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Over Five Decades of Industry-led  
Collaborative Research

## **CAM-I MEMBERS FEEDBACK**

### **THE BOEING COMPANY**

Boeing's JDAM Program – More Target Costing use

The Air Force reported that using the Cross Functional Team approach shortened the Joint Direct Attack Munitions (JDAM) acquisition cycle by 4 years

The cost estimate was reduced from \$42,000 per unit to \$14,000, a 67% saving estimated at \$2.9 billion.

### **PACE International**

#### **Tim Clarke – CFO**

Pace International's use of value analysis techniques highlighted an opportunity to create value for our customers and realize more margin.

Upon seeing the Cost Management group work on an application of Value Analysis at companies, I saw that it could be helpful at my company. A team of experts came to our headquarters to help kick off the effort. I was able to consult with CAM-I experts as we performed our implementation. The result highlighted an opportunity to create value for our customers and realize more margin.

### **Permian Tank**

#### **Michael Hayes, President**

CAM-I training encourages a thoughtful, systemic approach applied across all levels of management and manufacturing that promotes recognition of cost reductions and increased efficiencies in both material, labor, and overhead.

Through simple team building and cost analysis activities, CAM-I encourages engagement from all levels of employees to promote a procedural approach for continual improvement throughout the entire organization.

### **DRESSER-RAND**

#### **Keith Hallin- Director, Program Management Office**

CAM-I has always focused on elevating organizational capability in Cost, Process and Performance Management, however much of what CAM-I is focused on is development of advanced methods, tools and practices, to enable companies to provide for FUTURE sustainable competitive advantage. The uniqueness of the CAM-I collaborative environment ensures that development efforts are focused on company areas of interest and provides for the ability to work collaboratively with some of the industries' best subject matter experts. This process provides for

the development of content-rich deliverables and industry relationships that will last a lifetime. CAM-I .... Truly a place where people come for the content and stay for the people.

## **NAVISTAR**

### **Elaine Jones – President, Targeted Financial Solutions, LLC, previously with Navistar**

We joined CAM-I for the training primarily. CAM-I target costing trainers took 30 of my employees through an all-day Target Costing training class. That foundation then allowed me to launch an initiative of improvement with the truck group. In two years we took the status of our product development programs from 25% of the programs being on target to 40% of the programs being on target. I would not have been able to realize that much improvement without the help of CAM-I. 15% more of the products we launched achieved targeted cost and profit objectives. This resulted in an improvement in product cost of about \$25 million.

## **WHIRLPOOL CORPORATION**

### **Bill Dummer – Senior Project Manager (now with Navistar as Manager, Product Costing and Analysis)**

While tailored specifically to Whirlpool, Target Costing at Whirlpool is a direct application of the process developed by the CAM-I Target Costing Interest Group. The combination of proven industry best practices has significantly reduced the process "learning curve" at Whirlpool. The CAM-I Target Costing Process has clearly facilitated immediate successes in new product launches and reducing costs of existing ones.

## **TEXAS INSTRUMENTS**

### **Alan Vercio – Manufacturing Methods Finance**

I used the CAM-I process to learn more about capacity measurement (1). This learning resulted in a global "Get the Red Out (Get non-productive capacity out)" training program that was one of a few key methods used by the Manufacturing Methods team to improve productivity across all factories and achieve over \$2B in productivity.

Reference CAM-I's Capacity Measurement and Improvement for what qualifies as red, yellow, and green capacity states.

## **BARCLAYS RETAIL BANK**

### **Alan Vercio – Strategic Cost Measurement Manager**

Operational Transparency precedes financial transparency (per CAM-I's Operational and Cost Measurement Assessment Guide). This enabled successful implementation of a horizontal end-to-end process management pilot which resulted in 30% improvement in operations.

CAM-I's training enabled successful implementation of a horizontal end-to-end process improvement pilot which resulted in 30% improvement in operations.

## **BANK OF AMERICA**

### **Don Carlson – Senior Vice President**

CAM-I's combination of thought leadership in cost management, process management, performance management creates a unique opportunity and value proposition for enterprise data and information management.

CAM-I's performance management framework made us think broader and deeper on our business processes and improvements methods.

## **CHERRY BEKAERT**

### **Anthony Pember – Managing Director**

Our participation and leadership in CAM-I has helped our organization in a number of ways. Specifically:

1. CAM-I helps us stay abreast of leading practices in a number of areas important to our advisory clients. Areas like cost and performance management, supply chain, environmental sustainability, digitalization, and artificial intelligence.
2. Our involvement in CAM-I's collaborative research process helps us learn from practices at member organizations and take these lessons learned to our clients. Furthermore, we have applied our learnings to develop leading-edge solutions for our clients that address their most complex issues.
3. CAM-I opens up a network of subject matter experts and potential business partners.
4. We leverage the learning environment at CAM-I to grow and develop our practitioners, and, as a public accounting firm, it provides continuous professional education (CPE) credits for participation which are greatly appreciated by our consultants.

