



**25th Anniversary Edition of the
ICMCI Briefing Book of Member Activity**

for distribution prior to the

ICMCI 2012 ANNUAL MEETING

October 3rd – 6th 2012
Orlando, Florida, USA

Introduction

Each year when ICMCI meets, it is an opportunity to update colleagues around the world on developments at our Institutes. With 49 members, the agenda does not allow for everyone to make presentations, so this exchange happens in informal conversations.

Not everyone gets an opportunity to hear all of what is happening around the world.

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For the third year in a row, each Institute was invited to submit a summary of what is new and noteworthy in their Institute, and 42 Institutes contributed. One Institute wrote and told us their Institute had nothing to contribute at this time, and 6 Institutes did not respond. This is the most complete Briefing Book we've had so far – a wonderful addition to ICMCI's 25th Anniversary celebrations!

This briefing book includes all the Institute submissions, and is being made available before the meeting. Delegates can arrive already pre-informed of key developments, and can identify with whom they most want to connect to find out more. It is an opportunity that we hope supports better exchange among members.

A special thanks to Judy Farrant from Toronto. Judy's experience and values are consistent with ICMCI's commitment to communication and the significance of sharing of best practices. She collected the Institutes' contributions over the past 2 1/2 months, staying in touch with the national member Institutes to ensure everyone had an opportunity for their story to be shared with their ICMCI colleagues. She managed the collection, editing and creation of the 2012 ICMCI Anniversary edition Briefing Book in time for the Orlando Congress. The value created is a perfect example of how our voluntary and professional work benefits our members and their practices, while fostering growth of the management consulting industry at regional as well as global levels.

Thank you to all the Institutes who contributed.

*See you in Orlando!
Francesco D'Aprile,
Chairman, ICMCI*

Table of Contents

Australia	4
Austria	6
Bangladesh	10
Bosnia-Herzegovina	12
Brazil	13
Bulgaria	15
Canada	16
Caribbean	18
China	20
Chinese Taipei	23
Croatia	24
Cyprus	26
Denmark	27
Finland	28
Germany	29
Hong Kong	31
India	32
Iran	34
Ireland	35
Italy	37
Japan	38
Jordan	39
Korea	40
Latvia	41
Lithuania	42
Macedonia	43
Netherlands	46
New Zealand	48
Nigeria	50
Norway	51
Philippines	54
Romania	55
Russian Federation	57
Serbia	58
Singapore	60
South Africa	62
Switzerland	64
United Kingdom	65
Ukraine	67
USA	68
Uzbekistan	70

Australia



IMC Australia was founded in 1969 and is a founding member of ICMCI. It is a modest Institute by international standards, with less than 600 members. Nonetheless, our members service a sophisticated and diverse economy.

The imperative for IMC Australia during the past twelve months has been to grow a solid membership platform via the provision of excellent member services and outreach. There are currently almost 600 members Australia-wide. IMC has also developed wide links with other sources of members, namely, universities, large firms, government, industry associations, and service providers. To attract and retain members, IMC has focused a strong effort to advance younger members to Federal Council and to enhance our gender balance.

The IMC in Australia has five Chapters, spread geographically throughout the nation. Because members are often long distances from any IMC Chapter support, many services are provided centrally via technology / website. Chapters provide services in person through busy schedules of professional development, networking meetings, and joint meetings with government or universities. Chapters also visit regional centers to provide professional development and services to remote members.

IMC Australia has undertaken the following major initiatives during the past twelve months:

- Annual Consultants Forum in Melbourne - November 2011
- Major professional development workshop conducted by Allan Weiss
- Provision of Alan Weiss DVD's (produced by IMC Australia) to all Members and Associates upon their renewal for 2012/13
- Publication of "Management Consulting: An Introduction to the Methodologies, Tools and Techniques of the Profession" Australia and New Zealand Edition, 2012. Complimentary copies were provided to federal leaders, state premiers and leaders within government, industry and the profession as part of the launch on International Consultants Day.
- Jointly-badged MBA Elective Course in Management Consulting at Griffith University, utilizing the above-named publication as the preferred text
- Increased formal involvement in tertiary education sectors across Australia
- Publication of The Australian Consultant Quarterly Journal (e-published) that provides an opportunity for members to publish original professional articles
- Advertising via LinkedIn for persons claiming to be Management Consultants to join or subscribe

- Provision of EBSCO Host – a research database offering members free access to thousands of expert books, journals and articles on topics of relevance to members.
- Development of relationships with major firms, other industry associations, Professions Australia, and government agencies to promote CMC and IMC professionalism.
- Development and support for a Government Relations Committee, and a Women In Consulting Committee.

IMC Australia is proud of its involvement in ICMCI and looks forward to playing an important role in an ever changing future.

Submitted By

John H Bielenberg CMC FIMC
Federal President

Austria



Austrian Professional Association of Management Consultancy and Information Technology, UBIT

The institute represents more than 54,000 companies and self-employed entrepreneurs, who hold one or more of the following business licenses:

UBIT contains 3 professional divisions:

- Management Consultants: 18,964 members so far
- Information Technology Providers: 30,732 members so far
- Self-employed Accountants: 6,212 members so far

UBIT is part of the Austrian Federal Economic Chamber, which represents 462,000 companies throughout Austria through legal membership. The Austrian Federal Economic Chamber is not comparable with chambers in other countries because together with the unions and the Chambers of Labour and Agriculture, it constitutes the framework of the Austrian Social Partnership which is a strong counterpart of the government. The Chamber influences the legislative and administrative processes and has a strong position in taking care of the interests of the whole economy within Austria and is the formal Austrian body in charge of supporting the export business.

Some more facts:

- founded in 1985
- legal representation of the Consulting and IT Industries in Austria
- legally independent part of the Federal Austrian Economic Chamber
- organisation under public law with mandatory membership
- 554 'accredited' CMCs
- 3.000 (qualified) members of Experts Groups

Activities for the professional group of Management Consultants

- Accreditation & certification = high quality standards
 - Certifications:
 - „Certified Management Consultant“ (CMC, see events)
 - “Certified Turnaround Expert”

- “Certified Supervisory Expert” (CSE, unique in Austria)
- Accreditations:
 - Accredited Consultant for credit management and controlling
 - Accredited CSR expert
 - Accredited e-business expert
 - Accredited export expert
 - Accredited innovation expert
 - Accredited peoples' network co-ordinator
 - Accredited economic coach
- **Goal:** Continuous upgrading of skills in the management consulting industry
- Awards = effective media platform for top performances
 - Constantinus Award
 - Constantinus International Award (since 2011)
 - Constantinus European Award (since 2012)
 - Austrian National Award for Consulting (every two years)
 - **Goal:** Apply best practices broadly



Constantinus Award 2012 in St. Wolfgang

- Events = industry meetings with focus on “hot” topics
 - Austrian IT and Management Consulting Day
 - Austrian Consultants’ Days prior to Austrian IT and Management Consulting Day
 - CMC Masters Club
 - **Goal:** Positioning of current economic and political topics

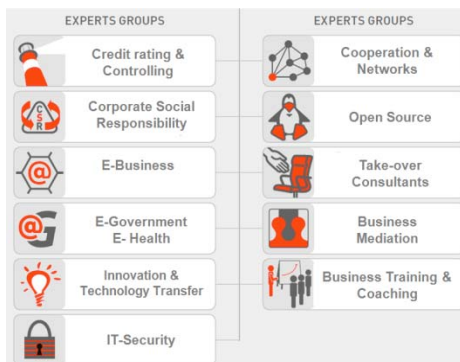


Austrian IT and Management Consulting Day 2011



CMC Masters Club 2012

- International activities = 360 degree representation of interests
 - Membership in the International Council of Management Consulting Institutes (ICMCI): enforcement and establishment of the CEN standard for Management Consulting
 - Membership in the European Federation of Management Consultancies Associations (FEACO): Lobbying in Brussels
 - **Goal:** Representation in international organisations and associations
- Annual corporate campaign for management consultants called “Expert View”
 - UBIT radar: the latest industry figures are published in the media once a year
 - 11 experts groups, who promote their services on their own events and in co-operation with the Association
 - Case studies on two broad topics and top media relations (currently: Employer Branding)
 - Animated image movies called „expert view“ on YouTube in German and English, available for member use in their own business:
 1. Topic: business process optimisation
 2. Topic: consulting for change processes
 3. Topic: employer branding
 - **Goal:** story placement of large management consulting issues in various media and among members



- Media relations = reach dialogue groups
 - Media cooperation with Austrian economic magazine “Format” to place industry news
 - Newsletter in every Austrian province
 - Use different federal chamber journals for advertorials and industry news
 - Press conferences
 - Press releases
 - **Goal:** Place positive messages proactively
- Quality academy incentives = individual qualification offers for members
 - Training academy of the Austrian Association UBIT
 - Courses, seminars, certifications and accreditations
 - **Goal:** Promotion of education and training in the Management Consultancy industry
- Insurance = Member protection at the best conditions
 - Professional liability and legal expenses insurance (20% price reduction for CMCs)
 - Business interruption insurance
 - Liability insurance for individual board members (special rates for CSEs for criminal protection insurance and D & O)
 - **Goal:** Higher qualification also pays off in the insurance agreement

For more information, please go to <http://www.ubit.at/english>

Bangladesh



IMC Bangladesh Activities in 2011-2012

The IMC Bangladesh held its 12th AGM on 31st August 2012 in a city hotel. Prof. Dr. Abdur Rab, Chairman chaired the event while the President of the Institute, Mr. M. Zakir Hossain highlighted all the activities and achievements accomplished during 2011-2012. The members appreciated the remarkable progress made by IMCB in its activities. The new Executive Council of IMCB for next two-years was formed when Prof. Dr. Rahim B. Talukder was elected as Chairman and Mr. M. Zakir Hossain was re-elected as President for the next term due to his sincere drive, dynamic and dedicated efforts for IMCB.



IMCB held its 5th **Post Graduate Diploma on Management Consulting** course for enhancing the management consultancy services and thus placed more experts into the consulting profession. A colorful **Certificate Award Ceremony** was also held during the observation of **International Consultants Day 2012**. One of the famous educators and vice-chancellor of a renowned university distributed the certificate. Among the successful participants was Secretary to the government and the event was attended by special guest, President of AmCham Bangladesh. As part of the day's celebrations, IMCB organized a **national seminar** on contemporary issues of national interest, attended by multi-sector representatives.



JICA Research Team paid a visit to IMCB office and held a very fruitful discussion with the Ex-Com members on private sector development initiatives of the government and sought a proposal for capacity building of IMCB. The team has included the proposal in the upcoming country's TA program. A concept paper on capacity building of IMCB has been submitted to JICA as requested.



IMCB Ex-Com members also made a follow-up visit to the outgoing Country Director of ADB and handed over a proposal of possible technical collaboration between IMCB and ADB. Significant progress has been made in refining the draft **Bangladesh Management Consultant Act** and road map has been drawn to take up this issue with the government agencies for enactment. The outgoing EC through a drive for new members could integrate 48 new management consultants to its membership including 2 corporate members. In the last AGM, the President shared IMCB immediate targets and proposed activities for next two years:

Targets

- Regulatory framework for management consultancy
- Capacity building of IMCB and its members
- Enhancing image and status of IMCB
- Harnessing quality through skill development training
- Ensure strict professional code of conducts and ethics
- Collaborate with the government and donor agencies

Actions proposed

- Lobby for enacting BMC Act
- Management Consulting Award Program
- Expanded Professional Development Program
- Promotional events for greater campaign and image
- Offering CMCs to the members
- Electronic newsletters of IMCB and E-conference
- Holding the Management Consultant Congress
- Organizing international conferences

Bosnia-Herzegovina



The Association of Business Consultants in Bosnia and Herzegovina has been supporting development of the management consulting profession and economic development of Bosnia and Herzegovina, through implementation of capacity improvement activities for members and economic development projects, since its establishment.

Various training sessions and seminars about different consulting methodologies have been conducted so far. This year we have implemented the CMC certification process and nine consultants successfully passed their CMC certification.

Presently, we are implementing a Benchmarking System for SMEs in Bosnia and Herzegovina that allows Bosnian firms to compare business performance against international competitors from 21 countries throughout the world. The Benchmarking System for SMEs in Bosnia and Herzegovina is a simple and powerful business methodology for advisers that enables one to objectively see how your client businesses are performing compared with the marketplace (more info on www.lespnet.ba).

This year the Association of Business Consultants in Bosnia and Herzegovina published an Annual Benchmarking Report – A Comparative Analysis of Business Performance of the Companies in BiH in Food, Wood and Metal Sectors compared with the same Sectors in Germany and Czech Republic. Our plan is to continue to publish the Annual Benchmarking Report in the future. We have learned that public promotion of such reports contributes a great deal to the positioning of LESPnet and the management consulting profession in general.

LESPnet continues to work on the development of new projects that will, with the provision of management consulting services to the public and private sectors, contribute to economic development of BiH and to the development of the management consulting profession as well.

Brazil

IBCO – Instituto Brasileiro dos Consultores de Organização

Last year, when we presented the intentions of the new Board of Directors that took office at IBCO on July 1st 2010 for a two year period, we were coming out from a very rough and messy election process due to accusations regarding unethical conduct by one of the candidates. At the time we nurtured hopes of beginning to work on constructive issues. Finally, after 10 challenging years we were able to guarantee the institute's survival by adapting procedures and infrastructure to a new reality supported by new strategies. It was time to start growing on a firmer basis and a detailed business plan was developed. We didn't count on some major setbacks.

MAIN GOALS AND OBJECTIVES (until the end of term)

- Create a professional governance model
- Increase by 50% the number of members
- To have within our members at least 5 big consulting firms
- Double actual budget
- Double net income of courses
- Train member consultants to replicate courses
- Double net income from our fees poll
- Create branches in at least 50% of the States
- Organize National Congress
- Organize ICMCI's International Congress until 2015
- Apply to assume an executive position at ICMCI
- To have a significant penetration in Brazil's business media
- To have a meaningful partnership with Universities and Business Schools
- To have a meaningful partnership with Professional Councils
- Review Bylaws
- New Premises

PROJECTS

The results will happen only if we can get the commitment and active participation of members by investing a portion of their time and energy in the execution of the projects we present below. We shall distribute these projects among the members for consideration for membership and participation in their implementation. Only then will we be able to assess how much can be done throughout the term of two years.

