

# CAM-I Projects

## Value, Cost and Profitability Management

### Description:

**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 in order 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.

# Integrated Risk and Value Management

## Description:

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.

# Improving Efficiency/Effectiveness in the Finance Function

## Description:

Organizations 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 maximize value creation. National Governments, Defense and Commercial customers have never been more challenged with budget constraints as a result of the Global pandemic therefore it's an imperative for organizations to develop more agile, less bureaucratic processes and revised ways of working.

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

## Learning Objectives:

After participating in this interest group, you will:

- Be familiar with academic research related to the project - what does the theory say and how has it evolved over time?
- Understand leading practices on the automation/elimination of processes to remove non-value add activity.
- Understand how to extract the most value from a variety of different business partnering models.
- Learn improvement and leading practice recommendations related to improving the efficiency and effectiveness of the finance function through participation in case studies and other analysis.

# Supply Chain Management

## Description

Multiple shifts in the world of supply chain, transportation, and logistics pose challenges to the leaders of supply chain in the private and public sectors. By utilizing the latest technological solutions together with other physical and digital assets to redesign logistics practices, supply chains can adjust better to the fast-paced, highly competitive, omnichannel business environment. The increasing outsourcing practices, offshoring, product versatility, supply chain security, and substantial interdependence throughout the supply chain further accentuate the importance of dealing with risks, resiliency, sustainability in the supply chain. Modern logistics practices focus on the circular supply chain concept, involving previously used products as raw materials. This “reverse logistics” can improve sustainability and resiliency when managed well and the potential to be a cash and resource-consuming quagmire when managed poorly.

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

Digitization of the supply chain featured prominently in the ongoing automation of Industry 4.0 improves the speed, dynamics, and resiliency of the supply chain operations, leading to an improved ability to respond to customer demands and ultimately higher delivered value. By embracing digitalization, organizations can drive up resiliency and sustainability efforts and reduce operating costs of the supply chain.

## Learning Objectives:

- Understand how organizational responses to global disruptive events have introduced new methodology and approaches to anticipate and react to future interruptions in the global supply chain.
- Study how organizations create a supply chain that can provide goods and services while maintaining and improving sustainability goals and objectives.
- Appreciate how to design supply chains that can cope with the policy environment's fluid nature and how policy changes offer new constraints and new opportunities.
- Learn how new potential global alliances and trade agreements can provide increased opportunities 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.
- Know how increased cybersecurity breaches the global supply chain and the increased digital interconnectedness has led to increased risk of cyber threats and outcomes.