AMAZING PROGRESS SHOWN IN 1940 RADIOS

If you are the owner of a 5-year-old radio and are sitting back in the belief that the changes in radio models since you made your purchase have been merely in design and styling, you are in for a startling surprise.

Phenomenal progress in radios during the last two or three years has opened up tremendous new sales and production demands with the new types of sets that have been created. Take a look at the 1940 models:

Portable Radios are among the outstanding features of the new season. Really lightweight, they are fast coming into their own for use on parties, fishing and hunting trips, and long auto rides in cars not equipped with automobile radios. Portables without visible antenna or ground have been built to weigh as little as 3½ pounds. The portables, operated by special lightweight batteries have the advantage of no warm-up period and the elimination of much interference. They have been constructed to be convertible to AC or DC current operation at a moment's notice, thus conserving battery current. Another feature is the portable radio-phonograph, some models weighing less than 20 pounds.

Remote Control, has advanced from the laboratory experiment to practical selling. It is one of the most amazing, almost eerie developments of the modern radio. Remote control now operates from as far away as you can hear the set. One line of remote controllers resembles the dial telephone in operation. Programs can be regulated louder or softer and stations in the touch tuning set-up switched at will by merely dialing the desired change. One remote control system (also offered by one of Sprague’s best customers) will change a radio-phonograph from records to radio and back, reject records, play loud and soft. This particular radio phonograph will not only play an hour of continuous record music but will play either 10 or 12-inch records mixed indiscriminately.

Built-in Aerials are almost universal in the 1940 models. Elimination of ground and aerial connections means that console-type sets have become a movable piece of furniture, usually equipped with special roller casters. They can now be placed wherever the artistry of the room designer requires without the bother of special connections — "plugs in like a lamp".

Push-Button Tuners in which Sprague is a leader are having an important effect in developing loyalty to favorite stations and special programs. Complete simplicity in setting-up the stations on the push-button system has been developed as a boon to service men.

The "Protected Chassis" on most 1940 radios is the remarkable answer of radio engineers to the problem of interference. Colors and the extended use of Plastics have also added to the salability of sets. An endless variety of cabinet designs is offered, many models serving as tables, etc., or resembling Chippendale and other famous antique designs.

Foreign reception is now possible on medium-priced sets of 1940 and this alone outdates even the highest priced circuits of a decade ago. Manufacturers also offer "farm sets" designed to use a minimum of current and operate from battery blocks for homes without power station current.

Spraguers, of course, know of the many improvements in the condensers used in the modern set and the way they surpass in quality and performance those manufactured a short five years ago. Improvements in the other internal units of the set include smaller and more efficient tubes that heat up less and special circuits eliminating interference while preserving a maximum of signal volume.

Television sound facilities on many of the 1940 sets is a significant trend. This is particularly of interest in the Boston to New York area where it is believed the first large-scale telecasts will be operated. Another development is facilities for Recording. Baby’s first words, favorite dance tunes, great speeches, plays, etc., may now be recorded by persons without technical experience.

(Continued, left column, Page 2)
Portable sets are the thing this year. Above are representative models by Mission-Bell, Stromberg-Carlson, Philco, Pilot and Remler. They come convertible to A.C. or D.C. current and also with phonographic attachments.

THE 1940 RADIOS (Continued)

Coverage of foreign wave bands with important foreign stations named and located, aircraft, shortwave, police, as well as standard American broadcast bands is a feature now available as never before. Amateur reception may also be an important trend to us in the radio industry as it may help develop this field and the use of private transmitting equipment.

The idea of "A Radio in Every Room", the growth in different kinds of sets for different uses, lower prices and great technical improvements mean not only a market for replacement sales but for additional sales to buyers already owning an up-to-date radio. That ownership of radio sets is a problem for the census taker is only another indication of the increased importance of radio in our daily lives. The possession by an unknown number of Germans of short-wave sets able to pick up propaganda broadcasts from unfriendly countries is a factor worrying Hitler and the German high command during their present struggle.

In the United States, however, we are free to continue buying sets for our automobiles, our vacation trips, for the bedroom, parlor, kitchen and play room and to listen to whatever program or wave length our sets can pick up.

DO YOU KNOW . . . . ?

That one of the 1940 radios is carried like a camera in a case and that the aerial is in the shoulder strap?

