GENERAL OUTLINE FOR VALUE ANALYSIS DISCUSSION
Gulf Research and Development Co.
Pittsburgh Pa. Nov. 22, 1965

1 - Relate the system of Value Analysis to the work and interest areas of the Gulf R & D Co scientists and engineers.

2 - Establish what it is -- its key basic principles, approaches and techniques.

3 - Show how it works. Start with simpler examples. Proceed to more involved, and to the non-hardware type.

4 - What are the problems?
What limits the success of the procedures?
How are these limitations being dealt with?

5 - How can the engineer and scientist at Gulf Research and Development Co. use its principles?

6 - Handle questions and desired discussion which has not been included.

L D Miles
Gulf - How do process's use it?
How do scientists use it?
What are we trying to accomplish?

Spending money to accrue function facts - beliefs assumptions

Use now, examples - then change

Make a great deal of the job plan

Make much of the "avoid embar. de motivator"

Successful men & children by success's blocked by failures

Make much of function/cost measures step by step processes isolating the key problem then solving it emotions continue status quo what is expected determines what must do
EXAMPLES

CONCRETE HARDNER
SCH. FEE, TAX COLLECTION
DISPOSAL / CONTINUOUS TRENCH
CATCH PAINT DRIPPINGS
A SYSTEM IS LIKE A

1. ONE PURPOSE
   ACC. FON'T AT LOW COST.
2. AUTOMOBILE COMBINATION
3. JET LINER
   MUCH THAT EXISTED
   SOME MADE MORE PRECISE
   A LITTLE THAT'S NEW
   (SKILL TO USE - SPEC ENVIRONMENT REQ'D)
4. A PIANO
   ALL THE KEYS REG'D
   USE ONLY WHAT'S NEEDED
   SKILL IS DEVELOPED
5. A ROAD MAP
   LIMITING SPOTS POINTED OUT
   ALTERNATIVE ROUTES IN CLEAR VIEW.
Make some of men can do more happier emotional - not logical like post-hypnotic suggestion coach for champions how many were doing exactly what made sense to them
SYSTEM OF VA

1. IN PRODUCT OR PROCESS ALTERNATIVES

2. MENS ATTITUDES & ACTIONS

<table>
<thead>
<tr>
<th></th>
<th>1ST HOUR</th>
<th>2ND HOUR</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRINCIPLES</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>EXAMPLES</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>PEOPLE FACTORS</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>ORIENT IT TO THEM</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

1. ORIENT TO THEM
2. ESTABLISH WHAT IT IS
3. SHOW HOW IT WORKS
4. WHAT ARE THE PROBLEMS?
5. HOW CAN WE USE ITS PRINCIPLES
1. Orient it to their experience
   "Training Beliefs"
Establish what it is general

Specific

Now

Same but modified

Same
Show how it works

Illustrate the key principles starting with simple examples building up into involved and into non hardware
Mr R S Justiss;

Please note the change of address. We are in residence in Washington now, but I am travelling back and forth. I suggest that you send copies of communications to both addresses between now and the 22nd.

Your Sept.16 letter included the information I needed to prepare for the exact group. All of the arrangements you suggest are quite suitable.

It is simple to use public transportation from the airport to the Carlton House.

I will have time available to answer more questions and/or take part in more discussions with any who might have further interest.

We will weave the questions which are available in advance, into the program where they best fit. We will take more as we proceed and have more if desired at the end.

The attached general subject arrangement seems about right to me. Please freely make suggestions.

Sincerely,

L. D. Miles
What do we want to accumulate more systematically than faster in research?

Increase the contribution of the scientists to the bus.

1. Open to them
   - Relate to them
   - What it is

3. How works - simple to complex - software
   - Complex - software

4. What are problems

5. How they come up

6. Questions
   - What overcome stoppers - waterfall
   - Ceiling hardness step by step

Blind people saw were clean on what it may be

Galact: 2 nuts

Thorny - key spots
Mr. Larry D. Miles  
1499 Keyes Avenue  
Schenectady, New York 12309  

September 16, 1965  
Reference: 5000JA70  

Dear Mr. Miles:  

Before General Trudeau left for Europe earlier this month, he sent to me for answer your letter of August 24. I note that you expect to return from your European trip on September 23.  

The main information I want to transmit at this time is a confirmation that we do want you to talk to us and a statement of our preference of November 22 as the date for your visit to Gulf Research & Development Company. We would like a morning session. Your usual consulting fee of $500.00 and expenses is satisfactory.  

Commenting on your letter, we are thinking in terms of 100 of our scientists and engineers in attendance at the session. They will come from a broad range of laboratory research, development and engineering areas. Although most of these people will be aware of the trend to Value Analysis, very few will have been directly concerned with it. It is my feeling that their contributions to our Company can be increased by a greater familiarity with the principles employed in Value Analysis. On this basis we have been thinking of a fairly general type of presentation which would further inform our people on Value Analysis, its purposes, uses and basic techniques, along with some of the more interesting examples of accomplishments which have been realized by this means. One of our problems has been in attempting to fit Value Analysis, in the way that we know of its workings in hard goods manufacture, to Gulf's operations which in the main do not deal with hard goods but rather with bulk liquids, semi-solids and gases. The inclusion in your talk of something relating to this problem would be helpful.  

A two-hour session is satisfactory. However, a more precise determination of time can await a decision on the program to be presented. Assuming that the program is two hours, we would start around 10:30 with a 15- or 20-minute break at 11:30. We would plan on having lunch around 1:00 p.m.  

If I have given you a sufficiently clear description of the type of presentation we are thinking about, perhaps you will work up a brief tentative outline and description of the program for our review. We will be glad to assemble a list of questions in advance of the meeting. As you suggest, these can be read either by you or by someone else, whichever is deemed more effective. I believe that the meeting would be made
more meaningful if some time were allowed for additional, informal questions from the audience.

As soon as the date of your visit has been agreed upon, we will make a reservation for you at the Carlton House for the evening before and arrange for your transportation in our car between the hotel and the Laboratory. If you will require special transportation from the airport, we will be glad to arrange this also.

We will be happy to have your comments on this letter along with any ideas you may have for firming up a program for us.

Sincerely yours,

R. S. Justiss

RSJ:ejc

cc: General Arthur G. Trudeau