

• *The Four Corners* . . .

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A. Suter (Milan), "Enzymatic Deteratives"; C. Gomez Herrera (Instituto de la Grasa y sus Derivados, Seville), "Activities of the Commission of Methods of Testing of the Spanish Committee on Detergency"; K. H. Nieuwenhuis (Instituut voor Textielreiniging T. N. O., Delft, Holland), "Popular New Detergents in the Netherlands and Methods for Their Evaluation"; E. E. Lindermer (Ciba S. A., Basel), "The Application, Incorporation and Formulation of Fluorescent Brighteners for Modern Detergents in Relation to the Advertising Claim of Detergent Makers 'whitest whiteness'"; H. Brüscheweiler (Eidgenössische Materialprüfungs und Versuchsanstalt für Industrie, Bauwesen und Gewerbe, St. Gallen), "Testing Detergents with Artificially Soiled and Unsoiled EMPA Test Fabrics"; A. Lusetti (Unione Nazionale Autonomia Tintorie, Puliture a Secco, Lavanderie, Milan), "The Use of Detergents in Industrial Laundries"; A. M. Fontanelli (Federazione Associazioni Regionali Economi, Milan), "Deteratives for Use in Hospitals and Other Large Communities"; N. Fumagalli (Candy S. P. A., Brugherio, Milan), "Proposal for the Appointment of a Study Committee for the Preparation of a Standard for the Evaluation of the Effectiveness of Deteratives Used in Domestic Laundries."

The meeting was highly successful in terms of the interesting reports presented and the large number of attendees, including the most representative members of Italian and foreign industries in the field of detergents, of detergent raw materials, of domestic and industrial washing machines, as well as of large communities (hospitals, hotels, asylums, etc.).

During the symposium the possibilities have been set forth for a control of detergent performance on the part of the Dutch, German and Swiss Institutes. The ever-increasing improvement of use characteristics of some detergent categories have been emphasized. The possibility of employment of a new detergent category has been exposed, based on concepts other than those of most commonly used products (reference is made to the paper on enzymatic detergents).

On the part of major consumers and of washing machine manufacturers an increment has been anticipated of the studies on the washing process characteristics with their respective requirements.

The utility has also been underscored of enhancing the potentiality of the surfactants laboratory by the Experimental Station for Fats and Oils, in order to make it possible to perform consulting and controlling functions as it is done already with competence by similar specialized foreign institutes.

Also, for this purpose the appointment has been proposed of a commission or a study group, charged with promoting further research on washing and detergent performance. The representative of the Società Italiana per lo Studio delle Sostanze Grasse has promised his support for the purpose of having a meeting promoted by the Society itself, of the parties interested in the problem in order to discuss the role of the appropriate future program.

Olive Oil and MEC

Effective Nov. 1, 1966, the communitary act on fatty materials has come into force. According to this act, a production premium is granted to olive growers in the European Economic Community (EEC) countries (Italy, France, Federal Germany, Netherlands, Luxemburg and Belgium).

The premium is ca. 200 lire per kilo; consequently, the price of olive oil in the EEC area has proportionally decreased. The country deriving the highest benefit from the MEC act is Italy, the major olive producer in the Community.

AOCS "Volunteer Executive" Makes Friends in the Middle East

IESC Representative Surveys Food Industry in Iran

JAACS is fortunate in having the following special report from J. A. Skogstrom (1956) on his overseas service in the International Executive Service Corps (IESC). Mr. Skogstrom and the group he represented on this tour are unique in their achievements in developing vitally needed industries overseas.

Mr. and Mrs. J. A. Skogstrom, of Palm Desert, Calif., recently returned from a tour of the Middle East and Europe. They spent six months in Iran, Mr. Skogstrom working as a volunteer for the International Executive Service Corps. He acted as a consultant to the Industrial and Mining Development Bank of Iran on agricultural and food industry projects.

One vitally important segment of Iran's economy, and that of the entire world, for that matter, is the development of improved agricultural practices as well as sound food processing and distribution methods.

The Bank had requested the services of an IESC executive with broad experience in the food purchasing and merchandising, canning, preserving, processing, and cold storage operations, as well as in the fish, fertilizer and animal feed industries.

Since he has had more than 30 years' experience in all phases of the food and chemical industries, with such firms as Procter & Gamble, Kroger and Safeway food chains, Hunt Foods and Langendorf Bakeries, Mr. Skogstrom was requested to undertake the assignment.

In recent years Iran, under the leadership of the Shah, has seen an increasing development of the free enterprise system that has fused new life into this ancient country. The country has a wealth of basic natural resources and an oversupply of labor. Yet its available work force is mainly unskilled. It is estimated that, in order to maintain its upsurge in its standard of living, Iran must provide at least one million new jobs. The manpower is available and abundant, but the crucial problem is the lack of well-trained management personnel to assume responsibility and to develop the labor potential. The country needs more food and a better balanced diet for its growing population and improving standard of living.

During the early stages of the food industry project, Mr. Skogstrom visited the agricultural and citrus-producing areas of the country to study methods, availability of the various products, harvesting, storage, grading, transportation and distribution, either to markets for immediate sale, or to plants for processing, preserving and storage. He also spent time at some of the principal processing and canning factories to study their operations and methods, and looked in on one of the country's leading sausage manufacturers, with an eye to improving certain production practices and the quality and marketability of the finished product.