That many of the radio-phonographs have an automatic feature making it unnecessary to place the needle in the groove by hand? By simply lowering the lid the phonograph is put in operation automatically. Raising the lid and closing again serves to repeat the record.

That the yearly number of radio sets sold has increased from 3,281,000 in 1928 to 6,000,000 in 1938?

That sets in use have increased from 8,500,000 in 1928 to nearly 31 million in '38 and that the number of homes with radios has risen in that time from 7,500,000 to 28,000,000?

That the average price of radio sets sold has declined steadily and that price reductions this year run as much as 50% lower than last year's prices?

STOP, LOOK, THEN CROSS

Complete safety, and elimination of the traffic congestion in front of the plant is what we are working for. The painting of a pedestrian cross-walk and frequent police controlling has helped considerably in wiping out a hazardous condition.

Parking (as indicated by painted curbs) is prohibited on the street directly in front of the plant. Real co-operation on the part of employees and their friends in observing this rule, is all that is now necessary. Please ask your friends to use the parking lot.

Here's a reminder for those who "hitch" a ride home — remember that when you are standing in the street, no one but yourself is responsible for an accident. Traffic going your way is forced far into the center of the street, frequently resulting in very dangerous and troublesome tie-ups.

Your help will save a life. Perhaps your own!

NEIGHBORS IN THE NORTH ADAMS BUSINESS SCENE

Jones Division of the Arnold Print Works. About 500 persons are employed in the Adams plant. Arnold Print Works was founded in 1866, burned down and was then started up again in 1869. Originally organized by the three Arnold brothers, it was later managed by A. C. Houghton of Stamford, Vt. Our Treasurer, George B. Flood, was formerly treasurer of the Company.

Slightly more familiar to Spraguers is the North Adams headquarters of Arnold Print where approximately 1500 are employed. Up to 1933 the firm did commission cloth printing for New York converters. Today Arnold prints for its own account, buying the cloth, printing and finishing it. Goods are sold to big department stores all over the United States with the largest bulk going direct to dress manufacturers. That good looking print dress you (or your mother) have on may well be a product of this North Adams industry.
GLANCING AT A FEW MORE SPRAGUE CUSTOMERS. (WHAT HELPS THEIR BUSINESS HELPS OURS!)

Top, left: A glance at the great Zenith radio factory where workmen are preparing the dies for Zenith sets. At right: Another scene at Zenith where sets are whipped down the chute in the famous “Bump Test” designed to show up faulty connections. If it can go through this test, the set can resist any normal bumps around the customer’s home.

Center, left: Stromberg-Carlson sets nearing the finish. Center: A girl operator soldering connections in one of the RCA sets. At right, shaft inspection at the Leland Electric.

Bottom, left: An expert electrician makes a motor load test at the Leland Company. Right: The “base department” at the Electrical Research Laboratories.
AIR CONDITIONED AUTOS REQUIRE HEAT RESISTING CONDENSERS

The desire for cooler breezes for next year’s motorists has been discovered as the unoffending reason behind higher temperatures and hotter melting points required in filling certain Sprague condenser orders. The 1940 models of most leading makes of automobile will show an extension of automobile air conditioning, based largely on the installation of fans.

The addition of the fan to the load on the automobile battery has made it necessary to step up the generator charging rates and the installation of oversize generators. This has meant that whenever the voltage regulator on the generator allows the auto battery to be charged above the normal voltage the automobile radio must be ready to handle the increased heat-up that results. Auto radio sets, in other words, must now operate satisfactorily at 20 degrees higher temperature. Which also means that the condensers in the radio must be built with insulating material and waxes that remain solid at 20 degrees hotter temperature . . . in other words a boost in the melting point requirements.

WEATHER MAN KEEPS SPRAGUE EXPERTS BUSY

“Everybody talks about the weather, but nobody does anything about it,” Tom Sawyer’s originator, Mark Twain, used to say. At Sprague Specialties, however, we’re doing something about it all the time.

Come the hottest day of summer and our staff is found testing how condensers act at 10 degrees below zero. To keep up our tests one week recently meant keeping the refrigerator running 24 hours a day. One radio set, hard boiled or fully frozen by now, spent a week in cold storage.

Now we know that if an automobile radio built with Sprague condensers is taken up in the Maine woods on a hunting expedition this winter it won’t be the condensers that go haywire with the cold.

