

# **46th Annual Conference of SAVE International 2006**

## **Managing Projects to Maximize Value**

**Savannah, Georgia, USA  
4-7 June 2006**

**ISBN: 978-1-62276-030-5**

**Printed from e-media with permission by:**

Curran Associates, Inc.  
57 Morehouse Lane  
Red Hook, NY 12571



**Some format issues inherent in the e-media version may also appear in this print version.**

Copyright© (2006) by SAVE International  
All rights reserved.

Printed by Curran Associates, Inc. (2012)

For permission requests, please contact SAVE International  
at the address below.

SAVE International  
136 South Keowee Street  
Dayton, OH 45402, USA

Phone: (937) 224-7283  
Fax: (937) 222-5794

[info@value-eng.org](mailto:info@value-eng.org)

**Additional copies of this publication are available from:**

Curran Associates, Inc.  
57 Morehouse Lane  
Red Hook, NY 12571 USA  
Phone: 845-758-0400  
Fax: 845-758-2634  
Email: [curran@proceedings.com](mailto:curran@proceedings.com)  
Web: [www.proceedings.com](http://www.proceedings.com)

## TABLE OF CONTENTS

<b>Application of VE in the “COSMOS-SCADA” Project (Computerized Safety Maintenance and Operation Systems for Shinkansen-Supervisory Control And Data Acquisition), as for the Tohoku/Joetsu Shinkansen Substation Monitoring and Control Systems .....</b>	1
<i>Tsutomo Abe, Takeshi Ohki, Masayuki Watanabe, Yuichi Suzuki</i>	
<b>Facilitation Skills from the Trenches .....</b>	14
<i>Ginger R. Adams, Jill K. Nelson</i>	
<b>Design for Manufacturability and Assembly (DFMA) as a VM Tool.....</b>	22
<i>James D. Bolton</i>	
<b>Transitioning the Organization from VA to VE .....</b>	37
<i>John S. Borza, Richard E. Gour</i>	
<b>Utilizing Value Methodology and Six Sigma Tools in Nontraditional Environments.....</b>	43
<i>Connie L. Cobo</i>	
<b>Maximising Project Value Through Integrated Risk and Value Management.....</b>	52
<i>Michael F. Dallas</i>	
<b>Managing Uncertainty to Maximise Project Value.....</b>	64
<i>John G. Downer</i>	
<b>Insights on Team Dynamics from Orwell’s “Animal Farm” .....</b>	81
<i>William S. Easley</i>	
<b>Value Engineering Study Services In a Design Build World .....</b>	90
<i>Daniel P. Fanning</i>	
<b>Using VM/FPS (Functional Performance Specification) to Prepare a Framework for the Development of a Comprehensive Traffic Volume Information System.....</b>	100
<i>Thomas W. Fletcher, Lucie Parrot</i>	
<b>Managing Value Engineering in New Product Development.....</b>	127
<i>Don J. Gerhardt</i>	
<b>Workshops by the Book? .....</b>	139
<i>Richard Gour, John Borza</i>	
<b>The Many Facets of Function Analysis .....</b>	145
<i>Ronald L. Harris</i>	
<b>Tailoring Value Engineering to the Client’s Demand.....</b>	151
<i>Timme Hendriksen</i>	
<b>Selecting Project Teams &amp; Is Bigger Better – Not Necessarily, But it Can Be Successful.....</b>	161
<i>Renee L. Hoekstra</i>	
<b>The Supporting Factors That Make VM an Attractive Option in Meeting the Best Value Requirements of the UK Public Service Sector .....</b>	166
<i>Kirsty Hunter, John Kelly</i>	
<b>Conclude VM Projects with Viable Business Cases, NOT a Collection of Brainstorming Ideas .....</b>	185
<i>J. Jerry Kaufman, Henry Ball</i>	
<b>VE Application to the Back Face Partition of Crew's Cabin in Train Cars ~ Application of VE to the Crew Compartment Partition Window ~ .....</b>	197
<i>Akihiko Kawabata</i>	
<b>Who Is the Customer/Stakeholder of a Construction Project and How is Their Value Criteria Measured.....</b>	211
<i>John Kelly, Steven Male</i>	
<b>Highest and Best Use of People.....</b>	225
<i>William L. Kelly</i>	
<b>Preserving Historical Structures to Maximize Cultural, Life Safety &amp; Economic Value Using Value Based Design Decision-making Methods .....</b>	237
<i>Stephen J. Kirk, Richard G. Turk</i>	
<b>Using Value Methodology Tools to Enhance Competitive Bid Proposals: A Secret Weapon .....</b>	252
<i>Fred Kolano, Manjiv S. Vohra</i>	
<b>Outbound Logistics Optimization of Manufacturing Enterprise Based on SCOR Model .....</b>	264
<i>Larry Jung Hsing Lee, Jun-Der Leu</i>	
<b>Application of Value Analysis for BTL Project in Korea (Considering Performance Measurement and Life-Cycle Costs for Art Gallery) .....</b>	279
<i>Jong-Kwon Lim, Min-Jae Lee, Sung-Il Kim</i>	

<b>Managing Stakeholder Attitude to Stimulate Value Innovation.....</b>	288
<i>Min-Chaur Lin, Yuh-Huei Chang, Ching-Song Liou, Hui-Ping Tserng</i>	
<b>Valuing up Design Chain by VA/VE and TRIZ .....</b>	306
<i>Chi-Yuan Lo, Larry Jung Hsing Lee</i>	
<b>Towards Optimal Value in Product Design.....</b>	320
<i>E. H. McMahon, Wei Wan</i>	
<b>Can Value Engineering Save the Footwear Industry?.....</b>	328
<i>Ferenc Nádasdi, Mária Berényi, Kornélia Vámosi</i>	
<b>Lean Manufacturing and Value Management Convergence of Divergent Tools .....</b>	342
<i>Bijay Nayak</i>	
<b>The New Value Proposition .....</b>	360
<i>John E. Sloggy</i>	
<b>Current Status and Challenges of Target Costing in Japanese Major Corporations .....</b>	373
<i>Masayasu Tanaka, Masao Okuhara, Masao Ariga</i>	
<b>Using VALiD to Understand Value from the Stakeholder Perspective.....</b>	383
<i>Derek S. Thomson, Simon A. Austin</i>	
<b>Applying Value Analysis in Minimal Intensive Surgery .....</b>	394
<i>Ferenc Nádasdi, Kornélia Vámosi</i>	
<b>Value Management as a Catalyst for an Organizational Change Initiative .....</b>	412
<i>Kerry E. Walker, Carole Lee Rankin, Jeffrey Hooghouse, Michael Holt</i>	
<b>Value Engineering and Theories of the Firm .....</b>	425
<i>Roy Woodhead, Andrew Garnett</i>	
<b>A New Management System For VE in Public Works .....</b>	432
<i>Hisaya Yokota, Michihiro Nakamura</i>	
<b>Ladder to Global Survival and Success .....</b>	443
<i>James A. Rains Jr.</i>	
<b>Value-Driven Design.....</b>	450
<i>Paul D. Collopy, Joseph Otero Jr.</i>	
<b>Managing the Project Development Process to Enhance Value.....</b>	464
<i>John Dovel, Richard L. Johnson</i>	
<b>Author Index</b>	