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Annual Report
2020 - 2021



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Canada
Chairman



Jeremy Webster, CMC®
United Kingdom
Secretary



Jan Willem Kradolfer, CMC®
The Netherlands
Treasurer



Zhang Yanyan, CMC®
China
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Robert Bodenstein, CMC®
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Gergana Mantarkova
Bulgaria
Director



Jehona Lluka, CMC®
Kosovo
Director



Kyeong Seok Han, CMC®
Korea
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Sorin Caian, CMC®
Romania
Immediate Past Chair



Reema Nasser
Jordan
Executive Director



Khuzaima Zaghlawan
Jordan
Executive Secretary

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Dear Colleagues,

In my report last year, I spoke of the challenges of 2020, and the need for our first ever virtual Annual Meeting of Delegates. In the year since, we have continued to live most of our lives virtually, and only now is travel beginning in some parts of the world. In the meantime, this report marks our second virtual Annual Meeting and reinforces how much our personal and work lives have changed.

Even as the way we work has changed, the volunteers of our profession have continued to produce amazing outcomes. We can all be proud of the testament that this annual report pays to their efforts. It represents the efforts of your Board of ICMCI, the Chairs of our many committees, the members of committees, numerous task forces, and the many ad hoc volunteers from the Institutes.

Even more importantly, it reflects the amazing amount of volunteer effort that goes into the advancement of our profession from our Institutes around the globe. We cannot begin to capture all those achievements in one annual report, but I can acknowledge the importance of our collaborative efforts.

In addition, we are blessed at ICMCI with an amazing Secretariat, headed by our Executive Director and well supported by our Executive Secretary and other support staff. The work of our staff contingent at ICMCI and in the Institutes creates the coordination and leadership that we need to keep things on track.

Despite our inability to travel in the year since our last report, there have been tremendous opportunities for networking and collaboration, at the consultant level, around the world, that has never been possible before. Personally, I have attended more workshops and events around the world than I could have imagined possible in 2019.



Dwight Mihalicz, CMC®
Chair

Pre-pandemic, we had artificial boundaries between our territorially-based Institutes. Not through any ill intent, but simply because of the way we did things. Our Delegates and some observers would get together at the Annual Meeting or a Hub meeting and could collaborate and get to know each other. Any additional opportunities to network internationally were few and far between.

That has completely broken down. Our regular online seminar series has been exceptionally well attended, and at these sessions consultants from around the world come together to learn and to share information. The events of Institutes are regularly attended by consultants with an interest in the subject matter from other parts of the world. I have seen many cases where the non-members of an event outweigh the number of members. This is great. This ability for a management consultant to reach out and connect with a colleague anywhere else in the world is an amazing opportunity.

This is a breakthrough for our profession.

On the other side of the coin, there is no question that our profession is well into a state of disruption. We discussed this at our last face-to-face Annual meeting in Nassau in 2019. We talked then that consulting was entering a state of disruption.

The pandemic has fuelled the pace of change in our profession. It has particularly accelerated the changes to the way client organizations think about how and when they use professional consulting services.

Here are four of the key drivers:

First, clients are thinking less about the big ticket projects and instead pace their changes in smaller steps. To support them, they are more willing to seek out the best individual they can find that has the skills required to solve their problem. They also want this person to walk with them the last mile – to have a willingness to implement solutions in a sustainable way. This is good for consulting, our industry, and for Institutes. It reinforces the importance of the professional certification – that demonstration of individual competence. It also places the burden on us to educate our client organizations as to the difference between specialized expertise and the services delivered by a professional management consultant. Our services such as ISO 20700 Checklist Training and certification of CMCs is more important than ever.

Second, access to knowledge is greater than it has ever been. Augmented Intelligence is here to stay. Artificial Intelligence and other forms of digitization are increasingly sophisticated. This is good for our industry but can be a negative for Institutes. This is because Institutes used to be the 'body of knowledge' for their profession but are increasingly perceived not to be so. This applies to all professional institutes, not simply management consulting institutes.

Third is access to networking: Individuals can reach out and connect with each other more than ever before. This is great for the industry. It can be a negative for professional institutes who are no longer seen by new entrants into the industry as the 'must place to be'.

The **fourth** driver is the perceived availability of talent vs the professional management consultant as trusted advisor. This is what I call the uber-ization of consulting. As organizations seek out specialized expertise through these platforms, are they getting the services they actually need? Or are they missing out on that professional, diagnostic capability that a management consultant can bring to the table? Are they hiring part-time, specialised expertise to solve the symptom of a problem instead of hiring a management consultant to help them to get to the root cause and solve that problem?

There are increasing numbers of individuals entering the industry of consulting. But because of the easier access to knowledge and easier ability to network, the role of the Institute as the professional home of the industry of Consulting is under threat.

Now to me, this thinking is counter productive. In times like these, with an increasing pace of change and increasing threats of disruption from multiple sources, Institutes have a critical role to play. The ability to network, to share experiences and ideas, to improve on best practices, and to keep abreast of the latest changes - these all require a mechanism such as the Institute to bring consultants together.

Our challenge is to demonstrate to new entrants and existing members that we can create this value for them. Our ICMCI 2020 Onwards Task Force is looking at exactly these questions. How can we add value for new entrants that will entice them to affiliate with us? The results of this Task Force work will be built into the next iteration of our strategy. How we add this value in new and creative ways will require some out of the box thinking.

This out of the box thinking may be difficult for us. How can those of us who are in the profession make it as easy and as meaningful as possible for new entrants to the industry who want to join the profession? Terms such as member and institute may be counter productive. They conjure up images of rigidity that are not well thought of in this age of agility and quick pivots.

Borders themselves have less meaning than ever before. Both with respect to the networking of the consultant, and with respect to the attainment of client contracts and the delivery of client services. What does that mean to our current mostly geographically-based Institutes?

So, what is an Institute? How do those new to the industry affiliate with us? How does ICMCI, from the global level, stimulate and nurture the profession to become what it must? How do we continue to collaborate in the most imaginative way to reach out and grow in the best way possible?

I am always excited when our best thinkers come together at events, whether virtual or, hopefully soon, physical. This is when we do come up with solutions.

This is my last annual report to Delegates, as I retire at the end of this meeting as your Chair. It has been my pleasure to serve, and I look forward to a continued association, although in different ways.

I also look forward with hope and optimism, knowing that our profession has a bright future. We have some hills to climb, and challenges to overcome, but that is the nature of who we are and what we do. We solve problems. We know how to thrive in difficult times. Disruption is not a hurdle – it is a stimulation to us to reimagine ourselves in even better and more productive ways.

We have exciting times ahead, and I am looking forward to continuing the journey with you.

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Dear Colleagues,

ICMCI's core purposes are enshrined in our by-laws. One of our most important tasks is to encourage the networking of Management Consultants across national boundaries, thereby developing a greater co-operative spirit between countries.

When I wrote my report last year, I was an optimist. I thought that the global Covid pandemic was nearly beaten and everything would be back to normal by Christmas. How wrong I was. So, instead of networking at a face-to-face Annual Meeting in 2021, we are obliged to repeat the virtual format that we pioneered in 2020 and we have developed updated by-laws to allow for improved virtual interaction and voting procedures.

Although we are all disappointed at the restrictions on travel mandated by governments around the world, we have learnt to adapt to the revised 'normal' that we are experiencing, and we have found that some changes are not so bad after all.

For example, the success of last year's Annual Meeting of Delegates showed us that remote communication technology is efficient and easy to use. It enables many more delegates and IMCs to participate personally in our decision-making, so we have decided to follow this approach for all future Annual Meetings. There are many benefits – as well as increasing access for delegates and improving our democratic credentials, we reduce costs for ICMCI and member Institutes, avoid travel time, and reduce our environmental impact.

But we know that there is no substitute for face-to-face meetings. As consultants, we need to meet our clients and colleagues in person to maintain our relationships – Zoom calls, although convenient and cheap, can't replace the value and quality of meeting together. For this reason, we will be re-starting ICMCI's annual conference programme in 2022 and we will be inviting IMCs to submit proposals for hosting this flagship event, which will now include a remote-access Annual Meeting of Delegates following the format established in the last two years.

Jeremy Webster, CMC®
Secretary



As we emerge from the Covid pandemic, the Board is reviewing its stakeholder strategy to position ICMCI as the leading international forum for Management Consultancy, building on our global network and our unique credentials in certification and standards. During the coming year we will be consulting you all on the direction that we should follow, and we look forward to hearing your views.

Dear Professionals,

Last year, I started my report with the challenges we all faced. This year I will start with our accomplishments that were the result of our capability of evolving with the changes, preparing for them, and anticipating the outcomes.

