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VALUE WORLD

The Journal of Value Technology For The
Society Of American Value Engineers



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Dayton, OH 45426



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THE VALUE MANAGEMENT
STAFF OF NORTHERN TELECOM
ARE DEEPLY GRIEVED AT THE
LOSS OF LARRY MILES.



HIS MEMORY AND HIS
PHILOSOPHY WILL LINGER
LONG WITH THOSE IN-
DIVIDUALS FORTUNATE
ENOUGH TO HAVE KNOWN HIM
PERSONALLY AND THOSE COM-
PANIES ENLIGHTENED ENOUGH
TO PRACTICE HIS TECHNIQUES.



VALUE WORLD

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The **Value World**, as well as the **SAVE** offices, will be moving to a new Chicago-area address effective February 1, 1986. Please note the new address, which will be **600 South Federal Street, Suite 400, Chicago, IL 60605**. Please also note that the **SAVE** telephone number will remain the same as listed above. No **SAVE** headquarters telephone numbers will be affected by the move.

A Message from The President

This issue of **Value World** is dedicated to Lawrence D. Miles; to his works and in his memory.

The Value Engineering that Larry originated is living and growing. However, it would not be so widespread and successful if it were not for Larry's personality. His personality combined a strong dedication to both technical and human values. This combination was built into the discipline that he taught us. If his VE had been merely a treatment of the technical, it would not



have become the force that it is. The reason for its continuing success is in its capacity to help us consciously and unconsciously blend technical and human values.

Larry taught that the consideration of function must be in relation to the needs and desires of our employees and customers as well as to mechanical and electrical operations.

Our inheritance from Lawrence D. Miles is the lasting impact of his personality through our use of his value principles. It is through the practice of his discipline that increasing numbers of us will achieve true value in our work and in our lives.

John A. Jonelis

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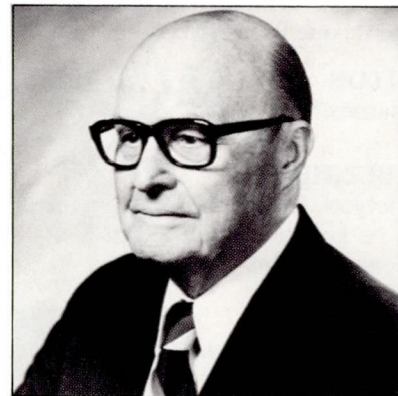
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EDITORIAL POLICY: To provide informative, timely and interesting communications pertaining to Value Engineering/Value Analysis and related disciplines. **VALUE WORLD** enables contributors to express themselves professionally in advancing the art. **VALUE WORLD** is dedicated to the establishment of a mutual bond among those seeking to better the quality of working life and establish a communications network through which participants can interact for mutual benefit.

The views expressed in **VALUE WORLD** are neither approved nor disapproved by the Society. They are the expressions of the author(s). All papers have been edited — frequently condensed — by the editor. **VALUE WORLD** is published quarterly on approximately the 15th of March, June, September and December, and is distributed internationally.

A Brief History of Lawrence D. Miles

Edited by O. James Vogl



LAWRENCE DELOS MILES
1904 - 1985

Lawrence Delos Miles was born April 21, 1904 to Delos Daniel Miles, Superintendent of Harvard School, and Vinetta Conkle Miles, Elementary School teacher in Harvard, Nebraska.

He started elementary school in Dorsey, NE in 1910 and completed it in 1918. In that year the family moved to Lincoln, NE to provide better educational opportunities.

Larry started high school in September, 1918 at University Place High School, Lincoln. He graduated in three years, instead of the usual four, in May 1921.

He attended Nebraska Wesleyan University, Lincoln, graduating in May 1925 with an A B degree: major Education, minor Business. He worked as a clerk, stock boy, and delivery boy for a grocery store after school and all day Saturdays while attending high school and the university. Although his outside activities were limited by his work, he was elected President of the University YMCA and was a member of Beta Kappa social fraternity.

In 1925 he was High School Principal and teacher at the Winnebago High School, Winnebago, NE. He resigned at the end of the 1926 term to become assistant cashier of the First National Bank of Winnebago.

In 1928 he became teller at the Security National Bank, Creighton, NE. He had always been interested in science, physics, and engineering, so in September 1928 he resigned to enroll in the College of Engineering, University of Nebraska.

He worked part time as a consultant for Hollister Engineering Co., Lincoln, while attending the University. He was elected to Sigma Tau, an honorary engineering fraternity and graduated Bachelor of Science, Electrical Engineering in May 1931.

It is customary for industry to send scouts to interview graduating students of engineering schools. Mr. Boring of General Electric Co., Schenectady, N.Y. interviewed Larry in March 1931. Because the country was in the heights of a depression, Larry told Mr.

Boring he was interested in working for G.E., but since he had a job, it would be in the interests of all if he waited to go to G.E. until the economy had improved and work in his engineering field was accelerating. G.E. gave him a letter saying, "We want you to work for us. Come to Schenectady any time you decide it is best."

After graduation he worked full time for Hollister Engineering, resigning in 1932 to go to G.E. as a design engineer in the Vacuum Tube Engineering Dept. He stayed in this department for six years. During that time he earned 12 patents for vacuum tubes and related circuits. All this time he was very aware of unnecessary costs and that often there was a better way of doing things.

One day he burst into his boss's office and said, "Doesn't anyone in General Electric care what things cost?" His boss picked up the phone and called Mr. Erlicher, Vice President of Purchasing, and repeated Larry's words. Erlicher said, "Send him over." For the next six years he worked as a purchasing engineer under Erlicher. For this first few years, he worked closely with vendors to achieve lower costs—then the emphasis changed to procuring adequate quantities of electronic components to fill the skyrocketing orders for electronic devices. There was a hard-to-fill need for precision machine parts; procurement of them was assigned to Larry.

In March 1944 he was transferred to Locke Insulator, Baltimore, M.D., a subsidiary of G.E., as Manager of Purchasing. He took line responsibility for delivery and cost of millions of dollars worth of materials and products per year. During nearly the next four years he developed patterns of engineering/laboratory/purchasing teamwork which eliminated costs and improved products. He learned first-hand both the productive and the destructive force of human attitudes and practices, and their effect on appropriate designs and costs. His thinking was becoming more and more "What FUNCTION am

I buying?" rather than "What material am I buying?"

Returning to Schenectady in 1947 as a staff member to Erlicher, he started work which was to produce the basic Value Analysis techniques. In December 1947, the basic VALUE ANALYSIS FUNCTIONAL APPROACH was born. Mr. Erlicher had placed Larry under William Sredenscheck who gave him full support.

The new functional approach was introduced to Mr. Winne, Vice President of Engineering. Mr. Winne listened, understood and said, "This is the best method I have seen to get competitive costs and retain quality. What are you going to call it? Proper quality at proper costs equals value. Why not call it VALUE ANALYSIS?" Thus the new methodology was named.

Winne felt that the Vice President of Manufacturing, Mr. Du Chemin, would be most interested in this method, and he set up a 20-minute appointment for Larry. After two hours of listening and understanding, Du Chemin said, "Train 1,000 men per year."

With the support of these men, Larry set up training programs available to G.E. plants. Larry accepted men and products from different plants, applied the techniques and showed them how they could increase their competitive position. He learned that great benefits were derived when technical people also used the VA system, and he geared training to them.

On-site seminars were started as different G.E. departments and plants asked for training. He trained people from the plants to be teachers and assisted

In remembrance of Larry Miles
a quiet, persuasive force in our lives and work

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O'Brien-Kreitzberg
& Associates, Inc. will
remember Larry Miles as
MR. VALUE ENGINEER,
and as a kind and
wonderful human being:

SAVE Members:

James J. O'Brien, CVS
Michael S. Adams
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Richard A. LaRuffa
John D. Orr
Fred Kreitzberg

AT&T
Information Systems
Joins the members of
SAVE
and the family of
LAWRENCE D. MILES
in mourning his passing
and in celebrating
his contribution
to mankind

them in putting on their programs.

G.E. sales people saw VA as a way to be an additional benefit to customers and thereby earn additional orders. As an example, G.E.'s Jet Pump Motor orders from Flint & Walling Co. increased from \$11,000 to \$313,000 one year after F&W personnel were instructed in applying VA to their products. Larry was always researching ways to improve the techniques. The 2500th seminar trainee was graduated in 1956. In the late 50's, G.E.'s General Managers started using VA to rectify lost business and falling profits.

He observed that the greatest benefits come when customers and vendors also know and use the VA functional and methodical thinking. So he taught it to other industries as well. During the years 1948 to 52, \$10 million in benefits were reported. In 1952 the first VA seminar was held in Schnectady. VA was introduced to the U.S. Navy in 1953 when Larry made a presentation to the Bureau of Ships. The result of his meeting with the Chief of the Bureau was the establishment of the Navy's Value Engineering program.

Larry trained some of the Navy Engineers and taught them how to put on training seminars. They received great benefits from it. The techniques spread from the Navy to other branches of the military. The Department of Defense learned the enormous benefits to be gained from VA/VE. Many other branches of the Government became interested and asked Larry to set up training workshops for them.

In 1959 Larry and many of the VA leaders started planning and organizing what was to become SAVE. Larry was elected the first president, serving 1960-62.

In the mid-50's, G.E.'s customers often came to the VA department to learn about VA/VE; among these were small groups from Japan.

In 1961 Larry completed his definitive book, "*Techniques of Value Analysis and Engineering*" published by McGraw Hill. It is now available in 12 languages.

One day he burst into his boss's office and said, "Doesn't anyone in General Electric care what things cost?"

Larry developed advanced techniques, conducted advanced training workshops and gave about 10 lectures per month on various phases of VA/VE to business groups, universities, engineering societies, and trade associations. He was much sought after as a speaker. G.E. sent him to its many divisions to introduce VA/VE techniques, train people and teach them how to put on seminars and training programs in their own plants. G.E. foreign plants were included: Mexico, Canada, Italy and England.

G.E. gave him permission to put on seminars as a private consultant and on his own time. In 1962 he put on a seminar for Industrial Education International in Paris, Lyon and Strasbourg, France.

He continued to develop the techniques and found them to be effective in non-hardware matters. He pro-

moted their use in chemical, process industries, government management, engineering schools, colleges and universities.

Larry retired from G.E. in 1964, and in December of that year he accepted a consulting job with ASEA Corp. of Sweden. He continued extensive training in Sweden, and later was invited several times to bring them new VA/VE ideas.

AWARDS

January, 1950: *The Coffin Award* for benefits to the company, resulting from the creation and use of the VA/VE system. This is G.E.'s highest award given in honor of their first president.

December, 1957: *The Distinguished Public Service Award* from the U.S. Department of the Navy for his outstanding contribution to the Navy in organization and training.

October 1964: *The Alumni Medal of Honor* from Nebraska Wesleyan University in recognition of high achievement in creating, developing and teaching the methodology of techniques of VA/VE.

1975: SAVE established the "*Lawrence D. Miles Award*." It is the most prestigious award made by the Society for "creating and contributing an advancement to the Techniques of VA/VE."

May 1976: Larry and his wife Eleanor were presented with the "*Fallon Value in Life Award*" by SAVE. This award reads: "Presented to Larry and Eleanor Miles, who by their lives exemplify and contribute to the understanding of value as a living concept."

October 1979: *An award from the Value Engineering and Management Society of South Africa* in recognition of "Outstanding services rendered in the fulfillment of the Society's objectives."

May, 1980: *Presidential Citation given by Mr. Ichiro Ueno, President of the Society of Japanese Value Engineers* in recognition of "his dedicated contributions and encouragement, not only in the early stages of VA/VE activity in Japan, but also throughout the history of Japanese VA/VE as the originator of value concept."

November 1981: *Honorary Medal of The Association of German Engineers*. The presentation was made at a three-day seminar at which Larry was the keynote speaker, in Frankfurt, West Germany.

October 1983: Presented the first "*Miles Award*" to Japanese companies and departments of companies for achieving outstanding results from VA/VE methodology, in Tokyo, Japan.

June 1984: At a meeting of G.E. Technical people, the Vice President, Corporate Engineering and Manufacturing, presented Larry with an award in recognition of his achievement in creating and developing the VA/VE methodology.

