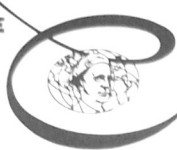


THE



MEMORIAL ISSUE

Caravanner


A PAPER PUBLISHED  
BY AND FOR THOSE  
WITH A SPIRIT OF  
TRAVEL-ADVENTURE



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MEMORIAL ISSUE

BAKERSFIELD, CALIFORNIA



"Don't stop. Keep right on going. Hitch up your trailer and go to Canada or down to Old Mexico. Head for Europe, if you can afford it, or go to the Mardi Gras. Go some place you've heard about, where you can fish or hunt or collect rocks or just look up at the sky. Find out what's at the end of some country road. Go see what's over the next hill, and the one after that, and the one after that."

Wally Byam

# WALLY BYAM'S TRAILERS SHABE LEGALY:

## Wally taught a generation of Americans they could go Anywhere on earth in security and comfort by trailer

By Frank Palmer

"Don't stop. Keep right on going."

"Hitch up your trailer and go to Canada or down to Old Mexico. Head for Europe, if you can afford it, or go to the Mardi Gras."

"Go some place you've heard about, where you can fish or hunt or collect rocks or just look up at the sky. Find out what's at the end of some country road."

"Go see what's over the next hill and the one after that, and the one after that."

This is the message and the legacy of Wally Byam, who is gone.

The words, typically simple and direct, were Wally's answer to a caravanner who asked in 1959, "Wally, what are we going to do while you're in the hospital?" They are what Wally would say now to all of us.

They help us to accept the simple sad fact: Wally passed away quietly in his Los Angeles home July 22, 1962. He had been ill of cancer for three years but for several months there had been no pain.

Wally is survived by Stella and a grown stepson, John Hall. They and a few intimate friends accompanied him to his final resting place at Forest Lawn Memorial Park.

Those who loved Wally and wish now to honor him are requested to do so through contributions to the Wally Byam Foundation. How this can be done will be told in another place.

The best eulogy to Wally Byam is a description of the man and of what he did. Wally taught a generation and more of ordinary persons how to travel to the near and far places of the world.

He provided them with a mechanism in the form of a travel trailer which he offered for sale. More basically, however, he gave them a concept, an idea, a dream come true. He taught by showing them that they could bring home with them on their travels, near or far, and that they could feel at home wherever they went.

Wally's devotion to the concept of free and comfortable travel by trailer was nothing less than the instinctual way by which he built a legacy. It was to be and now is a legacy composed of the sheer benefits, the joys and satisfactions of others.

Wally Byam was a man in motion, a mover of persons and things, a center of action and excitement. He was somehow free of the usual weaknesses and restraints of modern man—the un-

reasoned need to conform, the desire for high status, the craving for the necessary. He was an ordered man, the order coming from within him. He knew where he was going and almost all, why.

Wally was one of those people who create a stir of excitement when they enter a room. He was a little bigger in person than most people. When he spoke people became silent and listened. When he made a suggestion people felt that he was probably right—and he was. When he gave an order—however outrageous it sounded—at first—it somehow it was carried out. And it was good.

Where Wally Byam led people eagerly followed. Somehow in following him they became better able thereafter to lead themselves. Perhaps this was because he had a way of expecting and getting—and most that was in a man.

How Wally Byam happened to choose the motorhome, the vehicle, which inclined him in this direction is surely contained somehow in the story of his life. But here there is a snag. Wally Byam was an extremely verbal and communicative man. To many he appeared to be an egotist. The fact is that could rarely be brought into a direct discussion of his own life.

He was often interviewed by reporters including this one, during his many caravans and between. He always parried questions about himself with the promise—which we now know he never intended to keep—to "write it out and send it to you later." We must be satisfied with information obtained indirectly.

Wally Byam was born on July 4, 1898, near Baker, Ore. His father, Willis Bertram Byam, is described as a large, handsome man with a flair for gentlemanly showmanship as expressed in his fine horses, buggy and Dalmatian dogs.

Some say that Wally resembled his father in his sense of the dramatic even though the elder man died while Wally was little more than an infant.

Wally's mother was not to live long after her husband and so he came to be raised through childhood by his grandparents, Mr. and Mrs. Oley Biswell. Grandfather Biswell was an independent and resourceful Scot who ran "freight trains" pulled by 16-horse teams from Baker to the Colorado river. He took the boy with him on these long and arduous overland voyages.

There aren't many details available about Wally and his family in these times. The Biswells were never "poor" in the modern sense, certainly never hungry or in debt. But the times were hard, tough, beset by the physical elements, the wind and the rain, the crudeness of roads. Men, women and boys wrestled hard, with their muscles, and grew strong and determined.

Later, Biswell acquired a large flock of sheep. He didn't hesitate to put a teenage Wally Byam in charge of them. He sent the boy to the flock to shepherd their summer pastures high in the mountains of Oregon, to stay there alone with them for months at a time.

As a shepherd boy Wally lived out of a small, two-wheeled wagon covered with cloth and towed along at a walking pace by a donkey. At night the wagon would be unhitched and propped up by its tongue. The tail board let down to disclose a mat for a bed, a kerosene cook stove, food and water, and "all the other necessities of life"—a wash pail and some books.

Years later, on a trip through some western sheep country, Wally told one of his close friends that the shepherd boy's wagon had something to do with his later interest in trailers.

Before she died, Wally's mother said she hoped he would go to Stanford University at Palo Alto, Calif. to study. She wanted him to be an architect. Unfortunately by the time he graduated from high school there was no money. Furthermore, Wally wanted to go to sea.

Wally shipped out for three years. Once again not many of the details are known. Wally worked as a cabin boy and cook's helper, then as an ordinary seaman. Finally, in his third year, he passed his mate's license. He cruised the world several times. There is a story told of his ship once being beached in the Solomon Islands for several months. He may have "jumped ship" once at Tahiti. He said so once.

Wally Byam loved the sea dearly for the rest of his life, returning to it again and again for ocean trips. His search for a life's work, however, led him back to land. He went to Stanford University and enrolled as a law student.

There are many good stories told of Wally in those years. He worked his way through college by taking a paper route, running a soft drink concession and managing the business affairs of a fraternity house. One night the

fraternity members found themselves being served generous portions of what appeared to be prime filet mignon. The college students dug in with enormous gusto and paid no attention to some mildly expressed complaints that there was something "fishy" about the steak.

It was only later that the cook disclosed the secret of Wally's marvelous food purchase: the steak was whale meat.

Wally graduated from Stanford in 1923 with a degree in law. He never applied for a board examination or practiced law in any form for the rest of his life.

Instead he went to work for the Los Angeles Times as an advertising copywriter. He held that job long enough to decide that liked advertising but did not like to work for other people. He quit and formed his own ad agency.

Wally's enormous energy, drive and personal magnetism brought the agency plenty of clients. Among them, interestingly enough, is one that is presently serviced by the agency service: Wally's company. Wally was amused to discover this fact two years ago during a tour of the agency's clients (Johnstone, Gage, Inc.). The client manufactures an old and trusted herb remedy for constipation.

Wally's advertising agency was not to last. Soon it was transformed into a new Byam interest: magazine publishing. In a few short months he launched fewer than five newstart publications. One of them was the first radio program log (a kind of early TV Guide) published on the West Coast.

Another was a how-to-do-it magazine for home carpenters and builders. In the course of editing and publishing this one Wally came across an article on how to build a trailer and bought it for publication. It was rather poor as he was soon to find out. Every mail brought him complaints.

His curiosity piqued, he decided to follow the instructions himself. He quickly found them impossible. Abandoning the article but not the project, which tremendously intrigued him, he proceeded to build a trailer.

It was a "crude, boxy structure which rested none too easily upon a Model A Ford chassis." Wally wrote later in his book, "Trailer Travel Here and Abroad" (McKay, New York, 1960), "little trailer than a boy you could throw away, a shelf to hold a water bottle, a flashlight and some camping equipment... protected from the elements."

Crude or not, it was Wally's first trailer. It attracted much attention and people even tried to buy it from him. As for the trailer, it was having too much fun with it himself. He wrote an article on how to build it and sold plans for the idea. He might have published the article himself in his own magazine except for a very simple fact: he needed more money than he could "pay" himself. It was published by Popular Mechanics magazine.

Soon Wally was building trailers in his backyard for sale. They were strictly made-to-order versions of his own trailer and

like as not the customer would come over to pitch in and help. Alternatively, from that day until this Wally's customers have always been made to feel free to walk into one of his factories to see "how things are coming along."

For some years the making of trailers was largely a backyard enterprise for Wally. Sometimes it supported his writing and other ventures, sometimes they supported it.

Wally conceived the name, "Airstream" in 1934 and began applying it to his trailers because that's the way they travel, like a stream of air."

In those pre-war days there was really no such thing as a production line for Airstream. Each was a "custom" model. Like not it was also an experiment. As the years went by, Wally never stopped trying new things, incorporating new construction principles, building "the better trailer" the present day.

In 1936 Wally experimented with the first systematic use of the so-called monocoque construction principle. As the trailers grew, he built riveted aluminum shell trailers which are still in existence—the present day.

