

Expert finds Western methods don't work in

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What's making matters worse are the schisms between republics. Mr. Pozhalov's plant obtains printed circuit board assemblies from Moldavia and transformers from Lithuania, two republics facing Moscow's wrath for their separatist sentiments. Strife in Armenia closed a factory that supplied condensers. A fire shut down production at another plant, leaving Mr. Pozhalov short of cases.

The plight of the Kozitski plant exposes the Achilles heel of the Soviet economy: pervasive monopolies. Too often, one source supplies the entire country. If a problem develops, an enterprise has nowhere else to turn within the Soviet Union. Shortages snowball through the economy. A bottleneck at one factory makes it harder for its customers to supply to the next stage.

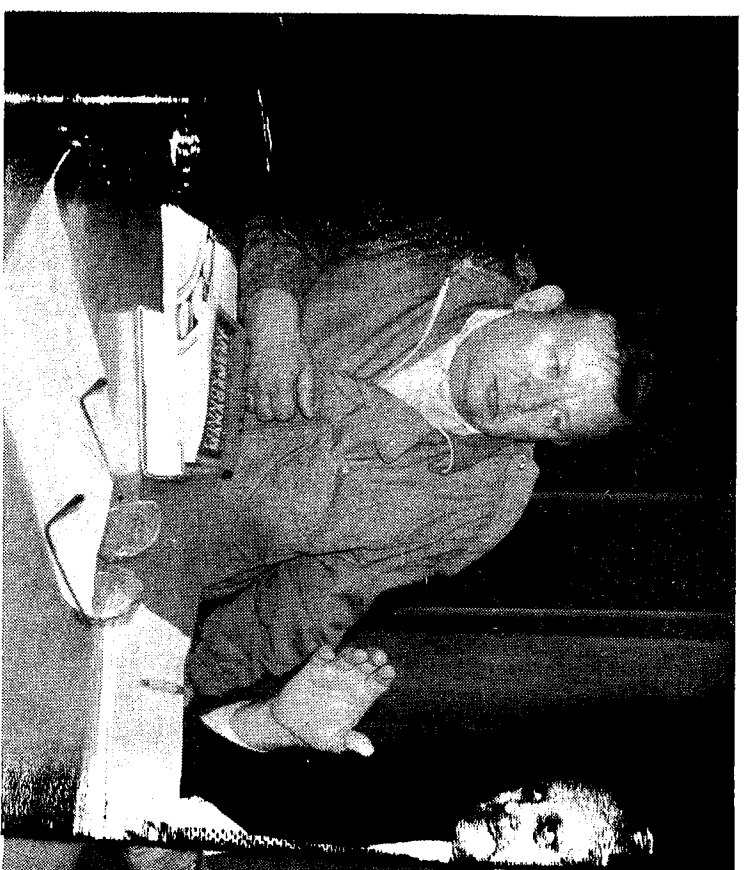
Mr. Pozhalov can buy at least a few components from more reliable overseas sources, now that enterprises are free to deal with foreign companies. He quickly runs up against a constraint, though. "No one in the West sells their components for rubles," he said. "The problem is to get hard currency."

Henry Migliore takes all this in while spending an afternoon at Mr. Pozhalov's factory. A professor at Northeastern State University in Tulsa, Okla., Mr. Migliore is an author of management manuals, a consultant to dozens of U.S. companies and an expert in manufacturing techniques.

He wasn't impressed with his first glimpse of Soviet industry.

"I've never seen such a lachrymose factory," Mr. Migliore said after a tour of the Kozitski operation left him feeling he'd stepped back into the 1950s. "In the best U.S. factories, there's an intensity. There's a hum. You can feel the energy."

Mr. Migliore said Mr. Pozhalov faced a problem quite different from what most American managers usually came up against. The U.S. manager concentrates on productivity, or turning out the most output at the least cost. The Soviet manager has to spend the biggest part of his time worrying about supply — all else taking a back seat.



Evgeniy Pozhalov, left, and American consultant Henry Migliore between the American and Soviet workplaces in Leningrad.

the system, not the people."

Another point where Mr. Migliore met with resistance was quality control, a bugaboo for the Soviet system. In working with U.S. companies, the professor stresses how getting assembly-line workers involved can create solid gains in quality, with quality getting built into the production process.

