

THE INVENTION OF HOWARD JOHNSONS RESTAURANTS pdf

1: Howard Johnson - Wikipedia

Today's corporate eateries owe a lot to Howard Johnson the man, said Butler, who said Johnson developed the concept of kids' meals and boil-in-the-bag food. "Howard Johnson invented franchising.

Howard Deering Johnson was a struggling businessman in when he put a new twist on a favorite American treat, ice cream. Johnson seemed to have a keen eye for what Americans liked, and was able to combine elements of various styles of roadside dining into one package that would be appealing to the greatest number of people. From the early days of motoring, establishments sprouted along the roadways to feed travelers, but each of these had some drawback that hindered their growth. There were tea rooms, whose homey atmosphere appealed to women, but in this era it was usually men who were driving the car. There were diners, which men liked, but women were not likely to want to sit on a counter stool in the days before booth service was common. Finally, there were hot dog stands and other casual food stops, often operating out of shacks or other unsavory looking buildings, where the quality of the food was open to question. For his creation, Johnson borrowed a building type that was well-known and loved throughout New England: In the early years, there was some variation in the size and detailing of the buildings, partly because many of them were built by franchisees. As the s came to a close, however, the style became refined and more uniform: This handsome style fit well in the New England towns where Johnson opened his restaurants, but Johnson added a twist of his own: Not only were there 28 flavors of ice cream, there was a special ice cream scoop so that all the cone servings took on a distinctive shape. To deal with a large menu that tried to be all things to all people, the company pioneered the concept of processing and pre-portioning food in a central commissary. Another big part of the Howard Johnson mystique keyed into traveling and the open road, since their restaurants were sited primarily to serve travelers. At home, you went to a local place or ate at home. Having built a successful business and having become a millionaire in the midst of the Great Depression, the future seemed great for Howard Johnson. The large travel plaza at South Midway was an immediate hit, and Sunday drivers would head on to the Turnpike just to have dinner at Midway. World War II slowed the company for a while, as the reduction in travel brought about by the war and gasoline rationing forced most of the restaurants to close. When the war ended, however, Americans who had just been through a war and a depression celebrated the prosperous postwar years by taking to the highways. The familiar cupola and dormers remained, but the roofline was lower than before and had switched to a hip roof design. The modern windows on this restaurant tended to downplay the original Colonial style just a bit. The building design was strikingly similar to the Mount Vernon Motel pictured above, but added a red brick facade to the Colonial with cupola style. Meanwhile, the construction of new toll highways continued at a rapid pace in the postwar era. Following the success of the Pennsylvania Turnpike, new toll roads were opened in other states, including New York, New Jersey, Connecticut, Massachusetts, and Indiana. This proved to be a winning strategy for the company, positioning the company name alongside the forces of modernity and progress. Colonial architecture seemed a little incongruous for a company promoting newness and modernity, however, and the company was rapidly expanding into other parts of the country where the design seemed out of place. Therefore, the new restaurants followed a prototype designed by Rufus Nims featuring a hip roof with a wide overhang and no dormers still brilliant orange, of course and much larger plate glass windows, running floor to ceiling in the counter area. Clapboards gave way to stucco, but the restaurant was still painted white. The cupola design went through several variations in the s before settling on a design with fins at the base topped by a sleek turquoise pyramid with a Simple Simon and Pieman weathervane. Host of the highways: These orange roofs sprouted at Exit 6 of the new Adirondack Northway Interstate 87 in Latham, NY soon after it opened in the late s. Adding the town name above the logo next to the entrance gave a sense of place to a restaurant that looked identical to hundreds of others across the country. Most of these were removed during s remodelings, but this one in Greenfield, Massachusetts survived until However, the entryways were frequently remodeled in a style matching that of the new restaurants. The lodge building above retains its original styling, but is presently unused and deteriorating. Below right, the original motor lodge gatehouse remains in place behind an add-on stucco