The strategic plan was reviewed again this year due to the continuing COVID situation. We made sure we overcome the challenges and continued with the services to our Members and Community at large with a focused vision and steady steps.

We started the year with our virtual Annual Meeting of Delegates that accommodated the time zones of our membership. To help prepare, all received advance videos highlighting the reports presented to the delegates.

We continued with global webinars and steadily build a recurring audience, which proved that the members of our members are as dedicated as we all are to maintain and enhance communication and collaboration.

Below I will shed more light on the achievements of 2020-2021:

1. Continuation of the virtual webinars with a lineup of interesting speakers and subjects.

<https://youtube.com/playlist?list=PLfqGqgt7pzv33YBQDBkrE1u1gXW2NGslo>

2. Monthly CMC-Today.

<https://www.cmc-global.org/content/cmc-today-archive>

3. Update of the ISO 20700:2017 training material to accommodate the virtual training and to better support our Members in their delivery.

<https://www.iso20700.org/content/list-trained-consultants>

4. The National Consulting Index – COVID Version was launched in June. This will be an on-going project as detailed in the NCI task force update.

5. The Code of Conduct for all those involved in ICMCI business was prepared by the Professional Standards Committee, approved by the board, launched and circulated to all, with a Code of Conduct Declaration and Attestation signed by all volunteers.

Reema Nasser

Executive Director



6. The ICMCI Consulting Book is a project in progress as highlighted in the Academic Fellow's Report.

7. The Academic Fellow community of ICMCI continues to grow in number. Their involvement is detailed in the Academic Fellow's detailed report.

8. The CMC-Directory was a source for speakers at webinars and its community now holds regular meetings to interact and benefit from each other's experience, the number of CMCs on the directory reached 92 members and continues to grow.

<https://cmcdirectory.cmc-global.org/>

9. Our CMC-Firm grew by two CMC-Firms in 2020 and continues to be a niche product for companies who want to get closer to ICMCI and benefit from our services.

<https://cmcfirms.cmc-global.org/>

10. Our Constantinus International Award came back on the scene this year: nominations were called for, jurors are evaluating projects now, and the results will be shared in a virtual red-carpet event on the 13th of October.

11. The CMC Trademark registration continued during 2020-2021 with some finalized and others rejected based on feedback received from the respective countries, all this will be addressed by our provider with the support of the Secretariat. This project will continue next year, and final results will be shared accordingly.

12. The launch of our Future of Consulting task force took place during the International Consultants Day.

I am looking forward to continuing working with you all and hoping that the coming year will give us a chance to meet face-to-face again!

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ICMCI Strategy 2020-2021

With the pace of change as fast as it is, what is the point of strategy?

Strategy is a form of a plan. It is fundamental to any organization. Strategy has been getting a bad reputation. Dr John Kotter, the world guru on change management, estimated based on his research that only 5% of strategies achieve their goals, and 70% fail completely.

But is that the fault of the strategy or is that the fault of those who must implement the strategy? There is no question, in my mind at least, that it is the latter.

Every day, every week, every month, we as human beings aspire to do more than is possible. This is what brings us our success. It also can bring stress and despair!

A good strategy – not too complex, not too simple – can provide those guideposts that support our decision-making. They help us to decide on those tasks that are the most important and those which can be set aside. At the organization level, they help to guide all in the organization on a common path so that our efforts are reinforcing and not conflicting.

The ICMCI strategy did exactly this for us during the pandemic-induced disruption. Certainly, some of the key initiatives had a change of emphasis. Certainly, we had to do some things we hadn't imagined. Certainly, we were not able to do some things we had planned on doing.

And yet the fundamentals of our strategy continue to be our guideposts for action.

Dwight Mihalicz, CMC®
Chair



We are bound by our common global **VISION**:

ICMCI will be a leader in the development of management consulting as a profession that drives social and economic success.

This has not changed. Management Consulting is a profession, and it needs to be a profession. It does need development and all our activities are grounded in this concept. And the profession is about more than the success of its professionals – it is about how we also advance our communities. Social and economic success are critical – our work must be part of the greater good. I would argue that sustainability is inherent in social and economic success, but perhaps, given what is happening globally, we might be more explicit about that.

In order to attain our Vision, we are focused on our day-to-day **MISSION**:

To build the profile, recognition, and influence of the profession and its practitioners globally.

Who can argue with this statement as the business that we are in? We have work to do on our value proposition, and on attracting the new entrants to the industry of consulting into our profession. But as a mission it certainly resonates.

Here are the **ten ICMCI Strategic Initiatives**, which are grouped under our **three Strategic Goals**:

Goal 1 – The Profession

Building the profile, recognition and influence of the profession and its practitioners globally, to ensure that Certified Management Consultants serve their clients with world-class competency and professionalism

1. Marketing and publicising ICMCI and its global brands
2. Marketing and publicising ICMCI and its Global Directories
3. Organising and promoting the ICMCI Annual CMC Conference on global management consultancy issues
4. Investigating tools and methods for creating a proper management consulting platform that can further enhance the affiliation of management consultants, and perhaps other types of consultants, with IMC's and ICMCI
5. Devising and promoting a Code of Ethics for those working directly with ICMCI and its Committees and other bodies

Goal 2 – The Network

Supporting, enhancing, and growing the international network of management consulting institutes, as well as encouraging information sharing, networking, and reciprocity between institutes

6. Developing smaller “round table” discussion Focus Groups to obtain feedback on products and services
7. Building the outreach between CMC-Global and IMCs through continuing and improving the collaborative approach
8. Acting as the voice of the profession to provide key messages to international stakeholders such as the United Nations/CoNGO, European Commission, Development Banks, etc.

Goal 3 – Outreach

Enabling IMCs to enhance the visibility, recognition, and desirability of Certification as international benchmarks

9. Creating tools to support IMCs in their advocacy activities (leveraging the outcomes of the work in strategic goal one (products))
10. Administering programmes and services on behalf of IMCs to increase their revenue without impacting their admin burden

Closing

One of the huge strengths of ICMCI in the past number of years is the willingness of each successive Board of ICMCI to receive the strategy of the previous term, accept it, build on it, and continue with its implementation.

In some organizations when there is a shift in the board the strategy goes out with the old members, and the new members start fresh. This is counterproductive to successful growth.

As the outgoing Chair, I am proud of the work of the Board and the Secretariat during my term. We took the best of the best and we worked to build on the accomplishments of our predecessors.

Given the pandemic, and the significant shifts under way, there are areas of focus that can and must change. Some of the initiatives have been completed, there are some new ones on the horizon.

Overall, I know we will continue to be a leader in the development of management consulting as a profession that drives social and economic success, as we build the profile, recognition and influence of the profession and its practitioners globally.

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Quality Assurance Committee

Summary

Here is QAC's report of activity for July 2020 to June 2021 including our assessment and developmental plan for the next period and the status of the ISO/IEC 17024 audit and assessment program. The annual report is structured according to ISO 17011:2017 and Management review's requirements.

Olga Trofymova, CMC®, PhD
Chair



Follow-up Actions from Earlier Management Reviews

The Annual report for July 2019 – June 2020 set up the following plans for 2020-2021:

	Plans	Status	Documents / Results in 2020-2021
1	Improvement of the management system and its processes		
1.1	To review processes of management system	In Progress	Process Map QAC Assessment Guide QAC Assessment Process Assessment Forms
1.2	To develop / adopt a digitized management system for ICMCI	In Progress	Some meetings with IT system providers
2	Improvement of services and accreditation process in conformity with the relevant standards and expectations of interested parties		
2.1	To implement reviewed procedures on assessment	Complete	Training for Co-Assessors Training for Lead Assessors Refresher Training
2.2	To increase quality of assessments	In Progress	The Best Practice Database The Lessons Learnt Database Experience Exchange Days

	Plans	Status	Documents / Results in 2020-2021
2.3	To increase quantity and on-time assessments according to the assessment program	In Progress	Assessment Program All assessments are prioritized according to the time schedule All assessments are planned and should be fulfilled till the end of the year
2.4	To increase satisfaction level of IMCs after assessments	Complete	Assessment Feedback Assessors Evaluation Form The satisfaction survey is done after each assessment and delivered to assessors. The average score has increased
3	Need for resources		
3.1	To finalize the criteria / requirements to Assessors	Complete	FD Lead Assessor FD Assessor FD Co-Assessor Database of Assessors
3.2	To finalize the criteria / requirements for QAC members	Complete	All QAC members are trained either as Co-assessors or Lead Assessors
3.3	To recruit new assessors and establish the selection process	Complete	20 New trained Co-assessors 9 trained Lead Assessors 5 trained Assessors
3.4	To provide training for assessors	Complete	Training Materials Training for Co-Assessors Training for Lead Assessors Refresher Training Experience Exchange Day

	Plans	Status	Documents / Results in 2020-2021
4	Defining or redefining policies, goals, and objectives		
4.1	To review QAC TOR	Complete	QAC TOR
4.2	To review objectives and policy concerning ISO 17011:2017 accreditation. To set up Objective to achieve the international accreditation and to become the Accreditation Body according to ISO 17011:2017 and to support national institute members in ISO/IEC 17024 achievements.	In Progress	The task force and main steps are established for the task

The status of plans is **COMPLETE** excepts for tasks No 1 and No 4 that are still **IN PROGRESS** with steady steps.