Imperceptibly, building trailers, taking them on trips, helping friends build trailers, building trailers for friends, taking friends on trailer trips—became a business, in a sense the beginning of Airstream, Inc.

The full realization that he was "in the trailer business" came home to Wally as the storm clouds gathered for World War II. It came belatedly and with pain. The explanation of this is integral both to the story of Wally Byam and to the philosophy of the company he founded.

Trailers came of age in America during World War II. The industry was fetched into being as a result of a wartime need for housing—quick housing, mobile housing, any kind of housing. The movement of defense workers around the country in search of jobs need not be repeated here.

Its mention, however, serves to recall the conditions which greatly stimulated Americans to accept the idea of a simple box-like structure to keep out the weather, much as the story of man from place to place, more or less.

But if Americans generally were forced to accept this "more or less" Wally was not. To him a trailer was a good thing. As his competitors grew large and numerous he steadfastly refused to be associated with a "substitute for a house," as he called it.

He continued to build trailers for travel until 1942, when the War Production Board ordered that motor trailers shall not be made for the duration of the war, except by manufacturers making them for the government or recognized and approved governmental agencies."

That left Wally out. The "house trailers" made for the government and approved governmental agencies were mobile homes, houses that could be moved about from defense plant to defense plant, not travel trailers. Further-

(Continued on next page)



Mont-Saint-Michel, in France, is waypoint for European Caravan.

# THE WHOLE WORLD AT YOUR DOORSTEP

more, the day after Pearl Harbor structural aluminum alloy 24ST3, the expensive "secret" of Wally's sturdy construction, became almost indispensable.

Wally Byam went to work for a Los Angeles aircraft manufacturer and waited for a post-war world in which a trailer designed for leisurely travel for pleasure would have a meaning. He became a production supervisor of the company's grave yard shift, where he met a group leader named Andy Charles, of whom more later.

The end of the war and the lifting of the ban on travel trailers did not immediately put Wally back in business again. A shortage of capital held him up for a time. So did a business venture which was to prove a painful blind alley.

That venture involved entering into a kind of partnership arrangement with another company of much greater facilities. At first it looked like an ideal arrangement. Wally turned over his travel trailer concept, his designs and methods and even the name Airstream in exchange for much needed productive capacity.

For a time there was a mutually beneficial exchange. Wally's entire travel trailer production division and poured into it years of pent-up desire, thought and energy. He took all that he had learned of trailer manufacturing during the pre-war era and added a new-how of construction know-how gained during his employment by the aircraft company.

But by 1948 the relationship had become extremely difficult to say exactly why. Perhaps as much as anything else Wally was acting characteristically Byam, always inquisitive as an employee. He had always

to produce travel trailers. The money was roughly equal to the retail price of one present Airstream.

Soon after that Wally Byam remembered a production genius he had known during his wartime days at the aircraft plant: his group leader, Andy Charles. By some verbal magic Wally persuaded this highly literate, individualistic man that he should become the first production superintendent of Airstream.

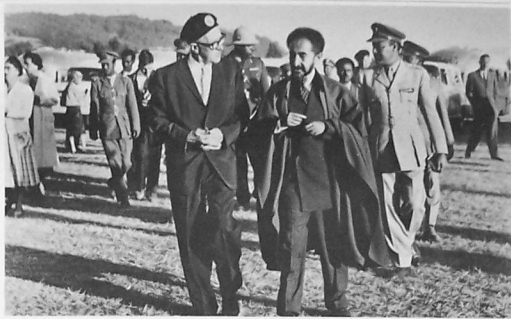
Just two years later, Wally gave Charles a check for \$5000 and a lease to a vacant factory in Jackson Center, Ohio, which had been built to manufacture bazookas. Starting from scratch in an area where trailers were associated with cynics and fly-by-nights, Charles assembled and organized Airstream's eastern factory. It took him one month to produce the first eastern-made Airstream travel trailer. That was August, 1952.

The past 10 years have seen Wally's company grow to become a major American business enterprise. The best quick statement of Airstream's present position in the market is this: while producing the acknowledged "Cadillac" of travel trailers it outsells all but the lowest priced "Chevy."

An explanation of this business fact would have no place here were it not integral to the story of Wally Byam and especially of the legacy he has left.

Wally created an exceptional company that will survive him because he intended it to. The present two-facility structure has great inner strength and unity, particularly in its personnel. Executives and employees alike feel a great friendliness and loyalty toward him.

There has never been a serious



Emperor of Ethiopia Haile Selassie and Wally.

## THE WALLY BYAM FOUNDATION

Humanitarian works by his followers will honor Wally Byam's memory

The Wally Byam Foundation will now become his monument.

This is altogether fitting. Wally Byam was a man of many talents. He had little more than a place during his lifetime for statues and plaques of stone and bronze. Gardens of flowers as well as flowery words bored him.

To honor the memory of Wally Byam as he would have it we need something different. Something involving people and bright new ideas, something involving adventuresome, audacious and even daring activity—something in motion, not standing still. This travel trailer, the Wally Byam Foundation will be.

Originally it was conceived and organized as a means by which Wally Byam could share some of the exciting things in semi-retirement that he had so long postponed during his busy life. He wrote many of them were the truly selfless, idealistic things that take time and study and involve long range planning and help just as much.

Wally produced a great many ideas for future projects of the Foundation before he died. He wrote many of them on paper, producing piles of notes which now must be studied. Then, when his strength began to fail, he discussed his ideas with Stella, with Art Costello and Andy Charles and his visitors.

Many of the Wally Byam Foundation's future projects are likely to develop from ideas which Wally had years ago. He had a way of writing down his thoughts, putting them away for use in the future when they would be needed.

It is an almost incredible fact, but one for which documentary proof exists, that Wally conceived the broad outlines for the

1963 Oriental Round-the-World Caravan before World War II.

Wally's bulging files still exist and are in the hands of skilled, loving hands. Meanwhile, the basic objectives of the Foundation have not changed since they were first announced in February of this year. They are:

1. To expand and deepen the caravaning as a means of proving to his friends that a sturdy, comfortable travel trailer could travel over the face of the entire world. Group travel only made people more confident.

At the end of his life Wally believed that the go-anywhere-in-comfort idea had still not reached its fullest expression. For one thing, although he insisted that caravaning would always be necessary for some, Wally saw no particular reason why individuals couldn't be encouraged and helped just as much.

2. To participate through travel in projects of a humanitarian nature which take advantage of the travel trailer's mobility and flexibility.

Wally simply believed that you should put back into a place what you took out of it. The thousands of dollars in cash contributions, the tons of clothing, school books, supplies and food given during the Wally Byam Caravans, both foreign and domestic, need no elaboration here. They are an integral part of caravaning as practiced by the followers of Wally Byam.

The Foundation will greatly extend this work particularly where cultural exchange, rather than mere charity, is involved. As an example, a project involving exchanges of young people

between this country and others is now being considered.

3. To contribute wherever possible to international understanding and good will.

Wally Byam was a devoutly patriotic American. He believed that many of the nation's foreign difficulties were attributable to a simple lack of understanding of America and her way of life.

Wally believed that Americans traveling abroad had a duty to represent the nation well, to do all in their power to create a truthful and good impression. He was convinced that his caravaners could fill this bill to perfection and he left to his Foundation several ideas of how they might be taught to do an even better job of it in most enjoyable ways.

The job of organizing and establishing the Wally Byam Foundation is a long and complex one. There are problems of legal identity, of permanent staff, organizational structure, finance and so on and on.

At the present moment, the board of directors of Airstream, Inc. is acting as the pro-tem organizational committee. In this capacity it has already spent countless hours in discussion and correspondence striving for the kind of organization Wally Byam wanted.

Far from being tedious, the work has been heart-warming. There is a natural excitement which springs from the importance, the interest and the scope of the ideas that are being discussed. There is a gratification in the thousands of letters that are pouring in offering help of all kinds.

Finally, there is the deep satisfaction that comes from helping to build a lasting, living memorial to a man like Wally Byam.



Native African dancers entertain caravanners.

been driven from within, rather than put from without. It was a kind of inner feeling of destiny about his self and his trailer, and this was not too far from considering what happened later.

To protect his rights to the name Airstream and to preserve what he considered the integrity of his Airstream travel trailer concept, Wally felt forced to buy his way out of the corporation, and this was a difficult process which was to require every bit of patience and determination Wally had. It was also to require every penny he could get his hands upon.

Wally rented a small building near the Van Nuys, Calif. airport and announced to the world that he was back in his own trailer business. This was formed Airstream Trailers, Inc.

Wally took a good deal to have much faith in a company with so little capital or equipment (Wally's own tools, that was about all) but some did. The first was a bright young war veteran who had studied administration at Cornell University and was just then looking for some kind of permanent job with a future.

He is Art Costello, present chairman of the board of directors of Airstream. Wally assigned Costello to a flat plank board supported by two orange crates and placed him in charge of "purchasing and accounting." Basically that meant he was to handle the money to equip and supply a manufacturing facility

labor dispute at either Airstream or the very small plant manager is "anti-union"—and Wally Byam certainly never was—all attempts to organize at Airstream have simply fizzled out.

