

LESTER M. CONE JR.  
135 EAST 50TH ST.  
NEW YORK 22, N. Y.

November 17, 1963

Mr. Lawrence D. Miles  
Manager, Value Service  
The General Electric Company, Inc.  
1 River Road  
Building 36  
Schenectady, New York

Dear Mr. Miles:

Thank you for an enjoyable meeting, and for your interest and hospitality.

I had quite a lengthy session with Troy Huggins and found it valuable to myself, and I am sure it may lead to new areas of thought and exploration on both our parts.

From my reading of the Third Annual Proceedings of the V.A. Conference, it was my feeling that you were thinking about ten years ahead of most of the others. What became evident is that value analysis may well need value analysis, e.g., what really are the factors it encompasses and therefore, what is its structure? I am inclined to believe at this time that what management needs most is something called the management audit (not in its older meaning, but in the meaning of a more thorough optimization of resources and action). At its core, its very nucleus will be the philosophy of your value concept, with many new techniques and dimensions added to it. The great contribution in value analysis lies in its philosophy, rather than in its techniques. It is truly a philosophy of "business psychoanalysis."

I do hope we shall be able to keep in communication with each other and would look forward to chatting with you when you are in New York (I live right around the corner from G.E. headquarters on Lexington Avenue).

With warm personal regards.

Cordially,

Lester