decisions for the association in implementing the program within the frame of sections 1 through 16.

The Board also approved full reimbursement to those members who made contributions to the legal fund.

## CLEARING THE AIR

**T**he ICRDA convention in New Orleans on February 4-6, 1960 was of unusual importance. It was the first meeting of members since ratification of the ICRDA-NCR Settlement Agreement.

Not all members understood the provisions and benefits of the agreement and how they would be implemented. The meeting opened with a barrage of questions. The thirty-one points of the agreement were explained in detail. It was pointed out that, though a particular benefit might seem important to one dealer and less so to another, overall the agreement offered an opportunity for all dealers far above anyone's highest expectations of just a few months back.

Clause 18 of the agreement came under close scrutiny during the discussion. The intent of the clause was to penalize a signatory who violated the agreement by buying a register from "Operation

Dayton" and selling it to a non-signatory dealer (as opposed to a signatory dealer or an ultimate user). The penalty was denial of certain benefits.

One of the most important benefits of the agreement was the requirement that NCR supply the association with three sets of service manuals with permission to reproduce them and make them available to any signatory. The association approved an appropriation of \$8,000.00 to print three hundred sets of manuals covering six different models of NCR registers. These manuals could not be purchased but were available to signatory dealers with a deposit of \$100 per set, with the understanding that upon return of the manuals, the deposit would be refunded.

Heavy discussion centered also on the establishment of a Grievance Committee, which was made up of a representative each from ICRDA and NCR and two attorneys, one from each side. The committee's purpose was arbitration of any grievances that might arise under the terms of agreement so differences could be resolved before they became lawsuits. The board of directors selected Bernard Hellring and Hayman to be the association's representatives.

A decision had to be made about Bernard Hellring's status with the association. Some members did not understand the need for an attorney of his caliber and felt his fees were too high. After considerable discussion, the membership voted in favor of retaining him as general counsel.

In that capacity, Hellring recommended that the association reorganize as a New Jersey corporation, designating ICRDA as a not-for-profit corporation to ensure its non-taxable status (the association, you will recall, had been originally incorporated in New York). The suggestion was adopted and a certificate of incorporation was filed in New Jersey.

It seemed that everything was going great, with one exception: Bob Wharton had informed the Dayton Committee prior to the New Orleans meeting that he had been unsuccessful in working out arrangements for the continuance of his own business in Trenton, New Jersey. He had given the board notice that he could continue for only three or four more weeks and suggested that a replacement be hired. One of the people he recommended was a Mr. Crammer, a former NCR employee who lived in Dayton.

The Dayton Committee felt that the loss of Bob Wharton would be catastrophic and agreed to continue to pay Bob's salary and to hire Mr. Crammer as an assistant with the understanding that Wharton could travel back and forth to Trenton as necessary until his problem there could be solved.

Prior to the October meeting, a group of members from the New York area requested a meeting



*Rick Smith, manager of the Dayton Parts Center, 1964.*

with the board of directors to discuss greater representation on the board for the New York area dealers. The board suggested that the group nominate a member of their choice at the New Orleans election. Unfortunately, the person nominated by the group was not elected. At that meeting on February 6, 1960, H. O. Whistler was elected president; Gene Malloy, vice president; and once again, Hayman was re-elected secretary-treasurer. Elected to the board were Robert Carver, Guy Edmunds, Andy Morrison, and Jerry Spencer. Applications for associate membership from the Sweda, Anker, Hugin, R. C. Allen, Clary, and Victor companies were approved.

To give the October meeting an added quality we had our first after dinner speaker. He came from our own ranks, Fred Cole, a dealer from Corpus Christi, Texas. Fred's humor made you laugh till you couldn't control yourself, his way of getting your attention to make his point. He was such a hit he returned for several years to continue his spin of yarns and try to get you to buy some of Dr. Cole's Root and Herb Tea.

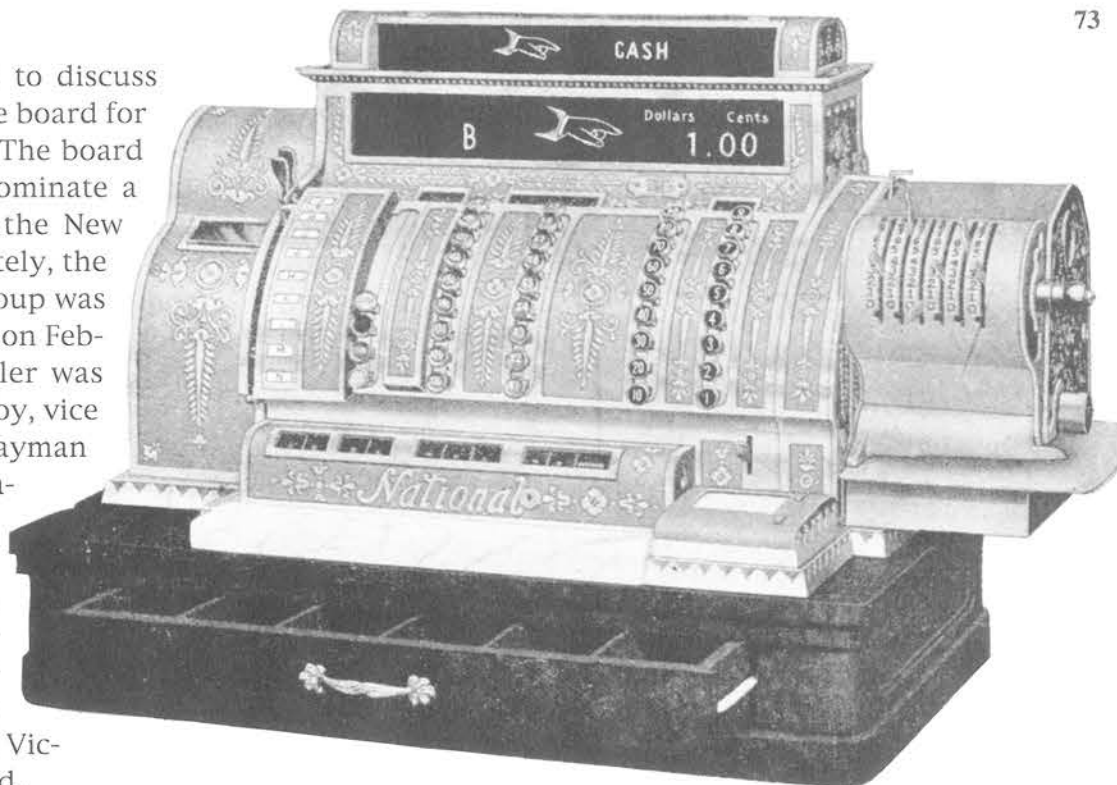
## INTERNATIONAL APPEAL

**T**he news of the ICRDA-NCR Agreement spread rapidly. Inquiries about membership in ICRDA came from dealers in England and Australia. Some asked how they could become signatories to the agreement. Unfortunately, the agreement covered only dealers in the United States. There was some talk about forming a cash register dealers association in England. In the summer of 1950, Hayman went to England and met with some of the dealers but nothing came of it.

## WORKING TOGETHER

**N**CR's counterpart to Bob Wharton was a Mr. Komnick. Together they developed a procedure for buying the traded-in cash registers that arrived in Dayton and a method of ordering spare parts. The association was allocated space in NCR's warehouse in the area where trade-ins were unloaded from trucks after shipment from various NCR offices around the country.

The buying decision was based on a formula worked out by the Dayton Committee. When



Wharton was advised that a trailer had arrived he would go to the NCR warehouse. As the registers were unloaded he selected the ones he was likely to buy. The selected registers were then moved to the ICRDA area, where an "Operation Dayton" employee inspected and either accepted or rejected them. The accepted registers were stored by ICRDA until they could be shipped to dealers.

Dealers could order, by model number, as many registers as they liked, with the proviso that they would not receive a second register of the same model until all dealers ordering the same model register had been served.

Occasionally, as registers came off the trucks, it appeared that a number had been sabotaged. This was called to the attention of the ICRDA-NCR Grievance Committee, which dealt with violations of the settlement and seeming breeches of good faith. The Grievance Committee agreed that in cases of sabotage NCR would reduce the price of the damaged register and supply parts for its repair without charge.

The original intent was that "Operation Dayton" was not to be a profit center but rather a source of registers and other services that permitted ICRDA members to compete fairly with NCR. However, registers were priced to the dealers at a slightly higher level than ICRDA cost to cover overhead and subsidize other projects. Even with the add-on the cost of the registers permitted dealers to be competitive with NCR and still make a fair profit.

Equally important, "Operation Dayton" ensured a source of registers, stabilizing a market that in the past had been erratic due to the lack of a variety of registers.

## PROFILE: HOWARD O. WHISTLER

**H.** O. Whistler worked for NCR for twenty-five years as a salesman and branch manager. In the late 1940s, after service as a major with the Army Air Corps, he left NCR to be a district manager for the Ohmer Cash Register Company and remained there until 1952, when Ohmer went out of business. "Whis" decided to take the plunge and become an independent dealer in Fort Worth, Texas. He sold that business in 1954 to take an executive position with R. C. Allen Business Machines. The desire to be independent remained with him, however, and in 1956 he had an opportunity to take over a dealership in Dallas that had the Sweda franchise. With Sweda's blessing he bought the dealership and again became an independent dealer, operating under the name Assurance Business Machines Company. He assumed the previous owner's ICRDA membership.

In 1962, he turned the Dallas business over to Gerald Beeson and joined Monroe-Sweda as a division sales manager, remaining there until 1965 when he became a vice-president of Universal Trolex Corporation.

During his time as a district manager for Sweda, Whistler had done a great deal of sales training. He found that most of the dealers he had trained were members of ICRDA. Many of them urged him, now that he was one of them, to become active in the association. He needed little urging. Over time he served on a number of committees and was notable for conducting many seminars on modern sales methods and service training. He also wrote articles for ICRDA's newsletter on training and management.

In 1957, he was elected to the board of directors. The next year he was elected vice-president, and, the year after that, president. During his term as president, he was intimately involved with the implementation of the provisions of the agreement between ICRDA and NCR. He received the Hugin Award as outstanding dealer of the year for 1961.

After Mr. Whistler's death in 1967, the association established the H. O. Whistler Award in his memory. The award is given to an individual who over the past year has made a substantial contribution to ICRDA and the industry. It is much coveted. Since its inception only twelve individuals have been so honored.



## DISCORD

**A**lthough some seventy dealers were buying registers from "Operation Dayton" by the end of the first year, the board had expected the number to be higher. It turned out that a lot of the smaller dealers, for one reason or the other, believed that the larger dealers were getting all the registers and that it would be futile to try to participate. Nothing could have been further from the truth. Other explanations made more sense. Quite a few of the larger dealers were now dealers for new registers, namely, Hugin, Victor, Gross, Clary, Sweda, and R. C. Allen and were not selling as many used registers. And, in fact, many of the smaller dealers preferred to buy registers from wholesalers, who not only guaranteed the registers but also extended credit. A solution was seen in the forthcoming school for technicians, whereby smaller dealers would get trained service people – making buying registers from "Operation Dayton" more attractive.

In New Orleans the membership had overwhelmingly supported the idea of a service training and register rebuilding program and decided it was time to start a training program for register servicemen. In March 1960, Bob Wharton finally sold his Trenton business and was given a long-term contract as manager of "Operation Dayton". He favored a training center in Dayton, but felt that larger quarters (beyond the allotted space in the NCR warehouse) would be needed. Members put forth many ideas about organizing the school and how it should operate. The vote was to let the Dayton Committee implement the training program.

## APPRENTICE TRAINING PROGRAM

**I**CRDA members had discussed the idea of an apprentice training school for years. As independent dealers made substantial inroads in the marketplace, a critical need for technicians developed. With the signing of the ICRDA-NCR agreement, the board of directors promptly and unanimously following up a recommendation of the Dayton Committee, authorized establishment of a school.

The Cash Register Training Center (CRTC) was established in Dayton, Ohio. Walter Wolfgang, a retired NCR technical instructor, was hired to teach apprentices sponsored by dealers. At the time, this was the only school of its kind in the United States.

The curriculum established by Wolfgang included instruction in the complete tear down and reconstruction of six popular NCR registers. Entrance re-



quirements included some mechanical experience, passing an aptitude test, and a mature commitment to their sponsors, the dealers.

The training on a major model generally ran about six months; the duration of the course depended on the number of models on which the student was to be trained. There was a tuition fee and in addition the dealers paid for the students' room and board. Arrangements for wages while at the school, if any, were between dealers and students.

Course work consisted of hands-on instruction eight hours a day, five days a week. Students were expected to devote several hours to study in the evenings and weekends. Students were tested every week and had to maintain a "C" average to remain in school.

The federal government recognized a need for training on a national level. In June 1963, after a long period of negotiation with Hugh C. Murphy, administrator of the Bureau of Apprenticeship and Training in the U. S. Department of Labor, "Operation Dayton's" program for training cash register technicians was approved by the U.S. Department of Labor. As CRTC took up its mandate as prime contractor and administrator of the Labor Department program, James R. Hockenberry, another former NCR instructor, was named training director.

The program was in two parts: training at the Dayton facility and on-the-job training (up to three years) with a qualified dealer. In both parts the government subsidized the students' salaries and the salaries of instructors as well.

Member dealers hired virtually all students completing their training. Because of the subsidies, the demand for training grew to the point where it was

necessary to limit the number of students, which led to a waiting list for new trainees.

As more and more dealers took on other manufacturers lines, the need for NCR-trained technicians diminished. When electronic registers emerged in the late 1960s and early 1970s, a different kind of technician was needed. Courses in electronics were added to the Dayton curriculum, but at the same time many competitive electronic training schools were opening all over the country. Ultimately, as the need for electro-mechanical technicians dwindled further, practically to zero, the balance tipped and it was no longer practical for ICRDA to continue the apprentice-training program. In 1978, CRTC was closed down. Over 300 hundred students were trained while the school was in operation.



*The first graduates of the ICRDA Training Center are flanked by Robert Wharton (left) and Walter Wolfgang.*

## PROFILE: FRED COLE, SR. AND JR.

Fred Cole, Sr., was born in Port Sullivan, Texas, in 1902. The family later moved to Hearne, Texas, a town and so rural that even today, as Fred, Jr., points out, it had the first Wal-Mart to open and close for lack of support. Fred worked his way through the University of Texas, where he showed some traits that we in ICRDA would see later: he was a cheerleader and president of his class.

He bounced around in a lot of odd jobs, including machinist's mate on a tanker that took him to Genoa, Italy. Returning to Houston, he won a bet on the Dempsey-Firpo fight and started looking for work. At the local NCR office he was told they weren't hiring but the Burroughs Adding Machine Company might be. In an interview at Burroughs he was asked what he would do if he made twenty-five sales calls in a day without making a sale. Fred answered, "Sir, this is my twenty-sixth call today," and got a job as a junior salesman at \$18 per week.

He was soon transferred to Corpus Christi and assigned to work with a senior salesman whose territory included the Rio Grande valley, some distance from Corpus Christi. The senior man disliked traveling there and eventually the valley was split off as a separate territory with Fred in charge. Not owning a car, Fred got around by bus. So as to be ready to make his presentations, he boarded buses with a sixty-five-pound machine under one arm and his sales case under the other. After getting off a bus he sometimes had to walk hundreds of yards with this load to see his customer.

For his first month of work Fred earned \$10,000 in commissions (1923 dollars!). He bought a car for \$400 and eventually became Burroughs' number-one salesman and won the company's Frank Spiekerman trophy. He was sent to Burroughs' Detroit office for sales training, where he learned how the "professionals" did it. That was helpful, but he learned more from observing his competition, two super salesmen of AMODS for Sundstrand and Dalton. At the time Burroughs main business was in accounting machines for banks. In the mid-1920s the company started manufacturing AMODS and machines known as "thumb-busters" (NCR 700 look-a-likes).

In 1927, Fred was transferred to Beaumont, Texas, as branch manager. He met his future wife Stella there. Their first date was on Black Friday in 1929, the day of the great market crash. Fred had invested a lot of money – on margin – in Burroughs stock. He was broke and in debt, so marriage, which he and Stella discussed, was out of the question. The Great Depression tested his endurance. At one point he suffered thirty-one days – and 532 rejections – without a sale. Five years later Fred was made branch manager in Corpus Christi, where he secured a large order for accounting machines from the local electric utility. Finally he was able to call Stella and ask her to get on the train to Corpus Christi. They were married on Easter Sunday in 1935.

When World War II broke out, Fred began selling a large volume of equipment to the naval base in Corpus Christi. Burroughs had no other naval customers, so Fred was tapped to call on the Navy all over the country. He saw little of his family during the war years. He was still a branch manager and needed help with the branch while away. He interviewed

and hired a young man at about 6 p.m. one day. The new hire asked when he could start. "How about now?" Fred replied, and the two hit the street until 10 p.m. Fred knew he had a winner (Henry Pardoe, who later became a dealer himself and an ICRDA member).

After the war, Burroughs changed the terms of its contracts with branch managers, which was not to Fred's liking and resulted in his getting a distributorship for R. C. Allen. Soon, in a time when it was difficult to get new machines because of postwar shortages, he bought Allen machines by the railroad carload. He also expanded the breadth of Cole's Office Equipment Company by buying out a variety of firms in other towns.

One day in the mid-1950s, while driving down a Houston street, Fred noticed a man he had known at Burroughs cleaning a cash register in front of his store. The man was Gene Malloy, who told Fred of his enthusiasm for the Sweda register. Before long, Cole's was set up as a Sweda dealer.

The move to Sweda put Fred more directly in the cash register business and led to his joining ICRDA. Gene Malloy had heard Fred expound his views at Burroughs meetings. Now he suggested Fred do the same at ICRDA meetings. For several years Fred served as the banquet speaker at ICRDA conventions. He was a barn-burner, speaking on subjects as diverse as how to sell Cole's tonic water to how to achieve imperturbability. Fred was an American original, a true example of the "independent" cash register dealer.

Fred, Sr., had a superb sense of humor but his children attest that he could also be a stern taskmaster. For example, he expected them to go to college, but he expected them to pay their way. He gave them the opportunity to earn college money by working for 25¢ an hour in the family business as early as grade school. By high school, they worked on commission.

Fred Cole, Jr., was born in Corpus Christi in 1937. By his sophomore year in high school, he was a full-fledged commission salesman for his father. He worked his way through Texas A & M University. After college, he took his father's advice and opened his own business in Harlingen, Texas, in the Rio Grande valley. That business moved through the years from selling mainly adding machines to electronic cash registers to computerized systems. Fred, Jr. operated as a Sweda sub-dealer under his father until the latter retired from the cash register business in the 1960s. In 1977, the name of Fred, Jr.'s company was changed from Cole's Office Machine Company to Cole's – The Cash Register Company. Cash registers, from Sweda to Anker, R. C. Allen, Tec, Data Terminal Systems, Casio, Micros, Microcheck, and Panasonic, became the company's main business.

Fred Cole, Jr. joined ICRDA in the early 1960s and later served on the board of directors.





*The service department of Merchants Cash Register Company, Chicago, 1975.*

## FLYING HIGHER

In late August 1960, ICRDA's convention and meeting, at the Edgewater Beach Hotel in Chicago, had the largest attendance of any gathering to date. Eighty-one member firms were registered. In addition, there were twenty-six non-member dealers and seventeen manufacturers and suppliers. The non-member dealers, from the Chicago area, were invited so they could see what the association was doing and the benefits of joining. The membership at that time stood at 176.

Bob Wharton told the member dealers that in the year and a half since "Operation Dayton" had begun they had purchased over 1,000 registers. That summer they were averaging forty registers a week. The average cost of these registers to "Operation Dayton" was \$59; they were sold to members at an average price of \$70.

As an example of the scope of the operation, Wharton pointed out that in one week 628 registers had been brought into Dayton by NCR. Of these, 425 were available for purchase by ICRDA. There were 232 with high serial numbers, making them too expensive to buy. Some of the registers, 122, were obsolete or undesirable. Of the whole lot 71 registers were selected for inspection, of which 38 were purchased.

The problem was passing up too many registers because of needed repairs. To solve this problem, Wharton suggested adding another NCR-trained mechanic to the staff, whose job would be to make repairs to the registers with minor problems. A second step would be setting up a reconditioning program where the registers would be bought, reconditioned, refinished and then sold to members. To illustrate what he had in mind he showed four registers that had been totally reconditioned by students in the training facilities. He explained that by setting up a reconditioning program, as a by-product of the training school, the association could sell these registers to the members. These ideas were approved by the membership, which also voted to establish the rebuilding program, which later became known as RECO.

Mr. Hellring reported that there were 150 signatories to the ICRDA-NCR Settlement Agreement, representing 86 per cent of the total membership.

The board of directors hosted a luncheon meeting with the cash register manufacturers to encourage joint efforts at establishing recognition for the association as a major player in the industry.

On December 18 and 19, 1960, the Executive Committee and the Dayton Committee met in Dayton to review "Operation Dayton" for the previous twelve months. Attendees were H. O. Whistler, Al





*Signing the distributor agreement with Hasler Cash Register, Ltd., left to right: Stanley Hayman, Bernie Hellring, Robert Carver, and Jack U. Beutler, sales manager for Hasler.*

Whitmer, Kyle Leeds, Ed Mancini, Guy Edmunds, Bob Wharton, Bernard Hellring, and Stanley Hayman. The group visited the apprentice training facilities, the ICRDA warehouse, and the NCR facility where the registers arrived for inspection.

The committee took this opportunity to attend a Grievance Committee meeting with NCR at the office of its legal counsel, Mr. Cowden, who was also a vice-president of NCR. This gave the Executive Committee its first chance to observe the Grievance Committee at work.

## MEETING THE MEMBER'S NEEDS

**I**n April 1961, a two-day annual meeting of the association convened in Dallas. A representative of the Jaqua Advertising Agency presented a series of brochures and a new ICRDA logo. Two of the brochures were to be used as direct mail pieces: "Meet Mr. Independent" and "First Choice". It was proposed and agreed that each member would receive 250 copies of each brochure at no cost. Additional copies could be bought in quantities of 500 for \$10. This gave the dealers an opportunity to get professionally designed brochures at a lesser cost than if done on an individual basis. A decal – "Authorized Dealer" – was presented with the suggestion that it be given to each of the ICRDA-NCR Settlement Agreement signatories as a sign that they abided by a code of ethics endorsed by the association.

Two days were devoted to meetings where the whole range of ICRDA programs and operations was reviewed. This gave members who had not participated in previous discussions a chance to be heard.

The idea of setting up a reserve fund to ensure future benefits and programs was first broached in these sessions.

The question was asked as to why more members were not participating in ICRDA programs. One member commented that it was human nature to assume that if something was free, it was of little value. To counter this, attention was drawn to members like Ed Mancini, Fred Jay, Ken Sanders, Jack Faubian, the Sussman brothers, the Rosenstocks, Lou Liss, and a dozen others who were doing very well financially because of their participation in the programs, especially in buying registers and parts through "Operation Dayton". There was a marked change upward in dealer participation after this discussion.

Robert Carver, a former NCR serviceman, led a service seminar with printed handouts for members to take back to their service departments. It was decided to make these handouts available to all members through the newsletter and special mailings. Then Henry Pardo ran a sales seminar which reinforced the desirability of providing all members with more sales training and management material.

A major problem was resolved concerning the time and hardship placed on those dedicated members who served on committees in attending special meetings, particularly for those who were on more than one committee. In addition to the time factor, there was significant out-of-pocket travel expense. To relieve the pressure and expense of attending so many meetings, it was decided that one day would be set aside, before or after a regular meeting or convention, for committee meetings only. Even with this accommodation it was necessary for some committees to meet more often, namely "Operation Dayton" and the "ICRDA-NCR Settlement Committee".

## ALLIANCE WITH NOMDA

**I**n December 1961 a letter was received from the national office machines dealers' association, NOMDA, requesting support for proposed Congressional legislation on franchising. For several years, franchisers in the gasoline, fast-food, automobile, office machine, and cash register businesses, among other industries, had canceled franchisees without due process, taking over lucrative operations without paying fair value. The practice became so prevalent that it was necessary to seek government intervention. ICRDA's board of directors, aware of the impact of the practice on a number of its members, was empathetic to this effort. The board asked Bernard Hellring to consult with NOMDA's attorney to determine to what extent ICRDA could give support.

## BIG TIME

In May 1962, ICRDA held a four-day convention at the Seville Hotel in Miami Beach. The convention program included sightseeing, luncheons, seminars, exhibits, and a banquet. Edgar Noll, president of NOMDA, addressed the membership on the proposed franchise legislation formally asking ICRDA members to support the legislation by contacting their Congressional representatives. Mr. Hellring recommended that ICRDA join in backing NOMDA's initiative which was approved by the membership.

For the first time the association paid for a professional motivational speaker, who put on a two-hour show. On another evening members were the guests of the manufacturers at the local dog track, where the featured race was the "H. O. Whistler Handicap".

## NCR ANTICIPATES FAILURE OF THE ICRDA-NCR AGREEMENT

By this time more than two years had passed since the signing of the ICRDA-NCR Settlement Agreement. There was a big difference be-

tween having an agreement and making it work. Phillip Becker, an attorney for NCR and a member of the Grievance Committee, told the members of the committee that some top officials of NCR believed that the agreement would fall apart because ICRDA couldn't control its members' conduct. It therefore would be unable to keep its side of the agreement which would then negate the agreement. A few ICRDA members, it appeared, held the same belief.

In point of fact, there had been several complaints filed by NCR in the first few months of the agreement. In each case the Grievance Committee acted promptly. When allegations were determined to be true, offending dealers were suspended for one month or more from participating in any benefits under the agreement.

An early test of the grievance procedure was a complaint from NCR that ICRDA members were giving the impression to prospective customers that the registers ICRDA members bought from "Operation Dayton" were NCR factory rebuilts. The ICRDA members of the Grievance Committee sent a strong letter to signatories to the agreement. This stated that any members giving the impression they were selling NCR factory-rebuilt registers or that all their technicians were NCR-trained, would be suspended from benefits under the agreement for a period of not less than one month. A copy of this letter was sent to



Members train on the Hasler register, left to right: Harry Tallmadge Jr., Paul Slagle, Walter Wolfgang, Robert Kuntz, Norman Shoemaker, and Robert Wharton.

NCR along with the suggestion that they, in turn, send copies to their branch offices and recommend that the NCR offices immediately file complaints with the Grievance Committee if they found violations. This action by ICRDA evidently took NCR completely by surprise. Seeing that the association was taking a strong position, NCR in turn cautioned its people to abide by the terms of the agreement; any NCR employee in violation would be immediately dismissed.

## SUCCESS

This had a tremendous effect on the relationship between the members of the ICRDA-NCR Grievance Committee. All complaints were taken seriously by members on both sides, resulting in mutual trust that continued through the life of the agreement.

Having worked together for several years, both sides had the desire to continue the agreement. For



*H.O. Whistler (second from right) and ICRDA members as guests at the local dog track.*





*The Seville Hotel in Miami Beach welcomes the ICRDA in 1962.*

the first time in years there were very few, if any, reasons for ICRDA members to file lawsuits against NCR. There was, however, the need to make amendments to the agreement, from time to time, to clarify certain provisions and make them easier to execute.

The association seemed to be doing well, but not all of the dealers were happy. Several members felt that the association was run by a select group of members and questioned the qualifications of those running "Operation Dayton". The board felt that, though these concerns were unfounded, there was a need to keep the dealers better informed and more involved. To this end, H. O. Whistler was selected by the Board to visit member dealers to inform them of how the ICRDA-NCR agreement worked and about the various ICRDA programs available to them.

The belief of a few dealers, that certain members were getting preferential treatment from "Operation Dayton", initiated an invitation to visit Dayton and question anything on the spot. Several dealers who took advantage of this invitation were not only satisfied with what they saw, but became enthusiastic about the management and the programs.

## OCTOBER 1962

The next meeting was held in October 1962 in Minneapolis. Most of the agenda was devoted to increasing the number of trainees in the Apprentice Training Program. At the time, Hayman was working with the U.S. Department of Labor on a program being developed under the new Manpower Requirement Development and Utilization Act of 1962. It was hoped that through this act, ICRDA could implement the then current ICRDA Apprentice Training Program.

The advantage of the new program was the possibility that the government would subsidize part of the expenses and salaries of the school. The association was asked by the Department of Labor to present a plan that could be incorporated into a nationwide program. It was believed that such a program would help in finding trainees for the school. A special committee composed of Nat Framer, chairman, Fred Kass, and Bill Chrisman worked with Hayman to formulate the ICRDA plan that ultimately was adopted – as covered earlier in the section on "Operation Dayton".

It was at this meeting that H. O. Whistler announced that he was joining Monroe-Sweda as division manager in the southwest region. Monroe-Sweda wanted the dealership for the local Monroe office. This spotlighted the contention that Monroe-Sweda would at every opportunity operate their own sales offices. Bill Chrisman added fuel to this fire when he reported that he had been denied permission to purchase dealerships in Minneapolis and Denver; instead he had been offered a job as manager of the Monroe-Sweda office in Denver. Bernie Hellring was asked to evaluate the dealers' legal position vis-à-vis Monroe-Sweda's take-over of dealerships. He felt that this issue would be an important factor in the association participation in forthcoming Congressional hearings. The result of the hearings might well resolve the need for legal action. Mr. Hellring was at this time negotiating with the Internal Revenue Service over ICRDA's tax status.

Before adjourning the Minneapolis meeting, President Gene Malloy admonished the members about

the need for unity. This theme was underscored by the presentation to each member of a souvenir paperweight with this inscription:

There is a very ancient legend about a wise old man who had seven sons. One day he called his sons together and commanded that a bundle of sticks be brought in to him. Each son was given a stick and was told to break it. Which each did with ease. He then took seven more sticks and bound them together. To each son, in turn, he gave the bound bundle of sticks with instructions to break them. None could break them. "Individually" said the father, "you are easy prey for your enemies. Together, you are invincible."

## DUAL DISTRIBUTION

When a dealer in a major city was unable to provide proper service, Sweda, seeing an opportunity to take over a potentially good territory, canceled the dealership and opened



*Officers of the ICRDA, 1961. Left to right: (standing) Bernard Hellring, General Counsel; Board Members Rolland Pfister, Fred Jay, Nat Framer, Guy Edmunds, Bob Wharton; Vice-President Gene Malloy; (seated) Board Members Kyle Leeds, Ed Mancini; President H.O. Whistler; Chairman of the Board Miller Huggins; Secretary-Treasurer Stanley Hayman; and Board Member A.C. Whitmer.*



*Bill Chrisman, Sr. gives a committee report in Miami Beach, 1962.*



*Motivational speaker Herb True fires up the Miami Beach Convention.*

a branch office. In remote locations, where service was a problem and profit from sales and service somewhat limited, Sweda enlarged the territory of the nearest qualified dealers to include those locations. Many of the dealers canceled felt that Sweda used the pretense of lack of proper service as an excuse to take over a potentially profitable customer base. Such problems, seeded with opportunities, were part of what came to be known as "dual distribution", which involved a number of companies other than Sweda, some foreign and some domestic.

To fully understand dual distribution we have to look back a bit. Prior to 1945, only a few cash register lines were available to dealers, mostly unsophisticated adding machines on cash drawers (AMODS), which lacked features found on NCR machines. The AMODS did have, however, detail tape, one or two totals, and a validation feature. Some models had one or two rows of print keys to identify departments, clerks, or types of transactions. The best known AMODS were manufactured by Burroughs, R. C. Allen, Clary, and McCaskey. Allen, Clary and McCaskey distributed primarily through dealers; Burroughs marketed solely through its own branch offices.

The Sweda registers were well built and had many features comparable to NCR's products. For several years Sweda enjoyed the exclusivity of being the only company that was even close to competing with NCR. A by-product of this was the acceptance in the United States, for the first time, of foreign-made cash registers.

In the mid-1950s a number of electro-mechanical cash registers with features comparable to NCR's were introduced into the U. S. by other European and Japanese manufacturers. The most popular, in addition to Sweda, were the Hugin (Sweden), the Anker (Germany), the Gross (England), Tokyo Electric, JCM, and Fugi (Japan). These manufacturers looked to independent dealers for distribution. In major markets they sought qualified dealers to handle their machines on an exclusive basis. In some cases dealers took on several lines merely to keep them out of the hands of competitors. On the other hand, it was sometimes necessary for dealers to carry multiple lines so as to meet the varied needs of their customers - not unlike the automobile dealer of today who carries several different makes.

The Anker cash register was first introduced in the U. S. by Burroughs, which marketed it as the Burroughs Cash Register solely through its own branches. After several years, unable to compete with NCR and Sweda dealers, decided to get out of the cash register business. The Anker Company had no choice but to take over the Burroughs dis-

# NCR's Competitor Defends Methods

## Monroe-Sweda Tells Congress It Doesn't Compete With Its Independent Dealers

By WALTER RYBECK

Daily News Bureau  
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WASHINGTON, Nov. 6.—The chief competitor of the National Cash Register Co. in the cash register line, the Monroe/Sweda firm, this week took pains to justify its sales distribution methods to Congress.

A House small business subcommittee, looking into pros and cons of "dual distribution," heard complaints earlier that Monroe/Sweda was competing with its independent dealers.

"Dual distribution," was described by Rep. James Roosevelt (D-Calif.), subcommittee chairman, occurs when an independent business man's supplier is also his competitor.

"WE DO not engage in dual distribution," W. Wade Senter, vice president of Monroe/Sweda, said categorically.

While admitting that the number of dealers has been cut from 200 to 151 since 1959, and that 144 Monroe branches have been opened to sell and service registers, Senter said dealers and branches do not operate in competition in the same territory.

"We have not replaced any dealers except those whose performance has been consistently poor," he added.

The Independent Cash Register Dealers association, with offices in Dayton, earlier claimed that its dealers deserve most credit for establishing Sweda in the United States.

SENTER contradicted this: "Through making a superior, new machine available to this group of used machine dealers and repairmen, through the marketing help that we have given them, and through our affiliation with Monroe—it is our company who has been primarily responsible for the prosperity of our dealers."

NCR was mentioned often in the discussion, this week and previously, as dominating the industry, "the giant," "total monopoly," and so forth.

Yet, according to committee

records, NCR declined an invitation to testify or reply. The company wrote, it does "not engage in dual distribution of cash registers and we do not think we could make a significant contribution to your inquiry."

NCR sales of new cash registers are sold exclusively by a network of branch offices.

In the market of used NCR registers, however, the independent dealers claim that they operate in competition with NCR—and would welcome the opportunity to compete with new registers as well.

During an antitrust suit to obtain such new registers, the ICRDA, in a settlement that did not go to final hearing, agreed to take "as is" used NCR registers—but not factory rebuilt or new ones. This settlement of four years ago, according to testimony, is again under review.

THE SWEDA machines were sold in the United States by independent dealers between 1950 and 1959. At that time, a subsidiary of Monroe took over the manufacture of Sweda registers.

Senter called the ICRDA position inconsistent and selfish because it objects to dual distribution by Sweda yet would welcome it on the part of NCR. "The dominant manufacturer in our industry also has plants abroad," he said.

Testifying for ICRDA were Eugene Malloy, president, Stanley Hayman, executive secretary, Bernard Hellring, counsel, and Miller Huggins, board chairman.

tribution and to continue providing service to major accounts that bought the its registers under the Burroughs name. Anker had to turn to the independent dealers to maintain sales and provide service nationally. With few exceptions, Anker would not appoint a dealer who had the Sweda franchise.



As independent dealers made significant inroads in the marketplace, including sales of Sweda and Anker to major accounts, the two companies gradually but methodically began dealing directly with major accounts. Both Sweda and Anker hired people from NCR and other companies for the primary purpose of securing business with the major accounts, many of which the independent dealers had sold and were servicing. In some cases, the manufacturer would declare certain major accounts "house accounts" and compete directly with the dealers for that business. To soften the blow, the manufacturers would pay the dealer a small commission to install and service the registers. This was the beginning of "dual distribution".

Dual distribution was not unique to the cash register business. Office machine manufacturers and many other industries also engaged in the practice. The most egregious contemporary version of this is the factory outlet store – today there are malls made up entirely of outlet stores.

Recognizing that their survival was at stake, the Sweda dealers took a page from ICRDA's experience and formed the Sweda Dealers Association. The Anker dealers did likewise. The purpose was to work out differences between dealers and the manufacturer as well as disputes between dealers in hopes of solving mutual problems. At first the manufacturers were unfriendly to these dealer groups, regarding them as threats, but in time accepted them as a means of narrowing differences between management and the dealers. The problem of dual distribution would not go away, however, and, as we shall see, continued on into the 1960s.

## CONGRESS GETS INVOLVED

**I**CRDA always seemed to move on several fronts at once. In addition to the tax issue, the apprentice program issue, and almost continual concern about periodic renewal of the agreement with NCR, an important study of an old bugaboo – dual distribution – occupied the leadership of ICRDA in 1963. A Congressional hearing was scheduled for May 28 under the title "The Impact upon Small Business of Dual Distribution and Related Vertical Integration." This was conducted by the House of Representative's Subcommittee on Distribution of the Select Committee to Conduct a Study and Investigation of the Problems of Small Business. Presiding was Congressman James R. Roosevelt of California, son of the late president. Other members were Congressmen Robinson and Harvey. Gregg Potvin was majority counsel, John J. Williams, minorities counsel. The hearing was the result of ef-

forts by Bernie Hellring for ICRDA. The hearings were not just confined to cash register dealers, but our association played an important part. On behalf of ICRDA Miller Huggins, Gene Malloy and Stanley Hayman gave the following statements to the subcommittee:

### EUGENE MALLOY'S STATEMENT:

[This statement opened with the definition of a cash register that was quoted near the beginning of this narrative, then continued, as follows]

The function of a cash register is not only to protect the retail merchant's cash but also to furnish him with information which will enable him to prepare records needed to operate his business efficiently and to protect the customer with honest indication and accurate automatic calculation.

The principal attribute of a cash register is "indication" and the four basic characteristics of a cash register are: (a) that it records the amount of each sale on a locked-in tape; (b) that it exhibits the amount of each recorded sale by means of indicators visible to the clerk and the customer; (c) that it includes a cash drawer; and (d) that it includes one or more totaling devices. The number of these totaling devices, known as "totalizers," determines the number of separate accounts, which may be kept in one cash drawer.

There are some similar machines or devices available, which are, in essence, electrically or hand-operated adding machines with built-in cash drawers and recording tapes. These machines differ basically from a cash register in that they have no "indication". Moreover, they rarely have more than one totalizer. Because of these differences, these machines or devices do not effectively compete with cash registers and are not part of the relevant market. They are often referred to as AMOD machines which really means "adding machine on a drawer".

The substantial use of cash registers in the commercial market was just starting at the beginning of this century. By 1916 it was a big business in the United States and the National Cash Register Company was already the dominant factor in the industry. In 1916 the United States government entered into a consent decree with the National Cash Register Company which sought to curb the dominance of that company in this industry and its monopolistic practices.

The Consent Decree of 1916 was most ineffectual. On the contrary, the National Cash Register Company continued to increase its dominance in the industry and, one by one, all of the other manufacturers of cash registers in the United States were



Congressman James Roosevelt receives a certificate of appreciation from Stanley Hayman, 1963.

eliminated. As a result, by the time of the Second World War, the National Cash Register Company was virtually the only manufacturer of cash registers in the United States and this condition continues today.

The present condition in the industry therefore starts with the fact that the National Cash Register Company is the only manufacturer and distributor at wholesale or retail of new cash registers manufactured in the United States of America. The Victor Company has recently introduced a type of cash register, but it is too early to assess any impact of this new item. Therefore, all discussions of distribution problems in the cash register industry must have as a basic background the presence of the National Cash Register Company and its total monopoly of the manufacture, sale, and distribution of new cash registers manufactured in the United States.

There is a big business in the United States in used cash registers. The distribution and sale of used National cash registers is a much more common practice in regular commercial channels and among regular commercial consumers than is usually found in other types of office or commercial machinery and equipment. So, for example, the National Cash Register Company itself engages very heavily in the sale and distribution of used National cash registers. Almost all of its hundreds of branches and branch outlets throughout the country sell used National cash registers as well as new ones and there is nothing peculiar about a retail store purchasing a used cash register such as there might be in some other office machine or commercial device.

As a matter of fact, the National Cash Register

Company supports its own business in the used cash register field by an important program of factory rebuilding all used National cash registers. While we are not here for the purpose of discussing the distribution practices of the National Cash Register Company, this background is essential to an understanding of the condition of the industry and of the problems, which we are here to discuss today.

