

To

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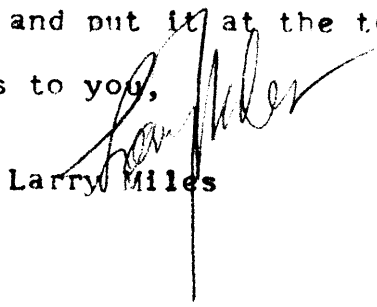
DATE April 10, 77 SUBJECT

Dear David;

Thank you for phoning. Thank you for allowing me to send normal typed copy. I am, in my happy retirement, my own secretary, and I dont do well enough for the masters.

After your call, I pulled this out and put it at the top of the list.

Good success to you,



Larry Miles

Enc:

- 5 minute paper bibliography
- 2 pictures

BIBLIOGRAPHY

Sent to Dennis 4/10

Lawrence D Miles, CVS

Originator of the Value Analysis System and its basic techniques, he has degrees in Education and in Elec. Engineering. At Gen. Electric he managed the use and improvement of the techniques. He wrote the first definitive text, The Techniques of Value Analysis and Engineering now in nine languages, in 1961/and the up-dated and expanded 2nd edition, 1972 McGraw-Hill. He has lectured and consulted extensively in Canada, Mexico, Japan and Europe. He was awarded General Electric's highest honor for extra achievement, and the Navy's highest honor to a civilian, The Distinguished Public Service Award, for benefits of his system to the Navy. He and his wife Eleanor live in semi-retirement on Maryland's "Eastern Shore".

PHILOSOPHY AND IMPORTANCE OF FUNCTION

Larry Miles
Retired
General Electric Company

As the world turns, the order changes. Now the order becomes, not "things", but "functions".

- A hammer drives nails one way.
- A bolt holds parts one way.
- A bracket supports weight one way.
- A pencil makes marks one way.
- A box encloses parts one way.
- A motor provides torque one way.

The needs and wants of man are not for "things", but for "functions".

- In fishing, not a hook or net, but, catch fish.
- In farming, not a plow, but, turn soil.
- Not a bracket, but, support weight.
- Not a spring, but, continue pressure.
- Not a motor, but, turn shaft.
- Not a stove, but, cook food.

Means for making "things" are restrictive, then, alas, perhaps too late it is found that the thing was not needed at all to achieve the function which the user wants.

Today, strong twin forces are pressing for the abandonment of "thing" thinking and for "function" thinking.

One force is the technical explosion which has brought into being many ways of achieving essentially all functions.

The other force, is diminishing resources, which has brought the need to think more completely, in order to avoid using resources needlessly.

Ready, with a lead of 29 years are the function based value techniques which value analysts and engineers have today. Already, we have learned that functions are of two kinds, and only two. USE and AESTHETIC. USE which accomplishes something for the user. AESTHETIC which pleases him. We have learned that AESTHETIC is vital, stands on its own feet, is separated, is costed, is diagrammed, is studied, is analyzed, the same as USE.

For understanding and dealing with functions, we, today, have the most remarkable system of its kind devised by man. It is the Function Analysis Systems Technique, originated by Charles Bytheway, now being understood, supported and used by hundreds, and extended by a few.

It is most fitting that today we have, not only the originator, but also others who have achieved great success in using this landmark technique, to lead us as we learn.