



THE  
institute  
of  
VALUE  
management

---

CORPORATE BROCHURE 2021

---

## Mission Statement

Our mission is to enable our members to develop and champion the professional practice of managing sustainable value to secure and ensure economic and social wellbeing for organisations and citizens within the UK and internationally.

## About the Institute of Value Management

The Institute of Value Management (IVM) is the centre of excellence and the professional qualifying body in the UK which promotes, advances, and ensures competence in value enhancing methods to European standards.

The IVM is actively involved with other National Value Associations to promote the worldwide use of Value Management. Membership of the IVM is open to anyone with an Interest in Value Management.

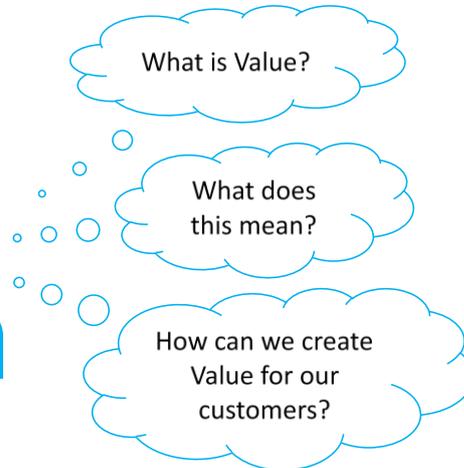
The IVM promotes Value Management across all sectors of the UK economy. Its members come from several areas including construction, utilities, transportation, public and commercial services, health care, government, manufacturing, information technology and telecom, as well as training and management. The IVM, through its independent Certification Board, is responsible for implementing the European Certification and Training System within the UK, to award worldwide recognised Value Management qualifications.

**‘Promoting the widespread use of Value Management  
across all sectors of the UK economy’**

### How Many Times Have You heard?



### Have you ever thought?



*The Institute of Value Management can help you find answers to all these questions*

## WHAT IS VALUE MANAGEMENT?

*'Organisational improvement, setting clear goals, improving productivity, creativity and return on investment' – BSEN12973:2020*

*'Value Management is an underlying concept applied within existing management systems and approaches based on value and function-oriented thinking, behaviour and methods, particularly dedicated to motivating people, developing skills, promoting synergies and innovation, with the aim of maximising the overall performance of the organisation.'* - BSEN12973:2020

Value Management is concerned with improving and sustaining a desirable balance between the needs and wants of stakeholders (often represented as benefits) and the resources needed to satisfy them. Stakeholder value judgements vary, and Value Management reconciles differing priorities to deliver best value for all stakeholders. Value Management is based on defining and adding measurable value, focusing on objectives before solutions, and concentrating on function to enhance innovation before seeking solutions.

## WHY SHOULD I BE INTERESTED IN VALUE MANAGEMENT?

If you're in design, manufacturing, public services, transport, commerce or just about any other kind of organisation creating wealth through application of human talent and other resources to address ever changing diverse challenges, Value Management will enable you to adopt a consistent approach towards decision-making see BS EN 12973:2020. Value management considers the needs of the business, the environment within which your business is operating, and the people involved.

The most visible benefits arising from effective Value Management include:

- better business decisions, which can be supported by customers and users by providing decision-makers with a sound basis for their choices,
- increased effectiveness by organising and using limited time and resources to best effect, delivering better environmental, social, economic, and financial outcomes,
- improved products for users, customers and other stakeholders by clearly understanding, prioritising, and satisfying their real needs,
- enhanced competitiveness by facilitating technical and organisational innovation and resource efficiency,
- aligning members of the organisation to its goals, critical success factors and values through improved internal communication and knowledge, and
- enhancing communication and efficiency through multi-disciplinary and multi-task collaborative teamwork.

The benefits of Value Management are available to all providers and consumers in all sectors of society, individuals, organisations, networks, and governments.

