



Talk on Value Management as Facilitated Team Activities – Formula for Unique Management Technique Applications

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The talk was presented by Associate Prof Dr Aini Jaapar from UiTM, Shah Alam on 7 July 2012. She is currently attached to Faculty of Architecture, Planning & Surveying of UiTM. She is one of the founding members and Fellow of Institute of Value Management Malaysia (IVMM). She has published and presented many papers on Value Management as well as other related areas of Construction Management both locally and at international level.

Associate Prof. Dr Aini Jaapar started by giving definitions of Value Management (VM). According to Assoc. Prof. Dr. Aini Jaapar VM is the effort to attain optimum value in product, system or services by providing the necessary functions at the lowest cost. VM was first evolved as value Analysis in 1940s. In the 1960s it was called value engineering and starting from 1980s the term value Management was used. VM in the construction industry is a multi-disciplinary, team oriented, structured, analytical process and systematic analysis of function which seeks best value via design and construction process to meet the client's perceived needs. The aim of the VM exercise is to strike a balance between the client's and end users' wishes through a creative & systematic approach that spearheads towards 'value for money' product outcome.

Associate Prof Dr. Aini Jaapar mentioned that Function Analysis is the fundamental step in Value Management study. How a need, objective, target or concept can be described in terms of function and what are the function needs. Function is a concept by which VM describes in terms of its expected performance rather than its expected solution. The need generates the project or product where as the function is the link between them hence the resulting project or product should correspond with the need. VM recognizes two types of function, they are the use functions which are the needs and esteem functions refer to as the wants.

VM management participants often faced difficulties in distinguishing the needs and wants functions of the project. Stakeholders, internal and external customers may all hold differing views of what are the needs and wants. VM is to reconcile these differences and enable an organization to achieve the greatest progress towards its stated goals with the use of minimum resources. By implementing the VM job plan methodology throughout the life of the project, it will be able to maximize the delivery of the benefits, while minimizing the use of resources.

Among issues and challenges that could affect the implementation of VM are resistance in its application, liability of the conducted VM process, cost incurred, lack of expertise, and lack of knowledge towards VM. Currently public projects in Malaysia exceeding RM 50 million need to go through value management process.

Associate Prof. Dr Aini Jaapar concluded her talk by mentioning that VM creates an environment to exploit fully the available resources by:

- Improving the communication and teamwork
- Providing a shared understanding amongst the client and key practitioners
- Reaching to a better value and function of project definition
- Increasing innovation
- Eliminating the unnecessary cost