“Make a paper tubular that will stand up under the high humidity found on the Congo River,” is the “spec” shot through at us by one of our good customers. A tough one but a problem we were glad to tackle and solve. Another spot on the earth’s surface that is “Death Valley” to condensers is the Dutch East Indies. When the sun goes down out there a dew forms that is so heavy (believe it or not), that everything is covered with a film of water . . . including the interiors of radio sets. Which adds up to another special type radio condenser.

At the other end of the scale are the requirements for government aviation. High altitude flying at 15,000 feet means freezing temperaturs and greatly reduced barometric pressure operating on the two-way radio sets, thus changing the voltage characteristics of the condensers. Which forces our research chief, Dr. Robinson, to admit that “All we worry about is the weather”.

YES, SALES PROMOTION SELLS CONDENSERS

Harry Kalker, sales manager for Sprague Products Co., is the editor-in-chief of a new magazine called “Sprague Condenser News,” the first issue of which recently went out to thousands of Sprague dealers and service-men all over the country. You have read in past issues how Sprague Products is also distributing booklets on “Radio Interference” and other subjects to stimulate the use and sale of condensers and condenser replacements. The following interesting letter from a town “off the beaten track” gives evidence that a progressive policy of promotion helps keep sales (and production) on the up and up.


Sirs,

“Through the courtesy of R. S. A., of Chicago, I have just received a copy of your newspaper.

“Up here in the sticks where the Service-man works all alone and has very few contacts with the outside world of radio, we must have a quality product that we know will stay put. One faulty replacement means a bad smear on our reputation. I have used Sprague condensers at various times and so far not one has bounced. Of course, it is not always one can obtain just the brand wanted as most of the time purchases are made from traveling men who carry a varied assortment of goods.

“However, I would like to be placed on your mailing list for further bulletins and the ‘New Interference Eliminatory Bulletin’ when it comes out. Interference? — We have plenty. Large, small, and all kinds. Here in this town it constitutes about 40% of my complaints. Background noise to signal ratio is high here and anything that will help the situation would certainly go over big — ‘If it doesn’t cost too much’ — to quote some of the local citizenry.”

Yours truly,

JAMES W. SPEERS,
WILL THE WAR AFFECT SPRAGUE SPECIALTIES COMPANY?

Today the heads of nearly all business concerns in the United States are trying to estimate what the present European war is going to do to them. Their employees, both men and women, have an equal interest in this problem. The first fact, of course, is that the chief question is whether this country is likely to join in the war actively; something that does not seem probable at the present time, but about which no one is even in a position to make a prediction.

Certain developments, however, have taken place already. In some lines such as textiles, metals, paper, and other industries where raw materials are particularly important, large orders have been received and some raw materials have become temporarily scarce. Sprague Specialties Company naturally feels the effects of any rise in the price of raw materials we use, and will try to reflect these increases in our selling prices.

The radio business in the United States cannot yet be said to have been much affected as a result of the war. If general business improves or declines, our business will move with it, unless our government joins in the war or puts through some kind of censorship on radio broadcasting that would cut down the use of radio sets.

It is difficult to tell what effect the war will eventually have on our foreign business which makes up about 10\% of our volume. It is altogether possible that Sprague’s export business, in line with most American exporters, will increase by absorbing some of the business enjoyed by European countries in South America. This, at least, was what happened during the last war.

If this country should go to war it is impossible to predict what would happen. While radio is used for military purposes, our business would not enjoy the same kind of boom as would be found in the munitions or shipping industries. The terrific cost of war would naturally be taken out of us in increased taxation, general sale of government bonds, etc., as it was during the last war. It would probably mean curtailment in the purchase of semi-luxuries such as radio sets and this would correspondingly affect our business. We might even wake up to find ourselves manufacturing, at government request, not condensers but some kind of military equipment.

The greater strain which the war puts on our nervous systems calls for greater cooperation and team-work on this side of the water. Tending our own knitting, both in maintaining our substantial place in the condenser industry, and by helping in our conversation and thinking to keep our feet on the ground seems to be the best common sense at the present time.

