

Besse Calls Planning Key to Industrial Health

CEI Executive Urges Modernization

By MARC D. GLEISSER

If industry is to survive the coming increase in competition it must make planning for tomorrow a basic part of its program today.

This was emphasized last night by Ralph M. Besse, executive vice president of the Cleveland Electric Illuminating Co., in an address to 200 top industrial executives at Hotel Manger.

The executives were guests at a special dinner meeting set up by CEI as part of its program to generate progressive modernization ideas for industry. The meeting was opened by R. C. Hinton, vice president of the company.

Besse underscored that with costs playing a critical role in the coming era of stiff competition, industry must learn to cut corners through effective modernization of equipment.

He cited three economic aspects that, he said, compounded the cost problem. They were:

INFLATION, with wages going up at the rate of 5% a year

while production rises only about 2% a year.

Less Work Time

ATTRITION OF WORKDAY with longer lunch hours, more coffee breaks, longer cleanup time.

LAW OF ACCELERATION of change, making new developments more rapid than many executives anticipated.

"Modernization is not only important for your profits but essential to your survival," Besse said.

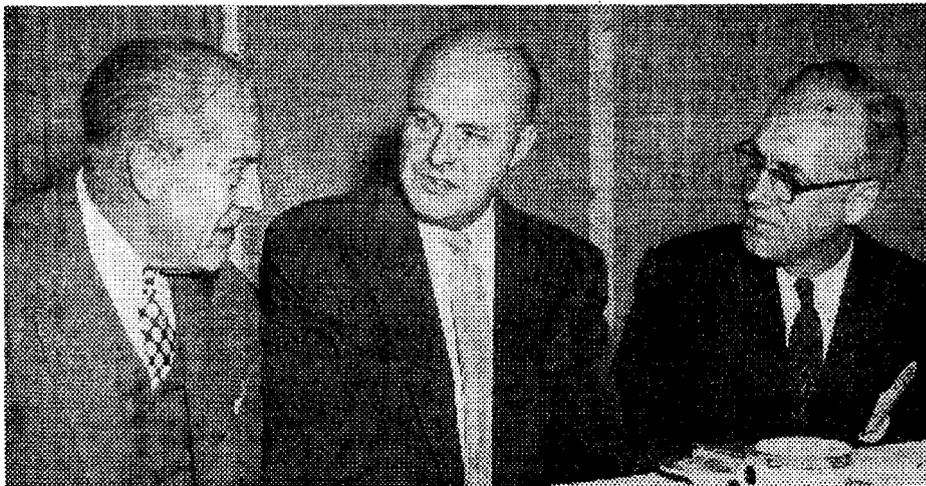
He stressed that effective modernization required planning for the future, since it was not something that just happened by chance.

Planning needs a good climate, he added, a climate that rests in the attitude of top executives as well as in each supervisor.

Urges Replacement

"You must make your whole organization planning conscious through actual participation, and that is not an easy thing to do," he said.

He pointed to highways in this area, zoning in undeveloped areas and a drive to get



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MODERNIZATION OF INDUSTRY was the key of talks by these three executives at a Cleveland Electric Illuminating Co. meeting. Left to right: A. F. Metz, board chairman of the Okonite Co., Passaic, N.J.; Lawrence Miles, General Electric Co. executive at Schenectady; Ralph M. Besse, CEI executive vice president.

the maximum advantage from the coming seaway as examples of profitable planning for the future.

Another speaker was A. F. Metz, board chairman of the Okonite Co., Passaic, N.J., who emphasized that sound replacement procedure was a vital part of staying competitive.

Lawrence Miles of Schenec-

tady, N.Y., manager of the General Electric Co. value analysis program, asserted effective planning saved his company 30 cents per unit, or about \$300,000 annually.

"The creative study of parts and materials focuses industrial management's attention on equal or better performance at lower cost," he said.

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Metz



Miles

Modernizing Meeting Set

Presidents and vice presidents of 1,600 major Northeastern Ohio manufacturing firms are expected to attend the "operation modernization" meeting of the Cleveland Electric Illuminating Co. Thursday at 4:45 p. m. in Hotel Manger.

Among the speakers will be Lawrence D. Miles, manager of the value analysis department of the General Electric Co. in Schenectady, N. Y. He is head of Obsolescence and the best

time for replacement of equipment will be discussed by Albert F. Metz, board chairman and chief executive officer of the Okonite Co., Passaic, N. J., and past president of the National Electric Manufacturers Association.

Executive vice president Ralph M. Besse of the CEI will address the group on "Planning for Your Industrial Future" and Robert C. Hinton, CEI marketing vice president, will open the meeting.