

APRIL
1951



RCA SERVICE COMPANY

NEWS



PUBLISHED BY AND FOR MEMBERS OF THE RCA SERVICE COMPANY, INC.—A RADIO CORPORATION OF AMERICA SUBSIDIARY

FAN LETTER SPOTLIGHTS 4-0 BRANCH

THIS IS THE STORY OF A LETTER, a letter worth getting excited about.

It arrived just in time to prove the philosophy behind the Service Company's million-dollar courtesy and training campaign: *courtesy keeps the cash coming.*

Behind the letter is a 100 percent-sold RCA customer; and behind the customer a TV service branch running at 4-0 efficiency.

The letter was written by a lady in the Brookline section of Boston about the service she received on her television set in 1950 from, not one, but a whole series of technicians and phone girls (see next page).

She heard the voice of the Boston branch on the phone, saw only a few of its techs. Unfortunately, she didn't drop in for a visit, she'd have been even more impressed.

(Continued on page 3)



Paul Wagner & Arthur Fiedler

SSS

*Save materials—
Save jobs and
Serve your country*

Every technician has a trick up his sleeve. We need them all now.

No matter how small that gimmick, no matter how insignificant the time, effort or material it saves, it is a jewel today of great price to be brought out and shared.

Often a tech wins a prize for some new idea; the SERVICE NEWS has



DAVE CALLAGHAN

run stories on clever suggestions. But for each of these spotlighted incidents are hundreds of helpful hints kept in the serviceman's tool kit or think box. **LOOSEN UP!** Send it in. That's what the TRIPLE S campaign's for. To get ALL ideas on conservation as soon as possible!

**SAVE MATERIALS—SAVE JOBS
SERVE YOUR COUNTRY.**

This drive to save materials is reaching into RCA's 17 manufactur-

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CUSTOMERS ARE GOAL IN V.P.'s DRIVE

BEGINNING March 1 and continuing through May, all branch people are taking part in a customer-relations contest: *Fix it for sure—Fix it for keeps.*

Jack Boksenbom, vice president of television service, is spearheading a million-dollar training program to remind employes how to meet, treat and keep the customer.

"Emphasis on good service and courtesy is the most important thing we've got to do," he says. "Good service is the basis of our whole business; this courtesy drive merely reaffirms fundamentals.

"We mustn't ever stop training ourselves on service techniques or customer relations. Our policy's to give a refresher in these subjects similar to those taken by engineers to get up to date."

(Continued on page 6)



Boksenbom, Barton & Ogden

THE LETTER

About fifteen minutes ago, one of your servicemen walked out of here. I have now had my RCA television set since December 1949, and although it now is outmoded by the 19-inch screens, ours being only 10-inch, we wouldn't change it for anything else. Since we bought our set, we have always had it serviced by RCA, although we have required little service at any time.

However, to get back to the fifteen minutes ago, I want to tell you how impressed and pleased I am with not only your service but the type of young man you have doing the service. During all the times I have had occasion to call your office for service, the young man who came in answer to my summons always has been so very efficient.

They walk in with their little instrument bags as though they were doctors and the television a patient. They are so pleasant and courteous, always trying to leave everything just as they found it, so anxious to repair whatever is wrong and always the complete gentlemen.

I know we pay for service under our contract, but it is not written that courtesy and good manners go with that service. It is a pleasure to have one of your young men come in to help right the very little wrong we have had, and I felt (although I am not addicted to writing mash letters to any company) that these young men, as well as the company and teachers who train them, deserve a great deal of credit.

In these days, when most letters are written in a vein of complaint, I thought you might like to know that there is one person who completely admires your television set, your efficient service and the very nice-mannered and intelligent young men you hire to train for this service.

It is nice to do business with your company, and I think you should know it.

The Men On The Job

ROBERT GREEN was the last of the four technicians who serviced the Brookline lady's set and was there 15 minutes before she took pen in hand.

Like the other full techs at the branch, he was handpicked for the service by Manager Paul Wagner from the first classes of GI-bill-trained TV repairmen. Like the others, he represents the top level of the nation's young men given this training in '48. Back in those days, RCA had the television service field to itself, in Boston as elsewhere.

Bob, who is 30, came to full-tech status six months ago under a "cross-over" training program (the cross-over from installation man to full service). A native of Boston, he went from Brookline High into the Navy, where he got to be a radioman (2/c). He served two and a half years, made the Sicily beachhead in a landing craft, but won't discuss it.



BOB GREEN

LETTER SPOTLIGHTS (Continued)

Open the door of the office in Allston, in the southwestern corner of the Hub City, and your first impression is of spaciousness. The faces are friendly, the room is clean. Even if you're not given to analysing impressions, you sense at once that this is a prosperous place of business. You're right.

The Boston branch makes money by hiring first-class people, both technical and clerical; by training them to pay as much attention to sales personality as technical skill; and by the compelling example of Manager PAUL WAGNER. He does things right.

The story behind the letter (*opposite page*) began in February, 1950, when the lady bought a 10-inch RCA table-model TV (8T243). The set was on the blink the day it came from the dealer.

Serviceman ED WALSH got the first call; went out to check and found the set a problem for a bench tech, pulled the chassis and hauled it into the shop (then at Cambridge).

