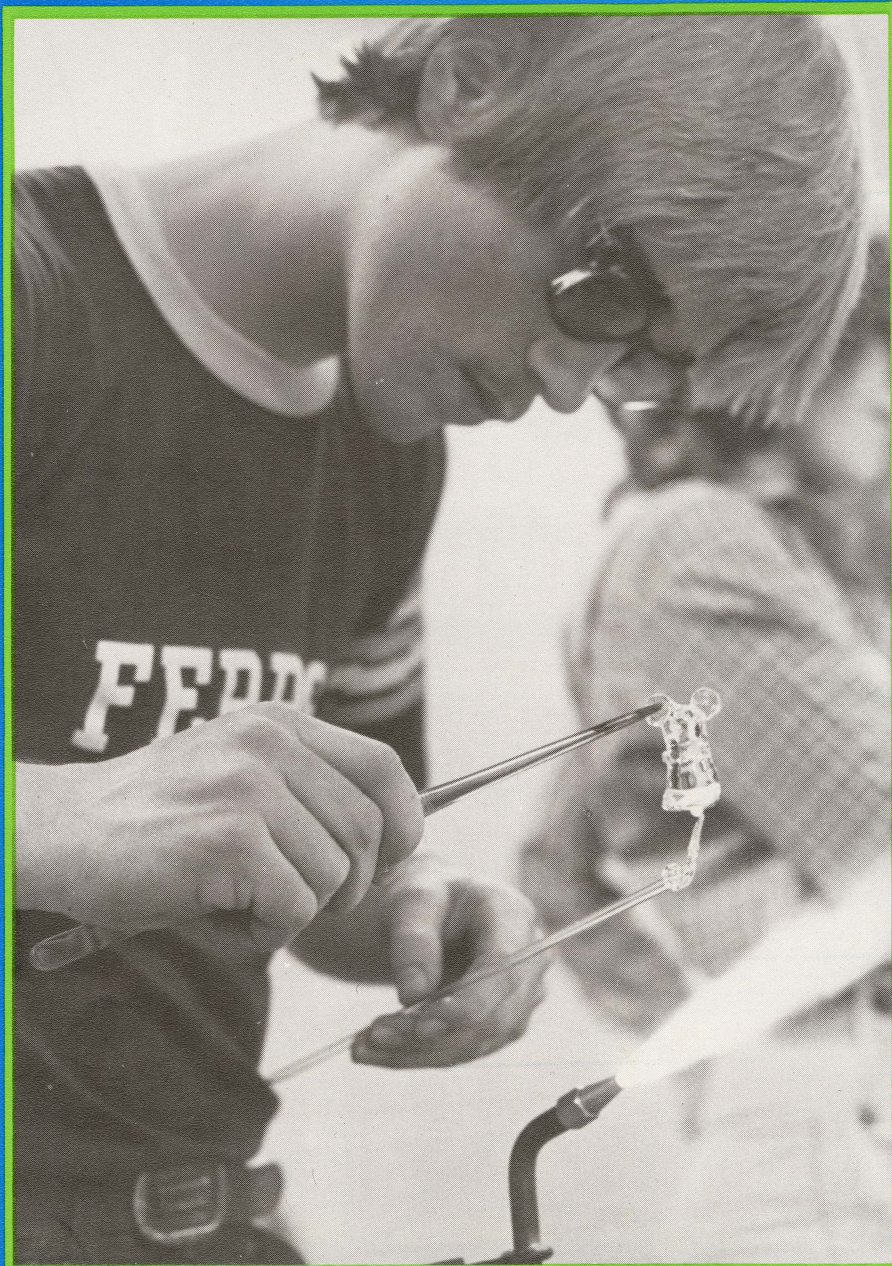


ACHIEVERTM

The Junior Achievement National Magazine



March 1981

Vol. 3, No. 3

"Made By A JA Company"



A MILLION-AND-A-HALF STUDENTS JOINED OUR REVOLUTION.

Last December, when CBS aired its three-hour adaptation of Charles Dickens' stirring novel of the French Revolution, "A Tale of Two Cities," another revolution was quietly taking place in cities across the United States.

A whopping 26 million* Americans watched the program. But a sizeable chunk were doing more than just watching. They were actually participating in the on-screen excitement through the innovative CBS Television Reading Program.

A record-breaking one-and-a-half million elementary and secondary pupils in 76 cities took part. They had read the television script prior to the broadcast. Taken part in classroom readings in which they acted out the various parts. They

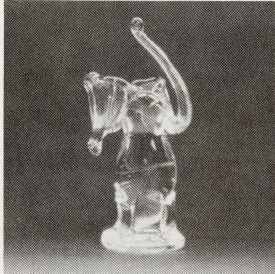


had been primed on the historic background of the drama and given additional reading material aimed at whetting interest in the show itself and in reading in general.

Begun in 1977, the CBS Television Reading Program is a revolutionary way of linking viewing to reading. Its growing success means an ever-stronger relationship between television and the classroom, as more and more students join the revolution.

A tale of 76 cities. With a happy ending!

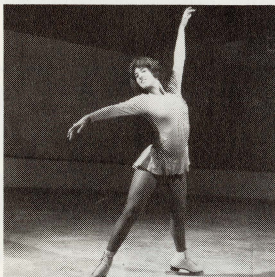
CBS TELEVISION READING PROGRAM



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Front Cover

Dave Dornbos, a member of the Midland, MI JA glass blowing company Shattered, pinches the glass into ears while it is still pliable from heating. See page 5 for the story about this unusual company.

Back Cover

President Ronald Reagan met some Achievers when he was on the campaign trail. During a stop-over at the Rye-Hilton in New York's Westchester County, Reagan posed with a group of Buffalo Achievers attending the Region One Junior Achievement Conference (ROJAC). Pictured clock-wise (from the left) with the 40th president of the United States are Cindy Hasselbauer, Victor Fisher, Jennifer Brinkley, Kevin Magde, Ann Baumer, Bill Hessinger and Henrietta Spina. (photo by Jim Nash)

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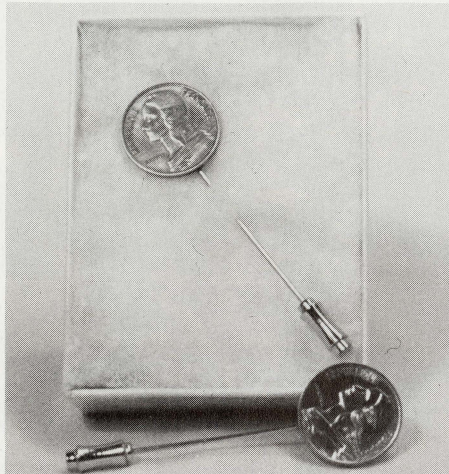
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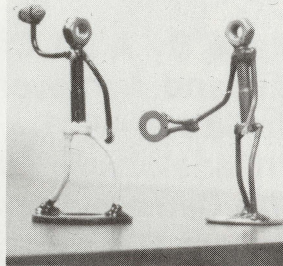
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INDIANAPOLIS

This stickpin has been a hot-selling item this year in Indianapolis, IN. Made to sell for \$2.60 by Inner City JA company Junior Jewelers, sponsored by Detroit Deisel-Allison, the pins used French Centimes which Achievers purchased at the Foreign Exchange window of an Indianapolis bank.



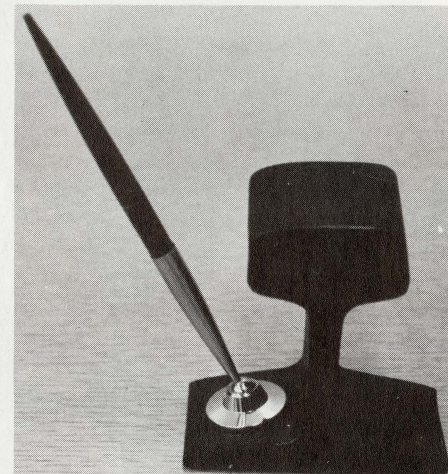
PITTSBURGH



Nuts and bolts sports figures customized for your favorite sport or painted in your school colors are prime sellers for A.C.E., a JA company in Southwest Pennsylvania's Mon-Yough center. A.C.E. is sponsored by US Steel's Clairton works.

ST. PAUL

LITTLE BURLINGTON JA company in St. Paul, MN is manufacturing this souvenir pen holder, made from Northern Pacific railroad track originally laid in 1882. Sponsoring company Burlington Northern acquired the track, cut it for the Achievers, and The Rail Pen Set was born.



