

MOM –Annual Meeting of Delegates Milan – Italy



Date of the meeting: 16 – 17 of October 2018, Milan Italy

Attendees: Attendees in person and by proxies are as follows:

Delegates in person:

Alfred Harl, Hans-Georg Göttling, Gerd Prechtel, Philipp Graf, Zakir Hossain, Glenn Yonemitsu, Donald Demeritte, You Ningbo, Christoph Weyrather, Peter Csakvari, Mahmood Olyaiy, Claudio Barella, Mitsunori Masunaga, Maqbouleh Hammoudeh, , Phil Guerin, Lydia Goh, Chayaditt Hutunuwatra, Celal Seckin, Theo Hermsen, Peter Tomkins, Mairead Fernandez McCann, Nicholas Warn, Veronika Kozhevnikova.

Delegates by proxy:

Peter Westlund, Tamara Abdel-Jaber, Silvana Tomić Rotim, Katsuya Watanabe, Gap Ho SONG, Ardian Jashari, Ilja Malkin, Henry Ong, Angelo Kehayas, Elvira Faizullina, Lilian Klasson, Kjell Stenberg, Catalin Hristea, Haim Aizenfeld, Zhang Yanyan, Galina Artyukhina, Cecile de Roos, Harold Schroeder; Randy Baldwin, Doug Macnamara, Raoul Schildmeijer, Steen Viero Petersen, Timo Silen.

Note: first day attendance for NSPC vote was less 2 attendees as they arrived after the vote was placed. No of attending delegates (in person and by proxy) are 46.

Board Members:

Sorin Caian, Dwight Mihalicz, Kim Karme, Robert Bodenstein, Kyeong Han, Tim Millar, Jeremy Webster, Jan Willem, Elena Yuzkova, and Reema Nasser.

Secretariat:

Khuzaima Zaghlawan.

Other attendees were present that are CMCs of their national IMCs and are non-voting.

1st Day: Monday 16th of October 2018

Secretary - Kim Karme: Presentation and Management of NSPC Voting

Kim confirmed that as the ICMCI has 60 Delegates. 31 votes are needed for the quorum. There are 44 votes in the room. This means that when a decision is made by majority it is accepted and final.

A closed voting for Chair and one vacant Board position took place. NSPC team collected the votes. The envelope was sealed and delivered to the NSPC Chair Mr. Tim Millar to be counted for results to be announced at the end of the Annual Meeting.

Opening of the Annual Meeting by the Chair of ICMCI, Sorin Caian, and the Chair of APCO, Cesara Pasini

Quorum of the meeting verified. Total of 60 voting delegates, 44 voting delegates are in the room (attendance and proxies). Dates of sending invitation and meeting documents were presented and the Quorum announced. The meeting is in power to make decisions.

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Mr. Simon Haslam, CMC from UK and Mr. Philipp Graf, CMC from Austria were selected to count the votes on the presented resolutions and approve the Minutes of the Meeting once finalized.

Chair – Sorin Caian: Board Report of 2017/2018

The Chair presented the board report to reflect that ICMCI is now a solid organization with a strong membership and an extremely active executive office, having its Board members fully involved in organizational life, with a large number of volunteers acting in committees, working groups or task forces, governed by an adaptable bylaw to the needs of our organization and its functions.

The projects that were initiated years ago such as CMC-Firm, CMC-Directory, ISO 20700, The Academic Fellows, and the hubs were implemented to best fit the needs of our IMCs and their members.

Full board report is available at:

https://www.cmc-global.org/sites/default/files/public/board_annual_report_2017-2018.pdf

ICMCI Value proposition:

Discussion of the ICMCI value proposition and IMCs contributions of how can ICMCI help them to get benefit from those propositions:

- Customer focus, relationships governments.
- Competence framework, ISO 20700, and an international book on management consulting practices.
- Increase reputation worldwide.
- Knowledge, skills and profession; cross sell each other's competence. We should reconnect more often, not stay in silos.
- Deliver value back to our IMC! We feel pressure, need more benefit.
- What would you do as a chair? Help us get more business! Most striking I heard "value in promoting our value"!
- Network not for business only; continents as IMC's. Visible, unified, voice of the market
- Demand for network infrastructure, supporting layer.
- Why do you need to be a member? Chartered CMC. We Will ask the board of how we are pushing membership, from values.
- Promoting the CMC designation! (Rest Will follow). Pool of experts.
- Clients of consultants sharing best practice via Constantinos Award.
- Next generation CMCs! Prepare for the future. Dialogue strong movement young people.
- One question: are we a family? Helps in connecting people.
- Copyright of CMC should be investigated and protected.

