



Over Three
Decades of
Industry-led
Collaborative
Research

Consortium for Advanced Management - International

Global Leadership in Cost, Process and Performance Management



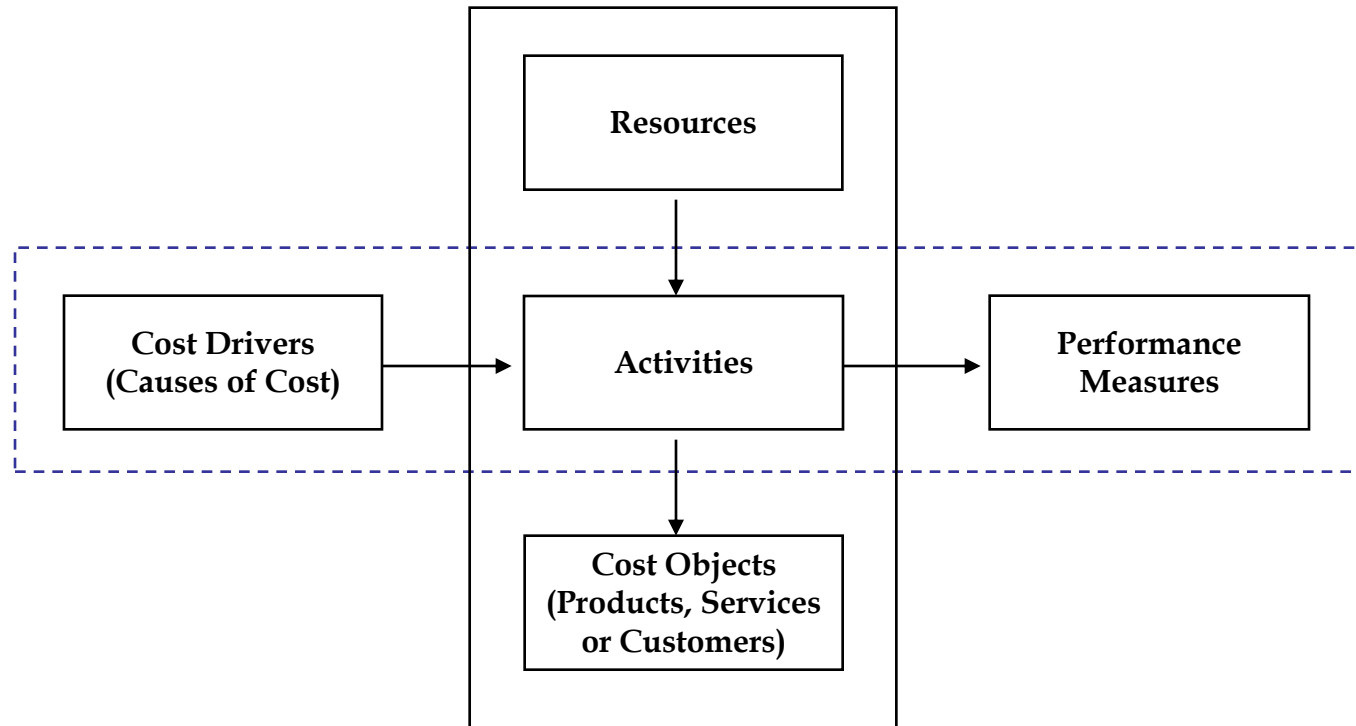
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CAM-I - Consortium for Advanced Management - International

The following slides show some of the significant work CAM-I has done in the areas of standards, methods, applications and guidelines by working with their members, strategic partners, academia and subject matter experts.