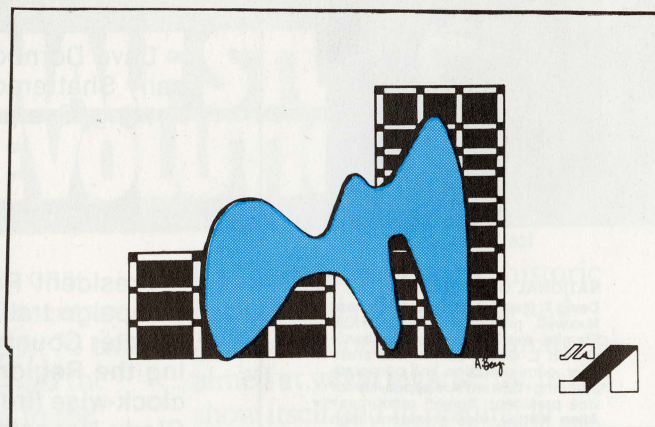
1 MADE BY A JA COMPANY 2 MADE BY A JA COMPANY 3 MADE BY A JA COMPANY 4 MADE BY A JA COMPANY 5 MADE BY A JA COMPANY 6 MADE BY A JA COMPANY 7 MADE BY A JA COMPANY 8 MADE BY A JA COMPANY

HARTFORD



Although a house-wrecking establishment may seem an unlikely place to find raw materials for a JA product, Hartford, CT Achievers scour the yards for theirs. Cabinet doors are what IV Sure JA company members are looking for, and when they find them they sand and refinish them into the attractive mirror frames pictured above. Linda Dee, Michael Gilmore and Nancy Babson put the finishing touches on two frames before the mirrors are set into place. General Electric sponsors the company.

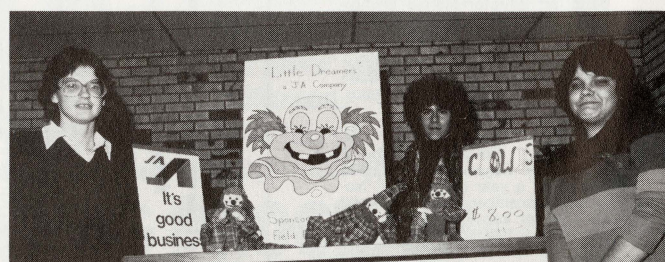
GRAND RAPIDS



Eating Out At Home is a 30-page collection of recipes from Grand Rapids, MI restaurants. Sponsored by Sears, Roebuck & Co., JA's Tigger's Tycoons collected the recipes and created the product. The cover design incorporates the city's Calder.

DETROIT

Hamtramck JA'ers are busy producing a 29-inch (standing) clown and retailing it for \$8. The IBM sponsored company, Little Dreamers, has developed a good selling product which features moveable arms and legs with a wooden base inside the clown to help provide stability. Bernadette Buchalski (left), vp of finance, Mark Bloch, president, and Nancy Flesch project sales of 300 this year for a gross income of \$2,400.





Shattered company member Maureen Rhodes shapes a bird which will be fused onto a glass birdbath.

The last production step is to have the product annealed. "That means baked in a kiln," explains Sprague. "This relieves the stresses caused in the production process so the piece is less apt to break."

Dave Dornbos is enthusiastic about his first glassblowing experience. "I like to make penguins," he admits, "but I guess I'd have to say that the birdbath and the teddy bears are what most of the customers want. We sell knickknacks, too, which sometimes is another name for an animal that didn't quite make it. These sell for only 50 cents."

Another company member, Maureen Rhodes, explains that the goggles are worn to protect their eyes from the brilliance of the light rather than heat or sparks from the torches. "The glass melts at about 1100 degrees Fahrenheit," she continues. "So we have to be careful how we handle it when we're molding it."

Shattered's products are basically clear glass with touches of blue for eyes, wings, or blue bird breasts. Colored glass is far too expensive to use lavishly, and although the blowers would like to use red, it is so costly they can't even afford an accent touch.

Although there may not be a glassblowing future for most of the Achievers who make up Shattered's partnerships, they like making their unusual product, and are proud of its popularity in the marketplace.

"A TOUCH OF GLASS"

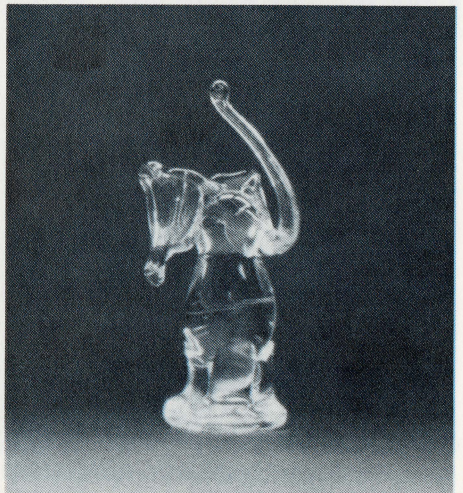
Pigs and snails, elephants and whales — it's a zoo out there in Midland, MI.

Keeping the zoo going are Achievers in JA company Shattered, who are making miniature animals from liquid glass. The only limit to the final product is the skill and imagination of the worker, since the original glass rod can become an octopus or a birdbath complete with blue birds in the hands of a talented "glassblower."

"We call ourselves a glassblowing company for lack of a better word," explains Adviser Earl Sprague, who is a glassblower him-

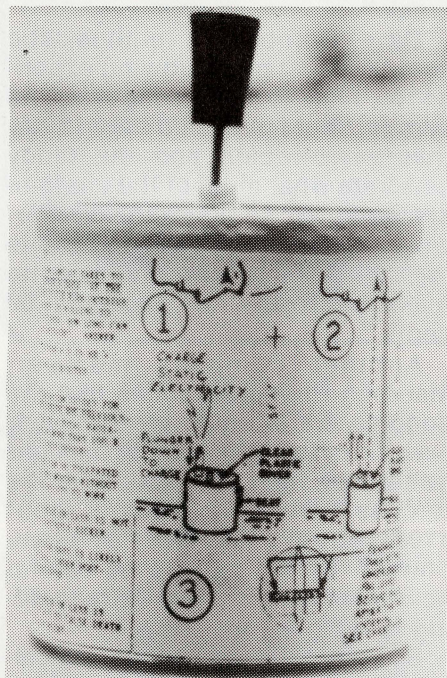
self, and owner of Wyse Glass Specialties. "Actually, the Achievers work with liquid glass in a semi-solid state which becomes pliable enough, when heated, to create an endless variety of miniature shapes."

Using a hand torch and wearing special didymium glasses to protect their eyes, the workers apply heat to pyrex glass rods. A special sheet of transite, which does not absorb heat, is used to protect the work tables and special quality control care is needed to check each product for weaknesses or flaws.



Radiation 1981

Take one Vienna Sausage can, two pieces of aluminum foil and one piece of copper wire and what do you get? You get this unique looking object.



Add a charge of static electricity, and it becomes an accurate, inexpensive (\$5), super-selling radiation detector.

How did a nice JA company called JARRAD in Independence, MO start manufacturing such a crazy-looking product? Adviser Dale Greene of sponsoring Armco was the catalyst between the company and the inventor, Cresson H. Kearny. Mr. Kearny, geologist and civil defense consultant, now retired from the Oak Ridge National Laboratory in Oak Ridge, TN, describes the simple device in his book, *Nuclear War Survival Skills*.

Greene read the book while attending a seminar conducted by Mr. Kearny, thought of his Achievers back home, and went to the inventor for some advice on its manufacture.

Mr. Kearny was pleased. He had developed the meter at the taxpayer's expense while he was at Oak Ridge; therefore, it's in the public domain and anyone can manufacture it, he pointed out. Pleased to see any avenue open

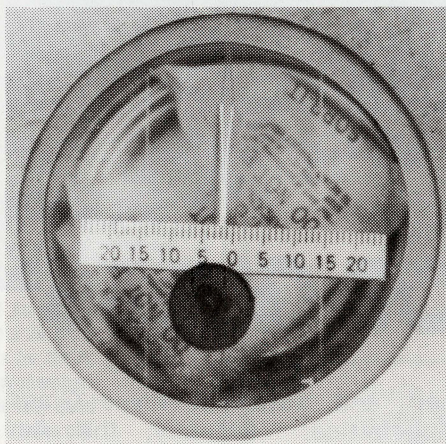
which will get the instrument into the hands of the public, Mr. Kearny volunteered to become a part of the JARRAD operation by checking quality of all detectors that are shipped to him for testing.

According to the geologist, these are as accurate as other civil defense metering instruments, many of which cost hundreds of dollars. "That's okay if you're rich and can spend that kind of money," he says. "But for the average citizen, this simple little device will give the same protection."

A talk with Jim Haywood, the company president, reveals the secrets of the ingenious device.

"Anyone could make it," says Jim. "After all, it's just a collection of things found around the house, but you have to be very careful assembling the parts if you want to get an accurate radiation reading."

"There are two aluminum foil leaves which hang inside the can side by side and touching," he explains. "A copper wire runs through the top of the can, close to but not touching the leaves. To create our static electricity, we rub a plastic protractor with paper and touch the protractor to the copper wire. This sends a charge down the wire and separates the leaves."



"There's a 20-mm scale on the can which tells how many millimeters apart the leaves are. After taking a reading in your present location, you set the detector in the suspected radiation area. The charged detector can be set outside or inside, wherever radiation is suspected. The radiation caused by fallout particles will move the leaves back toward each other."

"By computing the difference in millimeters between the first and second readings, it's possible to find the amount of radiation in the

air, if it's safe to go outside, and how long it's safe to stay."

The radiation meter is such a serious product that demand for it outstrips production. Homeowners, many of whom have private fallout shelters, are asking for it, and industrial plants in Independence with their own shelters are placing orders. Since many plants are presently working with some type of radiation-causing material, they are eager to buy the monitoring devices for routine testing inside and outside of their buildings.

"Most buyers are deadly serious about using our product as a protection instrument," concludes Jim. "But, of course, there are a few who buy them as novelties because, you have to admit, they're cute little things."

