



Over Four Decades of Industry-led  
Collaborative Research

CAM-I WINTER MEETING

2020

December 7 - 8 Virtual

# Strategic Initiatives and Value Framework

***CAM-I Vision:***  
***To be recognized as a premier  
collaborative forum for innovative,  
leading edge management solutions  
that create lasting value.***

# Invitation from the President of CAM-I

You are formally invited to the Consortium for Advanced Management International (CAM-I) Winter Meeting, December 7 - 8, 2020.

The theme of the meeting is [Strategic Initiatives and Value Framework](#)

Meeting details:

- CAM-I is launching a new Special Interest Group on Supply Chain Management. Details are on the last page of the meeting notice.
- The General Session with 3 guest presentations will take place on Tuesday 8th December. The log in details to the meeting will be sent to all registrants two weeks before the meeting.
- The Members Forum will follow the General Session on Tuesday 8th December 2020 (this is by invitation to members only)
- The Special Interest Group meetings will take place on Monday 7th December and for the remainder of Tuesday 8th December after the Members Forum. The log in details will be sent to registrants one week before the meeting by the Special Interest Group leaders.

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.

Attendees will receive CPE credits credit hours for the meeting.  
Meeting evaluations will be sent out to all registrants via Survey Monkey.

Click To Register For "CAM-I Winter 2020 Meeting"

On Registration -

- Tuesday Morning Session

This option is pre-selected for your convenience.

- Special Interest Groups

When selecting options for registering please make sure to select one (1) [Interest Group](#) in which you plan to participate.

Be sure to block out the time on your calendar, you may do so by opening the email with the ICS file from CAM-I upon registration.

More details may be found in the attached meeting notice.

If you have any questions about our programs, please contact me anytime at [ashok@cam-i.org](mailto:ashok@cam-i.org) or at (512) 296-6872. I look forward to connecting with you in December!



Ashok Vadgama  
President, CAM-I

# Agenda

MONDAY, December 7, 2020

ALL CENTRAL TIMES

## INTEREST GROUP SESSIONS

- 10:00 AM - 4:30 PM Cost and Profitability Management  
Contact – Tim Clarke Timothy.Clarke@paceint.com
- 10:00 AM - 4:30 PM Performance Management  
Contact - Derek Sandison dsandison@landmark.ca
- 10:00 AM - 4:30 PM Integrated Risk and Value Management  
Contact – Sean Catanese Sean.Catanese@kingcounty.gov
- 10:00 AM - 4:30 PM Supply Chain Management (Monday Only)  
Contact – Jim Holman jim.holman@cbh.com
- 7:00 AM - 2:00 PM Forecasting For Procurement Of Complex Acquisition And Support Projects (Monday Only)  
Contact - Rob Young Rob.Young252@mod.gov.uk

TUESDAY, December 8, 2020

ALL CENTRAL TIMES

- 9:00 AM Welcome  
Chauntelle Hellner, Deputy Director Business Resource Center, King County,  
CAM-I Industry Chair  
Ashok Vadgama, CAM-I President
- 9:20 AM "Accounting Disrupted – How digitalization is changing Finance"  
Alnoor Bhimani, Professor of Management Accounting, London School of Economics  
and Political Science
- 10:15 AM "Application of Principle Based Value Framework at Ministry of Defense UK"  
Rob Young, Deputy Director, Finance and Accounting, Defense Equipment and  
Support, Ministry of Defense, United Kingdom
- 11:15 AM "Business Insight from Value Analysis at Pace International"  
Tim Clarke, Finance Manager
- 12:10 PM Members Forum by Invitation only

## INTEREST GROUP SESSIONS

- 1:30 PM - 4:30 PM Cost and Profitability Management  
Contact – Tim Clarke Timothy.Clarke@paceint.com
- 1:30 PM - 4:30 PM Performance Management  
Contact - Derek Sandison dsandison@landmark.ca
- 1:30 PM - 4:30 PM Integrated Risk and Value Management  
Contact – Sean Catanese Sean.Catanese@kingcounty.gov

# Registration

Register today at [www.cam-i.org](http://www.cam-i.org) and click on “Meetings” at the top of the page.

On Registration -

- Tuesday Morning Session

This option is pre-selected for your convenience.

- Special Interest Groups

When selecting options for registering please make sure to select one (1) **Interest Group** in which you plan to participate.

Be sure to block out the time on your calendar, you may do so by opening the email with the ICS file from CAM-I upon registration.

- ICS Calendar File

The email that you receive after registering has a ICS calendar file that can be used to update your calendar.

If you need help understanding the calendar file attached CAM-I has a [Calendar ICS Help Page](#).

## Contact Info

CAM-I, Consortium for Advanced Management International

Ashok Vadgama

108 Wild Basin Road South, Suite 250

Austin, TX 78746

[www.cam-i.org](http://www.cam-i.org)

Phone: 512-617-6428

Cell Phone: 512-296-6872

# General Information

## CPE Credits

NASBA  
NATIONAL REGISTRY  
OF CPE SPONSORS

Participants in this program will earn 1 CPE credit for every hour they are in attendance. The 2 day program qualifies for a maximum of 16 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](http://www.nasbaregistry.org).



