

Monsanto

FROM
(NAME-LOCATION-PHONE) Diane Bartolanzo - G4WF - X2915

DATE: October 24, 1990

cc: Loren Wassell
Andi Smith

SUBJ: Steyer interview

REF:

TO: Bill Boyle

Bill,

Thank you for agreeing to be interviewed by St. Louis Post-Dispatch reporter Bob Steyer. The time arranged for the interview is Tuesday morning, Oct. 30 at 9:30 a.m. at your plant.

As I mentioned, the focus of Steyer's story is Monsanto's declining presence in the St. Louis area. We are still trying to arrange the interview with Robinson, so I don't know if you'll be first or second.

Steyer would like to take photos of you in a hardhat walking around the plant to accompany the story. You might want to think about appropriate locations that look "industrial", but not dirty, and not showing any confidential equipment.

I've attached some suggested talking points. It doesn't hurt to repeat a point that Robinson might make. Your focus is plant specific, Steve's more general. Steyer specifically wanted to talk about the changing relationships between managers and their employees. That's a good lead into a discussion of empowerment, Total Quality, work teams...at WGK. If possible, try to include a few examples of employees who took the reins and made something happen -- a safety, cost, performance improvement...

I've also attached the product information and headcount information we provided to him already. If you have any questions, don't hesitate to call.

Thanks again.

Diane
Diane Bartolanzo

DSW 136205

STLCOPCB4036173

Bob Steyer declining presence article

General points:

* Ever since Bhopal, Monsanto has made every effort to ensure we keep as low inventories of hazardous materials on our plantsites as possible, particularly when they are near a densely populated commercial or residential area. Sometimes, less hazardous materials can be substituted. In other cases, processes using hazardous materials may be moved or closed.

* When MCC restructured in 1986, we got out of commodity products, concentrated on specialty, value-added products with a higher return

* As we move to an increasingly global economy, our plants have had to install more computerized controls, harnessing advanced technology to improve efficiencies. This also results in fewer employees needed.

Robinson points:

(Focus on global operations perspective)

* Old management styles don't work anymore. Employees now need to be a contributing part of the team.

* Empowerment

* Realities of global competition -- world getting smaller. Fighting to maintain market share. Must be creative to keep costs down, quality up.

* What Monsanto is doing to position for the year 2000. Give specific examples at different plants

Boyle points:

(WGK specific -- changing work roles at one plant. What WGK did to position for the future.)

* consolidate job classifications, other union provision

* visioning process

* education of employees about where WGK fits against the competition.

* training opportunities

* empowerment (examples?)

DSW 136206

Monsanto

PUBLIC RELATIONS DEPARTMENT

Monsanto Company
800 N. Lindbergh Boulevard
St. Louis, Missouri 63167
Phone: (314) 694-1000

October 15, 1990

Mr. Robert Steyer
The St. Louis Post-Dispatch
900 North Tucker Boulevard
St. Louis, MO 63101

Dear Bob,

Attached are the employment numbers for Monsanto's St. Louis-area sites, showing the year-end figures for 1980, 1985 and 1989.

I should have a chart showing the changes in product lines by mid-week, as well as a potential interview with a plant manager.

Sincerely,

Scarlett Lee Foster

Scarlett Lee Foster
Manager, Public Relations

/rrp

Enclosure

Post-It™ brand fax transmittal memo 7671		# of pages >
To	Loren Wasselo	
Co.	MFC	
Dept.	Corporate	
Fax #	4-1585	

DSW 136207

Monsanto Employment History

	1980	1985	1989
Queeny			
Hourly	*	798	432
Salaried	339	312	132
Carondelet			
Hourly	*	196	166
Salaried	62	84	74
Krummrich			
Hourly	*	871	610
Salaried	366	351	245
St. Peters**			
Hourly	853	546	851
Salaried	383	202	246
Headquarters (<i>includes Chesterfield</i>)	4,002	5,131	4,566

* unavailable at this time, but still checking

** sold by Monsanto in 1989

DSW 136208

John F. Queeny Plant
Product list
(*Italicized words are registered trademarks*)

1980

AMAC
TCC
Fumaric Acid
AMAC/L-Dopa/L-Damt
Methyl Salicylate
Salicylic Acid
Aspirin Complex
Phosphate Esters
TSCl
PNPT
LASSO herbicide
CAC
Maleic Anhydride Molten
Maleic Anhydride Briquettes
ETHAVAN -- Ethyl Vanillin
OS Products
Para-Phenetidin
Phenacetin
SANTOMASK II -- deodorizer
Sodium Benzoate -- benzoate of soda
NITROL -- butyl rubber and polymer modifier
"W" Building Interim Products
Sulfosalicylic Acid
Aromas