Specific Recommendations Produced by Study

By the end of his assignment, Mr. Skogstrom was able to report to the Bank's management on a canning and fruit and vegetable processing operation which had been handicapped by poor equipment and lack of technical competence; cold storage plants; the citrus industry, with particular attention to lime products; soybean cultivation and processing, agricultural improvements; meat production and refrigeration; and the catching, storage, preservation and distribution of fish and fish by-products from the Persian Gulf. Recommendations were made to increase manufacture and the use of chemical fertilizers to improve crop output, and on distribution of products, both from the standpoint of the domestic market and, where possible, the export market.

Just before he left Iran, Mr. Skogstrom wrote: "I have travelled from the Caspian Sea to the Persian Gulf evalu-

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HARD BUTTERS TECHNOLOGIST

Growth/career opportunity for person experienced in the chemistry of hard butters and other hydrogenated products plus familiarity with processing techniques in the field. Broad exposure as integral part of new division involving laboratory investigative work combined with technical service responsibilities. BS degree chemistry or food technology; location—New York area. Send resume, salary ideas; inquiries strictly confidential.

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ating agriculture and food processing, as requested in my assignment. I have had a most rewarding opportunity to advise and counsel the Bank, Government agencies, and private sector investors on the tremendous needs and potentials in the agricultural areas and food industries in Iran." During his stay, Mr. Skogstrom also had time to study some of the food industry practices in Lebanon and Israel. The Bank officials were very pleased with his recommendations and are now well under way with an action program.

Skogstrom volunteered for the International Executive Service Corps several years ago when it was first organized.

As reported below by the National Industrial Conference Board, the idea of an "executive peace corps" goes back to 1958, when Donald David, chairman of the Committee for Economic Development, urged industry to send some of its best talent to assist emerging countries under government sponsorship. The idea was picked up and pushed by Senators Javits of New York and Hartke of Indiana. Their interest was echoed by David Rockefeller, president of the Chase Manhattan Bank and now Board Chairman of IESC, when he addressed the 13th International Management Congress in 1963. However, Rockefeller's proposal had a slightly different twist. He proposed the establishment of a "managerial task force of free enterprise," sponsored, directed and staffed by private industry of the developed countries.

A synthesis of these ideas produced IESC, which began with an organizing committee in March, 1964.

The Corps assembled a full-time headquarters staff, and sent its first volunteer overseas in January 1965.

Since then it has completed 72 projects, has 36 others under way, and has more than 100 more under consideration.

IESC Defined

IESC is a private, nonprofit, nongovernment agency, staffed and directed by private business. The list of its Board of Directors reads like a "Who's Who in American Business." For its president, IESC selected a man experienced in both industry and government, Frank Pace, Jr., former Secretary of the Army and former chairman of General Dynamics.

A grant from the Agency for International Development (AID) provided the initial support for IESC. In fact, some of its financial support still comes from AID, but IESC plans to move further away from government sponsorship by gathering funds from business contributions.

The stated objective of IESC is to aid in economic development, particularly to help build "a strong base of vigorous private enterprise," in developing nations. Its modus operandi calls for experienced US executives to work with individual companies on a man-to-man, business-to-business basis. Therefore, IESC does not accept projects from foreign governments unless there appears to be a direct relationship between the governmental program and the success of the country's privately owned firms.

All IESC projects deal with small or medium-sized firms engaged in a wide range of marketing, manufacturing, and service activities. Projects already completed include work with companies in the fields of metal fabricating, plastics, household appliances, pharmaceuticals, construction, banking, and agricultural equipment.

These diverse projects have taken place in Latin America, the Middle East, North Africa, and Southeast Asia. IESC has no plans to undertake operations in western Europe or in any other region where business has already attained a reasonable level of sophistication. Since it operates only in countries where free enterprise is encouraged, it has no projects behind the Iron Curtain.

Most projects begin with a request for help from a foreign company. Usually the company has read about IESC; very likely news of IESC comes to the company owners from another company which has already had an IESC executive-in-residence. A growing number of referrals come from AID personnel overseas who may see a company which could effectively use the caliber of men available through IESC. The Corps also screens requests for assistance through their Area Directors in various overseas locations. Most companies make their contact through the Corps' Area Director, or, if one exists, through the Corps' representative in the individual country. Or the company may write directly to IESC's New York headquarters.

Executives "On Loan"

More than 80 per cent of IESC executives are successful businessmen who have retired from their regular career jobs. IESC characterizes the typical volunteer as a man who realizes he is still a productive person and wants to put to use the knowledge he has amassed throughout his career. Many are early retirees; some took early retirement to accept an IESC overseas assignment. Some of the Area Directors are former overseas-operations executives of US companies who chose to stay overseas when they reached retirement age. While most of the volunteers are in their mid-sixties or late fifties, there is a sprinkling of men in their forties. The latter are the "mid-career" men, on loan from their companies.

Per diem living expenses and transportation costs are sufficient for the volunteer and his wife. In fact, almost all volunteers are accompanied by their wives. The wife of one veteran executive said, "We had travelled extensively, but often we went on one of those eleven-countries-in-fourteen-days type of tours. This experience gave us the opportunity to know the people in their homes, to get to know them as people."

This was also the Skogstroms' experience, and in their own words, the most rewarding experience in their lives to date.