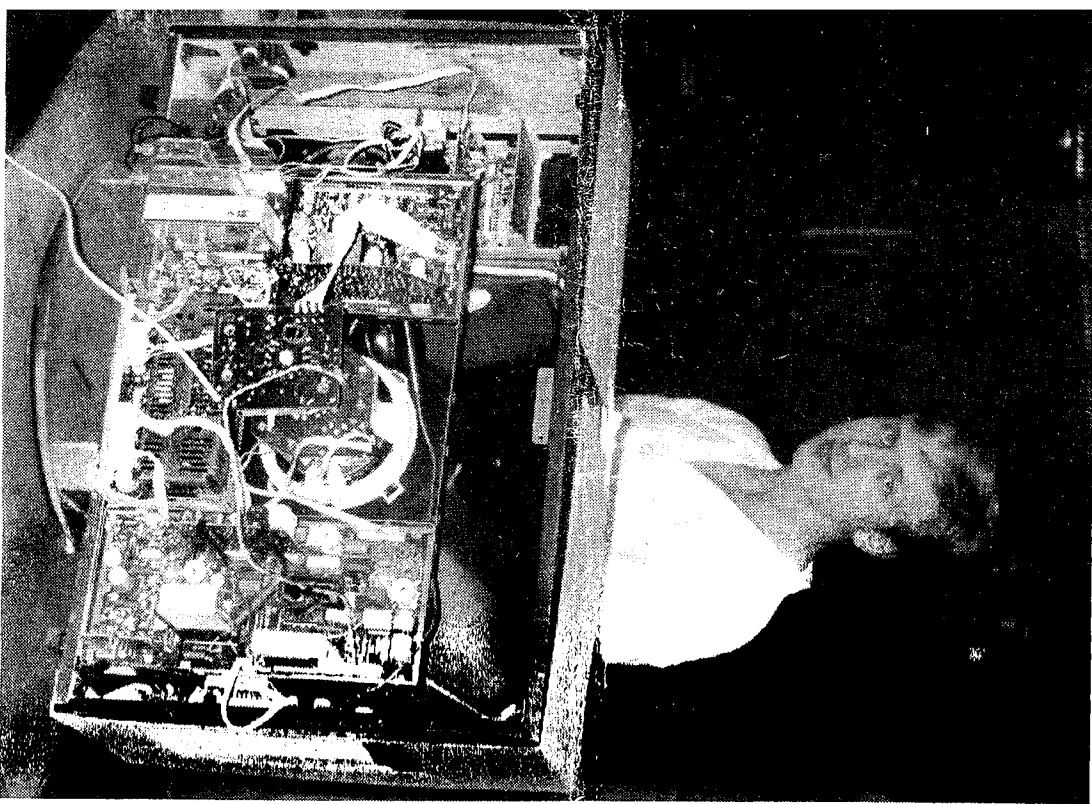
Mr. Pozhalov doesn't believe his workers give a hoot about anything more than their paychecks. "In the Soviet Union, the worker does not think that he is part of the enterprise," he said. "It is owned by the state, and he is just employed here."

Mr. Pozhalov says he works hard for higher quality. In his

nents helped reduce faults from Mr. one in 2,000 units five years ago to one in 10,000 today. The energy consumption has been cut by more than 80 percent.

These quality improvement men don't come easily. Suppliers are periodically invited to the plant to mark discussions with specialists and find engineers, who try to iron out Soviet problems. Workers are kept out, antithetical to the Soviet system.

The Soviet televisions are large, included boxy models, not up to the stature of the best of the Japanese Koreans make. Mr. Pozhalov believes he could export to some secondary markets, such as Turkey, Bulgaria, Jordan, Morocco or on and on. What trips him up — again — is getting components. "In order to expand production and sell of Amer-



The Dallas Morning News: Richard Alm

he Kozitski Leningrad Industrial Amalgamation makes boxy televisions that don't have the quality of Japanese or

Soviet entrepreneurs lead way to market economy

Continued from Page 1H.

ians describe the future in pink ows." Mr. Remmel said. "I ink we will have in the near future very hard days."

How quickly capitalism takes ot in Estonia may well depend on ls, Ninas, Mr. Porfirjev, Mr. Linnu-old, Mr. Masso and others like em. They are the kind of people a rivate economy can't do without. American terms, they are entrepreneurs, risk-takers who create ew businesses, new products, new ists.

The more of them Estonia has, le better.

