

# CAM-I Interest Group Digitalization

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Over the years CAM-I has done a lot of work in the areas of Business Intelligence, Closed Loop Planning, Customer profitability, Intelligent Data Quality, Target Costing, and other areas which all had some element of predictive and prescriptive analytics.

In many areas, CAM-I referred to automation, which has interdependency on digitalization.

Over the past two years, the focus per the speakers at the general session, a lot of focus was also given to Digitalization and automation like –

## **Cyber Security To Enable Digital Manufacturing**

Digitalization at Work: Business Transformation

There is a need to focus on Digitalization with an emphasis on process automation to ensure complementarity to our current projects including Improving Efficiency/Effectiveness in the Finance Function.

On our survey we found –

- Digitisation was varied and an ongoing area recognised as needed for improvement. Where implemented it has driven behavioural changes mostly in accountability and has delivered savings. There is the general lack of process automation. Mainly reporting things that are easily measured and historic rather than forward looking.
- There was a wide range of digital tools and systems to support automation with a wide spectrum of investment costs, however, teams feel that existing desktop tools to support automation are rarely fully exploited.

## **Learning Objectives:**

After participating in this interest group, you will:

- Learn how to identify the potential or need for digitalization
- Learn how to design and undertake a digital maturity assessment for your organization
- Learn how to develop a suite of competency profiles for digital skills in the finance professional across the range of grades
- Learn how to assess the potential for automation of specific processes or processes with a specified function
- Learn how to measure and quantify benefits of automating a process, or number of processes within a function.
- Learn how to initiate and manage small scale automation projects, with appropriate controls and assurance in place.
- Define a framework for the identification, prioritization and delivery of digital and data processes including automation – at the organizational level.

**Field of Study:** Business Management

**Required Knowledge I Prerequisites:** Knowledge level- Intermediate: Participants should have at least 5 years of relevant work experience and should have a basic knowledge of cost, process, and performance management. Generally, no advanced preparation is required. However, the interest group chair will inform registered participants of any prerequisite work prior to the meeting.

## **Contact:**

For more details on the special interest group please contact the group chair:

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# CAM-I Interest Group Environmental Sustainability

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Over the years CAM-I has worked in this area but with all the legislative, compliance and international changes in this area.

This is no longer only about compliance with environmental legislation, although compliance as an ongoing need is given as regulation will increase in this area. Sustainability has now moved into the mainstream (and the C suite) with businesses re-orientating around the opportunities the ESG agenda provides. Financial services and large listed firms are the focus of regulation – though this boundary is likely to extend over time.

**Net Zero:** A country's total greenhouse gas (GHG) emissions would be equal to or less than the emissions removed from the environment. This can be achieved by a combination of emission reduction and emission removal (likely later in the period). General consensus is that advanced economies should be focused on Net Zero by 2050 – with developing economies in the decades that follow.

The 'Glasgow Climate Pact' at COP26 at the end of 2021 - sought renewed efforts to raise ambition on emissions reduction, Climate finance, adaptation and Loss and damage caused by climate change. As a result – this issue is close to the top of the diplomatic agenda.

Previous work provided by Environmental Sustainability Interest Group (ESIG) work:

1. Initial research led to a document outlining relevant regulations, mandates, and frameworks associated with Needs revision.
2. White paper on the use of Activity Based Costing (ABC) to measure and manage GHG footprint
3. Industry survey on how companies quantify and manage their carbon footprint
4. Wrote a white paper managing environmental sustainability using Target Costing principles
5. Conducted a case study.
6. Conducted a case study at Weber State University

This group will take the work further and will focus initially on the Scope 3 emissions requirements. Scope 3 are the most challenging assessments to perform for any business – as they require data and insight from other organisations in the firms' supply chain and are derived from the indirect activities of the organisation i.e. those which occur from sources not owned or controlled directly. Data quality is hence reduced.

## Learning Objectives:

After participating in this interest group, you will:

1. Understand the key principals for driving environmental sustainability in your organization
2. Learn current legislative boundaries
3. Work on methodologies and models
4. Reporting requirements, including Task force on Climate-related Financial Disclosures (TCFD)
5. Impact of Risk Management, metrics and targets
6. Financial impacts

## Field of Study:

Business Management, ESG.

## Required Knowledge / Prerequisites:

Knowledge level – Intermediate: Participants should have at least 5 years of relevant work experience and should have a basic knowledge of cost, process, and performance management. Generally, no advanced preparation is required. However, the interest group chair will inform registered participants of any prerequisite work prior to the meeting.

## Contact:

For more details on the special interest group please contact group co-chairs:

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# CAM-I Interest Group

## Supply Chain Management

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The rapidly changing landscape of supply chain, transportation, and logistics presents difficulties for leaders in both private and public sector organizations. To overcome these challenges, it's crucial to use the latest technology and physical/digital assets to revamp logistics practices. This will help supply chains to better adjust to the fast-paced, competitive, and multi-channel business environment. The trend of outsourcing, off-shoring, versatile products, security concerns in the supply chain, and increased interdependence between supply chain players only increases the significance of managing risks, ensuring resiliency, and promoting sustainability.

