

To: Mr Abdullah Al-Sughayir
Directors and responsible members of the managing body.

From: A.R. Lack - Technical Manager.

Ref: Earlier discussions concerning
Metal Silver & Golden Industries.

Following discussions with Mr Abdullah Al-Sughayir, I have been asked to put forward my feelings at this present time. I have personally now been working for this company for a period of twenty two months, during this time the company has, at the inception, set out to achieve a stage where the factory can produce to a high standard and at a reasonable price, products that the proposed factory was planned to produce, along with this we also looked at other items not produced totally by Mesigo but purchased as a base to mount items of our own production onto. Let me state at this time that I am now happy to report that this has been achieved.

From the beginning I was responsible for the production, maintenance and labour within the factory. The first eight months proved to be a time of great difficulty, both for the factory and its management. During this period, I worked directly with Mr Abdullah Al-Sughayir and may I say, with great pleasure, due to his experience and business knowledge. We experienced that due to the fact that this project being something totally new to Saudi Arabia, the supplies and materials we required were not immediately available for our use. The labour requirements we needed for start of production were not on hand. Further to this point, I must stress the labour required at this time needed to have a background knowledge of our types of production, so that training required was in the area of machines and working principles. Once this had been achieved, then the technical knowledge of the workers benefitted our aims for the continuation of planned production.

New workers followed shortly and raw materials were attained, so production could proceed. For this to happen, we had to have marketing and sales. A Marketing Manager was appointed and arrived in September of the first year. He proceeded to set out and find customers for our products, also bearing in mind that the factory was still in a period of training and needed a certain amount of freedom in this respect. Mesigo continued along this path and the factory began to produce items to the satisfaction of those customers. Marketing continued and a salesman was brought in to aid our slowly increasing market. Obtaining orders at the start was not an easy task. We have competition of a sound nature in that people were at present purchasing from Italy, USA, England, Korea etc.,. These are not easy to compete with at anytime but we had an extra headache in that we were also a new company with a lot of teething troubles to overcome.

Time has passed and Mesigo has proved its value, although, not in monetary terms. It has nevertheless proved in my mind to be a venture that with correct direction in the future can improve and achieve greater success. All of this was under the careful eye of Mr Abdullah Al-Sughayir and his team on site. The company then decided that a resident General Manager was required, due to pressures of work on other people. This, may I state, I totally agree with and I will always try to support any person in this position. Names of people I do not wish to use, I prefer to keep this purely business-like and not deal with personalities. The new General Manager was appointed and since this time we have had other members join his team at various times. From the outset both myself and the Marketing Manager felt uneasy about the appointment. This was not an immediate reaction but one that grew as time went on. I have to speak about my own personal dealings with this person, as what happens to others, I know nothing about. From the beginning there was no discussions about what I felt regarding the factory or what the General Manager's feelings were. This to me is most important and is the basis of sound management for Mesigo. That is to find the best technical, marketing and administration for the company and not individuals. The Marketing Manager was released from his contract and the salesman we had trained and was proving an asset was forced to resign. This was, I believe, because the new General Manager felt he could carry this out in a better way. As time passed on, constant interference with my own plans and procedures for the factory kept raising their ugly heads. Interference with labour, raw materials, supplies and many other minor occurrences, minor occurrences at the time but as these develop they cause much anxiety and concern to myself and the rest of Mesigo staff. I do not want to at this time go into all items of discontent to myself and other members of staff, as these items will be outlined at a later date in a following report and I will, personally, voice my opinions later if so required.

I must state at this time that I feel very unhappy and disappointed at the present General Manager's policies and plans for the company. Plans that go against all sensible and logical ways of thinking. Plans I will state briefly here:

American stocks I am told are a total waste of money and that I am not allowed to purchase anymore materials from this avenue. This is total stupidity. The American stock we have was carefully planned and will with correct marketing prove its value, as it already has to date. I was informed that this was proposed due to the fact that we can purchase these items in Saudi Arabia. This I am afraid needs careful consideration. We can purchase various wooden items made locally but they are of an inferior quality and at a higher price. This I was informed was not of importance as the customers will pay a higher price because it is made locally. This I am afraid is totally wrong. We are in business to produce items at cost and quality to match our competitors. If we cannot do this we will gain no customers and Mesigo will fold. This is only one example, there are others. We must look carefully at what we are trying to achieve in the future. In my mind, we are trying to develop a company where we produce items that customers will purchase in preference to other suppliers.

To achieve this we must plan the same way that our competitors do and hopefully improve along similar lines. We must look at what we can produce in the factory with present machinery and labour. We must use these two things in the best possible way, always improving on past production and utilise the things we have to our best ability. These items we produce have to be economical to us and the customer. Subsidiary items to go with this production should be purchased at the best possible price and quality to suit ourselves and our customers. We should not have the attitude that people will buy anything they see, they will not. They want exactly the same as ourselves, good quality at a reasonable price. The present General Manager, I gather from his discussions, cannot see any of this in a clear way. I must state now that I cannot work under this principle which he puts forward, and I have stated directly to him my feelings, to which I was informed that my job was to produce metal parts and let him deal with all other items. I cannot, and will not, work under this idea. My job is clear, I am Technical Manager and as such, my responsibilities are to me very clear. I am responsible for production, training, raw material supplies, labour and maintenance. I will gladly carry these duties out as I have in the past, but I must be allowed the respect and regard as my experience in these fields should carry. I cannot carry out my duties if I am constantly hitting barriers which do not appear to be in the companies interest. This last point, I must stress to all parties concerned. I am not carrying my duties for my own personal benefit. I work for Mesigo and I will always do things in the company's best interest and not for any ulterior motive.

We have now a chance to build onto sound foundations a good company. This can only be done with good management and wise investment. We should no waste what has gone into this venture by having management that is not qualified to carry out this particular function. We should now look forward to carry out good marketing, that is wise and knowledgeable of our particular field. We should now have a factory that can produce, fill our order books with customers, who pay a fair price for the items we produce. This, unfortunately we do not have. The only custom we have now is what was gained before the present Manager arrived. This fact can be proved if necessary.

I myself personally, wish to continue with the company. I do not wish all that has been achieved thrown away through lack of thought, I would wish to build on what we have and hopefully gain both for the company, myself and the work force. We all profit from a successful venture and we all fail from a bad one.

Please can we look at our future with wise eyes and correct some of the failing ways that seem to be spoiling all we have achieved in the past. I do not wish to continue with something that I can see is incorrect (in my mind) as this will not help me or anybody else in future.

Finally, I hope that all I have said has not insulted anybody, that was not the intention but I must state my thoughts for my own and the company's future, and I hope my feelings are listened to and acted upon.