From the start of the Soviet restroika, Estonia has been on the refront of efforts to create a new onomy. It was the first with foreign joint ventures, the first with on-state banks, the first to return riciculture to the family farm. Today, 10 percent of the Soviet Union's int ventures are in Estonia, with ss than 0.5 percent of the couny's population.

"A lot of new companies are estished nearly every day," said its Kirikal, deputy director general for the Estonian State Department for Foreign Economic Relations. "There are many different rms. According to our laws, all rms of enterprise have equal ghts."



The Dallas Morning News: Richard Alm

Karin Ninas left a government job to form Emor Ltd., a company that conducts polls in Estonia.

Mr. Kirikal doesn't deny the process of creating private enterprises has obstacles to overcome. Not all the necessary laws are in place. Privatization of the state sector has a

government.

And the discredited system left an unfortunate behavioral legacy. "There are not many people left who remember how to act in a market economy," Mr. Kirikal said. "This socialist system spoiled our people. They have no initiative. They only act when they have a command."

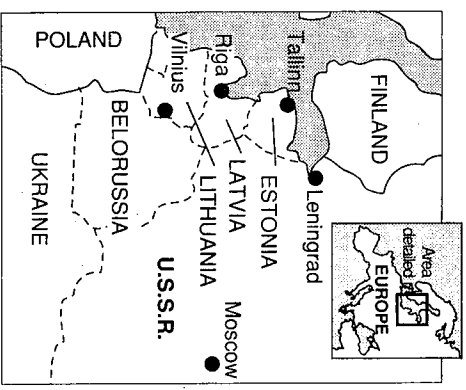
That's not to say there aren't Estonians with initiative.

A private company

Karin Ninas knows what it's like to work in the state sector. She and a handful of fellow employees left a government firm to form Emor Ltd., a company that conducts polls in Estonia.

"As soon as we could break away as a private firm, we did," said Ms. Ninas, the company's director. "In the state sector, our hands were tied. Western companies wouldn't accept or trust a state-controlled opinion-research firm. We wanted to be free. We wanted to establish the pride of ownership."

Emor, started last October, employs 35 full-time and 10 part-time workers who conduct interviews and interpret public-opinion data. Ms. Ninas insists that the company use the same sampling techniques as the Gallup or Roper polls, so the company develops a reputation for being quick and accurate.



The Dallas Morning News

"I see the firm is operating much in line with the way Western companies operate," Ms. Ninas said.

Emor provides a relatively new service in Estonia. Paying for public opinion made little sense until the republic embarked on political and economic pluralism. Customers include the government, political parties, Western news organizations and companies seeking marketing insights.

Nothing in Ms. Ninas prepared her to be the boss of an enterprise that has to survive on its own. She's had to learn on the job. It's difficult to find savvy advice about marketing, personnel or strategic planning in a tiny country that's just

average weekly hours	41.0	41.0	42.0
late average weekly earnings	May \$10.85	April \$10.82	Last May \$10.38
average weekly hours	41.8	41.7	41.7

	Jan.-May 1991 \$276,769	Jan.-May 1990 \$324,238	% change -15%
Sales	May 176 Jan.-May 863	April 180 Jan.-May 830	Last May 183 % change 3%
Retail occupancy rate	Spring 1991 76%	Yr.-end 1990 76%	Mid-yr. 1990 76%
Office	Spring 1991	Yr.-end 1990	Fall 1990

Monthly electric consumption in thousands of kilowatt-hours	May 1,212,236	1.0
DALLAS TELEPHONES	May 1,543,869	1.5
Lines in service	May 1,543,869	1.5

SOURCE: The Texas Economic Indicators are compiled from the following sources: American Automobile Association of Dallas, Freeman Auto Report, Greater Dallas, west, M/P Research Inc. and Gas Journal, Penn

Business

The Dallas Morning News

THE DALLAS MORNING NEWS: CROFT ZANDER-THOMPSON

Friday, July 14, 1991

6 PM The Dallas Morning News

They wanted it they could take it

When the answer came back from Washington: Nothing could be done. Since they had the condo, it could not be refilled.

All we wanted was for them to work it us. If we could lower the payments, could keep the condo. But they were inflexible. No one even had the answer. We didn't want to give it up. We didn't want a foreclosure. We wanted responsible. But they wouldn't work it us at all.

What bothers her most is that few people have gone the lengths she and her husband did to work out an acceptable answer. major problem. 'We have seen a neighbor across the street walk off and leave his keys in the use see MR. on Page 7H.

