

To Mfg Men

Build it at competitive costs

To Sales people

Find out what ~~the~~ customer's ^{really} needs & wants & provide it to them ^{sell} at competitive costs

Purch people

Buy at the best prices

Pressure GE Dept's into accepting orders of such areas for products ^{they} ^{make}

~~Be extremely energetic in building~~
~~premises which will result in other~~
~~own own type of areas getting the business~~

Vendors

~~Know~~

Learn our needs ~~in relation to~~ ~~the~~

~~services you offer us - contribute and you~~
~~will be properly paid~~

Contribute to theirs & you will be paid

appropriateness of perf

are "both determined by comparison to alternatives" costs

VA techniques

act to check both the appropriateness of perf + of costs

Function based
customer based

what does the customer want
" alternative ways of providing him what he wants
ie - what alternative groups of sub-functions
to provide the functions he wants

what alternative ways of providing these sub-functions + what are the costs of ea alternative

what compromises

- 1 in providing what customer wants
- 2 in the form of acceptance of odd costs

understands

we need we have

" much " "

" people " "

" products " "

what alternatives in managing the compromise

As value program moves on from analysis in to control stop minutes critically analyzing the tech of VTA

Search for further usefulness for them before they are laid to rest in the co-

Basically problem solving tech if that is so they should be as effective in promoting a good solution to any problem of ^{the} business not only the problem of value improvement.

To test this concept some of the important problems of a business might listed, and the ^{usefulness} application of the problem solving techniques tested. Some problems fairly common to all business's are.

Increased sales
 extendable performance capabilities
 increased availability
 increased reliability
 decreased weight - if that is an objective
 " size - if that is an objective
 further optimization of design
 improved quality and contribution of
 vendors and increased value from them
 Reducing costs

we are encouraged to study this possibility
 of broad application ~~of~~ by the statement made by
 the first and only Mr. of 1989 who took the
 training & learned to use the problem solving
 techniques - he said
 "

Perhaps before attempting to "apply"
 the techniques to the business problems
 above it would be well to
 clearly view - in basic terms what
 their approaches are and important
 steps are

BASIC STEPS

- 1 STRIP all modifying factors from the heart of the problem
 what is the heart of the problem
- 2 come alternatives to be generated for the problem at its heart
- 3 Strip the modifying factors ^{of secondary significance} ~~of tertiary~~ of complicating lesser factors
 what is the heart of each ^{secondary} modifying factor
- 4 come alternatives to be generated for each ^{secondary} modifying factor
- 5 Put ~~together~~ ^{together} the same for ^{quintal} tertiary and other factors continue
- 6 Put together ^{in a system} what appears to be the most practical alternatives
- 7 test ~~analytically & mentally~~ ^{mentally} by mental and analytical processes test ~~this system~~ 2 or 3 of what appear to be the best systems, against the objectives
- 8 when desirable note below feasibility tests of the ~~top~~ 1 or 2 top alternatives groups

Basic Understanding

1 Decisions are ^{often} based upon what people feel
what they believe
which course offers the least
risk of fairly short range
personal loss

a what they "feel" is always rooted deeply into the past

b " " " believe is heavily colored by
their "feeling" but ~~is~~ is modified
by their experience of the past, their readings,
their studies and recent data they have
been able to get on the situation at
hand.

Some available, vital, pertinent info is always
locking

c The danger that ~~is~~ unexpected
the knowledge that unpleasant situations
must be faced and solved, the danger
that the "different" will
bring unexpected embarrassment and
that understandings of the whole
situation will be so limited that
very personal + sharp criticism & loss
may result - is a very strong
Criterion in all decision making -

2 Persons involved always have a tendency
to follow certain patterns of ~~fixed~~ solutions.

3 First, second and even third information
about any situation is ^{often essentially wrong or} obtained so incomplete
as to support wrong decisions. ~~or is usually wrong~~

4 Much ~~info~~ Knowledge & Technique applicable to the "heart" problems ^{when studied} individually, usually exists and can be brought into contact with the problem.