facade. The original orange roof tiles remain in place, and you can see the spot on the ridge where the cupola used to be. Today, this motor lodge is no longer part of the Howard Johnson chain. The still-closed orange roofed restaurant below left remains in place and the gatehouse below right has been re-roofed in a different color. The company went public, and Howard D. Johnson passed control of the company to his son, Howard B. However, a few small leaks were beginning to develop in that brilliant orange roof. A second gable was added to the front of the building, resulting in a T shaped floor plan. The rest rooms were to the immediate right of the entryway. This restaurant opened in Plattsburgh, New York when the Adirondack Northway Interstate 87 was completed in the late s. Today this is a 99 Restaurant. Social critics of the s were questioning the conformity of the s, and a large chain of lookalike restaurants proved an easy target. The younger Howard Johnson assumed control of a company that had become large in a relatively short time, and lines of supervision were not always clearly drawn. In the early days, Howard D. Johnson would often pay surprise visits to his restaurants to make sure his standards were being kept, but the chain had grown so large that this was no longer possible. But, as more and more travelers experienced mediocre meals in deteriorating surroundings served by indifferent help, ultimately this cost the company. More successful was the Ground Round , a casual restaurant chain that survives today under separate ownership. One restaurant segment that saw phenomenal growth in the s went little noticed by the company: Some big changes were just around the bend, however. One of the biggest changes was increased competition. By now, dozens of restaurant and fast food chains had staked their claim off the exit ramps. In the s, when orange roofs already stretched from coast to coast, the few new restaurants that were built followed a new design. Young Howard Johnson had more of a reputation as a cost-cutter than an innovator, and this boxy design with fewer windows reflects the new need for energy conservation. The soaring rooflines and visual fronts of the stylish earlier designs were gone. Imperial continued to operate the still-large chain of restaurants and hotels with few changes. This, too, was about to change. The Turnpike Commission used this opportunity to bring fast food chains to the Turnpike on a trial basis, and they were an immediate success. But the biggest change of all came shortly afterward in , when the Imperial Group sold the assets of the Howard Johnson Company, except for the Ground Round chain, to Marriott Corporation. The lodging chain kept the Howard Johnson name, and continues today as a unit of Wyndham Worldwide. A new logo was unveiled in , keeping familiar blue and orange colors but putting the Howard Johnson name in script-like lettering. Logos through the years: The one at left represented the chain through its glory years and into the s. The center one dropped the apostrophe-S and was used by the lodging chain until Also, half of the legendary orange roof was changed to gray and the cupola was removed. It closed in Photograph courtesy of Rich Kummerlowe Franchise Associates brought a familiar logo out of retirement to represent their organization: Simple Simon and the Pieman, which had been around since the s but retired in the s. And at the restaurants themselves, there were hopeful signs that things were moving in the right direction. Inside, nostalgia was the drawing card: Others simply closed and were demolished or converted to non-restaurant uses. That year brought a slew of closings, including restaurants in Millington, Maryland and Bay City, Michigan. Franchise Associates itself ceased to exist when the last restaurant it owned, located in Springfield, Vermont, was closed and demolished. Today Howard Johnson hotels are lost among the many low end hotel brands controlled by Wyndham â€” Days Inn, Super 8, Microtel, and Knights Inn among them â€” and many operating Howard Johnson properties are merely a rebrand of a hotel built for another chain. The original motor lodges with their distinctive design have succumbed to age, remodeling, and often demolition. Will there be a brand refresh, and will it succeed? Only time will tell. The Butler family decided to close their restaurant in Lake Placid, and John LaRock reopened the Lake George restaurant which had been closed for three years. Get your fried clam strips and ice cream while you still can.

2: Owner of last Howard Johnson's restaurant charged with sexual abuse | www.enganchecubano.com

In January, news broke that the restaurant and the associated acres of real estate were up for sale, making the fate of the last Howard Johnson's more tenuous than ever.