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Clearing a path to a brave new world Soviet risk-takers struggle toward market economy

By Richard Alm

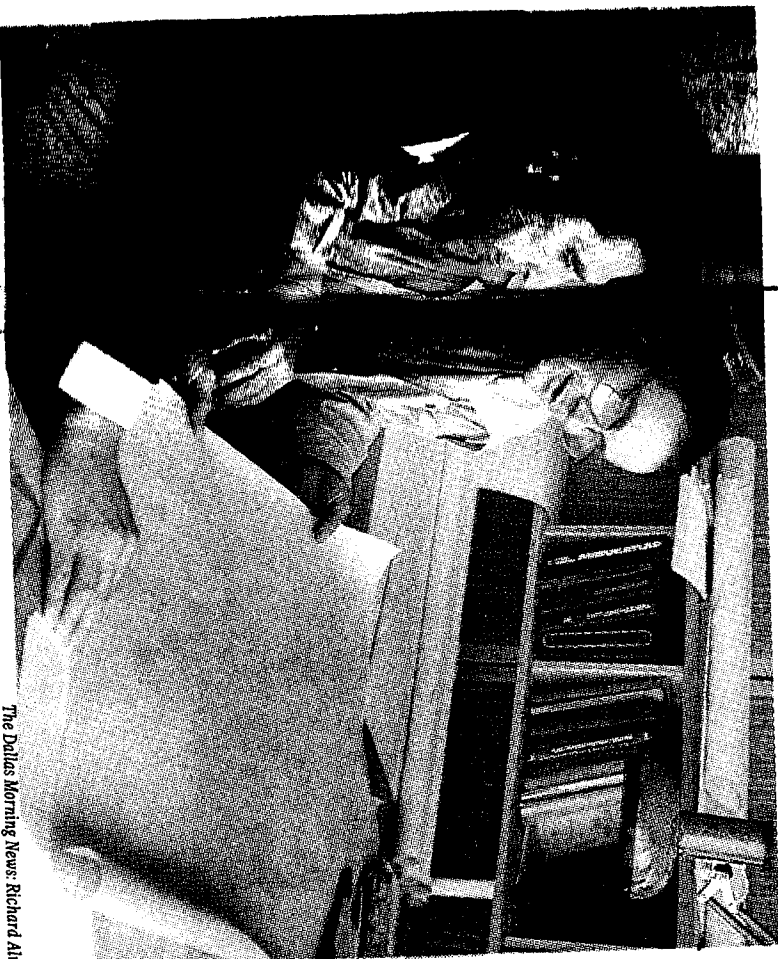
Staff Writer of The Dallas Morning News

TALLINN, Estonia — Katrin Ninas runs a private company taking the pulse of public opinion in Estonia. Valentin Portirjev is chairman of a commercial bank. Lembit Linnupold and Titi Masso are op-



erating a joint venture that sketches structural designs for architects.

These are the stories of forging a new economy in Estonia, one of the Baltic republics trying to break free of the Soviet Union. Although the drive for political independence often takes priority, the tiny republic aims to leap from socialism to capitalism, and that requires new forms of enterprise to replace state ownership.



The Dallas Morning News: Richard Alm

Estconsult venture partners Lembit Linnupold, left, and Titi Masso are, for the most part, on their own. Foreign partners provide capital and equipment, but the Estonians are responsible for finding customers, hiring workers, producing the product and handling the finances.

Wars. Among the republic's 1.6 million people, a man of Union Baltic Bank. The trouble comes in transition: It's not

U.S. ex
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By Richard

Staff Writer of The Dallas

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Russian workforce sleeping giant

By Ralph Schaefer
Managing Editor

A sleeping giant in Russian needs only to be awakened to have a dramatic impact on world economics.

That giant is the Russian workforce dominated by communism and the monopolistic system throughout most of the 20th Century, according to Dr. Henry Migliore, economics professor at University Center At Tulsa - Northeastern State University - economics professor.

Migliore recently returned from an eight day tour of Russia where he met with industry managers.

It was on the return trip home when he learned that a foreign country who had entered a joint venture with a Russian company was "extremely satisfied" with the Russian workers and that with incentives, the workers were highly motivated to do high quality work.

That was a sharp contrast to the state owned companies where there was a total monopoly and work was set by quotas.

The group included 22 high level managers during three days of meetings, he said.

