



M Matikainen/TAA

December 21, 1984

Mr. L. Allan Austin
4510 Hill Road
P.O. Box 208
Boise, ID 83703
USA

Dear Allan,

Approaching now the final stage in our first strategic planning process I would like to take the opportunity to express my views of the support we have got from you and from your colleagues.

As you are well aware, we have had several tries at developing a comprehensive strategic plan using various techniques. These attempts, however, have not lead to an effective plan - they might have been too remote, to theoretical.

This time, with the help of your staff, we are arriving at a plan which in my opinion is down-to-earth, practical and executable.

The work your people have done in educating and motivating our people in guiding the total process has been of extreme value. Not that you have done the planning but your people have been the catalysts, your support gap process going, and the sheer existence of your staff has helped us enormously in keeping it going.

Future will tell whether the plan is good, I feel that this organization and its people have anyway taking the giant step forward in strategic thinking in approaching issues strategically.

Thank you very much for the work you and your staff have done for us. I look forward to further cooperating with you in your colleagues.

With Season's Greetings

Mauri Matikainen
Chief Executive Officer

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