



Association of Management Consultants Switzerland

ICMCI Euro Hub 2019

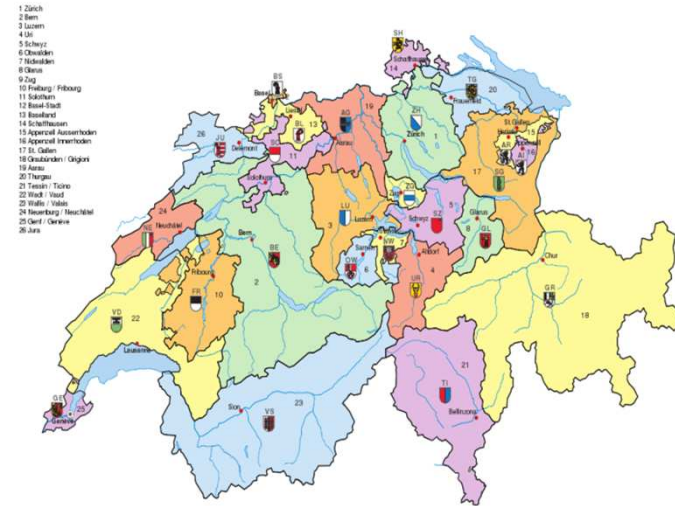
ASCO – Rethinking the Way Forward

Ruggero P. Huesler, CFA CMC
(Newly Appointed) Member of the ICMCI Finance Committee
Member of the ASCO Certification Commission (2018-...)
fr Member of the ASCO Advisory Board (2008-2014)

Bucharest, April 12, 2019

Switzerland is an advanced economy, governed by a federal state, with a large and mature consulting market

Area:	41,277 sq km
Population:	8.2 million (2017)
Form of Government	Federal republic (formally confederation), w. 26 cantons
Natural Resources	Few (hydropower, timber, salt)
GDP (PPP)	516.7 b USD (2017)
GDP per capita	61,400 USD (2017)



■ Economy:

- Highly skilled (but expensive) labour force
- Flexible labour legislation
- Well developed capital markets
- Home to a few large multi-national corporations (Nestlé, Novartis, Roche, UBS, CS. Zurich, etc.) and many 'pocket-sized MNCs'
- Vibrant start-up scene (internet, medtech, life sciences, crypto)

■ Consulting Market:

- *Mature*, - no need to educate prospective clients, as everyone uses consultants in both the private (MNCs, SMEs. start-ups) and the public sectors (state, cantons, municipalities)
 - Historical beachhead of the large US strategy houses on the Continent (Booz Allen Hamilton, ZH, 1957, Arthur D Little, ZH, 1957, McKinsey, GE, 1961)
- *Large*, - 2 b CHF (2017) and growing (5.7% p.a.), benefits to the economy at large, est. 10-20x
- *Challenges* - competition for talent and digitalisation...

ASCO – serving management consultants for 60 years, but the market is pushing for change

