



Over Four  
Decades of  
Industry-led  
Collaborative  
Research

# Consortium for Advanced Management - International

*Global Leadership in Cost, Process and Performance Management*



### What is CAM-I?

- CAM-I (Consortium for Advanced Management-International) is an international consortium of industry, government and research organizations.

- **CAM-I Mission**

*To serve as a collaborative forum of thought leaders who develop practical and effective management tools, techniques and methods to advance the way organizations manage costs, processes and performance.*

#### **ABOUT CAM-I**

- Founded with Department of Commerce support in 1972
- Non-Profit, 501c3, Collaborative Membership Organization
- CAM-I's membership is diverse - Manufacturing, Service Companies, Government, Consulting Companies and Associations



Over Four  
Decades of  
Industry-led  
Collaborative  
Research

## Organizations who have and are working with CAM-I

- The Boeing Company
- Navistar
- Pace International
- Hitachi Capital (UK) PLC
- University of Alberta
- Bank of America
- BCH Electric Limited
- Grant Thornton LLP
- King County
- City of Rock Hill
- U. S. Air Force
- U. S. Army
- U.S. Department of Agriculture
- U. S. Patent and Trademark Office
- Royal Australian Navy
- ViON
- CPA Canada
- SAS Institute
- Employees Retirement System of Texas
- Landmark Decisions Inc.
- Pilbara Group, Inc.
- Decimal
- Dresser-Rand
- Whirlpool Corporation
- Avnet
- Shell Oil
- Rockwell Collins
- Regence
- SAP AG
- U.S. Coast Guard
- U.S. Health and Human Services
- IBM
- ON Semiconductor
- Texas Instruments
- NASA
- Proctor & Gamble
- BAE Systems
- Lockheed Martin
- Raytheon
- Northrop Grumman
- Honeywell International
- Johnson Controls
- Emerson Electric
- Porsche
- Harley-Davidson
- Chrysler
- Honda of America
- Deere & Company
- Caterpillar
- U. S. Marine Corps
- U.S. Navy
- Department of Treasury
- DFW Airport
- TSA



Over Four  
Decades of  
Industry-led  
Collaborative  
Research

## University and Professional Affiliations



### Technical and Knowledge Partners

Great Lakes Institute of Management – Chennai  
Confederation of Indian Industries (CII)  
Institute for Defense Analyses

### University and College Affiliations

Arizona State University  
Babson College  
College of DuPage  
Kellogg (Northwestern)  
The University of Akron  
Weber State University





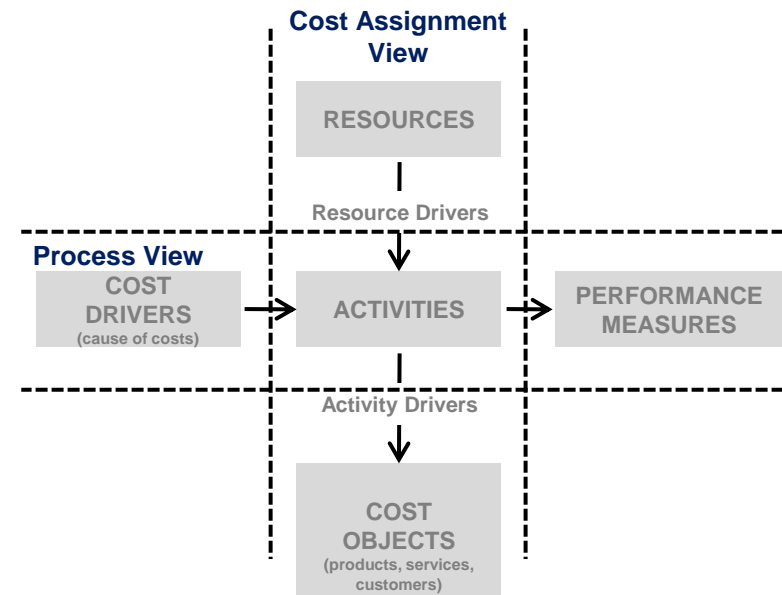


## Current Initiatives

- Cost Management and Target Costing
- Integrated Risk & Value Management
- Intelligent Data Quality Management
- Performance Management
- Environmental Sustainability
- State and Municipal Special Interest Group

## Other significant areas CAM-I has worked on

- Change Adaptation and Learning
- Process Based Management
- Business Intelligence
- Closed Loop Planning and Budgeting
- Operational Data and Cost Measurement
- Customer Profitability
- Capacity Management
- Resource Consumption Accounting



The CAM-I Cross



- **Management Accounting Guidelines.**
- **White papers, position papers, Standards and Benchmarks.**
- **Methodology – Product** of developing an organized system of principles, philosophies from group experiences and applications.
- **Models - Models for analytics and various business functions.**
- **Tools - Support the management and measurement of business processes.**
- **Training – Based on application by organizations, techniques, best practices, tangible ROI's and use of current technologies.**
- **Assessment of organizations.**



**Over Four  
Decades of  
Industry-led  
Collaborative  
Research**

## **Examples of Recent Accomplishments**

- **Lessons Learned: The Boeing Company Pilot Project to Implement Environmental Activity- Based Costing/Management Principles**
- **Use of Cost and Performance Principles to Manage Environmental Sustainability Initiatives.**
- **Performance Management Assessment and Framework**
- **Integrated Risk and Crisis Management - The Landscape - 2014, A Concept White Paper – 2013**
- **Intelligent Data Quality Management – Data Life Cycle Model**
- **Managing Environmental Sustainability Using Target Costing Principles**
- **Emerging Issues Paper on Environmental Sustainability, Activity Based Costing – with CPMA  
Canada Research and Innovation**



