

# ICMCI Board ANNUAL REPORT

2015-2016  
Toronto – Canada



**CMC - GLOBAL**

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CMC - GLOBAL

# ICMCI

## Board Members

## Reports

## ICMCI Chairman

Dear CMC-Global Colleagues,

The Annual Meeting in Noordwijk was a point of inflexion in the history of ICMCI, just before counting its 30th anniversary. The new governance, unanimously voted by the former Trustees, actual Delegates, empowered the newly established Board to think on a longer term, in defining strategy and prepare the means to support the implementing of it. From the very first moment all our attention focused on establishing and start implementing the strategy for the next period. The face to face Board meeting held in Vienna in February 2016 gave our members the opportunity to review the strategic documents and objectives of ICMCI and we were happy to find that the main goals are unchanged, the voice of the profession, the promotion of our jewel, the Certified Management Consultant as well as increase awareness of our profession are the main targets of CMC Global. Our vision, redefined in Vienna, is that ICMCI becomes a leader in the development of management consulting as a global profession that drives social and economic success, requires joint efforts from all our community. Even if ICMCI cannot exist without our members while the IMCs can, we strongly believe that the role as a catalyst, synergies generator and guardian of professionalism and ethics within management consulting profession is the driver of CMC Global. And this is its intrinsic value!

From the very first day we considered direct communicating to our members as a must. And the Collaborative Approach Initiative gave us the frame to meet via the virtual ways not only with Delegates but also with Chairs, Board and Executives of our members, an excellent opportunity to understand their activities and needs, their expectations from ICMCI as well the better way to work together. We have learned a lot, including that there is much more to do in order to pass the message and add value to our members, and the allocation of a Liaison Board Member for each IMC will improve the joint activity as well as leveraging the impact of various initiative at the global level.

The Collaborative Approach revealed a wide area of issues encountered by our members, and the core of those, similar for most of them, include the need for enhanced profession recognition, international cooperation, increased value to the members and, last but not least, improved visibility and influence of the professional associations.

The Board has continued to develop, implement and promote products rooted in the Breakthrough Strategy or subsequently adjusted, such as the new platform for image and communication, [cmc-global.org](http://cmc-global.org), including the new CMC Directory as part of it, the AMCC, CMC-Firm, Academic Fellows as well as continuous support for standards development, mentioning ISO 20700. The International Conference as well as the International Constantinus Award are on their continuous development path, building year by year on reputation and recognition.

The Committees, the Membership, Quality Assurance, Professional Standards, Finance and Marketing continued their valuable efforts in line with their ToRs, to fully support the organization in all directions and their volunteer members deserve our special gratitude. The number of people involved in all sort of activities around ICMCI increased substantially (also as a result of the discussions under the Collaborative Approach Initiative), their contribution being real and extremely important and we are sure that this will expand even more in the coming years.

Together with the CMC Global Institute we have continued our efforts to sustain development of the CMC and IMCs in countries and territories where the profession is not yet well organized, CMCs from new countries being already certified while a number of institutes organized themselves and are in process of submission of their application for provisional membership to ICMCI.

A number of Task Forces were established and activated, with a special mention for the Strategic Funding Task Force, led by our Treasurer, dealing with a historical problem of ICMCI: defining and agreeing the principles of financing the core activity of the organization and sharing of the fees among members. We are sure that the Delegates as well as our

members have a sound document to be analyzed, understood and applied as a base for future basic financing of our organization.

Another Task Force is the Revenues Generating, including members from many of our mature institutes, trying together to identify those projects which can provide supplementary financial resources to us and to our members, as well as helping in the global effort to increase visibility, awareness and improve the value proposition to our members.

The new ToRs for the Board as well as for the Liaison Board Members are designed to improve our work as well as to evaluate our performance in a transparent way, giving way to improvement as well as making sure that we are accountable to the delegates and making best use of the limited available resources.

In all activities above, a crucial role was played by our Executive Director, in organizing, coordinating and motivating all activities, patiently finding the right way and continuously focusing on targets, results and timing. Working with resources which seems for free (volunteers) is one of the most complicated management problems, where motivation and elevate involvement are totally different to the world we, management consultant, are used to preach. Actually, all the IMCs acknowledged the role and the need as well as the improvements in the organization based on the work of the ED in the last years.

We recognize that communicating to the management consultants, the real targets of all our actions as CMC Global, is one of our weak points, even if some improvement was achieved. Even if the world wide number of CMCs is staging, to total number of consultants as well as consultancies members in our IMCs is growing, especially in countries with emerging markets, so we have to support them and attract them to the CMC and the global professional community.

In order to increase penetration, we see the role of the Hubs as very important, the Asia Pacific Hub (held in Beijing) and European Hub (held in Bonn) of 2016 being very important for the dual role allocated to them, as a forum debating the problems of the profession and CMC Global as well as a tool to enhance visibility and relevance of professional organizations and learning from others experiences.

The Board members, within the limited resources identified, were involved in activities linked to the IMCs, national events, cooperating with the international entities connected to ICMCI, such as UN, EBRD, ISO, etc. contributing in all cases to strengthen the image of ICMCI in the world as well as attracting new members, putting a clear value proposition for the stakeholders, representing the voice of the management consulting profession in the economic community.

Most probably we have had best communication with our members in the last years, being closer to them, listening to their needs and thoughts, identifying together the ways to continue, but still a lot to go, since we are in the most difficult stage of implementing the projects we have designed, the most sensitive part of our journey. And this cannot be done without our members and, even more important, without the members of our members, therefore we need the full support to fully achieve our goals!

**– Sorin Caian, CMC**

## ICMCI Secretary

Dear CMC-Global Colleagues,

As the new Bylaws were accepted in Noordwijk at the Annual Meeting of 2015, most of the extraordinary Secretary work have been focusing to recognize the governance and process changes required. In order to manage this I am, as the new Secretary, grateful of all the support received by the Board members, the previous Secretary Mr. Brian Ing and the Executive Director of the ICMCI.

### Secretary duties

The Bylaws state that the Secretary shall:

- (a) keep the minutes of the Assembly of Delegates meetings in one or more books provided for that purpose
- (b) see that all notices are duly given in accordance with the provisions of these bylaws or as required by law
- (c) be custodian of ICMCI records
- (d) in general, perform all duties incident to the Office of Secretary, and such other duties as from time to time may be assigned to him/her by the Chair or by the Delegates
- (e) Preparing the agenda and formal business meetings of the Annual Meeting of Delegates

### Main activities in 2016

- Attending all Board meetings
- Attending Asia-Pacific and Euro Hub meetings
- Attending Collaborative Approach meetings
- Documentation of the new governance
- Supporting the Executive Director and Secretariat
- Supporting the organizing of the 2016 Annual Meeting
- Chair the selection committee of the 2017 Annual Meeting

### Commentary

The operative duties of the Secretary have been moved to the Executive Director and the Secretariat. This has delivered a great benefit for all of you. It would have been a challenge if done only as a voluntary based task or part time secretariat. Now these issues are handled professionally in a timely manner. Working as a professional global body it is a necessity also in future.

– Kim Karme, CMC

## ICMCI Treasurer

Dear CMC Global Colleagues,

The main work of the Finance Committee has been in financial stewardship. Members were involved in the review of the discussions of the Task Force on Revenue Generation, and providing oversight on the recommendations and their implications. The Finance Committee also reviewed and recommended to the Board for adoption the 2016-2018 budget presented in a separate document.