The sale and distribution of used National cash registers is a business which is also conducted by several hundred independent retail merchants, many of whom are members of the Independent Cash Register Dealers Association, of which association I am privileged to be the president. These independent dealers are a hardy and vigorous lot. It is not easy to become a successful independent cash register dealer. This is not a business into which one can enter casually. There must be a long background of training and experience in the industry, either as an employee of the National Cash Register Company in sales or service, or as an employee or an associate for a long period of time in the business of another independent cash register dealer.

One cannot sensibly become a small businessman in the cash register industry merely by having a little capital and opening a store. There must be a real technical knowledge of the uses and purposes and functions of a cash register. There must be knowledge of how the machine works, how to take it apart and put it together again, how to maintain it and repair it, what kind of use it can withstand. Aside from this mechanical and technical training, there must be years of experience in the sale of cash registers so as to be able to understand the needs of a



*Standing on the steps of the House of Representatives during the Small Business Hearings, 1963.*



particular retailer and the function which a cash register must perform in a particular store whether it be a supermarket, a gas station, a drugstore, or any other particular type of retail establishment.

The Independent Cash Register Dealers Association survived the acquisition by the National Cash Register Company of its total dominance of the cash register industry in this country. Even after the National Cash Register Company had eliminated virtually all other manufacturers of cash registers in the United States, that company still continued to sell some of its cash registers through independent dealers under varying arrangements. This was still true to some extent during the 1930s but was virtually eliminated by the 1940s. The present group of independent cash register dealers is to a large extent the survivors of the old dealer groups who sold for the National Cash Register Company and their sons and other descendants in their businesses. The ranks of the independent cash register dealers are constantly reinforced by the departure of personnel trained in the National Cash Register Company either at its factories in Dayton, Ohio, or in its hundreds of branch offices throughout the country. The fact that the independent cash register dealers have survived the conditions described above is surely a testimonial of their vigor and determination as small businessmen. This is particularly true when one considers that their merchandise has consisted to a large extent of used equipment. Except for the type of equipment which will be described by Mr. Hayman and Mr. Huggins (whose statements will follow mine) the small businessmen in this country known as the independent cash register dealers have nothing to sell except used cash registers originally manufactured by the National Cash Register Company.

These small businessmen banded together many years ago in order to find sources of supply for their merchandise. They buy their equipment and merchandise from whatever sources they can find: used cash registers sold at auction by department stores, or traded in by retailers in exchange for another used cash register, and the like. Several years ago the availability of used cash registers was increased as a result of litigation brought by the Independent Cash Register Dealers Association against the National Cash Register Company from which company used cash registers are now purchased through the facilities of the Independent Cash Register Dealers Asso-



ciation. This unusual background is essential, as I said earlier, to an understanding of the dual distribution problem which exists in the industry with respect to the other equipment being sold by the cash register dealer and which will be described by Mr. Hayman and Mr. Huggins.

I appreciate very much the request of this honorable committee that I appear in my capacity as president of the Independent Cash Register Dealers Association and I thank you for the attention that you have given my statement.

#### STANLEY HAYMAN'S STATEMENT:

After the Second World War the cash register industry and market in the United States consisted of the National Cash Register Company and its hundreds of branches throughout the country selling new and used National Cash Registers and several hundred independent cash register dealers - small businessmen selling used National cash registers. There were still some Ohmer cash registers being marketed but on a very small scale and this ended during the fifties.

In or about 1948 a new element began its entry into the American market. This was the foreign-made new cash register. In 1948 a representative of the Sweda Cash Register Company, which manufactured

a cash register in Sweden and marketed it under the name Sweda, contacted me. During the next two or three years a number of the independent cash register dealers undertook to present the Sweda cash register to their customers.

In the period of nine or ten years until the fall of 1959 the Sweda cash register was able to make an impact on the American market because of the re-tailing skill and determination and efforts of the independent cash register dealers. The Sweda line of cash registers was much more limited than the National Cash Register Company's line. There were a very limited number of models and types and the fact that it was a machine manufactured outside of the United States was a serious deterrent to its acceptance in the American market. As a matter of fact, it should be said that the Sweda machine would never have made a successful entry into the market were it not for the tremendous effort and expense and risk extended by the independent cash register dealers.

By the fall of 1959 the number of independent cash register dealers marketing the Sweda cash registers was well in excess of two hundred throughout the country. The procedure was laborious and difficult and involved a lot of hard work. A used cash register dealer in a particular community had to make constant visits to his personal friends and customers who had been purchasing used National cash registers from him. Gradually after a great deal of work, the sales resistance from the customer to a foreign-made machine – and indeed to any machine other than a National cash register – was broken down. At first the customer would

only give the Sweda machine a trial and many times these trials did not succeed to the point of making a permanent customer.

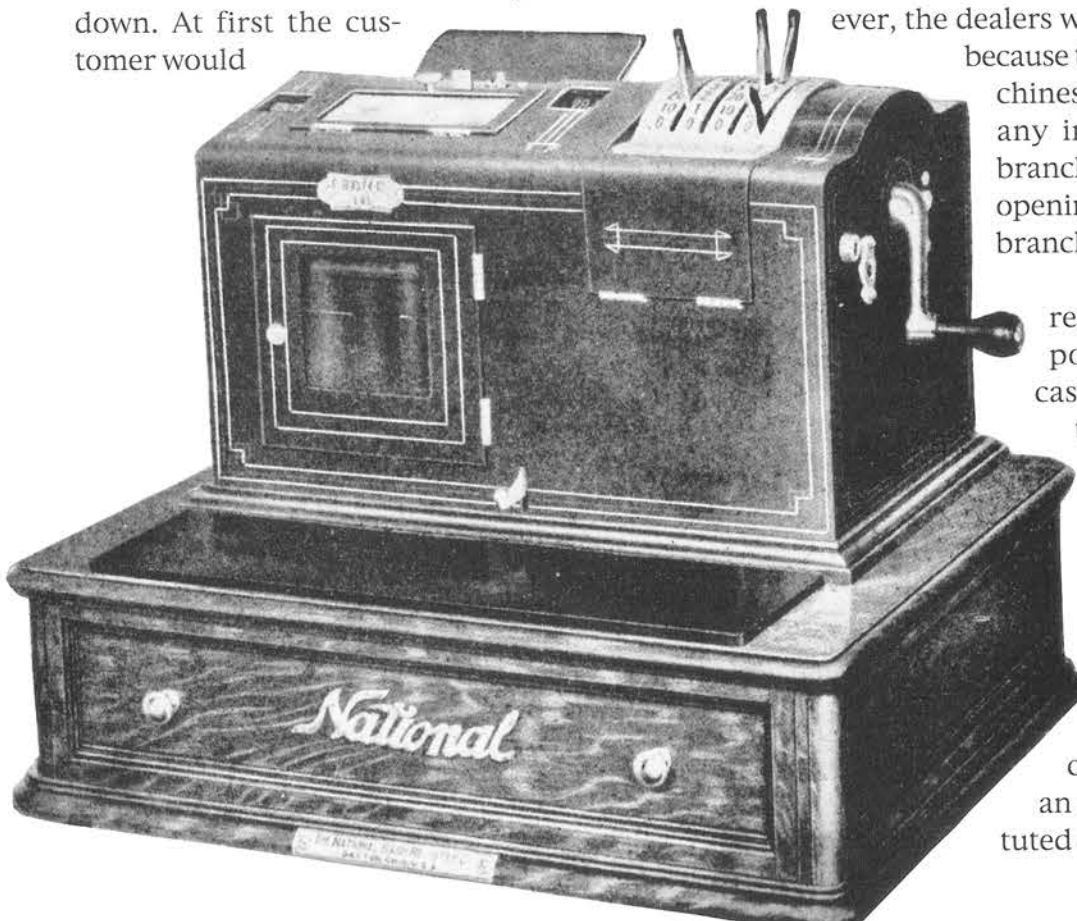
It was necessary for the dealer to make a substantial investment in facilities, sales and service personnel, as well as in a quantity of Sweda machines in order to be equipped to launch the Sweda machine into the market.

During this ten-year period, the Swedish manufacturer, Svenska Dataregister, A. B., established an American distributing company that limited its activities to distribution aid to the various independent dealers throughout the country. The headquarters of this American Sweda Company was in Chicago and they did establish branch offices in New York and Chicago, which by 1959 engaged in a certain amount of direct selling. However, virtually the entire output of the Sweda machines in this country was sold through independent dealers between 1950 and 1959.

After several years of this effort, the independent cash register dealers were able to make an impact on the American market with this machine, based largely on their own personal contacts in their own communities. Thereafter, and with some help from the distributing headquarters of the Sweda Company in the United States, a certain amount of impact was made on some of the national grocery and other chains using cash registers.

The dealers entered into franchise agreements that gave the independent dealers no real tenure because they were subject to cancellation on short notice. However, the dealers were content with this arrangement because the manufacturers of the Sweda machines was a foreign company without any immediate availability of its own branches and without any likelihood of opening a large quantity of their known branches in the United States.

The addition of this line of cash registers made in Sweden was an important boon to the independent cash register dealers and an important addition to their used National cash register line. This is shown by the fact that some dealers completely gave up the sale of used National cash registers and limited their activities to the sale of these new foreign-made machines. During the 1950s another Swedish machine known as the Hugin also came into the market but this was an even more limited line and constituted a small supplement to the dealer.





One of the best indications that the success of the Sweda cash register in the United States was due to the efforts of the independent cash register dealer is the experience of the Anker register in the United States. The Anker register is manufactured in Germany by a large and substantial German corporation. The Anker cash register has a much broader line of cash registers than Sweda. The Anker cash register is a very important factor in the European market and competes very successfully with the National cash register distribution in Europe. In fact, the last information available to us indicates that the sales of Anker cash registers in Europe exceed those of the National Cash Register Company. In addition, the qualifications and performance of the Anker cash register parallel those of the National cash register much more closely and the Anker cash register therefore constitutes a broader type of competitive machine to the National cash register.

In the middle 1950s the Anker cash register came into the United States but not through the distribution medium of independent cash registers dealers. Instead the German Anker Company entered into a distribution program with the Burroughs Corporation. The Burroughs Corporation undertook the entire distribution of Anker cash registers in the United States on an exclusive basis. In spite of the substantial facilities and important financing strength of the Burroughs Corporation and in spite of its great experience in the sales, distribution, and marketing of office machine equipment, the marketing of the Anker cash register by the Burroughs Corporation was not successful. By the fall of 1959, Anker and Burroughs had decided that this method would not work and they terminated their agreement. This experience of the Anker Company with the Anker machine indicates with great force the tremendous effort made by the independent cash register dealers in the successful marketing of the Sweda cash register.

By the fall of 1959 the independent cash register dealers had made a real impact on the market with the use of the Sweda cash register coupled with their inadequate supply of used National cash registers. They were also selling some Hugin machines and the Anker Company had announced its intention to commence the marketing of Anker cash registers also through the facilities of the independent cash register dealers. At this point Svenska Dataregister, A. B., sold its distribution facilities in the United States to the Monroe Calculating Company, a subsidiary of Litton Industries. At the same time the Monroe Calculating Company, an American corporation, also purchased a substantial interest in the manufacturing facilities of the Svenska Dataregister, A. B., and since then has acquired complete control and per-

haps complete ownership of the Swedish manufacturing facilities of the Sweda cash register.

During the period which I have described, from the end of the Second World War and throughout the 1950s, there was very little "dual distribution" in the cash register industry in the United States in the sense that we are discussing here today. There was no dual distribution at all of American-made cash registers. This distribution was singular, since it was all by the National Cash Register Company. There was no "dual distribution" of used National cash registers because, on one hand, the National Cash Register Company was selling used National cash registers direct to the consumer, and, on the other hand, the independent cash register dealers were selling used National cash registers direct to the consumer. However this was not a case of dual distribution because at that time the independent cash register dealers were not purchasing any machines whatsoever from the National Cash Register Company.

As to new foreign-made cash registers, the Burroughs Corporation sold all the Anker registers (until the fall of 1959) in the United States and there was no distribution through dealers. The very small quantity of Hugin cash registers sold in the United States up to the fall of 1959 were sold only by the independent cash register dealers. The Hugin distributor in the United States made almost no direct sales to the consumer.

As to the Sweda cash register, there was a beginning of the "dual distribution" problem in the latter part of the 1950s. The Sweda company opened two of its own branches, one in New York and one in Chicago, but these two branches were primarily devoted to institutional assistance to the dealers. It is true that the Sweda distributing company engaged in a certain amount of selling activity to large or national chain organizations but this again was primarily in aid of the small businessmen who made up the more than two hundred independent cash register dealers selling Sweda cash registers in the United States.

By the end of 1959, many of the independent cash register dealers had established a substantial position in sales and distribution as retailers of Sweda cash registers in their own areas. They had acquired extensive physical retail facilities. It requires a much handsomer and more expensive physical retail establishment to market new cash registers than to market used cash registers. It involves catering to a different type of customer and having more expensive marketing sales and service facilities. In many instances it resulted in very substantial financial investments, all based upon the expectation of a continuing franchise with the Sweda company and all based upon the free ability of the retail dealer to sell Sweda cash registers.



I appreciate very much the request of this honorable committee that I appear in my capacity as executive- secretary of the Independent Cash Register Dealers Association and I thank you for the attention that you have given to my statement.

#### **MILLER HUGGINS' STATEMENT:**

Shortly after its acquisition of the Sweda Cash Register Company, the Monroe Calculating Company gave assurance to the Sweda dealers throughout the country that they would be continued as the retail sellers of Sweda cash registers in the United States. The Monroe Calculating Company has hundreds of branches for the sale of its products throughout the United States. Since the acquisition by Monroe of the Sweda Cash Register Company, Monroe has established a considerable number of direct branch outlets for the Sweda cash registers and is selling Sweda cash registers itself at retail through many of its own branches.

As a result, many of the dealers who were selling Sweda cash registers in 1959 are no longer selling them and the merchandise which they had to sell at the time is now being sold directly by Monroe. In addition, the Sweda cash register subsidiary of Monroe is engaging in extensive "dual distribution" of the Sweda cash register throughout the United States. The dealers who have retained their franchises are limited in the customers to whom they may sell. Chain stores and large users, such as department stores, are generally retained by the Sweda Company itself and the dealers continue under the constant fear of being closed out and losing their franchises. This is a condition which threatens the existence of many of these small businessmen who have substantial investments built up over a number of years in the sale of Sweda cash registers. They have no tenure on which they can depend because their franchise agreements are subject to cancellation on short notice. A number of dealers have been terminated and new dealerships are rarely given out.

So, for example, large and important dealers and dealerships have been terminated in Fort Worth and Dallas, Texas; Minneapolis, Minnesota; Philadelphia, Pennsylvania; New York; Beaver Dam, Wisconsin; Muncie, Indiana; Los Angeles; Chicago; Birmingham, Alabama; Newark and Trenton, New Jersey; and many other places. In many other places the dealer franchise agreements are becoming more and more unsatisfactory and less worthwhile for the dealer to hold onto.

During the same period the Anker Company has entered into franchise agreements with a number of independent cash register dealers and the Anker cash register has been marketed in the United States pri-

marily through the independent cash register dealers. However, this marketing has also been based upon short-term franchise agreements similar in content to the Sweda franchise agreements providing for short cancellation periods. Moreover, the Anker Company has its own regional organization, which competes directly with the independent dealers for chain store sales and sales to other large users. This has been a source of discouragement to the independent cash register dealers and has stunted their growth and development. The Independent Cash Register Dealers Association is at the present time studying all available remedies to protect the dealers in the untenable situation in which they find themselves in the sale of these new cash registers of foreign manufacture. The presence of "dual distribution" by the manufacturer directly as well as through retail dealers, coupled with the increasing vertical integration by the elimination of dealers makes the future of the small businessman in this market a black future indeed, unless the dealers and their association find a way to help themselves and avert the evil results. The market, which consists of new cash registers of foreign manufacture is totally monopolized by Sweda and Anker and, in fact, is monopolized at the present time by Sweda alone.

This market for cash registers of foreign manufacturers is a separate and distinct market, separate from the market for new cash registers of American manufacture and separate from the market for used National cash registers. The existence and increase in the monopoly of this market has a tendency to bring about a restraint in trade. Every time an independent dealer is canceled or cut down by limitations arising out of his franchise or by the "dual distribution" practices of the manufacturer, the monopoly of this market becomes more aggravated and the restraint of trade is increased. The Independent Cash Register Dealers Association has under consideration at the present time the resort to the courts under the applicable provisions of the Sherman Anti-Trust Act and the Clayton Act so as to obtain the necessary relief. The association hopes also for the aid of your committee and of Congress in a solution to these problems in this market.

The Independent Cash Register Dealers Association joins with the National Office Machine Dealers Association in recommending the enactment of a statute similar to that which exists in the automobile dealer industry and which would give a right of action to the independent dealer whose franchise is terminated without just cause. An appropriate statute of this type for the office machine industry and the cash register industry would go somewhat further than the statute applicable to automobile deal-

ers. It would provide for the payment and reimbursement by the manufacturer to a terminated dealer of all of the dealer's investment in facilities and inventory as well as a payment for good will based upon performance during the period of the franchise.

In addition, the Independent Cash Register Dealers Association proposes the enactment of a statute which would be applicable specifically to new foreign-made cash registers and which could also be made applicable to other types of foreign manufactured products. We propose that as a condition for permitting importation of new machines of foreign manufacture, all such products be required to be marketed at retail through independent retailers or independent dealers who are not owned or controlled by the same company which owns or controls the foreign manufacturer. This would be a substantial aid in the development and protection of the small businessman in this country and would be a proper and fair limitation and condition upon the importation of machines of foreign manufacture into this country. The Independent Cash Register Dealers Association would be glad to furnish its facilities in helping to draft appropriate legislation for this purpose.

I appreciate very much the request of this honorable committee that I appear in my capacity as chairman of the board of directors of the Independent Cash Register Dealers Association and I thank you for the attention which you have given to my statement. Mr. Malloy and Mr. Hayman and I as well as counsel for the Independent Cash Register Dealers Association will be glad to answer questions which the committee or any of its members or staff would like to present to us at this time.

Cash Register manufacturers had been invited to participate in the hearings but were conspicuous by their absence. However, there were a number of people in the audience who, it was believed, were there on behalf of the manufacturers. Chairman Roosevelt instructed the secretary to issue a more formal request that representatives of the manufacturers appear at the next hearing scheduled for November. Most of the ICRDA directors attended the hearing.

No specific legislation grew out of these hearings or their continuance later in the year. This may be partly because the Federal Trade Commission became extremely aggressive in pursuing the same restraint-of-trade issues during the Kennedy and Johnson administrations. The value of the congressional hearings was that they were held at all. They sent a clear signal. The effect on the manufacturers was nothing short of amazing. They were suddenly much more receptive to meeting with their dealers and discussing mutual problems.

## PROFILE: GENE MALLOY

Upon graduation from Notre Dame University in 1936, Gene Malloy worked for Burroughs Corporation selling typewriters in the Chicago area. After a year and a half of struggling with a so-so product that the company decided to discontinue, Gene was transferred to the cash register division.

Burroughs had only two types of cash registers, an AMOD and a press-down lever machine similar to NCR's 700 class with a registering capacity of only \$29.99. Both were difficult to sell, but Gene somehow made his way. He was selected to recruit college seniors to join Burroughs as cash register salesmen.

In 1941, Gene married his college sweetheart. Somewhat disenchanted with Chicago by then, he requested a transfer. His boss was unhappy at losing a successful salesman with five years of experience, but when Gene threatened to leave the company he received his transfer - to Houston, Texas, as branch manager. Within a few months World War II erupted.

Burroughs, like NCR and other manufacturers, converted to production of war material. Fortunately, Burroughs had a large inventory of cash registers for the sales force to sell, but even that was depleted by the end of 1942. Because of his age and marital status, Gene had not yet been called to the service. Without registers to sell, he took a rural territory and sold various office machines to businesses with government contracts and purchasing priorities.

When the war ended in 1945 the problems for business equipment manufacturers continued; it took time to retool for civilian production. Burroughs had difficulty obtaining high-quality steel. Refusing to buy steel on the black market, the company could not meet the demand for its products. At one point delivery was delayed for up to three years. The company had a loyal following, particularly among financial institutions, but its position began to erode. This was a time of frustration, disillusionment, and loss of income for the salesmen. Gene Malloy considered leaving the business to sell venetian blinds: he reasoned that blinds were made of wood and they would never run out of wood. Then, in 1947, he had an opportunity to work as a branch manager for the small adding machine manufacturer, R. C. Allen, in Grand Rapids, Michigan. That led within a year to an offer to open a branch in Chicago, which in turn brought Gene into contact with over a hundred independent dealers, among them Ed Mancini, Fred Jay, and Harry Rofkin. He learned that there was another side of the business, totally different from his previous experience. Many of the dealers were members of the fledgling



ICRDA. Gene observed that many independent dealers, even those with limited financial resources, managed to be successful. He learned a lot about entrepreneurship in one year in Chicago.

Through the grapevine Gene heard of an R. C. Allen dealer, J. J. Lemmon, who lived in Dallas and wanted to sell his Houston dealership. A deal was struck whereby Gene agreed to buy the business over time and train the former owner's son in the trade. The Malloy family moved back to Houston in 1948, but Lemmon had to back out of the sale. Gene, feeling pretty dejected, nevertheless decided to go into business for himself under the name Malloy's Business Machine Company. His major line was R. C. Allen. He carried an assortment of used cash registers.

There was a struggle for two years as Gene, undercapitalized, tried to keep the business afloat. One day, while he was contemplating his problems, H. O. Whistler, the district manager for Ohmer Cash Register Company, called on Gene to discuss setting him up as an Ohmer dealer. At the time Ohmer was the only register giving any serious competition to NCR – though, in truth, not much. As a subsidiary of Rockwell International, however, the Ohmer name had recognition and respectability. Moreover, Gene learned that as an Ohmer dealer he could finance all of his sales through Ohmer Acceptance Corporation. That clinched it for him. Then the tide began to turn. Gene got an order for a hundred itemizing machines from the Houston school system, which became a major account for the long run.

In 1950, Whistler persuaded Malloy to join ICRDA. He became one of about fifty members of that time.

The next year Gene heard about the Sweda cash register and wrote to Eric Wahlquist to ask about becoming a dealer. He was informed that Sweda was not appointing dealers at that time, but, in 1952, after Wahlquist had tried to be his own distributor out of Chicago, Gene was appointed a Sweda dealer. This was good timing, for Ohmer was on the way out. The difficulty was that Sweda required cash payment with orders. Cash flow was a problem for a time, but Gene landed, among others, the Weingarten's account (Houston's premier food company) because of the Sweda's dependability. NCR sent in a high-level survey team to check on the inroads Malloy was making. To their dismay they found that Weingarten's had bought some seventy-five machines from Malloy.

Gradually Gene accumulated enough cash to order ten registers at a time, allowing him to display and demonstrate the machines and fill orders for immediate delivery. This was a significant advantage; NCR rarely could make immediate delivery.

It was not unusual for Sweda dealers to suggest improvements of machines. Gene Malloy's technicians developed a "power penny" feature that eliminated the need to press the motor bar for every en-

try. Weingarten's tested the feature, where it was found to reduce customers' time in checkout lanes. Gene told the president of Sweda's U. S. operation, a Mr. Ramstedt, about the feature, adding that he could get an order for a hundred registers with the power penny

feature. Ramstedt said the order was unacceptable because the factory had reported that the feature would not work. Finally, after checking positive results from Weingarten's tests, Ramstedt decided to build and install the feature in Chicago, risking the wrath of top management in Sweden. The feature turned out to be a bonanza for Sweda – the one item that NCR could not sell against.

Because of the nature of his relation to Sweda, Gene was forced to service machines in Beaumont, Texas, more than a hundred miles from Houston. After trying to subcontract that service to other dealers, unprofitably, he opened his own office in Beaumont. A few weeks later the Joske's department store chain, a Sweda user, decided to open a large store in Beaumont and equipped it with Sweda's – giving Gene's company, now called Malloy Cash Register Company, a \$20,000 commission. The Beaumont office went on to become profitable.

Gene Malloy, like all Sweda dealers, was concerned when Litton Industries bought Sweda and started giving the line to Monroe offices in some areas. As we saw in the section on Sweda, it was he who met with Wade Senter at an ICRDA meeting on the west coast and started the ball rolling toward an effective settlement between Monroe-Sweda and its dealers – launching a new era for the dealers. Gene was also one of the first dealers to handle Sweda's Data Register, and it was his suggestion, after a near-disastrous sale, that led to further testing in Sweden that made the Data Register one of the most dependable and competitive registers ever.

Gene Malloy was elected to the ICRDA board of directors in 1958. One of his first assignments was the newly formed Education Committee. Later he served on the Executive Committee and the Manufacturers Relations Committee. He was actively involved in the lawsuit against NCR. In 1960 he was elected vice-president of ICRDA, and president in 1962. He is a Life Member, one of only seventeen individuals to be so honored to date.





## LABOR COMES THROUGH

**A**t ICRDA's convention in Los Angeles in 1963 Gregg Potvin, chief counsel for the congressional subcommittee on dual distribution was one of the guest speakers. He spoke about the hearings and what they might achieve and told the membership that the testimony of those who testified was informative and that the subcommittee was taking the subject very seriously.

Next, Glenn Mitchell of the Department of Labor addressed the membership on the promising negotiations over ICRDA's proposed national apprentice program. He explained that the negotiations were nearing a successful end and that it was time to let all dealers who might want to participate know of this progress. Mitchell had prepared his remarks about the government's position in a form that could be distributed.

The following resolution was adopted unanimously by the members present and later was printed in the newsletter and mailed with Mitchell's remarks to all members:

[The] ever-increasing complexity of the machines maintained and repaired by the Independent Cash Register Dealers Association members and their employees, shows the need for highly skilled mechanics who will service and maintain this equipment to the satisfaction of our customers. The Board of Directors completed a study of the facts presented and adopted a statement of Policy on Apprenticeship and Training on May 20, 1963.

THEREFORE: be it resolved that this Convention concur in the Board's adoption of the Apprenticeship and Training Policy and establish a National Apprenticeship and Training Committee, utilizing the services of the Bureau of Apprenticeship and Training, United States Department of Labor, to assist this National Committee in developing the Recommended Training Plans, also to assist local committees when established.

The meeting closed with the annual election. Miller Huggins was reelected chairman of the board; Eugene Malloy, president; Nathan Frammer, vice-president; and Stanley Hayman was again secretary-treasurer. Members of the board of directors were Robert Carver, William Whitmore, Gerald Spencer, Paul Roth, Kenneth Sanders, Fred Kass, Kyle Leeds, Fred Jay, Edward Mancini, D. T. Mathews, William Chrisman, Harry Tallmadge, and Robert Wharton.

## TRAINING PROGRAM

**I**CRDA continued to move forward. The conventions and meetings steadily became more professional and all programs moved ahead. The Training Center expanded. "Operation Dayton" bought even more registers from NCR. The association's headquarters in Washington was busier than ever. Hayman continued working with the Department of Labor on a national apprentice-training program. To justify a program under the Manpower Training Act of 1962, Hayman submitted the following statement in behalf of the association to W. Willard Wirtz of Manpower Administration, Bureau of Apprenticeship and Training, U. S. Department of Labor:

### THE INDEPENDENT CASH REGISTER DEALERS ASSOCIATION APPRENTICESHIP AND TRAINING PROGRAM

It is a basic policy of the members of the Independent Cash Register Dealers Association to provide training and opportunity for the growth of all employees. This in turn promotes continuity and growth for the members and the industry.



*Glen M. Mitchell, Chief, Bureau of Apprenticeship and Training, U.S. Department of Labor, addresses the possibility of a training alliance with ICRDA.*



*Signing the apprentice training agreement with the Federal Government. Left to right: H.R. Davis, Department of Labor; Glen M. Mitchell, Department of Labor; Stanley Hayman, ICRDA Secretary-Treasurer; Jim Hockenberry, ICRDA instructor; and Robert Wharton, manager of Operation Dayton.*

Such a policy is the best guarantee of the security and well being of the nation and of ever increasing opportunities for the employees and Association Members.

The fulfillment of this policy is a constant challenge in our rapidly changing technological, political, and economic climate. It will require vigilance and frequent readjustment to meet the manpower needs of a dynamic industry.

The important objective is to meet the needs of the industry for skilled and competent personnel. Shop experience and related education constitutes the hard core of training conducive to career success in our industry.

Trends at the present time indicate that trained men can be prepared for skilled jobs more efficiently and economically with high standards of achievement than is possible with traditional fixed-period training programs of the past.

It is recognized that the time necessary to acquire these basic fundamentals varies with the ability and application of the individual, the trade for which he is training and the facilities available to each member.

After the required courses of training and related classroom work have been mastered according to de-

finied levels of attainment, suitable recognition by the Independent Cash Register Dealers Association shall be given.

Because of the rapid and inevitable changes always taking place in our progressive industry, the Independent Cash Register Dealers Association Apprenticeship and Training Committee will maintain a constant surveillance of apprentice problems and new requirements. It will develop new training criteria, guide lines, and measures of attainment in the apprentice program as new conditions dictate. In this fashion, the Independent Cash Register Dealers Association can more effectively foster and promote training of greater benefit to the trainees and the membership of our Association. It is proposed that high school graduates be offered the opportunity to get free training at the ICRDA Training Center in Dayton and, upon completion of the training, would be employed by member dealers.

Included in the proposal was the suggestion that each apprentice receive \$60.00 per week during the training. After graduation the dealer hiring the apprentice would pay the apprentice \$70.00 a week for six months, with incremental raises over the following twelve months until the salary reached \$120 per week.

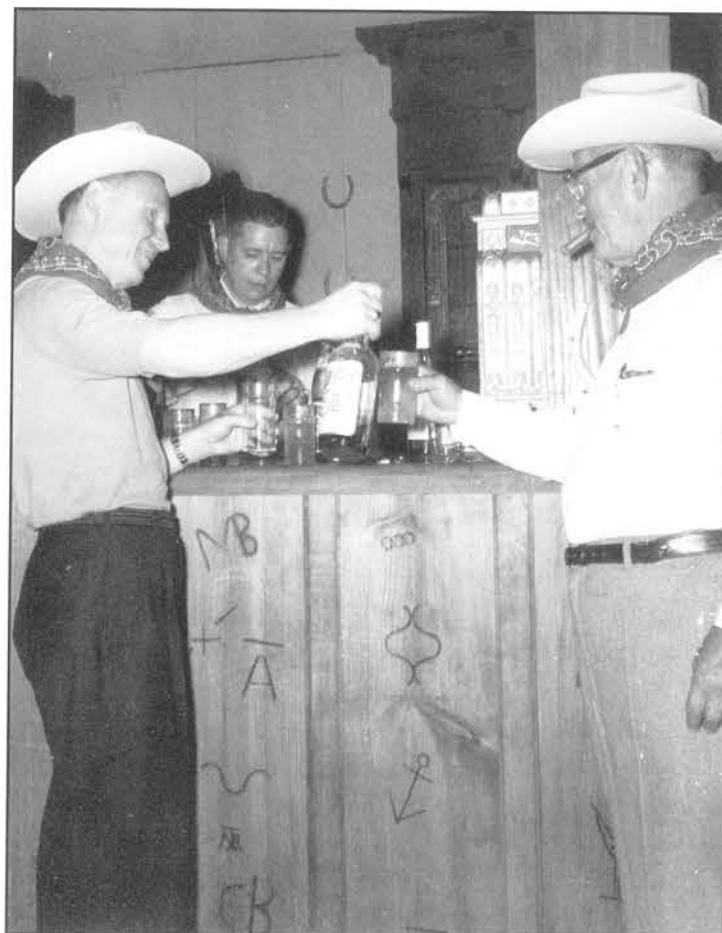
We did not have to wait long for the Apprentice Training Program to come to fruition. In April 1964, at a board meeting on Washington, Glenn Mitchell announced that the program – under the sponsorship of ICRDA and with financial underwriting by the government – had been approved. A contract was being prepared and would be ready for signing by July, he said.

## TRIBUTE

**A**t the same meeting the association honored Hayman with a plaque in recognition of his long-time work as secretary-treasurer and in forging the agreement with the Department of Labor. In accepting this award, he paid tribute to a core of leaders without whom ICRDA would not have survived and prospered. Individuals like Ed Burl, Miller Huggins, H. O. Whistler, Ed Mancini, Gene Malloy, Al Whitmer, Robert Wharton, Jack and Matty Berger, Guy Edmunds, Kyle Leeds, Harry Tallmadge, Sr., and Charlie Taylor were among those who played major leadership roles. Then there were others whose faithful attendance at meetings and support of programs helped make everything possible, Robert Carver, Fred Kass, Leonard Weintraub, the Rosenstock brothers, the Sussman brothers, Rolland Pfister, Mike Kahn, Al Hernandez, Art Gordon, and Fred Jay among them.

In each decade individuals arose to take over the leadership of the association. Some early leaders were

active for two, three, even four decades. With each group of leaders came new ideas, new problems, and new solutions. There was seldom unanimity, but because of the strong foundation laid in the 1940s and the wisdom of ICRDA's leaders over time, diversity was transcended time and time again in common cause.



*At right and below: ICRDA Members enjoy "Western Night" in Colorado Springs.*





## TAX REFUND

From the inception of "Operation Dayton" through 1965 the association paid \$109,763 in federal income tax. The association contested the assessment of this tax in the belief that the Dayton activities were exempt from taxation because the "profits" were retained by ICRDA for further educational programs. Through the efforts of our counsel, Bernard Hellring, we reached a settlement with the Internal Revenue Service whereby the association received a refund of 50 per cent of taxes paid through 1964, and, after 1965, "Operation Day-

ton" was fully subject to income tax. The association's tax-exempt status was maintained by incorporating the various "Operation Dayton" profit centers as wholly owned subsidiaries of ICRDA, with separate officers and accounting.

## PARTS CENTER

Even though in 1947 NCR had advised the Department of Justice that it would sell parts to dealers, NCR resorted to all sorts of devious methods to hinder the purchase of parts by dealers. These problems were finally put aside with the advent of the ICRDA-NCR Settlement Agreement, which provided that "Operation Dayton" could buy parts from NCR at the same prices NCR charged its own branches - who in turn would sell them to the dealers.

In the beginning the Parts Center operated in the ICRDA space at the NCR warehouse. Rick Smith, one of "Operation Dayton's" employees, was put in charge. The center sold not only NCR parts but parts manufactured by other companies as well which included other items, such as plastic tills, customized key checks, and indication, etc. Special services like coded keys for NCR registers and special engraving were also available.

The Parts Center was always on the lookout for peripheral products for which there was a demand among dealers. One successful item was plastic inserts for cash drawers. Rick Smith, manager of the Parts Center, discovered that one of his suppliers not only made injection molds but also produced



Bernie Hellring, second from right, receives a plaque for "his untiring and successful efforts on behalf of ICRDA," New Orleans, 1960. Also pictured: Gene Malloy, Stanley Hayman, and Miller Huggins.



A visit to the Anker offices during the Chicago Convention, 1965.



*Banquet at the Chicago Convention, 1965.*

the finished product. The cost of a mold was \$20,000 and the cost of producing a till was \$4 or \$5, depending on size. Dealers paid the manufacturer between \$12 and \$16 per till. The board of directors approved the purchase of a mold and ordered several hundred tills as a starting inventory. The Parts Center eventually sold the tills for \$6 and \$8 in quantities. Over the years thousands of tills were sold by the center to dealers and manufacturers.

By the early 1970s "Operation Dayton" had outgrown its space in the NCR warehouse. A separate building was rented to house all of "Operation Dayton's" functions. Shortly after the move NCR notified the association that it was no longer practical to ship all traded-in registers to Dayton. The problem was that ICRDA dealers no longer bought older models; that instead of shipping older registers back to Dayton, NCR proposed to amass them at regional warehouses and periodically offer them to ICRDA as lots, which the association could buy or pass up. Registers that were not bought by ICRDA would be sold as junk. This proposal was acceptable to the association and was the subject of an amendment to the ICRDA-NCR Settlement Agreement.

In 1972, when it was apparent that electronic cash registers were here to stay, the center gradually increased its stock of electronic parts. But the

transition was not easy. Fewer mechanical parts were sold as the demand for electronic parts increased, causing a drastic drop in sales revenue from half a million dollars a year to less than \$100,000.

In the early 1980s, the ICRDA board of directors seriously considered closing down the Parts Center but Jim King, then president of ICRDA, asked Hayman, who had just retired, to accept the presidency of the Parts Center. Over a five-year period Hayman as president and Rick Smith, as manager, working with other officers of the center, turned the business around. Sales climbed to over a \$1,000,000 annually. In 1992, sales of computers and peripherals were added to the Parts Center. It is still a major supplier of parts to ICRDA members and has become a major profit center.

## RECO

This program was related to the shortage of trained mechanics at the time the ICRDA-NCR Settlement Agreement was signed. Because of that shortage it was important that dealers have a source for buying reconditioned cash registers. Even dealers with the capability of rebuilding their own registers to specifications needed this source to meet their expanding markets.

"Operation Dayton" made a few modifications in the Training Center's curriculum by establishing "Independent RECO," and employed several ex-NCR mechanics to reconstruct NCR registers and sell them to ICRDA members.

The level of innovation at RECO was frequently amazing. The operation included rebuilding registers to specification, which enabled members to take orders for registers with special features. The operation was popular, but unfortunately, after several years of substantial losses combined with the emergence of ECRs, the board decided to end this program.

## ICR

One more Dayton subsidiary was created after the tax agreement. For years members urged the association to take on a distributorship of an exclusive line of cash registers that members could sell. This idea appealed especially to smaller dealers who did not have franchises from one of the major companies – Anker, Sweda, Hugin, etc. In most markets, and particularly in major cities, those franchises went to large dealers.

Recognizing the problem, ICRDA began negotiations to buy the TEC distributorship from the then distributor, Henry Purer, who was agreeable to selling, but TEC would not go along.

In 1966, the association was approached by Jack U. Beutler, sales manager of Hasler Cash Register,

Ltd., a Swiss manufacturer. Hasler's distributor at the time was the International Trading Company (ITC) of New York, which was in financial difficulty. A search was under way for a new distributor. ITC was willing to sell the Hasler inventory to ICRDA but couldn't agree on a price. After some lengthy discussion it was proposed that ICRDA market the Hasler cash register under the ICR (Independent Cash Register) label. The board appointed a committee – Bob Wharton, Paul Roth, and Stanley Hayman, with the assistance of attorney Hellring – to negotiate a deal. The committee was successful in arranging for the exclusive distributor for Hasler in the United States with the ICR label. It was decided that the ICR cash register would be a subsidiary corporation managed through "Operation Dayton", with its own officers headed by Bob Wharton. The registers were built to ICR's specifications to compete with NCR's classes 21 and 22. The new subsidiary placed an order with Hasler for several hundred ICR registers.

Shortly after this direct arrangement was made with Hasler, International Trading Company offered to sell its Hasler inventory to ICR. The available models differed somewhat from the ICRs but in the opinion of the committee, were marketable. A deal was finally made to buy the ITC's inventory for 35% of ITC's cost.

As electronic cash registers appeared on the market the sales of mechanical registers like the ICR de-



An ICRDA delegation visits the Hasler factory, 1966. From left: Bob Wharton, Ken Sanders, Stanley Hayman, Bernard Hellring, Jack Beutler, and Bob Carver.





*The first ICRDA tour to European manufacturers, 1968.*

clined rapidly, and by 1972 had all but disappeared. ICR went out of business that year.

All in all, "Operation Dayton" did a superb job of meeting the special needs of its members and was a prime force in the ever-growing professionalism of ICRDA and its members.

## 1967-1968

The financial status of ICRDA at the end of 1967 was good despite the overall policy of keeping profits at a minimum. Sales of registers through "Operation Dayton" that year exceeded \$1,000,000. Independent RECO lost \$52,333. The ICR program showed a profit of \$43,553. The association had a net worth of \$303,846, of which \$120,000 was in cash and the balance in inventory. This was the point at which the board of directors voted to close down RECO (at a loss of \$52,000) and to vigorously pursue the ICR program.

1968 marked the twentieth anniversary of the association. The celebration was held during a three-day convention at the Antlers Hotel in Colorado Springs. Representatives from eighty-two member firms and their families participated. A highlight of the meeting was a "Western Night" for which members donned western garb. Square dancing was a hit of the evening.

In May 1968, a group of thirty-two ICRDA members took a two-week tour of Europe to visit the Anker, Gross, Hasler, Hugin, and Sweda factories. The members were royally entertained throughout the tour.

The ICR program, under continuous oversight by the board, was found to have too few members participating. The suggestion was made that the program be terminated to avoid a loss similar to that of RECO. But a survey of the membership showed that a majority wanted ICR continued. The board realized that more needed to be done to promote the line, especially by the Hasler Company. The ICRDA committee traveled to Switzerland to meet with Hasler's directors. The committee found generous support at Hasler. The company named one of its directors, Jack Buetler, as an envoy to the U. S. dealers with instructions to assist them in every way possible, including substantial financial aid for promotion.

