

NOTE FOR MR. R.T.B. SCHREIBER.

26th July 1954.

RESEARCH AND DEVELOPMENT.

Further to your note of the 20th July, whilst I am in agreement with the general trend indicated in the 21 points you have set out, I would stress the following:-

- (1) The educational study and planning tour being undertaken by Evers should result in the three groups of Research Departments arriving at recommended proposals for the lines on which Research and Development work should be undertaken between these three groups for our "international" group of Companies.
- (2) Your report should deal firstly with those points and the standards to which all three groups agree to work in connection with the "international" side of their work.
- (3) Neither Evers nor yourself are concerned with the "domestic" research and development work which our U.S.A. and our Canadian friends elect and need to carry out in their own interests. Therefore it is not essential that such work should find a place at all in your report unless the Company concerned request it on the grounds that it may eventually be useful to the "international" side of such development.
- (4) Remembering that you will have only 10 days or so in Montreal on this work, it is not essential that you and Evers should return with complete recommended plans for any future development of buildings, equipment, staff, etc. which we might undertake in this country, as such recommendations can always be completed here in conference after your return.
- (5) The important matters which must be completed in Montreal are the recommended plans for the development of the three groups, specifying what work shall be undertaken by each group and on what lines it is proposed to commence or continue development on each subject, the equipment and the staff necessary if not already available, and the standards to which it is proposed to work.
- (6) I feel that you may care to re-draft your note of the 20th July on these lines, bringing out these main points firstly, and then later in your note developing, as far as may be useful, the tributaries of the main river such as are covered by your present points 1, 2, 6, 11, 14 etc.

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Points 13, 19, 20 and 21 follow on the compilation of your main report and can either be outlined whilst you are still in Montreal or dealt with here entirely after your return.

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I am sure you will appreciate that the success of your mission to Montreal in this regard will be assured provided both you and Evers hold the view steadfastly before you that it is B-A.T.'s co-operation with the other two groups on the "international" outlook of this work that is important.

I would stress that neither you nor Evers should attempt to outline to the other two groups what courses they should pursue for their own domestic needs nor attempt in any way to restrict their thinking or their work along those lines.

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