

L D Miles S P E E C H

"What's ahead in Value Analysis and Engineering?"

Nov 1968, Miami Beach Fla.

for

VALUE ANALYSIS INC.

Whats ahead in VA VE
Better seed - Better soil

Purpose

LEAD

INSPIRE

MAKE A FEW SOLID POINTS

PROVIDE A FRAMEWORK FOR GROWTH

PROVIDE A FEW -- AT LEAST ONE --

NUCLEUS THAT WILL LATER GROW
IN ITCHES

BASE UPON REALITY - SHOW VISION
THAT WILL STRETCH

~~BE DARING~~

GIVE EACH SOMETHING HE'LL TAKE AWAY $\frac{3}{4}$ USE

How

BE DARING - CORE AGOUS

BE PRACTICAL

BE KNOWLEDGEABLE

SHOW A FORWARD THRUST - THEN SUPPORT IT

HONOR VAINC

orbulence
Mr Cleag
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THE CHALLENGES THAT LIE AHEAD

Mr Cleag helped us to set Frameworks
FOR HANDLING
OUR VA FACTORS

As a springboard for discussing the future

lets review what the use of the VA System has done in the past
1947 - to 1953 1/3 m/m - 15 men \$2,000,000 -

- it has made unprofitable products profitable by the thousands
- it has turned around business's
- it has simplified designs
- it has improved manufacturing
- it has gotten new sales business
- it has safeguarded old business from competition
- it has given men new abilities, so they "Took Off" on the success path
- it has simplified maintenance
- it has for fractions of the cost provided better weapons
- it has improved management practices
- it has " SERVICES
- it has provided more services for the same cost

While doing this it has had some negative results

- It has hurt the professional whose reputation was built on "doing it one way"
- it has hurt the administrator or professional who has built personal reciprocal favor with particular people by using particular systems or materials
- it has hurt the seller who continues to sell his mase only because of his customers ignorance
- it has hurt the administrator who is measured by his superior principally by the number of "Heads" he takes off of the payroll at a particular time
- it has hurt the direct reports of a co-pres or high manager who has mistakenly believed that his good men were already doing "about all that can be done to reduce costs without reducing quality"
- it has hurt Value Analysts who have shown themselves so effective in making improvements that it embarrasses their superiors or co-workers

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These positives and negatives have resulted from good VA work
We will not concern ourselves in this paper with the hodge-podge
of mediocre results both positive and negative which have resulted
"Name Only" or other poor VA or from a management environment
so wrong that no good results were possible

Lets look down the Pike Ahead

At the same time lets put out of our minds for a while the "In
feriorify complex" that has come from the criticism we have
received as we advanced step by step along the way

What have we got in VAs?

A tremendous problem solving system

is it specifically useful in solving cost problems ?

XXXXXXXXXX No, and yes

No because ---

its orderly step by step thinking systems and search systems which
start with

what are we really trying to do?

Proceeded to an exhaustive development of info surrounding the situation

Then to the specific problems to solve

Then into the creative solutions

The judicial thinking

etc

fit other problems as well as cost problems

lighter weight

more performance

smaller size

better sales appearance

more sales

less noise

Better management -

Gen Mgr Booth - 120 hour seminar

ies because ---

~~Since cost problems were so demanding~~

the present VA system is filled with supplementary procedures
and techniques which have been created to cause it to be particularly
effective in handling cost problems.

Mr. Elegg
Turbulence

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No reasonably other funds of knowledge, and other supplementary approaches should not be ~~used~~ built for
No reason why this problem solving system should be used only on other Purpose
cost problems

Lighter weight 10# 30# if add weight \$3000/lb -

More performance ad lib

lower maintainance ad lib

smaller size ad lib

better appearance ad lib

more of a service Dr Musmano
A Better

switch operator

To further our understanding lets consider for a few moments why the system was first used, and to date is almost exclusively used for cost problems

Perhaps it is ~~xxxxxxxxxxxx~~ the most difficult place to use it.
Because

good cost work is ^{often} considered by the boss to already have been done
cost decisions are relatively unscientific
" " are artful
" " ticklish
" " often considered very personal
" " are often not readily supportable by meaningful
conclusive data

I know why I promoted VA and used it exclusively in the cost field

two reasons

- 1 Cost was MY job
- 2 I didnt want to make a competitor out of everyone

Isn't it time now for those really skilled in the systematic problem solving approaches of VA to cloak them with suitable sets of supplementary approaches and techniques so that they will come into their own as problem solvers in these other fields?

four

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Might need to use a different name when the problem to be solved was not a "value" one

men who know the VA system will put it into form for use for other objectives.

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Now I would like to discuss the challenge that lies ahead in the use of VA in its original area -- the cost area.

use story of seed

First good seed capable of growing a good crop

Next good soil capable of taking this seed
compatible with this seed

Next Modify seed to thrive is the soil that is commonly available

And modify soil to match the modified seed

Finally take the soil and the seed as one project bringing the two together

At the present time we are basically in step one seed that will grow
a good crop

ad lib we know will do the job
we hope to find enough mgt's compatible with it
we are trying to find enough severe need so mgt's will
modify to accept it

Lets make modifications in VA, keeping its virility still making it
compatible with most managements

must eliminate the embarrassment

Must end the feeling by Eng. Industrial Engrg etc that we are
competitors

must communicate it for what it is ad lib coaching for champions
disciplined problem solving

Use in Research laboratory

FIT VA TO LOW TURBULENCE BUSINESS { BY INCREASING
thinking OUTPUT.
lets keep it virile disc thinking system coaching for champions

develop a form of mgt compatible with its use promote the package

Low Turbulence vs low turbulence { one dies
one lives

Ch99

six

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measure suitability of a given mgt for it ?

measure the change in the suitability of a given mgt to it ?

Summarize

Problem solving plan

produces Disciplined Thinking

Can and will be developed for other
Than Cost objectives

IN COST FIELD

Turbulent - McCh99

non turbulent

Coaching of Champs

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Kieth ~~E~~legg -
very constructive
some basic differences
to me some rather exciting