

L.P.: Will these units be in series production in the near or the distant future?

L.G.K.: Actually, I don't know. Everything is still very vague and doesn't depend on us alone. Maybe this will happen during the course of the Thirteenth Five-Year Plan... It's hard to say.

L.P.: Director Kotlyar, the introductory phase is over now... It is now three months since the Association has been working under the profit-and-loss accounting system. What are the main problems that you have had to deal with?

L.G.K.: The main problem isn't an economic one but a psychological one. This is the hardest thing to change. It amounts to no more and no less than breaking down one's own way of thinking, of developing a new approach to things. The essence of this approach is "I am responsible for everything" rather than "I do what I am asked to do". We have to realize that now there are different demands, different responsibilities and different relations. This is a very difficult thing to do. For example, I went up to the Chief of the Sales Department at one of the plants and asked him: "how are you getting on with setting your plan?". He looked at me as if I had lost my mind... I realize that a great deal has changed. There are always some new discoveries.

L.P.: For example?

L.G.K.: Lesnaya promyshlennost' sent a note to the RSFSR Ministry of Forestry Board meeting asking me why we don't advertise our equipment in the paper. Really, why not? I don't know myself. It simply wasn't necessary before... Our information services were very weak. Now we are suffering the consequences: we know very little about our clients and they know even less about us.