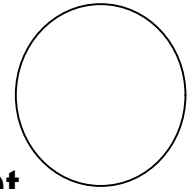




VALUE MANAGER

The Hong Kong Institute of Value Management



Volume 3, Number 4, 1997

Message from the President

Tony Toy, President of HKIVM

As I pen this message the world is undergoing major paradigm shifts pertaining to the value, or more accurately, the worth of stocks and shares. The continued market volatility reminds me of the story when the chairman stood to address the share-holders and said: "This time last year, we were poised on the edge of a precipice. Now, we are ready to take a great leap forward." Are you still poised or have you taken a great leap forward?

I was also interested to read in an article on the Asian Financial Markets headed "Leaders Fumble, Markets Tumble" in the Nov. 3 Business Week where Mr. Barton Biggs, a Morgan Stanley Strategist, was quoted: "To bring the cycle to an end, political leaders need to make hard decisions to show they understand that times have changed. The region's governments long have staked their political legitimacy on delivering economic growth. But in the fat years, governments grew sloppy, politicians and their cronies greedy, and authoritarian rulers ruthless to anyone who dared ask questions". Obviously this generalisation may also be applicable for a much broader spectrum of the community than just the government. However, if this is the perceived state of affairs, what opportunities must now exist for the promotion of Value Management (VM) in the region and great timing for a conference with a theme of Effective Management of Change through VM.

By the time you read this I would hope the markets have stabilized and that we are all heavily involved in identifying new personal and professional challenges, and that the HKIVM's second International Conference is providing fuel for thought and acting as a catalyst for action. I would again extend a warm welcome to the many overseas speakers and wish them a fruitful and enjoyable time in Hong Kong as well as to thank them in advance for their participation, without which success cannot be claimed. We are looking forward to extending our circle of friends and acquaintances in VM, as well as enhancing our rapport with overseas organisations.

Unlike other VM societies the HKIVM is unique in that it is made up predominantly of members not directly involved in the practice of VM, hence the needs and expectations of the Institute are also unique. After 2 years of existence it is time to review and recharge our commitments. To this end the second AGM combined with the annual Christmas get together at the Hong Kong Club on the 16 December, 1997 is an ideal forum for such considerations and deliberations. Your ideas and views are now being sought as well as your willingness to run for office in order to help direct the course of HKIVM's development. Please mark your diary now!

It is also appropriate and opportune to give due recognition and appreciation of the hard work and commitment of the Conference Committee. In particular I would record our thanks to Mr. Tony Wilson, Ms. Lindsay Pickles, Mr.

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H.K. Li and Ms. Susanna Pang (International Conference Consultants Limited) without whom there would not have been a conference, let alone a conference with such an impressive and varied program. Their initiative, dedication and perseverance has undoubtedly been the critical factors of success for HKIVM's gala event of the year. As we are now again standing at the precipice for the next conference, scheduled for late 1998, I only hope we can convince them that they are ready to take another great leap forward. Volunteer jumpers are also welcome.

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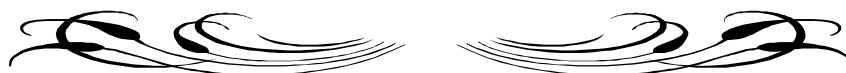
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EDITORIAL: Upon the request of our readers, I have reprinted the article by Ric Grosvenor on Value Management inside this issue. You will be interested to know more about our Institute by reading Patrick Fong's article on membership status. You will see the policy paper by Denny Mok regarding the implementation of VM in the Works Bureau of the SAR Government. Please also mark your diary for the 2nd AGM.



2ND ANNUAL GENERAL MEETING - MARK YOUR DIARY NOW !

