Over Five Decades of Industry-led Collaborative Research

CAM-I MEETING AND TRAINING

4th Quarter 2025 December 8-9, 2025

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

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.

Invitation from the President of CAM-I

You are formally invited to the Consortium for Advanced Management International (CAM-I) Meeting and Training, 4th Quarter 2025 on December 8th and 9th, 2025.

All meetings, interest group sessions and general session will be virtual through Microsoft Teams.

Registrants will receive a MS Teams invitation five days before the meeting.

The members' forum is on December 9th from 1:00 PM to 2:00 PM EST, by invitation only.

Our quarterly meetings are the primary vehicle to further CAM-I's mission – To serve as a collaborative to advance the way organizations manage costs, processes, and performance.

Attendees will receive a maximum of 50 minutes of CPE credit hours for every hour attended for the two credits, and knowledge levels please refer to the agenda and other detailed sections of this document.

Please check the special interest group pages at the end of the meeting notice, which describes the groups.

Meeting evaluations will be sent out to all registrants via an email survey.

Click To Register For "CAM-I Meeting 2025"

On Registration:
• Tuesday 8th December 2025, 11:00 AM EST, General Session, please select if attending.
• Special Interest Groups Monday 9th December all day and Tuesday 9th December in the afternoon, please select if attending.

Our third group Environmental Sustainment is working on changing focus and will meet in 2026

If you have any questions about our programs, please contact me any time at ashok@cam-i.org or call me at 512-296-6872.

I look forward to connecting with you at the meeting.

Ashok Vadgama
President, CAM-I

Agenda

MONDAY, DECEMBER 8, 2025 Virtual - All Eastern Time Zone

INTEREST GROUP SESSIONS

11:00 AM – 5:00 PM   Value, Cost and Profitability Management
Contact – Carmel Call (carmel.call@kingcounty.gov)
Contact – Anthony Pember (anthony.pember@cbh.com)

11:00 AM – 5:00 PM   Artificial Intelligence
Contact – Nate Regimbal (nateregimbal@gmail.com)
Contact – Ray Beste (ray.beste@sikich.com)

TUESDAY, DECEMBER 9, 2025 Virtual - All Eastern Time Zone

GENERAL SESSIONS

10:00 AM   Welcome - Ashok Vadgama, CAM-I.

10:15 AM   TITLE: Procurement - A view from both sides of the fence - The changing defence requirement
and supporting SMEs adapt and win.
Speaker: Rob Young, Director, Young Advisory Limited

11:15 AM   TITLE: "Next Generation CAM-I"
Speaker: The CAM-I Board

Noon   TITLE: "Supply chain management in the Age of AI?
Speaker: Mohan Gopalakrishan, Senior Associate Dean of Faculty, Arizona State University

1:00 PM   Adjourn General Session

1:10 PM   Members Forum by invitation only

INTEREST GROUP SESSIONS

2:00 PM to 5:00 PM   Value, Cost and Profitability Management.
Artificial Intelligence

General Information

CPE Credits

NASBA
NATIONAL REGISTRY OF CPE SPONSORS

CPE Credits:
The 3-day program qualifies for a maximum of 18 CPE credits.

Program Level: The knowledge level for CAM-I sessions is "Intermediate", meaning that participants should have at least 5 years of relevant work experience and should have a basic knowledge of cost, process, and/or performance management.

Preparation: Generally, no advanced preparation is required. However, please refer to the details in subsequent sections of this document for specific exceptions should they occur.

All study group is Group Internet Based:

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 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.

Upcoming Meetings

December 8 - 9, 2025 Virtual
March 9 - 10, 2026 Venue TBD
June 8 - 9, 2026 Venue TBD

Registration

Register today at www.cam-i.org and click on "Meetings" at the top of the page.

On Registration -

- **Tuesday Morning Session**

  Please selected if you intend to participate.

- **Special Interest Groups**

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

- **Tuesday After Noon Session – please register if attending**

  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

Phone: 512-617-6428

Cell Phone: 512-296-6872

CAM-I General Session Presentations

Speaker 1

TITLE: Procurement - A view from both sides of the fence - The changing defence requirement and supporting SMEs adapt and win.

Speaker: Rob Young, Director, Young Advisory Limited

Field of Study: Management Services

Learning Objectives:

The speaker will cover all aspects of the changes to Defence; capability and capacity issues facing industry supply chain. What is happening in UK market place, and some of the problems with re-shoring vital industry against competing agenda of ESG and Net Zero

CPE Level: Intermediate

Speaker 2

TITLE: "Next Generation CAM-I"

Speaker: The CAM-I Board

Field of Study: Business Management & Organization

Learning Objectives:

Current and future initiatives for your organization
Implementation and being relevant
Strategic training needs – more offerings
Adding more to our membership model
Affiliations and partnership and their impact on CAM-I Roadmap
Where is CAM-I going on Artificial Intelligence

CPE Level: Intermediate

CAM-I General Session Presentations

Speaker 3

TITLE: "Supply chain management in the Age of AI?