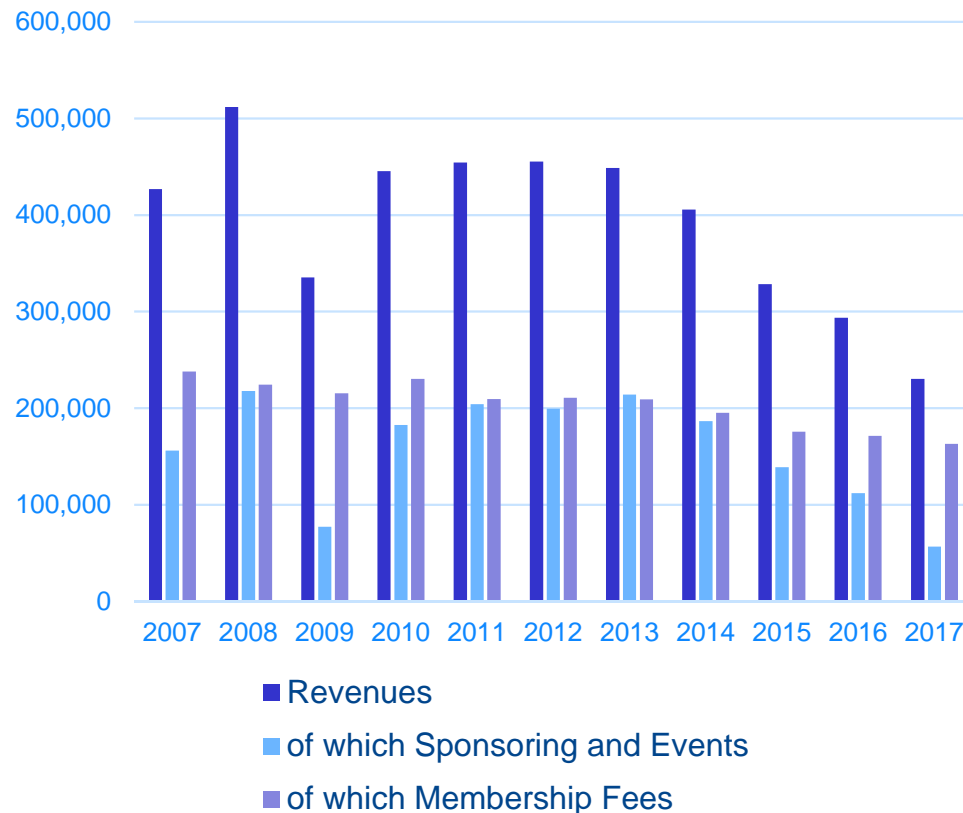
1958

2018

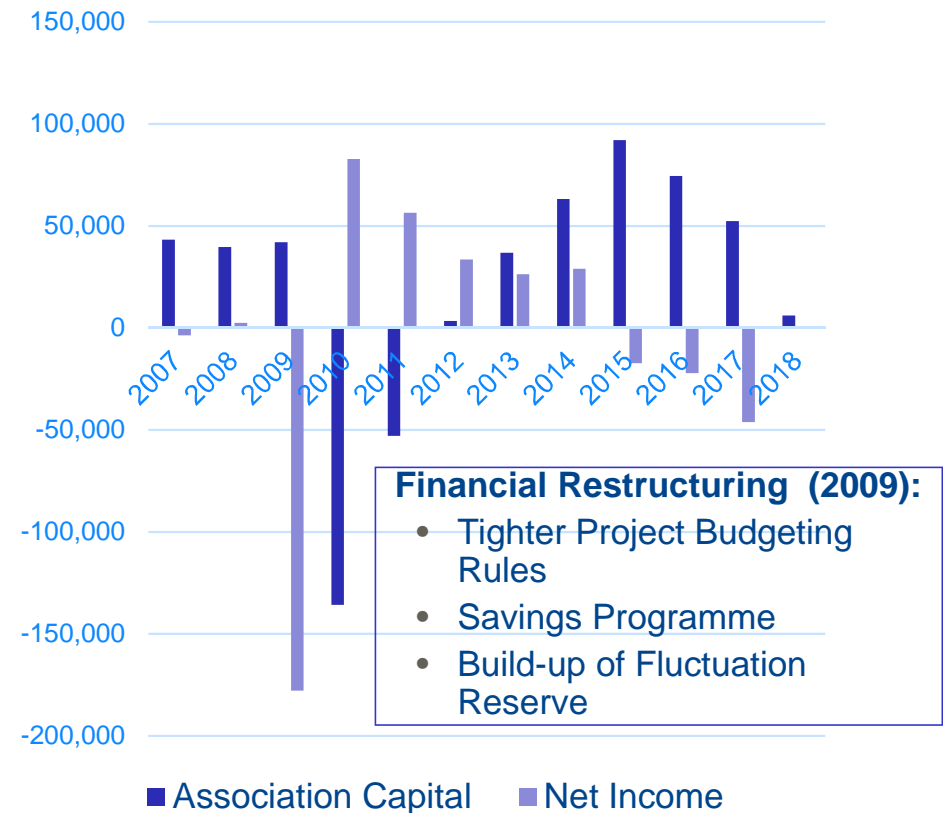


Unfavourable Financial Performance ASCO 2007-2017

Revenues 2007-2017



Capital 2007-2017



Insufficient revenue and capital development over the long run, because of dependence from (highly cyclical) sponsoring contributions

Furthermore, challenges that have been around for years have to be addressed...

