



Project Summary

Value Engineering Workshops in Commercial Manufacturing

Challenge

A commercial division of an aerospace/defense company was having great success with several Process Improvement programs. However, management believed that product design has an even greater effect on reducing the cost to produce. A major Product Cost Improvement program was created.

The corporation had great experiences with Value Engineering in their defense division. However, the commercial group lacked experience with this methodology. Several specialists from the Defense Division transferred into the Commercial Group with the intent of introducing Value Engineering principles into general practice.

Actions Taken

- Incorporate general business and process improvement methodologies into existing workshops
- Presentation material was reconfigured and streamlined
- Terminology modified to appeal to the target audience of specialists in
 - Operations
 - Business
 - Project Management

Results

VE specialists were introduced to process improvement concepts such as LEAN, Six Sigma, Theory of Constraints, and DFM. Connections were made between the principles of various manufacturing process improvement methodologies, business practices, and Value Engineering.

Lessons

- Understanding, Trust, and Acceptance are the cornerstones for establishing relationships
- Importance of using a common language for communication across groups