Activity-Based Costing



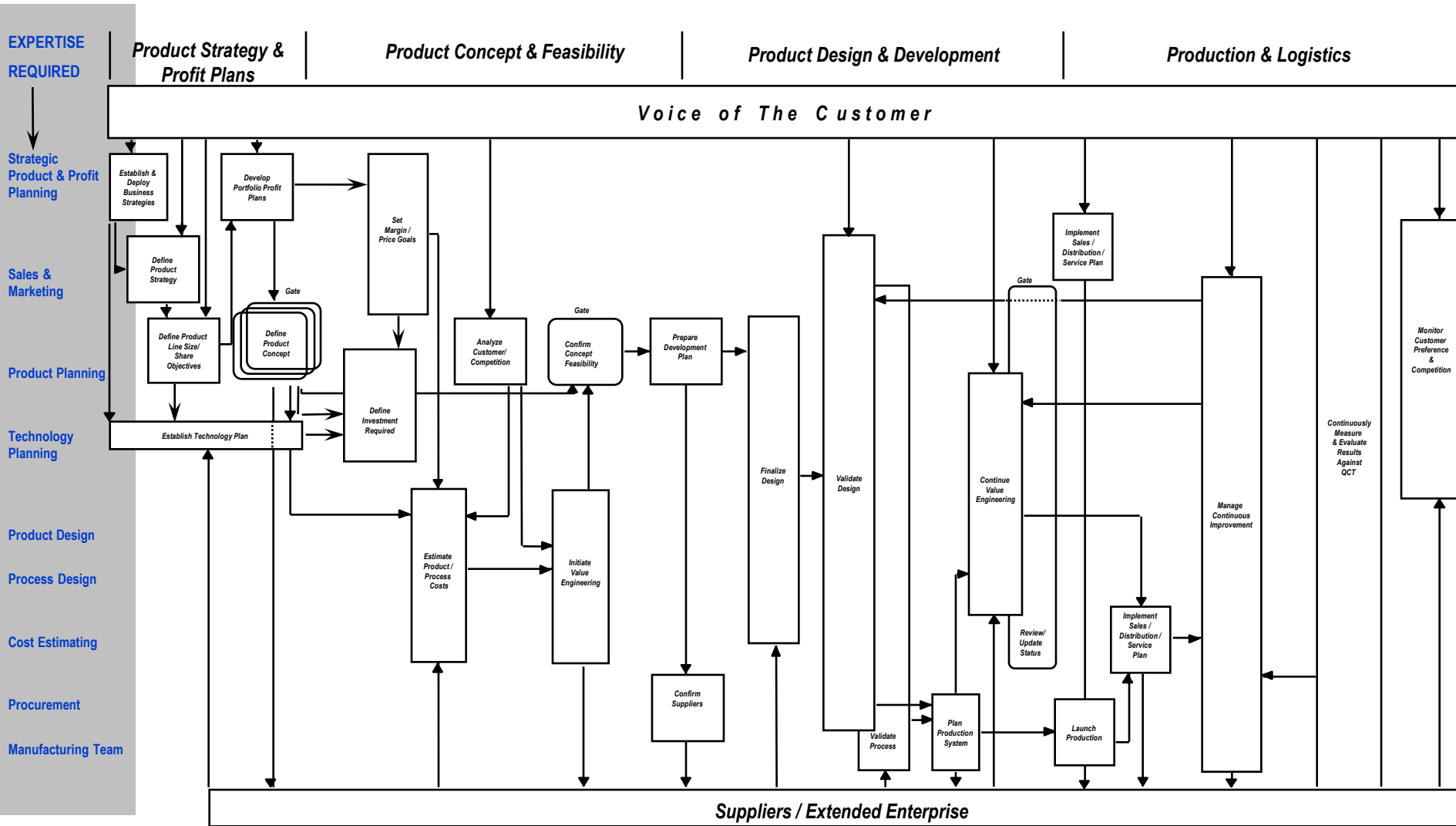
The CAM-I Cross©

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Target Costing CAM-I Cross-functional Process