It was from the discussion with the industrialist doing business with the Russian company that Migliore formed the opinion the Soviet workforce, if managed properly, and in a common sense approach could be on the verge of exploding in producing quality goods if they could work under a competitive system.

The state-run system produces apathy in the work force as compared to a competitive free enterprise system, Migliore said.

Yet, he added, even if the Russian industry would start moving to the free enterprise system today, it would take 100 years to complete the transition.

The managers attending the conference with Migliore paid to attend.

"I found these managers to be very quick thinkers, very formal and exceedingly courteous," he said. They also were respectfully argumentative on almost all points.

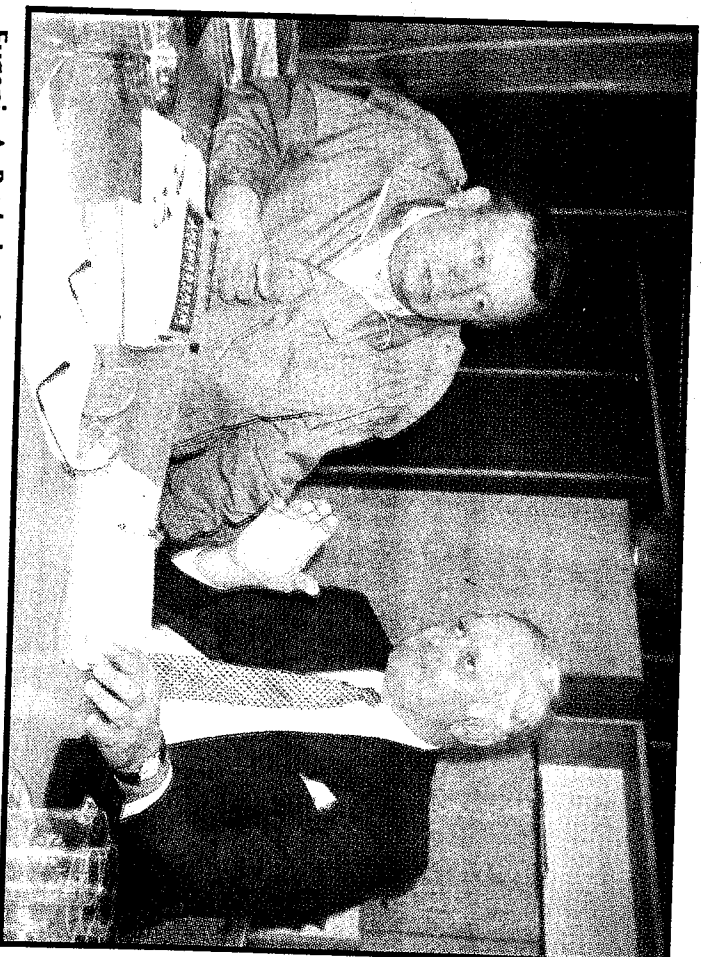
The biggest difference was the manner in producing the products. Migliore visited a state-owned television manufacturing plant as part of his tour.

American industry checks product quality throughout the assembly period, Migliore continued. Russian industry does the quality check at the end of production.

The difference of opinion was the Russian manufacturers have production quotas and problems always can be solved at the end of the line, he explained.

Production workers in the television plant are very proud of their quality record.

During the past year they went from one major defect in 2,000 sets to one defect in 10,000, Migliore commented. The dramatic improvement came because a new parts sup-



Eugeniy A. Pozhalov, Chief Engineer at Koritski Industries Almagamation, discusses quality control with Dr. Henry Migliore.

plier had been found.

It took several years to change suppliers to make the improvement.

"I told the suppliers that under the U.S. system, if an industry doesn't like the quality of a product, the contract is cancelled," he said.

"I also discussed the shared approach to quality control, where the employees in the factory have something to say about production."

That suggestion was not well received by the managers, Migliore said.

"What I tried to do was show the Russian managers the successful ways business is planned, managed and organized in the western world," he said.

"I found the group intellectually stimulating, intense and understanding."

Russia: A country full of

From Russia, With lines

Professor got first-hand lesson on causes of Soviet collapse

By SAM FOX
Tribune Business Editor

All Henry Migliore wanted was a cup of coffee and a glass of orange juice.

As he stood in line at a hotel canteen in Leningrad, the woman waiting on other customers walked 50 feet to the coffee machine that made one cup, returned with the cup, then walked back to the refrigerator to pour a glass of orange juice.

