

ACHIEVERTM

The Junior Achievement National Magazine

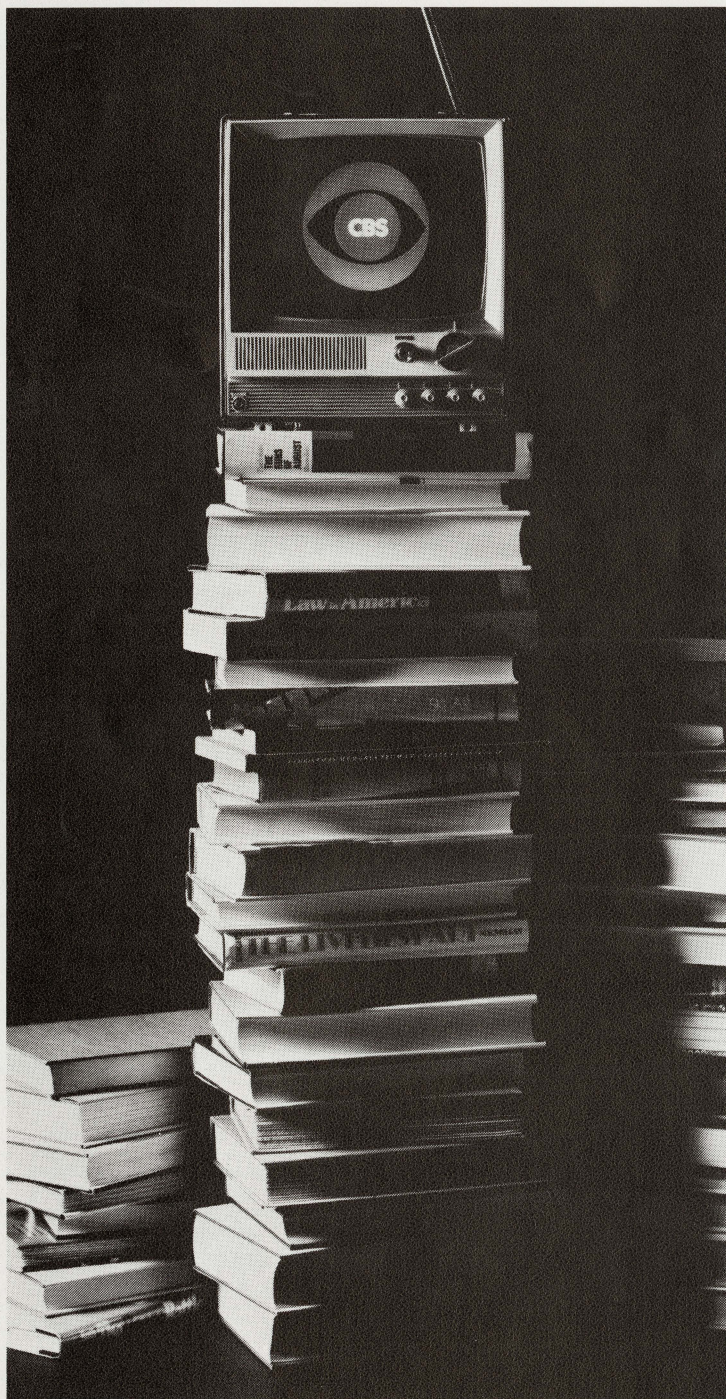


Vol. 3, No. 2

December 1980

Music City U.S.A.

DID YOU SEE WHAT THE LIBRARY OF CONGRESS AND CBS ARE UP TO? READ MORE ABOUT IT!



Now there's a direct connection between watching television and reading books. A link that increases your pleasure in both!

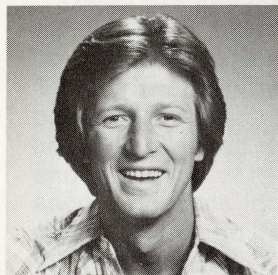
The Library of Congress and CBS have joined forces in a unique project called "Read More About It." The way it works is simple.

Take, for example, the CBS Television Network's stirring drama based on Erich Maria Remarque's novel "All Quiet on the Western Front," starring Richard Thomas (John-Boy of "The Waltons"). Immediately following the program, Thomas told viewers how they could read more about World War I, which formed the background of the drama. He named several books on the subject, which were selected especially for the program by Library of Congress specialists. Thomas also referred viewers to their local libraries and bookstores.

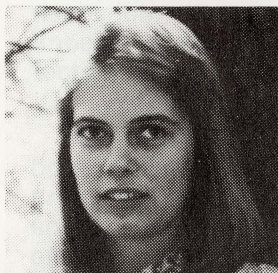
Since the project's beginning, many Network shows have been included, and this year the stars of selected programs will again step before the camera to tell you about books related to the program's subject matter. To show how reading can enrich your life.

We're proud to be partners with the Library of Congress in bringing the world of television and books closer together and closer to you. As we see it, the more you watch, the more you'll read. And vice versa.

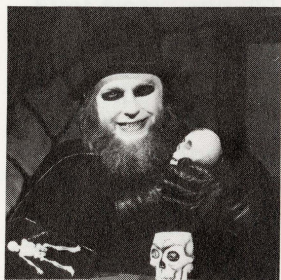
**CBS/BROADCAST
GROUP**



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Front Cover

This is a view of members of JA company "Hillsboro Sound" at work in their professional recording studio in Nashville, TN. In the foreground are JA adviser and Hillsboro High School faculty member Victor Gabany with David Parrish, 12th grade (JA president 1978-79) and John Hopson, 11th grade (JA president 1979-80) at the controls. In the soundproof chamber are company singers and musicians, (from left to right) Jimmy Corn, 12th grade, Wendy Holcombe, 11th grade, Kirby Allen, 10th grade and Greg Robble, 11th grade. Story on pages 4-5. (photo courtesy Mr. Pete Meadows and his commercial photography class)

Back Cover

Grad Achiever Charlotte Rae was an Achiever in the Milwaukee, WI program during the late 1940s. Here she is surrounded by members of the cast of "Facts Of Life," the television situation comedy in which she stars.

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HILLSBORO RECORDING STUDIO

HILLSBORO HIGH SCHOOL



A Traditional Christmas



A JUNIOR ACHIEVEMENT PRODUCTION

The Album Cover

Music City U.S.A.

"Music City U.S.A." proclaim the signs along the highways leading into Nashville. For a better part of America's population the name "Nashville" is spelled M-U-S-I-C. And for a good reason, for the music industry has given this southern city its most famous export, its most imitated quality, and its most sought-after product.

With its roots deep in radio station WSM's Grand Ole Opry, Nashville's music industry during the past two decades has grown like Topsy—experimenting, discovering, packaging and distributing. Today Music City is the second largest U.S. recording center. More

than 55 recording studios are located there, mostly concentrated on Music Row, an eight-square-block area. The studios are used by the companies of more than 300 record labels. And more than 1700 talented musicians work on a freelance basis in the recording studios, for the record labels, creating a sound so unique that it has become known in the industry as the "Nashville Sound."

Now Music City has another recording studio producing the Nashville Sound, and it's not located on Music Row. It's in Hillsboro High School, where Achievers of the Hillsboro Sound Company

are learning the recording business in professional surroundings.

Hillsboro presently is one of three high schools in the country which has an instructional recording program with a professional music recording studio facility. The school's amateur broadcasting studio was brought up to the demanding standards of a professional one, thanks to the advice of Mr. Owen Bradley, Country Music Hall of Fame member and pioneer in country music recording in Nashville, and the engineering know-how of Adviser Victor Gabany who designed the studio.

In addition to his expert sugges-

tions during the early planning stages, Mr. Bradley was on hand to dedicate the new facility. To show their gratitude, Hillsboro Sound dedicated their first professional-quality, 33 $\frac{1}{3}$ stereophonic album to him.

Owen Bradley is one of many artists in this talent-rich city who have contributed to Hillsboro Sound. The company offers seminars in all phases of the recording arts by drawing on a seemingly endless pool of talent for assistance. Students do their own arrangements and learn to operate the console and to write their own music; but when actually recording, professional musicians and engineers join them to correct sound imbalance or suggest special effects.

YOU NEED A REFEREE

Last year, when the company opted for a Christmas record as its product, the studio vibrated to the sound of steel and electric guitars, electric and grand pianos, drums and bass, as Achiever voices sang traditional carols such as "The First Noel" and "O Holy Night."

The combination may sound strange to an untutored ear, but in Nashville it was a winner. As Mr. Bradley said when giving his definition of the Nashville Sound a few years ago, "It's a bunch of good musicians getting together and doing what comes naturally. Of course, you've got to have a referee."

Since 700 albums made their way into the hands of Christmas shoppers, Hillsboro Sound must have had both good musicians and a good referee. At \$5.30 each, Hillsboro Sound had sold \$3,710 and cleared almost \$2,000 by the time the holiday season was over.

TOP-FLIGHT EQUIPMENT

Hillsboro High Senior David Parrish, 1978-79 president of the company, had to finish helping unload a TV satellite receiving station before he could come to the phone to talk about the studio.

