

April 1980. A second attempt to pass the Beferendum has failed. The beef market is depressed and the world is in political turmoil. The stage is set.

At the Bowen-McLaughlin-York Co., York, Pa.—the country's major manufacturer of self-propelled artillery weapons and designer-manufacturer of recovery vehicles for the U.S. Army—a challenge is born. Ninety-seven tanks must be produced in April. Attempts to meet this same quota in both February and March had failed, and at mid-month prospects for April don't look good. So to give the plant's 2,600 employees added incentive, two chief administrators come up with a gimmick. Each employee is promised 20 lb. of steak if the required number of tanks are completed. That adds up to 52,000 lb. of beef—26 tons. And that's not all.

Vincent Jones, general plant manager of the 130-acre complex, contacted York County Extension Agent Tony Dobrosky for assistance in the program. Jones wanted a live animal display on the plant site and made it clear that only Angus were to be used. It seems Jones had spent time as a youngster on his uncle's ranch in Utah; his uncle, Arthur Crawford, was one of the area's pioneer Angus breeders.

Local Juniors Participated

Dobrosky complied with Jones' wishes, and for eight days York County junior Angus members displayed their projects in an area where completed tanks are loaded for delivery. From 6 a.m. to 4:30 p.m., the juniors were on hand to answer questions. They also handed out Angus promotional literature, meat recipes, meat charts and placemats. (Dobrosky estimates that 700-800 pieces of literature were distributed.)

To build additional enthusiasm, Dobrosky, several Angus breeders and 4-H members prepared a pit barbeque for the 2,600 employees. In an area visible to all employees, the parking lot at the main gate, they dug a pit 3x6x40 ft. long. And they spent 12 hours roasting 1,306 lb. of choice top round. Then the administrative staff served beef sandwiches to employees as they picked up their weekly pay.

The entire promotion event was funded by HARSCO Corp., parent company of BMJ. The York County 4-H Beef Club received a \$2,500 donation in addition to expenses for the cattle display and barbeque. Their money will be used to support the club and the county beef preview show, and it will help pay expenses of junior Angus members traveling to the Southeast Regional Junior Heifer Show in Athens, Ga.

Made the Difference

The incentive program, in addition to promoting beef and the Angus industry, became the intended morale booster throughout the plant. The whole thing turned into fun, Jones says. People laughed a lot. And productivity increased



Beef club members accept a \$2,500 check for their part in the Bowen-McLaughlin-York Co.'s promotional event. From left are Christine Sunday, secretary; William Wise; Brenda Walter, president; Charles Branson, BMJ president; and Vincent Jones, acting vice president of manufacturing and general plant manager.

When the Going Gets Tough . . .

. . . the story of a manufacturing plant's incentive program using Angus beef to encourage employee productivity.

by Chet Hughes

20% then 30% down the home stretch. Interestingly enough, even several weeks after the end of the event, productivity was still up 20%. (That's roughly 18% above the national average.)

On the final day of the month, junior Angus members William Wise, Brenda Walter and Christine Sunday toured the plant greeting employees. Wise, dressed as a bull, caused quite a stir. He was extending congratulations. April's quota not only had been met, it had been surpassed. In all, 104 tanks passed government inspection in April.

And there's more.

After the employees met their challenge, they were given certificates redeemable at 15 stores throughout the area. According to Dobrosky, the project then took on a new dimension—it boosted the economy of the local butchers and grocers, something that hardly could have been more welcome. One butcher said he increased meat sales by \$1,500 in one week; another store

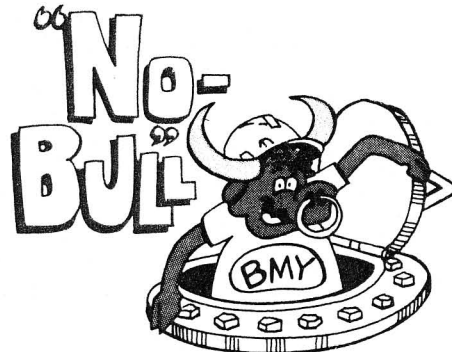
experienced the biggest gross grocery sales since opening its doors.

Impressed by Program

Dean Poff, head of meats for one of the participating markets, was impressed by the program. He liked the enthusiasm of BMJ employees who came to his store. Beyond that, the whole scheme gave the economy a boost because it increased sales and created work. And since 90% of the beef Poff merchandises comes from Pennsylvania, a good share of the money generated stayed in the area. On top of that, because employees were given good quality beef for their coupons, Poff feels the program may boost long-term sales.

And both Jones and Dobrosky agree that the program did a lot for 4-H, for beef and the plant's image, because everyone in the area was talking. In Dobrosky's words, "It jived up the whole community. And it was tremendous experience for the 4-H'ers, a tremendous experience for the staff at BMJ. It provided exposure; it promoted beef, 4-H and extension work." And Dobrosky feels that other similar programs may grow out of this one.

It may have been only a beginning. A



This logo lent the "No Bull" name to the event.