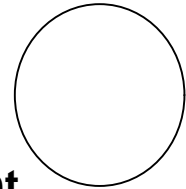




VALUE MANAGER

The Hong Kong Institute of Value Management



Volume 3, Number 2, 1997

Message from the President

Tony Toy, President of HKIVM

It's been seventeen years since my last visit to Seattle, spring was still late and the friendly people were getting impatient for the rain to stop so they could begin to enjoy part of their annual thirty plus days of fine weather so clear that Mount Rainier (14,000 ft) is visibly the dominant pinnacle of their scenic horizon. The day before my departure was one of those exceptional days. The National Rifle Association's election of Chalton Heston for their VP, funny that they were also in Phoenix with SAVE for the 1995 conference (coincidence?); and VP Al Gore's attendance of Bill Gates CEO summit on the future directions of technology were the two newsworthy items that focused Seattle in the national news. The air was clean and crisp, the wine imported (California) and the salmon fresh and affordable; but the main food for thought for Patrick Fong and I from the 4-7 May 1997 was to update ourselves on the development and applications of VM in the USA.

The focus and format of the 37th annual SAVE 'International' conference was consistent with the 95 Conference in that there were four concurrent streams. Although this made it difficult to gain full value by any individual, it does however offer great variety and choice. The involvement, dedication and enthusiasm, particularly from Certified Value Specialist (CVS) candidates, was inspiring (two or three came over from England especially to qualify as a CVS). Indeed the CVS certification process was one of the more lively forums and naturally of great interest considering HKIVM's future needs. Hopefully, from the initial discussion I had with the Chairman of the Certification Board of SAVE International (Mr. Russ Brzesinski), and our planned continued dialogue, I will have more to report on development in this area of 'practitioner' status for HKIVM soon.

Some of the critical issues/concerns raised were: Changes in CVS certification; QA/QM should be a value added process not a overhead; Source funding of VE/VM studies particularly as the common practice in the USA is to bring in a third party team for a week to carry out a study. A move away from using third party teams for VE teams was also a more accepted concept from two years ago. Debate on the merits of coordinators being facilitators; and the 'International' in SAVE International, is still yet to be proven by action and deeds. The shift to the term VM from VE as compared with two years ago was also noted, as was the debate on function analysis FAST diagrams to be carried out in VM workshops. Interesting to note that the SAVE executive has just introduced the term "Value Methodology" (VM?) to cover the overall process. Legislative developments in the Federal and many state Governments such as Washington are very strong. As most of you will already know President Clinton signed the Defense Authorization Act on 10 February 1996, now known as Public Law 104-106, which contains a special section on procurement, which applies to the entire Executive Branch now not just Defense. Both Patrick and I

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have a copy of the conference papers for those who may wish to borrow them to study. If there is sufficient interest we may consider another informal get together. Let us know your views.

Last but not least, some of the contacts made at the conference were: President of the Canadian Society of Value Analysis (CSVA) - (Mr. Alain Leblanc). It is hoped stronger ties with the CSVA can be built over the coming months. A number of Potential participants for the HKIVM 97 Conference were also identified, including Professor Steve Male, University of Leeds, who was at the conference undertaking a UK Government sponsored benchmarking project on Value Management. He had just completed the Australian leg of the project and is now considering presenting a paper at our conference in November. Hopefully you will all be able to join me in November to update ourselves in this development plus many other topics.

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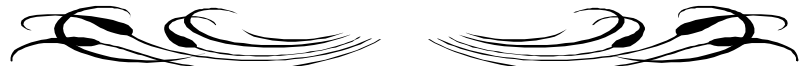
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EDITORIAL: In this issue, you will see the President's report on the SAVE International Annual Conference in May this year. You will be interested in reading two papers: "Brief Creation Using VM" by Brian Dawson and "Applications of VM and LCC in Project Management" by Roger Land. You will be informed on the preparation for the 1997 VM conference in Hong Kong by reading the progress report.

PLEASE VISIT OUR WWW HOME PAGE:

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



HKIVM Certification Programme

At the executive committee meeting held on 30th May 1997, the committee agreed that there is an urgent need to bring the certification programme into the Executive Committee's agenda. The committee proposed to set up a facilitator's category within the institute, Certified Value Management Facilitator (CVMF), and will work actively towards the certification procedure.

