

Oct. 17 1968

Dear Erik and Ulf;

Here it is.

Please freely change so that it
will best serve its purpose.

Use any picture you wish

Warmest Regards to all of you.

Larry Miles

INTRODUCTION

in October 1967

It is with the deepest satisfaction that I learn that following the seminar in Sweden, the interest in Value Analysis is rapidly growing, and that my associates Messrs Erik Olssen and Ulf Parning are making the systematic approaches and techniques, which we have found so useful, more available in Sweden.

The authors are to be highly complimented, as they see the "Age of Competitive Endeavor" maturing, on their effective work in this book which will bring these techniques within more ready reach of hard pressed business and institutional people who are faced with genuine and sometimes drastic need for lower costs, with no reduction in quality or customer desired features.

Perhaps by means of a simple example, I can pinpoint the contribution the manager or professional will expect from the use of the Techniques and Approaches of Value Analysis or Engineering.

Each ball player (as does each manager or professional) on the team, knows his job -- or he would'nt be there. But, if he has hard competition, and it is important to him to win, he has a coach.

He learns a little different action, a little different timing, a few small extras and he develops a little better skill in certain operations.

He wins.

To operate "Doing the best he can", if the game is important, without a coach, would be unthinkable.

In Industry, each manager knows how to manage,
each engineer knows how to design,
each manufacturer knows how to manufacture,
each salesman knows how to sell,
each purchasing agent knows how to buy.

That is their job. If they did'nt know how to do it they would'nt be there.

But each does not necessarily possess the perfected technique and skill to win.

Value Analysis and Engineering is "Coaching" for champions.

It does provide some crucial refinements with which --- when lower costs with the retention of high quality becomes vital --- each can increase his effectiveness. A few very specific and very important approaches make the difference between "Winning" and being "Second".

The reader will find that the Techniques intensify study

into "Actions" or "Functions" which the user or customer wants from a product or service. They cause it to be divided into "Use" function, which accomplishes an action for the user, and "Aesthetic" function which causes the buyer to be pleased and to buy "This" particular one.

They further cause the product or service to be divided into "Basic" function -- the action which caused the customer to buy it, and "Secondary" functions, -- the actions which are required to cause that particular choice of means for accomplishing the "Basic" function, to do so. The techniques then cause all of the cost in the product or service to be divided between these specific functions, so that considerations are not based upon "Parts and their Costs" but rather "Functions, or Actions and their Costs".

The use of "Functions or Actions" instead of "Parts of a System" for all considerations produces new thinking, facilitates creativity, aids the mental development of alternatives for more economical accomplishment of the required functions or actions. For example, "How might we 'Turn this shaft' ", often produces better development of alternatives than "What can we use instead of a motor?".

A few days used in study studying these step by step systematic approaches, next in actually using them on some simpler tasks, then finally utilizing them on large difficult projects will be found very rewarding.

Examples of large success in industrial competition in the USA and in some other countries are becoming widely known. Thousands in our country are progressively becoming more skilled the use of these techniques, and, as time passes, are providing more of what the customer wants with less tieup of the materials of nature and the labor of man.

RN-IMARCO



INTERNATIONAL MANAGEMENT AND MARKETING CONSULTANTS

Ny postadress

Box 1129
111 81 STOCKHOLM

Drottninggatan 68

Stockholm C

Sweden

Telephone 24 13 80

Cables Imarcoconsult

Bankers

Skandinaviska Banken

Mr. Larry D. Miles
Box 47 46

WASHINGTON, D.C. 200 20
U S A

Ref.
UP/ae

*Told them
week of
Oct 14-15*

Stockholm
September 4, 1968

Dear Larry:

Thank you very much for your letter and your kindness to help us with the introduction of our book.

We think the introduction would be of one or two pages and the contents would be something about.