Results of Audits

There were no internal or external audits from June 2020.

The documents of the Quality Management System were updated concerning Assessments.

QAC Reference Guide and QAC Assessment Process were developed and implemented.

The Google disk for QAC was maintained and all documents are registered and controlled.

New Areas of Accreditation

The area of authorisation is not changed.

Trends in Nonconformities. Status of Corrective Actions

After the internal audit nonconformities were not identified and corrective actions were not developed.

The Status of Actions to Address Risks and Opportunities

All risks and opportunities identified as room of improvements in the Internal audit report are fulfilled.

Fulfilment of Objectives

The main objective of QAC is to direct and oversee an independent quality assurance for IMCs. The assessments completed during this period and the plan for the next period are summarized below:

Type of Assessment	Completed July 2020 - June 2021	Planned / In Progress July 2021 - June 2022
Provisional 1st Assessment Pre Admission Check: Provisional Membership	0	0
On-Site 1st Full Membership Assessment Original Certification Check: Full Membership	2	3
High Trust Full Membership Reassessment Renewed Certification Check: High-Trust Triennial Assessment	8	28
On-Site Full Membership Reassessment Renewed Certification Check: On-site Triennial Assessment	0	3
ISO/IEC 17024 Authorization / Surveillance	2	4
Total Number of Assessments	12	38

The Assessment Program is on the QAC google disk with the link:

https://docs.google.com/spreadsheets/d/1FPURLhbAXgfyG6fZ ZoiFF0pAM_1E7CSD/edit?usp=sharing&ouid=113171595091026704350&rtpof=true&sd=true

Feedback from Interested Parties. Analysis of Appeals. Analysis of Complaints.

After each IMC assessment the QAC assessment evaluation form is fulfilled by the IMC. All results are analyzed and shared with assessors to continue improving the quality of assessments.

Changes that Could Affect the Management System

Global crisis and COVID-19 affected and might continue to affect the Management System and QAC processes. The processes will be reviewed. The Integrated Quality Management System for Assessments and ISO/IEC 17024:2012 audits should be developed and implemented.

The new digitized processes of ICMCI could affect positively the QAC Management System.

Safeguarding Impartiality

During the training sessions for assessors and the Experience Exchange Day assessors were actively involved. The criterion for assessors includes the principles of independency and safeguarding impartiality. The training materials for Assessors and the Non-Disclosure agreement are signed by all assessors and QAC members with a focus on the Code of Conduct.

Plans for the Next Period

1. Improvement of the management system and its processes

- To integrate processes of the Management System (assessments and audits)
- To develop / adopt a digitized Management System for ICMCI

2. Improvement of services and accreditation process in conformity with the relevant standards and expectations of interested parties

- To implement reviewed procedures after reviewal
- To increase quality of assessments
- To increase quantity and on-time assessments according to the assessment program
- To increase satisfaction level of IMCs after assessments

3. Need for resources

- To conduct the Experience Exchange Days
- To grow Co-Assessors to Assessors
- To grow Assessors to Lead Assessors
- To establish Auditors according to ISO/IEC 17024:2012

4. Defining or redefining policies, goals, and objectives

- To review objectives and policy concerning ISO 17011:2017 accreditation.
- To achieve the international accreditation and to become the Accreditation Body according to ISO 17011:2017 and to support national institute members in ISO/IEC 17024:2012 achievements.

Conclusion

The QAC activities are focused on moving forward to reach the goal of the scheduled assessments. Assessors are actively involved and should reach the goal during the coming year.

Professional Standards Committee

The **Professional Standards Committee (PSC)** transforms into practice the vision of ICMCI to be a leader in the development of management consulting as a profession that drives social and economic success.

Purpose Statement

The PSC assists the Board of Directors in the development and maintenance of professional standards and guidelines that promote excellence in the consulting profession, including awards, certifications, qualifications, and assessment processes.

Committee Terms of Reference

The PSC ToR have been approved by the Board.

The Committee has met on a bi-monthly basis and all meetings have been virtual and the work of the committee has not been adversely affected by Covid-19 lockdowns.



Nick Warn, CMC®
Chair

Key Projects, Achievements, and Future Plans

The Committee has five key projects:

Key Projects & Team Leaders

Carry Out 'Voice of the Customer' Research as Input to CMC Manual Update

Giuseppe Lovecchio

Achievements

Valuable input was provided for the CMC Manual Update project from surveys of consultancy clients and consultants in addition to results from other consultancy surveys and reviews of other professional competence frameworks. A draft of updated CMC documents were circulated to selected IMCs for comment and useful feedback was received.

Future Plans

The main aim of this project has been accomplished but further research into the profession's stakeholder expectations will take place on a continuous basis.

Key Projects & Team Leaders

Update CMC Manual and Appendices

Steen Petersen

Achievements

A draft of an updated Appendix 1 Competence Framework has been developed and refined using feedback from IMCs. The new Framework has been designed to be the definitive global standard for professional management consultants to which other competence frameworks such as those of ICMCI member Institutes, including that for the UK's Chartered Management Consultant status, should be compatible. The CMC Manual and other appendices have all been reviewed and updated.

Future Plans

The CMC Manual and appendices will be submitted to the Board for approval and presented at the 2021 Annual Delegates Meeting.

ISO 20700:2017 Development, Promulgation, and Training

Nick Warn

ISO 20700:2017 Train the Trainer sessions have been delivered and training documents have been updated and improved during the year. 106 trainers and 544 consultants have been trained so far. Online training processes for trainers and consultants have been developed and delivered several times. Terms of Reference for ISO 20700 Firms have been developed.

The ISO 20700 Project Self-Declaration Checklist training and guidance documentation will be reviewed and updated, including the inclusion of feedback from participants of training sessions. An online platform will be developed for certification and training in the ISO 20700 Project Self-Declaration Checklist. The ISO 20700 Firm status will be implemented. Terms of Reference for Accredited ISO 20700 Training Organisations will be developed.

Develop Code of Conduct for ICMCI Board, Staff, Officers and Volunteers

Nsombi Jaja

A new Code of Ethics for ICMCI Board, Staff, Officers and Volunteers was developed and approved by the Board.

The project has been successfully accomplished but a review process will follow after a suitable period of use of the new Code.

Develop New ICMCI Awards

Celal Seckin

A proposal has been developed for an award process for member institutes with the aim of promoting and sharing best practice. The award criteria have been based on a combination of the EFQM 2020 Model and the Excellence Award Model for Clusters.

Continue development of an award scheme for IMCs and seek Board approval for implementation

Supplementary Projects, Achievements, and Future Plans

The Committee has four supplementary projects which are either on hold or are ongoing work:

Supplementary Projects & Team Leaders

Achievements

Future Plans

Approve Standards and Assessment System for AMCC

Steen Petersen

Awaiting draft documents from AMCC Task Force

Liaise with Other Committees in Task Force

Nick Warn

Awaiting formation of Task Force

Links to Academia and Academic Fellows

Celal Seckin

Contact made with Academic Fellows group

Continuous liaison activity

Develop PSC Knowledge Base

Nick Warn

Collate and index a library of documents relevant to PSC work

The Membership Committee

We are pleased to report on the Membership Committee's activities for 2020-2021. Despite the pandemic, our Committee remained very active.

Since the 2020 virtual Annual Meeting, our Committee hosted 8 meetings, with 1 additional meeting scheduled to take place subsequent to this report, but prior to the Annual Meeting. Therefore, the Committee will have met 9 times since our last Annual Meeting. Attendance has been strong, with an average of 83% attendance.

We had a very active year, with four major areas of focus:

1. Regular membership activity – vetting new applications, reviewing assessments, and managing member in Good Standing activity.
2. KPI data collection and reporting (membership requirements) – continuing our work to gather and share comparative data with each IMC, so they can benchmark their activity and progress with the rest of the member IMCs.
3. Membership application update – reviewed and updated both the provisional member application and the full member application forms, with edits to improve the information requested, so the Committee could make a better decision when evaluating applicants.
4. Prospective member welcome manual – developed an initial draft of a welcome manual for prospective members, helping to provide information, background and context for ICMCI, as well as communicating the expectations ICMCI has for the IMC.