Next day, ALLEN GAGE (absent the day these pictures were taken) found the resister had changed value. He inserted a new resister tube.

The following day, Serviceman CARL SYMONS returned the set, plugged it in, and got good reception on both Boston channels.

"Mr. Symons Again, Please"

There were no further calls for three months, when word came that a "no-sound" condition had developed. The complaint was accompanied by a request for "Mr. Symons again, please." Carl went out, found a defective IF tube, replaced it on the spot, and for a second time left with good reception and feeling reigning behind.

Five months later, the branch got a third distress signal from the Brookline lady. This time she reported "no-picture" and again asked for Mr. Symons. He was dispatched immediately, put in a new vertical output tube, and soon had the instrument delivering pictures.

Three months after that, when the set was nearly a year old, the lady called to ask for someone to correct a blurred-picture. This time BERNIE GLAZEBROOK took the assignment, found the set's vertical linearity control defective. When he called the office, he learned the part was not immediately available.

He put the customer on the line and let I & S supervisor BYRON ATWOOD explain the situation. It would take a few days to order the part from the company's Boston distributor, Byron told her. Five days later, the control was picked up at Eastern Company and brought to the branch. On the same day, Byron informed the lady that a serviceman would install it the following morning.

BOB GREEN made the repairs this time, and was so much like his predecessors in courtesy and efficiency that, within 15 minutes of his leaving, the lady sat down and wrote the letter.

About two weeks later, the original service contract expired. The office's renewal department made a call this time, and learned that the lady's reception was not too clear." Bob went out again, cleared up the picture—and picked up the remittance for a second year's contract.

He's still digging into company study courses nights and attends a TV class every Thursday evening at the branch, led by Chief Tech JOHN FERRIER.

"I could stand a lot more schooling," he admits. "I want to learn so much more."

He hasn't so much more to learn about handling customers, however, because he's learned to understand them, and his native conscientiousness dictates a desire to help. He has get-up-and-go; enough to keep him on as catcher in the municipal Brookline baseball team in his limited spare time.

BERNARD GLAZEBROOK's career parallels Bob Green's. Both are Bostonians, Navy vets, grads of the same GI-endorsed schools, unmarried, and signed up with RCA at about the same time. Both are clean-cut fellows customers naturally like.

Bernie found the defective scarce part. Helped ease the lady's disappointment at having to wait. Brookline

(Continued on next page)



BERNIE GLAZEBROOK

MEN ON THE JOB (Continued)

is his regular beat and a difficult one. The problem is two-fold: reflections and watchful customers.

Since some of the streets are solid blocks of RCA set owners, the serviceman is in the midst of "keeping up with the Joneses." What one customer gets, the others all want. If a tech cleans



CARL SYMONS

the kine at the end of his checkup, neighbors all hear about it and want the same courtesy, whether the set needs it or not.

But if you have a memory for detail and a quick smile, you get by with minimum difficulty. Bernie, at 26, has developed both.

CARL P. SYMONS, who called at the Brookline home three times—twice at the lady's request—was taken out of serviceman ranks the day the customer-relations campaign kicked off, to "tap" customer lines.

He's running a "red-check" system on the phone: follows up on all service calls, sticks with each until the customer's satisfied. He's out to fix sets for sure, for keeps—for sure.

Though Carl's only 26, he was picked for the priority assignment on two counts: technical background and sales record. He sold more contracts in January than any other tech in Boston.

This is an example of Paul Wagner's employing ability to best advantage: all techs with a selling flair are put on full-time demand service. The manager has proven that three out of four non-contract clients will buy agreements if approached by a sales-skilled serviceman. Many of these set-owners are so fed up with the service they've been getting from rival outfits they'll buy an RCA contract on top of one

already signed with someone else.

The "red-check" operator is an intense, hard-working fellow, who has been with the company three years in March. He started at the short-lived Chestnut Hill (Phila.) branch, proceeded to his native Reading to help open the office there, and stayed for a year before going to the Cambridge branch (Boston) when it opened.

He is a graduate of the DeForrest TV school, Chicago. During War II, in the Navy, he taught sailors maintenance of a machine gun's electrical system at Bainbridge, Md. He's building a home for himself and wife.

BYRON ATWOOD is only 24, but he's held down the field I & S supervisor's berth for a year. He, too, started with the branch three years ago, alternated between shop and field until he was made a full-time bench tech.



BYRON ATWOOD

Byron it was who obtained the needed vertical linearity control, scheduled all calls to the Brookline home. Radio has been his hobby since he was at junior high in his native Arlington, outside Boston. While with the Army, he served as a construction boss for Nazi POW's at Nuremberg, Germany, during the war-criminal trials.

His technical know-how came naturally as he worked in radio-store repair shops, tinkered at home in his own-style lab, which now boasts complete test equipment. He's constantly experimenting with FM and audio.

Byron Atwood believes TV repair work offers the "greatest technical opportunity in the world." He was excited by Bill Bohlke's talk at the branch March 1, when the customer relations

campaign got off to a crash start. (The Antenaplex chief took time off to give Boston the word on this.)

Byron said Bill's talk was what techs and phone girls needed to hear because they're closest to customers, furthest from company front offices. Field employees can't help but be concerned, primarily, with their own day-to-day servicing problems; can't help but be more or less unaware of the bigger, overall company ones.