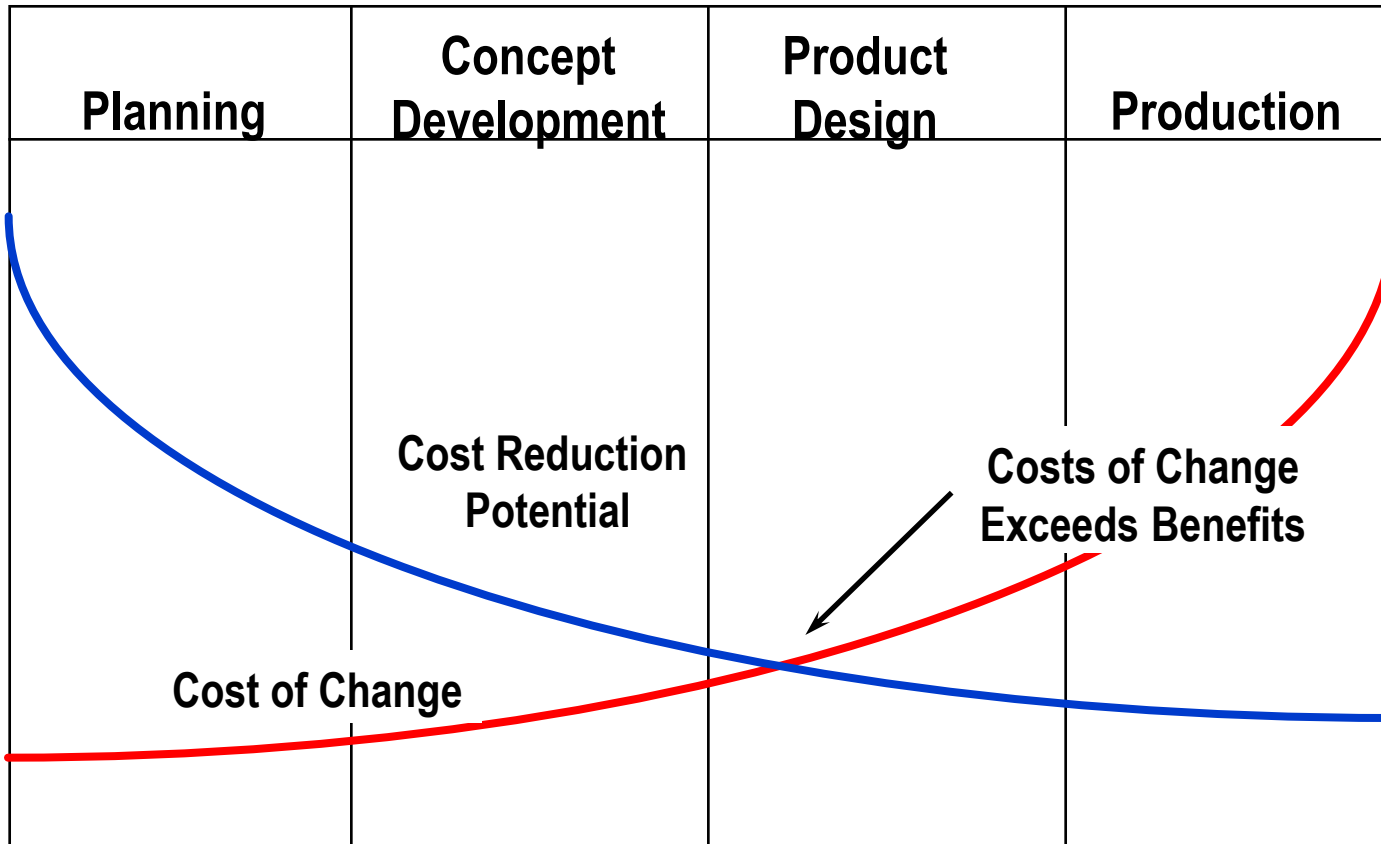


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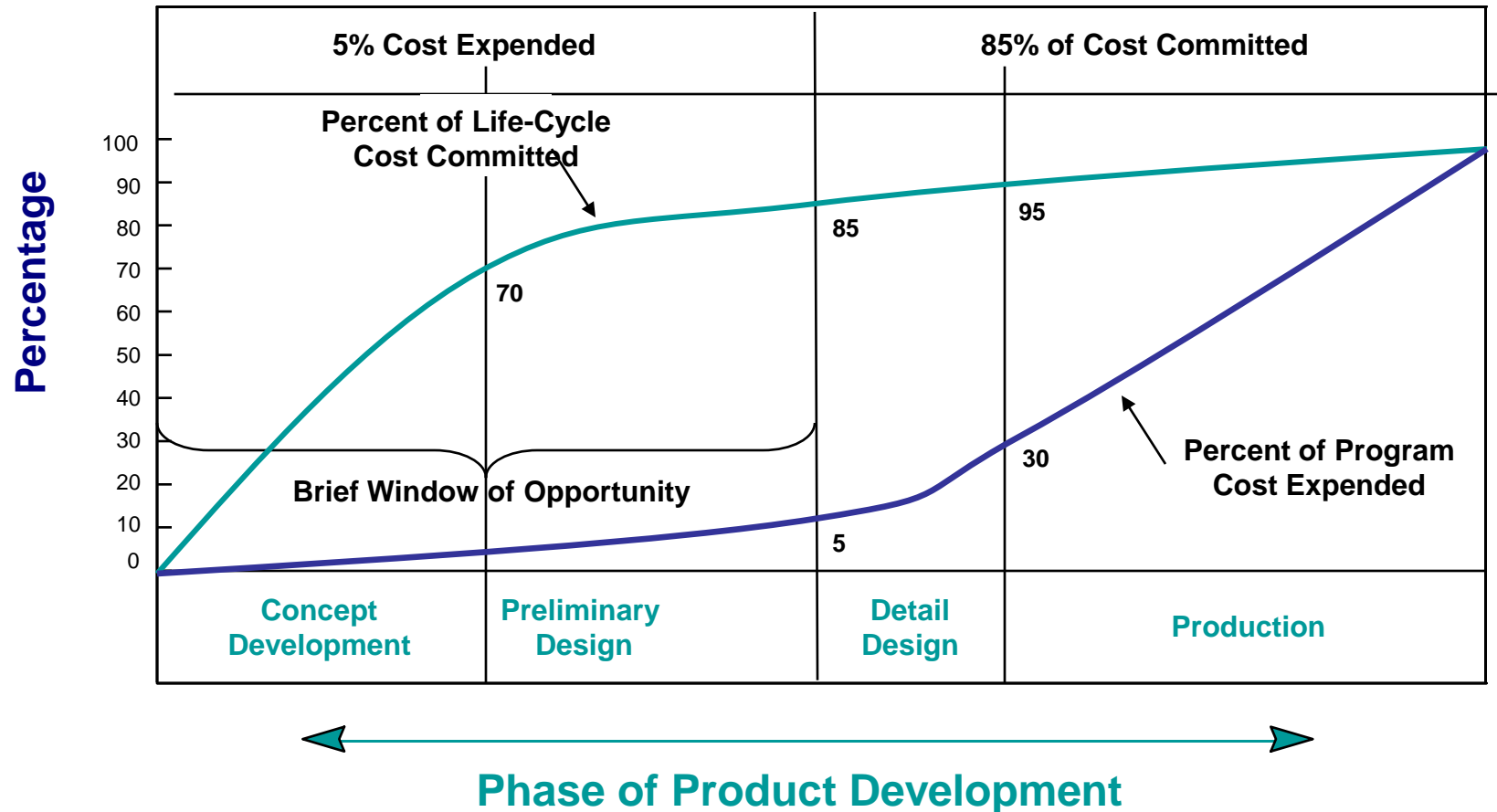