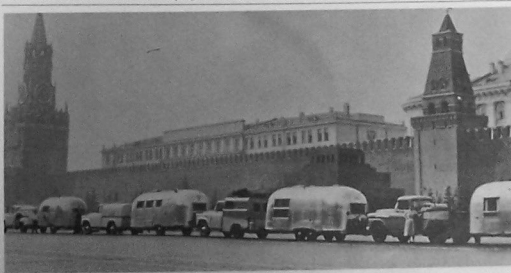
The company somewhat resembles a family corporation, which it is not, and this appears to have been Wally's idea. He carefully picked his men and put them where he knew they would be happy doing the most good. He chose men of differing personalities and arranged to have them complement each other, dove-tail fashion.

Wally encouraged his executives to get along without him. He was extremely fond of assigning a whole project, beginning with the merest idea, to one of his men and letting him take it from there. Although this was sometimes discouraging, to say the least, it produced a self-reliant executive staff that was able to make decisions without the boss standing over them. Standing over them Wally usually wasn't even in the company.

It is an astonishing fact that in the very midst of building his business Wally Byam felt entirely free to leave his factories and take personal charge of every foreign caravan between the winter of 1951 until the spring of 1960.

For those who are not acquainted with Wally's caravans, they included, among others, five trips to Canada, seven to Mexico

(Continued on Page 11)



Airstreams park in Red Square during trip to Russia.

# A WORLD OF ADVENTURE PERSPECTIVES



Caravanners pause during Central American trip to watch herdman on way to market.

## Wally's Caravanners are just as much 'at home' In Capetown as they are at a nearby fishing hole

Wally Byam has left us a concept of travel adventure which magically enables us to frame the whole vast panorama of the world in our own doorways.

He made it possible for us to have the world literally, and not just figuratively, at our doorsteps. We have only to step out of the security and comfort of home and actually be wherever in the whole wide world our prior vision and daring have placed us.

It's no idle dream. Wally Byam caravanners have opened their front doors to look out upon the awesome mountains and the cool green vistas of Canada, the sun-touched villages and sophisticated cities of Mexico and Central America; upon the pyramids of Egypt and the Taj Mahal, the great cathedrals of Western Europe; upon the jungle-strewn trail points from Capetown to Cairo and the chateau provinces of France; and even upon the Kremlin in Moscow.

A bit dizzy at the foreignness of a concept so vast? Wally anticipated that, too, and arranged for us to be parked along the streets of New Orleans during the Mardi Gras; to be in New England in the spring and again as the leaves turn in the fall; to attend the Kentucky Derby and the Indianapolis 500 on one comfortable trip; to go with old friends to the Rose, the Date, the Maple Sugar, the Orange and the Rhododendron festivals.

There is nothing mysterious about it. Airstream trailers go to all of these places. There is a way to do it and it is easy, secure and comfortable.

The Wally Byam concept is embodied in and expressed by the Airstream make of travel trailer.

They are compact efficient little homes on wheels. They contain all the expected functions and facilities of your city apartment or home in the country: the comfortable beds, ample wardrobes, complete bathroom facilities, full kitchen and living room.

The trailers are completely self-contained. That means that they are just as fully functional parked in a big city trailer park or on a desolate bluff overlooking the Mediterranean. Nothing prevents your baking a cake or taking a bath in Red Square, Moscow, if you are there.

Airstreams are meant for travel, the essence of Wally Byam's concept. They are the very product of Wally's own desire during his lifetime to go anywhere in the world. Every design feature from the shape of the hot water heater vent to the famous Dura-Torque axle is an artifact of the famous Wally Byam Caravans.

The strange little clamp which secures an Airstream's cabinet door may reflect a series of irritating experiences in Central America reported back to his company by Wally Byam. The shape of the entire travel trailer is the result of Wally's unending search for a secure home on wheels which would not bear too heavily upon a passenger car.

The Airstream travel trailer has enabled there to be—as actually produced—a special breed of American trailer tourist who ventures forth on near and far excursions with a sense of freedom unknown to those who travel in any other way.

He is a traveler who needs no advance reservations, no hard and fast itinerary. He is not at the mercy of local accommodations.

He can take along his entire wardrobe (it comes off the hanger pressed and clean), his hobby equipment, food and water for a long time, his little children and all of their playthings, and even his pets.

He lives closer to the land—be it desert, mountain or jungle, foreign or domestic. He can shop in the local market, bargain with the farmers or the natives and cook his food safe and clean in his own kitchen.

The beautiful or exciting thing he has come to see is close by, not miles away from a hotel. He can see it and do it all, then step inside his trailer and close it out and be cozy and comfortable in his own home.

Many of Wally Byam's followers are "loners." They strike out on their own for near and far parts of the nation or the world. They go on weekend excursions to good fishing places or spend the winter on the Portuguese coast. They quickly learn how to fill their needs as they go, finding water, butane and trustworthy gasoline everywhere.

They do these things on an income scarcely larger than their stay-at-home neighbors (after all, they have no hotel bills or restaurant checks to pay).

Most, however, prefer the strength in numbers. They join up with other Airstream owners for companionship and find themselves able to undertake more. For these gregarious caravanners there are always at least two annual Wally Byam Caravans, one in the winter to Mexico and a summer tour of either the eastern or western provinces of Canada.

Approximately every two years there are magnificent voyages of a lifetime: to Europe, to Central America, through Africa and the Holy Lands, or even (as in August, 1963) around the world.

Between these admittedly grand events there are lesser excursions undertaken by Airstream owners who belong to the Wally Byam Caravan Club. Units and chapters of the WBCC schedule an average of approximately 13 excursions to local points of interest a month.

Where ultimately will Wally Byam's concept lead? Those who are closest to travel trailering predict that it will expand to include more and more adventure-minded Americans, young and old, who have the courage to strike out for distant parts.

Given a world at peace, with a bit of leisure time, a good travel trailer—and the inspiration of the followers of Wally Byam—and there's no limit to what a man and his family can see and experience in this endlessly fascinating world.

## Caravanners in Canada Hold Memorial Service for Wally

Word of Wally Byam's death reached the Western Canada Caravan July 23 at Grand Forks, B.C., where a brief memorial service was held.

Charles Kiefer, leader of the caravan, made the announcement saying: "To some of us this is the loss of an old and dear friend; to others, the new caravanners, it is the passing of someone whom they knew as a legend."

"It is especially fitting that we hold a memorial service during one of the last caravans organized during Wally's lifetime."

The Rev. Roland Mernitz, caravanner from Evanville, Ind. then read the following Eulogy, which is quoted in part:

"The news of Wally's death will sadden the hearts of thousands of persons, especially those who have taken part in Wally Byam caravans and rallies. Having had the pleasure and privilege of knowing him personally, I am sure that his dynamic personality, his unflinching optimism, and his dogged determination in whatever he undertook will be missed by his friends and co-workers."

"This caravan as others in the past and those which will follow in the future stand in a sense as a living monument to Wally. In an hour of opportunity for persons from all walks of life to join in a close fellowship which would create good fellowship not

only within the group but among persons of other lands and cultures."

"He conceived each caravanner to be an ambassador of good will and a worthy representative of his race, his profession and his religious faith."

"Wally has passed from time into eternity. Only our Lord dare pronounce judgment upon any human life. His human endeavor will consist primarily in carrying on this movement which has grown from small beginnings but has grown to receive world-wide recognition."

"If some person has a better understanding of the true meaning of brotherhood because he or she has been invited into the Airstream of some caravanner, if a community is willing to have this group of friendly, open, and generous people return, not merely because of financial profit but because it helps them understand the barriers which separate us... then the dream of Wally Byam will have been at least partially realized."

"We mourn his passing but we rejoice that he has printed in indelible letters on thousands of lives not only the fact that he actually the achievement of a healthier, happier, more fruitful way of life... Because of this one man's dream, new dreams are richer, fuller life have been awakened in thousands of other hearts."

## Wally's Caravans Spread Good Will Declares Editor of British Magazine

By W. M. Whiteman,  
Managing Editor  
"The Caravan"  
London, England

You asked me to express my opinion on the value of the Wally Byam Caravans and I am very happy to do so.

There is no doubt that caravan touring is an excellent way to bring the peoples of the world together. The caravanner stops temporarily right in the country, and among the people in an intimate way not approached by people who stay in hotels.

They bring with them their exciting trailers and particularly in the case of the Wally Byam Caravans which are complete traveling communities, they bring a picture of the American way of life, of American attitudes, kindness and cooperation, which are intriguing to the people of the countries visited.

It is also a good thing that the caravanners can invite the local inhabitants from the mayor to the farm labourer into their trailers and show them hospitality.

I first met Wally at Copenhagen in 1954, and was struck by the good work which single handed he and Stella were able to do for the image of America through their caravan and their personalities.

There is no doubt that he stamped his personality on the

subsequent caravan, and enormous interest was shown all over Europe in the Wally Byam Caravan of 1956 when I met the caravanners in France and Spain.

I met a further group in 1960 when a part of the Airstream Caravan and a part of the European Caravan arrived at the International Rally. I can assure you that in kind, although not of course in scale, the American participation in the International Rally did more for European understanding and good will towards Americans even than the American Pavilion at the Brussels Exhibition of 1958.