## WHO USES VALUE MANAGEMENT?

- Any person aiming to achieve, deliver or improve sustainable performance
- Executive leaders and authorities seeking to increase satisfaction for users, customers, and other stakeholders to enhance the performance of their organisation.
- Programme leaders seeking to ascertain whether costs and other resources needed to deliver benefits represents best value
- Managers and people, at all levels, who use a Value Management approach to support decision-making and
- All those involved in Value Management development, deployment, or training.

## CASE STUDY – HOUSING TRUST ORGANISATION REVIEW

### The Challenge:

An organisational review to deal with major challenges:

- 12% cut in Victory's rental revenues
- Under Occupancy Charge (aka 'Bedroom Tax').
- Introduction of Universal Credit and its complexities
- Modern IT but poor connectivity + mobile data
- Adoption of best outsourcing practices

### Results (from the National Star Survey):

- Tenant satisfaction of 89% vs sector median 86%
- 91% satisfied with rent VFM vs median 80%
- Overall costs per Unit reduced by 5.5%
- Management costs per unit reduced by 19%
- Maintenance costs reduced by 10.6%

Investment level 21% above the sector median



## WHAT'S THE DIFFERENCE BETWEEN VALUE MANAGEMENT AND COST CUTTING?

Many organisations use traditional cost cutting to improve on the cost or outturn value of a product or project. However, this can result in scope reduction and/ or specification changes which diminishes the functionality of the product and leaves the customer frustrated.

To really add value, resource reductions to the product creation processes are needed whilst maintaining the functionality of the concept.

Much more value can be created at the strategy stage to meet a demand or solve a problem, through deriving solution options with less effort.



## HOW CAN I ADOPT A VALUE MANAGEMENT APPROACH?

STEP 1: Complete the on-line diagnostic assessment questionnaire on the IVM website to find out where the gaps to applying a Value Management approach or approaches to value creation are in your organisation. This is available from [www.ivm.org.uk](http://www.ivm.org.uk)

STEP 2: Think about what you need Value Management to achieve for your organisation. How would a value culture benefit your organisation every day?

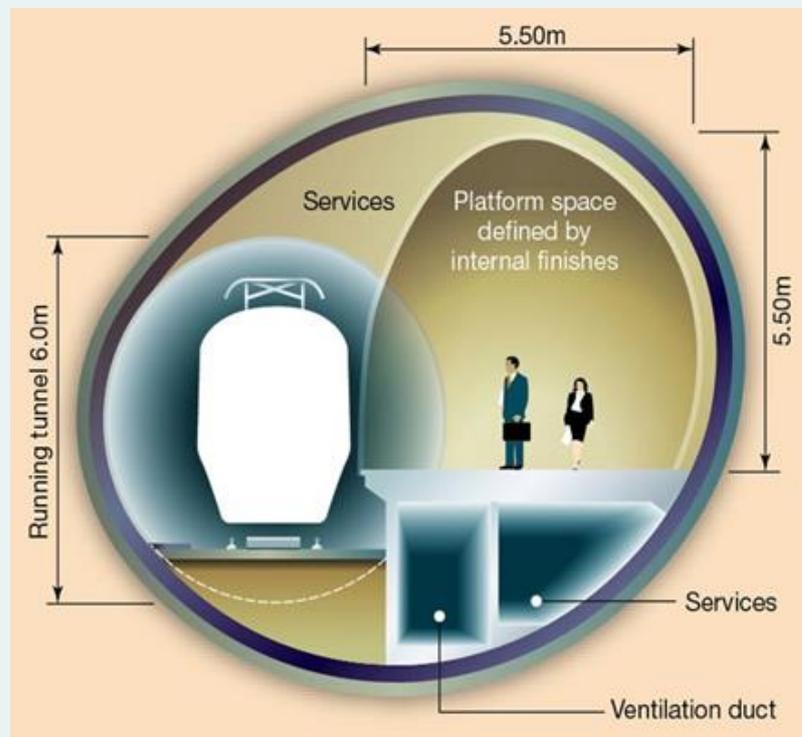
### CASE STUDY – MAJOR RAIL PROJECT

The Challenge:

To identify value improvements to demonstrate even more 'added value'.

