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L. D. MILES
SEDFIELD R. 5, B. 840
EASTON, MD. 21601
BIOGRAPHY

On April 21, 1904, LAWRENCE DELOS MILES, was born to parents--
Delos Daniel Miles, Superintendent of Harvard School--
Vinetta Conkle Miles, Elementary school teacher--
in the town of Harvard, state of Nebraska, U. S. A.

The family moved to Dorsey, Nebraska in 1906.

1910--1918-- He started elementary school in Dorsey, Sept. 1910
and completed in May 1918.

In 1918, the family moved to Lincoln, Nebraska to provide better
educational opportunities.

1918--1921-- He started High School in Sept. 1918, at the University
Place High School, Lincoln, Neb. He graduated in three years, instead
of the usual four, in May, 1921.

1921--1925-- He attended Nebraska Wesleyan University, Lincoln, Neb.,
graduating in May 1925 with an A B degree, majoring in Education and
minoring in Business. Although outside activities were limited
by his work, he was elected President of the University Y M C A, and
was a member of BETA KAPPA social fraternity. He worked as clerk,
stock boy and delivery boy for a grocery store, "The Public Market"
after school hours and all day Saturdays while he attended high school
and the university--a period of 7 years.

1925--1926-- He held the position of High School Principal and
teacher, at the Winnebago High School, Winnebago, Neb. At the end of
the school term, May 1926, he resigned to accept an offer to become
assistant cashier of the First National Bank of Winnebago, Neb. This
was sold in June 1927.

1927--1928-- He accepted position of Teller at the Security Natl Bank,
Creighton, Neb. He had always been interested in Science, Physics, and
Engineering, so in Sept. 1928, he resigned to enroll in the University
of Nebraska, College of Engineering, Lincoln, Neb.

1928--1931-- He attended the Univ. of Neb. Engineering College,
Lincoln, Neb. He worked part time as a consultant for Hollister
Engineering Co., Lincoln, Neb. while attending the Univ. He
received his Bachelor of Science, Electrical Engineering Degree May 1931.
While at the U. of N., he was elected to SIGMA TAU, an honorary
engineering fraternity. He was invited back 22 years later, after
creating "VALUE ANALYSIS/VALUE ENGINEERING", to tell about the
methodology at the annual commemorative lecture.
1931--1932--

He worked full time as consultant for Hollister Engineering Co. It is
customary for industry to send scouts from their companies to

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interview the graduating students of the Engineering Colleges of the Universities. A, Mr. Boring, of General Electric Co., Schenectady N. Y. came to U of N and interviewed Mr. Miles. Mr. Miles was well aware that at this time, early March of 1931, the United States was at the heights of a devastating depression, told Mr. Boring of G. E. that he was interested in working for G. E., but since he did have full employment, thought it would be to the advantage of all to make the change after the economy improved, and work in his engineering field was accelerating. G. E. gave him a letter saying, "We want you to work for us. Come to Schenectady any time you decide it is best."

Feb 19, 1932-- He resigned from Hollister Engineering to start with General Electric Co. in Schenectady, N. Y., as a design engineer, under W. C. White, Manager of the Vacuum Tube Engineering Dept.

1932--1938--He stayed in this dept. for a period of 6 years. During which time, he earned 12 patents for his new designs for his vacuum tubes and related circuits. All this time, he was very aware of unnecessary costs and that often there was a better way of doing things.

1938--1944-- One day he burst into Mr. Whites office and said "Doesn't anyone in General Electric care what things cost?" This statement electrified Mr. White. He picked up his telephone and called Mr. Erlicher, Vice President of Purchasing, and repeated his words. Mr. Erlicher said, "Send him over". For the next 6 years he worked under Mr. Erlicher as a purchasing engineer, For the first few years, Mr. Miles worked more closely with vendors to achieve lower costs--then the emphasis changed to procuring adequate quantities of electronic components needed to fill the skyrocketing orders for electronic devices. Hard to fill needs developed for precision machine parts.

Procurement of these was assigned to Mr. Miles. ** This is reported in Readers Digest as 1947 - The Erlicher/Miles relationship started in 1938*

1944--1947--In March of 1944, he was transferred to Locke Insulator, Baltimore, Md., a subsidiary of General Electric, as Manager of Purchasing. He took line responsibility for delivery and cost of millions of dollars worth of materials and products per year. During this period of nearly 4 years, he developed patters of engineering, laboratory and purchasing teamwork which eliminated costs and improved products. He learned first hand both the productive and the destructive force of human attitudes and practices, and their effect on appropriate designs and appropriate costs. His thinking was becoming more and more "What FUNCTION am I buying?" rather than what material am I buying.