The budget for 2015 / 16 anticipated an increased focus on strategy execution. Following the significant deficit of some €29,000 in FY 2014-15, I had proposed a significant increase in membership fees to Trustees in Noordwijk. This, combined with revenue from other than membership sources would re-establish the Secretariat with the ongoing funds required to operate.

Member IMCs did not agree to this increase to membership fees, but did agree on a plan for the way forward:

- A one-time increase in fees for 2015-16
- The creation of a Revenue Generation Committee – the sales arm of CMC-Global
- The establishment of a Task Force on Strategic Funding to come back with recommendations on how CMC-Global would finance itself if it were created to-day.

In 2015-16 the Revenue Generation Committees work was established but did not produce results within the fiscal year. The committee has looked both internally and externally and put ideas on the table, and has investigated them. External activities have taken longer than expected, so a focus was placed on internal activities in order to harvest probabilities of implementing the products and services amongst our member IMCs. The Revenue Generation Committee has made its start, and I am confident that the results will be produced over time. But we should not count on this for our core operating expenses. The approach now being followed for revenue generation is sound: provide products and services that support Member IMCs to carry forward the implementation of services and programs at a national level while at the same time generating additional revenue for the global organization. We have experienced two years without revenue from sources that we believe to have potential. While we continue to believe in their potential, as your Treasurer I will no longer be budgeting for revenue from sources that are not proven. This is discussed further in the Budget documents.

The work of the Task Force for Strategic Funding has taken a significant amount of time, and the members of the Task Force are to be congratulated for their efforts. The recommendations included in the Report provides us an excellent framework for allocating the cost of global operations in a fair and equitable way. This is discussed in a separate document.

The net result of all of this was a holding pattern approach for the year, with some good work done, some good progress made, and a roughly balanced budget for the year. This is not a situation that continue indefinitely, which is addressed in the budget proposal documents.

As I did last year, I would also like to point out that these financial statements do not reflect the volunteer effort of those involved in the operations of CMC-Global. The funds expended reflect an investment that is leveraged several-fold in volunteer effort. This volunteer activity is reflected in other reports; here we concentrate on the financial activities of CMC-Global. Yes, we now have a full time Executive Director and will soon have some administrative support. But in the short term we cannot afford to engage a fully staffed Secretariat to do all of the work that must be done. The role of our Executive Director and her administrative support is to manage, coordinate, and motivate. We must depend on the volunteer effort of individuals who are very busy in their own professions. We all owe a debt of gratitude to these hundreds of individuals that work for us locally, nationally and globally.

We should stress also that no Director or volunteer of CMC-Global receives any compensation for their time. We do try to cover direct expenses in some cases, but for the most part even these are covered by the home IMC or by the volunteer personally. As we become more professional as a global organization we do not want to lose this strength that we have as an organization. A professional Secretariat, led by a full time Executive Director, does not replace volunteer effort. Rather it supports, coordinates, coordinates and leverages that effort, and by building on those successes, can recruit even more volunteer contributors.

Specifically on Finances, this continues to be a challenging time for us. I do not like deficits, and this is the second year in a row we have had one. We cannot have a third. So together we must establish how we as Delegates and Directors of CMC-Global wish to finance our global operations.

As I have repeated to you at every opportunity, organizational activities must be driven by the overall strategy. Financing follows strategy. This is followed by strategy execution, and only then by financial reporting. I recognize that from the perspective of the Treasurer's report we are the last step in the process, albeit an important one.

The excellent discussions we have had on our common vision and strategy in Johannesburg and Seoul, coupled with the strategic work of ExCom, has culminated in a very solid strategic framework developed by your Board in March of this year. You have received overview of this throughout the year and will receive an update at this year's Annual Meeting. This strategy lays the groundwork for how we work together for the benefit of management consulting globally.

***CMC-Global will be a leader in the development of management consulting  
as a global profession that drives social and economic success.***

Our strategy does plot a road forward for a more dynamic CMC-Global comprising all of the member IMCs, together with a coordinating Secretariat. CMC-Global is not, then, some group of people working "internationally". CMC-Global is the essence of all of us collaborating towards a common vision, all working for the benefit of management consulting globally. It has been heartening for me, as a relative newcomer, to see the continuing diminishment of the "we-they" phraseology and seeing it replaced with "we" terminology. Together "we" can succeed.

Last year, I felt it prudent, as your Treasurer, to recommend a more balanced approach to funding that combines increased membership fees with sustainable alternative revenue generation. This was not accepted, but an excellent work plan was put in place to get us to where we need to be. The three fundamental proposals that I made in my report to you last year are now before you for voting:

- Establish the right balance between revenue from membership fees and alternative sources of revenue
- Fund core operations from membership fees
- Review the allocations system to ensure equity and fairness in how the required investment for global operations is carried by Members

I am looking forward to these discussions as we determine how we will work together.

The current financial reports are not reviewed or audited by an external party. This has become increasingly problematic as we aspire to enhance outside sources of funding. A Corporate Sustaining Member, for instance, may be comforted by reviewing audited statements of the organization in which it is investing. Calls from our own IMCs for this have been increasing. Finally, the size of our global budget is getting to the point where this becomes more of a requirement than a "nice to have". The 2016-2017 budget includes an expenditure line to institute an independent, professional review of our financial statements beginning with the 2016/17 fiscal year.

Thank you for the opportunity to serve CMC-Global as your Treasurer.

– Dwight Mihalicz, CMC

## ICMCI Executive Director

Dear CMC Global Colleagues,

2015-2016 has been a year of implementation, new board, new governance, new approaches, and mostly a new way of communication.

After the approval of the resolutions presented in Noordwijk, the board of ICMCI started working on the strategy which was finalized during the face to face meeting in February. This emphasized the vision as well as the strategic goals highlighting the enablers to each goal, which consisted of products/services/opportunities that are either available, or yet to be developed during the coming year/s, empowering me to focus on the main goals and setting objectives to activities and initiatives.

One of the major factors enhancing the communication to realise the goals was finalizing the website which faced many challenges with regards to volunteers, data migration, and management of the providers. However, we almost have a functioning website that is updated with current important information and will, during the next year, be updated with the corporate memory for your ease of reference.

I also focused on providing support to the many current or potential IMCs, with the transition from provisional to full membership for some, maintaining full membership for others, or establishing our culture in potential members and assisting them in enhancing their readiness to apply. Also, one of the main tasks was to support the board and Committees in their deliverables and providing timely updates.

In the strategy document you will find the vision, goals, enablers properly presented to you all, and based on those, I would like to summarize actions towards each and plans for the coming year.

Enabler	Deliverable	Team
<ul style="list-style-type: none"> <li>Support, enhance, and grow the international network of management consulting institutes</li> </ul>		
Hubs	<ul style="list-style-type: none"> <li>Full support to the AP Hub Meeting in China</li> <li>Full support to EU Hub meeting in Bonn to include participation and presentation</li> <li>Announcements (direct, mass mail, website updates, newsletter)</li> <li>Summaries of events uploaded to CMC-Global website to include photo galleries</li> </ul>	<ul style="list-style-type: none"> <li>Reema Nasser</li> <li>Chair</li> <li>Hub Chairs</li> <li>Hosts</li> </ul>
Collaborative Approach - Outreach	<ul style="list-style-type: none"> <li>Conducted and liaised for 40+ collaborative approach meetings to include MOMs and proper follow-up of identified action plans</li> <li>Increased day to day communication with the IMCs</li> <li>Shared best practices – to and from board and between IMCs – and success stories when relevant</li> <li>Matchmaking needs vs. offerings between IMCs</li> <li>Continued proper support for growth as needs were better discussed and understood</li> <li>Provided updates on the products/services to include follow up calls and emails on specific interests</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative Approach team</li> <li>Reema Nasser</li> <li>Liaisons</li> </ul>