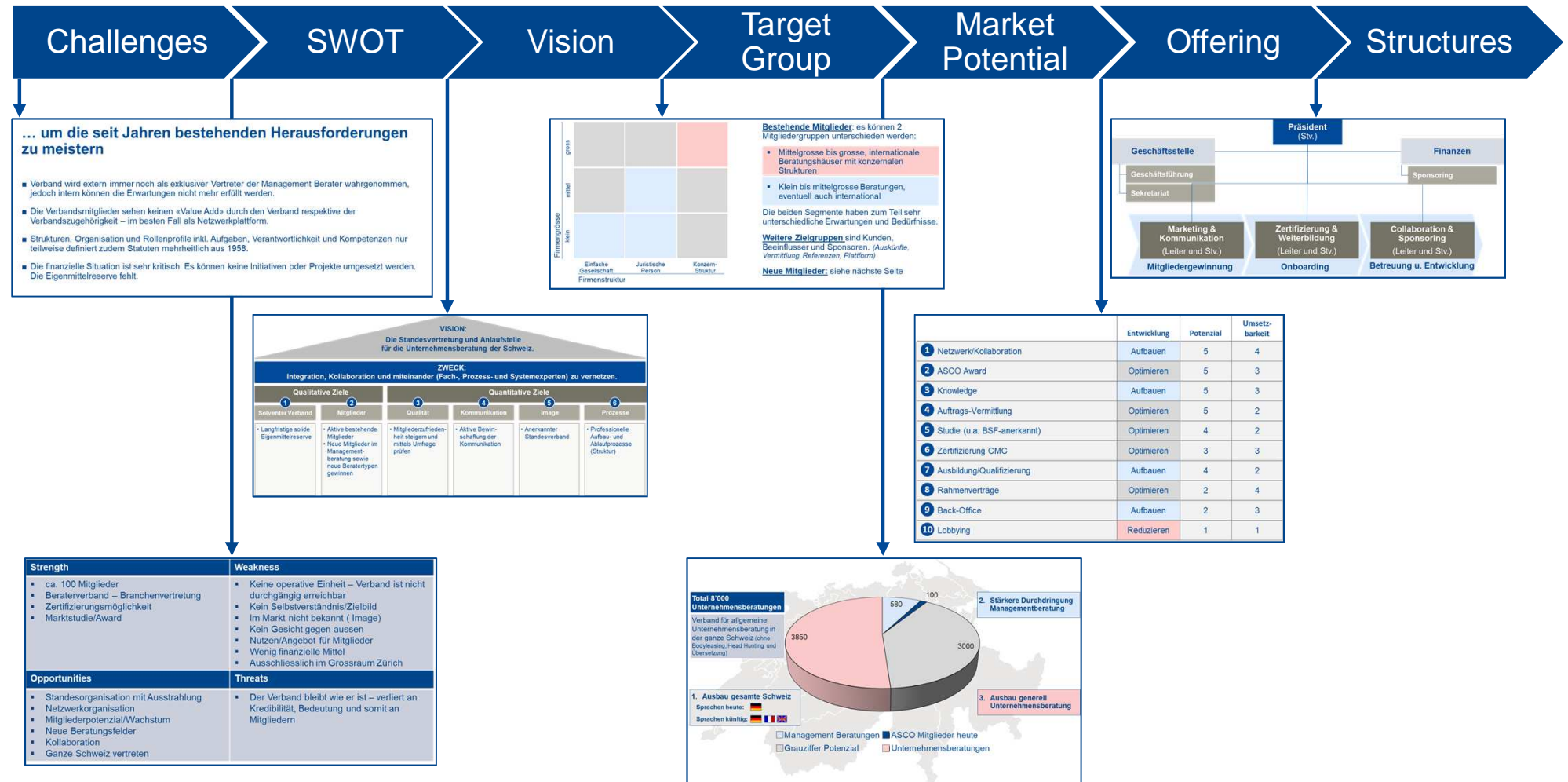
- Association is still perceived from the outside as the exclusive representative of management consultants, but expectations can no longer be fulfilled internally
- Association members do not see any «Added Value» from the association, respectively from membership – in the best case, it is merely a networking platform
- Structures, organisation and role profiles incl. duties, responsibilities and competencies only partly defined and the majority of the articles of association, still 'vintage' 1958.
- The financial situation is very critical. No initiatives or projects can be implemented. The capital reserve is missing.



Members have different expectations from the board – without radical changes ASCO cannot meet them, because:

- Missing clear, future-oriented strategy
- Missing professional structure and processes
- Missing resources
(a.o. Financial and personnel, as all the operational duties lie with the board)

...this is why the board initiated a strategy process to correctly shape ASCO for the future



AS-IS Situation through SWOT

Strength	Weakness
<ul style="list-style-type: none"> ca. 100 members (some very large, - big 4 & all. -, others very small) Consulting association – Industry representatives Possibility to certify Market Study / Award 	<ul style="list-style-type: none"> No permanent organisation – association not available around the clock No self-image / vision Not known in the market (image) No public face (Few) Benefits / offerings for members Few financial means Exclusively in the Zurich metropolitan area
Opportunities	Threats
<ul style="list-style-type: none"> Permanent organisation with charisma Networked organisation Membership potential / Growth New Consulting Fields Collaboration Representative of the whole country ASCO can become a seal of approval – desirable! 	<ul style="list-style-type: none"> The association remains as it is – further losing credibility, relevance and therefore members.



Few clearly visible strengths available, but many opportunities!

