

# Institute of Management Consultants and Advisers

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Summary of IMCA Experience  
with  
Accredited Consulting Practices

July 2016

# Overview

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- IMCA relatively successful in attracting Accredited Consulting Practices (ACPs) to date with 12 now in mix of local operations of international practices and indigenous ones.
- This note summarises the experience and learning from this.

# Background

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IMCA ACP model launched 2003 with main features:

- ACPs to accredit their own consultants following validation of their procedures by IMCA;
- All consultants in a practice to join IMCA, as Member or Associate member as appropriate;
- Discounts to the normal member fee structure based on the number of consultants.

Three practices joined at launch, including Deloitte.

# Outcome

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International ACPs (7)

**BDO, Grant Thornton,  
Hay Group, Deloitte,  
Mazars, Fujitsu, PwC**

Indigenous ACPs (5)

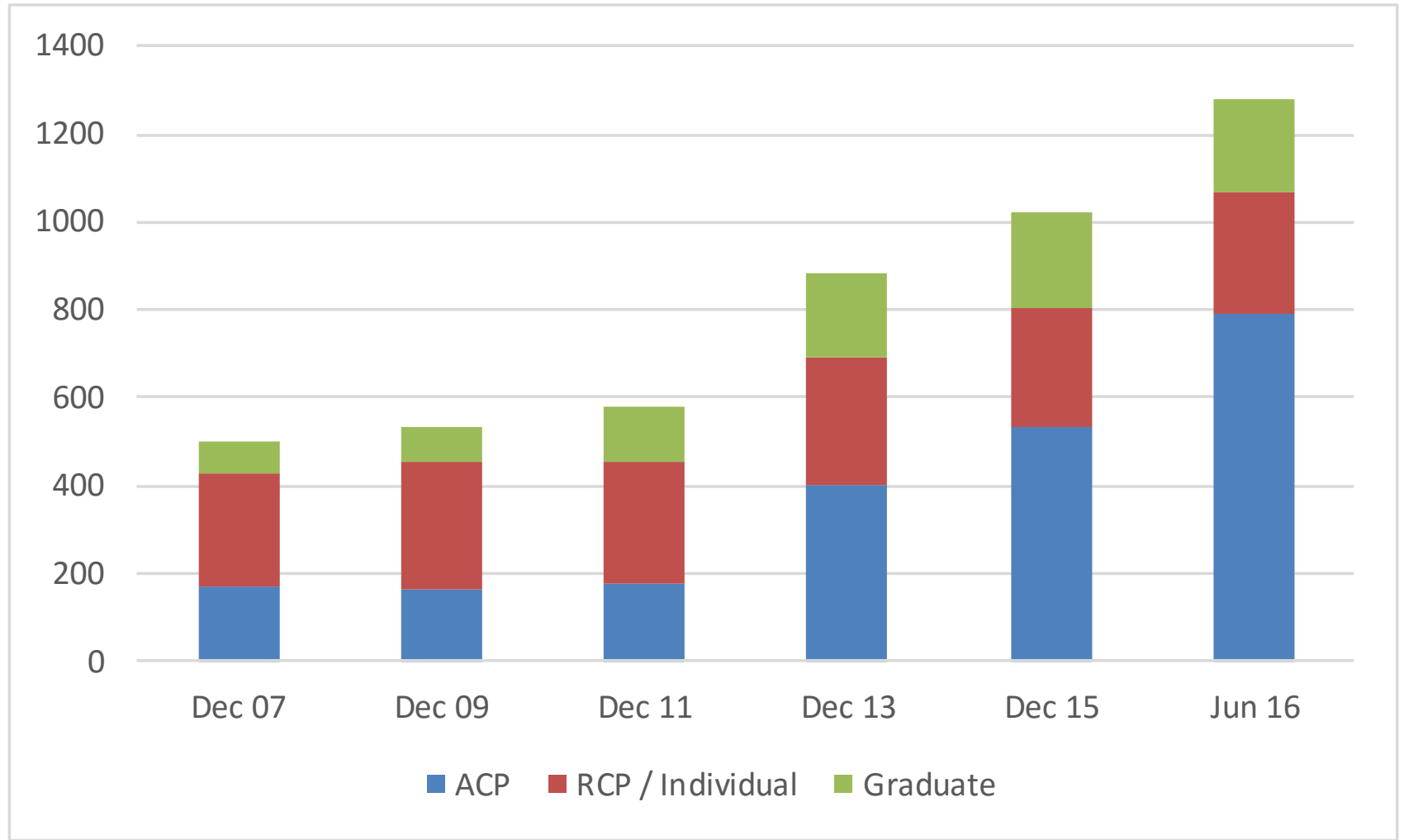
**Cooney Carey, Pinnacle,  
Genesis, IDI, Prospectus**

RCPs - Registered Consulting  
Practices (85)