Enabler	Deliverable	Team
Membership Growth	<ul style="list-style-type: none"> <li>Assisted in maintaining current memberships</li> <li>Assisted provisional to full membership in transition IMCs</li> <li>Supported CMC-GI.</li> <li>New opportunities (Colombia, Algeria, Armenia, Palestine) to include face to face meetings with institutes in Algeria and Armenia.</li> <li>Followed up with institutes from Egypt, Morocco, Mongolia, and Lebanon.</li> <li>Administered the member survey for 2015-2016</li> </ul>	<ul style="list-style-type: none"> <li>Reema Nasser</li> <li>Membership Committee</li> <li>Treasurer</li> </ul>
Regional Representatives/ Liaisons with Int'l Organizations	<ul style="list-style-type: none"> <li>Identified a liaison to the UN with the assistance of IMC USA</li> <li>Maintained records for proper reporting for the UN due in 2017</li> <li>Kept steady communication with the EBRD – participating as a speaker at an upcoming EBRD conference in November 2016</li> </ul>	<ul style="list-style-type: none"> <li>Reema Nasser</li> <li>Secretary</li> </ul>
<ul style="list-style-type: none"> <li>Build the profile, recognition and influence of the profession and its practitioners</li> </ul>		
CMC Directory	<ul style="list-style-type: none"> <li>CMC Directory is a recommendation from the revenues generation committee to the board, this will be included as part of the CMC-Global website in 2017.</li> </ul>	<ul style="list-style-type: none"> <li>Revenues Generation</li> <li>Reema Nasser</li> <li>Robert Bodenstein</li> <li>Website Developer</li> </ul>
Global status	<ul style="list-style-type: none"> <li>Increases traffic to cmc-global website (internal and external) by using its links for further reading on our products/services.</li> <li>Migrated the newsletter source to be sent using our new website</li> <li>Soft launched the Micro Website service at the Euro Hub and will also present during Toronto. Business case and offering is ready.</li> <li>Management consulting readiness index taskforce support, first survey to be sent to all IMCs for data gathering</li> <li>Created the dedicated committee areas on the website using the QAC current platform as a base</li> <li>Incorporated the unified calendar for all our network events on the new website, contributions from IMCs will enrich this offering</li> </ul>	<ul style="list-style-type: none"> <li>Reema Nasser</li> <li>Robert Bodenstein</li> <li>Oliver Matar</li> <li>QAC</li> <li>Website Developer</li> <li>Delegates</li> </ul>
ISO 20700	<ul style="list-style-type: none"> <li>ISO20700.com domain ownership was added to our ownership in order to prepare for the ISO announcement.</li> </ul>	<ul style="list-style-type: none"> <li>Robert Bodenstein</li> <li>Reema Nasser</li> <li>Website developer</li> </ul>
CMC Firm	<ul style="list-style-type: none"> <li>Finalized the CMC-Firm Package</li> <li>ACP to CMC-Firm migration – one agreement with IMC Ireland was signed</li> <li>1st application to test our appraisal scheme is now pending</li> </ul>	<ul style="list-style-type: none"> <li>Reema Nasser</li> <li>CMC-Firm Committees</li> </ul>
Constantinus International Award	<ul style="list-style-type: none"> <li>Increased participation in 2016 to 17 projects</li> <li>Announcement via ICMCI</li> <li>Included the award information on the CMC-Global Website (not just a link to the award website)</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative Approach team</li> <li>Reema Nasser</li> <li>Constantinus award office</li> </ul>

Enabler	Deliverable	Team
AMCC	<ul style="list-style-type: none"> <li>Will be launching the AMCC with the envisioned implementation plan after presentation in Toronto</li> </ul>	<ul style="list-style-type: none"> <li>Reema Nasser</li> <li>Jeremy Webster</li> </ul>
International Conference	<ul style="list-style-type: none"> <li>Assisted CMC-Canada in packaging the events</li> <li>Notable announcements (direct, mass mail, website, newsletter)</li> <li>Conducted direct contact to remind and encourage registrations</li> <li>Assisted with the 2017 host country selection process</li> </ul>	<ul style="list-style-type: none"> <li>Reema Nasser</li> <li>Host</li> <li>Events Liaison</li> <li>Secretary &amp; Selection Committee</li> </ul>
<ul style="list-style-type: none"> <li>Enable the IMCs to enhance the visibility, recognition, and desirability of the CMC designation with both consultants and users to include heads of government as a risk reduction tool</li> </ul>		
Communication Packages to national governments	<ul style="list-style-type: none"> <li>Prepare letters to be distributed by IMCs to national governments, <u>this is part of the 2016-2017 plan.</u></li> </ul>	<ul style="list-style-type: none"> <li>Reema Nasser</li> <li>Marketing Committee</li> <li>Delegates</li> </ul>
Newsletter	<ul style="list-style-type: none"> <li>Newsletter announcements and contributions</li> <li>Preparation and dispatch</li> <li>Included newsletter source document to the cmc-global.org website (migration from old website)</li> </ul>	<ul style="list-style-type: none"> <li>Marketing Committee</li> <li>Reema Nasser</li> <li>Website Developer</li> </ul>
Donors	<p><u>2016-2017 Plan to:</u></p> <ul style="list-style-type: none"> <li>Prepare letters of Communication</li> <li>Identify targets with the assistance of IMCs</li> <li>Liaise with IMCs/beneficiaries specially in donor countries</li> </ul>	<ul style="list-style-type: none"> <li>Reema Nasser</li> <li>Marketing Committee</li> </ul>
ISO from a Client's Perspective	<p>Upon finalization of standard, it would be our role to:</p> <ul style="list-style-type: none"> <li>Include marketing material on website (CMC-Global and ISO20700) as current updates are being uploaded periodically</li> <li>Highlight the code of conduct and its relation to the ICMCI</li> <li>ISO 20700 from a Client's perspective preparation</li> <li>ISO 20700 IMCs tool kit preparation</li> <li>Use the newsletter and direct mailing channels to provide IMCs with the knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Reema Nasser</li> <li>PSC</li> <li>Marketing Committee</li> <li>Liaisons</li> </ul>

– Reema Nasser

# ICMCI

  

# Committees

  

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# Taskforces

  
  

# Reports

## Quality Assurance Committee (QAC)

### Summary

Here is QAC's report of activity in 2016, our work plan for 2017 and the status of the ISO/IEC 17024 assessment program. QAC recommends continuing the 17024 assessments for those Institutes requesting ICMCI support, but expects very few to do so in the near future. QAC asks the Board or Delegates to approve continuing 17024 assessments. A draft resolution is at the end of this report.

Clint Burdett CMC FIMC ends his term as Chair in October 2016 and Louis Loizou CMC will replace him as Chair. PK Lim, John Bielenberg and Brian Ing, Past Chair (term ends December 2016) comprise the Committee. Kim Karne is the Board Liaison.

### Report of Activities

#### QAC and the Assessors' Role

Our assessments are fair, independent and objective. We are supportive to assist the improvement of consultants. We share best practice observed worldwide. QAC makes recommendations on ICMCI membership to the Membership Committee after the completion of an Institute assessment demonstrating that their CMC certification process is equivalent to that in the ICMCI CMC Certification Scheme Manual (2014), that they use proper governance and that they represent CMC in their country.

In 2016, QAC is conducting: 14 Triennial Full Membership Assessments, two 1st Full Membership Assessment and two Provisional Membership assessments. The assessments reports are confidential between QAC and the Institute to encourage frank, constructive discussions.