Cost of Design Changes





Shifting the Focus





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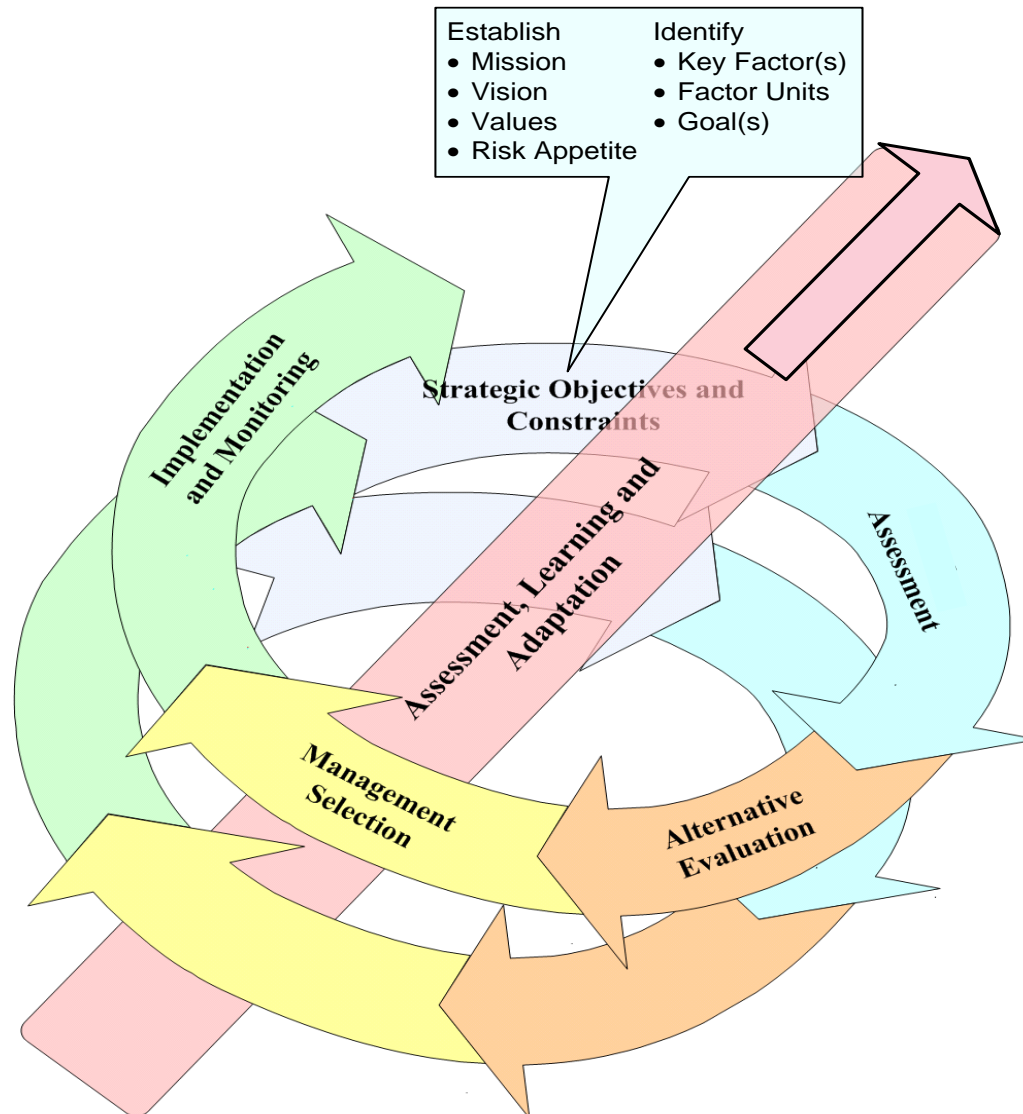
CAM-I Capacity Model

