



Over Four Decades of Industry-led
Collaborative Research

CAM-I SPRING MEETING

2021

March 8 - 9 Virtual

**Cybersecurity
and Digital Transformation**

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) Spring Meeting, March 8 - 9, 2021.

The theme of the meeting is [Cybersecurity and Digital Transformation](#)

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 9th March. 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 9th March 2021 (this is by invitation to members only)
- The Special Interest Group meetings will take place on Monday 8th March and for the remainder of Tuesday 9th March 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 Spring 2021 Meeting"

On Registration -

- Tuesday Morning Session

This option is pre-selected for your convenience.

- Special Interest Groups

When selecting options for registering you can select one or two **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 or at (512) 296-6872. I look forward to connecting with you in March!



Ashok Vaagama
President, CAM-I

Agenda

MONDAY, March 8, 2021

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
- 8:00 AM - 1:00 PM Developing New Ways of Working To Improve Efficiencies
Contact - Rob Young Rob.Young252@mod.gov.uk,
Sonya Ball, sonya.ball112@mod.gov.uk, Kelvin P Marner, kelvin.p.marner@boeing.com

TUESDAY, March 9, 2021

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 "Cybersecurity in Smart Value Manufacturing Systems"
Ms. Rebecca Taylor, VP, National Center For Manufacturing Sciences
- 10:15 AM "Beyond Projects: Leveraging Products to Drive Technology Innovation and Digital Transformation in Local Government"
Shannon Smith, Chief of Staff, King County Department of Information Technology
Stephen Heard, Chief Technology Officer, King County Department of Information Technology
- 11:15 AM "Digitalization at Work: Business Transformation"
Kevin Baril, Managing Principal, Digital, Cherry Bekaert LLP
- 12:00 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 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

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Austin, TX 78746

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.



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

- May 19 - 20 2021, CAM-I UK Chapter Meeting at Ministry of Defense, Abbey Wood, Bristol, UK
- June 7 - 9 2021, Venue TBD
- 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

“Cybersecurity in Smart Value Manufacturing Systems”

Ms. Rebecca Taylor, VP, National Center For Manufacturing Sciences

The Fourth Industrial Revolution has meant that manufacturers are adopting robotics, artificial intelligence, machine learning and advanced analytics. So it is increasingly important to address the cybersecurity risks that stem from the Industrial Internet of Things, cyber-physical security and even the data integrity of underlying systems. Now more than ever, the skills, techniques and processes for securing both digital and physical assets must evolve quickly in order to continue to safeguard manufacturing’s assets.

Learning Objectives

This session will help attendees understand the current cyber threat landscape facing manufacturers; receive insights into methods of mitigation for attacks and equip manufacturers with the essential knowledge to help mitigate attacks and secure their industrial assets.

Speaking Tuesday March 9, at 9:20 a.m.

"Beyond Projects: Leveraging Products to Drive Technology Innovation and Digital Transformation in Local Government"

Shannon Smith, Chief of Staff, King County Department of Information Technology

Stephen Heard, Chief Technology Officer, King County Department of Information Technology

Learning Objectives

By eliminating organizational silos and fostering collaboration both within teams and across functions, King County Information Technology is implementing an organizational vision centered on digital products, core services, and customer centricity to build fruitful networks across the enterprise and drive the delivery of innovative, digital experiences to our customers and stakeholders.

- COVID-19 Response Lessons Learned It was Solving for the projects problem
- Driving comprehensive business model change
- Addressing information security, privacy, and risk
- Ensuring the customer is at the center
- Measuring success

Speaking Tuesday March 9, at 10:15 a.m.

“Digitalization at Work: Business Transformation”

Kevin Baril, Managing Principal, Digital, Cherry Bekaert LLP

Learning Objectives

- Digitization, Digitalization, Digital Transformation – What is the difference?
- Interplay between business strategy & execution and digital transformation
- Important considerations related to data driven analysis, insight, actions and outcomes
- Beyond technology: necessary elements of a successful digital transformation strategy and execution

Speaking Tuesday March 9, at 11:15 a.m.

CAM-I Projects

Cost and Profitability Management

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 further innovate the application of traditional cost models. Cost methods such as Activity Based Cost, Target Costing can be expanded to help organizations understand 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.

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 traded offs to be quantified.

Future Focus

Review methodologies and recent work to ensure the relevance to 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.

CAM-I understands the importance of Industry 4.0. 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:

- Understand the key values and principles that support functions need to embrace in order to demonstrate value to their stakeholders.
- You will understand the alignments between cost management and stakeholder 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 approach and roadmap that can be scaled and customized for your organization.

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

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.

CAM-I Projects Continued

Developing New Ways to Improve Efficiencies

Organisations are being continuously challenged by customers, shareholders, governing bodies and internal business partners to develop and implement new ways of working that improve effectiveness and productivity to maximise value creation. National Governments, Defence and Commercial customers have never been more challenged with budget constraints as a result of the Global pandemic therefore its an imperative for organisations to develop more agile, less bureaucratic processes and revised ways of working.

Project Purpose - To examine methods of benefit realisation and embedding a culture of effectiveness through sharing and collaborating with CAM-I members and extended Industry and Academic partners.

Learning Objectives

The Project Team proposes to develop improvement and leading practice recommendations for:
Commercial Acquisition and Contracting Process

Benefits realisation

Operational Excellence in service and availability contracts within the Defence sector

Chairs –

Sonya Ball, Phone 011-44-030 679 37727 or Sonya.Ball112@mod.gov.uk

Kelvin Marner, Phone 011-44-1935 383678 or Kelvin.P.Marner@boeing.com

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

Supply Chain Management

The year 2020 brought to the forefront four critical challenges in the area of supply chains. (1) COVID-19 lock downs and virus mutations have highlighted the need to inoculate supply chains from major disruptions. (2) The incoming Biden administration reversed many of the policies of the prior administration, including re-joining the Paris Climate Accord, creating an uncertain policy environment for designing supply chains. (3) BREXIT and increasingly colder relations with Beijing have shaken up the traditional supply chains that many companies relied on in the past. (4) The recent cyber security breaches have exposed the vulnerability of the US Government supply chain network.

Learning Objectives:

After participating in this interest group, you will:

- Understand the impact of environmental changes on organizational practices such as lean production, single-sourcing of materials, out-sourcing, etc.
- Study how other organizations are working to create resilient and flexible supply chains based on lessons learned from COVID-19.
- Appreciate how to design supply chains that can cope with the fluid nature of the policy environment.
- Learn how new potential global alliances and trade agreements can provide increased opportunity for supply chain resiliency and mitigating risks.
- Study how the integrated, automated, and digital “Smart Factory” of Industry 4.0 can help organizations respond and recover from global changes more effectively.
- Analyze how other organizations use data analytics to improve visibility and productivity across the supply chain.
- Know how increased cyber security breaches within the US Federal government’s supply chain and the increased digital interconnectedness in the global network of supply chains has led to increased risk of cyber threats and outcomes.

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