5 Any org or system of people is filled with precepts or rules or practices from the past which stop ^{hinder} the development of concepts they ~~are~~ much at variance with the past & present. Problem solving techniques require specific ~~successful~~ ^{means of advancing beyond} these ~~stopping~~ ^{stopping} parents.

What are the "~~best~~" problems in increasing sales

1 Customer doesn't need or want such product

2 Product not what Customer ^{needs or} wants

3 Sales effort incorrect or inadequate

4 ^{prices} Costs too high

What is the "Heart" ~~problem~~ of this problem

a- He doesn't need it

b- He doesn't know he needs it

Which is it? Alternatives to solve are of different type

If the Heart of the problem is - a -

change some situations so that he needs the product in some environment of the customer so that he does need it

a-2 Take actions which cause him to believe he needs it

Specific alternatives can be generated for each approach

If the Heart of the problem is - b -

tell him - show him, teach him

Alternatives can be developed to accomplish this result.

These intensive ~~extensive~~ work significant alternatives are ~~so~~ generated which are pertinent to the solution of the "heart" of the "heart" problem.

which is the "Heart" problem

- 1- If the customer doesn't need or want it he won't buy regardless of effective sales work & good prices.
- 2- If he does need or want it he won't buy even tho the price is good if the sales effort does not properly set it before him and create conditions ~~conditions~~ which allow & encourage him to buy it
- 3 If he does want & need it and if the sales work sets the stage and creates proper buying conditions he still won't buy it if the prices for the values he feels he receives are above competition.

If the heart problem is ^{inboundable} then

(1)

The development of effective detailed techniques in this framework has ~~proceeded far~~ as is well known proceeded far with respect to the identification of unnecessary costs, and is called V A Tech.

What is not so well developed or understood or known is the potential of detailing techniques in this framework to ~~solve other~~ more effectively produce better solutions to a variety of other ~~important~~ ~~business~~ problems important to the business. This paper will address itself to that situation.

~~Success of~~
~~Success of the~~

first in order to establish a basic structure for reference ~~to state~~ and comparison ~~for a~~

a sketch of the ^{known} system of application to problems of identification, ~~where~~ ~~best~~ is ~~included~~.

The "Heart" problems are brought into sharp view by ~~the~~ ~~analysis~~ ~~developing~~ answers to such questions as these

- 1 what values, ~~and~~ functions does the customer want and want to pay for in the product.
- 2 what features and ~~attributes~~ does he want + want to pay for
- 3 what are the main ("heart") use ~~which of these~~ ~~are~~ functions - which does the product to work, as the customer wants it
- 4 ~~what are the~~ ^{appearance or} "extern" or ~~similar~~ functions which ~~cause~~ ~~him~~ ~~to~~ ~~want~~ ~~to~~ ~~buy~~ ~~it~~? ~~which~~ ~~cause~~ ~~him~~ ~~to~~ ~~want~~ ~~to~~ ~~buy~~ ~~it~~?
- 5 what are the alternatives for providing these ^{individual} functions and what does ~~each~~ cost
- 6 what are the alternatives for providing the ^{individual} "customer" ~~sell~~ functions + what does ~~each~~ cost
- 7 what appear to be the best 2 or 3 Composites composed of the best ~~alternatives~~ ~~or~~ ~~as~~ ~~groups~~ with associated costs.

what is Root of problem

Have Tech that work that Top mgmt should know + have + they don't know them

Have never set forth overall business Tech

Tell them up - Tell them to Top mgmt

Heart problems

1. Communications not right for Top mgmt
2. No plan for getting it to them.

What do we need for top mgmt?

