

The narrative develops into a logical and reasonable focus on management, which seriously examines commercial strategies, risk control and the company's successes and failures with vertical integration into flour milling and yeast production. At one point there is an account of the move into A.S. Paterson and the rise of Peter Shirtliffe. Susan Butterworth also incorporates individual perspectives on what was a lively and cut-throat 1980s corporate culture.

There is tension in this history between the development of Quality Bakers as a leading New Zealand company and the formation of Goodman Fielder, which the author softens by focusing on the baking trade. This is a history of Quality Bakers and therefore quite reasonable, but at another level it is frustrating, because many of the expansions were financed by the cash-rich baking industry.

One is also drawn to the conclusion that the initial cooperative stage was important in the transition from craft to major corporate. In this sense there are parallels with the development last century of Rockefeller's Standard Oil.

This book also tells a story of deregulation. Baking was one of New Zealand's most tightly controlled industries, where most inputs (particularly flour and yeast) were restricted, prices were set and the baker's profitability was restrained. Changes to management were often a response to increasing deregulation which began in the early 1970s but saw the removal of price control in 1981 and from 1983 the beginning of the end of the Wheat Board's

monopoly of wheat production. The gradual and successful withdrawal of government from the market place took 20 years and was in marked contrast with the instantaneous restructuring of recent years.

This is an intelligent, groundbreaking and readable work. In a New Zealand that congratulates itself on its latter day commercial develop-

ment, it is frustrating that there is not more such history commissioned. It is, however, perplexing that the superb marketing organisation that is Quality Bakers could not better promote itself – this book is hard to get hold of.

This is a fine story and Quality Bakers should be using it to proclaim their success to the world. ☞

☞ BOOK REVIEW

by John M. Thomson

Cross rhythms

A Song and Dance

David Farquhar, Massey University Composer Address, 1997, \$5.

UNDER THE LEADERSHIP of Robert Hoskins, the Music Department of Massey University has not only begun publishing scores by New Zealand composers, but also instituted an annual series of Composer Addresses which are elegantly printed as a pamphlet. So far three composers have been honoured in this way, Edwin Carr, John Ritchie and now David Farquhar, Emeritus Professor of the School of Music at Victoria University of Wellington. Robert Hoskins has provided a platform hitherto lacking, for such an ongoing personal declaration of composerly influences and aspirations, to touch on only two aspects of the series. The latest address by David Farquhar, who recently celebrated his 70th birthday, begins with his experiences at St Peter's School, Cambridge, where the founding headmaster Arthur Broadhurst 'was music-mad: the curriculum involved singing and music-theory, and all pupils learned an instrument. Every day involved

music-making and there were annual performance competitions; by the time I left the school I was playing piano, cello and organ and singing in choirs'. He began composing at the age of eleven – 'Once bitten by the composing bug, I couldn't stop'. Farquhar discusses aspects of performance and his own attraction to song: 'I find that words provide an inspiration and also a pull between their demands and the demands of my musical ideas'. He describes the way in which he is drawn to cross-rhythms in dance: 'Once involved we can experience those musical emotions that various writers are tempted to describe, but which remain nevertheless mysterious. Music is fortunately beyond words'. Each Address includes a perceptive appreciation of the composer's style by Hoskins. ☞

A Song and a Dance is available from Robert Hoskins, Music Department, Massey University, PO Box 11222, Palmerston North.