Results:

Through the expertise and focus of our highly skilled and experienced facilitators the workshop teams identified potential savings of £180 million and delivered an 18% saving.



## I THINK VALUE MANAGEMENT CAN HELP MY ORGANISATION – WHAT ARE THE NEXT STEPS?

### STEP 1

#### ON-LINE ASSESSMENT

Complete the on-line assessment questionnaire on the IVM website to find out where the gaps to applying Value Management approaches to value creation are in your organisation

### STEP 2

#### WHAT DO YOU WANT TO ACHIEVE

- Think about what you want Value Management to achieve for your organisation. Where do you need interventions?
- Strategic Level?
- Portfolio and Programme Level?
- Operational Level?
- Project / Product Level?

### STEP 3

#### DO YOU NEED YOUR ORGANISATIONAL SYSTEM TO USE THE VALUE MANAGEMENT APPROACH, INFORMALLY, FORMALLY OR STUDY BASED?

- Do you need to change your staff culture and value focused outlook?
- Do you need Value Management Professionals to lead your Value Management approaches e.g. studies and workshops?
- Do you need to have staff trained as Professionals and Trainers in Value Management?

### STEP 4

#### CONTACT BRANCH LEADS OR IVM CHAIR

Follow Up on your requirements and seek the advice of the IVM experts

### STEP 5

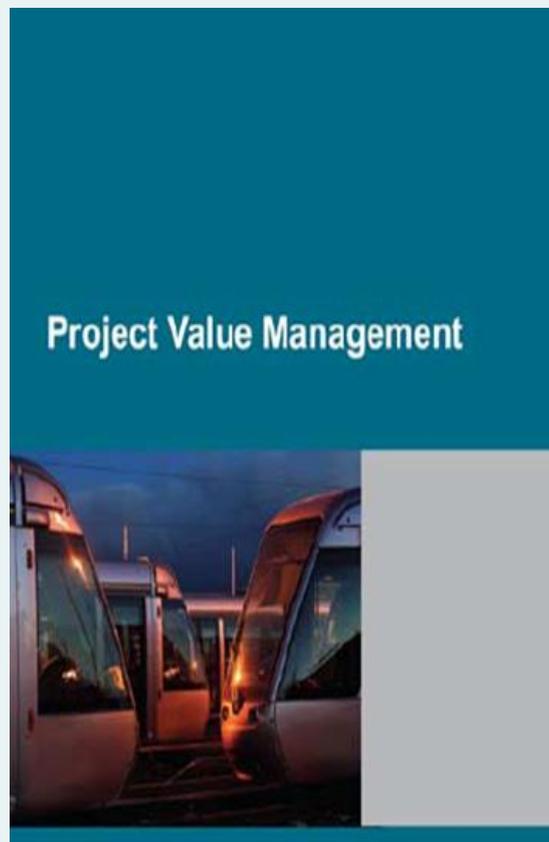
#### SPECIFIC SUPPORT

Find out who could offer and engage specific support to facilitate the development of your organisational Value Management approaches.

## CASE STUDY – ORGANISATIONAL CHANGE

### The Challenge:

To produce a Value Management (VM) procedure for the Client to use across their capital works program and 'pilot' on a major two directional light rail project to prove it works.



### Results:

On the first 'Pilot' Project, savings of a 100 million Euros were realised through driving out unnecessary items and wastage.

## ADOPTING VALUE MANAGEMENT IN AN ORGNISATION

Where Value Management has been successfully adopted in organisations the following fundamental and pragmatic elements have been put into action:

- An integrated organisational framework
- A value focused management style
- A positive approach to individual and team motivation
- An awareness of the organisational and external environments
- The effective use of proven methods and tools
- Creation of a Value Culture
- Implementation of Functional Thinking
- Providing a structured holistic approach

## VALUE MANAGEMENT PRODUCTS

When we use Value Management in relation to Products, the following elements prove to be the essential components for success:

- Defining Customer Value
- Organisational Value Proposition
- Linking Marketing to Manufacturing
- Function Analysis

## WHAT DOES A VALUE MANAGEMENT PROFESSIONAL DO?

Implementation of your organisational framework through the Value Management approaches, methods and tools.