#### 2016 QAC Assessments Status<sup>1</sup>

Provisional <sup>2</sup>	1 <sup>st</sup> Full Membership <sup>2</sup>	Triennial <sup>2</sup>	Delay Approved to 2017
Columbia Poland <sup>1</sup>	CMC Global Institute Serbia	Austria and 17024 Brazil <sup>1</sup> Canada (completed) Croatia Cyprus <sup>1</sup> Germany Hungary India Macedonia Philippines <sup>1</sup> South Africa Turkey Ukraine (completed) United Kingdom	Hong Kong Kyrgyz Republic Thailand

<sup>1</sup>Assessments still in work from 2015

<sup>2</sup>QAC performs Provisional and 1<sup>st</sup> Full Membership Assessments when requested by the Membership Committee after they accept the Institute's Membership Application. Other Institutes may not be members in good standing. Any of these assessments "on hold" for member in good standing issues are not listed here.

**In 2016, QAC adopted these policies:**

- Coordinating with the Membership, with good reason, an Institute may request a delay to commence a QAC assessment until June 30th of the year following the due year. This allows QAC to report late assessments to the Membership Committee in July for inclusion the Member in Good Standing Report.
- An assessor may delay making a recommendation on membership to QAC if an Institute must immediately rectify an issue. The Assessor shall inform QAC of the issue for QAC’s concurrence. Otherwise and normally, rectifications will be reviewed at the next QAC assessment.

**2017 Work Program**

The number of assessments QAC conducts per year is increasing. The challenges (risks) we mitigate are diversity of local rules and regulations, language obstacles, turnover in the Institute’s Certification Committees, and inordinate delays in completing assessments with the goal (opportunity) to make the assessment less burdensome for the Institute.

Our 2017 work plan will focus on:

1. Providing our members a self-assessment tool in the year prior to a QAC assessment so they can prepare and connecting the member’s point of contact for the assessment and the assessor sooner. We call this the “early warning.”
2. Updating the online materials on the Certification Process using layman’s language on the CMC award process: what it does, how to set it up, who is involved and how to train the Institutes CMC examiners.
3. Update the Provisional Member Assessment Checklist (last update in 2009).
4. Have the QAC Assessors participate in best practice webinar sessions.

**ISO/IEC 17024<sup>1</sup> – Certification of Persons by a Certifying Body, i.e., A Member Institute Status and Recommendation to Board or Delegates**

**Background**

In 2009, Austria recommended to the Trustees that ICMCI seek observer status in the International Accreditation Forum, the most senior meeting of stakeholders below the International Standards Organization (ISO) for accreditation activities, with the goal ICMCI become an “International Accreditation Body” similar to the American National Standards Institute (ANSI), a national accreditation body. In 2012-2014 ICMCI had an observer (Burdett) attend three IAF meetings. At the IAF meeting at Ipson Downs UK in 2014, IAF’s Technical Committee recommended to Burdett, Merten and Ennsfellner that ICMCI pursue IAF membership as a Professional Association, not as an “International Accreditation Body.” In IAF ICMCI compared to other Professional Associations has very few certified persons – we are very small. The annual cost of participating in IAF is about 3,000 Euros and travel expenses for two meeting trips per year, and Burdett did not continue attending IAF activities.

As part of the IAF initiative, ICMCI self-conforming to ISO 17011 accredited Austria (2009) and the United States (2010) as ISO 17024 Certifying Bodies. In 2013 PSC updated the CMC Certification Scheme documentation to conform to 17024 (and other related ISO standards) and the Trustee agreed the document in January 2014.

In 2013, Austria asked ICMCI QAC to reaccredited under 17024 adding seven certifications to the scope:

- Certified Turn Around Expert (CTE)
- Certified Supervisory Expert (CSE)
- Certified Business Angel (CTA)
- Certified Business Coach (CBC)

- Certified Business Trainer (CBT)
- Certified Innovation Expert (CIE)
- Certified Export Consultant (CEC).

The audit validates these schemes conform to 17024, but does not imply ICMCI endorses or promotes schemes owned by Austria.

Thereafter QAC as part of the triennial assessment process promoted the 17024 asking Institutes to apply if market conditions in their national warranted.

### The ICMCI 17024 Audit

QAC engages a professional 17024 auditor case by case to conduct the assessment (paid 110 Euros per hour) reporting to QAC. QAC then issues the Accreditation Certificate. The costs for an Institute are about 5,000 – 6,000 Euros for the first accreditation, of which ICMCI receives 3500 Euros. Normally, the Institute has additional internal cost preparing for the audit (internal audit, travel costs, consulting services) and has surveillance audits every two years for which ICMCI receives 550 Euros per audit.

### Results/Lessons Learned

1. ICMCI owns the CMC Certification Scheme and only our Institutes can certify CMCs. Any other certification entity would have to apply to ICMCI to use the CMC Certification Scheme.
2. The ICMCI CMC Certification Scheme Manual details how to conform to 17024.
3. ICMCI offers 17024 certification audits well below the costs of being accredited by ANSI or other national accreditation organizations. This is a modest revenue stream for ICMCI.
4. ICMCI periodically should have a 17011 internal audit to conform to 17011.
5. National accreditation bodies will not validate CMCs certificates issued by IMCs accredited under 17024 by ICMCI. Rather, the IMC would have to apply for accreditation from a national accreditation body.
6. Most Institutes do not have client demand for CMCs certified by organizations accredited under 17024. Many have assessed the value to accredit under 17024 and declined.
7. Only a few Institutes have the staff and resources to conform to 17024.
8. The Netherlands and Italy Institutes employ local businesses self-conforming to 17024 to manage their certification process.
9. Germany and Korea have expressed interest in 17024 accreditation in the distant future by ICMCI. Kazakhstan expressed an interest to be accredit by the national accreditation body.
10. IMC Singapore has competitors for certification of consultants by two firms accredited under 17024 and TR43-2015 (a Technical Reference for Management Consultant developed by SPRING Singapore, a government agency). IMC Singapore is also appointed as a certification body to administer and certify local consultants for local Government funded projects. That certification scheme is less rigorous than the CMC scheme.
11. IMC USA has not yet taken a decision to re-accredit through ICMCI as a 17024 certifying body.
12. Austria, the best practice example, has re-accredited as a Certifying Body for CMCs and had seven additional certification schemes validated as conforming to 17024. **(Again, ICMCI does not endorse or promote these additional schemes)**. Austria in a surveillance audit in early October has two more certification schemes for validation.

### Conclusion

Except in Austria, today there is no market demand for CMCs certified by certifying bodies accredited under 17024. Singapore's experience confirms there will be competition in the future. Where there is market demand for certification

of persons under 17024, the groups usually have tens of thousands of applicants (like cyber security experts, project management professionals or food handlers) or unique work regulations (Austria).

***Resolution for Board Approval (approved by board during the meeting held on 13 September 2016)***

QAC may continue to perform audits for Institutes which request 17024 Certifying Body accreditation by ICMCI. QAC shall advise the Institute on the pros and cons having ICMCI accredit the Institute versus having a national accreditation body accredit the Institute.

File: Quality Assurance Committee 2016 report for Toronto 160819.docx

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<sup>i</sup> The formal title is ISO/IEC 17024:2012 *Conformity assessment - General requirements for bodies operating certification of persons* which has requirements in these areas:

- General Requirements for the Certification Body for Persons
- Structural Requirements for the Certification Body for Persons
- Resource Requirements for the Certification Body for Persons
- Records and Information Requirements for the Certification Body for Persons
- Certification Scheme (Development of)
- Certification Process Requirements for the Certification Body for Persons

– Clint Burdett CMC® FIMC, QAC-Chair

## Professional Standards Committee (PSC)

### Mission

The mission of the Professional Standards Committee is to offer to the National institutes, continuously improving professional standards and guidelines that promote excellence in the consulting profession.