DSW 136209

STLCOPCB4036177

J.F. Queeny
1985 products

AMAC

TCC

AMAC/L-Dopa/L-Damt

Methyl Salicylate

Salicylic Acid

Aspirin Complex

Phosphate Esters

TSCL Products

PNPT

LASSO

CAC

Maleic Anhydride Molten

Maleic Anhydride Briquettes

OS Products

"W" Building Interim Products

Sulfo Salicylic Acid

Aromas

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J.F. Queeny

1990 Products:

TCC -- Trichlorocarbanilide
PNPT -- Paranitrophenitol

LASSO

CAC -- Chloroacetyl Chloride
Maleic Anhydride Briquettes
OS Products
L-Aspartic

End Uses:

Bacteriostat used in deodorant soap
Intermediate used in *SANTOQUIN*
antioxident

Herbicide

Intermediate used in *LASSO* herbicide

Hydraulic and heat transfer fluids
Ingredient in Aspartame

DSW 136211

STLCOPCB4036179

Dave Malfitano
Carondelet products

1980

monocalcium phosphate
pyran
dicalcium phosphate
tricalcium phosphate
sodium aluminum phosphate
phosphoric acid
sodium tripolyphosphate
trisodium phosphate
monopotassium phosphate
tripotassium phosphate

1985

monocalcium phosphate
pyran
dicalcium phosphate
tricalcium phosphate
sodium aluminum phosphate
phosphoric acid
sodium tripolyphosphate
monopotassium phosphate
dipotassium phosphate

1990

monocalcium phosphate
pyran
dicalcium phosphate
tricalcium phosphate
sodium aluminum phosphate
phosphoric acid
sodium tripolyphosphate
monopotassium phosphate
tripotassium phosphate
dipotassium phosphate

DSW 136212

W.G. Krummrich
1980 Products:

Parachlorophenol
Dichlorophenol
4-Nitrodiphenylamine (4NDPA)
Santoflexes
Santophen
Monochlorobenzene
Paradichlorobenzene
Orthodichlorobenzene
Nitrochlorobenzene
Orthonitrochlorobenzene
Paranitrochlorobenzene
Muriatic Acid
Chloralkali
Phosphorus Trichloride
Phosphorus Oxychloride
Phosphate Esters
Orthonitrophenol
Orthonitroaniline
Paranitroaniline
Sulfuric Acid
Chlorosulfonic Acid
Benzyl Chloride
ACL
Phosphorus Pentasulfide

DSW 136213

WGK 1985 products

Chlorosulfonic Acid
4-Nitrodiphenylamine (4-NDPA)
Orthonitroaniline (ONA)
Orthonitrophenol (ONP)
Santoflexes
Sulfuric Acid

ACL

Monochlorobenzene (MCB)
Muriatic Acid (HCL)

Orthodichlorobenzene (ODCB)

Orthonitrochlorobenzene (ONCB)

Paradichlorobenzene (PDCB)

Paranitrochlorobenzene (PNCB)

Phosphorus Oxychloride (POCL3)
Phosphorus Pentasulfide (P2S5)
Phosphorus Trichloride (PCL3)

End uses:

Nylon, shampoos, tooth cappings
Rubber chemical intermediates
Dyes, photographic agents
Furadan pesticide
Tires, rubber products
Refrigerants, paints, metals,
fertilizers
Scouring powders, swimming pool,
disinfectants, bleaches
Lasso herbicide
Starch, glucose, gelatin, paper
leather, steel
Degreasers, dry cleaning, polishes,
oil additives
Resins, pesticides, paints,
plastics, dyes
Deodorizers, mildew/moth control,
pesticides
Animal feed additives, pain
relievers
Medicines, dyes
Oil additives, pesticides
Medicines, defoliants

DSW 136214

WGK 1990 products

Monochlorobenzene

Muriatic Acid

Orthonitrochlorobenzene

Orthonitroaniline

Orthodichlorobenzene

Paradichlorobenzene

Paranitroaniline

Paranitrochlorobenzene

Phosphorus pentasulfide

Phosphorus trichloride

Santoflexes:

4-Nitrodiphenylamine (4NDPA)

Trichloroisocyanuric Acid (ACL)

DSW 136215