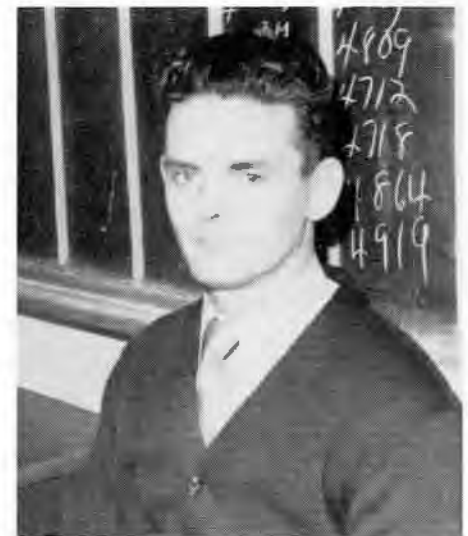
"The fellows had no idea what was going on," the field supervisor said. "They didn't know about the thousands of letters going to the Customer Complaint section at Gloucester. If customers write letters to the president to get service, the trouble ought to be stopped here.

"I speak for all of us when I say we'd rather handle things at the beginning and not try to cover up later."

EDWARD VINCENT WALSH, who made the first good impression on the initial RCA-service call at the Brookline home, has been pleasing Boston videoviewers with our superior-service three years in May.

Before attending a radio school in Cambridge and a TV school in Chicago, Ed spent five years in the wartime National Guard as a radio op and tech. Three of these years found him aboard Army transports, two in the field.

He's Boston-born and bred, single, spends off-time in a homemade radio-TV lab. Ed has one of those democratic, well-mannered personalities popular everywhere, and invaluable to a service outfit.



ED WALSH

The Girls Behind the Scene



JOAN MacDOUGELL

Four girls handled the calls from the letter-writing Brookline lady.

JOAN MACDOUGELL, of the red-blond hair and faint Scotch burr, has been at the branch two years, at the phone for five, first as a long-distance operator for Bell, then as PBX-girl for a local textile firm.

She likes service work best, because "it's more responsible." She enjoys being responsible for customers, and, at 21, has picked up a way with irate ones.

"A lot are ready to fight when they come on," says Joan. "If you act at all quick, you're licked. I let them get it off their chests first. Then, when they feel better, I explain our side and we're the best of friends."

"Yesterday, a woman called and demanded service last night. She'd been misled by her dealer who told her a contract was good for service day or night. I explained that the servicemen would be gone for the night, so it would be impossible to fix her set then. Later, I had to go through the whole story for her husband. I told him a man would be there first thing in the morning.

"He called to check first thing in the morning and I told him a man was on



ANNE TRUSCELLO

the way. Everything's okay now, I suppose."

She liked Bill Bohlke's talk.

"A pep talk's good," she remarked. "We've got more to strive for now."

It's "Miss" Joan MacDougell and she lives with her folks.

As a front-line company spokesman, ANNE DILLON TRUSCELLO feels she's putting to good use all the "psyche" courses she took in college.

Anne, 21, holds a degree in elementary education from Lesley College, Cambridge, taught fourth grade in a private school for girls until she was married and forfeited her four-year teaching contract.

She's still in education, however, she says. Anne likes to think of the sets as pupils; their owners as parents.

Mrs. Truscello has been working since she was 15, but played basketball and field hockey at Arlington High.

Her system of dealing with customers is simple:

"I try to please them as soon as possible in as few words as possible. And I always agree with them. Only, this isn't enough. They need more personal attention. I like to call them back sometimes to see how they made out after I turned in their complaints."

Customers are fond of this private-piloting around. One important life-insurance exec wrote Anne a complimentary letter which rests in her personnel folder at the home office.

Then there's MYRA O'GARA with a voice as lilting as her name. She's cute, just turned 21, and has been the voice

THE BOSS

Paul Stuart Wagner is an example of, as well as an adherent to, the reaffirmed customer policy.

The shirt-sleeved manager of the big Boston branch has been drilling his more than 100 people along these same lines for nearly three years. To the hard-hitting businessman this statement of policy makes sense.

Through personal example, branch meets, a plant publication, and inspiring capacity for hard work, Paul Wagner has been getting it across. Boston branch is among the top ten on the company's profit-maker list.

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MYRA O'GARA

of RCA in Boston for more than two-and-a-half years.

Myra's 15-line board is busy, flashes a signal every couple of seconds. Sometimes she has to be helped out on an auxiliary board.

She is Bell trained, but likes service work "much better."

"It isn't so boring," she says. "You're more of a person . . . And the hours are much better." (Being 21, Myra finds that important).

A graduate of Dorchester High, she lives in that town. The eyes are blue.

In two and a half years, MARY BRENNAN rose from phone clerk to dispatcher of 44 men.

She conveys I & S Supervisor Stan Davis' orders to servicemen (another girl takes care of installationmen). Mary dispatched the boys to the Brookline house.

Twenty-three, a graduate of La Salle Junior College, Auburndale, Mass., tall, blonde Mary has a hobby which keeps her on easy street: works as a photographic model nights.

Before joining the company, she was a receptionist for a Boston automobile concern.



MARY BRENNAN

CUSTOMERS ARE GOAL (Continued)

The company's highest-ranking officers went on the road to give you the courtesy campaign pitch. President Ed Cahill primed Philadelphia. Vice Presidents Boksenbom and Pinky Reed were in New York. Vice President Dan Creato handled North Jersey.