In accordance with Rules 14 and 16 of the Memorandum of Association and Articles of Association of the Hong Kong Institute of Value Management, at the executive committee meeting held on 20th October 1997, the committee decided to arrange the 2nd Annual General Meeting at the Hong Kong Club on Tuesday 16th December 1997 at 12:30pm in order to transact the following business:

- (1) in accordance with Rule 26, to announce results of the election; and
- (2) in accordance with Rule 17, to
 - receive the Annual Report;
 - review the past work of the Institute
 - discuss the financial position of the Institute
 - approve the Audited Accounts;
 - appoint Auditor
 - plan future policy; and
 - consider and discuss any motion or any other matter, notice of which has been given in writing to the Secretary not less than fourteen days before the date of the Meeting.

Mr. Ho-kin Li has been appointed by the Executive Committee to be the Returning Officer to conduct the election of the Council for the coming year. Mr. Li may have already contacted you regarding the election of the next Council. Please send your nominations to Mr. Li directly as soon as you possibly can.

Dr Geoffrey Q.P. Shen
Secretary, HKIVM

30 October 1997

Introduction to Value Management

Ric Grosvenor, Dip.Tech.Bldg, Executive Director-Building, Leighton Contractors

The essence of value engineering is to provide the required function at the lowest cost - to distinguish between needs and wants.

Often this distinction is blurred, but using the structured, disciplined process, embodied in value engineering, ensures that the clients' needs are satisfied in the most economical manner.

Value Engineering in Hong Kong is in its infancy but it is proving to have significant benefits to clients, particularly commercial clients.

Benefits include savings in cost, improved income potential, lower operating expenses and a more appropriate fit between client requirements and design.

Originally value engineering (also known as value management and value analysis) started in the US in the immediate post-war era.

A young engineer, Larry Miles, working for the General Electric Company, was forced to design parts from a severely restricted range of raw materials. Instead of focusing on the actual part he was responsible for designing, he focused attention on the function that it had to perform.

He found that the end result was invariably simpler, more economic and performed better. The emphasis on function remains the driving force in value management today.

Gradually, the use of value management techniques spread throughout North America, and by the early 70s had been introduced in Japan, Europe and Australia. Today Japan, followed by Germany and the U.S. (in that order) are the biggest users of the system.

As has been stated, value engineering differs from other cost-reduction activities in that it is function-oriented, involving a searching analysis of the function of a product as opposed to merely seeking lower costs with methods and processes to produce the same item. Many known cost-cutting techniques are used in value engineering. Organisation of these techniques in a manner which permits systematic application to function represents, in part, the "newness" of value engineering.

Differences of opinion on both philosophy and application exist with the definition of value engineering. This divergence stems in part from an attempt to distinguish between value engineering and other cost-reduction techniques and disciplines, e.g., work simplification and the various approaches of industrial engineering. Actually, it represents an amalgam.

Recognising that cost avoidance or "first look" techniques are seldom completely effective, a "second look" approach using value engineering can often produce significant savings.

Definitions

Value Engineering: "The systematic use of techniques which identify the required function of an item, establish values for those functions, and provide the functions at the lowest overall cost" - Smith, Hinchman and Grylls.

"A managed, purposeful, orderly methodology for increasing the return of an investment on specific targets of opportunity - with no loss in required performance". - Gorge Fouch, former Deputy Assistant Secretary of Defense (I&L).

"A systematic and creative effort, directed toward analysing each contract item or task to ensure that its essential function is provided at the lowest overall cost." - official DOD (Department of Defense) definition.

Green and Popper (1990) define Value Management as:

- The creative organized approach whose objective is to optimise cost and/or performance of a facility or system.
- A disciplined procedure directed towards the achievement of necessary function for minimum cost without detriment to quality, reliability, performance or delivery.
- The systematic review and control of costs associated with acquiring and owning a facility or system."

Function: The characteristic of an item which meets the need of the user.

Value: The measurement of how well an item fulfils its function, considering both performance and cost.