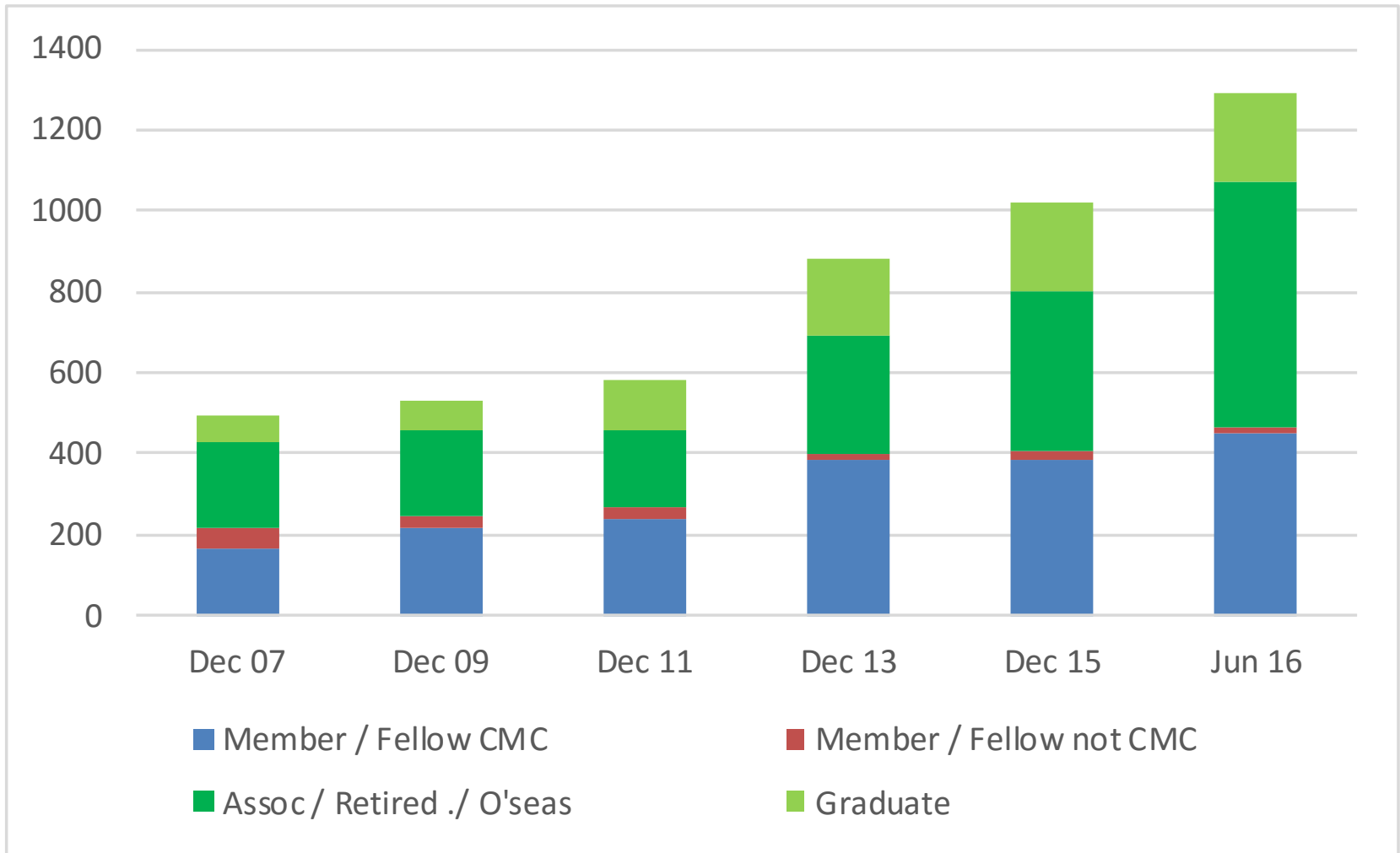
**Smaller (< 5 consultant)  
practices led by a CMC**