Treasurer & Controller Don Kunsman took Chicago; Sales & Merchandising Manager Bob Baggs, Columbus; Antenaplex chief Bill Bohlke, New England; Bill Barton, Detroit; Bob Gray, Washington; Joe Ogden, West Coast; Frank Tarkington, Southern.

In the last few months, Jack Boksenbom has carried the message personally to nearly every branch in the land.

Radio Corporation of America President Frank Folsom has provided four cups, to be known as the "President's Cups," which will be awarded to the four branches heading their leagues (grouped according to size) after the contest closes May 31.

The branch wins the cup by stopping customer complaints. The branch stops complaints by giving better service. The branch gives better service when every single employe works with the idea that *the customer is smart enough to buy the best service available—which is his service!* Remember the sign over the door: **THROUGH THIS DOOR PASS THE WORLD'S BEST TECHNICIANS.**

Can't Kid Ourselves

"We can't kid ourselves about courtesy," the TV veepee warns. "Most of our customers don't understand engineering. *But they all understand courtesy.*"

By this time, everybody's piling up points toward a President's Cup. Most points are gained by knocking down service backlogs. Complaint letters mount up at the home office in direct ratio to the length of a branch's delayed-service list. "This is the most important single factor in customer dissatisfaction," declares Boksenbom. "A man who arrives on the job late is immediately suspect."

Next point of assault: ineffective service—callbacks. *Fix it for sure—Fix it for keeps.* "Every tech was picked from about 12 interviewed," the TV head adds. "He knows his business. Too many callbacks and the customer calls someone else."

Branches are being reminded of the goal in many ways: posters and rubber stamps with "fixit" slogans, truck dash-

board stickers, colorful bulletin heads. Each district has its sponsor for cheer leading. Employees are getting direct-mail notices at home.

Help the Boss Collect

The Service Company isn't alone in this customer-concentration policy. A *Reader's Digest* article concludes that employees "can't get it from management unless money is coming in from customers. . . . Management must persuade the customer, and the employe's best protection is to help management do the persuading."

Big success of the *Operations Broadway* contest (pages 8 & 9) proved there's still plenty of business to be had for the asking. But it must not be overlooked there's a great deal of business lost. If the master-card has stamped on it "Expired," it is a melancholy but certain fact that on the ex-customer's mind is stamped "Poor Service."

No branch should allow more than two days' repair work in its backlog at one time, nor more than two days' installations scheduled. First measure in judging winning branches will be reduction in number of complaint letters received in Frank Smalts' Customer Complaint section at the home office, based on the quota of complaints received last year. Other factors also will be graded: appearance of branch, vehicles and personnel; service backlogs, percentage of chassis pulls and repeat calls.

The judges are E. C. Cahill, Service Company president; Joseph B. Elliott, Consumer Products (TV) vice president, and Charles M. Odorizzi, operating vice president, both RCA Victor. Frank Smalts is handling detail.

A Good Guy

The four leagues into which the branches are entered according to size: Beam Benders, Rectifiers, Amplifiers, High Volters. League winners will receive, in addition to the cup, a dinner-dance at a good spot in town.

Judges can measure only such tangible evidence as listed above, but back of these obvious results is the heart of the campaign: to keep the customer satisfied by doing a job you're proud of and being the kind of a person anybody wants to have around—neat, pleasant, and a good guy.

FRANK FOLSOM and CONTEST JUDGES (l. to r.): E. C. Cahill, C. M. Odorizzi, Folsom and J. B. Elliott



A Bath Every Saturday

THE BOSTON OFFICE has the reputation for being one of the most efficient RCA outposts. A man for every job, and a job done on time is the keynote.

A full-time janitor washes windows every two weeks, strips the asphalt tile once a month with soap, water and steel wool, then waxes and polishes it. He washes and waxes the tile at every entrance and in every aisle every week; also refuels the trucks on schedule every night.

The fleet is on schedule. If a truck develops mechanical trouble during the day, the branch fleet man (RAY BELIVEAU, a clerk who averages a day and a half on this job) is given a slip. The truck is sent to a garage for overnight service. It never is tied up; repairs always are arranged at night, at a discount.

Every Saturday, the entire fleet is washed, at \$1.25 per vehicle. The gas station at the end of the street also makes oil changes, at a discount. The attendant has keys to the two parking lots.

Half an hour before the branch opens—or an hour before on frigid mornings—a man comes in to start all trucks, warm them up, defrost windshields, make certain the fleet's ready to take off at 8:30 sharp.

No Jazz at Zero

"This stops our cowboys from jazzing cold motors," Paul Wagner explains. There's an auxiliary starting device to use on trucks in zero weather.

Monthly the fleet undergoes a spot inspection; weekly, a regular truck-and-accessory inspection.

Inside, things are shipshape. Each bench tech stands on a wooden platform off the cement; wears a tan smock, has his own bench. The 12 benches are uncluttered. In addition, there are three "screen rooms," rooms partitioned by house-screening. These prevent the signal generator from interfering with tests on other benches.

Staff people are proud of the ship. As one girl puts it: "Everybody's good who stays here."