"We must have at least \$200,000 worth of equipment in there, when you consider the audiotronic board, 8-track 3M machine and all the construction costs. The studio is larger than most 24-track commercial studios because you have to allow for all the kids milling around. Every room is separated by double



In the Hillsboro studio, Vocalists Randy Thompson and Lisa Bevill pose with Kurt Storey, producer and chief recording engineer for the Nashville Christmas album.

walls, double glass and double doors. We have a control room, studio, isolation booth for drums, second isolation booth for the vocalist or some section that's coming on strong and a tape room. That money all comes from the state.

"Our Christmas album took about a month to put together, although in a commercial studio it probably would have only taken a day. We had to work around the kids' schedules. For instance, the rhythm section would come in and lay down their track. Then, another time the horns would come in and lay down a separate track. We have eight separate places to lay down information, and once they're all filled we can mix them together any way that sounds best. Maybe we don't like the horns in a certain spot, so we can just cut them out without affecting anything else. That's what the term 'mixing' means."

AUDITIONS ARE IN ORDER

Mr. Gabany explains how the company operates. "The kids take a vote on what kind of record to make. Year before last, for instance, when Dave was president, he secured permission for our group to record Governor LeMar Alexander's inaugural address. The Republican party bought 1,000 45-rpm discs in advance, and left us with the responsibility of editing a two-hour speech into a seven-minute record.

"When they've selected the product, they decide who the performing artists from the group will be, through regular auditioning sessions. Usually, the vote for performers is unanimous, and they rotate the talent so all the kids who

want to perform will have a chance to do so."

MUSICAL ADVISERS

Hillsboro Sound has also been lucky in their two young advisers, Kurt Storey and Lisa Bevill, who work with Mr. Gabany.

Kurt was studying music at Belmont College in Nashville and joined the JA company through the Applied Management program (see page 17). As an arranger, violinist, bass player and recording engineer, Kurt played a major part in the professional sound of the Christmas Carols. This fall he joined J. J. Cale and his rock band on tour as sound engineer and occasional fiddler, but he'll be back in the studio when the tour ends.

Lisa Bevill, a sophomore at Belmont College, returned for her third year with the company and brings talent and training in the field of singing and composing. Lisa, who has had some professional exposure as a background singer at the "Crazy Mama" recording studio, would rather write than sing, but whichever way her career leads, she knows it will be in music.

Hillsboro Sound Company, in its fourth year of operation, is justifiably proud of its placement record. Says Mr. Gabany, "Twenty-five to 30 percent of the Achievers in the company go on to enroll in colleges specializing in recording techniques, and although the industry is extremely tough to get into, year before last four of our kids made it, and last year, two. Now we can add Kurt to our list."

Editor's Note: Congratulations to the Achievers of Hillsboro Sound Company for adding their talents in the field of music to Nashville's heritage.

GARY SANDY ~ from WING to WKRP

by Rick Grimshaw

"It was just another audition, the same as any other. There have been hundreds of them in my career, and many roles I didn't get along the way. This is a role I got."

These are the words of Gary Sandy, currently known as Program Director Andy Travis of the top-rated CBS television comedy, "WKRP in Cincinnati." An actor who, more visible now than he's been in any other role, is still on the way up. An actor whose first radio experience came behind a Junior Achievement radio company microphone in 1963.

This is the story of Gary Sandy, actor and Gary Sandy, former Achiever. It begins in 1963, when Gary was the on-the-air talent for a JA radio company, sponsored by station WING in Dayton, Ohio.

"I joined JA because I thought it would help me continue my interest in public speaking," he says. "I was always headed toward an acting career. JA was just one way to learn more about communication—along with speech contests, drama, stand-up comedy and church work, all of which I was involved with in high school."

After high school came college, at a small school in Wilmington, Ohio—Wilmington College. Then, when his father suggested that radio

might be more secure than theatre, Gary left college to enroll in a broadcasting school in Atlanta. There he found that acting, not broadcasting, was his first love.

So, off he went to still another school—this time an acting school in New York City, in 1967.

GETS ACTING ROLES

Gary had finally found his niche; the successes followed. He got parts in sixty plays, five or ten of which were off-Broadway, four movies and two or three "Movies of the Week." He landed roles in most television series and played in over 500 days of daytime soap operas, most often as the "bad guy."

In fact, his work with daytime television nearly cost him the role in WKRP.

"The producer's wife knew me from the soap operas and just hated my guts (because of his roles). She knew me from that, and was telling the producer that I couldn't possibly play Andy Travis, all-American nice guy," Gary relates.

"I was lucky because Mary Tyler Moore stepped in and picked me."

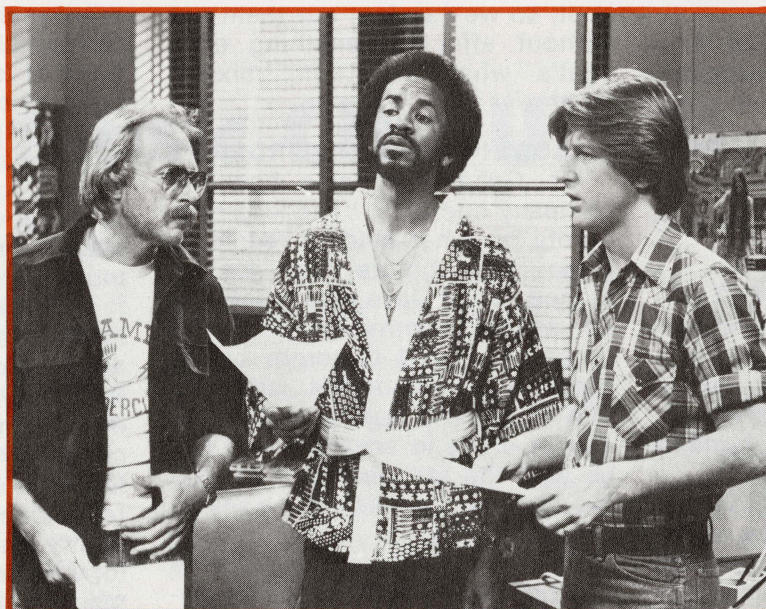
After the "pilot" program was accepted by CBS, Gary and fellow actor Gordon Jump (who plays Arthur Carlson, station manager) were sent around the United States to promote the upcoming series. As part of the effort, both visited radio stations and talked with managers and program directors about their respective jobs, so that they could portray them accurately as the series moved into full production.

Does the cast work well together?

"That's an essential ingredient for any successful show," Gary responds. "You've got to have a good ensemble cast. We have a good time. With WKRP, what you see is what you get."

But, says Gary, television shows today do not have to be good to be highly rated. "I'm just appalled at some of the stuff that's out today. No wonder the networks keep putting the crud on—that's what everybody watches."

"I know Greg Evigan very well (he plays BJ on "BJ and the Bear") and I like him a lot, but 'BJ and



Three ways of dressing are shown by Tim Reid (center) as the flashy disc jockey, Venus Flytrap, Gary Sandy (right) as the casual program director of radio station WKRP, and the staff's resident wildman, Johnny Fever (Howard Hesseman), on "WKRP in Cincinnati," comedy series broadcast SATURDAYS (8:00-8:30 PM, ET) on the CBS Television Network. Gary, a Grad Achiever from Dayton, OH, stars in the current TV show. (photo courtesy CBS Television)



Achiever Gary Sandy at WING

the Bear'...what's that all about?" Gary asks.

Nevertheless, network television will occupy Gary's time as long as WKRP remains a success. Don't, however, cast Gary in the "Andy Travis" role as he moves beyond WKRP to other acting roles.

"For those people who think they know what Gary Sandy is all about from WKRP—well, they've got a big surprise coming. I'm more versatile than this," he com-

ments. "I've still got a bunch of tricks up my sleeve, although the 'Andy' role is the closest to myself that I've ever played.

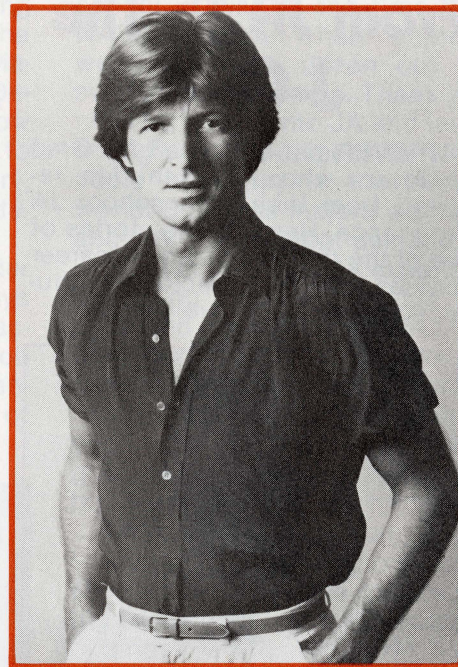
"I'll just keep on trucking," he continues. "I'm certainly not going to be a flash in the pan. WKRP is my first widely distributed work, but millions and millions of people know who I am from other things."

"I'd like to do a couple of good movies of the week, then some features. Eventually, I'd like to go back to Broadway, and hope to have some success.

"I've worked now for 13 years, and have made some kind of living in the acting profession. I haven't had to do anything else, although there have been ups and downs," he concludes.

The lessons have come along the way, certainly. The success Gary Sandy now enjoys is really a combination of talent, desire and a lot of very hard work. "I was always pretty aware that my career was going to have something to do with communications. When I finally decided that it was going to be the acting thing, I never, ever gave up.