**Many prospective ACPs have individual members in IMCA**

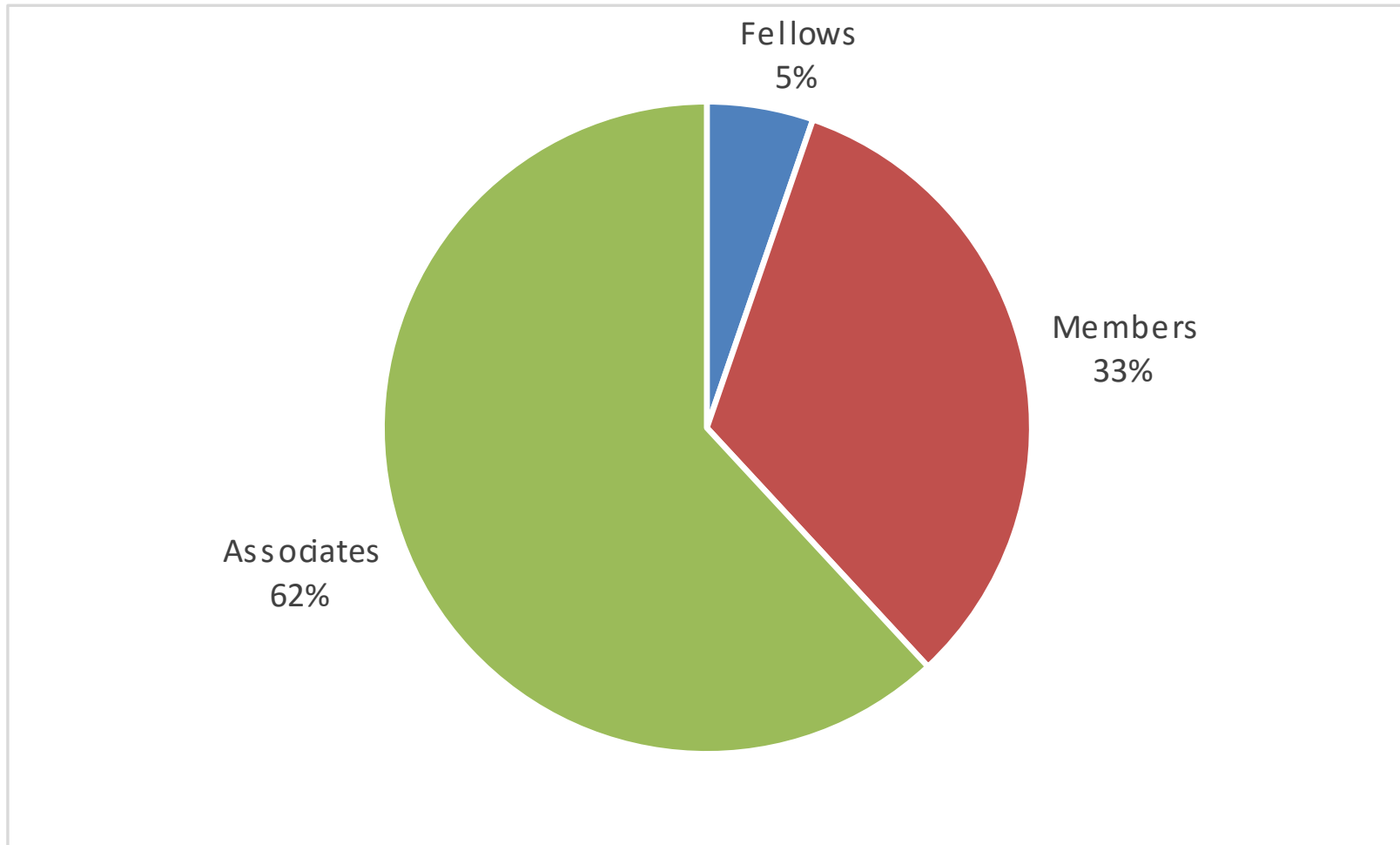
# Membership trends by practice type



# Membership trends by member type



# ACP members by grade



# IMCA Value Proposition

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ACP Value Proposition, as reviewed by ACP Board members:

1. Enhance practice's attractiveness to top quality consultants by providing CMC linked to career progression.
2. Attract best quality graduates into the profession by actively promoting consultancy as a career
3. Create 'Young Consultants' group with networking opportunities and initiatives/events to enhance career.
4. Access to IMCA events of interest in terms of career enhancement (all members)
5. Access to a forum for collaboration between practices to influence direction and perception of profession in Ireland.



# Key Issues

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- Maintaining the existing complement of ACPs and attracting new ones requires close attention.
- Must demonstrate value - large practices have their own brand and marketing resources so profiling and accreditation are less important.
- Position CMC as key criterion of professionalism in consultancy; more work required in external promotion.
- Focus on advocacy to date – IMCA Code recognised under new public sector frameworks following representations.
- Annual market survey – part of FEACO European survey – provides unique data and is valued.

# Initiatives in hand

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## Planned initiatives to foster ACP engagement:

- Young Consultants Group – young consultants are mainly in ACPs with limited engagement to date;
- Events delivery to members generally by ACP personnel in non-competing areas;
- IMCA events promoted within ACPs - CMC award, etc..
- ACP planning sessions held annually;
- Facilitation of third level intern schemes and project work among ACPs.

# Summary of learning

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- Define and redefine the value proposition.
- Target key players – having 2 of Ireland’s Big 4 (and 4 of Top 6) as ACPs is important.
- Put the value proposition to practice leaders – and present from their perspective.
- Sell need for a strong profession – having large practices as members enhances the institute’s ability to represent.
- Position accreditation as the key criterion of professionalism – and promote to the tendering bodies.
- Maintain a comprehensive prospects database – keep them informed re events, etc. and get them involved where possible.
- Discount membership charges for scale (and streamline processes).
- Be persistent – joining won’t be the top priority so go back again and again, with something new to say each time.