



"PERESTROIKA"

Mikhail Gorbachev's word for "Restructuring" might be very appropriate for the PCI in 1988. Indeed, the PCI is going through a transformation in which its image as an organization solely devoted to engineering and research is changing with a renewed emphasis on marketing excellence. This does not mean that the technical aspects of the industry will be neglected. On the contrary, this year, for example, 8 percent of member dues has been allocated to research and development, and the R & D Committee has been elevated to a Board Committee. It does mean, however, that future R & D and technical committee objectives will be "market driven."

Today, we live in a very complex and competitive world. No matter how excellent our products are, unless we know how to market them, we will not survive. This is why we must specialize in marketing excellence. I recommend that you read two recent articles from the winter issue of the Xerox trade magazine, *The Best of Business*.

One article tells of the efforts of August H. Busch III, and the growth of his company in the last ten years. He accelerated sales in the stagnated beer industry by carefully going after each small segment of the market. "Sears Wakes Up," by Donald Katz, is being featured in a book excerpt in the same issue. Sears had been noted for individual store managers having complete local control. (Doesn't that sound like the prestressed concrete industry?) They completely changed their approach and restructured the conglomerate with total central control and marketing. (Ask PCI Headquarters for a copy of the articles.)

Each of us must stand back, look at our company and study how it markets! If you have always been marketing one way, it could be wrong for the '80s and '90s. If you have neglected marketing, you may be gone in the '90s. Let's think about the future; learn from the pros. Marketing in your company is too important to be left only to the sales force; it must also have the attention of your CEO and Board.

David W. Hanson