"Hey, does anybody else want coffee?" Migliore asked through a reluctant interpreter, startling the Russians in the line.

"People looked at me as if I was crazy," Migliore recalled.

He asked the waitress, "Why don't you bring a pot of coffee up here to the counter and pour? And a pitcher of orange juice?"

The tall American was served his coffee and juice but otherwise ignored.

"This system can't last," Migliore recalled thinking.

"It was a disorganized mess... the way the plane landed, getting into the terminal, food service."

He knew then that communism was in its last legs in, of all places, Leningrad. That was in June, when the Tu-141 was there to lead a seminar for Soviet industry managers.

When Migliore (pronounce it Me-H-tree) returned home, he wrote several newspaper columns and said in interviews that communism was about to collapse. Before 1991 was out, is prediction proved to be accurate. Leningrad became St. Petersburg.

Migliore also had predicted the toppling of Soviet President Mikhail Gorbachev by hard-liners, although their over-grab last August was short-

R. Henry Migliore

Title: Professor of strategic planning and management.

Business: Northeastern State University, University Center at Tulsa.

Birth: Harrison, Ark., March 26, 1940.

Education: Associate degree, Eastern Oklahoma State College; Bachelor of Science, Oklahoma State University; master's degree, St. Louis University; doctorate, University of Arkansas.

Special interest: Contributor to trade publications; seminar leader on planning and management.

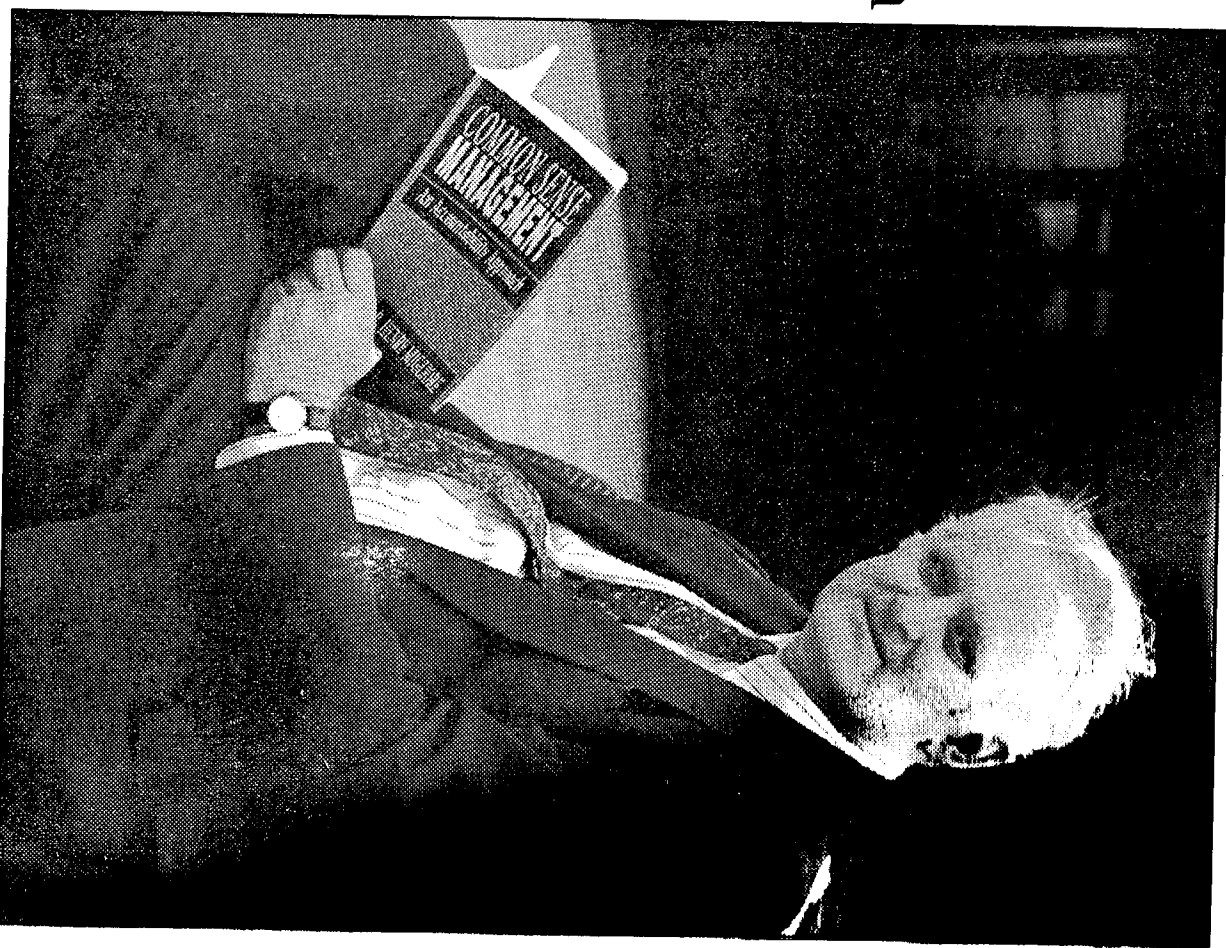
Experience: Manager, press manufacturing operations, and industrial engineering at Continental Can Co.; consultant with Fred Rudge & Associates, New York City; professor of management and dean of Oral Roberts University School of Business.