October 1984: Posthumous award, *Third Order of Merit with Cordon of Sacred Treasure*, from the Emperor of Japan. Eleanor received the award for Larry.

We Remember Larry Miles



Larry Miles Was a Builder of Men . . .

When I first went to work for Larry in 1950, he had an office reporting to the VP of Purchasing at General Electric. At that time there was Larry, Ann Mayle, secretary, a manufacturing engineer, a buyer and me. I would go into GE plants looking for projects and bring them back to the office to Value Analyze. Traveling alone and making a presentation to Division Management and engineers was frightening, but some things got implemented.

I saw much of the family side of Larry Miles. He was a builder of men, a leader who would stand up and get things done. He gave a lot of thought to putting together his organization so that it would work individually and together. When there was a job to get done we all meshed and supported each other. Larry gave broad direction and delegated responsibility. I signed for purchases and workshop expenses. Larry countersigned and we moved fast with few blocks from accountants.

When I was hired, Larry interviewed my wife, Teresa, and took much interest in the family. We probably had five children by then. We and our children got to share Larry's family. Larry was fond of the water and we shared boating and picnics on sandbars. All these things helped in many of our 14 children becoming Value Engineers. So when someone asks if they knew Larry, our CVS son Chris tells how he used to ride on his boat, Value specialist Julie of General Motors tells of the picnics, CVS Trisha tells of sitting on Larry's lap at the age of three. And so on with Value Engineer Annie, Joseph, Andrew, John and Gregory who are following along.

One Sunday, when Larry's family was out of town, he came to the Barlows' for dinner and we had a good meal followed by the Barlow ritual of singing and praying. We always had a long list of petitions asking God to remember the sick, deceased relatives and that Dad-

dy would get a raise.

Two days later Larry called me into his office and handed me a raise. Going home and telling the family brought excitement and Chris' comment: "You have to pray to the right person."

Larry shared a lot with Teresa and me and the family—things we had done, preceptive steps for improvement. Even with a large family he said we should "tithe." He had tithed and knew its rewards. From Larry I developed broader understanding of tithe. Support your church but creatively put your time and money together to make things better for the people and community. With his kind of thinking we bought a movie projector and expanded neighborhood training programs to build happier families.

Larry's focus on his VE family continued through the organization of SAVE. After Larry's retirement, SAVE officers and members struggled to accomplish what each saw was needed to improve industry, the world and themselves. It was so vast a challenge we found ourselves like the "Blind Men and the Elephant." The one who held the tail saw it as a rope, the one with the ear saw it as a fan, the one in purchasing saw it only for suppliers. Some saw it only for engineers and so it was for the Blind Men of Hindustan they were all in the right but totally in the wrong.

Eleanor, the perceptive wife, said to Larry, "Your family is losing its strength by fighting, let us bring them every year to our home in Easton and build the family ties and friendship." And so for many years we learned again the importance of first, family friendships, then aggressive teamwork. We all are many bright colors, strong in our experience and belief. Larry Miles, supported by Eleanor, saw the rainbow of our strengths and diversity.

With Larry moving on he has delegated the rainbow of dreams, and we are going to have to struggle with it. It for sure will be a trying time. Will it be enough to go back to Larry's home at Easton and meet once a year? Will Eleanor's increased active role as executive director of the Value Foundation help? Will ideas of Mr. Kadamo of Japan in making Larry's home the Value Learning Center do the job?

Who can Value Analyze VA and can lead it into the next generation.?

I am convinced Larry Miles only planted the seed, the harvest will be like the Rainbow.

Daniel P. Barlow, CVS, PE

Always Interested, Encouraging

A certain three occasions of Larry Miles stand out most in my memory. The first took place in the latter 1950's and early 1960's while I was manager of engineering, Hotpoint Division, General Electric Company. Before this assignment, I had worked out of the corporate offices at Schenectady, NY, as an internal consultant for the manufacturing services division. This was the same division of which Value Services (Larry's group) was a part. I had gotten to know Larry, Svein Hvamb and Roy Fountain during this particular period.

About a year after I had started that assignment, I received a call from Larry. He asked if I would be interested in sponsoring a research project whose objective was to move VA from a cost reduction activity on a portion of existing products, to an engineering design activity to evaluate total products and determine a value standard. This value standard would then be used by engineering, manufacturing and marketing sections to "achieve the possible." He indicated that Svein Hvamb would be my contact and

that Bob Bartlett from Schenectady would work directly with me and lead a team that I would appoint. I accepted his offer immediately.

The significance of this proposal was the opportunity to work directly with an engineering manager and his personnel. Larry and his group, because of their association with a manufacturing service division, were considered outsiders by the engineering fraternity. My previous contacts in manufacturing and now engineering made me an ideal candidate to sponsor this new idea. Because of Hotpoint's customer-consumer orientation, we added market research techniques to the proposed engineering cost and manufacturing techniques. The two-year research was a smashing success. It was given the name of value control and training was moved to Schenectady, but as so many of Larry's inspirations, it was far too advanced to be accepted by the GE management.

I could sense the lack of support in the GE organization for this second generation, customer-oriented VE approach and I left the company in 1963 to found Value Standards, Inc., which was dedicated to the continued development of this promising technique.

The second occasion came shortly after Larry retired from GE in 1964. He had been invited to consult with ASEA, the large Swedish firm which manufactures many electrically powered products. My consulting business was barely alive and the future looked bleak. A call from Larry inviting me to assist him in the ASEA project literally lit up my world. He specifically wanted me to present the new



The first ten years of Value Analysis was celebrated by Larry Miles and members of his Value Service Organization at General Electric in 1957. At the time of the anniversary, GE auditors had reported \$19.3 million in savings for the company stemming from Value Analysis in the past year alone.

Larry Miles Influenced VE in the Construction/Process Industry:

Use of Larry's technique by the VM Division of Smith, Hinchman & Grylls has provided owners with a return of over \$50 for every one dollar invested in value engineering.

Currently we are conducting studies on a large correctional facility, a jet engine manufacturing facility, a Judicial facility, wastehandling/landfill project, a large 3,000-bed urban hospital, a large rolling mill for aluminum ingots, a postage stamp packaging process, and a computer network system for the City of New York.

The use of function analysis, you can see, applies literally to everything. Thank you, Larry Miles.

Smith, Hinchman & Grylls Associates, Inc.
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Who Provided Us with the
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**In
Memory and Appreciation
of
L.D. (Larry) MILES
"The Father of Our Profession"**

Value Analysis, Inc.

customer-oriented VE. It was a marvelous experience and helped launch Value Standards, Inc.

Over the years, I had many exciting talks with Larry concerning development of new techniques and different applications. He was always interested, encouraging and would add pertinent points to improve the particular technique.

The final occasion again started with a phone call. It took place just a year before Larry's death, and the subject of the call was his desire for me to edit and seek a publisher for a third edition to his text, "*Techniques of Value Analysis and Engineering*." Again I immediately accepted, but I also mentioned that Muthiah Kasi, CVS, P.E., Vice President of Alfred Benesch Company, and I were writing a book to be titled "*Function Analysis — The Stepping Stones to Good Value*." I indicated that Kasi and I would lay our book aside to co-edit his book.

Several weeks later Larry and Eleanor called again and stated that we should forget about the editing assignment and concentrate on our proposed text. They said that this was much more important. I then asked if Larry would consider writing the forward to the book. He immediately agreed. Kasi and I sent completed portions of the book along with background information requested.

The forward arrived the latter part of June 1985. Eleanor Miles indicated it was the last project Larry completed. Our publishing date is set for April 1986, and whatever the acceptance of the book may be, credit for its completion will in large measure be due to the decision and support of Larry and Eleanor Miles.

Tom Snodgrass, CVS

A Legend in One's Own Lifetime

The blue waters of the Pacific along the Southern California coastline, during certain times of the year and on certain tides, will extend an on-shore wave just a fraction beyond the others. In that particular surge, the female grunion deposits and buries her eggs, returning on the next wave to safe refuge.

Strangely, my thoughts of Larry somehow draw a similar analogy...that he, on that farthest wave, came upon this shore, deposited the germ of a concept, nurtured it to maturity, and has now found contentment in his final refuge.

Today's challenge for excellence is really not too unlike the past. To you and to me they are different simply because we have never encountered them previously. Larry's challenge in the late 40's were likewise new to him, and rather than relying on past methods, he created a new one. Not as a substitute, but as a supplement to meet existing and future situations.

In so doing, he chose to build his potential with a different orientation which had as a foundation the right to challenge tradition without fear of personal loss or ridicule.

In every civilization, in every society, and in all walks of life, an individual surfaces destined to accomplish something just a little greater than others that

came before. Roger Bannister's four-minute mile is a thing of the past; Pete Rose has closed in on a goal once seemed unobtainable; and Dwight Gooden became the youngest pitcher to win 20 games in a season... and on and on it goes... and will continue unabated.

Great achievers have an uncanny ability to visualize things the way they *could be* and convert them into a plan not inhibited by current circumstances. In turn, they are empowered by the circumstances they wish to create.

Larry's commitment and dedication to the enhancement of the principles for which he stood never wavered. As one of a few individuals who came directly under his tutelage, it never crossed our minds that anything less than complete success was even possible. Such was the leadership that Larry possessed, and his ability to place trust in those around him created the environment to get the job done.

Becoming a living legend in one's own lifetime, and being a standard by which others are measured, is an achievement few attain.

During the interim years since 1958 when I left Larry, there has never been a single day that I was without his counsel and guidance if I felt a need to call. His vision for Value Analysis and Value Engineering as a profession was likewise enhanced when SAVE was chartered; he served as its first President.

Also, throughout the years, the Board of Directors of SAVE have been lavishly hosted at "Sedgefield" by Larry and Eleanor, and I'm confident that our friends from Japan will harbor warm and lasting memories of these visits.

Becoming a living legend in one's own lifetime, and being a standard by which others are measured, is an achievement few attain. To each of us who have been touched by Larry and in turn will touch others, our dedication cannot afford to be any less than Larry's.

Dusty Fowlkes

The Atlanta Chapter expresses appreciation for Larry Miles' many personal contacts with our Chapter members, and the personal touch that he always shared to motivate even strangers to Value Engineering, leaving them feeling as if they had always known him and Value Engineering.

We Remember Larry Miles



Only rarely does a man make as important and widespread a contribution to his country's economic success, or generate such spirit and dedication from those who were Larry Miles' students. As mentor to me, Larry inspired my best professional effort. As personal friends, both he and Eleanor inspired our devotion.

William B. (Bill) Dean, CVS

I would very much like to comment on a special characteristic of Larry Miles. We all know about how he has been honored in many countries of the world for his development of VE, but I would like to honor him for his graciousness. From the time I first met Larry Miles in 1957, I was always grateful for his gracious manner. Larry made you feel good by his manner of treating you. What a great way to be remembered.

Glen D. Hart

I only had the opportunity to meet Larry Miles once for a short time at a SAVE National Conference. I found him to be one of the most interesting people I have ever met. His clarity of thought and perception of ideas was magnificent, and yet he spoke with a wonderful "ah, shucks" humility. He was truly a great man of vision.

Unfortunately, as with many other great people, their visions are not *fully* realized in their time. Let us hope and pray that from Larry's passing will come the visible commitment to the VA technique, so its full impact will be realized throughout our nation.

From a personal standpoint, VA, Larry's concept, has had a tremendous impact on my life for over 20 years, and will, hopefully, for at least another 20. It has been

with me, helping me along my career path, since my first long term job fresh out of college to where I am today—with my own rewarding consulting business. It has provided me with the happiest, most successful years of my career. Thank you, Mr. Miles.

Roger J. Syverson, CVS

The death of Larry Miles brings with it the end of an era and the start of a new time. The methodology that Larry conceived has weathered the volatile age of "High-Tech," and it will always be a viable management tool. This can be attributed in large measure to the initial validity of the concept and the innate ability of Larry to accept and adapt appropriate changes and additions to his initial premise.

Living testimony to the soundness of Larry's approach are over 10,000 employees, customers and vendor personnel who are graduates from our 40-hour and mini-VE seminars.

The end of an era? No. It is the beginning of a new time. Larry's legacy lives through these graduates and tens of thousands of other practitioners throughout the world.