Summary Categories	Attributes	Cost Drivers	Resources or Activities	Traditional Categories
Available Capacity	Not Usable	Excess Not Usable		Theoretical
		Off Limits		
	Usable	Idle But Usable		Practical
	Non-productive	Stand-by		Materials Internal Operations
Waste		Materials Internal Operations	Look in stash/chase parts	
Clean-up			Dispose of excess materials	
Documentation			Document work	
Productive	Good Products or Services Working on the process		Perform the work	

Source: Adapted from the CAM-I Capacity Model



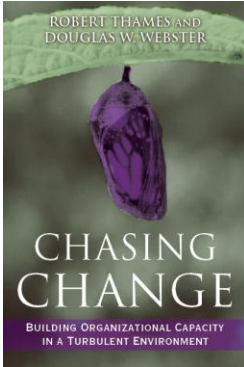
Enterprise Risk Management Process





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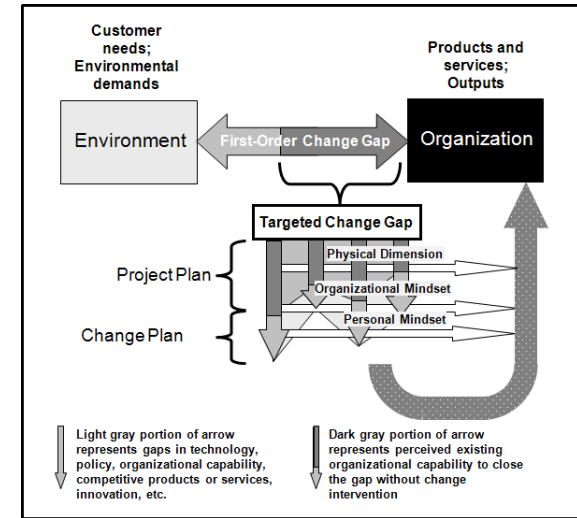
Change Leadership: Where the 'social' solution is as important as the 'technical' solution



Chasing Change takeaways:

- External environment creates demand for organizational & personal change responses
- Change response strategy can be incremental, transitional, or transformational in nature
 - Change response consists of building core capabilities in a multi-dimensional change challenge framework
 - Change initiatives more successful with a growth & development mindset vs. a fixed mindset
 - Proactive self-assessment of core capabilities feeds required actions for appropriate response to demands for change

Change Challenge Framework



Organizational Self-Assessment Evaluating Core Capabilities for Change

	Level → 1 2 3 4 5				
Leadership and Purpose			C	R	
Innovation		C			R
Risk Tolerance		C			R
Accountability			C	R	
Communication			C		R
Organizational Learning		C		R	
Trust			C		R
Commitment/ Tenacity				C	R
Dynamic Stability		C			R
Diversity and Inclusion			C	R	
Empowerment / Autonomy			C		R
Forward Thinking			C		R
Adaptation			C	R	
	Low			High	

Illustrative Scenario:

Legend:
 R = Required, or Expected Level of Capability to Close Gap
 C = Current Level of Capability

