



Consortium for Advanced
Management - International



Background on CAM-I

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



Organizations who have and are working with CAM-I

- The Boeing Company
- Navistar
- Pace International
- Hitachi Capital (UK) PLC
- University of Alberta
- Barclays Bank PLC
- BCH Electric Limited
- Landmark Decisions Inc.
- Grant Thornton LLP
- King County
- Ministry of Defense
- City of Rock Hill
- U. S. Army
- U.S. Department of Agriculture
- U. S. Department of Education
- U. S. Patent and Trademark Office
- Royal Australian Navy
- CPA Canada
- SAS Institute
- Employees Retirement
- System of Texas
- U. S. Air Force
- Pilbara Group, Inc.
- Bank of America
- ViON
- 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
- Raytheon
- Lockheed Martin
- 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



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
Kellogg (Northwestern)
The University of Akron
Weber State University



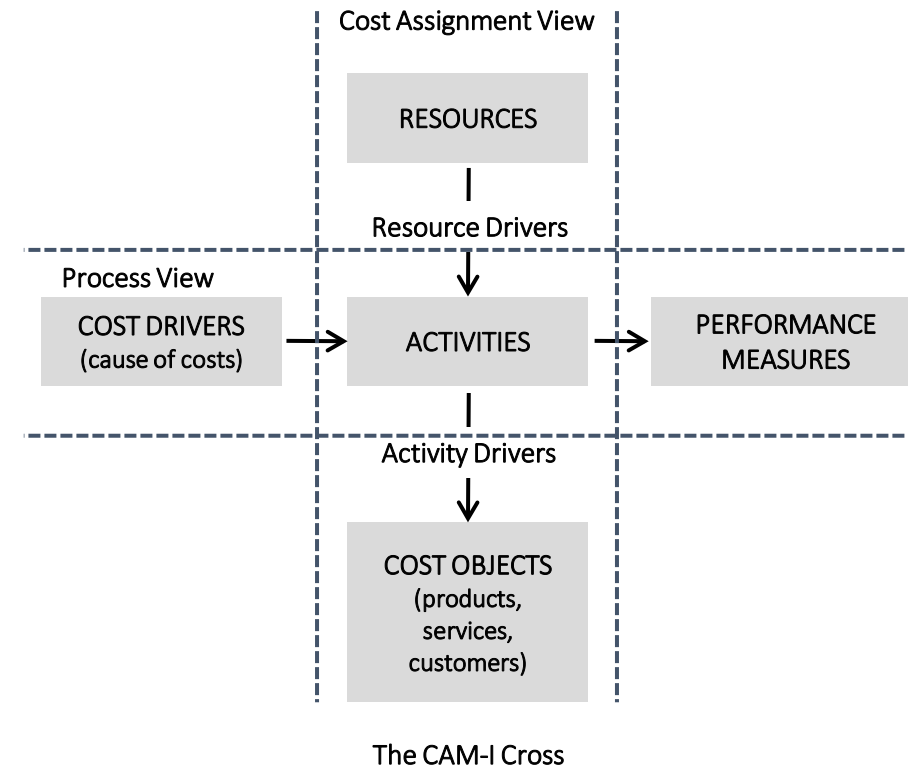
Current and Past Initiatives

Current Initiatives

- Cost Management and Target Costing
- Integrated Risk & Value Management
- Demonstrating the Value in Business Support Functions
- Performance Management
- Environmental Sustainability

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





CAM-I: Types of Deliverables

- 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.



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 and A Concept White Paper
- 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



Deliverables in Progress

Cost Management and Target Costing Group

This group is working on –

Supplier Costing -

- Develop processes and templates necessary for conducting on-site supplier cost assessments and gathering the essential information to support improving a supplier cost model;
- Develop training for cost engineers and procurement personnel that facilitates understanding of conducting on-site supplier cost assessments and uncovering key elements that impact supplier cost structures; and
- Determine the key data and assumptions necessary to support developing on-site supplier cost assessments, along with recommendations on how to best store and maintain this information.

Value Management -

- The group's objective is to assist member organizations in understanding and quantifying the value business support functions bring to an organization. This will be achieved through the development of a framework that will enable member organizations to consistently define the value business support functions bring to an organization and thereby allow cost / value trade-offs to be quantified and considered. . The work on value management is being led by the CAM-I UK chapter with support from US based members.



Deliverables in Progress

Performance Management

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.



Deliverables in Progress

The Environmental Sustainability Interest Group (ESIG)

An environmentally sustainable organization balances its current strategic and financial objectives with long-term natural resource preservation and usage to meet the needs of the present without compromising those of future generations. There is an opportunity to leverage cost and performance management tools and techniques to improve the performance and efficacy of environmental sustainability initiatives within an organization. The CAM-I ESIG seeks to leverage CAM-I's existing Body of Knowledge in cost and performance management to develop more effective and efficient management tools and techniques to support environmental sustainability initiatives.

Integrated Risk and Value Management Special Interest Group

To be in business is to face a constant stream of potential risks that can disrupt daily activity and put the future of the organization in jeopardy. However, what if the organization were able to assess their potential risks for enterprise value? Robust organizations know how to take on measured risks that boost returns to stakeholders. If handled properly, it may even be possible to increase stakeholders' perceived value after a crisis. The goal of the Integrated Risk and Value Management interest group at CAM-I is to explore this risk-value continuum, modifying existing thought and proactively to enable organizations to maximize value by optimizing risk.



Upcoming CAM-I Meetings

- December 3rd to 5th 2018 - Austin, Texas
- February 11th to 12th 2019 – UK Chapter Meeting, London, United Kingdom
- March 4th to 6th 2019 - Alexandria, Virginia
- June 3rd – 5th 2019 – Seattle, Washington



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

Capacity Measurement & Improvement

- Guide to Evaluating & Optimizing Productivity

Cost Management for Today's Advanced Manufacturing



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)

Dr. Bala Balachandran

CAM-I Advisor – Director in charge of research
J L Kellogg Distinguished Professor (Emeritus in service) of Accounting & Information
Management, Northwestern University, USA
Founder, Dean & Chairman, Great Lakes Institute of Management, India



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