

CASE 19 Western Chemical Corporation: Divisional Performance Measurement

The fact is that we really have not yet figured out the best way to measure and report on the performance of some of our foreign operations. Because of different ownership arrangements and the use of local financing, when we use conventional accounting principles and standards, we often get financial reports that seem to contradict what we believe to be the true results of operations. This creates problems within the company because people who are not familiar with particular operations see the reports and draw erroneous conclusions about how this one or that one is performing relative to others.

Now that you are beginning to get questions from shareholders and analysts about how some of these investments are performing, I realized that Cynthia and I had better brief you on what some of the problems are that we have with division performance measurement.

Stan Rogers, president of Western Chemical Corporation (WCC), was meeting with Samantha Chu, recently appointed director of Investor Relations, and Cynthia Sheldon, who had recently been appointed vice president and controller. Chu had that morning received an inquiry from a well-known chemical industry analyst who had some fairly specific questions about some of the company's investments in Europe and the Far East. When she questioned Sheldon, Cynthia suggested that they meet with Rogers to examine some of the issues that Rogers and Sheldon had been discussing, so that Chu could answer the analyst's requests more accurately.

The information on the financial performance of WCC's foreign operations was prepared by the same accountants who maintained the company's accounts and who prepared its quarterly and annual reports. A single database for all accounting had been established some years earlier in the belief that it could serve all accounting needs of both managers and those external to the company. A common chart of accounts and accounting policies was used throughout the company and in all of its subsidiaries.

A variety of new alliances and ownership arrangements had been used in recent international ventures to speed entry to new international markets and to minimize investment and risk. Because of these, Rogers had become convinced that some of the reports the accountants were preparing about some of the ventures could be quite misleading. It was for that reason that he and Sheldon were already discussing alternative ways to measure divisional performance, and that Sheldon thought Chu should be brought into their discussion before trying to answer the analyst's queries.

The Company and International Ventures

In 1995, WCC was a 75-year-old, *Fortune* 300 chemical company. Its largest business marketed chemicals and chemical programs for water and waste treatment. Additional products and chemical services targeted manufacturing processes where the quality of a customers product could be enhanced. The company was proud of its industry reputation for quality of

Professor William J. Bruns and Professor Roger Asherton of Northeastern University prepared this case on the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

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Lowell Turner



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Labor Fact-finding Boards Act United States. Congress. Senate. Committee on Education and Labor,1946 **Annual Report of the Secretary of Labor** United States. Department of Labor,1920 Reports of the Department of Labor United States. Department of Labor,1920 Report of the Secretary of the National War Labor Board to the Secretary of Labor for the Twelve Months Ending May 31, 1919 United States. National War Labor Board (1918-1919),1920 *Inquiry Into Operations of the United States Air Services* United States. Congress. House. Select Committee of Inquiry into Operations of the United States Air Services,1925 Federal Register ,1978-04 *Corporate Author Entries Used by the Technical Information Service in Cataloging Reports* U.S. Atomic Energy Commission,1972 **Report** United States. Congress Senate, The Automobile Trade Directory ,1921 **Annual Report on Hazardous Materials Transportation** ,1991

Fighting for Partnership Lowell Turner,2018-05-31 West Germany from 1949 to 1990 was a story of virtually unparalleled political and economic success This economic miracle incorporated a well functioning political democracy expanded to include a social partnership system of economic representation Then the Wall came down Economic crisis in the East industrial collapse massive layoffs a demoralized workforce triggered gloomy predictions Was this the beginning of the end for the widely admired German model Lowell Turner has extensively researched the German transformation in the 1990s Indeed in 1993 he was at the factory gates at Siemens in Rostock for the first major strike in post Cold War eastern Germany In that strike and in a series of other incisively analyzed workplace and job developments in eastern Germany he shows the remarkable resilience and flexibility of the German social partnership and the contribution of its institutions to unification His controversial and to some radical findings will stimulate debate at home and abroad *State-of-the-art Study of Land Impoundment Techniques* Wilford S. Stewart,1979 *Environmental Investigation and Remediation* Thomas K.G. Mohr,William DiGuseppi,James Hatton,Janet Anderson,2020-01-02 Filled with updated information equations tables figures and citations *Environmental Investigation and Remediation* 1 4 Dioxane and Other Solvent Stabilizers Second Edition provides the full range of information on 1 4 dioxane It offers passive and active remediation strategies and treatment technologies for 1 4 dioxane in groundwater and provides the technical resources to help readers choose the best methods for their particular situation This new edition includes all new information on remediation costs and reflects the latest research in the field It includes new practical case studies to illustrate the concepts presented including 1 4 dioxane occurrence in Long Island and the Cape Fear watershed in North Carolina Features Fully updated throughout to reflect the

most recent research on 1,4-dioxane Describes the nature and extent of 1,4-dioxane releases their regulation and their remediation in a variety of geologic settings Examines 1,4-dioxane analytical chemistry its many industrial uses and 1,4-dioxane occurrence as a byproduct in production of many products Provides ample site data for recent and relevant remediation case studies and a review of the widely varying regulatory landscape for 1,4-dioxane cleanup levels and drinking water limits Discusses the importance of accounting for contaminant archeology in investigating contaminated sites and leveraging solvent stabilizers in forensic investigations While written primarily for practicing professionals such as environmental consultants and attorneys water utility engineers and laboratory managers the book will also appeal to researchers and academics as well This new edition serves as a highly useful reference on the occurrence sampling and analysis and remedial investigation and design for 1,4-dioxane and related contaminants **S. 414, the Ocean Shipping**

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