

**UNIVERSITI TEKNOLOGI MARA**

**DEVELOPING CRITICAL SUCCESS  
FACTORS (CSFs) OF VALUE  
MANAGEMENT (VM) WORKSHOP  
FOR THE MALAYSIA AIRPORTS  
HOLDINGS BERHAD (MAHB)**

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## **ABSTRACT**

The successful value management (VM) workshop in decision-making worldwide has embraced Malaysian government to implement this method in public and private projects. Several studies have been conducted and primarily focused on the efficiencies and effectiveness of the VM workshop. Nevertheless, no research is being undertaken with regard to application of VM workshop's factors focusing on Malaysia's airport industry. Due to this predicament, there are cases where decisions making during particular VM workshops were producing negative impacts, and costly to be rectified. Hence, this research aims to develop critical success factors (CSFs) of VM workshop for Malaysia's airport industry. Two main objectives have been developed to achieve the research aim, which are to develop indicators of value management (VM) workshop for the airport industry and to propose the critical success factor (CSF) framework based on the indicators of VM workshop for the airport industry. Given the impact and its influence on the industry, Malaysia Airports Holdings Berhad (MAHB) has been selected as the research scope. Furthermore, the research employed a mixed methodology comprised of qualitative and quantitative data collection. Initially, previous works on VM research which are focusing on its factors (i.e., influence and success) were reviewed and analyzed using the Multi-layered Thematic (MLT) process. The results were then validated through focus group interviews with selected VM practitioners from the MAHB. Subsequently, the validated and improved factors became a checklist for questionnaire survey initiative towards VM practitioners in MAHB. Later, the results were analysed on their significance by using descriptive analysis through SPSS software. Afterward, factor analysis was conducted to proposed CSFs framework for the airport industry. The research ends with the final interviews with VM practitioners from the MAHB and the industry to authenticate the CSF framework of VM workshop for the airport industry - by using agreement frequency and theme analysis. As a conclusion, the research presented a CSFs framework of VM workshop for the airport industry, which have been clustered into four (4) clusters which is Cluster 1–Management, Cluster 2–Process, Cluster 3–People and Cluster 4–Customer Focus. The outcome is believed to help in gaining a better insight on the matter in hand.

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