Sponsor ID# 103282

## 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.

## 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

- December 7 - 8 2020, Virtual Meeting
- March 8 - 10 2021, Alexandria, Virginia
- April 2021, Date & Venue TBD - United Kingdom
- June 7 - 9 2021, Seattle, Washington
- September 13 - 15 2021, Alexandria, Virginia
- October 11 to 12 2021, United Kingdom
- December 6 to 8 2021, Austin, Texas

# CAM-I General Session Presentations

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## **“Accounting Disrupted – How digitalization is changing Finance”**

Alnoor Bhimani, Professor of Management Accounting, London School of Economics and Political Science

### **Learning Objectives**

How is Digitalization Impacting Accounting Information  
What’s Happened To Financial Intelligence  
How is Executive Action Changing In Digitalizing Enterprises  
What Accounting Information Is Most Useful

Speaking Tuesday December 8, at 9:20 a.m.

## **"Application of Principle Based Value Framework at Ministry of Defense UK"**

Rob Young, Deputy Director, Finance and Accounting, Defense Equipment and Support, Ministry of Defense, United Kingdom

### **Learning Objectives**

Learning objectives have yet to be finalized by the speaker and will be provided via an updated meeting notice closer to the event.

Speaking Tuesday December 8, at 10:15 a.m.

## **“Business Insight from Value Analysis at Pace International”**

Tim Clarke, Finance Manager

### **Learning Objectives**

Define the goal of value analysis  
Describe the five steps of value analysis  
Show how value analysis helps you better understand your customer and gain competitive insight  
Show the learnings from Value Analysis at Pace International which point to a change in strategy  
Discuss future additions to Value Analysis that encompass a more broad set of stakeholders

Speaking Tuesday December 8, at 11:15 a.m.

# CAM-I Projects

## Cost and Profitability Management

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

**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 include work developing the following guidebook -

- A Primer on Value Analysis that includes Value Management, Value of Business functions, Principal Based Value Framework and Cost and Profitability Management.

### Learning Objectives:

After participating in this interest group, you will understand:

- Understand the key values and principles that support functions need to embrace in order to demonstrate value to their customers.
- You will understand the alignments between cost management and customer value.
- Understand 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 curve and roadmap.

Tim Clarke, Phone: (925) 357-6777 or [tim.clarke@paceint.com](mailto:tim.clarke@paceint.com)

Matt Anderson, Phone: (314) 232-0931 or [matthew.a.anderson@boeing.com](mailto:matthew.a.anderson@boeing.com)



# CAM-I Projects Continued

## Performance Management

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

**Key Performance Management Framework (PMF) 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”)
- Updated PMF Executive Overview (joint publication with CPA Canada) with a more graphical explanation of the methodology
- On-line Organizational Readiness Assessment tools and analytics
- Guidance on integrating PMF concepts with other IG’s methodologies

**Current research and development:**

- 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.

**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](mailto:dsandison@landmark.ca)

# CAM-I Projects Continued

## Integrated Risk and Value Management

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](mailto:Sean.Catanese@kingcounty.gov).

# CAM-I Projects Continued

## Forecasting for Procurement of Complex Acquisition and Support Projects

*(Using Defence procurement as a case study)*

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 from 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

Chairs -

Rob Young, Phone 011-44-7826 510552 or Rob.Young252@mod.gov.uk

Thomas Demas: Phone: (703) 969-0970 or thomas.demas@navy.mil

# CAM-I Projects Continued

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## Supply Chain Management

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Industrial organizations had complex and fragile supply chains before COVID, and given the speed that industry is recovering in many sectors, even while COVID is still a part of our daily lives, new challenges arise daily. Rapid industrial recovery during a pandemic will produce challenges and opportunities transitional in nature that will likely not be as relevant in 12 months. How do organizations know which challenges to address, which to monitor, and which to ignore? How can we communicate data within our supply chain effectively and closely with vendors, customers, and possibly competitors (Upstream, Downstream, and Sidestream) without compromising competitive advantage? Industry should weigh carefully reactions to sudden variability that could be candidates for reversion when the crises shifts again. We should explore how to be more data-driven and how to make decisions that can be supported “by the numbers”.

Our goal should be to understand how we can control what is in our ability to control and to monitor our financial collaboration and transactions with our trading partners. By doing this, we can help “flatten” the bumps in our supply chain and by doing so, help to flatten bumps in the supply chain in several degrees of separation from our chain.

### **Learning Objectives:**

After participating in this interest group you will:

- Understand how the post-COVID global recovery will impact supply chain volatility
- Understand challenges in in-sourcing and near-sourcing immediate elements of your supply chain
- Understand how you can use data to be a more responsible (and responsive) partner to your customer and vendors
- Know how to determine which data elements you can easily access offer the most insightful look at your supply chain health score
- Understand how we can avoid emotional reactions to the news cycle in procurement and production leading to excess inventory, constrained cash flow, and decreased organizational agility

Chair -

Jim Holman, Phone (404) 733-9611 or [jim.holman@cbh.com](mailto:jim.holman@cbh.com)