Value Management professionals will also lead informal, formal and study-based interventions, including workshops within the business at strategic, portfolio, programme, operational, project or product levels to integrate teams and follow the Value Management Work Plan for the specific application. Methods, tools and techniques will be explained and applied, drawing out the rich thinking from the team.

## VALUE MANAGEMENT FUNDAMENTALS

- Value Creation
- Crating a Value Culture
- Portfolio / Programme Value Management
- Managing by Values
- Creating Whole Life Value Choices
- Whole Life Benefits Management
- Bespoke Value Management Work Plans

## THE ROLE OF THE FACILITATOR

A Value Management facilitator will focus on implementing your organisational framework through the value management approaches using the Value Management Standards BSEN 12973:2020 and EN 16271:2012.

Value Management facilitators will also lead workshops within the business at strategic and operational, portfolio, programme, project or product levels to integrate teams and follow the Value Management Work Plan for the specific application. Methods, tools and techniques will be explained and applied, drawing out the rich thinking from the team.

# Membership of the IVM

## BENEFITS OF MEMBERSHIP

### Recognition

Gain benefit from being associated with a well-established professionally recognised Institute. Some membership levels permit the use of post-nominal designatory letters.

### Value Management Community

Join a growing community of people in the UK, Europe and Worldwide, interested in the promotion of Value Management across all sectors of business. We hold a shared end vision. We hold a shared vision of value but have very diverse arenas and methods of application making the Institute a rich source of ideas and development. Our events offer the opportunity to network with others in related fields.

### Continuing Professional Development

Use our downloadable CPD log on the IVM website to record and formalise your professional development, available on the IVM website at [www.ivm.org.uk](http://www.ivm.org.uk)

### New on Industry Developments and New Techniques

Be kept up to date with new developments on how Value Management and related methods and tools are applied in specific sectors. Learn about new methods and tools that can enhance performance and drive out waste.

### Value Magazine

Free access to past and future editions of Value Magazine.

### Case Studies

Free access to Value Management case studies.

### Diagnostic Assessment Tool

Use of the Value Management diagnostic assessment tool to streamline the Value Management activity in your organisation.

### Branch Activities

Use Branch Activities to network and share ideas on best practice. Many branch activities count towards your CPD.

### UK Tax Relief

Individual members may claim tax relief on their annual fees.