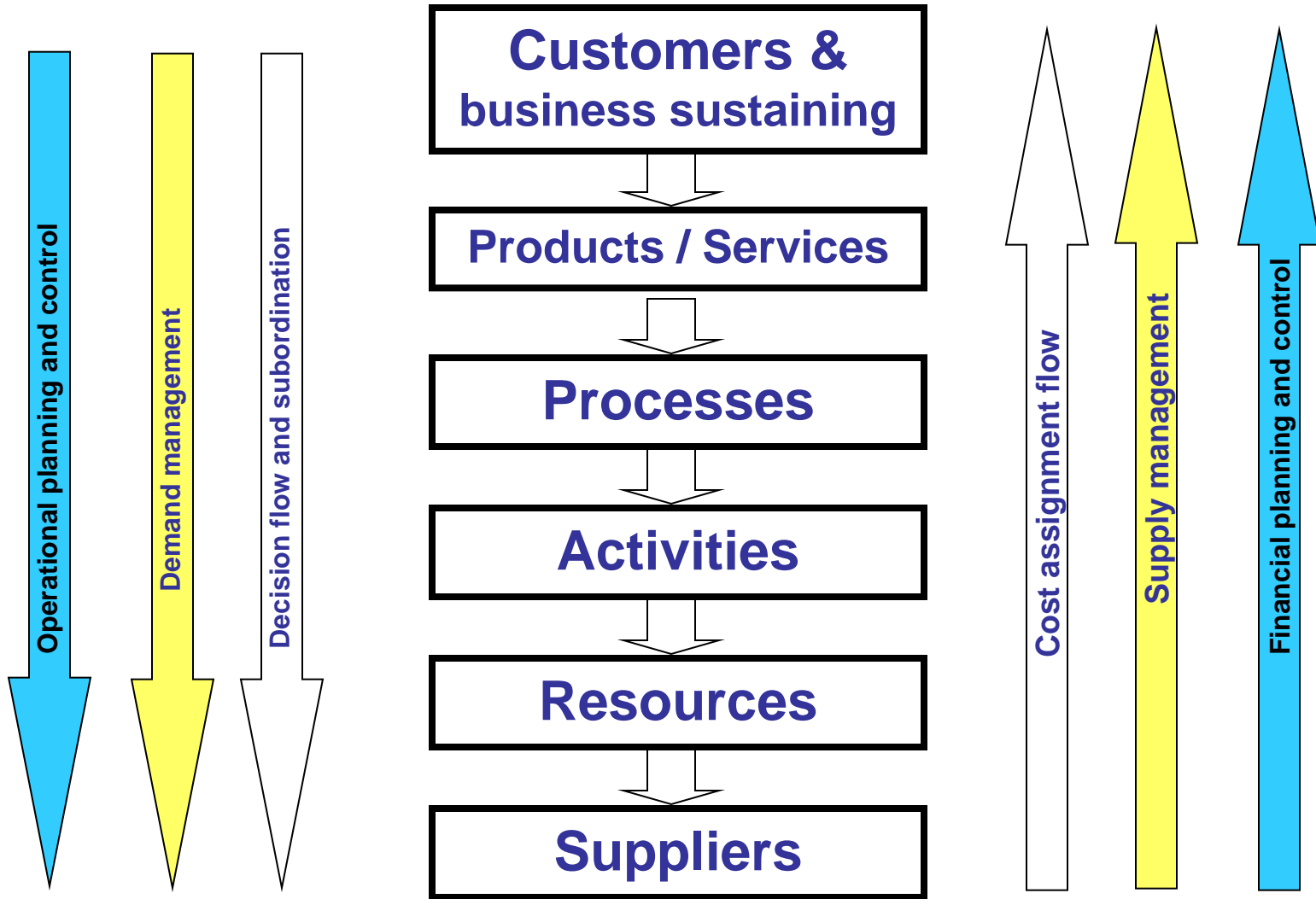
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Operational Data and Cost Measurement Data Flow

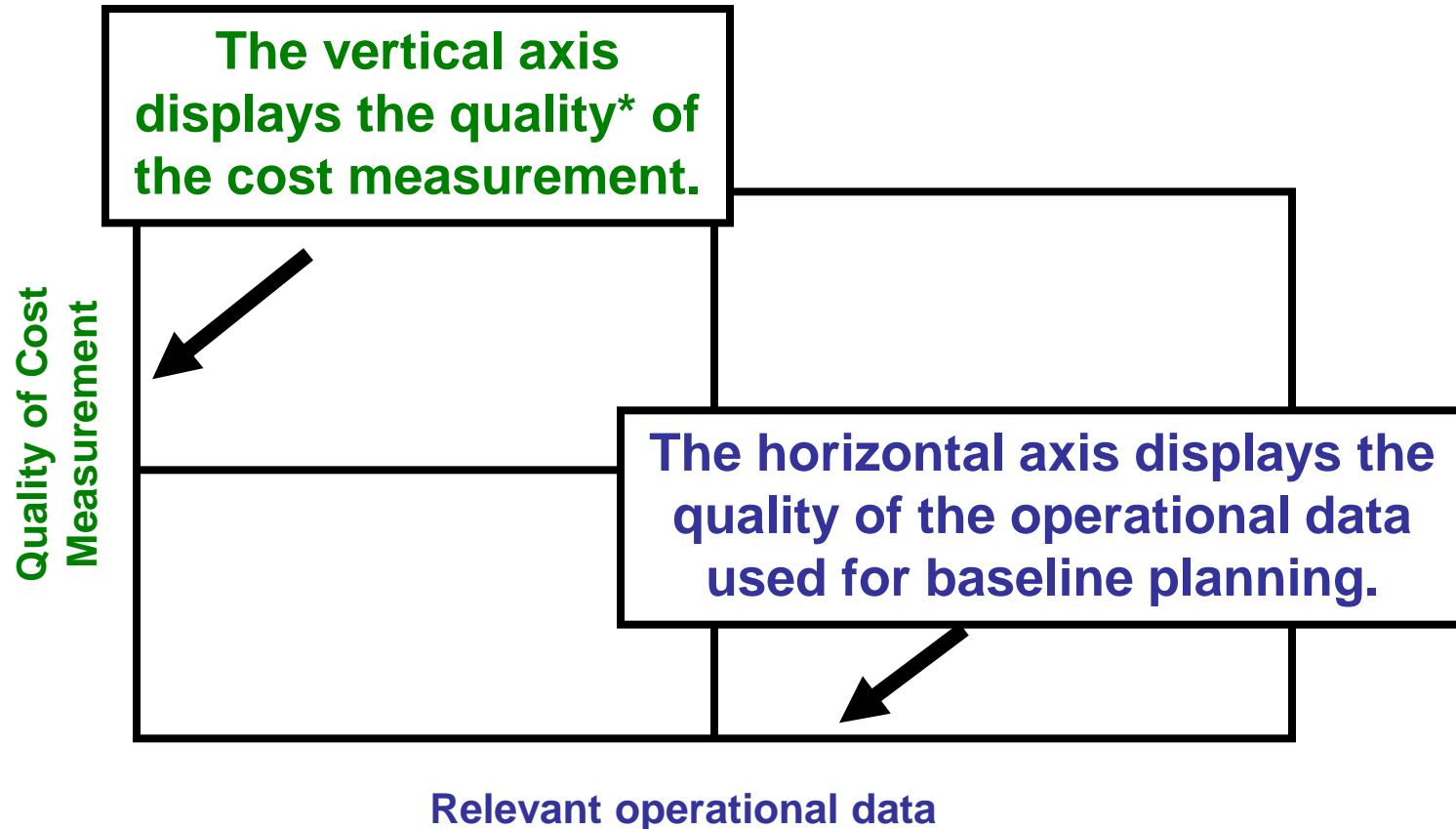
In each decision domain, data is needed for operational planning and Cost Measurement



