

CAM SOLUTIONS TO CLIENT NEEDS

The “Tick-a-box” approach.

Comprehensive scrutiny of all of the Practitioner’s Guide and the reference material should fully equip you to offer a CAM solution to most of the issues that may have been raised.

Some cannot be addressed directly by CAM or the enterprise itself, but focusing on those things the enterprise is in control of, equips it to better deal with the things they are not. This relates specifically to market orientation and internal flexibility, which are markedly enhanced through the principles of Common Purpose; Common Fate.

As we indicated in the main questionnaire document ([see here](#)), the list broadly categorises the issues in terms of Wealth Creation (c), and wealth distribution (d). Of course, there is a powerful circular relationship between the two, where solutions to one provide a solution for the other. Similarly one can also view them from having an external focus, or internal; and/or addressing context or content. The number categories broadly reflect (1) the market; (2) labour and (3) structural, external forces and other.

These categories may also be helpful if your approach is going to be based on broader strategy and unpacking problem solving through the Contribution Account[©] itself. There are two approaches:

- Distil all the concerns into a few broad categories, which enables you to condense your CAM solutions into a few bulleted points. These could cover:
 - Stakeholder cohesion
 - Improving sales
 - flexibility
 - Etc.

or

- Select the most critical, or a very specific need that the client wants addressed and focus your sales solution on that aspect only.

The Contribution Accounting[©] methodology is like a handful of vitamin supplements – they can be taken singularly to suit, or swallowed as a strategic whole. The most firmly demonstrated efficacy of the approach has been in training and communication, but the same logic can be and has been in some cases, applied to all aspects of an enterprise.

As a useful exercise, before reading these solutions, and after you have meticulously studied the manual and reference material, try applying your own solutions to the [main questionnaire](#) and then check against this document. If you are still unsure, make use of the advisory window with the author.

SURVEY REGARDING THE STATE OF ENTERPRISE ISSUES.

Please rank on a scale of 0-5; where 0=unknown; 1=poor; 5=excellent.

Under “solution” please focus on things in your control.

ISSUE	STATE (TICK)					
1. Service Orientation	0	1	2	3	4	5
CAM Solution. Strategic common purpose; Define, implement and measure serving mission; Training and communication; Service Gaps model roll-out; Link service and value-added as measurement of contribution; link reward to value-added; diagnose links between service and sub-scores of maximum wealth creation (p 23 of Manual); Develop service orientated remits, accountabilities, measurements and feedback mechanisms within the Linear Strategic template (page 24 of Manual).						
ISSUE	STATE (TICK)					
2. Customer experience	0	1	2	3	4	5
CAM Solution. Gather all available data and commission new where needed. Apply standard diagnostic tools (SWOT etc.) Incorporate specific customer perceptions and company responses in all of the steps in 1. Above.						
ISSUE	STATE (TICK)					
3. External communication	0	1	2	3	4	5
CAM Solution. Use the Contribution Accounting [®] template as focal point and guide to drive external communications processes, particularly Integrated reports. Ensure social media support through own pages, staff and friends, using the Contribution Account [®] as template to reflect enterprise role in society.						
ISSUE	STATE (TICK)					
4. Innovation	0	1	2	3	4	5
CAM Solution. Demonstrate links between innovation and customer service, maximum wealth distribution and optimum wealth distribution in training and communication as in 1 above. Encourage and establish innovation brainstorming sessions throughout the line, and incorporate remits in Linear Strategic template.						

ISSUE	STATE (TICK)					
5. Public Trust	0	1	2	3	4	5
CAM Solution. Regular publication of Contribution Account [®] in all external communication. Forge internal trust through 1. above and principles of CP;CF. Customer focus and Servant leader practices are powerful forces in promoting public and employee trust in an enterprise.						
ISSUE	STATE (TICK)					
6. Strategic thinking	0	1	2	3	4	5
Cam solution. Strategic thinking is stimulated by having an external focus. This translates into throwing a strategic switch from self-gain to being truly market driven. From profit to service – without letting go of sound business principles. The CP;CF approach based on CAM creates the strategic goals of Max WC and Opt WD. These goals can all be married to the Contac sub-scores and the linear strategic template.						
ISSUE	STATE (TICK)					
7. Uncertainty	0	1	2	3	4	5
CAM Solution. While it cannot change the climate itself, CAM creates an effective response to uncertain conditions. Not only does it bring focus onto things that one can control but the principles of CP; CF enhance flexibility and effective management of expectations.						
ISSUE	STATE (TICK)					
8. Are staff expectations realistic?	0	1	2	3	4	5
CAM Solution. Training, communication, information sharing and CP; CF principles. CAM encourages a broadening of communication content to enhance awareness of external forces impacting on the enterprise.						

ISSUE	STATE (TICK)					
9. Employee awareness	0	1	2	3	4	5
CAM Solution. Training and communication. Line involvement.						
ISSUE	STATE (TICK)					
10. Employee involvement	0	1	2	3	4	5
CAM Solution. Training and communication. Feedback processes from training programmes. Also see 5 above. CAM is the ultimate stakeholder expression of a business, forging stakeholder cohesion through CP; CF principles.						
ISSUE	STATE (TICK)					
11. Employee Trust/Relations	0	1	2	3	4	5
CAM Solution. See 1, 4, 5, 6, 7, 8, 9 and 10 above.						
ISSUE	STATE (TICK)					
12. Flexibility: attitude/expectations	0	1	2	3	4	5
CAM Solution. See 8, 9, and 10 above. Regular communication through the Contribution Accounting [®] template offers an effective tool to manage expectations.						

