



Indústrias
Klabin do Paraná
de Celulose S.A.

Herbert Lowe Stukart
Diretor

Rua Formosa, 367 18.º Andar
01049 São Paulo SP

Tel. (011) 222-1044
Telex (011) 21078

Larry Miles
Route 5, Box 840
Easton Maryland, 21601
Tel 301 822 3271

Herbert Lowe Stukart, Director
K Industrias
Klabin de Parana
de Celulose SA
Rue Formosa 367 18 Andar
01049 Sao Paulo SP

about June 1952

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Dear Mr Stukart:

Topmost Greetings to you and Mrs Stukart. Eleanor and I much enjoyed, and benefited from, our acquaintance and discussions with you folks.

In the international meeting you asked a question which I felt was most timely, but I felt that the answer you received was not as adequate as the question deserved. I shall endeavor to provide you more useful knowledge.

The question was something of the following order. I don't remember the exact wording. "How do Quality Circles interface with, or relate to Value Analysis and Engineering?"

As you probably know I write a page each month for the PURCHASING WORLD Magazine. My editor asked me to research the subject and write 2 or 3 articles on it for purchasing readers. I did so. The first came out in the May issue. I am enclosing it. Presumably the next two will come in June and July. When they do, I'll send them to you.

These three articles will spell out certain conclusions:

1. That the achievements of successful QCs in improving the "doers" attitudes and work pleasures and mental participation and thereby increasing both quality and productivity, are much needed in USA.
2. That there is no overlap in operation with VA or VE, but that where both exist, they have frequent opportunities to increase the achievement of the other.
3. That VA/E operates to improve the designs, improve the manufacturing systems and methods, bring innovation into the use of materials, into design selection, in vendor selection etc. Then QC in these small groups of people on the production work "fine tunes" the benefits. Fortunate are the operations which have the benefits of both VA/E & QC.

Our Warmest Regards,

Larry Miles. and Eleanor