



ANALYSE DE LA VALEUR
VALUE ANALYSIS
CANADA

2023

30 tips for more value

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Who we are

Value Analysis Canada is Canada's national non-profit organization representing the Value Community and promoting the best practices in the Value Methodologies.



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OUR MISSION IS TO PROMOTE THE APPLICATION OF THE VALUE METHODOLOGIES IN CANADA FOR THE BENEFIT OF GOVERNMENTS, INDUSTRY, PRACTITIONERS AND SOCIETY

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To all our members, present and future

Madam/Sir,

2023 marks the 30th anniversary of Value Analysis Canada, and we're celebrating by offering 30 Ways to Add More Value. These tips and lessons learned will help you become a better value manager, whether you are starting your Value Management (VM) journey or looking to hone your abilities. We achieve the greatest value when we work together and pool our knowledge!

VM works around the world because it improves communication and understanding between team members and because it focuses on functions and value. Any service, product, process, project, team or organization can be improved with VM. The [language of functions](#) helps communicate the message.

Learn more about the [benefits of Value Management](#). Becoming active in your local value society, increases your knowledge, and allows you to share it with the rest of the VM community, resulting in greater value all around.

I thank you for having taken the time to read these 30 tips and we all hope, at Value Analysis Canada, that these tips will help you create more value in your construction projects or in your services, software, and products.

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INTRO

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ENCOURAGE VALUE MANAGEMENT

1. Whether working with colleagues or clients, begin by identifying goals, business needs, and value drivers as active verbs and descriptive nouns. What “must” this “thing” do?
2. Provide free (or heavily discounted) sessions on small initiatives so participants can experience the benefits of VE/VA.
3. Investigate problems, processes, services and products in your sector. Identify opportunities and show where and how the problem/process/product/ service/organization/project can benefit from value studies. Speak to the organization and project managers to identify pain points and areas of disagreement. Is there a project with fuzzy goals? Is the organization or project team not on the same page? Which projects are in trouble?
4. Review indicative results from similar case studies. Visit VAC’s publications section for more than 500 case studies.

PREPARE A VALUE STUDY

5. Take the time to understand the subject. You don't have to become a subject matter expert, but you need to be familiar with terminology and issues! Investigate project issues, concerns, worries, opportunities, and risks with the project manager/client/stakeholders.
6. Prepare templates with questions to use during the preparation stage. Being organized and systematic in study preparation will improve trust between you and the client/project sponsor. Remember, it can be a leap of faith for the organization to agree to a value study!
7. Speak to stakeholders and ask what keeps them up at night. What are their biggest worries?
8. Prepare a realistic proposal with a detailed work plan when starting a value study. Proper scope control leads directly to completing a value study on time and within budget.
9. Technology is here to help you. Learn how to use it to your advantage.

VALUE TEAMS

10. Build the most diverse value team you can. This will elevate the quality of ideas for optimizing your project. A diverse value study team includes:
 - a. Those who own the problem,
 - b. Subject Matter Experts who can generate solutions, and
 - c. Representatives of those who will benefit from the solution.
11. Full participation during workshops leads to better results. Team members are key for success and should be given the opportunity to express their opinions. This helps towards achieving creativity and innovation.
12. Ensure that the team includes representatives and stakeholders who understand the key issues, risks, and opportunities.

INFORMATION PHASE

13. You can start a study even if you don't have every single piece of information. Some information is only required later in the study, don't delay unwisely. This is particularly true of business processes or organizational design value studies, where there is usually little to no information on why existing processes exist.
14. Help value team members prepare the presentation of the information they will share at the study. They may be great subject matter experts, but they will not necessarily be effective communicators. Work with them to ensure they present all relevant information in a way that the whole team can understand
15. Ensure that the current solution, or "base case", is documented, including the reasons why the current solution was selected and other options rejected.

FUNCTION ANALYSIS PHASE

16. Plan to use more than one method to identify functions. Each method exposes a different set of functions. Using many methods allows you to make sure you forget nothing. Have some functions in your back pocket to assist the team when it is stuck. Let them change the wording and “own” the function. Intuitive research, “brainstorming” or random function generation works on simple studies with a narrow focus, but it may miss needed functions.
17. FAST diagrams and function trees are great tools. You need to be “fluent” in the creation of such diagrams. Practice, practice, practice. If you stumble during the creation of these diagrams, it will impact the study team’s trust in you.

CREATIVITY PHASE

18. Don't hesitate to use brainwriting (everybody writes ideas in silence instead of saying them out loud) instead of brainstorming on some aspects of the subject under study. This can help to generate even more ideas.
19. Collaboration tools are great for brainstorming and brainwriting, sorting the ideas and prioritizing them. Investigate these tools and master the one that works best for you.
20. Make sure you can capture all the ideas that are generated. You need to type fast, or key ideas could be missed!
21. Challenging constraints often results in positive changes for a project. It is vital to approach a project with an open mind. Remember to encourage the team to challenge constraints, not people.

EVALUATION PHASE

22. Conduct multiple passes when evaluating ideas: a first quick pass to eliminate obviously bad ideas; a second more thoughtful pass to sort the good ideas from the very good; and a third pass (and more if needed) to prioritize the remaining ideas. Welcome informed discussion on the pros and cons of ideas.

DEVELOPMENT OF PROPOSALS PHASE

23. Provide simple templates to assist the team members developing ideas into proposals, and to keep the proposal format consistent.
24. Group ideas that work together into scenarios and set the evaluation criteria at the start of the study for comparing scenarios.
25. Use one person—for example, a trained cost engineer—to cost all ideas/scenarios. Similarly, one person should review how the benefits or advantages of each idea/scenario are assessed to ensure consistency and credibility.

PRESENTATION PHASE

26. Be familiar with presentation tools and software! Impressive presentations help sell ideas.
27. Avoid over-promising cost savings and identify risks at the outset. This improves your team's credibility.
28. Have all of the content in one document, in the correct order (whether slide deck or PDF). Constantly changing documents makes for a confusing presentation.

VALUE MANAGEMENT PROGRAM

29. Find a “cheerleader” for your program: this person needs to make noise regarding value studies and VM in a constructive and positive way.
30. Training, training, training! The more people are trained in and aware of what VM is all about, the more demand you will create within your organization. Be prepared!

We hope you have enjoyed reading and learning these 30 tips we put together for you!