"People say 'How does it feel to be a big success?' I guess I am successful, but I'm nowhere near what I want to do. But the thing I like about my career—and myself—is that it's all been a stepladder. It just keeps going on up."



Today's Gary Sandy

Gary Sandy, 34, a native of Dayton, Ohio and a former Achiever, then had to conclude our conversation. He was due at the studios soon to do more of the work he truly loves—destined to keep "plugging away" toward reaching his goals—in front of the cameras.

Rick Grimshaw is Program Director for JA/Columbia Empire (Portland, OR). Prior to that, he was an award-winning radio journalist.

WKRP In Cincinnati

Gary Sandy describes his role and those of the other major characters in the series.

Andy Travis: "Andy Travis is an all-American, down-to-earth, level-headed nice guy who is just trying to get the job done. Image-wise, he's close to the Jimmy Stewart or Gary Cooper mold you used to see in the movies. Andy is the hero who basically keeps everybody else together. He has his faults, but, by and large, he gets the job done."

Les Nessman (news director, played by Richard Sanders): "Les is an inept newsman whose idol is Walter Cronkite. Just because he is a newsman, that takes precedence over everything else. His 'hot tips' must go on the air right now."

Jennifer Marlowe (receptionist, played by Loni Anderson): "Jennifer is the only character in the cast that doesn't give a diddly about radio. She's a real social butterfly. Unlike the rest of us, the majority of her life goes on outside the station. She doesn't have any worries about money, either."

Johnny Fever (morning DJ, played by Howard Hesseman): "Johnny is the old veteran who has seen it all.

Andy gave Johnny a new lease on life by telling him he didn't have to play 'elevator music' any more... he could play what he likes. Johnny was revitalized."

Venus Flytrap (evening DJ, played by Tim Reid): "Venus is highly professional. He's the best nighttime DJ in the country. He came to WKRP from New Orleans just to work with Andy Travis and the famous Johnny Fever."

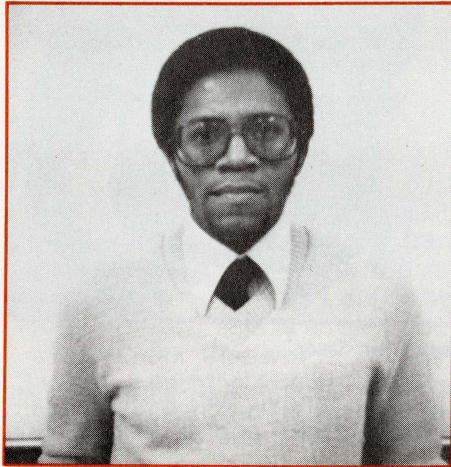
Herb Tarlick (sales manager, played by Frank Bonner): "Herb is a family man who thinks he knows it all. He has two or three kids and a station wagon, and he can sell anybody anything."

Bailey Quarters (promotion director, played by Jan Smithers): "Bailey is a recent graduate of Ohio State University who is on her way up in the business. She came on the radio scene to learn as much as she can."

Arthur Carlson (station manager, played by Gordon Jump): "Carlson is the comic relief on the show, bless his heart. Gordon Jump, meanwhile, is the nicest, most intelligent man you'll ever meet. He's a really good actor."

From JA To The J-O-B

ACHIEVER put out a call for Grad Achievers whose present job resulted from their high school JA experience. Here are the stories of five of the thousands whose career choices have been decidedly influenced by their JA involvement.



Roger Huff

Roger Huff went to his first JA recruiting assembly with mixed feelings. "I had a lot of friends in the program telling me how good it was and urging me to join," he says. "On the other hand, I had a lot of friends not in the program telling me I wouldn't like it and urging me not to join. I decided to find out for myself."

Now a work standards analyst at General Motors Fisher Body plant in Grand Rapids, MI, Roger looks back on that decision as the one that turned his life around.

During his first year in JA, he was elected vice-president of operations of his JA company, WATTS RADIO, and named that company's outstanding Achiever.

As a junior, he was president of his JA bank, "The Bread Box." It was during this year that his life took its present direction. Speaking at the 1972 Grand Rapids Future Unlimited Banquet (FUB), he caught the attention of the Fisher Body Plant Manager who hired him for the summer.

Roger liked the job so well and did so well that the manager sponsored his application to the General Motors Institute (GMI) in Flint, MI. GMI, the only accredited under-

graduate college owned by a corporation, alternates study and work periods so students are able to pay their tuition with wages earned at their sponsoring plant.

Although in 1974 GMI cut back on its student body because of the recession, Roger was given the opportunity to attend a college of his choice with General Motors' continued financial support.

After graduating with his business degree, he started work in his present position, a job that is considered "supervisory level." Right now he's only about 15 hours away from his MBA, and thinks his future with GM looks bright.

I'm taking a break from being a JA adviser while I finish getting my degree," says Roger, "but I plan to go back because I know how much the program helped me.

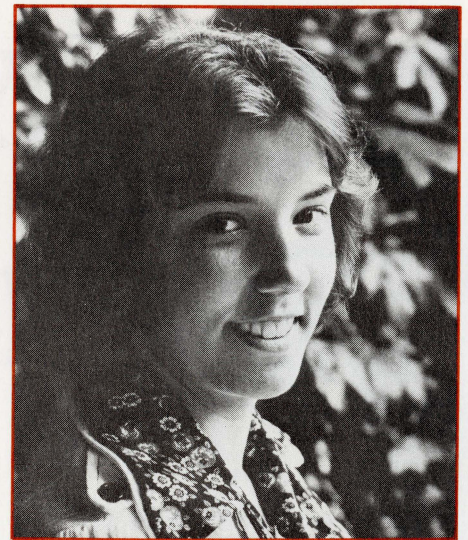
"As an Achiever, JA introduced me to business, to businessmen and taught me to communicate. As an adviser, it gave me the opportunity to share some of my experiences.

"I was an Achiever for three years and an adviser for five, and I can't say which was the better experience. Both came at the time I was ready for them."

Editor's Note: Watch for a photo essay on the General Motors Institute in the forthcoming March ACHIEVER.



Sylvia Ruecker



Sandra Beach

Grad Achiever Sylvia Ruecker from Toledo, OH is a 22-year-old District Sales Manager in the Warehouse Distributor Sales Division, a service parts group of Dana Corporation.

Grad Achiever Sandra Beach, National Junior Achievers Conference vice president in 1976, is a "floater" at Dana Corporation in Toledo with enough work experience behind her to be accepted at both Harvard University and University of Michigan graduate schools.

How did they do it?

It all began for Sylvia and Sandy when they were still in college. Dana Corporation called JA Executive Vice President Tom Rutter for Achievers to fill summer jobs. Sylvia and Sandy were selected.

CHOICES OFFERED

The Dana Corporation offered both young women beginning-job choices, and their paths diverged immediately. Sylvia elected to go into the legal department working in the law library. Sandy wanted to "float," and learn the basics of many different departments.

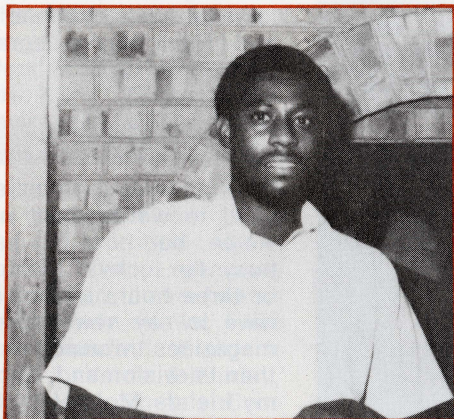
When Sylvia earned her degree in Marketing and Management and was invited to join Dana permanently, the company took great care to place her in the field of her choice. The administrative assistant to the chairman of the board sent her out into the field to tour plants, attend open houses and talk to as many department managers as possible to get the feeling of what

various jobs had to offer. She chose sales.

Once she had made her decision, she began an intense training period. For nine months in Indiana she studied Dana products and catalog sales. For nine months more she trained in Portland, OR — meeting customers, selling, adjusting stock — and now has earned the title of District Manager with Eastern Washington and Northern Idaho as her territory and Spokane, WA as her home.

BACK TO SCHOOL

Sandy is taking a longer route, "But it all leads back to that first recommendation from JA," she says. "I'm going back to the University of Michigan in the fall to get my MBA, and one reason I was accepted to their graduate school and Harvard's, too, was my work experience. And my work experience was the direct result of my JA experience."



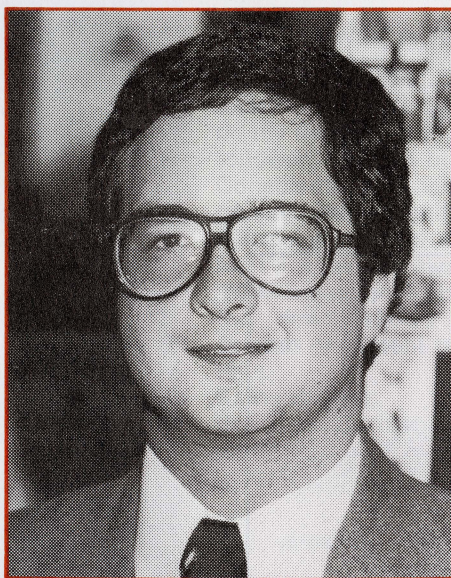
Herman Brunson

You might say Herman Brunson's career with Cummins Charleston, builders of Diesel Engines, started in his senior year of high school when he was VP of manufacturing in his JA company. As he kept the assembly line of the Charleston, SC "Lite-A-Match" JA company moving, his efficiency impressed an adviser who asked him if he would consider working for the sponsoring Cummins Charleston Company when he finished school.