Economists talked about "an era of prosperity" and the future seemed nothing but bright. However, the outlook for 27 year-old Howard Deering Johnson was not so bright. The store was a money loser. Still, Johnson felt he could make it work. The first thing he did was send out delivery boys to sell newspapers in nearby communities. Sales went up, then Johnson turned his attention to the soda fountain. The store sold just three flavors of ice cream-vanilla, chocolate and strawberry. Johnson believed the number of flavors should be expanded, but first, he was determined to improve the quality of the ice cream he was selling. Using an old-fashioned freezer in the basement, he began cranking away by hand and experimenting to develop the best product possible. By doubling the butterfat content and using only natural ingredients-Johnson came up with what he thought was a superior ice cream. His customers thought so, too, and soon they were standing in lines outside his establishment. The demand led to expansion and soon he was selling his ice cream at stands on nearby beaches and other locations. In three years, his debts were overcome and his business was a success. He added frankfurts, hamburgers and other foods, carefully making sure of the best quality of content and preparation. His little store had become a restaurant and Johnson then decided that the food business was a way to greater success. In 1925, he opened another restaurant, in downtown Quincy, Massachusetts, and began planning further expansion. Johnson had envisioned a chain of restaurants which would have the confidence of travelers. He believed the automobile would change the face of America and he foresaw better roads and more people on the move who would want good food at sensible prices. Then, he conceived a new idea-franchising. The idea worked well for both men, and Johnson made similar agreements with others. That was the beginning of restaurant franchising, a system that has since been replicated by countless others. The first turnpike restaurant in the U.S. The company soon became the leading tollroad operator in the country. Business boomed and the Howard Johnson Company continued to grow. Most of the restaurants closed and the Company faced bankruptcy. Johnson kept the Company alive by providing food for military installations, defense plants and schools. When the war ended, most of the restaurants reopened and new ones were built. The trend toward a scarcity of skilled chefs had already come into focus and steps to cope with this labor shortage had to be taken. Johnson pioneered the new convenience food concept of processing and pre-portioning food in Company-operated central plants and shipping to restaurants for final preparation and cooking to insure high quality standardized food service. Each restaurant was topped with a bright orange roof so the traveler would immediately recognize the restaurant. A pre-sold name in which the motorist placed confidence, soon became a combined dining and one-stop overnight convenience. In 1954, Howard D. Johnsons passed the reins to his son, Howard B. Despite this growth, competition from fast food chains and other, new emerging chains had cut into HoJo business. An effort with new management teams, new restaurant concepts and millions of dollars failed to rejuvenate the chain. Also, hotels called 3 Penny Inns failed to catch on. The hotel system is owned today by Cendant Corporation, and has approximately 1000 locations. Because the HJ Restaurant franchisees had worked for decades to develop their local business, there were obvious concerns about the long-term viability of the restaurant system. In 1985, a group of franchisees, led by former U.S. Attorney Griffin Bell, sued Marriott and Prime. A settlement was reached that allowed the franchisees to form their own company, Franchise Associates, Inc. In 1986, that prototype closed. There are currently 9 HJ Restaurants. These closings leave only two HJ Restaurants. Unfortunately, this never materialized, as La Mancha ceased to exist, and hope is dimming for any revival of the storied chain. This page is in no way connected to or represented in any way by Wyndham Worldwide, owner of the "Howard Johnson" brand.

3: Howard Johnson's - Roadside Fans

Slowly the number of Howard Johnson's restaurants began to dwindle. The original franchise in Orleans would become Adam's Rib in before changing to Fog Cutter. Today it is the Lost Dog Pub.

Their beginning was mine; their reputation was mine to preserve. Ten years ago I was operating a small news stand in Wollaston, Massachusetts. I was repaid for my efforts by the enthusiasm with which people bought my ice cream – bought it so fast that I and the hand-operated freezer could not keep up. Day after day more automobiles hurried along the highways, and more highways were built to accommodate them. America was on wheels, driving farther, stopping more often to eat away from home, away from the cities and their downtown restaurants. Where did they stop to eat? Well, you remember the first roadside stands which were thrown together to push carelessly-cooked food at the hungry motorist. And again I was right. People did like the better food, and they did come back, again and again. Because of this increasing patronage, the next year I was able to build two more shops and serve other dishes. But I moved slowly; no food was added to the menus until I was satisfied that people wanted it and that I could prepare and serve it to suit them. Once found, the accepted recipe and method became a strict formula, followed to the letter in every one of my shops, as are my standards of quality, attractiveness and cleanliness. This uniformity has, I believe been one of the strongest aids in the rapid growth of the business throughout New England, so that still the name of Howard Johnson means "the man who operates our favorite roadside eating-place. To the young men and women who started out with us, worked so hard and grew with the business we give a full share of the credit for success. Simple Simon and the Pieman trademark developed by artist John Alcott Although his orange roofed empire began in Quincy, Howard Johnson lived in Milton from until his death in Hallowell expressed the hope that Mr. Johnson would be as happy in the house as Mr. Hallowell then rose from his fireside chair, smote Mr. Cleveland Amory Howard Johnson once remarked "I never played golf. I never played tennis. I never did anything after I left school. I ate, slept, and thought of nothing but the business.