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Operational Data and Cost Measurement Assessment Framework

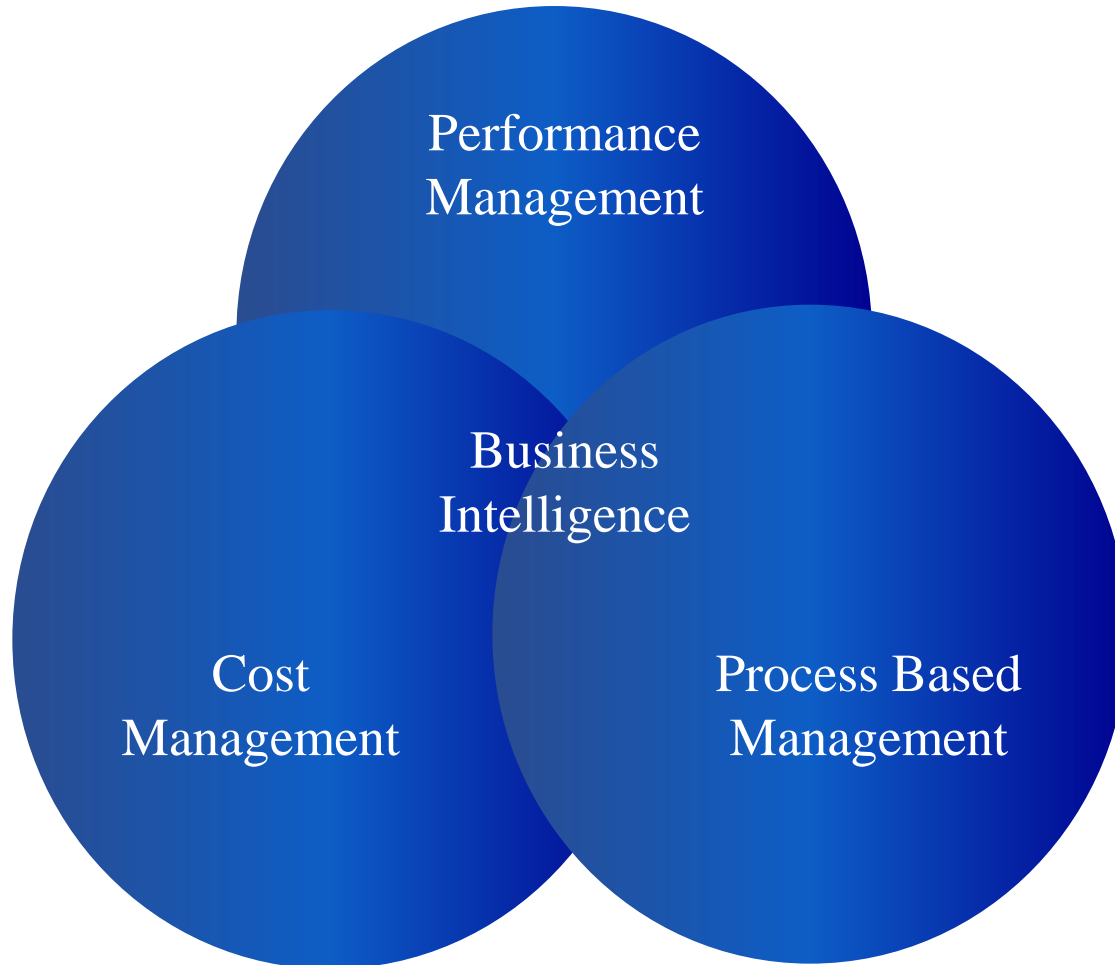


* Quality implies accuracy of the calculated cost information.