Philadelphia's Energy Experts

While Achievers in Kansas City are monitoring radiation levels, Achievers in Philadelphia, PA are monitoring heat-loss levels with the help of such sophisticated instruments as Instatherm guns and a computer.

Audex, Inc., sponsored by Arco Chemical Co., has been sending out teams of five Achievers to check clients' homes with the guns that the company bought.

Bill Michaud, vice president of product development, explains the service. "The Instatherm gun that we're using measures BTU losses. It's like a camera. As you walk it up and down a wall, it registers the temperature constantly and picks up leaks with an audible beeper."

CUT ENERGY COSTS

"We tell the homeowners where they need insulation, weatherstripping or caulking around the base of the house, windows, storm windows and doors," continues Bill. "We tell them what they can save with a flow restrictor in the shower head or an automatic setback thermostat. You can save up to ten percent of your fuel bill if you do that."

"Dripping faucets cost. Drafts that come from poor caulking or weatherstripping cost."



Bill Michaud, vice president for product development, demonstrates the device Audex teams are using to register temperature and to identify areas of heat loss. (photo by The Suburban and Wayne Times)

When their 60- to 90-minute audit has ended, the team fills in seven pages of forms and sends them on to Allen Howard, vice president of operations.

COMPUTER TAKES OVER

Next step is feeding the findings into a computer which has been programmed to translate the information into numbers. These numbers attach a rating value to such items as building materials, insulation type and thickness, windows, doors, etc.

"We figure the potential savings in dollars," continues Bill, "which means we have to know the market prices."

Within a week of the audit, the homeowners have their answers and can attach their priorities to the energy-saving answers suggested. The entire package costs \$25—\$10 down, and \$15 after the audit has been received.

OVERCOME SUSPICIONS

Although the more than 60 Achievers who make up Audex's membership consider themselves hard-working, highly-trained energy experts, during their first few weeks of operation they had to face the fact that homeowners were reluctant to let unknown young people into their homes. Therefore, during a company meeting, they resolved to have one member of each team know the

prospective client well enough to inspire confidence.

Business began to pick up after that decision, and JA in Philadelphia can be proud to have been a part of the energy-saving program in the City of Brotherly Love (and Warmth).

Energy-saving hints from Audex: Draperies have an R value of one (R stands for resistance of heat flow from one space to another). At night, draw draperies or shades to increase the value of R. In the daytime open draperies to make use of the sun's warmth. Insulate the water heater. Recycle the clothes dryer's moist heat into the house.

THE CAMERA CONNECTION

by Buddy Brockman, Charlotte, NC

Counselled by PhotoCorporation of America (PCA), the largest producer of color portraits in the world, The Camera Connection is giving Achievers in Charlotte a unique insight into another profitable part of the business community.



Achievers sell "sittings" to customers. A portrait mounted on a wooden plaque is their sales tool, and a minimum deposit of \$5.00 confirms the time and date of the sitting.

All photography is done at the JA center on meeting nights in a portable studio with camera and all equipment leased from PCA. Achievers are receptionists, photographers and assistant photographers having been trained by the advisers.

After processing by PCA, a company member mounts the best 8 x 10 on a wooden plaque. The selling Achiever delivers this to the customer, collects the \$5.95 balance due, and offers additional 8 x 10s, unmounted, at \$5.00 each.

In our visually oriented world, a photographic company gives interested teenagers a chance to develop specialized skills and brings variety and excitement to the JA program.



Achiever Photographer Bob Redding prepares to "shoot" two clients against a rural background in the JA center studio.

Project Business Gets An A+

The Junior Achievement program for eighth or ninth graders is called Project Business, or PB for short. PB, unlike JA, is a supplement to the school curriculum and executives from business firms work with classroom teachers to teach what really happens in business. The Kellogg Foundation of Battle Creek, MI, had a major part in establishing Project Business by providing \$750,000 to Junior Achievement to get the Project Business ball rolling nationwide.

"Somebody who knows firsthand how our system works has to talk about capitalism in the schools if we are to preserve it," says Beverly Franklin, Project Business Manager in Ft. Lauderdale, FL.

Apparently business people agree. Sponsoring companies are paying for all classroom material and executives from small, medium and large companies, alike, are each donating 12 hours of their time to explain free enterprise to more than 40,000 students this year in 90 cities across the nation.

And how are these executives (or consultants as participants from business are known) presenting the message? In ways that are original, fun and fascinating to eighth and ninth graders who may not, until now, have placed "economics" at the top of their favorite-subject list.

WHO BAKED THE BREAD?

In Ft. Lauderdale, consultant Charles Harnden, president of Alpine Engineered Products uses a class play called "The Modern Little Red Hen."

Six students are assigned the various roles of hen, cow, duck, pig, goose and government regulator. The consultant acts as the narrator.

When the play opens, the hen wants to plant wheat to bake bread but no other animal will help. "I'd lose my unemployment compensation," cries the goose. "I'd lose my welfare benefits," exclaims the duck.

The hen plants the wheat, har-



Little Red Hen Frenda Williams (center) doesn't seem to be too upset as she discusses making a loaf of bread with Duck Michael Lewis and Goose Lynn Hexham. The play came to life in the classroom of Mary Ellen McKinney at St. Clement Catholic Church School.

vests it and bakes the bread when suddenly all the other animals appear and demand a share.

Clucking that she planted all the wheat and baked the bread herself, the hen refuses to share. "Excess profits," screams the cow. "Capitalist leech," yells the duck.

Then the animals grab picket signs painted with the word "unfair" and march round and round the little red hen shouting economic obscenities.

The government regulator quickly intervenes. He warns the hen, "You must not be greedy."

"But I earned the bread," says the hen.

"But under our modern government regulations, the productive workers must divide their products with the idle," says the government agent.

So the little red hen decides it's not worth growing wheat and baking bread. She vows never to work again.

The play leads to class discussions about production, government regulations and other current topics.

CARTEL IN PROVIDENCE

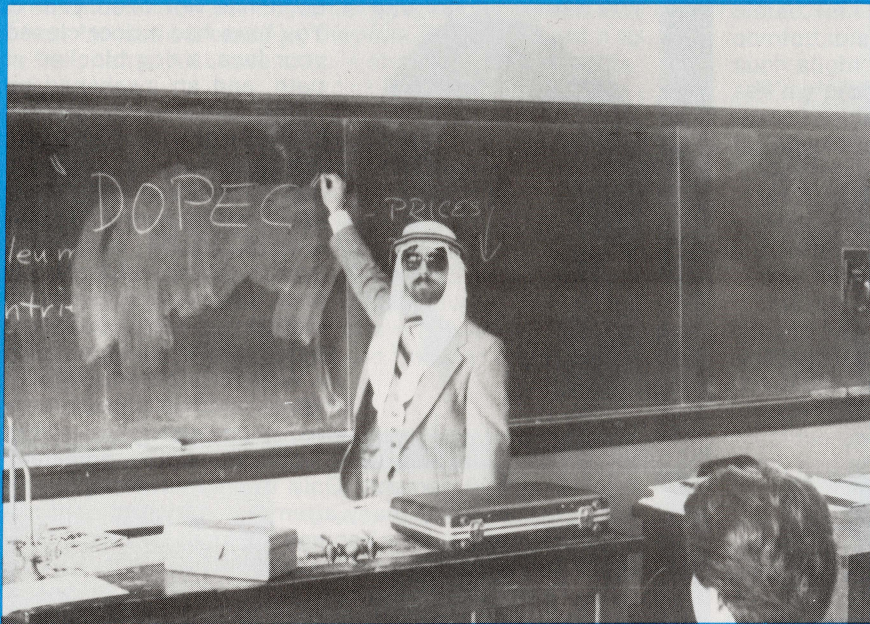
Achmed Muhammad Mufti, DOPEC representative to the

United States, puts in regular appearances in classrooms in Providence, RI.

Achmed, alias Jim Ellison, is director of communications for Gorham/Textron. When he appears in a PB class, unrecognizable in dark glasses and an Arab head-dress, he sets the scene and explains the position of the Do-nut Producing & Exporting Countries (DOPEC).

Mt. St. Helen's ash has ruined all the wheat fields of the midwest. The U.S. expects severe wheat shortages for at least five years, so the Government has announced that all unnecessary uses of wheat flour will be banned. All cakes, pastries and other goodies are off the market.





Achmed takes advantage of having the only donuts in the world. Once, when students refused to buy DOPEC because of the extremely high price tag on the donuts, he began to eat them and the students became outraged.

"We in DOPEC see you have fallen on hard times and would like to help you," explains Achmed. "Years ago American agricultural advisers helped us to irrigate our lands, grow better wheat crops, and refine flour. We even learned to bake American-style pastries from Peace Corps volunteers who worked at Dunkin Donuts. Now we have plenty of flour, plenty of donuts, and would like to sell them to you. How much are you willing to pay?"

Once the bidding starts the fun begins. Prices rise, cost of living increases are demanded; boycotts follow and the students learn the economic realities of supply and demand and inflation.