Target vision ASCO incl. vision, purpose and objective was revised

VISION:

ASCO is the permanent representation and the focal point for management consulting in Switzerland

PURPOSE:

Integration and collaboration of industry, process and system experts who ensure innovation and value increase for clients

OBJECTIVES:

1	2	3	4	5	6
Solvent Association	Membership	Quality	Communication	Image	Processes
<ul style="list-style-type: none">• Solid long term capital reserve	<ul style="list-style-type: none">• Active existing members• New management consulting members• Winning new experts	<ul style="list-style-type: none">• Increase member satisfaction and check yearly through survey	<ul style="list-style-type: none">• Active communication management	<ul style="list-style-type: none">• Recognised permanent association	<ul style="list-style-type: none">• Professional organisational structure and processes



ASCO must receive an absolutely clear target vision that includes vision, purpose and objectives

The target groups of ASCO are members (existing and potential) as well as additional target groups sowie

Firm Size	large			
	medium			
	small			
		Sole Proprietorship	LLC / Corporation	Group of Companies
		Firm Structure		

Existing Members: two distinct member groups :

- Medium-to-large-sized, international consultancies with group structures
- Small- to-medium-sized consultancies, perhaps international as well

Both segments have partially very different expectations and needs.

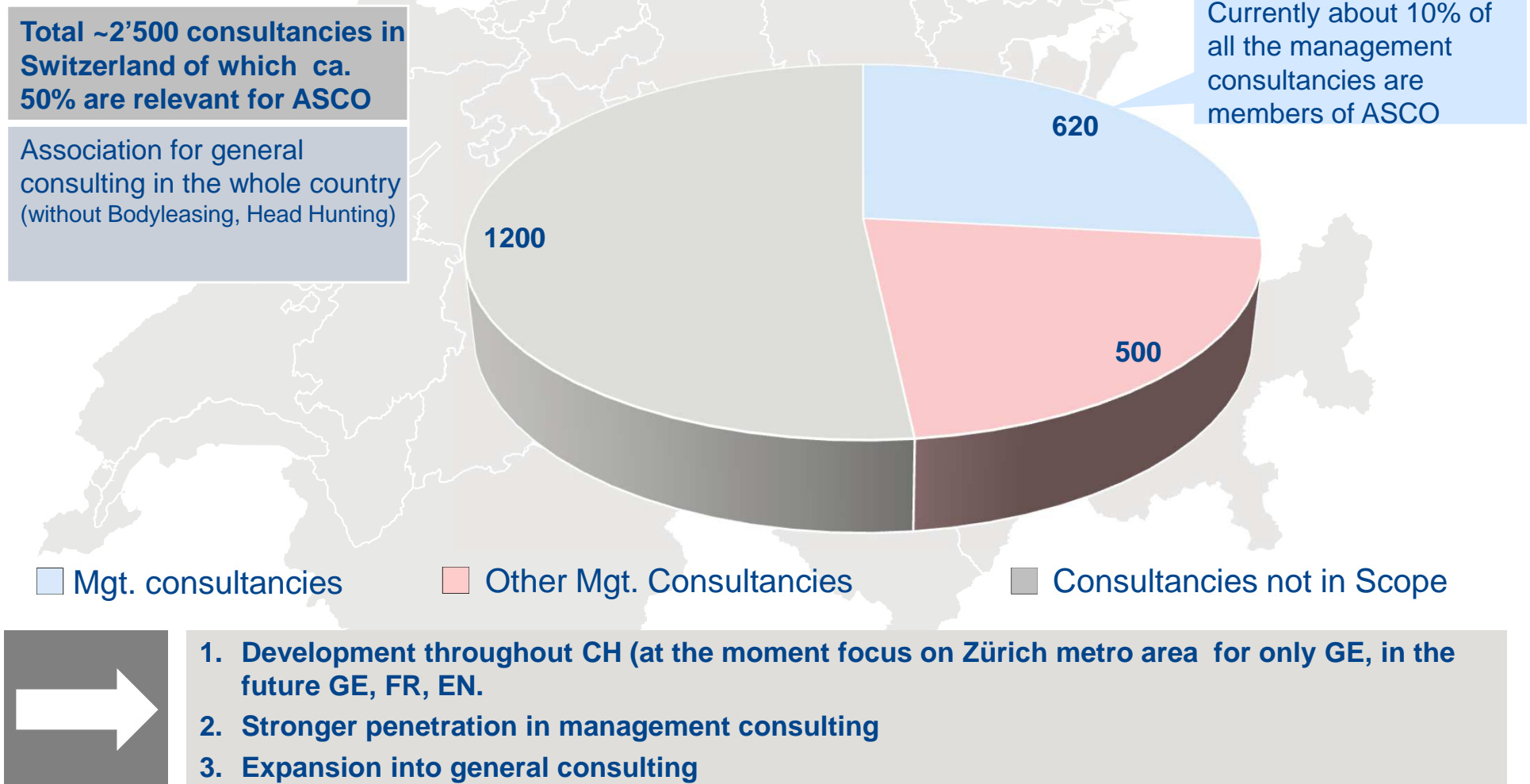
Additional target groups are clients, influencers and sponsors (*information, search, references, platform*)