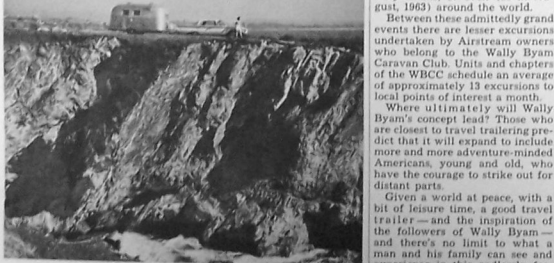
The reason is of course the intimacy of the contact, and the fact that by camping and caravanning are friendly activities which override frontiers.

I was very pleased to learn earlier this year that Wally's work will be continued and expanded through the Wally Byam foundation, and I send my very best wishes to the Foundation and all who take part in future caravans.

### BETTER TO WEAR OUT

"Trailer people are fond of saying that it's better to wear out than rust out. It's impossible to get bored or rusty in a trailer—there's too much to do and see, too many interesting new people to get to know."

—Wally Byam



Lane Airstreamer enjoys view of ocean at Shell Beach, Calif.



European Caravans pose before Leaning Tower of Pisa.



# THE TRAILERS OF WALLY BYAM

## SOME OF THE MANY SPECTACULAR CARAVANS, RALLIES OVER THE YEARS

### No. 1 Central America—1951-52

Wally had been going to Mexico and the United States a group of friends thought it would be fun to drive on to Central America together. Roads were rough and sometimes not passable, but where there were no roads Wally and his friends found ways to get across. The most interesting thing about this caravan was that Wally did everything himself. He was advance man, made all arrangements, led the caravan, met the officials and took care of people when troubles arose.

### No. 2 Mexico, West Coast—1952-53

It was during this caravan that Wally realized the value of assigning responsibilities. On this caravan many of the committees in use today were born—parking, "kitty" caboose, etc. The latter had an interesting beginning. While sitting around a campfire one evening the group decided they should have group funds to pay for incidental expenses. Wally said, "Good idea, you do it."

### No. 3 Mexico, East Coast—1954

During this tour of Mexico Wally still had no idea that the caravan would be repeated year after year. It was about this time that a group of caravaners said,

Schwaborn worked early mornings and late nights planning and doing the administration work for the European Caravan scheduled for the following spring. At that time there was no Headquarters staff.

### No. 8 Europe—Six Months 1956

This was the first caravan of this type ever taken. The itinerary was planned so as to take in the French Trailer Rally and also the International Rally in France. There, the United States delegation was third largest, with France first and England second. It was a thrilling experience. Each delegation put on some special entertainment that was typical of its country. A hamburger fry was decided upon to represent America.

### No. 10 Cuba—1956

For some time there had been some interest in going to Cuba but it had always seemed rather difficult to get the trailers across the Caribbean. Arrangements were finally made and following the Florida Rally, the group drove to Key West and shipped all of the Airstreams to Cuba in one trip.

### No. 12 Kentucky Derby—

### Indianapolis 500—1957

By this time Mexico and Can-

ada were well established caravans—Mexico in winter; Canada in summer, alternating East and West. People were interested in caravans, however some people did not want to go beyond American borders. For these it was decided to have a caravan starting at Louisville, taking in the Kentucky Derby, traveling over a scenic route and winding up at the annual Indianapolis 500 race.

### No. 29 Twin Mexico Caravans—

### East and West—1962

Mexico was becoming more popular every year until last winter it was decided to split the caravans so that they would run simultaneously down the eastern and western routes, joining at Mexico City, then two groups branching off to Acapulco and to Veracruz.

### No. 30 Western Canada—1962

Led by Charles Kiefer, this caravan is the largest of all Wally Byam Caravans. It is not over, but the reports are all good. It looks like this might develop into two caravans each summer such as those into Mexico.

### No. 31 Mexico—East and West

Plans are going ahead to repeat the two caravans to Mexico next fall and winter. One will leave after the Airstream Palm Springs Rally, traveling the western route and returning the eastern route. The other group will leave after the Florida Mid-Winter Roundup, travel the eastern route and return the western route.

### No. 33 Round-the-World

### Caravan—1963-64

The most exciting caravan ever planned and another of Wally's dreams. The caravan will ship from the West Coast to Singapore, probably in August, 1963, travel

through the Orient into India and many of the old-world countries, and on into Europe. The itinerary is being planned so that the caravan will be able to meet the 1964 European Caravan.

### INTERNATIONAL

### WICC RALLIES

### 1958—But Shoat

A rally was planned to pay tribute to Wally on his birthday, July 4, and also to compliment Airstream owners. The first rally was held at Bull Shoals, the thinking being that this was the most centrally located area and accessible from all parts of the country. It was patterned after the International Rallies in Europe which Wally so loved to attend.

Along "Byam Boulevard" flags were flying and there were little shops, eating places, a bakery, etc. The big evening of the rally was Wally's birthday. There was the usual dinner, birthday cake and entertainment brought in—Red Foley's troop of about 25 singers and dancers. Fireworks topped off the evening's fun.

### Wisconsin Dells—1959

Everyone thought the first International Rally was such a good idea that it was decided to get together again in 1959 at Wisconsin Dells. Someone said, "Let's do it next year and let the club do it."

Andy Anderson was president of the Wally Byam Caravan Club and it was decided then that it become an annual event. Every year it has increased in size and scope.

### 1960—Colorado Springs

(Charles Kiefer, president)

### 1961—Hershey, Pa.

(J. Aubrey Lyon, president)

### 1962—Auburn, Wash.

(William O. Carlson, president)

This rally was larger than any Airstream event to date, there being 1749 trailers present.

At every International WICC Rally Wally's birthday has been celebrated on July 4 with an all-day, planned program starting with a parade of all units and chapters and ending with Wally's cake and a planned program. This year there were 6000 cup cakes, each with its candle on top.

### AIRSTREAM RALLIES

Since the early days of Airstream and before the Wally Byam Caravan Club was organized, Airstream, Inc. held a rally for all Airstream owners at the time of the Palm Springs Trailer Rally.

In the fall of 1955 the first Airstream rally put on by the Ohio factory was held in Florida.

There are the annual Airstream Rallies held in Palm Springs in the fall, and in Florida somewhere between Miami and Key West in January. Again, these rallies have grown in size and scope.

### UNIT AND CHAPTER

### WICC RALLIES

In addition to the aforementioned three annual rallies planned by Airstream and National Wally Byam Caravan Clubs, the individual units and chapters get together for week-end rallies throughout the United States and throughout the year. They numbered approximately 200 this past year.

### FOLLOW MARCO POLO

"One day we will relate the tea and spice routes followed by Mongol traders and Marco Polo, from the Middle East through Samarkand and Mongolia to the ancient capitals of the East. We will be a mechanized Caravan trailing the trail spice-bearing wretches once trod, bringing with us as they did, the products, philosophy, and good will of a whole new way of life."

—Wally Byam



Wally and Stella and their globe-trotting trailer.

"These trips are so much fun, let's do something in the summer, too. Maybe we could go to Canada."

### No. 4 Western Canada—1954

This was the first Wally Byam Caravan to Canada—an impressive sight, exciting and a big splash. Nothing like this had ever been done in Canada before—nor in the United States for that matter. This was the beginning of special parades and special entertainment put on for—and by the caravaners.

### No. 5 Mexico, West Coast—1955

About this time Wally realized that the caravans must be limited, that they were becoming too large. As Wally put it, "Even the dogs got lost in camp." Never before was there such a mass movement in Mexico.

### No. 6 Eastern Canada—1955

Wally had left the caravan early at Montreal when he and Stella went to Europe to scout the route for a European Caravan the following year. They attended the International Trailer Rally, as they had in the past, in France. While there, Wally was honored by the raising of the American flag, in his talk he promised the delegates that although he was the only American that had been attending their rallies, the following year he would bring many Americans to Europe and join them for their international rally. It was during this Caravan to Eastern Canada that a group held a meeting and formed the nucleus of the Wally Byam Caravan Club which has grown from a mere handful in 1955 to approximately 4000 members at the present time.

### No. 7 Mexico—1956

This was the first all-Airstream Wally Byam Caravan. This was also the caravan when Wally not only led it but organized it. He and Helen Byam

ada were well established caravans—Mexico in winter; Canada in summer, alternating East and West. People were interested in caravans, however some people did not want to go beyond American borders. For these it was decided to have a caravan starting at Louisville, taking in the Kentucky Derby, traveling over a scenic route and winding up at the annual Indianapolis 500 race.

This caravan was repeated again in 1961.

### No. 14 Oregon Trail—1957

It was decided to have so much fun on the Kentucky Derby-Indianapolis 500 Caravan, it was felt that a caravan over the Oregon Trail would be another enjoyable adventure. The rendezvous was held in Missouri and the caravan ended in Baker, Ore., Wally's birthplace. Wally had been in Europe, but he arranged to fly into Baker to join the caravan.

### No. 15 Cuba—1958

This was the second caravan to Cuba—smaller because of the political unrest. Some caravaners had some rather exciting experiences, but nonetheless everyone enjoyed it.