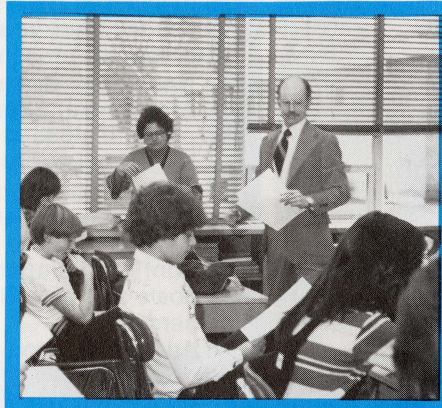
CAR COMPANIES COMPETE

While students in Providence are learning to trade with the DOPEC Countries, PBers in Springfield, MA are managing their own automobile companies. In this situation, the class is divided into separate management teams.

Each team or "company" has its own product — a car that is different from the car the other companies make. For four weeks, the companies make decisions on the price of their car, the amount to be spent on advertising, on improvements and profit margin.

Decisions are fed into a compu-

ter which compares one company to its competition and decides what share of the market, if any, that company is getting.



Students at Pittsfield South Junior High with Consultant Steve Auyer of General Electric/ELFUNSociety and teacher Annette Fallon summarize the results of "The Automobile Game."

THE GREAT IMPORT DEBATE

Debates were a hot item during this election year, so two Project Business classes at Arsenal Technical High School in Indianapolis, IN got into the act. Ray Fox, president of Fox and Fox Insurance, and Bill Douthit, president of George F. Cram Company, combined their Project Business classes to debate on quotas on imported cars.

A little government flavor was added by having the debate videotaped as a United States Senate hearing conducted by the "Senate

Subcommittee on Import Auto Commerce." The classes spent an entire week preparing pro and con arguments under the leadership of student co-chairpersons Senator Simon Sugar (D-Michigan) and Senator Gary Graft (R-South Carolina).

BANISHING THE STEREOTYPE

In Wichita, KS, Jerry Stanyer, owner of Wedding Specialties and a first year consultant, made the point to students that any job is available to them, if they are qualified, regardless of whether they are male or female.

To illustrate his point, he invited Blondie Roark, an auto mechanic, and Keith Scuba, a pre-school day-care worker, to speak to the class. Mr. Scuba, a student at Wichita State University, explained to the students that he loves small children, finds the part-time job works well with his college schedule and hopes some day to open a center of his own.

Ms. Roark took a course through Wichita Vo-Tech School on auto mechanics after which she worked in several garages. The students were curious about discrimination, and interested that once Ms. Roark had proved herself in the classroom and the garage she didn't get much static from peers or employers.

PB BENEFITS

The faces of a PB presentation are many. The course materials cover economic, business, and career-related activities, but the methods used by individual consultants to teach them reflect the personality and creativity of the consultant.

Who benefits from Project Business classes? The school benefits by utilizing the resources of the community. Teachers benefit by having local business executives in their classroom bringing with them both expertise and enthusiasm. Business benefits by helping to inform young citizens. Students benefit by participating in a dynamic learning experience. And students and consultants benefit through the mutual closeness and respect which develops over the weeks together in PB. All-in-all the Project Business program is profitable to everyone involved.



ACHIEVER asked the top sales contest finalists at NAJAC to confront this situation and tell current Achievers how they would deal with it.

It hasn't been your Saturday. You're out selling your JA product and you've just had another door politely but firmly closed in your face. You couldn't get past the dog on your first call, and you woke the lady-of-the-house on your second. How can you psych yourself up for the next sales call?

Achievers Speak Out



The judging for National Junior Achievement's Best Salesperson of the Year contest takes place at NAJAC each summer. Pictured are the 1980 winners with the final round judges representing the Sales and Marketing Executives International, the contest's sponsor.

(Front row, l. to r.) Achievers Audrae Erickson, first place; Scott Myers, second place; Lance LaVergne, finalist; Steven Silverstein, finalist; and Ingrid Conrad, second place. (Back row, l. to r.) Jud Miner, executive vice president, Respond First Aid Systems, Elmhurst, IL; Chris Heide, editor, Dartnell Sales & Marketing Newsletter, Chicago, IL; Bob Greweling, district manager, Eaton Corporation CC/SD, Cincinnati, OH; and Lee Sisson, division marketing manager, Eaton Corporation, Watertown, WI.



So it has not been your day. You have had a door closed in your face, a dog blocked your path, and an awakened prospect groused at you. Nevertheless, you are going to push on! You are going to psych yourself up and sell your JA product! How can you do it? EASY!

First, realize that building up the courage to make those first selling attempts — whether or not you actually sell the product — makes you a WINNER! Did you know that 80 percent of all professional salespeople sell only 20 percent of the goods and services, whereas the remaining 20 percent sell 80 percent? Only this small percentage are willing to make the many attempts needed to continually sell their product. They become the most successful salespeople as a result. You will too!

As you approach each door, repeat your personal and company sales goals to yourself. In addition, I use a self-pep talk like this: "If it is to be, it is up to me. If it is to be, it is up to ME!" Picture yourself closing the sale. See the smile of satisfaction on your prospect's face as you exchange money for a sales receipt. Smile and envelop yourself with ENTHUSIASM! You are successful!

After mentally preparing yourself, firmly knock on the door, take one step back, and anticipate success. When your prospect answers the door, greet them warmly, and introduce yourself. Then make a positive statement about your product that is sure to grab their attention. Ask for a moment of their time to *share* your product with them. As you tell them your sales story, invite them to take an active part in the presentation by asking questions. Remember to *wait* for their reply before continuing. Also, seek their assistance in the demonstration of your product. Be prepared to close at least three to five times and learn to handle objections confidently.

By doing this, you will be paving your way to success! Remember to leave your business card, ask for references, and congratulate your prospect for selecting your product. Continue using the "self-pep talk" and you *will* reach your goals and establish yourself as part of the successful 20 percent!

By doing this, you will be paving your way to success! Remember to leave your business card, ask for references, and congratulate your prospect for selecting your product. Continue using the "self-pep talk" and you *will* reach your goals and establish yourself as part of the successful 20 percent!

Audrae Erickson (18), Portland, OR



This day just has to get better! It really couldn't get much worse, I mean after being chased by a dog and having the following door "politely" slammed in my face what else could go wrong? I realize that each and every job must contain some obstacles, but haven't I encountered enough for one day?

Every salesman must admit that selling is a challenge. Where else can you try to convey your enthusiasm to a wide variety of people and be attacked by pets and rejected by

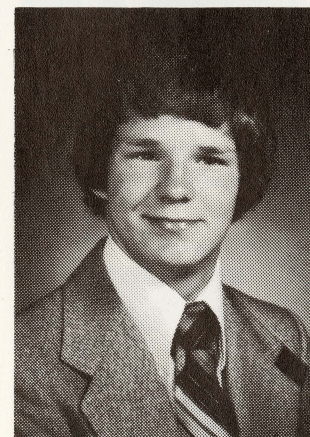
neighbors? I'm just trying to share with a prospect what I feel so strongly about. I want to offer others a useful product, not be a burden or bother. After all, I helped to manufacture this product; and in my opinion, it is the best on the

market. Once I show the customer how much I believe in it and how fantastic it really is, they will definitely want it to be in their home. All I have to do is show them the benefits, right?

Well half of this "great" day is over and if I quit now I will have accomplished absolutely nothing! I will have wasted my time not to mention my somewhat destroyed self-confidence. I just can't quit! I have made many good sales in the past and there is no reason why I can't continue to do so. My career is not over, it has just begun. -

I set out this morning to make a sale and that's precisely what I'm going to do. How can anyone know about my product if I don't go out and show it. I have already felt enough rejection for one day, so it must be time for a successful sale. HERE I GO!!!!

Ingrid Conrad (17), Pittsburgh, PA



Being rejected when out selling a JA product is not much fun, nevertheless, it happens to all of us. The two best things you can do when you're selling is to be yourself and to have a good time.

Being yourself is so important when you're selling. If you try to give a memorized presentation or try to give an image that isn't really you, you'll just come off looking nervous and uncomfortable. Talk to your customers and be friendly. I think you will find that most people are more inter-

ested in who you are and what you are doing than in what you're selling.

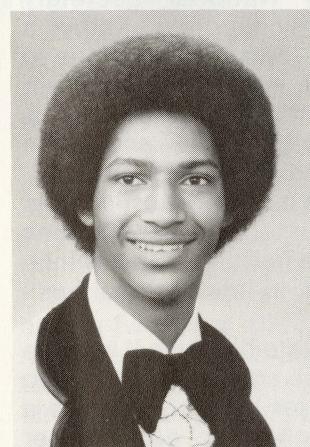
Above all else, have a good time. Selling is fun. So have fun with the people you sell to as well as the people you sell with.

The Achievers I have competed with in past sales contests have all been super nice and I have found some good friends there.

Selling is something that I really enjoy and I hope you can find it just as rewarding.

Good luck.

Scott E. Myers (18), Wooster, OH



I have heard many people say many things about the art of selling, but I have yet to hear someone say that it is easy. Although selling may be a difficult, trying task, the personal satisfaction one receives after the sale is made is far greater than any adversity encountered prior to the sale. It's that special feeling that keeps me going even when things get rough.