General

Value Management is a structured, systematic, flexible, team oriented approach for assessing the relationship between function, cost and worth. The crucial factor is the use of functional analysis that is attuned to client value judgement criteria. The philosophy of Value Management is based on the premise that a certain amount of unnecessary cost is inevitable in building design due to the inherent

complexity of the process. Significant cost savings can therefore be achieved by the identification and subsequent elimination of this unnecessary cost.

Value Management differs from the traditional approaches to cost control in that, rather than focusing on simple cost, it concentrates on achieving value. An assessment of value is obtained by considering the cost of components in relation to their function. Cost is determined by what an element is, whereas value is determined by what an element does. Value Management is in no way an attack on the quality or aesthetic appeal of a building for the sake of reduced cost. Value Management can do much more than maintain quality at reduced cost - it can actually improve quality. The "Value of Aesthetics" is important and the proper application of value Management should encourage clients to recognise, and invest in, aesthetic appeal as a worthwhile function.

WHEN IS IT USED?

Value management can be undertaken at any time but best results are obtained early in a program or before a process of change. The **optimum time** is at the stage where there is enough substance in the planned action or design and sufficient cost information or procedure timetable to pursue **realistic** alternatives.

One of the most often asked questions about value management is the question of finding time and of potential delays.

Experience has shown that, because of the intense effort by a number of participants over a short period, time is actually **saved**. The time scale can range from one or two days to a few weeks, the keystone being a **workshop** ranging from one to five days in which relevant personnel interact in a multi-discipline group.

Potentially damaging issues are examined and **brought into focus** before it is too late! The input from external consultants often synergises the process, adding new ideas, and 'outside the box' thinking which can be evaluated without barriers.

WHY USE IT?

"None of us is as good as all of us" Ray Kroc-McDonalds Founder.

"1 German Engineer is better than 10 Japanese Engineers. Unfortunately, 10 Japanese are better than 10 German Engineers. That is the problem!" Dr. Hans Hagen - BMW head of research, Munich.

There is undeniably an advantage to be gained from working in groups.

Working in multi-discipline groups however, is something into which our cultures fit uncomfortably. But to compete with the world's best we must learn to capitalise on the benefits that can be gained by true group participation.

We do live in a structured hierarchical society and the construction/development industry is no exception. The hierarchy within design teams must be broken down if true participation is to occur.

Most meetings contain the vociferous few who dominate proceedings. There are equally experienced others at these meetings.

We must allow the opportunity for all to contribute if we are to achieve true multi-disciplined input.

Crisp, decisive, independent facilitation, coupled with a clear mandate for improving value provides the environment for input from a group, both verbal and written, which ensures uninhibited contribution from all participants in a controlled manner. The synergy created is a very real factor in the success of a value management study.

There must be a variety of perspectives and disciplines involved in the study. To limit the participation to one or two disciplines (as is often done) is to impose an imbalance, a lopsided view, which should not and cannot be called value management.

The value engineering process is concerned with a positive, united team approach, with removing threat, encouraging the challenging of assumptions and obtaining synergy through participation.

The value engineering process is a unique method of harnessing all available data, sorting and assessing the result into a solution, project or program - that has everybody aboard!

HOW DOES IT WORK?

The consultant assembles the resources/people in a workshop, ensuring that a good balance of participants, representing the broad spread of those concerned, is present.

The workshop is an intense forum/think tank/exercise where each perspective is heard in a structured safe environment. The group typically agrees on objectives and criteria, generating alternative ways of satisfying the criteria and agrees on an outcome.

The culmination and final result is a detailed report which holds the essence of the process, findings and results.

By working together to form realistic joint solutions, each discipline is assured that its contribution will be felt and acted upon. Because of

this, **communication** is rapid, options can be quickly judged and considerable positive **team spirit is generated**.

The Pareto Principle applies in cost management that 80% of the total cost of a building concerns only 20% of the items required. These areas are targeted in a Value Engineering study.

To illustrate the Value Management process more fully an agenda for a typical 3 day Value Management Study is included.