New Members: see next page



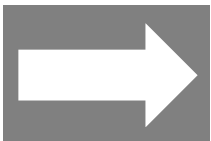
The association must clearly align the future service and offering portfolio on both member groups as well as on additional target groups

Market potential not yet exhausted, therefore member acquisition through 3 initiatives



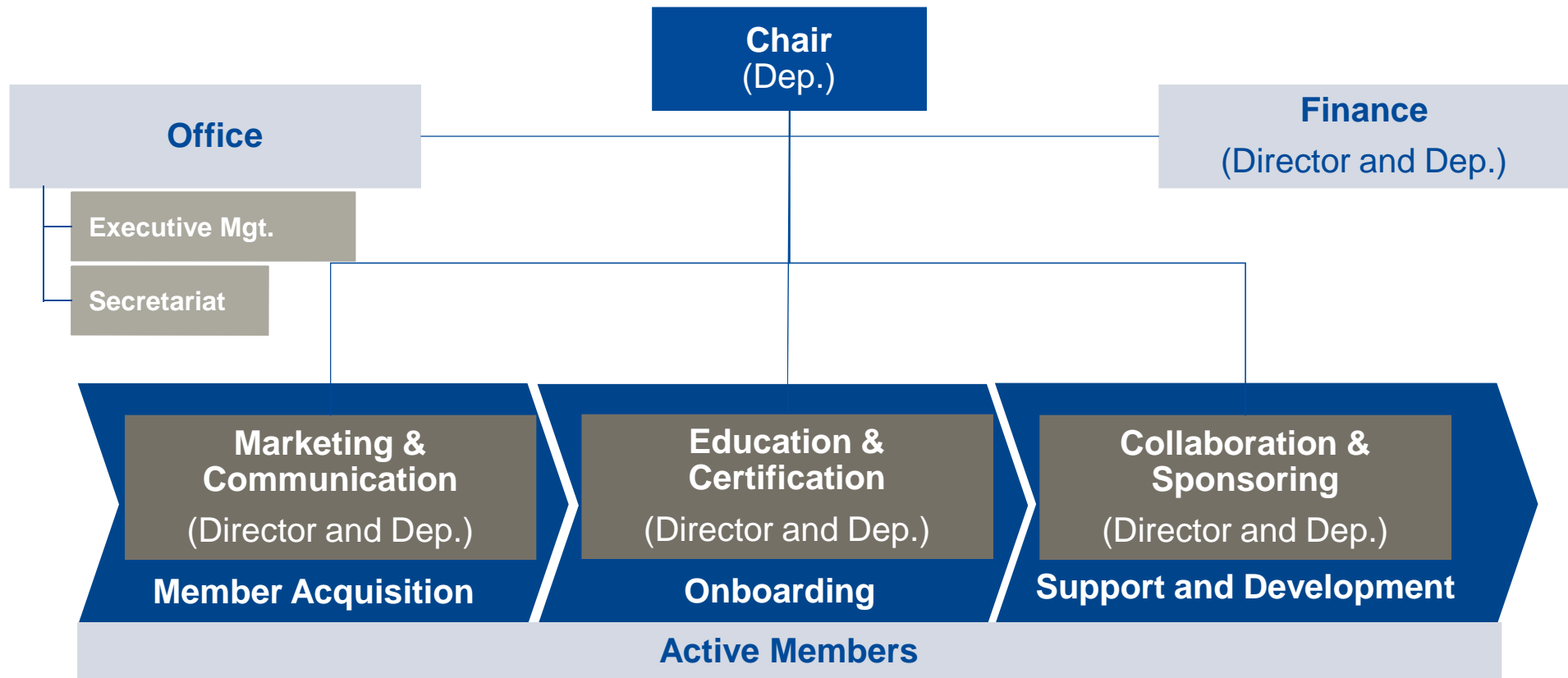
Current offering is to be optimised as well as to be completed

	Development	Potential	Ease of implementation
1 Network / Collaboration	Develop	High	High
2 ASCO Award	Optimise	High	Medium
3 Knowledge	Develop	High	Medium
4 Consultant Search and Selection	Optimise	High	Medium
5 Market Study	Optimise	High	Medium
6 CMC Certification	Optimise	Medium	Medium
7 Education / Qualification	Develop	Medium	Low
8 Frame Agreements / Contracts	Optimise	Low	High
9 Back-Office	Develop	Low	Medium
10 Lobbying	Reduce	Low	Low



The current offering already includes a good basis of services that are however to be optimised. In the future, the offering portfolio has to be expanded .