1947-- In late 1947 he asked to transfer back to purchasing on Mr. Erlicher's staff, with his schedule cleared so that he could research and develop workable techniques which would secure more cost effective achievement by the decision making employees in a plant or business.

Returning to Schenectady, N. Y. in late 1947, his work started, work which was to produce the basic of the Value Analysis techniques and approaches. IN DECEMBER 1947 THE BASIC VALUE ANALYSIS FUNCTIONAL APPROACH WAS BORN. On Mr. Miles return, Mr. Erlicher had placed him under Wm. Sredenscheck, who gave him full support.

1948--1950-- See insert #1

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1948--1950--The new functional approach was introduced to Mr. Winne, Vice President of Engineering. Mr. Winne listened, understood and said, "This is the best method I have seen to get competitive costs and retain quality." What are you going to call it? He said proper quality at proper costs equals VALUE. Why not call it VALUE ANALYSIS? Thus the new methodology was named. Then he said, "The Vice President of Manufacturing, Mr. Du Chemin, will be most interested in this. Mr. Du Chemin set up a 20 minute appointment with Mr. Miles, after 2 hours of listening and understanding, he said "Train 1,000 men per year." Now with the support of these men, Mr. Miles set up training programs which were available to G.E.s plants. He accepted men and products from different plants--applied the techniques, showed them how they could increase earnings and maintain competitive positions. He learned that great benefits were derived when technical people also used the VA system, geared training to them.

1951--1953--Continued training men and doing work for the plants. Did this using a revolving team of 6 to 8 people. Moved training out into plant locations. Budgeted 1,000 per year to be trained. Later often exceeded that number.

Learned that greatest benefits come when customers and vendors also know and use the Value Analysis functional and methodical thinking approaches, so, taught it to other industries as well. During the 4 years from 48-52--\$10 Million benefits were reported. In 1952, the first Value Analysis seminar was held in Schenectady, N.Y. Value Analysis was introduced to the U. S. Navy in 1953, when Mr. Miles was invited to make a presentation to the Bureau of Ships. The result of his meeting with Admiral Leggett, Chief of the Bureau, was the establishment of the Navys Value Engineering. On site seminars were started as different G.E. departments and plants asked for training. He trained people from the plants to be teachers, assisted them in putting on their programs.

1954--1958--G. E. sales people saw in Value Analysis a way to be of additional benefit to customers and thereby earn additional orders. Example: GE's Jet Pump Motor orders from Flint & Walling Co. increased from \$11,000 to \$313,000 in one year after F&W personell were instruct in applying V A Techniques to their products. Mr. Miles was always researching ways to improve the techniques.

In 1956 the 2500th seminar trainee graduated. In the late 50's GE General Managers started using VA to cure lost business and falling profits. Mr. Miles, personally took the training to Washington trained some of the Navy Engineers, taught them how to put on training seminars. Instead of Value Analysis they called it Value Engineering. The Navy received great benefits from it. Note the award from them, listed with awards received.

Helped GE's Manufacturing Management at the plants in Canada to set up and develop a Value Analysis program. Returning from time to time to further assist in their programs.

1959--1964--The technique spread from the Navy Dept. to other branches of the military. The Department of Defense learned the enormous

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benefits gained by from the use of VA/VE. Many different branches of the U.S. Government became interested in VA and asked Mr. Miles to set up training workshops. It had become so wide spread in the Washington, D. C. area, that in 1959, Mr. Miles and many of the VA leaders, started planning and organizing what was to become THE SOCIETY OF AMERICAN VALUE ENGINEERS. Mr. Miles was elected the first president--serving 1960--1962. In the middle 50s, GE's customers often came to the Value Analysis dept. to learn about VA/VE, among these were small groups from Japan. This great mutually beneficial relationship began in Mr. Miles office. It is so powerful that it will be covered seperately.

In 1961 Mr. Miles wrote the definitive book "Techniques of Value Analysis and Engineering", McGraw Hill Co. of N. Y. Publishers. It is now printed in 12 languages. He developed advanced techniques--conducted advanced training workshops, gave about ten lectures per month on various phases of VA/VE to business groups, Universities, Engineering Societies and trade associations. He was much sought after as a speaker. During these years, GE sent Mr. Miles to their many divisions to introduce his VA/VE techniques, train men and teach them how to put on seminars and training programs within their own plants. GE foreign plants were included, Mexico, Canada Italy and England.