### PSC Committee Members PSC 2015-2017

- Claudio Barella - Italy (Chair)
- Robert Bodenstein - Austria (Board)
- Brian Ing - (UK) Member
- Aneeta Madhok - India (Member)
- Claudia Melchert-Strohmaier - Austria (Member)
- Alexander Reincke Wendt - Norway (Member)
- Jerald Savin - USA (Member)
- Nicholas Warn - UK (Member)
- Reema Nasser - Jordan (Ex-Officio)

### PSC 2015-2017 Meetings:

- 2015-12-18 - 1st PSC Meeting (WebEx)
- 2016-01-15 - 2nd PSC Meeting (WebEx)
- 2016-02-11 - 3rd PSC Meeting (WebEx)
- 2016-04-20 - 4th PSC Meeting (WebEx)
- 2016-07-14 - 5th PSC Meeting Bonn and call WebEx
- 2016-08-11 - 6th PSC Meeting (WebEx)
- 2016-10-19 - 7th PSC Meeting Toronto and call WebEx

### Projects & Activities PSC 2015-2017

#### Project #1: Write the Committee Terms of Reference (ToR).

*Team Leader:* **Nicholas Warn**

*Members:* Claudio Barella - *Support:* Reema Nasser

*Start:* **2016-01-15** – *End:* **2016-08-11** (*Status:* **Closed**)

*Update:* The PSC ToR proposed has been approved by Board.

#### Project #3: Recertification policy

*Team Leader:* **Aneeta Madhock**

*Support:* Brian Ing

*Start:* **2016-01-15** – *End:* **2016-08-11** (**Closed**)

*Update:* The Recertification policy proposed has been approved by the Board.

#### Project #2: Updating the standards to align with the ISO 17024 and its related requirements.

*Team Leader:* **Alexander Reincke Wendt**

*Members:* Nicholas Warn - Claudio Barella

*Start:* **2016-01-15** – *Exp.:* **2017-Q2**

*Update:* prepare a matrix of cross between the points of ISO/IEC 17024:2012 and ISO FDIS 20700 and EN 16114:2011.

#### Project #4: The ISO project involvement through development/ finalization/implementation of ISO 20700

*Team Leader:* **Claudia Melchert-Strohmaier**

*Members:* Alexander Reincke Wendt - Claudio Barella

**Start: 2016-01-15 – Exp.: 2017-Q1**

*Update:* guideline "toolbox" for application of ISO 20700 by IMCs.

**Project #5: CMC-Firm standards and update when required.**

*Team Leader:* Brian Ing

**Start: 2016-01-15 – Exp.: 2017-Q1**

*Update:* Waiting for the CMC-Firm reporting from CMC-Global's (ICMCI) Annual Assembly of Delegates.

**Project #6: Maintenance and updating of the EN 16114 and its related requirements.**

*Team Leader:* Claudio Barella

**Start: 2016-01-15 – Exp.: 2017-Q1**

*Update:* Waiting for the CEN 2<sup>nd</sup> ballot about the future of EN 16114:2011, manage by CCMC (CEN-Cenelec Management Centre).

**Activity #1: Academic fellow**

*Team Leader:* Jerald Savin

*Support:* Reema Nasser

**Start: 2016-01-15 – Exp.: 2017-Q3**

*Update:* Starting the liaison between the PSC and the Academic Fellow Panel and community.

**Activity #2: Links to Academia and training bodies (e.g. AMCC Academic MC Courses)**

*Team Leader:* Jerald Savin

*Member:* Nicholas Warn

**Start: 2016-01-15 – Exp.: 2017-Q3**

*Update:* Waiting for AMCC launch at ICMCI annual Assembly of Delegates.

#### **Planned PSC 2015-2017 for Q4/2016 and 2017**

- Complete the ongoing projects according to deadlines.
- Apply the ToR PSC 2016
- Monitor and support the implementation of the Recertification Policy 2016 in all IMCs
- Monitor the relevant ISO and other standards (IAF, CEN, etc.) and their applicability to ICMCI members and, where appropriate, to adapt ICMCI standards to conform to these standards.
- Monitor the good practice within ICMCI members and other professional institutes in respect of professional standards and where appropriate to accommodate these within ICMCI's own standards.
- Monitor the professional management consulting practices worldwide in order to advise ICMCI of trends/changes affecting policy and standards.
- Maintenance and dissemination of the ICMCI professional standards including those documented in the CMC manual.
- Validate the professional practice competencies assessments and assessment standards (ACP, CMC Firm, etc.).

#### **Conclusions**

In the year 2017, according to the programs set, will be published the first International Standard on Management Consultancy Services (ISO 20700), which will mark an important moment for our profession throughout the world.

The PSC Committee 2015-2017 will engage with all the energy available, so that this new standard will be implemented by the IMCs and distributed in 165 countries that are members of ISO.

– Claudio Barella CMC, PSC Chair

## Membership Committee (MC)

### RECOMMENDATIONS TO THE BOARD

As outlined in the Member in Good Standing Policy, which was approved by Trustee vote after the 2014 Seoul Congress, the Membership Committee has undertaken the annual review of the ICMCI membership.

This report presents our recommendations to the Board. It is the product of our review of each member's:

1. QAC assessment status,
2. Accounts status, and
3. Member communication and engagement.

Where we identified issues and concerns, we have communicated this to the Executive Director, the QAC Committee, and/or the Treasurer, as appropriate.

We have **47 provisional and full members**, detailed status is as follows:

<b>Full members</b>	<b>42</b>
<b>Provisional</b>	<b>5</b>
<b>TOTAL FULL &amp; PROVISIONAL MEMBERS</b>	<b>47</b>

#### Notes:

Full Members with payment arrangements	2
Provisional Members with payment arrangements and exceeded full assessment deadline	1
Suspended members	1
Applications pending (in progress)	6

**We have suspended 1 member** (having problems with two of the three key criteria), have **2 members who have overdue amounts outstanding** and they have made payment arrangements with treasurer, plus **we have identified 1 provisional member who have failed to progress** to the point where an application to full member status has been received within the time limit and have overdue amounts outstanding but also made payment arrangements with treasurer.

**Five (5) provisional applications** (Algeria, Colombia, Mongolia, Poland, and Armenia) **are in assessment** with QAC, and **one (1) provisional member (CMC-GI) is in assessment for progression** to full member.

These results will be shared with you as soon as possible. During the year, we received inquiries from other countries (Ghana) and we have recommended them to CMC-Global Institute.

As requested, we have also included a discussion paper, with recommendations, on Territoriality.

We trust the attached set MGS report and territoriality policy draft meet with the Board's approval, and as a committee, we stand ready to address any questions or concerns that the Board may have.

#### Respectfully submitted by:

**Glenn Yonemitsu (Chair)**  
**Peter Csakvari (Vice Chair)**

**Elena Yuzkova (Board Representative)**

**Marjo Dubbeldam**  
**Liew Shin Liat**

**Canute Thompson**  
**Knud Fiil-Nielsen (resigned August 2016)**  
**Sorin Caian (Past Chair)**

## Marketing and Advocacy Committee (MAC)

### Introduction:

Committee Members include: Doug Macnamara (Canada), Tamara Abdel-Jaber (Jordan), Phil Guerin (New Zealand), Flavio Oliveira (Brazil), Gabor Holch (China), Giovanni Gori (Italy), Constantinos Stavropoulos (Greece/USA), Elena Yuzkova (Ukraine & Board Link) and Reema Nasser (Executive Director – “Ex-Officio”).