ISSUE	STATE (TICK)					
13. Flexibility: Pay	0	1	2	3	4	5
<p>CAM Solution. A key element of Common purpose; Common fate is creating an awareness that wealth creation, or value-added, is the determinant of ALL rewards. Through training and communication all are made aware of the conditions of optimum wealth distribution: meeting legitimate expectations and ensuring continued contribution of ALL stakeholders. This naturally creates an affinity for variable pay, and a comprehensive hypothetical case study is included in the manual references.</p>						
ISSUE	STATE (TICK)					
14. Internal communication	0	1	2	3	4	5
<p>CAM Solution. The Contribution Account[®] and its link to workplace sub-scores, as well as all factors impacting on MWC and OWD is an ideal template for communication content and can be reflected in any format or communications technique. The involvement of line management cements stakeholder cohesion. CAM provides for an expansion of content to follow the critical principle of being developmental rather than manipulative. This also enhances trust in the information.</p>						
ISSUE	STATE (TICK)					
15. Productivity (defined as max wealth creation)	0	1	2	3	4	5
<p>CAM Solution. While the standard productivity measurement of Output over Input is less palatable on the shop-floor, the value added concept itself is taught in training and is a powerful enhancer of productivity by any measurement. In addition, comparative formulas of value-added over specific numbers such as number of employees, remuneration, capital employed, etc. can be used as telling indicators of productivity.</p>						
ISSUE	STATE (TICK)					
16. Skills	0	1	2	3	4	5
<p>CAM Solution. Servant leadership principles insist on subordinate mentoring, development and empowerment. Establishing a platform of meaning at individual level through the training programmes, creates a willingness for self-development. The training and communication processes themselves are empowering and enabling. While CAM cannot address the general short supply of skills, a SLO is normally more attractive as an employer.</p>						

ISSUE	STATE (TICK)					
17. Staff diversity and cohesion	0	1	2	3	4	5
CAM Solution. See all earlier comments on stakeholder cohesion and CP; CF. The powerful motive captured in a Common purpose and some affinity for Common fate, go a long way to bridging diversity.						
ISSUE	STATE (TICK)					
18. Subscription to shared goals	0	1	2	3	4	5
CAM Solution. See 17 above and earlier.						
ISSUE	STATE (TICK)					
19. Transparency	0	1	2	3	4	5
CAM Solution. See 3, 8, 9, 10, 11, 12 and 14 above. The Contribution Accounting [®] template is a comprehensive format from which all transparency requirements can be extrapolated.						
ISSUE	STATE (TICK)					
20. Ethics	0	1	2	3	4	5
CAM Solution. An outwardly focused, customer driven Servant Leader organisation that holds itself accountable as in 1 above seldom has to define its ethics. However, such definition is still very useful to fit into CP; CF templates.						

ISSUE	STATE (TICK)					
21. External threats (list briefly below)	0	1	2	3	4	5
CAM Solution. See 7, 8, 9, 10, 11, 12, and 14 above.						
ISSUE	STATE (TICK)					
22. Flexibility: Structural	0	1	2	3	4	5
CAM Solution. The methodology naturally lends itself to the McKinsey 7s template where structure and systems are subordinate to a superordinate goal of service and contribution. Modern requirements are increasingly creating the need for flexible structures. Structures and systems ultimately have to be tested against their efficacy in responding to market needs and in meeting the simple litmus test whether they add value.						
ISSUE	STATE (TICK)					
23. Governance	0	1	2	3	4	5
CAM Solution. See 19 above. Control systems can be applied to any of the Contribution Accounting [®] sub-scores and operational remits and factors in the Linear strategic template.						
ISSUE	STATE (TICK)					
24. Information overload	0	1	2	3	4	5
CAM Solution. The Contribution Account [®] is an effective filter of relevance. Information that affects MWC and OWD can be prioritized and slotted into the account and its sub-scores. These in turn should be measured against the value-adding litmus test and adopted or discarded on a scale of relevance from not adding any value, to directly impacting on value-creation.						

ISSUE	STATE (TICK)					
25. Profitability	0	1	2	3	4	5
CAM Solution. Applying the standard norms of cost of capital to shareholder expectations, and then presenting them within the Contribution Accounting [®] format to ensure OWD and a meeting of ALL expectations enables an enterprise to gain general support for restoring profitability. While CP; CF may appear to dampen BETA, it also reduces risk from a lack of stakeholder cohesion, ensuring greater flexibility, stability and predictable earnings.						
ISSUE	STATE (TICK)					
26. Regulation	0	1	2	3	4	5
CAM Solution. See also 7, 13, 17, 19, 20, 21 and 23 above. As with external threats, regulation and corporate prescriptions are a global concern and particularly so in South Africa. Very often, these are exacerbated by abuse by vested interests, both within and externally. A CAM approach not only mitigates against that through greater stakeholder cohesion, but the enterprise itself tends to become more regulation friendly, falling less foul of prescriptions.						
ISSUE	STATE (TICK)					
Supply chain issues	0	1	2	3	4	5
CAM Solution. In Contribution Accounting [®] , the biggest detractor by far of MWC are outside costs. The format naturally encourages far greater effective management of these costs, which can be instilled at all levels – down to the coal face where most wastage occurs. On the other hand, the Contribution Accounting [®] format enhances sensitivity to a productive relationship with all suppliers and the role they play in ensuring MWC for their customers. In Integrated reporting, the enterprise can make some telling points on the multiplier effects of their activities in creating jobs elsewhere and empowering relationships with suppliers.						
ISSUE	STATE (TICK)					
Technology	0	1	2	3	4	5
CAM Solution. Technology advances often are “nice-to-haves”, rather than encouraging MWC. As with information overload (24 above) the CAM template subjects technology adoption to the two simple tests: does it improve customer service, and what value does it add – again on a scale of impact.						