1968 was also notable for an overture from NCR, which offered ICRDA a distributorship for new NCR AMODS. This was not considered a "big deal" by most dealer members, beyond its cooperative symbolism, because AMODS were not considered viable products at the time. On the other hand, some dealers with foresight saw this as a door-opening opportunity in the search for new customers.

## A NEW DECADE

**A**s ICRDA completed the 1960s and headed into the 1970s, member dealers enjoyed unprecedented opportunities. Most dealers represented more than one manufacturer because no single firm had a full line of cash registers to match NCR's. A dealer who wanted to compete seriously with NCR on a feature by feature basis simply had to carry several lines. At first the manufacturers did not object, but as their lines gained popularity they put pressure on dealers to drop competitive lines. This issue, a cousin of dual distribution problems, carried over into the 1970s.

NCR, having never experienced competition, continued to underestimate ICRDA's dealers. Some of

its methods and policies toward customers came back to haunt NCR. Our dealers didn't have to remind customers that they had been taken advantage of – they knew. Some chain store operators were willing to try unknown products simply because they were delighted to have choice for the first time. When chains, like Walgreen's and Safeway, bought foreign-made registers, others followed. An aid to the independent dealers was NCR's continued inflexible policies. Their salesmen were not allowed to make deals. The dealers, on the other hand, gave attractive trade-in allowances, longer warranties, etc.

NCR, in a move to improve its bottom line, changed the method for computing commissions for their salespeople by putting a cap on what they could earn. Many NCR salesmen, frustrated by NCR's lim-

### PROFILE: D. TAYLOR MATHEWS

**I**n 1923, at the age of twenty-two, Taylor Mathews went to work keeping records for Remington Arms Company in San Francisco. Walking through the neighborhood one day, he saw a cash register with a Remington decal in a shop window. He asked his boss about this and learned for the first time that Remington also made cash registers. A year later his boss told him he would be happy to recommend him to the cash register division, and that there were openings in Fresno and Oakland. Taylor chose Fresno.

The Fresno branch manager was primarily a salesman with little interest in paperwork, bookkeeping, and collections. When he saw that Taylor had a bent for records, he assigned him to that area. Accounts receivable was in miserable condition. Taylor wrote collection letters to all past-due accounts. He was then flooded with letters and calls from irate customers who insisted they had paid. Taylor straightened out everything by visiting each customer in person and checking their receipts and canceled checks. His auditing work caused Remington to make changes in its accounting systems.

In 1926, Remington merged the Fresno and Oakland offices. Taylor was transferred to Oakland to supervise that office and others in Stockton and San Jose. When the Great Depression hit he was transferred to San Francisco as a traveling auditor for all of northern California. Eventually he became auditor for the whole West Coast – from Seattle to San Diego. This job included working with "dealer agents".

Both NCR and Remington sold registers through such agents in the 1920s. These were independent companies or individuals that, like brokers, paid their own expenses and received commissions on their sales. The manufacturers supplied demonstrators and handled financing and billing. Taylor's work included verifying dealers' inventories, making sure their paperwork was in order, and helping them collect delinquent accounts.

In 1929, NCR bought out Remington and closed all of the latter's offices. Taylor was out of a job. He and his wife Jo lived for several years with an uncle who had a chicken farm. Then he worked in a jelly factory

at \$13 per week for a sixty-hour week. When the National Recovery Act created the forty-hour week Taylor had a chance to get part-time work keeping books for Cash Register Company in Oakland. This led to a full-time job, but Taylor clashed with the owner and went to work for a small dealer who wanted to sell his operation. Taylor borrowed \$2,500 from relatives, friends, and a bank and bought the business. The owner of Cash Register Company then proposed a merger. Taylor declined – a decision he came to regret, for Cash Register Company subsequently became a successful Sweda dealer.

Taylor, in common with all independent dealers, had the problem of finding registers to sell. He bought registers from a number of dealers in San Francisco, including Mike Kahn, owner of San Francisco Cash Register Company. One day he went to that firm and bought some twenty old NCR brass registers. But he had no mechanic. He tracked down a former NCR mechanic who took the job, after some arm-twisting, and rebuilt all of the old registers except for one that was used for parts.

The ICRDA-NCR Settlement Agreement and "Operation Dayton" enabled Taylor to maintain a reliable source of used and reconditioned National cash registers. His business under the name East Bay Cash Register expanded. In addition, he secured dealerships for the Hugin and Anker registers.

In 1958, Taylor Mathews joined ICRDA. His tenaciousness and concern for details earned the respect of the membership and he was elected to the board of directors in 1961. After service on the board for five years he was elected president in 1966.

Taylor sold his business to Jim Bender, a former NCR employee, but even after Bender had paid off the note for the sale, he persuaded Taylor to remain with company another ten years.

D. Taylor Mathews was an ardent golfer. At the age of eighty-four he remarkably posted a score that matched his age. He died in 1996 at the age of ninety-five – a long and productive life.



*A visit to the Anker offices during the Chicago Convention, 1965.*

its on how much money they could make, left the company to work for one or another of the foreign manufacturers or independent dealers. The NCR salesmen who went to work for Sweda and Anker made it possible for them, the companies, to expand their efforts to take over more major accounts and in some case dealerships.

In an effort for dealers to maintain or achieve unrealistic quotas, they started arguing among themselves over commissions due on registers shipped into territories other than their own. And, as always, some dealers were chronically incapable of providing service. While most dealers behaved ethically, a few caused problems that affected the entire industry by giving Sweda and Anker, particularly, excuses for taking over major accounts. This was a continuing problem for the industry.

## TIME FOR A CHANGE

**T**wo-hundred-ninety persons, of whom 118 were members and the rest manufacturers and invited guests, attended ICRDA's convention in Houston in January 1973 - by far the largest attendance to date. A highlight of the meeting was the association's decision to contribute \$30,000 to a scholarship endowment fund at Harvard Law School that had been established in memory of Bernard Hellring, Jr., our counsel's son, who had tragically died in an automobile accident.

The Houston convention, as had become usual, was a three-day affair, with educational seminars, business meeting, exhibits, and the regular luncheon and banquet. The overriding theme was the progress in the "Operation Dayton" programs. Relations with manufacturers seemed somewhat improved, though there still was a long way to go.

At this meeting Hayman notified the board of directors that he needed to give up, within a reasonable time, his role as secretary-treasurer, a job he had held, excluding only a few of the World War II years, since 1942. Actually, for some years he had been functioning more like the executive secretary of ICRDA, given the dramatic expansion of the interests and programs of the association. The time had come for him to devote more time to his family, his fund-raising for charities, and his business. It seemed important to give the board ample time to think about succession in the job, which now clearly required full-time dedication.

## ELECTRONICS

**I**n the early 1970s, electronic cash registers were starting to arrive on the scene. Registers not manufactured by the old guard, but by new entries into the marketplace. Most all of these companies were new kids on the block and did not have a marketing arm, so they chose the dealer. Some of the low-end entries were Check-a-tron, R. C. Allen



## PROFILE: CURT KENNINGTON

After graduating from high school in Charlotte, North Carolina, and attending Charlotte College, Curt Kennington went to work for Burroughs Corporation as a service trainee. When the Korean War broke out two years later he joined the U. S. Air Force. On discharge from the service he returned to Burroughs and transferred into sales. Later he moved into selling large bookkeeping systems.

In 1959, Burroughs tentatively took on the U. S. distribution for Anker cash registers, a fairly sophisticated line of electro-mechanical devices, which were being test-marketed in Michigan and Tennessee. Curt had a customer in Charlotte who was interested in buying some Anker registers and persuaded the company to let him make the sale.

Curt left Burroughs in 1960 to start his own business in Charlotte under the name Commercial Machines and Supplies. Soon after, Burroughs discontinued its relations with Anker, which then moved to distribute through dealers. Anker hired Tom Nicholson and a number of other Burroughs employees to set up a dealer network. Curt was one of the first to be offered a dealership.

He was fairly successful in selling Ankers, but soon found that there was a bigger opportunity in selling used cash registers. He began buying used registers from wholesalers like Fred Jay, Len Weintraub, and Ed Mancini.

Curt also handled a new AMOD product called Regna. He heard about ICRDA from a Regna representative who gave him Stanley Hayman's name. Curt joined the association and attended his first convention in Miami Beach in 1963. He came to later meetings in Chicago and Minneapolis. At his third meeting, back in Miami, he stated that he would like to be more active in the association. Stanley suggested to Curt that he put together a directory of the ICRDA members. Curt accepted the assignment and was responsible for publication of the first official directory of the association. In March of 1974 Curt took the responsibility of preparing and distributing the ICRDA News Bulletin and continued this service for several years.

Curt worked hard on various committees and at the Colorado Springs convention of 1968 was elected to the board of directors. He quickly earned a reputation among ICRDA members as a leader and doer. In his second term on the board he was elected president of ICRDA, in 1970. Curt is the only two-term president to serve the ICRDA, as he was re-elected in 1972.

A critical issue during Curt's presidency was the presence on the board of wholesalers - Fred Jay, Len Weintraub, and Ken Sanders - who on occasion were called on to vote on policies that were in their interest. The problem was solved by a change in the by-laws. Henceforth only members whose business was selling to end-users could serve on the board or hold other elective office. Wholesalers, suppliers, and manufacturers could be sponsors, with the right to participate in exhibits, seminars, social events, etc., but could not hold office, attend official meetings, or vote.

Curt Kennington served four years as president of ICRDA, 1970-74, and then two years as chairman of the board, 1974-76. In 1976, Curt was elected secretary-treasurer of ICRDA in which position he serves today. He has served on the ICRDA Board from 1968 to present, the Executive Committee, Dayton Committee, Manufacture/Dealer Relations Committee, NCR Negotiation Committee, Scholarship, Investment, Endowment, and various other ICRDA committees. He became the first appointed full-time executive secretary of ICRDA in 1975.

Curt Kennington was honored with the prestigious H. O. Whistler Award in 1971 and the Life Member Award in 1988.



with its futuristic Star Wars looking model 100, Delta, Victor, and Sharp.

Sweda, Anker, and NCR tried to maintain their positions by introducing ever more sophisticated electro-mechanical registers. Sweda's Data Register was especially successful. Its compact design and lightweight construction caused apprehension about stability among dealers at first, but it had turned out to a reliable machine that appealed strongly to department stores and supermarket chains. Tec, a Japanese company, came across the pond with its model BRC 10 workhorse. Tec did go direct to one large customer, Kroger, but they needed local servicing agents. As a result, a lot of ICRDA members became a Tec dealer. But, the one com-

pany that had the biggest effect on the dealers was Data Terminal Systems. A car battery hidden under the counter powered its first effort. But in a very short period of time the model 300 and 400 made their debut. These units were able to handle food stamps. The model 500 that followed was really the first computer cash register. Its programming was enormous. As a result, the DTS dealers had something nobody else had. Large accounts were handled or shared with the dealers, the likes of Wal-Mart for example. For the first time a lot of independent cash register dealers were in heaven. But, with the newness of the electronic cash register, the market started getting more than its fair share of newcomers. Not all were financially sound, so not ev-

everybody made it to heaven, including some dealers. DTS themselves started having their problems and were eventually taken over by Datachecker, a division of National Semiconductor.

Relations between the manufacturers and their dealers seemed to improve. Before the ICRDA convention in Seattle in January 1974, Bruce Williamson, a Monroe-Sweda vice president, requested permission to address the board of directors. In his remarks he suggested (1) that ICRDA tap the "brain power" of Sweda's management so the company could play a greater role in the conduct of ICRDA; (2) that because of time constraints at ICRDA conventions the association should establish rules for manufacturers' exhibits, meetings with dealers, and use of hotel suites; (3) that committees composed of manufacturers and their dealers should work within the framework of ICRDA; and (4) that consideration should be given to making ICRDA an "industry group" and not just a dealers' association. He added that, although his comments were solely on behalf of Sweda, a number of other manufacturers had expressed the same views. Chairman Gene Malloy replied that it had been many years since a representative of a manufacturer had been admitted to a board meeting and that the present visit by Williamson was the result of mutual respect and friendly relations between ICRDA and Sweda's management. Malloy said that all of the suggestions were interesting and would be considered by the board

at its next meeting, which was to be held in January in Miami Beach.

## KENNINGTON ELECTED SECRETARY-TREASURER

The ICRDA convention in Miami Beach was one of the best-attended conventions ever. The overall attendance exceeded three hundred members and guests. A great deal of time was spent on Bruce Williamson's presentation at the previous meeting. It was suggested that the sponsors select their representatives as a committee to present whatever their concerns and suggestions might be to the Board of Directors for consideration and adoption.

Electronic cash registers were making considerable headway in the market place. While more and more dealers were taking on ECRs, the question of quality and service were on their minds. ICRDA's leaders, recognizing the need for involvement by ICRDA, appropriated \$12,000 for research and development of testing equipment and training standards.

In 1975, the association took the major step of formally naming Curt Kennington executive secretary of ICRDA. This was a great relief to Hayman. For a number of years it had been necessary for him to find the time for the myriad business concerns of ICRDA. He was proud of the work he had done, but knew that the time was past due for full-time han-



*Registration at an ICRDA convention.*

ding of ICRDA's office and affairs. Curt took over the administrative reins of a healthy organization: ICRDA had \$468,586 in certificates of deposit and cash in the bank.

## TWENTY-FIFTH ANNIVERSARY

**T**he twenty-fifth anniversary of ICRDA was celebrated at the Camino Real Hotel in Mexico City in June 1973 (counting from the postwar reorganization of 1948).

There were a number of business sessions, but much of the time was spent in reminiscing, sightseeing, and generally having a good time. At so important a milestone, it was felt that it was time to reminisce a little. Therefore, members took the time to honor Matthew and Jack Berger for their continuous support of ICRDA from the beginning and Walter Wolfgang for his contributions to the Apprentice Training Program in Dayton.

At Las Vegas, the time had come to resolve the matter of an executive secretary. The board was divided on this. Some felt the position required someone with a deep knowledge of the industry and the history of the association – meaning that only a longtime member could qualify. Others believed in hiring a professional manager. Hayman suggested that Curt Kennington, who was then president, assume the position of executive secretary at the expiration of his term. After considerable discussion it was agreed that Kennington and Hayman work in tandem as executive secretary for eighteen months, which would give Kennington time to learn the duties and functions of the job. The motion was passed

## PROFILE: FERD RAMSPOTT, JR.

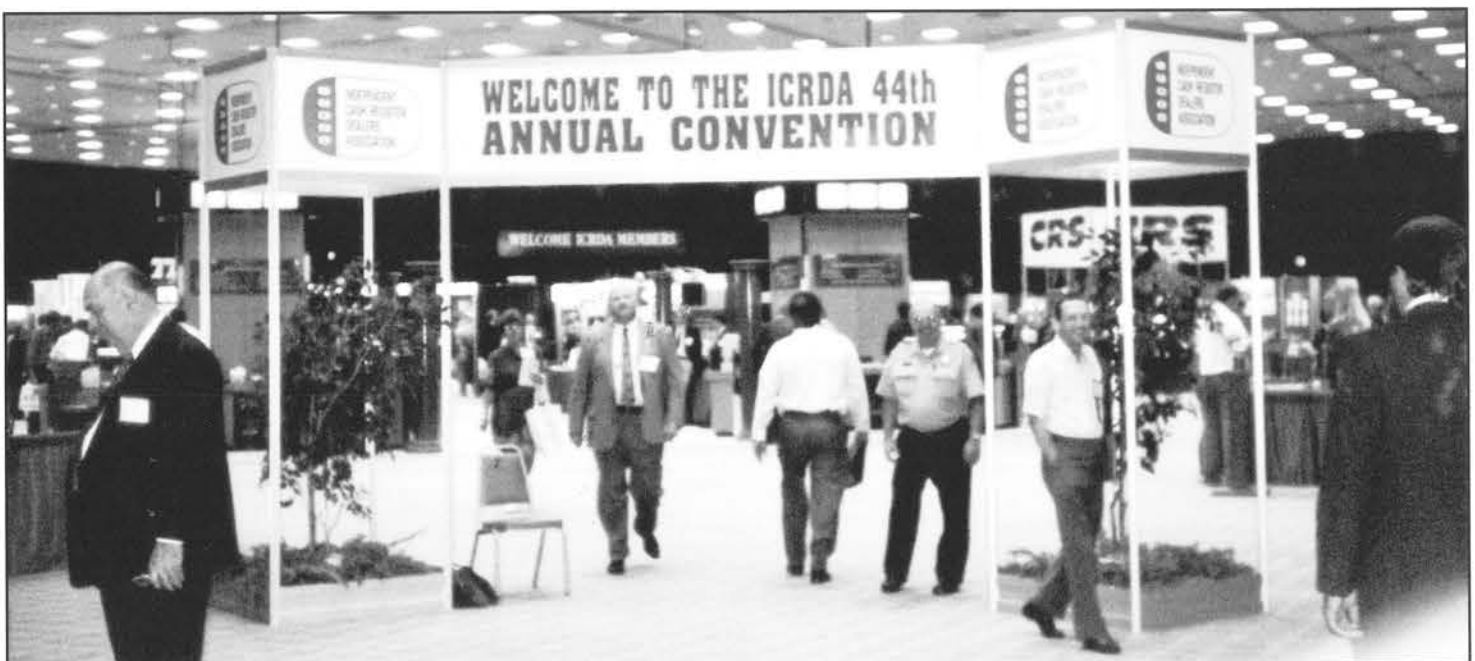
**C**ash Register Service Company (CRS) of St. Louis was formed in 1927 for the purpose of repairing and selling used National cash registers. The founders of the company were Leonard Ruchelshaus and Richard Rines, both former NCR employees. In 1935, C. J. (Chief) Ramspott joined the firm. Ferd H. Ramspott, Sr., came on board in 1942.

Prior to World War II, CRS was the St. Louis representative for Ohmer. When Ohmer went out of business, CRS returned full time to the used register business.

Ferd H. Ramspott, Jr., joined the firm as a permanent employee after being discharged from the Navy in 1945. Seven years later CRS became a Sweda dealer. In 1954, CRS was incorporated. As time passed, the older stockholders retired and the corporation was wholly owned by Ferd, Jr., and his wife Helen.

In 1975, as reported in ICRDA's newsletter that year, the firm had thirteen employees and was handling Sweda and Tec registers.

Ferd's service to ICRDA was incalculable. He served as vice president, president (1974) and chairman of the board – and was the first person to receive both a Life Membership and the H. O. Whistler Award. He effectively chaired the Dayton Committee and the Membership Committee in the 1970s. In the former role he helped the Dayton parts operation convert from mechanical to electronic parts; in the latter, his efforts significantly increased the membership of ICRDA.







Rolland Pfister presents certificate naming Miller Huggins, ICRDA Board Chairman, an honorary citizen of New Orleans, 1976.



*Members of the ICRDA board, 1975-76. Standing, left to right: Seymour Weinstock, Harry Tallmadge Jr., Sam Culp, Charlie Koontz. Seated, left to right: Paul Roth, Stanley Hayman, Ferd Ramspott, Curt Kennington, Ernie Rouse, and Howard Hornstra.*

unanimously along with a standing ovation thank-you to Hayman for his past service, which he deeply appreciated.

At the concluding banquet, Harry Tallmadge, Sr. was awarded a Life Membership for his many years of service to ICRDA.

## ARBITRATION

Financially, the association was in good shape, with \$758,749 invested in Treasury bonds. But there was dissension in the ranks about projects and benefits. The board of directors was informed that a group of members, mostly Data Terminal Systems dealers, were holding meetings to discuss perceived lack of services to members. In response, the board named a committee to survey the membership about desired projects and benefits. It turned out that that there still remained great concern about the relationship between dealers and the manufacturers

While there was substantial improvement in dealer-manufacturer relations, as a result of the work of the various dealers' coordinating committees, there were still occasional disputes – over quotas, territorial disputes, cancellations, etc. – that for one reason or another were not satisfactorily resolved. As a result, in June 1978, a proposal was made that a procedure be instituted whereby an equal number of members and sponsors (associate members) serve as an arbitration panel. Bernard Hellring was asked to formulate rules for consideration by the sponsors and the ICRDA board. The idea was to come up with an arbitration procedure for handling disputes that remained unresolved after attempts by the vari-

ous Dealer Committees to resolve disputes between the dealer and the manufacturer had failed.

At a ICRDA meeting in Las Vegas in January 1979, with his usual thoroughness, Bernie Hellring proposed that the association set up an arbitration committee made up of representatives of the cash register manufacturers and suppliers, who were associate members, to meet with the dealers and a committee from the ICRDA to arbitrate disputes that were not resolved by the various dealer groups. The proposal was enthusiastically accepted by all the parties and formalized as follows:

### RULES TO GOVERN ARBITRATION PROCEDURE

- I. The ICRDA Board of Directors hereby establishes an Arbitration Division with a panel of arbitrators consisting of not less than ten dealer members, composed initially of the following: Jack Waldrop, Jim King, Stanley Hayman, Sam Culp, Bob Wharton, Ferd Ramspott, Gene Malloy, Ernie Rouse, Mike McWilliams, Paul Roth, Sr., and Curt Kennington. The Board of Directors will appoint a secretary of the Division who will serve as the Clerk of the Arbitration Board.
- II. Upon proper notice to both sides, stating that a dispute remains unresolved, and has been certified to the Arbitration Division for decision, each party may select from the Panel of Arbitrators five names, listed in the order of preference, to arbitrate the dispute. From such lists three persons will be selected by the Clerk to serve as the arbitrators. In the event that a manufacturer should agree to be bound by the decision of the Arbitration

Board, then that manufacturer may select from the entire Board of Sponsors, one person to serve as one of the three members of the Arbitration Board.

- III. Any petitioner, whether manufacturer or dealer, must agree to be bound by the decision of the Board of Arbitration when the complaint is originally certified to the Arbitration Division.
- IV. Any party, whether dealer or manufacturer, who refuses to comply with the decision of the Board of Arbitrators will be subject to appropriate sanctions, including suspension or even expulsion from the ICRDA or the Board of Sponsors.
- V. The arbitration procedure shall be so constituted that legal counsel would not normally be required to be present to represent either of the participants, unless that necessity is predetermined by one of them.
- VI. In these arbitration proceedings, counsel for the ICRDA will not represent the dealer or the manufacturer so as to remain available to the ICRDA and the Arbitration Board in connection with the orderly conduct of the arbitration proceedings themselves.
- VII. If both parties agree to be bound by the decisions of the Board of Arbitration, a transcript of the proceedings will be allowed. Otherwise a transcript is not allowed.

ICRDA's board of directors and the board of sponsors mutually agreed to the arbitration proposal. An ICRDA committee on dealer-sponsor relations was given authority to negotiate and finalize arrangements with the board of sponsors on all matters that did not specifically require action by ICRDA's directors.

By that time the manufacturers had selected the members of their board of sponsors: Bill Hallahan of Data Terminal Systems (chair) and Bruce Williamson of Hugin Cash Register represented the manufacturers; Len Weintraub of Check-a-tron represented the distributors; Jerry Morris of Paper Manufacturers and Charles Millward represented the paper group; Ted Daniels of Telequip Corp. represented the peripherals suppliers; and Simon Blatner of Rittenhouse Paper represented the Ribbon manufacturers.

Aside from the value of arbitration, there was progress simply in the manufacturers and suppliers having a new vehicle for planning and implementing productive activities in ICRDA. The board of sponsors soon began discussing such matters as service by sponsors on committees, participation in the selection of ICRDA convention sites, rules for exhibits and entertainment, dues, and sponsor participation in seminars and educational programs.

The first problem presented by ICRDA to the board of sponsors was the question of availability of parts for dealers who had been canceled. Generally the policy of the manufacturers was to sell parts only



*Future Cash Register Dealers say "cheese."*



## PROFILE: FRANK MARX

Frank Marx worked for NCR for thirteen years, first as a service technician and then as a salesman. In 1973, he and another NCR employee, Jack Bodt, formed a partnership and went into business for themselves. They obtained the Sweda dealership in Wilmington, Delaware. For eight years they were highly successful, but eventually differences between Marx and Bodt caused them to dissolve the partnership, with Marx retaining the business. In the early 1980s he took over a small Sweda dealership in Westchester, Pennsylvania, and another in Salisbury, on Maryland's Eastern Shore.

With the advent of electronic cash registers Frank added the Tec and Sharp lines. In sales volume he soon became one of the country's largest independent dealers.

Frank joined the association in 1984 and from the first was active in meetings and seminars. He participated in "Operation Dayton", buying both registers and parts. At ICRDA conventions he participated vigorously in floor discussions and frequently offered sound solutions to problems faced by his fellow dealers. He wrote to me to offer his services on the board, if needed, and subsequently was elected a director.

A major project in which Frank was involved was the Kurz Kasch Signature Analyzer; a product designed to help technicians diagnose problems in electronic products. There was a clear need for such equipment so the board voted to make a substantial investment in development and marketing of the Kurz tester. Though Frank and Jim Luckow, who had a degree in engineering, voted against the proposal, they worked hard together to perfect and market suitable test products. One of these was an analyzer, which allowed a technician to find "spikes" on an AC line - perhaps the most prevalent testing problem of the time. As better-designed and more sophisticated test equipment was developed the Kurz Kasch machine became obsolete. Eventually the Dayton Parts Center was compelled to take a substantial write-off in a donation of all outmoded test equipment on hand to a technical school in Dayton.

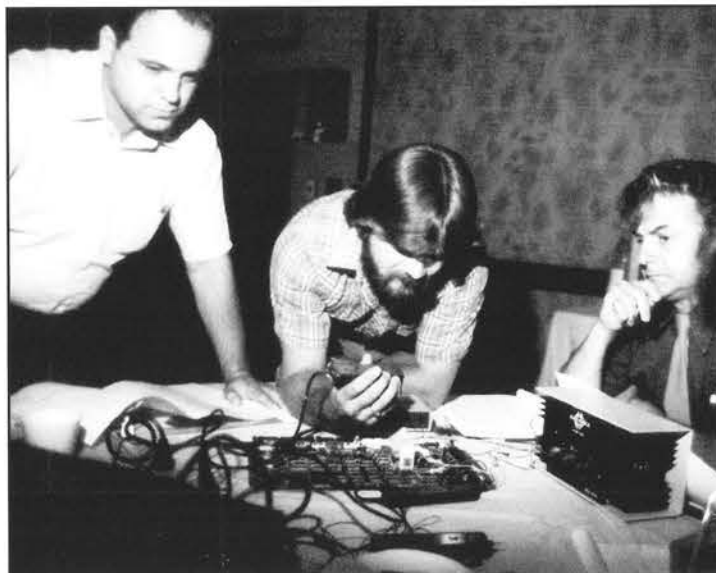
When dealers had problems with a product the manufacturers' routinely said, "You're the only one with the problem." There was need of a way to show manufacturers how they were perceived by their dealers. During my term as president of ICRDA, I appointed Frank a committee of one to develop a means of grading manufacturers - and suppliers as well. From this came the annual presentation of a plaque to a manufacturer or supplier, who scored high in the dealers' grading, which was accomplished with a rating ballot. Members graded on a scale of one to ten in a number of categories - sales support, service support, advertising, etc. Frank created a weighted formula, a sort of handicap method that allowed smaller manufacturers and suppliers to compete for the annual awards.

Frank Marx was elected vice-president of ICRDA in 1984 and president in 1986. Later he served as chairman of the board. ICRDA's cooperative buying programs started during his presidency. Among these, paper-roll buying and computer buying were the most important.

When the demand for mechanical parts declined precipitously and the board of directors considered closing the Parts Center, Frank and Jim King argued successfully that the center should change its emphasis to electronic parts and components. Within two years the center made a complete turnaround and became a major profit center for ICRDA. In August 1990, the Parts Center was moved to Charlotte, North Carolina, when the ICRDA office was transferred to that city.

Frank was active on ICRDA's Scholarship Committee, another new venture for the association in the 1980s. The committee established a formula for selecting scholarship recipients and making the awards that continues substantially in the same form today.

During Frank's tenure as a leader of ICRDA it became apparent to him that the time had come to hire a full-time manager and to have an ICRDA building that could serve as general offices, parts center, and training facility. These ideas came to fruition later, but it was Frank Marx who put them into motion.



*Technicians practice with the Kurz Kasch Signature Analyzer.*

to their authorized dealers. This was a serious problem for a dealer who had been canceled because in most cases the customer relied on the selling dealer for maintenance and service. If the canceled dealer was unable to get necessary parts for repair, there was a good chance of losing the customer.

A request was made by ICRDA to the sponsors' board that the manufacturers provide the association, in writing, their policies on selling parts to canceled dealers. Sharp, Hugin, DTS, and TEC submitted their policies, but Jay, Sweda, Delta, and MKD asked to be excused from writing a specific policy. They would, they said, make parts available, "under the proper circumstances," to dealers who had been canceled.

## DIRECTOR OF EDUCATION

In response to the sponsors' request for more joint educational opportunities, the ICRDA's board passed a motion to hire a director of education. A job description was prepared and a search committee appointed.

In 1980, Don Irons, a former NCR instructor, was hired as the director of education, reporting to Bob Wharton. He had been with NCR for twenty-two years. Upon leaving that company he had gone to work for the federal government in computer software and procurement and later served as a security officer for the Army's computer systems. He also had lectured, written, and traveled on assignments in the security field.

The association was bustling as never before. On the financial side ICRDA in 1980 had \$945,000 in

Treasury bonds and CDs. Reservations for the forthcoming convention at the Hyatt Regency in Dallas exceeded expectations, requiring additional space in an adjacent hotel.

Don Irons was introduced to the membership in Dallas in July 1980. He outlined his proposed program, including a series of management seminars, and asked for feedback from the members as to their needs and desires in education. Hayman was asked to work with Irons to produce an informational manual for members. Most of the material in the manual was obtained from publications provided by the Small Business Administration and customized for use in ICRDA seminars and workshops.

Materials alone, of course, did not make successful seminars. Experience from the mouths of members and teaching ability was also required. In addition to Liane Graessle and Harry LaFavor, who led all of the seminars, there were number of other members and sponsors who participated from time to time. Among them were (dealers) Jack Bodt, Richmond Cash Register Company; Tom Fitzgerald, The Cash Register Dealer; and Tony Mastrangelo, Southwest Cash Register Company; (sponsors) Gerald P. Tchir, Control Transaction Corporation; Nick S. Svetich, Syendi Corporation, Andrew W. Dillaway, Paper Manufacturing Company; and Keith Gilpatrick, Data Terminal Systems.

The seminars were held in various parts of the country to allow as many members as possible to attend. The program lasted three years with four seminars a year, each with from fifteen to twenty members in attendance. Volunteer instructors took turns presenting the various subjects in the manual. "Accounting Services for Small Businesses", for example, or "Ratio Analysis", "The Anatomy of Profit", "Planning and Goal-Setting", "Management by Objectives", "Borrowing from the Bank", "Company Policy Manuals", "Public Relations for Small Business" and "Credit Management" were only a few which were offered.

Time marches on, the movement from mechanized to electronic is upon us. I personally am turning my business over to my sons more and more. But, history has always intrigued me. I am thrilled to have been able to bring you back in time, its highs and lows...its memories. It was a huge job, but a wonderful job, one I hope you enjoy digesting.

## EDITOR'S NOTE...

This ends ICRDA history as written by Stanley Hayman. It is truly amazing that a handful of seemingly powerless independent dealers was able to develop into such a large body whose influence helped develop and shape the cash register industry.



*Liane Graessle conducts an education seminar, early 1980s.*

## PROFILE: JIM HART

In the summer of 1961, after discharge from the U. S. Navy where he had trained as a jet airplane mechanic, Jim Hart applied for a job with National Cash Register Company in Paducah, Kentucky. He easily passed the mechanical test because of his service experience. As an apprentice technician he made minor repairs on registers, cleaned and oiled them, replaced key tops, and touched up cabinets. Like all NCR employees he was indoctrinated to believe that the company's products were the best in the world and that all competitive products were junk.

NCR required all technicians to serve one-year apprenticeships in a branch office before going to school for formal training. The company's claim that its technicians were factory-trained and qualified to service NCR equipment was true. NCR training program was recognized as a fine one. In Jim's case, however, he was kept in the Paducah branch for three years before he was sent to school. He could do major repairs without more training. The fact was that he did the work of a senior technician for an apprentice's salary.

Only after threatening to quit if he weren't sent to school, he went to NCR's western training center in Denver. Students attended classes from 8:00 a.m. to 5:00 p.m. five days a week and studied on Saturdays and Sundays. Tests were taken on what came to be called "bet your job days." A student who scored less than 90 per cent on any test was immediately sent home. Jim generally blazed through the manual training but had difficulty with written exams. He simply poured more effort into the school. He had a family to support and could not fail.

During the eleven months he was at the school there were constant reminders of the difficulties the students faced. For instance, Jim's study partner, who had a 95 per cent average on theory and written work but consistently struggled with teardown and assembly, was called to the office one day and never returned to classes. In another incident, a student bragged that he could open any lock in the building in less than two minutes. An instructor made a bet with the student that he couldn't open a particular "tamper-proof" lock. The student opened the lock and won the bet. A few days later he was summoned to the office and was never seen again at the school.

After what seemed a lifetime, Jim graduated and received a copy of the NCR Salesman's Service Manual. He had been told that after graduation he would work temporarily in Bowling Green, Kentucky, and soon would go back to Paducah. He remained assigned to Bowling Green for four years, one of which was spent in another training course in Denver. His formal request to be transferred back to Paducah was denied. Jim resigned.

On returning to Paducah in 1967, Jim found a job on the night shift at a speaker factory. After three months there he was offered a partnership in Paducah Office Equipment Company, which had a Sweda dealership. In 1969, the partnership failed, but Jim, with the blessing of Sweda, purchased the Sweda inventory and dealership and opened his own business under the name Jim Hart's Cash Register Center. He also assumed the partnership's membership in ICRDA and the Sweda Dealers' Association.

In 1981 he was elected to ICRDA's board of directors and went on to serve as vice-president, president, and, in 1992, chairman of the board. During Jim's presidency the association established a trust fund for perpetuating ICRDA. A number of longtime members vehemently opposed the fund, but Jim persisted and steadily gained support for the idea. He was also a major proponent of a full-time executive director for ICRDA. His interest and participation in the ICRDA Parts Center resulted in the purchase of parts directly from Japan, which enabled the center to remain competitive. He played an important role in promoting education for the dealers to help them meet the challenges of changes in the industry and new technology.

Jim Hart supported the decision to build a permanent association headquarters. On June 10, 1994, he was given the honor of cutting the ribbon at the dedication of the ICRDA building in Charlotte, North Carolina.



*Jim Hart displays his prized cash register collection.*





*Distinguished cash register dealers.*

What follows is a sampling of the last 20 years of ICRDA events, programs and even conflicts. While the story is not complete, it does overview some of the highlights that helped move ICRDA into the 1990s, an organization of which each member is an important asset.

## THE BIRTH OF THE ICRDA SPONSOR PROGRAM

ICRDA membership became increasingly appealing to cash register manufacturers. Dealers needed manufacturing support to better serve customers, and manufacturers needed dealers to increase product sales; it only made sense for the two to work together.

At the Board of Directors meeting held January 19, 1977, in Phoenix, AZ, Charlie Koontz motioned, and it was unanimously resolved, that specifics be drawn-up on a new form of associate membership for manufacturers and suppliers.

Still, problems did exist between dealers and manufacturers. The year 1977 saw the birth of a grievance program to investigate and resolve dealer complaints against manufacturers. George Kass recommended that the ICRDA body should review each individual complaint and that the Association provide each dealer it's full support, including litigation

assistance from Association counsel, with appropriate funds allocated to cover such support.

During this same meeting in Phoenix, Stanley Hayman recommended the initiation of an "Endowment Fund", through which \$400,000 be placed in trust for the sole purpose of providing income and to carry-on Association business. It was also recommended that this principal balance could not be touched unless agreed-upon by two-thirds of the general membership. This idea was tabled for future consideration.

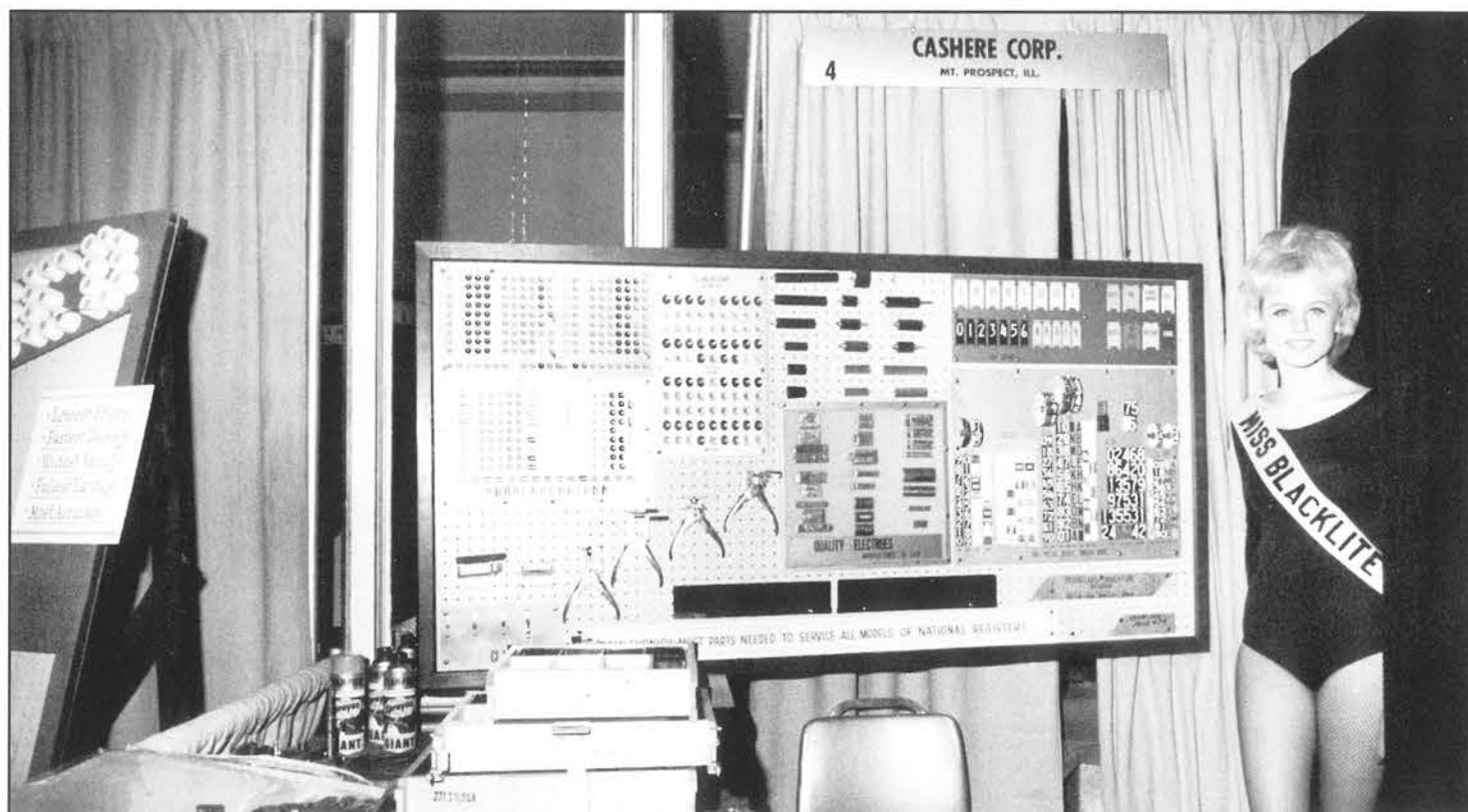
## SPONSOR CODE OF ETHICS

ICRDA began the year 1978 with a general membership meeting on January 30th in Miami, FL. The subject of sponsors was a hot issue, specifically the need for a code of ethics. A 19-member Board of Sponsors had previously been established in 1977, comprised of representatives from leading sponsor-firms. However, only one of these members was present during the meeting assembly, with the remaining 18 marketing their products to dealers at exhibits set-up in their hotel suites. It was also pointed-out that manufacturers were not providing substantial training, repair turn-around time, or schematics, as agreed, and that ICRDA leadership needed to seek better support from the manufacturers.

In addition, sponsor exhibits were becoming a major problem. Many manufacturers refused to use the area set aside for exhibits, choosing to display



*Cash register repair at Merchant Cash Register Company's Hillside shop, 1969.*



*Early convention display from Cashere Corp.*

their products in their hotel suites (as noted earlier). In this manner, dealer-members were compelled to leave the exhibit floor, spending their time with those sponsors instead. In fact, over one-half of the dealer-membership was not present during the meeting assembly for this very reason.

