

May 8, 1970

Dear Larry,

Enclosed is a copy of the question-and-answer manuscript I developed from our correspondence and telephone conversations. I have sent the original to Walter Willets, Editor of Purchasing Magazine, for use in the June VA issue. I think that your ideas and opinions, as usual, will be a great contribution to current thinking on VA.

I think Walter would appreciate receiving an updated biographical sketch in addition to the photograph you would be able to provide him with. Both these items should be sent directly to him at 205 East 42nd St., New York, N Y, 10017, along with any factual changes you might want to make in the manuscript.

Thanks for all your help. It was a real pleasure working with you again.

With very best wishes,

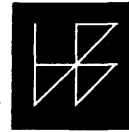
Sincerely,

Paul Farrell

How do you personally now look at the tech of VA now - pretty much as you did a decade ago?

Health Institution Purchasing

757 Third Avenue
New York, New York 10017
212/572-5000



Medical Publications Division
Harcourt, Brace & World, Inc.

70-4

now know VA is like looking
4 types - one at a time

Now know judgement steps in
messy questions

now start with mind selling what trying to do
next step + assumption searching April 30, 1970
next problem setting or problem establishing

Dear Larry, then good evidently as before
then judgement thinking which we now know is -
messy questions

Please excuse the informality. My secretary is snowed under as we approach our first issue of the new magazine, so I am doing some of my own correspondence - particularly that with old friends.

The assignment given to me by Purchasing Magazine was to talk to you about your view of the present situation in value analysis/ value engineering. So I thought I might put down a number of questions, pretty much at random, for you to think about and organize your comments on and then we could talk about them when I call you on Monday night at 8.

(Incidentally, if you have a couple of photos we might use with the article I will prepare, I am sure Walt Willets at Purchasing would appreciate having them. There are some in the files over there I believe, but perhaps they are somewhat out of date.)

Here goes -

① As the "father of VA/VE" do you feel that current practices in the field are fulfilling your hopes and expectations for the function? - moving into software - is great

steady + rates development

If they have exceeded your expectations in what way is this true?

What future do you see for VA/VE?

Better more users have had it

If you think the practice of VA/VE has not lived up to your expectations give some general examples of how it has failed?

What is your opinion of the kind of support (or lack of it) given to VA/VE by top management?

Has VA/VE generated the kind of people - value professionals - that you think the function needs to reach its full potential?

If not what can we do? Where are they going to come from?

Are there still any strong pockets of resistance to VA/VE? Where do the strongest ones exist? (By industry, by function, etc.)

Do you think there is any merit in some consumer complaints that VA/VE efforts have caused a deterioration in product quality?

B/W or color?

Cost reducing
Just good buying
" " Ind. buying
" " Buying

sp. technical analysis function making judgments

when mgr has imp. cost problem + when he understands VA system + ways it - he stops it right + it may of him
Good training - a diff man. mgr must give him biggest - expect more
some ex. airplane man growing thruout co. some student teachers doers both

no might have been expected issue not seen better search tech 2 or get relationship opp cost/function 3 comput not public

Have you had any experience with VA/VE programs that were scrapped? ~~fixes~~ If so, what were the reasons or causes?

independent
7) by unduly
results in inadequate
at offing -
actually not
using VA -
only name.

Those are just a few ideas of mine to get the discussion going.
I am sure you other - and better - ones .

I look forward to talking with you on Monday night.

With kind regards,

Paul V. Farrell