4: Howard Johnson Goes From 1 Restaurant to and Back - New England Historical Society

Howard Johnson's, or Howard Johnson by Wyndham, is an American chain of hotels and motels located primarily throughout the United States and Canada. It had also once been a chain of restaurants for over 90 years and name widely associated for that alone.

Just the mention of the name brings to mind bright orange roofs with aqua cupolas, clam strips, frankfurts and, of course, ice cream. From modest beginnings as a soda fountain in Quincy, Mass. At its peak it was the most popular restaurant in America. Now it is back down to one remaining store in Lake George, N. Born of the Roaring s, walloped and nearly toppled during the Great Depression , resilient and lean during the war years, and booming again into the s. It finally faded away under a corporate ownership that passed the name from hand to hand through a series of financial transactions. While the Howard Johnson motel chain still carries on the name, the restaurants appear headed for the history books. But what a run they had. Wrestling with the question of how to increase sales, he believed improving the ice cream was the answer. So he took matters into his own hands, literally, making his own ice cream with more butterfat content and better ingredients. The results were a hit. Soon he had to wrestle with the challenge of long lines at his Wollaston store. He also had to keep the homemade flavor while creating it in greater and greater quantities. A second store in downtown Quincy soon followed, and Johnson began dreaming of an empire. The stock market crash of put his plans on hold, and he worked hard to just keep the stores operating. But he soon stumbled on a new concept. They agreed Howard Johnson would supply the name and the products and his partner would sell them. Visitors to the beaches of Cape Cod were thrilled to see the familiar name from the South Shore. The new outlet was a success. Simple Simon, Super Success In the s, Johnson would create the logo that would stay with the restaurant forever. The brand soon moved into Connecticut, and Howard Johnson was on a roll. He created the Howard Johnson Bible to instruct franchise managers and employees how to run the restaurant in meticulous detail. It covered everything from food preparation to dress and decoration. Johnson tested all the recipes down to the last detail before he rolled them out to the restaurants. The lessons of his early experiments with ice cream stayed with him. He wanted to ensure the homemade taste survived the process of scaling up from one meal to thousands of meals before he shipped them off to his partners. He bought the idea from the brothers and made an arrangement for them to provide the clams for all his restaurants. The Soffron brothers business grew to seven processing plants, stretching from Nova Scotia to Maryland, to meet the demands of the growing Howard Johnson empire. His food supplies were needed by the troops. His business went into hibernation, as most of the restaurants closed, and he focused his efforts on supplying food to the military, defense plants and schools. He believed weary travelers would throng to his restaurants to find an echo of home in their familiar comforts. A workaholic, he married four times and maintained homes in Manhattan and Milton, Mass. He was chauffeured in a black Cadillac with the license plate HJ Understanding that car travelers were the key to his business, Howard Johnson bid on and won the rights to operate his restaurants on the New Jersey and Pennsylvania Turnpikes. Throughout his rise, Howard Johnson consistently tried to keep the business fresh, often showing an eye for young talent. He chose interior designer Sister Parish , who would later work on the White House , to create the interior decorations of his restaurants in the s. Christian Dior would later design waitress outfits. And of course he paid close attention to the chefs who made the menus. In , as American tastes were growing more sophisticated, Johnson saw the need to add a French influence to his menus. He approached chef Pierre Franey , later the New York Times food columnist, and hired him away from the restaurant to be his vice president in charge of developing new menu items. Jacques Pepin Franey knew his coworker at the restaurant, Jacques Pepin , was also unhappy there. And he persuaded Pepin to join the company with the offer of regular hours and pay. In his memoir, *The Apprentice: My Life in the Kitchen* , Pepin recalls the challenges of creating recipes that would produce 3, gallons of clam chowder at a time. Her comedy routine about the regimented starched uniform and paper cap she had to wear became one of her signatures. This third blow to the company was too much for it to overcome. The gas shortages kept people from travelling, and the recession stripped them of their spending power. Johnson died in His son Howard

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Brennan Johnson, was now head of the company. He tried to cheapen the menu. Then he tried expanding the business with new restaurant brands and had some success. In he decided to sell the company, with its more than 1, restaurants roughly 25 percent still in the hands of franchise holders. They would soon learn. Marriott had no interest in the restaurants and spun them off. There is now only one left. This story was updated in

5: 3) Howard Johnson's™s from The 11 Biggest Failed Chain Restaurants Slideshow - The Daily Meal

At its height in the s, Howard Johnson's had more than 1, restaurants and was the biggest food chain in America. Only the army fed more people. Now, only one is left.