These problems led to the motion that a Code of Ethics be drafted by the Board of Sponsors, and that manufacturers should attend a special meeting to review the issues.

ICRDA attempts to manage the exhibits were generally not accepted by sponsors. In particular, one company, Data Terminal Systems (DTS) formally expressed its dissatisfaction in 1979 at the general membership meeting in Washington, D.C.

Bill Hallahan of DTS made a formal presentation on June 20th. He stated that he had always felt less than fully welcome at the ICRDA even when sponsors were guests. However, his company felt that ICRDA conventions were a business asset. Still, he was very displeased by accusations that his company raised quotas to force dealers out of business, and that he had heard rumors that DTS and TEC would be sued by the Association. Further, DTS would never attend another ICRDA meeting if threats involving lawsuits were mentioned, and it remained his intention to set-up an exhibit in his suite, not on the exhibition floor.

This announcement brought forth the motion that no sponsor could use their suite for exhibit purposes only; the exhibition area must be used. (see figure )

The DTS situation led to serious discussions of the board to discontinue the sponsor program altogether, that the negatives seemed to outweigh the positives. However, it was decided that one bad experience should not be allowed to destroy the entire program.

Things stabilized between the two parties for a time. DTS, however, would continue to be a "thorn in the Association's flesh" for years to come, eventually forming its own Association, the DTSDA (Data Terminal Systems Dealers Association).

By 1984, approximately 99 members of ICRDA were DTS dealers. There were several reported incidents that DTS canceled contracts on DTS-dealers affiliated with ICRDA. Problems such as these continued to be an issue until DTS closed its doors.

An official Code of Ethics was later established for dealer-members as well. This code was established in 1984, and all members were encouraged to sign an agreement of acceptance of this code.

## CHANGES AT OPERATION DAYTON

**B**ob Wharton presented a 21-page statistical report to confirm that the purchase and sale of registers through Operation Dayton had ended, and that all registers had been sold with no register inventory remaining.

This ended a program in force since the inception of Operation Dayton. During its existence,



105,000 registers had been purchased, with register sales totaling over \$15,000,000 plus part sales approaching \$2,000,000.

It was agreed that the Parts Center would remain in operation, providing members a 10% discount on all parts.

Later, at the San Francisco meeting in June (1978), the Parts Center was again discussed, with Joe Carroll and Ernie Rouse strongly opposed to its continuance. Their arguments were that the program was dying, that not enough members used the Center to justify its existence, and point in fact, a slight loss of \$1,258.00 had been reported over the first five months of 1978.

However, the majority of Board members remained in favor of the program. It was agreed that the Parts Center was still an asset to the Association, but that the Operation Dayton committee should do its best to keep losses at a minimum.

## THE HEALTH INSURANCE PROGRAM

In 1980, the ICRDA adopted a group health insurance program under the direction of Chairman Waldrop. The C.A.R.E. program (Continental Association of Resolute Employers) was made available to members, providing health insurance coverage to members, with increased benefits at sig-

nificant savings than was available to the members individually...another advantage of ICRDA membership.

## THE DECADE OF DISCONTENT

The 1980s proved to be the decade of discontent between dealers and manufacturers. In June 1979, Stanley Hayman and Harry Tallmadge sued Sharp Electronics for unfair trade practices. Sharp, in turn, countersued Hayman and Tallmadge for their alliance with ICRDA (see figures).

It was agreed that the Association would provide financial support for legal fees, expenses and appropriate support be provided to Hayman and Tallmadge, and that support be provided for individual members facing similar litigation.

This dispute with Sharp would continue for several years until 1983, when the matter was resolved with Sharp becoming an active sponsor of the Association.

Although these issues with Sharp Electronics, DTS and other manufacturers were a continuing problem for ICRDA, they did eventually open the door of communication between dealers and sponsors. By the mid-80s the relationship had begun to change from "adversarial" in nature to that of cooperation.



*National Cash Register Company exhibit at the ICRDA convention, 1982.*

Continuing tensions eventually led to separate dealer-only meetings for each product label. Beginning in 1985, no manufacturers were allowed to attend these meetings. The primary focus for these occasions were to discuss and search for solutions on the unfair practices of manufacturers.

## BOB WHARTON RETIRES

In June 1981, Bob Wharton stepped down as administrator of Operation Dayton. Although he officially retired in 1980, he had remained available as an advisor until a suitable replacement could be found.

Wharton's retirement culminated some 22 years of service to ICRDA. He originally joined the Association in the mid-1950s and managed Operation Dayton from its inception.

Upon the retirement of Bob Wharton, Rick Smith was appointed Manager of the Parts Center, which remained in Dayton after the NCR factory had ceased production at that location.

## FOES BECOME FRIENDS

The changing times became most evident in 1982, when a June 14th letter announced the unthinkable: NCR, whose domination of the cash register market inspired the birth of ICRDA, became an official sponsor and supporter of the Association. This ended nearly 40 years of direct competition with dealer-members, and a new partnership for the future.

## SPECIAL AWARDS FOR OUTSTANDING SERVICE

In 1982, a handsome gold plaque was given to Paul Roth for 18 years of outstanding consecutive service as a member of ICRDA's Board of Directors, from 1963-1981.

The highlight of the Reno Convention, July 1983, was the presentation of eight awards of merit to ICRDA Sponsors from the Special Awards Committee. Special Awards Committee Chairman Frank Marx and ICRDA President Stanley Hayman presented the following awards:

1. Sweda International, Inc. - The Gold Medallion Award for the Best Overall Support by a Sponsor of ECR/POS Equipment.
2. Telequip Corp. and Sola Electric - Awards of Merit for the Most Outstanding Sponsor of Peripheral Equipment.



President Howard Hornstra congratulates new director Liane Graessle. Also pictured: John Houston and Jerry Logan.



Jim King (left) presents the Gold Medallion Award to David Saunders.

3. Data Terminal Systems - Award of Merit as the Most Outstanding Sponsor in Dealer Sales Support.
4. Rittenhouse Paper Co. and Bushnell Ribbon Corp. - Awards of Merit for the Most Outstanding Sponsor of Supplies.
5. Teknika Electronics Corp. - Award of Merit as the Most Outstanding Sponsor in Dealer Service Support.
6. Teknika Electronics Corp. - Award of Merit for the Best Display of ECR/POS Equipment.
7. Supervision Control Systems, Inc. - Award of Merit for the Best Display of Peripheral Equipment.
8. Rittenhouse Paper Co. - Award of Merit for the Best Display of Supplies.

In July 1984, Stanley Hayman was presented the H.O. Whistler Award for outstanding service, and Sam Culp was awarded a lifetime membership.

The Board of Directors meeting, July 15th in Boston, began with a moment of silence and respect for Sam Culp, Joe Carroll, Miller Huggins, and Erik Hollbus, all of whom had died since the January meeting.

## THE BIRTH OF THE ENDOWMENT FUND

**C**reation of a \$750,000 endowment fund was agreed upon at the Tuesday, January 29th General Session meeting, Las Vegas, NV, in 1985. The membership voted 64-23 to establish this fund, which would protect excess membership funds and insure the future operations of the ICRDA.

The purpose of this fund was to endow the future of the organization, its operations and personnel, provide funds for legal services, and to pay other expenses of the operations of ICRDA. All funds were to be maintained in an account(s) separate from all other funds of the Association. As noted by Bernard Hellring, the Endowment Fund "would protect ICRDA funds from invasion from any enemy (in a lawsuit) or creditor... (or) from any misuse."

An eight-member Endowment Fund Committee was established to oversee the program, with five ICRDA officers, plus three at-large members.

The first Endowment Fund Committee meeting was held on November 3, 1985 in Chicago, IL. All members were present, including Paul Roth, Chairman; Ed Mancini, Secretary; Howard Hornstra, Secretary-Elect; Stanley Hayman; Jim King; Frank Marx; Jim Luckow; and Curt Kennington, with Counsel Hellring presiding.

Curt Kennington and Howard Hornstra were appointed to serve on an Investment Committee to investigate the various avenues of financial investment for the Endowment Fund.

## FROM ECRs TO COMPUTERS

**J**ust as ECRs innovated the cash register industry, the rise of computers gave way to newer and more efficient technology for business machines. Once again, ICRDA made steps to remain current, and a Dealer Computerization program was adopted in 1985 to be operated under the direction of Operation Dayton. An in-house Computer Committee was established as a sub-committee of the Education Committee, with Richard Hayman and others to be appointed.

Such studies eventually led to the Computer Buying program in 1990. Launched under the direction of Tim Aboudora, four full systems were made available to members, with a full program of literature packages, and descriptions and demonstrations at general membership meetings.

## THE EVOLUTION OF THE PARTS CENTER

**I**n 1985, the Parts Center became a separate corporation owned by ICRDA, with operation commencing in December 1, 1985. At the Executive Committee meeting of the Board of Directors, January 14, 1986 in Nassau, Bahamas, Mr. Hellring reported on the establishment of a new subsidiary corporation for the ICRDA effective December 1, 1985 named ICRDA Parts Center, Inc. In exchange for the issuance of 100 shares of common stock of ICRDA Parts Center, Inc. to the ICRDA, it was unanimously



Past and present. At left, National Cash Register Model 5, 1895; at right, the ICRDA 7497 PC POS System, 1998. (Jim Hart Collection)





*Children at ICRDA prize drawings.*

resolved that the lease held in Dayton be assigned to ICRDA Parts Center, Inc. along with the transfer of all assets of the Dayton Parts Center, subject to its liabilities.

This was a taxable corporation, with a three-year plan for the future, proposed to manufacturers to serve as a repository for parts on obsolete cash registers.

The Parts Center eventually outgrew the Dayton facilities, and moved to Charlotte, NC in 1990.

## ICRDA HONORS THE PAST

**B**eginning in 1985, several resolutions were enforced to honor past ICRDA leaders. Former presidents were voted to be allowed to attend Board meetings, solely as observers and without participation or voting ability.

Also, on motion of Harry Tallmadge, seconded by Howard Burns, it was unanimously resolved to adopt the recommendation of the Executive Committee (based in turn at the request of the general membership on July 23, 1985) to establish an Associate Membership program for retired dealers, so that they could remain active in the ICRDA.

Although this program was originally established for retired dealers, it later became available for individuals whose livelihood was substantially derived from the point-of-sale industry.

As Associate members, individuals could attend ICRDA conventions and conferences, would receive the Data Link and annual directory, and could par-

ticipate in programs not restricted to businesses; however, they would have no voting privileges, could not serve as officers or directors, nor purchase items from the ICRDA Parts Center.

## NEW PROGRAMS

**T**wo new programs were developed by the Education Committee and began in 1987. A Video Tape program was begun with appropriations of \$10,000, through which instructional tapes were made available to members.

A Sales Training School program was also made available, through which dealer-member employees could be trained in sales technique, as relating to the cash register industry, for a charge of \$220 per member, and \$350 for non-members.

David Atchley was especially helpful in the development of these programs and other developments through the Education Committee.

## ADDITIONAL HONORS

**B**ernard Hellring receiving special recognition at the July 27, 1987 convention in Montreal, Canada. This general membership meeting was dedicated to Mr. Hellring for his 30 years of outstanding service to ICRDA.

The membership was later saddened by the news of Hellring's death on January 4, 1991.

In January 1988 at the New Orleans convention, Curt Kennington and Harry Tallmadge were awarded life memberships.



*Classroom training at ICRDA headquarters, 1994.*

## WHAT IS A DEALER?

Changes in retail sales outlets had a significant impact on the cash register industry during the mid-1980s. Alternative forms of resellers were increasingly prevalent. This presented a new challenge for ICRDA: membership criteria, specifically, who qualified as a dealer for membership?

For example, the mid-80s saw an explosion of wholesale-resale clubs. Could they be considered dealers? This led to an attempt to change the ICRDA Bylaws, as proposed on January 18, 1988 at the New Orleans convention. The proposed change was as follows:

Section 9: The following definitions and limitations apply to certain dealer-members:

(a) Regular independent dealer-members sell cash registers and other point of sale equipment ("the products") to end-users as dealers for specific manufacturers within defined areas; and only occasionally assist other dealers having the same product line in other areas, by supplying needed equipment at normal dealer discounts;

(b) Some dealer-members also regularly or on a continuing basis, supply "the products" to other dealers for a profit and as a significant part of their business in a volume exceeding \$250,000 per year;

(c) Some individuals or companies are primarily in the business of selling "the product" to end-users without reference to any specific territory, and either with or without accompanying software packages or other enhancements, and such dealers are sometimes referred to as VARS or VADS;

(d) Any dealer-member who is within a category defined above in sub-paragraphs (b) or (c), may remain or become a dealer-member of the Association, but hereafter shall have no vote on any issue and shall be ineligible for any elected position within the ICRDA, and may serve on ICRDA Committees only to the same extent that ICRDA sponsors may serve. These limitations shall not apply to any present dealer-member with more than ten (10) consecutive years of membership in the ICRDA if such dealer has also been conducting the activities defined in the above sub-paragraphs (b) or (c) throughout said period of ten (10) years.

This proposed change was voted down at the January general assembly. Those for the proposed change argued that distributors should not be allowed to take control of the ICRDA and that such distributors should be required to be sponsors. This proposal would protect the smaller dealers and help keep the leadership and control of ICRDA in the hands of independent dealers.

A straw vote was cast at the general membership meeting in July at Reno, NV and the results were overwhelmingly in favor of adopting the proposal. It was decided to table this decision for the January 1989 meeting, and a few modifications were made per member request.

When the final vote was tallied in January 1989 this proposal was again narrowly defeated, 35-34. A motion was made to re-submit the proposal for review and this motion was defeated 36-33.

## SCHOLARSHIP PROGRAM

**O**n July 26, 1987, the ICRDA Scholarship Fund was established by the board of directors for the purpose of providing educational scholarships. The program commenced in April 1988.

Up to six scholarships between \$1,500 and \$4,000 were awarded annually for use at any accredited college, university, junior college, or technical institute. The scholarships were funded from the ICRDA Endowment Fund. Members were encouraged to add to the scholarships as appropriate. Checks were issued directly to the designated qualifying educational organization with instructions on their application, i.e. tuition, books, lab fees, etc.

The scholarships were awarded to children or grandchildren of ICRDA members in good standing for at least three consecutive years. Termination of membership would not terminate a scholarship for the year of application.

A Scholarship Committee was established to supervise grants and review for violations.

The program rapidly advanced over the years. For example, in 1990, two years after its inception, 26 scholarships were awarded for a total of \$50,000. A formal program was also developed to raise money for scholarships above and beyond the ICRDA budget.

## NEW PROGRAMS...NEW MANAGEMENT

**I**n 1986 a committee was formed to study possible use of Association resources for the benefit of ICRDA members. The committee was chaired by Frank Marx and was named the Long Range Planning Committee, other members included Curt Kennington, Jim King and Jim Luckow.

The Long Range Planning Committee was the fulfillment of strategic planning begun in 1981, when Jim Burk and W.F. Smith, both consultants in organization planning, were hired to develop a mission statement, objectives and goals for the next five years.



*Bob Diaz (left) and Dennis Hadley with the Scholarship Fund Contribution Lottery at the 1996 Convention.*



The first program to be proposed by the Long Range Planning Committee was the ICRDA Private Label Paper Program. The program was designed to leverage the collective purchasing power of the entire membership, as a buying group, for the purpose of negotiating favorable pricing, as well as consistent quality, on the most popular sizes of cash register paper rolls. The program was adopted by the Board of Directors and initially included two vendors; Datacom and Cutting USA. Two vendors were chosen in order to provide for continuity of the program in the event that one ceased to participate or encountered any unforeseen problems. This proved to be a prudent move when Datacom ceased doing business several years later. The Private Label Paper program grew steadily over the years despite the fact that most of the marketing was done by the volunteer members of the committee, a situation which did not lend itself to a concerted ongoing effort. Rittenhouse and Convertpac both participated in the program for some time but as of this writing the only vendor in the program is NCR Systemmedia Group. The program is rebid every few years to keep it competitive and to allow all ICRDA Sponsor paper roll vendors the opportunity to submit proposals to participate.

The next new program to be developed was the ICRDA Computer Buying Program, and an arrangement was struck with a company called Sirex to assemble IBM clone computers for ICRDA member firms to resell to their customers. The program quickly enjoyed early success but over time became less and less competitive for a variety of reasons, not the least of which was the serious price erosion of PCs, which by 1990 seemed to be in free-fall. This program required constant monitoring by the volunteers responsible, and when Tim Aboudara, one of the key members involved, left the industry the program stagnated and eventually began to decline.

The success of the Private Label Paper Program as well as the level of member participation in the Computer Buying Program were clear indications to the Long Range Planning Committee and the Board that the Association could be successful as a buying group. The possibilities were exciting but heretofore the work on these type projects had all been done by volunteer members, all of whom had their own businesses to run. A way had to be found to apply more consistent and more concentrated effort. The next step was the expansion of the Long Range Planning Committee to include all of the members of the Executive Committee. Soon an aggressive shared vision emerged and the committee took its Long Range Plan to the Board. The plan was a bold one and entailed no small amount of risk. It called for the relocation of the ICRDA Parts Center from Dayton to Charlotte for the purpose of consolidating all operations of the Association. A facility would have to be secured to house the new operation and staff would be required to relocate to Charlotte. It was also determined that the Association, in order to fully develop and deploy new programs, must begin to transition much of the day to day responsibilities from volunteers to hired staff. The plan therefore called for the hiring of a full-time management executive to develop and market new and existing ICRDA programs.

A search for the management executive was begun in late 1989, and plans were developed for the relocation of the ICRDA Parts Center to Charlotte. Rick Smith, the Parts Center Manager, agreed to relocate with his family and completed the move and the facility relocation in the summer of 1990. A new staff was hired locally and the Parts Center was back in full operation less than two weeks after the move in a rented warehouse facility in Charlotte.

By this time the ICRDA Parts Center, Inc. had its own Board of Directors and Officers, all of whom



*1996 Winter Conference cruise.*

were ICRDA member dealers. By this time the Parts Center was almost exclusively in the business of distributing cash register replacement parts to dealers. Sales were consistent at approximately one million dollars per year, but there was little growth.

The search for a management executive was a very tedious process, which was compounded by the infrequency of ICRDA Board and Executive Committee meetings. Interviews were arranged to coincide with meetings but the meetings were approximately three months apart, so progress was slow. It also took a considerable amount of time to develop a consensus as to what the responsibilities of the executive should be in relation to those of the elected officers. The hiring of a full-time executive would represent an incremental step toward the transition from volunteer management to staff management of the organization. As the months passed there was increasing concern about the search and the additional expense of hiring the executive; there were some that were of the opinion that the expenses could not be offset and only an increase in the member dues could maintain the financial integrity of the association. But the decision had been made and the search continued.

In February 1991 at the ICRDA Winter Convention in Bermuda, the Board of Directors voted to offer the position of Management Executive to Bill Bussard, an ICRDA member dealer at the time. Bill had first been interviewed at the winter convention one year earlier, which was held in Phoenix. Bill Bussard was the owner of Southwest Business Machines in Amarillo, Texas, which he had purchased from his father, B.F. Bussard, in 1974. He graduated from Texas Christian University's M.J. Neely School of Business in 1972 with a BBA in Marketing and immediately went to work in the family business, which was an office products and office machine dealership.

## LIFE MEMBERSHIP CRITERIA

In 1990, Jim King, Richard Hayman and Bob Doody of the Awards Committee, developed and presented a set of guidelines for conferring awards of life membership. These guidelines stated that a life member must:

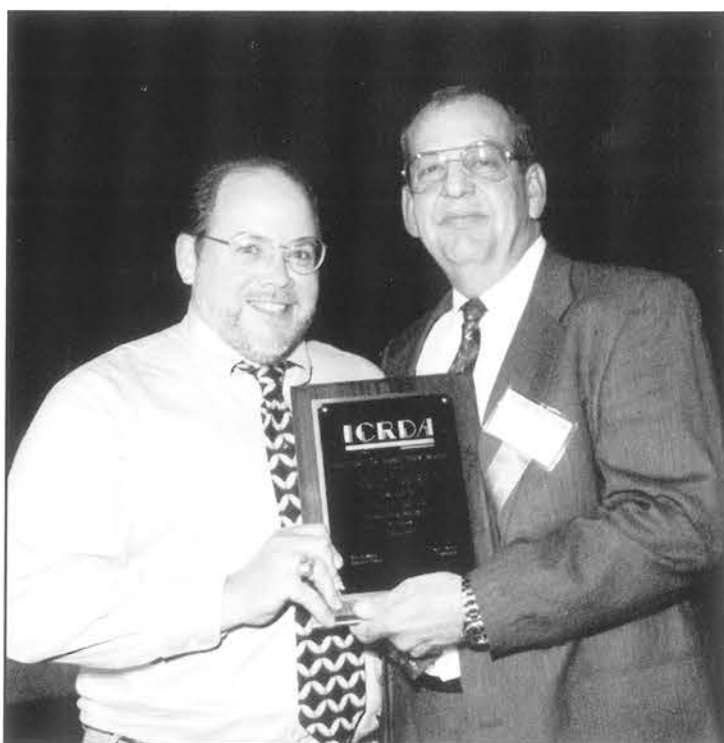
1. Be a current ICRDA member.
2. Have had 20 years of membership prior to nomination.
3. Be an ICRDA member in good standing.
4. Show consistent attendance at conventions.
5. Be approved and endorsed by the Board of Directors with no more than two persons in attendance failing to vote in favor of such nomination (including abstentions or votes in opposition).

Additional criteria required that nominations must be accompanied by one photograph of the proposed life member, a typewritten summary of the nominee's qualifications (1,200 words or three pages), and four letters of recommendation from ICRDA members.

It was also agreed that life memberships would not be issued solely on longevity; rather, they would be awarded for outstanding, unique or unusual contributions to ICRDA beyond normal expectations.



*Donny Anderson and Bill Bussard.*



*Bill Briggs and Ken Boyd.*

## A NEW HOME FOR ICRDA

ICRDA began final preparations for a new Association home on March 26, 1993, when Curt Kennington and Bill Bussard attended a meeting to close on its future residence. Construction of the new site began in earnest, and operations began at the new facility in November 1993.

The move brought the ICRDA administrative offices and Parts Center into a 12,320 sq. ft. facility with a shipping department, full-scale computer assembly plant, and sales training center. This was the first ICRDA-owned facility; ICRDA would no longer share space with another company.



*Ribbon cutting ceremony at ICRDA's new home in Charlotte.*



*A new home for ICRDA, 1994.*





## THE PAST IS PROLOGUE

Well, this part of the tale is done. When you attend ICRDA conventions, with their professionalism, size, scope, and up-to-the-minute products, think back to those first meetings at the McAlpin Hotel and Hotel Pennsylvania in New York, 1942 and 1948, when we stood on very narrow ground. Ours is truly an acorn to oak story. Our determined fight against the National Cash Register Company is the stuff of business school case studies. Operation Dayton was a huge success that gave new opportunities to dealers and technicians alike. Our training programs became models for the whole nation. ICRDA proved as well as any organization, and better than most, the value of working together in common cause.

ICRDA remains strong today, the dedication of her members and leadership continues to keep her so. ICRDA members of today should enjoy the strength and pleasures of the present organization and plan well for the future, always keeping faith with those who led the way in times past. One thing about history: it shows how we stand on the shoulders of those who have gone before.

# Pays for Itself and



Detail Adder

Drawer Operated  
Prints Sales-Strip  
Total Adder

Total Adder



Total Adder

If you are a customer of a store, a National benefits you because it insures accuracy in handling your money and accounts thus preventing disputes.

If you are a clerk, it benefits you because it trains you in business methods.

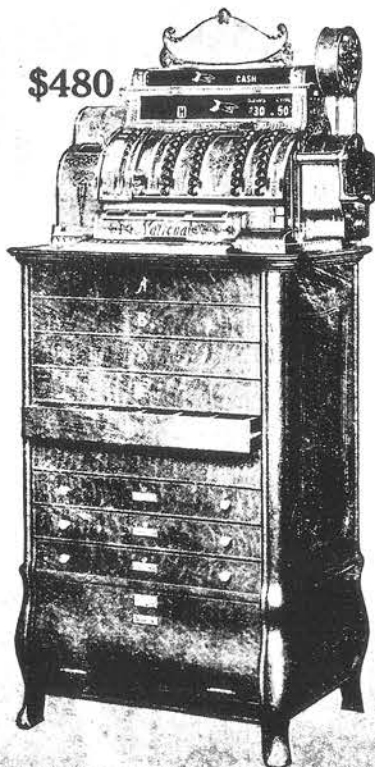
If you are a wholesaler, it will benefit you by making the merchant accurate and systematic.

Considering material, workmanship and what a piece of machinery.

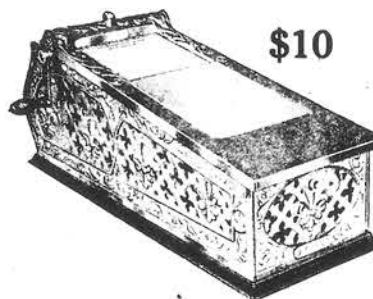
Improved machinery makes the world progress.

Made in over 300 styles and sizes. Sold by all A Postal will

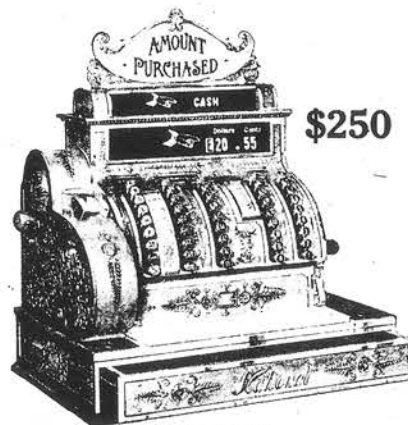
The National Cash Register Co.



Five Complete Cash Registers in One

Total Adder  
Prints Sales-Strip

Autographic

Total Adder  
Prints Sales-Strip  
Prints Sales-SlipTotal Adder  
Prints Sales-Strip  
Prints Receipt

\$3

Sho

# enefits Everybody

you are a merchant, a National will prevent mistakes and relieve you of worry. Mistakes mean loss, loss causes worry, worry impairs health and shortens life.

ou pay us, for a short time, a part of the money it saves. After it has paid for itself, all the profit it makes belongs to you.

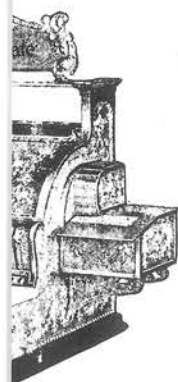
other words, we make one profit the day we sell it; you make a profit every day you use it.

National Cash Register is the lowest-priced in the world

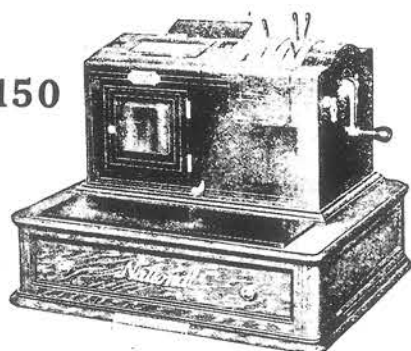
d machinery will make the merchant progress

thly terms or liberal discount for cash.  
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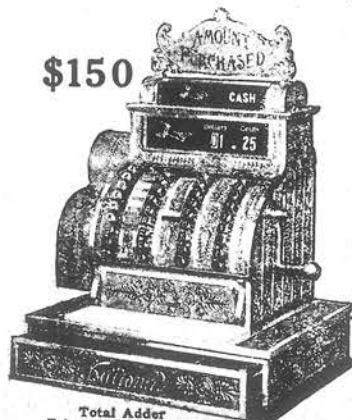
\$150



Department Store Register



\$150



Total Adder  
Prints Sales-Strip or  
Prints Receipt

\$125



Total Adder  
Prints Sales-Strip

\$200



Total Adder  
Prints Sales-Strip and  
Prints Receipt

\$100



Total Adder  
Prints Sales-Strip

\$75



Total Adder  
Autographic Attachment  
Drawer Operated

\$75



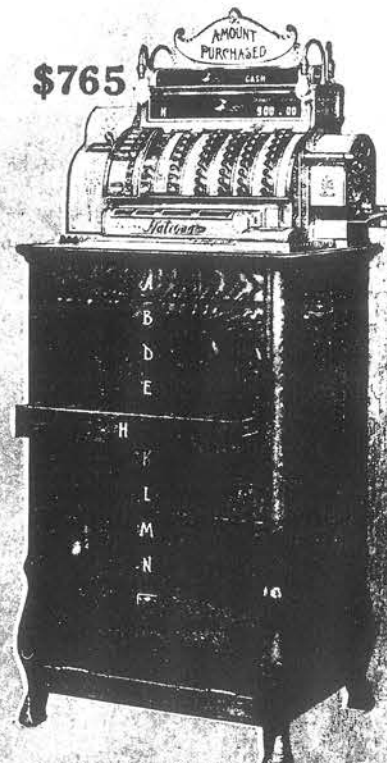
Total Adder  
Prints Sales-Strip

\$100



Total Adder  
Prints Sales-Strip  
Drawer Operated

\$765



Nine Complete Cash Registers in One



*ICRDA Conventions provide time for  
business and pleasure.*





# ICRDA BOARD MEMBERS

## TERMS OF OFFICE

### 1948-50

#### President:

Edward P. Burl  
Burl & Kenney Store Equipment Co.  
Brooklyn, NY

#### Vice-President:

Kyle Leeds  
Leeds Cash Register Co.  
Kansas City, MO

#### Secretary-Treasurer:

Stanley Hayman  
Hayman Cash Register Co.  
Washington, DC

### 1951-52

#### President:

A.C. Whitmer  
Columbus Cash Register Co.  
Columbus, OH

#### Vice-President:

Fred Kass  
Henry Kass, Inc.  
Albany, NY

#### Secretary-Treasurer:

Stanley Hayman  
Hayman Cash Register Co.  
Washington, DC

#### Board of Directors:

Guy Edmunds  
International Cash Parts Co.  
Chicago, IL

Fred Jay  
F. Jay Corp.  
Chicago, IL

Kyle Leeds  
Leeds Cash Register Co.  
Kansas City, MO

Andy Morrison  
Saint Catherine, Canada

Edward Silberzahn  
Baltimore Cash Register Co.  
Baltimore, MD

Nathan Sussman  
Sussman Bros.  
New York, NY

### 1952-53

#### President:

Al Whitmer  
Columbus Cash Register Co.  
Columbus, OH

#### Vice-President:

Fred Kass  
Henry Kass, Inc.  
Albany, NY

#### Secretary-Treasurer:

Stanley Hayman  
Hayman Cash Register Co.  
Washington, DC

#### Board of Directors:

Guy Edmunds  
Chicago Parts Co.  
Chicago, IL

Fred Jay  
F. Jay Corp.  
Chicago, IL

Kyle Leeds  
Leeds Cash Register Co.  
Kansas City, MO

Louis Liss  
Bowery Cash Register Co.  
New York, NY

Andy Morrison  
St. Catherine, Canada

Edward Silberzahn  
Baltimore Cash Register Co.  
Baltimore, MD

Gerald Spencer  
Cash Register Distributor, Inc.  
Detroit, MI

Nathan Sussman  
Sussman Bros.  
New York, NY

### 1953-54

#### President:

Fred Kass  
Henry Kass, Inc.  
Albany, NY

#### Vice-President:

Edward Mancini  
International Cash Register Parts Co.  
Chicago, IL



## Secretary-Treasurer:

Stanley Hayman  
Stanley Hayman & Co.  
Washington, DC

## Board of Directors:

Saul Benjamin  
Saul Benjamin Co.  
Buffalo, NY

Guy Edmunds  
Chicago Parts Co.  
Chicago, IL

Arthur Gordon  
Gordon Cash Register Co.  
Philadelphia, PA

Cy Hornstra  
Merchants Cash Register Co.  
Chicago, IL

Miller Huggins  
Huggins Office Machines  
Anderson, IN

Fred Jay  
F. Jay Corp.  
Chicago, IL

Kyle Leeds  
Leeds Cash Register Co.  
Kansas City, MO

Gerald Spencer  
Cash Register Distributor, Inc.  
Detroit, MI

Nathan Sussman  
Sussman Bros.  
New York, NY

*1954-55*

## President:

Fred Kass

## Vice-President:

Edward Mancini

## Secretary-Treasurer:

Stanley Hayman

## Board of Directors:

Guy Edmunds  
International Cash Register Parts Co.  
Chicago, IL

Arthur Gordon  
Gordon Cash Register Co.  
Philadelphia, PA

Cy Hornstra  
Merchants Cash Register Co.  
Chicago, IL

Miller Huggins  
Huggins Office Machines  
Anderson, IN

## Fred Jay

F. Jay Corp.  
Chicago, IL

## Gerald Spencer

Cash Register Distributors  
Detroit, MI

*1955-56*

## President:

Edward Mancini

## Vice-President:

Miller Huggins

## Secretary-Treasurer:

Stanley Hayman

## Board of Directors:

Saul Benjamin  
Saul Benjamin Co.  
Buffalo, NY

Guy Edmunds  
International Cash Register Parts Co.  
Chicago, IL

Nathan Framer  
Framer Business Machines, Inc.  
Los Angeles, CA

Arthur Gordon  
Gordon Cash Register Co.  
Philadelphia, PA

Cy Hornstra  
Merchants Cash Register Co.  
Chicago, IL

Fred Jay  
F. Jay Corp.  
Chicago, IL

Kyle Leeds  
Leeds Cash Register Co.  
Kansas City, MO

Lou Liss  
Bowery Cash Register Co.  
New York, NY

Gerald Spencer  
Cash Register Distributors  
Detroit, MI

A.C. Whitmer  
Columbus Cash Register Co.  
Columbus, OH

*1956-57*

## President:

Edward Mancini

## Vice-President:

Miller Huggins

## Secretary-Treasurer:

Stanley Hayman

## Board of Directors:

Guy Edmunds

International Cash Register Parts Co.

Chicago, IL

Nathan Framer

Framer Business Machines, Inc.

Los Angeles, CA

Arthur Gordon

Gordon Cash Register Co.

Philadelphia, PA

Cy Hornstra

Merchants Cash Register Co.

Chicago, IL

Fred Jay

F. Jay Corp.

Chicago, IL

Kyle Leeds

Leeds Cash Register Co.

Kansas City, MO

Lou Liss

Bowery Cash Register Co.

New York, NY

Gerald Spencer

Cash Register Distributors

Detroit, MI

A.C. Whitmer

Columbus Cash Register Co.

Columbus, OH

**1957-58**

## President:

Edward Mancini

## Vice-President:

Miller Huggins

## Secretary-Treasurer:

Stanley Hayman

## Board of Directors:

Guy Edmunds

International Cash Register Parts Co.

Chicago, IL of Directors

Nathan Framer

Framer Business Machines, Inc.

Los Angeles, CA

Arthur Gordon

Gordon Cash Register Co.

Philadelphia, PA

Cy Hornstra

Merchants Cash Register Co.

Chicago, IL

Fred Jay

F. Jay Corp.

Chicago, IL

Kyle Leeds

Leeds Cash Register Co.

Kansas City, MO

Lou Liss

Bowery Cash Register Co.

New York, NY

Duncan Morrison

Ontario, Canada

Rolland Pfister

Cash Register Sales, Inc.

New Orleans, LA

Gerald Spencer

Cash Register Distributors

Detroit, MI

H.O. Whistler

Dallas Cash Register Co.

Dallas, TX

A.C. Whitmer

Columbus Cash Register Co.

Columbus, OH

**1958-59**

## President:

Miller Huggins

## Vice-President:

H.O. Whistler

## Secretary-Treasurer:

Stanley Hayman

## Board of Directors:

Joseph Baker

H.D. Baker Inc.

Tacoma, WA

Guy Edmunds

Chicago Parts Co.

Chicago, IL

Nathan Framer

Framer Business Machines, Inc.

Los Angeles, CA

Art Gordon

Gordon Cash Register Co.

Philadelphia, PA

Al Hernandez

Puerto Rico Cash Register Co.

Hato Rey, Puerto Rico

Fred Jay

F. Jay Corp.

Chicago, IL

Mike Kahn

San Francisco Cash Register Co.

San Francisco, CA

Kyle Leeds

Leeds Cash Register Co.

Kansas City, MO

Eugene Malloy  
 Malloy's Cash Register Co.  
 Houston, TX  
 Rolland Pfister  
 Cash Register Sales, Inc.  
 New Orleans, LA  
 Gerald Spencer  
 Cash Register Distributor  
 Detroit, MI  
 Al Whitmer  
 Columbus Cash Register  
 Columbus, OH  
 Robert Wharton  
 Operation Dayton

### 1959-60

President:  
 Miller Huggins  
 Vice-President:  
 H.O. Whistler  
 Secretary-Treasurer:  
 Stanley Hayman  
 Board of Directors:  
 William Arn  
 Allied Cash Register Co.  
 Youngstown, OH  
 Joe Baker  
 H.D. Baker Inc.  
 Tacoma, WA  
 Guy Edmunds  
 International Cash Register Parts, Inc.  
 Chicago, IL  
 Nathan Framer  
 California Cash Register Co., Inc.  
 Los Angeles, CA  
 Arthur Gordon  
 Gordon Cash Register Co.  
 Philadelphia, PA  
 Al Hernandez  
 Puerto Rico Cash Register Co.  
 Hato Rey, Puerto Rico  
 Mike Kahn  
 San Francisco Cash Register Co.  
 San Francisco, CA  
 Kyle Leeds  
 Leeds Cash Register Co.  
 St. Louis, MO  
 Eugene Malloy  
 Malloy's Cash Register Co.  
 Houston, TX  
 Rolland Pfister  
 Cash Register Sales, Inc.  
 New Orleans, LA

Al Whitmer  
 Columbus Cash Register  
 Columbus, OH  
 Robert Wharton

### 1960-61

President:  
 H.O. Whistler  
 Vice-President:  
 Eugene Malloy  
 Secretary-Treasurer:  
 Stanley Hayman  
 Board of Directors:  
 Robert Carver  
 Cash Register Service Co.  
 Houston, TX  
 Guy Edmunds  
 Cashere Corp.  
 Chicago, IL  
 Nathan Framer  
 California Cash Register Co., Inc.  
 Los Angeles, CA  
 Al Hernandez  
 Puerto Rico Cash Register Co.  
 Hato Rey, Puerto Rico  
 Kyle Leeds  
 Leeds Cash Register Co.  
 Kansas City, MO  
 Mike Kahn  
 San Francisco Cash Register Co.  
 San Francisco, CA  
 Edward Mancini  
 Chicago Cash Register Co.  
 Chicago, IL  
 Duncan Morrison  
 St. Catherine, Ontario, Canada  
 Rolland Pfister  
 Cash Register Sales, Inc.  
 New Orleans, LA  
 Gerald Spencer  
 Cash Register Distributor  
 Detroit, MI  
 A.C. Whitmer  
 Columbus Cash Register  
 Columbus, OH  
 Robert Wharton  
 Operation Dayton

### 1961-62

President:  
 H.O. Whistler  
 Vice-President:  
 Eugene Malloy



## Secretary-Treasurer:

Stanley Hayman

## Chairman of the Board:

Miller Huggins

## Board of Directors:

Robert Carver

Cash Register Service Co.

Houston, TX

William Chrisman, Sr.

Omaha Cash Register Co.

Omaha, NE

Guy Edmunds

Chicago Cash Register Parts Co.

Chicago, IL

Nathan Framer

California Cash Register Co.

Los Angeles, CA

Kyle Leeds

Leeds Cash Register Co.

Kansas City, MO

Edward Mancini

Chicago Cash Register Co., Inc.

Chicago, IL

D. Taylor Mathews

East Bay Cash Register Co.

Oakland, CA

Duncan Morrison

St. Catherine

Ontario, Canada

Rolland Pfister

Cash Register Sales, Inc.

New Orleans, LA

Gerald Spencer

Cash Register Distributor

Detroit, MI

Harry Tallmadge, Sr.

Talco Cash Register Co.

Long Branch, NJ

A.C. Whitmer

Columbus Cash Register

Columbus, OH

Robert Wharton

Operation Dayton

**1962-63**

## Chairman of the Board:

H.O. Whistler

## President:

Eugene Malloy

## Vice-President:

Nathan Farmer

## Secretary-Treasurer:

Stanley Hayman

## Board of Directors:

Robert Carver

Cash Register Service Co.

Houston, TX

William Chrisman, Sr.

Omaha Cash Register Co.

Omaha, NE

Guy Edmunds

Cashere Corp.

Chicago, IL

Miller Huggins

Miller Huggins, Inc.

Anderson, IN

Fred Jay

F.Jay Corp.

