

4. ORGANISING A VAVE FUNCTION

The end result or final goal of a VAVE activity is that it should be developed as a philosophy or way of life in the organisation. Just like the productivity or cost consciousness. The most ideal situation would be when everyone starts talking in terms of function and cost and behave accordingly. It has to be as necessary a part of employees' life, as is good house keeping, discipline and knowing duties and responsibilities.

Exposing everybody to this concept and approach is sure a herculean task and cannot be effected overnight. Even if serious and sincere efforts are made, it would take scores of years to build up to that stage. The only choice left then is to start the activity in selected areas, let the people start realising its role and necessity, and then slowly extend it to all spheres of life in the organisation. This requires the formulation of the VAVE activities.

A phased programme for developing VAVE culture in the organisation.

A full-fledged VAVE function should have to go through the following phases for effective implementation. Ref. Fig. 19.

Phase - 1 :	Value Engineering Cell	VEC Phase
Phase - 2 :	Value Engineering Department	VED Phase
Phase - 3 :	Value Engineering Teams (Product-wise or Department-wise)	VET Phase
Phase - 4 :	Value Engineering Circles	VEnCi Phase
Phase - 5 :	Value Engineering Culture	VEnCul Phase

DIFFERENT VAVE APPROACHES

S. NO.	APPROACH	METHODOLOGY	ANALYSIS & REMARKS
1.	Value Engineering Cell (VEC)	Normally a centralised cell under the Management Services function, comprises 2 to 4 members. This cell organises Training Programmes and appreciation courses for the executives and middle level management	It is treated as routine activity under training departments of the organisation. Apart from attending training programmes the members normally do not contribute any thing concrete. However, this cell definitely helps in generating an awareness of the technique in the employees. It has been seen that it does create an additional interest in the participants. The urge to do something generated, and few of the enthusiastic members do start spending more time to know more about the technique and its application.
2.	Value Engineering Department (VED)	A centralised function established more like any other function. This is headed by a full time Manager and supporting Engineers and Value Analysts. A target performance is established and the department is expected to fulfill the target by undertaking various studies.	Although a function, it operates more like a staff function and not as a line function. In most cases the acceptability of VED by the users is of a low order, because it is looked at either as an unavoidable evil or as a spying or auditing activity. There is generally a resistance from the designers and manufactures. VED is normally a step further of VEC, and the fact that a particular organisation has a VED does indicate the realisation of the management and the need for VAVE. If organisational backing is provided. VED will give much better and more concrete results than the VEC

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3.	Value Engineering Teams (VET)	In large size organisations there can be Value Engineering teams in each of the product groups or departments. Each of the groups can be exposed to a detailed application oriented training programme. This group normally can comprise the designers; manufacturing, and materials functions.	The acceptability of this team and its work is of a much higher degree because of the fact that they are considered to be inside people are known to the sections/departments. As quite a few members are from design or R&D, their suggestions are quickly accepted and implemented.
4.	Value Engineering Circles (VEnC)	Through the VEnCi activities and by exposing enmasse the employees to the VAVE programmes and through use of audiovisual aids, a mass recognition can be established. This would result into everybody taking care of the optimum VALUE in his sphere of activities	Mostly this would be very broad approach. It would work effectively like the Quality Circles programmes or Zero defects movements in Japan.
5.	Value Engineering Culture (VEnCul)		The ultimate can be achieved through this approach. Once an organisation has developed this culture it would automatically take care of the new entrants thinking process and this a full fledged VALUE culture can be established.