ISO 20700

The ISO20700 started with the CEN initiative as per the Kick off meeting in September 2008 in Milan being the official standards of Management consulting in Europe and then worldwide.

Tools are developed to launch the ISO standards and making the profession easier to be promoted.

The self-declaration checklist is developed to explain to the client what is management consulting in full transparency and standardization way.

The first training was in Kiev in June and the second training is in Milan Oct 2018.

ISO 20700 is an open door for CMCs and IMCs as a business case to promote it.

The process of using the ISO standard by using the Checklist as presented in the training course.

The next training course will be announced and will take place during AP & Euro Hubs.

Feedback on training:

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- Nick was the facilitator and presented the ISO 20700 standards as guidelines on how to present it to the clients.
- Encouraging all to participate in the ISO training to be competitive.
- The tool highlights how to work with clients.
- A practical way for a succession in the profession.
- Roundtable will take place in Finland how to use the ISO20700 standards and promote it.

Presentation is available at:

https://www.cmc-global.org/sites/default/files/public/iso_20700_update_milan2018.pdf

CMC Firm

- The activities on the CMC-Firm as a concept was approved as a successful project during 2017-2018.
- 9 CMC-Firms are approved.
- CMC-firm started with a co-sharing scheme, and the process was simplified for more applications.
- The advantages to the CMC-Firms in sharing the experience and focusing on marketing the CMC-firms in hubs.
- CMC-Firms are promoting and expanding the CMC designation.
- The CMC-Firms are (Ireland 1 + Netherlands 5 + Iran 1 + China 1 + Italy 1)

Efforts to assess CMC-firms as managed by CMC-firm QAC committee and there is a need for more volunteers in this committee by reaching Reema Nasser or Jan Willem.

The Next steps:

- How to move to next place to increase CMC-Firms.
- How to deal with different questions to become a CMC-Firm and establish more CMCs.
- Network facility as CMC-Firm directory that will be launched soon.
- How to grow the CMC-firm in the IMC community.
- The activities to grow no. of CMCs by using the CMC-Firm.
- How to connect with big CMC-firms (Education & Profession).
- How to get more CMC-Firms in all IMC countries:
- New Zealand medium size firms are targeted for using this approach
- 20 companies are expected to join as CMC-Firms from IMC-Jordan.
- The business opportunities would increase by promoting the CMC-Firms.
- Differences between business opportunities and developing a CMC community.
- CMC-Firm status is improving the brand of the firms.

The CMC firm concept is here to Stay!

CMC Directory

This program was announced 3 years ago in Noordwijk. This directory is individual based and a place where all CMCs with their IMCs can connect together for changing expertise, knowledge and most importantly coordinate business opportunities. However, the applicants must be verified by their IMC as a CMC in good standing to be approved in this directory.

The fee of this program is Euro 100/year which will have a co-sharing of 50/50 between CMC-Global and IMCs after all costs are calculated. The program will be ready when online payment is in place and it is about to be launched. The soft launch is within 30 days of this meeting. *An email will be sent out of the online soft launch for IMCs to try and promote to their members for testing and feedback.*

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KPI's Tool

The KPI's tool is a self-assessment for IMCs that was developed by the membership committee based on the document presented by the board, it is based on the requirements defining the membership in good standing with CMC-Global and allows IMCs to enhance their operation. The orientation is up for discussion and to be implemented as finalized.

The tool to be implemented with its structure and details as follows:

- Category A: Mandatory requirements.
- Category B: Key Performance Indicators.
- Category C: Good Practices.