In my three years as an Achiever I have faced a multitude of customers, ranging from people who felt sorry for me to

people who wanted to call the police. I have had doors slammed in my face, doors that people wouldn't open, even people who shouted obscenities at me. There were times when I had to stop and ask myself, "Why am I out here? It's cold, I'm tired, and I haven't sold anything yet." But I per-

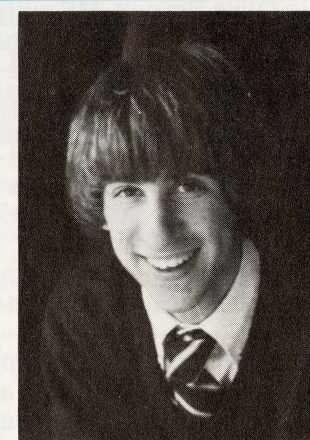
sisted, for I knew that I could not just quit. I would never be comfortable with myself knowing that I had succumbed to such slight obstacles. I assumed the attitude that I *could* sell my product, and I challenged myself to see just how many I could sell. It worked for me, and I'm sure it can work for other Achievers as well.

The most fundamental thought that must forever remain in an Achiever's mind is that anyone can quit. It takes no special effort or quality to give up. It does, however, require a distinct brand of individual to continue in times of difficulty, to refuse to succumb to whatever the temptation.

Through my JA experiences I have gained the confidence to pursue goals I once thought unattainable. That same confidence keeps me going here at Harvard, for I know that somewhere within me lies the ability to accomplish whatever I set out to do.

I close on this note: When you're out in your neighborhood, and another door has been slammed in your face—don't give up. Nothing has ever been accomplished by quitting. Count yourself among that special breed that never gives up. Take pride in the fact that you are an individual capable of success, and continue to persevere. If you can do this, then you will be successful.

Lance A. LaVergne (17), Baton Rouge, LA



Optimism is the name of the game. Always be sure of yourself, your product and your company. Don't let a few bad calls ruin what could turn out to be a great day. Sales and no's come in spurts — a bunch of each at the same time.

Realize that the professional salesman gets seven no's out of every 10 prospects on the average. With three no's you are on your way to getting to the yes's. The fact that you have increased your odds alone should increase your hopes, but there are some

things you can do to help.

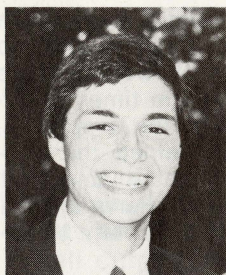
- 1) Sit down and write out 20 good points about your product. This will help you in your next sales presentation.
- 2) After the 20 good points, write out 10 bad points. Always be prepared for the customers' objections so you can overcome them.
- 3) After writing out the 10 negative aspects, think out ways to turn them into positive ones. For example, a wood product might have a knot (bad spot). Well, the customer will say, "I don't want that knot." And you can say, "Well, it's in there to add diversity and to give this one product a unique characteristic." People want to be unique.
- 4) Treat sales as a game. Too many people treat sales as a job to get done. Thus they are boring and dull. If you treat sales as a game, your attitude changes. The customers try to say "no," and you try to make them say "yes." You do this by having more reasons why they need the product than why not.
- 5) Never ask questions they can say "no" to. Ask "yes" questions, and when asking for the sale, always say "two, three or four," never one. If they want one, they'll say so, but two, three or four increases your sale 75 percent of the time.

Keep these tips in mind and always be optimistic. If you do the above, the odds will be in your favor and those three no's will be few in comparison to the yes's.

Steven Silverstein (17), Atlanta, GA

ON FILE

A Profile Of Your National Officers



National President John Tipton has found his niche at Miami University in Oxford, Ohio. "I love college and it gets better and better as I get to know my way around and meet more people," he says enthusiastically.

Studying and his JA correspondence are tops in John's daily routine. "Boy is my day exciting," he groans. "I get up, eat, go to classes, come back to the dorm to answer JA letters, have lunch, back to classes or to the library to study. I practically live in the library to keep up with the studying. Have dinner and go to bed. I'm embarrassed, it's so dull."

Pressed for a few more details, it turns out John's life isn't dull at all. Running is one of the loves of his life, so he sets aside an hour a day, whether it's in Ohio, at home in Louisville or in Olive Branch, MS with the Reader's Digest Speakers Corps, just for running.

John grew up in Louisville and remembers a lifetime of fabulous summers camping with his Dad, now a retired IRS agent, Mom and brother Jim. During the span of John's lifetime, they graduated from a do-it-yourself tent to a 16-foot trailer, and built their campfires in 46 of the 48 continental states and on into Mexico and Canada.

As a freshman, John is taking a general curriculum course, but hopes to earn a degree in Business Administration or possibly law.

A \$1,500 local JA Senior Achievement scholarship has helped with tuition costs. John is applying for a Resident Adviser job next year and a summer as a life guard will help him on his way financially.



National Vice President Bill Herp left the Louisville Blue Grass country to start his college years at Notre Dame University in South Bend, IN.

Campus life really agrees with me," says Bill, although he admits he misses his family. "I always had a lot of fun with my brothers Jeff, Dan, Randy and Paul. Sometimes I'd wish I had a sister so I would know something about girls, but most of the time we were all glad we were just guys."

Bill's University Scholarship has helped lighten the financial load and he is working hard in the general curriculum course required during the freshman year. Eventually he will earn his degree in Business Administration and has his eye on a law degree — "But that's a long, long way off."

During his high school years, Bill was active on the student council. During his junior year he was secretary, and he was elected president when he was a senior. He enjoyed fund raising activities for community projects and school dances; he was a member of

Your National Junior Achievers Conference (NAJAC) Officers are preparing for the 1981 Conference which takes place on the campus of Indiana University in Bloomington, IN each August. If you have any questions, comments or suggestions for NAJAC, please write to them.



John Tipton
67 Dodds
Miami University
Oxford, OH 45056

Bill Herp
118 Holy Cross Hall
Notre Dame, IN 46556

Kathy Harris
Maple 6101 Shilling
Iowa State University
Ames, IA 50013

Bill Sawyers
3226 West 7980 South
West Jordan, UT 84084

the National Honor Society; and he had his guitar.

"I love Blue Grass Music," he says. "As a matter of fact at Christmastime at Notre Dame about 200 of us got dressed up and treated the lucky guys at the hall dinner to some carols. There wasn't much melody, but there was sure a lot of harmony. They loved us."

Studying takes about two or three hours a day, and Bill saves an hour or so to answer letters and questions from the Achiever presidents who want to know the secret of his success. Daily relaxation comes in the form of pickup games of basketball, raquet ball, volley ball, or whatever other sport happens to be organizing at the moment.



"Tennis, French Club, Cheerleading — that's all behind me for a year," says National Secretary Kathy Harris cheerfully. Kathy, a freshman at Iowa State College in Ames, IA is staying away from organized activities while she adjusts to college life and does justice to her JA national duties.

Kathy, like her fellow officers, is taking a general curriculum course, but her ambitions will eventually earn her a degree in Business Administration and a career, she hopes, in international business.

"I decided to come to Iowa State because it was the friendliest campus I visited," she comments. She also vows that the fact that her older brother, Mike, is a senior there this year had nothing to do with her choice.

One thing Kathy has chosen to be a part of is the Financial Aid Committee. During her high school years, she was a representative to the School Student Council, and enjoyed planning school social activities as

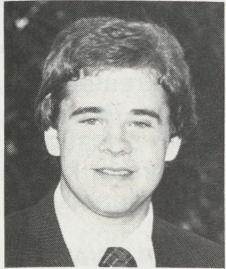
well as going to the faculty with grievances and recommendations from the students. "Not that all our suggestions were accepted," she remembers, "but at least they were all listened to."

As one of three student representatives to the Financial Aid Committee, Kathy will be working with scholarship funds. When the college receives a large financial gift, the students' suggestions will help decide into which department's scholarship fund it should go.

When she was only 10 years old, Kathy's Mom and Dad moved to the bucolic town of Dundee, IL, a suburb of Chicago, and there she has lived ever since with her sisters and brothers, Julie, Michelle, Patty, Matt and, of course, Mike the senior.

"Now that the family is starting to split up we really miss each other," she says. "We used to have such fun every winter. We'd go down to our condominium in Florida during school vacation just to relax and swim and get a tan."

"Now we look forward to the big family reunions like we had at Thanksgiving and during the Christmas holidays."



NAA Chairman Bill Sawyers, a resident of Salt Lake City, is a pre-med student at the University of Utah with an undeclared major in business administration.

"Right now I want to get into some kind of medicine," says Bill. "But I want a business background too, so I can keep my options open."

Bill came to the University on a presidential scholarship — the highest scholastic honor the school offers — in spite of, or maybe because of, his many extra curricular activities in high school.

In addition to his JA honors, he was a state officer for the Future Business Leaders of America, publisher of the FBLA newsletter, president of the local chapter and selected as "Mr. FBLA" for Utah in national competition. He was also active in the DECA Club of America.

Bill has also always been, and still is, active in the Mormon Church. He is a priest in the 16th Ward, West Jordan Utah stake at the present time, and looks forward to serving missions when he reaches 19.

In his spare time, Bill relaxes skiing, playing tennis and racquet ball with friends from the University or his Dad. He has two sisters, Mary, 17, and Joannie, 10, and a nine-year-old brother, Jimmie, and, of course, there's Rex the dog and Midnight the cat.

Keeping up with the AA correspondence is "like having two extra classes," Bill maintains. "There are more than 100 AAs around the country and I get letters all the time asking for project ideas, fund-raising ideas, tips on how to be #1, things like that."