Members are welcome to express views about this new membership category and other issues relating to the general directions of HKIVM by writing to the Secretary Dr. Geoffre Shen (Contact information can be found in the list of HKIVM office bearers).

Welcome New Members

During the Executive Committee Meeting held on 30th May 1997, the following applicants have been approved by the Committee as members or associate members:

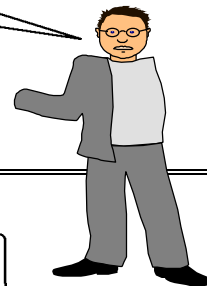
MEMBERS

Mr. WONG Tin Cheung Yau Lee Holdings Limited, Hong Kong

ASSOCIATE MEMBERS

Mr. CHAU Hau Shun Nippon Steel Corporation Limited, Hong Kong
Mr. SPAIN Eric James Avitel Limited, Hong Kong
Mr. WOO Chi Tong Asiabuild Limited, Hong Kong

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BRIEF CREATION USING VALUE MANAGEMENT

Brian Dawson, BA, MSc, ARICS, CVS, FIVMA, and Lucie Hedman, BA, MIVMA

We all know that change is the one thing we can be sure about in life. It happens all the time and everyone experiences it.

There are changes occurring in many traditional aspects of our industry, away from conformity, conflict and hierarchical management structures. Organisations are now flatter and the emphasis is on sharing information and skills. People are working together, striving for non-adversarial relationships and 'win-win' outcomes.

More and more, we are drawing synergy from multi-disciplined project teams with contributions from users, clients, project managers, consultants, etc.

In our role as facilitators, we have become part of the process of change. Over the past 10 years, we have directed between 50 and 100 participatory workshops per annum, ranging in value from \$1.0million to \$1.0billion, and therefore have a unique and broad perspective on the change process.

One of the biggest challenges to our industry is the successful transfer of information on genuine and accurate client needs. We are having success in applying the philosophy of change in our approach to brief creation.

We conduct structured, participatory workshops to bring key stakeholders together for the purpose of 'getting it right' before design work commences.

Using a facilitated participatory process, we streamline the task and provide designers with a basic brief reflecting user involvement, agreement and ownership.

Traditional Briefing Vs Changed Approach

The traditional approach to briefing requires the design team to visit the client(s) and interview every user group until reasonable in-depth knowledge is attained. Coupled with historical information and the designers' own expertise, this forms the basis of the brief. Traditionally this has been perfectly acceptable; indeed successful in many instances.

However, there are a number of critical flaws inherent in this:

Traditional Briefing Approach

These days, the client is seldom a single entity. More often than not they are 'multi-headed' and many clients aim for 150% of genuine needs on the basis that this is their only hope of achieving the real 100% target.

The process of refining from 150% to 100% is long, tortuous and sometimes adversarial. Often it is arrived at grudgingly – it certainly puts a lot of pressure on one of the most important things – relationships between stakeholders.

The end result is often that those with political onus, appropriate connections and loud voices, tend to get nearer the 150% at the expense of perhaps others with less kudos and status who may have to settle for 50% of their needs being met.

Far from encouraging people to work together, this encourages a fortification/defensive mentality where individuals defend their own patch.

The Changed Approach

Our participatory approach, we believe, promotes consensus and maximises ownership of the outcome by all stakeholders.

Excessive claims by individual brief makers are substantially reduced right from the start of any negotiation because the needs of various user groups are open to the checks and balances of all stakeholders.

The process allows for non-adversarial challenging of each of the needs and a broad prioritising of requirements by the whole group.

The process of refining needs and integrating them is first of all, short – typically over a day or two – in lieu of weeks as per the traditional approach, and is arrived at with input from all stakeholders.

The key outcome is that each party to creating the brief can, perhaps for the first time, see others point of view and gain some ownership of the outcome.

Political connections and status cannot play such a large part in a well-facilitated and structured group. The trained facilitator will ensure that the workshop forum is a level playing field.

The key reason for the success of these workshops is the use of an external facilitator who has no hierarchical or political loyalties.

Whilst defensiveness may be part of the process, the facilitator helps to break it down and to minimise hierarchical posturing. As the day goes on, each individual also begins to realise they have entitlement to 'one slice of the cake' because they can see their requirements in the larger context.

The workshop environment fosters open communication between all parties and allows the opportunity for better teamwork and team building.

Typical Process

There are a number of key factors which have to be observed to maximise the participatory process:

When to do it?