Chicago, IL

Fred Kass

Henry Kass, Inc.

Albany, NY

Kyle Leeds

Leeds Cash Register Co.

Kansas City, MO

Edward Mancini

Chicago Cash Register Co.

Chicago, IL

D. Taylor Matthews

East Bay Cash Register Co.

Oakland, CA

Duncan Morrison

St. Catherine

Ontario, Canada

Gerald Spencer

Cash Register Distributor, Inc.

Detroit, MI

Harry Tallmadge, Sr.

Talco Cash Register Co.

Long Branch, NJ

Robert Wharton

Operation Dayton

**1963-64**

## Chairman of the Board:

H.O. Whistler

## President:

Eugene Malloy

## Vice-President:

Nathan Framer

## Secretary-Treasurer:

Stanley Hayman

## Board of Directors:

Robert Carver

Cash Register Service Co.

Houston, TX

William Chrisman, Sr.  
 Omaha Cash Register Co.  
 Omaha, NE  
 Fred Jay  
 F.Jay Corp.  
 Chicago, IL  
 Fred Kass  
 Henry Kass, Inc.  
 Albany, NY  
 Kyle Leeds  
 Leeds Cash Register Co.  
 Kansas City, MO  
 Edward Mancini  
 Chicago Cash Register Co.  
 Chicago, IL  
 D. Taylor Matthews  
 East Bay Cash Register Co.  
 Oakland, CA  
 Paul Roth  
 Roth Cash Register Co.  
 Pittsburg, PA  
 Kenneth Sanders  
 Cash Register Sales Co.  
 Minneapolis, MN  
 Gerald Spencer  
 Cash Register Distributors  
 Detroit, MI  
 Harry Tallmadge, Sr.  
 Talco Cash Register Co.  
 Long Branch, NJ  
 William Whitmore  
 Cash Register Sales Co.  
 Lansing, MI  
 Robert Wharton  
 Operation Dayton

#### 1964-65

Chairman of the Board:  
 Eugene Malloy  
 President:  
 Nathan Framer  
 Vice-President:  
 William Chrisman  
 Secretary-Treasurer:  
 Stanley Hayman  
 Board of Directors:  
 Robert Carver  
 Cash Register Service Co.  
 Houston, TX  
 Arthur Gordon  
 Gordon Cash Register Service  
 Philadelphia, PA

Miller Huggins  
 Miller Huggins, Inc.  
 Anderson, IN  
 Fred Kass  
 Henry Kass, Inc.  
 Albany, NY  
 Kyle Leeds  
 Leeds Cash Register Co.  
 Kansas City, MO  
 Edward Mancini  
 Chicago Cash Register Co.  
 Chicago, IL  
 D. Taylor Matthews  
 East Bay Cash Register Co.  
 Oakland, CA  
 Paul Roth  
 Roth Cash Register Co.  
 Pittsburg, PA  
 Kenneth Sanders  
 Cash Register Sales Co.  
 Minneapolis, MN  
 Gerald Spencer  
 Cash Register Distributors  
 Detroit, MI  
 Harry Tallmadge, Sr.  
 Talco Cash Register Co.  
 Long Branch, NJ  
 William Whitmore  
 Cash Register Sales Co.  
 Lansing, MI  
 Robert Wharton  
 Operation Dayton

#### 1965-66

Chairman of the Board:  
 Eugene Malloy  
 President:  
 Nathan Framer  
 Vice-President:  
 William Chrisman, Sr.  
 Secretary-Treasurer:  
 Stanley Hayman  
 Board of Directors:  
 Sam Culp  
 Cash Register Sales Co.  
 Nashville, TN  
 Robert Carver  
 Cash Register Service Co.  
 Houston, TX  
 William Hein  
 Colorado Cash Register Co.  
 Denver, CO

Kyle Leeds

Leeds Cash Register Co.  
Kansas City, MO

D. Taylor Mathews

East Bay Cash Register Co.  
Oakland, CA

Ferd Ramspott

Cash Register Service Co.  
St. Louis, MO

Paul Roth

Roth Cash Register Co.  
Pittsburgh, PA

Ernie Rouse

Ernie Rouse Cash Register Co.  
Spokane, WA

Kenneth Sanders

Cash Register Sales Co.  
Minneapolis, MN

Gerald Spencer

Cash Register Distributors  
Detroit, MI

Harry Tallmadge, Sr.

Talco Cash Register Co.  
Long Branch, NJ

William Whitmore

Cash Register Sales Co.  
Lansing, MI

Robert Wharton

Operation Dayton

### **1966-67**

Chairman of the Board:

Nathan Framer

President:

D. Taylor Mathews

Vice-President:

Robert Carver

Secretary-Treasurer:

Stanley Hayman

Board of Directors:

William Chrisman, Sr.

Omaha Cash Register Co.  
Omaha, NE

Sam Culp

Cash Register Sales Co.  
Nashville, TN

Keith Dedman

Pacific Cash Register Co.  
San Francisco, CA

William Hein

Colorado Cash Register Co.  
Denver, CO

Kyle Leeds

Leeds Cash Register Co.  
Kansas City, MO

Howard Luckow

Cash Register Service Co., Inc.  
Milwaukee, WI

Ferd Ramspott

Cash Register Service Co.  
St. Louis, MO

Paul Roth

Roth Cash Register Co.  
Pittsburgh, PA

Ernie Rouse

Ernie Rouse Cash Register Co.  
Spokane, WA

Kenneth Sanders

Cash Register Sales Co.  
Minneapolis, MN

Harry Tallmadge, Sr.

Talco Cash Register Co.  
Long Branch, NJ

A.C. Whitmer

Columbus Cash Register  
Columbus, OH

Robert Wharton

Operation Dayton

### **1967-68**

Chairman of the Board:

Nathan Framer

President:

D. Taylor Mathews

Vice-President:

Robert Carver

Secretary-Treasurer:

Stanley Hayman

Board of Directors:

William Chrisman, Sr.

Omaha Cash Register Co.  
Omaha, NE

Sam Culp

Cash Register Sales Co.  
Nashville, TN

Keith Dedman

Pacific Cash Register Co.  
San Francisco, CA

William Hein

Colorado Cash Register Co.  
Denver, CO

Kyle Leeds

Leeds Cash Register Co.  
Kansas City, MO



Howard Luckow  
 Cash Register Service Co., Inc.  
 Milwaukee, WI  
 Ferd Ramspott  
 Cash Register Service Co.  
 St. Louis, MO  
 Paul Roth  
 Roth Cash Register Co.  
 Pittsburgh, PA  
 Ernie Rouse  
 Ernie Rouse Cash Register Co.  
 Spokane, WA  
 Kenneth Sanders  
 Cash Register Sales Co.  
 Minneapolis, MN  
 Harry Tallmadge, Sr.  
 Talco Cash Register Co.  
 Long Branch, NJ  
 A.C. Whitmer  
 Columbus Cash Register  
 Columbus, OH  
 Robert Wharton  
 Operation Dayton

#### 1968-69

Chairman of the Board:  
 Harry Tallmadge, Sr.  
 President:  
 Robert Carver  
 Vice-President:  
 William Chrisman  
 Secretary-Treasurer:  
 Stanley Hayman  
 Board of Directors:  
 Sam Culp  
 Cash Register Sales Co.  
 Nashville, TN  
 Keith Dedman  
 Pacific Cash Register Co.  
 San Francisco, CA  
 Nathan Framer  
 Framer Business Machines, Inc.  
 Los Angeles, CA  
 William Hein  
 Colorado Cash Register Co.  
 Denver, CO  
 Curtis Kennington  
 Cash Register Systems, Inc.  
 Charlotte, NC  
 Howard Luckow  
 Cash Register Service Co., Inc.  
 Milwaukee, WI

Eugene Malloy  
 Malloy's Business Machines  
 Houston, TX  
 Ferd Ramspott  
 Cash Register Service Co.  
 St. Louis, MO  
 Paul Roth  
 Roth Cash Register Co.  
 Pittsburgh, PA  
 Ernie Rouse  
 Ernie Rouse Cash Register Co.  
 Spokane, WA  
 Kenneth Sanders  
 Cash Register Sales Co.  
 Minneapolis, MN  
 A.C. Whitmer  
 Columbus Cash Register  
 Columbus, OH  
 Robert Wharton  
 Operation Dayton

#### 1969-70

Chairman of the Board:  
 Harry Tallmadge, Sr.  
 President:  
 Robert Carver  
 Vice-President:  
 William Chrisman  
 Secretary-Treasurer:  
 Stanley Hayman  
 Board of Directors:  
 Sam Culp  
 Cash Register Sales Co.  
 Nashville, TN  
 Keith Dedman  
 Pacific Cash Register Co.  
 San Francisco, CA  
 Ned F. Fortune  
 Stockton Business Machines  
 Stockton, CA  
 Nathan Framer  
 Framer Business Machines, Inc.  
 Los Angeles, CA  
 William Hein  
 Colorado Cash Register Co.  
 Denver, CO  
 Curtis Kennington  
 Cash Register Systems, Inc.  
 Charlotte, NC  
 Howard Luckow  
 Cash Register Service Co., Inc.  
 Milwaukee, WI

Eugene Malloy  
Malloy's Business Machines  
Houston, TX

Ferd Ramspott  
Cash Register Service Co.  
St. Louis, MO

Paul Roth  
Roth Cash Register Co.  
Pittsburgh, PA

Ernie Rouse  
Ernie Rouse Cash Register Co.  
Spokane, WA

Kenneth Sanders  
Cash Register Sales Co.  
Minneapolis, MN

Robert Wharton  
Operation Dayton

### 1970-71

Chairman of the Board:  
Robert Carver

President:  
Curtis Kennington

Vice-President:  
Kenneth Sanders

Secretary-Treasurer:  
Stanley Hayman

Board of Directors:  
Sam Culp  
Cash Register Sales Co.  
Nashville, TN

Keith Dedman  
Pacific Cash Register Co.  
San Francisco, CA

E.F. Fortune  
Stockton Business Machines  
Stockton, CA

Nathan Framer  
Framer Business Machines, Inc.  
Los Angeles, CA

James French  
Jackson Business Machines  
Jackson, MS

William Hein  
Colorado Cash Register Co.  
Denver, CO

Kyle Leeds  
Leeds Cash Register Co.  
Kansas City, MO

Howard Luckow  
Cash Register Service Co., Inc.  
Milwaukee, WI

Ferd Ramspott  
Cash Register Service Co.  
St. Louis, MO

Paul Roth  
Roth Cash Register Co.  
Pittsburg, PA

Ernie Rouse  
Ernie Rouse Cash Register Co.  
Spokane, WA

Leonard Weintraub  
Leonard Weintraub  
New York City

Robert Wharton  
Operation Dayton

### 1971-72

Chairman of the Board:  
Robert Carver

President:  
Curtis Kennington

Vice-President:  
Kenneth Sanders

Secretary-Treasurer:  
Stanley Hayman

Board of Directors:  
Keith Dedman  
Pacific Cash Register Co.  
San Francisco, CA

E.F. Fortune  
Stockton Business Machines  
Stockton, CA

Nathan Framer  
Framer Business Machines, Inc.  
Los Angeles, CA

James French  
Jackson Business Machines  
Jackson, MS

Miller Huggins  
Miller Huggins, Inc.  
Anderson, IN

Howard Luckow  
Cash Register Service Co., Inc.  
Milwaukee, WI

Eugene Malloy  
Malloy's Business Machines  
Houston, TX

Rolland Pfister  
Cash Register Sales, Inc.  
New Orleans, LA

Ferd Ramspott  
Cash Register Service Co.  
St. Louis, MO

Paul Roth  
 Roth Cash Register Co.  
 Pittsburg, PA  
 Ernie Rouse  
 Ernie Rouse Cash Register Co.  
 Spokane, WA  
 Leonard Weintraub  
 Leonard Weintraub  
 New York City  
 Robert Wharton  
 Operation Dayton

### 1972-73

Chairman of the Board:  
 Robert Carver  
 President:  
 Curtis Kennington  
 Vice-President:  
 Ferd Ramspott  
 Secretary-Treasurer:  
 Stanley Hayman  
 Board of Directors:  
 E.R. Fortune  
 Stockton Business Machines  
 Stockton, CA  
 James French  
 Jackson Business Machines  
 Jackson, MS  
 Nathan Framer  
 Framer Business Machines, Inc.  
 Los Angeles, CA  
 Howard Hornstra  
 Merchants Cash Register  
 Hillside, IL  
 Miller Huggins  
 Miller Huggins, Inc.  
 Anderson, IN  
 Howard Luckow  
 Cash Register Service Co., Inc.  
 Milwaukee, WI  
 William McCarthy  
 Dumac Cash Register Co., Inc.  
 Syracuse, NY  
 Rolland Pfister  
 Cash Register Sales, Inc.  
 New Orleans, LA  
 Paul Roth  
 Roth Cash Register Co.  
 Pittsburgh, PA  
 Ernie Rouse  
 Ernie Rouse Cash Register Co.  
 Spokane, WA

Harry Tallmadge, Jr.  
 Talco Cash Register Co.  
 Long Branch, NJ  
 Leonard Weintraub  
 Leonard Weintraub  
 New York, NY  
 Robert Wharton  
 Operation Dayton

### 1973-74

Chairman of the Board:  
 Gene Malloy  
 President:  
 Curtis Kennington  
 Vice-President:  
 Ferd Ramspott  
 Secretary-Treasurer:  
 Stanley Hayman  
 Board Members:  
 Robert Carver  
 Cash Register Service Co.  
 Houston, TX  
 E.R. Fortune  
 Stockton Business Machines  
 Stockton, CA  
 James French  
 Jackson Business Machines  
 Jackson, MS  
 Howard Hornstra  
 Merchants Cash Register Co., Inc.  
 Hillside, IL  
 Miller Huggins  
 Miller Huggins, Inc.  
 Anderson, IN  
 Howard Luckow  
 Cash Register Service Co., Inc.  
 Milwaukee, WI  
 William McCarthy  
 Dumac Cash Register Co., Inc.  
 Syracuse, NY  
 Rolland Pfister  
 Cash Register Sales, Inc.  
 New Orleans, LA  
 Ernie Rouse  
 Ernie Rouse Cash Register Co.  
 Spokane, WA  
 Paul Roth  
 Roth Cash Register Co.  
 Pittsburgh, PA  
 Harry Tallmadge, Sr.  
 Talco Cash Register Co.  
 Long Branch, NJ





*Officers and Board Members, 1974-75, Silver Anniversary at Mexico City. Seated (left to right): Miller Huggins, Fred Rampott (Vice-President), Howard Luckow, Ned Fortune, Curt Kennington (President), Ernie Rouse. Standing (left to right): Rolland Pfister, Seymour Weinstock, Bill McCarthy, Howard Hornstra, Bob Wharton, Paul Roth, Bob Carver, Harry Tallmadge Jr., Stanley Hayman (Secretary-Treasurer), Bernie Hellring, and Gene Malloy (Chairman of the Board).*

Seymour Weinstock  
AAA Cash Register Co.  
New York City, NY  
Robert Wharton  
Operation Dayton

#### 1974-75

Chairman of the Board:

Curtis Kennington

President:

Ferd Rampott

Vice-President:

Ernie Rouse

Secretary-Treasurer:

Stanley Hayman

Board Members:

Robert Carver

Cash Register Service Co.

Houston, TX

Sam Culp

Cash Register Sales Co.

Nashville, TN

Howard Hornstra

Merchants Cash Register Co., Inc.

Hillside, IL

Miller Huggins

Miller Huggins, Inc.

Anderson, IN

Charles Koontz

Dixie Cash Register Exchange, Inc.

Knoxville, TN

Howard Luckow

Cash Register Service Co., Inc.

Milwaukee, WI

Gene Malloy

Malloy's Business Machines, Inc.

Houston, TX

William McCarthy

Dumac Cash Register Co., Inc.

Syracuse, NY

Rolland Pfister

Cash Register Sales, Inc.

New Orleans, LA

Paul Roth

Roth Cash Register Co.

Pittsburgh, PA

Harry Tallmadge, Jr.

Talco Cash Register Co., Inc.

Long Branch, NJ

Seymour Weinstock

AAA Cash Register Co.

New York City, NY

Robert Wharton

Operation Dayton

**1975-76**

Chairman of the Board:

Curtis Kennington

President:

Ferd Ramspott

Vice-President:

Ernie Rouse

Secretary-Treasurer:

Stanley Hayman

Board Members:

Robert Carver

Cash Register Service Co.

Houston, TX

Sam Culp

Cash Register Sales Co.

Nashville, TN

Howard Hornstra

Merchants Cash Register Co., Inc.

Hillside, IL

Miller Huggins

Miller Huggins, Inc.

Anderson, IN

Charles Koontz

Dixie Cash Register Exchange, Inc.

Knoxville, TN

Howard Luckow

Cash Register Service Co., Inc.

Milwaukee, WI

Gene Malloy

Malloy's Business Machines, Inc.

Houston, TX

William McCarthy

Dumac Cash Register Co., Inc.

Syracuse, NY

Rolland Pfister

Cash Register Sales, Inc.

New Orleans, LA

Paul Roth

Roth Cash Register Co.

Pittsburg, PA

Harry Tallmadge, Jr.

Talco Cash Register Co., Inc.

Long Branch, NJ

Seymour Weinstock

AAA Cash Register Co.

New York City, NY

Robert Wharton

Operation Dayton

**1976-77**

Chairman of the Board:

Ferd Ramspott

President:

Ernie Rouse

Vice-President:

Harry Tallmadge, Jr.

Secretary-Treasurer:

Curtis Kennington

Board Members:

Alan Benjamin

Benjamin Business Machines

Buffalo, NY

Joel Briles

Acme Cash Register & Office Machine Co.

Peoria, IL

Joe Carroll, Sr.

Carroll Business Systems, Inc.

Springfield, MO

Sam Culp

Cash Register Sales Co.

Nashville, TN

Howard Hornstra

Merchants Cash Register Co., Inc.

Hillside, IL

Jim King

International Cash Register Co.

Winter Park, FL

Mike McWilliams

Capital Business Machines

Little Rock, AR

Dennis Malloy

Malloy's Business Machines, Inc.

Houston, TX

M.H. Osternak

Phoenix Cash Register Co., Inc.

Phoenix, AZ

Paul Roth

Roth Cash Register Co.

Pittsburgh, PA

Jack Waldrop

Midwest Cash Register Co.

Oklahoma City, OK

Bob Wells

Cash Register Sales & Service Co.

Kalamazoo, MI

Robert Wharton

Operation Dayton

**1977-78**

Chairman of the Board:

Ferd Ramspott

President:

Ernie Rouse

Vice-President:

Harry Tallmadge, Jr.

Secretary-Treasurer:

Curtis Kennington

## Board Members:

Alan Benjamin  
Benjamin Business Machines  
Buffalo, NY

Joel Briles  
Acme Cash Register & Office Machine Co.  
Peoria, IL

Joe Carroll, Sr.  
Carroll Business Systems, Inc.  
Springfield, MO

Sam Culp  
Cash Register Sales Co.  
Nashville, TN

Howard Hornstra  
Merchants Cash Register Co., Inc.  
Hillside, IL

Jim King  
International Cash Register Co.  
Winter Park, FL

Dennis Malloy  
Malloy's Business Machines, Inc.  
Houston, TX

Mike McWilliams  
Capital Business Machines  
Little Rock, AR

M.A. Osternak  
Phoenix Cash Register Co., Inc.  
Phoenix, AZ

Paul Roth  
Roth Cash Register Co.  
Pittsburgh, PA

Jack Waldrop  
Midwest Cash Register Co.  
Oklahoma City, OK

Bob Wells  
Cash Register Sales & Service  
Kalamazoo, MI

Robert Wharton  
Operation Dayton

**1978-79**

## Chairman of the Board:

Ernie Rouse

## President:

Harry Tallmadge, Jr.

## Vice-President:

Howard Hornstra

## Secretary-Treasurer:

Curt Kennington

## Board Members:

Joe Carroll  
Carroll Business Systems, Inc.  
Springfield, MO

William Chrisman, Jr.

Omaha Cash Register Co.  
Omaha, NE

Sam Culp

Cash Register Sales Co.  
Nashville, TN

Stanley Hayman

Hayman Cash Register Co.  
Washington, DC

Jim King, Sr.

International Cash Register Co.  
Winter Park, FL

Dennis Malloy

Malloy's Business Machines, Inc.  
Houston, TX

Mike McWilliams

Capital Business Machines  
Little Rock, AR

M.A. Osternak

Phoenix Cash Register Co., Inc.  
Phoenix, AZ

Ferd Ramspott

Cash Register Service Co.  
St. Louis, MO

Paul Roth

Roth Cash Register Co.  
Pittsburg, PA

Jack Waldrop

Midwest Cash Register Co.  
Oklahoma City, OK

Bob Wells

Cash Register Sales & Service, Inc.  
Kalamazoo, MI

Robert Wharton

Operation Dayton

**1979-80**

## Chairman of the Board:

Ernie Rouse

## President:

Harry Tallmadge, Jr.

## Vice-President:

Howard Hornstra

## Secretary-Treasurer:

Curt Kennington

## Board Members:

Joe Carroll  
Carroll Business Systems, Inc.  
Springfield, MO

William Chrisman, Jr.  
Omaha Cash Register Co.  
Omaha, NE



Sam Culp  
Cash Register Sales Co.  
Nashville, TN  
Stanley Hayman  
Hayman Cash Register Co.  
Washington, DC  
Jim King  
International Cash Register Co.  
Winter Park, FL  
Dennis Malloy  
Malloy's Business Machines, Inc.  
Houston, TX  
Mike McWilliams  
Capital Business Machines  
Little Rock, AR  
M.A. Osternak  
Phoenix Cash Register Co., Inc.  
Phoenix, AZ  
Ferd Ramspott  
Cash Register Service Co.  
St. Louis, MO  
Paul Roth  
Roth Cash Register Co.  
Pittsburg, PA  
Jack Waldrop  
Midwest Cash Register Co.  
Oklahoma City, OK  
Bob Wells  
Cash Register Sales & Service Co.  
Kalamazoo, MI  
Robert Wharton  
Operation Dayton

### *1980-81*

Chairman of the Board:  
Harry Tallmadge, Jr.  
President:  
Howard Hornstra  
Vice-President:  
Stanley Hayman  
Secretary-Treasurer:  
Curtis Kennington  
Board of Directors:  
Ken Bunch  
Cash Register Systems, Inc.  
Indianapolis, IN  
Joe Carroll  
Carroll Business Systems, Inc.  
Springfield, MO  
William Chrisman, Jr.  
Omaha Cash Register Co.  
Omaha, NE

Sam Culp  
Cash Register Sales Co.  
Nashville, TN  
Jules Fornad  
Omega Cash Registers, Ltd.  
Mount-Royal, Quebec, Canada  
Liane Graessle  
Cash Register Center, Inc.  
Broomfield, CO  
Jim King  
International Cash Register Co.  
Winter Park, FL  
Mike McWilliams  
Capital Business Machines  
Little Rock, AR  
M.A. Osternak  
Phoenix Cash Register Co., Inc.  
Phoenix, AZ  
Ferd Ramspott  
Cash Register Service Co.  
St. Louis, MO  
Paul Roth  
Roth Cash Register Co.  
Pittsburgh, PA  
Bob Wells  
Cash Register Sales & Service Co.  
Kalamazoo, MI  
Robert Wharton  
Operation Dayton

### *1981-82*

Chairman of the Board:  
Harry Tallmadge, Jr.  
President:  
Howard Hornstra  
Vice-President:  
Stanley Hayman  
Secretary-Treasurer:  
Curtis Kennington  
Board Members:  
Ken Bunch  
Cash Register Systems, Inc.  
Indianapolis, IN  
Joe Carroll  
Carroll Business Systems, Inc.  
Springfield, MO  
William Chrisman, Jr.  
Omaha Cash Register Co.  
Omaha, NE  
Gary Crawford  
Alliance Cash Register Ltd.  
Rexdale, Ontario, Canada

Liane Graessle  
Cash Register Service Co., Inc.  
Broomfield, CO

Jim Hart  
International Cash Register Co.  
Paducah, KY

Jim King  
International Cash Register Co.  
Winter Park, FL

Jim Luckow  
Cash Register Service Co., Inc.  
Milwaukee, WI

Frank Marx  
Delaware Business Machines  
Wilmington, DE

Mike McWilliams  
Capital Business Machines  
Little Rock, AR

M.A. Osternak  
Phoenix Cash Register Co., Inc.  
Phoenix, AZ

Bob Wells  
Cash Register Sales & Service Co.  
Kalamazoo, MI

Robert Wharton  
Operation Dayton

### 1982-83

Chairman of the Board:  
Howard Hornstra

President:  
Stanley Hayman

Vice-President:  
Sam Culp

2nd Vice-President  
James M. King, Sr.

Secretary-Treasurer:  
Curtis Kennington

Board Members:  
Ken Bunch  
Cash Register Systems, Inc.  
Indianapolis, IN

Fred Cole, Jr.  
Cole's The Cash Register Co.  
Harlingen, TX

Gary Crawford  
Alliance Cash Register Ltd.  
Rexdale, Ontario, Canada

Liane Graessle  
Cash Register Service Co., Inc.  
Denver, CO

Jim Hart  
Cash Register Center, Inc.  
Paducah, KY

Harry LaFavor  
ECR, Inc.  
Las Vega, NV

Walter Lindsley  
American Business Machine, Co.  
San Jose, CA

Jim Luckow  
Cash Register Co., Inc.  
Milwaukee, WI

Frank Marx  
Delaware Business Machines  
Wilmington, DE

Mike McWilliams  
Capital Business Machines  
Little Rock, AR

Harry M. Tallmadge, Jr.  
Talco Cash Register Co.  
Long Branch, NJ

Bob Wells  
Cash Register Sales & Service  
Kalamazoo, MI

Robert Wharton  
Operation Dayton

### 1983-84

Chairman of the Board:  
Howard Hornstra

President:  
Stanley Hayman

1st Vice-President:  
Sam Culp

2nd Vice-President:  
James M. King, Sr.

Secretary-Treasurer:  
Curtis Kennington

Board of Directors:  
Fred Cole, Jr.  
Cole's The Cash Register Co.  
Harlingen, TX

Gary Crawford  
Alliance Cash Register Systems, Ltd.  
Rexdale, Ontario, Canada

Liane Graessle  
Cash Register Center  
Cash Register Service Co., Inc

Jim Hart  
Jim Hart's Cash Register Center, Inc.  
Cash Register Center, Inc.

Jim Luckow  
Cash Register Service Co., Inc.  
Milwaukee, WI

Harry LaFavor  
ECR, Inc.  
Las Vega, NV

Walter Lindsley  
 American Business Machine, Co.  
 San Jose, CA  
 Harry Tallmadge, Jr.  
 Talco Cash Register Co., Inc.  
 Long Branch, NJ  
 John A. Houston  
 Gordon's Cash Register Exchange, Inc.  
 Philadelphia, PA  
 Kenneth H. Koontz  
 Dixie Cash Register Exchange, Inc.  
 Knoxville, TN  
 Frank F. Marx  
 Delaware Business Machines  
 Wilmington, DE  
 Jack Waldrop  
 Midwest Cash Register Co., Inc.  
 Oklahoma City, OK  
 Robert Wharton  
 Operation Dayton

#### 1984-85

Chairman of the Board:  
 Stanley Hayman  
 President:  
 Jim King, Sr.  
 1st Vice-President:  
 Frank Marx  
 2nd Vice-President:  
 Jim Luckow  
 Secretary-Treasurer:  
 Curtis Kennington  
 Board of Directors:  
 David Atchley  
 Mid-South Cash Register Sales  
 Kingsport, TN  
 Howard Burns  
 Tulsa Cash Register Co.  
 Tulsa, OK  
 Fred L. Cole, Jr.  
 Cole's The Cash Register Co.  
 Harlingen, TX  
 Liane Graessle  
 Cash Register Center Inc.  
 Denver, CO  
 Jim Hart  
 Jim Hart's Cash Register Center, Inc.  
 Paducah, KY  
 John A. Houston  
 Gordon's Cash Register Exchange, Inc.  
 Philadelphia, PA  
 Kenneth H. Koontz  
 Dixie Cash Register Exchange, Inc.  
 Knoxville, TN

Harry LaFavor  
 ECR, Inc.  
 Las Vegas, NV  
 Walter Lindsley  
 American Business Machines, Co.  
 San Jose, CA  
 Harry Tallmadge, Jr.  
 Talco Cash Register Co., Inc.  
 Long Branch, NJ  
 Chuck Wagner  
 Seattle Register Systems, Inc.  
 Seattle, WA  
 Jack Waldrop  
 Midwest Cash Register Co., Inc.  
 Oklahoma City, OK  
 Robert Wharton  
 Operation Dayton

#### 1986-87

Chairman of the Board:  
 Jim King, Sr.  
 President:  
 Frank Marx  
 1st Vice-President:  
 Jim Luckow  
 2nd Vice-President:  
 Jim Hart  
 Secretary-Treasurer:  
 Curtis Kennington  
 Board of Directors:  
 Tim Aboudara  
 Continental Cash Register and Business Computers  
 Napa, CA  
 David Atchley  
 Mid-South Cash Register Sales, Inc.  
 Kingsport, TN  
 Howard Burns  
 Tulsa Cash Register Co.  
 Tulsa, OK  
 Robert Doody  
 International Cash Register and Scale Co.  
 Norfolk, VA  
 Bill Edwards  
 Edward's Equipment Co., Inc.  
 Asheville, NC  
 Alyce Leach  
 Leach Cash Register, Inc.  
 Oceanside, CA  
 Ken Koontz  
 Dixie Cash Register Exchange, Inc.  
 Knoxville, TN  
 Bob Grimaldi  
 Mohawk Valley Cash Register Co.  
 Whitesboro, NY



Frank Heavey  
Cash Register Sales, Inc.  
New Orleans, LA

Howard Hornstra  
Merchants Cash Register Co.  
Hillside, IL

Harry Tallmadge, Jr.  
Talco Cash Register Co., Inc.  
Long Branch, NJ

Chuck Wagener  
Seattle Register Systems, Inc.  
Seattle, WA

### 1987-89

#### Chairman of the Board:

Jim King, Sr.

#### President:

Frank Marx

#### 1st Vice-President:

Jim Luckow

#### 2nd Vice-President:

Jim Hart

#### Secretary-Treasurer:

Curtis Kennington

#### Board of Directors:

Tim Aboudara

Continental Cash Register and Business Computers  
Napa, CA

David Atchley

Mid-South Data Systems, Inc.  
Kingsport, TN

Howard Burns

Tulsa Cash Register Co.  
Tulsa, OK

Bob Doody  
International Cash Register and Scale Co.  
Norfolk, VA

Bill Edwards  
Edward's Equipment Co., Inc.  
Asheville, NC

Bob Grimaldi  
Mohawk Valley Cash Register Co., Inc.  
Whitesboro, NY

Frank Heavey  
Cash Register Sales, Inc.  
New Orleans, LA

Howard Hornstra  
Merchants Cash Register Co., Inc.  
Hillside, IL

Kenneth Koontz  
Dixie Cash Register Exchange, Inc.  
Knoxville, TN

Alice Leach  
Leach Cash Registers, Inc.  
Oceanside, CA

Harry M. Tallmadge, Jr.  
Talco Cash Register Co.  
Long Branch, NJ

Chuck Wagener  
Seattle Register Systems, Inc.  
Seattle, WA

### 1988-89

#### Chairman of the Board:

Frank Marx

#### President:

Jim Luckow

#### 1st Vice-President:

Jim Hart

#### 2nd Vice-President:

Ken Koontz

#### Secretary-Treasurer:

Curtis Kennington

#### Board of Directors:

Tim Aboudara

Continental Cash Register and Business Computers  
Napa, CA

David Atchley

Mid-South Data Systems, Inc.  
Kingsport, TN

Ken Boyd

Cash Register Systems, Inc.  
Albuquerque, NM

Howard Burns

Tulsa Cash Register Co.  
Tulsa, OK



*Jim King, Howard Hornstra, and Curt Kennington, all past presidents in New Orleans, January, 1988.*

Mark Carroll  
 Carroll Business Systems  
 Springfield, IL

Nick Djonovich  
 Alpha Cash Register, Ltd.  
 Etobicoke, Ontario, Canada

Bob Doody  
 International Cash Register and Scale Co.  
 Norfolk, VA

Bill Edwards  
 Edward's Equipment Co., Inc.  
 Asheville, NC

Bob Grimaldi  
 Mohawk Valley Cash Register Co., Inc.  
 Whitesboro, NY

Richard Hayman  
 Hayman Systems  
 Washington, DC

James M. King, Sr.  
 International Cash Register Co.  
 Winter Park, FL

Alyce Leach  
 Leach Cash Register Co.  
 Oceanside, CA

#### 1989-90

Chairman of the Board:  
 Frank Marx

President:  
 Jim Luckow

1st Vice-President:  
 Jim Hart

2nd Vice-President:  
 Ken Koontz

Secretary-Treasurer:  
 Curtis Kennington

Board of Directors:  
 Tim Aboudara  
 Continental Cash Register and Business Computers  
 Napa, CA

David Atchley  
 Mid-South Data Systems, Inc.  
 Kingsport, TN

Ken Boyd  
 Cash Register Systems, Inc.  
 Albuquerque, NM

Howard Burns  
 Tulsa Cash Register Co.  
 Tulsa, OK

Mark Carroll  
 Carroll Business Systems  
 Springfield, IL

Nick Djonovich  
 Alpha Cash Register, Ltd.  
 Etobicoke, Ontario, Canada

Bob Doody  
 International Cash Register and Scale Co.  
 Norfolk, VA

Bill Edwards  
 Edward's Equipment Co., Inc.  
 Asheville, NC

Bob Grimaldi  
 Mohawk Valley Cash Register Co., Inc.  
 Whitesboro, NY

Richard Hayman  
 Hayman Systems  
 Washington, DC

James M. King, Sr.  
 International Cash Register Co.  
 Winter Park, FL

Chuck Wagener  
 Seattle Cash Register Co.  
 Seattle, WA

#### 1991-92

Chairman of the Board:  
 Jim Luckow

President:  
 Jim Hart

1st Vice-President:  
 Ken Koontz

2nd Vice-President:  
 David Atchley

Secretary-Treasurer:  
 Curtis Kennington

Board of Directors:  
 Tim Aboudara  
 Continental Cash Register and Business Computers  
 Napa, CA

Ken Boyd  
 Cash Register Systems, Inc.  
 Albuquerque, NM

Mark Carroll  
 Carroll Business Systems  
 Springfield, IL

Max Christopher  
 Lubbock Cash Register  
 Lubbock, TX

Nick Djonovich  
 Alpha Cash Register, Ltd.  
 Etobicoke, Ontario, Canada

Bill Edwards  
 Edward's Equipment Co., Inc.  
 Asheville, NC

William M. Gaar, Jr.  
Commonwealth Data Systems  
Louisville, KY  
Victor B. Goldman  
Grier's Office Machines  
Mobile, AL  
Richard Hayman  
Hayman Systems  
Washington, DC  
James M. King, Sr.  
International Cash Register Co.  
Winter Park, FL  
Frank Marx  
Delaware Business Machines  
Wilmington, DE  
Wayne W. Sharp  
P.O.S. Business Systems  
Minneapolis, MN

### 1992-93

Chairman of the Board:  
Jim Hart  
President:  
David Atchley  
1st Vice-President:  
Mark Carroll  
2nd Vice-President:  
Ken Boyd  
Secretary-Treasurer:  
Curtis Kennington  
Board of Directors:  
Nick Djonovich  
Alpha Cash Register, Ltd.  
Etobicoke, Ontario, Canada  
William M. Gaar, Jr.  
Commonwealth Data Systems  
Louisville, KY  
Stanley Gilbertson  
Data Terminal of Oklahoma  
Oklahoma City, OK  
Victor B. Goldman  
Grier's Office Machines  
Mobile, AL  
Liane Graessle  
Cash Register To Go  
Broomfield, CO  
Dennis Hadley  
Merchants Cash Register Systems  
Seattle, WA  
Dave Larson  
Cash Registers, Inc.  
Fargo, ND

Dennis Malloy  
Malloy's Cash Register Co.  
Houston, TX  
Frank F. Marx  
Delaware Business Machines  
Wilmington, DE  
David McCarthy  
Dumac Business Control Systems  
Syracuse, NY  
Wayne W. Sharp  
P.O.S. Business Systems  
Minneapolis, MN  
David Shaw  
Postec, Inc.  
Marietta, GA

### 1993-94

Chairman of the Board:  
Jim Hart  
President:  
David Atchley  
1st Vice-President:  
Mark Carroll  
2nd Vice-President:  
Ken Boyd  
Secretary-Treasurer:  
Curtis Kennington  
Board of Directors:  
Nick Djonovich  
Alpha Cash Register  
Etobicoke, Ontario, Canada  
Bill Edwards  
Edward's Equipment Co., Inc.  
Asheville, NC  
William M. Garr, Jr.  
Commonwealth Data Systems  
Louisville, KY  
Stanley Gilbertson  
Data Terminal of Oklahoma  
Oklahoma City, OK  
Victor B. Goldman  
Grier's Office Machines  
Mobile, AL  
Liane Graessle  
Cash Registers To Go  
Broomfield, CO  
Dennis Hadley  
Merchants Cash Register Systems  
Seattle, WA  
Dave Larson  
Cash Registers, Inc.  
Fargo, ND



Dennis Malloy  
Malloy's Cash Register Co.  
Houston, TX

David McCarthy  
Dumac Business Control Systems  
Syracuse, NY

Wayne W. Sharp  
P.O.S. Business Systems  
Minneapolis, MN

David Shaw  
Postec, Inc.  
Marietta, GA

### 1994-95

Chairman of the Board:

David Atchley

President:

Mark Carroll

1st Vice-President:

Ken Boyd

2nd Vice-President:

William M. Gaar, Jr.

Secretary-Treasurer:

Curtis Kennington

Board of Directors:

Ray Barr

All American Business Machines  
Chattanooga, TN

Victor B. Goldman

Grier's Office Machines  
Mobile, AL

Liane Graessle

Cash Register To Go  
Broomfield, CO

Dennis Hadley

Merchants Cash Register Systems  
Seattle, WA

Dave Larson

Cash Registers, Inc.  
 Fargo, ND

Dennis Malloy

Malloy's Cash Register Co.  
Houston, TX

David McCarthy

Dumac Business Control Systems  
Syracuse, NY

John Raffo

Brolin Retail Systems  
Cleveland, OH

Wayne W. Sharp

P.O.S. Business Systems  
Minneapolis, MN

David Shaw  
Postec, Inc.  
Marietta, GA

### 1995-96

Chairman of the Board:

David Atchley

President:

Mark Carroll

1st Vice-President:

Ken Boyd

2nd Vice-President:

William M. Gaar, Jr.

Secretary-Treasurer:

Curtis Kennington

Board of Directors:

Ray Barr

All American Business Machines  
Chattanooga, TN

Victor B. Goldman

Grier's Office Machines  
Mobile, AL

Dennis Hadley

Merchants Cash Register Systems  
Seattle, WA

Dennis Malloy

Malloy's Cash Register Co.  
Houston, TX

David McCarthy

Dumac Business Control Systems  
Syracuse, NY

John Raffo

Brolin Retail Systems  
Cleveland, OH

Wayne W. Sharp

P.O.S. Business Systems  
Minneapolis, MN

David Shaw

Postec, Inc.  
Marietta, GA

### 1996-97

Chairman of the Board:

David Atchley

President:

Ken Boyd

1st Vice-President:

William M. Gaar, Jr.

Secretary-Treasurer:

Curtis Kennington

## Board of Directors:

Ray Barr  
All American Business Machines  
Chattanooga, TN

John Jenkins  
Memphis C/R, Computer and Equip. Co.  
Memphis, TN

Dennis Malloy  
Malloy's Cash Register Co.  
Houston, TX

John Raffo  
Brolin Retail Systems  
Cleveland, OH

David Shaw  
Postec, Inc.  
Marietta, GA

Victor Youngblood  
Retail Data Systems, Inc.  
Flowood, MS

1997-98

## Chairman of the Board:

Mark Carroll

## President:

Ken Boyd

## 1st Vice-President:

William M. Gaar, Jr.