## CASE STUDY – OFFSHORE OIL FIELD PROJECT VALUE ENGINEERING SERVICES

### The Challenge:

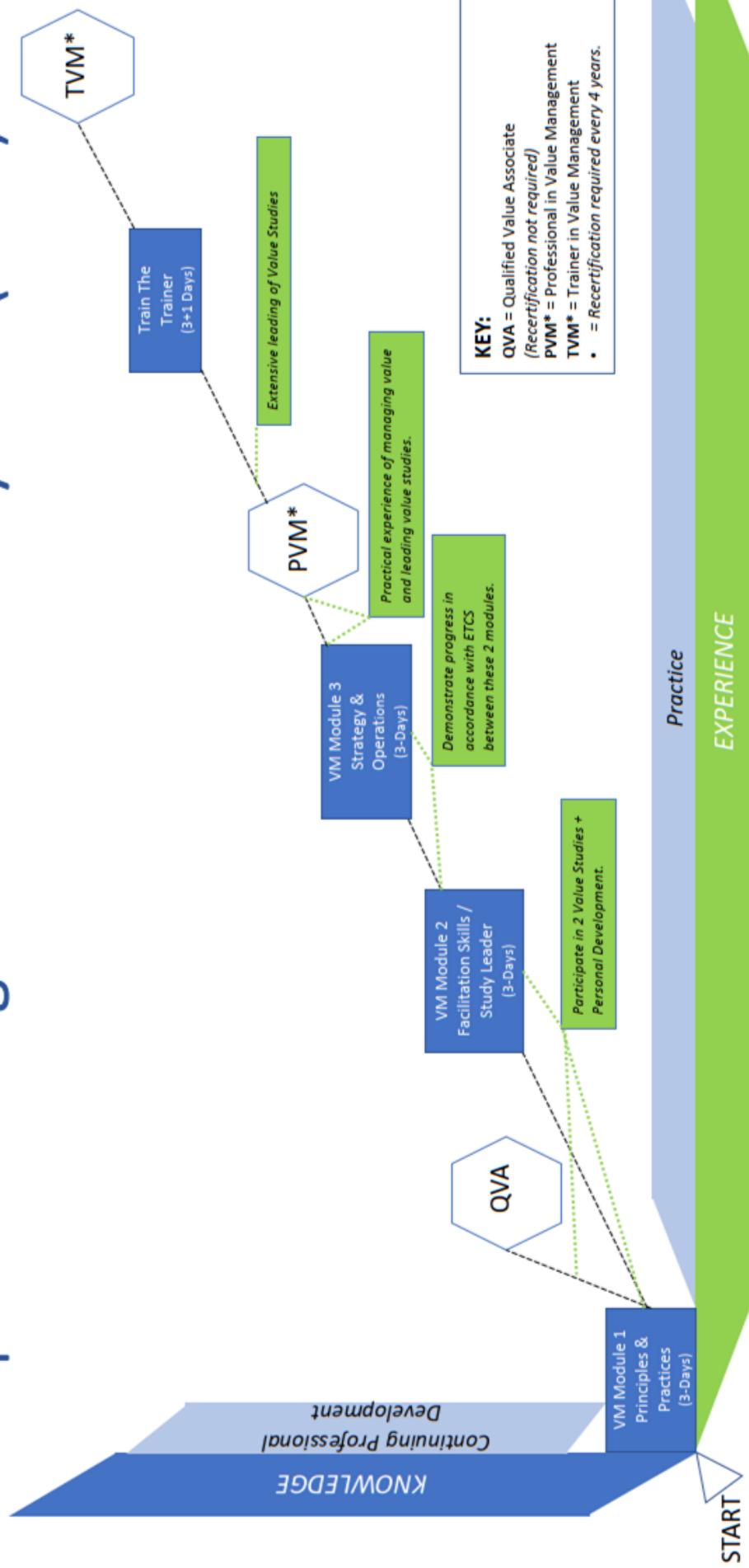
To review a \$170M offshore oil production project to see if its value to the client could be enhanced through value engineering.



### Result:

12 ideas selected with potential savings of \$67 - \$137M, representing savings of 39% - 80% of the project budget.

# Value for Europe : Value Management European Training & Certification System (ETCS)



For further guidance see the Training Tab and Form CB103 on [www.ivm.org.uk](http://www.ivm.org.uk)

# Membership of the Institute of Value Management

There are several different grades to suit qualification and experience levels, some of which allow the use of post nominals. The membership levels are summarised below:

GRADE	MEMBERSHIP CRITERIA	DESIGNATION
STUDENT	For students studying full-time for a UK qualification	None
TRAINEE	For individuals who:  Have completed either an IVM accredited VM1 course or Management of Value (MoV) Foundation Course in the previous 6 months  Are embarking on a career in Value Management	None
ASSOCIATE	For individuals who have a demonstrable interest in, who promote, or are associated with Value Management.	AIVM
MEMBER	For individuals who meet at least one of the following criteria:  Have successfully completed an IVM accredited VM2 course  Holds a QVA or CVA qualification  Have successfully completed a Management of Value (MoV) Practitioner course  Have a minimum of 3 years' experience working in Value Management environment  Hold a relevant professional qualification in Lean, Benefits or Project Management	MIVM
FELLOW	This grade is for individuals who meet one of the following criteria:  Can demonstrate significant experience or contribution to the field of Value Management  Hold a current PVM qualification	FIVM
CORPORATE	This is for organisation that use or promote Value Management and want to make a corporate statement to that effect	MIVM or AIVM