For information, or charge it up to morale, there's the *Boston Branch Bulletin*, a one-sheet weekly. Some of this Paul composes himself; the rest is contributed by branch people. The medium keeps employees posted on such serious matters as tube shortages, as well as personal going-ons. The manager credits it with playing a large part in the salvage recently of 94 tubes (out of 426) in one week.

BOSTON BRANCH SUPERVISORS (l. to r.): Stanley Davis (I & S); Chester MacNeil (installation); Thecla Lyons (installation dispatcher); Charles Sargent, Jr. (sales); and Walter Compbell (office)



Right now, the *Bulletin* is spokesman for the crash program, sponsoring a "Fix-It-In-The-Home Club," listing names of successful servicemen weekly.

"The kids look for it," Paul says, "especially my *Brickbats & Bouquets* column. It lets them know what the other fellow's doing."

Sometimes the items are at the expense of the manager or supervisors. The publication costs the branch \$4.50 weekly, but Paul is planning to make it more elaborate. He has assigned a new employe with some editing know-how to take it in hand, dream up a new masthead, put in on colored stock.

Everybody at the Boston branch is pulling for twin beacons: to please customers and to bag customers. Between these lights lies the safe channel of job security.



SERVICEMEN (front, l. to r.): Ernest Anderson, Ernest Johnson, Edward Gawlinski, Wilfred Monahan; **(top):** Donald Tabbut, Thomas McKeown, Andrew Bower, Donald Plummer, Vincent DeLuca, Rudy Perilli

BENCH TECHS (front, l. to r.): Chief Tech John Ferrier, Philip Lyons, Frank Cianti, **(back):** Ernest Baker, Walter Strick, John MacKenzie, Carl Oertel, Allen Gage. One of three "screen rooms" is visible in background





Guess who are behind the handle bars



Looks like lobster thermidor and caviar

Hail, Hail, The Gang's All Top Salesmen

TWELVE OF THE NATION'S BEST electronics service managers recently gave a demonstration of a famous electrician's advice. Said Thomas Alva Edison: *Play and work the same: with your whole heart and soul.*

That's what the gang did via *Operations Broadway*.

In the beginning, two district and ten branch managers had to win the renewal-sales contest. The top 12 then made tracks to the home office and a four-day celebration to go down in history. (Each winner received \$100 to divide among his salesmen.)

New York's district boss CONRAD ODDEN came in first, to beat North Jersey's HOWARD BENNETT by a nose. Fastest branch manager: R. B. HELHOSKI. Other winners: PAUL WAGNER, Boston; PAUL MATTHEWS, Philadelphia; FRANK TARKINGTON, Washington; B. S. McSHARA, Detroit; CARL EHRHARD, Chicago; L. MORROW, St. Louis; J. T. McALLISTER, Hollywood; TOM HERMIDA, Sheepshead Bay; GEO. HICKS, Netcong.

After a get-together Feb. 16 in President E. C. CAHILL'S office, there were cocktails and dinner in Philadelphia, where Vice President JACK BOKSENBOM and Home Instruments advertising head, JACK WILLIAMS, were among the speakers. Next day, the boys left for the Lancaster tube plant, entrained for Broadway that night via private parlor car.

Checking in at the Astor, they had dinner, witnessed ice hockey, went to the *Latin Quarter*, returned for open house at the Astor (2:30 A. M.). Following day, they were at the Princeton labs. Back on Broadway, they did NBC, Exhibition Hall, dined at a steak house before going to see *Call Me Madam*.

The spot that night was the *Copacabana*, and from there to a Greenwich Village nitery. Next morning, the winners turned up at NBC's *Break The Bank*, then at a *Kate Smith* telecast, and so homeward.

District winner Howard Bennett

Sales heads Bob Baggs and Joe Ogden

District winner Conrod Odden



THE BOSS (Continued)

He was tuned in on the home office wave length by Bill Bohlke, relayed it himself to neighboring Providence.

The 39-year-old manager has been with RCA only since '47, after a varied business career which started when he was the 12-year-old proprietor of a bike repair shop in the cellar of his widowed mother's home in Boston's Dorchester section.

At 15, he opened a radio shop. After his mother became invalided, he took on full-time employment at a florist's. Next, he screened tennis racquets for Wright & Ditson. At 17, he was a golf-club maker, ran the golf shop in the sporting-goods house until the Depression folded it up in '32.

Though he tried his luck at many occupations, he always kept his hand in radio, still enjoys it, but has no time for experimenting now. He is a licensed operator.

At 19, in the Depression, he was earning \$80-a-week selling bread from door to door in New York. Later, in Boston, a retail bakery, shared with two partners, left him flat broke when his friends incorporated from under him.

But, at 22, he was up again, this time on top. He collected \$6000 his first year in the candy business, but sold out for a "fancy-pants" job with Page & Shaw Chocolate Co., Boston.

"My wife's never forgiven me," he says.

Father of two, he nevertheless enlisted in the Army at outbreak of War II as a glider pilot. When the glider program was scrapped, Paul wound up in Texas with a flight-instructor group. The last five months of his military career, which expired in '44, were "worthwhile": he studied radar.

Hitch-Hiked to Camden

That's when he first thought of seeing ADOLPH GOODMAN about a job as Government field engineer in Boston. Immediately he was discharged at Fort Dix, he hitch-hiked to Camden to sound out the present Tech Products commercial operations head, but nothing was open. So he became a Civil serviceman at the Jacksonville (Fla.) Naval air station.