"I thought that sounded like a pretty good idea," says Herman, "so I took the 15-week orientation course they offered me and began working in the warehouse as an assembly line stocker in 1974."

After a year and a half of keeping the proper parts rolling down the line, Herman was promoted to Material Planner for the Planning Department. His responsibilities now include sending requisitions to buy new parts, checking inventory, and making sure the vendors deliver the orders on time.

"In other words, I follow an order from beginning to end," he says proudly, "and I get a lot of satisfaction knowing I'm doing the job right. After all, without the inventory, the plant would be in a lot of trouble."



Scott Loux

Grad Achiever Scott Loux from the Ft. Wayne, IN program always knew he wanted to be an engineer. He grew up knowing it, entered high school and the JA program knowing it. So how come he has a graduate degree in business?

"It was a combination of things," says Scott. "When I was about to graduate from high

school, it was at the time of the NASA crunch when engineers were a dime a dozen out there sweeping the streets. Thank goodness I'd gotten into JA and learned enough about business to realize I could be happy in the business world. Business majors were then, and still are, in great demand."

Scott enjoyed his JA experience, becoming president of his company and a delegate to NAJAC in one year. "That year I ran for Conference President," he remembers. "I didn't stand a ghost of a chance because I was so new to the program. But what I didn't know didn't hurt me, and I had fun running."

After graduation from Indiana University in Bloomington with his MBA, Scott made the rounds looking for an opening in the corporate business world. Wherever his resume was discussed, his involvement in Junior Achievement was the top topic.

"I couldn't believe how many people knew all about the organization, and recognized the value of being president of a JA company, the motivation needed to be a good Achiever and the worth of the business experience gained there."

Scott's first job was with Eli-Lilly, the pharmaceutical firm. The man who made the final decision on hiring him had been involved in local JA fund raising, and had just finished his term on the JA board.

After two years with Eli-Lilly, he moved to IBM where he is now marketing representative in Miami. "Frank T. Cary was chairman of the JA national board at the time I made my move," says Scott, "so, of course, everyone in the company was aware of JA, and held it in high esteem. I'm not saying I was hired because of JA, but I do know it was one of the factors."

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A recent report prepared for Junior Achievement by the Robert Johnston Co., Inc. ranks the top ten influences on 13 - 19-year-olds in 1960 and shows the changes in the ranking of these influences in 1980. Notice that television which rated eighth in 1960 has moved into the #3 spot.

1960

1. Mother, father.
2. Teachers.
3. Friends, peers.
4. Ministers, priests, rabbis.
5. Youth club leaders, counselors, advisers, scoutmasters, coaches, librarians.
6. Popular heroes, idols in sports, music.
7. Grandparents, uncles, aunts.
8. TV, records, cinema, radio.
9. Magazines, newspapers.
10. Advertising.

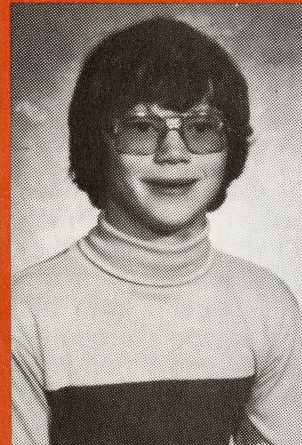
1980

1. Friends, peers.
2. Mother, father.
3. TV, records, cinema, radio.
4. Teachers.
5. Popular heroes, idols in sports, music.
6. Ministers, priests, rabbis.
7. Newspapers, magazines.
8. Advertising.
9. Youth club leaders, counselors, advisers, scoutmasters, coaches, librarians.
10. Grandparents, uncles, aunts.

Is Television
An Important Influence
In Your Life

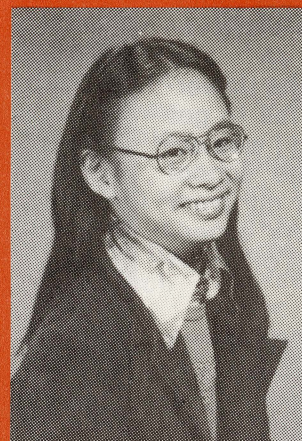
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***Achievers
Speak
Out***



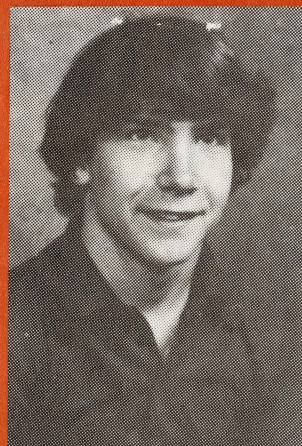
"Yeah, I think television influences me a lot. I watch as much as I can, and I like the funny shows, the situation comedies — that kind of stuff. I only joined JA last year, and it doesn't keep me that busy. I don't just go out and find things to keep me busy because I really like watching TV."

Paul Joyut (16)
Sioux City, IA



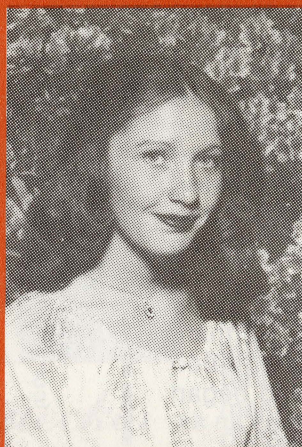
"I haven't had much time to watch TV because of the courses I'm taking in school. When I do watch I look for relaxing shows, but there isn't much on that's any good. The news fills you in on what's going on, but doesn't have the background of a newspaper, and the grammatical errors they make are awful. I hate the commercials because they act like everybody thinks alike, and I think they're degrading."

Lydia Hsu (16)
Stamford, CT



"Well, a couple of years ago I used to watch a lot of television, but now I'm just too busy. I'm lucky if I watch two or three hours a week, so I'd have to say newspapers and magazines influence me more than television and, of course, my friends. Most of my friends are like I am. We all have jobs so we just watch some news or maybe a Public Broadcasting show. Our younger brothers and sisters are the ones who watch a lot."

Greg Genrich (17) Indianapolis

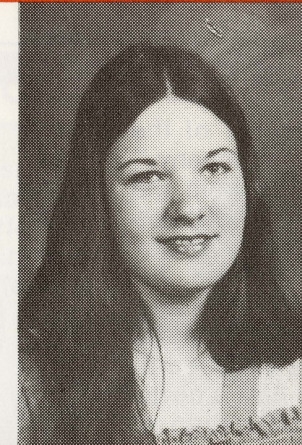


"I think it's true that television is a big influence on teenagers especially because they are so impressionable. It has been a major factor in changing moral values — not necessarily for the worse, but it does present a lot of things as though they happen all the time, and that's not true. It's good in making people think, breaking down racial prejudice and presenting women's rights. Mostly I watch '60 Minutes' and documentaries."

Karen Hill (14) Orlando, FL

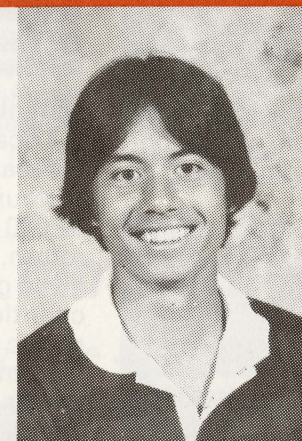
"I don't have a whole lot of time to watch TV. JA keeps me really busy. I do turn on the news and I like 'Saturday Night Live,' and occasionally movies. I really tend not to watch TV because I think it is a waste. I watch about two hours a week, and consider it an escape; it is a chance to forget everything else."

Linda Keeley (17)
Denver, CO



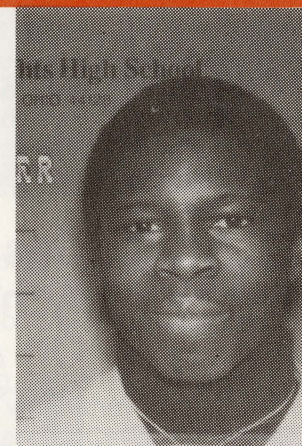
"TV needs to be used wisely. You can learn a lot from it. I think there's plenty of good stuff on it like 'Real People,' 'WKRP in Cincinnati,' 'M*A*S*H' and Archie Bunker. Archie Bunker particularly reminds me of a lot of people I know and how they act toward other people — particularly towards women. I'm involved in football now, though, and don't have much time to watch any more."

Ben Perkins (16)
Wichita, KS



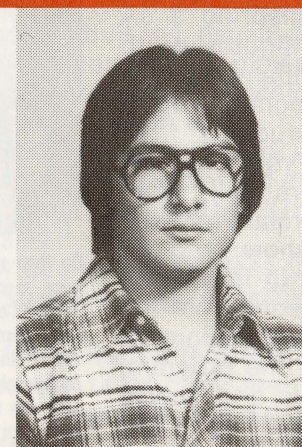
"TV influences me in a way. If I see a character with nice clothes on, I probably try to dress like that. I generally watch from 7 to 11 p.m. I watch mostly comedy shows. I like 'White Shadow,' 'Eight Is Enough,' 'LaVerne & Shirley,' 'Happy Days,' 'Three's Company,' 'Taxi.' If TV influences me, I don't know it 'cause when I'm away from the set, I just don't think about it. I am a different person."