### No. 17 Central America—1958

The roads were still about the same as in 1951, but they were working on them.

### No. 20 Africa-Holy Land—1959-60

An interesting fact, uncovered by Helen Byam Schwaborn while going through a box of caravan material, was a note written by Wally in 1955, before Airstream trailers existed. Wally wrote of his dream to drive from Capetown to Cairo. He thought this would be one of the greatest adventures that man could take. He never forgot that dream.

When Wally decided that it was the time to caravan through

Africa to Cairo, people listened but nearly everyone thought it most impractical if not impossible. No one will ever know the amount of planning, the background work, the effort, the energy and the money that went into that trip. It was the last caravan that Wally would personally lead.

The itinerary for the African Caravan was planned so that this group could meet the caravaners coming back from Africa. The meeting took place in Trieste, Italy and was one of the most thrilling experiences imaginable.

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Congolese natives entertain caravaners during African trip.

# MEMORABLE MOMENTS OF TRAILERING



Wally proudly displays his famous gold trailer.



Caravan passes through Alps.



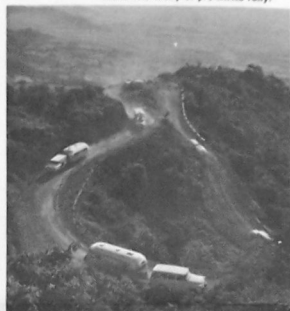
Stella and Wally at pro-Africa rally.



Wally strides beside trailer in Calgary, Canada parade.



Wally and his beloved companion, "Chica."



Caravan nears end of serpentine road in Ethiopia.



Mexican pyramid provides setting for trailer.



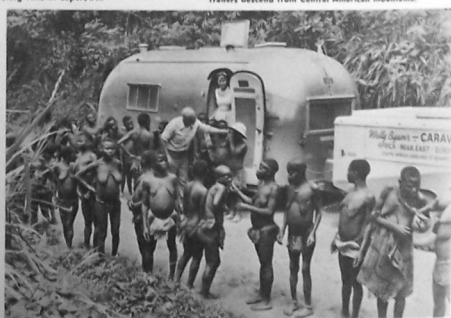
Wally conducts caravan Meeting Time in Capetown.



Trailers descend from Central American mountains.



First Wally Byam Caravan just prior to departure for Central America.



Wally and Stella talk with pigmies in Congo.

# FROM THE WALLY BYAM PHOTO ALBUM



Youngest and oldest caravanners visit with Wally.



Caravanners park along side Holland windmills.



Wally enjoys ride in Watutsi rickshaw.



Wally calls his caravanners together.



Trailers pause by quiet lake at twilight.



Cornelius Vanderbilt and Wally rest by trailer used in presidential conventions in Chicago.



Trailers visit San Blas during Central American Caravan.



Airstream passes through quaint Italian village.



Caravan encampment at the Great Pyramid of Giza.



Wally poses near Arc de Triomphe in early photo.





Today's Airstream expresses dream of travel adventure.

## THE AIRSTREAM TRAILER

The trailer is the physical means by which Wally's dream comes true

The Airstream travel trailer is a physical embodiment of the Wally Byam concept.

There is no mysticism in this statement and its explanation is quite simple. Airstream produces a trailer which enables its owner to do just as Wally Byam suggests he should do. Be it a 16-foot Bambi or a 30-foot International, it can go anywhere in this exciting world that a passenger car can go. At its destination—and at all stop points along the way—it can provide all the security and comfort features that otherwise would be left at home.

The Airstream trailer is like a good tool which fills a known need and then invites its user to look for new uses. The trailer ably satisfies the desire for comfortable travel to places of known beauty and pleasure close at hand. In doing this it opens the mind of the Airstreamer, inviting him to see and do more.

When one finds he can cook a good meal in his own kitchen while parked on the banks of the Mississippi it is not much of a stretch to visualize himself someday doing the same thing on the banks of the Loire in the chateau country of France. Especially when a Wally Byam has pioneered the way so well.

The awesome extent of Wally's caravans is amply described elsewhere in this issue. They have the enormously beneficial effect of bringing the whole idea of foreign travel close to home. By their example they show the way for thousands to experience the joys of effortless, carefree tourism abroad.

The caravans do more; they enable the Airstream company to produce an ever improved mechanism for that travel.

There is a strange kind of reciprocity here. To borrow a term from the world of electronics, it is a "feedback loop" whereby information is constantly fed back

into the productive process to improve the product. It goes like this:

Airstream produces a trailer which enables people to do more. In doing more, they dare more. In daring more they demand more of rugged construction, flexibility of use and comfort under stress. Airstream has thus designed its own prod to improve its product endlessly.

The result is that today's Airstream trailer is a composite artifact of every Wally Byam Caravan ever undertaken. Every piece and part, every system and function, the shape of the shell as well as of every handle and knob—came into being as a result of a need disclosed during the Wally Byam tours.

The present gas refrigerator was proven on the second Wally Byam Caravan to Central America. The septic tank—at first belittled by the industry but now demanded of all quality travel trailers—was first tested on an early Mexican Caravan.

The revolutionary Dura-Torque axle received its true baptism of fire—and came through with flying colors—on the African Caravan. Even the door latches which keep Airstream closet doors closed while traveling were adopted in anticipation of the first European Caravan.

The first pressurized water system, containing all of 10 gallons, was tried out in the United States during 1953. An improved and enlarged system was installed as a production feature on Airstreams after the Mexican Caravan of 1954. Before that, trailer owners carried their water in "keg cans," or other simple containers, and pumped it into a basin by hand with a wabble pump.

The wabble pump system had been standard for a long time. It was simple and reasonably handy. There were many lifted eyebrows in the trailer industry

when Airstream adopted a pressurized water system with all of its complexity and high cost.

Pressurized water was essential, though, for it made possible a giant step forward for Airstream: self containment.

Self containment is integral to the Wally Byam concept of carefree, comfortable travel. It is only when a travel trailer can be free of external hookups for extended lengths of time that a trailer tourist can truly assert his independence of schedules, reservations and the high cost horrors of local accommodations. It is thus not surprising that Airstream pioneered every step of the way.

Pressurized water ultimately was to mean having full bathroom facilities aboard the trailer, unheard of before the war. It made possible a workable hot water system, if a good water heater could be found.

This was not easy. The search for a means of heating enough water for a bath or shower was a lonely one for Airstream. Wally Byam quite literally scoured Europe looking for a good heating device and he ended up by personally promoting the manufacture of one.

For a time there was a device which resembled a laboratory bunsen burner surrounded by copper tubing which offered some hope. Then a similar coil of tubing was fixed to a stove burner in a sometimes workable way. Then, Wally discovered a device (while on a European Caravan) which would heat a constant flow of water passing through its tubes. Several generations of development in various models have proven the reliability of this flow-through principle. Also during this time, in 1954, Wally personally persuaded Max Bowen to design his famous small gas hot water heater.

Beyond running hot and cold water, self containment required the development of an efficient trailer toilet and a method of holding sewage until it is easy and convenient to dispose of it; dual 12-volt and 110-volt lighting systems; a really workable gas/electric refrigerator; a safe gas furnace and the myriad smaller things which mean comfort isn't easily obtained.

Each of these items—their function, their embodiment in hardware, and even their shape—came into being in response to a need, usually one developed by Wally Byam on one of many of his outlandish caravans. Usually each one was developed and all were introduced first on an Airstream trailer.

The result of all this is that Airstream is and continues to be the most sophisticated travel trailer in the world. It has to be: it provides its customers with the very means of forcing it to be.

## LETTERS TO WALLY BYAM DESCRIBE LIVES OF PLEASURE AND ADVENTURE

There is a simple, beautiful eloquence in the words of happiness and that eloquence is present in the letters written over the years to Wally Byam.

People knew what Wally's leadership had meant to them and many wrote him to express this knowledge. Here are just a few excerpts from Wally's files:

"Old 2476 is gone."

"The trailer in which we roamed over Africa, Asia and Europe for 18 months on less than \$10 a day; met the most wonderful people and saw the most unusual sights, in which we entertained the Kabaka of Uganda inside his palace grounds at Kampala; visited with Haile Selassie at Addis Ababa; the crown prince of Saudi Arabia at Khartoum; served tea to the Begum Aga Khan at Assouan."

"And which was our private railroad car across the Nubian desert and enabled us to have showers and other luxury yacht comforts when we freight-barged down the primate Nile; has just been sold for less than \$1000 under the price we bought it for two years ago. Incidentally, she also has served as our temporary home while we completed alterations on our fixed residence after returning to the states."

☆☆☆

"The days and the years come and go. We have gone on caravans to Europe in 1956, to Mexico and Central America, to Africa and the Bible Lands. We have also taken our own adventures as you have taught us to. We have

traveled the highways and byways of the Scandinavian countries, USSR and across Asia to complete a round the world tour. It was truly a dream fulfilled."

"We would have never dreamed such a tremendous dream had Wally not dreamed it first. We would have never attempted it had you not taught us how to dream."

"It's like moving a small part of your home with you. It's like having the whole world in your backyard. It's that convenient."