R. C. SPRAGUE, President.
ALBERT HAMER HAS ORIGINAL NORTH Adams PICTURE

Albert Hamer tells us he was quite surprised to see the old time picture of North Adams on the front page of the August LOG as he has one of the originals which his grandfather, George H. Hamer had taken close to a century ago. Albert Hamer also had a copy of the book from which this picture was taken but lost it in the landslide on West Main Street in 1936 which wiped out his house and business. The landslide came as a result of the flood that spring and occurred on Hamer's birthday, March 18. The sound of the slide gave the family sufficient warning to get out of harm's way. Mrs. Hamer had been cooking for a party at the time and insisted on running back into the house to turn off the gas.

VACATION SEASON AT HEIGHT LAST MONTH

With many clear, sun-lit days to spur them on and tan their complexion, Sprague people went far and wide last month in search of good vacation times. Distance seemed to hold no terrors as a large contingent took in Canada or New York and others went as far as Philadelphia, Chicago and even Wisconsin. A quick survey of the vacation reports carried in the LOG shows the World's Fair to be the greatest single attraction with reports of at least 30 Spraguers making the rounds of the exhibits. Various resorts in Vermont rank next with New Hampshire Beaches, Canada, Maine, Lake Champlain and Lake Lauderdale nearly even for third place. Other much frequented resorts were Boston and the Massachusetts beaches and pleasant hideaways within a 50-mile radius of North Adams.

Here's where they went:

- Thomas Riddell to Canada; Lena Scarfone to Canada; Lewis and Anna Cronin to Nova Scotia; Walter and Ruth Graves to Cape Cod.
- Jennie Challifoux to World's Fair; Helen Root to Trailer Town — Springfield; Leda King to Connecticut; Thomas Francis to New York.
- Patricia Roy to Maine; Margaret Anderson to Chicago, Ill.; Helene Gajda to New York; Mary Rogge to Jamaica, L. I.
- Harold Dufraine to Maine; Josephine Pisano to Greenfield; Emma Montagna to New York; Theresa DelNegro to New York.
- Ida Piaggi to New York; Angela Catrambone to Windsor Pond, Plainfield; William Meudel to New Bochelle, N. J.; Frederick MacNamara to Arlington, Mass.
- James and Rita Cooper to Canada; Katie Bryce to York Beach, Maine; Peter Maruco to Old Orchard, Maine; Yvonne Bourdon to Lake Lauderdale, Cambridge, N. Y.; Doris Coty to Lake Lauderdale, Cambridge, N. Y.; Helen Abbott to Lake Lauderdale, Cambridge, N. Y.; Harry Martin to Maine.
- Margaret Daub to World's Fair; Helen Albini and Kathleen Bellows to Boston; Patricia Siciliano, Tessie DelNegro, Theresa Montagna, Emma Montagna and Enis Montagna all to the World's Fair.
- Others enjoying vacations recently were:
  - Genevieve Czerwinski; Elizabeth Fleury; Mary Bellows; Vincent Bartlett; Ida Marceaux; Ernest Sorel; Clara Parrish; Gladys Felix.

ALIBI CHAMPION

In the book “Hidden Treasure” by the Atwell Company the story is told of the sales manager who once sat down to compile the alibis sent in to him in his salesman's report as to why they failed to do more business. He set it down in calendar fashion, something like this:

JANUARY: Everybody taking inventory. See them after the first of February.

FEBRUARY: Weather too warm. Customers haven't moved winter stocks. See them in March.

MARCH: Getting ready for Spring business. Expect season to be late. See them in April.

APRIL: Floods have ruined business. Will call in May.

MAY: Customers had to mark down Spring merchandise because there wasn't any Spring. Told me to call back after the first of June.

JUNE: War scare in the Sahara Desert hurt ing trade. Asked me to call back after the fourth of July.

JULY: Everybody went fishing. See them next month.

AUGUST: Still fishing. Call after Labor Day.

SEPTEMBER: Close outs on summer merchandise. Will get after them early part of October.

OCTOBER: Can't do anything till after election.

NOVEMBER: Election a terrific disappointment. They're unhappy about the whole thing. Will call after the first of December.

DECEMBER: Can't see a soul — Christmas rush. Must call back after New Year's.

"LOG" QUESTIONNAIRE IS HELPFUL

Here are a few comments as received to date:

"Have the 'Log' convey to its readers matters that affect their financial well-being, their health, their happiness and future prospects."

"Let's have some short, semi-scientific discussions of individual products once in a while."

"What's happened to the editorials? They were good!"

