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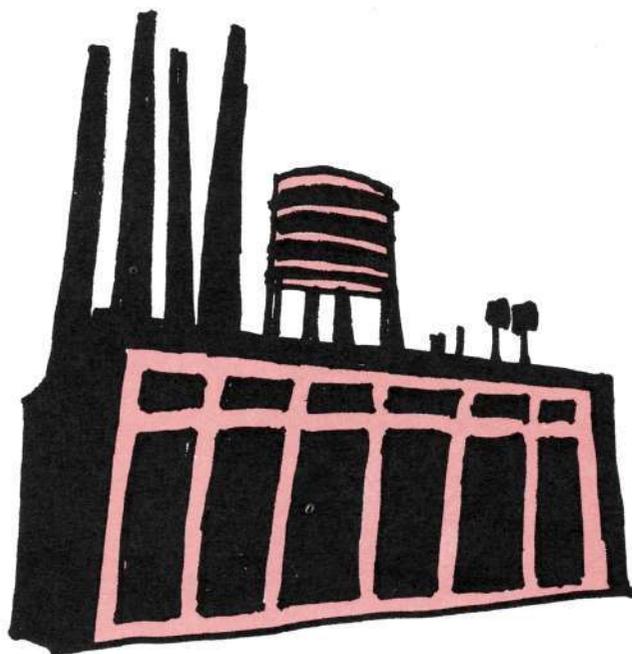
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Advanced Management Field Trip in the United States

The IRI



The Institute for Industrial Reconstruction (commonly referred to as IRI) is the holding company and management agency for the bulk of the Italian government's diverse interests in industry and banking. It

is made up of over 100 companies which employ some 290,000 people and sell close to \$3 billion worth of goods and services.

Member companies of Europe's fourth largest industrial organization, the Istituto per la Ricostruzione Industriale, were well represented this fall when the TRB&S International Coordinating Office conducted an advanced management field trip here in the United States. Nineteen Italian managers participated in the program, visiting 29 companies in seven major cities in a three week span. Their aim was to gain insight into advanced management techniques as practiced by leading manufacturers in our country, covering everything from marketing and production to research, development and advanced business systems. They attended presentations by companies such as Worthington, IBM, GE, Socony Mobil, W. R. Grace, U.S. Steel, Alcoa, Bay State Abrasives, Sylvania and the National Bank of Detroit, and also heard talks from Professor Melvin Anshen of Columbia, Professor William Cooper of Carnegie, Professor Charles Christianson of Harvard and Richard Sprague, TRB&S Partner and Director of the Advanced Business Systems Department.

The managers were untiring in their pursuit of knowledge about our country. They not only found time for morning briefings and nightly critiques, but also insisted on getting as thorough an impression of the United States

as was possible in a three-week period. They managed two 5:00 a.m. reveilles one weekend so that they could see Niagara Falls, and took organized tours of both Chicago and the World's Fair. At least one relaxed evening was enjoyed by all, however, thanks to the hospitality of John W. McEachren. Mr. McEachren, Advisory Partner and former Managing Partner, hosted the group for cocktails and dinner at the Country Club of Detroit in Grosse Pointe.

The trip was organized by Lou D'Amore, TRB&S consultant from the International Coordinating Office. Lou's knowledge of Italian made possible on-the-spot exchange of ideas and concepts and helped in question and answer sessions. Visits in Chicago, Detroit, Pittsburgh and Boston were arranged by Justin Davidson and Anton Petran, Joe Bianco, Professor Cooper and Professor Christianson, respectively.

Present for the critique in New York on the final day of the program were Dr. Gaetano Cortesi, Central Director of I.R.I. and Roger Crane, TRB&S Coordinator for International Management Services. Dr. Cortesi and Mr. Crane conceived the ideas for the field trip this summer when Mr. Crane was in Italy.



Dr. Cesare Rainero, vice president of finance and controls for Alfa Romeo, Professor Melvin Anshen, Professor of Marketing at Columbia University and Louis J. D'Amore, review the three-week program prior to Professor Anshen's discussion on "Marketing In The United States."



"Management must become profit-oriented instead of volume-oriented," Mr. Edward J. Green, vice-president Planning and Marketing, Westinghouse Air Brake Company.



Firebird II passes inspection at General Motors Research Center in Warren, Michigan.

The entire group poses for a picture with the vast industrial complex of Ford's Rouge plant in the background. A presentation on "Productions Control" and a tour of Ford's completely integrated facilities were the order of the day.



Carlo Cioni learns about Guided Missile Destroyers at The Defoe Shipbuilding Company in Bay City, Michigan.