In '47, he still was thinking about RCA, and went to see Adolph again. This time he was hired as a Government engineer in Boston, working with HOWARD LAESSELE, present field manager of AF contracts. The two were assigned to find property for a TV branch. They located the old Cambridge site, and next day Paul was back in war work. For the next three months, he was on the Banshee project at Boca Raton, Fla. When the operation moved to Georgia, he moved to Boston.

There was no TV up there, but Paul Wagner was assigned



Maestro Fiedler & Chief Tech Ferrier

to help FRED LAKEWITZ (New England district head) line up and train a branch staff, get ready for video. The pair put on the first public tele demonstration in that city.

On May 30, 1948, Station WBZ-TV, Channel 4 (NBC), hit the air, and the shop was in business. The 500 sets already installed were processed quickly. A month later, "Lake" was made district manager; Paul branch manager.

"When I started as manager is when I really got to like RCA," Paul confides. Within a few months Boston's second video outlet was opened: WNAC-TV, Channel 7 (CBS).

The Wagners' two daughters are 15 and 12. They live in Natick, 16 miles from town. Paul's school-teacher wife is studying at Boston University for a master's degree in education. The elder girl, Pat, who has a "genius IQ," Paul testifies, is headed for Radcliffe. The manager finds his relaxation in work; on rare occasions plays a "hard game" of golf.

"I sure enjoyed *Operations Broadway*," he declares. "The best relaxation I ever had! I was full up to here (indicating his throat) with business before that came along."

A branch manager never has time to put his feet up on the desk. Improbable things happen.

Fiedler a Perfectionist

Maestro Arthur Fiedler pops in to inspect the job Chief Tech JOHN FERRIER is doing on the police radio in his Cadillac convertible. The world-famous conductor of the Boston Pops (Continued on page 12)



WINNING SMILES of *Operations Broadway* managers (Front, l. to r.): Frank Tarkington; Burt MacShara, Paul Matthews, Field Sales Boss Joe Ogden, Paul Wagner, Jim McAllister. (Back): Carl Ehrhardt, Dick Helhoski, Lyle Marrow, Tom Hermida, Howard Bennett, George Hicks, Conrad Odden.

One Man's Part in SSS

IN ADDITION TO BEING AN AERIAL ARTIST, John David Callaghan now has to perform as juggler, holding a balance between *quantity, quality* and cost in the face of the pounding winds of SHORTAGE.

Working under Merrill Gander in TV Engineering, Dave supervises everything that catches the signal in the air: the antenna, mast, transmission line, miscellaneous hardware: mounting brackets, guy wires, turnbuckles, etc. STEVE NIELSSEN helps him in design of brackets, other hardware; JOHN F. MASTERTSON is responsible for antenna and transmission line tests.

Before last August, prime concern of the engineers was to obtain highest quality for least cost. Since that day when RCA first foresaw the supply crisis, the goal has been to *save* vitally-needed metals . . . while not sacrificing quality or permitting substitutes to cut too deeply into profits with excessive production cost.

It's a tall order. Dave is as hard working a fellow as you'll find around: all day, most nights and many week-ends. Over the last six months, this group has come up with tremendous savings: 425,308 pounds of aluminum, which represents a conservation of 48.2%; 21,915 pounds of zinc; 41,665 pounds of steel.

Copper Now

At the moment, the concentration's on copper. Only significant use of this critical metal in antenna setups is in transmission line of the 300-ohm ribbon and coaxial types.

Economy in use of this metal, therefore, must come chiefly through care in its employment: placing antennas as near as possible to receivers so as to reduce line run, measuring the required length of line accurately so as to save the piece usually cut off at the receiver, and by splicing short lengths.

This care has resulted in reducing the average use of transmission line from 123 feet per installation for the first half of last year to 83 feet for the second half, a saving of 32%.

The standard 300-ohm transmission line used by the Service Company

consists of seven strands of No. 28 copper wire, which yield 147.5 feet of line per pound of metal. Two new types of wire have been designed by the company, which consists of, respectively, seven strands of No. 29 wire and the same number of No. 30. The former will yield 186 ft. per pound of copper (20.5% saving) and the latter, 234 ft. (33% saving).

We now have on order a new type of 300-ohm transmission line which uses conductors of "copperweld" wire, a steel wire coated with a thin copper layer. This will furnish 850 ft. of line per pound of copper, saving 82.5%.

Latest achievement of Dave Callaghan's group (at date of publication) is a light-weight mast base. This is a one-piece, sheet-metal stamping which can be bent on the job to fit all types of roofs: flat, sloped, peaked. It will accommodate guyed masts of 1 $\frac{3}{8}$ inches diameter in heights up to 24 feet. Made of steel, for masts of the maximum height, it weighs scarcely more than a pound; made of aluminum for a 12-ft. mast, it weighs slightly over $\frac{1}{4}$ of a pound.

Wooden Masts Again

Dave believes the wooden cross arm probably will be with us soon again, as well as wooden masts. The mast could well be made of wood because it merely supports the antenna.

"But we're still trying to get the most out of what we have," Dave says. "We're conserving our blood. Another definite possibility in further antenna economies, and which we're looking into, is just a piece of wire fastened to a wooden strip or slotted dowel."