Glenn Yonemitsu, CMC®
Chair



During the course of our activities, we maintained regular links with the Board, the Executive Director, the Chair, the Treasurer, and the Chair of QAC. Here is a brief update on these primary areas of focus:

Regular Membership Activity

- Our Member in Good Standing report (MGS) summarizes the regular activity this Committee has managed in 2020-21.
- We have renewed full and provisional members as QAC has conducted their triennial assessments.
- We have had regular dialogue with both the Executive Director, the Treasurer, and the Chair of QAC as we have conducted our business.

The MGS report provides a clear recommendation on the membership status of each of our IMCs.

KPI Data Collection and Reporting (Membership Requirements)

- This multi-phase project advanced into the reporting phase in 2020-21.
- After collecting enhanced data from the IMCs for 3 years, we reported back to each IMC (confidentially), providing their metrics with min, max and mean statistics, so each IMC could benchmark their performance.
- It is hoped that by providing this kind of comparison information, it will help every IMC manage their development and activity.
- Feedback from the IMCs on the report has been extremely positive.
- We acknowledge and recognize the leadership of our Vice Chair working with the Executive Director and Secretariat on this project.

Membership Application Update

- The Committee reviewed and updated the two primary application forms used – for provisional membership and as provisional members apply to upgrade their membership to full membership.
- The Committee identified and considered the challenges we have observed as provisional member IMCs matured.
- Additional questions were added and built into the provisional member application to gather better insight into the applicant's true knowledge or connection to the consulting industry in their country.
- The application form was reorganized to be more logical and clear in presentation.

Provisional Member Welcome Manual

- The Committee considered the challenge faced by many IMCs, when the initial leadership team passed the leadership to the next generation.
- Often times the knowledge of ICMCI, the reasons for an international network, and the requirements to maintain Member in Good Standing, were lost upon this transition.
- To assist with the onboarding of provisional members, we considered and reviewed similar models used in the Private Club sector, where new members were oriented through a formal communication vehicle.
- By developing this communication piece in a formal written format, it is hoped it can be passed along and shared with the full executive at the IMC, resulting in a more wide-spread knowledge of the contacts, requirements, obligations, activities of ICMCI and how the IMC can be supported.

We trust these initiatives meet with the Board's approval, and as a committee, we stand ready to address any questions or concerns that the Board may have.

This is my sixth report for ICMCI's Annual Meeting, and my final activity as Chair of this Committee. I have been fortunate, to work with not only experienced Committee members, but with a consistent group. Every member of this Committee has been involved for at least five years. I wish to acknowledge and thank each member of our Committee for their dedication and commitment of time and energy in 2020-21 and in the years previous. Their contributions have made our Committee's work easy. I would especially like to thank Reema and Khuzaima for their invaluable support in organizing the logistics of our work. I wish this Committee and ICMCI the best as it moves forward.

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Nominations and Succession Planning Committee

The Nominations and Succession Planning Committee has continued its mission to ensure proper resources for adequate functioning of ICMCI, at the level of the Board as well as for the other structures.

The NSPC comprised of a mix of representatives from various continents, with focus on identifying and building volunteers' composition around the organization by enhancing diversity, geographic and gender representation, bringing different skills sets to the table to achieving ICMCI objectives and alignment with the overall strategy.

The pandemic situation has continued to prevent face-to-face meetings and direct contact with the IMCs and with the potential candidates for various positions, but the committee's members have strengthened their internal communication in parallel with stronger connection to our members.

Permanent link to other structures of ICMCI, either executives or committees/task forces, has enabled a good understanding of current situation, further needs, as well as opportunities.

Performance of elected persons is very important, and the committee continued its analysis and efforts in assessing the overall performance as well as designing the initial messages to be delivered to a potential candidate for any structure. One of the very strong lessons learned is that the efficient and effective participation of each delegate representing our members is a sine qua non condition for the sustainable development of our international organization.

Together with other committees, we have considered best ways to increase awareness of our members as well as of their members, the management consultants, about the activities developed as well as boosting their involvement.

Sorin Caian, CMC®
Chair



A final thought in memoriam of committee member, Gerd Precht, who has left us early last year, expressing our deep gratitude for his involvement in the activity of our committee as well as his overall contribution to the development of our organization and the management consulting profession.

The members of NSPC express their commitment to the overall effort to strengthen the organization in its mission of servicing the management consulting profession!



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Marketing and Advocacy Committee

The Marketing & Advocacy Committee acts as an integrator among all activities of ICMCI, liaising to each working committee or taskforce of ICMCI, in order to carefully follow the developments, and to understand from the early stages the new products concept and enable proper promotion. The joint effort of ICMCI as well as of all our members, IMCs and management consultants, will be rewarded for the benefit of our wonderful profession and its recognition as a driver of economic and social success!

Reinvention and innovation are not a result of the funding. It is a product of collaboration & vision. Collaboration during strange times brought the opportunity to bring us closer, through monthly webinars, video calls, digital conferences, video meetings, monthly newsletter, and made it much easier to arrange to and to stay in touch, something that otherwise we haven't done earlier, or we did at a lesser scale.

March 2020 marked one year since we launched the new design and structure of CMC-Today newsletter. As editor of 15 editions, I am so proud to announce that we have increased the collaboration with the Institutes of Management Consultants and want to thank all 34 countries who have contributed during 2020/2021. This year we hope to reach out to more IMCs globally.

CMC Brand Globally via Social Media

We have increased all social media accounts to ICMCI-CMC Global. Official pages as follows:

 50% increase
LinkedIn Page: **ICMCI**
<https://bit.ly/3gT4DIP>

 50% increase
YouTube: **ICMCI official Videos**
<https://bit.ly/3cS0YJO>

Jehona Lluka, CMC®
Chair



 25% increase
LinkedIn: **ICMCI /CMC Global**
<https://www.linkedin.com/groups/78125/>

 20% increase
Twitter: **CMC_ICMCI**
https://twitter.com/CMC_ICMCI

 20% increase
Facebook Page: **@ICMCI CMC Global**
<https://bit.ly/2XgxtKd>

 15% increase
Facebook Private Group:
@ICMCI / CMC Global Official Group
<https://bit.ly/2WOfAU7>

 15% increase
Instagram: **ICMCI Official**
https://www.instagram.com/icmci_official/

In process from social networks: all accounts verified badges / the blue verification badge that let us know that a Page or profile of public interest is authentic. This will lead to more followers and no space for duplicated accounts.

The Committee is in continuous process of involving some enthusiastic IMCs or other Committees, several pilots designed to increase the visibility of our members and recognition of our profession and, of course, of ICMCI.

ICMCI Strategic Objectives and Marketing Strategic Areas

1. Building the profile, recognition, and influence of the profession and its practitioners globally, to ensure that management consultants serve their clients with world-class competency and professionalism.

2. Supporting, enhancing and growing the international network of management consulting institutes, as well as encouraging information sharing, networking and reciprocity between institutes.
3. Enabling IMCs to enhance the visibility, recognition, and desirability of Certification as international benchmarks.

Strategic Areas	Overall Strategy			
	Maintain and Increase Membership	Branding – the Voice of the Profession	Platform for International Consultants	Viral Program (New Initiative)
Key Strategic Activities	<ul style="list-style-type: none"> ■ Increase communication with IMCs to foster the communication on both sides through targeted activities and CMC-Directory ■ Networking with stakeholders and members ■ Creating value and engagement with members 	<ul style="list-style-type: none"> ■ Develop the communication package national, governments, stakeholders and donors ■ Brand advocacy to strengthen the IMCs customer-centric position/innovation 	<ul style="list-style-type: none"> ■ CMC international profile advancement ■ ISO 20700:2017 Guidelines for Management Consultancy ■ ISO/IEC 17024:2012 conformity assessment ■ CMC-Directory and digital tools 	<ul style="list-style-type: none"> ■ Viral programs as a way to raise awareness, using social media and allowing users to easily share the ICMCI message or requested action (webinars), and prompt others to do the same
	<ul style="list-style-type: none"> ■ Retain current members by continually exceeding expectations ■ Monthly newsletter CMC-Today ■ Trends on consultancy: Press Clipping, E-library, Vlogs, Column ■ Articles from members of IMCs ■ Webinars / trainings / masterclasses ■ Promotion of Members and Awards ■ National Consulting Index ■ Management Consulting Journal 	<ul style="list-style-type: none"> ■ Create a visually appealing website on a strong CMS platform ■ Use social media to focus on creating opportunities for direct connections to flourish, and to build online testimonials and shares via other users ■ Provide an advocacy package to IMCs 	<ul style="list-style-type: none"> ■ IMCs support and professional networking ■ ICMCI Consulting Book ■ Tools to support IMCs in their advocacy activities - Task force ■ Providing training to IMCs to advocate on behalf of the profession 	<ul style="list-style-type: none"> ■ Brand enthusiasts ■ International Consultants Day (guest speakers not from ICMCI network) ■ Global leaders ■ Develop Vlogs ■ Live events

All our efforts are not effective and efficient if we do not have the full involvement of the IMCs and their members, so communication is key!

