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Value Management - Wörterbuch

Management de la valeur - Vocabulaire

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Value Management - Vocabulary - Terms and definitions

Management par la valeur - Vocabulaire - Termes et définitions

Value Management - Wörterbuch - Begriffe

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Foreword

This document (EN 1325:2014) has been prepared by Technical Committee CEN/TC 279 “Value management - Value analysis, functional analysis”, the secretariat of which is held by AFNOR.

This European Standard shall be given the status of a national standard, either by publication of an identical text or by endorsement, at the latest by September 2014 and conflicting national standards shall be withdrawn at the latest by September 2014.

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This document supersedes EN 1325-1:1996 and EN 1325-2:2004.

The main technical change compared to the previous versions is the updating of the terms and definitions.

According to the CEN-CENELEC Internal Regulations, the national standards organizations of the following countries are bound to implement this European Standard: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and the United Kingdom.

Introduction

This European standard defines terms for Value Management (VM), to develop consistent language for use in optimising performance and productivity for organizations, projects, products, and services.

Value Management is founded on the concept of value and on the functional based approach.

Value Management approaches and methods are used on the general management level of companies and organizations, for the development of products and services, or to work out the optimised solution of many kinds of industrial and organizational problems.

The concern of these approaches and methods for the end purposes, or functions, of the matter examined, and their search for the optimisation of these functions in relation to the means, resources or expenditures which are necessary for their attainment, are very important factors of the overall efficiency and competitiveness of companies and organizations.

European Standards are being developed to promote unified concepts and the highest level of expertise and efficacy in the European countries.

In order to achieve a common way of practice of these methods, and a common understanding of the standards it is essential to define and standardise in a vocabulary standard the precise meaning of the specialised terms which are used. If the standards on Value Management methods which are just now being developed require a correction or adaptation of terms and definitions then this will be taken into account by a revision of this standard.

1 Scope

This European Standard defines language for optimising performance and productivity by using Value Management.

This European Standard defines terms in Value Management (VM).

This European Standard aims to:

— Promote and define common language for Optimising Performance and Productivity by using Value Management;

— Define the main terms of the “Value Management (VM), Value Analysis (VA), Function Analysis (FA)” field;

— Define terms for important methods and tools;

— Establish a single source for generic terms;

— Create accessible language for international communication;

— Publish useful definitions for specialists and non specialists;

— Clarify differences which may exist in language where a word in common use is used to signify a specific meaning in Value Management;

— Reduce the risk of inconsistency between standards applied internationally.

2 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

NOTE When a term, which is defined in this vocabulary, is used in the definition of another term, it is printed in bold type.

2.1 General terms related to value

2.1.1
value
measure which expresses how well an organization, project, or **product** satisfies **stakeholders**’ needs in relation to the **resources** consumed

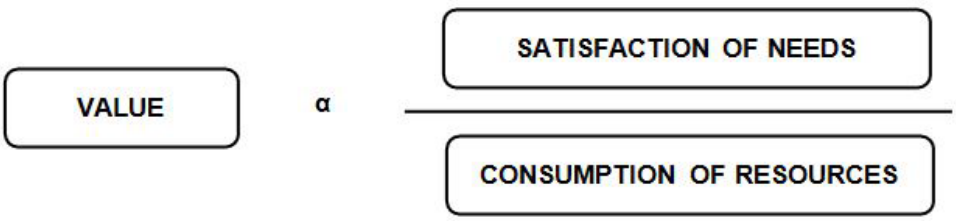

Figure 1 — The concept of value

Note 1 to entry: Value informs assessment (or judgement) of solutions: it is an index of relevance, constituting a decision-making support. The concept is relevant to all possible scenarios and can also include a decrease of negative impacts with constant services, through an increase of services, innovative approaches, and integrating an increase in the services with the reduction of negative impacts.

Note 2 to entry: Value is relevant for any type of object: tangible or non tangible **product**, service, process, organization.

Note 3 to entry: All the combinations of increase / reduction of the provided services and the consumed **resources** are possible, subject to yielding an improvement of the general result. An approach of « cost reduction » does not improve **value** when it entails a reduction of the provided services which is not controlled or an increase of the negative consequences.

Note 4 to entry: Satisfaction of **need** can be assessed only with regard to reference **functions** which define the supposed **needs** or provided services and **constraint**s to be met. This logic fundamentally distinguishes the **value management** approach from any other approach of optimisation, design or more generally of problem solving.

Note 5 to entry: According to the subject of the project, it is relevant to consider satisfaction (or contributions) from a point of view wider than the reference **functions** defining the provided services, and being possibly linked to:

— positive effects for the environment, social, or broader economy;

— gains and advantages for the parties involved in the project;

— uncertainties as to what benefits, foreseen or not (upside potential) may be required or achieved; and

— uncertainties in the balance of risks and opportunities.

Note 6 to entry: According to the subject of the project, such as where the environment comprises human beings the notion of “consumption of **resources**”, due to its more general meaning, can bring a relevant way to evaluate a proposal. It is possible to consider, as for the perceived advantages, the consequences from more global points of view and from various timescales, comprising:

— the consequences on the environment of the subject or of the stakeholders (economic, social, ecological consequences, etc.);

— the identification and the assessment of the resources at stake to cover risks and opportunities associated with choices (market scenario risks and opportunities, possibilities and constraints of the fulfilment of the requirements, project risks and opportunities, risks and opportunities of evolutions of the environment, even of the needs, etc.);

— the uncertainties as to resources which may be consumed, constrained, or present, foreseen or not, balancing upside potential and risk;

— uncertainties in balance of risks and opportunities.

Note 7 to entry: When making an assessment of value some organizations may examine the global perspective as well as the organizational perspective. This implies that, in addition to stakeholders need and consumption of resources, positive and negative impacts beyond the interests of the stakeholders should be considered.