## 2nd Vice-President:

David McCarthy

## Secretary-Treasurer:

Curtis Kennington

## Board of Directors:

Ray Barr  
All American Business Machines  
Chattanooga, TN

John Jenkins  
Memphis C/R, Computer and Equip. Co.  
Memphis, TN

Dennis Malloy  
Malloy's Cash Register Co.  
Houston, TX

John Raffo  
Brolin Retail Systems  
Cleveland, OH

David Shaw  
Postec, Inc.  
Marietta, GA

Victor Youngblood  
Retail Data Systems, Inc.  
Flowood, MS



1995 Convention Cocktail Party.

**there's  
much more  
to this  
emblem**



**than  
meets  
the eye.**



# TWO EXCITING, FACT-FILLING

## keep you abreast of changes IN PR

### through contact with manufact

#### the common ground that benefits all dealers —

Through ICRDA, you capitalize on the opportunity to gather with your dealer colleagues in an atmosphere of fellowship and goodwill. As the only viable organization in the industry, ICRDA provides you a basis upon which to discuss mutual dealer goals, achievements, products, service, common problems — the future.

And, by meeting new dealers, you'll establish vital lines of communication which will benefit you and your dealership throughout the year.

*ICRDA is dealers helping dealers.*

#### a volatile industry —

Today's electronic cash registers have set a new tone for our industry.

For example, there are over twenty different electronic cash register companies in business right now. Only time will tell how many will be around in two, three, or five years. You owe it to your business to learn as much as possible about each company, its products, serviceability, and marketing capabilities.

By yourself, it is an almost impossible task.

Think about it — membership in ICRDA permits you to participate in *two* dealer conventions each year, where you'll meet and talk with individual manufacturers, gather product experiences from other dealers and consequently select the ECR equipment for *you*!

No doubt about it — we are in a volatile industry, but ICRDA, the *dealer's dealer organization*, can make the ECR transition more effectively and smoothly — all to *your* benefit!

#### a proud reputation of dealers helping dealers —

- When riots suddenly struck an Eastern city causing severe damage to an ICRDA Dealer, member Dealers immediately responded by re-stocking parts and machines.
- When a devastating flood hit a Northeast ICRDA Dealer, member Dealers came to the rescue helping replenish inventory, thus permitting the business to continue.
- When a Dealer on the West Coast passed away, member ICRDA Dealers evaluated and analyzed the business to effect a fair sale.
- When a Blue Grass Country Dealer's business was upset by fire, ICRDA insurance was there to rebuild.
- When a Southeastern Dealer was faced with a lawsuit, the ICRDA Negotiating Committee, assisted by legal counsel, helped settle it.
- When a manufacturer presented a new contract, ICRDA was there to protect the rights of ICRDA Dealers involved.
- When a serious problem arose for a West Coast Dealer, ICRDA negotiated the commission settlement at twice the original price offered by the manufacturer.



# CONVENTIONS EACH YEAR PRODUCTS AND MARKETING,

— but that's only the beginning!

## education, knowledge, the experiences of others: a winning combination —

You'll gain a strong education in sales and servicing techniques by means of the many and varied ICRDA Seminars, put on by dealers for dealers. In essence, your ICRDA teaches the cash register business and provides critical assistance, when and where required. New product exposure enables you to acquire the necessary knowledge to sell more effectively than ever before. Plus, the honest, voluntarily-given experiences of your fellow dealers will strengthen your own insights and continually provide you with fresh ideas. And, you and your wife will appreciate the many social events at ICRDA conventions, and she will thoroughly enjoy the wide range of social activities for wives only.

## a few of the many association services which ICRDA membership provides —

- Legal and Legislative Committee
- Contract negotiations between manufacturers and suppliers
- New Products Committee
- Membership Directory & ICRDA Newsletter (incorporating classified advertising)
- Dealer Ethics/Grievance Committee
- Educational Seminars
- Sales and Service Seminars
- Group Insurance Program
- Continuous availability of new and used parts and ICRDA-manufactured parts at price savings for all Dealers

## ICRDA membership qualifications for the protection of the consumer —

- Applicants shall have facilities adequate to operate a cash register business.
- A substantial part of the applicant's business shall be in the sale or service or maintenance of cash registers.
- Applicants shall have been in business for at least one year.
- Applicants shall be of good character and ethics, and shall have a good credit reputation.
- An initiation fee, plus yearly dues on a calendar basis, as listed on the enclosed application form, shall be submitted with the completed application form.





## a proud history —

The basis for forming the association was established in 1945 when representatives for 35 cash register dealers met with Senator Sparkman, then Chairman of the Senate Small Business Committee to protest an arbitrary ceiling on prices of used cash registers by the Office of Price Stabilization. This ceiling prevented competition by dealers in the sale of used cash registers. Since availability of new machine franchises in those days was nil, the Dealers' only source of existence was severely threatened.

The need for organized, collective action came along in 1948. To impress NCR with the need for dealers to enjoy the right to purchase new parts from NCR (at that time, Dealers were forced to cannibalize parts from other machines), the ICRDA was formally organized, headed by E.P. Burl, President, Kyle Leeds, Vice President and Stanley Hayman, Secretary-Treasurer. As a result of ICRDA efforts, the Department of Justice intervened to grant the independent dealer the right to purchase new parts from NCR.

With the entry of several foreign cash registers into the American market during the years 1948-56, the Independent Dealer could now sell and service foreign-made cash registers, as well as NCR registers.

In 1957, certain ICRDA members discussed the NCR Monopoly with attorney/anti-trust specialist Bernard Hellring of New Jersey. As a result, the famous civil action, Wharton et al, versus NCR, was filed in the U.S. District Court on October 23, 1958 by ICRDA, together with 50 members, as a class action on behalf of all members similarly situated — and as an individual action by each plaintiff against NCR.

This suit ended in a court-approved agreement, which provided many benefits for Dealer members, *most important of which*, was the right to purchase cash registers traded in by NCR, through ICRDA.

A headquarters was established in Dayton, Ohio, with Robert B. Wharton as manager. As the traded-in registers became available, they were purchased by this Operation Dayton and sent to Dealers on an allocation basis. ICRDA was able to furnish a source for used cash registers to Dealers at less than the cost they had been paying to other suppliers. Funds for ICRDA were also derived from a small markup on the cost of the cash registers. The resultant income enabled

the establishment and implementation of many programs over the years.

In 1960, ICRDA founded a repair school in Dayton. Under instructor Walter Wolfgang, classes on most NCR models were made available to all association members. For the period 1960-76, at a cost of approximately \$350,000. 525 students — many of whom are now ICRDA members — were trained. Only recently, because of the emergence of the ECR, has this highly-successful program been phased out.

An ICRDA Apprentice Training Program, in cooperation with the U.S. Department of Labor, was instituted in the 1960's. Primarily a correspondence course, it helped the Dealers tremendously.

ICRDA members are currently provided with aptitude tests, operator's manuals, service parts, catalogs, lease contracts, layout pads, brochures, ID cards and many other similar items.

ICRDA also has an agreement with NCR to buy certain cash register parts at a discount price for resale to Dealers. Savings to Dealers thus far has been estimated at \$300,000 and the program continues to be of tremendous benefit to Dealers.

Also, the Association has developed and manufactures replacement parts at great savings to Dealers. For example, by providing an NCR plastic tray, a savings of \$80,000 to Dealers was accomplished.

In the past few years, Operation Dayton has expended over \$24,000 surveying, comparing, researching and developing a program for electronic cash registers.

A Dealer elective course was established with applicable manuals. The program prepared many apprentices to attend ECR Courses developed by manufacturers and to provide some electronic background.

ICRDA legal counsel has negotiated with various manufacturers to protect the Independent Dealer against unjust cancellation by the manufacturer. Consequently, many never-before benefits have been written into franchise agreements.

A number of ICRDA members have taken advantage of an umbrella-type group insurance plan instituted under the direction of Stanley Hayman, which provides many savings.

There are innumerable other benefits which ICRDA has provided and continues to provide to Dealers. Small wonder, ICRDA continues to grow at such a strong pace.

Dealers helping Dealers — *the making of a proud history!*

new ideas • participation • fresh insight • business ethics

# ACT NOW!

Complete the enclosed application, attach your check and mail today! You'll be pleasantly surprised how quickly you'll be benefiting from your membership in ICRDA, the dealer-run, dealer-controlled cash register organization. The product knowledge, educational seminars, sales and service assistance, plus a host of other services provided by ICRDA, will be both personally and financially rewarding. The ECR era is fast-moving, but you'll be in touch with today — every day — when you join ICRDA. Don't let another day pass by. **Act Now!**



## Independent Cash Register Dealers Association

701 E. Morehead St.  
Charlotte, North Carolina 28202  
Phone: 704-376-8516



# ICRDA LIFE MEMBERS



Curt Kennington presenting Life Member Award to Harry Tallmadge, Sr. From left: Harry Tallmadge, Jr.; Harry Tallmadge, Sr.; and Curt Kennington.

Life Membership is the highest honor awarded to a Member by the ICRDA for outstanding service over a substantial length of time. An asterisk (\*) indicates that member is deceased.

Robert Carver*	Sam Culp*
Guy Edmonds*	Jim Hart
Stanley Hayman	Bernard Hellring*
Miller Huggins*	Curt Kennington
Kyle Leeds*	Eugene Malloy*
Edward Mancini*	D. Taylor Matthews*
Paul Roth, Sr.	Harry Tallmadge, Sr.*
Harry Tallmadge, Jr.	Robert Wharton
Al Whitmer*	



Life members: (from left) Stanley Hayman, Ed Mancini, Bob Wharton, Paul Roth, and Curt Kennington.



Harry Tallmadge, Jr. and Curt Kennington are awarded Life Memberships. From left: Harry Tallmadge, Jr., Anne Tallmadge, Loreta Kennington, and Curt Kennington.



# H.O. WHISTLER AWARD



David Shaw (left) with H.O. Whistler Awardee Mark Carroll.

The H.O. Whistler Award is the honor given to a Member by the ICRDA for outstanding service during one year. *An asterisk (\*) indicates the individual is deceased.*

Mark Carroll  
 Bill Edwards  
 Stanley Hayman  
 Fred Jay\*  
 Curt Kennington  
 James King, Sr.  
 Charles Koontz\*  
 Eugene Malloy\*  
 Frank Marx  
 Ferd Ramspott  
 Ernie Rouse  
 Ken Sanders\*



Ferd Ramspott (left) receiving the H.O. Whistler Award from President Harry Tallmadge, Jr.



Bob Carver presents the H.O. Whistler Award to Gene Malloy.



# MEETINGS AND CONVENTION SITES

10/26/1948	Hotel Pennsylvania	New York City, NY
10/26/1949	Hotel Lincoln	New York City, NY
10/25/1950	Hotel Statler	New York City, NY
02/07/1951	Palmer House	Chicago, IL
10/26/1951	Statler Hotel	New York City, NY
10/11/1952	Palmer House	Chicago, IL
04/24/1953	Statler Hotel	New York City, NY
04/30/1954	Governor Clinton	New York City, NY
04/01/1955	Edgewater Beach Hotel	Chicago, IL
10/21/1955	Ambassador Hotel	Los Angeles, CA
05/25/1956	Edison Hotel	New York City, NY
03/29/1957	Sheraton Blackstone	Chicago, IL
06/06/1958	Sheraton Plaza	San Francisco, CA
10/20/1958	Sheraton McAlpine	New York City, NY
03/23/1959	Bismark Hotel	Chicago, IL
06/17/1959	Mayflower Hotel	Washington, DC
02/05/1960	Roosevelt Hotel	New Orleans, LA
09/01-02/1960	Edgewater Beach Hotel	Chicago, IL
04/06/1961	Statler Hilton	Dallas, TX
10/14/1961	Denver Hilton	Denver, CO
05/28-31/1962	Hotel Seville	Miami Beach, FL
06/19-22/1963	Hotel Biltmore	Los Angeles, CA
10/27-30/1963	Hotel Muehleback	Kansas City, MO
06/22/1964	Park Sheraton	New York City, NY
10/31/1964	Hotel America	Houston, TX
06/16/1965	Palmer House	Chicago, IL
11/12/1965	Carillon Hotel	Miami Beach, FL
06/22-25/1966	Sheraton Palace	San Francisco, CA
11/09-11/1966	Caesars Palace	Las Vegas, NV
6/19-22/67	Carillon Hotel	Miami Beach, FL
11/21-22/67	Carillon Hotel	Miami Beach, FL
03/16-21/68	Statler Hotel	Washington, DC
07/07-08/1968	Antlers Plaza	Colorado Springs, CO
04/21-24/1969	Sands Hotel	Las Vegas, NV
10/26-29-69	Lucayan Beach Hotel	Freeport, Bahamas
06/24-28/1970	Century Plaza	Los Angeles, CA
06/24-26/1971	Playboy Club	Lake Geneva, WI
10/25-27/1971	Kings Castle	Lake Tahoe, NV
07/07-08/1972	Bonaventure	Montreal, Canada
06/24-27/1973	Camino Real	Mexico City, Mexico
01/27-30/1974	Caesars Palace	Las Vegas, NV
06/19-22/1974	Plaza Hotel	Seattle, WA
01/22-26/1975	Hyatt House	Miami Beach, FL
06/17-20/1975	Sheraton Harbor Island	San Diego, CA
01/14-17/1976	Fairmont Hotel	New Orleans, LA
06/22-26/1976	Hotel Toronto	Toronto, Canada
01/19-22/1977	Hyatt Regency	Phoenix, AZ
06/26-30/1977	Omni International	Atlanta, GA
01/28-02/02/1978	Omni Hotel	Miami Beach, FL
06/25-29/1978	Hyatt Regency	San Francisco, CA
01/14-17/1979	MGM Grand	Las Vegas, NV
06/17-21/1979	Hilton Hotel	Washington, DC
01/20-23/1980	New Orleans Hilton	New Orleans, LA
07/13-17/1980	Hyatt Regency	Dallas, TX

01/24-28/1981	Waikiki Hotel	Honolulu, HI
06/23-27/1981	Hyatt Regency	Kansas City, MO
01/24-27/1982	Orlando Hyatt	Orlando, FL
06/21-23/1982	Denver Marriott	Denver, CO
01/30-02/02/1983	Sheraton Harbor Island	San Diego, CA
06/26-29/1983	MGM Grand	Reno, NV
01/29-02/01/1984	Hyatt Regency	Tampa, FL
07/16-19/1984	Marriott Hotel	Boston, MA
01/26-30/1985	MGM Grand	Las Vegas, NV
07/21-25/1985	Hyatt Regency	Seattle, WA
01/16-21/1986	Cable Beach Hotel	Nassau, Bahamas
07/20-24/1986	Opryland Hotel	Nashville, TN
02/01-04/1987	Sheraton Waikiki	Honolulu, HI
07/26-30/1987	Le Centre Sheraton	Montreal, Canada
01/17-21/1988	Hilton Hotel	New Orleans, LA
07/17-21/1988	Bally Grand Hotel	Reno, NV
01/29-02/01/1989	Marriott World Center	Orlando, FL
07/29-08/03/1989	Hyatt Regency	Minneapolis, MN
01/13-17/1990	Pointe at Squaw Peak	Phoenix, AZ
07/29-08/02/1990	Marriott	San Francisco, CA
01/26-30/1991	Southampton Princess	Southampton, Bermuda
07/27-31/1991	Boston Marriott	Boston, MA
01/26-29/1992	Sheraton Waikiki	Honolulu, HI
07/25-30/1992	Bally's	Reno, NV
01/16-20/1993	Sheraton Bal Harbour	Bal Harbour, FL
08/08-13/1993	Adams Mark	St. Louis, MO
02/26-03/04/1994	Marriott Hotel & Marina	San Diego, CA
09/17-22/1994	Opryland Hotel	Nashville, TN
03/04-08/1995	Southampton Princess	Southampton, Bermuda
08/27-30/1995	MGM Grand	Las Vegas, NV
01/15-19, 1996	Majesty Cruise	Miami, Florida
07/14-17, 1996	MGM Grand	Las Vegas, NV
01/11-15/1997	Hilton Waikoloa Village	Kona, HI
08/02-06/1997	MGM Grand	Las Vegas, NV
01/17-24/1998	Royal Caribbean-Cruise	Southern Caribbean



*"Class in session." Members learning at an ICRDA convention. Note the displays at the back.*

*Students in training at ICRDA's school in Dayton.*







# ICRDA MEMBERS

**A & A Cash Register**, Naperville, IL. Dealer Principal: Stuart Heberg. Founded 1990 by Stuart A. Heberg.

**A & G Cash Register, Inc.**, Lima, OH. Dealer Principals: Dale Good, Pres.; Donald Good, V.P. Founded 1969 by Wilbur Ary and Robert Good.

**A.J. Thomas Midwest Cash Register Company**, Chicago, IL. Dealer Principal: Richard Alfini. Founded 1892 by A.J. Thomas.

**AAA Cash Control Systems**, Windsor, ONT. Dealer Principal: Larry Hogue.

**ABM Systems Ltd.**, Dartmouth, NS. Dealer Principal: Joseph Shannon.

**Abol Systems, Inc.**, Redmond, WA. Dealer Principals: Andy Maib, Joe Glover. Founded 1984 by Andy Maib.

**Accurate Business Systems Ltd.**, Red Deer, ALB. Dealer Principals: Louis Tighe, Doreen Tighe. Founded 1990 by Louis Tighe.

**Accurate Cash Register Co., Inc.**, Flanders, NJ. Dealer Principal: James Mazzucca.

**Accurate Cash Register, Inc.**, Miami, FL. Dealer Principal: Gary R. Lang. Founded 1976.

**Accurate Office Machine Co.**, Wilmington, DE. Dealer Principal: Gary McCormick. Founded 1955.

**Ace Cash Register**, Downey, CA. Dealer Principals: Brian Pyon, Fabio Piras. Founded 1996 by Brian Pyon.

**ACME Business Machines**, Peoria, IL. Dealer Principal: Michael Harmon.

**Acme Cash Register Co.**, Hackensack, NJ. Dealer Principals: Ira Weiss, Gerald Miller. Founded 1938 by Wilbur Ferraro.

**Acme Cash Register Co.**, Johnson City, NY. Dealer Principals: Frank Sacco, Joe Sacco, Debbie Sacco, Joan Sacco, Mark Sacco, Russell Ellingson. Founded 1974 by Frank Sacco.

**ACR Systems, Inc.**, Birmingham, AL. Dealer Principals: John T. Hill, Pres; Mary C. Hill, V. Pres.; Stacey L. Hill, Sec-Treas. Founded 1981 by John T. Hill.

**Adams Business Machines**, New Bern, NC. Dealer Principal: E. Carroll Adams. Founded 1975 by E. Carroll Adams.

**Advanced Business Solutions**, Santa Clara, CA. Dealer Principals: John Horwege, Pres.; Rick McCray, V.P. Founded 1981.

**Advanced Business Solutions**, Worcester, MA. Dealer Principals: Dana Crosby, Robert Tremblay. Founded 1986.

**Advanced Business Solutions, Inc.**, Charlotte, NC. Dealer Principal: Bill Cook.

**Advanced Business Systems**, Albuquerque, NM. Dealer Principals: David Miller, Terri Miller. Founded 1979.

**Advanced Data Systems, Inc.**, Midlothian, IL. Dealer Principal: Bill Stewart. Founded 1969 by Bill Stewart.

**Alabama Electronic Cash Register**, Birmingham, AL. Dealer Principal: E. Lee Higginbotham. Founded 1977 by E. Lee Higginbotham.

**Alberta Cash Register Systems Inc.**, Calgary, ALB. Dealer Principals: Larry Threatful, Al McDermid, Richard Weisgerber. Founded 1989 by Larry Threatful.

**All American Business Systems, Inc.**, Chattanooga, TN. Dealer Principals: Ray L. Barr & Ann M. Barr, Owners; Robert B. Alsip, General Manager. Founded 1960 by John E. Sheffield, Sr.

- All Cash Register Inc.**, Hartford, CT. Dealer Principals: Walt MacDonald, Don Picard. Founded 1985 by Don Picard, Walt MacDonald.
- Allied Business Systems Inc.**, Glen Carbon, IL. Dealer Principal: Ed Twesten. Founded 1971 as Alltronics by Ed Twesten.
- Allied Cash Register Co., Inc.**, Colorado Springs, CO. Dealer Principal: Harold O. Latzke. Founded 1974 by Harold O. Latzke.
- Allied Retail Solutions**, Youngstown, OH. Dealer Principal: Mike Nicotera.
- Allied Retail Systems, Inc.**, Lowell, MA. Dealer Principal: Newell M. Cantrill. Founded 1968 by Charles Noyes.
- Alpha Cash Register Ltd.**, Toronto, ONT. Dealer Principal: Nick Djonovich.
- Amcom Corp.**, Miamisburg, OH. Dealer Principals: Keith Kreir.
- Amcom Corp.**, Eden Prairie, MN. Dealer Principals: Del Johnson, Pres., Dana Pekas, V.P. Founded 1983 by Del Johnson.
- American Electronic Registers, Inc.**, Indianapolis, IN. Dealer Principal: William Johnson. Founded 1989 by William Johnson.
- AMISYS**, Lincoln, RI. Dealer Principals: Michael and Shirley Kaczmarek. Founded 1972 by Alan Kaczmarek, Michael Kaczmarek.
- Amoury Co. Ltd., The**, Nassau, Bahamas. Dealer Principal: Perry Cancino.
- Anchor Data Systems**, Minneapolis, MN. Dealer Principal: Tim Mueller, Owner & Pres.
- Anka Cash Register Ltd.**, Honolulu, HI. Dealer Principals: Winston L. Gopaul, Hamilton A. Gopaul. Founded 1981 by Winston L. Gopaul, Hamilton A. Gopaul, Marjorie Gopaul.
- Appel Company**, Van Nuys, CA. Dealer Principal: Bill Appel. Founded 1933 by Ronald W. Appel.
- Arkansas Cash Register Systems, Inc.**, Little Rock, AR. Dealer Principals: Charles Carter, Gary Loftis. Founded 1991 by Charles Carter, Gary Loftis.
- Arlen Terminals Inc.**, Nashville, TN. Dealer Principal: Arlen W. Harris. Founded 1984 by Arlen W. Harris.
- Armagh Cash Register Ltd.**, Hamilton, ONT. Dealer Principal: Harry B. Mitchell. Founded 1979 by Harry B. Mitchell.
- Art Gordon Cash Registers, Inc.**, Philadelphia, PA. Dealer Principals: Art Gordon Jr., Art Gordon Sr. "Retired". Founded 1896 by Dudley Gordon, Howard Gordon.
- Associated Retail Systems, Inc.**, Franklin, WI. Dealer Principal: Bill Garry. Founded 1995 by Bill Garry.
- Atlantic Data Group**, Moncton, N.B. Dealer Principal: Lachlan Hargrove.
- Atlantic Micro Systems**, Jacksonville, FL. Dealer Principals: Paul Prince, John Prince, Rob Thomas. Founded 1990 by Paul Prince & John Prince.
- Automated Data Systems, Inc.**, Hickory, NC. Dealer Principals: Gene R. Miller, Pres.; Patsy Miller, V.P. Founded 1976 by Gene R. Miller.
- Automated Retail Systems, Inc.**, Ridgeland, MS. Dealer Principal: Curt Sibille. Founded 1990 by Curt Sibille.
- Bakersfield Cash Register**, Bakersfield, CA. Dealer Principal: Bob Harper. Founded 1974 by Bob Harper.
- Bartlett Business Machines**, Houston, TX. Dealer Principal: Abdul H. Zakaria. Founded 1953 by Homer J. Bartlett.
- Bartlett Business Systems, Inc.**, Colorado Springs, CO. Dealer Principals: Dalton Bartlett, Pres.; Dan Bartlett, V.Pres.; Grace Bartlett, Sec-Treas. Founded 1961 by Dalton Bartlett.



**Beaumont Cash Register**, Beaumont, TX. Dealer Principal: David C. Silvernail. Founded 1980 by David C. Silvernail.

**Bi-State Cash Register Corp.**, Rockford, IL. Dealer Principal: Matt Bamberg.

**Bitner Cash Register Company**, Houston, TX. Dealer Principals: Pete Fiedler, Kelly Kiker, Shirley Kiker. Founded 1962 by Dan M. Bitner.

**Blackstone EBM**, Smyrna, GA. Dealer Principal: Howard Blackstone, Owner. Founded 1971 by Howard Blackstone.

**Bluefield Cash Register & Business Machines, Inc.**, Bluefield, VA. Dealer Principal: Frank D. Monaco.

**BMI Business Systems Inc.**, Sarasota, FL. Dealer Principal: Joseph Varos.

**BMP Systems Inc.**, DuBois, PA. Dealer Principal: Jack E. Nelson. Founded 1972 by Jack E. Nelson.

**Bollman Business Machines**, Valdosta, GA. Dealer Principal: John Bollman.

**Brolin Retail Systems**, Dublin, OH. Dealer Principals: Ed Hechler, John Raffo. Founded 1981 by Ed Hechler.

**Brolin Retail Systems, Inc.**, Cleveland, OH. Dealer Principal: John Raffo. Founded 1943 by Arnold Brolin.

**Budget Business Machines**, Lewiston, ME. Dealer Principal: Tom Ouellette. Founded 1989 by Tom Ouellette.

**Buffalo Business Machines, Inc.**, Buffalo, NY. Dealer Principals: Paul J. Kielich, Pres.; Joan Solomon, Comptroller-Treasurer. Founded 1959 by Paul J. Kielich.

**Business Machines Co., Inc.**, Lansing, MI. Dealer Principals: Bob Underwood, Bob Bauer, Dale Hilt. Founded 1958 by Stan Gifford, Tim Hodge.

**Business Machines Sales & Service**, Baton Rouge, LA. Dealer Principal: Joseph E. Andre. Founded 1948 by Joseph E. Andre.

**Business Machines Systems, Inc.**, Little Rock, AR. Dealer Principals: Larry Reynolds, Harry Huchingson. Founded 1973 by Rodney Williams, Larry Reynolds.

**C&L Retail Systems**, Philadelphia, PA. Dealer Principal: Stuart Chait. Founded 1980 by Stuart Chait.

**Cabaret Systems, Inc.**, Charlotte, NC. Dealer Principal: Jeff Henry. Founded 1991 by Jeff Henry.

**Cactus Cash Register Co., Inc.**, DBA Cactus-King Cash Register Co., Tucson, AZ. Dealer Principals: A.J. "Tony" Mastrangelo, Patrica Mastrangelo. Founded 1982 by John Clarke & Arthur Pazzali.

**California Retail Systems**, Ventura, CA. Dealer Principals: Larry, Gene & Joseph Archuletta. Founded 1975 by Joseph J. Archuletta.

**Capital Business Machines**, Little Rock, AR. Dealer Principal: Mike McWilliams. Founded 1939 by Paul McWilliams.

**Capitol Cash Register Systems Inc.**, Austin, TX. Dealer Principal: Michael Watters. Founded 1946 by A.P. Smith.

**Carolina Business Machines, Inc.**, Columbia, SC. Dealer Principal: John Tarrant. Founded 1950 by T.I. Thompson.

**Carroll Business Systems Inc.**, Springfield, MO. Dealer Principal: Mark Carroll. Founded 1919 by Leo W. Carroll Sr.

**Cash & Carry Cash Register**, Division of Business Equipment Centres Inc., Medicine Hat, ALB. Dealer Principals: Gerald & Joan Connick. Founded 1980 by Joan & Gerald Connick.

**Cash Control Business Systems**, St. Louis, MO. Dealer Principals: Joe Hill, David Sawyer, Mark Rickhoff. Founded 1976 by Tony Cafazza.

- Cash Control Inc.**, Moundsville, WV. Dealer Principals: Gregg & Ann Satler. Founded 1976 by Gregg & Ann Satler.
- Cash Control Systems**, Altoona, WI. Dealer Principal: Erin Dunn. Founded 1973, Incorporated 1977 by Charles Knudsen.
- Cash Management Systems, Inc.**, Atlanta, GA. Dealer Principals: Dennis Boling, Danny Pierce.
- Cash Register Center**, Broomfield, CO. Dealer Principals: W. Jerry Logan, President; John F. Graessle III, V.P.; Geri Liane Graessle, Sec-Treas. Founded 1974 by W. Jerry Logan, John F. Graessle III, Geri Liane Graessle.
- Cash Register Company, The**, Visalia, CA. Dealer Principals: Paula Lawton, Gerg Lawton, Dave Lawton. Founded 1979 by David Lawton.
- Cash Register Electronics Inc.**, Grand Rapids, MI. Dealer Principal: Roger Wilson. Founded 1976 by Roger Wilson.
- Cash Register Sales**, Grand Island, NE. Dealer Principal: Jerry Sheffield.
- Cash Register Sales**, Kansas City, MO. Dealer Principals: Russ Land, Pres., Amy Cover, V.P. Oper., Deana Cover, V.P. Fin. Founded 1988 by Howard Highbarger.
- Cash Register Sales**, Metairie, LA. Dealer Principals: Frank Heavey, Javier Zapata. Founded 1950 by Rolland Pfister, Frank Heavey.
- Cash Register Sales & Service**, Evansville, IN. Dealer Principals: Jerry Tutt, Susan Tutt. Founded 1978 by Jerry Tutt.
- Cash Register Sales & Service**, Rockford, IL. Dealer Principals: Michael Koelle, Kenneth Brudzinski. Founded 1958 by John Davidson.
- Cash Register Sales & Service**, Austin, TX. Dealer Principal: Glen Smith. Founded 1974 by Glen Smith.
- Cash Register Sales & Service Inc.**, Phoenix, AZ. Dealer Principals: Chris Colle, Jack O'Halloran, Frank Emmett. Founded 1959 by Chuck Withrow & Vince Emmett.
- Cash Register Sales & Service, Inc.**, aka CRS, Kalamazoo, MI. Dealer Principals: Les Farrance, President; Nick Falletta, V.P. Founded 1972 by Robert Wells & Wayne Corter.
- Cash Register Sales Co.**, Portland, OR. Dealer Principals: Ray Hornstra, Richard Johnson. Founded 1952 by Earl Trigsted.
- Cash Register Sales Co., Inc.**, Bowling Green, KY. Dealer Principal: Mel Turner, President. Founded 1975 by Sam Culp.
- Cash Register Sales Co., Inc.**, Akron, OH. Dealer Principals: Dean Pritchard, Steve Pritchard. Founded 1966 by Dean Pritchard.
- Cash Register Sales of El Paso**, El Paso, TX. Dealer Principal: Ben Kern, Pres. Founded 1980 by F.F. Wigginton.
- Cash Register Service Co., Inc.**, Milwaukee, WI. Dealer Principals: Jim Luckow, Jeff Luckow, Paul Ek. Founded 1946 by Howard Luckow.
- Cash Register Services, Inc.**, Chicago, IL. Dealer Principal: Dino Bertei, President. Founded 1979 by Dino Bertei.
- Cash Register Services, Inc.**, Lubbock, TX. Dealer Principals: David Fuller & Len Fuller. Founded 1978 by Curtis Fuller.
- Cash Register Systems**, Gadsden, AL. Dealer Principal: Mark Dailey.
- Cash Register Systems**, Longview, TX. Dealer Principal: Paul D. Herring. Founded 1975 by Paul D. Herring.
- Cash Register Systems**, Indianapolis, IN. Dealer Principal: Ken Bunch, President. Founded 1975 by Ken Bunch.

**Cash Register Systems Inc.**, Oklahoma City, OK.  
Dealer Principals: Mike and Bonnie McCann.  
Founded 1987 by Mike McCann, Burney McCurley, Ross Bryan.

**Cash Register Systems, Inc.**, Charlotte, NC.  
Dealer Principal: Curt Kennington. Founded 1960 by Curt Kennington.

**Cash Register Systems, Inc.**, Montgomery, AL.  
Dealer Principal: Terry L. Woods, Sr. Founded 1976 by Terry L. Woods Sr., Homer D. Land.

**Cash Register Systems, Inc.**, Albuquerque, NM.  
Dealer Principal: Ken Boyd. Founded 1975 by Ken Boyd, Mike McClow.

**Cash Registers, Inc.**, Fargo, ND. Dealer Principal: Dave E. Larson. Founded 1963 by Dave E. Larson, Paul Heinecke.

**CBE**, Montgomery, AL. Dealer Principal: J. Loring White.

**CCR Business Systems**, Stratford, CT. Dealer Principal: Andrew Giannettino.

**CCR Data Systems**, Concord, NH. Dealer Principal: David Woetzel. Founded 1966 by Paul Woetzel.

**CCR Retail Systems**, Ashland, VA. Dealer Principal: David F. Ziletti. Founded 1971 by David F. Ziletti.

**Central Billing, Inc.**, Fargo, ND. Dealer Principal: Curtis W. Tjon.

**Central Business Machines Inc.**, Altamonte Springs, FL. Dealer Principals: Gene Braddock, Pres.; Jackie Serapin, Exec. V.P. Founded 1973 by Gene Braddock.

**Central Business Systems**, Cincinnati, OH. Dealer Principals: Norman Scruggs, Pres.; Brian Scruggs, V.P.. Founded 1971 by Norman Scruggs.

**Central Cash Register, Inc.**, Carmel, IN. Dealer Principals: Michael King, Pres.; Lou Ann King, Sec-Treas. Founded 1986 by Michael King.

**Central Electronic Cash Register**, Reno, NV.  
Dealer Principal: Robert A. McGath Jr. Founded 1980 by Robert A. McGath Jr.

**Central Jersey Cash Register**, Red Bank, NJ.  
Dealer Principal: Richard Dill. Founded 1972 by Richard Dill.

**Century Cash Register**, Springdale, AR. Dealer Principal: Brad McCarty. Founded 1988 by Brad McCarty.

**Century Data Systems, Inc.**, Raleigh, NC. Dealer Principals: Wayne Williams, President; Buck Bailey, Vice President. Founded 1975 by Clarence R. Wiggins.

**Champion Cash Register**, Terre Haute, IN. Dealer Principals: Roger Umphries, Floyd Stowe. Founded 1991 by Roger Umphries, Paul Stowe.

**Charleston Cash Register Co.**, Charleston, WV.  
Dealer Principals: John Phillip Bott, Robert E. Lucas. Founded 1973 by John Phillip Bott, Robert E. Lucas.

**Chicago Cash Register Company**, Chicago, IL.  
Dealer Principal: Eugene Demianczuk. Founded 1936 by Edward Mancini.

**Clairemont Cash Register**, San Diego, CA. Dealer Principal: John J. Keohane.

**C-O-E POSscan Systems Inc.**, Victoria, BC. Dealer Principals: Blaine Rowlett, President; Raymond Lee, Vice-President. Founded 1965 by Blaine Rowlett.

**Cole's, The Cash Register Company**, Harlingen, TX. Dealer Principal: Fred L. Cole, Jr. Founded 1959 by Fred L. Cole, Jr.

**Commercial Data Systems**, Shelby, NC. Dealer Principal: Tony Berry. Founded 1984 by Tony Berry.

**Common CENTS Solutions**, Jackson, MS. Dealer Principal: Joan Pryor.

**Commonwealth Data Systems**, Louisville, KY.  
Dealer Principal: William M. Gaar, Sr.



- Compucash**, Lakewood, OH. Dealer Principal: Michael Kozar.
- Computer World, Inc.**, Lafayette, LA. Dealer Principal: Fred Meche.
- Computerized Register Corporation**, Houston, TX. Dealer Principals: Fred Taylor, Ron Rogers. Founded 1989 by Fred Taylor.
- Computing Concepts Inc.**, Houston, TX. Dealer Principal: Bryan Orsborn.
- Consolidated Business Machines, Inc.**, Portland, OR. Dealer Principals: Dorothy Kennedy, James Kennedy, Susan Kennedy-Parker, Lori Kennedy. Founded 1964 by Richard Kennedy.
- Copperstate Business Systems**, Phoenix, AZ. Dealer Principals: Roy Holaway, Brad Holaway, Tom Francis. Founded 1969 by Roy Holaway.
- Cowan's Retail Systems, Inc.**, Salt Lake City, UT. Dealer Principal: Ronald J. Evans. Founded 1974 by Michael Cowan.
- CR Technologies, Inc.**, Walden, NY. Dealer Principal: Thomas J. Perry. Founded 1993 by Thomas J. Perry.
- CRC Systems**, Tampa, FL. Dealer Principals: David A. Lodata, Sal Ladato. Founded 1983 by Sal Lodata.
- Crescent Business Machines Inc.**, Metairie, LA. Dealer Principals: Everette Villarrubia, Jr.; Everette Villarrubia III. Founded 1894 by Gus Elfer.
- CRI — Cash Registers, Inc.** — a subsidiary of Bristol Retail Solutions, London, KY. Dealer Principals: Mark Love, VP-Sales; Brad Wilson, VP-Support; Darryl Johnson, VP-Service. Founded 1972 by Coye King.
- CRSS Data Systems**, Baltimore, MD. Dealer Principal: Jim Thompson.
- CTCR**, Waco, TX. Dealer Principals: Mike & Carol Tinney. Founded 1974 by Mike Tinney.
- CTCR**, Dallas, Dallas, TX. Dealer Principal: Ralph Moser. Founded 1989 by Ralph Moser.
- CTS/Chek-Trac Systems Ltd.**, Orillia, ONT. Dealer Principal: Ivan Wilson. Founded 1989 by Ivan Wilson.
- Data Cash Register (DCR)**, Nashville, TN. Dealer Principals: Charlie Blackwell, Owner; Jim Anderton, GM & Main Contact. Founded 1961 by Charlie Blackwell.
- Data Cash Register Company**, Memphis, TN. Dealer Principal: Charles Blackwell. Founded 1952 by Charles Blackwell.
- Data Cash Register Exchange**, Phenix City, AL. Dealer Principals: Glen & Bill Leverett. Founded 1984 by Glen & Bill Leverett.
- Data Equipment Co.**, Midvale, UT. Dealer Principals: Doug Brown, Owner/Sales Mgr.; Randy Cann, Svr Mgr. Founded 1973 by Mr. Whipple.
- Data Matic Sales & Service**, Bridgeport, MI. Dealer Principal: Paul A. Marshall. Founded 1959 by Robert Irwin.
- Data Northwest**, Great Falls, MT. Dealer Principal: Tom Wilson. Founded 1982 by Tom Wilson.
- Data Program Systems Inc.**, Bristol, TN. Dealer Principal: Charles A. Osborne.
- Data Systems, Inc.**, Omaha, NE. Dealer Principal: George Brady. Founded 1950 by William A. Chrisman, Sr.
- Data Terminals of Oklahoma Inc.**, Oklahoma City, OK. Dealer Principal: Stanley R. Gilbertson. Founded 1978 by Albert S. McCullough, Robert Bonebrake, Stanley Gilbertson.
- Data World Business Machines Co.**, Miami, FL. Dealer Principal: Al Hernandez. Founded 1963 by Ed Mancini, Al Hernandez.
- DCRS Solutions Inc.**, St. Louis, MO. Dealer Principals: Mike & Steve Kramer. Founded 1976 by Vern Kramer.

- Delaware Valley Registers, Inc.**, Chalfont, PA. Dealer Principals: Robert & Jane Rupp. Founded 1976 by Robert W. Rupp, Jr.
- Diaz Cash Register Co., Inc.**, Metairie, LA. Dealer Principal: Robert J. Diaz, President. Founded 1970 by Robert J. Diaz.
- Digital Control Systems, Inc.**, Plains, PA. Dealer Principal: Peter Polashenski. Founded 1978 by Peter Polashenski.
- Digital Inc.**, Pensacola, FL. Dealer Principals: Fred J. and Florence M. Hayes.
- Digitron**, Cape Girardeau, MO. Dealer Principals: Chuck & Sherry Reiminger. Founded 1996 by Chuck & Sherry Reiminger.
- Discount Cash Register Sales & Service, Inc.**, Houston, TX. Dealer Principal: Jeffrey Weible.
- Dixie Point of Sale Plus**, Lexington, KY. Dealer Principals: Jerry Thompson, Garry Bertram, Neal Cobb. Founded 1957 by Tommy Thompson.
- Dumac Business Systems Inc.**, Syracuse, NY. Dealer Principals: David McCarthy, Chairman & CEO; Howard McCarthy, President & COO; Shawn O'Brien, Exec. VP. Founded 1952 by Bill McCarthy & Hugh Duskee.
- Durham Business Systems**, Durham, NC. Dealer Principal: John M. Ratcliffe, President. Founded 1966 by Bob L. Cunningham.
- Dynamic Products Midwest**, Richfield, MN. Dealer Principal: Thomas Skelley. Founded 1981 by Thomas Skelley.
- E.B.M.A.S.**, Port St. Lucie, FL. Dealer Principal: Abel Nunes. Founded 1989 by Abel Nunes.
- E.C.R. Business Equipment Inc.**, Valley Stream, NY. Dealer Principal: Lawrence O'Connell. Founded 1969 by Lawrence O'Connell.
- East Bay Cash Register Systems**, Oakland, CA. Dealer Principal: Dan Alipaz, President. Founded 1936.
- ECR Sales & Service Inc.**, Las Vegas, NV. Dealer Principals: Andrew T. Valdez, Alexandra Valdez. Founded 1975 under ECR Inc. by Harry & Toots LaFavor.
- EDPS, Inc.**, Knoxville, TN. Dealer Principal: George Hranov.
- Edwards Equipment Co. Inc. of Asheville**, Asheville, NC. Dealer Principals: Ron Edwards, Larry Edwards, Tim Edwards. Founded 1952 by William B. Edwards.
- Edwards Equipment Co., Inc.**, Morganton, NC. Dealer Principals: Tim A. Edwards, Ron Edwards, Larry Edwards. Founded 1952 by William B. Edwards.
- Electronic Business Machines, Inc.**, Greenwood, IN. Dealer Principal: Floyd L. Shirrell.
- Electronic Business Systems**, Reno, NV. Dealer Principals: Richard J. Cieri, Sr.; Diane Cieri. Founded 1976 by Richard J. Cieri, Sr.
- Electronic Management Systems, Inc.**, Cincinnati, OH. Dealer Principal: Robert J. Newton. Founded 1973 by Jim Kelly, Witt White.
- Electronic Retail Systems**, Foster City, CA. Dealer Principals: Donald L. Hastings, Valentina Hastings. Founded 1978 by Donald L. Hastings & Valentina Hastings.
- Electronic Retail Systems Inc.**, Milton, FL. Dealer Principal: Ron Langley. Founded 1989 by Ron Langley.
- Electronic Terminal Services Inc.**, Dayton, OH. Dealer Principals: Dale Ullery, Jacob Van Schagen. Founded 1972 by Charles Cantrell.
- Electronics Service Solutions**, Portland, OR. Dealer Principals: James Elston, Roque Gandara. Founded 1989 by Robert Clausen.
- Emerald Business Systems**, Eugene, OR. Dealer Principal: Raymond R. Fitch. Founded 1974.