Special Thanks to:

- All 34 IMCs – who collaborated and provided continuous feedback.
- ICMCI Chair Dwight Mihalicz – for enriching our news through monthly updates and providing content resources such as articles and news.
- Academic Fellows Chair Simon Haslam – for collaboration in promoting ICMCI Consulting Book, bi-weekly quotes.

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CMC - GLOBAL

Constantinus International Award Committee

2021: Restart with New Ideas

The CONSTANTINUS International Award ceremony 2021 will be held virtually where, for the 10th time, worldwide exemplary projects will be honored. In this anniversary year 13 jurors will judge the 25 applicants from the following countries:

Brazil	4
Canada	2
Mongolia	1
Austria	15
Russia	1
Singapore	1
Ireland	1

The award ceremony will take place in virtual form on 13 October 2021, via Zoom and will start at 13:00 UTC. A short overview:

- A short opener to start the award ceremony.
- Presenters: Jan Willem Kradolfer and Jehona Lluka.
- Interviews with Dwight Mihalicz, Chair - ICMCI, Alfred Harl, Chair - CONSTANTINUS International Award), Reema Nasser, Executive Director - ICMCI, and last but not least attending nominees.

Last year the CONSTANTINUS International Award was suspended at its 10th birthday due to the worldwide COVID-19 situation and considering the challenges many companies were facing. In 2016 we awarded the prize in Canada, 2017 in Kazakhstan, 2018 in Italy, and 2019 in the Bahamas. This way, we have been able to span the globe with our venues in recent years which reflects the fact that the projects submitted come from all over the world. The world's

Alfred Harl, CMC®
Chair



best IT and Management Consulting projects will earn the CONSTANTINUS International Award as consultants from all over the world were invited to submit projects with exceptional customer benefits and economic impact.

In 2020 we set up the criteria for the **Honorary President Scheme** and the **Ambassador Scheme** for immediate roll-out.

The **Honorary President** is a person nominated by the respective hosting country for one year. He or she is said to be a highly esteemed economic or political person who has an impeccable reputation. In this way, an image transfer from the Honorary President to the CONSTANTINUS International Award and vice versa is achieved. A well-known personality also ensures that we can get plenty of media attention. Another important point is that the hosting country gets a networking opportunity with various VIPs.

The **Ambassador Scheme** was established to support the respective chair as the contact person in all countries, the Ambassador Scheme was introduced in 2020. In this way, a CONSTANTINUS contact person is to be made known in each country for a term of 2 to 4 years and the CONSTANTINUS Committee is set to grow to 50 people. The advantage is that the Ambassadors have a defined title and get the appreciation they deserve. Furthermore, we have direct contact to the countries and can act much faster and broader. This will make the CONSTANTINUS Committee much more powerful. In April 2021 the CONSTANTINUS International Award was introduced to the first ambassadors via a Zoom presentation and starting September 2021, monthly meetings will follow to update on current projects, and questions, and experience exchange for learning.

ICMCI Constantinus International Award Ambassadors

Ambassador Nomination		
1	IMC Caribbean	Ria Newbold Monica Masino
2	IMC Nigeria	Mr. Aminu Yabo
3	IMC Russia	Oksana Kovtun
4	IMC Iran	Farhad Taheri
5	IMC UK	Simon Haslam
6	IMC China	You Ningbo Zhang Yanyan
7	IMC USA	Joyce Gioia
8	IMC Brazil	Flavio Oliveira
9	IMC Ukraine	Olena Yuzkova
10	IMC Singapore	Dr Adrian Chew
11	IMC Finland	Ari Aalto
12	IMC Armenia	Silva Meysropyan
13	IMC Australia	Steve Ibbotson
14	IMC Austria	Alfred Harl
15	IMC Romania	Cătălin Hristea
16	IMC Mongolia	Mrs. Byambaa Uranchimeg
17	IMC Japan	M. Masunaga
18	IMC Canada	David Schincariol
19	BAMC (Non-IMC)	Dr. Vladimir Biruk

[https://www.cmc-global.org/
content/constantinus-international-award-ambassadors](https://www.cmc-global.org/content/constantinus-international-award-ambassadors)



The main goal that led to establishing this award was to draw attention to the consulting sector as well as exceptional individual consulting projects at an international level, our way of honoring excellence in consulting. The Award gives nominees, Ambassadors, and Chairs a platform for international cooperation in their sector and strengthens consultant-client relations by celebrating joint successes and increasing the international visibility of their projects.

The CONSTANTINUS International Award has already advanced to become a highly regarded award for remarkable consulting projects, it stands for the economic strength and significance of the sector.

CONSTANTINUS International Award Factsheet

Since its foundation in 2011, we have had:

Nominations from 24 Countries

Afghanistan	Algeria
Austria	Australia
Brazil	Canada
China	Finland
Germany	United Kingdom
Hungary	Iran
Italy	Japan
Norway	Romania
The Netherlands	Singapore
Slovenia	South Korea
Spain	Sweden
Taiwan	Ukraine

Projects	164
Gold Winners	9
Silver Winners	21
Country Winners	28

Plans for Next Year

New initiatives for promotion in every country include:

- Producing a short and motivational video to promote and explain application process for CONSTANTINUS targeted at applicants.
- Targets for every country: every country will submit the minimum of two projects. Every country has to nominate a CONSTANTINUS Ambassador.
- Host country has to nominate the Honorary President.

Further information

<https://www.constantinus-international.com>

<https://www.cmc-global.org/content/constantinus-awards>

Academic Fellows Panel



Developments concerning the ICMCI Academic Fellows community during 2020/2021 are summarized below:

■ The Academic Fellows list now numbers 78. We have a strong group of nominations this year, which are currently being considered by the ICMCI Board, and will boost the current number.

■ We have altered the Academic Fellows nominations process, enabling IMCs to talk about the opportunity with potential Academic Fellows in advance of nomination.

■ We have completed the update to the Academic Fellows list by contacting each of the Academic Fellows from 2013 - 2016 to determine:

- a. their continued involvement in consulting research / writing / teaching, and
- b. their willingness to continue as Academic Fellows.

■ **ICMCI Consulting Book:** This is currently being drafted. It is designed to encompass the voices and views of CMCs around the world and have a truly global perspective. It is structured around CMC competencies. We have 174 individual contributions to the book.

■ **Management Consulting Journal (MCJ):** The Management Consulting Journal is now linked to the academic publisher Sciendo (part of De Gruyter). This connects its papers to academic online databases and search engines, giving greater status and reach to the Journal's content.

■ **National Consulting Index (NCI):** The progress of the NCI project is reported separately, and the Chair of the Academic Fellows continues to take the lead on the scientific/research Elements of this work.

Professor Simon Haslam, CMC®
Chair



The priorities for 2021 - 2022 are as follows:

- To continue to seek nominations for new Academic Fellows
- To refresh the Academic Fellows nominations panel
- To bring the ICMCI Consulting Skills book to publication with contribution from at least 200 CMC / Academic Fellows / Consultants
- To continue to work with the ICMCI marketing committee in a social media campaign building up to the launch of the ICMCI Consulting Book
- To continue the research and lead the academic development of the National Consulting Index (NCI) algorithm
- To continue to raise the profile and the academic standing of the Management Consulting Journal
- Note, the intention of working with the ICMCI Board to establish an ICMCI 'Knowledge Exchange Committee' (working label) has not progressed this year. This move would help link the Academic Fellows community more cohesively with the ICMCI board and activities. Guidance from the ICMCI Board on how it wishes to proceed here would be useful.

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NCI Taskforce



With the National Consulting Index (NCI) ICMCI, the global voice of consulting, provides a global report about management consulting. The NCI has developed further over the past twelve months, but due to COVID-19 the report had to be amended. Reliable data about management consulting could not be provided on a global level and in fact we decided a look in the future would be of more benefit than a look in the past that has been exceptional.

In March and April 2021, ICMCI carried out a survey among its member institutes to identify the trends in the value of their own country's management consulting market. The survey also took a snapshot of the IMCs' perceptions of the factors impacting the consulting industry in the COVID-19 pandemic situation.

The results are a mixture of quantitative and textual data in response to the following questions:

- What is your estimate of the size (US Dollars) of your country's management consulting sector in 2020?
- What is your prediction of the size (US Dollars) of your country's management consulting sector in 2021?
- What is the reason for any changes in market size between 2020 and 2021?