### Cost Management and Target Costing Group

This group is working on –

- **Linking Value Analysis to public sector and manufacturing organizations study.**
- **Publishing the results of a study regarding the implementation of shared services.**
- **Target Costing for Service model.**
- **Examine Predictive Analytics models and build templates for certain applications.**

### Integrated Risk and Crisis Management Special Interest Group

**Development of the risk-value continuum, value-analysis matrix, and risk-value discussion guide which identifies where an organization is in terms of optimal risk taking. Update training with instructions on how to lead an organization through a well-rounded risk-value discussion at any level of the organization. Incorporate risk-value material into King County Bus Crash article.**





**The group is focused on these Phase III initiatives:**

**Phase III Key Deliverables:**

- **PMF Awareness Training for members and guests at quarterly meetings**
- **PMF Implementation Workshop facilitated in-house for member companies**
- **PMF Instructor Certification Process and Program (“Train-The-Trainer”)**
- **On-line Readiness Assessment tools and analytics**
- **Guidance on integrating PMF concepts with other IGs’ methodologies**

**Current research and development includes:**

- **Creating an updated Executive Overview with a more graphical explanation of the methodology**
- **Providing high level guidance on improving organizational readiness**
- **Packaging PMF instructor materials into a practical Implementation Guidebook**
- **Documenting business success stories in the use of the Framework**
- **Developing an approach to providing more detailed guidance on specific improvement techniques and accessing associated reference materials**



## The group is focused on –

- **The Intelligent Data Quality Group seeks to develop a framework or equation that can put a dollar value on any record of data in any data system. The ability to value a record in quantitative, monetary terms will allow organizations to manage their data using traditional asset management techniques.**
- **Each element of the framework (or variable of the equation) is a deliverable of this group. The first two elements have been defined as deliverables, including:**
- **Data Lifecycle Stage – The Group examined data lifecycle models throughout the industry and created a best-of-breed lifecycle model. The deliverable details the activities, enablers, risks, and valuation considerations of a record of data as it moves through the lifecycle.**
- **Data Management Maturity – The Group is examining the maturity of an organization with regard to data management practices, as organizations that have higher levels of maturity are able to do more with their data, thus the valuation increases. The deliverable will be a companion approach to the Performance Maturity Model's Information Management enablement component.**



### The Environmental Sustainability Interest Group (ESIG)

- To continue driving its mission, the group is currently developing a pilot activity-based greenhouse gas (GHG) management model at Weber State University to validate the 2012 whitepaper: **Measuring and Managing Environmental Sustainability: Using Activity-Based Costing/Management (ABC/M)**. The group intends to demonstrate that the activity-based information generated by the model will help identify the relative cost- and environmental-intensity of activities at Weber State University, and help university managers make more informed decisions to focus on activities, products and services which are high-value and low-environmental intensity.



Over Four  
Decades of  
Industry-led  
Collaborative  
Research

## Upcoming CAM-I Meetings

- September 11 - 13, 2017 - Naperville, Illinois
- December 4 - 6, 2017- San Diego, California
- March 5 - 7, 2018 - Alexandria, Virginia
- June 4 - 6, 2018 - Seattle, Washington
- September 10 - 12, 2018 - St. Louis, Missouri
- December 3 - 5, 2018 – Austin, Texas



Over Four  
Decades of  
Industry-led  
Collaborative  
Research

## Landmark CAM-I Publications

- **Target Costing:**
  - Target Costing - The Next Frontier in Strategic Cost Management**
  - Hitting The Target – The CAM-I Target Costing Implementation Guide**
- **Process Based Management:**
  - The Road to Excellence – Becoming a Process-Based Company**
  - Process Based Management – A Foundation for Business Excellence**
- **Planning and Budgeting:**
  - The Closed Loop – Implementing Activity Based Planning and Budgeting**
- **Change Adaptation and Learning:**
  - Chasing Change – Building Organizational Capacity in a Turbulent Environment**
- **An ABC Manager's Primer**
- **Capacity Measurement & Improvement:**
  - Guide to Evaluating & Optimizing Productivity**
- **The 60 Minute ABC Book:**
  - Activity-Based Costing for Operations Management**
- **Cost Management for Today's Advanced Manufacturing**



Over Four  
Decades of  
Industry-led  
Collaborative  
Research

## CAM-I Board of Directors

**Srikant Sastry**  
Chairman  
National Managing Principal  
Grant Thornton LLP

**Scott F Renier**  
Business Development  
and Strategy  
Navistar Inc.

**Anthony Scardino**  
CFO  
USPTO

**Ashok G. Vadgama**  
President  
CAM-I

**Anthony Pember**  
Senior Manager  
Grant Thornton LLP

**George Millush**  
Chrysler – (Retired)

**CAM-I Advisor – Director in charge of research**

**Dr. Bala Balachandran – J L Kellogg Distinguished Professor (Emeritus in service) of Accounting & Information Management, Northwestern University, USA**

**Founder, Dean & Chairman, Great Lakes Institute of Management, India**





Over Four  
Decades of  
Industry-led  
Collaborative  
Research

## Contacts

**Ashok G. Vadgama**  
**President**  
**[ashok@cam-i.org](mailto:ashok@cam-i.org)**  
**Phone: (512) 617-6428**