

## Special Issue of the 2014 (5th) International Conference on Engineering, Project, and Production Management

Chien-Ho Ko  
Editor-in-Chief

Editorial  
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This issue includes five papers, four of which were selected from the 2014 (5th) International Conference on Engineering, Project, and Production Management (EPPM2014) held in Port Elizabeth, South Africa, and three of which won the EPPM2014 Excellent Paper Award. The selection was conducted by the Scientific Committee Chair through a two-stage double-blind review. To ensure paper quality, the maximum number of awards was limited to 5% of the total papers submitted to the conference. These Excellent Paper Awards were announced at the Gala Dinner, EPPM2014. To further ensure the quality of these papers, the authors were requested to expend their length prior to re-evaluation from initial screening through double-blind reviews to satisfactory amendments.

In the first winner of the Excellent Paper Award, Lam and Gale describe a procurement performance model used to create longer term relationships between clients and suppliers for better project outcomes. The procurement performance model includes priori and posteriori stages. A priori performance model is based on operational and sociological constructs while the posteriori model focuses on the collaborative management of contractor performance through procurement measures to achieve expected project outcomes. Applicability of the proposed model is explored using highway projects.

Demand variability is arguably one of the biggest headaches in the construction industry (Ko, 2011). In the second Excellent Paper Award winner, Potts et al., improve service delivery for Infrastructure Client Organizations (ICOs) by identifying factors that impact service delivery on ICOs, and strategies are then proposed to reduce the impact. Their research provides a new approach to improve service delivery by considering the nature of intervention in internal change.

In the third award-winning paper, Davies and Merwe develop a water and energy efficiency assessment tool based on lean ideas and value stream mapping. The authors suggest that adopting a *kaizen* approach would yield greater long-term savings than ad-hoc efficiency improvements.

Pursuing customer satisfaction is one goal of project management (Ko and Kuo, 2015), and stakeholders could be regarded as internal customers. In the fourth paper, Windapo and Qamata examine the use of satisfaction metrics in large engineering projects from stakeholder

perspectives. Both objective and subjective metrics are used to collect empirical data for analysis. Their study suggests that stakeholders should seek to define project success at its commencement, thus allowing for the proper measurement of result satisfaction.

The inclusion of the above four papers was made possible through the assistance of EPPM2014 Conference Chair John Smallwood as well as Scientific Chairs Jolanta Tamosaitiene, Kriengsak Panuwatwanich, and Nobuo Mishima.

When initiating a new project, the developer must immediately deploy the right number of people with the required qualifications. This can be done either by hiring new people or by keeping qualified employees on staff ("bench strength"). In the fifth paper, John proposes a method to reduce bench strength requirements in information technology companies. His proposed method could obtain an optimum mix of bench, thus helping firms maximize flexibility and cost savings.

### References

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