Johnson was surprised to find it easy to pay back the money lent to him, after discovering his recently installed soda fountain had become the busiest part of his drugstore. Eager to ensure that his store would remain successful, Johnson decided to come up with a new ice cream recipe. Regardless, the new recipe made the ice cream more flavorful due to an increased content of butterfat. Eventually Johnson came up with 28 flavors of ice cream. Johnson is quoted as saying, "I thought I had every flavor in the world. The stands sold soft drinks, hot dogs, and ice cream. Each stand proved to be successful. With his success becoming more noticeable every year, Johnson convinced local bankers to lend him enough money to operate a sit-down restaurant. Rather than fight the mayor, the Theatre Guild moved the production to Quincy. The five-hour play was presented in two parts with a dinner break. Howard Johnson entered the airline catering market segment. Howard Johnsons restaurant entrance with emblematic weathervane. Johnson wanted to expand his company, but the stock market crash of prevented him from doing so. The second restaurant was franchised and not company-owned. In less than 14 years, Johnson directed a franchise network of over 10, employees with restaurants, many serving 1. The effects of war rationing had crippled the company. Johnson managed to maintain his business by serving commissary food to war workers and U. When the Pennsylvania Turnpike , and later the Ohio Turnpike , New Jersey Turnpike and Connecticut Turnpike were built, Johnson bid for and won exclusive rights to serve drivers at service station turnoffs through the turnpike systems. Entering the hotel business[edit] HoJo motor lodges used a lamplighter character lighting a lamppost with the Simple Simon character pointing to the light. This was one of the first nationwide restaurant chains. While many places sold "fried clams", they were whole, which was not universally accepted by the American dining public. They became popular to eat in this fashion throughout the country. The company employed architects Rufus Nims and Karl Koch to oversee the design of the rooms and gate lodge. Nims had previously worked with the company, designing restaurants. Segregation and desegregation[edit] While the landmark Brown v. Board of Education decision by the United States Supreme Court in struck down segregation in public schools; the segregation and maintenance of whites-only public facilities continued in other domains, including the Howard Johnson chain. Johnson bought the Wayland Red Coach Grill and subsequently used it as the model for a new concept, a more upscale steakhouse restaurant chain called Red Coach Grills. It proved to be successful. One of the big mistakes that the chain made was to eliminate name brand cola and replace it with Hojo cola. This drove away families with teenage children who rejected this inferior cola with their dinners. The company also suffered from two infamous incidents at a property in the New Orleans Central Business District within 18 months of one another. The first was a July fire, set by two irate guests who had been kicked out of the hotel, which killed six people. He also wounded policemen, firemen and civilians. Her rapist was never found. Johnson attempted to streamline company operations and cut costs, such as serving cheaper food and having fewer employees. In Imperial recruited G. After four years, however, and despite evident progress in a turnaround, Imperial reversed course and decided to sell the company instead. Note the adjacent former motor lodge, now occupied by Econo Lodge. Marriott was interested in the company-owned restaurants not as a going concern, but for its real estate. Marriott already owned Big Boy Restaurants and Roy Rogers Restaurants ; in , it acquired Host International , which had operated a number of highway rest stops. Many of the established Howard Johnson sites were in prime highway locations which could be profitably converted to Big Boy or various fast food banners. Marriott left all company-owned and franchised motor lodges untouched as the deal called for them to be sold a year later in to Prime Motors Inns, an existing franchisee with 63 motels. They successfully obtained all the rights to operate and maintain the company owned and franchised lodges. With these rights maintained, they changed their name to "Howard Johnson International Incorporated," which became a subsidiary of "Hospitality Franchise Systems Incorporated," which eventually merged with other companies to form Cendant. In , Cendant split itself into Wyndham