The form is available in the Annual Meeting documents at:

<https://www.cmc-global.org/content/annual-meeting-delegates-milan-2018>

Consulting Readiness Index (CRI)

The Consulting Readiness survey is a tool to show how the management consulting industry is developing in the IMC countries while using the most significant 32 indicators to measure this industry strength in 14 countries. The CRI is an attempt to have a calculation of IMCs economic situation and the CMC profession growing in different countries, furthermore its focusing on:

- Helping ICMCI prioritise resources and support to IMCs
- Helping IMCs learn more about their national markets
- Flagging areas of potential IMCs to ICMCI

Feedback on CRI approach:

- Creating a CRI model is greatly welcomed by all attendees.
- The Mechanism and reliability of collecting data is important.
- Indicators are obtained against cost at times.
- Extending the data for all IMCs might be against an agreed upon cost.
- This is the tool for IMCs to promote the consultancy profession in their country.

Feedback or comments on the CRI to be sent to Reema by end of November 2018 for the taskforce to plan the next steps for this initiative.

The presentation is available at:

https://www.cmc-global.org/sites/default/files/public/cri_presentation_milan_2018.pdf

AMCC (IMC-Denmark and CMC-Global)

International accreditation for training in Management Consultancy (AMCC) concept was presented in 2013 as an award by CMC-Global for any training provider globally, the assessment can be supported by the Academic Fellows who are knowledgeable in learning courses, also the training criteria is now defined by 17 factors. This product is revenue generating for CMC-Global and currently one training course has been accredited for IMC-Denmark during the testing phase.

The challenge is of what business model to follow to validate this program in terms of:

- Voluntary model is limited in capacity.
- Quality assurance process not confirmed.
- ICMCI business principles not agreed.

Feedback on AMCC:

- The IMCs must be involved in process.
- The assessors may or may not be paid with certain responsibilities.
- AMCC can be treated as a franchised model.

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- Any other issues and more clarifications can be taken in one-one discussion with Jeremy.

The presentation is available at:

https://www.cmc-global.org/sites/default/files/public/amcc_milan_2018.pdf

Best Practice Presentation

Interactive sessions for sharing of success stories and initiatives for business opportunities. Presentations for your reference are available on the website meeting folder as follows:

- Updates and Opportunities, IMC Korea https://www.cmc-global.org/sites/default/files/public/imc_korea_success_story_-_milan_2018.pdf
- Updates and Opportunities, IMC Kosovo https://www.cmc-global.org/sites/default/files/public/bcc_success_story_-_milan_2018.pdf
- Updates and Opportunities, IMC Mongolia https://www.cmc-global.org/sites/default/files/public/mmci_success_story_-_milan_2018.pdf

Announcement of 2019 Annual Meeting and Conference Host

The next ICMCI Annual Meeting and CMC International Conference will be held in the Bahamas – The Caribbean between 15 – 18 October 2018.

Announcement of 2019 Hub Meetings

1. Asia Pacific Hub Meeting will be held in Tokyo, Japan 27 – 28 May 2018.
2. Euro Hub Meeting will be held in Romania 11 – 12 April 2018
3. The America Hub is not announced yet.

Closing of day 1: summary of the day with information about the proceedings of the evening.

2nd Day: Tuesday 18th of October 2018

Delegates in person:

Alfred Harl, Hans-Georg Göttling, Gerd Prechtel, Philipp Graf, Zakir Hossain, Glenn Yonemitsu, Donald Demeritte, You Ningbo, Christoph Weyrather, Peter Csakvari, Mahmood Olyaiy, Claudio Barella, Mitsunori Masunaga, Maqbouleh Hammoudeh, , Phil Guerin, Lydia Goh, Chayaditt Hutunuwatra, Celal Seckin, Theo Hermsen, Peter Tomkins, Mairead Fernandez McCann, Nicholas Warn, Veronika Kozhevnikova.

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The quorum is established: No of attending delegates (in person and by proxy) are 46.

Chair commenced the meeting and summarized the discussion of the previous session and more ideas were shared knowing those ideas will be taken into consideration in the implementation plan to be prepared for the next coming phase:

- The CMC designation is not the only value but using the ISO20700 is another way to be differentiated as a consultant.
- Consultants must increase awareness of their clients of the set values of the ICMCI and its operational products.