Honors: Eastern Oklahoma State College Athletic Hall of Fame; "Who's Who," among top echelon writers and consultants in America.

Philosophy, business approach: "I tell young people to use the abilities God has given them. You've got to have a goal, a vision, to do something really well. Give it all you've got."

Family: Wife, Mari; three children, Theresa and Roscoe, adults, and Daniel, 13.

Board membership: Current — American Red Cross, Tulsa Chapter; First United Methodist Church board, Tulsa. Past — T.D. Williamson Inc.; International Management by Objective Institute; Brush Creek Ranch.



Tribune photo by David Proeber
Henry Migliore will use his books to teach a business course in Russia.

develop a management program at one volume that will be used for the Leningrad State University.

"I was offered a funded chair to move there and teach," said Migliore, "but with a 13-year-old son, and enjoying going to my own church and watching OU-OSU ball games, I agreed to teach a course on ethics, integrity and the free enterprise system — a shorter-term mission. Migliore described the "Continental Can adopted the whole MBO program I outlined," he said. "I have written 87 articles since then."

FIRST — F-117, F-15, F-16, F-18, F-19, F-20, F-21, F-22, F-23, F-24, F-25, F-26, F-27, F-28, F-29, F-30, F-31, F-32, F-33, F-34, F-35, F-36, F-37, F-38, F-39, F-40, F-41, F-42, F-43, F-44, F-45, F-46, F-47, F-48, F-49, F-50, F-51, F-52, F-53, F-54, F-55, F-56, F-57, F-58, F-59, F-60, F-61, F-62, F-63, F-64, F-65, F-66, F-67, F-68, F-69, F-70, F-71, F-72, F-73, F-74, F-75, F-76, F-77, F-78, F-79, F-80, F-81, F-82, F-83, F-84, F-85, F-86, F-87, F-88, F-89, F-90, F-91, F-92, F-93, F-94, F-95, F-96, F-97, F-98, F-99, F-100, F-101, F-102, F-103, F-104, F-105, F-106, F-107, F-108, F-109, F-110, F-111, F-112, F-113, F-114, F-115, F-116, F-117, F-118, F-119, F-120, F-121, F-122, F-123, F-124, F-125, F-126, F-127, F-128, F-129, F-130, F-131, F-132, F-133, F-134, F-135, F-136, F-137, F-138, F-139, F-140, F-141, F-142, F-143, F-144, F-145, F-146, F-147, F-148, F-149, F-150, F-151, F-152, F-153, F-154, F-155, F-156, F-157, F-158, F-159, F-160, F-161, F-162, F-163, F-164, F-165, F-166, F-167, 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Russian

(Continued from Page 1)

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Today when one looks at Russia, it is like looking at the old west in the United States.

Political problems still exist and the rapidly changing environment hasn't provided a chance to develop a legal system and checks and balance system that will provide law and order, Migliore said. The Russians are their own worst enemy at this time.

Tulsa Business Journal

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State businessmen cool to idea of developing ties with Russian counterparts, Migliore finds

Migliore has been in Russia teaching Russian managers about different ways of operating a business.

Part of the text was from his book, *Management: How to Achieve the Goal that has been translated by Vladimir F. Loshakov, head chairman and director of the International Business Company in St. Petersburg, Russia.*

Migliore also hopes law quickly the Russians can change plans because he was supposed to return to Russia in May to teach another set of managers.