2016 was a very active year for the committee and we made some significant strides in key areas of our plan, some limited success in other areas. Maintaining engagement and follow-through by volunteer members of the committee proved challenging once again. We will need to recruit 5+ new members for the Marketing Committee for 2016- 2017.

Our multi-year Strategic Marketing Plan 2015-2020, has the following key goals:

### Marketing Critical Success Factors:

1. CMC International Profile Advancement & Policy Influence to require CMC designation from management consultants working for major transnational companies, NGO's and Governance bodies.
2. IMC Member Communications and Engagement in Sharing & Exchange raise IMC “penetration” of their CMC designation to at least 50% of the active management consultants in their country.
3. CMC Today Newsletter, ICMCI Website & Annual ICMCI Conference develop leading content and generate at least 25,000 monthly individual CMC web viewers, 5,000 other monthly viewers and 3500 conference attendees plus growing the value proposition for sponsors and advertisers towards annual revenue target of \$250k
4. Consistency of Brand across All Designations and Communications reinforces our professionalism and builds upon each other, growing the number of CMC's, CMC-Firms and ACP's.
5. ICMCI Cost-effective service provision to IMC's and resource-aggregation from IMC's to achieve efficiencies and more significant impact than they could achieve on their own.

Progress and accomplishments in each CSF are listed below.

1. **CMC International Profile Advancement & Policy Influence to require CMC designation from management consultants working for major transnational companies, NGO's and Governance bodies.**
  - As the economic destabilization continued in 2016, this aspect once again proved difficult to achieve any headway.
2. **IMC Member Communications and Engagement in Sharing & Exchange raise IMC “penetration” of their CMC designation to at least 50% of the active management consultants in their country.**
  - Our main effort in this area in 2016 was to develop download-able content on the new website to support IMC's in their work in this area.
  - CMC-Firm programme was launched in 2016 and should help with increased penetration.
  - In 2017 we will launch:
    - AMCC initiative
    - Global CMC Database & Exchange Community (working with the Revenue Generation Committee).
3. **CMC Today Newsletter, ICMCI Website & Annual ICMCI Conference develop leading content and generate at least 25,000 monthly individual CMC web viewers, 5,000 other monthly viewers and 3500 conference attendees plus growing the value proposition for sponsors and advertisers towards annual revenue target of \$250k**
  - *CMC Today* continued into 2016 with regular publishing and a good level of contribution from various IMC's around the world and certain CMC's as authors of articles. We need to continue to encourage well written and topical article contribution from CMC's globally. Several submitted articles were not used as they did not meet our quality standards. Our major IMC's could do a much better job encouraging their leading CMC's to contribute.

- A couple of the *CMC Today* feature areas were ‘tweaked’ in the second year with the new ICMCI Committee Reports Section. Committee Chairs will need to be reminded to assist in featuring the work of their Committee and Board members are asked to assist with this by encouraging Committees they link to, to submit Update Reports. In 2017, it would be particularly beneficial to see the following Committees featured with update reports on what they are accomplishing so that we can enhance our C’tee accountability & transparency:
    - QAC - October
    - PSC - December
    - Revenue Generating C’tee - February
    - CMC Firm - April
    - ISO Standard - June
    - Membership – as can be arranged
  - The new CMC-Global website is now operational in Phase 1 “Core” content elements. This actually was a massive amount of work to get to this stage and took much longer than expected. With excellent work by the Website sub-committee, some added volunteer and secretariat support did not deliver to schedule causing some delay. Support from the contractor was excellent and they went ‘beyond expectations’ to deliver excellent service and value for fees paid.
 

Phase 2 content will be loaded in 2017 – this includes:

    - re-loading content and historical documents off the old website, which are incompatible with the new website, and unable to be simply ‘migrated’ into the new site. Also new features such as:
      - Case Examples of CMC’s in Action & Client Project Features/Examples
      - Password protected social platforms for each CMC-Global Committee, for Branding files, for Delegates information/voting, etc.
  - We re-launched single-point and correctly branded Facebook, LinkedIn and other Social Media sites; closing down some of the multiple versions of these that were in existence. More will follow on this in 2017 – such as updating our Wikipedia page – as we replace key members of the Social Media sub-committee who resigned due to economic pressures.
  - Co-ordination and engagement of the Marketing C’tee with the 2016 Conference Committee has been limited but the event looks like it will be excellent. On a go-forward basis, there is a need for a much stronger interface between Conference Committee and the Marketing Committee. We must be ensuring we meet our obligations to service CMC-Global products/services/programs of things like CMC-Firm, Academic Fellows and more in the future. The Marketing Committee seems to be the only C’tee that sees all these elements.
  - IMPORTANT – In order to truly unleash the potential value of CMC-Global to sponsors, CSM’s and other revenue generation initiatives, we MUST address and engage IMC’s in dialogue about how we truly get our global community of CMC’s “inter-connected”. Our “value proposition” in anything CMC-Global does, lies in 7,000 -10,000 individual CMC’s eyeballs on our website, reading *CMC Today* issues, large attendance at international conferences, etc. This need not take anything away from individual IMC’s. Unfortunately, 150 intermittent eyeballs of IMC’s Delegates and Administrators plus a handful of CMC-Global volunteers has no value. This would require at least 60min discussion at the Delegates Annual Meetings.
- 4. Consistency of Brand across All Designations and Communications reinforces our professionalism and builds upon each other, growing the number of CMC’s, CMC-Firms and ACP’s.**
- Consistency of ICMCI Brand and identity continued in 2016 to grow across the various IMC’s.
  - A new “suite” of CMC-Global branding was launched in 2016 incorporating:
    - ACP ( Accredited Consulting Practice)
    - CMC-Firm
    - Academic Fellows
    - AMCC (Accredited Management Consulting Course)
- Full branding kits with Adobe Illustrator, JPEG, PNG & GIF files are being added to website.

- IMC's around the world still need to do a much better job adopting the new CMC brand identity and usage of the official Logos and Identity colours/guidelines in their home-country communications, websites, etc. This has been approved by Board for a couple of years now, and it still needs to be implemented by more IMC's. Deadline should be negotiated/set (i.e. January 1<sup>st</sup> 2017), for all IMC compliance.

**Recommendation and a Proposal to the board (approved by board during the meeting held on 13 September 2016):**

Enhancing adherence to the 2013 approved resolution of identity and visibility of the CMC Brand, the marketing committee would like to present the ICMCI Board with the following proposed resolution:

Include assessment of official branding usage to the QAC requirements for triennial IMC re-accreditation.

**5. CMC-Global Cost-effective Service provision to IMC's and resource-aggregation from IMC's to achieve efficiencies and more significant impact than they could achieve on their own.**

- Repeated from our 2015 Report: This should be a major discussion at an upcoming CMC-Global Annual Meeting of Delegates. Marketing Committee members would be pleased to present/facilitate the discussion and decision-making. A 45min session would get the conversation going.
- Once agreement is reached by IMC Delegates & Board, the Marketing Committee will work to implement.

– Doug Macnamara, CMC, Marketing C'tee Chair

## Revenues Generation Committee (RGC)

The Revenues Generation Committee was established as a support to the Board to identify new streams of revenues, enhance its ability to generate such streams and use the broader knowledge within the organization to booster financial resources, bot at global but also at local level.