Each project shall have a coordinator responsible for reporting to the President or the 1st or 2nd Vice Presidents, in keeping with the area of project development. These Coordinators need not be members of the Board. Each project should have quantified goals and objectives as well as deadlines to be achieved.

Main Projects are listed below:

- Restructuring of corporate governance with gradual professionalisation of the administrative structure - very short term and continuous action
- Budgeting - Periodic action
- New Management Software - short term
- Revision and Amendment of Bylaws - very short term
- Consultants Certification Programs (CMC) and Consulting Firms Certification Program (ACP) - ongoing action
- Consultants Training Courses and Training of Contractors of Consulting Services - continuous action
 - Review of current programs - very short term
 - Review of current content - very short term (standardized)
 - Development of modules for development of specific skills - short term
 - Method and mechanism to train new teachers (multipliers) - very short term
 - Analysis and elaboration of proposals to turn mandatory the participation in specific course as a certification requirement - medium term
 - Development of training programs for internal consultants - medium term
 - Development of techniques and tools for Distance Education - medium term
- Regional Branches: alternatives for its operation and management - very short term
- Institutional Relationship - continuous action
 - Relationship and participation in ICMCI
 - Relationship with Professional Councils
 - Relationship with Universities and Educational Institutions
 - Relationship with Government (Executive, Legislative and Judicial)
 - Relationship with press and media
- Lectures, Seminars and Discussion Forums - continuous action
- New Headquarters - medium term
- Protection of Trade-Marks (IBCO / ICMCI / CMC) - short term
- Marketing Project - ongoing action
- Review of website, including development and maintenance tools - ongoing action
- Translation of Books on Consulting - short term
- Relationships with development banks (World Bank, IDB, BNDES) - medium term
- Change of fiscal period and accounts auditing
- Review the annual poll on Fees and Market Consulting Trends and its marketing
- Implement a Law Advisory Director in the structure of IBCO

Many of these projects are interrelated and their management should take into account the different purposes for which each project can contribute.

Bulgaria



Bulgarian Association of Management Consulting Associations

The Bulgarian Association of Management Consulting Organisations (BAMCO) unites and represents professional consulting companies and certified consultants. The Association was founded in 1997 and today through its members BAMCO has access to more than 300 highly qualified management consultants.

Since 2001 BAMCO is a full-fledged member of the **International Council of Management Consultants Institutes** (ICMCI), the worldwide institute for quality assurance in the field of management consultancy. In September 2009 BAMCO has been cleared in its second re-assessment held at London and continues to enjoy the benefits of full reciprocity and membership of ICMCI. As such the Association is authorized to offer to individual practitioners the qualification degree Certified Management Consultant (CMC) recognised world-wide. All BAMCO individual members have obtained the qualification CMC.

BAMCO is represented in the **Council for Public Consultations to the Committee on European Affairs and Oversight of the European Funds** at the Parliament (2010 – current) and in the **Committee for Monitoring of the Operational Programme Competitiveness** (2011 – current).

BAMCO's mission is to maintain high professional and ethical standards in the field of management consulting, to contribute to the development of the management consulting market and to support its members in identifying and realising business opportunities. In its capacity of an official representative of the management consulting industry in Bulgaria, BAMCO aims to be one of the major partners of the Bulgarian and international business community. As well it is involved in governmental and non-governmental organisations and a part of the accelerated economic and social development and the integration of the country and the region into the European Union framework.

Major priorities

- Unification of professional consulting companies and individual consultants who contribute to the high repute and recognition of the profession.
- Maintaining high professional and ethical standards in the field of management consulting, development of the professional qualification and the competency of Bulgarian consultants.
- Representation and protection of the members' professional interests.
- Identification, exchange and realisation of business opportunities by creating favourable conditions for mutual acquaintance and partnership among the members of the organisation.
- Identification and realisation of business opportunities by partnerships with the Bulgarian and international business, state, municipal, governmental and non-governmental organisations.

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Canada



At CMC-Canada it has been an inspiring year of *Building Awareness* to improve the recognition of the CMC designation and the value proposition for our membership. We were determined to improve communications with members, enhance our advocacy efforts, deliver outstanding professional development opportunities and fully enforce our standards through discipline and increased awareness of our Uniform Code of Professional Conduct.

Alliance with Universities. This year we continue to grow our strategic alliances with leading business schools across Canada, including discussions with McGill University, University of Quebec in Montreal, Concordia University, University of Saskatchewan and Wilfred Laurier University. These possible alliances will augment our existing ones with University of Waterloo, University of Alberta, Queen's University, Royal Roads University, University of Ottawa and Saint Mary's University.

Voice of the Industry. Statistics Canada (an agency of the Canadian federal government) has launched a Consulting Service Price Index (CSPI) this year and approached CMC-Canada to assist in the development. We provided the survey framework based on our 2011 Industry Study Report and also hosted focus group testing to ensure important players in the consulting service industry were included.

Consult Magazine. Consult is a must-read source about the Canadian management consulting industry. Visit www.consult-magazine.ca to view current and past issues. CMC-Canada members receive a hard copy free in the mail.

Professional Development Programming. Earlier this year we launched a new "Ethical Behaviour: Best Practices for Management Consultants" course and an updated "Essentials of Management Consulting" course. Both will be offered in person and online using technology that is interactive and easily accessible.

We have trained four KPMG CMCs to teach our "Essentials of Management Consulting" course to new KPMG consultants and they anticipate hosting four sessions by December 31, 2012.

DTAPP Contribution Agreement. As part of the Government of Canada's Digital Economy Strategy, the National Research Council – Industrial Research Assistance Program (NRC-IRAP), implemented a Digital Technology Adoption Pilot Program (DTAPP). This program was designed to boost the productivity of Canada's small and medium-sized enterprises and improve Canada's digital economy. Qualified CMCs are hired to help these businesses and through the financial support of NRC-IRAP, hundreds of SME's across Canada have benefited from receiving advice from a Certified Management Consultant.

Strength in Numbers Marketing Campaign - In the spring, CMC-Canada launched a Refer a Member campaign titled 'A Stronger CMC-Canada for a Stronger YOU'. This is our first major growth campaign since 2008. Early results are promising and we will recognise and reward members who participate. Visit refer-a-member.ca.

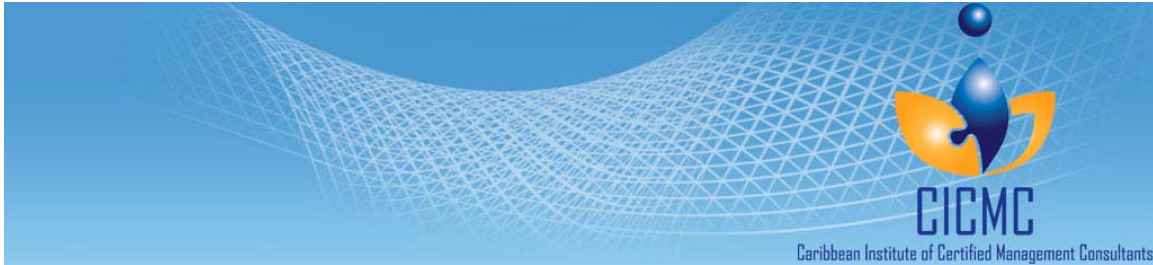
Advocacy. We continue to work with the Canadian Government to demonstrate how operational efficiencies and service delivery benefits can be maximised if business process redesign is combined with technology. Our special taskforce plans to meet with the President of the Treasury Board of Canada.

Building Awareness. CMC-Canada members have indicated that what they most want CMC-Canada to focus both time and limited financial resources on is: building awareness of the CMC designation among purchasers of consulting services. To that end, a special task force has identified several ways we can reach those target audiences and a campaign has been mapped out to launch this year. We are conducting a benchmarking study first to set the base line so success can be measured.

Professional Association Alliances. The Certified Management Consultant designation is a complimentary designation to many others. CMC-Canada has developed alliances with other organisations representing professions and designations whose members would benefit from consulting expertise and the CMC designation, including: Certified Management Accountants (CMA), Chartered Accountants (CA), Professional Biologists (APB), Human Resource Professionals (CHRP).

Visit www.cmc-canada.ca to learn more about our strategic initiatives.

Caribbean



CICMC uses global standards and accreditation as the principal tools to prepare regional management consultants for competing in regional and international markets. This is also intended to improve the quality of service currently being provided to existing clients and Business Support Organisations (BSOs) within the region

The Caribbean Institute of Certified Management Consultants was inaugurated in 2007; in 2010, the CICMC was admitted to full membership in the International Council of Management Consultants Institutes (ICMCI).

The CICMC is a unique regional membership organisation made up of a network of individual management consultants and Interim Chapters that stretch across independent island jurisdictions from Bahamas in the north to Trinidad and Tobago in the south and in Guyana and Suriname in South America. The 2012 membership roster indicates a total of 109 members; in 2010 there were only nine members.

In 2012, members from throughout the region were elected to the Board of Directors. The Board is also now comprised of 3 persons who are Presidents of their respective Interim Chapters and who on the certification track. The diversity in the Board now truly reflects Caribbean diversity. This diversity will be further accentuated when by the end of this year an Interim Chapter will be established in the Dominican Republic, the first Spanish speaking country to become a member of the CICMC.

Since 2011, CICMC has awarded four CMCs. Due to the geographical spread of its members it is CICMC's intention to establish accreditation centres in existing tertiary institutions throughout the Caribbean. To this end, discussions have commenced with institutions in Trinidad and Tobago; Jamaica; Bahamas and the Dominican Republic.

A feature of the CICMC certification process is that Candidates have to attend a three day, certification related seminar¹ on the "Principles of Management Consulting" and have to take a Psychometric Test which seeks to map out the competencies² of the candidate's most explicit and comprehensive behavioural descriptors. The ensuing report from the psychometric test addresses the specific needs of consultant development and provides an effective high fidelity tool for mentors and trainers.

¹ The Principles course is outsourced to a CICMC accredited training provider

² Including 4 ICMCI competencies - Client Business Knowledge, External Awareness, Consultancy Business Knowledge and Commercial Aspects of Assignments.

The CICMC certification process also includes the preparation of Engagement Summaries, which reflect a candidate's understanding of the competency framework and the effective application of this framework in their consulting mandates. These Engagement Summaries are the main point of reference in the oral examination and the candidate works with a mentor in the preparation of the summaries. In addition, a number of boot camps have been held throughout the region to assist candidates in preparing and or refining their Summaries.

In collaboration with CICMC, the Caribbean Export Development Agency has hosted an annual Management Consulting Business Symposium over the last four years. This annual symposium has also afforded CICMC the opportunity to hold its annual general meetings and to elect its Board of Directors. It also provides opportunities for management consultants to network and to develop new consulting partnerships. The 4th Symposium held this year also provided an opportunity for participants to meet and have business discussions with consulting firms from Europe, and North America. This has now opened up opportunities for Caribbean Management Consultants to establish strategic partnerships with counterparts, operating in jurisdictions outside the Caribbean, to seek to access new markets in other regions, and to bid for larger projects within the region.



Participants at the 4th Annual management Consultants symposium held in Montego Bay, Jamaica

Credit: Dennis Strong

4th Management Consulting Business Symposium, at the Ritz Carlton Resort, Montego Bay, Jamaica from June 19-21, 2012.

This year's conference theme:

“Activating the Economic Partnership Agreement: Converting Market Access into Market Penetration,” highlighted the requirements and strategies for making effective use of the CARIFORUM-EU EPA market access commitments. With the increased levels of market penetration by CARIFORUM firms in EU markets high on the agenda, the inclusion of the business-to-business match-making initiative between the EU and CARIFORUM management consulting firms was heralded as a huge success by participants.

While the membership of the CICMC has grown in numbers and across jurisdictions, there continue to be challenges, many of which result from a membership which spans a large geographical area; a sector that is dominated mostly by single source operators with very small firms, as well as new trading arrangements. CICMC is confident, however, that within the next few years, the training and certification that it provides will enhance the competitiveness of Caribbean management consultants.

China



China Enterprise Confederation & China Enterprise Directors Association

China Enterprise Confederation (CEC) / China Enterprise Directors Association (CEDA) is a non-governmental institution that represents Chinese employers. CEC (formerly known as CEMA which was renamed the China Enterprise Confederation on April 20, 1999), established in 1979, and CEDA, established in 1983, merged into one institution in 1988.

The supreme power of CEC/CEDA rests with the Conference of All China Representatives, which is responsible for making and amending the statutes of the organisation, setting long-term strategies, deciding on important issues, adopting resolutions, recommending membership applications and proposing candidates for the Board of Directors.

CEC/CEDA has been delivering invoices on behalf of entrepreneurs of China, to the government and to clients world-wide.



Ex-chairman Chen Jinhua meets with Ex-secretary general of the UN Kofi Annan in 2006



Chairman Wang Zhongyu was present in the 100th International Labour Conference



中国企业联常务副会长兼理事长李德成（左）与联合国秘书长潘基文（右）亲切交谈

Vice-Chairman Li Decheng meets with secretary general of the UN Ban Ki-moon

CEC/CEDA's members are mainly enterprises, companies, entrepreneurs, provincial and municipal bodies, and trade and industry associations. Today CEC/CEDA comprises 436,000 members, including all kinds of owner-enterprises as well as individual employers representing 34 industrial sectors in 30 provinces, 260 industrial cities and regions. Application for membership is voluntary.

In upholding its principle of serving enterprises and entrepreneurs in general. CEC/CEDA is dedicated to promoting enterprise reform and development, upgrading the level of enterprise management, increasing the competitiveness of domestic and international enterprises, safeguarding the legal rights and interests of employers, building entrepreneurship and encouraging the sustained development of enterprises.