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Worldwide and three other companies. Wyndham operated the Howard Johnson brand under many "tiers" based on price, level of amenities, and services offered. As these properties were not originally constructed as Howard Johnson sites, they lacked the distinctive architecture and some had no restaurant at all. Because Marriott eliminated all the company-owned restaurants, the owners of the franchised restaurants feared elimination and banded together in and created "Franchise Associates Incorporated" or FAI. As early as , FAI chairman George Carter acknowledged that "We have the concept, but it desperately needs to be modernized, internally and externally. Howard Johnson was allowed to become tired and stale. We must get rid of that plastic image Anything can be salvageable if a great deal of time and money and effort is put in it. And Howard Johnson needs all those same things. A combination of no vision, no reinvestment of capital, aging restaurants, a stale menu, lack of marketing or new ideas, and competition from other chains had taken their toll; restaurants were closing their doors. In , Cendant sold them to La Mancha Group LLC, [30] which had proposed an aggressive expansion of the restaurant chain that never materialised. Cendant split into four smaller companies in ; its hotel group became Wyndham Worldwide while other pieces were spun off separately to become Avis Budget Group , Realogy , Travelport and Affinion Group. While the highest tier in the hotel franchise HoJo Hotel Plaza does include a restaurant, there is no requirement that these replicate menus, format or branding of the former Howard Johnson restaurant chain. On March 31, , the Lake Placid, N. Then in September , the Bangor restaurant closed, leaving the Lake George restaurant the very last location remaining out of the original 1,plus. The restaurant is currently operating on limited hours, serving only breakfast and lunch. In the scene where the Russian scientists share a drink with Dr. However, exteriors were actually shot in Baldwin Park, California. The character named Howard Johnson was played by John Hillerman.

6: Visiting the last surviving Howard Johnson's - CBS News

Howard Johnson's These restaurants were notoriously right off the highway. There were once locations, but its final store in Lake George, New York in after the owner was charged for sexual harassment from 14 former employees.

7: There Will Soon Be Just One Howard Johnson's Left

Howard Johnson's, founded near Boston in by Howard D. Johnson, was once the biggest restaurant chain in the country, with roughly a thousand locations nationwide during the s.

8: Drive-in Restaurant

Again, Howard Johnson had a goal: each Howard Johnson's customer should experience the same high quality and the same foods. He believed weary travelers would throng to his restaurants to find an echo of home in their familiar comforts.

9: Steven Caney's invention book. (edition) | Open Library

A year later, one of the first Howard Johnson's Restaurant in Connecticut was opened by Irving Carter, on Route 1 in Milford, CT. That restaurant remained open as a HoJo's until During the last years of the 's, the number of HoJo's Restaurants grew to more than along the Atlantic coast all the way to Florida.

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Dont be surprised! Kripke on Wittgenstein on normativity George M. Wilson Stark county and its pioneers. The poetry of du fu The tearful and tragical tale of the tricky troubadour, or, The truant tracked Dinah Zikes big book of books and activities The Sons of the Fathers On the optimal provision of merit goods Greek, Classical Vocabulary Cards All that we can be Advanced FIT design options The Royal London Hospital Kai lai chung elementary probability theory The prosperous retirement The effect in national law of the European Convention on Human Rights Jerry Lee Lewis Last Man Standing Songbook The intellectual war on science Dry clean price list Front engine rear wheel drive Broadways Best Vol. 16 Energy gaps and pro-trend shocks Valley of secrets Lost worlds romance Aethra vega x3 manual Proposed legislation to authorize a political status referendum in Puerto Rico History of my heart (1984) Besides, she reasoned, Leo was safely home in England. She certainly never expected he would return to So 101 stories for foreigners to understand Chinese people Cake decorating business plan sample Course ILT: Visio 2000 Professional Objective general english by sp bakshi Liberty, community, and justice Theological Anthropolgy (Sources of Early Christian Thought) S. Luo, J. Yan, and Q. Zhang Part 4. Gene Expression Competition and Resource Partitioning in Temperate Ungulate Assemblies (Wildlife Ecology and Behaviour Se Bushs role models Post-Industrial East Asian Cities Memorandum 3: the Cheshire-cat factor Greater Portland adventure guide