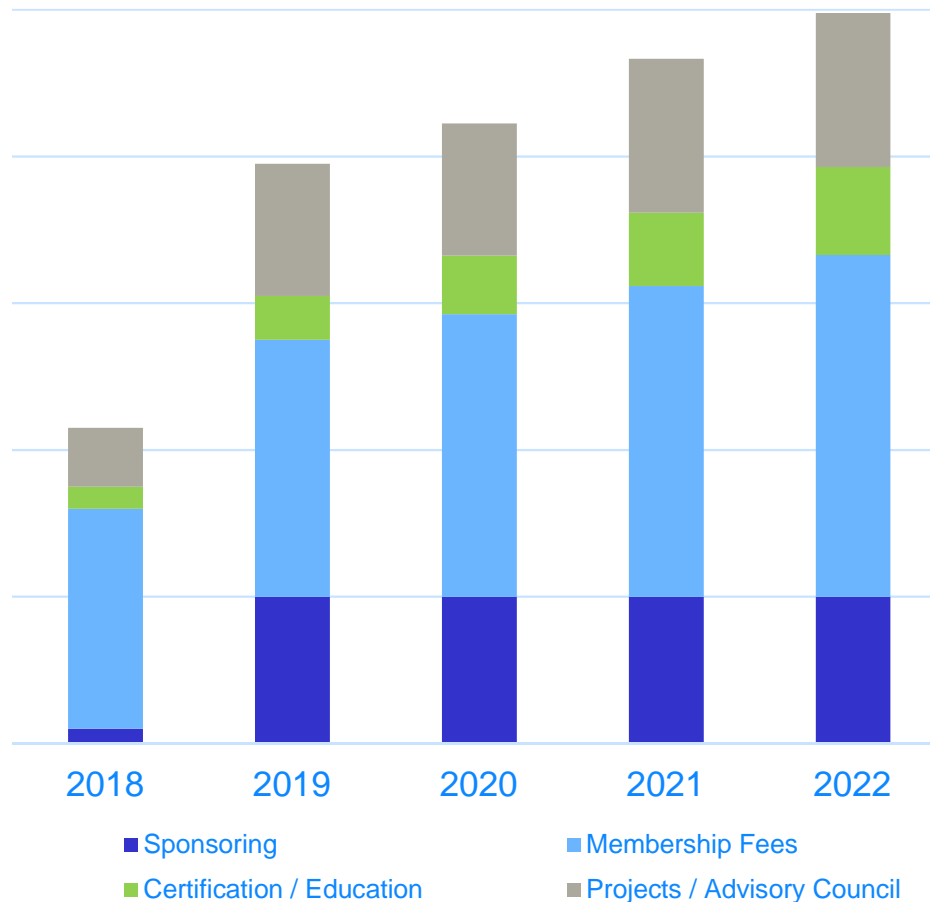
Structures have to be oriented towards members, for example the association board



To develop the new organisational structure and processes, a working group with members of all the target groups has to be formed

Financial Strategic Alignment 2019-2022

Revenue Classification



- Sponsoring:
Development of a stable main sponsoring pool (Target size CHF 100'000 per year) and additional purpose-related sponsors.
- Membership Fees:
Revenue increase through a yearly 10% increase of membership numbers
- Certification and Education:
Expansion of certification and continued education (CE) activities
- Projects/Advisory Council:
Revenues to cover project costs (example = market study).

