

Dear Larry, This is from the Foreword to  
the German edition of my book. Carlos

Foreword

( Value Analysis was developed by its originator, Lawrence D. Miles, from a preliminary phase as a strictly cost-reduction technique into a general instrument for increasing project success. )

In addition to reducing the cost of a new concept or product, value analysis can, through an exhaustive consideration of all of the possibilities of the product-concept, increase the usefulness of the product for the customer, enhance its quality, raise its market value, and ease its production.

The principal purpose of the author of this book is to show how all of these broad purposes can be achieved simultaneously, whether for a material product or for a "service function." He accomplishes this through an intensive, insightful, consideration of two points of view:

The first revolves around a clear unequivocal description of the functions that the customer requires of the product, as well as of the value that he places on the complete realization of each of these functions in the final product.

The second concerns the efforts of the manufacturer to develop these functions, and only these, at the minimum possible cost in putting the finished product on the market.

This book offers an organizational framework and technical help for systematically overpowering a large complex of problems. In so doing, the author relies less upon detailed numerical solutions of examples of problems, although these are provided, than upon a central crucial concern: to evoke a special conceptual attitude that is absolutely necessary for practicing value analysis. In particular, a central point is made over and over again of the intricate interplay of the "realm of functions" with specific characteristics of a given project, with the customer, and with the manufacturer, that finally results in a unique product configuration.

For these reasons, this particular book will provide an interesting introduction for builders, designers, buyers, cost analysts, and the industrial engineering, marketing, and financial community, as well as for all those whose undertakings are centrally concerned with, or influenced by, the value of products.

For the specialist in value analysis, who comes occasionally out of his euphoric schooling into the less spectacular but highly utilitarian work of systematically improving product value, this book will be a constant reference guide. It will protect him from sliding into any given single-minded routine when doing work in value analysis.