Many suggested that boxes be placed around the plant for news contributions, etc. Some wanted MORE pictures; some LESS. Some suggested jokes; others said "Keep your space for material about Sprague People and things. Such is an editor's life, but every comment is being carefully considered so ALL may be pleased (if humanly possible!). Thanks for your co-operation and comments.


The better up at left is Hazel Russell enjoying her vacation at Lake Lauderdale. Center is Rolland Bartlett, Sr., of the Machine Shop doing some real wood chopping. Enjoying swim at right are Helen, daughter of Dwight Root (formerly Formation Dept.) and Billy Gomeau, son of Alice (Office) and William Gomeau (D. C. Rollins).
Augustino ARRIGHINI  Not employed here
Ruth MEYETTE  Paper Test
Leo DEVIO  Not employed here
Alma ZANETT  Pretuner Dept.
Clarence SWEENEY  Paper Assembly
Irene MORRIS  Not employed here
Ferris SWEENEY  Paper Assembly
Elizabeth SOLOMAN  Not employed here
Armond CHOUINARD  Etching Dept.
Simone DESLAURIERS  Not employed here
Alfred LAW  Pretuner Dept.
Jessie MACDONALD  Not employed here
George LIVERMORE  Chemical Control
Ruth POLLARD  Not employed here
Julius LEPAGE  Chemical Control
Vivian NEUMANN  Not employed here

BIRTHS
August 20  A SON  to Mr. and Mrs. SPAGNOLO.
Mother is Mary of Mica Dept.
Sept. 4  A SON  to Mr. and Mrs. Albert BONA.
Mother is Angie of D. C. Rolling.

George FORMHALS  Not employed here
Florence PELTIER  Mica Department
To be Oct. 28

RECIROCITY

From "The Postage Stamp" comes the following story that reminds most of us of similar situations in our own careers: There was quite a stir at the home of a certain prominent, big-time merchant a while ago.

In the dead of night — 3:15 a.m. to be precise — the telephone rang long and loud.

A drowsy butler answered. No, he explained with all the tact he could muster at such an hour, the young lady could not speak to the master. The master was asleep. After some argument he was impressed by the urgency of the call and roused his wife — the cook — who suggested that he take the message and transmit it to the master at a more opportune time.

No, the young lady must talk to the master and right away!

After considerable interchange of pleading, the butler finally woke the personal valet, who was prevailed upon to rouse the master.

The heavy-eyed department store magnate picked up the phone.

"Good morning. I called to tell you that the dress you sent is lovely. It's simply stunning. Just what I wanted."

"I couldn't call before," said the voice, becoming shrill and rasping. "Your driver just delivered the damn thing."

PUZZLE ANSWERS

1. Page 1. Volume I is at the right side of Volume I; and page 300 of Volume III at the left side of Volume III, hence the book-worm need only bore through 300 pages or 150 sheets of paper. 150 is the correct answer.
2. The only place where a man could walk five miles south and then five miles west and still be five miles from where he started would be the North Pole. Hence the bear was a Polar Bear and the color was white.

HEALTHY, SMILING babies of Sprague folk who could win beauty contests anywhere. We're proud to introduce:
Top row, left to right: Teddie Davis, son of Florence of the Wet Assembly and Lorraine Duquette, daughter of Walter and Doris Duquette.
Center: Little Veronica Moloff, daughter of Burton; Pretty Miss Carol Cooper whose parents are Jimmy and Rita; and young Charles Smith, son of Alice Dustin Smith of the Paper Assembly, mighty pleased with the situation.
Bottom row: Ida Mae Felix watching her toes wiggle. Her mother is Catherine of the Resistor Dept. An appealing picture of Master Bobby Bartlett the son of Vincent Bartlett of the Boxing Dept. Something's puzzling him. Charles, son of Angelina Lefebvre, is saying, "Come on and play a game of ball."

A PECULIAR TREASURE

Published 1939 by "The Literary Guild of America, Inc."

Edna Ferber, who wrote the story on which the famous "Show Boat" musical comedy was based, and author of the novels and plays that later became big movie box office attractions — "So Big", "Cimmaron", and "Dinner at 8", sits down to write the story of a young Jewish girl who started as a small-town newspaper reporter, wrote successful short stories and later became a great novelist in "A Peculiar Treasure", the story of her own life.

The autobiography of this meteoric career is a success story that begins in the 1890's and brings the reader up to 1939. It's an interesting history lesson, as well, for Edna Ferber, lived in many typical American towns and places and met many famous or typical Americans, and, as a newspaper "sob sister" she saw the country through penetrating, reportorial eyes.