GE Sales Managers set up meetings with customers and suppliers and company managers, orginazations, professional societies and other groups for Mr. Miles to acquaint them with the powerful new VA/VE technology. The more companies that GE dealt with that learned these methods, the more benefit GE derived.

GE gave him permission to put on seminars, as a private consultant on his own time. In 1962, he put on a seminar for Industrial Education International, in PARIS, LYON, and STRSBOURG, FRANCE.

Mr. Miles continued to develop the techniques, found them to be effective in non-hardware matters. Promoted their use in Chemical, Process Industries, Services, Construction, Government management, Engineering schools, Colleges and Universities.

Mr. Miles retired from GE in 1964.

In December 1964, he accepted a consulting job with ASEA Corp. of Sweden.

1965--He continued the extensive training seminar in Sweden, Jan., Mar. 1965, with a successful completion in July 1965. He was invited back several times to bring them new VA/VE ideas.

Jan-1965- Lectured to AIIE--Roanoke, Va.

Nov-1965- Lectured Gulf Corp., R and D. Pittsburgh Pa.

1966-- Feb. Conducted VA/VE Seminar, Engineering Management Course, UCLA University, Los Angeles, Ca.

April, 66- Spoke at SAVE Conference, Miami Beach, Fla.

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- 1966-May- Spoke at meeting of Philadelphia Auditors--Philadelphia, Pa.
May- Magnesium Mfgs. Meeting, Miami, Fla.
August- Engineering Management Course, UCLA- Los Angeles, Ca.
- 1967--March- Engineering Management Course, UCLA- Los Angeles, Ca.
July- Seminar- University of Michigan, Institute of Science and Technology.
May- SAVE Conference, Chicago, Ill.
Sept.- Spoke at S. W. Purchasing Agents Assoc. Fullerton, Ca.
- 1968--March- Engineering Management Course, UCLA- Los Angeles, Ca.
May- Remington ARMs, Ammunition Plant Seminar, Independence, Mo.
May- SAVE Conference- Atlanta, Ga.
Oct.-Industrial Engineering Conference, Guest speaker, Detroit,
Nov.- Keynote speaker VA Inc. Management conference, Miami, Fla.
- 1969--May SAVE Conference, San Deigo, Cal.
March- Seminar at American Cement Plant, Riverside, CAL.
October- APPLIED Scientific Knowledge, Seminar, Lincoln, Neb.
Nov.- Speaker at SAVE chapter, St. Louis, Mo.
- 1970- Jan.- 1 week seminar "Centro De Productividad De Monterey"
Monterey, Mexico- Approx. 60 people.
Feb.- Speak at SAVE Nat. Chapter, Wash. D. C.
March- Speak at GE C. R. meeting, Wash, D. C.
April- Seminar, VA Inc. ,London, England.
April- SAVE Conference, Dsllas, Tx.
June- Mr. Miles made honorary member of Purchasing Management Assoc., of Washington, D. C.
June- Lectures at Geo. Washington University, Washington, D. C.
Sept.- Lectures at Geo. Washington University, Washington, D.C.
- 1971--Feb.- VA Seminar, Atlantic City, N. J.
Feb. Speaks at SAVE Chapter, Washington, D/C.
May- American Ordnance Meeting -Washington, D. C.
May- Speaker at SAVE Conference, Miami Beach, Fla.
Sept.- Had the great honor to introduce Wm. Sredenscheck, his immediate superior at GE in 1947, when VA/VE was born, to the National Chapter of SAVE. The Chapter awarded Mr. Sredenscheck a plaque in recognition of his support as an "INVOLVED MANAGER" to Mr. Miles and his new idea.
Sept.-Mr. Miles and his wife, Eleanor, hosted the Society of American Value Engineers, National Board of Directors September Board Meeting of 3 days, at their home "Sedgiefie in Easton, Md. Thus began an annual tradition that has continued through 1984.