How well are global supply chains able to withstand disruptive events?

The digitization of the supply chain, a key aspect of Industry 4.0 automation, enhances the speed, agility, and stability of supply chain operations. This leads to a better ability to meet customer demands and ultimately deliver higher value. Organizations that embrace digitalization can increase resiliency and sustainability, as well as decrease supply chain operating costs.

### Learning Objectives:

After participating in this interest group, you will:

- Discover the latest approaches and methodologies for anticipating and responding to global supply chain interruptions, arising from organizations' responses to disruptive events.
- Investigate the creation of sustainable supply chains that meet both goods/services delivery and sustainability goals.
- Analyze the design of supply chains that are equipped to handle the changing nature of policy environments, including the impact of policy changes on constraints and opportunities.
- Evaluate the potential benefits of new global alliances and trade agreements for enhancing supply chain resiliency and reducing risks, as organizations aim to bring their supply chains closer to home.
- Examine the role of Industry 4.0's "Smart Factory" in enabling organizations to effectively respond to and recover from global changes.
- Assess the impact of recent advancements in AI and ERP technology on the future of supply chains.

### Field of Study:

Specialized Knowledge

### Required Knowledge / Prerequisites:

Knowledge level – Intermediate: Participants should have at least 5 years of relevant work experience and should have a basic knowledge of cost, process, and performance management. Generally, no advanced preparation is required. However, the interest group chair will inform registered participants of any prerequisite work prior to the meeting.

### Contact:

For more details on the special interest group please contact group chair:

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# CAM-I Interest Group

## Value, Cost and Profitability Management

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**Strategic Cost and Profitability Value Management Roadmap** – Over the years CAM-I has contributed significantly to the field of Cost, Process and Performance Management. This group is using existing the CAM-I body of knowledge to further innovate the application of traditional cost models by putting more emphasis on additional stakeholders beyond the shareholder. Specific targets of study include costing methodologies such as Activity Based Costing and Target Costing, and the CAM-I's capacity models. The objective of this research is to expand current thinking, and understand the intersection of various models, to help organizations understand and quantify their impact on employees, society, the environment, as well as customers.

**Defining Value for Services** - Value Analysis is an optimization methodology of aligning resources (cost) in proportion to the relative importance of Customer Functional Requirements. Value Analysis historically has been applied to manufacturing. However, it is equally effective for service industries and general process improvement. Services can present nuanced challenges in quantifying the processes performed and the associated importance to the customer. The group will continue to expand pilots of value analysis for services including developing standards approaches and methods for measuring value.

**Understand and Demonstrate the Value of Business Enabling Functions** - The group's objective is to assist member organizations to understand and quantify the value business support functions bring to organizations. A principle-based Value framework has been designed for functions who want to understand how internal stakeholders view value and to help improve a function's ability to deliver value. The principle-based framework has 9 value principles which enable member organizations to consistently define the value business support functions bring to an organization. The framework allows cost and value trade-offs to be quantified.

**Future Focus** - The interest group plans to continuously review methodologies and recent work to ensure relevance to organizations in light of the rapid changes that are occurring across industries today. By focusing on understanding additional stakeholders and their importance to an organization, along with a redefinition of value, we are re-aligning existing CAM-I methodologies and models to help organizations deliver sustainable stakeholder value.

An additional focus for this group is evaluating how Industry 4.0 impacts CAM-I's body of knowledge. CAM-I understands the importance of Industry 4.0, and as a first step in contributing to industry 4.0 learning and body of knowledge, we will focus on linking CAM-I's existing Target Costing methodologies to Industry 4.0.

### **Learning Objectives:**

After participating in this interest group, you will:

- Understand the key values and principles that business support functions need to embrace in order to demonstrate value to their stakeholders.
- Understand the alignments between cost management and stakeholder value.
- Learn how to identify existing capabilities and gaps in quantifying value for service organizations.
- Recognize the value business enabling functions bring to an organization and thereby facilitate appropriate cost / value trade-offs.
- Discover how to create a value maturity approach and roadmap that can be scaled and customized for your organization.
- Understand how Target Costing is impacted by, and can support, organizations as they mature into an Industry 4.0 era.

**Field of Study:** Management Services

### **Required Knowledge / Prerequisites:**

Knowledge level – Intermediate: Participants should have at least 5 years of relevant work experience and should have a basic knowledge of cost, process, and performance management. Generally, no advanced preparation is required. However, the interest group chair will inform registered participants of any prerequisite work prior to the meeting.

### **Contact:**

For more details on the special interest group please contact the group chairs:

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