Pat Kerr (15)
Cleveland, OH



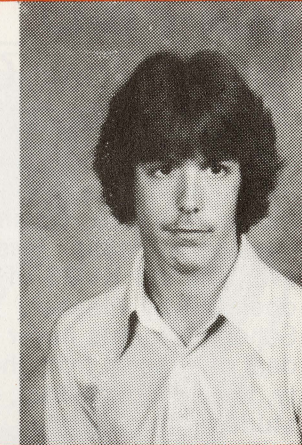
"On a scale of one to ten, television ranks number ten for me. I watch about five hours a week. I watch the news, and, at night, when I get home from work, I watch for entertainment. Like right now I'm watching a Goldie Hawn film. I also watch Clint Eastwood movies."

Ronnie LaRoux (17)
Shreveport, LA



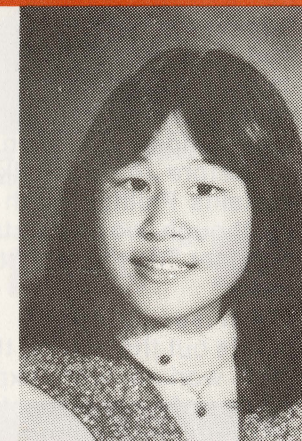
"TV is too much a part of teenager's lives. They take it too literally. But I think most of the three major networks have good programs. I like shows like 'M*A*S*H' — it's funny, but it has a message. As for the commercials, I know they're necessary to bring in money and all, but sitting through them is outrageous. They exploit sex and appeal to too low a level."

Ed Letourneau (17)
Topeka, KS



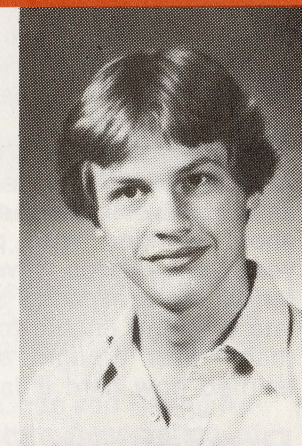
"I feel that when the media influences you, it makes you one of many. I personally like to be different — I like to do things on my own. I don't like to be a follower, I like to be a leader. Conscientious, individualistic people like myself and my friends don't find much time for TV. I usually like to watch '60 Minutes' or '20/20.' I watch the news shows to keep abreast of current political affairs."

Kathy Ko (16)
San Jose, CA (Santa Clara)



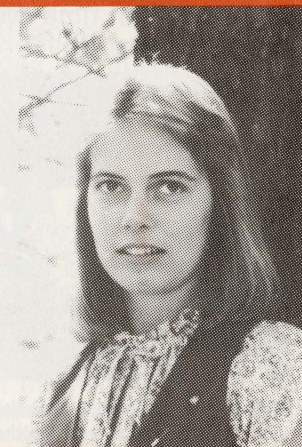
"I really do think television influences me a lot. I don't have time to watch as much as I'd like, but when I do I like shows like 'BJ and The Bear.' 'Happy Days' really influences the way I think and act, but that's good because things were better then. I really watch the commercials too, and want to go out and buy some of the stuff."

Jeff Plummer (16)
Cincinnati, OH



"I don't watch television too much because there's too much else interesting to do. When I watch, it's educational programs like 'Roots,' and I like TV movies. I guess it has influenced me because I've learned how other people handle special situations from films like the ones they showed on rape and drugs. Mostly younger kids are the ones who watch so much 'cause they're not going out that much."

Teresa Jensen (17)
Lincoln, NB



ON FILE

Sweet Rock Country... That's Chico's Style

"Every radio station needs support from the community in order to function," says last year's JA Pleasant Valley Communications President Phillip Heskett. However, station KVGs in Chico, CA, operated by Pleasant Valley High School students never had a great deal of support from the community, the school district, or even the students in general.

Then, along came Jim Lynch of the Greater Chico Chamber of Commerce with the suggestion that the aspiring young broadcasters form a JA company and take over complete management of the floundering station.

"Before JA we felt like orphans," explains Phillip. "With JA helping us, though, we really started to pull together for the first time in two years."

Adviser Stephen Hostettler points out that during the past year they worked with experts in all phases of management both within and outside the field of radio. Adviser Craig Alger of the Acme Personnel Service taught them interviewing and hiring skills. Learning to deal with people who weren't doing their job was one of the most difficult lessons.

Vice President of Programming Katharine Schneider tells it as she saw it. "I've learned a great deal about working with people this year," she relates. "I've had to listen to more excuses about being late or being unable to do a show than I ever thought existed. I've learned how hard it is to be nice

and yet to get the respect of the people working for the company."

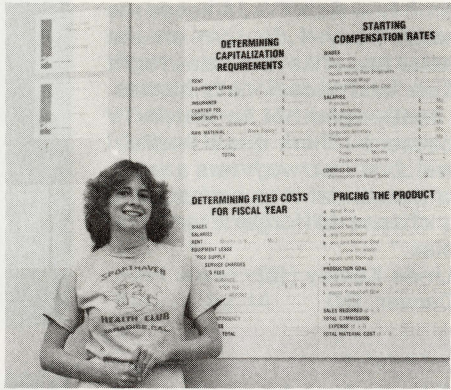
In addition to hearing from the experts during their weekly meetings, KVGsers took part in a "Day on the Job" program. Each Achiever spent time in a commercial station learning from a professional on the job. KVGs News Director Joe Torsitano learned how a newsman's day goes — beginning at 4:00 a.m. — from Bill Clatworthy of KPAY; JA Sales Director William Oxley went on sales calls with KFMF's salesman Kerri Peterson to learn the ropes.

KVGs, whose style is upbeat country, downbeat rock, plus popular tunes, operates from 7 a.m. to



At the mike is Jon Chrisman, music director for KVGs and associate vice president of production for North State Communications.

11 p.m. five days a week. The station broadcasts at 102.5 FM on the State TV Cable's radio line. With 16,000 subscribers depending on good programming, the Achievers take their job seriously, giving up holidays to keep the quality con-



Vice President of Public Relations and Promotion Chris Sampson

sistent.

Local business has begun taking Pleasant Valley Communications seriously enough to spend nearly \$2,000 for air time advertising. In return, the new management has given generously to local churches, charities, schools and the arts with public service announcements of upcoming events.

This past fall the company expanded to include Chico High School and opened under the new name of North State Communications. New President William Oxley concludes, "There may be some new faces and new officers around now, but the high standards set by Pleasant Valley Communications are here to stay."

Des Moines Achievers Walk On A.I.R.



On their way to the National Junior Achievers Conference, members of "Achievers In Radio" display their Service Company of the Year trophy. The members of A.I.R. kept the quality of their two-hour weekly Saturday afternoon show high, sold their commercial spots each week, learned a lot about broadcasting and walked away with the #1 service company of the year award for Central Iowa, for the Region and the #4 award in the national competition in Bloomington, IN.

Providence Rides The Air Waves

For the first time ever, the Providence Journal Bulletin's radio sta-



Michael McGaren (at the controls) Mary Blecharczyk and Bruce Masterson work together on their monthly "Thirty Minutes With Youth" radio show.

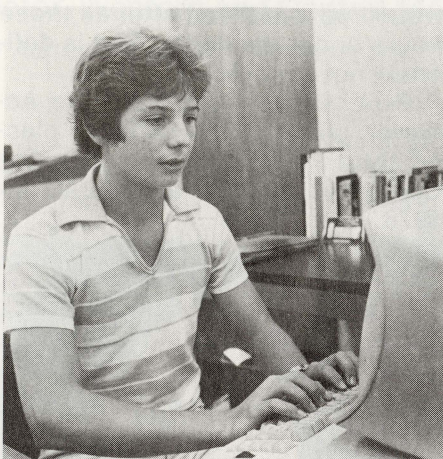
tion, WEAN, is sponsoring a JA company. "Thirty Minutes With Youth" is the JA company that presents a monthly program written and produced by students from nine high schools in Providence, RI.

Company members sell, write and produce commercials for their monthly half-hour show, and fill the thirty minutes with interviews with well-known persons from the political, sports and entertainment fields. To round out the program, they report the news and sports events, and occasionally write and present editorials.

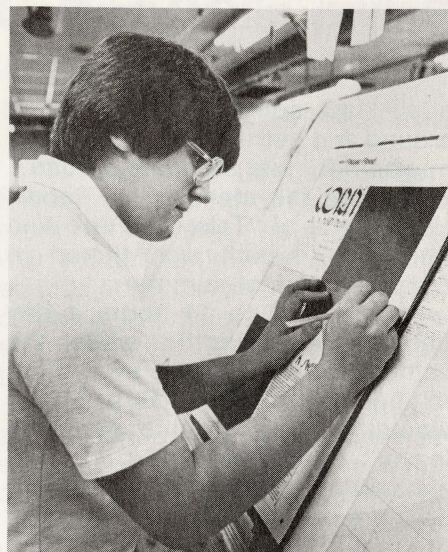
A Little *Extra* In Cedar Rapids, Iowa

The *Five Seasons Extra* is produced in almost the exact manner as the *Cedar Rapids Gazette*. In fact, the *Extra* is produced in the same building as the *Gazette* because it is produced by a JA company advised by *Gazette* staff members.