As can be seen from the agenda there are five major phases in a Value Management study:-

- **Information Phase** - collecting all relevant information such as customer requirements specifications, details of any constraints or relevant policy decisions, costs involved in proposed or existing projects.
- **Analysis Phase** - listing significant functions, and where necessary determining the cost of each function, or, in some cases, who is now responsible for performing each function. It may also be considered appropriate to develop a FAST diagram to determine those functions which are to be subjected to more detailed Function Analysis. In other cases it may be considered preferable for the group/team as a whole to decide which functions should be subjected to a more detailed analysis.
- **Creativity Phase** - using focused creative lateral thinking processes, list, for the selected functions, the numerous alternative ideas or options for performing existing or proposed functions. A large quantity of ideas (and not solutions) should be generated and recorded at this stage, without any stoppages for judgment or criticism.
- **Judgment Phase** - apply analytical judgment to the lists of ideas or options, to select the alternatives which will achieve the necessary functions at lowest total cost, consistent with required levels of quality and performance. Specialists or experts may be called in to assist in deciding the alternatives which will be developed as recommendations.
- **Development Phase** - consider the problems involved in implementing the developed recommendations, how they can be overcome, recommend action by whom and by when, and, as required, prepare the Value Management report.

WHAT ARE THE BENEFITS?

The results of Value Management studies vary, but potential cost savings generated are usually within the range of 3%-15% of the estimated capital cost of the project and 3%-7% of annual operating costs. In addition, savings in construction time and increased revenue from enhanced facilities can provide additional tangible benefits.

WHERE IS IT HELPFUL?

General Description

Value engineering's basic principle - function analysis - is not limited to hardware, although this was the original application when value engineering was first used and is the application most commonly thought of for value engineering.

Value engineering can be applied to any of the following general types of items: hardware; construction; software; methods and procedures; services.

As a Function of Size or Type of Business

The application of VE is not limited by the size or type of business or organisation -only by the methods of implementation, organisational structures, reporting procedures, sources of value oriented personnel, and degree of required cost reduction. The greater the competition, the more is the need for value engineering.

VE in Recurring vs. Non-recurring Cost Categories

Value engineering can be very effective for cost categories such as quality control, administration, clerical, maintenance, and sales because of the recurring savings which reduce overhead expenses and increase profits.

Areas in Which VE Can Be Efficiently and Profitably Utilised:

Engineering Design; development; product improvement.

Manufacturing Methods, materials handling and production; tool design.

Purchasing Manufacturer's vendor alternate proposals; new product information and price vs. function evaluation.

Sales Slow selling products; VE services to customers.

Systems and Procedures Paperwork; forms processing; reproduction services.

Maintenance Procedures; materials; mechanisation; work scheduling.

Energy Conservation Procedures; trade-offs; life cycle analysis.

Construction Programming; planning; design and construction.