Ease of Implementation

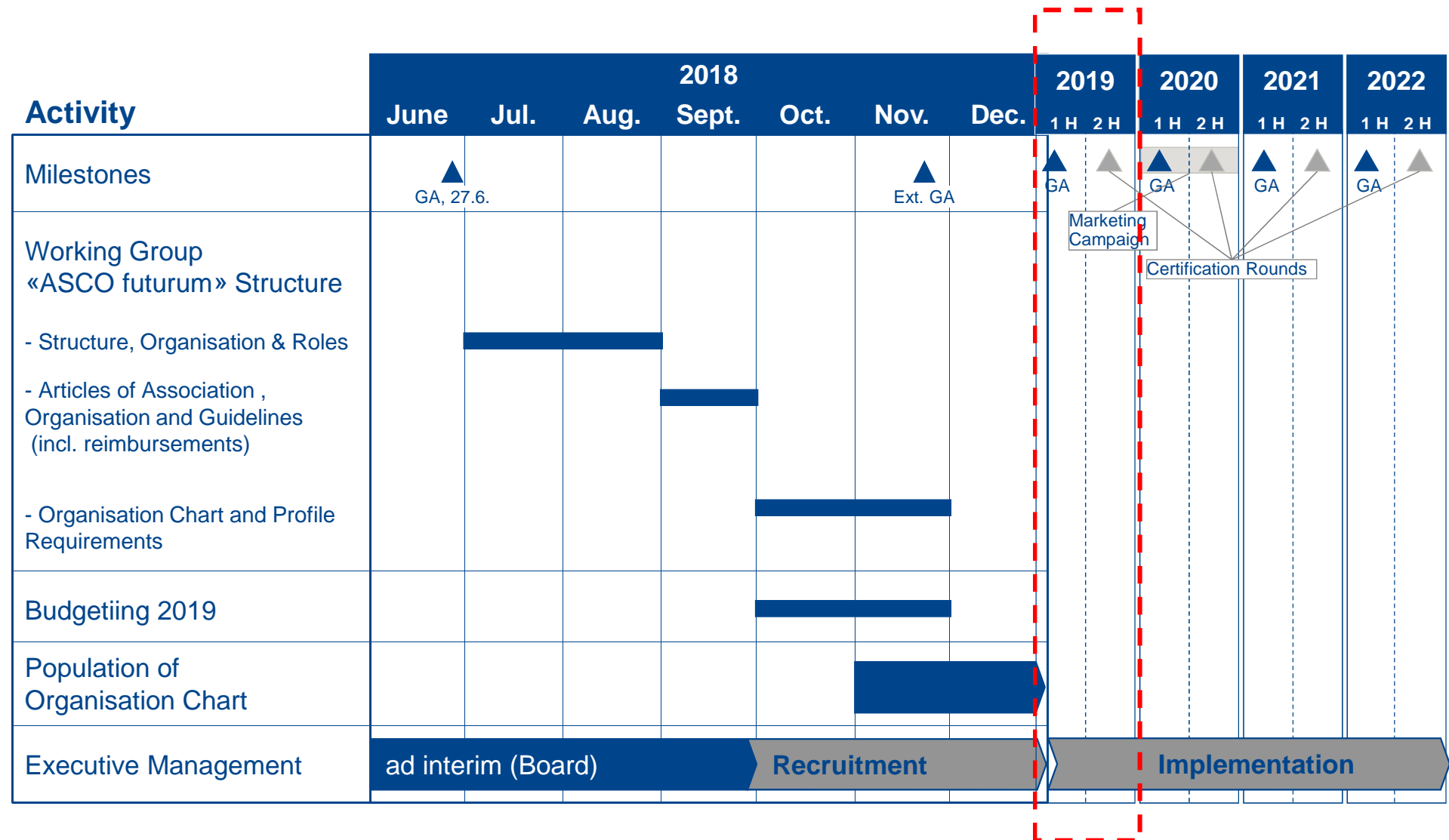
OK
(already done successfully in the past)

Big Challenge
(attempted, fluctuation rate to be compensated)

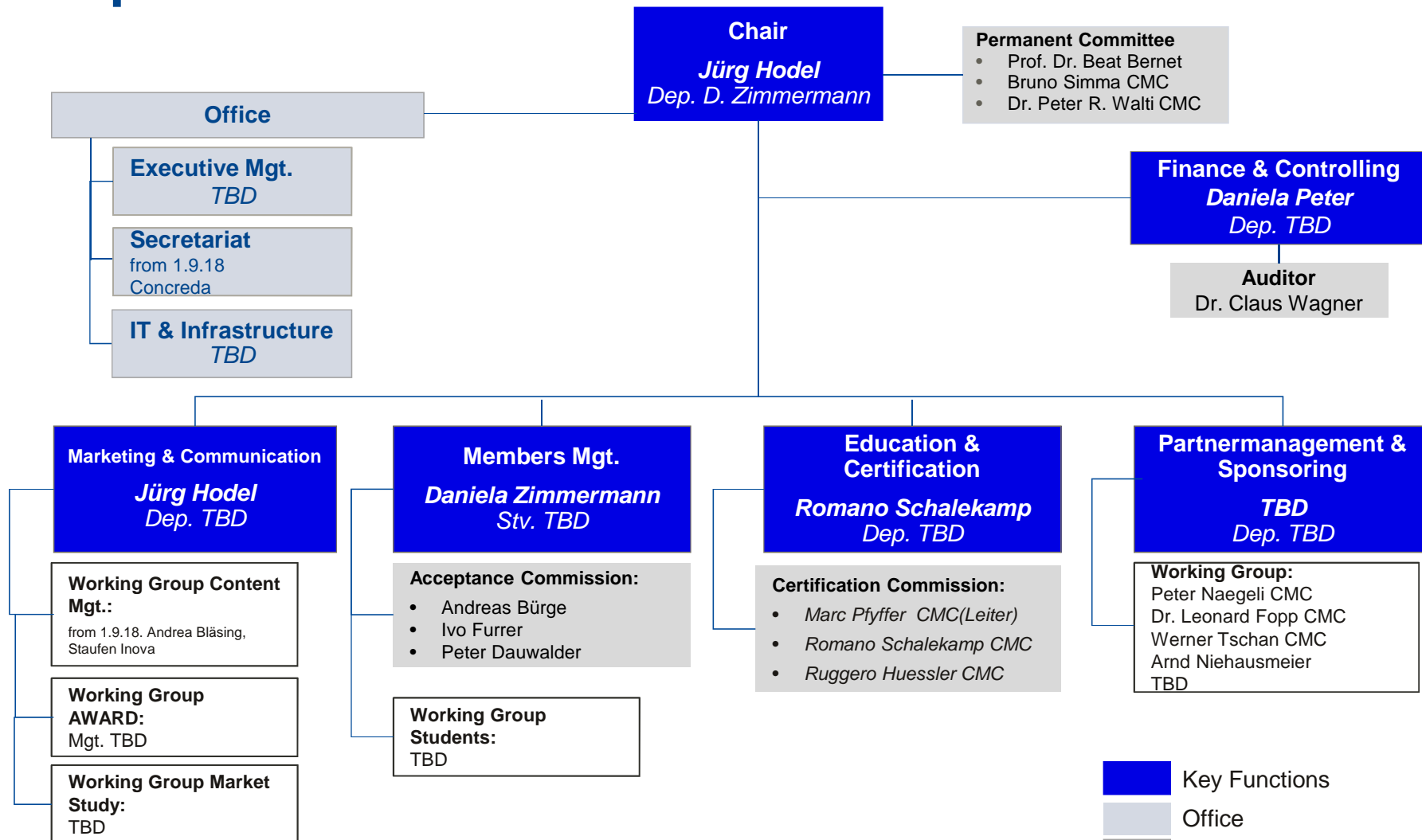
Terra incognita
(CMC revenue = small, CE = competitive and new)