There are annual fees for each grade of membership and the current membership fees are available on the IVM website at [www.ivm.org.uk](http://www.ivm.org.uk)

## BENEFITS OF MEMBERSHIP

The European Training and Certification System is based upon European Standards in Value Management (BS EN 12973:2020). It is the only international Value Management training and certification system in the world that is based upon, and integrated with, internationally recognised standards in Value Management. The system is operated by National Certification Organisations i.e. the IVM Certification Board in the UK.

It is designed to provide competence-based qualification at three levels.

- QUALIFIED VALUE ASSOCIATE (QVA)
- PROFESSIONAL IN VALUE MANAGEMENT (PVM)
- TRAINER IN VALUE MANAGEMENT (TVM)

For further details see below.

## CASE STUDY – SUPERMARKET CONSTRUCTION

Client: Leading UK Supermarket Chain (Confidential)

The Challenge:

To deliver the target of identifying £600k i.e. 5% of potential savings due to the project having a major affordability issue at the start of its Construction Stage.

Results:

20 ideas selected and developed then, post-workshop realised, to reduce project CAPEX costs by the £770k representing more than 6% of the project budget at Construction Stage



# Qualification Pathways

## The European Training & Certification System

The European Training and Certification System is based upon European Standards in Value Management (EN 12973, EN 1325 and EN 16271). It is the only international Value Management training and certification system in the world that is based upon, and integrated with, internationally recognised standards in Value Management. The system is operated by National Certification Organisations (i.e. the IVM Certification Board in the UK).

It is designed to provide competence – based qualification at three levels.

### QUALIFIED VALUE ASSOCIATE (QVA)

Someone who has a good understanding of the principles and basic tools of Value Management and can apply them within day to day work and contribute effectively as a member of a value study team.

### PROFESSIONAL IN VALUE MANAGEMENT (PVM)

Someone who can design and lead a value study of at least moderate complexity in a familiar business environment, and who has the basic understanding to be able to apply this capability in more diverse situations.

### TRAINER IN VALUE MANAGEMENT (TVM)

Someone who has considerable experience in the application of Value Management and is competent to design and deliver training in terms of theory and practice.

For a list of current PVM's and TVM's, please visit [www.ivm.org.uk](http://www.ivm.org.uk)

# Value Management Training Courses

These courses are delivered by a Trainer in Value Management in either a Face-to-Face, ore-Learning (only), by live on-line modules or blended learning to suit the availability of delegates.

## VM1 – MODULE 1

The course is for individuals who wish to apply the principles and practice of Value Management in their normal job, or those who are members of Value Management teams.

Duration: Minimum 22.5 hours learning

## VM2 – MODULE 2

The course provides delegates with more knowledge about how to apply Value Management in practice as a Value Study Leader/Facilitator Skills Course predominantly at an operational level.

Duration: Minimum 22.5 hours learning

## VM3 – MODULE 3

The course provides delegates with knowledge of advanced techniques in Value Management in the design of strategic and operational Value Management activities.

Duration: Minimum 22.5 hours learning

## TRAIN THE TRAINER – TTT

This course focuses on teaching and learning techniques to enable delegates to develop courses which can be accredited as compliant with the current Value for Europe (V4E), European Training and Certification System (ETCS).

Duration: Minimum 22.5 hours learning, plus an assessment day of a further 7.5 hours.

For a full list of approved Training providers, please visit [www.ivm.org.uk](http://www.ivm.org.uk)

## CASE STUDY – HEADQUARTERS FIT-OUT

### The Challenge:

The costs, on this new headquarters fit out had spiralled to £16.7m from the original £13.15m and increase of £3.55m some 27%! This major Value Management workshop was needed to drive out unnecessary cost to get the project at least back on track and within the business plan budget.