CEC/CEDA seeks to

- Provide enterprises and companies with training opportunities, advisory and information services and technology transfers;
- Participate in the legislative processes concerning industrial relations;
- Publish books and periodicals on business management;
- Facilitate exchanges at the international level, thereby helping to achieve the ultimate target of establishing modern enterprise management system;
- Improve communication between Chinese and foreign companies;
- Promote co-operation between managers and workers;
- Help foster sound relationships between managers and workers;
- Acknowledge excellent companies and entrepreneurs;
- Develop human resources; and
- Develop advanced models.

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Chinese Taipei

Since BMCA joined ICMCI in 2004, we dreamt of being the host of an ICMCI Biennial Congress. Our dream came true in year 2011!

We set four sections for the 2011 ICMCI Biennial Congress in Taipei. The first one was the ICMCI Best Practice Seminar, which was held October 4th to 5th 2011. Dr. Aneeta Madhok, Dr. Brian Ing, Calvert Markham, Dr. Drumm McNaughton, Francesco D'Aprile, Liew Shin Liat, Dr. Nam-Kee Lee, and Tim Millar were invited as our Keynote speakers. The Prime Minister of Taiwan Wu Den-Yih also spoke in our Best Practice Seminar.

The second one was the Biennial Congress which was held from Oct. 5th to 8th, 2011. The venue of the congress was The Grand Hotel, which is designed in the traditional palace style architecture, vermilion pillars, stately archways, and brilliantly tiled roof; not only a magnificent landmark of Taiwan, but it is an emblem of ancient China. Taiwan's Vice President Vincent Siew accepted our invitation to give the opening address at our congress. We also arranged a gala dinner at Taipei 101 Tower, one of the highest buildings in the world. A tour to the Culture performance at Taipei Eye, Home for Authentic Traditional Chinese Performing Arts was also a highlight of the event.

The third one was the Partner Program, which was a two-day tour that included a visit to the local temple, the scenic sites along the coastline (including Jui Fen) and experiencing the Taiwanese folk arts.

The fourth one was the Post Congress Tour, which was a two-day tour to visit Hualien County, facing the immense Pacific Ocean in the east and leaning against the grand Central Mountain Range in the west, and famous for its beautiful scenery. The natural resources in Taroko National Park, East Coast National Scenic Area, East Rift Valley Scenic Area and Yushan National Park make Hualien the most beautiful county in Taiwan. After the tour to Hualien, we returned to Taipei and joined the events of the Republic of China Centennial. Finally, the ICMCI biennial congress ended with the Centennial fireworks.

Croatia



About the Croatian Association of Management Consultants

The Croatian Association of Management Consultants (CAMC) is a voluntary, independent association of individuals and companies. Its primary aim is to manage and promote professionalism in the delivery of management and business consulting services by qualified practitioners. The CAMC also defines professional standards for Croatian management consultants, providing training consistent with these standards and administering certifications in accordance with international principles and practices.

In May, 2005 CAMC became an associate member, and today is a full member of the International Council of Management Consulting Institutes (ICMCI), a full member of the European Federation of Management Consultancies Associations (FEACO) and a member of EFQM (European Federation for Business Excellence).



Currently, after a successful year-long reorganisation process, CAMC now has over 50 members, individuals or corporate members. The current President is Nikola Niksic, COO of Bisnode Croatia. CAMC membership is open for all legal entities and individuals who are consulting professionals. Acceptance and adherence to the CAMC Code of Professional Ethics, Statutes and other internal acts of the Association is a prerequisite for membership.

Highlights of activities performed in a period 2011/2012:

- Strong organisational and financial turnaround was achieved, including reaching our goal to consolidate the disrupted business of CAMC. The process of consolidation was successfully finished at the end of Q1 2012.
- During the second half of 2011 CAMC performed preparation, training and certification of two groups of local consultants – candidates for CMC certificate in Serbia.
- For the third time in a row, the Primus Award has been handed out to the best Croatian management consultant and the best consulting company in 2011.
- In the period of June – July 2011, CAMC organised four free forums, with topics focused on current challenges for local society and economy.
- Representatives of CAMC participated at ICMCI's international conference held in Budapest, May 2012, with the theme of "Beyond Talent: Enhancing Performance through Certifications".

Highlights of activities planned for a period 2012/2013:

- Participation of CAMC's Trustee at the Annual Business Meeting of Board of trustees in Orlando, October 06 2012 and re-assessment of CAMC, Orlando, October 2012.
- "One on one – one by one", strategic initiative to increase membership, especially to motivate new corporate members, based on direct marketing of current members.
- Project "together for excellence", establishing of strategic partnerships with local institutions and market leaders; and organisations similar to CAMC in SE region.
- Partnership with two regional (Serbia, Bosnia & Herzegovina) consultants' associations and GIZ in SME Benchmarking project execution.
- CMC certification, regionally widespread, organised as a permanent process instead of a project.
- Project Primus, promotion of the best consulting achievements, organised as well as a constantly ongoing marketing activity instead of limited project.
- CAMC business school, a structured network of several compatible modules with seminars and workshops with contents designed for consultants' development.
- CAMC forums, with a focus on dialogue about current topics relevant for society and the economy.



Cyprus

The Cyprus Institute of Certified Management Consultants, CICMC, was founded in 2002 after the first consultants in Cyprus achieved the CMC status, in 2001. Membership to the CICMC is restricted to Consultants who hold the internationally recognised professional title CMC, and organisations owned and managed by CMC's.

It is the leading assessment body for Management Consultants in Cyprus and a full member of ICMCI with participation to sub committees and regular attendance in Hub and Annual meetings. In 2004 the Association was registered with the Cyprus Chamber of Commerce and Industry which also offers Secretariat services to the CICMC.

Since March 2011 we have a new board. The chairman is now Louis M. Loizou, CMC, who has been actively involved in ICMCI matters for a number of years, supported by a group of enthusiastic new board members with the drive to take the Institute and the cause further.

In July 2011, the Constitution of the CICMC was amended to reflect more profoundly the objective of high standards in membership, both at entry level, disciplinary rules and CPD, as well as to bring it in line with new ICMCI regulations and recommendations.

A major step in the development of the profession in Cyprus is that in June 2009 the Council of Ministers, by resolution, amended Article 47b (1) of the Companies Act Cap 113 which states that the Registrar of Companies recognises members of the CICMC as qualified to act as independent experts for the purposes of the provisions of the above Article of the Companies Act along with other professionals.

A number of our members have been promoted to participate in National Committees representing Cyprus in EU and other International forums and have proven their skills and capabilities. At the same time we are campaigning for new Associate members and preparing them for full members in parallel with a number of in promotional meetings with important players in the market.

The CICMC and its members are strongly promoted in the market through meetings with key players including authorities and the private sector. We have prepared and submitted a series of articles promoting the role of the professional management consultant and specifically CMC as well as expressing opinions and providing recommendations for facing the financial crisis. Our articles were published in the printed and electronic mass media and were well received. Our activities are planned and disseminated through effective BoD meetings supported by regular open workshops with set objectives and agenda. All members attend these workshops.

We now have a dynamic web page: www.sesek.com.cy that attracts a good number of hits. This is proven by consistent enquiries on membership from neighbouring and not so neighbouring countries without an organised ICMCI presence.

Denmark

DICMC - Denmark was one of the original founding members of ICMCI. The Danish association member of ICMCI from 2004 until 2011 has been the Danish Management Board or Managementtraadgiverne, DMB. It is by far the largest national association for management consultants and a member of the leading national association Danish Industry.

In August 2011 DMB informed the certification board and CMC-members that the board of DMB had decided no longer to support certification or the membership of ICMCI, and they wanted to cease functioning as secretariat for these activities. The CMC-members then decided that they wanted to continue keeping certification and membership of ICMCI alive in Denmark.

The Danish Institute of Certified Management Consultants was operational from 1999 to 2004 as the national member of ICMCI. In 2004 it was merged into the bigger Danish Management Board which then became the member of ICMCI. Now the situation is reversed, and the two associations in Denmark asked ICMCI to transfer membership from DMB to DICMC.

The purpose of DICMC is to keep and develop the CMC certification and ACP accreditation in Denmark and to function as the Danish member of ICMCI. The procedures for certification, accreditation, code of ethics et cetera have been transferred to DICMC as they have been assessed and approved by ICMCI in the fall 2009.

DICMC conducted its founding general assembly and was thus re-established November 4, 2011.

ICMCI has agreed to transfer membership of ICMCI for Denmark to DICMC. The formal date was January 1, 2012.

The chairman for DICMC is Peter Sorensen, who will continue as the Danish trustee to ICMCI since 1995 until further notice.

In March 2012 DICMC had its ordinary general assembly. As the board was elected Peter Sorensen as the chairman, Bent Engelbrecht as vice chairman and Knud Fiil-Nielsen, Poul Gobel and Thomas Tange Rasmussen as board members. The Secretariat is back in Odense with Peder Friis as until 2004.

In August 2012 DICMC has conducted a 24-hour seminar for members discussing future activities. Enthusiasm was great, working groups for various activities were established, and it is expected that the small newborn institute will thrive. The membership right now consists of 15 CMC's, 5 CMC Emeriti and 3 other members.

Best regards,

Peter Sorensen

Finland



Finnish Management Consultants Association LJK in 2011/2012

In October 2011 The Finnish Association participated in publishing the first official Management Consulting Industry Survey made by the Ministry of Employment and Economy in Finland. By making an official survey of management consulting, the industry can now be officially recognized to have an important role in the society and business life in Finland.

The Chairman of the Finnish Association Mr. Kim Karme participated on the 9th of October at the publishing of the European Management Consulting Standard EN16114 at CEN in Brussels. Mr. Kim Karme was appointed as the Ambassador of the Standard in Finland. In the Spring of 2012 the standard has been officially translated into Finnish and a launch of the standard is prepared for the 7th of November 2012.

On the 10th of November the chairman, Mr. Kim Karme, gave a presentation of the international management consulting networking at the Center for International Mobility. Members of the Finnish Association have participated in Management Consulting Education Courses in different School of Economics and Universities in Finland.

At the General Assembly on the 21st of November, the Director General of the State Treasury gave the Finnish Association members a presentation of the state procurement process of management consulting services. At the assembly 5 new CMC consultants were certified.

In November 2011 the Chairman of the Finnish Association, Mr Kim Karme was nominated as a member of the ICMCI Membership Committee. Mr Karme has also continued in 2011 and 2012 as a member of the Executive Committee at FEACO with main responsibility for cooperation between ICMCI and FEACO and the FEACO Annual Survey.

On February the 7th, Kim Karme participated in the International Leaders Forum Conference as a commentator and panelist at the topic Innovation Imperative, "How to find business opportunities in the new global and uncertain world".

On the 26th of March a new CMC program in Finland had a kickoff with seven new participants.

At the General Assembly on the 3rd of May 2012 Mr. Pekka Kurvinen, CMC was elected as the chairman of the association. Mr. Kim Karme was nominated as the chairman of the ethics committee. Mr. Juha Wiskari is the responsible for the Finnish CMC-program and cooperation between LJK and ICMCI.

Pekka Kurvinen
Chairman of The Finnish Management Consultants Association LJK, CMC

Germany



The Federal Association of German Management Consulting (BDU) and its Institut for Management Consultants (IdU)

The BDU currently comprises some 530 companies from the management, human resources and IT consulting sectors. Through these member firms the Association represents about 13,000 consultants in Germany, making it one of the world's most prominent trade and professional associations for management consultants.

The BDU has two main goals: to be involved in shaping the economic and legal framework for the industry; and to specify and establish quality standards for management consulting. This is implemented through BDU professional standards in particular, which all BDU members must comply with.

The manner in which the BDU and its members think and act is guided by the three values:

- reliability
- competency
- current with trend-setting

The Association's key areas of activity include public relations work, lobbying, demarcation (quality seal), knowledge, exchange of experience/networking and services. The BDU also awards the internationally recognised personal title of Certified Management Consultant. In Germany the exclusive title for a qualified management consultant is "**Unternehmensberater CMC/BDU**", which has become a highly regarded benchmark of quality among consultants' clients.

Members may actively develop their consulting expertise in 15 expert- and workgroups, corresponding to different key consulting lines/industries. They can also form networks and share their professional experience. More than 60 working meetings are held each year. These provide a focal point for member firms and their consultants to get information about trends in the market and in professional development, for example. The meetings are also an opportunity to find out about the organisational forms of consulting companies and the development of their quality, or to discuss their implications for the firm's own consulting practice. This specialised work also regularly gives rise to projects, studies and publications.

The BDU's programme additionally includes two established industry congresses, the "Consultants' Conference" (**Beraterstag**) for management consultants and the "Executive Recruitment Consultants' Conference" (**Personalberaterstag**) for HR consultants. Together with an extensive range of seminars, these events underline the Association's desire to achieve improvement in consulting skills also among non-members.

The BDU actively represents the interests of its members in international organisations. In the world-wide association for quality assurance in management consulting, the International Council of Management

Consulting Institutes (ICMCI), the Institute of Management Consultants (IdU) (part of the German industry association) campaigns to make consulting services comparable throughout the world, at the highest level and with demanding standards.

In 2004 the BDU, together with recruitment consulting associations from Belgium, France, Italy, Spain and the UK, established the European umbrella organisation, the European Confederation of Search & Selection Associations (ECSSA). Executive recruitment consultants in the BDU can obtain certification as "Certified Executive Recruitment Consultant (CERC)".

BDU members thus have various methods of exerting influence even on international platforms. In addition, many BDU representatives act in an honorary capacity to apply their expertise to the work of political committees, associations and organisations.

Hong Kong

In the midst of the dynamic and inspiring city of Hong Kong, there have been many voices calling strongly for us to transform our economy into a knowledge-based one. Many professionals are prepared to go through an education process and convert their skills and experience into marketable consultancy services. In response to this, IMCHK has continued to support education in 2012.