Form type

Documentation

different names

show Tech work ~~around~~

Mesa Alta \$100,000 10/97

- better Top mgmt techniques ~~and Tech~~ ~~than B. B. B. G. M.~~ (3 vs)

GES

Top mgmt behind in urgent ordering
everyone wants its value people

Motors just want a copy - what can you do on them?
Beware - with such mgmt ~~addict~~ ~~by~~ ~~isabelle~~
possible age opportunity

~~more~~ male role name

Pub along Tech

Pub not by Tech

Turkey shot + talk

Deer Rifle

Mgt simpl for bus "

3+1-3 Tech 3-3-1

3 years - 3 times reports some no people

5-H-P Tech solve heart problems

work

Thom Hollowman

140000 Tech of mgmt

Expect Mgt to
 Have open ear to new mgt tech
 provide reasonable audience
 have attitude of wanting to make
 them succeed
 Make appropriate explorations
 Make a "H" tests to prove feasibility
 Take actions which are supported
 by this development of evidence

If Linn on Dept - less than only
 but in Eng'g - injury through Co
 to cent overcome this tragic limitation
 excepting by superhuman effort on
 part of Mgt sp

Problem - a selling one
 understand what mechanism to sell
 Arguing to sell it
 ask Reqs to sell it

The 100 hours of the camp are so conditioned to
 do what they are told - to work within when limits
 they have come to accept it as a way of
 life. they have vast productive capacity
 unused
 Mgt become prepared to differently use
 their men so can get this benefit.

show mgmt what prof solo Tech are
show how top mgmt produces violence

drive off best men
reduce to clerical work
rely on generalities
put in competition
force shut-range actions to some on mees
(contrary to bus int of bus.)

deal with one uncluttered program at a time
solve it - on to next

To Mr C - Program

we have set to mgmt tech program
to be of great value which could
increase effectiveness of work
of ex office & other high mgmt

How Mr C select - building - common
or apparatus

we prepare info

Innovation appears simple because don't
involve anyone else & are encouraged

No embarrassment if they work - money spent

Value comparison - opposition because
affects everyone

Results come from diff others same people
who by extra cost.

Get some money spent on adapting V A Tech
for mgmt benefits

Gen Zee will lead the
USA to competitive costs & vastly
better value - but itself it cannot
lead.

Techniques for getting
unconcluded decisions

Is there room for a loyal opposition?

Services Excellent Concept

Did vast good at first - perhaps reflected in
Co's excellent record

Now it now works probably worse
Co to mediocrity.

Violates several VA Tech

Compartmentalizes a work area that
is not in compartments

Brings vast pressure on operations to
improve status quo

Places deep competition at the
heart of the business process

puts vast power in hands of men
with accountability

Heavily penalizes apologetic men who
are careerists and to depart from State Pwd

Overlapping works forces much integration

Large long range harm done by this integration

1 keep in balance
means cutting down the best best
lifting up the weakest to keep
a balanced velocity. Drives
the best from the co

2 means total in grouping of
roots into on a mass that
can do only one thing - remain
a static quo cumquo.
Individual action & decision
cannot be taken in an area
or based on specifics

3 means a group of

as genius now operates they constitute
high level groups of mostly made
experiences for ~~any~~ anything
new that focuses one of
those "integration roots" of
another activity.

Options profit accounts will
buy the new - but the enormous
resources pressure against it ~~the~~
often causes risk to be too great
to accept

Examples below

Spencer

Marketing Services

Sammons

conference

letter

Summery -

even productivity

Perhaps only way to allow courses to be so value is to keep them un-integrated + set a climate from above for operating part in which they know that they will be highly commended for trying the new - which in their judgement is best for their business but which runs counter to the current established by a service.

Most sensitive one
 Men next under the Service VPs
 men have vast authority & power to influence VPs actions & create opposite effects to permit co. still no acceptability.

Their fairly good jobs are quite secure as long as the practices ~~stand~~ ^{stand} ~~are~~ ^{are} in ~~maintained~~ ^{maintained} ~~large scale~~ ^{large scale} ~~improvements~~ ^{improvements} & changes ~~at their~~ ^{at their} ~~expense~~ ^{expense} and with little ~~in~~ ⁱⁿ ~~changes~~ ^{changes} ~~forward~~ ^{forward} which will be ~~substantiated~~ ^{substantiated} ~~by~~ ^{by} ~~their~~ ^{their} ~~VMS~~ ^{VMS} & the ~~extent~~ ^{extent} ~~of~~ ^{of} ~~the~~ ^{the} ~~as~~ ^{as} ~~progress~~ ^{progress} ~~throughout~~ ^{throughout}