### The Committee is composed of:

- Vasantha Chase, Caribbean
- Alfred Harl, Austria
- Doug McNamara, Canada
- Massimiliano Speciale, Italy
- Kyeok Seok Han, Korea
- Simon Bowen, UK
- Sorin Caian, Romania

With the support of the Executive Director of ICMCI, Reema Nasser and of the Treasurer, Dwight Mihalicz.

The following are the revenue generating activities that where identified, as the committee worked on the following directions:

- Collaborative approach meetings to increase awareness and harvest interest in the income generating products/services to include:
  - a. CMC-Firm
  - b. AMCC
  - c. Constantinus award
- Collaborative approach to increase awareness of how we can all benefit from the increased visibility on the website and encouraging participation in the newsletter, in order to enhance our positioning with external stakeholders.
- ISO 20700 domain in order to make sure ICMCI has the advantage for the implementation stage - leader.
- Conference and highlighting its importance at an international level – Constantinos award as part of it instead of annual meeting to enhance visibility and exposure of our award
- CMC-Firm migration from ACPs (Netherlands and Ireland)
- Visa Card project – Alfred Harl
- Airlines – Jan Willem
- CSM – before the negative impact of oil prices dropping in the emirates – not much traction with IMCs or target audience – visibility which we are trying to address
- Flevy.com and Insurance Brokers – joint business opportunities
- Hub meetings – turning them into more attended events and encouraging proper semi - annual meeting discussions
- Annual meeting income – increased interest for hosting the events
- Increased interaction with EBRD to increase income from new IMCs (conference in November in Tbilisi). A visit to EBRD offices in the UK to be planned early November
- CMC-GI and their growth
- Attracting new opportunities in northern Africa for ICMCI membership. Same in Asia (Vietnam, Indonesia)
- Increased participation in national events (Chair attendance) in order to support advocacy and increase recognition of the CMC which would increase membership and certification of MCs
- E-learning for Asia Hub as prepared by IMC Korea – Dr. Han
- CMC directory, proposal by Vasantha and Dwight for finalization

– Sorin Caian, CMC, Committee Chair

## CMC Firm Committee

### Introduction:

CMC Firm Committee Members include: Jan Willem Kradolfer - The Netherlands, Sorin Caian - Romania, Brian Ing - UK, Yanyan Zhang - China, Tom Moriarty - Ireland, and Reema Nasser – Jordan (Executive Director – “Ex-Officio”), Francesco D’Aprile - Italy (Chair).

CMC Firm - QAC Committee members include: Fan Yu – China, Franco Guazzoni – Italy, Louis Loizou – Cyprus, Shin Liat Liew – Singapore, Francesco D’Aprile - Italy Chair of CMC Firm Committee, Reema Nasser - Jordan Ex-Officio, Marjo Dubbeldam - The Netherlands (Chair)

After producing and getting the endorsement of the ICMCI Congress in Noordwijk in 2015 of all the needed documentation useful to set up and support the project, as below,

1. CMC Firm standard documentation
2. CMCF Appraisal Standard
3. Code of Conduct – Appraisal Process
4. Appendix B – CMCF Appraisal Checklist
5. Hejun CMC Firm Appraisal report
6. Financial Model – CMC Firm
7. Benefits of the CMC Firm
8. CMC Firm Application
9. Letter of Intent and Commitment – ACP Applicants
10. Recognizing ACPs as CMC Firms – agreement with IMCs

As for the implementation of the project, the following is a brief summary of the developed activities during 2015-2016:

- a) The CMC Firm - QAC Committee conducted the first appraisal of an application received by a CMC Firm candidate, and tested the whole process as an appraisal from the prospect of a pilot project. At the end of this process it was realized that there are a few and important areas that need to be improved and amended.  
There is one application on hold.
- b) We have signed the ACP – CMC Firm agreement between ICMCI and IMC Ireland and Ooa (IMC Netherlands). Based on those signed agreements, it will be easy to include and recognize as CMC firms those ACP consulting firms who are keen to apply, on voluntary basis, to the CMC Firm condition.
- c) Thanks to the effective support of our Chair Sorin Caian and Reema Nasser our Executive Director, we have checked the concrete interest with the national IMCs in designing effective ways of promotion of the CMC Firm programme in each IMC country. At the end of this process we have a clear list of IMCs who are more interested in promoting the project in their own country. After sending all the documents to each IMC, we are in touch with some of them in order to support their promotional activity in their own country (Ireland, Italy, ...).

### Next steps:

**Current CMC Firm Committee:** will continue with its work in promoting the scheme as well as receiving applications and processing them through to the CMC Firm Quality Assurance Committee for recommendations. They will benefit from the list of IMCs already designed based on the IMC’s interest in promoting the CMC Firm programme in their own country.

**CMC Firm Quality Assurance Committee:** the “technical” committee to oversee the training and assessing of assessors, managing the assessors, managing the appraisals, providing feedback and recommendations to CMC Firm Committee for memberships acceptance and awarding. They will finalize the needed improvements for the CMC Firm appraisal process



**CMC - GLOBAL**

after considering the achieved experience. They are keen to work with the CMC Firm Committee and the Marketing Committee to also find new ways to promote the concept of the CMC Firm.

In closing, the CMC Firm Committee would like to thank the members of the CMC Firm QAC Committee for their willingness and enthusiasm to carry their roles into making this program a successful platform for its identified firms.

Special thanks to Ms Reema Nasser, Executive Director of ICMCI. Her professionalism and energies have been the needed key support in order to make all this value tangible result.

Submitted September 2016, for and on behalf of the CMC Firm Committee.

– **Francesco D'Aprile CMC, CMC Firm Committee Chair**  
– **Marjo Dubbeldam CMC Firm - QAC Committee Chair**

## ISO 20700 Update

After more than 3 years of negotiations we are in the final phase to approve the standard. From October 24th to 26th the meeting will take place in Beijing / China, beginning 2017 the standard should be published.

The current DIS Status is:

Country Member Status	Approval	Disapproval	Abstention
Antigua and Barbuda ABBS P-Member	X*		
Australia SA			X
Austria ASI P-Member	X*		
Barbados BNSI P-Member			X*
Canada SCC P-Member		X*	
China SAC P-Member	X*		
Cyprus CYS P-Member			
Dominica DBOS P-Member	X*		
Egypt	X*		
France	X*		
Germany			X*
Greece			X*
Italy	X*		
Jordan JSMO P-Member	X*		
Malaysia DSM P-Member	X*		
Netherlands NEN P-Member			X*
Russian Federation GOST R P-Member	X*		
Saint Lucia SLBS P-Member	X*		
Serbia ISS P-Member	X*		
Singapore SPRING SG P-Member	X*		
South Africa SABS P-Member			X*
Sri Lanka SLSI P-Member			
United Kingdom BSI P-Member	X*		

To sum up:

- Approval: 14
- Disapproval: 1
- Abstention: 6

We do have 111 Comments that have to be discussed and handled in Beijing.

**Next steps:**

To promote the standard, it is discussed to set up a technical committee within ISO including another stake holder of the consulting business like other consulting organisations, client organisations, or big international funding/donor organisations.

Besides that, IMCs are requested to promote the standard with their tools at the national level.

The Professional Standard Committee (PSC) is working on a toolset to support IMCs in promoting the standard and to give benefit to their members.

**Certification / accreditation policy of ICMCI**

ICMCI needs to set up a policy if / how IMC's can provide certification or accreditation to the standard to their members. Other like in the CEN Standard, in ISO standards certification cannot be excluded by definition in the standard.

Proposal for a Resolution from the board:

To set a policy through the PSC for certification or accreditation to the standard.