"All I can say is that there is nothing in the whole world like sitting in my Airstream and hearing the rain dancing on the roof."

"My wife and I have traveled to the four corners of this beautiful country. We have visited in 48 of these 50 wonderful states."

"We have crossed the Continental Divide more than 25 times, crossed the deserts and the swamps, driven through rain forests, across high plateaus. We have gone through big cities at rush hour and over deserted mountain roads in the middle of the night. And during every minute of it we have had a ball!"

☆☆☆

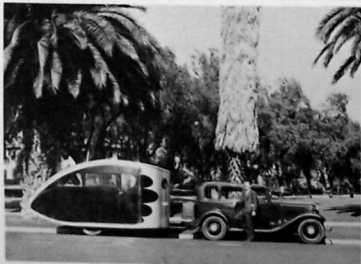
"We have pulled our Airstream all over the United States, Canada and Mexico. We seldom stay more than one week in any locality. On rare occasions we will linger on a month in one locality. As far as we are concerned, we are going to continue this way of life indefinitely. There is nothing like it in the world."



Candid view of 1932 model Airstream.



Early aluminum Airstream on Colorado Ridge.



Wally stands beside an early Airstream parked near his home.



This Airstream withstood Nevada atomic bomb tests.



## WALLY BYAM, THE MAN, AS SEEN BY THOSE WHO KNEW, LOVED HIM

Wally Byam had a profound influence for good upon all who knew him. There is a consistent pattern in the stories told by all who remember Wally: his uncanny ability to stimulate and motivate men to attempt more, to try harder and more thoughtfully and thereby to surpass their own most optimistic hopes.

This pattern is clearly evident, despite individual differences of shading, in the words that follow, words of remembrance from some of Wally's oldest and dearest friends.

"My 17-year association with Wally Byam was a tremendously thrilling experience. It was more than an education and much more valuable to me personally than anything money could buy."

"In one way, at least, I am one of the most fortunate guys in the world: I had in effect two fathers. Wally Byam, my own, reared me as a little child and taught me to grow up properly to manhood. The other, Wally Byam, inspired me to realize some of my most cherished dreams and ambitions."

"There is no end to the things that Wally taught me: how to get things done, for example. But basically he taught me to proceed through life with faith, not fear, and that has been the greatest thing in the world to me."

—Art Conall, Jr.  
Chairman of the Board  
Airstream, Inc.

"Wally imbued me with the conviction that great things were possible, that it would be feasible to go to Europe someday with one of the romantic things I had enjoyed as a boy. Basically he gave me the opportunity—the brasserie—to imagine what could be done and, believe it or not, to see it happen."

"I got from Wally the opportunity to build a life in which new things come into being and are developed—the life in which new cars, caravanning, self-contained trailers; the opportunity to have myself absorbed every moment in them; the opportunity to have my creative faculties fully and completely involved."

"I love using the trailer. I love the social aspects of that trailer—the fine people who are not in my family and I. And I guess that being a product of our particular society and its history I cannot escape the compulsion to achieve. Wally Byam's society has given all of us a wonderful sense of achievement."

—Andrew J. Charles  
President  
Airstream, Inc.

"From the time my family moved to California in 1930 we were very close to Wally and over the years have learned to know and appreciate many of the characteristics that make his personality so special. He was a man with an amazing understanding of people, their problems, their abilities—and I might add, their endurance."

"He could throw out challenges faster than they could be picked up. He kept all of those associated with him working beyond their known capacity and accomplishing what they knew full well was impossible. He had an uncanny way of giving confidence; when he said you could do it, you didn't question him, you did it. He was an embodiment of the pioneer spirit which gave America its tough fiber."

"I have never worked so hard in my life as I have with Airstream. If I had had any idea of all that was entailed I would never have even dared to try my present job. But Wally said I was the one for the job and I didn't question him. I guess I was completely brain-washed."

"Whatever happened, I have never had a job so rewarding in so many ways."

—Helen Byam Schwaborn  
National Director  
Wally Byam Caravan Club

"Wally Byam's greatest contribution was his ability to extract from those about him an unusu-

ally high level of performance. How he achieved this is moot. Whether he inspired, captivated or lashed is still debated by some, but that he did extract the seemingly impossible and not refused all."

"Whether on a caravan, in the office or shop, those who idolized him as well as those who did not nevertheless all did a better job when Wally yelled it to be so."

"Many of us, proud of our accomplishments, have cause to pause and give credit to that talent which has benefited all. Were all my clients so endowed I should be a very much better lawyer."

—Jack Garnhausen  
Secretary  
Board of Directors  
Airstream, Inc.

"I so often remember the last paragraph of the last letter that Wally Byam wrote me. I know you are busy and I am sure this will add a lot of work to an already crowded schedule, but I really need that work. I do not wait for it. I take advantage of our opportunities."

"Wally was a dreamer—and he dreamed big. He was also a doer. He was the one who brought the famous 'brain factories' or 'ivory towers' which ask to be given the man with ideas—where to find and some to do the work. For Wally thinking and doing were inseparable. He dreamed big—and he did big."

"This is the invaluable lesson for me in the Wally Byam: it is not enough to have ideas; ideas have real value only when effective action is taken to embody them, and that the person to lead that action ought to be you yourself."

—Charles Manchester  
Vice-President  
Airstream, Inc.

## Wally's Answer To a 'Poor Texan'

A Texan who insisted he was "just a poor garage and service station man" wrote Wally regarding a dealership. This was Wally Byam's reply:

"As one millionaire to another, my advice to you is, don't go into the trailer business. You will never make two million out of it. But of course, you will never have a hell of a lot of fun. That is the only reason I am in it."

"I have tried to get out of it several times but I just can't. It's one line of activity is just too boring."

"In any instance, you ought to have an Airstream trailer for yourself. You can have more fun with it than a tub of toads. And, all your friends will be green-eyed with envy. Of course you will have a wonderful time, but everybody will be wanting to see the inside of it. But you will book a few orders, get a few bucks and wonder how you ever managed to live so many prosperous years without one."

"I just came up from Acapulco, having taken the trailer I had in Europe from Acapulco to Guadalajara. Gee, it is a lot of fun! In any instance, you should quit trying to make so much money all your life and start spending some of it and enjoy it a bit."

"It is really later than you think. Order one for yourself—you can charge it to your business—and sort of compensate your soul for spending so much money for pure fun. Of course, you might sell enough to pay for your own trailer and you probably will."

### TRIPS TO TAKE

"America is too big, too varied, too interesting to be covered in a half a dozen brief trips. As any devotee of trailering can tell you, when you find out how easy it is to see all these wonders with a trailer, you won't have a trouble thinking of trips to take. The problem will be finding enough time for all of them."

—Wally Byam



Dealers become caravanners at Jackson Center, Ohio meeting.

## WALLY AND THE DEALERS

### How Airstream developed the trailer industry's finest dealer organization

In his early days as a trailer manufacturer Wally Byam had a deep-rooted disdain for trailer dealers.

Of course the trailer industry was quite young in those days and had not yet developed many of today's highly sophisticated dealer and dealer sales techniques. In addition, Wally's idea of a travel trailer, as expressed in the Airstream, was far ahead of its time.

Most people were not willing to pay the price that an Airstream sold for back in the 30s and dealers were far from enthusiastic about selling something at an unpopular price. Wally, who was completely confident that he was building the finest vehicle for fun in the world—and worth every penny of its cost—quickly lost patience with anyone who did not understand.

Typical of his reactions to dealer price complaints is the following letter from Airstream's files:

"My dear Sir, the sad, sad story is that Airstream trailers cost too much to build. They are quality-plus from the ground up and the word go. They cost so much that they just about price themselves right out of the market. Alas, this trailer is not a big seller with any dealer."

"It sells to people who want the very best and are willing to pay for it and who have the time and money to enjoy it. There are not many of them but, in the same breath, these same people would have nothing else. Airstream owners are our biggest boosters."

"The profit may not be as big as you make on other models but the selling expense is not as high. Also they attract a lot of trade. Also you should have one for yourself. They are without a doubt the Cadillac of the business."

"But, be that as it may, conver-

sation is cheap and Airstream is not. This is the price. Take it or leave it."

As Airstream grew, however, Wally came to realize that the only hope for nation-wide distribution of the product was through a strong dealer organization. To be sold effectively throughout the country Airstreams had to be on display. They had to be demonstrated effectively. They had to be serviced properly.

Although he entered into franchise programs with dealers somewhat reluctantly, Wally gradually was to become one of the biggest boosters for the Airstream dealer organization. In so doing he was to find increasing signs of hope.

Where formerly he had all but given up trying to teach dealers how to use his complex product, now he began to find Airstream dealers beginning to join his caravans. Some of them were helping to organize and participate in Wally Byam Caravan Clubs.

Wally learned to respect the on-the-job service experience and even the travel savvy of many of the Airstream dealers individually. Gradually his respect included the whole group and he was able to devise effective means of communicating his ideas to them.

He started with the mechanical story, helping the dealers to become proficient in demonstrating the Airstream's many mechanical virtues. Then he introduced them to his overall concept of trailer travel, how to find the jobs and satisfactions of travel in an Airstream.