AGENDA OF A TYPICAL 3-DAY VALUE MANAGEMENT STUDY

DAY ONE	PARTICIPANTS
9.00am INTRODUCTION TO VALUE MANAGEMENT STUDY <ul style="list-style-type: none">- Principles of Value Management- Outline of study format	Complete Team
9.15am DESCRIPTION OF PROJECT <ul style="list-style-type: none">- Project scope and status as described by:- Client, Project Manager, Design Team members	Complete Team
10.00am PROJECT/VM OBJECTIVES AND ASSUMPTIONS <ul style="list-style-type: none">- Project objectives and assumptions- Team decision on VM study objective	Complete Team
11.00am IDEA GENERATION <ul style="list-style-type: none">- Team identification of:- items extending construction time- items tending to push up cost- alternatives that satisfy objectives	Group and Individual Brainstorming
12.30pm LUNCH	
1.30pm IDEA REVIEW AND RANKING <ul style="list-style-type: none">- Ranking of ideas and allocation of tasks- Listing of ideas for development	Complete Team
5.30pm ADJOURN	
DAY TWO	PARTICIPANTS
8.30am ANALYSIS OF IDEAS <ul style="list-style-type: none">- Team analysis of ranked ideas through:- sketches, cost estimates, calculations- preparation of preliminary proposals	Individual work in own office
3.00pm REVIEW STATUS <ul style="list-style-type: none">- Review of ideas & allocation of further development	Complete Team
5.30pm ADJOURN	
DAY THREE	PARTICIPANTS
8.30am GENERATION OF PROPOSALS <ul style="list-style-type: none">- Further development of selected ideas through:- sketches, cost estimates, calculations- cost/benefit analysis/estimates	Individual work in own offices or sub-groups as necessary
1.30pm PRESENTATION OF PROPOSALS <ul style="list-style-type: none">- Team or individual presentations	Complete Team
4.30pm ACTION PLAN <ul style="list-style-type: none">- Priorities and programme for future actions	Complete Team
5.00pm ADJOURN	



Why not advertise here?

We have a wide distribution to around 500 members and interested individuals in Hong Kong and internationally, including over 200 senior personnel in various Hong Kong government departments.

At a special introductory price, for an advert of this size (half a page),
we only charge a nominal fee of HK\$600.
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If you would like to put an advert in this publication, please contact our
editor Dr. Geoffrey Shen on Tel: 2766 5817, Fax: 2764 5131, or
Email: bsqpshen@polyu.edu.hk.

Forthcoming Notice

Edward de Bono's **SIX THINKING HATS** Seminar

13th December 1997, The World Trade Centre Club, Causeway Bay, Hong Kong

On Saturday 6th December we are arranging a seminar to introduce **Dr Edward de Bono's Six Thinking Hats Method**. This is a powerful tool for achieving quality in decision making and constructive team collaboration and is also used as part of the toolset for Value Management workshops. It is practical yet simple means of getting all team members to work to a common goal.

Participants at the seminar will be intensively involved in individual work, group exercises, presentations and role play using real-life cases and topics under the guidance of **Mr Alfred Ho**, the seminar leader.

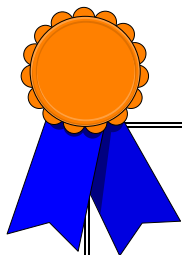
Alfred Ho is a certified instructor for Dr de Bono's Six Thinking Hats and Lateral Thinking Methods. He is the Executive Director of Omega Consulting (Asia) Ltd and has over 20 years' experience in management training and development.

Each participant will receive the **Six Thinking Hats Instructional Manual** which constitutes the only set of application material authorised by Dr de Bono.

At the Seminar, You Will Learn How To:

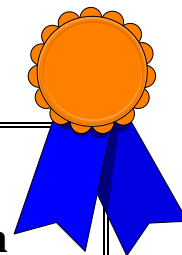
- * Identify the **six-modes of thinking** behind people's comments and feedback, both written and verbal, and respond with the appropriate mode of thinking.
- * **Break down thinking** into manageable sequences and avoid the confusion of trying to think about everything at once.
- * Harness and make positive use of the **potential of negativity** in individuals and groups.
- * Promote participation and collaboration in meetings; induce the systematic generation of **creative ideas**.
- * Use each Hat to generate the sharp focus and **synergy of parallel thinking** to replace adversarial thinking habits which are time consuming and lacking in constructive energy.