Through the Hong Kong Productivity Council, we have supported professionals for the past 4 years by offering pragmatic training programs in consultancy. We also completed the accreditation of "Graduate Diploma in Management Consulting & Change" for the School of Professional and Continuing Education of Hong Kong University. In addition, we held career talks for graduates at university to promote careers in management consulting.

Apart from education, we proactively promote continuing professional development amongst our members. Over the past year, we held events on topics like "Changing Scenarios for Management Consultants", "Consulting with Chinese Taoism philosophy", "Public Perception on Government Performance", "What Clients Really Want?", "Personal Branding" and "Board & INEDs" ... which had sparked much interest amongst our members. IMCHK sponsored a CEO Forum on "Achieving Customer Service Excellence through Behavioral Economics" held at the Ritz Carlton in the International Commerce Centre in Kowloon, Hong Kong.

Our Council Members participated in a Government Seminar about the consultation of Mainland China and Hong Kong's "Closer Economic Partnership Arrangement (CEPA)" for management consulting business development in China.

We are pleased by the result of new market opportunities being opened up for our local practices.

Regionally, we had met with Malaysia Bureau of Education on exchanging ideas on ways to promote the service industry and people development.

On the members communication front, in addition to our regular newsletter, we have given our web page a face-lift and we're also entering into LinkedIn and Facebook to increase connection and communication with our members through more interactive and current means.

Currently we have some 70 Certified Management Consultants (CMCs) in Hong Kong who are actively engaging various consulting businesses in the territory and nearby countries. We're excited about the future development of IMCHK and do welcome any further collaboration or thought exchange with other IMC members in the days and years to come!

Richie Lam
Hon Sec, IMCHK

India



Report of the Institute of Management Consultants of India

The Institute of Management Consultants of India (IMCI) is a successor to the Management Consultants Association of India (MCAI). Together the two institutions have been in existence for more than 45 years. The MCAI and the IMCI have been supported by the leading management consulting firms in India from inception. Post 1992, with economic liberalisation, there has been a change. As in other countries, there are players in the management consulting profession operating outside the IMCI in India.

IMCI has its headquarters in the commercial capital of India, Mumbai. It is managed by an Executive Council whose members are elected annually. In addition, it has chapters at major locations: Delhi, Ahmedabad, Hyderabad, Chennai, Mumbai and Pune. It is planning to reactivate its chapters at Bangalore and Kolkata and establish chapters in other cities.

The membership is wide ranging but is substantially comprised of individual members. As of July 2012, IMCI has 471 members of which 229 are CMCs. There are 54 Fellow members. The remaining would fall in the categories of Individual, Affiliate and Associate members. More recently the thrust towards acquiring CMC has increased. From 2011 CMC was awarded to 25 consultants. The chapters are involved in membership evaluation and recommendation and also in the assessment and evaluation process for CMC.

IMCI conducts a flagship programme – “*Workshop on Developing Consulting Skills*” every year. It is aimed at building overall consulting skills in current and potential consultants. Its popularity is increasing. This year, IMCI is proposing to offer a workshop on “*Advanced Consulting Skills*”. This will be aimed at existing consultants with a few years’ experience. It will also cover issues relating to practice management in greater depth. In collaboration with some business schools, IMCI is exploring offering a longer term (6-12 months) programme in consulting. The programme is likely to have substantive practical thrust. Hopefully, this programme would provide the consulting companies with better trained staff and also augment the membership of IMCI.

Another major initiative is the *E-DMC* (Electronic Diploma in Management Consulting) programme which has been offered for many years. A participant is expected to meet the requirements of the diploma in 16 months. The entire course is offered through electronic media and is growing in popularity. Over 115 participants have been registered for this course.

Together with one of our chapters, IMCI holds an annual National level management consulting conference with a focus on topical issues. In addition, the chapters hold several local seminars, talks, presentations, discussions, training programmes, networking programmes, etc.

One of the signature and prestigious annual events is the “*Best Summer Project Contest*”. This is a national event in about 40 B-Schools participate across the country. Before submitting their ‘best’ project, the B-Schools have their internal elimination rounds and submit only one entry. The objective of this competition is to sensitise potential management graduates about the vocation and profession of management consultancy and encourage them to join the profession. The competition is very popular and the prizes are attractive.

IMCI celebrates the International Management Consultants Day every year with great enthusiasm. It recently celebrated the 8th International Consultants Day.

IMCI publishes a periodical –“*Consultants Forum*” together with the participation of the chapters. It contains articles of interest to members and also clients, book reviews, news, etc.

IMCI and its chapters have been undertaking many initiatives towards the use of computer based systems. A LinkedIn Group has been created. National and local websites for service to members have been created. Efforts are being made to process membership applications through the internet.

We are actively engaging with the Government of India to consider some form of statutory recognition for our member consultants and CMC as a qualification. We believe that this will add to the strength of not just India but will provide stimulus to the consulting industry world-wide.

Iran

Iran Management Consultants Association (IMCA)'s Brief Report

Iran Management Consultants Association (IMCA) has been very active during the last year. A short list of more important activities of IMCA is as follows:

- IMCA was audited on the side of Taiwan Conference in 2011 and was awarded full membership in ICMCI.
- IMCA is starting its evaluations for awarding CMC designation to successful candidates according to ICMCI requirements. IMCA takes this very seriously and believes that CMC's should be consultants who have the highest level of consulting competencies. We believe that quality comes before quantity.
- Our agreement and activities with the Iran Ministry of Industries and Mines for approving and authorizing Management Consultants competencies in order to take part in SAM Plan (mentioned in the last year's ICMCI's Briefing Report) was continued. The above Ministry was also combined with the Ministry of Trade to form a very larger Ministry. They are now approving IMCA for authorizing Management Consultants for all management consulting activities with the new Ministry and all its subsidiary organizations.
- IMCA successfully managed the process of the Productivity and Excellence Award (equivalent to EFQM) for a very large company in the Oil and Gas Industries with about 40 subsidiary companies.
- IMCA formed a cooperative Company with the membership of all IMCA members to service member Management Consultants and to conduct large national, sectoral or special projects not in the domain or power of Iranian Management Consulting firms which are mostly small or medium.
- IMCA opened its branches in two other states and this process is underway for all the larger states of Iran
- IMCA has been registered in Iran's Ministry of labour. We are now also approved to be registered in the Iran Chamber of Commerce.
- IMCA has been approved to take part as one the three voting members of Tax Dispute Committees when the tax files of Management Consultants are being reviewed.
- IMCA has been successful in approving some exemptions for Social Security duties which is a large part of every contract for Management Consultants in Iran. We are now trying hard to also become a voting member of Social Security duties Dispute Committees.
- Management Consultants' offices are required to be in Administrative buildings (which have higher sales and rent prices). IMCA is trying to obtain permission for the option of placing their offices in Residential buildings
- IMCA has signed an agreement with Malaysia's Technology University for mutual cooperation.
- IMCA has signed an agreement with the Management College of Tehran University for many areas of mutual cooperation.
- IMCA has signed an agreement with Industrial Management Institute (Iran's oldest and largest Management Consulting Company- a government institute) for mutual cooperation.

Ireland



IMCA's 'Towards 2015' Development Plan, targeted to increase membership by 30% by 2015, provides a useful overview of the key areas of focus currently, ie:

- Events Programme to attract new and retain existing members;
- Membership development drive;
- Proactive PR / Advocacy programme to promote accreditation & membership benefits;
- Communications Strategy, online and offline, to support key messages;
- Professional Standards maintained and developed;
- Ongoing finances secured;
- Improved Board and Working Group effectiveness.

Maintaining and developing Accredited Consulting Practice membership is critical. While IMCA has a relatively high ACP representation - 11 practices with 43% of membership and a number of international practices - ongoing focus is needed to demonstrate value given that larger practices with their own 'brands' and CPD programmes are less dependent on many of the benefits important to individual members.

Key benefits promoted include streamlined access to CMC - as a global and portable accreditation it can help practices attract employees given the increasing movement of consultants between practices and countries. The structure afforded also provides confidence in consultancy as a career choice, thus permitting the consultancy stream in larger practices attract quality employees who may otherwise be swayed by the structured accountancy, IT, etc career options.

Practices also value opportunities to:

- Meet other practice heads to address business trends, public tender issues, IMCA survey findings, etc;
- Put forward views to Government more effectively than they can as individual practices;
- Access local and European market research through IMCA's input to the annual FEACO survey;
- Source specialist support for projects from individual members.

Generating an increased public profile for IMCA on behalf of the profession is important to ACPs. While we have been successful in advocacy with Government departments to date more external promotion would be of benefit.

A Board sub-group of members with large practice experience has been set up to review actions in the above areas.

IMCA's input to the annual FEACO Survey of European Consultancy provides practices and IMCA with useful information on the market size, trends and mix, and comparative data for use in benchmarking and external representation. The survey is used as an input to the annual planning meeting held with ACP practice heads.

Leveraging of IMCA's new web site launched last year can also facilitate highly effective communication. The extensive best practice functionality includes integrated newsletter, event registration and online application / payment features. Receipt of most membership applications online now facilitates a prompt turnaround and the ability to validate accreditations online provides an impetus for members to apply for full membership.

IMCA participation in ICMCI initiatives includes input to the drafting of the European Standard for Management Consultancy Services and to the Project Team working on 'Support to IMCs'. IMCA is also represented on an Enterprise Ireland Working Party – Consulting Ireland – to help Irish consultants develop overseas business.

Italy



Since 1968 APCO has been gathering the Italian management consultant community. Our members can be free-lancers, employees of small and medium size consultancies or consultants working for an international firm. APCO's scope represents all of them and fosters their professional development.

APCO is a very lively association! In recent years it has experienced improvement in many areas: a new logo and a revamped web site, as well as a significant presence on LinkedIn and YouTube to refresh our image and improve communication with associates and potential members.



We also modified the statute to introduce elements of modernity such as the electronic vote and a more transparent mechanism of governance. We have also introduced a new type of membership related to those management consultants that have retired or moved away from the profession but still want to be part of the Association.

APCO has developed the most comprehensive training catalogue for management consultants in Italy. We offer an introductory three-day course as well as advanced and vertical modules which are delivered all over the country. In the last two years, we have also improved our relationships with the academic world to create awareness among students, offer high level training opportunities to our associates, carry out research and market studies. We built partnerships with LIUC, a private university based near Varese and with the Grenoble Graduate Business School in France.



APCO publishes a bi-monthly magazine called Meta, which is distributed with the Harvard Business Review Italy. We are particularly proud of this association which allows our members to remain updated on management theory and potential clients to learn about our activities and thoughts. Meta is also available online (www.apcoitalia.it) and increasingly hosts content in English.

Possibly, the most important news is going to come in the next months. The Italian Parliament is discussing a law that when passed will give a special statute to knowledge workers including management consultants. The law will not only improve market awareness, but it will offer APCO a greater visibility as we will be the official association of management consultants. Hence, there will be the chance to increase the our membership and members become a major stakeholder in the business arena.

Japan

Profile of the All-Japan Federation of Management Organisations (Zen-Noh-Ren)

Zen-Noh-Ren was established in 1949, consolidating all of the management organisations that existed in Japan at the time. The goal was to earn favourable public opinion, promoting the idea of efficiency, and making this idea materialise through the mutual co-operation of member organisations.

On April 3, 1950, the establishment of the Federation was officially approved by the Minister of Ministry of International Trade and Industry of the time. In the over 60 years since, we have extended our mission of promoting management as a science and have made a major contribution to both the sound development of the Japanese economy and to international society through exchange and co-operation with Japanese and foreign bodies who are concerned with the development and promotion of management administration as science. We also have been providing information and education. We have operated as a pioneering federation that consists solely of management-related organisations.

Certified Management Consultant

Every year on April 1, we certify management consultants with the international management consulting license, CMC. This Management Consultant Certification System is the only system in Japan to evaluate and certify active management consultants irrespective of race and nationality. In 1998, Zen-Noh-Ren joined the International Council of Management Consultants (ICMC), which certifies Certified Management Consultants (CMC) as the de facto world standard in management consulting. As of April 1, 2012, some 920 Council of Management Consultants had been certified by Zen-Noh-Ren.

In order to maintain both knowledge and technology of CMC, we are accustomed to hold the conference 3 times annually, and meet for study sessions 7 times a year.

All CMC must participate in these conferences and meetings for the purpose of renewal and/or promotion of CMC certification.

Therefore, all CMC's in Japan continue to participate and expand their activities.

Jordan



What is new at IMC-Jordan?

The Institute of Management Consultants and Trainers (IMC-Jordan) just recently announced the Associate Management Consultant (AMC) certification.

The inception of the AMC certification started because IMC-Jordan believes that certification provides an important differentiation and that our services should target consultants entering the profession in order to encourage them to become the CMC's of the future.

The target is recent graduates, and aim to prepare them to differentiate their knowledge, improve their performance and set them on the right track for continuous learning according to industry best practices.

The Certification Committee at IMC-Jordan started with building the certification path. The application was developed, the material was constructed, and the exams established. The application sets the criteria of who can apply, keeping the recent graduates and inexperienced new entries in mind. The material includes introductions to the profession, process and professional practice. The exams cover the know-how gained during the training. The path starts with the application, followed by the training, ending with the exam.

A re-certification criteria was also established. This allows IMC-Jordan to ensure that AMC's are for a fact the CMC's of the future, the concept of being certified is established, their knowledge is catered for, the concept of continuous learning is a must, and re-certification is the assurance that once they are qualified to undergo the CMC certification they are ready for the upgrade.

In order to maximise the gain from launching such an important certificate, IMC-Jordan teamed with Jordan Enterprise Development Corporation (JEDCO). The launch event was under the patronage of JEDCO's CEO and held at their premises; attendees included our members, members of the profession, recent graduates and the press. We were able to reach the audience by announcing the event itself in the daily papers, by the invitations sent by our offices as well as the invitations sent by JEDCO. To further highlight the importance of such a certification, a press release was prepared and published after the event covering the launch, the patronage and the certificate.

We have already launched the first round of training and applications for the Associate Management Consultant (AMC) track. We now have five AMC's and are looking to expand this effort into the MENA region.