More than excellent people ^{normally in the right ones do not capture what is at the daily level} in ~~stems~~ ^{stems} those of moderate competence have a comfortable before ~~from the storm as long as they~~ ^{from the storm as long as they} ~~are~~ ^{are} ~~not~~ ^{not} ~~outstanding~~ ^{outstanding} ~~computers~~ ^{computers} ~~as~~ ^{as} ~~most~~ ^{most} ~~frustrating~~ ^{frustrating} ~~experiences~~ ^{experiences} ~~in~~ ⁱⁿ ~~what~~ ^{what}

are mingled often by inadequate support, and by the robbing and deprecating acts of other services who turn the tenets of inter-~~action~~ ^{action} both see another service ~~feeling~~ ^{feeling} ~~to~~ ^{to} ~~cut~~ ^{cut} ~~them~~ ^{them} & see some effect on their own comfortable area.

cannot support the good because ~~can't~~ ^{can't} ~~afford~~ ^{afford} ~~to~~ ^{to} ~~support~~ ^{support} ~~the~~ ^{the} ~~middle~~ ^{middle} ~~of~~ ^{of} ~~the~~ ^{the} ~~range~~ ^{range}

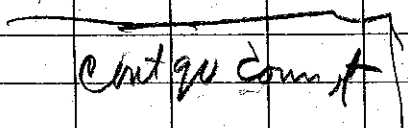
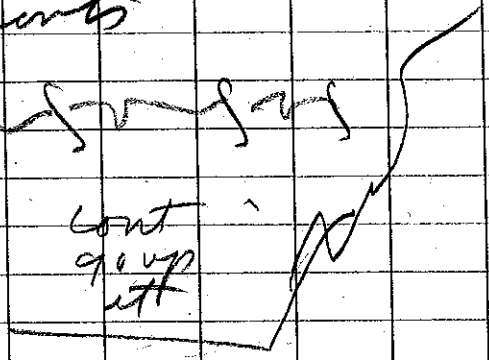
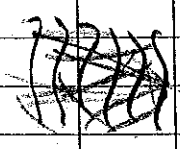
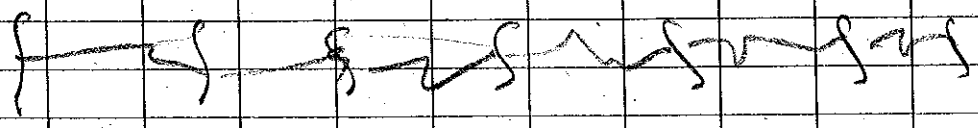
None in ~~numbers~~ ^{numbers} ~~occur~~ ^{occur} ~~in~~ ⁱⁿ ~~last~~ ^{last} 6 yrs asked for support showing cost ~~much~~ ^{much} ~~larger~~ ^{larger} ~~so~~ ^{so} ~~gain~~ ^{gain}. ~~But~~ ^{But} ~~remains~~ ^{remains} ~~a~~ ^a ~~ring~~ ^{ring} ~~is~~ ^{is} ~~gone~~ ^{gone}

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of denial - "because it wouldn't return
input and benefits to us, or we're
not appropriate" but always
"can't do it because then we would
have to do it for others too."

~~Have interest for~~ ^{most}
~~on the whole~~ of someone outstanding
our pleasures have asked for just awards
~~or others~~ turned down because "others
would feel they too should have them"
with the interpreted ~~mass~~ -
~~no~~ decisions are made by
individuals but by the mass
generality.

Originally I expect sources were
 expected to be a group of loosely
 coupled groups each monomorphous
 as perhaps a group of mountain
 climbers - each able to move
 but with a connecting line. The
 forces of integration have woven line
 after line until they are now
 one monolithic mass - each individual
 unable to make independent & significant
 movements - the mass only able to
 continue in lock step ^{in the ordered articles} or stop
 when it meets constraints



cont group with