Chief Engineer Merrill Gander adds: "Alternate materials still must be chosen to meet high quality standards. This usually means higher material costs and more labor per installation. However, we feel both may be justified if such significant savings in critical materials can be realized."

Dave Callaghan came to the company in '46 in the original TV service group, always has been in engineering at the home office, except for about four months in the old Kearney (N. J.) shop. He got his experience the practical way, starting out servicing and designing electrical equipment for a distributor in his native Reading, Pa.

"His work in the antenna field is recognized throughout the industry," Merrill points out. "His formulas and measurements are in frequent demand by other manufacturers. Originality,

straight thinking and tremendous application of effort are his main tools."

The antenna engineer still gets stacks of "Dear Dave" communications from field techs whom he instructed in training classes at Gloucester, frets because he hasn't time to answer them promptly.

Aluminum First

Aluminum was the first metal the Service Company began to save. By substituting wall masts 10' by 1 $\frac{3}{8}$ " by .072", which weigh 3.46 pounds, for the original 12' by 1 $\frac{3}{8}$ " by .083", which weighed 4.75 pounds, 1.29 pounds per unit was salvaged.

In the last quarter of 1950, 15,474 pounds of the metal were conserved on 11,996 installations. During the first quarter of 1950, 19,435 pounds were saved on 15,066 masts.

When these original masts were replaced by steel tubing, the saving amounted to 28,861 pounds in the last quarter of '50; 79,914 pounds in the first quarter of '51.

Other savings which made up the grand total already stated were achieved on other type masts, either by cutting aluminum content or substituting steel tubing. Also, standard antennas have been lightened by reducing wall thickness of aluminum tubing, at the same time retaining strength by employing a stronger alloy. This substitution, however, ups cost. But, during the first quarter of this year, 12,358 pounds of aluminum have been saved on 66,800 antennas.

If no conservation had been done, total usage of aluminum for masts and antennas over the six months between last August and February would have been 882,475 pounds. Through the efforts of Merrill Gander's engineers we knocked that down to 457,167 pounds—a saving of 48.2%!



Chief Engineer Gander



Triple S

(Continued from first page)

ing plants, its regional sales and distribution offices and the Service Company's more than 100 branch offices.

It may seem frightening to an American brought up in the land of plenty that an inch of guy wire may make the difference between Employment or Unemployment; it can. An inch saved soon turns into a foot. From 57 of the branches—between Dec. 18, '50, and Feb. 23, this year—2120 feet of guy wire was reclaimed.

Anybody who can tell this story more dramatically, more completely and briefly, has won himself a \$50 U. S. Defense Bond.

As part of the two-and-a-half-month Conservation of Critical Materials program every employe was invited to compete in a slogan contest. The competition opened March 15, when the SSS campaign kicked off; closed March 23. Winners will be announced April 9.

Each plant is awarded a certain number of \$50 bonds for prizes; the Service Company has received the maximum: five. So, all of us have a chance to win one of these \$50 bonds, in addition to the national grand prize: RCA Victor's finest 17-inch TV-AM-FM-Phono, plus \$50 worth of Victor records, plus a service contract—or, SIX \$100 defense bonds. Also, ideas will pay off. You can win as much as \$500 for a good idea on conservation!

Other contests will be coming up, with other attractive prizes. But the thing about all these contests—the whole SSS campaign—is, of course, that *everybody wins*.

The Triple S drive is our opportunity to convince our Government that we're the most conscientious company in the U. S., while at the same time keeping faith with our customers who already are convinced of this fact.

More material saved means more material available for civilian use, and more reason for the military to turn to

us; which all adds up to more security for you and you as job-holders.

Prior to the all-out campaign, branches were asked to accumulate defective material containing aluminum, copper, cobalt, brass or steel. A report of the results on 53 of the offices, during the little more than two-month period mentioned, is a good indication of how much critical material can be reclaimed: 1334 transformers, 784 yokes, 40 magnets, 1245 masts, 294 antenna elements, 23 antenna arms, 48 brackets, 127 speakers, 107 feet of strapping, 14,030 feet of Brite Pix, etc., etc.

At one time or another, everyone has learned to "make do" with something that was different from what was supposed to be used. We're out to make do wherever we can, always without deviating from the quality synonymous with the name RCA.

In the words of Frank M. Folsom, president of RCA:

Ever since the outbreak of war in Korea, RCA engineers have been

MR. CONSERVATION



Ed Buurma

working aggressively to search out every possible means of saving critical materials in the production of television receivers, radios and other electronic equipment without sacrificing the company's high standards of quality.

Some of our engineering accomplishments, such as the newly designed RCA speakers which reduce alnico content by 70%, brass by 90%, and steel by 35%, and the new electrostatic kinescope which completely eliminates the use of alnico magnets, have already passed on to the industry.

These two RCA developments, when fully applied to the industry's television production, will reduce the cobalt content in the average receiver by almost 90%—a saving industrywide of over 300,000 pounds of scarce alnico per 1,000,000 receivers produced . . .