We are hoping this certificate assists us in shaping the consultants of the future!

Korea

We at ICMCI Korea (“KGCCA”; Korean Government Certified Consultant Association, hereafter) are very glad to share our institute’s story and experience here.

Q1. Do you foster relationships between your organisation and government, business, banks, institutions, chamber of commerce, national agencies and their representatives in order to promote the value produced in your economy by management consultants?

KGCCA has been in a close relationship with SMBA (Small and Medium Business Administration) of Korean Government since its establishment. As the birth of our association is an affiliated organisation with SMBA, it may look natural. KGCCA aims to foster better relations for SMEs and certified consultants within the community. Under the affiliation, all accredited CMCs have been privileged for SMBA’s consulting programs which are outsourced to KGCCA for supporting and promoting Korean SMEs.

Q2. What does your institute do to promote CMC within your organisation and the broader community?

To enhance CMC reputation across broaden communities in Korea, CMC community in Korea has been organised and planning to hold *CMC Korea Forum* and KGCCA is the main sponsor. This forum aims to open to other communities to share and cultivate consulting insights and meaningful ideas as well as boost CMC brand value.

Furthermore, events are not designed for domestic audiences only. Korean CMCs’ yearly participation in regular workshops at our neighbouring Asian countries helps members enlarge their global experience and expand globally. Recently, KGCCA hosted Asia-Pacific Hub Meeting in Seoul, the capital city of Korea in 2011 and CMC’s in Asia participated and shared their experiences and ideas.

Q3. What is new and noteworthy in your Institute?

1. We recently introduced provisional CMC membership to provide a broader opportunity of the CMC training program to learner-consultants who have at least 3-year-experience in the professional management consulting related area but currently have no actual consulting practices. Since the new implementation, we understand that the CMC reputation and brand value has increased mainly due to this openness.
2. KGCCA hosted the international seminar on the International Consultant Day at Korea. It was the first milestone of the International Consultant Day Celebration in Korea and it will be continuously organised on an annual basis. More than 100 participants from India, Taiwan, Japan and Korea, the host country, attended. They discussed several emerging issues related to the consulting in both international and domestic scope.
3. Affiliation with an academic institute (university level or equivalent) is in progress. Currently, Soong-sil University located in Seoul is highly recommended as an appropriate institute. KGCCA has already signed MOU with Soong-sil University in September of 2011 and expects the quality of CMC training will be up-graded.

Latvia



**Latvian Association of Business Consultants
Welcome to the Baltic market!**

The Latvian Association of Business Consultants in co-operation with professional organisations, publishers of business literature and press as well as independent business management experts and training staff of business schools have jointly developed a business management informative web portal BIZNESAM.LV

The portal has been developed with an aim to provide company managers, human resources, finance, management system, marketing, sales, project managers and specialists with information and exchange of experience about:

- self-development and training possibilities;
- business process management solutions and innovations.

The Latvian Association of Business Consultants is the only professional association with more than sixteen years' experience that unites the leading business management consulting and training companies as well as experts, consultants and academic staff from higher business educational institutions.

The mission of Association is to enable the development of a knowledge-based business as well as the entire national economy!

The tasks of Association:

- Consultants' competence – to facilitate an improvement of business management consultants' professional competence as well as mutual and international cooperation;
- State sector – participation of consultants-experts in business environment promotion councils and work groups of the state institutions;
- Social responsibility – to inform and educate the society and businessmen in general about innovative organisational, human resource management solutions and technological support.

Dainis Locans
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Lithuania

The Association of Management Consultants of Lithuania (AMCL) established in 1994 covers over 100 management consultants through individual and consulting firm memberships in 2012. A major change for AMCL was made after the implementation of a continuing management consultancy training program, conducted 2009-2011. With the help of Dutch OOA representatives, on February 28, 2011, CMC's were announced and CMC designation introduced to key Lithuanian business and government representatives, including vice ministers and ministers during a major PR event. In 2011 during the Biennial Congress in Taiwan, AMCL was announced as the 50th member of ICMCI.



Mission: To unite and represent Lithuanian Management Consultants and promote the prestige of the profession.

Strategic objectives:

- Strengthen AMCL and its powers;
- improve professionalism of management consultants;
- Develop links and connections and improve business environment for management consultancy services.

Three of the formed Committees are working on:

- CMC certification and re-certification procedures
- Internal events:
 - One of the AMCL plans is to begin professional intervision sessions, conducted in small groups with the help of professional coaches. The plan is to organise 5-6 sessions per year. We hope it will be very useful professional development for our members.
 - Basic Management Skills programme is created and designated for the young management professionals. It hasn't been run yet, but it is the goal to deliver it at least once in 2012 autumn or 2013 spring.
- External events and links:
 - The successful cooperation between other Lithuanian Associations of professionals (like project managers, human resources professionals, marketing professionals, etc.) started 2012 summer. There were 20 common areas of interest and common fields of work identified during the first meeting and first brainstorming session. It was decided to seek for a common office for closer cooperation.
 - At the moment the Lithuanian consultancy market is influenced a lot by EU funding. AMCL is seeking ways how to amend public procurement procedures of consultancy services in order to make management consultancy services more valuable for the clients.

AMCL is proud to be ready and welcome Eurohub 2013 in Vilnius, Lithuania! We hope this will be a great chance for you to discover our country and a very good chance for AMCL to be more visible!

Macedonia

History and Activities

The Management Consulting Association (MCA) - 2000 was established in May, 2000 as a professional, independent, and non-for-profit organisation of associated management consulting professionals. MCA - 2000 became a full member of International Consul of Management Consulting Institutes (ICMCI) in 2011 (Jun 9), a huge success after seven years of provisional membership in ICMCI. During this period, MCA - 2000 significantly strengthened its structures and capacity and become a professional organisation that managed to organise three certification cycles for Certified Management Consultant (CMC) professionals. Our main objective is to promote and ensure excellence in management consulting profession. 60 of our members are certified CMC's. CMC certification in Macedonia not only denotes the highest quality consulting standards, but also adheres to the ethical canons of the profession. The efforts of the CMC professionals have improved the business climate in Macedonia, and gained a competitive advantage in the Balkan region.

Organisation

The current membership includes technical experts, engineers, Information Technology specialists, Quality Management System experts, economists, lawyers, Human Resources specialists and many others. The academic portfolio of the members of MCA-2000 includes 7 PhD's, and 20 MBA and M.Sc.'s. The structure of MCA - 2000 includes the following bodies: General Assembly, which includes all members of the association; Board of Directors with 5 members; Supervisory Board with 3 members; and Committee for Ethics and Professional Issues with 3 members.

MCA-2000 Vision

PROMOTING EXCELLENCE IN MANAGEMENT CONSULTING

MCA-2000 Mission

- MCA - 2000 supports consultants and the business environment in R. Macedonia through enhancement of the management consulting profession and its members.
- MCA - 2000 protects the international CMC standards through the process of certification and follows the professional and ethical work of its members.
- MCA - 2000 promotes the use of the profession, its members and it represents the interests of the stakeholders in the management consulting environment.

MCA-2000 Values

- The management knowledge of individuals, groups, organizations and institutions is a resource of the national economy.
- The implementation of changes in management for increasing competitiveness is based in science, applicable knowledge and good practice.
- Management consulting serves as an agent for better market approaches, and contributes towards the growth and development of the economic activity. The profession is built on quality standards, and is a fosters better use of resources and capabilities of individuals, groups, organizations and institutions. The organized action of management consultants in the association is contributes towards a better quality of services provided to clients.
- All members give maximum effort and commitment for the needs of MCA – 2000, and they actively participate in the work of the association.

MCA-2000 Principles

- Generation of added business value for our clients through shared knowledge and continuous process of education of our members.
- Professional behavior and integrity through respect and implementation of the highest standards for perfection, defined in the international standards for management consultants.
- Promotion, adaptation, respect and implementation of the professional consulting standards and integrity through delivering management consulting services of all members of MCA – 2000.
- Qualification and support in implementation of the Codex for professional and ethical behavior of management consultants in the process of development and realization of best possible management consulting services for the clients.
- Exchange of European and World practice in management consulting.
- Co-operation with local and international consulting associations.

MCA-2000 Objectives

- Organisation of the professional management consultants in R. Macedonia
- Co-operation with local and international consulting associations.
- Implementation of CMC procedures branded by the ICMCI
- Improvement of the professional skills by capacity building of the members.
- Development and provision of training programs for management consultants, including, inter alia, specialised seminars for use of EU funds.
- Increase of the level of the Human Resources Development in R. Macedonia.
- Organisation of lobbying activities to improve the overall visibility of MCA-2000.
- Support of the spirit of entrepreneurship in the Macedonian economy.
- Support of the EU integration activities of the R. Macedonia

MCA-2000 Main achievements in 2011/2012

- Promotion of CMC in Kosovo and Implementation of CMC procedures for members of the Kosovo Consulting Council
- Introduction of new categories of membership within the association
- Training and organisation of CMC process
- Started dialogue with the academy for introductory courses for management consulting professionals
- Participation in establishment of the National Council for Entrepreneurship and Competitiveness in the Republic of Macedonia
- Promotion of en16114 among members

Commitments

- Towards the members
 - Ensuring conditions, resources and support for professional development and effective business environment of the management consulting sector.
 - Improvement of the visibility of the benefits of management consulting services – transparency, quality, innovation and trust (confidentiality).

- Effort for provision of favorable legal framework for growth and development of the profession through constant participation in forums, drafting comments and suggestions regarding the relevant regulation.
- Towards clients
 - Providing guarantee and protection for all clients that use the services, which are provided by our members according to the Codex for professional and ethical behavior.
 - Increase of the added value and reducing of the risk from management consulting services for the clients – suitable, effective, with quality and innovation. Management consulting services that lead to predictable and desirable results.
 - Management consultants with high performance, experience and ethics.
 - Management consultants with knowledge, skills, capabilities and reliability to:
 - Ease the choice and evaluation of suitable management consultants
 - Deliver high quality performance
 - Have contact with consultants that educate themselves continuously
- Towards the public and the institutions
 - Contribution towards competitiveness of the Macedonian national economy through enhancement of the skills and professionalism of the members of MCA – 2000 and through building capacity of its clients.
 - Assisting of the national market for increase of the capacity and capability with suitable provision and use of management consulting services.
 - Support in the work of national and local institutions in R. Macedonia.
 - Provision of quality service to international institutions in Macedonia and abroad.
 - Support of the activities for integration of R. Macedonia in the European Union.

Partnerships / Network

- Membership in ICMCI
- Member of the National Council for Entrepreneurship and Competitiveness – NCEC of RM
- Partnership with BAMKO from Bulgaria and UPS from Croatia
- Consultant Network of Central and East Europe
- Membership in the Steering Committee of the BAS/TAM Program

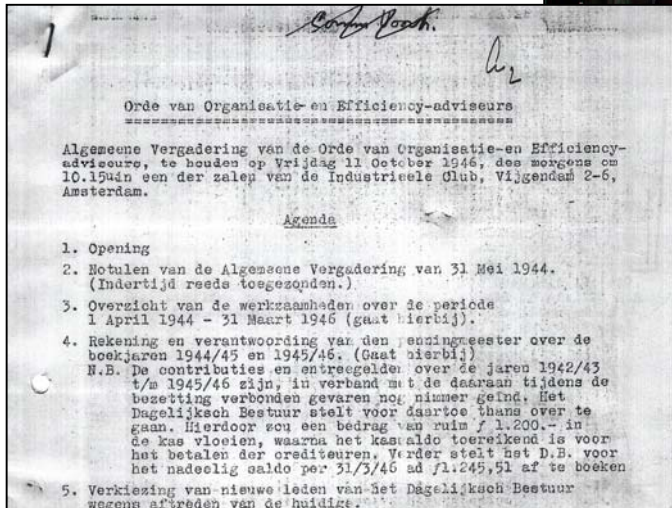
Publications/Editions

- CMC Certification procedures
- CMC Handbook for potential candidates
- Handbook -Twelve Modules for Comprehensive Management Consulting training

www.mca-2000.org
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Netherlands

The Oldest Institute in the World!



1940: The Dutch IMC - Ooa was founded in 1940 and is the worlds oldest institute for management consultancy.

See: *Photo: Agenda of Board Meeting, October 11, 1946, above*

1973: In 1973 the institute merged with the alumni organization of the Utrecht University. The current name, Orde van organisatiekundigen en -adviseurs (Ooa), was introduced.

See: *Photo: Utrecht University, top right*

1989: The Ooa became a member of ICMCI.

1996: First Ooa member CMC certified

2001: The Ooa merged twice this year. This time with the academic alumni organization (of the University of Amsterdam) and an association of independent consultants.

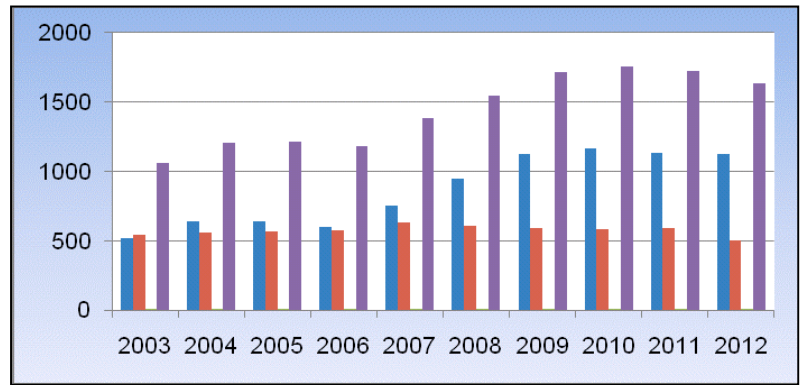
2005: Insurance services for Ooa members

2004: April 20, 2004, Deloitte Consultancy became ACP. It was the first firm which reached ACP status in the Netherlands.

2010: The Ooa celebrates its 70th anniversary with different projects and events.

