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

U.S. and abroad
- general knowledge
- universities
- government

Ideas
- Manpower
- Material
- Equipment
- Products
- Work
- Orders

R

D

E

P

S

Buy vs. do
- Products
- Materials
- Equipment
- Methods
- Concept

Industry coop.

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. Organization

How to carry out
- Men - Ideas
- Materials
- Products
- Method
- Equipment
- Organization
- Planning
- Measuring
- Using effectively
- Giving up

*It is both easy, childish and useless to criticize those who missed out on understanding certain possibilities.*
2/New conception for the future
   Develop sense of the future

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Technical planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requirement</td>
<td>&quot;</td>
</tr>
<tr>
<td>Operational</td>
<td>&quot;</td>
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<tr>
<td>Organizational</td>
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</tbody>
</table>

Money
Manpower
Equipment
Location
Leadership