

Your consultant
Precisely - what would you like to know?

QUESTIONS

A few years ago VP 3

Research

Quality

No duplication

Apply to all that costs \$

Function

Hdwe

Service

Org. of people

Only 2 functions

Use... esteem

Illustrate by hardware
examples

Value



Tie - clasp - button - nail

System - piano - evaluate function

Different Criteria

TV knob

Example

Problem not technical.... psycho.

2 years late

men or boys

why not before tools

Results controlled by mgmt.

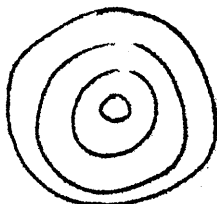
Ruined by rules

5000 screws

10,000 timers

6900 decrease

cost 75,000



Definition

Cement

Gasket

Group of people

Group of resources

Service

Practice or procedure

QUESTIONS WHICH MEMBERS OF THE R&D COMMITTEE OF THE SHERATON CORPORATION SUGGESTED PRIOR TO PRESENTATION ON MARCH 7, 1964

- 1 - Our problem is services. How does VA deal with services rather than products?
- 2 - Once we have an idea, how do we really get it developed?
- 3 - How do you motivate people who have two or three different important assignments to switch from one area to the other, maintain a high degree of interest in all, and keep them all going good?
- 4 - Give an idea of the direction or avenues that we might take in using VA aside from services and products.
- 5 - We have an expensive system of reservations. How would VA be used to evaluate that? How would we go about it and how would we do it?
- 6 - Also touch on how we can use VA thinking to determine what products to put into the guest room. The one extreme is the barest room--the other extreme contains all manner of products which might please the customer. How do we pick the optimum? We are constantly looking for gimmicks. How do we know whether we should strip the room and reduce the price or fill it with products and increase the price?
- 7 - Does the marketing area utilize VE? If so, how do they use it?
- 8 - How do we organize to properly and promptly implement suggestions?
- 9 - (Question by Haddock, the head of the vast procurement system)... How do we apply the techniques to "Squeeze the last penny out of our suppliers?" (This question contained two other parts. One was somewhat different wording from the above and the second was a twinkle in the eye as the question was asked.)
- 10 - The hotel system has about eighty hotels. A small saving in each causes very significant results if it is actually implemented in all. How do we get this implementation?
- 11 - How do we apply the techniques of VA in reverse--in the pricing of our functions and services to the public?
- 12 - How do we use VA techniques to get the best answer, for example, to the question of how many bathroom scales it is profitable for us to have? We can get special scales with high reading dials. How do we know whether it is profitable to do so? Some of our customers say they are practically dead until they have coffee in the morning. How can we really know that the installation of coffee making equipment in the room is a profitable investment?