Using the KPI figure provided in last year's study for the estimated size of the Management Consulting market as of June 2020, based on which we calculated the estimated size of the Management Consulting market per country for 2020, we were able to compare to the estimates provided as of June 2021. This led us to an assessment of the change in the market size. The data analysis was then taken to the next level creating valuable insights into the current status per country and hub, the major developments and outlook for the Management Consulting market globally. The feedback of the survey:

Robert Bodenstein, CMC®
Board Liaison



- 35 responding IMCs
- Variance from -60% to +42,9%
- Revenues 2020 in Million USD as reported from IMCs

The definition of Revenues is not compatible with previous NCI Definitions.

View presentation and full report at:

https://www.cmc-global.org//sites/default/files/public/nci_2020_covid_19_edition_-_presentation.pdf

https://www.cmc-global.org//sites/default/files/public/nci_2020_-_covid_19_edition.pdf

For the next years report (to be presented beginning of June 2022) the task force plans to come back to the original approach of the NCI to report about the maturity of the management consulting market in the ICMCI Member Countries. The task force is confident, that for this report robust data are provided by the partner Source Global Research.

IMCs are kindly invited to approach the task force members and discuss how the NCI can be used for national lobbying activities. Some main topics to be discussed are:

- What surveys about Management Consulting Services exist on national / regional level?
- What are the links to NCI?
- Who are the major stakeholders (politics, administration, client organizations, donor organizations, a.s.o.)?
- What is the main message to promote.

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CMC-Firm



The CMC-Firm QAC is the committee to oversee the training and assessing of appraisers, managing the appraisers, managing the appraisals, providing feedback and recommendations to the CMC-Firm Committee for memberships acceptance and awarding.

Activities 2020 – 2021 included the following:

■ In February 2020 Sorin Caian was named chair of the CMC-Firm Committee and started working closely with the CMC-Firm Quality Assurance Committee.

■ In the first quarter of 2021 three applications were received:

Kmind Shanghai Enterprise Management Consulting Co. (China): Sorin Caian, Andrea Spensieri and Marjo Dubbeldam conducted the appraisal

QuantumMark LLC (USA): Sorin Caian and Andrea Spensieri conducted the appraisal

Both firms were granted the CMC-Firm designation and welcomed with great pleasure. Their profiles on the directory are:

<https://cmcfirms.cmc-global.org/users/kmind-consulting>

<https://cmcfirms.cmc-global.org/users/quantummarkllc>

Grenoble Integrated Services and Consultancy Ltd. (Nigeria) also applied for the CMC-Firm status but did not yet provide the necessary documents and are still on hold.

Sorin Caian, CMC®
CMC Firm Committee Chair



Marjo Dubbeldam, CMC®
CMC-Firm QAC Committee Chair



Many thanks to the members of the committees for their patience, work, and constant support.

Shaping the Future of Management Consultancy

I am pleased to present the new ICMCI initiative Shaping the Future of Management Consultancy.

Triggers

The speed and scale of change across the globe have been unprecedented. Most significantly, the global crisis arising from the COVID-19 pandemic is urging everyone to rethink the way they live, work and socialise. Institutions, governments and businesses are all having to adapt. The same holds true for the consulting industry.

Recognising that with the challenges come real opportunities, in February 2021 the ICMCI Board decided to take the lead in the conversation on developing a common vision about the future of management consulting as a profession.

Accomplishments

The concept has been then discussed with a number of IMC leaders to reflect their views on how to design the programme to best meet the needs of all members.

A global team steering the course of our actions has been pulled together and the initiative has been officially launched at the International Management Consultants Day in June this year.

Coming Next

In building a vision, we need to define the issues. Therefore, we will be looking for answers to questions such as:

- How are clients' needs changing and what do they expect from consultants?
- How does remote working impact the consulting business?
- How can technologies deliver value and help consultants to adapt?



Gergana Mantarkova
Chair

- What are the business models of the future?
- How are skills and capabilities evolving?
- How will we continue to ensure quality?
- Do we need to rethink ICMCI and IMCs roles?

Our approach will be adaptable, starting with these questions but be ready to extend them. We will offer an “open source” platform to everyone at ICMCI to encourage interactive communication and develop ideas together.

We will specifically give the floor to young consultants, to hear their say and help them grow. We will be also looking for an external input from international institutions, businesses, professional services associations, academia and the community at large.

Our work will be integrated with the other ICMCI initiatives, where deemed appropriate. We will be looking for solutions and offering to the Board specific actions, thus achieving measurable results.

So, what will the future of Management Consultancy look like? Our narrative is swiftly evolving. As Brendyn Williams expressed it well, we need to shape our space and own it.

I very much look forward to our journey together.

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International Conference and Events

We launched our virtual events in early 2020, practiced throughout, and excelled in 2021!

Our virtual events started after COVID. We were concerned that we would miss a lot of the interaction normal at live events, but with practice it became clear that we are a community that is resilient and adapts quickly. Our events continued to be virtual, but delivered the same quality, maintained the interaction, and had better participation.

2020 saw our annual meeting come to life in virtual form, and this year it will be the same, but with one twist. Our 8th CMC International Conference will come to life as well after a one-year break, as we will make sure to fill the time between the two Annual Meeting of Delegates sessions with a line up of speakers that will address our community with subjects that matter to us all. Stay tuned and all will be announced with the related details.

This year, the events will also include the Constantinus International Award celebrations that will mark the 10th anniversary that we missed last year. Winners will be announced, and a red-carpet event awaits us all, even if virtual. We will share more success stories and celebrate more winners!

This year also marked our launch of the African Hub meetings, which were held in addition to the Asia Pacific, the European, and the American Hubs. Attendance to all was exemplary, discussions were of value, and road maps were drawn. We look forward to more discussions. Our mutual goal stays the same; we are strong as long as our IMCs are. International Consultants Day was held in June as well. The agenda was rich as it summarized the major work done by ICMCI's volunteers, highlighting their giving back to their communities via their Council. The day was celebrated well and was marked as successful.

Reema Nasser

Executive Director



Many virtual webinars took place throughout the year. Our speakers had the knowledge and the knowhow, but also brought with them special offers to our members, so it was a win-win to all, and brought us all together closer as a community.

ICMCI, with the support of its Institutes will continue to find ways to support the community and increase our representation globally.

Related Videos

■ Hub Meetings

<https://youtube.com/playlist?list=PLfqGqgt7pzv2v9bI5ZuVIK20tyoP9DuLx>

■ ICMCI Webinars

<https://youtube.com/playlist?list=PLfqGqgt7pzv33YBQDBkrE1u1gXW2NGslo>

■ International Consultants Day

<https://youtube.com/playlist?list=PLfqGqgt7pzv01qmthKQ2s7fJ7kR8kU7xs>

■ IMCs Webinars and Contributions

<https://youtube.com/playlist?list=PLfqGqgt7pzv0sPeByKX8VeH6KU-5qKrJ2>

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Role

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Sorin Caian	Romania	Chair
Dwight Mihalicz	Canada	Member
Lydia Goh	Singapore	Member
Randy Baldwin	Canada	Member
Alfred Harl	Austria	Member
Reema Nasser	Jordan	Ex-Officio

Quality Assurance

Olga Trofymova	Ukraine	Chair
PK Lim	Singapore	Vice Chair
Galina Artyukhina	Kazakhstan	Member
Henry Ong	Philippines	Member
Dr. Maqbouleh Hammoudeh	Jordan	Member
Cristian Welsh	Brazil	Member
David (BongHwi) LEE	Korea	Member
Brendyn Williams	Australia	Member
Robert Bodenstein	Austria	Board
Reema Nasser	Jordan	Ex-Officio
Khuzaima Zaghlawan	Jordan	Secretariat

Professional Standards

Nick Warn	UK	Chair
Robert Bodenstein	Austria	Board
Jerald Savin	USA	Member
Brian Ing	UK	Member
Chul Haeng Cho	South Korea	Member
Nsombi Jaja	Caribbean	Member
Celal Seckin	Turkey	Member
Giuseppe Lovecchio	Italy	Member
Steen Petersen	Denmark	Member
Chris Harper	Canada	Member
Olga Trofymova	Ukraine	Member
Reema Nasser	Jordan	Ex-Officio

Member

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Membership

Glenn Yonemitsu	Canada	Chair
Kyeong Seok HAN	Korea	Board
Peter Csakvari	Hungary	Vice Chair
Shin Liat Liew	Singapore	Member
Marjo Dubbeldam	Netherlands	Member
Stephen Louis	Caribbean	Member
Reema Nasser	Jordan	Ex-Officio

Finance

Jan Willem Kradolfer	Netherlands	Treasurer, Chair
Jerald Savin	USA	Member
Philipp Graf	Austria	Member
Cristian Welsh	Brazil	Member
Andrea Spensieri	Italy	Member
Ruggero Huesler	Switzerland	Member
Reema Nasser	Jordan	Ex-Officio