John D. Jackson, CVS

Lawrence D. Miles' contribution of VA/VE has been recognized worldwide, and we are all saddened by his passing. He was an inspiration to all who came in contact with him. I consider it an honor and a privilege to have known Larry and his lovely wife, Eleanor.

John S. Ware

It was a great privilege to have known Larry Miles—not just because Larry was the "Father of Value Engineering," but for what he was as a person.

My father and Larry passed away within three days of each other. Both were great men and in so many ways a lot alike: patient, understanding, and always willing to listen to someone else's problems; they always seemed to have the right advice.

It was always an inspiration to visit with Larry and Eleanor at Sedgefield, their estate on the eastern shore of Maryland. I was most fortunate to have attended SAVE board meetings there for 11 years. It is regrettable that all value engineers could not have had this same experience at least once. Larry always had a message for us preceding each board meeting. These messages always had significance and set the stage for the most meaningful board meetings the Society ever had.

We will all miss Larry very much. His VE technique

will live on and expand with time, and through it he will never be forgotten. We can all be proud that we have known a legend in our time.

Jimmy Carter, CVS

I was fortunate enough to meet Mr. Miles when our chapter hosted the national conference in Minneapolis in 1976. VA and the Society were all very new to me back then, but one of the first things I had learned was who Larry Miles was. I had envisioned him as some sort of giant and brilliant celebrity—way out of my social league. The next morning I was having breakfast with Larry and Eleanor in the hotel coffee shop, and discovered that they were the most gracious, friendly,

Let Us Celebrate the Life of Larry . . ."

The following is a transcript of a special memorial message taped by Eleanor Miles. It was played for everyone gathered at Larry Miles' "Celebration of Life," which took place August 10, 1985 at his home in Sedgefield, Maryland.

Let us celebrate the life of Larry Miles. His life has touched ours.

From Eleanor Miles to all the world, on August 10, 1985 at the home of Larry Miles, Sedgefield near Easton, Maryland.

Dear Friends: Thank you for coming to our gathering. All of you know that Larry and Eleanor Miles always spoke with combined thoughts and feelings, and in one voice. It is still thus.

We are together, today, to celebrate **LIFE**—the miracle of birth—the developing years on the rim of maturity—the learning and assessing of the true worthwhile values of life, combining all the early experiences in trying to choose our own path to a life which would give satisfaction, pride of accomplishment and, hopefully, joy to others. We live out our years, along the guidelines we have chosen with some measure of success, so that finally we can say, "I have had a good life, I have contributed to others having a good life."

Many of you have been privy to Larry Miles' announcement of his final illness which expressed exactly that feeling. Thus we are at the complete cycle of life which no one escapes. Let us all rejoice that Larry Miles did live, he did contribute directly or indirectly to a better life for a very large percentage of the world's population. He did enjoy his Eleanor, his home, his family, his friends.

Elizabeth Barret Browning expresses the thought "When the dust of death stills a great man's voice, the common words he said turn Oracles." How grateful we all are that Larry Miles' words and teachings became Oracles in his lifetime. You, his vast VA/VE family, have a challenge to carry his teachings for-

ward to all the world—for the benefit of all mankind.

Let us celebrate the life of Larry Miles. His life has touched ours.

The German Association of Engineers aptly expressed the feeling of many, when upon presentation of the prestigious medal of their Society. Their words were: "Thank you Mr. Miles, for this great gift you have given the world of industry."

On a personal level, to me the worth of a man is not measured by his accomplishments and the esteem the world holds for him, but in his day-to-day relationship in his own home, with his own family, friends and his contribution to his own community. This is the test of a truly great man, and Larry Miles excelled in this all important area. Thank you dear family and friends for unlimited love and support. Each of you have been a great tower of strength. And to the unequaled medical teams, who have been so much a part of our lives for many years—especially so for the past 14 months — thank you for your kind understanding, as well as your expertise at ALL times. You have taught me the true meaning of serving mankind with **SKILL and CARING**. Every member of our family, every friend, has enriched our life.

A reminder that the purpose of this gathering is a celebration of **LIFE**—all phases of life—especially the life of Larry Miles.

"The moving finger writes, and having writ,
moves on: nor all your Piety now Wit
Shall lure it back to cancel half a Line,
Nor all your Tears wash out a Word of it."

I am eternally grateful to the good Lord—the supreme ruler of this magnificent Universe — for making it possible for Larry and Eleanor to share such a satisfying, loving, wonderful life. Please enjoy yourselves, thank you for sharing your love and friendship with us.

open and "regular folks" I ever had the pleasure to meet.

A few years later, I served on the SAVE National Board for one year, and during that time had the opportunity to visit Larry and Eleanor at their estate for one of the board meetings. Their home is an historic showpiece, unique right down to the peacocks running freely about the grounds. The Miles were superb hosts; I'll always remember that visit.

For myself, I first learned of VA in 1975 when I went to work for Honeywell in the Value Engineering Department. I had asked lots of questions about "What is VA?" and received numerous answers, none of which made too much sense to me. Then my boss had me participate in a VE Seminar. When the proposals were presented to management at the end and I saw the dollar savings proposed, I saw what VA is. I was impressed! Thinking I could work my way up the corporate ladder by moving around, I left the department after three years. I got into publications editing, and finally into purchasing. However, I never got VA out of my blood or out of my heart. Finally, after 10 years with Honeywell, I decided that none of these other things gave me the satisfaction of doing something meaningful that VA did. So, last April I was fortunate enough to get back into VA by joining Professional Value Services. I'm professionally very happy now—more than I've been for a long time—and it's all due to Larry Miles' creation, Value Analysis.

Nancy Jaye

To say Larry inspired my life would trivialize what actually occurred.

Larry set a standard—a norm. A standard I was expected to achieve because I was human.

He said here is what humans can do. I've seen it, I've tested it, isn't it wonderful!

So I listened and learned and I accomplished much.

Then he invited me to stand on his shoulders and first challenge and test his ideas. Then he challenged me to add to and develop more ideas, test those ideas, and, most importantly, show others what humans can do and teach them how to do it.

Larry, thank you for providing me with such a positive picture of humanness and for such wide, sturdy shoulders to stand on.

Trisha Barlow, CVS

I met Larry in the spring of 1959, on the occasion of his first visit to Hughes Aircraft Company. He had been invited by corporate management to give us some insight into the emerging discipline of Value Analysis and to discuss how it might contribute to Hughes' cost improvement goals. His remarks struck a responsive chord and captured the imagination of his listeners.

This presentation, in fact, marked the beginning of VA at Hughes—the rest is history. Yet as success followed success, Hughes was only one of literally hundreds of companies and organizations (including the DoD) which heard Larry's message and applied his "lessons learned" at G.E. to improve the value of their own products and services. ▲

Over the years those of us who changed career paths to follow in his footsteps came to know him as both friend and mentor, one who was always ready to give generously of his abundant talents. I will remember him also for his ability to deal with complexity and redefine a problem in the simplest terms, and his ability to give us confidence in ourselves.

Throughout history progress seems to come about only when an extraordinary individual breaks with tradition and independently starts something bold and different to alter the status quo. The ordinary man seldom makes inventions or otherwise advances our frontiers of knowledge and understanding. Such things are done by extraordinary men who have special talents, broader vision, more imagination, and the courage of their own convictions, especially in the face of the ever present resistance to change. Larry Miles was such a man. He leaves us a unique heritage—an admixture of pragmatism and an idealistic commitment to excellence. When all else fails we will draw on that heritage to "blast, create and refine."

Anthony R. Tocco, CVS

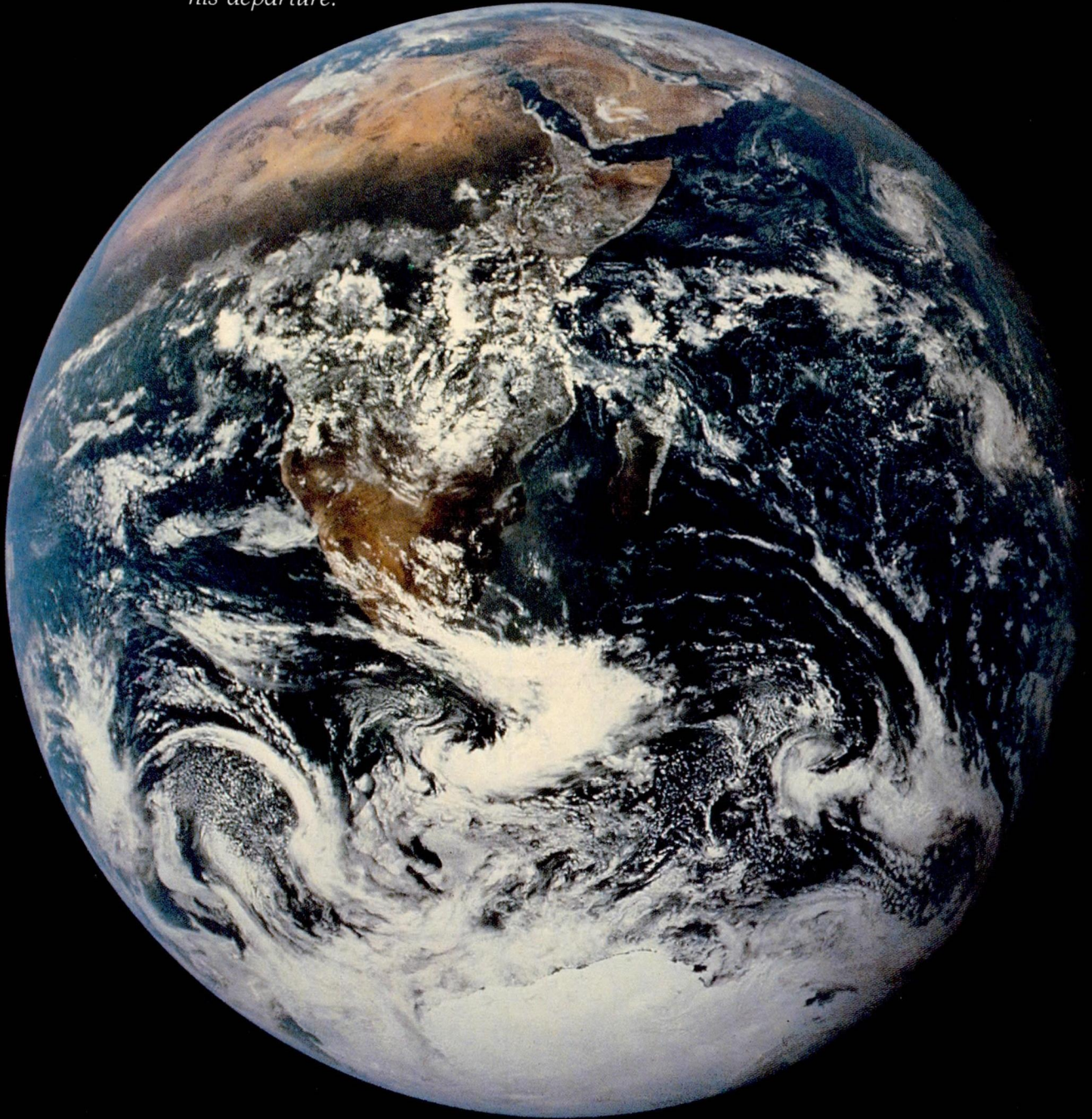
To Larry Miles . . . With Love

Dear Larry, we hate to see you go.
Your way is clear now, but now always so.
The way was not so evident
For anyone but you to see.
You took the one less travelled by, roadblocks
refusing to see,
And bridged the gap into perpetuity.
Your pursuit and persistence in job plan content
Built a path spanning the continent, continuing
internationally.
Larry, we hate to see you go.
You took the road less travelled by
And that has made all the difference
To those who follow so.
We can never forget the careers you changed
For better as many can see.
Yours was a lifetime proving a potential,
All woven throughout with cameraderie.
Only you and the bright, loved one
Who shared this space with you
Could bring about a way of life transcending
the ordinary.
Over the years she cheered you on,
Loving the life she shared with you.
Over the years we cheered you on,
Bestowing on you a symbolic immortality.
Larry, we hate to see you go,
But the legacy you leave will be
with us forever . . .

