



Over Four Decades of Industry-led
Collaborative Research

CAM-I – 3rd Quarter 2014 Report

FALL MEETING

CAM-I held its fall meeting on September 8-10, 2014 at The Boeing Company's site in Hazelwood, Missouri.

The theme was Environment, Health, Safety and Risk Management.

On Tuesday afternoon Boeing offered a unique opportunity to tour the Boeing Leadership Center. The center's location along the banks of the Missouri River offers employees a chance to enhance their careers with a variety of programs and workshops – from entering management to executive leadership. The 16-year-old center uniquely integrates a tranquil setting with a state-of-the-art facility that offers participants an opportunity to separate themselves from their work life to focus on leadership development.

With an emphasis on internationalization, we had attendance from United Kingdom and Canada.

Speakers on Tuesday Morning, September 9th, 2014

Opening – Daniel H Hirner, Director, Acquisition & Finance Operations from The Boeing Company, also Board Member of CAM-I

Derek Sandison, Vice President Strategic Alliances at DECIMAL and CAM-I Performance Management SIG Leader on "Performance Management Interest Group Update"

Brian Burnikel, Senior Manager, Enterprise EHS, The Boeing Company on "Boeing and the Environment"

Dale Pendleton, Director, Environment and Safety at Anheuser-Busch InBev on "Bringing People Together For a Better World"

Mark Polzin, Senior Vice President and Senior Partner and Timothy J. Beecher, Senior Vice President and Senior Partner at FleishmanHillard on "Crisis Communications and You"

CAM-I conducted a workshop on Wednesday to showcase our CAM-I Performance Management Framework.

MEETING NEWS

International Performance Management Symposium, Thursday 6th November 2014, Montreal, Canada - In collaboration with the Consortium for Advanced Management, International (CAM-I) and the Order of Chartered Professional Accountants of Quebec (CPA Quebec), DECIMAL is proud to bring international subject matter experts to Montreal to present the latest concepts on Business

Performance Management. New trends and best practices will be presented to demonstrate how your organization can use these concepts to improve business results.

Welcome to CAM-I University. CAM-I has set up a CAM-I university on their website offering various training in partnership with SmartPros education sources specializing in Accounting & Finance, HR & Compliance, Health & Safety, Supply Chain Management, and Technology training. Please check out the training on our site at -

<http://cam-iuniversity.smartpros.com/pages/index.aspx>

CAM-I will add a module for Cost Management and Target Costing over the next few months followed by other modules based on CAM-I work.

Project Work In Progress

Target Costing Group

The group at CAM-I has developed the methodology to use Target Costing for Manufacturing. The next stage is to develop the application for a Service Industry.

Performance Management Group

Finalize and package the CAM-I Performance Management Framework (PMF) Implementation Guidebook. Establish priorities for Phase III research.

Cost Management Group

This group is working on:

- Understand the risks and tradeoffs of implementing cost management for shared service platforms.
- Develop the best way to cost and charge shared services.

Integrated Risk and Crisis Management Special Interest Group

Comprehensive risk-crisis gauge that identifies where a company is in terms of optimal risk taking. Gauge and risk-crisis interfaces identified for publication in March Cost Management journal. Team will now move on to developing analytical tables and formula that will allow a firm to measure where they are on the risk-crisis continuum. Draft document for March, 2015. Attention will then turn to case studies of companies that have managed through crisis. Planned delivery date of draft results with analysis for December, 2015.

Intelligent Data Quality Management Group

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.

The Environmental Sustainability Interest Group (ESIG)

The group is currently conducting a market survey to understand how organizations manage their environmental sustainability initiatives, with a particular interest in how they utilize cost management principles, such as activity based costing/management (ABC/M), to manage those initiatives. After completion of the market survey, ESIG hopes to conduct a case study to validate the methodologies discussed in *Measuring and Managing Environmental Sustainability: Using Activity-Based Costing/Management (ABC/M)* as well as the findings of the market survey. ESIG is currently in discussion with The Boeing Company to conduct the case study.

Future Meetings

- November 6, 2014 – International Performance Management Symposium by CPA Quebec, CAM-I and DECIMAL, Montreal, Canada
- TBD, November 2014 – One-day government focused meeting, Alexandria, Virginia
- December 8 - 10 , 2014 – New Orleans, Louisiana
- February 17 – 18, 2015 – London, United Kingdom
- March 9 - 11, 2015 – Alexandria, Virginia
- June 8 - 10, 2015 – Toronto, Canada
- September 14 - 16, 2015 – Location TBD
- December 7 - 9, 2015 – Austin, Texas

Social Media

Please join the CAM-I Community Group on LinkedIn at: <http://goo.gl/5hdHPw>

Follow CAM-I on Twitter at: [@cami_org](https://twitter.com/cami_org)

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