For further details, contact - Lindsay Pickles Tel 2317 5911 / Fax 2317 5901



PLEASE VISIT OUR WWW HOME PAGE:

<http://home.bre.polyu.edu.hk/~bsqpshen/hkivm.htm>





HKIVM MEMBERSHIP: FACTS AND FIGURES

Patrick Fong, Membership Secretary

Up to 31 October 1997, we have 56 members on the HKIVM membership list. Among these 56 members, we have members currently resided in countries including New Zealand, Malaysia, Singapore, Australia, USA, South Africa and Philippine. Although our membership number is fairly small compared with other major professional institutes in Hong Kong, every week we received 1-2 fax and telephone enquires on joining our Institute. Below are some interesting facts and figures for your information:

- we have 45 Members (MHKIVM) which represents 80% of the total membership and 11 Associate Members;
- we have 11 members (20%) working in government departments, 9 members (16%) working in academic institutions, 1 (2%) member working in public organization and 35 in (62%) private organizations.

The following table analyses the percentage of membership by nature of work.

<i>Nature of Work</i>	<i>No.</i>	<i>% on Total Membership</i>
<i>Architectural</i>	5	9
<i>Education</i>	8	14
<i>Civil / Structural</i>	7	13
<i>Project Management</i>	11	20
<i>General / Technical Management</i>	8	14
<i>Quantity Surveying</i>	8	14
<i>Value Management</i>	4	7
<i>Contracting</i>	4	7
<i>Telecommunication</i>	1	2
Total	56	100

To facilitate the Institute to function properly, we need your support through recruiting more new members, spreading the gospel of value management, expressing your views (both positive and negative) to executive council members and submitting your annual subscription fees promptly.

Last but not the least, we would like to invite people from all walks of life who could be benefit from value management to join our Institute. It is our intention that one day, all industries in Hong Kong can achieve value-added through the value management methodology.

Welcome New Members

During the Executive Committee Meeting held on 20th October 1997, the following applicants have been approved by the Committee as members or associate members:

MEMBERS

Mr. Mok Yick Fan, Danny - Works Bureau, SAR Government
Ir. Wu Kwok Keung, Tony - Works Bureau, SAR Government
Mr. William Vaughan Coffey - Hong Kong Housing Department

ASSOCIATE MEMBERS

Mr. Chan Man Kit - The B.S.C. Group of Companies
Mr. Chan Lai Man, Raymond - Central Waterfront Property Project Management Co.

Implementation of Value Management in Departments of the Works Bureau

Denny Mok, The Works Bureau, Hong Kong SAR Government

In 1996, the Secretary for Works made the following Policy Commitment:

“We will improve value-for-money in public works contracts by undertaking value management studies on major public works projects to eliminate unnecessary costs while maintaining the necessary functions, quality and performance of the end product.”

This Policy Commitment, published by Government together with the Policy Address, represents an integral part of the current work and objectives of the Works Bureau. It also provides a yardstick against which the Government’s performance is judged.

Since the making of the Policy Commitment, no less than 14 Value Management (VM) workshops have been held on Government projects and 10 officers from the works group of departments of the Hong Kong SAR Government have been trained as VM facilitators, while 7 others are currently under training.

In addition, a Steering Committee has been formed under the chairmanship of the Deputy Secretary for Works (Programme & Resources) of the Works Bureau with the specific missions as follows:

1. Setting criteria for the implementation of VM in individual departments
2. Setting guidelines for the implementation of VM
3. Setting targets for the training of in-house facilitators
4. Monitoring the progress of implementation of VM in works group of departments

With the establishment of the Steering Committee and the active participation of all works departments, we are confident that the use of this management tool will be put to its fullest potential and that the Policy Commitment will be fulfilled.

HKIVM's International Conference Nov. 12-13 1997 Pacific Place Conference Centre, Hong Kong

Effective Management of Change through Value Management

The programme announcement and registration forms for the International Conference have now been sent out to members and interested parties in Hong Kong and around the world. You should have already received one and we hope to see you at the Conference.

The theme of the Conference reflects the massive changes that we are daily witnessing in our everyday life. Value Management is one of the most effective tools that can help people manage these changes successfully in their organisations to survive the increasing rate of change.

The Conference will feature international speakers from 9 countries and from construction and engineering companies, steel works and gas turbine companies, value management consultancies and academic research organizations. Some papers look at business applications, others at change messages or they consider the future direction of Value Management.

