

Corporate Strategy by Leif Johnson

A big brother to run America?

An Office of Strategic Planning is being proposed to set national priorities in the event of an energy crisis.

The United States needs an Office of Strategic Planning to run planning for this country. The energy crisis will require this," according to a consultant with the Chapel Hill-based consulting firm, SSI. Dr. Thomas Naylor, the SSI consultant added on Dec 9: "I have already talked with people at the highest levels of government, including the Treasury and State Department, who are considering whether to go with this plan. But don't publish this, because it will sabotage everything."

Dr. Naylor's proposals for an Office of Strategic Planning take one step further measures implemented earlier this year. This includes the establishment this summer of a crisis management agency, the Federal Emergency Management Agency (FEMA), which was given authority by a presidential executive order to run the nation in an "emergency."

And Dr. Naylor's proposals are exactly the sort of planning that is referred to in calls issued for wage-price controls, credit controls and computer-based world-stockpile raw materials reserves. The movement toward wage-price controls was emphasized once again this week by Dr. David Lomax, economic adviser to National Westminster Bank Ltd, London, who stated to the Irving Trust newsletter, "I've been very surprised re-

cently ... to hear the enthusiasm expressed for incomes policies among prominent economists ... from the United States."

Indeed, in the Dec. 17 issue of *Business Week*, Dr. Naylor writes in the "Ideas and Trends" column, "The real question is: 'Is there not a need for comprehensive strategic planning across government departmental and disciplinary lines?' In the event of another oil embargo or the complete demise of the nation's nuclear power program, how will the economy be affected? What are the implications for national defense and military security? What about the environmental effects and the impact on the urban poor? Will these events alter international relationships thus necessitating a review of existing treaties?"

In an interview Dec. 10, Dr. Naylor proposed that "the Office of Strategic Planning would solve these problems. It would set national goals and harmonize the plans of the various government departments around these goals. Every year the President of the United States would be required, in addition to his State of the Union address, to give a National Plan address."

Naylor's views are not new. The model is the Strategic Bomb-

ing Survey conducted during World War II, which selected economic and military targets and then leveled them. This is the same view of the offshoot of the Survey, the systems analysis crowd at the Rand Corporation. Naylor's Office of Strategic Planning would be used the same way against the U.S. economy.

These views, however, have consistently been rejected by the U.S. Congress, as well as industry and labor. For example, the Humphrey-Hawkins Full Employment bill, which had a provision for national planning has been repeatedly defeated in the U.S. House of Representatives and the Senate. SSI's Naylor acknowledges this point. "If you'll notice I emphasize corporate planning and nowhere mention Humphrey in my proposals for planning. This is intentional, because otherwise, this proposal would never be given a hearing." Naylor then admitted, "Look, my views are exactly like the Humphrey-Hawkins bill. In fact, there is a little-noted provision in that bill which mandates the executive branch to set up an organizational structure that would implement a set of national goals. But, only if corporate planning is emphasized as the motivation for the Office of Strategic Planning will it have a chance. This is how I proposed it to the government."

According to Naylor, he will receive word from the U.S. government on his proposal in two weeks. Otherwise, he said that he is working with a leading gaming theorist at Yale University, Martin Shubek, and the inhouse economist at the *New York Times*, Leonard Forman, (both officers of SSI) on the best way to sell his plan.