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- Language barrier is one of the challenges for some IMCs and resources to be used to manage this.
- The ICMCI website and social media is a tool for communication.
- The consultants must empower the client to create and strengthen the CMC designation.
- The market must know how to differentiate between actual CMCs and non-CMCs.
- The IMCs must be allowed to prove capability and to grow yearly with a target line.
- What to do to trade mark the CMC designation.
- The membership requirements and the KPI's initiative is the way to avoid challenges and giving the target for IMCs – targets must be clear and shared with others.
- Promote the mechanism of the profession as the world needs a good consultant who can deal with all challenges.
- Use the international bodies like EBRD to facilitate the process for more IMCs and CMCs and attract them to the profession.
- Mutual projects and experience sharing between IMCs.
- Make networking more visible through participants in the events.
- Seeking value and visibility for the CMC.
- Create working groups to support the profession.

Proposed 2018 – 2020 budget (ICMCI Treasurer)

The Treasurer presented the budget report and recommendations. The full version of the report is available on the CMC-Global web site at the following link:

https://www.cmc-global.org/sites/default/files/public/icmci_draft_budget_2018-2020_proposal.pdf

- The budget is signed by both the Treasurer and the Executive Directory as the ED is now preparing the budget as agreed upon in Toronto.
- This proposed budget covers two fiscal years as has been the case for the past few years, which is an important step towards establishing the stability of the organization.
- The 2018–2019 budget included no increase in membership fees as per the commitment of the Treasurer at the time of implementing the recommendations of the Task Force on Strategic Funding.
- The most fundamental aspects of the value proposition are to maintain the global recognition, reciprocity of certification, global networking, and synergy of diversity.
- In the budget there are two important elements:
 - The Revenues: Fixed from the basic fees and the assessments and flexible from the operational activities.
 - The Expenditure: Core expenses of the Global operational expenses which cover the secretariat, board, treasury, and marketing efforts, and variable expenses that incur from different areas.
- A €3000 of Net revenue was budgeted as a surplus in line with the previous years in order to continue to build the ICMCI reserves.
- The bad debt and allowance for bad debt numbers reflect the termination of membership to Myanmar, Kyrgyzstan, and the IMCs that are still in the process of signing a payment agreement with the Treasurer for their overdue payments.

Proposed Changes in Bylaws

Some editorial changes were made to the Bylaws without affecting the governance and mainly changes are in the board members title to be "Directors of the Board".

Changes are shown in the following link: https://www.cmc-global.org/sites/default/files/public/current_bylaws_vs_proposed_bylaws_changes.pdf

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The new governance model was developed three years ago, it has worked well and is in practice till today.

The current practice includes the following main points:

- The NSPC appointments shall be communicated to the Delegates within 30 days.
- The Proposed resolutions must be advised to all Delegates 21 days prior to the meeting

Sorin, the Chair presented the appreciation certificates to two Committee Chairs as their service term has ended thanking them for their efforts and volunteering spirit:

- Mr. Claudio Barella – PSC Committee
- Mr. Doug Macnamara – Marketing Committee
- The Meridian Award was presented to Mr. Gerd Precht for his exclusive contributions to the CMC-Global as an organization and to the profession itself.

ICMCI Strategic Positioning and targets for 2017-2018

KPI's will be set once the new chair and his team is set, however, the thoughts/contributions discussed during the annual meeting will be included in the ICMCI Strategic implementation plan and preparation for this will take place during the face-face board meeting beginning of 2019.

By 2018, ICMCI aimed to achieve the following KPIs and we were successful in doing that for 5 out of the 6 listed below:

- 1) Membership: 95% of Members are in good standing - achieved
- 2) CMC: Increase the number of CMCs by at least 5% in 75% of our Members – not achieved, but still a focus
- 3) Outreach: Increase the total number of our network (2 new IMCs, 3% increase in our total network consultants)- achieved and exceeded (IMC Algeria, IMC Armenia, IMC Mongolia, IMC Lebanon), but two IMCs from our existing network were terminated (IMC Myanmar and IMC Kyrgyzstan)
- 4) CMC Firm: attain 10 CMC-Firm Members – achieved 9 and the year still has two more months
- 5) Constantinus Award: Increase participation to the international award to 20 projects – achieved this year
- 6) Hub Meetings: Successfully organizing regional hub meetings – achieved as the Hub meetings are taking more of a formal bearing, this excluding the America's Hub which will start taking place once get ready.
- 7) A call for volunteers will be sent to all IMCs for vacancies on the many committees and working taskforces, if nominations received are not sufficient, ICMCI reserves the right to head hunt and recruit volunteers directly.