2.1.2
stakeholder
person or organization which has an interest in and influence on a **product** at any time during its life cycle

2.1.3
customer
person or organization who has the potential to be a **user** or enquirer of a **product** at any time during its life cycle

2.1.4
user
person or organization for which the **product** is designed and which exploits at least one of its **functions** at any time during its life cycle

Note 1 to entry: A user can be an external or internal customer.

2.1.5
product
result of activities or processes, any goods, process, service, system, strategy or organization

Note 1 to entry: A product can include service, hardware, processed materials, software or a combination thereof.

Note 2 to entry: A product can be tangible (e.g. assemblies or processed materials) or intangible (e.g. knowledge or concepts), or a combination thereof.

Note 3 to entry: A product can be either intended (e.g. offering to customers) or unintended (e.g. pollutant or unwanted effects).

[SOURCE: EN ISO 9000:2005, EN ISO 14024:2000]

2.1.6
constraint
characteristic result or design feature which is made compulsory or has been prohibited for any reason, with no alternative possibility being left

Note 1 to entry: Constraints are generally restrictions on the choice of solutions in a value study.

Note 2 to entry: The constraints can result from laws, from standards, from the demand of the market. These elements contribute to the characterisation of the functions. It is wise to record the relationship between them and the functions to which they apply (traceability).

Note 3 to entry: Given the importance which the constraints can have on the definition of the **product**, it is good practice to justify any specified constraint.

Note 4 to entry: To facilitate the reading of the results of the Function Analysis, constraints can be included in a particular section of the FNE.

2.1.7
cost
expenditure incurred on, or attributable to, a given **product**

Note 1 to entry: Cost is expressed in terms of money expended by one or more stakeholders.

2.1.8
need
what is necessary for or desired by the **user**

Note 1 to entry: A need can be declared or undeclared; it can be existing or potential.

2.1.9
resources
everything that is required to satisfy the **needs**

Note 1 to entry: Resources include not just cost (both long and short term) but also time, materials and other inputs, whether physical such as materials or abstract such as intellectual property, sustainability and social impact.

Note 2 to entry: Resources used include initial cost plus operation costs plus other considerations such as influence on environment

2.1.10
life cycle
time interval from product inception until its removal from use and disposal

Note 1 to entry: Life cycle encompasses evolution undergone by a product studied in the course of time, from its conceptualisation to its withdrawal. 'Withdrawal' should be understood as the final elimination of the product beyond its withdrawal from service.

Note 2 to entry: Examination of life cycle may consider **product** usage conditions which may be encountered including scenario planning, risk assessment, transport, handling, storage, intended duration of use and other factors.

2.1.11
life situation
product usage condition (for transport, handling, storage, maintenance, various applications, etc.) with the respective occurrences and duration

2.2 General terms for value management

2.2.1
value management
VM
style of management, particularly dedicated to motivating people, developing skills and promoting synergies and innovation, with the aim of maximising the overall performance of an organization

Note 1 to entry: Applied at the Corporate perspective, Value Management relies on a **value culture** taking into account **value** for both **stakeholders** and **customers**. At the operational perspective (including project oriented activities), it implies in addition the use of appropriate methods and tools.

Note 2 to entry: Value Management can also be considered as a framework within which methods and tools are deployed to improve performance. Terms for core tools are defined in this standard.

2.2.2
value culture
attitude, awareness and sufficient knowledge of what the concept of **value** represents for an organization and its **stakeholder**s and of the factors that may affect this **value**

Note 1 to entry: It includes an appropriate knowledge of available methods and tools and an awareness of managerial and environmental conditions which enable **Value Management** to flourish.

Note 2 to entry: It includes the examination of organizational behaviours and climate.

Note 3 to entry: Value Management approaches address both Management by Value, whereby the concepts of **function** and **value** are taken fully into account in management and decision-making, and Management of Value, which is aimed at the successful completion of projects through the use of one or more value management methods. [SOURCE: Value Management Handbook]

2.2.3
value management programme
planned and structured array of activities which enables the development, implementation and maintenance of **Value Management** policy in a sustainable manner

Note 1 to entry: VM is deployed as a framework within an organization, as specific programmes, as projects and as discrete studies within projects.

2.2.4
Roles
2.2.4.1
value manager
person who is responsible for planning, organizing, supervising, and implementing a **Value Management Programme** or value management study

2.2.4.2
enquirer
person or organization in search of a **product** and which is responsible for issuing the Functional Performance Specification, with a view to its purchase or acquisition and use by itself or by others

2.2.4.3
designer
designer-producer
entity responsible for the design of a product and sometimes of its providing

Note 1 to entry: The designer/designer - producer is either an external organization, or a department from the same organization as the **enquirer.**

Note 2 to entry: In certain sectors a designer is called ‘consulting engineer’ or ‘architect’.

2.2.4.4
project owner
entity responsible for the definition of the **need** and for the **specified objective**, which procures the management of the project, the selection of the **designer**(s), pilots the action, and assures, and finances the activity

2.3 Terms related to core methods of value management

Terms related to Core Methods of Value Management are defined below. Guidance on deployment and use of these methods is given in separate standards.

Core methods include:

— Function Analysis;

— Function Cost;

— Functional Performance Specification;

— Value Analysis and Value Engineering;

— Design to Cost and Design to Objective.

2.3.1
function analysis
FA
process that describes completely the **functions** and their relationships, which are systematically characterised, classified and evaluated

Note 1 to entry: The **function structure** is a part of the result of Function Analysis.

Note 2 to entry: Function Analysis covers two approaches: the **Functional Need Analysis** (or External Function analysis) and the **Technical Function Analysis** (or Internal Function analysis).