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INDUSTRIAL AND COMMERCIAL RESEARCH: FUNCTIONS, FINANCES, ORGANIZATION

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APPENDIX

NOTES ON CHART OF ROWNTREE AND COMPANY, LIMITED¹

- A. *Economic and Business Research Department*, prepares monthly reports on business conditions, follows up competitors' results, follows statistics of prices of raw material and of purchasing power of areas. Co-operates with:
- Purchasing (raw material prices)
 - Marketing (sales estimates)
 - Finance Director and Board (business forecasting)
- Uses London and Cambridge Economic Service.
- B. Statistical basis of all production improvements. Assists:
Statistical Manager to suggest lines of investigation.
- C. Statistical basis of all improvements in selling methods. Publishes weekly bulletin of general selling figures and special studies of lines of special interest. Co-operates with:
- Statistical Manager, as above.
 - Sales Manager, and
 - Market Research.
- D. *Industrial Engineering*. A small section of three or four engineers kept separate from maintenance work and at the disposal of (F) Research Group Manager.
- E. *Chemical Laboratory*. Provides personnel at the disposal of the Research Group Manager (F), does basic research, and also has Analytical and Production Sections, the latter engaged in the control of extraction plants and similar chemical processes. Co-operates with:
- Purchasing, analyzing of materials.
 - Progress, keeping tests.
 - Research Groups, investigation of productive processes.

¹See pp. 8-9 above.

Uses Confectionery Trade Research Association and other Technical Associations.

- F. *Research Groups.* Operates in each Production department, and also for separate questions such as power. They usually consist of representatives of Engineering, Chemistry, and Production control, co-ordinated by the Research Group Manager.
- G. *Organizing Secretary* undertakes research into methods of organization and systems, sometimes carried out by means of special research students, and has one permanent assistant. Also handles control of executive personnel, involving job analysis, grading, and similar research work. One assistant. Uses Management Research Group No. 1.
- H. *Technical Library.* Co-operates with all departments in keeping published information on file, extracting journals, etc.
- K. *Staff Control.* Does some research work into figures of sickness, absences, salaries of clerical and minor technical staffs, etc.
- L. *Office Planning.* Maintains a small staff of investigators prepared to go into any department to investigate clerical methods. Also undertakes research work on forms, office machinery, etc.
- M. *Design Manager.* Assists Progress Manager in supply of boxes and decorations for regular and seasonal trade. Constantly watching for new designs. Co-operates with Purchasing in supply and novelty sections of department in bringing forward accepted lines to the stage of production.
- N. *Novelty Sections.* One such section in each department is constantly occupied in trying to produce new confections, or in working on ideas suggested by the Progress Manager or Marketing Manager.
- O. *Time Study.* Has representatives in all Production Departments engaged on analysis of operations and timing thereof. Co-operates with Wages Section (T), by supplying the material on which rates are fixed, and with Managers of all Production Departments.

- P. *Creative Advertising Section.* Co-operates with Design (M) to secure that new designs for boxes as produced accord with the Company's publicity policy. Has a staff of artists and craftsmen engaged in producing new ideas for window decoration and display. Also co-operates with Progress Manager on new lines.
- S. *Market Research.* Chiefly employed in producing sales estimates in co-operation with Sales Statistics (C). Marketing Manager has two assistants who sometimes undertake field researches.
- T. *Wages Section.* Assists the Labour Manager by examining the statistics supplied by the Wages Section. Investigations into wage methods used in other concerns, and general questions of wage adjustment.
- V. *Psychological Department.* Undertakes selection, motion study, and training. The training is undertaken by specially selected staff situated in the Production departments working in close co-operation with the Production Department Managers and Overlookers.
- W. *Medical Department.* Investigates working conditions in all Departments as well as maintenance of health of personnel.
- X. *Suggestion Scheme Committee.* Reports to Central Works Council.
- Y. *Psychological Committee.* Also reports to Central Works Council. This was set up to guide the Psychologist in the establishment of the Department.
- Z. *Special Committee on Chocolate Creams* was set up to investigate a particular difficulty in connection with the cost of the production of chocolate creams.