– Robert Bodenstein, CMC, TC 280 Chair

## Website Taskforce

The past year witnessed collaborative work on the website to include the taskforce itself, Doug Macnamara as chair of the Marketing Committee, as well as the developers (TAG.Org) who excelled in customer service.

We were able to accomplish a lot regardless of the many delaying factors that confronted us, as we were able to upload all “current” data even though it was non-migratable from the previous website. It was done manually which prompted re-writing of the many entries. We are now proud of the sections we were able to fill with the accurate updated data. Having said that, we do feel a bit let down knowing we still have lots of “history” data to upload and that would take many working hours, but nothing discourages this team, it will be done and you will be fully updated.

We are very close to have the full new website, it is not just a website for information, it will be a platform for communication, as it is a platform for all the committees and taskforces and working groups to communicate better and save the data of CMC-Global on the website itself, and this will forever deal with the corporate history.

### The main features to highlight would be:

1. Password protected areas for each committee/ work group/board to use for communicating documents and updates.
2. Common Calendar for all above mentioned users in order to plan for the year and properly set deadlines. This calendar will include all CMC-Global events as well as the IMCs, IMCs are encouraged to use this feature. It will be activated once the passwords are issued to all users.
3. Micro Websites, this feature allows CMC-Global to service IMCs at a very low cost and offer them its CSM functionality. The Micro Websites would service IMCs that: **Do not have a website, have a website only in the national language, or are looking to decrease their costs.** The micro websites will be included in the CMC-Global maintenance and hosting agreement, the IMCs would only need to build the menu structure, upload data, and maintain it.
4. IMCs Exchange and Blog area is dedicated to increase communication between IMCs to post success stories, questions to support their operations, or exchange the latest information in our profession.
5. Links to social media (Facebook, LinkedIn, Twitter, YouTube), we encourage IMCs to announce those to their members to subscribe, this way we will have traction both to both the social media and website.
6. Newsletter is now integrated on the website.
7. Photo Galleries for our events and functions, those could also be events and functions of the IMCs.
8. A prominent announcements and events sections on the first page to properly guide you to anything new.

We can say that now we have the tool, ***and we would need to gather more people for the continuous updating of the website to make it as relevant to your CMCs as possible.***

### This can happen if we gather more volunteers to:

1. Upload previous content (ICMCI Corporate History).
2. Management of current content.
3. Enhance interaction in exchange areas.

Which would enhance our positioning in the search engine optimization and therefore meet our main goal of enhancing visibility.

### Recommendation for approval from the board (*approved by board during the meeting held on 13 September 2016*):

create a taskforce to assist in realizing above from among the direct contacts of board members and close circles to ICMCI.

– Robert Bodenstein, CMC  
– Reema Nasser, ED

## Academic Fellow Taskforce

### Introduction

ICMCI Academic Fellow designation is a mark of distinction which recognizes academics from around the world who have contributed to the study and teaching of management consultancy. The designation is awarded by CMC Global to suitably qualified individuals based upon the recommendation of the local IMC. The nominees are from an academic institution in respective member countries.

### APPOINTMENT CRITERIA

The Appointment criteria were amended last year with approval from the Executive Committee in order for the programme to be more inclusive, specifically:

1. Candidate must hold a full time faculty position at a recognized academic institution, specifically a publicly accredited university and/or a CMC with adjunct/sessional teaching appointment.
2. Must be engaged in research and/or teaching within the external or internal management consulting field for a minimum of five years.

### Fellowship Selection Panel reviews the following:

- Academic track record, such as undergraduate/graduate classes taught;
- Published academic papers;
- Conference presentations;
- Curriculum development (both academic and for commercial courses);
- Management consulting engagements/retainers; related industry seminars.
- Assessment of the candidate's demonstrated involvement with the management consulting profession and how they might contribute through their Fellowship.

### BENEFITS to IMCs

1. The attraction and engagement of a new stakeholder group should add valuable new perspectives and insights within the existing management consulting community.
2. Enhanced awareness and profile for IMC at the Fellow's educational institution.
3. Increased membership through the expected development of management consulting streams within MBA or related Masters programs which would lead to award of the CMC credential upon suitable demonstration of knowledge (know what) and competence (know how).
4. Pragmatic contributions to debates within IMC on academic matters, including annual conferences where Fellows and other related academics can profile their research and teaching best practices.

### BENEFITS to ACADEMIC FELLOWS

1. Enhanced academic and professional profile arising from the appointment along with international peer recognition.
2. Invitations to international conferences and hub meetings with the opportunity to showcase applied research and publications.
3. Support for appropriate international research projects within the management consulting field, in terms of providing industry contacts and primary research respondents, along with endorsement of funding applications.
4. Support for major student projects through CMC client introductions or directly for CMC practitioners.

### SUCCESSFUL NOMINEES

During this past year (2016) there were 10 successful nominees:

Country IMC	Successful Nominees
Canada	Dr. Blaize Horner Reich
Korea	Jae Il Kim
Romania	Costin Octavian Sorici
Ireland	Cyril Kirwan
Korea	Sinbong Kang
Ireland	Will Dolan
Korea	Hyun Sik Joo
Canada	Gilles LeVasseur
UK	Simon Haslam
UK	Calvert Markham

During the past four years since the launch of the programme, **44 successful nominees have been awarded the designation**, hopefully with many more to come!

To date, a total of **20 IMCs** responded with carefully assessed nominations and those were from the following members;

Austria (3)	Netherlands (2)	UK (7)
Canada (5)	Singapore (1)	Australia (1)
Denmark (2)	Caribbean (1)	Iran(2)
Ireland (4)	Sweden (1)	South Korea (6)
Jordan (1)	Thailand (1)	Turkey (1)
Romania (1)	New Zealand (1)	South Africa (1)
Hungary (2)	Kazakhstan (1)	

### Initiatives and Work in Progress

Alan Blackman, Academic Fellow Australia, organized a brief survey of MBA programs and best practices within the Academic fellow community.

This has been followed by a more in-depth review of global academic linkages via a Royal Roads University MBA student research report, completed by Janelle Whitley, under the supervision of Mike Thompson. A copy of the report findings and PowerPoint presentation will be sent under separate cover to the ED and Board.

Meral Toprak, Academic Fellow Turkey, kindly extended an invitation to Mike Thompson to deliver a presentation on Business Transition Strategies to the Turkish IMC in Istanbul this past February.

A number of our EU Academic Fellows have collaborated as presenters of salient management consultancy topics through the HS Talks website - On-Line Lectures by Leading World Experts:

<https://hstalks.com/t/3071/the-consulting-project-cycle/?business>

- ✓ Calvert Markham – The Consulting Cycle
- ✓ Daniel Muzio – Management Consulting, a New Profession?
- ✓ Andrew Sturdy – Consultancy’s Consequences -
- ✓ Joe O’Mahoney – Ethics in Management Consulting
- ✓ Andreas Werr – Consulting Knowledge and its Management
- ✓ Timothy Clark – Management Gurus as Fashion Celebrities

With the launch of the new highly professional CMC Global website, we hope to set up a CMC Global Academic Fellow community to facilitate communication and sharing of best practices.

Mike Thompson met with representatives of the China IMC this summer in Beijing to describe the programme in more detail – as a result, two new nominations are now in progress from that country for 2017.

Our goal remains to strive for continued attendance and participation in current and future international conferences on Management Consulting to cover areas related to teaching best practices and ongoing research.

In closing, I would like to thank all the volunteers on the review panel, as well as the members who are actively nominating academics. The next round of IMC nominations will commence in January 2017.

**- Mike Thompson FCMC, Associate Professor, Royal Roads University, Victoria**