The Conference is split into 3 parts: *Value Management in Business*, *Value Management in Design and Construction* and *Value Management Methodology and Direction* and we have a variety of speakers in each category. In this newsletter, we have reproduced some of the abstracts of papers that will be delivered to give you a flavour of the sort of material that you will hear.

The Conference provides an opportunity for you to advertise your company, either by advertising in the Conference Handbook, by sponsoring part of the programme or by displaying brochures or posters at the Conference venue. Call Susanna Pang of ICC, the Conference organizer on 2559 9973 for more information. There is also a great opportunity for delegates to enjoy a fun social programme with a welcome reception at the Hong Kong Jockey Club at one of the race evenings and a banquet at the Hotel Furama.

VM ABROAD

VEAMAC IN THE UK

On 24 September 1997, Oxford Brookes University hosted the first meeting of VEAMAC (Value Engineering, Analysis, and Management Academic Community). The attendance was good and the debate even better.

This forum designed for VM researchers has drawn interest from many international sources. Hopefully, this momentum will encourage similar groups of academics abroad to collectively produce an internationally refereed journal of value management.

The first session of the day saw Professor Roy Barton of the University of Canberra explaining a role for VM in strategic asset management. Drawing on his experience of over 200 VM studies, Professor Barton explained how his work had moved upstream to consider the concept stages of projects such as highways, railway stations, bridges and buildings. To facilitate this VM forum, a strategy of including a large number of stakeholders leads to large workshops of between 25 and 30 people. This process, which had led to a shift in the way Professor Barton viewed his role, was founded on a learning organisation approach to a helical continuum between action research and action learning. This was explained by the integrative, rather than co-ordinated, combination of construction and mechanical engineering personnel to solve a railway problem and save \$1 million by exposing assumptions as irrelevant. The holistic approach in this case used functional analysis directed towards aligning the asset to meet the organisation's needs.

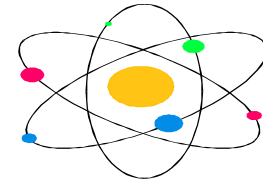
What became obvious from Professor Barton's explanations was that his learning project approach does not presuppose the solution will be a building. Professor Barton's approach to orienting the workshop shifts the emphasis off a "people who know" perspective to a "people who learn" culture as participants are broken into self selecting subgroups. These sub-groups are integrated by a VM structured approach and the facilitator's involvement.

The second presentation by Marcus Gronqvist was an elaboration of Leeds and Heriot Watt University's research which is seeking to establish an international datum from which best practice can be articulated. The presentation generated much debate as hard metrics and soft metrics were discussed. An example of this was the revelation that the most common number of participants in a VM workshop ranged between five and ten people. Softer issues related to what exactly was meant by best practice were also explored. One aspect unresolved by the discussion was whether VM could exist without function analysis and to what extent did functional analysis differ from value-objectives.

The third presentation by Nigel Standing of Southern Water Plc revealed the practical implications and opportunities afforded to tender appraisal by a VM approach. This presentation explained the key stages involved in the pre-contract stage of process/civil engineering projects. The value tree of the Smart Methodology was used to appraise

responses to the invitation to tender. This presentation went into detailed discussion which tested issues of procedure and the opportunity to liberate value.

To conclude this report of the first meeting of VEAMAC, the response and debate prove that this initiative has been successful from academic perspectives. The next stage is to allow the momentum to grow so that new ideas can clash with old ideas in a positive environment couched in academic rigour. The next meeting is planned for January 1998 at Leeds University and a report of that session will be sent to "Value".



