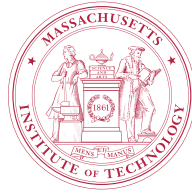


Suzanne Berger
Raphael Dorman-Helen Starbuck Professor



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July 3, 2018

Mark Lamoncha
President, CEO, Owner
Humtown Products
44708 Columbiana-Waterford Road
P. O. Bo 367
Columbiana, OH 44408

Dear Mr. Lamoncha:

I am writing to ask your advice and assistance in the research of a Massachusetts Institute of Technology team that is studying the impact of new technologies in the workplace. We are grateful that six years ago you took time to talk with MIT researchers about Humtown Products' experience in developing innovative products and services. The results of that MIT project, *Production in the Innovation Economy (PIE)* have been shared in two books, *Making in America*; *Production in the Innovation Economy* as well as multiple presentations to industry and to government.

This summer MIT researchers are returning to Ohio, to re-interview in some of the companies we first visited six years ago and to carry out interviews in a new set of companies which have been introducing new technologies including robotics, Artificial Intelligence, automation, and 3D printing. We seek to understand the kinds of change in the organization of the company and in the characteristics of its workers that are set in motion with the introduction of these technologies. At a time of public anxiety about technology and jobs, we hope to be able to provide fact-based analysis of alternatives and strategies for improving both the productivity of the firm and the quality of work. In this research as in the *Production in the Innovation Economy* work, we have faculty and researchers from across MIT's departments of engineering, science, social science, and management. We maintain strict confidentiality of the results and release citations only with explicit consent of the interviewees.

I realize how busy your schedule must be, but we would be very grateful for the opportunity to meet with you, both to follow up on Humtown and to draw on your experiences more broadly in industry as they relate to the introduction of new technologies and their impact on the workforce. We would very much appreciate any assistance you could provide to us in our new endeavor.

Our MIT research team will be in Ohio at the end of July and early August. I can be reached at 617-253-6640 or by email at szberger@mit.edu. Members of our team will follow up with your office directly to try to find a time we could meet with you.

Many thanks for your consideration of this request.

Sincerely,

A handwritten signature in blue ink that reads "Suzanne Berger".

Suzanne Berger