Marketing and Advocacy

Jehona Lluka	Kosovo	Chair
Reema Nasser	Jordan	Ex-Officio
Khuzaima Zaghlawan	Jordan	Secretariat

Member	Country	Role
CMC-Firm		
Sorin Caian	Romania	Chair
Brian Ing	UK	Member
Francesco D'Aprile	Italy	Member
Yanyan Zhang	China	Member
Reema Nasser	Jordan	Ex-Officio

CMC-Firm QAC

Marjo Dubbeldam	Netherlands	Chair
Sorin Caian	Romania	Member
Shin Liat Liew	Singapore	Member
Andrea Spensieri	Italy	Member
Reema Nasser	Jordan	Ex-Officio

Constantinus International Award

Alfred Harl	Austria	Chair
Jan Willem Kradolfer	The Netherlands	Board
Mairead Fernandez McCann	UK	Member
Leigh Harris Fowell	Canada	Member
Reema Nasser	Jordan	Ex-Officio

Academic Fellow Panel

Simon Haslam	UK	Chair
Jeremy Webster	UK	Board
Reema Nasser	Jordan	Ex-Officio

Member	Country	Role
NCI Task Force		
Robert Bodenstein	Austria	Chair
Tamara Abdel-Jaber	Jordan	CMC-GI
Simon Haslam	UK	Academic Fellows
Gergana Mantarkova	Bulgaria	Board
Reema Nasser	Jordan	Ex-Officio

The Future of Consulting Task Force

Gergana Mantarkova	Bulgaria	Chair
Brendyn Williams	Australia	Member
Dr. Amit Pareenja	India	Member
Donna Ringrose	Canada	Member
Marc Pfyffer	Switzerland	Member
Nick Mann	China	Member
Nick Warn	UK	Member
Mag. Dr. Wilfried Drexler	Austria	Member
Reema Nasser	Jordan	Ex-Officio

2020 Onwards Task Force

Sak Hutunuwatra	Thailand	Chair
Dwight Mihalicz	Canada	Member
Francesco d'Aprile	Italy	Member
Otto Acuna	Costa Rica	Member
Jehona Lluka	Kosovo	Member
Reema Nasser	Jordan	Ex-Officio

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Treasurer's Report 2020-2021

Dear ICMCI Colleagues,

This report is provided on an annual basis to ICMCI Delegates by the Treasurer. The ICMCI Treasurer is accountable for the stewardship of the funds provided by Member IMCs to ICMCI for the secretariat function and its global operations. Following is the basis for the financial reporting:

- a. the official currency of ICMCI is Euros (€);
- b. the fiscal year of ICMCI is from July 1 through June 30;
- c. the accounts are maintained on an accrual basis.

Financial reports (P & L, Balance Sheet, Accounts Receivable, and YTD Budget to Actual) are prepared and presented to the ICMCI 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.

This year, the Finance Committee has had the intention to operate more in a governance role to review and recommend how ICMCI can best fund its global operations in order to achieve its strategy. However, since we've seen that COVID has a huge impact in our operation, we as a board have to reflect on the impact on our strategy. And of course, that will have impact on our budget, income and expenditures, as it has now already. Therefore, we will start a discussion with the Finance Committee to explore a financial policy (in relation with our strategy) that will stand for the upcoming years.

Last year the ICMCI financial statements have been subjected to a full audit by Grant Thornton (The Standard for Auditing) affiliate in Jordan. For the audit process of the 2020-21 annual report a resolution was approved in the Annual Meeting in November 2020 that BDO Jordan (Samman Co.) is our new auditor. Their findings are included in the papers for our General Meeting. I want to thank them for the work they have done.

Jan Willem Kradolfer, CMC®
Treasurer



Our fiscal approach continues to follow the earlier recommendations of the Task Force on Strategic Funding which provided us with a fairer means of distributing these costs across our Membership. We have a properly financed and stable Secretariat and still want to finance our growth objectives out of variable revenue. But since COVID is still a 'stand in the way' in this financial year, our variable revenue still suffered from a ban on travel and meetings. At the same time, we focused on being careful with our expenses for the same reason. So, the board continuously discussed how we must deal with this COVID pandemic, find (alternative) opportunities, and strengthen our existing sources of (variable) income, to create revenue for IMCs. Also, in this year we had a lot of discussions with a large part of our member group who had to face (financial) difficulties in their own IMC because of COVID. Reduction in numbers of individual members, activities that no longer provided income, and financial obligations were a concern for many of our members. Where we could, we were of help, for instance in making agreements for paying the ICMCI fee in two or three terms or installments.

As a Board, we are aware of the troubles our members still must deal with. A very important outcome is that for this fiscal year we want to 'redistribute' a significant part of the already agreed (and paid) fees of our members back to our IMC's. We believe that it will help a great part of our members in dealing with the actual (financial) problems they face because of economic and COVID-related issues. At the same time, for the upcoming fiscal year we will propose holding membership fees at a 0% increase compared to the approved fees.

**For this fiscal year,
our IMC's will get a return on their initial fees,
and Membership Fees are held steady
at 0% increase for the next fiscal year due to COVID.**

As Treasurer, it is my pleasure to present to you our financial statements that represent a still (financial) healthy organization that is appropriately funded for its mission. Thank you to all of the IMCs who are working together to build an ever-stronger community, which can overcome the problems we face. Our long-term strategic ambitions for ICMCI will help us all in the upcoming years to stay healthy, build the profession, and stay full of energy to realize growth again.

I feel happy when I recognize the volunteer effort of those involved in the operations of ICMCI. The funds we discuss in this report reflect an investment that is leveraged several-fold in volunteer effort, which is extremely important for an organization as ICMCI. This volunteer activity is reflected in other reports; here we concentrate on the financial activities of ICMCI.

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

I am very pleased with the continuous support of my fellow Directors, Chair and Executive Director, and honored to be part of the work of ICMCI in these difficult times the world is confronted with. But together we can!

Respectfully submitted,
Jan Willem Kradolfer
Treasurer



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CMC - GLOBAL

**INTERNATIONAL COUNCIL OF MANAGEMENT
CONSULTING INSTITUTES (CMC - GLOBAL)**

**FINANCIAL STATEMENTS
TOGETHER WITH INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

FINANCIAL STATEMENTS
TOGETHER WITH INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 30 JUNE 2021

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INDEPENDENT AUDITOR'S REPORT

MESSRS. INTERNATIONAL COUNCIL OF MANAGEMENT CONSULTING INSTITUTES (CMC - GLOBAL)

Report on the Audit of the Financial Statements

Modified Opinion

We have audited the financial statements of International Council of Management Consulting Institutes (CMC - Global) "the Organization", which comprise:

- The statement of financial position as at 30 June 2021.
- The statement of financial performance, statement of changes in net assets, statement of cash flows for the year then ended; and
- Notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matter described in the Basis for Modified Opinion the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at 30 June 2021, and its financial performance and its cash flows for the year then ended in accordance with bases of accounting described in Note (3) to the financial statements.

Basis for Modified Opinion

The Organization has not calculated expected credit loss for the accounts receivable in accordance with IFRS (9). Therefore, we were unable to determine the financial impact on the financial statement for the year ended 30 June 2021.

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with this Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our modified opinion.

Emphasis of Matter - Basis of Accounting and Restriction on Distribution and Use

We draw attention to note (3) to the financial statements, which describes the basis of accounting. The financial statements are prepared to fulfil the International Council of Management Consulting Institutes (CMC - Global) reporting obligations. As a result, the financial statements may not be suitable for another purpose. Our report is intended solely for the Organization and other intended users and should not be distributed to or used by parties other than them. Our opinion is not modified in respect of this matter.

INDEPENDENT AUDITOR'S REPORT (Continued)

Messrs. International Council of Management Consulting Institutes (CMC - Global)

Other Matter

The financial statements for the year ended 30 June 2020 were audited by another auditor who issued his unmodified audit opinion on 7 September 2020.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the bases of accounting described in Note (3) to the financial statements, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, management is responsible for assessing the Organization ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We are also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

INDEPENDENT AUDITOR'S REPORT (Continued)

Messrs. International Council of Management Consulting Institutes (CMC - Global)

Auditor's Responsibilities for the Audit of the Financial Statements (Continued)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

The Organization maintains proper accounting records, and the financial statements are in agreement therewith. And we recommend the general committee to approve it, after taking into consideration what was mentioned in the paragraph of the modified opinion above.

Samman & Co.