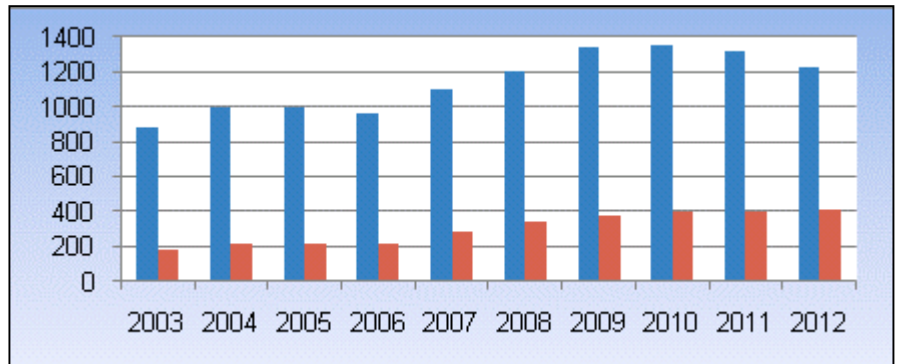
Member numbers

Blue: Members (1127)
Red: CMC members (500)
Green: Honorary members (4)
Purple: Total number of members (1632)
Chart: member numbers 2003-2012



Women-Men ratio

Chart: ratio 2003-2012



Activities

Every year the Ooa organises over 50 CPD activities such as different workshops, seminars and events for its members. New members are informed at the "Welcome at the Ooa" event. *Photos: Welcome at the Ooa & Ooa college*



Ethical code & disciplinary system

Together with trade organization ROA the Ooa has an ethical code with an active disciplinary system.

Social media

The Ooa uses social media like twitter, LinkedIn and our newsletter to inform members and others.

The Ooa successfully influenced governmental procurement procedures

Together with the Dutch trade organization for management consultancies (ROA) the Ooa has been working for two years now on an improved procurement process. At the end of 2011 the first definite version of the instruction manual for advice- and research-assignments was ready. This manual was created in close cooperation with the Ministry of the Interior and Kingdom Relations and the Ministry of Health, Welfare and Sport. Subsequently a workshop was adopted by the State Academy for government employees.

New Zealand

The Institute of Management Consultants New Zealand Inc. was established in February 1970. We have less than 100 members, however we have a high percentage of CMC's and Fellows, running at 70% plus.

We have recently made progress on a number of key strategies and initiatives to grow the brand of the institute, membership of the institute, and to strengthen the value proposition to existing members and potential members.

The vision for IMCNZ is to have a strong and sustainable institute raising the standards of management consulting in New Zealand. Our action plan for 2011 was focused in three areas:

- Membership – streamlining membership types
- IMCNZ Web Site
- New Zealand Consulting Skills Framework [CSF] accreditation

In 2012 we have a focus on:

- Membership – providing more benefits, targeting corporates
- IMCNZ web site – building on new foundation, linking to partners
- Marketing – raising the Institute's profile, linking clients and members, marketing CSF.

Membership

A healthy membership is the foundation of both the ongoing financial sustainability of our institute and our credibility in the market. Last year we streamlined our membership classifications for individuals to the following: Affiliate, Associate, Member, CMC and Fellow. In January 2011 we introduced corporate affiliate members to IMCNZ and we have had 10 corporates join IMCNZ since the introduction of this membership type. We now need to encourage more consulting firms to promote the CMC brand among their consultants to increase brand recognition.

We are now considering whether or not we should create a membership category to attract very senior executives looking to move to consulting as CMC's so that Member and Associate categories both require a minimum period as a consultant. Affiliate is a "friend" form of membership, which is a low cost way to join the institute, but it offers no status to prospective members and little revenue to the Institute. The challenge is to balance the exclusivity of CMC status against deterring membership growth with high barriers to entry.

We recognise that prospective members join organisations that provide value. In 2012 we have added the following benefits:

- Free access for CMCs to BPIR.COM, an international best practice website with an extensive searchable database with extensive case studies and KPIs and online access to an extensive range of full text business and academic journal articles;
- A partnership with the New Zealand Business Excellence Foundation, the premier organisation for business excellence in New Zealand with access to Knowledge Hours and other events;
- An online searchable database of CMCs with search engine optimisation to raise the individual profile of CMCs;
- Occasional circulation of consulting opportunities by email to members;
- Free professional development hours and networking through the monthly Wellington Consulting Forum.

IMC New Zealand website

In 2011 we completed the first stage of a major upgrade of our Institute website. The previous IMCNZ website was developed over 10 years ago and was really showing its age. IMCNZ now has a new website with a fresh look that includes:

- Upgrade to a more modern platform that offers greater usability and search engine visibility;
- To provide a more upmarket and up to date image to support our marketing efforts;
- To make it easier for website visitors to find the information they need;
- To create greater search engine visibility for the consultant search;
- To provide for links to the IMCNZ Linked In & Twitter sites and other links in the future;
- To create a foundation for further development e.g. online payment gateway, online membership application, possible future interactive content;
- Support for uploading presentations from IMCNZ events and other information;

New Zealand Consulting Skills Framework

As a professional body and as part of our obligations within the ICMCI charter we are charged with ensuring our CMC certified consultants are undertaking continued professional development.

The Consulting Skills Framework accreditation is a valuable aid in assisting any NZ consultant with this quest. The CSF is a qualification accreditation mark of excellence among consultants.

IMCNZ confers consulting accreditation on New Zealand based consultants who can prove by way of assessment that they have reached a level of competency and delivery that meets the standards set in the IMCNZ Consulting Skills Framework.

The Consulting Skills Framework (CSF) allows consultants, former consultants, internal consultants, managers, academia and anyone who wants to receive certification in respect of consultancy to achieve certification from the only authorised body in New Zealand, IMCNZ.

IMCNZ has created the New Zealand Consulting Skills Framework [CSF] and using best practice world-wide has created three levels of consulting accreditation specific for the NZ market.

To find out more visit our web site - www.imcnz.org

Marketing

The biggest change in our marketing in 2012 has been the launch of our new website at the end of 2011. We took the opportunity to refresh our logo and corporate image and print new pull up banners to use at our events. The new banners incorporate the Global CMC logo and emphasise that we are part of a global consulting community. IMC New Zealand is also a sponsor of the World Business Capability Congress in Auckland 5-7 December 2012: <http://www.worldbusinesscapabilitycongress.com/> We will have a stand at this international conference to raise our profile and attract new members.

In March 2012 we launched the Wellington Consulting Forum, a joint venture between IMC New Zealand and the Victoria University of Wellington MBA Programme. This monthly Forum is an evening networking and professional development event that provides consultants, clients, MBA Students and MBA alumni with an opportunity to meet in a social session and participate in a session that blends management theory and practice. The cornerstone of our organisation is networking and our regional functions. We have active branches in Auckland and Wellington and we hope to pre-launch our Christchurch branch meetings as the Christchurch rebuild continues

Nigeria

The Institute of Management Consultants in Nigeria (The journey so far)

Introduction

The Institute of Management Consultants in Nigeria, which prides itself with its robust membership assortment, was established as a professional body in Nigeria in 1983.

Over the years, the Institute has focused on improving the standards of professional performance of management consulting practice and in driving home the core values of the Institute, with particular emphasis on professionalism, independence, training, continuing education and international recognition.

Relationship With Institutions/Agencies

A very quality partnership has been cemented between the Institute and other institutions as an avenue of promoting the ideals of the Institute. We work with the Federal and State Governments through consultations, workshops, and courtesy visits with key functionaries during which ideas are shared. The World Bank has engaged with us in discussions on matters relating to consultancy, due process and procurement best practice.

The Commonwealth University www.cub-edu.com has maintained a useful relationship with the IMC-Nigeria. The Institute and the University work together to offer Certificate and degree programmes with components of management consultancy courses.

This unique partnership has helped promote the growing importance and beauty of open distance learning. World-class seminars, workshops, manpower development training programmes and other interactive fora have been jointly organised by the Institute and the Commonwealth University within and outside Nigeria.

Promotion of CMC

The Institute has registered the CMC, FCMC and MIMC as Trade Marks in Nigeria. We do promote the value, quality, importance and benefits of the CMC rigorously mainly through our programmes and the website. Recently, a certification/recertification programme was held in Kaduna, Lagos and Abuja, Nigeria to emphasise the growing importance of the CMC to existing and potential members. A lot of enquiries have also come in from several angles in connection with the CMC certification programme recently.

In the regular meetings of the Institute, contemporary global issues in the consulting sector that affect the economy and society directly or indirectly have also been discussed.

Norway

Background of our practice

The Institute of Management Consultants Norway (IMC Norway) was established in 2007. The basis for the new institute was the former CMC practice unit and CMC consultants in The Confederation of Norwegian Enterprise, the Business Association of Norwegian knowledge- and technology based enterprises (ABELIA) and the Norwegian Association of Management Consultants.

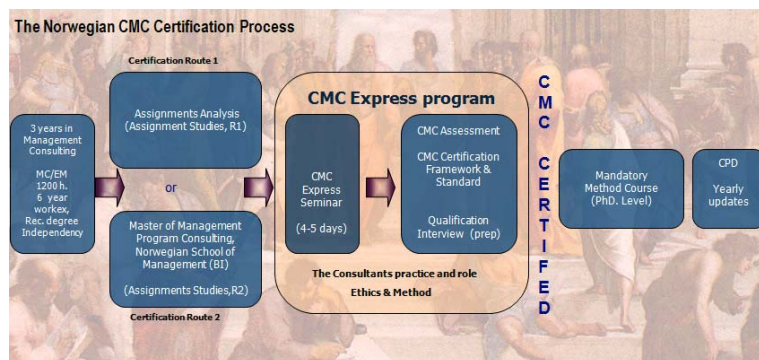
IMC Norway an institute for individual Certified Management Consultants (CMC) who are professional management consultants. The mission of the Institute is to develop and promote the profession of management consultancy through professional standards, certification, education and professional resources.

In recent years, IMC Norway has build a new practice and a solid platform for enabling our mission and serving our profession and market.

IMC Norway and CMC were registered and protected as an official trademark © in Norway in 2012.

CMC Certification program

The CMC Certification program will still be the main basis of developing IMC Norway and CMC as the benchmark of the profession in Norway.



CMC certification, maintaining standards, competence and professional development are highly prioritised by IMC Norway and mandatory for all CMC's

The Norwegian CMC certification process is designed to ensure that Certified Management Consultants meet professional standards and serve their clients with a high level of competence and professionalism. The certification process is practical as well as academically anchored with a strong focus on methods competencies and ethical awareness. A certified management consultant in Norway has proven their practice against a tough certification process at the highest level. IMC Norway's CMC certification program is executed in collaboration with the Norwegian Business School and their Master of Management Program in Consulting.

Mandatory CMC Methods Course after CMC Certifications: The course is based on professional standards of scientific methods. It develops knowledge for the use of valid scientific methods in consulting and utilising the methods in our own consulting practices. In addition, the course develops ethical awareness, relationships, willingness to contribute, commitment and networking between the Norwegian CMC's. The first compulsory CMC method course was held in Lucca, Italy August 2010 and the second course in Rome, August 2012. Almost all of the active CMC's in Norway has now attended the CMC Method Course.

IMC Norway's strategy is to grow professional content with the CMC consultants as its most valuable asset. The institute has a critical mass of CMCs, subject matter experts, leaders and partners of several consulting firms providing an environment of excellence in management consulting. The main channel of new CMC's is from IMC Norway's network, fellow CMC's and our professional programs. In addition to professional experience as a Management Consultant, most of the Norwegian CMC's have passed the Master of Management program in Consulting.

There is a strong emphasis on the importance of setting and practising high ethical standards and ensuring the consulting practitioners have a trustworthy scientific basis (i.e., evidence based platform) in their individual practices. This has led to extension of our CMC program. During the last years the institute's Ethical Program has been extended and implemented as a practical part of the CMC Certification Program and our mandatory CMC Methods Course. The main focus is on ethical reflection tied to the consultants own assignments and practice, and the candidates' understanding of the role of a Management Consultant.

We will continue to offer a 5-day intensive CMC Certification Express program abroad conducted by Norwegian CMC consultants (after the prequalification of candidates). The execution cost of the arrangement is lower abroad than in Norway. It offers benefits to the process, such as new relationships, new perspectives, international business, culture and management consulting environments as well as a strong motivation for the profession and personal development. After CMC certification, maintaining standards, competence and professional development is highly prioritised by IMC Norway and mandatory for all CMC's.

Internal CMC Update Seminars



In addition to the individual CMC's Continuing Professional Development activities (CPD), IMC Norway has during the last year arranged 3 CMC update seminars. The seminars aim to provide up to date excellence in Management Consulting and gives the CMC's the opportunity to train, meet and update their competencies, share knowledge and experience, discuss consultancy themes and issues and be challenged on a highly professional level. The first CMC update seminar was held in Lillehammer, September 2011. focusing on solving a real client business case. This seminar was a huge success and followed up by to new seminars Performance Excellence (3 days) and High Performance Businesses (2 days). The seminars were conducted in parallel and after the CMC method course in Rome August 2012. We will follow up with new seminars next year.

Open programs for Leaders and Management Consultants in the Norwegian Industry

We will continue building and establishing our practice and community by delivering open service offerings and programs to the Norwegian market within the framework of the institute's professional standards.

OIMC Norway will continue to arrange open seminars/conferences, workshops and meetings for executives and management consultants in the Norwegian business community. We will continue our efforts in delivering professional education, networking platforms and a professional community where executives and management consultants can meet. Our programs aim to deliver excellence through interesting themes, issues and content with high quality delivered by CMCs, subject matters experts and recognised speakers. Successful seminars and events in the last year have been Trends in Management Consulting, Excellence in Management Consulting, the Consultant Day (conference) and the Norwegian Consulting Award.



