

5. ORGANISATION FOR VAVE

The four Tier Approach

AS has been seen in the above chapter. VAVE is a multi-disciplinary approach involving various stages of decision making and different specialised disciplines and subjects. No VAVE exercises can be effective unless these multi agencies are grouped into one entity, supporting each other and contributing to the exercise. The main theme of the whole exercise is DECISION MAKING and IMPLEMENTING the RECOMMENDED ALTERNATIVES after a through EVALUATION.

The following table depicts various stages and phases of VAVE exercise and the levels of the management which would have to be involved at that stage of the exercise.

Level - 1: Top Management	-	Managing Director and All General Managers, Chief Executives and Heads of the Divisions or Departments
Level - 2: Senior Management	-	Senior Managers & Departmental Heads
Level - 3: Middle Management	-	Managers - Dy. Managers
Level - 4: Shop Floor Management	-	Foremen; Supervisors, etc.

As the exercise is applicable across the activities of any organisation the appropriate agencies equivalent to the above functional level should be involved.

VAVE a systematic approach

STAGE/PHASE OF VAVE	MANAGEMENT LEVELS	I	II	III	IV
VA Organisation Project Identification Project Potential & Selection		Y Y	Y Y	Y -	- -
VAVE Team Formation Orientation of the Team Evolving Alternatives		- - Y	- Y Y	Y Y Y	- - Y
VA ACTION PLAN					
Orientation Phase		-	Y	Y	-
Information Phase		-	-	Y	Y
Speculation Phase		-	-	Y	Y
Evaluation Phase		-	Y	Y	-
Consolidation Phase		-	-	Y	-
Submission & Planning		-	-	Y	-
Wetting & Analysis of Recommendation		-	Y	-	-
Decision for Change (Financial & Technical)		Y	Y	-	-
Implementation Phase		-	-	Y	Y
Result Summarised Phase		-	-	Y	-
Re-evaluation Phase		-	Y	-	Y

Although the VAVE wave has caught up in Indian context, and also, through various exercises it has been established that VAVE does give results, already a frustration at the working levels has founded its roots and is fast growing into a small plant size, to be soon staking the shape of a big tree when it would become very difficult (if not impossible) to uproot it. The frustration has emerged basically from the fact that while the individuals working on VAVE projects are sure of the results, they are finding a cold shoulder from the management in implementation stage. In most of the cases the exercises remain on paper and serve as a mere academic interest rather than as a cost reduction tool. There is no dearth of individuals who are slowly withdrawing from this field and started relaxing back on the chairs. because of the frustration thus developed by not seeing the results implemented. The main reasons are that :

- a) Either the suggestions have originated at a very low level in the organisation structure (This is the level which mainly does the detailed work, and is the back bone of change process)

OR

- b) The creativity sessions (and for that matter the VAVE activities) are treated as a routine organisation matter without giving due importance.

Before an organisation gets into a full-time VAVE activity, there are certain questions to be answered. And unless the answer to all these questions (without any exception) is 'YES', there is perhaps not much fun in embarking upon this crusade.

- a) HAS THE PROBLEM BEEN RECOGNISED BY THE PEOPLE AT THE HELM OF AFFAIRS?
- b) DOES THE MANAGEMENT REALLY WANT A SOLUTION TO THE PROBLEM?
- c) IS THERE ANY ESTABLISHED 'WILL TO IMPLEMENT SUGGESTIONS and WHETHER THE TOP IS COMMITTED TO EFFECT IMPROVEMENTS?
- d) HAVE THE DESIGNERS, MANAGERS, FINANCIAL EXECUTIVES AND ALL OTHERS CONCERNED BEEN TAKEN INTO CONFIDENCE AND WHETHER THEY DO FEEL A PART OF THE TEAM?