I have always said that it is one thing to learn by reading a book, it is a completely different experience to learn by writing a book. Participation in CAM-I is akin to being involved in the writing process and the resultant learning is elevated for anyone who participates.

### **Bob Misch, Partner, Digital Transformation Services**

The CAM-I Performance Management Awareness Training, conducted by Derek Sandison, was insightful and provided the Cherry Bekaert team with the tools to enable us to better serve our clients. The training was thought-provoking and challenged us to think beyond the ordinary.

The training was efficient in that it covered a lot of material in a relatively short period of time – without overwhelming the attendees. It was effective because it was practical to our day-to-day consulting practices, and I would recommend this training to anyone who cares about performance.

## **GRANT THORNTON**

### **Shiva Verma – Principal**

Grant Thornton has been a long-time member of CAM-I, and based on the value we have gained from our participation, we have encouraged our clients and affiliates to join the Consortium. Our active participation and leadership in CAM-I has helped us stay abreast of best and next practices in Cost, Performance and Process Management. We have used the collaborative research format

to contribute to and learn from practices at member organizations. We have applied our learnings from CAM-I to develop solutions for our Federal clients that address their most complex issues. A major component of our solution design is the application of public and private sector best practices gained through our association with CAM-I. Grant Thornton's thought leadership in the Federal arena is bolstered by our association with CAM-I. CAM-I has helped us strengthen our relationships with our business partners and has been a tremendous asset in growing and developing our practitioners. As a public accounting firm, the CPE credits for participation in quarterly meetings is a bonus!

### **King County – Seattle**

King County, Seattle, Washington, has been a member of CAM-I since January 2015. The County has participated in the CAM-I USA and CAM-I UK chapter. Carmel Call Director, Business Resource Center, Carmel is also a CAM-I Board member. Chauntelle Hellner was the CAM-I industry chair.

King County's use of CAM-I's risk-value framework helped them design new risk tolerance models, apply a risk framework and implant a risk culture to drive innovation and reduce costs

### **External Awards and leadership –**

Jennifer Hills, Director, Office of Risk Management Services, was named Public Risk Manager of the Year by the Public Risk Management Association in 2018. The award recognized the concepts of risk and value management gained from CAM-I. The same award was given to Sean Catanese later on.

### **Carmel Call –Director, Business Resource Center, Department of Executive Services – CAM-I Board member**

The training and workshops we received from CAM-I on the tools and processes for performance management, activity-based costing and value analysis were invaluable in lifting our focus to more strategic management of our ERP systems and services and continuous improvement in delivering customer value.

The sessions were delivered by experts well versed in the theory and concepts as well as the practice of applying and using the tools in real world scenarios across a variety of industries. The opportunity to scale, test drive and apply the knowledge worked well with lots of great questions and discussions specific to public sector and/or internal service rate organizations.

### **U. S. PATENT AND TRADEMARK OFFICE**

#### ***Steve Porter – Director, ABI Division***

About ten years ago, the USPTO realized that Activity Based Costing (ABC) was a useful discipline for an organization 100% funded by customer fees. Since CAM-I was at the forefront in research and collaboration in implementing activity-based costing principles, the USPTO began attending CAM-I conferences and workshops to learn how to use ABC and eventually became a CAM-I member. Today, the USPTO uses ABC in many fundamental processes such as: budget formulation, financial statement preparation, performance reporting, fee setting, process improvement, and business decision making. The USPTO is widely considered a federal leader in ABC and has provided help to many federal agencies during their ABC implementations. Currently

the USPTO participates in the Process Management and Target Costing groups at CAMI. CAMI membership continues to be a wise investment for the USPTO.

#### **Safana Sheikh Ahmed, Director ABI – Office of Finance**

Since CAM-I was at the forefront in research and collaboration in implementing activity-based costing principles, the USPTO has worked with CAM-I 25 years attending workshops and training to learn how to use ABC and Performance Management.

Today, the USPTO uses ABC in many fundamental processes such as: budgeting, financial statements, performance reporting, fee setting, process improvement, and business decision making.

#### **U. S. AIR FORCE**

##### **Stephen Connair - Director of Economics and Business Management**

While the Air Force has obtained real benefit from its CAM-I membership since 2000, the main benefits of membership have been keeping up with best practices in industry, government, and academia, and the whole perspective of an integrated approach to cost, performance, process, and risk management, which makes CAM-I unique.

The networking opportunities have also been a great benefit. One example is the Memphis meeting a couple of years ago where we toured FEDEX and met some of their leadership. I was later able to discuss with their aircraft maintenance leaders how they managed their contracts for maintenance of their large fleet of wide-body jets. I was able to recommend some of their best practices to the highest level of Air Force leadership.

#### **ROYAL AUSTRALIAN NAVY**

##### **Dave Robinson – Business Manager, Fleet Area Arm**

Over a period of ten years, interaction with a variety of Interest Groups and CAM-I members have enabled the Royal Australian Navy's Fleet Air Arm to:

- Refine its Performance Management Framework. The framework continues to be critical to on-going improvement activity and corporate knowledge sharing/retention within the group;
- Implement and sustain a Continuous Improvement culture that has, and is programmed to make, savings in excess of 10% of its logistics budget per year (for a period of 6-7 years); and importantly develop and publish the Integration White Paper which is currently being used to guide wider Navy in the creation a framework that will effectively link and employ the necessary management methodologies, people, processes and information to increase the success rate of initiative implementation and sustainment.