Christmas break came just in time last December for Bill to make COJAC, the Colorado JA Regional Conference where he conducted an Achiever Association Workshop. Says Bill, "Now I'm already getting set for NAJAC '81 which is going to be the biggest and best yet."

Speakers Corps Tells JA Story



Reader's Digest Speakers Corps members pause for a photo on the steps of the Holiday Inn Executive Conference Center in Olive Branch, MS. Left to right they are: Front Row: Paul Savary, Laura Peracchio, Kathy Harris, Brett Scharffs. Second Row: Marty Light, Laurie Gardiner, Anne Okrepkie, Bill Sawyers. Back Row: Michelle Remillard, Mike Bishop, John Tipton, Clint Chao, Bill Herp, Sue Schmickley.

Each year a new JA/RD National Speakers Corps is chosen from among those high school seniors and college freshmen who were national JA contest winners or finalists; elected national conference officers and validated candidates; and chairman or alternate chairman for a NAJAC group.

A four-day seminar helps corps members improve their speaking skills while they examine how to relate to specific audiences. Since 1967, through the funding and support of DeWitt Wallace of the Reader's Digest, the JA/RD program has been teaching young adults better ways to reach the public with the JA story.

If you would like to have one of these young people speak to a group in your area, contact Ms. Buffie Kaufman, manager of program administration, Junior Achievement, 550 Summer St., Stamford, CT 06901.

Japan Welcomes JA



With the encouragement of the American Chamber of Commerce in Japan, and the assistance of Tokyo business leaders, JA established its first company, NIPPON JA, in Japan last October. The company, formed by students of the International School, St. Mary's in Tokyo, has 15 members whose permanent homes are in New Zealand, Sri Lanka, Brazil, the United States and Japan.

According to Dr. Geoff Nicholson (standing, center) chairman of JA in Japan and technical director of Sumitomo 3M, the program is off to a good start. "To give the program stability," he adds, "we plan to expand the program to Japanese schools and students as soon as possible. This is essential since both advisers and students in the International School are somewhat transient."

ON FILE

The Family's Jewels

When Mark Gustafson bought out his family's jewelry business in Raleigh, NC a year ago, he was a 16-year-old Achiever attending Milbrook High School.



It all began a few years ago when his Dad, a test engineer with IBM, decided an after-hours, hobby-type business in partnership with Mrs. Gustafson would be an adventure. Together, they started visiting the spring and fall jewelry shows in Providence, RI and New York City where vast trays of glittering gems, both real and imitation are displayed by manufacturers. Wandering through the booths, picking up catalogs, visiting with wholesalers from all over the country was part of the excitement. Making selections from the myriad designs of top-quality costume jewelry, and silver and gold pendants, earrings and bracelets was like being a kid in a candy shop again.

BOUGHT THE BUSINESS

The little jewelry business, run from their home, flourished for a while, but Mr. Gustafson's time schedule became too heavy for him to continue, and finally it was Mark working with his Mother who kept the business running. Then one day his Mother, too, had had enough, and Mark struck a deal with his parents and bought them out.

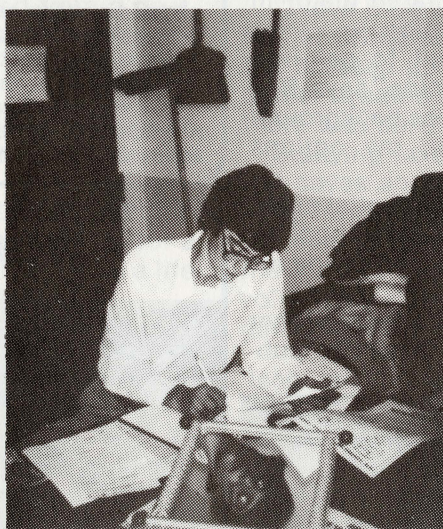
"It's not much of a business right now," says Mark, "because I

have trouble finding time enough to develop it. Basically, I have displays in five local jewelry shops on a concession basis. They show my merchandise without having to invest any money, and when they make a sale they keep 40 percent of the selling price as commission."

ONE SMALL ROOM

"My magnificent warehouse is one small room in the house which my Dad says is a 'mess,' and my accounting system comes right out of the JA student manual. But it works."

Although Mark hasn't had the glamorous experience of attending a big show yet, he has high hopes of remedying that this spring in New York. He buys end lots from big wholesalers and makes selections from manufacturers' catalogs.



Mark Gustafson working in his "jewelry stockroom." In the foreground is this year's JA product, a macrame mirror.

"In addition to the store concessions, I have a couple of other ways of selling which I like better," he explains. "I do a good business every year at the Raleigh Flea Market, and I run ads in the local papers. When someone calls me I'm ready to display my wares to a single, a group or a party."

PARTY LINE

"Yes, I've developed my own Sara Coventry type of party presentation. People have fun buying in a group and I have fun doing it. What

interests me is that everyone nowadays is clamoring for my 14K line. They know they're going to get a better deal on gold by buying direct from me than going into a shop that has overhead and salary expenses included in the price.

"All of which brings me to another problem—cash flow. Right now I'm up against some big decisions. If I take out a loan to increase my gold line, I have to spend more hours making it pay off. I'm not sure I'm ready for that yet."

No wonder Mark has a time problem. In addition to being VP/Marketing of his JA company Modern Image, sponsored by Amoco, he is a regional officer for his church group, a member of the Boy Scouts, Honor Society and Student Council, and he works part-time at the Pizza Time Theater (a chain of popular West Coast restaurants currently expanding to the East). He is also active in a national, politically-interested group known as the Raleigh Youth Council.

MAKING HER OWN WAY

Three younger sisters, Sharon, 15, Pam, 9, and Rhonda, 6, complete the Gustafson family. "Sharon is in JA now, but she originally didn't want to join because she didn't want to follow in my footsteps," Mark reveals. "My Dad, though, made her promise to join and stick it out for one year because he thinks it's so great. So she did, and now she's into her second year and an officer in her company, so I guess she's hooked."

Future plans? "If I do go into the jewelry business, I want to be a retailer — have my own shop. I get a lot of satisfaction out of dealing with the customer.

"Right now, though, I'm trying to expand the business through Achievers from all over the country that I met at NAJAC last year. I've written letters asking if they would be interested in selling my jewelry on a commission basis.

"I try to be as independent with the business as I can," concludes Mark. "But my whole family gives me the moral support I need to keep going."

Smooth Skating For Cathy Fischer by Linda Levi, J A of Rock River Valley

How would you like to have the following schedule? Wake up at 6:30 a.m., go to school from 8:00 to 11:00 a.m., drive 25 miles, skate from noon to 6:00 p.m. and then drive the 25 miles back home. On Monday nights, go to JA, then home to homework and eventually to bed; only to have to get up and do it all again! And on Saturdays, you have to get up at 4:30 a.m. to be in Janesville, WI by 6:00 a.m. to skate until noon.

Well, that's the schedule of Cathy Fischer, a senior at Hononegah High School in Rockton, IL. Cathy, in her second year of Junior Achievement, is vice president of administration of We Enterprises, counseled by Warner Electric Brake & Clutch Co.

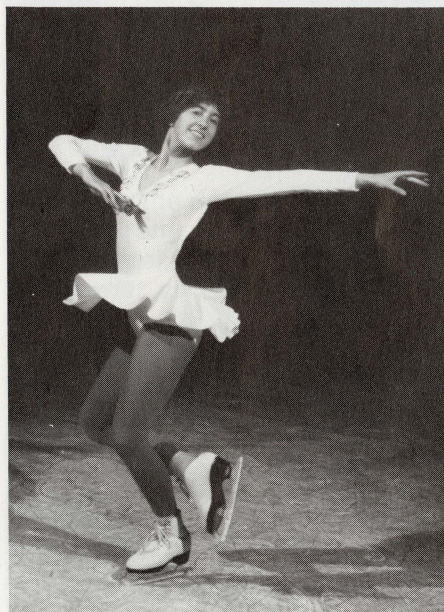
Cathy is an amateur figure skater who started skating at age five when her parents moved to Rockton. Figure skating began as a hobby, but eventually became an integral part of her life.

At the age of seven, Cathy skated in her first competition. That competition was in Ohio, where she placed sixth out of 12 skaters. She remembers being "mad at placing sixth. I thought I was really great!"

Her parents accompanied Cathy to that first competition and they

still go with her to most of her meets. According to Cathy, her parents provide a calming influence. "Competition seems to bring out the worst in coaches," comments Cathy.

Cathy currently skates six hours a day, six days a week. Recently, she placed third at the Upper Great Lakes qualifying meet. During 1981 Cathy will compete in the Mid-western qualifying competition;



A graceful moment, as Cathy Fischer solos on the ice.

and if she places in the top three there, she will advance to Nationals. Placing in the top three at Nationals would mean she would be on her way to World Competition.

CAMBRIDGE IS GREAT

Last summer, Cathy spent eight weeks at Harvard University as one of 650 high school students from all over the world accepted to the university's summer school. She took Calculus and Anthropology and was granted regular university credit for these courses.

"The professors treated the high school students no differently than any other student in class," relates Cathy enthusiastically. "Cambridge is a great place to live, and I truly enjoyed meeting people from all over the world."

