Over Four Decades of Industry-led Collaborative Research

CAM-I Spring Meeting 2020

March 9-11, Alexandria, VA

Forecasting, Cost and Value Management
CAM-I Vision: To be recognized as a premier collaborative forum for innovative, leading edge management solutions that create lasting value.
You are formally invited to the Consortium for Advanced Management International (CAM-I) Spring Meeting, March 9 - 11, 2020.

All meetings and interest group sessions for two and a half days will take place at the Embassy Suites, 1900 Diagonal Road, Alexandria, VA 22314, except for Tuesday morning general session. The Tuesday morning general session is at USPTO, 600 Dulaney Street, Alexandria, VA 22314.

A networking reception will be hosted by CAM-I on Monday evening at the Embassy Suites.

CAM-I has reserved a block of rooms at Embassy Suites for the discounted rate of $239.00 plus tax per night. This rate is available for booking through February 20, 2020.

Our quarterly meetings are the primary vehicle to further CAM-I’s 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.

CAM-I welcomes our first-time attendees and guests. Attendees will receive CPE credit hours for the meeting.

Register today at www.cam-i.org and click on “Meetings & Training” at the top of the page.

More details may be found in the attached meeting notice.

I look forward to seeing you in March!

If you have any questions about our programs, please contact me anytime at ashok@cam-i.org or at (512) 296-6872.

Ashok Vadgama
President, CAM-I
Agenda

MONDAY, March 9, 2020
The Embassy Suites, 1900 Diagonal Road, Alexandria, VA 22314
8:15 a.m. Registration / Continental breakfast
8:30 a.m. Interest Group Sessions:
• Cost and Profitability Management
• Integrated Risk and Value Management
• Performance Management
• Forecasting For Procurement Of Complex Acquisition And Support Projects
• CAM-I Higher Education Center of Excellence in Cost Management
Noon  Members Forum lunch [by invitation only]
Others - Lunch [on own]
1:30 p.m. Interest Group sessions continue
5:00 p.m. Adjourn
5:15 p.m. Networking Reception at The Embassy Suites, 1900 Diagonal Road, Alexandria, VA 22314

TUESDAY, March 10, 2020
USPTO, 600 Dulaney Street, Alexandria, VA 22314
8:15 a.m. Continental breakfast
8:30 a.m. Welcome
Chauntelle Hellner, Deputy Director Business Resource Center, King County,
CAM-I Industry Chair , Ashok Vadgama, CAM-I President
8:45 a.m. "Forecasting for procurement of complex acquisition and support projects" - Rob Young,
Head of Finance & Accounting Function, Ministry of Defence, and  Sonya Ball – Lead Finance
Business Partner (Land Equipment) Ministry of Defence
9:45 a.m. “Application of Value Analysis at King County” - Carmel Call, Director, Business Resource
Center, King County, Seattle
10:30 a.m. Break
11:00 a.m. “Tools for Analyzing Costs: Lessons Learned from Education Evaluations”  Katie Lay, Senior
Associate, Grant Thornton
11:50 a.m. Lunch [on own]

The Embassy Suites, 1900 Diagonal Road, Alexandria, VA 22314
1:30 p.m. Interest Group Sessions continue
5:00 p.m. Adjourn
Agenda Continued

WEDNESDAY, March 11, 2020
The Embassy Suites, 1900 Diagonal Road, Alexandria, VA 22314

8:00 a.m.  Continental breakfast  
8:30 a.m.  Interest Group Sessions continue  
9:00 a.m.  Integrated Risk and Value Management Training  
12:30 p.m.  Adjourn

Note:
An outline of each speaker’s presentation can be found under CAM-I General Session Presentations.
Hotel

Embassy Suites

The Embassy Suites
1900 Diagonal Road
Alexandria, VA 22314
1-703-684-5900

CAM-I has reserved a block of hotel rooms at the hotel at $239 + tax per night. If you are a government employee, please request the government rate.

This rate is available for booking until February 20, 2020. Applicable current tax percentage in addition to the nightly rate is 14.5%.

Registration

Register today at www.cam-i.org and click on “Meetings & Training” at the top of the page.

On Registration -
• Please select two groups to attend for the two and a half days.
• Select Orientation if you are attending for the first time.
• Select Network Reception on Monday if you plan to attend.
• Select Tuesday morning session.

Contact Info

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General Information

CPE Credits

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OF CPE SPONSORS

Participants in this program will earn 1 CPE credit for every hour they are in attendance. The 2 1/2 day program qualifies for a maximum of 20 CPE credits.

Course Level: Basic to intermediate

Program Level/Prerequisite Knowledge: Participants should have a basic knowledge of cost, process, and/or performance management.

Preparation: No advanced preparation is required.

All Study is Group-Live

Learning Objectives and Program Description:

Descriptions and learning objectives for individual general session presentations and interest groups can be found in the next section of this document.

CAM-I is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.nasbaregistry.org.