Achievers write the stories, snap the photographs, sell the ads, make up the layout and produce a very professional newspaper. These pictures show two company members at work on the eight-pager that is delivered with the Sunday edition of the *Cedar Rapids Gazette*. The article below is reprinted from the *Extra*.



Achiever Steve Clark watches the CRT as he inputs his story at the computer terminal.



Achiever Mike Hayek cuts a mask to show the placement of a photograph.

“ ‘Adult’ moviegoers can’t see all films”

by Katie Jacobson, *Five Seasons Extra* reporter



(photo by Todd Keller, *Five Seasons Extra*)

Why are 15- and 16-year-olds required to pay adult prices at the movie theater, yet they can't see some movies unless they're accompanied by a parent or guardian?

That question has been raised many times by youths in these age groups when they're at the ticket counter at the movie theaters in Cedar Rapids. The answer is twofold: First, persons who are age 14 and over are considered "adults" by the theater operators and therefore must pay the adult fee, usually \$1 to \$1.50 more than the "child" fee; second, movies are graded or rated on several moral standards which consider an adult to be at least 17 years old.

"It's illogical. Either forget the adult price bit or let us see adult movies," grumbled one 16-year-old girl when asked her opinion about the policy. "The whole policy contradicts itself."

But City Theater Manager Leonard Wood sees the situation in a different perspective, "You're talking apples and oranges here."

As for admittance fees, Wood stated that moviegoers in Cedar Rapids who are 14 or older are required to pay adult price. "I chose the age 14 because this is around the time most kids have got

jobs and can pay their own way."

The discrepancy in the adult fee age and the minimum age requirement for seeing certain films boils down to what movies certain age groups should be allowed to view, said Wood.

Movies are rated by the Film Code and Rating Administration of the Motion Picture Association of America. The administration is a group of seven persons that reviews movie scripts and movies, then rates the films in one of four categories:

G—General audiences, all ages admitted; PG—Parental guidance suggested as some material may not be suitable for children; R—Restricted, under 17 requires accompanying parent or adult guardian, and X—No one under 17 admitted.

These ratings are based on the amount of violence, sex and obscene language. An X rating means the film didn't meet the standards of an approved movie.

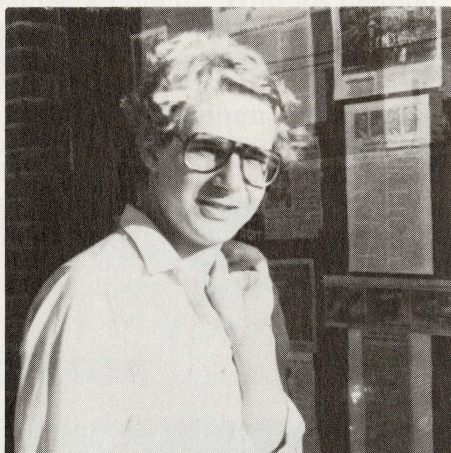
Mike Deupree, movie critic for The Cedar Rapids Gazette, says the rating administration is fairly accurate. However, he pointed out that with some PG and R movies it is hard to tell how the administration ended up picking a rating.

ON FILE

Dubuque Grads On A Movie Set

Grad Achiever Peter Reinert spent last summer just standing around and getting paid for it. Well, maybe not "just standing around." Peter was the stand-in for Robert Hayes, star of "Take This Job And Shove It," which was filmed in Dubuque, IA last summer.

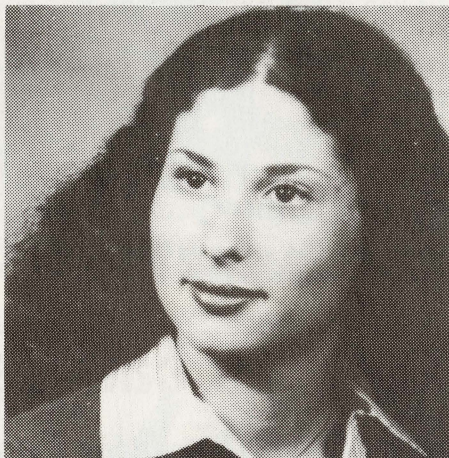
"I spent 12 to 14 hours a day under intense lights while the camera crew adjusted everything to perfection. Then Bob Hayes would walk in, do his part and leave," remembers Pete. "It was exhausting, but fun and I'd like to do more of it. My hair was probably the most dramatic part of me during those weeks. I dyed it from my natural light brown to dark brown



While the crew adjusts the hot lights, a squinting Peter Reinert stands-in for the star of "Take This Job And Shove It."

to match Mr. Hayes' coloring and wound up a redhead after all those hours under the lights. Red is definitely not my color."

Pete, a three-year Dubuque Achiever, graduated in 1979 and placed third in the National Banking Company contest at NAJAC in 1978.



Michele Smelcer

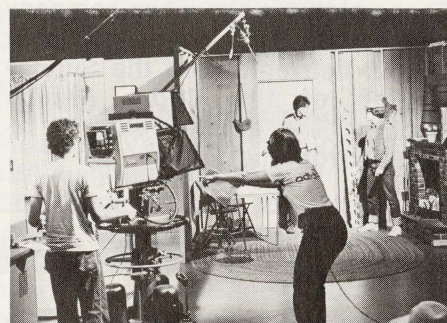
Michele Smelcer, who has been involved in amateur theatrical productions during high school, showed up on the same set every day as an extra. "I'll either be on the screen, or I'm on some cutting editor's floor by now," she says philosophically.

Michele is a 1980 graduate who placed 9th in the Secretary of the Year contest at NAJAC in Bloom-

ington, IN this year. She hopes to go into Arts Management in college which combines business and drama, and will prepare her to manage an arts or community center when she graduates.

"Take This Job And Shove It" is a good-natured spoof about a young man who has to make a choice between the monied success of the corporate world and his love for his home town of Dubuque and his old friends.

Beyond Our Control



"Beyond Our Control" (BOC), an award-winning South Bend, IN JA television company, has begun its 14th season on WNDU-TV. For BOC, Achievers take over all the technical and creative aspects of producing a TV show. Pictured on the set at the first day of filming this year are (left to right) Dennis Mooney and Dave Akins. The Achievers in the foreground are Cameraman Brian Ulicny and Floor Manager Amy Anderson. BOC is televised in South Bend every Saturday at 6 p.m. (photo by Mike Laughlin)



During its first year as a JA-TV company, members of the Woodrow Wilson Broadcasting Company in Washington, DC worked with officials from WRC, the NBC television affiliate in the District, to produce a variety show segment of "STUFF" geared to youngsters from eight to 13. Delighting the young audience in the photo, as well as Emcee Beth Arnold, is Mark Loeper with his imitations of Groucho Marx. The Achievers wrote their own material, contacted celebrity guest stars to appear on the show, and sold commercial time to advertisers. Then, they gave their profits away — \$750 in all — to such organizations as the American Cancer Society, Red Cross and the United Negro College Fund. (photo by Gene Roberts Photography)

Middletown Grad Hosts Dayton TV Show



Grad Achiever Barry Hobart came to WKEF-TV as a director and ended up as host "Doctor Creep" when "Shock Theatre" premiered on Dayton 22 in January of 1972. Barry, an Achiever in the Middletown, OH "Nine-Tenners" JA radio broadcasting company, sponsored by WFPB radio for the past 30 years, still contributes to the Middletown program by making personal appearances at Trade Fairs. According to a WKEF statement, no one could be more qualified to become "Doctor Creep" than Barry, who lives with his wife and son in a genuine haunted house, complete with strange footsteps and spirits.

Secrets Of Selling

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

A series of articles designed to help Achievers develop professional sales techniques.

PART II: MOTIVATION

JA members often ask, "How do we get our JA company members moving on sales?"

Some things must take place before anyone will be as motivated as you to sell. However, the Achiever or adviser who uses a threat such as: "You better sell or this company will be broke!" means very little. A phrase of this type is normally used because nothing else has worked. Consideration should be given to why the Achievers do not sell. It might be the product or maybe no one has given them a good reason to.

MONEY

Let's see how money might help. The manual states that a 10 percent commission is minimum. If you are a typical JA company with a price range on your product of between \$2 and \$10, an Achiever might make \$.20 to a dollar on a sale. Not too exciting! Include a substantial commission in your price 20, 30, even 40 percent commission as long as your price stays competitive. Then, you might consider a bonus when a company member hits \$XXX.

I am always surprised when company members claim that they cannot afford to pay a commission because they haven't made any money. That's like standing in front of a stove and refusing to give it wood until it gives heat. Commissions create cash.

When your members are paid, pay them in one dollar bills, (or Susan B. Anthony dollars). Commissions paid that way, in front of everyone, look bigger.

AWARDS

Money isn't always enough. Money shouldn't be the only incentive. Prizes or awards can be given to those people reaching a certain level of sales. The Sales Pins given by JA are usually valued long after any money earned is spent. Add to that a tape recorder or radio, as a bonus, and watch everyone work for it.