From Jo and Ernie Bouey,
for all those who love . . . and hate to let go

Larry Joined Hands from Many Lands

During his lifetime, Larry Miles touched the hearts and minds of people from many lands. This is especially apparent in the following articles and messages of condolence received by Eleanor Miles after his departure.



Without his 30 years of teaching and guidance, SJVE could not exist, and the Japanese industry could not have improved (as it has). The world is a poorer place without him. His loss is only softened by knowing how gently he slipped away. Please accept our deepest condolences.

The Society of Japanese Value Engineering

I was shocked to hear recently from the SJVE of the untimely passing of your beloved husband. The news reminded me very vividly how impressive and beloved Larry Miles was in the SAVE International Conference at Sacramento in May, 1984. His achievements have greatly influenced the world. He was the true symbol of Value Engineering.

Masashi Okabe
Japan

There are now countless thousands throughout the world practicing what Larry has preached since the 1950's. You can be sure too that the flame he kindled then will be kept burning, and his name will always be remembered with pride and affection.

A.J. Kightley
England

Larry Miles' life in this world has been not only long but abundantly useful—especially in Japan.

Daisuke Watanabe
Japan

All of us miss him. I want to express my respect for the very special man Larry was, as well as my admiration for the way you've held the courage to face his passing away. Now we'll do everything in our power to honor his name.

Joao Mario Csillag
Brazil

Everyone who knew Larry Miles admired and respected him. There are many in the Korean business and industrial communities who will never forget him.

Young Chul Shin
South Korea

Take heart that his influence and inspiration spread across the globe to Australia. He will be well remembered.

Richard Dinham
Australia

Larry Miles was one of the finest men I have ever met. I'm sure it must help you in this sad moment to know how many people loved him.

Chosei Suzuki
Japan

In Sincere Recognition of Larry Miles

Edward J. Nichols and Associates, Inc. salutes the father of Value Engineering, whose dedicated efforts and inspiration fostered the growth of Value Engineering for individuals, corporations, government, and societies throughout the world. As the founder of Value Engineering, Mr. Miles planted the acorns and nurtured their growth into the mighty oaks of today's value world. He indeed, forms the roots and the trunk of the mighty oak, **Now and Forever**. We are truly thankful for his contributions to the enrichment of our lives and his contribution to society. He will be long remembered.

Lawrence D. Miles Value Foundation, 1985

In Memory of Our Leader



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Larry Miles Receives Imperial Medal

I am pleased to inform you that the late Mr. Lawrence D. Miles was decorated with an Imperial Medal on October 23, 1985. The medal is called the Third Class of the Order of the Sacred Treasure (KUN SANTO ZUIHO-SHO).

This medal is awarded to Japanese or non-Japanese citizens whose years of contribution in their respective fields in this country are recognized by our government.

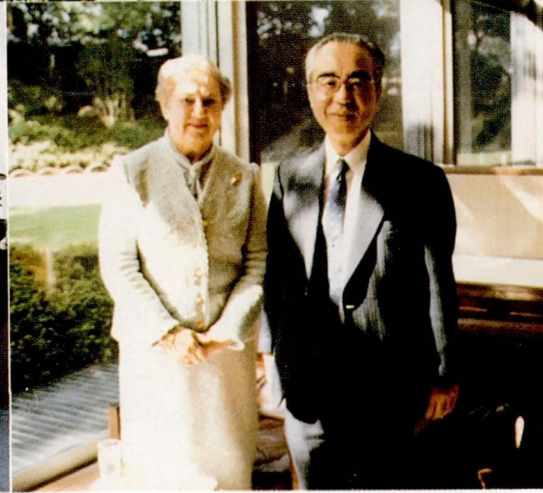
The official presentation was presided by Honorable Keiji Murata, Minister of International Trade & Industry (MITI), in behalf of his Majesty the Emperor. He presented the medal and the written Patent of Decoration to Mrs. L.D. (Eleanor) Miles. (This Society had invited her to Tokyo during the last part of October in time for our 18th Annual Conference and Miles Award programs.) We are proud that Mr. Miles' great contribution to the prosperity of Japanese industry and economy has been officially recognized by our nation.

It is sincerely hoped that this news will be given an appropriate space in the forthcoming L.D. Miles Memorial Issue of Value World.

SJVE would like to participate in your Memorial Issue by submitting a copy of the TRIBUTE TO MR LARRY MILES from our Chairman Ichiro Ueno (which was read at the Celebration of Life at Easton) for inclusion in the Issue.

Akira Kodama, CVS
Secretary General, SJVE

Japan's Third Order of Merit with Cordon of Sacred Treasure (top right) was awarded posthumously to Larry Miles on October 23, 1985. The award was presented to Eleanor Miles by Keiji Murata, Japan's Minister of International Trade and Industry, at a ceremony held in Tokyo (below). While in Japan, Mrs. Miles also visited with many Japanese value engineers at the Society of Japanese Value Engineers' annual conference—including SJVE's president, Ichiro Ueno (below right).



We Remember Larry Miles



My lifetime thus far has allowed me to meet and shake hands with some great men, namely Werhner Von Braun, Gov. Ronald Reagan and Larry Miles.

**Julian Pennello, CVS
Brazil**

Lawrence D. Miles, the Father of VE Disciplines and the first President of SAVE will be remembered all over the world not only for his Systematic Techniques of VE but also for his mastery of inspiring people.

It was the proud privilege of SAL International to introduce and promote the most powerful technology of VE in this region. We are highly indebted to Larry Miles and SAVE for the significant results achieved by the organizations which have applied VE techniques in Pakistan and Bangladesh through SAL International. The developing countries can benefit immensely from VE technology and accelerate their pace of development.

**Rais-ud-din K. Sherani
Karachi, Pakistan**

We could not believe that you had to leave this world so suddenly after your 81st birthday. The Society of Japanese Value Engineers took no time in letting all the members know about your passing, and to many of them the sad news was a shock, because we had not told them that you were not in good condition. Our belief was that you must come back to Japan time and time again.

It was only two years ago when you and Mrs. Miles,

as we vividly recall, joyfully came all the way from Easton to Tokyo, when we of the Society of Japanese Value Engineers requested your presence at the first annual awarding of *THE MILES AWARD* to publicly commend VA/VE accomplishments by Japanese select industrial circles.

You were quite all right at that time. As we recall, you energetically covered not only all the Conference programs but also a series of important press interviews, much inspiring Japanese people in industry as well as foreign and domestic journalists. In between your stay, we remember you both also could refresh yourselves in an impressive trip to Southeast Asian islands. I still cannot believe that we must come to Easton in this way today.

Indeed, it was back in the early 1960's when we in the Japanese business world came to know about the outstanding work that your Value Analysis/Value Engineering approach had done in America, and we began introducing the discipline into the Japanese industry, which, decades later now, has risen to a leading position in the international market. It is evident that Mr. Miles' discipline for management improvement has richly cultivated, both tangibly and intangibly, this industrial country, contributing much to the advancement of our nation.

I will pledge before your spirit that from now on we must repay the heavy debt we owe you by expanding the activities of our Value community and by building further on the already staunch foundation you constructed more than 30 years ago. Also, we will keep consoling your irreplaceable partner, Mrs. Miles.

May your great soul rest in peace and keep giving us your eternal encouragement,

On behalf of the members of the Society of Japanese Value Engineers,

**Ichiro Ueno
President, Society of Japanese
Value Engineers**

I will never forget that wonderful, sunny afternoon of 3 March, 1984, when my good friends Glenn and Helen Woodward took me to Easton to introduce me to Larry Miles and his lovely wife, Eleanor. For me it was almost like a pilgrimage to meet the man whose ideas have served to crystallize my own thinking on value and its imprint on my life.

As Larry spoke fondly of his recent trip to Japan where he was honored by SJVE, I sensed that he was somewhat disappointed at the impact of his life's work within his own country. Yet as we chatted and discussed the prospects of VE and of my own chapter of SAVE in Greece, I could not help but be impressed by the man's humility, his warmth and charm which made me feel so comfortable in his home. Nor could I help but admire this man's brilliant mind, his clarity of vision and his optimism for the American way of life and the values that it represents.

As we parted I told him that his work in VA/VE had planted a seed which is destined to grow and gain strength with time.

I never saw Larry Miles again but consider myself fortunate to have met him that sunny day in Sedgfield.

Larry Miles, like all those before him who had been struck by the same flash of inspiration which prompts men to shout "EUREKA!" saw what was always there for us to see. His genius did not lie in the fact that he was the first to make the connection between function and savings, nor that he was the first to recognize that there was a need which was not being met. His genius lies in the fact that he devised a new creative mechanism which promised to solve a universal problem: to meet the challenge of a modern, restructured planet with limited reserves, and in a hurry to get things done—to perform the essential functions—without the premium of extra cost.

Concurrently, he laid the foundations for a discipline which is as simple, as direct and as free in its approach as the very spirit which America has espoused on its way to becoming a great nation. For this all VE will be eternally grateful to the "Father of Value Engineering," Larry Miles.

**Harry Matheos
Greece**

It was at the SAVE conference in Minneapolis in 1976 that I was introduced to Larry by that other Value character, Smokey Doyle. I was awed by the occasion, but quickly put at complete ease by his burning desire to explore this new contact. As always, charming Eleanor was hovering around tending to his needs.

This was the first of annual meetings at successive SAVE conferences, which culminated in Larry and Eleanor coming to our country to attend the Value in Energy and Conservation conference, and the subsequent post-conference tour.

Larry and Eleanor were house guests of Hilde and me during those enthralling weeks. Their interest and their zeal was infectious, spurring one on to make their experiences ever more exciting and enjoyable.

The phrase, "You aint seen nothing yet," became the catchword of our travels, and somehow one experience after another seemed to evoke ever increasing ecstasy.

Particular highlights remembered were the power of an elephant pushing down a sizeable tree in the Kruger park, standing on the edge of precipices in the midst of gorgeous scenery at the Blyde River Canyon and on Table Mountain overlooking Cape Town — and on the lip of the big hole in Kimberley.

Such was Larry's enthusiasm that he ventured into a working face at a depth of 7000 feet below surface in our largest goldmine. The heat, humidity, and the confined space after leaving the relative comfort of the main haulage required a lot of effort from a 76-year-old person, but he tackled the challenge with his usual gusto and determination.

Wherever he went he was questioning how things were being done, could they be done better, or what had VA/VE helped do. In particular, in his meetings with the many people he met and talked with, he left an indelible image of intense interest in each and everyone of them.

Larry Miles' visit to this country was a watershed in VA/VE/VM progress, and we have never looked back since.

Our friendship developed and grew despite the distance separating us. We were their guests in Maryland. More or less regular telephone contact kept him abreast of any new Value development here and, as always, he inspired one to greater effort.

We are sad that he cannot be with us for the official launching of our Value Management Foundation early in the new year, but know he will be with us in spirit. Our hope and prayer is the VMF established here will bear the stamp of approval of Value Engineers worldwide — something that will do his memory honour.

We salute a lost friend whose living presence remains with us through the great concept and work he started.

We will always treasure the memory of Larry Miles and remember Eleanor.

**Hilde and Keith van Heerden
South Africa**

It was a bright, sunny morning in Sacramento when I stepped into the 1984 SAVE International Conference. The veteran CVS, Mr. Thomas Cook, took the initiative to introduce me to my "Guru," Mr. Larry Miles, who was seated a few yards away. Overjoyed, I felt that the "Basic Function" of my long-distance trip was being fulfilled! I requested his presence at the International Session for my little Presentation on the "Value Management Scene in India"; he readily consented.

I was delightfully surprised at the agility and perseverance shown by Mr. Miles—at the age of 80! He was sitting through most of the technical sessions at the conference; he was a tremendous source of inspira-

tion for many a speaker. When I finished my presentation, I went to Mr. Miles and thanked him for his gracious presence.

We later had a little chat. The fact that functional orientation had become Mr. Miles' way of life was evident from what he told me. I quote: "The greatest thrill to us comes when we find other people learning functions to help themselves get better solutions . . . I am surprised every day as to how we get much better solutions to our problems, if we seek functional requirements. No one wants a chair; one wants a place to sit. No one wants a refrigerator; one wants to keep the food cold. And so, functions usher in a better future. There are many ways of accomplishing a function, but only one or two ways to make, for example, a box."