Sponsor ID# 103282

Code of Conduct

As CAM-I members we:
• Value and nurture the ideas and viewpoints of others.
• Value and leverage the diversity that others bring.
• Respect the time, contributions, confidence, and rights of others.
• During meetings, we suspend the specific interest of our own organization in favor of promoting the general welfare of CAM-I members.
• Conduct ourselves during CAM-I meetings in an uplifting, reputable manner.
• Are learning and growing individually and collectively.
• Respect the collaborative environment and commitment not to market or procure during the meetings.
• First time guests are invited to the meeting. Guests will not receive any post meeting output from the working groups as that material belongs to the members. When guests participate in these groups, we would like guests to make Interest Group Leaders aware if there is anything that we should not quote upon their input in these meetings on our post meeting notes to members.

Dress Code

All scheduled meeting and evening events are business casual.

Upcoming Meetings

• March 9 - 11 2020, Alexandria, Virginia
• June 8 - 10 2020, Seattle, Washington
• September 14 - 16 2020, Alexandria, Virginia
• October 19 - 20 2020, United Kingdom Venue TBD
• December 7 - 9 2020, Austin, Texas

Contact Information

For more information about this program or for any questions regarding administrative policies such as cancellations, please contact CAM-I office at 512-617-6428.
Forecasting For Procurement Of Complex Acquisition And Support Projects

Rob Young, Head of Finance & Accounting Function, Ministry of Defence, and Sonya Ball – Lead Finance Business Partner (Land Equipment) Ministry of Defence

Learning Objectives
Get better realism and stability in forecasts and also enable better utilization of the overall budget allocated by Government.

Also sharing of ideas of how best to get business units/project teams to forecast accurately and transparently – what has worked or not worked.

Speaking Tuesday March 10, at 8:45 a.m.

Application of Value Analysis at King County

Carmel Call, Director, Business Resource Center, King County, Seattle

Learning Objectives
• Provide attendees with a real life example of applying the CAM-I value analysis framework to an internal services organization
• Provide you with perspective and learnings to take away:
  • Planning
    • Framing and scaling the effort
    • Defining approach and outcomes
    • Timing and Resourcing
    • Pre-work undertaken to support the effort
  • Applying the methodology
  • Alignment with cost management and customer value
  • Lessons learned so far

Speaking Tuesday March 10 at 9:45 a.m.

Tools for Analyzing Costs: Lessons Learned from Education Evaluations

Katie Lay, Senior Associate, Grant Thornton

Learning Objectives
• Explore considerations for making cost analysis approachable, transparent, and meaningful
• Understand limitations education institutions and researchers face in implementing cost analysis methods
• Introduce consistency and standards into cost analysis methods

Speaking Tuesday March 10 at 11:00 a.m.
Integrated Risk and Value Management Training

A 2½ hour hands-on training to understand the risk-value framework, enterprise risk management, and how an organization can take on measured risk to maximize enterprise value.

**Who should attend?**

Risk Managers, Finance Managers, Performance Analysts, and anyone with an interest in risk and enterprise value.

**What is the value of the training to your organization?**

The goal of the Integrated Risk and Value Management interest group at CAM-I is to explore this risk-value framework, modifying existing thought and practice to enable organizations to maximize value by optimizing risk. Robust organizations know how to take on measured risks that boost returns to stakeholders.

**Agenda topics (15-45 minutes in each area, depending on audience engagement):**

- Enterprise risk management in theory and practical examples from public sector operations
- Intersection between risk appetite, organizational culture, and decision-making
- Crafting and applying a risk appetite statement
- Methods of risk identification, analysis, and prioritization
- Controlling high-priority risks and leveraging opportunities in the context of the risk-value curve

**Training team:**

Jennifer Hills; Director, King County Office of Risk Management Services
Sean Catanese; ERM Program Manager, Office of Risk Management Services King County
Lauren Meyer; Business Operations and Risk Management, The Boeing Company
Greg Wallig; Principal, Public Sector Business Risk Services Leader, Grant Thornton
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 framework has been designed for functions who want to understand how internal stakeholders view value. The framework has 9 value principles which enable member organizations to consistently define the value business support functions bring to an organization. This framework will thereby allow cost and value trade-offs to be quantified.

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 importance to the customer. The group will continue to expand pilots of the value for services and associated costs.

Strategic Cost and Profitability Value Management Roadmap - 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 create a maturity roadmap. By using the roadmap, member organizations can benchmark their position in terms of maturity and what next steps to take to improve their organization. Plans are also being formulated to add data analytics, modeling and artificial intelligence.

Other areas this group is working on the following guidebooks -

- A Primer on Value Analysis
- A Primer on Application of Target Costing

Learning Objectives:

After participating in this interest group you will:

Understand the key values and principles that support functions need to embrace in order to demonstrate value to their customers

Alignment with cost management and customer value

Understand existing capabilities and gaps in quantifying value for service organizations.

Better understand the value business enabling functions bring to an organization and thereby allow cost / value trade-offs to be considered.

Creating a value maturity curve and roadmap.