HKIVM NEWS

- ❖ In September 1997, for the 2nd time, the Department of Building and Real Estate of The Hong Kong Polytechnic University offered the Master module "Value Management in Construction and Real Estate" for students registered for MSc in Construction and Real Estate. The module will last for 14 weeks with 42 hours of lectures and workshops. There is an overwhelming good response to the module: a total of 19 students have registered for the module. The module was first introduced successfully in September 1995.
- ❖ In October 1997, CITA, jointly with the University of Canberra in Australia, the Australian Centre for Value Management, received the 2nd intake on Graduate Certificate in Strategic Asset Management in Hong Kong. This course comprised of two stages - Value Management and Advanced Facilitation plus a discussion unit on Major Application Project. Upon satisfactory completion of the three units by meeting all assessment requirements, participants will receive the Graduate Certificate in Strategic Asset Management, jointly issued by the CITA and the University of Canberra. For further details, information booklets are available at CITA training centres or by contacting Mr. Leung or Miss. Wan at 2870 0183.

FORTHCOMING EVENTS

- ◆ 17-19th November 1997, 30th Annual VM Conference will be organised in Tokyo by the Society of Japanese Value Engineering (SJVE). For further information, please contact the Director and Secretary General of SJVE on Tel: 81-3-3724 9115, Fax: 81-3-3724 6425, Email: jdq03002@niftyserve.or.jp.
- ◆ 26-27th Nov. 1997, the 3rd AsiaConstruct Conference "Opportunities for Intra-Asia Cooperation" will be organised at Kowloon Shangri-La Hotel. For further information, please contact the Conference Secretariat, c/o Department of Building and Real Estate, The Hong Kong Polytechnic University, Hung Hom, Kowloon, Hong Kong. Tel: 2766 5807, Fax: 2764 5131.
- ◆ 13th December 1997, HKIVM will organise a one-day workshop on "Six Thinking Hats", to be conducted by The Thinking Institute. Cost: HK\$2,000 per person. For further information, please contact Ms. Lindsay Pickles, Tel: 2317 5911, Fax: 2317 5901.
- ◆ 17th December 1997, VEAMAC Meeting at Leeds University. The venue is the Nuffield Institute, Fairbairn House, 71-75 Clarendon Road, University of Leeds, Leeds. Please contact Marcus Grönqvist at M.N.Gronqvist@leeds.ac.uk to require agenda and to reserve your place at this seminar.



CALL FOR ARTICLES

VALUE MANAGER intends to provide a lively forum and means of communications for HKIVM members and those who are interested in VM. To achieve this objective, we need your strong support. The following are some notes for contributors:

(1) Articles submitted to HKIVM should fall in one of the following categories: New VA/VE/VM techniques or methodologies, Review of conference VM papers, VM case studies, VM research trends and directions, Reports of innovative practice.

(2) Papers or letters should be submitted on a 3.5" or 5.25" disc for IBM PC and A4 hard copy. Discs will be returned to authors after editing. Figures, if any, should be sent separately, in their original and preferred sizes. The length of each paper should be around 1000-1500 words.

(3) The preferred software for processing your article is MS Word for Windows V6, other packages such as Wordperfect 5.1 are also acceptable. If none of the above word processing packages is available, please find a computer with scanning capabilities, the typewritten copy can be transferred to a file as specified.

(4) All articles and correspondences should be sent directly to The Editor of HKIVM, Dr Geoffrey Shen, Department of Building and Real Estate, The Hong Kong Polytechnic University, Hung Hom, Kowloon. Tel: 2766 5817, Fax: 2764 5131.

Application for Membership of the Hong Kong Institute of Value Management

If you are interested in knowing or joining the HKIVM, please fill in the reply slip below and return it to the membership secretary of HKIVM, Mr Patrick Fong, c/o Department of Building and Real Estate, Hong Kong Polytechnic University, Hung Hom, Kowloon, Hong Kong. Fax: 2764 5131.

_____ Cut Here _____

Please send an application form for membership to the undersigned:

Full Name: _____

Company: _____

Address: _____

Position: _____

Tel: _____ Fax: _____

Signature: _____