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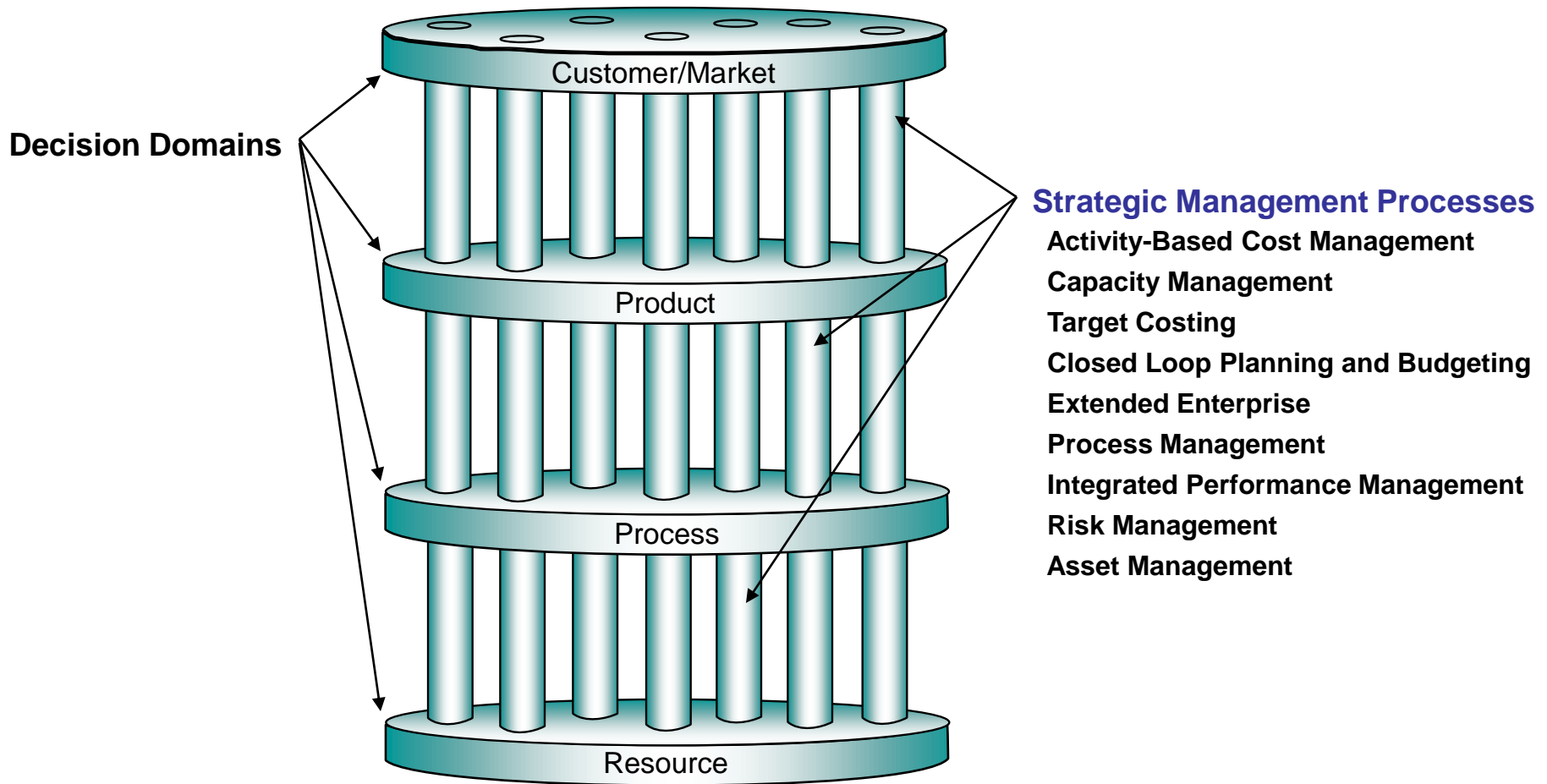
CAM-I Initiatives Touch Points





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CAM-I Strategic Management Process Model



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