When asked about her goals, she mentioned several. But tops on the list were qualifying for Nationals and getting into Harvard as an undergraduate. Cathy plans to study for a degree in computer engineering and may go on to law school, specializing in patent law. She is also thinking about skating professionally for a year or so.

Editor's Note: Good luck both on and off the ice.

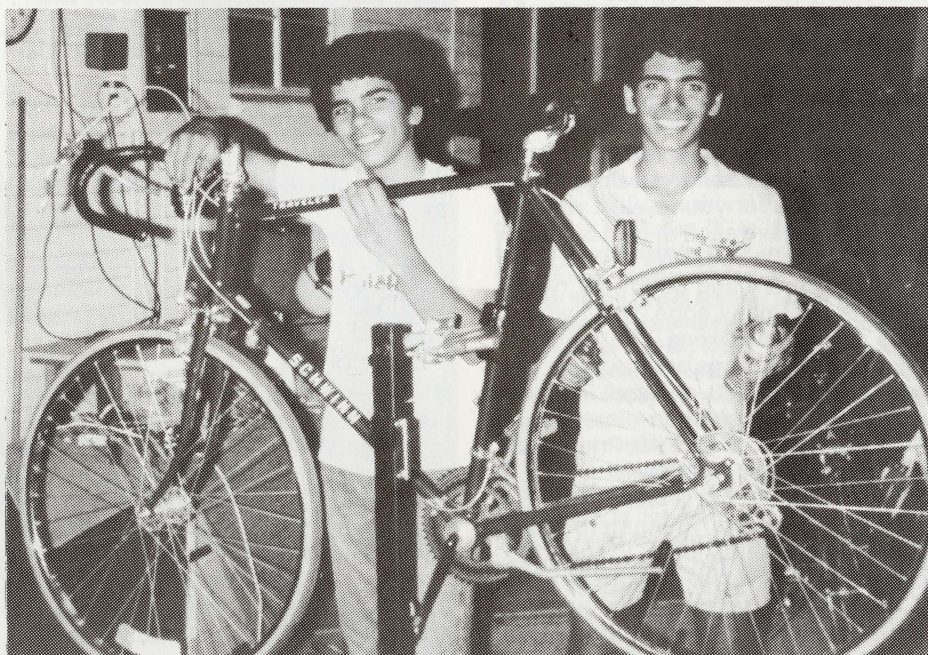
Our Own Business

Paul and Jeff Hamra of Phoenix, AZ, both Grad Achievers, wrote to *ACHIEVER Magazine* describing their present independent business.

Thanks to what Jeff and I have learned in Junior Achievement, we have started a successful used bicycle business (PJ's Used Bikes). We buy used bikes at swap meets and repair or adjust them. We then sell them through the newspapers or to our friends. Most of our customers have been referred to us.

Our first capital was \$75.00. As of March, 1980, our records show the gross sales of bicycles to be \$3,007.00.

Junior Achievement made my brother's and my dream come true — starting our own business.



Jeff and Paul repair a 10-speed on the bicycle stand they purchased with company profits.

Achiever/Laureate Interview



Ninety-year-old Frederick C. Crawford, 1980 Business Hall of Fame Laureate, and honorary director and honorary chairman of the board of TRW Inc. talked with many Achievers at last year's National Business Leadership Conference (NBLC) including Craig Canfield (right), vice president of the 1980 NAJAC. As a leader in industry Crawford is noted for his progressive human relations policy. He began an open-door policy, whereby any worker could feel free to discuss his or her problems with top management and he took pride in knowing all workers on a first-name basis.

Princess Debbie Macfarlan as she appeared during the Cherry Blossom Festival in Washington, DC last spring. Debbie, a Grad Achiever who originally came from Massachusetts, was selected to represent that state by the Massachusetts State Society.



What was your first business experience?

Seems like I've always been in business. I came from a happy, but strict, New England household in Watertown, Massachusetts. When I was eight and my brother ten, my grandmother Coolidge called us to her and said, "Young men, it is time for you to earn your living." So she gave each of us a big black hen and thirteen eggs. We learned how to care for them and soon had twelve chickens and many eggs. Now, we are in the chicken business. We then went around and sold eggs and broilers. The eggs went for \$.20 a dozen and the broilers, that's a chicken cleaned and ready to cook, sold for \$.15. Prices sure have changed haven't they?

My childhood days were very different from those of youngsters today. There were no telephones in the town, no electrical devices, no cars and no TV. Our transportation was by horse or a horse-drawn streetcar. In fact, they were still shooting buffaloes out West.

What did you do in high school? Did you have any hobbies or favorite extracurricular activities? What did you like the most in high school?

Well, I liked everything in high school. I was the manager and also a player on our basketball team. I was also my class president. I enjoyed all my subjects. I didn't have any particular preference in that area. I liked math as well as history. Because I did like everything it made it difficult to choose what I wanted to study later in college or do for a career.

Why do you feel that Junior Achievement is a valuable program?

Students see the business world first hand and so can better appreciate the hard spots corporations must travel over to be successful. This learning by doing experience is very useful. I wish I had had a JA program when I was a student. As it was, I didn't get that kind of exposure until after I graduated from college.

After college I went to work at a steel mill picking up and shifting out scraps. Not too glamorous after four years of Harvard, huh? But that year was perhaps the best year of employment I've ever had because it let me understand the worker. You see, I was a worker, not a person in management, and I found out what was important to the worker in his job. Junior Achievement does that too, but with all aspects of business. Junior Achievement is one of the most intelligent things done in America.

It seems that the American public holds some misunderstandings as to the relationship between themselves, as consumers, government and industry. What do you feel are the gravest of these misunderstandings and how can they be corrected?

There are many misconceptions held in the mind of the American public about business and industry. Perhaps that is because people aren't clear on the basis which business grows from. Our system, the free enterprise system, is based on human nature. In short, people are able to do what they want to do. Other economic systems tell the individual what to do. In our system, every person is given the opportunity to better himself. That's the goal of every individual and that's what made America great.

Our readers are concerned about their future. What advice do you have for high school students on subjects such as college and career plans?

First off, you don't have to decide in high school what you are going to do for the rest of your life. Nobody can foresee the future. Everyone has the potential to be the President or a bum. There are some simple rules to follow in your life that will insure success. In my lifetime I've heard many people give much advice and they all seem to say similar things. First and foremost, quit worrying about the future and being a success. Take today and do the best job possible. If you follow this, then the future will come to you.

When you are doing something, devote to it all your energy and concentration. Don't quit your day at 4:45 p.m. — work until 5:15 p.m. Make your project better than anyone else's and your employer or teacher will notice you and good things will happen to you. Less worry about the future and more attention to the job at hand will make you successful.

Secrets Of Selling

by Carl E. Brinnel, Executive Director, Western and Central MA

TRADE FAIRS, MALLS, AND OTHER GREAT PLACES

I walked into a mall one day, and there were two Achievers behind a "booth." It wasn't a Junior Achievement Trade Fair, but rather an effort of a JA company to increase sales.

A shiver ran up and down my spine. Here were two well-meaning Achievers, spending several hours and wasting most of it. Try to visualize this picture, and tell me what's wrong with it.

A table was covered with a sheet. The corners of the table were affixed with bare wood posts, which held up a brown Kraft paper sign reading "JUNIOR ACHIVEMENT." It was written with a crayon or felt marker. Two scared Achievers were sitting down, their coats were piled on the floor, and one Achiever was sipping a shake. They were both in jeans.

I walked up to them, introduced myself, and asked how things were going. "Poorly," was the response. "Nobody is buying." "Well," I said, "maybe no one is selling!" They were actually waiting for people to walk up and ask them what they had for sale. It took about a half

hour, but here's what we did; and *here are the rules to follow at a Trade Fair.*

- Hide the coats, sweaters, etc.
- No smoking, eating or drinking behind the booth.
- Stand up and look busy.
- Have decent-looking signs (and especially spell Achievement right.)
- Have a display that will attract.
 - A) Products in view.
 - B) Demonstration available (games to be played, car products plugged in, etc.)
- Use a professional-looking booth. Don't look like a cake sale (unless you want to sell cake!)
- Wear the right clothes. Grundgies and sneakers are wrong apparel.

Now, what do you say to customers?

In a previous issue I mentioned the phrase, "May I help you?" is wrong. This phrase is ancient and violates an important rule of selling; which is, "Don't ask a question that can be answered by a 'no.'" Examples: "Can I borrow the car?" or "Wanna buy one?"

The only reason salespeople use

this phrase is because no one ever taught them the right thing to say. Analyze it. It is really a silly question! You go to a store, wait for fifteen minutes for a clerk to take care of you and finally someone says, "May I help you?" Most people would like to reply by saying, "No, I just thought I would stand here and be bored!"

Try some of these suggestions, or make one of your own:

- How may I help you?
- Our special sale is over here.

If you really want to try something different, try this: "Hi, I'm _____." Then count up to eight (to yourself) and keep your eyes fixed on your prospect. It is just about guaranteed that this person will tell you what he or she wants. However, if a browser is asked, "May I help you?", the answer will almost always be "no."

Finally, remember this. When you set up at a mall, trade fair, or lobby of your counseling firm, or anywhere you are seen by many, you are the reflection of Junior Achievement. We don't meet the public often, but when we do, be professional!