GOALS

Bar graphs are used by most JA companies. These are a must since the graph tells the story to everyone as to how well you are doing. A perpendicular line should be drawn to show each person's goal, and their progress should be charted. Free movie tickets (for two) can be issued when the goal is attained.

RECOGNITION

It feels great when someone says, "You did a good job!" Pictures of sales people work the same way. \$50, \$100 and \$200 sales clubs with pics of company members keep people working hard since recognition is basic to all of us.

PREPARATION

But these ideas will work only if your members are prepared to sell. Most companies fail (pun intended) into only a few categories.

1. The Achievers think asking relatives to buy their products is all they have to do.
2. They don't like the product(s).
3. They don't even know the product(s).

It's important to hold continuous sales meetings. Encourage your Achievers rather than threaten them. Show them how easy it is to sell. Door-to-door isn't the only way to sell. Setting up in a Mall is fine. It doesn't have to be a Trade Fair; but be professional. Tips for selling in Malls will be given in the next **ACHIEVER**.

Future articles will cover some basics in selling, but they won't be worth a broken JA penholder if you don't know what you're selling!

- A. How is the price compared to competition? Higher? Lower? Why?
- B. What's it made of? Why?
- C. Do I get a discount for four?
- D. What about selling wholesale?

How about your ideas? Send me your idea and I'll print the best ones in this column. The best idea will receive a prize. Send your "Sales Ideas" to 550 Summer Street, Stamford, CT 06901.

Selling Radio Advertising In Chicago

"The compensation is a bit better, but the feeling of accomplishment is the same," says Kim Dittmer, a Grad Achiever who sells the sounds at WVON and WGCI — two of Chicago's major black-operated and managed AM-FM radio stations.

Assistant to the general manager at the Gannett company, Kim has spun records, but she has her eyes on communications management.

"I wouldn't mind owning a station or two," says Kim, who graduated from the University of Kansas school of broadcast management. It was there she was on the air for the Sunday morning campus radio station. Since that time she has dabbled in platter chatter for Chicago area discos, but Kim prefers sales.

She knows that advancement in management and monetary rewards generally come to those who are responsible for seeing that the dollars roll in.

"Junior Achievement experiences gave me the ambition to go on and pursue a career," says Kim. "I had successes and I saw that I did not want to stop accomplishing things."



Graduate Achiever Kim Dittmer visits with WVON's program director, Lee Armstrong. Selling radio is rewarding says Kim, because the demand in Chicago is high.

Now Kim corresponds with national advertising representatives telling the benefits of black radio.

"A lot of people tend to ignore this market," says Kim, "but the ethnic population is very important to Chicago." What advertisers want to know is how much yogurt and how many Levi's listeners buy. With statistics from research bureaus, Kim tells that story.

Achiever/Laureate Interview



Teresa Hord, Grad Achiever and Harvard University junior first met the retired chairman of Cummins Engine Co. and 1978 Business Hall of Fame Laureate J. Irwin Miller at the 1979 National Business Leadership Conference where he was a member of a morning panel discussion. Teresa was an Achiever in the Terre Haute, IN program.



achievements of an organization, and a group of human beings who might have performed a little better because you were around, then you're cut out to be a manager.

But if you have a very strong need for personal achievement, a business manager is not your role. This is usually a very difficult thing for business school graduates to wrestle. All their lives, until they go into business, they've been going to school, which is a very egotistic occupation.

I don't understand what you mean when you say "going to school is a very egotistic occupation."

You get marks, grades, you know how you stand, you know how you did, you get prizes, medals, you identify success with some very specific signals that the world has put out. And you go from school into business.

You're working for a boss who has a job to do. Your reward for the first year may be no more than a smile. That is sometimes a very traumatic change from going to school.

The switch for a person who is intensely focused on his or her own career into a job where if you do it best, you forget yourself and identify with a department or company and with the achievement of its objectives is often very difficult. However, if you don't make that change then you join the ranks of young people who hop from job to job, hoping that the next one is going to be better. The problem is really inside themselves because all jobs are surprisingly alike.

If success means to you external achievement, like "I want a V.P. by the time I'm 30," and "I want to make \$90,000 a year by this age," you'll live a life of perpetual disappointment. Each time you gain one of those, you'll find it worthless because now you have got to have the next one.

What does being a "success" in business mean for you?

You have to finally reach the point where success is an inner feeling that "I am really working at my full potential." It means that whatever I'm doing, the job I'm doing is really up to the best I can do. Success is finally an internal judgment that you pass on yourself. It's not an external judgment that other people award you.

What was your family's involvement in Cummins Engine's early history?

Mr. Cummins was the chauffeur for my great grandfather when the automobile first appeared around 1900. During World War I, he wanted to branch out, so he took a few government contracts to machine hub caps for army wagons. He did this in my family's garage. As the business began to grow, my family said, "It's all right if you want to go into business, but don't do it in our garage." They provided the capital to set him up in business following World War I.

In 1919, one of the first contracts he took was to build a single cylinder farm diesel engine from a Norwegian design for Sears Roebuck. It turned out to be a disaster and the company went broke.

Not giving up, he decided to experiment with a diesel at high rotating speed. In this sense, he was a true pioneer. From 1919 to 1933 his company lost money every year because it was basically doing research. My family's financial support of Cummins was considered a small-venture capital business investment. By 1933, he had developed a heavy duty truck engine of relatively high rotating speed which would offer substantial fuel savings.

When did you join the company?

When I got out of the university in 1934, Mr. Cummins felt that the product was good enough to try to sell it.

He had only about 60 employees. So I came straight out of the university into Cummins with the exalted title of Vice President and General Manager in charge of business activities. Mr. Cummins was in charge of research.

We had to begin our sales by going direct to the user. We had to persuade the leading truck operators to take out their gasoline engines, put in a diesel, demonstrate its economies and then specify that engine in future purchases. Only in this way could the company persuade manufacturers to supply the engine in their products.

We showed a profit for the first time in 1936 and we've been growing ever since.

What experiences in your career have had the most effect on how you think as a businessman?

That's hard to answer. I can give some comments, but they're not necessarily an answer to your question.

As a manager, you've got to learn to live with the feeling that you can never really prove that you ever did anything. The manager works through others; he acts. The manager, if he doesn't kid himself, can never prove that he ever really did anything himself, but he can identify the errors and mistakes. If you have a strong need to be able to say, "I did this, I achieved this," you don't want to be a business manager. If you can get your real thrills in life from the



Junior Achievement Inc. has a new program underway because a growing number of colleges and universities are discovering and acknowledging the educational value of a college student advising a JA high school company. More than 80 institutions of higher learning give college credit to undergraduate business students who serve as Applied Management "associate advisers" to JA companies. Here is a story about a group of students who began this program on their own at Georgetown University.

Don't Lose Touch

by John P. Schwartz

Some Achievers regard NAJAC as an end to one of the many experiences that life will offer. That end can become a beginning.

After attending NAJAC, I did not know if I would ever be involved with Junior Achievement again. Like many, I was preparing for college and was ready for new frontiers. The issue of future involvement with JA was important, but I did have other concerns as well.

In August of 1979 when I began attending Georgetown University in Washington, DC, I was apprehensive as almost all college bound freshmen are, but probably more than most because I did not know anyone at Georgetown. However, it didn't take long to find friends. During my first accounting class, four NAJACers recognized one another.

After reacquainting ourselves, we all decided that we wanted to continue our involvement with JA. So, we formed an organization, received a charter from the office of Student Activities, contacted the local Junior Achievement office and began advising JA companies in Washington, DC. We also assisted JA by recruiting, helping at trade fairs and regional conferences, working with the Achievers Chamber of Commerce (known as the Achiever Association in many areas) and representing Junior Achievement at various functions. All of these activities enabled us to gain a better insight into business and Junior Achievement, supplementing our varied studies at college.



Steve Petitpas, Paul Salinkow, Chris Dreves, John Schwartz, Nannette Grenon, Chuck Powell, Mary Beth Norris, Juan Crespo and Bob Szabo are eight of the 25 "associate advisers" at Georgetown University.

Eight club members advised two Junior Achievement companies at the Georgetown Visitation High School. This experience allowed all of us to view a company from a new perspective. We were responsible for providing goals and incentives for the Achievers so that the program would be a valuable experience for all. We were also able to notice who provided the company with leadership, maturity and responsibility; and we were responsible for the overall performance of the companies. Both companies worked enthusiastically throughout the semester. They manufactured and marketed fire extinguishers and first-aid kits. The majority of sales came from door-to-door sales. The Achievers proved to be an aggressive and determined sales force. Although only one company was profitable, I think that all of the advisers and Achievers learned a great deal.

Currently, the association is working with the administration of Georgetown University and Junior Achievement of Metropolitan Washington, Inc. in order to secure university course credit for advising. The program Applied Management could provide the students with more direction and dimension by integrating university professors with our program.

There have been many highlights for our club — one of which included a letter of commendation from the President of the United States for our efforts and pride in the free enterprise system. If you do not want your JA career to end, follow an example. It will be well worth the effort.

Editor's Note: Graduating seniors or college students interested in the Applied Management program should contact the JA office closest to their college.

Business Buddies Goes International

Patty Zillian, "Business Buddies" coordinator for the past two years, is going to do it again, but this year she'll operate from historic William and Mary College in Williamsburg, VA where she is beginning her freshman year.