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- 1970- Sept.-Spoke at VA Seminar for Govt. Agencies, Washington, D. C.
Oct.- Spoke at VA Seminar for GSA, Washington, D. C.
Oct.- Lecture at Norwich University, Norwich, Vt.
Oct. VA Seminar for American Ordnance, Naval Academy, Annapolis,
Nov.- Spoke at Dept of Defense Program, Model Basin, Wash., D. C.
- 1972-Feb.- 1st book of the SECOND EDITION OF "TECHNIQUES OF VALUE ANALYSIS & VALUE ENGINEERING" received from McGraw-Hill Publishing Co.
Feb.-Spoke at American Ordnance dinner, Annapolis, Md.
Feb.- Spoke at SAVE meeting, Wash., D. C.
June-SAVE Conference, Miami Beach, Fla.
Sept. Hosted the Annual National SAVE Board meeting.
Sept.-Spoke at SAVE meeting, Baltimore, Md.
Oct./Nov.- A real highlight. Accepted the Society of Japanese Value Engineers invitation to attend their International Conference in Tokyo--details separate.
- 1973-Feb.-VA Construction Seminar- Washington, D. C.
Feb.- Spoke at SAVE meeting, Baltimore, Md.
March- Spoke at Engineering Soc. meeting- Washington, D.C.
April-Honored by a visit to his home in Easton, Md. by a visit of the Japanese study group of 13, dinner evening of 6th and breakfast morning of 7th.
April- SAVE Chapter of Baltimore, Md. held meeting in his home.
May- SAVE National Conference- Chicago, Ill.
August- Speaker at SAVE meeting in Washington, D. C.
August- Hosted the Annual National SAVE Board Meeting.
Sept. 2 and 3- Held seminar for 20 from Hatachi Co. of Japan in home at Easton, Md.
Nov.- Speaks at VA program for GSA --Washington, D. C.
- 1974-Jan.-Speaks at meeting for Highway Department-Washington, D.C.
April- Speaks at SAVE Conference- Los Angeles, Cal.
May-8-9-Hosts study group from Japan- 20 dinner on 8 breakfast on 9.
May- Speaks to Save Chapter in Pittsburgh, Pa.
Sept.-Speaks at VA INC. Management Meeting-Kansas City Mo.
Oct.-Hosted the Annual National SAVE Board Meeting.
- 1975-Feb.-Guest speaker at VA Seminar for Gov. Agencies, Wash. D. C.
March- Speaks At VA INC Seminar, Grove Co., Greencastle, Pa.
April- Speaks at Save Chapter, York, Pa.
April-8-9- Lectures at Aberdeen Arsenal, Havre de Grace, Md.
May- Speaks at SAVE Conference, Baltimore, Md.
May- Delegation of 5 from Germany visits his home dinner, and breakfast.
Sept.-Speaks at Purchasing Management Meeting, Wash., D.C.
Sept. Hosts the Annual National SAVE Board Meeting. 30 people 30
Oct.- Speaks at SAVE chapter meeting, Boston, Mass.
- 1976-March- Speaks at GE Management Meeting, Washington, D. C.
May- Speaks at SAVE Conference, Minneapolis, Minn.
Sept- Starts monthly article in Purchasing World Magazine,

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- 1976- Sept.-Picture on cover, Several articles on Mr. Miles and Value Analysis/Value Engineering, and the first article. Through the years he has written 100 articles that Purchasing World has published and at this time is still doing so.
- Sept.-Hosts the Annual National SAVE Board Meeting, 3days.
- Sept.- Speaks at SAVE Chapter, Chicago, Ill.
- Nov. Speaks at Seminar for German Industry, Reid Management Methoden, held at Zurich, Switzerland.
- Speaks at BMW, Munich, Germany, Reid Management Methoden.
- 3 day Seminar, for D I E , Frankfurt, Germany.
- 1977-March- Guest speaker for VA INC., Jacobs Engineering, Hartford, C
- " -1 week Seminar, VA INC., Fairchild Indstry, San Jose, Cal.
- May- SAVE National Conference, Dearborn, Mich.
- Sept.- Hosts the Annual National SAVE Board Meeting, 3 days.
- Dec.7 Speaks at VA seminar, Black & Decker Co., Easton, Md.
- 1978-Jan.- SAVE Congressional Meeting, WASH. D. C.
- March- Speaker at VA seminar, Fram Co. (BENDIX), Providence, R. I
- April- Lectures to Purchasing Mgt. Group, Bethlehem, Pa.
- May- Japanese study group of 20 here at Mr. Miles home .
- May- Speaks at SAVE National Conference, Indianapolis, IND.
- May- Lectures at Wor-Wic Technical College, Salisbury, Md.
- June- Speaks at Save Chapter, Baltimore, Md.
- JUNE- Lectures to Management Group C.P.E. Corp, Stanford, Conn.
- SEPT.- Hosts the annual National SAVE Board Meeting 3 days.
- Sept. Conducts 3 day seminar for Air Pax Co., Cambridge, Md.
- Oct.- Attend SJVE annual Value Engineering Conference. Details sepera
- Nov.- Lecture at Wor-Wic Technical College, Salisbury, Md.
- 1979-April 29-30- Speaker at VA seminar, Fram Co.(Bendix) Providence,
- May 22- International SAVE group of 42 at Mr. Miles home forr dinner.
- May 23- Japanese group hosted for breakfast.
- May 23- Attend SAVE Conference, Washington, D. C.
- August- Speaker at VA INC. Management Conference, Chicago, Ill.
- Sept.- Speaker at VA INC. Management Conference, Hunt Valley, Balto, M
- Sept. - Hosts the Annual National Board Meeting, 3 days.
- October- Attend the South African Society of Value Engineers, International Conference. Keynote speaker.
- 1980- Speaks at Save Meeting/ Black and Decker, Baltimore, Md.
- March- Speaks at Purchasing Management Meeting, Washington, D. C.
- May- Speaks at SAVE Conference, DALLAS, TX.
- June- Speaks at VA INC. Seminar, Gallager Co., Salt Lake City, Utah.
- August- VA INC Seminar, Baltimore, Md.
- Sept.- Hosts the Annual National Board Meeting, 3 days.
- 1981- March- Speaks at SAVE chapter, WASHINGTON, D. C. (Don Parker)
- April 23- Hosts International SAVE group for dinner.
- April 24, Hosts Japanese group for breakfast.
- April 26- Attends SAVE Conference in St. Louis, Mo.
- Aug. Meets with Value Engineers, Yon Olsen and Ulf Perning in Stockholm, Sweden.They have authored a book on Value Engineering in Swedish language.
- August- Met with Chris RAnd, Value Engineering Consultant in Oslo, Norway.