The process should be started at or near the project's inception. On a number of occasions we have worked directly with the client before any consultants are involved (although having the lead architect there makes good sense).

Who should come?

Great care must be taken in selecting a representative sample of key stakeholders:

- The appropriate decision-makers must make time to be present
- Total participants should not exceed 15-20
- Workshops with larger numbers (20-30) lost cohesion and identity and the spontaneous teamwork associated with working in smaller numbers cannot be achieved.

Where to begin?

Time must be spent on clearly establishing the corporate/strategic aims so that the 'big picture' is understood and all parts of the project are seen in this context.

And then?

The project's component parts are then addressed one-by-one. If the project is large and/or complex, it may be necessary to establish sub-groups to address discrete sub-sets or elements. However, it is vital that a

core group is common to all workshops to ensure cohesion.

How long?

Each workshop is conducted within 1 to 1.5 days.

What are the results?

The output from each workshop would typically consist of:

- Agreed, accepted and understood set of project objectives
- Agreed functional requirements of the whole project
- Agreed breakdown into major components
- Short description of basic needs for each subset
- Prioritisation of requirements – identifying opportunities for rationalising and optimisation
- An action plan to progress the project.

The document summarising the above key document for the Architect to prepare an outline brief.

In contrast to the traditional approach taking many weeks, our process takes place over a number of days and is not costly. The exchange of information within a shorter time frame benefits both design team and the client and represents a far better use of stakeholders' time.

Experience has shown that the positive outcomes achieved in these participatory workshops can be repeated at further stages throughout the design process and beyond. Typically, each workshop would address:

- Rationalizing client's needs
- Refining the design
- Challenging brainstorming to ensure best value.



HKIVM INTERNATIONAL CONFERENCE 1997

"Effective Management of Change through Value Management"

November 12-13, 1997 · Pacific Place Conference Centre, Hong Kong

PROGRESS REPORT

By Tony Wilson, Conference Organising Committee

The Conference Committee of Mr. A. R. Wilson, Mr. Li Ho-kin and Ms. Lindsay Pickles, are pleased to report that the first stage of seeking conference papers has been completed, and we have had an overwhelming response.

PAPERS

There have been indications of interest from Australia, Brazil, Canada, Germany, India, New Zealand, South Africa, UK, USA, and Hong Kong. To date we have a total of 30 + abstracts covering a wide range of topics from Industry, Education, Management, VM practice, and Construction related backgrounds. As there are only a maximum of 20 speaker slots over the two days, the selection task will be very difficult.

VENUE

The venue is the same as last year, the Pacific Place Conference Centre, as members considered this to be very convenient and suitable for this type of event.

EVENTS

We have tentatively booked the Jockey Club at Happy Valley racecourse for the welcome reception on the 12th, as we expect it will be an evening racing night and this is always an exciting event. The Furama Hotel has been reserved for the evening banquet on the 13th to conclude the conference events.

REGISTRATION

So far this year we do not have a major sponsor yet, therefore we are relying on having as many paying conference delegates as possible. Members can really assist by signing up now to obtain the early bird rate of \$3950 before August 15th, and also by encouraging interested colleagues to attend. Contact Ms. Susanna Pang at International Conference Consultants Limited, telephone no. 2559 9973 for further information.

PROGRAMME

The final programme and selected topics will be issued in July. Members will be able to enjoy the event, have the chance to meet the International participants, participate in lively debate, and obtain the latest viewpoints and developments in Value Management. The Committee will be very happy to have any help with sponsorship and/or a recommended keynote speaker for opening the event, and we are looking forward to seeing everyone at the Conference.

Registration for the 1997 Value Management Conference Organised by HKIVM

The conference will feature international speakers from Australia, Brazil, Canada, India, South Africa, UK, USA among others, on a variety of topics related to change, best practices, and professionalism through Value Management.

Those who are in roles which require the efficient preparation of well formulated plans to handle complex issues or problems, in a professional, creative and economical way should attend the conference.

