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RESEARCH REPORT 1972
SPECIALTY PRODUCTS

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Management normally judges performance by a numerical measure, pounds produced, amounts sold, manufacturing costs. Can one judge research in the same positive way?

The Research Department is responsible for instructions to Engineering and Manufacturing on "how to produce a product" and to Marketing and customers on "how to use a product". If a close coupling in time occurs between product inception, product qualification, engineering design, plant start-up, manufacture and initial sales, then the operation of Research can be evaluated and judged by the numerical values pounds produced, dollars sold. This happened in 1972.

If the business requires new products to replace products legislated out of existence, then Research is necessary for the life of the business. Management is dependent on Research performance and Research can be judged by numerical values, sales or no sales. This happened in 1972.

Research also has to be judged by events, projects, time, perceptions, people, potential problems, threats, solutions, futures, products. These are not numerical. It seems desirable, therefore, to outline the events, the products, the accomplishments of 1972 by the Research people so that this aspect can also be judged and evaluated.

Research had a very productive year in 1972. We required a productive year to stay in business. We have the same requirement in 1973.

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Attach.

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