Speaker: Mohan Gopalakrishan, ASU

Field of Study: Management Services

Learning Objectives:

Generative AI & advanced ML are reshaping supply-chain decisioning
and have the potential to unlock large cost/efficiency gains if combined with quality data and governance. This talk will then touch upon the following critical issues including:

Why AI matters to supply chains today (value & urgency) ; Practical AI use cases across the supply-chain lifecycle; Architectures, data & integration requirements; Risks, governance and cybersecurity considerations; People, org changes and adoption playbook; Implementation roadmap, KPIs and success metrics & Real-world examples & lessons learned.

CPE Level: Intermediate:

Value, Cost and Profitability Management

Value, Cost, and Profitability Management Roadmap – Over the years CAM-I has contributed significantly to the field of Cost, Process, and Performance Management. This group is using the existing CAM-I body of knowledge to further innovate the application of traditional cost models by putting more emphasis on stakeholders and stakeholder value beyond the shareholder. Specific targets of study include costing methodologies such as Activity Based Costing and Target Costing, Target Value, Principle Based Value Framework, Value Analysis, Capacity Model, the Closed Loop, and Performance Management Framework. The objective of this research is to expand current thinking and understand the intersection of various models to help organizations understand what it takes to become a Value-Driven Organization (VDO).

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 organizations and for 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 enabling functions to understand how internal stakeholders view value and to help improve a function's ability to deliver value. The Principle-Based Value Framework has 9 value principles which enable member organizations to consistently deliver value to customers and stakeholders. The framework allows cost and value trade-offs to be quantified.

First Deliverable – The group's first deliverable is entitled, "Chapter One: Developing a Path to a Value-Driven Organization Leveraging the CAM-I Body of Knowledge", and it provides an overview of how each of the aforementioned concepts has evolved over time and contributes to a VDO.

Future Focus - The interest group plans to continuously review methodologies and recent work to ensure relevance to organizations considering 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.

Value, Cost and Profitability Management Continued

Learning Objectives:

After participating in this interest group, you will:

- Understand the key values and principles that organizations need to embrace in order to become Value-Driven Organizations and demonstrate increased 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.

Field of Study: Management Services

Required Knowledge / Prerequisites:

Knowledge level – Intermediate: Participants should have at least 5 years of relevant work experience and should have a basic knowledge of cost, process, and performance management. Generally, no advanced preparation is required. However, the interest group chair will inform registered participants of any prerequisite work prior to the meeting.

Contact:

For more details on the special interest group please contact the group chairs:

- Anthony Pember   Email: anthony.pember@cbh.com
- Carmel Call   Email: carmel.call@kingcounty.gov

CAM-I Artificial Intelligence (AI) Special Interest Group (SIG)

Description

The group is working on using the CAM-I Body of Knowledge and creating a framework building a framework. The framework will get data from the Body of Knowledge that resides on the CAM-I members portal and seamless interchange the past and current work to facilitate model building in an expeditious way. The notion also will ensure that the data is trustworthy, timely and Seamless.

Members can use the framework for their modeling and simulation application.

The following work will be taken and moved to the framework.

1.   CAM-I Cross in terms Strategic Cost and Value Management – Function lead, the present value Cost and Profitability Group.
2.   Closed Loop Planning and Budgeting – Derek Sandison,
3.   Performance Management – Derek Sandison
4.   Supply Chain Management – Jim Holman.

What does the above point look like after applying Artificial Intelligence attributes. We will also check what does Chat GPT says. The idea is to work on faster enablement of modeling with automatic feeds.

We will use survey mechanism to manage upload or point of data sources, human description of what this information means to the business. This can be used to automate the creation of SLM's. What will be basic

The stepped approach is –

    Prioritize CAM-I methods
    Refine plan including legal considerations
    Use of Excel initially to develop framework
    Development and Deconstruction of information gathered – step by step method to understand
     information, processes, source of data, and business context of information
    Governance considerations
    Architectural Design
    Test the approach with a member company with the following steps to –
    Data Integration and preparation
    Predictive cost Modeling
    Process Mining and Optimization
    Use of Dashboards
    Linkage to decision support system
    Create an appropriate framework

Field of Study: Business Management & Organization

CAM-I Artificial Intelligence (AI) Special Interest Group (SIG) Continued

Required Knowledge / Prerequisites:

Conceptual knowledge of Artificial Intelligence and how it can help organizations.
However, the interest group chair(s) will inform registered participants of any pre-requisite reading material, work required before the meeting.

Contact:

For more details on the special interest group please contact group co-chairs:

• Nate Regimbal: Email: nate.regimbal@cbh.com

• Aurpon Bhattacharya: Email: aurpon.bhattacharya@sikich.com