Mr. Larry Miles went on to say: "It is just wonderful to hear you talk about a great country like India get into this powerful functional technique. I am so pleased to hear what you have done in Value Management in India and to know what you are planning to do. We have learned to admire and respect your Indian people greatly. I am sure you are going to practice Value Management well; and it will be a great thing for your country."

It was my earnest desire to propagate the need for more intensive Value Management in India—through Mr. Miles. When I invited him, he accepted my invitation to visit India without any hesitation and added: "If, in any way, I could be helpful to you folks in India, Dr. Gopal, I would love to do it." I was hopeful at that time that a few organizations could be persuaded to sponsor his trip to India in later 1985 or early 1986. I am shocked to know that God has willed otherwise. While thousands of Value practitioners like me will miss his inspiring physical presence, functionally, Mr. Larry Miles will live on forever!

Dr. R.V. Gopalakrishnan
India

It was a Sunday afternoon of May 1983, here in Brazil, when I first met Larry and Eleanor. And it was the beginning of a new professional era for most Brazilians, thanks to the repercussion of that visit.

I was immediately taken by the charisma of that wonderful couple, and so were all the others. Larry and I travelled together and we made presentations on Value Analysis in Sao Paulo, Rio de Janeiro and Parana, and that was the big push for the value methodology to be known and more extensively practiced in our country.

Today, a little over two years later, VA is a happy reality in Brazil—several important companies have their programs, and thousands of people have been trained and are working with VA/VE throughout the country.

Considerable savings, important problems solved, new products and technological developments were achieved, and much more is yet to come. Government agencies, multinational companies and fortunately, a lot of Brazilian native companies are applying value techniques with success. And we were able this year

to make our first international conference with the participation of Messrs. Jonelis, Ueno, Kodama, Tufty, and Op De Beeck from overseas.

All of this makes this country more confident in its future, in solving its economical problems, in setting up its development. All this thanks to Larry Miles.

Brazil will never forget Larry.

D. Maramaldo
Brazil

It has come to our knowledge that Larry D. Miles just died—he who will remain the master to all of us for a long time. I wish to express, in my name and in the name of all AFAV members, our sincere sympathy to SAVE, and, through its president, to Larry D. Miles' family.

R. Nallet, President
Association Francaise Analyse Valeur

There are countless people in many countries around the world who feel a great debt of gratitude for Larry Miles, whom we lost on August 1. I am just one of those many.

Ten years ago, in 1975, I first wrote to Larry without a hope that such a great man would ever reply. But, like a shot came the reply, and soft as a flower in impact, *that* is the mark of greatness. No matter how unknown the writer, how far away or how inexperienced in VE, Larry's mind quickly sensed his interest and dedication and responded without delay.

One doesn't easily change his vocation at 42. But I did and that was due to Larry. His letter was but one page long but breathed confidence in every word, encouragement in every sentence, and a whole new life in its totality. By this simple yet effective response, Larry brought more value into my life than anyone ever before.

Within six months, I found myself meeting Larry and Eleanor at the Minneapolis 1976 SAVE Conference. Larry autographed a copy of his book for me and Eleanor added a beautiful message to my wife below it. It is a treasured copy but so often lent to and used by others that it has become dog-eared and worn out. But then that is what Larry would have wished it to be—value in every page for every new student, young or old, in India or elsewhere.

In that first letter, ten years back, Larry introduced me to Dusty—another master stroke of Larry's creative heart, full of good intentions and a consuming desire to do more and more good to every one who approached him. Dusty and his colleagues at VAI, the oldest and most successful VE consultancy firm, showed even more generosity and goodwill than Larry, their mentor. This again was as Larry would have wished it to be. In Sanskrit, we have a saying that a true teacher is all the more pleased if his disciples exceed the

There are countless people in many countries around the world who feel a great debt of gratitude for Larry Miles . . .

teacher's own powers. It is a mark of Larry's greatness, not so much that among his VE disciples there were so many who became greater achievers than he himself was, but that it pleased Larry more than anything else.

Today, the seed of VE planted in my heart in 1967 while reading Larry's book while in Japan, has grown to become a moderately sized tree thanks to Larry's nourishment ever since.

Much, however, remains to be done. Larry dreamed of university graduates coming out with VE degrees, and of every company (big or small) having VE/VM people full time on its rolls as routinely as they have accountants and salesmen. But, even in the USA, we still have to sell VE. Obviously, the way we actually practice VE and the results we produce do not sell themselves as they should. So, let us make Larry's passing away a stage post for us to pause and review our experience and generate ideas for the future on the

function "ENERGIZE VE," so that we can reduce waste and enrich living all over the globe.

S.S. Venkataramanan, CVS
India

Not long ago, Larry was shocked (he told me so) when he thought I had said that VE and SAVE were dying. (Actually, I used the word *demise* with different meaning in mind; see Introduction to my paper, "VE Study Armoured Vehicle Training Facilities," 1982 SAVE Proceedings.) Larry may also have read in some of my writings saying that Jesus preached and practiced VA a long time ago. He may also have been shocked about this idea, although he did not tell me so. However, I can frankly say now that one of my most cherished memories of Larry is not of his pioneering spirit in VA, as much as his Christ-like spirit, his helpfulness and belief in the value of his fellow persons.

Vincent L. Lao



Sedgefield, Larry's and Eleanor's home in Easton, Maryland, has been the site of many SAVE Board of Directors meetings over the years.

Developing Countries Will Thank Larry Miles

Japan has graciously acknowledged the benefit that nation has received through Larry Miles' shared insight, the technology of Value Management. In October, 1985 they bestowed upon him one of their rarest awards, the Emperor's Medal of Honor, with Cordon of Sacred Treasure.

His Majesty the Emperor of Japan granted "The Third Order of Merit with Cordon of Sacred Treasure to the late Mr. Lawrence Delos Miles for his efforts in promoting theories of business management among businessmen in Japan and for contributing to the development of industries of our nation."

An indication of the scope of Larry's contribution can be heard in Mrs. Eleanor Miles' acceptance of the Emporor's Award at the Tokyo ceremonies. Mrs. Miles, now the Executive Director of the Lawrence D. Miles Value Foundation, said "I am proud that your people recognized the power of the techniques—learned them—and then used them to produce a better quality product at a proper cost, to be competitive in the world marketplace.

"This prestigious award recognizes the highest performance of *all* the Value Engineers in Japan, the U.S.A. and the entire world. Mr. Miles' great spirit is with all Value Engineers around the globe," she said.

Another indicator of Larry Miles' impact is the establishment of the Miles Awards in Japan for excellence in utilizing VA/VE. While in Japan to accept the Emperor's Award, Mrs. Miles also gave out the SJVE-established Miles awards for the year at the SJVE annual conference. The 800 attendees heard her honor the year's four company winners: Fugita, Matsushita, Hitachi and Toshiba. In Japan, SJVE members are companies, not individuals such as in the USA, or in other countries, such as India. One winning company (Hitachi) had three divisions win.

Then, in Washington, DC about a week after the Tokyo presentation, Mrs. Miles told a George Washington U. Productivity seminar about the Japanese VE ceremonies. She asked rhetorically, "Why did Japan embrace VE?" "Do you know the word; NEED?" asked Mrs. Miles. "Need to exist, need to compete!"

"Need was the reason for VA/VE being created by Mr. Miles. General Electric was losing contracts because they couldn't meet the competition," she said.

"And the need by Japan to exist was real. No raw materials, poor post-war quality. Thanks to General

Value technology enables man to tap the power of discovery and invention to tackle a value problem.

MacArthur's interest in restoring Japan's place in the existing world of trade, he activated their interest in quality."

The VA/VE technology has helped Japan to move fast from a developing nation to a developed nation. The Japanese have acknowledged their debt.

Developing countries like India will soon do the same, and even more. "Even more" for this reason.

Larry Miles addressed himself to two types of resources—one is a scarce resource and the other is an abundant resource. The scarce resource is the material resource; the abundant resource is the human resource. Value technology enables the abundant resource to more than make up for the scarce resource. The scarce resource was a *problem* before the advent of this technology; now it has become a *challenge and an opportunity for the abundant resource, the human resource.*

Value technology enables man to tap the power of discovery and invention to tackle a value problem. Developing countries have plenty of the second type, the abundant type, namely, the human resource. They lack sorely the first type, the physical/material resources. One can make up for the other, and significantly so. One strategy that will hasten this process is the Value technology/strategy which was developed and contributed by Larry Miles and his professional colleagues.

All countries will, in the years to come, bless Larry Miles for his contribution. Developing countries will do so "even more."

N.H. Attthreya, Ph.D.
India

What I Owe to Larry Miles

I have been a full time value engineering consultant in western Europe since 1961. L.D. Miles showed me the way at the very beginning of this professional orientation and helped me on numerous occasions.

This impact on my business and on my life began when I met him and C.M. O'Grady, one of his eight-man team, at the manufacturing services of General Electric [at Schenectady (N.Y.) in June 1959].

At this time I worked for the French company Alstom, a branch of French Thomas-Houston and a licensee of G.E., and I was in charge, since 1956, of technical transfer activities both in-house and with G.E.

I remember a certain symbolic detail, when meeting with my hosts in Schenectady. I was jotting down some notes in front of them with a French-made, relatively new "Bic" ball-pen, extremely reduced to the essential functions and very cheap, compared to the then classical U.S. type. I was very glad to offer it to them, since they asked me kindly.

I returned home strongly impressed by this friendly meeting and by the actual applications of VA (VE and Value Management were not yet in use) they managed to let me see work in some departments of G.E.

L.D. Miles and Mike O'Grady gave me a copy of the last formalized printed course on VA, first taught in 1953, a most enriching book of 250 pages.

I translated it into French and it was disseminated in each Alstom and Thomson department.

I met Larry for the second time in Paris; he was teaching VA in three locations in France and others in Germany (October, 1962).

This second encounter was delightful both professionally and personally, mainly when in front of a guinea-fowl and other nice French cooking that my wife offered to us at my home.

Larry sponsored my nomination as a member of SAVE.

We exchanged many letters and documents, mainly each time I sent a paper to SAVE Conferences (1966, 68, 69, 71, 75, 76, 77, 78, 79). Our last meeting was in April 1979, at his reception for the SAVE international members in his quiet and lovely house at Sedgfield. Once, soon after I had "delivered my message" to a Congressional audience, with all I was able to com-

I now can summarize what I think to be the main contributions of L.D. Miles to our successful methodology.

municate in my uncertain English, Larry comforted and congratulated me, saying "Georges, I understood ninety percent of your speech!"

I have never ceased to keep him informed about the development of VA/VE in France, and he encouraged it in every manner. Due to the initiative of many French professional Value Engineers initially fueled by my own consulting firm (Cl. Jouineau, general manager, and me), a French VE Society was launched in June 1978: A.F.A.V. (Association Francaise d'Analyse de la Valeur).

Most unfortunately, Larry could not be present at our first national conference in Paris (March 1979), but he sent to us all a telegram.

As an experienced Value Engineer I now can summarize what I think to be the main contributions of L.D. Miles to our successful methodology.

- The original reference to the concept of Value, of usefulness for others, opposed to the parochial criteria claimed by every craftsman and founded on corporate "state of the art."
- This religion of Value applied to modern knowledge and to everlasting human beings attracted to Larry a strong team of skilled disciples. This nucleus of experts, dedicated for a long time to in-house VA, went out in U.S. industries and abroad and strongly maintained the doctrinal unity of VE. For instance, the A.M.A. book "VA, VE, the Implications for Managers" edited by W.D. Falcon in 1964, offers 10 authors, 4 of them were from the G.E. founder team (I managed a French edition of this excellent book in 1970). As for myself, led by L. Miles vision of Value, I have taught and trained more than a dozen VE professional European consultants and a hundred full-time VE specialists in France, Belgium, Italy and Spain.
- Larry dignified by his leading influence the bet on personal and professional development of every engineer and responsible manager. The winning of the hidden treasure of individual and collective initiatives, "bottom up," is only now universally recognized. The Japanese, especially permeated by VE, have shown the way at a great scale. The secret force of his apostleship rested mainly upon his way to generously foster the self esteem of every man he worked with. He was always aiming high in his search for human value.
- Perseverance, the continuity of Larry's drive for 40 years, is a powerful example of modesty and even humility in front of the boundless task of progress and welfare. His constant care was to set up a much greater number of Value Engineers and to give them access to a new, recognized professional

status. Not another one, in competition with any kind of skilled specialists or manager, but something like a catalyst, mainly working for conscience sake on "minimizing the areas of wrongness" which the modern segmentation of tasks tends to develop.