### Results:

Identification of savings of £4.3 million, to bring the project back within its original budget down to £12.4m, some £750k below the original budget.



## CASE STUDY – PORT OPERATIONS PROJECT

### The Challenge:

The costs, on this new operational building had increased to £3.6m from the original £3.2m at Design Stage an increase of £400k some 12.5%.



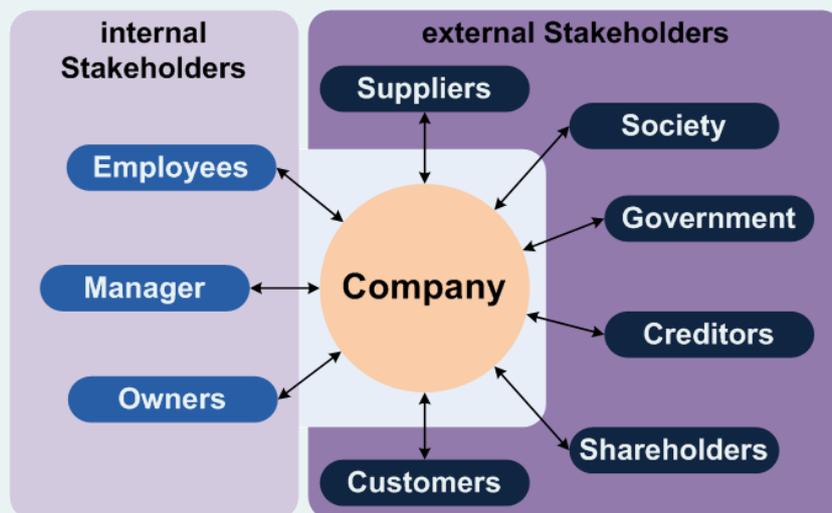
### Results:

Through the expertise and focus of our highly skilled and experienced facilitator the workshop team identified potential savings of £800k, and delivered this post-workshop, a 22% saving!

## CASE STUDY – RAILWAY PROJECT

### The Challenge:

- Congested railway with growing demand
- Conflicts between passenger and freight services
- Programme and budget constraints to achieve with an overall budget of approx. £270m
- Large group of stakeholders with misaligned needs / wants.



### Results:

- Successful delivery of capacity and journey time improvements
- Hand back and commissioning was achieved to milestone
- The project was delivered sustainably with CEEQUAL achieved
- New technology introduced – more digitisation
- Whole life Operating Expenditure benefits achieved.
- Value Engineering capital investment benefits of approx. £27m, i.e. delivery of savings on the budget of 10%

## CASE STUDY – ONSHORE OIL FIELD PROJECT VALUE ENGINEERING SERVICES

### The Challenge:

To review a \$2Bn+ oil production project to see if its value to the client could be enhanced through value engineering.

### Results:

21 ideas selected and developed to reduce project CAPEX and OPEX costs by \$380m+ representing more than 18% of the project budget.



## CASE STUDY – CONSTRUCTION LOGISTICS

### Scope:

An organisational review to deal with major challenges of construction logistics for major project delivery over next 20 years:

- Very Congested site with limited “free space”
- C. £8bn investment in major projects over 20 years
- Logistics including the movement of people, materials, spoil,
- Project accommodation
- Social Impact / Community Engagement drivers



### Outcomes:

- Unanimous decision on the benefits of adopting a ‘One Vision’ approach to delivering the programme of Major Projects
- Ensured alignment with Strategic vision and Business objectives
- Ideas generated in the workshop are being extended beyond the scope to provide Value across the Site rather than just the projects/programmes.
- Secured funding to continue dialogue and proposal development
- Development of PPP Construction Logistics Improvement Plan with 6 recommendations to take forward for further dialogue on funding to make Major Project Improvements such as: movement of materials, movement of workforce, Haulage Road Implementation, spoil remediation, rail strategy and project accommodation.