The Norwegian Consulting Awards



The Norwegian Consulting Award has been a huge success in Norway in recent years. The awards include Best Consulting Firm and Best Consultant in the Norwegian Industry. The Award is a yearly collaboration event between IMC Norway, The Norwegian Consultant Guide and Abelia (Norwegian Industry Association). The Norwegian Consulting Awards are established as a yearly competition and event in Norway. The Award has mobilised small and large Consulting firms during the last years and given us a higher visibility in the market. This

year's prize event was also arranged in conjunction with a conference and was once again a huge success. We are now planning for the next year's Consulting Award Event.

The International Consulting Award - The Constantinus International Award

Last year we participated in the first International Consulting Award –The Constantinus International Award 2011. 2 Norwegian candidates were nominated in 2011. This year 3 Norwegian candidates were nominated for the award. We have decided to support and participate in next year's international award in conjunction with the national awards in 2013.

CEN Standard - EN 16114 Management Consultancy Services

IMC Norway was delighted to attend the celebration and launch of the new European Service Standard EN 16114 Management Consultancy Services in Brussels, November 2011. This year we will continue to work with the implementation of the new standard in Norway.

Members

In order to maintain and build a professional community, IMC Norway implemented new membership categories in 2011: Professional, Associate and Student (with limited member rights). Full membership in IMC Norway requires CMC certification as today. During the next period we will launch new initiative to recruit new members. We will also continue with the implementation of our new internal online web-based business and social media solution as well as external communication channels.

Strategy and Market Communication

IMC Norway has during the last years build a new practice and a solid platform for enabling our mission and serving our profession and market. The workload of the institute's key resources has increased during the last years. In addition to existing activity level, we see that we have several new tasks to do, and there are lots of new opportunities to develop our practice further; these need to be managed and implemented. We will increasingly adjust and develop our strategy aligning all the new initiatives and core activities.



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Philippines



The Institute of Certified Management Consultant (ICMC) Philippines is a non-profit, professional organisation of management consultants that manages, develops and operates certification, education and related programs in management consulting in the Philippines. The Institute promotes the recognition of the management consulting as a profession by establishing, upholding and promoting professional standards of conduct in management consulting. Since its establishment two years ago, ICMC Philippines has been regarded as the recognised professional body of management consultants in the country.

ICMC Updates

ICMC Philippines has successfully organised series of information sessions this year to promote the CMC certification and increase its membership base. Among the potential candidates who have attended the sessions are practising consultants from top five auditing firms, I.T. consulting and management consultancy firms. The information session campaign also attracted senior professional managers such as CFO's, CEO's and directors who have plans to venture into management consulting after they retire.

The Institute has also partnered with the human resource groups of top corporations in the country to offer in-house training on the essentials of management consulting. There has been an increase in the number of internal business consultants among large local companies to provide value-added service to their clients. Human resource practitioners also are now emerging as business partners that provide service and support to key departments within companies. The growth in internal consultants has raised the demand for higher standard in management consulting. The CMC certification has become the most sought after qualification.

The Institute aims to institutionalise the CMC certification program among top 10 auditing firms that provide management consulting services. The CMC is regarded with the same recognition and status as those given to CPA qualification among auditors and accountants.

The Institute continues to seek other avenues to providing increasing value to the CMC membership. One way is getting the CMC qualification recognised by important regulatory bodies in the Philippines. The

Institute plans to continuously conduct courtesy visits to important government departments to introduce CMC and the relevance of ICMC professional standards. Some of the departments that the Institute identified to develop a closer relationship are the Department of Trade and Industry (DTI), Department of Finance (DOF) and Department of Public Works and Highway (DPWH). The Institute believe that through this, CMC members will be better recognised and appreciated.

Romania



Services that produce results/value for our members

In recent years we have learned to get familiar with phrases such as “We can help you in your initiative by adding value to your work, business and future development through the implementation of your ideas”, phrases issued by representatives of management consulting firms.

Producing value for clients or, in AMCOR’s case, members, is an interesting concept, even though it might create a bit of confusion in its interpretation due to the abstract nature of this concept. This is why clients and members alike tend to interpret this concept according to their problems, their ideas and mostly their needs inside their businesses.

What does *adding value* really mean?

- People tend to relate to their main activity and the results they would like to obtain in their businesses; almost all of them are results oriented.
- Making a comparison between clients and members of a professional association, I would risk saying that they are very similar in their behavior and expectations.
- This is why some members consider that the main purpose of a professional association is to find clients for its members, or win contracts for services they are offering.
- Interpretations such as the ones above might create, maybe not immediately, but in time, discontent or revolt in the relationship between a professional association and its members.
- This is an issue inside many professional associations and I believe that it is important to discuss it.
- In this context, AMCOR’s mission is to add value to its members by promoting a climate of professionalism and ethics on the Romanian management consulting market. In defining AMCOR’s mission, we considered an explanation we find very useful for preventing future complaints.

At the same time, according with Romanian Management Consulting Association’s Status and Code of Ethics, being member of a professional association means much more:

- Having the possibility of meeting new people who work in the same field,
- Finding out new information
- Being in contact with your competitors and even being able to work together in some projects where you alone don’t have the expertise in a specific area of activity
- Participating in creating new professional materials about management consultancy, issues and proposing solutions
- Participating to different events organized by the professional association
- Giving interviews,
- Writing articles
- Assuring a level of high quality of services

- Showing respect for ethical principles
- Believing in the importance of a Code of Ethics
- Communicating directly with local authorities by creating a common voice of the profession

Though the interests of AMCOR's members are different because of their annual turnover and financial situations, the bigger firms understand the importance of lobby actions and of free communication, and the smaller firms believe that the Association should create more visibility for their firms and businesses through its actions.

Now, more than ever, significant changes in the role, mission and organisation of the Association facing the current global crisis were made.

In 2008 AMCOR decided to set up the European Funds Professional Commission – AMCOR CPFE, a commission that brings together the experience of over 60 consultancy companies participating in the drafting and the implementation of projects financed from EU funds, including market leaders. Starting from 2010, this commission periodically drafts monitoring reports on the development of the European funds absorption.

The monitoring reports are drawn up following consultation with the members; all contained information is actual market situations. Together with AMCOR's Professional Commissions Manager, the actual situations are synthetically presented and pragmatic and constructive solutions are suggested to remedy deficiencies. Subsequently, the monitoring reports are sent to the management authorities and to the Structural Instruments Co-ordination Authority, but also to the DGs of the European Commission.

Beside Professional Commissions, AMCOR stresses the importance of the professionalisation of the market through National Accreditation and CMC Certification.

National Accreditation is similar with CMC Certification from ICMCI, the only difference being that while CMC is a title for management consultants, National Accreditation is a title for firms. The procedure states that a firm member of AMCOR has to obtain the National Accreditation Certificate in maximum 6 months after becoming a member.

Steps:

- The firm has to pay a fee of €100 in order to participate to the national certification session
- The firm has to send the documents in appliance with the certification guide
- The company representative will have a face-to-face meeting with members of the Commission. The meeting shall have the form of an interview.

In the last few months, AMCOR (Romanian Management Consulting Association) has worked on developing a better relationship with local authorities by creating a common voice of the profession. After the latest discussions with Managing Authorities of POS DRU (Sector Operational Programme for Human Resources Development) and POS CCE (Sector Operational Programme for Increased Competitiveness), AMCOR signed protocols for co-operation and support from our professional organisation. We believe that creating a dialog between consultants (representatives of management consulting firms) and authorities is very important for the future development of the profession.

Russian Federation

The National Institute of Certified Management Consultants (Russia) НИСКУ Национальный Институт Сертифицированных Консультантов по Управлению

Our Institute was found in 2003 and received full membership in ICMCI in 2005. We have 39 CMC's now as well as 7 associated members (this status means that a person accepted responsibility to pass the certification process in 3 years). Our members come from Moscow, Tomsk (Siberia), Chelyabinsk (the Urals), Krasnoyarsk (Siberia), Tyumen (Siberia), Rostov (South of Russia), Cherepovets (Northern part of Russia), Vladivostok (Far East), Kaliningrad (Western Borders), Ukraine, Belarus.

What's New?

- In 2011 we published our 7th journal, entitled "Management Consultant".
- In February of 2012 a new president of our Institute was elected. Dr. Mikhail Ivanov replaced Arkdiy Prigozhin in this position.
- In June of 2012 we initiated and started the joint long-term seminar with the Institute of Philosophy of the Russian Academy of Sciences, "The Quality of Management". 4 seminars have already taken place.
- We maintained new forms of membership in our Institute: member of the network and member of the community – for non-certified consultants, managers and professors of management. Now we have 11 members with such status.
- We concluded a treaty with regional Chamber of Commerce and regional association of businessmen "Business Russia" for producing "business breakfasts"(presentations with answering questions) and seminars.
- We received a request and concluded a treaty for making expertise of Regional Developmental Program.
- We elected 2 committees: Expert Committee (for developing our evaluation process) and Ethic Committee (for dealing with any conflicts or violations of our Code of Conduct).
- We produced a new and more detailed and practice oriented Code of Conduct. And our Ethics committee applied it successfully in resolving client – consultant conflict this year.
- We hired a new Executive Director Nicolai Ciomo who is helping us in developing our connections with the business community.
- We created a new site for our Institute giving many new opportunities for promotion of the CMC brand, our Institute and members of our Institute personally (As far as there are personal blogs of CMC's).

We are working on

- preparing a test for ascertaining the level of knowledge in management and management consulting.
- starting seminars for assessors to share the experience and prepare a new and improved set of evaluation forms for certification procedures.
- creating a new business model for giving our members new business opportunities through our Institute.
- working on a road map to ACP for our consulting firms.

The National Institute of Certified Management Consultants (Russia) is looking to the future with great optimism.

Serbia



Association of Management Consultants of Serbia (UPKS) was established in 2009 with the goal of promoting best practice and a professional label of management consulting in Serbia through certification, standard development, training, exchange and development of professional resources, networking with other organisations and relationship building and through public policy advocacy activities in all sectors of society. UPKS members are individuals and consulting firms' providers of management consulting services to organisations and companies in Serbia.

One of the first achievements of UPKS was to gather and analyse the information on the consultancy industry in Serbia and produce a *Consultancy Industry Baseline Report* in early 2010. Based on the report findings and in co-operation with members UPKS outlined its strategic objectives in two main pillars:

Pillar 1 - Strategic objectives directed toward UPKS capacity building (strengthening of UPKS institutional capacities including development of services to its members, development of structures, products and partnerships that will contribute to programmatic and financial sustainability of UPKS)

Pillar 2 - Strategic objectives directed toward affirmation and development of consulting profession (introduction and development of internationally recognised professional standards and certificates in the field of management consulting, as well as strengthening relationships between UPKS members and their clients)

The first resulted in almost doubling the number of members in the 2-year period. At present UPKS has 46 members and is growing.

The second resulted in extensive relations with government, business, chamber of commerce, national and regional agencies and their representatives in order to promote the value produced and added by management consultants.

The major activity that supported both key strategic directions was the introduction of CMC certification process in Serbia. Strategic partner in the process of CMC certification was Croatian Association of Management Consultants that was supporting establishment and growth of our Association. With the initial support of GTZ (GIZ) for the preparatory training and certification of the first group of consultants, and EBRD Business Advisory Service for the second phase, preparation of UPKS to conduct CMC training and certification on its own, the process have started in 2010. The key milestones:

- January 2011 – 20 consultants passed CMC preparatory training
- May 2011, January 2012 – 10 consultants earned a CMC certificate
- January 2012 – 11 consultants passed the training for trainers and 10 training for assessors and mentors
- January, February 2012 – developed the procedure for the future UPKS CMC training and certification program

All of the above including CMC related activities resulted in a positive ICMCI assessment report. In April 2012 UPKS got became certified as a Provisional Member of ICMCI.

Our plans for the near future include starting to start the second cycle of CMC training program and to use our newly gained status to promote even more actively high standards of competence, independence and professional ethics in Serbia; to apply for full membership in ICMCI; and to get more involved into policy activities aiming to improve a business environment for consultants in Serbia.

Summary of the Consultancy industry report is available in English (one of the 1st UPKS products) and can be downloaded at: <http://www.amcserbia.rs/upks/sr/dokumenti/>

Singapore

2012 poses to be another busy but exciting year for the Institute of Management Consultants, Singapore (IMCS) as we strive to transform and expand our membership base, enhance the professional standards of our members and better serve the needs of the business community in Singapore. The Annual General Meeting, held in December 2011, had elected the following new Council for the period of 2011 to 2013.



George Wong
CMC, MIMC
President



Lydia Goh
CMC, MIMC
Vice President



Kelvin Chan
CMC, MIMC
Honorary Secretary



Pradeep K Chatterjee
MIMC
Honorary Treasurer



Philip Kee
CMC, MIMC
Immediate Past President



Suhaimi Salleh
CMC, MIMC
Council Member



Lim Poh Khai
CMC, MIMC
Council Member



Dr. Adrian Chew
CMC, MIMC
Council Member

Restructuring of the IMCS Organisation

The IMCS was recently restructured to better enhance governance and the professional standing of its members. The restructuring exercise led to the formation of the Board of Governors to provide strategic directions and governance of the institute as well as to oversee the integrity and professionalism of the CMC Certification Board. The latter was also part of the new structure established for the purpose of certifying CMC's. The independent CMC Certification Board shall set policies and guidelines on the following:

- Criteria for certification of CMCs guided by the relevant provisions of the IMCS Constitution
- Disciplinary proceedings against CMCs
- Design and development of course curriculum relating to CMC certification
- Accreditation of training providers for courses relating to CMC certification

Standardisation of Membership and Certification Processes

In 2012, the Institute developed a new CMC Assessment Workshop for the training and assessment of potential new CMC members where IMCS/ICMCI Mission, Vision, Strategies and member competencies to be certified are ratified/validated by an independent panel of industry and consultancy experts. The certification workshop process has formed part of the integrated and standardised membership

admission and CMC certification Process. As of this moment, 4 runs of the CMC Assessment Workshops had been conducted.

Members Networking

The Membership Networking Night held on 14 Apr 2012 witnessed a new generation event that brought fun and fellowship to its members. The event witnessed the award of certification of the first batch of new CMC's certified through the Institute's new enhanced CMC certification process.