Note: according to the committee's new governance "ToRs", the board assigns the chair of the committee, and the committee members are selected by the committee chair.

The full report can be viewed at:

[https://www.cmc-global.org/sites/default/files/public/icmci_strategy_overview_2018 -
with_implementation_plan.pdf](https://www.cmc-global.org/sites/default/files/public/icmci_strategy_overview_2018_-_with_implementation_plan.pdf)

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Updates of standing Committees (Committee Chairs) 2017-2018 ICMCI Treasurer's report 2017-2018

Treasurer's Report for the financial activities of CMC-Global. The report comprises of the following sections:

1. Introduction
 2. Commentary on 2017–18 Audited Financial Statements
 3. Treasurer's Remarks
 4. The Audited 2017 - 18 Financial Statements
- The Financial reports (P & L, Balance Sheet, Accounts Receivable, and YTD Budget to Actual are prepared and presented to the Finance Committee, and to the CMC-Global Board at each of its meetings. A synopsis of these reports is posted with the minutes of each Board meeting so they are available for viewing by any IMC at any time.
link on website is: <https://www.cmc-global.org/content/board-reports>
 - This year the CMC-Global financial statements have been subjected to a full audit for the second year by PricewaterhouseCoopers - Jordan who have been engaged to do this work and their report accompanies this document.
 - Revenue is slightly above targets, expenses are below budget. Variable revenue up offset by increased expenses.
 - Balance sheet is healthy although accounts receivable required continued follow up.
 - The cash is good and operating well.
 - 13 IMCs have Membership fees outstanding, 2 Members terminated. Remaining have agreements or in progress.
 - An agreement with EBRD will be signed to provide ISO 20700 training in return for a fee for each attendee.
 - The treasurer role is to increase the ICMCI funds.
 - The last term of the treasurer is over after 5 years and a new treasurer and thereof Chair for the finance committee will be elected.

The full report can be viewed at:

https://www.cmc-global.org/sites/default/files/public/treasurers_report_and_audited_fs-fy_2017-2018_-_milan_0.pdf

The Membership Committee

Summary of the report included:

Full members: 45

Provisional Members: 5

Warnings issued to IMCs to qualify for members in good standing:

- Membership fees to be paid in 21 days
- Complete the assessment
- Delegates must be reachable and active

The full report can be viewed at:

https://www.cmc-global.org/sites/default/files/public/mgs_milan_report_2018.pdf

Proactive membership initiative

The main objectives are:

- Where to locate new IMCs.

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- How to do the analysis and have some recommendations.

Reema to lead this initiative and taskforce to come up with a strategic approach to include criteria for the targets.

The work of the CRI taskforce and the reports will be a good base for the work of this taskforce.

This is a call for 4-5 volunteers taskforce will meet at the average of one meeting a month.

An application with CV to be sent to Reema by 1 November 2018

The full presentation can be viewed at: https://www.cmc-global.org/sites/default/files/public/proactive_initiative_milan_presentation_2018.pdf

The PSC Committee

- The PSC Committee worked to support the IMCs in the adoption of the first international standard on management consulting services (ISO 20700:2017) published in 2017.
- The publication of the "Toolbox ISO 20700" 1st edition presented during the Assembly of CMC-Global Delegates in Astana 2017.
- The PSC Committee in 2018 has devoted time to support CMC-Global in developing initiatives such as the website www.iso20700.org and the ISO20700 Trainer Course.
- The "ISO 20700 Toolbox" 2nd Edition (draft) will add a further contribution to the promulgation of ISO 20700:2017.
- Update to the CMC Manual (CMC001) with proper reference to ISO 20700:2017, this updated standard will be included in the CMC process by the IMCs.