I know you will join us in earnestly pursuing this conservation program, not only for the resulting substantial savings in vital metals, but also to demonstrate to our Government officials the industry's resourcefulness in this time of emergency. Only by doing everything possible to help itself can the industry feel morally justified in asking the help of Government agencies in supplying sufficient critical materials to permit continued production of peacetime products, which in turn enable us to hold together our technical skills and our trained workers until they are needed to produce electronic equipment for the military services.

On March 30, U. S. News & World Report magazine announced that the "cutbacks in the output of civilian goods are to apply as scheduled.

"The amount of steel, copper, aluminum and other metals that can go into automobiles, radio and television sets, home appliances and furniture, is to be reduced, beginning in April. By July 1, a Controlled Materials Plan that will ration steel, copper and aluminum to industry is to go into effect."

First notice went out in the form of a campaign newspaper, Triple S Campaigner, which should have reached every employe's hands March 15. Look for new posters each week. Check up on further opportunities to win prizes.

Ed BUURMA, staff assistant to Ed Cahill, Service Company president, is Mr. Conservation.

His committee: HOWARD JOHNSON, TV administration; DAVE NEILL, Technical Products advertising; BILL DONDERO and BOB STANSFIELD, both Personnel. (Up to March 27, the committee had received 380 conservation slogans from the home office and field.)

Think, when you hear that scrap of metal clink:

The empty trash can means the full payroll.





BOSTON BRANCH people on hand for this picture are (first row, l. to r.): R. Beliveau, C. Symons, T. Wall, H. Sheburne, R. Mullen, M. Largey, L. Galyeon, N. Sousa, J. Richard, D. O'Brien, C. Tefft; (second row): D. Tabbut, P. Lyons, M. Brennan, T. Lyons, K. Rogers, C. Sargent, W. Dwyer, M. Mottla, District Mgr. Fred Lakewitz, Mgr. Paul Wagner, W. Campbell, M. Fougere, A. Truscello, E. Geehan, B. Glazebrook; (third row): W. Strick, G. Thompson, J. Ferrier, B. Atwood, C. Oertel, G. Pierce, R. Sjoquist, S. Maciejko, E. Bagley, C. Piacenza, R. Goddard, V. Fournier, R. Sweeney, R. Ward, G. Holland, T. Craig, A. Martel, R. Linscott, R. Lyons, E. Hocking, R. Green, E. Johnson, J. Daley, H. Mutina, J. MacKenzie; (fourth row): E. Baker, J. Haley, A. Bower, R. Gallagher, E. Gawlinski, M. McManus, D. Harrington, E. Spadoni, M. Tierney, C. Duran, J. Doyle, A. Gage, E. Lavoie, C. Woras, E. Walsh, J. Ford, R. White, C. Reardon, S. Puzak, E. McDonough, E. Quinn, G. Colantuoni, D. Plummer, J. Timbone, T. Collins, T. McKeown, S. Dickson

THE BOSS (Continued)

Orchestra chases fires, never misses a blaze day or night. He has a fire alarm in his home, a siren in his car, a pass to get beyond fire lines, a Dalmation dog to go along.

Then there's the clients who've got "to see the manager." Paul takes 'em all on. There was the Scituate grocer who burned up the wires before camping in his office. He wanted a contract-extension until the branch could clear up interference caused by a seaside neighbor, the 25-mega-cycle Voice of America station, WRUL. By the time Paul got through explaining why he couldn't do the impossible, the grocer was inviting him down for Sunday dinner.

And when a small-time dealer played cagey over paying \$7.50, the manager worked on him over the phone; never let the conversation get hot, cracked his resistance with logic and patience—and got the \$7.50 in the mail next morning!

"That sort of thing takes a lot out of you," Paul remarked.

RCA SERVICE COMPANY NEWS

The RCA Service Company News is published at Camden, New Jersey, for employes of the RCA Service Company, Inc. Address: W3-1 (Ext. PG-315).

Editor
MANNING SMITH

Vol. 8, No. 3

April, 1951

He Likes Customers

CHIEF REASON WHY RUDOLPH PERILLI is a crack salesman is that he likes people, likes to do things for people. It's as uncomplicated as that.

Boston's *Gravy Train* contest winner is cheerful on the job, and so sold on RCA himself that he infects every householder he meets. Ten contract sales a week is what Rudy considers a good average.

When he gets a chance at a non-contract job he grabs it. First thing he does in the home is repair the set, remarking occasionally on the housewife's good taste in decor or the charm of her kids.

When he's finished, he tosses in something extra; cleans the picture tube or maybe polishes the cabinet "to make it shine like the rest of the furniture."

By this time, of course, the usual housewife's ripe for a sales pitch. Rudy goes on with his routine (no routine to him, just good humor):

"I can't forsee any more trouble with your set," he says, "but if you had a contract it wouldn't cost much to get me back—if something does go wrong; you've paid the initial cost of a year's protection."

If she's in the right mood, Rudy leaves a card on which he's circled rates for her instrument, also a contract-request form. If she's still cool because of past troubles, he gets off the TV tonic, chats about her home or kids. When he feels the atmosphere warming, he switches back to contracts.

By this time, she's sold: all that

remains is for her to get her husband to write a check. As a clincher, Rudy says the form is good for ten days only. He stresses this "time-element."



Rudy Perilli

CONTACT IS LATE

In order to cover the world conference of Government field engineering supervisors at Camden March 19 to 21, CONTACT was held up. Your copy will follow. Sorry—Ed.