Tim Clarke, Phone: (925) 357-6777 or tim.clarke@paceint.com
Matt Anderson, Phone: (314) 232-0931 or matthew.a.anderson@boeing.com
Recognizing that organizations face many conflicting priorities to effective strategy execution, the PM Interest Group has developed the CAM-I Performance Management Framework (PMF) to help organizations determine:

- WHAT initiatives to focus on to improve performance
- WHERE to best deploy scarce resources
- HOW to measure improvement to validate success

PMF is a holistic methodology that identifies and improves core business capabilities that influence any organization’s performance. The 8-step implementation methodology identifies gaps in business capability maturity and, depending on the assessed level of organizational readiness, recommends specific techniques to improve performance. The final steps structure an improvement initiative project, select appropriate measures to track improvement and create the necessary culture for PMF sustainability.

Recent publication (jointly with CPA Canada): The CAM-I Performance Management Framework Executive Overview – How to Evaluate and Improve Organizational Performance

**Learning Objectives:**

After participating in this interest group you will:

- Understand the difficulties organizations have in developing a consistent approach to improving business performance
- Learn about the benefits of implementing CAM-I's Performance Management Framework and its specific applicability to your organization
- Contribute to the ongoing research in expanding the capabilities of the Framework

Chair: Derek Sandison, Phone: (905) 301-0429 or dsandison@landmark.ca
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 when taking on incremental risk. 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.

Learning Objectives:

After participating in this interest group you will:

• Understand the evolution of risk management utilizing the CAM-I IRVM philosophy
• Understand the strategic nature of integrating risk and value management for the betterment of the organization
• Be able to engage incremental risk in your home organization in a way that delivers enterprise value

Chair: Sean Catanese, Phone (314) 378-9611 or Sean.Catanese@kingcounty.gov.
Many organisations have large budgets to procure new capabilities and support existing capabilities. The lifespan of these acquisition/build and support/run projects can run from a single year to 25 years and beyond in some cases.

Often these projects have a reputation for cost and time overruns, and variability of forecasting that present a major challenge to the Finance function in trying to manage the overall budget in any given financial time period. The finance function has to apply its own professional judgement to try and ensure the summation of these projects does not result in a sub-optimal utilisation of the budget so that taxpayers/shareholders money is not wasted.

The aim of this project is to, using as a case study the MOD project, leverage knowledge across the defence sector end to end, including industry partners, international defence organisations and bodies that review Defence budgets, to identify common root cause problems. The intention is to also leverage the wider CAM-I network to highlight common issues and learning to aid the overall objective of improving the stability and quality of financial management and forecasting for such projects.

The interest group will then move on to proposing solutions by identifying skills, knowledge, tools and techniques that could be applied to eliminate unnecessary barriers to effective financial management. Some of the solutions could be “quick wins” exploiting better communication of existing knowledge and information end to end through looking at the problems form different perspectives. The outcome should be to improve the quality of financial management, provide better stability to forecasting, and that we maximise the capacity and capability available to our Armed Forces in a timely manner from the budget available.

**Learning Objectives**

Being involved in the interest group will:

- Understand the different drivers and perspectives, whether you are an industry supplier to other defence contractors, a direct supplier, a Government Defence Organisation responsible for procurement, or the end user as a Frontline Defence organisation or Department of State.
- Identify the challenges that face the Defence sector supporting our Armed Forces within constrained defence budgets
- Understand how different Defence organisations operate when involved in international procurement or collaborative projects
- Learn from experience of others and share best practice to avoid repeating common mistakes or pitfalls.
- Contribute and network with other finance and management professionals working in the defence sector

Chair - Rob Young, Phone 011-44-7826 510552 or Rob.Young252@mod.gov.uk
Higher Education internationally is facing a daunting future with reductions in Government funding, competition for students from alternative education pathways and push back from families on the actual value of Higher Education. This is putting financial pressure on institutions and to date a lot of focus has been devoted to the revenue side of the equation, but not a lot on cost management. Universities are complex and dynamic organizations and the education environment today is changing rapidly. Financial sustainability has never been more critical. Traditionally driven more by mission-based values, university leadership must understand the impact of their decisions on the bottom line to move their organizations forward sustainably while also remaining true to their mission.

The mission of the CAM-I CoE will be to explore, and seek to resolve, some of the more intractable questions across the Higher Education space about Cost Management.

The CoE will allow institutions to collaboratively work together to identify and share best practice, develop standards, learn about the wide-range of CAM-I intellectual property including Cost Management, Integrated Risk and Value Management, Performance Management, Business Intelligence, Closed Loop Planning and Budgeting etc. As it evolves, CAM-I (CoE) will be seeking to expand its work with experienced Higher Education executives. Their experience and expertise will contribute to discussions, and papers, that will further enhance the international knowledge base. The combined outcomes will assist member organizations to either start their journey in cost management, data analytics and operational planning, or further enhance the power of their current systems.

Chair: Michael Skopal, Phone +1 (240) 383 7468 or mike.skopal@pilbaragroup.com