- At a practical and pedagogical level, his rules of conduct, his "Techniques of VA" have, today as in 1947, the same fecundity and creative power: "End generalities and get down to specifics" . . . "Don't be a hermit" . . . "Blast, create and then refine" . . . "Use the criterion" . . . "Would I spend my money this way?" . . . exemplified by the "before and after" lively illustrations, have a power of which I discovered the impact in spite of our much more abstract French "Cartesian" culture.
- Another effective way of development: VA has two faces and not a single one. It is a coherent system of techniques, tools and *methods* orderly arranged in a "job plan." It is also a discipline for *action*, starting from an adapted "low profile" but progressively aimed at a change for the sake of the company, its people and its environment: customers, suppliers ("50 percent of the resources of VA," as L.D. Miles used to say) and communities.
- Last but not least: his care to minimize the risk of personal loss. "Minimize fear of embarrassment which comes, or may come, to those in the decision area supporting changes."

Georges M. Gouze
France

Hail and Farewell
to
Lawrence D. Miles
with
Fond Memories
of
Achievement,
Friendship, and
Lasting Inspiration
Chesapeake Chapter
S.A.V.E.

I thought I knew how to handle words! After listening to the video tape of Larry's "Celebration of Life" at Sedgefield, which will always be known as the home of VE, I discovered that all Value Engineers are masters of the spoken word. It may be the result of their practice in coaching the teams but above all it comes from the teachings of Larry Miles . . . from his heart and his spirit.

I remember one night at Sedgefield when Larry and I were discussing Value, he said, "It makes no sense tearing each other apart. No wonder cost reduction programs have difficulty getting off the ground."

"Give me a 'for instance'." I said.

"Why was it done this way?" came the answer. "The tearing apart has begun. Nobody knows or cares about the difficulties faced by the original designer."

That was Larry's sensitive and positive approach to VA. There are scores of Cost Reduction Programs, yet VA was the only one to get off the ground.

In this uncertain world there is one element of certainty in Larry's words: "If we *work* well *together* we can provide top quality at a reasonable price."

Carlos Fallon, CVS

You cannot be exposed to VE without being forever changed. Thus Larry Miles has affected not only our lives but also the lives of our spouses and children. His vision has not only changed our lives but enriched them. Especially so after meeting Larry and Eleanor.

They both have the ability to show their interest in you and their feeling of the importance you hope you have. They both inspire you to live up to what they think of you. Eleanor is uniquely qualified to continue Larry's work. All of us in SAVE will support her efforts.

O. J. Vogl, CVS

My Dad once told me that the mark of a truly great man is humility. Perhaps this is because he knows he has accomplished something great, something that has never been done before, and therefore he stands a little taller than others in his field.

This is certainly true of Larry Miles, and in his case, it goes a little farther than humility. Larry's attributes were many. I would like to mention three that were outstanding to me.

Supportiveness. I've met other great men, but never one as supportive of the aspirants as Larry. He never overlooked an opportunity to encourage those of us who were eager to learn his trade.

Genuine friendliness. There are those who are friendly because they want you to do some favor for them or because you have something they want. Not so with Larry! He was a genuine friend; he liked you because you were you.

Sharing. There are those who selfishly guard their

knowledge, metering it out in small amounts, never revealing all their wisdom. Not so with Larry! In fact, he was eager to share his knowledge with all who would listen. I remember visiting him a few months before his death, attempting to entertain him by telling him what I had been doing at Black & Decker. He listened for a while and then politely said, "Now that's very interesting, but you have been monopolizing the conversation, and I have some important thoughts I want to give you." He then reviewed how Value Analysis got its start, how it was doing now, and where he hoped it would go.

Larry was quite disturbed that companies are laying off workers due to foreign competition while his methods could save these jobs.

We who knew and loved him must now apply the knowledge he gave to us to strengthen our companies and the nation, restoring it to the world class competitor it can be.

Richard G. Bradyhouse, CVS

Some 30 years ago, as a young engineer, I was selected to make a presentation to (the then) Army Ballistics Missile Agency. In this large audience, up front, with the other brass, was a kindly face, smiling encouragements. I focused my presentation on those eyes to overcome my fear of a perceived hostile audience of experts.

At the end of the presentation this man came up to me, held my hand in both of his, and said "Jerry, Jerry, what a fine presentation. The Society and the world of Value Analysis needs you and young people like you, who aren't afraid to explore new ideas."

I was in a state of shock. After all, this man, Larry Miles, was the creator of Value Analysis—a legend in the making.

I went home and gave serious thought to making Value Engineering a career rather than an assignment. After a week of weighing pros and cons, I received a handwritten note from Larry with follow up words of encouragement. That did it! My career course was laid out.

What made Larry great, the fact that he was Larry—a warm, feeling, human being who made all who came in contact with him feel a high sense of value and esteem for *themselves*. This was his greatness. He was a concerned, dedicated listener, who brought out the best in us.

There were many times during my career that Larry unknowingly helped me make tough decisions. When a crisis arose, I would think . . . What would Larry do or advise?

Lawrence D. Miles still lives for me, for he continues to guide my principles and dedication. My deep sorrow is not for his passing, but for all those who never knew him.

J. Jerry Kaufman, CVS

If it had not been for Larry Miles, I'm certain, I wouldn't have had the job and pleasures I enjoyed at General Electric. Life would have been boring. In 1954 Larry encouraged me to get more involved in Value Analysis, so I completed the VA Training and Teachers' training programs under his supervision.

He was responsible for my assisting him in conducting General Electric's company-wide VA training programs and workshop seminars in 1955, 1956, 1957 and 1958. This experience was invaluable and enabled me to gain the knowledge needed to head up the VE program at the General Electric Armament Department in Burlington, Vermont.

So many things remind me of him; like the awards presented to me personally by him. His book, *"Techniques of Value Analysis and Engineering,"* presented to me in 1964. The time he wrote to me and said: "If I'm the father of VA then you are the son."

I retired from General Electric as Manager of VE in 1976, a job I enjoyed very much, primarily because of my association with Larry Miles. My life has been richer and more fulfilled having known and worked with him. God Bless.

Ray LaBelle, C.V.S. (Retired)

The loss of any friend leaves a void. The loss of Larry Miles is all the more tragic in light of his magnitude as an international leader. Many of us had the honor to know him personally, and many more have known him over the years for his work on the cutting edge of improving value. Not a year has gone by that he has not challenged us with a new, more vital perspective as he passed on the Miles tradition with renewed vigor and interest.

So many of the ideas that are common in the field today, many of which are the backbone of SAVE, are ideas that were developed, popularized or made more compelling by Larry. To many of us, our collections of Larry's writings and presentations constitute valued resources which will serve us in his absence.

The entire field will suffer the loss of Larry's presence, but those who had the opportunity to know him in a personal way will miss him all the more. As a person, he taught us more than the basics of the field, more than the elements of function, cost, and worth. He taught us by personal model to be concerned about people as individuals, to believe in other's abilities and to begin with personal dedication to excellence.

One of the most important events in my work in VE was when Larry looked me up after my first presentation and expressed his interest in my work. Larry's reinforcement was a most powerful incentive. It is important to note, however, that our relationship was not extraordinary. He showed the same warm personal interest in the lives of everyone he touched. Clearly, the world is a better place for Larry's efforts, and the benefits will continue to accrue forever.

Larry served as a model for all of us who aspire to be thoughtful advocates as well as good and decent people. He really put his VA to work. It is interesting to me that he tried to give VE away. A lot of people keep their discipline as precious and allow only little leaks here and there to "hoi polloi." He was for giving it out to in-

dustry, to government, to academia, to lay persons—to anybody. He could afford to do this because he always had a lot more where it came from. He never ran out.

R.A. Fraser

Larry Miles was a true gentleman. He took time to inspire, acknowledge efforts, give advice and support.

I heard Larry described as the "Father of Value Engineering" and never really thought much about the depth of a cliché. He looked upon all who entered the VE community as his family and treated us as such. He was the ideal father who exuded confidence in his system and the unlimited potential for it.

Parents are the front line troops between family and adversity. When they are gone, their children step into that front line. I hated to face the inevitable and tried to convince myself that although Larry was with us in San Antonio on tape, he would return in person.

When people affect others to that degree, they will never leave us. I can only smile about Larry preaching his gospel to an Almighty God about streets paved with gold compared to the function and worth.

Larry Miles has left us in body only, and the world is a poorer place without him.

William L. Kelly, PE, CVS

It could have been anyone of those cities where SAVE's National Board of Directors meet or have their International Conferences. As I recall, it started in Los Angeles. "Bob, I need your help. The outlet is a good solid professional medium." So requested Larry Miles. Then occurred the first interruption. As he was going away, a wave of the hand—maybe a sign meaning, later. No doubt about it, there were many demands on his time.

Not too long after, it was either Indianapolis or Dearborn. Again, "Bob, did I talk to you about a matter of some importance to Value Engineering." Our visit this time might have endured at least for a minute or two. The interruption for the second time was important and it was his wife, Eleanor, a gracious and hospitable lady as many will attest. Then Eleanor was involved and concerned as a trustee for a good and ailing friend, Carlos Fallon.

Some time later the board of directors met at Larry and Eleanor's "Sedgefield" Estate near Easton, Maryland. Now, for the chance to get rid of this frustration—the "Bob I need your help syndrome." This was in my thoughts as I drove down that dark pine tree-shaded lane. So much so that I missed the turn into Sedgefield, and it was raining to boot. I backed up the Dodge Volare right into an adjacent muddy trench. Later some uncharitable character dubbed it Churchill's ditch. On this dark and rainy night a good Maryland samaritan brought me to the Miles' compound.

The entire board of directors from the then president, Jerry Kaufman, on down to Don Parker came to

view the spectacle, making disparaging remarks of one kind or another as the occasion seemed to demand.

Prior to the helpers embarking to the scene, Larry insisted on supplying a rigging rope from his boat. Incidentally, the same classy boat in which many of us viewed the landscape and seascape of the Chesapeake Bay. Memorable moments. Now, prior to the removal of the car from its resting place, Dick Park, former Chrysler Engineer, reviewed the structural design factors of the car with those present. His knowledge proved invaluable in the retrieval. Next day during the break from our deliberations, I thanked Larry for the use of the equipment. "Had to get you out of this predicament. Bob, can you help me." After all the previous trauma it was easy to say, "name it, Larry." "I've been commissioned to write a series of articles for a leading technical journal," said Larry. "Would you alert firms in your area." Each regional vice president received and acted on the same request. He covered all bases.

Our friend, Larry Miles, beloved and distinguished mentor of all Value Engineers.

Bob Churchill

From 1965 to 1975, I wrote several books for McGraw Hill on scheduling and construction management. I suggested a book on VA, and they put me in touch with another McGraw Hill author, "Larry Miles." Larry reviewed my conceptual ideas for a book on VA and generously shared his thoughts and encouragement with me. Beyond the advice and helpfulness, Larry Miles' affirmative response to the project made it possible for "*Value Analysis in Design and Construction*" to be published by McGraw Hill. It was a source of great encouragement to have had the encouragement of the maestro.

James J. O'Brien, CVS

Thank you Larry Miles for your insight into problem solving and your vision in expanding the techniques into the broad based Value discipline.

For sharing your Value concepts and techniques with us, and your tolerance and help when we misunderstood or mis-used them.

For your persistent salesmanship in spreading the Value discipline and the resulting acceptance and use around the world.

For encouraging and assisting us to expand and improve the discipline and in developing new applications for it in a variety of environments.

For the momentum your 40 years of work has given the discipline—it's a grand start that we all, though we measure in the thousands, are challenged to continue.