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(Continued from Page 1)

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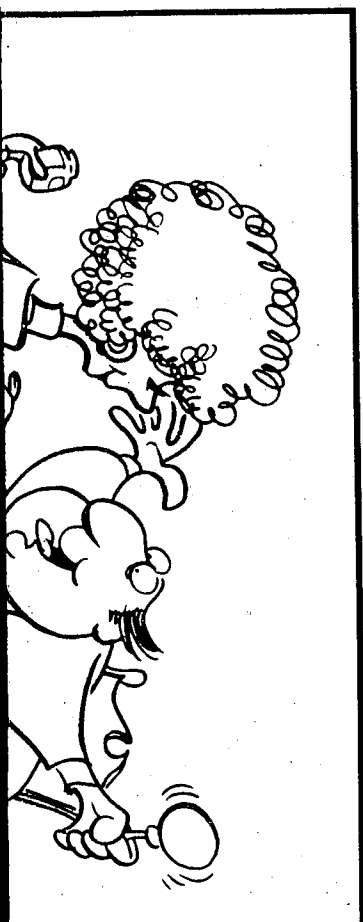
The Newspaper Promoting the Success of Tulsa's Business Community

State businessmen cool to idea of developing ties with Russian counterparts, Migliore finds



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Migliore also knows how quickly the Russians can change plans because he was supposed to return to Russia in May to teach another





Henry Migliore

By RALPH SCHAEFFER
Managing Editor

Call it conservative, cautious, skeptical or unwilling.

All these words and possibly even more might describe the reluctance by Oklahoma businessmen to establish ties with their Russian counterparts, says Henry Migliore, professor of strategic planning and management at Northeastern Oklahoma State University and University Center Tulsa.

Migliore, who taught a management course to high level managers of Russian businesses earlier this year, made the offer to try to find similar ties to Oklahoma businessmen.

"I had 17 applications from the Russians," he said. But efforts to make the matches with Oklahomans produced only one company interested in forming a partnership.

It's somewhat frustrating to see the potential opportunities that exist in one country and have little interest expressed by others who might benefit, Migliore said.

The problem for both the Oklahoma and Russian companies is a lack of understanding about the risks and rewards involved, he said.

The answer is educating businessmen about the available opportunities.

Russian business managers are working hard under a "free" environment to move their companies away from a communist dominated system.

set of managers. The trip was abruptly canceled three days before he was supposed to leave.

"I was able to get a refund on my airplane ticket, so I wasn't out much money, only time," he said. "I was told the people in charge of the program wanted more time to think about it."

"I felt like a bride left at the altar" when the trip was cancelled," Migliore said. Everything about the trip had been agreed upon and everything was scheduled.

There still is a possibility of another trip to Russia — this one to Siberia to teach people in the middle levels of the company about management.

Migliore has come away from the initial teaching experience with a high respect for persons in charge of Russian industry.

The seminars were presented at night, he said.

The managers would work all day, then attend these evening courses. These managers were in the upper level and were an intense, alert, no nonsense group.

In addition, they are inquisitive, argumentative and take nothing for granted.

"I have never been asked so many questions and have never had to be so alert," Migliore said. These people have stamina, starting early in the morning and working until late at night. They take their work seriously and don't seem to wear out.

The Russians also taught Migliore. "I was trying to get across the notion of reward and how to motivate people on long and short term goals," he said. "One executive noted the system outlined in chapter 12 — Appraisal, Reward and Reevaluation In Strategic Planning and Management — of Migliore's book might



Kak "kopmitb" bossa
и заботиться о нем

Care and feeding the Boss

Translation to the cartoon on Page 10 in Management: How to Achieve the Goal. Reprinted with permission from R. Henry Migliore, author.

work well in the United States or Canada, but not in Russia."

Crime is on an increase in Russia, the executive explained, and any person that might have a little more than someone else probably would have that item stolen.

One Russian company did find a way to cope with that problem however, Migliore said.

The company, which has a joint venture with a Pennsylvania company, set quality, safety and housekeeping goals for workers. At the end of the week, if those goals were met, the qualifying workers could

go to the loading dock of the company and pick up sacks and boxes of food.

These workers would get enough food to last a week in a few minutes when they might otherwise have to stand in several lines for hours for different items to get enough food for one meal.

The executives did agree, however, the reward concept was a fine idea, Migliore said.

Russian industry could be a powerful economic force in the world

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