**Empire Cash Register Systems**, Scotch Plains, NJ. Dealer Principal: Phil Rubin. Founded 1984 by Phil Rubin.

**Engle Business Equipment Inc.**, Elizabethtown, PA. Dealer Principals: Jay Engle, President; Mike Kleinhans, Vice President, Systems Group. Founded 1934 by J. Martin Engle.

**Enterprise Information Solutions, Inc.**, Seattle, WA. Dealer Principals: Dennis Hadley, Jessica Hadley. Founded 1997 by Dennis Hadley, Jessica Hadley.

**Erie's Enterprises Ins. DBA Erie's Business Systems**, Texarkana, TX. Dealer Principal: Jerry R. Erie. Founded 1971 by Jerry R. Erie.

**Fairfield Cash Register**, Fairfield, CT. Dealer Principal: Walter H. Hudson.

**Fairfield Cash Register**, Lancaster, OH. Dealer Principal: Chuck Owen. Founded 1976 by Chuck Owen.

**Farris Point of Sale**, Fort Worth, TX. Dealer Principals: Harold V. Farris, Dorothy Farris, Jack Farris, Jodi Farris. Founded 1974 by Harold V. Farris.

**Fastec Systems**, Everett, WA. Dealer Principals: Dave Wilson, Ken Brown. Founded 1988 by Dave Wilson.

**Fleischer Sales, Inc.**, Williston, VT. Dealer Principals: John Fleischer, Jim Haylette. Founded 1991 by John Fleischer.

**Foremost Business Systems Inc.**, Minneapolis, MN. Dealer Principals: Dick Polsfuss, Lori Alwin, Joe Lynch. Founded 1962 by Richard Polsfuss.

**Fort Worth Cash Register, Inc.**, Fort Worth, TX. Dealer Principals: David Williams, Danny Martinez. Founded 1947 by H.O. Whistler, Charles Waska.

**Fresno Cash Register**, Fresno, CA. Dealer Principal: William H. Tilson.

**Frontier Business Technologies**, Buffalo, NY. Dealer Principal: Matt O'Connor. Founded 1955 by Raymond F. O'Connor.

**Garden State Cash Register Co. Inc.**, Roselle Park, NJ. Dealer Principal: Joseph J. Jordan. Founded 1971 by Joseph J. Jordan.

**Gateway Cash Register**, St. Louis, MO. Dealer Principal: Larry Poropat. Founded 1976 by Larry Poropat.

**General Business & Technical Svc.**, Castries, St. Lucia, West Indies. Dealer Principal: Jerry Louis-Fernand.

**Gerstner Cash Registers, Inc.**, Denville, NJ. Dealer Principal: Conrad Gerstner. Founded 1970 by Conrad Gerstner.

**Gibbs Office Machines, Inc.**, Huntington, WV. Dealer Principals: Shelby E. Gibbs, President; Susanna & Joseph Gibbs. Founded 1971 by Shelby E. Gibbs.

**Gordon Cash Register Exchange, Inc.**, Philadelphia, PA. Dealer Principals: Lawrence Barth, Jr.; Jay Goldfarb. Founded 1896 by Art Gordon.

**Great Lakes Retail Systems**, Grand Rapids, MI. Dealer Principals: Bob Underwood, Larry Keefe, Robert E. Bauer. Founded 1985 by Bob Underwood, Wayne Gorter.

**Great Lakes Retail Systems**, Southfield, MI. Dealer Principal: Rick Pringle.

**Grier's Office Machines, Inc.**, Mobile, AL. Dealer Principals: Victor B. "Corky" Goldman, President; Rosa G. Goldman, Sec-Treas. Founded 1945 by Henry Shaw Grier.

**Gulf States Commercial Marketing**, Houston, TX. Dealer Principals: Bob Bruner, Jim Bruner. Founded 1980 by Bob Bruner.

**Gunning Business Machines**, New Hyde Park, NY. Dealer Principals: Joseph M. Gunning, Sr.; Joseph M. Gunning, Jr.. Founded 1967 by Joseph M. Gunning, Sr.



**Hart Applied Retail Technology**, Paducah, KY.  
Dealer Principals: Jim Hart & Tim Hart.  
Founded 1967 by Jim Hart.

**Hayman Systems**, Laurel, MD. Dealer Principals:  
J. Alan Hayman, Richard Hayman. Founded  
1938 by Stanley Hayman.

**HMS Solutions, Inc.**, New York, NY. Dealer Prin-  
cipals: Lorrie Magee, President; Charles Jeffers,  
Vice President. Founded 1985 by Lorrie Magee.

**Horrocks Cash Register Systems**, Los Angeles,  
CA. Dealer Principal: Dan Horrocks. Founded  
1955 by Roy Horrocks.

**Hospitality Management Systems, Inc.**, Lenexa,  
KS. Dealer Principal: Mark Carroll. Founded  
1995 by Mark Carroll.

**Hospitality Plus, Inc.**, St. Louis, MO. Dealer Prin-  
cipals: Steve Pirtle, President; Ken Falvey, V.P.  
Founded 1995 by Steve Pirtle.

**Howell ECR Systems Inc.**, Richardson, TX (Dal-  
las). Dealer Principals: Jim Howell, Sherry  
Howell, Scott Howell, Tommy Howell. Founded  
1978 by Jim Howell.

**Hudson Business Solutions**, Columbia, SC.  
Dealer Principals: H.G. Hudson, Curtis Gibson,  
John Hilbish. Founded 1962 by H.G. Hudson.

**ICR Businesss Systems**, Norfolk, VA. Dealer Prin-  
cipals: William Rickard, Phyllis Harmon, Heath  
Horton. Founded 1951 by Carl E. Rickard.

**ICR Corp.**, Edison, NJ. Dealer Principal: Michael  
Raden. Founded 1975 by Myron Kosak.

**Illinois Wholesale Cash Register Inc.**, Hoffman  
Estates, IL. Dealer Principal: Al Moorhouse.  
Founded 1974 by Al Moorhouse.

**Independent Cash Register**, Camarillo, CA.  
Dealer Principals: Anton & Alene Dean.  
Founded 1983 by Anton & Alene Dean.

**Independent POS Solutions Inc.**, Hanover, MD.  
Dealer Principals: Clarence Mundy & John Kiefer.  
Founded 1994 by John Kiefer, Clarence Mundy.

**Indy Cash Register Systems**, Indianapolis, IN.  
Dealer Principal: William R. Summers. Founded  
1980 by William R. Summers.

**Information Systems & Supplies**, Vancouver,  
WA. Dealer Principals: Tom Potter, Jim Potter.  
Founded 1991 by Tom Potter, Jim Potter.

**Innovative Cash Registers Inc.**, Salisbury, MD.  
Dealer Principal: Michael A. Miles. Founded  
1985.

**Integrated Register Systems**, Tacoma, WA.  
Dealer Principal: Arnold Mortzheim.

**International Cash Reg. Co.**, Winter Park, FL.  
Dealer Principal: James M. King, Sr. Founded  
1967 by James M. King, Sr.

**International Cash Reg. Co.**, Holyoke, MA.  
Dealer Principal: Lee Anderson. Founded 1940  
by James Russo.

**International Cash Register Co., Inc.**, Charles-  
ton, SC. Dealer Principals: Jethro D. Napier,  
President; Donald C. Drennon, V. Pres. Founded  
1973 by Jethro D. Napier, Donald C. Drennon.

**International Systems & Electronics Corp.**,  
Miami, FL. Dealer Principal: Pedro Penton.

**Interstate Business Systems Inc.**, St. Louis, MO.  
Dealer Principal: Dennis Costello. Founded  
1990 by Dennis Costello.

**Interstate Cash Register Co. Inc.**, Norfolk, VA.  
Dealer Principals: Robert Doody, Chris Doody,  
Scott Doody. Founded 1988 by Bob Doody.

**Interstate Cash Register Co. of Raleigh, Inc.**,  
Raleigh, NC. Dealer Principals: Doug Walker,  
Bob Moore. Founded 1992 by Bob Doody.

**Iowa Cash Register, Inc.**, Des Moines, IA. Dealer  
Principal: Dennis Lonsdale. Founded 1972 by  
Dennis Lonsdale.

**Jackson Business Systems**, South Williamsport,  
PA. Dealer Principals: Edwin M. Jackson & Brian  
K. Jackson. Founded 1944 by Russell & Rosalyn  
Jackson.

- Jacksonville Cash Register**, Jacksonville, FL. Dealer Principals: John Lohr, C.W. Lohr, Tim Cliett. Founded 1950 by C.W. Lohr.
- JEN-MAR Business Machines Ltd.**, Port Spain, Trinidad, West Indies. Dealer Principal: Martin Xavier. Founded 1984 by Martin Xavier.
- JG Inc.**, East Dundee, IL. Dealer Principal: Jozsef Gitta. Founded 1993 by Jozsef Gitta.
- Kassen-Dietrich POS GMBH**, Frelburg, Germany. Dealer Principals: Franz J. Dietrich, Markus Dietrich. Founded 1928 by Josef C. Dietrich.
- KBM Business Machines, Inc.**, Portsmouth, OH. Dealer Principals: Timothy D. Martin, Daniel J. Kirby. Founded 1975 by Timothy D. Martin, Daniel J. Kirby, Ray Bolton.
- Keystone Cash Register Co.**, Harrisburg, PA. Dealer Principals: Robert E. Hoachlander & Gary L. Kreider. Founded 1964 by Nelson L. Hoachlander, Jr..
- Kline Cash Register Co., Inc.**, Louisville, KY. Dealer Principals: Tom Fitzgerald, Dennis Bielefeld, and Scott Douglas. Founded 1929 by Donald Y. Kline.
- Krutman Electronic Systems, Inc.**, San Francisco, CA. Dealer Principal: Tom Krutman.
- Kyrus Corp.** (formerly Midsouth Data Systems), Taylors, SC. Dealer Principals: Tim Roberson, Chairman/CEO. Founded 1974 by Steve Nesbitt.
- Kyrus**, Candler, NC. Dealer Principal: Dave Martindale.
- Kyrus**, Kingsport, TN. Dealer Principal: Mike Wright.
- Kyrus**, Knoxville, TN. Dealer Principal: Mike Todd.
- Lake Cash Register, Inc.**, Wheeling, IL. Dealer Principal: Ed Hayner. Founded 1980 by Ed Hayner.
- Lakeshore Systems Inc.**, Cambridge, ONT. Dealer Principal: Steve Steinbach. Founded 1976 by Steve Steinbach.
- LAM Distributors, Inc.**, San Juan, PR. Dealer Principals: Luz A. Matus, Luzmila Matus. Founded 1994 by Luz A. Matus.
- Lamar Cash Register**, Belmont, NC. Dealer Principal: Lamar Hice. Founded 1972 by Lamar Hice.
- Langlois**, Glastonbury, CT. Dealer Principal: Susanne Donnelly.
- Los Angeles Cash Register Co., Inc.**, Los Angeles, CA. Dealer Principal: Jay Schwartz. Founded 1971 by Jay Schwartz.
- Lowry's Business Systems**, Joplin, MO. Dealer Principal: Colleen Holland. Founded 1961 by Bob & Jack Lowry.
- M&M Cash Register**, Niagara Falls, NY. Dealer Principal: Michael Mogavero.
- M & W Office Machines**, Jackson, MS. Dealer Principal: Roger Taylor. Founded 1956 by Clarence Matthews & Nolan Wilson.
- Magnolia Business Systems**, Biloxi, MS. Dealer Principals: Ron & Tommie Yanik; John & Charlotte Bradley. Founded 1995 by Ron & Tommie Yanik; John & Charlotte Bradley.
- Malloy's Cash Register Co., Inc.**, Houston, TX. Dealer Principal: Dennis M. Malloy. Founded 1948 by Eugene F. Malloy.
- Management Control Systems, Inc. (MCS)**, Henderson, KY. Dealer Principals: Ballard Anderson, President; Tim McCracken, Vice Pres., Nancy J. Anderson, Sec-Treasurer. Founded 1989 by Ballard Anderson.
- Marketplace Solutions of Ohio, Inc.**, Toledo, OH. Dealer Principals: Brian Carder, James Trout, Craig Bickley. Founded 1996 by Brian Carder, James Trout, Criag Bickley.
- Marketplace Solutions, Inc.**, Farmington Hills, MI. Dealer Principal: Craig Bickley. Founded 1975 by Paul Mathis, Jim Martin.

- Mass Cash Register Inc.**, Wakefield, MA. Dealer Principal: Thomas Speropoulos. Founded 1978 by Thomas Speropoulos.
- Memphis Cash Register**, Computer & Equipment Co., Memphis, TN. Dealer Principal: John Jenkins. Founded 1989 by John Jenkins.
- Merchants Cash Register Co.**, Hillside, IL. Dealer Principal: Gary Hornstra. Founded 1934 by Cyril C. Hornstra.
- Merchants Information Solutions Ltd.**, Richmond, B.C. Dealer Principal: Mark Scott.
- Metro Cash Register Systems**, St. Paul, MN. Dealer Principals: Tim Mueller, Steve Schacher. Founded 1974 by Dave Jensen.
- Metrotouch**, Fort Lee, NJ. Dealer Principal: Steve E. Meisels. Founded 1992 by Steve E. Meisels.
- Miami Cash Register Systems Co., Inc.**, Miami, FL. Dealer Principals: Jeary Meyers, Eileen Meyers, Lynda Meyers. Founded 1950 by Jeary Meyers.
- Michigan Cash Register Corp.**, Troy, MI. Dealer Principal: James Ackroyd.
- Micro Computer Retail Solutions**, Newington, VA. Dealer Principals: John Oyler; James Oyler, Sr. Founded 1971 by James T. Oyler, Robert Noffen.
- Micros Control Systems, Inc.**, Cincinnati, OH. Dealer Principal: Jeff Calton, President. Founded 1981 by Jeff Calton.
- Micros of Central Florida, Inc.**, Longwood, FL. Dealer Principal: Tim Anderson. Founded 1983 by Tim Anderson.
- Micros P.O.S.**, Trevese, PA. Dealer Principal: Sidney Wexler. Founded 1986 by Sid Wexler & Mark Wexler.
- Micros Retail Systems, Inc.**, Weehawken, NJ. Dealer Principals: Ivanka Olesnycky (Nestor), Lubodar Olesnycky (Zenita). Founded 1986 by Ivanka Olesnycky (Nestor), Lubodar Olesnycky (Zenita).
- Micros S. Florida Inc.**, Deerfield Beach, FL. Dealer Principals: Jay Usyk, Richard Hayman, Alan Hayman. Founded 1996 by Jay Usyk, Richard Hayman, Alan Hayman.
- Micros Systems**, Seattle, WA. Dealer Principal: Marylee Thomas, Operations. Founded 1983 by Dennis Hadley.
- Micros Systems, Inc.**, Portland, OR. Dealer Principals: Nancy Newberry, Operations; Tom Halligan, Sales. Founded 1985 by James Batman.
- Mid-America Cash Register**, St. Louis, MO. Dealer Principals: Randy Stum, John Jenkins. Founded 1991 by Randy Stum, John Jenkins.
- Midlands Business Equipment**, Des Moines, IA. Dealer Principals: Jerry Stadtlander and Vern Blasberg. Founded 1989 by Jerry Stadtlander and Vern Blasberg.
- Midwest Business Machines**, Dayton, OH. Dealer Principal: Bob Coppock. Founded 1979 by Bob Coppock.
- Midwest Cash Register Co. Inc.**, Rochester, MN. Dealer Principal: Steven Guetter.
- Midwest Computers & More, Inc.**, Enid, OK. Dealer Principal: Randy Wilson. Founded 1979 by Randy Wilson.
- Midwest POS Solutions, Inc.**, Anderson, IN. Dealer Principal: Murray E. Bartholome, President. Founded 1943 by Robert Burgauer.
- Modern Business Machines of Lafayette, Inc.**, Lafayette, LA. Dealer Principal: Stuart Mitchell.
- Modern Cash Register Systems**, Neenah, WI. Dealer Principals: Thomas Jones, Owner & Secretary-Treasurer; Ozzie Bruss, Owner & President. Founded 1978 by Thomas Jones, Ozzie Bruss, Kenneth Segrin.
- Moyer Data Systems**, Centerville, OH. Dealer Principal: Dennis Moyer. Founded 1983 by Dennis Moyer.



**Muncie Office Supply**, Muncie, IN. Dealer Principals: David Burgauer, Ed Burgauer, Mike Burgauer. Founded 1907 by Jack Burgauer.

**Narragansett Cash Register**, Fall River, MA. Dealer Principals: Bert Plante, Susan Plante. Founded 1973 by Bert Plante.

**National Business Machine Systems Inc.**, Florence, SC. Dealer Principals: Larry Broach & Shirley Broach. Founded 1971 by Cecil Tanner & Johnny Johnston.

**National Business Systems Inc.**, Kent, WA. Dealer Principals: David L. Riley, Sr., President; David W. Riley, Jr., Vice-President; Kathy A. Riley, Sec-Treas.. Founded 1972 by David L. Riley, Sr..

**National Information Systems**, Billings, MT. Dealer Principal: Bryon Stiller, President. Founded 1989 by Bryon Stiller.

**National Trading Company Inc.**, Providence, RI. Dealer Principal: Richard Levitt. Founded 1908 by Harry Rosenbaum.

**NBE Cash Register Solutions**, Omaha, NE. Dealer Principals: Bob Gobber, Vickie Gobber. Founded 1976 by Bob Gobber.

**NETS Electronics, Inc.**, Bedford, NH. Dealer Principals: Tom Niedzwiecki, Gordon Lewis, Paul Duffy. Founded 1979 by Tom Niedzwiecki, Rikel Mfg.

**New West Technologies**, Portland, OR. Dealer Principals: Dan King & Jim Gerow. Founded 1992 by Dan King.

**New York Cash Register Co.**, Brooklyn, NY. Dealer Principal: Paul Staiti.

**Nixon's Business Systems, Inc.**, Gainesville, GA. Dealer Principal: Benny Nixon, President. Founded 1993 by Benny Nixon.

**Noblex**, Conesus, NY. Dealer Principal: Jim Nobles. Founded 1972 by Jim Nobles.

**North Country Business Products**, Bemidji, MN. Dealer Principals: Randy Melle, Owner/Branch

Manager; Dean Crotty, Owner/President; Curt Crotty, Owner/Branch Manager; Darlene Geller, Secretary/Treasurer. Founded 1948 by Cal Hegstrom.

**North Country Business Products**, Fargo, ND. Dealer Principal: Randy Melle. Founded 1948 by Cal Hegstrom.

**Northern Cash Register Sales**, Traverse City, MI. Dealer Principal: Robert W. Foster, Jr.

**Northern Ohio Cash Register Systems**, Toledo, OH. Dealer Principal: William T. Malone, President. Founded 1993 by William T. Malone.

**Northwestern Cash Register Inc.**, Oshkosh, WI. Dealer Principals: John N. Meyer, Gary L. Meyer. Founded 1961 by Norman A. Meyer, Raymond L. Meyer, & Merton H. Meyer.

**NSA Distribution**, Los Alamitos, CA. Dealer Principal: Derrell Ness.

**Ohio Valley Business Systems**, Evansville, IN. Dealer Principal: Kevin Ernest. Founded 1980 by Don Assalone.

**Old South Business Machines**, Jackson, MS. Dealer Principals: Wayne & Betty Collins. Founded 1979.

**Old South Cash Register Inc.**, Columbus, MS. Dealer Principals: Bryan Davis, President; Elizabeth Davis, Sec-Treas. Founded 1977 by Bryan Davis.

**Olson Business Machines**, Grand Junction, CO. Dealer Principal: Mark S. Olson. Founded 1978 by Mark S. Olson.

**Omega Cash Registers**, Montreal, QUE. Dealer Principals: Jules Forand, David Forand. Founded 1959 by Jules Forand.

**Onondaga Cash Register**, East Syracuse, NY. Dealer Principals: Edward Kennard, J. Douglas Zombek. Founded 1985 by Edward Kennard, J. Douglas Zombek.

- P.J. Business Services**, Painesville, OH. Dealer Principal: Phil Sespico, Ron Sespico.
- P.O.S Support Services**, Stockton, CA. Dealer Principals: Bob Wahrer, Frank Morris.
- P.O.S. Business Systems, Inc.**, Plymouth, MN. Dealer Principal: Wayne Sharp. Founded 1973 by Dan Blashack.
- Pacific Cash Register & Computer Company**, San Francisco, CA. Dealer Principal: Rob Freaney.
- Palmetto Cash Register**, Greenville, SC. Dealer Principal: Sam Reynolds. Founded 1967 by Sam Reynolds Sr.
- Paper Roll Supplies**, Glastonbury, CT. Dealer Principal: William Manuck, Jr.. Founded 1977 by William Manuck, Jr.
- Peninsula Cash Control Systems**, St. Catharines/Mississauga, ONT. Dealer Principal: David Jones. Founded 1982.
- Penn Center Systems, Inc.**, Mechanicsburg, PA. Dealer Principals: David P. Crossley & Herman F. Klenk. Founded 1979 by David Crossley.
- Penny Cash Register, Inc.**, Lexington, KY. Dealer Principal: Mark Gutzman. Founded 1958 by Delmar (Red) Penny.
- Peregrine Systems Inc.**, Midvale, UT. Dealer Principals: Kenneth Peterson, Rod Buhler. Founded 1991 by Kenneth Peterson.
- Petery-Hedden**, New Albany, IN. Dealer Principals: Pat Higdon, Brian Higdon. Founded 1917 by Max Petery.
- Pioneer Cash Register, Inc.**, Chicago, IL. Dealer Principal: Badar Asmar. Founded 1981 by Badar Asmar.
- Pitt Business Equipment Inc.**, Tallmadge, OH. Dealer Principal: Scott Pittman.
- Point of Sale Systems**, Williston, VT. Dealer Principal: James Rochon. Founded 1978.
- Pollock Data and Communications Systems Inc. dba RDS of Florida**, Altamonte Springs, FL. Dealer Principals: H.J. Pollock, Dana L. Pollock. Founded 1993 by H.J. Pollock.
- POS Plus, Inc.**, Chanhassen, MN. Dealer Principals: Steve Shipley, Tim Okerman. Founded 1991 by Steve Shipley.
- POSnet, Inc.**, Nyack, NY. Dealer Principal: Hunter Allen. Founded 1994 by Hunter Allen.
- Postec**, Marietta, GA. Dealer Principal: David Shaw. Founded 1987 by David Shaw.
- Postec Systems Inc.**, Calgary, ALB. Dealer Principal: Chris Brennan.
- Preston Business Machines**, Knoxville, TN. Dealer Principal: Neal King, Owner. Founded 1923 by Riley Preston.
- Product Maintenance Repair Inc.**, Freehold, NJ. Dealer Principal: Leo Schoepl. Founded 1983 by Leo Schoepl.
- Progressive Systems**, Seattle, WA. Dealer Principals: Jim Gillis, Bill Neptune. Founded 1983 by Jim Gillis.
- Puerto Rico Multi-Sales Inc.**, Bayamon, PR. Dealer Principal: Efrain Rosa. Founded 1983 by Efrain Rosa.
- Purser Associates, Inc.**, Salt Lake, UT. Dealer Principals: Jim D. Purser, David S. Purser, James L. Purser, Dirk S. Horton. Founded 1996 by Jim D. Purser, David S. Purser, James L. Purser.
- Quality Business Machines**, Sacramento, CA. Dealer Principal: Dick Schroeter. Founded 1970 by Dick Schroeter.
- Quality Cash Register Systems Inc.**, Cape Coral, FL. Dealer Principals: Michael A. Batson & Alice Batson. Founded 1996 by Michael A. Batson & Alice Batson.
- Quality Register Systems**, Perryville, MO. Dealer Principals: Brian Dias, President; Steve Lankford, V.P. Founded 1990 by Steve Lankford.

**Quality Retail Systems Inc.**, Schaghticoke, NY.  
Dealer Principals: Howie Akin & Tim Salisbury.  
Founded 1989 by Howie Akin.

**R Business Systems, Inc.**, Longmont, CO. Dealer  
Principals: Randall & Pamela Spencer. Founded  
1984 by Randall & Pamela Spencer.

**R.E. Daily Associates**, Philadelphia, PA. Dealer  
Principal: Richard (Dick) Daily.

**R2 Corporation**, Schaumburg, IL. Dealer Princi-  
pals: David Hoeffel, John Pruban. Founded  
1987 by David Hoeffel.

**RAM Computer, Inc.**, Cream Ridge, NJ. Dealer  
Principal: Robert A. Margadonna. Founded  
1992 by Robert A. Margadonna.

**RCR Business Systems**, Richmond, VA. Dealer  
Principal: Gary Cosby.

**RCS/ New Haven Cash Register Co.**, New Ha-  
ven, CT. Dealer Principal: Arthur Rosenbaum.  
Founded 1949 by Robert Rosenbaum.

**Redding Business System**, Redding, CA. Dealer  
Principal: J. Matthew Haggerty.

**Regional Business Systems, Inc.**,  
Bridgetown, Barbados. Dealer Principals:  
David H. Yearwood, Managing Director;  
Roger Worme, Director Service & Support;  
Sharon Christie, Financial Director.  
Founded 1952, as a department of H. Jason  
Jones & Co. Ltd.

**Regional Office Equipment**, Sudbury, ONT.  
Dealer Principals: Ron Abreu, Owner/Manager;  
Olivia Abreu, Sec/Treas. Founded 1977 by Ron  
& Olivia Abreu.

**Registerlink, Inc.**, Virginia Beach, VA. Dealer Prin-  
cipals: Jack & Carrie Timms. Founded 1996 by  
Jack Timms.

**Reliable Office Machines**, Columbus, OH. Dealer  
Principal: Eugene Elkovits. Founded 1983.

**Retail Accounting Software, Inc.**, Warsaw, NC.  
Dealer Principals: Doug Pigford, Ward Sylvester,

Mack McLamb, Butch Matthews, Gerald Jackson,  
Tay Bost, Hicks Pigford. Founded 1982 by Doug  
Pigford.

**Retail Business Systems Inc.**, Norcross, GA.  
Dealer Principal: Robert F. Rech, Jr.

**Retail Control Solutions**, Needham, MA. Dealer  
Principals: Bob Schellenbach; Jim Symes.  
Founded 1990 by Bob Schellenbach.

**Retail Control Systems**, Salt Lake City, UT. Dealer  
Principals: Rohit Patel, Scott Lamb. Founded  
1991 by Ron Kirk, Brent Zaugg.

**Retail Control Systems, Inc.**, Warrendale, PA.  
Dealer Principal: Robert J. Allnock. Founded  
1973 by Robert J. Allnock.

**Retail Data Solutions**, Oklahoma City, OK. Dealer  
Principals: Michael Kress & Ted Schneider.  
Founded 1990 by Ted Schneider & Dick  
McDonald.

**Retail Data Solutions**, Tulsa, OK. Dealer Princi-  
pals: Ted Schneider & Michael Kress (Dick  
McDonald, retired). Founded 1990 by Ted  
Schneider.

**Retail Data Systems of Des Moines**, Des Moines,  
IA. Dealer Principal: Larry Haines.

**Retail Data Systems, Inc.**, Flowood, MS. Dealer  
Principal: Vic Youngblood. Founded 1983 by  
Vic Youngblood.

**Retail Equipment Sales, Inc.**, Birmingham, AL.  
Dealer Principal: John D. Mason. Founded 1955  
by Gladys Mason.

**Retail Management Systems Inc.**, Canton, OH.  
Dealer Principal: Joseph M. Procario.

**Retail Service Technologies, Inc.**, Schaumburg,  
IL. Dealer Principals: Ray Lacroix, President;  
Martin Hespeler, C.E.O. Founded 1991 by Ray  
Lacroix.

**Retail Solutions**, Chandler, AZ. Dealer Principals:  
Betty & Raymond Cybulski. Founded 1985 by  
Betty & Raymond Cybulski.



- Retail Solutions Inc.**, Marion, IL. Dealer Principal: David Dittlinger.
- Retail Systems Group**, Markham, ONT. Dealer Principal: Gary McMullen. Founded 1983 by Gary McMullen.
- Retail Systems, Inc.**, Winston-Salem, NC. Dealer Principal: Paul White. Founded 1983 by Paul White.
- Rhyme Supply Co. Inc.**, Portage, WI. Dealer Principals: Ken & Sandy Hutler. Founded 1945 by William Rhyme.
- Roen's Office Equipment, Inc.**, Roseburg, OR. Dealer Principal: Del DeFea. Founded 1947 as Ken's Typewriter by Ken Graves.
- Ross Business Systems**, West Babylon, NY. Dealer Principal: Dave Ross. Founded 1976 by Bill Ross Sr. & Sons.
- Roth Computer Register Co.**, Pittsburgh, PA. Dealer Principals: Paul W. Roth, Sr., Pres.; John E. Roth, V. Pres. Founded 1952 by Paul W. Roth, Sr.
- RVP Business Systems**, Boise, ID. Dealer Principals: Eric & Tamara Thueson, Greg Freihofuer. Founded 1973 by Rudy V. Peterson.
- S & S Business Systems, Inc.**, Baton Rouge, LA. Dealer Principal: Charles W. Stutts. Founded 1968 by Charles W. Stutts.
- Sacramento Business Machines**, Sacramento, CA. Dealer Principals: Kirk Norman & Scott Collie. Founded 1974 by Eugene Norman.
- SalePoint, Inc.**, San Diego, CA. Dealer Principal: Larry Haworth. Founded 1987 by Larry Imperiale.
- Sales Control Systems**, Southfield, MI. Dealer Principals: Gary White, Francis Hummel, Terry Lamb. Founded 1970 by Erik Hollbus.
- Salinas Cash Register**, Salinas, CA. Dealer Principal: Michael Milligan. Founded 1969 by Larry Rusick, Tony Lucido.
- San Juan Business Systems, Inc.**, San Juan, Puerto Rico. Dealer Principal: Eckard Didlaukies. Founded 1992 by Eckard Didlaukies.
- Scale People, Inc.**, The, Newport News, VA. Dealer Principals: Ron Buck, Craig Buck, Chris Buck. Founded 1958 by Byron Miller.
- Scanning L.A. Inc.**, Los Angeles, CA. Dealer Principal: Claudio Mileo. Founded 1989 by Claudio Mileo.
- Schmaus Cash Register Co.**, Lincolnwood, IL. Dealer Principals: Valdis Pecs, Edward Schmaus. Founded 1903 by Edward Schmaus the 1st.
- SDCR Business Systems**, LaMesa, CA. Dealer Principal: Matthew Richardson.
- Seattle Register Systems, Inc.**, Seattle, WA. Dealer Principals: Chuck & Sondra Wagener. Founded 1967 by Chuck Wagener.
- Seitz GmbH.**, Computer-Kassen-Center, Asperg, Germany. Dealer Principal: Klaus Seitz.
- Seminole Business Systems**, Dover, FL. Dealer Principal: Tom Cowan. Founded 1995 by Tom Cowan.
- Service Communications**, Bellevue, WA. Dealer Principal: Don Hassard.
- Shenango Cash Register Co.**, Mercer, PA. Dealer Principal: William W. Miller. Founded 1972 by Kenneth Fedders.
- Sierra Nevada Cash Register**, Sparks, NV. Dealer Principals: Tom Yacuk, Brian Correa, Priscilla Jansak. Founded 1983 by Tom Yacuk.
- Skurla's Cash Register Co.**, Anchorage, AK. Dealer Principals: John & Phyllis Skurla. Founded 1976 by John and Phyllis Skurla.
- Smyth Systems**, Irvine, CA. Dealer Principals: Larry Smyth, Bob Smyth. Founded 1948 by Frank Smyth.
- Smyth Systems, Inc.**, Canton, OH. Dealer Principals: Robert T. Smyth, President; Larry D.

Smyth, Senior Vice President; William A. Smyth, Senior Vice President. Founded 1949 by B. Frank Smyth.

**South Texas Business Systems, Inc.**, Corpus Christi, TX. Dealer Principals: Paul R. Steiner, Ronald Regmund. Founded 1975 by Paul R. Steiner.

**Southeastern Cash Register & Office Equipment, Inc.**, Roswell, NM. Dealer Principals: Martin L. Torrez, Matthew T. Torrez. Founded 1977 by Martin L. Torrez.

**Southern Cash Register Systems**, Leesburg, GA. Dealer Principal: Richard Thornton.

**Southern Hospitality Systems**, Dallas, TX. Dealer Principal: Oliver C. McLean.

**Southwest Business Systems**, Tucson, AZ. Dealer Principals: Richard Stamp, David Linneman and Mark Quiros. Founded 1969 by Tommy Thomas and Pedro ("Pete") Madrid.

**Southwest Business Systems**, Tempe, AZ. Dealer Principals: Richard Stamp, David Linneman, and Mark Quiros. Founded 1969 by Tommy Thomas and Pedro ("Pete") Madrid.

**Southwest Point of Sale**, San Diego, CA. Dealer Principals: Jeffrey Sanders, Marc Sanders. Founded 1975 by Norbert Sanders.

**Specialty Cash Register Co.**, Conover, NC. Dealer Principal: Ned Story. Founded 1977 by Ned Story.

**Spokane Cash Register Inc.**, Spokane, WA. Dealer Principal: Michael J. Coker. Founded 1955 by Ernie Rouse.

**State Business Systems**, Fort Smith, AR. Dealer Principal: Gerald Vaughan.

**STCR Business Systems, Inc.**, Endwell, NY. Dealer Principal: Leon Kirby. Founded 1967 by Leon Kirby, John Peck.

**Steven Kahl Cash Register**, Manitowac, WI. Dealer Principal: Steven Kahl. Founded 1965 by Steven Kahl.

**Stewarts Retail Systems**, Bellingham, WA. Dealer Principals: Jim Gillis Owner; Bill Neptune, Owner; Colin Stewart, Manager. Founded 1954 by Edward E. Stewart.

**Suburban Cash Registers, Inc.**, Chicago Heights, IL. Dealer Principal: Alexander Gella. Founded 1959 by Alexander Gella.

**Sunrise Technology Systems, Inc.**, Louisville, KY. Dealer Principals: Bill Gaar, Jr. & Frank M. Ruley. Founded 1995 by Bill Gaar, Jr. & Frank M. Ruley.

**Super Business Machines**, Bayamon, PR. Dealer Principal: Manuel Del Rio. Founded 1986 by Manuel Del Rio.

**Superior Systems, Inc.**, Baton Rouge, LA. Dealer Principal: Rudy Long. Founded 1948 by Joe Andre.

**Sweda Canada Inc.**, Mississauga, ONT. Dealer Principals: Bill Morgan, President; Andres Venegas, V.P. Sales. Founded 1948.

**Systech Retail Systems**, Grand Prairie, TX. Dealer Principal: David Pyle.

**Systech Retail Systems**, Vancouver, BC. Dealer Principal: Guy Leger.

**Systems & Supplies**, Ft. Lauderdale, FL. Dealer Principal: Rex Roper.

**Systems Technology Group Inc.**, Orchard Park, NY. Dealer Principals: Gary Kielich, John Kielich, Paul Flowers. Founded 1996 by Gary Kielich, John Kielich, Paul Flowers.

**Talco Business Systems**, Long Branch, NJ. Dealer Principals: H.M. Tallmadge, Jr., Pres.; Anne P. Tallmadge, Sec-Treas. Founded 1946 by H.M. Tallmadge & H.M. Tallmadge, Jr.

**TDI Service Inc.**, Miami, FL. Dealer Principal: Richard Travis, President. Founded 1991 by Richard Travis, Tom Cowan, & Irving Wells.

**Texas Cash Register Co. Inc.**, Dallas, TX. Dealer Principals: Gary Harbin & Bill Lumley. Founded 1947.

- Texas Cash Register of Abilene**, Abilene, TX. Dealer Principal: Doug Morris. Founded 1979 by Marty Duniven.
- The POS Group, Inc.**, Fullerton, CA. Dealer Principal: Craig Robinett. Founded 1995 by Craig Robinett.
- Time Business Machines Ltd.**, Edmonton, ALB. Dealer Principal: Gregory Bird. Founded 1963 by Gerry Bird.
- TNT Office Supply**, Farmington, NM. Dealer Principals: Tim Curtis, Rene Halphen. Founded 1982 by Tim Curtis.
- Triangle Electronic Systems**, Lake Dallas, TX. Dealer Principal: Danny Vaughan. Founded 1993 by Danny Vaughan.
- Tri-County Cash Register**, Palm Desert, CA. Dealer Principal: Rush Roush.
- Tri-State Business Machines, Inc.**, Weirton, WV. Dealer Principals: Jim Saunders & Mike Saunders. Founded 1975 by Jim Saunders.
- Tri-State Retail Systems, Inc.**, Pittsburgh, PA. Dealer Principal: Richard Gill. Founded 1989 by Richard Gill.
- Tucker Business Machines, Inc.**, Savannah, GA. Dealer Principals: Charles O. Tucker, Jr., President; Robert O. Tucker, V.P. Founded 1955 by Charles O. Tucker, Sr.
- Tulsa Cash Register Co.**, Tulsa, OK. Dealer Principals: Lee McCurley, Dale Seefeldt, Scott Berkshire. Founded 1958.
- United Cash Register and Computer Company**, Fox Lake, IL. Dealer Principal: Thomas Talpai. Founded 1967 by Thomas Talpai.
- United Cash Register Systems Ltd.**, Edmonton, ALB. Dealer Principal: Gus de Betue. Founded 1971 by Gus de Betue.
- USA Paper and Ribbon Co.**, Southfield, MI. Dealer Principal: Darrell Gregg, Sr.
- Valley Business Machines**, Modesto, CA. Dealer Principals: Dale & Cathy Costa. Founded 1974.
- Vision Point of Sale, Inc.**, Elk Grove Village, IL. Dealer Principal: Frank Muscarello. Founded 1994 by Ron Sloma, Frank D. Muscarello.
- W. Roach Commercial Business Machines Ltd.**, Bridgetown, Barbados. Dealer Principals: Wayne Roach, Ronnie Davis. Founded 1985 by Wayne Roach.
- West Coast Business Equipment**, Ontario, CA. Dealer Principals: Chester Norys, Geof S. Kine. Founded 1991 by Chester Norys.
- West Coast Cash Register Systems**, Spokane, WA. Dealer Principals: Arnie Potter, Craig Potter, Kevin Potter. Founded 1975 by Arnie Potter.
- West Coast Retail Systems**, Bellevue, WA. Dealer Principals: Ivan Potter, President; John Potter, V.P.; Patti Potter, Sec-Treas. Founded 1980 by Ivan Potter.
- West Islip Business Machines, Inc.**, West Babylon, NY. Dealer Principals: Jim Giordano, President; Lorie Giordano, Secretary. Founded 1977 by Jim Giordano.
- West Texas Cash Register**, Lubbock, TX. Dealer Principals: O.D. Lee, President; James Lee, Vice President. Founded 1977 by O.D. Lee.
- Western Retail Systems**, Martinez, CA. Dealer Principal: Dennis Van Dyke. Founded 1996 by Dennis Van Dyke.
- Western States Cash Register Co., Inc.**, Seattle, WA. Dealer Principals: Jennifer Jasper & Wayne Ortega.
- Wichita Cash Register Co., Inc.**, Wichita Falls, TX. Dealer Principal: Russell Wilson.