If you are interested in attending the VM conference and you wish to enjoy the early bird registration fee, please fill in the reply slip below NOW and return it to the Conference Secretariat,

International Conference Consultants Limited
19/F., Wing Yue Building, 60-64 Des Voeux Road West, Hong Kong.
Tel: (852) 2559 9973 Fax: (852) 2865 1528 E-mail: icc@asiaonline.net
WWW Home Page: <http://home.bre.polyu.edu.hk/~bsqpshen/hkivm.htm>

Full Name: _____ Address: _____ _____ _____ Tel: _____	Company: _____ _____ _____ Email: _____ Signature: _____
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A reminder of the last international VM conference organised by HKIVM in 1996

APPLICATIONS OF VALUE ENGINEERING AND LIFE CYCLE COST IN PROJECT MANAGEMENT

Roger R. Land, CVS, Bechtel Asia Pacific, Inc.

INTRODUCTION

Because of increased references to value engineering (VE) in professional publications and journals, it would appear that VE is a new management method catching on in the construction industry. Another term being referred to with increasing frequency is life cycle costing (LCC). However, neither of these concepts is new. The origin of VE can be traced to World War II, where it began as a method to overcome the problems of limited resources in a wartime manufacturing environment; the methodology has been applied to construction projects since the 1960s. The concept of LCC has also been around for a long time; references to LCC were published as early as the 1930s.

During the post-war boom and into the early 1970s, designers thought that the ability to accomplish a task was limited only by technology. They thought that if one could devise way to accomplish a goal, the required resources would be available. And for the most part, they were correct: cost was not the principal concern in a market with little competition. In today's economic environment, however, limited resources have again become a problem, and effective VE programs are needed once again.

WHAT IS VALUE ENGINEERING?

The Society of American Value Engineers (SAVE) defines VE as: a function-oriented, systematic team approach to providing value to a product, system, or service. Often this improvement is focused on cost reduction; however, improvements such as customer-perceived quality and performance are paramount in the value equation. Simply stated, VE is more than a cost-reduction methodology - it is a systematic approach to identifying and solving problems.

Value can be increased in two fundamental ways: by decreasing costs (while, of course, environment, maintaining satisfactory performance) and by increasing performance (if the customer needs or wants increased performance and is willing to pay for it). The purpose of VE is the efficient identification and removal of costs that provide neither quality, use, life, appearance, nor features required by the customer. In a manufacturing or construction, value is increased by

improving performance of the process, the quality of the finished product, or customer satisfaction, while reducing costs. Within an organisation or for a service activity, value may be increased by obtaining desired results faster with fewer resources.

The VE methodology has sufficient elasticity to cover any problem, of any dimension without the need for alteration or embellishment. In the United States, VE is moving into the non-hardware side of business. In Asia and Europe, VE is accelerating and expanding into the management culture of businesses representing a large variety of markets, products, services, and government. Japan has formally adopted VE, and the Society for Japanese Value Engineering credits much of that nation's success to its emphasis on quality and VE. Korea's consumer products industry is aggressively pursuing VE, and Taiwan is using VE in its government's capital improvements programs. In Europe, Common Market countries have created a congress to serve as a forum where their individual VE societies meet to discuss advancing the concept and application of VE and to resolve issues of mutual interest and concern.

WHAT IS LIFE CYCLE COST

In the VE process LCC is used as an evaluative tool. It is "an economic assessment of competing design alternatives, considering all significant costs of ownership over the economic life of each alternative, expressed in equivalent dollars." It is the sum of all initial costs of a project, as well as construction, operation, maintenance, replacement, insurance, taxes, and disposal costs or salvage value for the product or facility over a specified period of time. As a VE tool, LCC enables the team to measure the quality of an alternative and assists decision-makers in evaluating VE recommendations. LCC analysis should be performed before any major decisions are made regarding large construction projects that involve significant follow-on costs.

To perform an accurate LCC analysis, the VE team must have detailed information about the economic life of the facility, the anticipated return on investment, the owner's cost of money, and operating costs. Team members must also have an understanding of non-

economic design requirements that satisfy safety, environmental protection, political, and aesthetic goals. The VE team must consider all significant costs of ownership and all of these costs must be reduced to a common baseline (i.e., the concept of equivalent costs).

To establish equivalent costs, all costs are converted to today's dollars using techniques designed to determine present worth, including a reasonable discount factor. Discounting is required because a cost incurred in the tenth year of the life of a facility does not have the same present value as one incurred in the first year. Making an evaluation of alternatives, the VE team compares the total discounted costs and identifies the lowest cost alternative.

