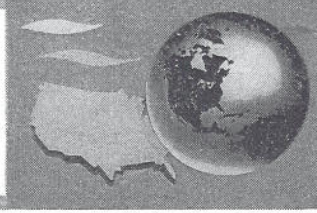


## As Others See Us



### MADRID:

#### *A Year of Erosion*

CONSTITUTIONALLY, Lyndon B. Johnson can look for re-election in 1968; politically, he may not want to do so. In the two years since his smashing victory over Barry Goldwater, the direction of America's political winds has changed. This is due, perhaps, to the insistence with which the President applies to Vietnam the ideas of Goldwater.

Why has he done so? Observers as authoritative as Arthur Schlesinger, Jr., insinuate that the abundantly consolidated power of the "industrial-military complex" is back of it all. This is the power referred to by President Eisenhower in his farewell message. . . . It has been gaining strength since the assassination of President Kennedy, an event in which many suspect this "military-industrial complex" of being involved.

While Johnson, a man of politics, succeeded in persuading the electorate, his decisions on Vietnam were those suggested by the two Kennedy-appointed Secretaries at his side: Robert McNamara and Dean Rusk. Their relations with the great American corporations [are] all too well known. . . . —SP.

### PARIS:

#### *Production and Profit*

. . . THE SECOND [General Electric investment in France] is going to enlighten the question of foreign investment and sensitize opinion on a subject which has become much less virulent lately from the very fact of the liberalism of the French government. . . . It is certain that the austerity measures . . . defined by France at the time of agreements with the American firm . . . will better reveal all the specific problems raised by the different conceptions of business held by Americans and Europeans. It is quite clear that the patrons from the other side of the Atlantic do not draw back as do ours from "surgical solutions" (in business).

To close a plant, dismiss employees, open another plant, rehire, is life—economic life—with its hazards, but also it's a chance to make a new start for the better on a new basis. In France, one has come into the habit of prolonging the sickness as long as possible and even

submitting to last-gasp subsidies. . . . One is perhaps not more "social" on this side of the Atlantic. In any case, one is more sensitive.

Another characteristic of the American businessman is his sense of "the market." As [an American] director in Frankfurt said recently, "What interests me is the final cost of the product and my margin of profit. My European counterpart is aware of production. What interests him is a plant which works without any problems."

These different orientations of thought explain a good part of the uneasiness aroused by American investment in the Old World, and also the gropings of the new arrivals from overseas. There was a time when they acted much more brutally, and France was not the only victim.

Doubtless it will always appear painful that a decision bearing on French units and employees be made in New York, in Detroit, or . . . in Phoenix. But

### PRAGUE:

#### *Antimissile Race*

NO REPORT for a long time has aroused so many guesses, commentaries, warnings, and proposals as the one which announced that the Soviet Union had built up around some of its cities an effective antimissile defense and is evidently intending to extend this system still further. Views have been expressed not only by American commentators, but also by U.S. Defense Secretary McNamara. The U.S. Congress discussed the matter, and even President Johnson in his State of the Union Message devoted attention to the danger arising from antimissile systems.

Needless to say, the question must be asked: What kind of danger might threaten whom from an installation whose sole purpose is to prevent enemy rockets with nuclear warheads from hit-



—Toronto Daily Star.