Ahmad Ramahi
License No. 868



15 September 2021
Amman - Jordan

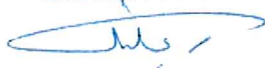
International Council of Management Consulting Institutes
(CMC - Global)

Statement of financial position
As at 30 June 2021

	Note	30 June 2021 Euro	30 June 2020 Euro
ASSETS			
Cash and cash equivalents	(4)	161,311	134,355
Accounts receivable	(5)	75,516	70,424
Inventory		750	828
TOTAL ASSETS		237,577	205,607
LIABILITIES AND NET ASSETS			
Liabilities			
Other payables	(6)	13,485	2,538
Net assets			
Net assets		224,092	203,069
TOTAL LIABILITIES AND NET ASSETS		237,577	205,607

The financial statements from pages [1] to [8] were approved and authorized for issue by the Council's authorized personnel on 15 September 2021 and were signed on its behalf by:

Reema Raja Nasser
Executive Director




CMC - GLOBAL

Johannes Wilhemus Antonius Kradolfer
Treasurer of the Board



**International Council of Management Consulting Institutes
(CMC - Global)**

**Statement of financial performance
For the year ended 30 June 2021**

	<u>Note</u>	<u>30 June 2021</u>	<u>30 June 2020</u>
		Euro	Euro
Revenues	(7)	168,640	168,975
Administrative expenses	(8)	(149,284)	(140,672)
Other income		<u>1,667</u>	<u>-</u>
Surplus of the year		<u><u>21,023</u></u>	<u><u>28,303</u></u>

International Council of Management Consulting Institutes
(CMC - Global)

Statement of changes in net assets
For the year ended 30 June 2021

	<u>Net assets</u> Euro
<u>2021</u>	
1 July 2020	203,069
Surplus of the year	<u>21,023</u>
30 June 2021	<u><u>224,092</u></u>
<u>2020</u>	
1 July 2019	174,766
Surplus of the year	<u>28,303</u>
30 June 2020	<u><u>203,069</u></u>

International Council of Management Consulting Institutes
(CMC - Global)

Statement of cash flows
For the year ended 30 June 2021

	<u>30 June 2021</u>	<u>30 June 2020</u>
	Euro	Euro
<u>Operating activities</u>		
Surplus of the year	21,023	28,303
Accounts receivable	(5,092)	(17,576)
Inventory	78	(441)
Other payables	10,947	(8,836)
Net cash flows from operating activities	<u>26,956</u>	<u>1,450</u>
 Net changes in cash and cash equivalent during the year	 26,956	 1,450
Cash and cash equivalent - Beginnig of the year	<u>134,355</u>	<u>132,905</u>
Cash and cash equivalent - ending of the year	<u><u>161,311</u></u>	<u><u>134,355</u></u>

**International Council of Management Consulting Institutes
(CMC - Global)**

**Notes forming part of the financial statements
For the year ended 30 June 2021**

1) General

International Council of Management Consulting Institutes (CMC - GLOBAL) is an international membership organization and network of the management advisory and consultancy associations and institutes worldwide, who have a common purpose and shared values and goals registered in Zurich under the name International Council of Management Consulting Institutes on 14 August 2008 as not for profit organization under registration number CHE-114.457.872

The Organization's main objectives are promotion of the prestige and awareness of management consulting as individual profession, development, and implementation of international job-specific code of conduct. The address of the Organization in Zürich.

2) Basis of preparation

The principal accounting policies adopted in the preparation of the financial statements are set out in Note (3) to the financial statements.

The financial statements are presented in Euro, which is the functional currency of the Organization, amounts are rounded to nearest Euro.

These financial statements have been prepared in accordance with International standard on auditing 800 special considerations-audits of financial statements prepared in accordance with special purpose frameworks.

Basis of measurement

The financial statements have been prepared on a historical cost convention.

3) Summary of significant accounting policies

Revenue recognition

Revenue comprises the fair value of the consideration received or receivable for the rendering of services in the ordinary course of the Organization's activities.

Revenue from organization operations represents amounts charged to institutes for renewal the membership during the year. Revenue in respect of services is recognized when these are accepted by the institutes and the amount of revenue can be measured reliably.

Foreign currency

Transactions entered into by Organization in a currency other than the currency of the primary economic environment in which it operates (functional currency - Euro) are recorded at the rates ruling when the transactions occur. Foreign currency monetary assets and liabilities are translated at the rates ruling at the reporting date. Exchange differences arising on the retranslation of unsettled monetary assets and liabilities are recognized immediately in statement of comprehensive income or loss.

Non-monetary assets and liabilities recognized at cost are translated at rates ruling at the date of transaction, where non-monetary items recognized at fair value translated at the rates used at valuation date, valuation result in profit or loss, recognized as part of the intended fair value.

Notes forming part of the financial statements
For the year ended 30 June 2021 (Continued)

Financial assets:

A financial asset is measured at amortized cost according to the society business model for managing financial asset and the contractual cash flow characteristics of financial assets, if it meets both of the following:

1. It's held within a business model whose objective is to hold assets for collection of future cash flows.
2. Its contractual terms cause, on specified dates, cash flows that are solely payments of principal and interest on the principal amount outstanding.

The assets will be measured later with the amortized cost using effective interest method, the amortized cost will be reduced by the impairment losses, interest revenue is recognized revenues and expense of foreign currency exchange difference and impairment in statement of revenues and expenses, revenues and expenses from the disposal of financial assets appears in the statement of profit or loss.

Financial assets at amortized cost include items of trade and other debit balances, as well as cash and cash equivalents, as shown in the statement of financial position, cash comprises cash on hand, deposit under collection and other short-term investments, current accounts and short-term deposits at banks with a maturity date of three months or less.

Impairment of financial assets

The Organization applies the IFRS (9) simplified approach to measuring expected credit losses using a lifetime expected credit loss provision for trade receivables and contract assets.

The expected loss rates are based on the Organization's historical credit losses experienced over the period prior to the period end until the current year end period. The historical loss rates are then adjusted for current and forward-looking information on macroeconomic factors affecting the Organization's customers.

Cash and cash equivalent

In the statement of cash flows, and cash equivalent includes cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts.

Financial liabilities

The Organization classifies its financial liabilities depending on the purpose for which the liability was acquired. The accounting policy for financial liabilities is as follows:

Other Payables

Other payables initial recognized in the fair value and listed later in the impairment value using effective interest rate.

Notes forming part of the financial statements
For the year ended 30 June 2021 (Continued)

4) Cash and Cash equivalents

	<u>30 June 2021</u>	<u>30 June 2020</u>
	Euro	Euro
Cash on hand	1,139	490
Cash at banks	<u>160,172</u>	<u>133,865</u>
	<u>161,311</u>	<u>134,355</u>

5) Accounts receivable

	<u>30 June 2021</u>	<u>30 June 2020</u>
	Euro	Euro
Accounts receivable	78,486	73,394
Expected credit losses	<u>(2,970)</u>	<u>(2,970)</u>
	<u>75,516</u>	<u>70,424</u>

The following are the accounts receivable aging:

	<u>30 June 2021</u>
	Euro
From 0 to 30 Days	730
From 31 To 60 Days	115
From 61 To 90 Days	2,017
More than 90 Days	<u>75,624</u>
	<u>78,486</u>

6) Other payables

	<u>30 June 2021</u>	<u>30 June 2020</u>
	Euro	Euro
Accrued expenses	12,452	2,538
Other	<u>1,033</u>	<u>-</u>
	<u>13,485</u>	<u>2,538</u>

International Council of Management Consulting Institutes
(CMC - Global)

Notes forming part of the financial statements
For the year ended 30 June 2021 (Continued)

7) Revenues

	30 June 2021	30 June 2020
	Euro	Euro
Membership and assessment fees	140,810	138,320
ISO 20700 licensed	11,035	9,485
Secrerariat service	9,000	9,000
CMC - Firm	4,700	3,150
Global directory	1,380	1,490
Events	-	2,700
Application fees	-	1,000
Others	1,715	3,830
	<u>168,640</u>	<u>168,975</u>

8) Administrative expenses

	30 June 2021	30 June 2020
	Euro	Euro
Salaries	92,736	97,574
Trademarks	14,263	1,944
Professional and audit fees	10,004	5,810
Assessor travel	9,643	4,260
Outreach	6,200	9,788
Swiss VAT	4,165	2,316
ISO development	2,843	2,390
Website development	2,187	1,926
Bank charges	2,136	2,219
Dues and subscriptions	1,836	766
Global directory	240	600
Bad Debt	175	2,289
Executive director travel & accommodation	-	4,422
Board and governance	-	2,720
Consulting readiness index	-	500
Other	2,856	1,148
	<u>149,284</u>	<u>140,672</u>

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Where we are
What we do
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How we do it
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Where we are

Annual Report
2020 - 2021

ICMCI (CMC-Global)
International Council of Management Consulting Institutes

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www.cmc-global.org