- You are pleased to find that after your seminar here in Sweden in october 1967 the interest of Value Analysis is rapidly growing.
- Development of the Value Analysis technique in the USA and the money saved by VA up-to-day.
- Future development of Value Analysis.
- Your hope that this book in Swedish will help more people to get in touch with Value Analysis.
- Your relations to the authors.

We also send you a photo which was taken at Saltsjöbaden and we hope you will let us use this in the book.

One of the leading purchasing agents in Sweden Mr. Gösta Garphage that you by the way met at Saltsjöbaden called us the other day and told us that he had got at scholarship for studying Value Analysis in the U.S.A. He then asked us if we knew some good VA workshop seminars in the New York area in the middle of october. If you know some Larry please tell us.



Mr. Larry D. Miles

September 4, 1968/2

About the timeschedule, we would be very pleased if you are able to help us with the introduction before october 1st.

Sincerely yours,

RN - IMARCO

A handwritten signature in cursive script that reads 'Erik Olsson'.

Erik Olsson

A handwritten signature in cursive script that reads 'Ulf Perring'.

Ulf Perring

Aug 12 1968

Erik Olsson
Ulf Parning
RN-IMARCO
Box 1129
111 81 Stockholm

Dear Erik and Ulf;

So very good to receive your letter, and to know of the growth of your work, the business ahead, and the new book!

It's also very very good to recall the gratifying and pleasant experiences which you folks shared with me.

I'll be honored to prepare the introduction to what I know is going to be a fine and useful book. I will of course send a photo. I will be in the office I expect in about three weeks and will see if I can locate some that Ninnie sent to me. At the moment I'm not sure.

Advise me when you need the copy for the book, and feel free to send any material you may wish to have included in the introduction.

Warmest Regards to you all,

RN-IMARCO



INTERNATIONAL MANAGEMENT AND MARKETING CONSULTANTS

Ny postadress

Bcx 1129
111 81 STOCKHOLM

Drottninggatan 68

Stockholm C

Sweden

Telephone 24 13 80

Cables Imarcoconsult

Bankers

Skandinaviska Banken

Mr. Lawrence D. Miles
Box 4746

WASHINGTON D.C. 200 20
U S A

Ref.

UP/mb

Stockholm

July 19th, 1968

Dear Larry!

It is now about nine months since we met and we still remember the wonderful time we spent together as if it was yesterday.

We hope you are all right and have a nice summer with your boat. Here in Sweden most people are on vacation and nearly everything is closed.

Many persons of the Swedish industry have also enjoyed your visit here in Sweden, and the interest of Value Analysis is rapidly growing.

During the last ten months we have had lots of Value Analysis seminars and some installations, and we are now looking forward to the fall with many jobs in the VA area.

Many people have asked us where they can read more about VA, and we have referred to your book. Anyway, everybody doesn't understand English good enough, and therefore we have decided to write a book about Value Analysis. We think that there is a great demand of a VA book in the Swedish language.

We have already been writing some chapters and some days ago we were thinking about the introduction of the book. The best introduction we can ever get is of course some words by the "father" himself. Therefore we now ask you Larry, if you please would help us with a short personal introduction of one or two pages in our Value Analysis book. We think the contents of the introduction would be something about



Mr. Lawrence D. Miles, Washington D.C.

2.

- Development of the Value Analysis technique in the USA and the money saved by VA up-to-day.
- Future development of Value Analysis.
- The need of a book in Swedish and your hope that it will help more people to get in touch with Value Analysis.

During the time we have been working with Value Analysis we have got lots of own cases, but if we don't have sufficient cases in some area we hope you don't mind if we borrow one or two from you.

We would very much like to have your photo in the book for example one of those that were taken at Saltsjöbaden. We think Ninnie has sent them to you.

Another interesting question is what is going on in the administration field. Have you heard anything about progresses or do you know any person, who has been working in this field?

We hope our wishes would not cause you too much trouble and we would be very glad if you can give us an answer before September the 1st.

With the best wishes for a wonderful summer.

Yours Sincerely,
RN - IMARCO

Erik Olsson

Ulf Perning