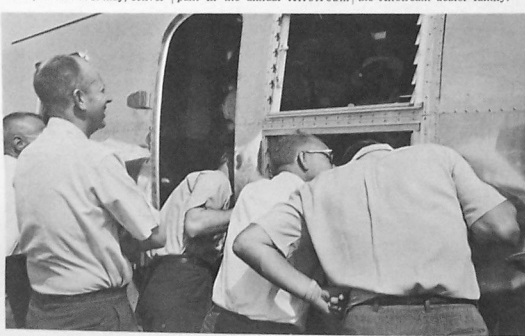
Whenever he was not on a caravan Wally was an active participant in the annual Airstream

Dealer Homecomings (during which the dealers return to their respective Airstream factories for sales and service meetings. Once, when he was on his second caravan through Central America and could not attend the Dealer Homecoming, he transcribed and sent back a 45 minute tape recording which reported to the dealers on the trip. He sent regular messages from Africa which were duplicated and sent out to the dealer organization. And his last public performance was before a meeting of Airstream dealers in Florida in connection with the Mid-Winter Rally in January of 1961.

In later years, Wally took great delight in showing up unexpectedly on an Airstream dealer's lot when movies of some previous Wally Byam Caravans were being shown. Wally would delight the crowd (and the dealer) by personally narrating the movies and then conducting an "on into the night" ball session on trailering in general.

Wally lived to see his company embrace the largest and best generally regarded to be the finest dealer organization in the country. In fact, he often bragged that Airstream was the only manufacturer of quality travel trailers that had a nation-wide dealer organization (a statement that is still a fact today). Though he once had written "This trailer is not a big seller with any dealer," he was to see Al Gillespie of Claremont, Calif., and Bob Frank of Battle Creek, Mich., both recipients of the last two years for having sold over a million dollars worth of Airstreams.

And, most important, the business association, Wally was to develop some of his closest friends among the Airstream dealer family.



Santa Fe Springs facility hosts Airstream dealers.



## Legacy

(Continued from Page 3)

(as far as Mexico City), two to Central America, one to Europe (six months duration) and one 18,000 mile tour from Capetown to Cairo through the continent of Africa.

It bears re-emphasis: Wally personally led these caravans (and others) in his own trailer and stayed with them all the while. The explanation is both interesting and important to our story.

The fact is that Wally never considered that he was leaving his business but rather that he was moving right in the middle of it. As he conceived it, his business was concerned with the essence, the ideal and the "dream" of romantic travel. Wally felt that Airstream's product ought to be the very stuff of

which caravans are made.

He kept saying over and over again, "I make your travel dreams come true." He meant it most profoundly.

To be sure, these shiny, stressed-aluminum things lined up at his factories were vital — even integral — to those dreams, but they were the means as much as the end.

By Wally's thinking there was a strange reciprocity between the "dream" and the trailer, a give and take. It worked out something like this: The more you could do in a trailer the more you dreamed of doing. The more you dreamed of doing, the more you could do if you tried — in an Airstream.

The caravans and rallies conceived and personally led by Wally Byam were thus vastly more than mere "stunts." They were more than promotional devices. They were, in fact, the deliberate way by which Wally Byam demonstrated what could be done in a travel trailer.

Then, having thus stimulated the "dream" of travel by trailer, Wally sought through caravans and rallies to learn what qualities and equipment should be designed and built into his Airstreams.

Wally Byam became the most fanatical critic of Airstream travelers the company ever had. Hardly a day went by that his companies didn't receive a long letter or dictating machine recording of criticism. Not the smallest detail escaped Wally's personal notice. Factory presidents were never surprised to receive middle-of-the-night calls from London or Mexico City or Capetown. Something should be done about the door. The air

vent was vibratory (perhaps after 18,000 miles of roadless travel). He had an idea for a new fold-down bed for children.

Wally scoured the civilized world looking for efficient hot water heaters, door hinges, button lamps, chemical toilets, small porcelain sinks, chairs — myriad such large and small items for his beloved Airstreams.

He had thousands of things packaged up and sent back to his factories for consideration. When nothing suitable was available on the world market Wally sought to motivate somebody to manufacture it. Failing that, he ordered his own factories to make their own — be it a new bed, a window frame or a bathtub.

Wally said there would always be caravans. They would go farther, stay longer, encompass more. They would always be needed to introduce new caravanners to the ever expanding potential of the travel trailer and to feed back more and more information to his factories.

Yet he knew perfectly well that only a small percentage of his Airstream owners could go on very many caravans. Most of them would do the majority of their travel by trailer to places closer to home, family and responsibilities.

He was thus enormously pleased in 1955 when a group of his followers actually beat him to the next logical step: they founded a club of their own which would "localize" caravaning and put it on a year-round basis. Of course, they named it after him.

The Wally Byam Caravan Club is now the largest club in trailering by several orders of magnitude and it is a remarkable

tribute to Wally. It demonstrates once more, and in an excellent way, the effect he had upon those around him. Most men would have insisted upon controlling the club; Wally let his followers keep control.

The WMC has greatly added to the wealth of trailering experiences. Experience? The temptation is to use the word "thrills" but that would imply cheap, sensational events of the moment. Wally Byam was against such things. Instead, he offered deeper, more lasting satisfactions through experiences of substance and meaning.

This is nowhere more crystal clear than in the last project of his life, the Wally Byam Foundation.

Much more will be said elsewhere about the Foundation and of its future now that Wally is gone. Just a few general remarks here will serve to give it a proper place in our present story of Wally.

The Wally Byam Foundation as a separate distinct entity is new, but what it stands for and intends is not. Trailering as practiced by Wally and his followers has always been more than the pursuit of mere superficial pleasures. It has always been above and beyond what the psychologists call the "pleasure principle."

There never was a Wally Byam Caravan that wouldn't stop in the midst of having fun to take up a collection for some orphanage somewhere, to collect a pile of "surplus" canned goods for a village whose crop had failed, to drop off clothing, school supplies or books...

Does the point need belaboring? Of course not, nor does the

related point that Wally Byam caravanners have always been more than a group of Americans out for a good time in a foreign country. There are hundreds and thousands of letters on file at Caravan Headquarters in Bakersfield attesting to the warmth and gratitude felt by foreign peoples, their governments, their churches, schools and other organizations for the "Trailer Ambassadors from the USA."

This is the way Wally wanted it and this — greatly expanded and multiplied by his Airstream caravanners — is the way it shall be through the Wally Byam Foundation.

It is regretful that Wally could not have lived to see his Foundation fairly leap into existence as it is doing. The response to announcement stories has been nothing short of fantastic. Hundreds of persons have volunteered their services, their resources — whatever is needed — for use by the Foundation. There have even been donations and a few wills changed to include it.

But Wally could live only long enough to see it come into existence, then his grasp failed. What was to have been the instrument of his last labors on earth now will become a part of the legacy he has left to those who survive him.

The Foundation thus takes its logical place alongside Airstream Inc., his beloved company, the Wally Byam Caravans and the Wally Byam Caravan Club, the beautiful Airstream travel trailer itself...

And the enormous gratitude which exists in the hearts of all who continue to follow the course he so magnificently charted across the face of our world.

*"In the heart of these words is an entire life's dream. To those of you who find in the promise of these words, your promise, I bequeath this creed... my dream belongs to you"*

Wally Byam

# The Wally Byam Creed

To place the great wide world at your doorstep for you who yearn to travel with all the comforts of home.

To provide a more satisfying, meaningful way of travel that offers complete travel independence, wherever and whenever you choose to go or stay.

To keep alive and make real an enduring promise of high adventure and faraway lands... of rediscovering old places and new interests.

To open a whole world of new experiences... a new dimension in enjoyment where travel adventure and good fellowship are your constant companions.

To encourage clubs and rallies that provide an endless source of friendships, travel fun and personal expression.

To lead caravans wherever the four winds blow... over twinkling boulevards, across trackless deserts... to the traveled and untraveled corners of the earth.

To play some part in promoting international goodwill and understanding among the peoples of the world through person-to-person contact.

To refine and perfect our product by continuous travel-testing over the highways and byways of the world.

To strive endlessly to stir the venturesome spirit that moves you to follow a rainbow to its end... and thus make your travel dreams come true.



Art Costello, Wally Byam, Andrew J. Charles.

## The Team He Picked Long Ago Now Assures The Perpetuation of Wally's Lifelong Dream

Those who dream dreams as large as Wally Byam must find a way of defeating death. No matter how prodigious a man's powers of mind and body there are pitifully few years in his lifetime. Somehow he must construct a bridge across his own grave.

Wally assured the perpetuation of his dream by hand-picking an organization, a company, of men and women whom he could trust to carry on as he had after he was gone.

Wally seems to have felt a kind of inner destiny early in life. The things he did, the things he said, his tendency to dramatize—all were manifestations of an unconscious drive to make a permanent mark upon his world. To fulfill that destiny Wally necessarily came to count heavily upon other people.