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1981- Sept.- Hosts the annual SAVE National Board Meeting -3days.
 October- Lectures on VA/VE to Purchasing Group Anaconda Co. Louisville
 November- Lectured to Association of German Engineers at 3 day seminar, Frankfurt, Germany, at which time Mr. Miles was presented the HONORARY MEDAL OF THE ASSOCIATION. A very high honor. In making the presentation at a meeting of 350 members, they said, In part, "THANK YOU, MR. MILES, FOR THIS GREAT GIFT YOU HAVE GIVEN TO THE WORLD OF INDUSTRY."

1982-March- Lectures at Chesapeake College, Queen Anne's, Md
 March- Keynote speaker, VA INC. Management Meeting, Chicago, Ill.
 March- Speaks at SAVE Chapter meeting, Baltimore, Md.

May- Westinghouse Corp. has the Miles Story of VA filmed at Mr. Miles home in Easton, Md.

May- Guest speaker for National Purchasing Assoc. at conference in Los Angeles, Cal. Standing Room Only, so well received.

May- Attended SAVE National conference, Hyannisport, Mass.

July- Lectures to the COAST GUARD AUXILIARY, Easton, Md.

October- 3 day seminar-Deutsches Wertanalyse-Symposium-Frankfurt, Germany.

Sept. Hosts the annual Save National Board Meeting-3days.

1983-April- Lectures at Baltimore Engineering Club, Baltimore, Md.

May- Brazil--Lectures in Brazil to Klabin do Parana Paper Co., 3 different GE plants, Intercultural Seminar on VA/VE. In Sao Paula, Brazil.

Rio De Janero, Brazil--Lecture at 2 GE Plants and 1 Intercultural VA/VE Seminar.

May- Japanese group of Value Engineers here for dinner.

May Attended SAVE National Conference, Chicago, Ill.

Sept.- Tom Cooke Associates, Value Engineering Consultants Make video tape of Mr. Miles at his home in Easton, Md.

Sept.- Hosts the Annual SAVE National Board Meeting-3days.

October- VA INC. Management Conference, Chicago, Ill.

October 10- Arrive Tokyo=First Miles Award --SJVE. Details separate

November-Speaks at Chicago SAVE chapter, Chicago, Ill.

1984-Feb. Lectures to Purchasing Mgt. of Central Pa, Lancaster, Pa.

April-Guest speaker VA INC, General Motors Seminar Lansing, Mich.

April- Lectures at Wright University, Dayton, OHIO

April- Keynote speaker SAVE Seminar for Managers, Dayton, Ohio.

April- VA meeting for Congressional Members, Washington, D. C.

May- Attend SAVE National Conference, Sacramento, CAL.

June- Attends GE Meeting in Orlando, Fl. GE presents Mr. Miles with an award in recognition of his achievement in creating and developing the VA/VE Methodology.

1985- Aug 1- Mr. Miles died -
 Oct - Mrs Miles was invited to Tokyo
 to receive posthumously for her the Imperial
 Award - He was 4th American to receive
 this award - In 1989 no other has received it.