The full report can be viewed at:

https://www.cmc-global.org/sites/default/files/public/psc_2015-2018_milano_report.pdf

International Constantinus Award

This is an International Award since 2011 and it is supported by ICMCI to present all IMCs nominations as submitted. The process, criteria and the succession history of this award can be viewed at the following link https://www.cmc-global.org/sites/default/files/public/icmci_constantinus_award_presentation_-_milan_2018.pdf

Volunteers are needed to assist in spreading the word and enhancing the outreach of the committee. This is a call for volunteers hoping delegates and CMCs rise to the occasion, as each IMC should consider applying next year.

Each IMC has the option to assess its national award against the International Constantinus award. As each national winner should be a nominee to the International award. IMCs who are interested are to contact Reema Nasser.

Closing of presentation and updates, and the formal voting process on the announced resolutions commenced as follows:

46 votes in the room, attendance and proxies, was confirmed.

Simon Haslam and Philipp Graf resumed their roles in counting votes.

Voting process started.

Results:

Voting on resolutions 1, 2, 3, 4 and 5 with the following results:

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Resolution # 1: Board Report 2017-2018.

That the 2017 - 2018 Annual Report of the Board of Directors be accepted.

For	Against	Abstain
46	0	0

Resolution # 2: Treasurer's Report 2017-2018.

That the Treasurer's Report 2017-2018 be approved.

For	Against	Abstain
46	0	0

Resolution # 3: The Implementation Plan for 2018-2019.

That the 2018-2019 Implementation Plan be approved.

For	Against	Abstain
46	0	0

Resolution # 4: The proposed Budget 2018/2020.

That the 2018 – 2020 proposed budget be approved.

For	Against	Abstain
46	0	0

Resolution # 5: The proposed changes in Bylaws.

That the proposed editorial changes in Bylaws be approved.

For	Against	Abstain
46	0	0

NSPC Chair – Tim Millar: Announcement of NSPC voting results

Counting the votes was conducted by NSPC and attending committee members (Timothy Millar, Sorin Caian, Lydia Goh, Gerd PrechtI).

1. Kyeong Han is fully elected as board member for ICMCI for the term of 2018-2021.
2. The new elected ICMCI Chair for the terms 2018-2021 is Dwight Mihalicz.

The Board Members of ICMCI for the term 2018-2019 are as follows:

1. Dwight Mihalicz, Chair - Canada
2. Sorin Caian, Immediate past chair – Romania
3. Kim Karne - Finland
4. Jan Willem Kradolfer- The Netherlands
5. Jeremy Webster –United Kingdom
6. Robert Bodenstein- Austria
7. Elena Yuzkova - Ukraine
8. Kyeong Seok Han – South Korea
9. One position left vacant by election of a Board member

Note: Tim Millar is no longer a member of the board, because the term of mandate ended and he is not elected again.

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Sorin Caian officially closes the business meeting with a closing speech summarizing last year and his experience as Chairman, as he found it a privilege to serve as chair, the reports were comprehensive to the delegates, and he is very proud of the communication and collaboration during his term, and that the proper governance of this organization is going forward.


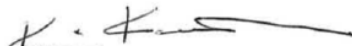
Sorin thanked all as a group of professionals who helped to create this solid organisation, who helped to form the structure, who took and responded within tight timelines, and who very respectfully participated in the debates and negotiations today to cover all the motions we had to deal with during this meeting.

Sorin hands over the Chair of ICMCI role to Dwight Mihalicz.

Dwight Mihalicz accepted the election results and thanked delegates for their support. He also thanked Jan Willem for his candidacy and remarked on the strength of CMC-Global to field two candidates for Chair, either of which would have fulfilled the duties of Chair. Dwight expressed his intentions to continue to build on the strengths of his predecessors, and to further build on the collaborative efforts of all IMCs into a strong and thriving Federation of professional management consultants. He thanked Sorin for his guidance and advice throughout their relationship. In closing, Dwight introduced the new Board and reflected on the strength of the Board, well supported by Reema in her role as Executive Director and Khuzaima in her role as executive support.

Approval and Signing of MOM

Date: 16.10.2018

ICMCI Chair – Dwight Mihalicz	ICMCI Secretary – Kim Karme
	

Selected CMCs attending the meeting for counting votes and signing MOM:

Dr. Simon Haslam, CMC UK	Philipp Graf, CMC Austria
