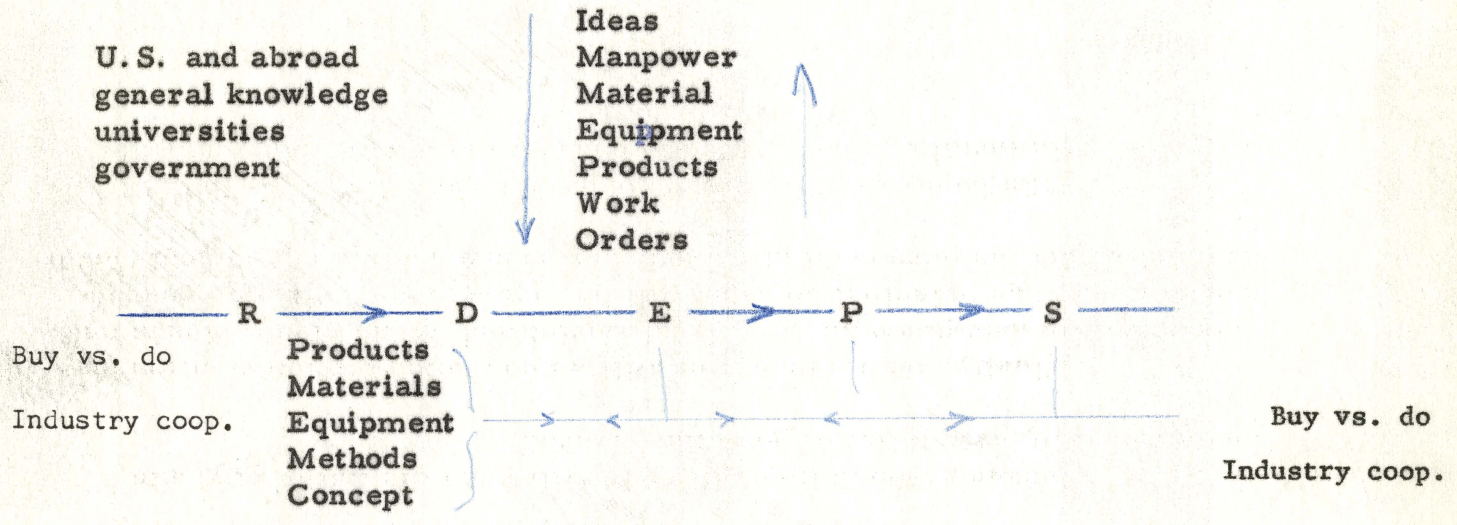


Greatest mystery about R. is how to do it effectively, timely, productively, profitably for today and tomorrow.

Excessive number of talks on how people and cos. resist change.*
Why is U. S. so far ahead. Change should often be resisted.
Change must be prepared - environment, etc. - evolution -vs. revolution
If no evolution then it is revolution or bust.

Suppliers - Competitors - Clients



The whole chain must be profitable - today and tomorrow.
The whole chain should be continuous - should be easy well timed flow.
There should be no interruption in the flow - quantity - quality - timing.
There must be a "suction" - a desire - a need.

R and D should not be in a vacuum - otherwise it is wasted.
There is no interest - appreciation - no feel of accomplishment
There must be mutual respect between functions
understanding - feed back

At every step there must be testing - checking on plans and results.
reappraisal - decision made as to proceeding with or
without change of methods - direction - whether to abandon

Each function carried out by people of different background - interest -
method of work, etc.

R and D must apply to other functions
R and D should be an attitude, a frame of mind carried on by all other activities
for each of their benefit but also with new ideas and suggestions for the
other activities.

Purposes	1/Maximum use of assets and knowledge. To improve efficiency competitive ability perhaps leading into new products - new fields, etc. Do today's job better	Men - Ideas Materials Products Method Equipment Organization	How to carry out Planning Measuring Using effectively Giving up
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* It is both easy, childish and useless to criticize those who missed out on understanding certain possibilities.

R and D

2/New conception for the future
Develop sense of the future

Money
Manpower
Equipment
Location
Leadership

Relationship Technical planning
 Requirement "
 Operational "
 Organizational "