#### **US COAST GUARD**

**Captain Larry R. White, CMA, CFM, CPA, CGFM, Chief – Office of Financial Systems, USCG Head quarters**

Financial professionals often are caught up building budgets that make the “numbers work”. The Activity-

Based Planning and Budgeting approach puts work processes and resource capabilities in the In the “front and center” of the planning and budgeting process.

Use of the Activity-Based Planning and Budgeting approach ensures relevancy and will enable the management Accountant to create new and valuable insights into the organization’s value and proposition and strategy.

## **SAS INSTITUTE INC.**

### **Tony Adkins – Principal Product Manager, Cost and Profitability**

As a longtime member of CAM-I SAS finds tremendous value from the networking opportunities, vast body of knowledge and cutting edge industry led, collaborative research. All from the only organization (CAM-I) dedicated to being the Global Leader in Cost, Process and Performance Management. Our company and customers use the management tools, techniques and methods to understand and manage their organizations.

## **PILBARA GROUP, INC. – Australia**

### **Lea Patterson– *President/CEO***

Pilbara Group have been CAM-I members for 15 years and have consistently used the CAM-I Activity-Based Costing methodology in our work for client organizations.

More recently, there has been an increased interest in sustainability, specifically environmental sustainability and we are now using the CAM-I Environmental Sustainability Interest Group methodology for including greenhouse gas emissions into Activity-Based Cost models to provide organizations with a powerful tool to help with balancing cost management with reductions in greenhouse gas emissions.

Most organizations have a plan to reduce greenhouse gas emissions, but many don’t know how much that will actually cost, they can easily calculate that cost with the CAM-I methodology.

### **Anthony Pember – Past CEO**

We (Pilbara Group) use CAM-I to have great effect all the time. We do not give clients CAM-I materials but we often use CAM-I materials and methodologies as the basis of our solution for our clients.

Whenever we do ABC work for our clients, we utilize CAM-I methodologies and best practices.

More often than not we use the CAM-I cross and much of the work done by CAM-I outlining ABC.

We often refer to the Performance Management Maturity Framework as well as the Customer Profitability work.

Interestingly we are getting many clients interested in the convergence of process and costing so we are starting to leverage the process work when we build process based cost models (really not that vastly different from activity based models).

Lastly, we always refer to CAM-I in any of our proposals to prospective clients. While this tactic does not leverage CAM-I's body of knowledge, it associates us with CAM-I in a positive way. It is designed to reinforce Pilbara's commitment to being on the cutting edge of research in our field. It helps us when it comes to winning proposals.

### **WesleyQuest Co., Ltd**

#### **JongSup Jung, CEO, CPA**

CAM-I is an organization where global experts gather to discuss and think together on topics of interest. Through participating in CAM-I offline meetings, I felt the passion and warm network of members. CAM-I is dealing with new topics through continuous research and is gaining new knowledge and insights through online meeting participation and data sharing.

Recently, the Sustainability group has started a new study on carbon accounting, and we plan to participate in a pilot study with Korean companies. Through this, we hope to obtain new information and form a cooperation and personal network with global experts.

### **ALTA MANAGEMENT JAPAN**

#### **Hirokatsu Hibino – President**

We joined CAM-I as a regular member because of its world-wide reputation on target costing research and publications. We are excited to participate in CAM-I's activities in target costing and make contribution to the advancement of target costing. As CAM-I is gaining international reputation on process analysis and cost management, I expect to see more Japanese companies joining CAM-I in the future.

### **STANFORD UNIVERSITY**

#### **Charles T. Horngren**

The Closed Loop is the result of thorough thinking about both concepts and practical difficulties of implementation. The model is clearly presented, including its necessary details and possible problems.

This work is the product of many minds working together. It will appeal especially to readers who are not satisfied with new terms and vague generalizations. It provides an in-depth innovative model for improving planning, budgeting, and general management.

### **ARKONAS**

#### **John Miller – President**

The CAM-I learning (especially Activity Based Costing) has been applied in most of our client consulting engagements. List of companies include Acxiom Corp, Cargill America's Marketing Group, Fort Dix, Defense Logistics Agency, Taiwanese Semiconductor Manufacturing Company and a dozen more.

The basic tool we use in all engagements is the CAM-I Cross (the standard for implementing Activity Based Costing).

## **POSITIVE EYE CONSULTING**

**Jean Meeks-Koch, PH.D., MAcc – CEO**

CAM-I is an organization that I felt could give me an opportunity to collaborate with colleagues who are out-of-the box thinkers. Immediately, I was immersed into dynamic conversations from an amazing pool of intellectual thought leaders looking to make a difference in organizational performance. That is what

CAM-I is all about; exploring and developing ideas that make a difference in performance.