THE TWO FACES OF VE

The term VE, as used in the United States, has two meanings: VE is both a contractual subject and a methodology. These terms are different in everything but name. This dichotomy exists in the United States government's Federal Acquisition Regulations (FAR), where both contractual subject and methodology are defined. VE as a contractual subject is the identification of net cost reductions on a contract resulting from the application of a VE change proposal (VECP). Under this definition it does not matter how the cost reduction is identified. A contractor wishing to submit a VECP need not use VE methodology to develop his proposals; he may use whatever system he wishes (or no system at all) to develop cost-saving alternatives within his scope of work. This has led to the identification of many cost-reduction practices as being VE and to obscuring the precise definition of VE methodology.

In contrast to VE (the contractual subject), VE (the methodology) relies on the strict adherence to an organised, and systematic approach called the VE Job Plan. The key to successful use of the job plan is application of an organised study of functions to satisfy the users' needs.

FUNCTION

Function is that which the product or service must do in order to make it work and sell. A function may be classified as either basic or secondary. Basic functions are those that are absolutely necessary to achieve the user's needs. Secondary functions are those required to cause or allow the accomplishment of the basic functions according to the designer's specifications. Secondary functions may be essential, desired, or

negative, but they always consume additional resources.

Definition of the function of a product or service is the foundation upon which the VE methodology is built, and it is the analysis of function that sets VE apart from other techniques for maximising value. As part of function by a VE team, members are required to express their understanding of the product or service and thereby revealing any misconceptions they may have. Because function is a description of what need to be accomplished, without reference to a means of accomplishment, it is also a concise definition of purpose. In defining the purpose, the VE team members are drawn from the confines of their several disciplines into a common understanding.

THE VE JOB PLAN

The VE job plan is a variation of the 'scientific method' used for problem solving. Key multi-discipline study features that differentiate the VE job plan from other problem-solving techniques are function analysis, the use of creativity to develop multiple alternatives, and the principle of maintaining the quality need by the user. The VE job plan typically is performed by a multi-discipline study team.

Several versions of the job plan are described in current VE literature. At the heart of all versions of the job plan are five core phases:

The information phase, where the task is defined, background information is reviewed, and project limitations are defined. Specific criteria and performance requirements are defined to help clarify functions. Function analysis, which defines the purpose of each design element, is performed during this phase.

The speculation phase (which is the creative phase), where the VE team brainstorms and identifies alternative means for accomplishing the basic functions. Using creative techniques the VE team works to identify, simplify, and modify all possible opportunities for improvements.

The analysis phase, where the criteria or standards by which the ideas are judged are developed and the brainstorming results are compared to the criteria to identify those ideas that can best accomplish the needed function(s). Retained alternatives are ranked in order of feasibility and cost, while unsuitable ones are dropped.

The development phase, where the retained alternatives are developed into specific recommendations for change. Alternatives are explored sufficiently to demonstrate technical viability, provide reasonably accurate cost estimates, determine the advantages and disadvantages of each alternative, and generate schedule information. Finalised alternatives are selected as the team's recommendations.

The presentation phase, where the VE team's proposals are summarised, documented, and formally presented to the approval authorities. The presentation be a brief, pertinent oral discussion with illustrations, the work under consideration, before and after conditions, and advantages and disadvantages of recommended changes, required follow-up actions, and potential implementation problems should be discussed. A written report of the VE study results which incorporates comments, questions and their resolutions is prepared following the oral presentation.

WHY POOR VALUE OCCURS

All design projects have unnecessary costs designed into them . . . regardless of how excellent the design team may be. The design of a major project usually requires experienced and talented people whose expertise encompasses separate and diverse disciplines. Because countless variables must be considered by the design team, it is certain that unnecessary costs (poor value) will inevitably be included. The principal reasons for the inclusion of these unnecessary costs are:

- lack of time - the need to meet schedule commitments
- lack of information - the impossibility of knowing and having confidence in all new technologies
- lack of communication - every language has the problem that no one word has the exact same meaning to any two people

Although unnecessary cost can always be removed from a design, the challenge to management is to minimise the number of such costs during the planning stages of a project.

WHY VE WORKS

The VE team has the advantage of reviewing a design that has already been conceptualised. The team improves a design by viewing it from parallel yet discrete viewpoints (i.e., taking a 'second look'). A VE study is performed by a multi-discipline team-a

team that often does not work together-made up of senior experienced individuals representing the several disciplines required to complete a construction project. The study team will be assembled for a one- to two-week concentrated effort and will use the five-phase VE job plan (as defined by SAVE) and function analysis to develop alternatives to specific elements of the design being studied.