National Business Leadership Conference — 1981

The month of March marks the Seventh Annual Junior Achievement National Business Leadership Conference (NBLC). The NBLC takes place at the Washington Sheraton Hotel in Washington, DC on March 5 and local JA companies are displaying their products here just as they did in Los Angeles last year. As seen in the photograph on the left LA-area Achievers worked from custom-made booths especially designed for this occasion.

The theme of the 1981 NBLC, "The Business-Government Relationship: Growth Through Understanding," will be examined by internationally-recognized authorities throughout the daytime program.

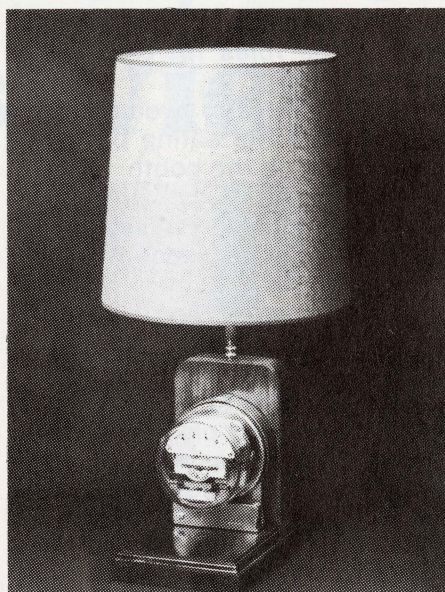
During the evening ceremonies some 2000 business leaders will witness seven new inductees officially enter the Business Hall of Fame. Selected for Junior Achievement by the Board of Editors of FORTUNE magazine, these laureates are individuals whose business accomplishments have had a major positive impact on our country's history, and on our quality of life. See the February 18 issue of FORTUNE magazine for a review of the lives and achievements of these honored laureates.

Competition: Junior Achievement Style!!

Where does it say that JA companies can't compete with big organizations who advertise nationally? ELECTRA, a JA company sponsored by Southwestern Electric Power Company in Shreveport, LA not only believes they can compete in this environment, they have proof of it.

Recently, they discovered an advertisement in the *Wall Street Journal* which showed meter lamps retailing at \$34.50 more than their local product. As ELECTRA President Christy Guillory noted, "We knew we had a good product, and tried to keep production costs down, but this surprise really floored us."

The JA meter lamp even has an actual glass dome covering the functioning electric meter base, while the nationally advertised meter lamp has a plastic dome. And while the national model has a brass plate available as an option (installed by buyer), the JA lamp has this installed as a standard feature.



The JA company product

Of course, this true (and favorable) comparison of very similar products has been added to the local marketing strategy for members of ELECTRA. And sales have been very good as a result.

YOUR OWN DESK TOP "ELECTRIC COMPANY!"

energy meter lamp

PAT. PEND.

ORDER NOW FOR CHRISTMAS!

METER ACTUALLY OPERATES AND RECORDS LAMP'S ENERGY USE IN KILOWATT HOURS!!

We've removed that classic energy symbol, the electric meter, from outside your home, extracted its recording mechanism, and incorporated its workings into a real traffic-stopping, yet practical and functional Lamp. Truly a conversation piece that will amaze everyone!

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The Wall Street Journal ad

This was one JA product that really "shed some light" on how to meet competition head on — and not only survive, but thrive successfully as a result!

Ten Receive Scholarships

Ten scholarships were offered to Junior Achievers for the first time last spring by the American Hardware Association.

These new annual awards specify that one boy and one girl for each region be selected to attend "Operation Enterprise," a program for high school and college students conducted by the American Management Association in Hamilton, NY. They cover total tuition, room and board — a cost last year of \$595 per student.

Operation Enterprise puts students together with the men and women who manage the nation's businesses, cities, hospitals, schools, banks, civic groups and other vital organizations.

With a group of their peers, the winners enjoyed tennis, swimming and golf and explored such vital issues as "What makes an effective leader?" "The importance of management." "How to turn ideas into action." "What top executives have to say about corporate social

responsibility." . . . and more.

Here are some comments from those who were there:

"The sessions left you with an enthusiasm to want to learn everything possible." Michelle Sullivan

"Not only did I learn about how and why to manage, but I learned about myself and other people

from around the country and other walks of life." David B. Conolly

"My reaction is one of surprise. These 10 days have taught me more than a year of school." Jeff Mullican

You may apply for one of the scholarships through your area JA office.



The 10 winners of the first annual American Hardware Association scholarships take time out of a busy schedule to pose for a photo. They are (left to right) first row: Jeff Mullican, Owensboro, KY; David Conolly, Boston, MA. Second row: Anne Bazan, Springfield, MA; LaFon Ferguson, Seattle, WA; Robin Barker, Birmingham, AL; Linda Blank, Cincinnati, OH; Michelle Sullivan, Minneapolis, MN. Third row: Art Tejada, Wichita, KS; Gary McDavid, Kingsport, TN. Missing from the photo: Edward Peipmeier Jr., Corvallis, OR.

Joe Francomano, who retired from his 44-year career in JA in June 1980, has often been called "Mr. Junior Achievement." Back in his teens, he was an Achiever for three years before joining the staff. He is a man with a sense of history and a sense of humor, and his commentaries on JA from 1919 to the present day are featured in each issue of ACHIEVER.

THE FORMATIVE YEARS, 1929-35

One month after Metropolitan Junior Achievement, the JA program with the new look designed for 16-21-year-olds, quietly opened its offices at 51 West 43rd Street in the heart of Manhattan, the "Roaring Twenties" came to a crashing finish with the fall of the Stock Market in November of 1929.

Armed with a \$10,000 grant from Horace Moses and a small list of friends to be contacted, co-directors John Mendenhall and Marian Ober went to work to organize a Board of Directors and to start some pilot programs under the new format.

A small Board of Directors consisting of 10 people was organized and incorporated. Harold A. Ley, president of the Life Extension Institute, was elected as the first president. Miss Katherine Fisher of the Good Housekeeping Institute was the lone woman on the board.

PRIMITIVE MEETING PLACES

By the fall of 1930, the co-directors had made the rounds of settlement houses, Y's, churches, schools and community centers, and the first JA clubs, as they were then called, began operating.

The Ornamental Gift Shop, the Oddity Shop, the Nick Nacks, the Leather Crafters cropped up in basements, attics, garages and in any space that was available. A boys' club made an old shower room into a workshop, and a YMCA drained a swimming pool and turned it over to its JA group.

Achievers were recruited mainly from among the existing memberships of the organizations providing space, and quite often by word of mouth from one prospect to another. Most clubs had only one adviser, and often he or she

was a member of the staff of the community center or Y or settlement house.

With the exception of a couple of printing clubs, all of the groups were manufacturers working in wood, leather, pewter, copper and later in plastics. Products were made from the raw materials, each club having to buy its own tools and equipment.

Company records were single, mimeographed sheets. Stock sold for \$.10 a share with the majority of groups capitalizing for under \$100. Company wages were \$.10 an hour, with groups meeting from 7:00 - 10:00 p.m. one night a week.

In 1933, when the author of the *Historical Corner* joined JA, there were approximately 20 clubs meeting in various parts of New York City. The groups were isolated and had no communication with each other. Groups were organized on an all-girl or all-boy basis. Once a year, all the clubs were invited to attend a one-day meeting at the Town Hall Club in the city to compete for prizes for the best-kept set of records, the most original product, the best exhibit of products and most sales.

Clubs were organized and operated on a continuous basis with new members brought in each year to replace the graduates or drop-outs. Because ages ranged from 16 to 21, it was not uncommon to have older members in the club who were working full time during the day.

JA EXPERIENCE COUNTS

The country, and for that matter, the world, was in the heart of the depression. Many young people who had graduated from high school could not afford to go to college and, due to the depression, many could not get jobs. What few jobs were available went to people who had experience.

Caught in the cycle of no job no experience, and no experience no job, young people were coming into JA to pick up some business experience that would help them break the cycle.

There is a lot of truth to the old adage that the need is parent to the deed. The Ornamental Gift Shop in Brooklyn, of which I was a mem-

ber, made a lot of products out of Britannia metal, which is a pewter type metal. We turned out ash trays, cigarette boxes, flower vases and nut bowls, all of which required a considerable amount of steel wool polishing in order to get the proper finish and shine. It was the one job on the production line no one wanted.

FIRST JA CO-ED COMPANY

One night one of the members suggested we invite some of our girl friends to come to the meeting to help with the steel wooling. The idea sounded good, and the girls were invited. A couple of weeks later the Ornamental Gift Shop became the first co-ed JA company.

Because we were the lone Brooklyn JA company, we were starved for information about what other groups were doing. Being pioneers, we conceived the idea of inviting the members of other nearby clubs to visit us on our meeting night to see our products and our workshop. We also promised to serve refreshments.

Again, the idea caught on and we were having "eating meetings" with clubs throughout the city — exchanging visits, ideas and information, and enjoying the feeling of sharing with new friends. These informal get-togethers eventually led to the first Achievers Association.

To be continued in April.

Dedication In St. Louis



Don Schnuck, center, president of the Mississippi Valley chapter of Junior Achievement, presents a plaque to Marniece Schwenk at the dedication ceremonies of the Wilson R. "Bud" Schwenk Junior Achievement Center. Robert P. Stupp, a JA board member for 17 years, helps in the presentation commemorating Bud's 30 years of service to JA.

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