Mr. Francesco D'Aprile, Chair of ICMCI, visited our Institute's Membership Networking Night on 13 Jun 2012. At the gathering, Mr. Fransisco addressed members of IMCS and had fellowship interactions with them. During the evening, Mr. Philip Kee, the Immediate Past President introduced members to the EN 16114: 2011 Management Consulting Services Standard. He further encouraged members to adopt the standards to further improve their professional practices.

Industrial Collaboration and Professional Development

In support for our national effort to improve productivity in the country, IMCS has ushered its members and collaborated with professional institutions to launch productivity conferences to create awareness on productivity concepts and at the same time promote services of its members. The inaugural IMCS Productivity Conference will be launched on 17 Sep 2012 to the Financial and Accounting Industry in Singapore.

Collaboration with Fellow ICMCI member Institutes

The IMCS is currently planning an overseas study mission to a neighbouring country to explore collaboration with a fellow ICMCI member Institute. The objective is to allow our IMCS members to gain knowledge on overseas markets, develop their overseas networks and establish strategic alliances with their overseas counterparts. It is anticipated that the first such study mission will be held early next year.

South Africa



Institute of Management Consultants of South Africa



The IMCSA was established in 1972 and is a founder member of the ICMCI

Despite its long standing, it remains a small institute and constantly seeks cost effective means to be more relevant in its marketplace.

We have initiated the following over the last couple of years:

1. Participation in recognised awards ceremonies such as the Technology Top 100
2. Co-branding major events such as the University of Cape Town's MBA consulting club
3. Linkages with the Institute of Directors (IOD) which represents a significant client body.
4. Active participation in skills development in conjunction with sector education authorities in South Africa.
5. Becoming a founder member of the Federation of Professional Management Organisations (FPMO) in South Africa, with a view to increasing our penetration and influence. This organisation is focused on the "Management" professions and we have thus achieved a combined target market far in excess of what the IMCSA could achieve in its own right.
6. The establishment of an on-line peer reviewed magazine for the submission of articles, for which we seek contributions from our sister institutes on an on-going basis. A merger of the above with a glossy magazine titled "Management Today".
7. The introduction of a conversion pathway from CMC to Certified Master Coach. We have engaged with various Coaching and Mentoring organisations with a view to promoting our certification model and to differentiate traditional coaching from Executive Coaching - which is strongly tied to consulting and its related competencies. The resultant re-branding of the IMCSA as the Institute of Management Consultants and Master Coaches
8. Reaching out to assisting professionals from neighbouring countries, due to the fact that they have no institutes of their own to belong to, including conducting training programmes in neighbouring countries.
9. The development of a Master of Science in Consulting in conjunction with a local university, plus modular, certificate and diploma programmes.
10. The introduction of a new core module which is focused on the branding and marketing of professionals.

11. Active participation in conferences which are relevant to our member base and their clients through the provision of keynote speakers, chairpersons or simply co endorsing the event; thus marketing our brand at the same time.
12. Active marketing of the need for Professionalism and Excellence (including Ethics) to a much broader stakeholder group than our own, including government representatives.
13. Engaging with funding agencies with a view to certifying their advisors and consultants in order to raise the bar with respect to competence and ethical standards.
14. The linkage of our website to pages and groups on LinkedIn, Facebook and Pinterest, with a view to attracting more interest. Our combined web presence has resulted in more hits on our home website and more applications than in previous years. Our CMC applications have trebled.
15. The successful bid for the hosting of the 2013 Congress in Gauteng, Johannesburg.

Our focus over the last two years has been strongly tied to cost effective branding, promotion and presence on the web, thus increasing our virtual footprint without increasing physical resource utilisation. We have found that volunteers are easier to attract on a virtual basis than at a physical meeting and have taken advantage of that as well.

Angelo Kehayas

*Fellow Certified Management Consultant, BSc, MBA - Consultant, Coach, Facilitator
President of the Institute of Management Consultants of South Africa
SA Trustee to the International Council of Management Consulting Institutes
CEO Profweb*

Switzerland



ASCO Association of Management Consultants Switzerland

www.asco.ch

ASCO, formed in 1958, is the only institution in Switzerland with authority to award the designation of Certified Management Consultant to individual management consultants in accordance with its standards and processes as assessed by ICMCI.

Members must meet stringent entry criteria (professional and ethical standards). According to the annual ASCO Survey of Swiss Management Consultancy Market ASCO represents the Swiss management consulting industry very well today.

ASCO represents the management consultancy industry to its clients, media and government. The association acts as a platform for know-how and information regarding consulting, supports its members (individual and firms) with many services including events and publications. ASCO is a founding member of FEACO.

On the occasion of an annual Consulting Day, ASCO awards the prize for “Best Business Transformation” (www.asco-award.ch) under the patronage of Economie Suisse, the Swiss Employer’s Association, and with brand-name sponsors from the insurance, banking, software and automobile sectors. With this Award ASCO is involved as the Professional Organisation of Swiss Management Consultant Industry in strengthening competitiveness, and improving innovation as well as promoting the economic reputation of Switzerland.

ASCO estimates the contact to government representatives, on the one hand to find out about the requests of e.g. the parliamentarians (how can ASCO support the process of change in politics and economy) otherwise to bring in the focus and the requests of ASCO. Different representatives of the Swiss Federal Council and other important institutions could be welcomed at various events to date.

Also for promoting the CMC the association has started a new initiative: ASCO Think, the think tank of the management consultants in Switzerland, under the direction of a group of CMCs. With its whitepapers (March 2012: Swiss Compensation Culture) ASCO Think gives input to topical themes relevant for companies and politics.

Certification Commission of ASCO, Switzerland

Bettina Fritschi, Managing Director / André C. Wohlgemuth, Chairman of Certification Commission

***ASCO Association of Management Consultants Switzerland, Weinbergstrasse 31, CH-8006 Zürich
Telephone: +41 43 343 94 80, Telefax: +41 43 343 94 81, E-Mail: office@asco.ch, www.asco.ch***

United Kingdom



Who we are

The Institute of Consulting (IC) is the only UK professional body for consultants and business advisers.

Its history and background is an amalgam and extension of several predecessor bodies, the Institute of Management Consultants (IMC) and the Institute of Business Advisors (IBA). During 2005 the IBA approached the IMC, which had just completed a merger with the **Chartered Management Institute (CMI)**, to begin negotiations for their merger. In 2007 these discussions culminated in the creation of the Institute of Business Consulting (IBC) and renamed the Institute of Consulting in 2011 as it recognised its representation of the broader scope of consultants.

2012 marks the 50th anniversary of the creation of the IMC, and in recognition of this, a 50th anniversary logo has been developed for members to use, and a celebratory event will take place in December.

We support our members through professional recognition and CPD (continuous professional development), and membership brings access to a network of regional support groups and events, online tools and support materials, and free access to e learning materials. Members can also build their profile on the UK National Register of Consultants, with qualifications and CMC enhancing their position in register searches.

The IC has just under 5,500 individual members, with 88 consulting firms also holding practice membership, 1200+ CMC holders and 6 accredited practices. Our target is to increase the CMC figure to 1270+ by April 2013.

We work directly with practices, employers and educational establishments on various projects, including CMC, providing in-house, online support tools for consultants and managers, and access to consulting and business support qualifications. We have significant relationships within higher education, with 5 of the UK's university business schools offering our consultancy qualifications.

Our parent organisation, the Chartered Management Institute, is the UK's only chartered, professional body for managers and leaders, and has 90,000 individual members. Its awarding body accredits the IC qualifications in Professional Consulting and Business Support.

2011/12 Developments

Membership

- Membership of the IC remained at a steady level, and the number of CMC's increased by 11

Qualifications

- Working with the CMI's Awarding Body, the IC this year launched new qualifications in Professional Consulting at Level 5 and Level 7 of the UK and European Qualification Credit Framework. A Business Support qualification has also been developed at Level 5.
- These qualifications have been welcomed by licensed IC/CMI training providers around the UK, and have been received particularly well by UK universities. September 2012 sees 5 UK business schools incorporating the IC qualifications into various masters courses, with more set to follow in the next couple of months.

Higher Education

- Work is underway to define routes to promote CMC through our university partnerships, both via existing cohorts and alumni.

Certified Recruitment Consultant

- The award Certified Recruitment Consultant (CRC) was developed, in conjunction with Hays Worldwide. We have also endorsed their internal training programme for new consultants. Initially launched in the UK with a pilot of 12, we have been working recently with our CMC Canada colleagues to support Hays in their Canadian roll out.
- We are looking forward to having conversations with our other ICMCI colleagues around the world as Hays roll out the project in other countries. Hays have exclusivity of CRC until early 2013, after which time the IC will be working with additional partners to bring this to the wider recruitment market.

Certified Business Adviser

- The Certified Business Adviser Award was developed in support of our members who belong to the business support community, as business advisers rather than management consultants. Three pilot providers will market and assess for the awards, beginning in September 2012.

UK National Register of Consultants

- In May 2012 we launched the UK's National Register of Consultants. The register enables all IC members to build a profile, on which potential buyers can browse and select suitable consultants to approach, safe in the knowledge that they are bound by the Institute's professional code of conduct and practice. CMC and qualification holders are rated higher in the search engine.

IC Website

- This year we re-launched the IC website, with improved layout and functionality for members, and incorporating the new register. www.iconconsulting.org.uk

IC Jobsite

- A new job site has been launched, allowing practices and other firms to advertise vacancies free of charge.

Ukraine



The Institute of Management Consultants of Ukraine (IMC-Ukraine)

IMC united several groups of consultants that until 2010 had existed separately with different profiles. In 2010, they were merged a common goal of the professional services national market development. IMC-Ukraine became an influential public organisation with branches in 14 regions of the country.

There are independent consultants as well as companies providing consultancy services on management in the institute (56 fellow members). The institute members are specialised in the following profiles of consulting:

- Corporate strategy
- Organisation development
- Management development
- Financial and administration systems
- Human resources
- Production management
- Services management
- Innovation and quality control
- Information technology and systems
- Project management



The Institute underwent the procedure of assessment in 2011 and achieved the status of ICMCI provisional member.

Last year IMC-Ukraine accepted recommendation for its members a standard of professional activity **EN 16114**, and held the training for the first 20 national CMC's with the help of the Dutch IMC and it is preparing for assessment on full membership in ICMCI .

The institute is active in the external work of consultancy services demand, creating a positive image of IMC and its CMC members, as well as in the internal work of competency national standards, developing the system of knowledge/experience exchange formation, conditions for consultants' shared projects dealing with complicated orders of the clients creation.

The partners of the Institute are EBRD, IFC, national business and public associations.



USA



IMC USA Fact Sheet

The Institute of Management Consultants USA (IMC USA) was founded in January, 1968 through the efforts of 143 experienced management consultants who formed its original board. These members, which included a “Who’s Who” list of management consultants in the USA, set about to establish an organization responsible for certifying the ethics, independence and professional competence of individual management consultants with its purpose being:

“..to establish management consulting as a self-regulating profession meriting the same public confidence and respect as medicine, accounting and law. Its primary purpose is to assure the public that its members possess the ethical standards, professional competence and independence to practice as management consultants. Those individuals who meet the strict professional requirements for membership in the Institute are designated Certified Management Consultants and may use the initials after their names.”

IMC USA’s first Chair was Marvin Bower, CMC, Chairman of McKinsey, and its current Chair is David Norman CMC.

Current Facts

IMC USA activities are continually aimed at raising the professionalism and ethical standards of the profession in the USA. With its 1300 members in 20 chapters, IMC USA provides education, professional resources, networking and professional support, and certification for individuals and is working towards certification for firms.

Some of IMC USA’s current activities and accomplishments include:

- The University Initiative, focused on training and education for adults, has recently signed its fifth University or School of Business into an arrangement whereby the, generally speaking, Adult Studies program will offer a Certificate of Management Consulting, licensed from and based on the Mastering Management Consulting course developed by IMC USA. In several cases, the University has also started/pledged to start a Student Chapter of IMC USA, typically in concert with a geographical-based IMC USA Chapter.
- The national conference, now known as Grow!, has been expanded and the venue changed in order to refocus it to the entire management consulting profession, not just IMC USA members. Further, this year, as host country, IMC USA will be helping ICMCI celebrate its 25th year anniversary in October, 2012 with attendees from the US and around the world.

- IMC USA has attracted its first firm member with interest from another set of management consulting firms. This first firm also was featured in some industry specific literature which further emphasized its thought-leadership by joining IMC USA.
- IMC USA not only has the legal protection for the CMC[®] as a registered mark, but this year also received the registration for the words, Certified Management Consultant[®].
- IMC USA has authorized, and is in the process of finalizing, a Foundation (in the USA, a 501(c)3, charitable organization) in order to further expand our influence in Ethics.
- IMC USA continues to expand on last year's qualification as an ISO/IEC 17024:2003 accredited certification body by promoting its use to members and enhancing our internal procedures to ensure triennial compliance.
- Maintaining, for the third year in a row, a 99% renewal rate for CMC[®] members and are actively increasing the renewal rates on professional members to exceed historical retention rates.

This is merely a sample of the efforts internal to the USA on behalf of the profession of management consulting, to which IMC USA expects to take a lead role.

Uzbekistan

Uzbekistan Association of Professional Business Consultants is currently in the stage of reorganisation. All documentation required in accordance with the Uzbek law has been submitted to legal authorities, which takes time in Uzbekistan due to internal bureaucracy issues. The new name of the Association will be ***the Association of Business Consultants of Uzbekistan***, which will provide similar services to the whole consulting community of the country.

The Association will be happy to continue Cupertino with ICMCI as we greatly value the Associated Membership status with ICMCI and despite the fact of difficult economic conditions (which actually makes us stronger and even more needed for Consulting community in the country) we adhere to ICMCI goals and values.

We are looking forward working closer with you and wish you all the best during the Annual ICMCI Summit in Orlando Florida. It's a pity again it is conducted without us but we look forward to joining you upcoming events in the future.

Uz APBC