A value engineer, typically a Certified Value Specialist, acts as both a trainer and facilitator for the team. In addition to the value specialist, team members may include designers, contractors, and an owner representative. It is important that the team also have available external resources such as experts or consultants who may be contacted to answer questions beyond the expertise of the team members. The external resources should be apprised, in advance, of the nature and duration of the study.

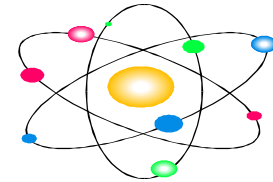
Based on previous experience with other projects, contractors often have ideas about how to construct a project component differently than required by the contract. For example, a contractor is in a unique position to offer suggestions about a different method of construction, the use of different materials, or an alternative arrangement of components. To gain the benefit of such experience, the participation by contractors in the VE study is encouraged.

CONCLUSION

Today, world-wide, increased emphasis is placed on the cost of doing business, time to market, quality products, and after-market services. VE is a powerful tool for systematic evaluating a project design to obtain the most worth for every dollar of cost; it is a problem-solving tool that can reduce costs while maintaining or improving schedule, performance and quality requirements.

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HKIVM NEWS

- ♣ On Tuesday, 8 April 1997 at 7:00 p.m. in Jockey Club, Shan Kwong Road, Happy Valley, Mr. Brian Dawson gave a talk on "Brief Creation Using Value Management" (see page 5 & 6 for full text). Brian is the Managing Director of Value Systems Pty Ltd – a consultancy dedicated to undertaking VM assignments for private and government agencies. He is a Fellow of the Institute of Value Management, Australia (1991), a Certified Value Specialist (1986) and an Associate of the Royal Institute of Chartered Surveyors (1965, Quantity Surveying). Brian has been practising VM for twelve years and has personally directed over 400 VM studies primarily in Australia but also in New Zealand, South East Asia and the United Kingdom. He has been at the forefront of the development of VM in Australia and has pioneered its application to Strategic Value Management and Partnering. The talk was very well received.
- ♣ 4-7 May 1997, The Society of American Value Engineers (SAVE) 37th Annual International Conference was organized at Red Lion Hotel - Seatac, Seattle, WA, USA. Two HKIVM members attended the conference: Tony toy, President, and Patrick Fong, Membership Secretary.

FORTHCOMING EVENTS

- ◆ 25th June 1997, at 12:00pm, lunch gathering at The Hong Kong Club, Chater Road, Central, Hong Kong. Mr. Alfred Ho, Executive Director of Omega Consulting (Asia) Ltd, will give a talk entitled "Six Thinking Hats Method". This is a powerful tool for achieving quality in decision making and constructive team collaboration. The method was developed by Dr. Edward de Bono who has developed many tools to encourage creative and lateral thinking – and many of the tools have been adopted by VM facilitators to steer participants through the VM process - thereby replacing adversarial thinking. To reserve a place, please contact Programme Director.
- ◆ June 26 and 27, Conference on Value Engineering: "Creative Directions Toward The 21st Century", Georgia Tech, Atlanta, Georgia. Sponsored by Georgia Tech. Alphonse Dell'Isola, internationally respected VE pioneer and expert, delivers the keynote address and leads group discussion. Other speakers will explore: future value engineering directions, reduced first cost, VE for building delivery professionals. For more information, please contact Georgia Tech at 404-894-2547, or e-mail: angela.arnold@conted.gatech.edu.
- ◆ At the executive committee meeting held on 30th May 1997, the committee agreed to organise a series of lunch meetings during the remaining months of 1997. The committee is actively working on this lunchtime programme and will liaison with potential speakers. Detailed information will be released when available.
- ◆ 12th & 13th November 1997, Second International VM Conference to be organised by HKIVM. The theme will be "Effective Management of Change through Value Management". Members who are interested in organising and participating this conference are encouraged to contact the Conference Director.
- ◆ 17-19 November 1997, The Society of Japanese Value Engineering (SJVE) will organise the 30th annual national conference in Tokyo. Members who are interested to present papers or simply attend conference, please contact Mr. Kazutoshi Abe, Director and Secretary General of the SJVE on Tel: 3-3724-9115, Fax: 3-3724-6425, or Email: JDQ03002@niftyserve.or.jp.



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.

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