Theodore Roosevelt took the novelist's breath away ... for a moment ... when she first met him. It was during the Bull Moose convention when he was starting the famous and unsuccessful third party to beat Wilson and Taft. Miss Ferber, whose most famous stories up to then had been the Emma McChesney series, was waiting for some remarkable political statement from a statesman waging the fight of his life. Instead he started off with "What are you going to do with Emma McChesney?"

(Continued on Page 8)
HOW MANY INSPECTORS?

BEFORE the days of mass production a single craftsman made an article from beginning to end. If a pair of shoes, for instance, he knew when they were completed whether or not they were well made in all respects because he himself had done every operation.

Today, most manufactured articles result from the efforts of a different worker for every different operation. After final assembly some defects are evident on the surface of the article. Other defects, caused by internal faults, can be determined from tests of the electrical or mechanical performance of the assembly. But there may be still other internal defects which no amount of final inspection can find out — unless the unit is completely pulled to pieces and destroyed in so doing.

The finished articles must earn a reputation for quality for the plant as a whole — and to guard against one pair of careless hands or eyes in the long assembly lines. Dependence is placed on inspectors. Inspectors of raw materials, inspectors at important spots in the process of manufacture, inspectors at the end of the line to examine the finished articles, and finally “check inspectors” to spot check the work of the others. All are necessary — but in the finest shops — every worker is partly an inspector and bad work goes no further. It is a matter of pride to give the inspector no cause for complaint.

Good work comes first — other considerations afterward. All “rates” and hourly output figures are based on good pieces. Bad work is worth no rate. In most cases our customers do not give our condensers a 100% inspection on receipt in their plants. Therefore, defective units will usually show up only when the much more complicated and expensive radio set is given its final inspection — and the big set cannot afford to be side-tracked by one small part.

So — although certain employees are labelled and known as inspectors — every worker along the line is, and should be, inspection minded — for all together share in the kind of reception our goods get on the outside.

A PECULIAR TREASURE

(Continued from Page 7)

Miss Ferber stuttered with surprise at which T. R., going Dale Carnegie had a dozen better, proceeded to tell her about the Emma McChesney books that even their authoress had forgotten.

“I knew it was a trick,” said Miss Ferber but admitted she liked it.

One of the most interesting things about the book (and about almost any autobiography of a successful person) is to see how she got there. Edna Ferber was the daughter of middle-class Jewish parents, her father being an unsuccessful retail store proprietor. Plain to look at and poor at many of her studies she nevertheless excelled in reciting pieces. In her high school senior year she won the state declamation contest. The fame this brought also helped her get a job as reporter for the local newspaper. This led to a job with a big city daily. From there on her literary career and cash income apparently never faltered.

For her a foreboding of almost the end of civilization. She is horrified of interesting times and fascinating people. She never has for-Edna Ferber has never married although her life has been filled with interesting times and fascinating people. She never has forgotten or been ashamed of the fact that she is Jewish; this thread runs all through the book. It means that as she nears the final chapters, she grows sad. The persecutions in Germany seem to her a foreboding of almost the end of civilization. She is horrified by the intolerance she finds in America today and seems to forget that this country has always had its bigots, its Klan and its intolerant groups. Edna Ferber, as she writes about herself is a better saleswoman for her books than she is for herself but no one can read "A Peculiar Treasure" without agreeing that Miss Ferber’s treasure, at least, was won with hard, grinding work.

SIZING UP SALESMEN AND JOB HUNTERS

Being sales manager for Sprague Products Co. means that Harry Kalker spends a good part of his time studying sales methods. He has two qualities he looks for in every salesman.

1. The salesman should fully convince the customer that he knows what he is selling.
2. The salesman should fully convince the customer that he knows what the customer wants.

Kalker says that most salesmen do neither, some do one or the other, while only the rare, star salesmen succeeds in doing both. There would be no depression, Kalker says, if there were more real salesmen.

Job hunters have the same problem only they are selling their own abilities instead of a product. Most of them walk in cold to a company and when they are told “There are no jobs” they just walk out because they don’t know whether there are or not and have given no thought to how they might make a job for themselves. Applying his philosophy to the man or woman with a job, Kalker says that the rule for success is to know what has to be done and know how to do it.