For all this and more—we give you a belated thank you Larry.

Owen Rye

The beauty of VA as an abstract art was sufficient to attract many thousands of us to employ it. Most of us started off using it part-time or as-required.

The same is true of a long list of things encountered during our lifetime. Why didn't VA either fall by the wayside, or simply dwindle down to my subconscious, out of immediate sight, as did other abstract arts?

The reason is Lawrence D. Miles. To tens of thousands of us, he was directly responsible for continuance in this sometimes difficult endeavor.

Respect and love normally take time to grow, but respect for Larry was immediate upon hearing him. Further, he was revered, even loved, by we fortunate few thousand that have had contact with him as a person. He was one that gave and received love and respect without reservation. He was both strong and humble . . . gentle. He made you feel good. He was as generous of his being as he was of his invention. He truly lived a life of value.

Richard M. Keener, CVS

I first met Larry a few months after my own father passed on. Larry never knew it but there was a void in my life which he was filling.

We tend to think of Larry in terms of his technical achievement. In writing a news release on his death, I was reviewing his past history. In his first job assignment with General Electric as an engineer in vacuum tubes, he had 12 patents.

But I don't think of Larry in a technical sense. The image that I have of Larry is not written down in a book anywhere. In a technical sense what he did can be written down. In a personal sense all we have is our own memories of the way that he acted and the way that he operated. My memory is of standing with Larry out here on the patio, a cherished memory for those of us who had the privilege of working with him or visiting here once in awhile.

He would talk to you for a few minutes and ask you some questions about what you have been doing—what kind of activities you have been doing. I guess it was that engrained function concept. He would also ask you what you were trying to accomplish doing those things. At the end of about five minutes, he would have you feeling so good about your own capabilities and what you were doing that you would be eager to go out and do ten times as much.

I have never met another man that you could spend five minutes with and go away feeling that way.

If we could all just go out into the world and treat the people we work with or associate with in our lives that way—making them feel good about themselves, about their capabilities and what they can accomplish—there is no end to what can be accomplished in this world. There is one thing that could do more in the world in perpetrating what Larry Miles began than just going out and practicing value analysis . . . if we could practice his value of life principle.

John H. Maurer

In the late '60s, VA was just a toddler, having enjoyed its eighth annual National Conference, and Chapter 044 was just a gleam in the eye of three Allison Div., G.M.C. representatives who were attending a conference in the Netherland Plaza Hotel in Cincinnati. Frank Johnson, Carlos Fallon and Larry were part of a panel explaining the virtues of this new philosophy called Value Analysis. It was felt that they were the *keystones* upon which the society was built. The three novices discussed the formulation of a new chapter with the three masters, and Larry gave them some very helpful and sound advice on the subject.

From this meeting and the help Larry gave, the Central Indiana Chapter was formed and received its charter in April of 1970. Eight years later Chapter 044 hosted the most successful International Conference ever (to that time), and had the privilege of honoring Larry at the opening General Assembly.

We will always remember Larry as a kind, patient, gentle man who took the time to lend a sympathetic ear to anyone wanting help from his area of expertise, Value Analysis. Surely, his rewards in Heaven are as great as ours have been from having had the privilege of knowing Larry Miles.

Central Indiana Chapter

In a person's life there are only a few individuals who make a fundamental impact on the development of one's personality and career. I consider it a blessing that Larry Miles was one of those persons for me. He gave me a career path, a "banner to carry," a fraternity of friends and significant economic returns.

Several occasions stand out in my memory. I remember the many National Board meetings held at the Miles Estate in Easton, Maryland. I remember Larry's visiting a VA study of a gall bladder operation, a col-
 esystectomy—his eyes sparkled. He commented how VA can be used to address *any* problem as long as function and cost exist.

In particular, I recall last August, the planning and casting of individuals to record for future posterity on video tape "*Miles, the History of Value Analysis*." I recall the many takes and retakes over 19 hours of audio-visual recording, and his remembrances in discussions with those around him, who were a part of the original history of VA. In preparation for this venture, we talked about the "giants" who as Larry said, co-developed the VA process. He was quick to share credit.

In more than 20 years of knowing Larry, I remember especially three qualities which I particularly admired: the gracious and uniquely close relationship between Eleanor and him, his optimism for the future, and his joy of living. I never heard from Larry a negative word about anyone. He never took sides when his "chicks" would peck at each other.

Finally, the major impression that I shall cherish, is that he saw his VA not as a completed product, but rather as a living and growing process. He would glow when new applications and innovations were tried, even though they may not have been all of the success that one would desire. The fact that his followers were attempting to innovate was a source of satisfaction to him.

A fitting monument then, to which each and every

one of us who is dedicated to value technology could contribute would be to add building blocks to that monument that represents our unique and individual new contributions to VA application and use. Those of us who owe our livelihood to VA should be even more dedicated.

So in summary, VA in Larry's view, was not static, was not completed; it lives on and it should grow. A fitting commentary would be that "there is no limit to what a man can do or where he or she can go, if he doesn't mind who gets the credit." God bless you Larry, our thoughts go with you.

Thomas F. Cook, CVS

Larry Miles shined like a diamond in life and shines equally bright in my memories. He, like the diamond, had many facets: pioneer in innovative and creative ideas, dedicated to leading and teaching, an able and ready counsellor, a warm and gracious host, a sympathetic and caring friend—and most notable of all, he had great insight and taste in the choice of a devoted, loving wife. Eleanor provided a perfect setting for Larry's diamond, shining in her own way so as to amplify Larry and make a most outstanding couple as friends and examples for those they knew and loved around the world.

My personal relationship with Larry goes back to the early growth of VA in General Electric. Larry's foresight, encouragement and support greatly influenced my decision to make a career and profession of VA and VE. It was a decision that was so much more rewarding due to a growing friendship with two beautiful people, Larry and Eleanor Miles. They always gave love and hope for today and the future. Thank you both from the bottom of my heart.

Glenn Woodward, CVS

We at Hughes Aircraft Company have much to be thankful for as individuals; we have a position in the company which allows us to practice the Larry Miles system of VA. As a company we have made many millions of dollars in added profits to our contracts through the VE clauses, and have saved the United States of America about one billion dollars in cost reduction and cost avoidance through the use of VA.

In every VE/VA class we teach and every proposal we submit, Larry will live on and on in our hearts and deeds.

Thank you Larry from the VE community at Hughes Aircraft Company.

Active

R.O. Beuckman
 W.H. Copperman, CVS
 G.L. Jennings
 E.L. Keenan
 V.D. Magar
 H.A. McGrath
 T. Negrete

Retired (active)

W. Berry
 K. Thorson
 A.R. Tocco, CVS
 O.J. Vogl, CVS
 J. Weber
 D.P. Wilkinson

In 1962, while an engineer with the Navy, I was in charge of introducing new materials into Navy Construction. I met a member of SAVE and subsequently attended the National Conference in 1963. During that period, I met Larry Miles and we became friends. At that time, he gave me a copy of his book. From his book and reinforced with his personal magnetism, I initiated the first VE program in the Construction Industry. Several times during the process, I wavered in enthusiasm and motivation. It was these times that I called on or met with Larry. He would instill a renewed vigor into my attitude and reinforce me with new ideas—always positive.

After entering private practice and to mimic the master, I decided to write a text, *"Value Engineering in the Construction Industry."* In 1972, I presented Larry with an autographed copy; he beamed with pride. I knew then that I had truly become one of his disciples.

During the years that passed, each milestone event, such as the introduction of VE into the Environmental Protection Agency, General Services Administration, Veterans Administration, Dept. of Transportation, the facilities group of American Telephone and Telegraph, Owens Corning Fiberglass, etc., Larry and I kept in touch and he followed each event, always breaking out with his own special smile of satisfaction.

Larry was also instrumental in setting up my visits to several foreign shores. This was especially true of introducing VE in Construction to Japan, South Africa, Italy and South America. The growth of VE followed wherever the "father" Larry Miles had been.

For the past 20 years, Larry Miles was my personal motivational force to spread the VE philosophy.

I will sorely miss the opportunity to call Larry and "bounce off" new ideas, or to be "recharged" with his special brand of enthusiasm. However, I believe he has instilled in me many of his own personal characteristics, which will always have an effect on my behavior. I will always be one of his "disciples."

I hope this indicates in some small way how Larry has influenced my past—and will continue to influence my future. He was a "special" person whom we are privileged to have known.

Alphonse J. Dell'Isola, PE, CVS

Whenever I've thought of Larry, since I first met him at a VA seminar over 25 years ago, one word invariably has come to mind: enthusiasm. Through all of the up and down swings of the VE pendulum in industry and government, our professional society and world communications, Larry was always our best salesman. Invariably, the feedback was the high standard of his personal belief in VE, the benefits it offers and his own tremendous enthusiasm. Certainly Larry had a huge advantage, the same level of enthusiastic support from his delightful wife, Eleanor—a true team.

For the several years I served on the SAVE Board of Directors, the highlight and greatly anticipated event was the annual meeting held at the invitation of Eleanor and Larry at their beautiful home in eastern Maryland. At least in those days, the Board was often in struggles, problems of both policy and detail levels, even survival. It was amazing how we would emerge from that weekend on a positive, constructive mode,

primarily due to the atmosphere that Larry and Eleanor gave us.

So, as we carry on and continue to develop and expand the technology that Larry bequeathed us, we too should emulate his approach—enthusiasm, optimism and belief in our profession.

John W. Bryant, CVS

The only opportunity I had to know Larry Miles personally was at the 1982 SAVE conference in Hayannis, MA. At a luncheon hosted by the Paul Revere Chapter, I had the good fortune to sit beside Larry Miles. I was relatively new to VE and, consequently, had many questions to ask him. I shared with him my VE experiences to date. In particular, I told him of my concern about VE acceptance by Management. I am sure that he sensed my anxiety and frustration and gave me these words:

"Do not be discouraged and give up. Use your skills and abilities to produce the best VE efforts you possibly can. Eventually, it will pay off for you and your organization."

I have never forgotten those words or his comments and suggestions. In a sense, he gave me a new dimension of VE to look at and my place in it.

For this, I will never forget Larry Miles. Thank you, Larry.

Bob Clark

After 40 years at Boeing, on programs from the B-17 to the Air Launch Cruise Missile, I found that the final 20 years had been heavily involved with many aspects of VE. However, some important events in a life occur quietly, without immediate realization of their effect or impact, and this was certainly true of VE. The quiet teachings of Larry Miles in the VE Seminars grew and expanded into my lifetime career and continued involvement in Value Systems, always encouraged by Larry's words and ideas.

John W. Westergaard

As was everyone, I too was touched by the passing of Larry Miles.

I first met Mr. Larry Miles at the 1976 SAVE Symposium in Minneapolis, at which I was presenting my first paper on VE. I was very fortunate to be scheduled in the session that was being led by Larry. He held a breakfast meeting for all the presenters, and I felt that Larry gave me his undivided attention, concentrating on me and making sure that I had everything I needed to make my presentation to the best of my ability.

I observed him talking to each of the presenters, and learned that each of us had the same feeling about

Larry—that he gave everyone individual attention. He had that way about him. He was particularly encouraging in terms of my "newness" to VE and his encouragement has been, in no small way, responsible for my continuing in this profession.

I was also particularly taken by the respect and admiration shown to Larry by all the SAVE members and guests at this and other Symposiums. I also learned that such regard was earned by him. Along with the techniques of VE that Larry Miles taught us all; he set an example for us in how to relate to people.

Al Paley, CVS

Abraham Lincoln created a simple potent message for honoring those who had fought at Gettysburg. The message was so simple and straightforward that its impact wasn't immediately recognized. However, it has since become one of history's greatest pieces of literature.

Larry Miles also created a simple message. His message was called Value Analysis. Again the message was so simple in theory that only a few have understood its potential impact. However, as each day passes, we are beginning to see the import on the world's economics.

It was a pleasure and inspiration to know this unassuming friendly man. A person like him comes along rarely, and we are honored to have known him.

Richard J. Park, PE, CVS

From the first moment I met Larry, I felt that a very strong father/son relationship had developed. At that time, I was in my mid-twenties and had been in the Value Analysis/Value Engineering field for only a short time. His mild mannerisms and confident air reminded me of my own father, also a Nebraska-born-and-raised person.