Throughout the 30 years he was in business Wally sought out men and women who could extend not only the power of his hands but also of his mind and heart. He early found Art Costello and Andrew Charles and they became as close as sons to him. He put them in charge of his Santa Fe Springs, Calif., and Jackson Center, Ohio, factories and demanded of them miracles of devoted performance. Wally literally "experimented" with his employees. He gave all his men immense responsibilities and in exchange opportunities to develop themselves immensely. Each man felt himself challenged to become all that he potentially could become.

Wally Byam was a hard taskmaster, as to who followed his leadership have said. He had no tolerance of failure or of the usual excuses and rationalizations that go with it. There was no such thing as "a little failure." A faulty handle on an Airstream cabinet aroused his ire as much as a costly executive decision.

Wally set a difficult course for his company, one that few at first understood, and he permitted no evasion. In the face of great adversity, of much well-meant contrary advice, of examples of what "ought" to be done, Wally held fast.

It took a long time for Wally to

assemble his management team and to train its members to do as he wanted them to do. By then Wally was near the end of his life. Many a lesser man in such a position might have held on, panicky at the thought of a life's work continuing without him.

Not Wally. When the time came for Wally to step out of the picture he turned over the reins of Airstream, Inc., so easily and so completely that many in the industry—and even within his own company—did not realize that it had happened at all.

A little more than a year ago a friend asked Wally when he would like to retire or at least to take a less active part in his company. "Retire?" asked Wally. "I've been retiring for the last 30 years. Actually I'm retired now as far as executive decisions are concerned."

He had long ago picked the management personnel who would be needed to enable Airstream to carry on "exactly as I want it," he said.

Art Costello was the first man hired by Wally when Airstream began its post-war operations. His first assignment was a whopping one: to manage the firm's total accounting and purchasing function at a time when both money and quality materials were scarce to the disappearing point. Fortunately, just as Wally Byam knew he would, Costello proved to be versatile enough to handle his new assignment and gradually to take on more and more responsibility, particularly during the times when Wally's caravans took him out of the country.

When Airstream was incorporated Wally named Costello vice president. Then in 1952, Costello became president of Airstream Trailers, Inc., located in the present Santa Fe Springs, Calif. facility.

Andrew J. Charles joined Airstream in 1950, going to work for the trailer factory as a production specialist. He brought to him a wealth of knowledge and experience from the aircraft industry (where Wally Byam met

him during the war). Like Costello, Charles soon found himself being delegated astonishing measures of responsibility.

In July, 1952 Wally sent him to Jackson Center, Ohio to occupy an empty building—Airstream's eastern facility. Once again Wally's instinct was proven: the first eastern-made Airstream was produced by the end of August, 1952. Charles, Manchester, recently named Airstream vice president, is the company's marketing director as well. He was hired by Wally in December, 1956 to direct sales activities at the Eastern facility. Within a year Wally extended his responsibilities to include both eastern and western facilities.

Jack Garmhausen, a senior partner in the firm of Garmhausen and Lewis, is a respected corporation attorney. Sidney Olin, Wally met him in 1952 at the time of the purchase of the Jackson Center factory. Impressed by his brilliance, Wally considered Garmhausen a member of his team six years ago, when he assigned him the job of general counsel of Airstream, Inc.

Sidney R. Brownell, Airstream's present treasurer, is another Wally Byam "find." Brownell was a Certified Public Accountant with the auditing firm serving Airstream in November, 1952, when Wally met him.

Paul Guerin, member of the board of directors of Airstream, is president of the company's advertising agency, Guerin, Johnson, Gage Inc. The agency was retained in 1951 and has managed advertising and public relations functions for Airstream ever since.

Helen Byam Schwaborn, Wally's cousin, is a member of the board and head of Airstream's so-called "way of life" division. In addition to organizing advance preparations for the Wally Byam Caravans and the Airstream Rallies, she serves as National Caravan Secretary of the Wally Byam Caravan Club.

These seven Wally Byam team members comprise Airstream's present board of directors and thus share the main responsibility for managing Wally's company. They provide executive leadership for a larger management force, the full team.

Wally's team thus comprises 30 individuals who form five sub-groups based upon function: the financial group, which basically administers business life; a production group, which maintains Airstream's leadership in the manufacture of quality trailer trailers; dealer group, which provides the Airstream buyer with the nation's most complete range of organization; service group, which assures continuing customer satisfaction; and the fun and adventure group, which is charged with the responsibility of organizing caravans and rallies as well as many other activities for Airstream customers.

## FROM WALLY'S 'INNER SANCTUM'

I am writing to tell you some things about Wally Byam. Of course, I would much rather talk to you personally, just as my thoughts occurred to me. I believe I could do a better job that way. And so, Wally Byam! Because, while Wally Byam is no longer here in person, he is here and continues to live actively every day through the men whom he developed, taught, and prepared to carry on according to his principles in the perpetuating of Airstream.

You see, Wally was seriously ill for a very long time before people, even those closest to him, were informed or aware of it. Wally was a saint and all ways put on an act and rose to the occasion, when necessary. In reality, over a period of several years, Wally was suffering from goals, dreams, philosophy, ideals, and "know-how" into those who were to replace him and, even without knowing it, they were taking over during the learning process.

And you should consider yourselves very privileged because very few have entered here. I am going to take you into Wally Byam's inner sanctum. He called it his office but it certainly didn't look like an office. This very small room was a nightmare of disorder but, like Wally, it was interesting. The walls were completely covered with clippings of all kinds—religious and philosophical scraps; pictures of people and things; including a snap shot of his burros; daily reminders; even pin-up girls. Wally functioned best in such an atmosphere.

One clipping leaves an indelible stamp on my mind: The price of success is eternal vigilance." And Wally constantly watched over his "sheep." He knew what was going on even while he was in far away, remote places, leading his Caravans. He used a battery-operated transcriber-dictator and gave instructions to those who were carrying on in perfecting, producing, and selling Airstream trailers. He developed, even by remote control, the strength you see represented here in the men in whom he believed. The men were to go even further than he himself in making the Airstream come true and in bringing happiness to thousands of people.

Basically, Wally's purpose in life was to give to others what he, himself enjoyed most, the joy of travel by trailer. I am enclosing a list, actually taken from Wally Byam's inner sanctum wall:

### Personal Qualities That Insure Success

A practical imagination. Every element contributing to human progress is first conceived and visualized in the mind.

A pioneering spirit, which always believes there are new methods and better things to be gotten.

Initiative, which impels one to do something about it.

Courage to launch out and attempt the seeming impossible.

Resourcefulness that overcomes every difficulty along the way.

Persistence, that is, the power to carry through.

The joy of achievement, which makes hard work a pleasure.

Capacity to work with other people. Every great achievement requires cooperative effort and loyalty to a common purpose.

A becoming humility, which acknowledges the help of others. Qualities of the heart which cause one to find real joy and satisfaction in promoting the welfare of others.

Qualities of the heart are the last but not the least. The qualities of Airstream and the Wally Byam Foundation lie in these particular qualities.

It seems appropriate to also read to you at this time a letter from Frank Beaughman of Jackson Center. It is similar to many letters received from all over the world but his closer to home.

The people of Jackson Center realize they have lost a great, proven friend and benefactor, as he was always ready and willing to aid us in our efforts to improve the welfare of our people and make it a better and happier place in which to live. He was greatly responsible for the growth and progress of our town, for which we are sincerely grateful.

But you must realize that it was not only Wally who contributed to the growth and progress of Jackson Center. It was the entire Airstream family.

I predict that the present Airstream team will reach horizons heretofore untouched. The future potential of Airstream, and all it represents, lies ahead.

—Stella Byam

### END OF ARRANGEMENTS

Now that we have licked the technical elements of traveling together and are warmly received wherever we go, we can concentrate on getting to know each other and the inhabitants of the areas we visit, learning things—and having fun."

—Wally Byam

### SEE AMERICA FIRST

"It has always seemed to me that the most valuable experience for children today—and maybe for their parents, too—is a deep familiarity with the history and natural wonders of their own vast native land."

—Wally Byam

### WALLS THAT DIVIDE PEOPLE

"Half the time we're traveling throughout the country, our own or somebody else's, we're breaking down the walls that divide people. Sometimes I think we practice what the diplomats preach better than they do."

—Wally Byam

### FUTURE OF TRAILER TRAVEL

"People are going to travel more in the future. They are going to talk to each other more, go to each other's schools, examine each other's monuments and shrines, are going to get together more."

"Little by little we are breaking down tariff walls and all the other walls are sure to follow. As I say, this is not going to happen overnight but it is going to happen. And those who travel by trailer will have more to do with it, for their numbers, than to any other single group—including the diplomats."

—Wally Byam

### A PLEDGE

To all Airstreamers, present and future, and to the world of traveling in general, we solemnly pledge to perpetuate the Wally Byam Creed, that priceless legacy conceived to make your travel dreams come true.

We will continually strive to carry on Airstream's great tradition of building the world's finest travel trailers. We will endeavor unceasingly to bring to life, deeper meanings to the Airstream promise of fun, fellowship and travel-adventure.

And to our employees, we pledge continued efforts to provide the climate that will insure, as in the past, satisfaction, security and pride of workmanship.

To these ends we dedicate ourselves with head, with heart, with hand.

### FOR THE BOARD OF DIRECTORS

Art Costello, Chairman

Andrew J. Charles, President