**Windsor Systems Group of P.R., Inc.**, San Juan, Puerto Rico. Dealer Principals: Hector Torres Nadal, President; Felix Burgos Garcia, Vice President. Founded 1989 by Hector Torres Nadal (President).

**Woodin Cash Register, Inc.**, Amarillo, TX. Dealer Principal: Duane Woodin.

**Wright Business Machine, Inc.**, Roanoke, VA. Dealer Principal: Jim Walls. Founded 1966 by R. Kent Wright.

**Z Technologies, Inc.**, Washington, DC. Dealer Principals: Vincent Becker, David Williams. Founded 1996 by Vincent Becker, David Williams.



*Charlene Adams, Curt Kennington, and Joanie Nichols planning a convention.*

## ICRDA ASSOCIATE MEMBERS

Chuck Atkinson – Fort Worth, TX

John Bodt – Richmond, VA

William Briggs – Graham, WA

Joel Briles – Gainesville, FL

Robert M. Burgauer – Palm Beach, FL

Helen K. Champagne – Mississauga, Ontario, Canada

Paul Close – Los Altos, CA

Joseph Escareno – Chicago, IL

Arthur Hachtel, Jr. – Merritt Island, FL

Bruce Lee Mann – Arden Hills, MN

Edward Patashnick – Pittsfield, MA

Jim L. Pigott – Vancouver, BC, Canada

Thomas Pscheidt – Simi Valley, CA

Bobby Rose – Jacksonville Beach, FL

E. Ralph Wallace – Irving, TX

Dan Weninger – South Bend, IN

Robert Yarger – Marysville, MI



*1996, Cozumel, Mexico, Winter Conference Cruise.*

# GOOD SERVICE DC

ICRDA brochure, 1960s.

But good service doesn't "just happen." It requires organization, competent management and a substantial capital investment to serve you and all our customers. So don't judge service charges solely by the time spent at your place. When our top-notch technician performs service for you, many costs have been incurred just to get him there, ready to do the job. Here are some of them:



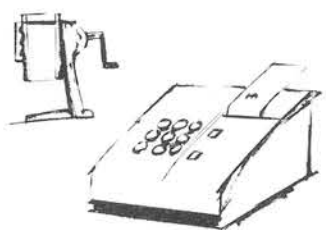
Parts inventory



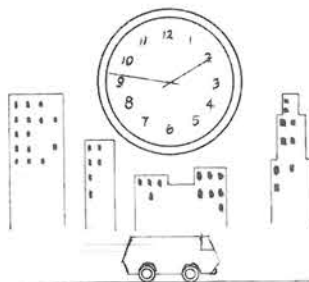
Specialized Training  
(up to 7 years)



Time on job



Stationery & Office  
supplies & equipment



Travel Time



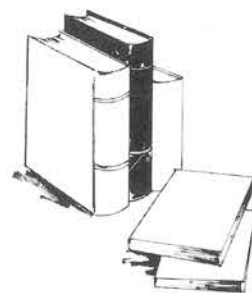
Light - Heat - Phone



Exchanging Parts  
included in  
warranty

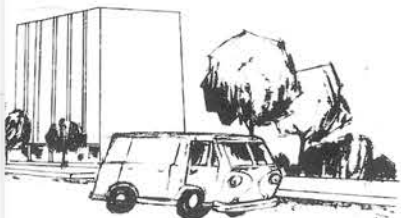


Employee Benefits

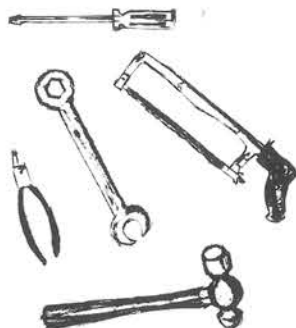


Reference Manuals

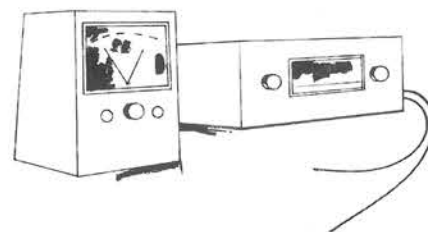
# DON'T COST — IT PAYS



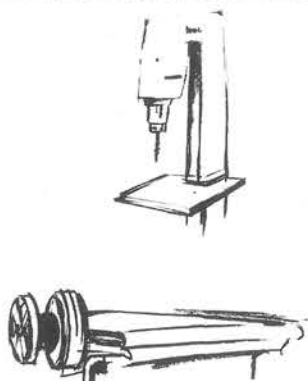
Transportation



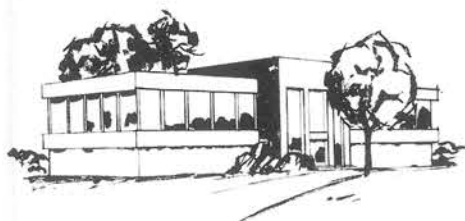
Specialized tools



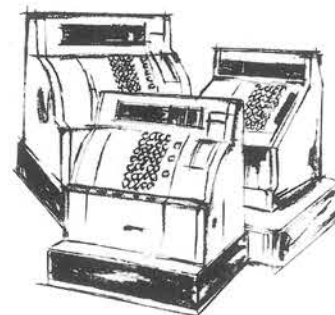
Accurate Testing instruments



Shop Equipment



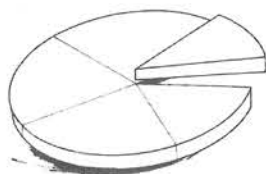
Office & Shop Rent



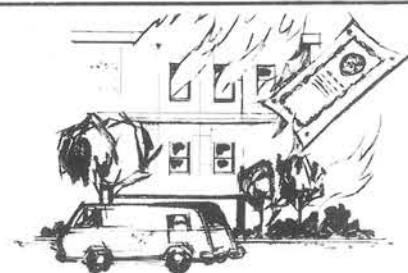
Service Loaners



Office help



Taxes — income, property, business, social security, unemployment compensation



Insurance — trucks, liability, fire, theft, property, workmen's compensation

It all adds up to an important investment by us to give you the assurance of prompt, efficient service and provide you with the best performance possible from your Cash Register.

**Good service doesn't cost — it pays!**



# ICRDA SPONSORS

**Amcom Corporation**, Dana Pekas  
Eden Prairie, MN

**American Power Conversion**, Christina Florio  
West Kingston, RI

**APG Cash Drawer**, Bob Daugs  
Minneapolis, MN

**Appleton Papers**, Dennis Wepfer  
Appleton, WI

**Assal Corporation**, Nasser Kashefi  
Walnut Creek, CA

**ATI-Prolunch Point of Sale**, Arlen Harris  
Nashville, TN

**Automated Papers Inc.**, Albert Jo  
Mississauga, Ontario, Canada

**Axiom Transaction Solutions**, Mark Basla  
Ithaca, NY

**BASS Inc.**, Bill Taggart  
Miamisburg, OH

**Berkel**, Douglas R. Laughlin  
LaPorte, IN

**Brandt**, Joe Petchulat  
Cedar Rapids, IA

**Bushnell Ribbon Corp.**, Jim Kinmartin  
Santa Fe Springs, CA

**C/Scan Inc.**, Michael JW Wilkinson  
Wallingford, CT

**Cache Box**, Chris Roberson  
Arlington, VA

**California Ribbon & Carbon Company**, Bob Picou  
Arcadia, CA

**Caltype Solution Inc.**, Mary Wetherell  
Columbia, MO

**CAP Automation**, Mike Burns  
Fort Worth, TX

**Card Imaging**, Diane Bromberek  
Willowbrook, IL

**Cary Peripherals Inc.**, Elizabeth Lajeunesse  
Nepean, Ontario, Canada

**CAS (USA) Corp.**, Bill Moutenot  
East Rutherford, NJ

**Cash Register Sales**, Tim Harris  
Minneapolis, MN

**Casio**, Lawrence W. Sampey  
Dover, NJ

**CCSW - Carda**, Harry Lee Chester  
Corpus Christi, TX

**CFS Leasing**, Ralph W. Homan  
Colorado Springs, CO

**Citizen-CBM America**, Jason Gellman  
Fort Lee, NJ

**CompuRegister**, Ted Ave-Lallemant  
Lake Ozark, MO

**Convertpac**, Gary Thramer  
Kent, WA

**Cyplex Inc.**, Robert Hall  
W. Hollywood, CA

**Datacap Systems**, Don George  
Chalfont, PA

**Datasym Systems Integrators**, Tim Fedoruk  
Brantford, Ontario, Canada

**Digicom International**, Dana Heidtman  
Hicksville, NY

**Digital Dining Menusoft**, Kay Branson  
Springfield, VA

**Donner Media Inc.**, Jim Check  
Greenville, WI

**Donovan Sales Ltd.**, Steve Donovan  
Vancouver, BC, Canada

**Eastern Ribbon & Roll Corp.**, Alvin H. Hausner  
Clearwater, FL

**ECR Software**, Peter Catoe  
Boone, NC

**Edgell Communications**, Trisha McCarthy  
Randolph, NJ

**EMAX International**, Sarah Ahmadinia  
Santa Fe Springs, CA

**Epson America**, Andrew Golden  
Torrance, CA

**ERC Parts**, Eric Hart  
Kennesaw, GA

**Foxfire**, David Carrington  
Dallas, TX

**Fujitsu General America**, Akihiko Ohashi  
Fairfield, NJ

**Gulf States Distributing**, James A. Manuel Sr.  
Dry Prong, LA

**Hawk Electronics**, Alan Konrad  
Wheeling, IL

**Hillside Electronics**, Michael Graves  
Worthington, MA

**HSI**, Jim Carlson  
Boca Raton, FL

**Ibertech**, Paul DiModica  
Hurst, TX

**IBM Corp.**, Bill Palladino  
Raleigh, NC

**ICL Retail Systems**, Don McGillivray  
Waltham, MA

**ID Technologies**, Aimee Garbison  
Brea, CA

**Indiana Cash Drawer**, Catherine Woods  
Shelbyville, IN

**Integrated Restaurant Software/RMS**, Diane Parenti  
Fort Lee, NJ

**International Ribbons**, William Hardy  
Scottsdale, AZ

**JCM American Corp.**, Carl Romagnoli  
Parsippany, NJ

**JTech**, Jay Tully  
Boca Raton, FL

**Keytech Imports Inc.**, David R. Lee  
Winnipeg, Manitoba, Canada

**Kyrus**, Mike Todd  
Greenville, SC

**Logic Controls**, Richard Koll  
New Hyde Park, NY

**Metrologic**, Mark Schmidt  
Bellmawr, NJ

**Microbiz**, Fred Lamoreaux  
Mahwah, NJ

**Micropos**, Tom Wright  
Newbury Park, CA

**Micros Systems**, Ed Chapel  
Las Vegas, NV

**Microsoft**, Judy Dulcich  
Redmond, WA

**M-Print**, George Brothers  
Suwanee, GA

**NCR**, Dale Jarrett  
Dayton, OH

**NCR Systemedia**, Michelle Hall  
Alpharetta, GA

**Nectron International**, Michael DuMoulin  
Sugar Land, TX

**Nimax**, June Tetevi  
San Diego, CA

**Olympia Business Systems**, Frank Canonica  
Jefferson City, MO

**Omron Systems**, Dianne Sierra  
Schaumburg, IL

**P.O.S. ProVisions**, Bruce Bean  
Bellingham, WA

**Paper Systems Inc.**, Lee Wagoner  
Springboro, OH

**PAR Microsystems Corp.**, Glen Carroll  
New Hartford, NY

**PC POLL Systems**, Dennis D. Powers  
Dubuque, IA

**Penstock/ECR**, Bill Cunningham  
Sunnyvale, CA

**PM Company**, Ronald E. Craig  
Cincinnati, OH

**Point of Sale Ribbons Corp.**, Laurie Miller  
Baltimore, MD

**Porelon**, Cheryl Short  
Cookeville, TN

**Posiflex**, Richard Yamaguchi  
Union City, CA

**Positive ID Wholesale**, Chris Witvoet  
Tonawanda, NY

**PowerVar**, Dennis Ver Mulm  
Lake Forest, IL

**PSC Inc.**, Mark Kjelland  
Eugene, OR

**PSP Products, Inc.**, Dimitrious A. Deslis  
Salt Lake City, UT

**Quality Retail Systems**, Matt Curley  
Schaghticoke, NY

**Rapid Transaction Interface**, Pat Jones  
Roselle, IL

**Retail Solution Providers, LLC**, Ed Viska  
Grandview, MO

**Rittenhouse**, Elspeth Forder  
San Francisco, CA

**RSM Systems**, Win Coutts  
Norcross, GA

**S.A.R.E.M.A. SPA**, Simona Collina  
Bologna, Italy

**S.A.S.I.**, Susan Maholic  
Bristol, PA

**Sanyo Fisher Company**, Edward T. Giannndrea  
Chatworth, CA

**Scan Glass**, Phil Gordon  
Chicago, IL

**ScanSource**, Mike Baur  
Greenville, SC

**Seiko Instruments USA Inc.**, Tony DiMarco  
Torrance, CA

**Sensormatic Electronics Corp.**, Tony D'Onofrio  
Boca Raton, FL

**Sharp Electronics Corp. (POS Division)**, Nils  
F. Janson, Jr.  
Mahwah, NJ

**SK Technologies**, Kristi Jackson  
Deerfield Beach, FL

**Specialized Business Solutions**, David Hunsinger  
Dillon, CO

**Squirrel Companies**, Don Goings  
Chicago, IL

**Swintec Corp.**, Linda Pick  
Moonachie, NJ

**Synchronics**, Phylis Gay  
Memphis, TN

**TEC America**, Peggy Guzik  
Atlanta, GA

**Tektra International**, Dennis Cavanaugh  
Portland, OR

**Telequip Corp.**, Barbara Cote  
Hollis, NH



**TelPar**  
Addison, TX

**Touch Industries**, Touch Industries  
Atlanta, GA

**Towa Meccs Corporation**, Yoshio J. Tada  
Tokyo, Japan

**Unitech America**, Beau Hresko  
Lakewood, CA

**United Roll & Ribbon**, Chris Molinaro  
Elk Grove Village, IL

**Uniwell Systems (USA) Inc.**, B.C. Winks  
Norcross, GA

**Vectron**, T.M. Contreras  
Tuscon, AZ

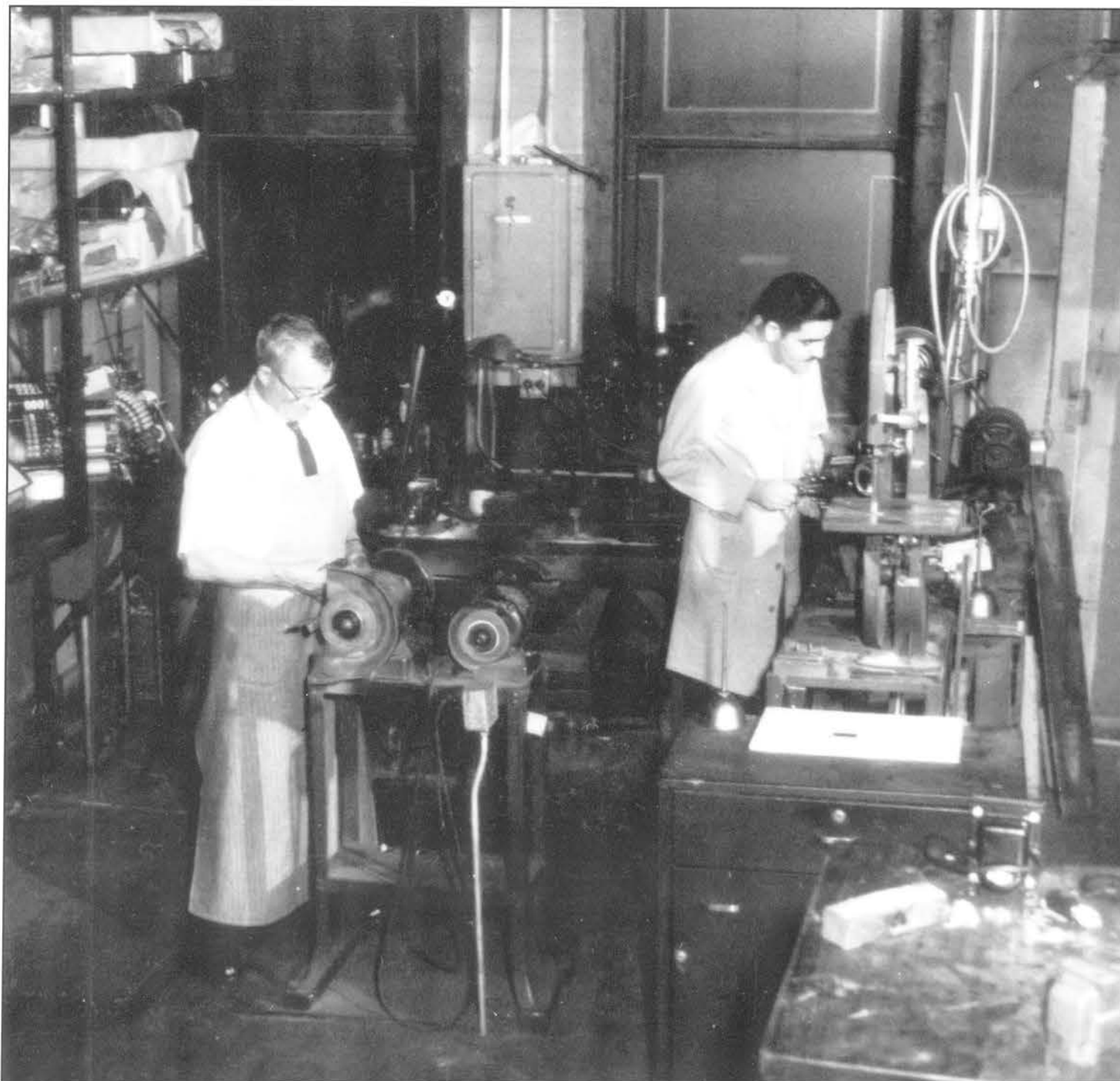
**Verifone**, Kevin Fulton  
Atlanta, GA

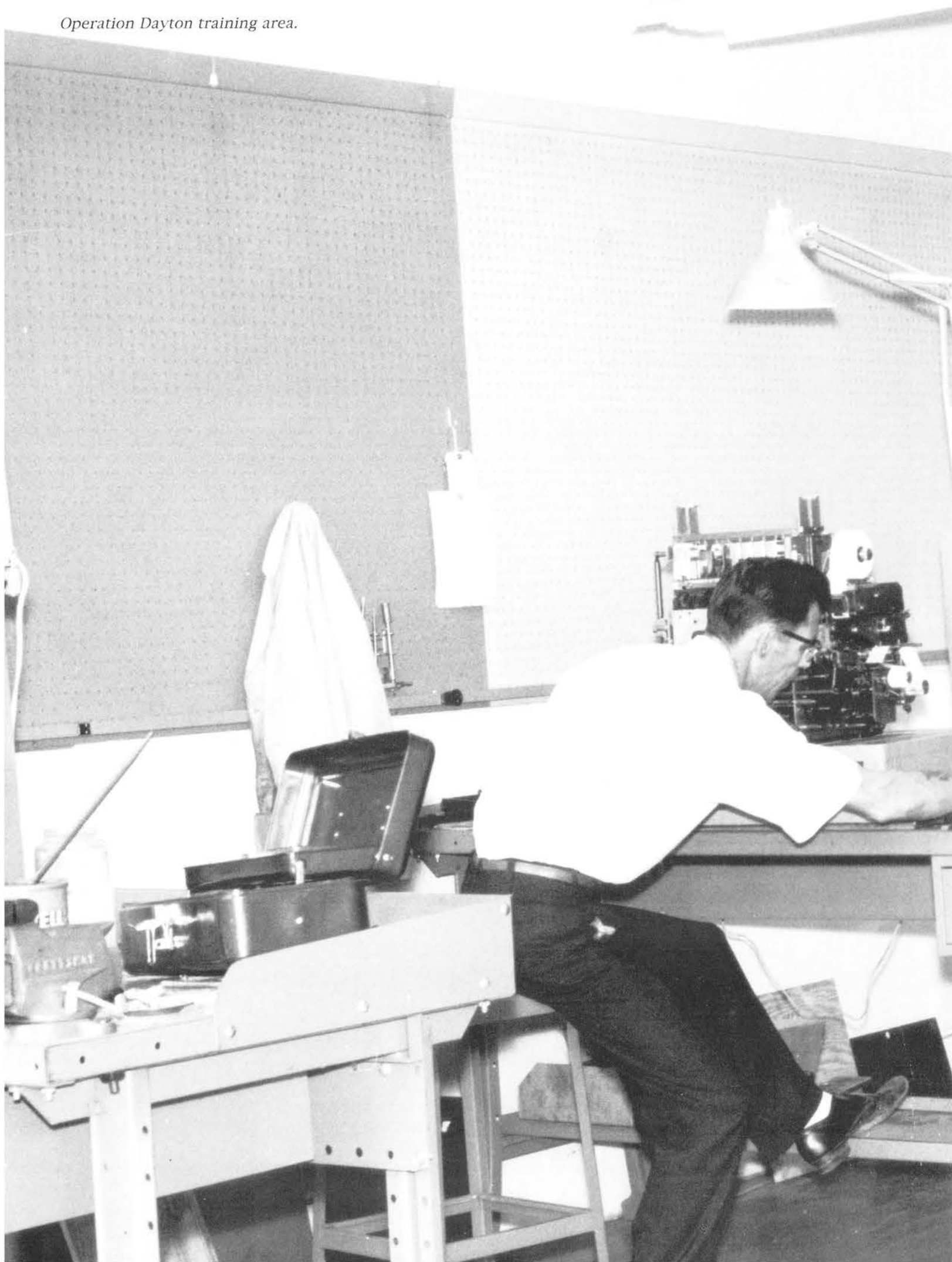
**Vertical Market Systems Inc.**, Matthew Raskiewicz  
Richardson, TX

**Viewmagic Inc.**, Joseph Hu  
Fremont, CA

**Vigilant Business Software**, David Probyn  
Toronto, Ontario, Canada

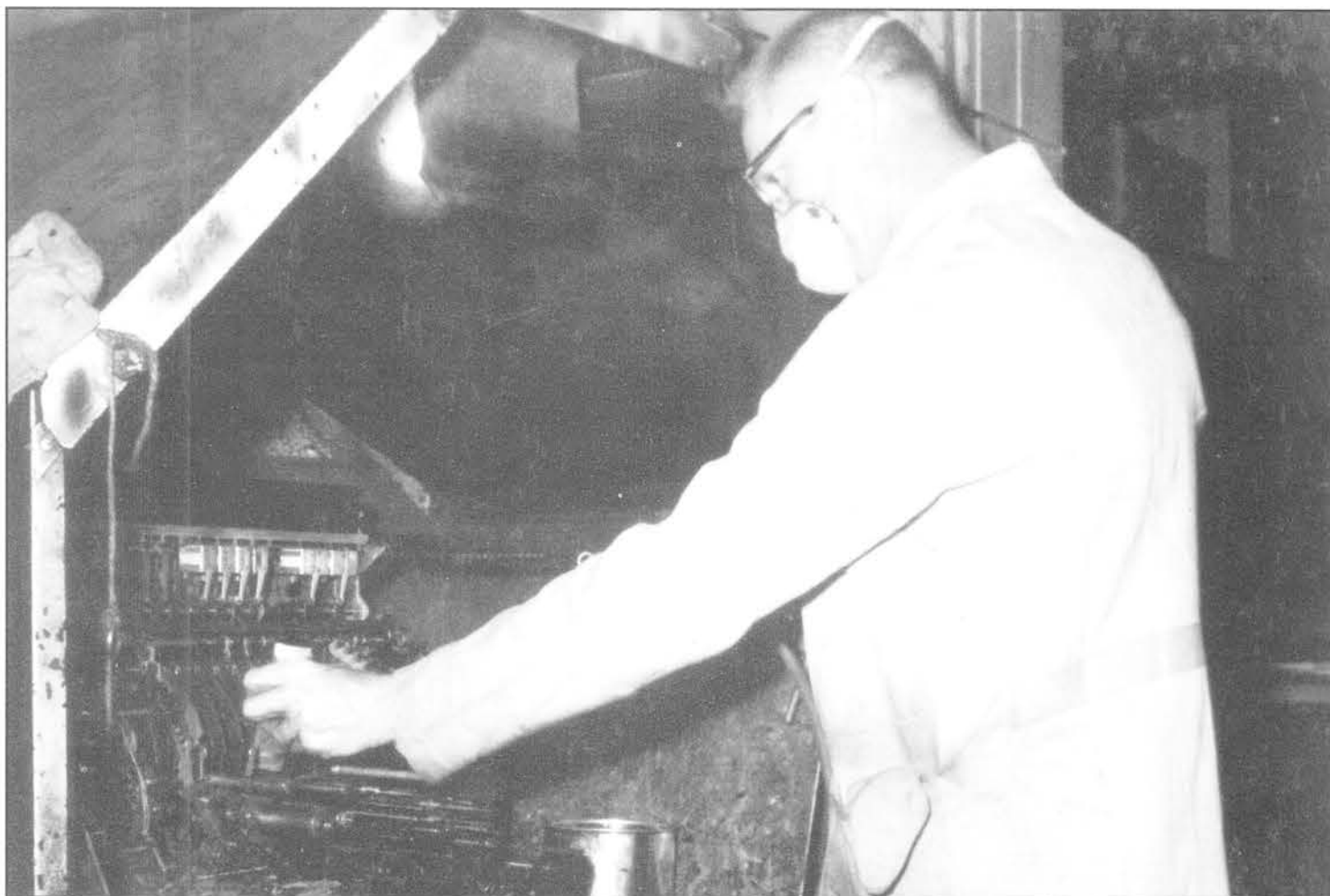
**Weigh-Tronix**, Jim Flint  
Santa Rosa, CA







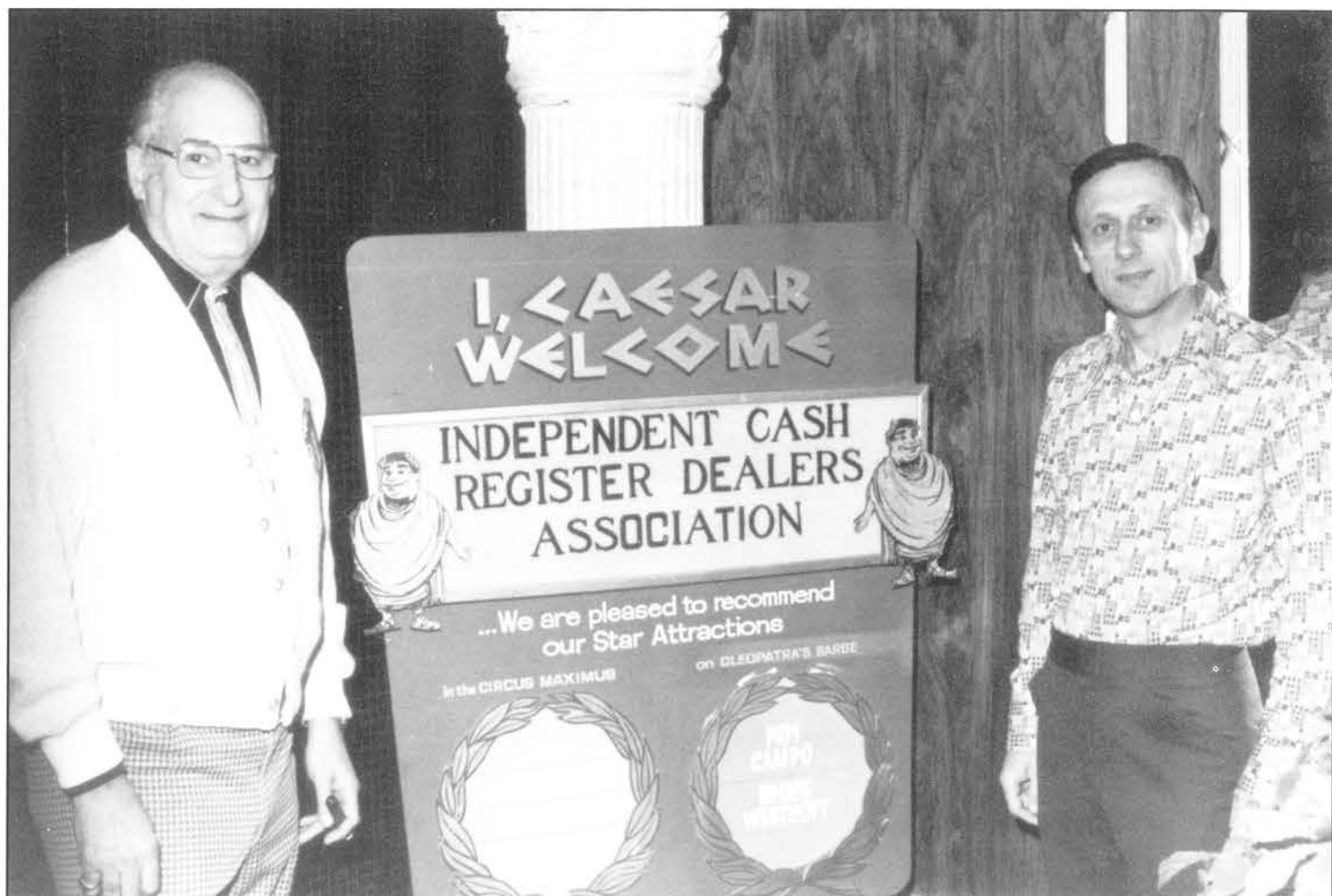




*Cleaning process in the overhaul of rebuilt registers.*



*Robert Wharton and Curt Kennington in a warehouse storage area.*



*A warm welcome from Caesars Palace. Stanley Hayman on left, with Curt Kennington.*



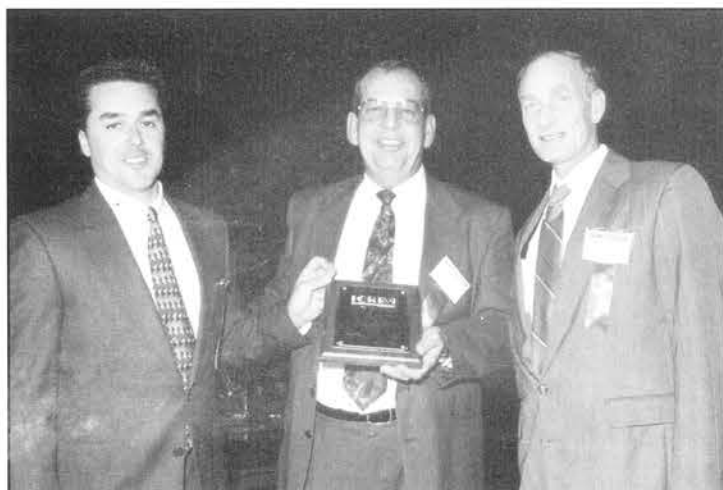
*Convention registration. The two ladies standing at left are Loretta Kennington and Charlene Adams.*



*Curt Kennington and Rolland Pfister.*



*Howard Hornstra presents Paul Roth Sr. with an award for his 18 years of service and contributions to ICRDA.*



*Kevin Lyle, Ken Boyd and Rick Smith.*



*John Jenkins and Mark Carroll.*



*Ken Boyd and Michell Hall.*



*Life members Bob Wharton and Paul Roth.*

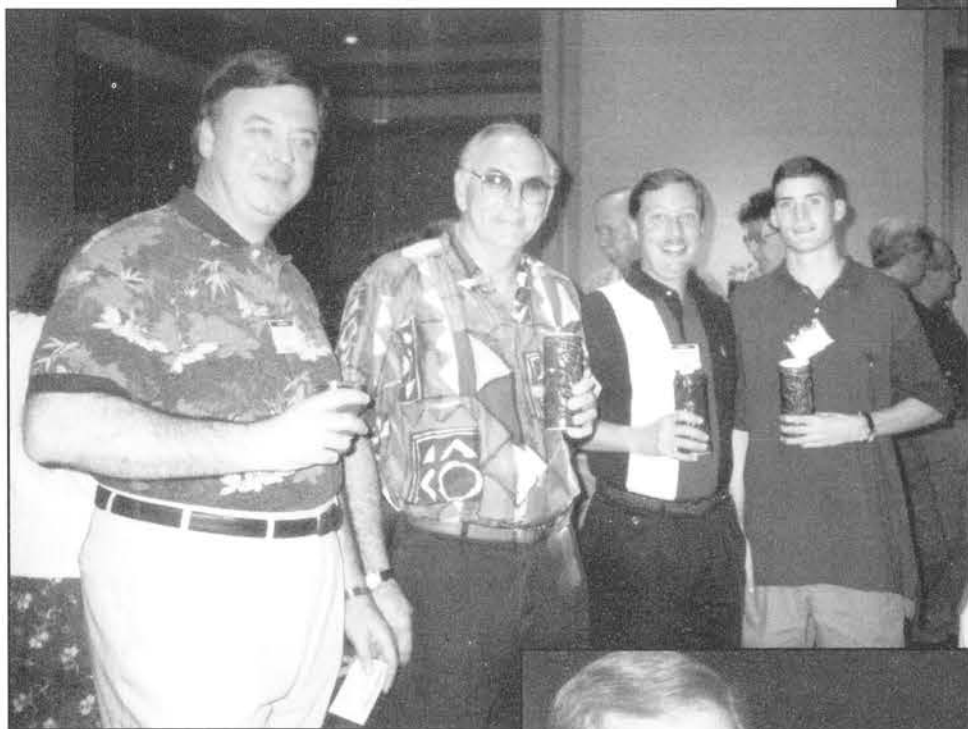




Clockwise from top left: Jim and Frances King; Bill Apple, Keith Dedmon, Ernie Rouse, and Bob Carver; Jim Culp, Sam Culp, John Caldwell, Lennie Weintraub, Dick Leslie and Jim King; Presidents Curt Kennington, Jim Hart, Jim Luckow, Fran Marx, and Jim King; Harry Tallmadge, Miller Huggins, Howard Luckow, Bob Carver, Seymour Weinstock, and Bob Wharton; Ernie Rouse and Charles Milwood.



*Harry Tallmadge Jr., Harold Chaklin, Jim King, Curt Kennington, and Dennis Malloy.*



*Above: John Jenkins, Jim Hart, Bill Gaar Jr. and son. At right: Al Hernandez (center) of Data World Business Machines.*



*Mark Carroll and family.*





*Refueling between meetings.*



*At right: John Flach, Loretta Kennington, and Dottie Flach.*





*Below: Cathy and Jeary Meyers with Linda and Eileen.*



*At left: Attending an Executive Committee meeting were, from left to right: (standing) Bob Wells, Stanley Hayman, Curt Kennington, Jim King Sr., (seated) Harry Tallmadge, Howard Hornstra, and Bernard Hellring.*

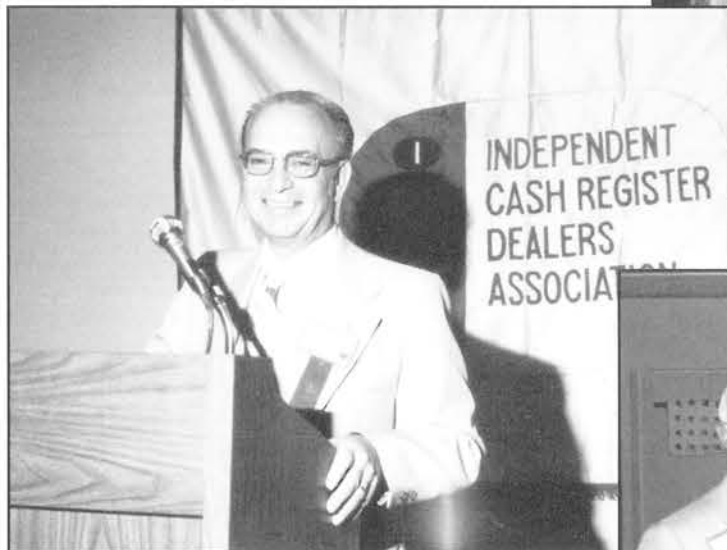


*At left: David and Terri Shaw.*



*At left: Jeary and Cathy Meyers.*





*President Ernie Rouse.*



*Stanley Hayman, Sam Culp, and Ozzie Ostenak.*



*Bernie Hellring, Beth Oranksy, Sally Hellring, Curt Kennington, Steve Dryfuss, and Dee Hellring Oransky.*



*Jim Luckow, Betty Luckow, Howard Luckow, Martha Luckow, Ann Wharton, and Bob Wharton.*





*Bob Wharton, Jim Bender, Taylor Matthers, and Howard Luckow.*



*Anne and Bob Wharton.*



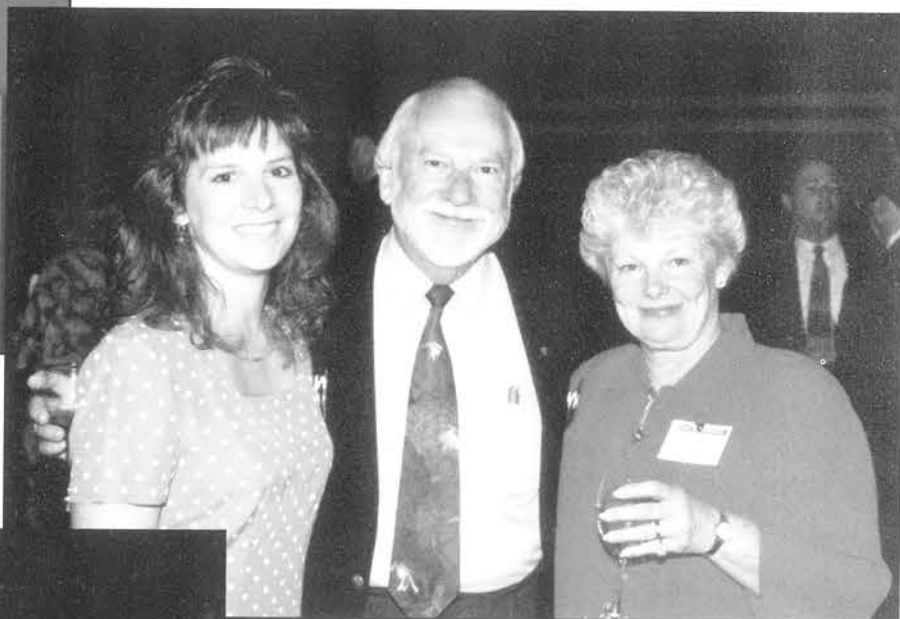
*At right: Fran Tarkenton speaks to the membership at the Vegas Convention, 1995. Below: Curt Kennington and Robert Wharton.*



*Above: Liane Graessle, Charlotte Atchley, and Norma McCarthy. At left: Ferd and Helen Ramspott.*



*At left: ICRDA attorney Charles Oransky. Below: Bob and Gay Diaz and their daughter.*



*At left: Ken and Randi Boyd.*







Front row: Curt Kennington, Jim King, Stanley Hayman, Frank Marx. Back row: Harry Tallmadge Jr., David Atchley, Gene Malloy, Howard Hornstra, Jim Hart, Jim Luckow.

ICRDA Seminar, left to right: Jim Luckow, Frank Marx, Howard Luckow, and Bob Wharton.



Ann and Harry Tallmadge Jr.



*Loretta Kennington,  
Rachel Kennington,  
Lianne Graessle, Ann  
Tallmadge, and Pat  
Hornsta.*

*ICRDA Board Meeting. Left to right: Bill  
Chrisman, Ken Bunch, Sam Culp, and  
Curt Kennington in back.*



*At right: Chris Koontz,  
Charlie Koontz, Francis King,  
and Jim King.*





*From top: Bob Wharton, Anne Wharton, and Harry Tallmadge Sr.; Life Member Bob Wharton; Ellen and Stuart Chait; Liane Graessle, Ken Koontz, and David Atchley; (seated) Ken Bunch, Ray Hornstra, Bob Carver, and Jackie Hornstra.*







*Above left: David Atchley, Frank Mark, Max Christopher, Corley Goldman, Bill Garr Jr., and Wayne Sharp in San Francisco, July 1990. Above center: Sponsor exhibits at the 1997 convention. Above right: Past presidents (left to right) Miller Huggins, Curt Kennington, Frank Terrell, and Bob Wharton.*



*Bottom left: Convention check-in with Charlene Adams and John Caldwell. Bottom center: Mark Carroll, Chairman of the Board, 1997. Bottom right: ICRDA in Hawaii, January 1997.*