While we talked only briefly in those early years, I always received a strong and encouraging message from Larry that said I should try to be the best I can in my chosen VE endeavors.

About a dozen years later, I was beginning to feel both the personal and tangible rewards of VE. In a conversation with Larry about that time, I thanked him for his support and encouragement, and told him that I felt I owed many of my successes to him. "If it wasn't for your function-based technology," I said, "I certainly wouldn't be where I am today." At that point he smiled and said, in his own humble style, "Thank you." He then said something to me that today I consider the greatest compliment of my VE career. He said that when the time is right, he would like to personally endorse me as a candidate for Fellow in our Society. That was over 10 years ago, and unfortunately the full impact of his remarks never

really hit home until the last few months.

Now, over 20 years have passed since our first meeting. Larry is now gone, but his presence will be continued to be felt by all who have met him. For those few who knew Larry well, he will be remembered not only for his system of thinking what we call VE, but more importantly as a loving and caring human being.

John D. Groothuis, CVS

Larry Miles along with his wife, Eleanor, have been (and Eleanor still is) two of my dearest friends. The impact Larry Miles had on my life with his wise and modest counsel is hard to put into words.

Larry made me know that VE is something that can make *everything* in life more valuable. It is not only a life saver for business, but also for a good part of life itself. Larry may be gone from this earth, but his great knowledge, which he gave to the world, will make him always remembered. I know he will never be forgotten by me.

Maurice J. Gelpi, PE, CVS

I'll never forget Larry because he and his systematic approach changed my life's direction. From the first VA seminar I attended in 1953, I knew that I'd found my life's profession (and later my hobby also).

Larry's enthusiasm and dedication were contagious. What I learned in that seminar and since has carried me to more significant positions in General Electric, Raytheon, Value Engineering Inc., RCA, and finally to Joy Manufacturing Company.

From that first seminar to today, Larry's systematic approach has introduced me to hundreds of individuals around the world who have also been motivated by this approach. With all this how could anyone forget the individual who had such a dramatic effect on his life.

A.E. (Art) Mudge, CVS

I remember particularly a dedication in a VE text that thanked Miles and the author's wife, Maureen. The book was written by another giant in the VE annals, Carlos Fallon. In his second revised edition of "Value Analysis," published by the Value Foundation, the dedication reads: "To Maureen, whom I happily love, honor, and cherish; and to Lawrence D. Miles who has provided me with the means to keep her, feed her, send the children to college, travel, and support my creditors in style."

Hal Tufty

Larry Miles was one of the most considerate people I ever knew. His love and devotion to his wife, Eleanor, was a perfect demonstration of a considerate husband. He was a true gentleman and a master teacher as he humbly and sincerely taught each of us his creative VA techniques.

His technique of looking at functions and expressing them using a verb and a noun changed my whole method of analyzing things and the course of my professional career. I will ever be grateful to this great individual who had such a profound impact upon my life.

Charles W. Bytheway, CVS

When I first became involved in VE, there were difficult times. The company was anxious for results, but the program operated on a hit-and-miss basis. Sometimes a study would produce significant cost savings and other times the only outcome was frustration and bad vibrations. In 1979, I was fortunate to hear Mr. Miles lecture on VE and had the opportunity to talk to him on the problems we were encountering. He shared some of his experiences with me. He stressed the importance of patience and perseverance, and through his encouragement we endured the ups and downs of developing a VE program. I am

grateful for his advice and offer the Miles family my deepest sympathy.

Bert Frattini, CVS

Larry Miles had a profound and enlightening impact on my professional career and indeed on my entire personal life.

One of my most pleasant memories of Larry is that he was such a humble and sincere person. He was totally unspoiled by the wealth of recognition bestowed on him by countless individuals and organizations the world over. This in itself is an accomplishment which few individuals can equal. He was indeed a giant.

Ed Nichols

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Larry Miles—The Man in The White Suit

Except for Conway Twitty, Larry Miles is the only man I every knew who looked good in a white suit. He will be missed, and I think in particular he will be missed at the annual SAVE Conferences where his presence always provided an upbeat and a sense of purpose to the proceedings. His white suit was distinctive and functional. Its contrast with the typical gray and blue pinstripes worn by many rendered him easily identifiable to the crowds searching out the man who founded VE.

To say that Larry Miles was the focal point at the conferences, from an individual standpoint, is an understatement. He was the *grand leader*. But the purpose of my input here, albeit a memorial tribute to Larry, is not an eulogy. Others can do that better. My contribution rather will be to focus on the personality of a man whom I came to know and like.

Looking through my correspondence from Larry, one finds a missile ostensibly dated "March the Tooth" (March 2, obviously). This is a small, but indicative expression of the wit and vigor that Larry generously put into his conversation and his writings. The man reeked with energy. Wouldn't you like to get a letter that started out so energetically?

My wife and I have spent several memorable days at the Miles estate on Maryland's eastern shore, hosted by Larry and Eleanor Miles. On one of those occasions, I was admiring his Mercedes, which incidentally had a Maryland license plate displaying the word—VALUE. A peacock—and goodness only knows why a peacock—strolled up to the Mercedes and fanned his tail. Trust me. It wasn't the hot sun or the rum Coca Cola; there really was a peacock right in front of me. I muttered something about a crazy bird whom I presumed wanted to roost on the car. Larry corrected me. He more accurately identified the fact that the peacock was proud of his plumage and was actually admiring its mirror reflection on the waxed door paneling of the Mercedes. And he was right. Larry knew much about Esteem, Aesthetic and Prestige Value.

Continuing with the animal kingdom, Larry had an almost Albert Schweitzer-ian appreciation of nature. One incident at Sedgfield, Larry and Eleanor Miles' home on a finger inlet off the Chesapeake Bay, was a memorable one for me. Many ducks were flying overhead. Teals, Canadian Geese, Mergansers, and Mallards, in abundance would land on the waterway—and become sitting ducks. I offered: "Larry, you must get awfully tired of eating roast duck with all the resources at hand." Larry responded: "Actually, not. You see we don't harvest any ducks that come in on the beautiful waterway. We treat them as our *guests*. When we have need of a duck, we will occasionally harvest one from the corn fields in the back. But the ducks on the water are welcome as *guests*."

That notion of *guests* was indeed a good one and

disclosed the Miles appreciation of nature. Particularly, this sense of reverence was appreciated since I had been born in an area where hunting was quite macho, and the term more openly expressed was: "If it flies, it dies."

One more insight into Larry Miles' personality: oysters.

My wife and I continued to visit the Miles after I was no longer an officer of the SAVE National Board. Consequently, my leisure time was appropriated by Larry in preparing for the SAVE Board feast as aptly prepared by Eleanor.

Larry had an almost Albert Schweitzer-ian appreciation of nature.

Among my duties were tending the beef roasting over a German-designed outdoor fireplace, capturing the fresh crabs, and accompanying Larry on the great oyster hunt. The oyster foray, and it was indeed that, was my favorite. It was here that I saw Larry Miles shine his best, exposing his skills of perception, negotiation and communication. We drove down a long, winding, ever-narrowing country road until we reached the wetland shores. The enemy seemed upon us as we stepped from the car. Streetwise, hardy oyster entrepreneurs dedicated to extracting the biggest buck possible from a day's fixed oyster harvest. Had Larry not been there I surely would have been fleeced.

Larry knew all of the tricks.

Were the oysters fresh? When were they picked? Where? What size oysters were underneath the exposed large ones on the basket's top?

Were they chipped or damaged?

His perceptive eye caught every tell-tale sign—and many more interjections that escape my memory. Then on to price: the give and take, until it was determined that worth and cost were in balance, bringing value to the oyster purchase. It was a lesson I learned in how to assure good value for the buyer and a fair return for the seller.

I could write on . . . How Larry graphically and emotionally detailed the need for new value engineers via using the analogy of breeding mosquitos . . . And on and on. I really could.

Perhaps what I will wind up with is this thought that in all the time I was privileged to spend with Larry—in groups or alone—*Larry Miles said good things about people. Only good things.*

How nice it would be to be remembered this way. And that is how I shall always remember him.

Tom King, CVS

Memorable Times



Sedgefield. Home of *Larry* and *Eleanor Miles*. Eastern Shores, Maryland.



Chesapeake Bay Inlet. Where ducks are guests and crabs abound.



Larry Miles. In reflective thought. An able listener.



Good Friends. (Left to right) *Larry Miles*, father of Value Engineering; and the author, *Tom King*.



Eleanor Miles (left to right) and *Esther King* host and guest on memorable occasions.



Larry tending his cheerful fireplace which doubles as a grill.





We Remember Larry Miles

Children of the Sun

(A Tribute to Larry Miles)

by William F. Lenzer, PE, CVS

Leaders create followers and the followers follow the light that the leader provides. The really great leaders, though, provide the spark that, even while it may appear to be only a minute flicker in the vast array of celestial glory, provides the impetus for creating change through the children who follow the path.

Ten years ago or so, I walked into my first SAVE Chapter Meeting. A novice searching for truth. A seeker, seeking something that no one really could define. I had just turned 30 and had just completed acting upon my 10-year goals—to effect or make a change—I had been so determined. I had just taken a 33 percent cut in pay, for the opportunity to try to make things work, and start my own business.

Time passed slowly after my first introduction to VA, and I kept looking into it, almost sure I had been seduced. I looked closer, though, digging and pursued my curiosity.

That first meeting in November of 1974 changed the course of my professional career. It expanded my horizons, while providing me with a deeper understanding of so many aspects of business and life in general. All this came about because of Larry Miles.

When I had my first chance to meet Larry in 1977, I had already raised his flag and begun to march forward. The special times that I had with Larry served only to deepen my beliefs and widen my understanding. It was most especially some of those private moments that I cherish most dearly. Although I met Larry late in his life, I felt like I had known him forever. He gave all of us so much, it is only fitting that I try to immortalize him with my little touch of poetic talent.

I've considered so many ways and means to offer the tribute that supports his themes, my mind keeps swirling and flowing, too.

The essence of his thoughts, can so simply be stated, and I offer the following to his life, to his wife and our future:

Function is Truth

What is the function,
Now tell me true,
Say it simply,
It may be new.

State the truth,
Say it clear.
What is the purpose?
It must appear.

Two works are all
That state the goal.
What is efficient
Equals the whole.

The Life and Times of Larry Miles

The failing flee across the sea,
To drown their ills in sorrow.
The creative think of things to be
And make them work tomorrow.

Born upon a Nebraska farm,
He struggled to make things work.
Keeping warm and avoiding harm,
He hoed and worked the fork.

A growing mind in a troubled time,
He gradually grew up straight.
Using his skills, attuning his mind,
He eventually made our fate.

They often missed the treasures
He sat before their feet,
Mankind's future measures,
For all of us to meet.

Larry led us through the misty murk,
To a higher plane that seeks the facts.
Function the key that makes it work,
Function the force that creates the act.

August One, The Rising Sun

All was quiet as the morning broke.
The sky was clear, as the birds awoke.

Two minds were one, hands were clasped,
The spirit one, two souls amassed.

The sun shot streams of a yellowish ray,
Beams across the Chesapeake bay.

As gently touched, the world turned gray,
And eyes that saw, gently replayed.

Two hands held, in inherent love.
One soul flew and rose above.

As time goes on, the ways are paved
With golden steps that most have waived.

A profit in time
Will make things rhyme,

But to live to reap,
Is only to seek.

If ever I saw what could possibly be,
It happened when he spoke to me.

Time moves slowly and takes all in,
Where do we follow and do not sin?

It's time to rejoice it's time to believe.
Larry has spoken and set us free.

The children are born to play and run.
The time has come to follow the sun.

Epilogue

The end is but the beginning and we are the chosen
few who must follow in his footsteps and discover
what is true.



"I am so happy this day because now at last I have lived to see my work perpetuated by these fine young people of Michigan State University." With these words, Larry Miles had launched *Student Chapter 049*, the first student chapter in the history of SAVE. The setting was the 1977 International Conference in Dearborn, Michigan. By June 1981, MSU had turned out over 1,000 students skilled in VE. (Photo and caption by Dr. John V. Polomsky, CVS.)

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