Patty's development of the program is awesome. Last year she matched 6,000 Achievers in 50 states and Puerto Rico, and around the world in South Africa, Britain, France and El Salvador.

Here are some excerpts from letters from happy "Business Buddies" that Patty shared with us.

"Business Buddies" Coordinators:

I would like to take this opportunity to let you know that I think this idea of "Pen Pals" is Great!!!

I received my issue of ACHIEVER and it really makes me proud to be part of this organization.

Gidget, Springfield, IL

Dear Patty:

I would really like to thank you for the arrangement of my business buddy. She has been writing for two months now. We usually write every week. Also, I have planned with a few friends to go down to Florida where she lives and visit her.

John, Louisville, KY

Patty:

I really would like to thank you for sending me a business buddy. So far we really enjoy writing each other, and I have relatives who live near him, so I hope to be able to visit him soon.

Denise, San Jose, CA

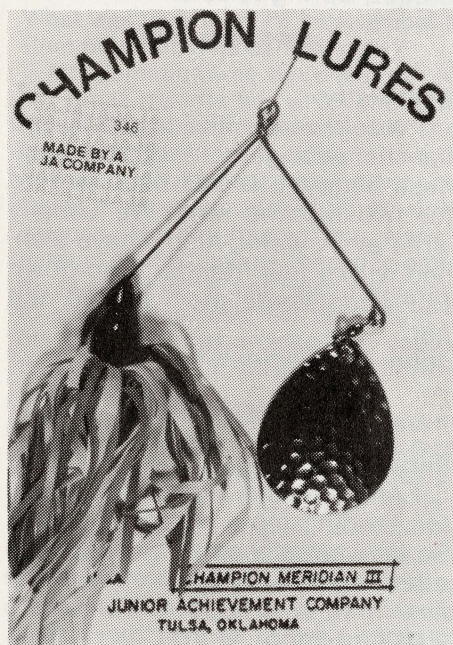
If you get an interesting letter from an Achiever in a foreign country this year, why not mail a copy to ACHIEVER Magazine, 550 Summer St., Stamford, CT 06901, for printing in the magazine. See page 3 for a "Business Buddies" application form.

"Natural" Lighting In Ft. Lauderdale



Young Engineers of Siemens (Y.E.S.) lit up their lives last year with this stunning live plant table lamp designed by Adviser John Fisk from sponsoring Siemens Corporation. So successful was the Boca Raton, FL company that several other JA companies bargained to subcontract production and a Chicago firm dickered successfully with it for sale of design rights for the planter.

Landing The Big Ones



Wherever there's a fisherman, there's a market for lures, and Achievers in Tulsa, OK tapped that market to the tune of \$1,005 last year with their standard and custom-designed spinners. "Champion Meridian III," sponsored by American Airlines, found manufacturing fishing lures "from scratch" made for a satisfying assembly line because the many steps required no special skills or tools, and were safe, "except," says Executive Adviser O.F. Redding, "for a few hooked fingers." Economical purchasing of raw materials from a local wholesale supply company made it possible to sell the lures at a price below retail or discount houses, and that's a lure that's hard to resist.

Milwaukee JA Company Handles \$27,000 Ad Budget

Twenty-seven thousand dollars is a big budget to handle, but Achievers in Milwaukee, WI had the opportunity to do just that last winter when they sold the services of their JA advertising company to Becker Ritter Funeral Homes.

21st Century Advertising, sponsored by the Milwaukee Ad Club, had just that one client, but that client offered all the challenge, income and experience needed to keep the JA company a Blue Chip Company all year, and to enable it to qualify as a "full service agency."

A full service advertising agency is equipped to plan, develop, create and execute a complete media-mix campaign for its clients, and when Becker-Ritter signed the contract to retain the young agency's services, they gave it the responsibility of creating their entire ad campaign for one year.

Because they were dealing with an unusually sensitive business, President John Bartholomay and company members in the Media/Marketing Department spent hours researching the funeral business. They analyzed their competitors' advertising programs, and checked all types of media and rates before they put together a schedule that would be acceptable to the client. They also got early approval on an original theme "Our Family Cares About Yours," around which the campaign was built.

Here's how the officers describe themselves and their responsibilities in the company's annual report.

Marilyn Thomas, vice president Media/Marketing: "The Media/Marketing Research Department had many jobs. We contacted several types of media and obtained their rate cards. From these cards we were able to get an idea of what we could afford. We decided to go with radio and newspaper as these were within our budget and we felt would be the most productive and effective for our client."

Peter Kordus, vice president Production/Creative: "It was my responsibility to see that all of the advertising needs of the client were satisfied."

Jamie A. Linden, vice president Account Services: "My main responsibility was to our client. I spent many hours having ad layouts, radio commercial copy, pictures and time scheduling approved."

Karen Kordus, treasurer, had a more typical JA job. "My job was to take on the responsibilities of maintaining the financial records of our company. I received all the money, kept up a company checking account and wrote out checks for all operating expenses."

By liquidation time, 21st Century had an impressive gross profit of \$1,277 and a satisfied customer. Joe Becker describes the company's results. "We have been truly impressed with the efforts and ideas of 21st Century Advertising. We gave them our thoughts about caring compassionately for those we serve and they have translated them into a very successful advertising campaign."



Herbert F. Grayson, of the Hoffman-York, Inc. Advertising Agency (far left) and Joseph Becker of the Becker Ritter Funeral Homes (far right) work with 21st Century company members on some new advertising copy. JA ad executives in the foreground are (left to right) Jamie Linden, VP account services; Marilyn Thomas, VP media services; John Bartholomay, president; Peter Kordus, VP creative services.

The Historical Corner

by Joseph J. Francomano

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.

JUNIOR ACHIEVEMENT — THE EARLY YEARS (Part II)

Many of the individuals who had been involved in the formation of the Eastern States Agricultural and Industrial League were familiar with the 4-H Club movement which gave young people practical experience in farming and animal husbandry. It is, therefore, not surprising that in developing a program for young people in Junior Achievement which focused on activities to teach about business, the learn-by-doing technique was adopted.

The first Junior Achievement groups were called clubs. While both boys and girls were involved, the club memberships were separated by sex.

Adults acted as club leaders. The members initially recruited for the clubs were mostly between the

ages of 8 and 10. The clubs met in homes, basements and garages — wherever space was available. The emphasis of club activity was mostly on teaching craft skills with some business basics involved. Boys clubs worked in wood and leather; girls clubs gravitated toward the sewing arts. Basic business practices and records were used by the club members with the help of their adult leaders.

The concept of teaching young people business through a learn-by-doing program had wide appeal among business leaders. Soon Junior Achievement Clubs were springing up in various communities in Massachusetts, Connecticut, Rhode Island and nearby New England states.

In the first few years, several hundred Junior Achievement clubs were organized. Funds came in for the support of the program, staff was added to promote and develop the program. President Calvin Coolidge played host to a conference of several hundred club members and leaders on the White House Lawn.

Each year Junior Achievement Clubs took part in competitions that were held as part of the Eastern States Exposition held in Springfield, MA.

By the middle and late 1920s, it became apparent to the business leaders supporting Junior Achievement that, while the program was enjoying some success, it was not producing the results expected, and growth had leveled off. Most of

the clubs were operating in semi-rural areas.

In 1929, Horace A. Moses, who had continued his leadership role in JA (see November ACHIEVER), made what turned out to be a very key decision in the history of the organization.

Mr. Moses underwrote a grant to permit two staff people to move to New York City to experiment with the program with a new concept. The new concept involved:

- Operating the program with young people between the ages of 16 and 21.
- Operating in a metropolitan, industrial area.
- Putting the major emphasis of the activity on business practice and procedure and de-emphasizing the production aspects.

In October of 1929, two co-directors, John St. Clair Mendenhall and Marian L. Ober, with a grant from Mr. Moses, opened the first office in New York City to develop a program under the new guidelines. This program was incorporated as Metropolitan Junior Achievement and was destined to become the prototype of the modern JA program.

One month after this office was opened, the market crashed and the big depression of the 30s was underway.

It certainly was not the best time to launch a new project which needed financial support to survive.

To be continued in March.

☆☆☆☆☆ From Your National Officers ☆☆☆☆☆



Bill S., Kathy, Bill H. and John

Hi Everyone!

Welcome to Junior Achievement 1980-81! We hope that you have gotten off to a terrific beginning and wish you success throughout the rest of the year's ventures.

We are all looking forward to the 1981 National Junior Achievers Conference, and especially to working with you to make it better than ever! This year is going to be an exciting one and we would like to invite your suggestions and ideas. The theme of NAJAC 1981 is "JA: Leading the Way."

Our college addresses are:

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So, write to us! Let us know what you think and together we'll make NAJAC '81 a success!

We'll be putting out a newsletter, The Summer Street Journal, in the March issue of "Achiever." So look for it! It will give some idea of what we're up to and maybe even a "sneak preview" of NAJAC '81!

Again, keep in touch and we'll be keeping in touch with you. Until then,

Enthusiastically,
John, Bill, Kathy & Bill

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will go a long,
long way.



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New
Year!**

**Stay Tuned In
For JA '81.**

**Coming In
March
★
The
All-Product
Issue**