OK
(already done successfully in the past)

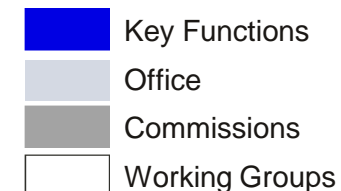
Timeline: the implementation is currently in full swing



The new ASCO organisation chart is beginning to take shape



Profiles for each Role established and available



ASCO Strategy Implementation 2018-2019 – Financially under control, for now

	2018 Budget (CHF)	2018 AS-IS (CHF)	2019 Budget (CHF)
Revenue	194'000		430'000
Expenses	233'900		343'700
Income	-39'900	34'325.58	86'300

- A few key points contributed to the improvement of the budgeted income:
 - Increased insourced and pro bono activities by members and board members
 - Minimisation of expenditures for association management and IT
 - Reduced marketing activities in 2018
 - Focus on a few essential events
- Litmus test

Perspective ASCO 2019 – Marketing & Communication

ASCO stands for common, qualified consulting in Switzerland:

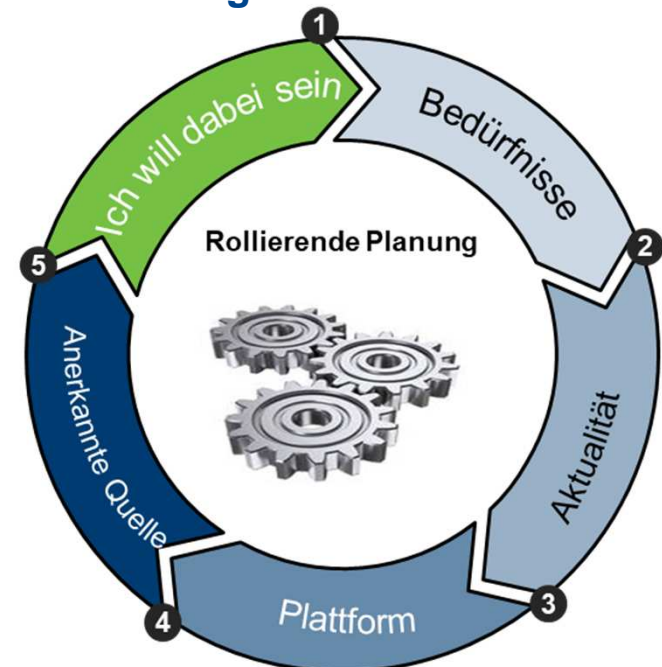
Objective: Build up of a solid foundation to...

- ... increase attractiveness and become an association one has «to be part of»
- ... build up a community and to actively use networks (traditional and social)

Marketing - Mix



Rolling Plan



Perspective ASCO 2020 – Licensing Continued Education Courses

HWZ

Die Hochschule für Wirtschaft
in Zürich



Universität St. Gallen

**Education
Partners**
(potential, not
exclusive)

Professional Level

«ASCO Management Consultant»

Expert Level

«CMC Certified Management Consultant»

Start April 2020

Education for / to CMC by ASCO
«Uni St. Gallen»

For CMC Candidates
«CMC Compact» 2-3 days

CAS Management Consulting by ASCO
«HWZ Continued Education»

With training programme to CMC, z.B.
Experience Exchanges, Business Cases

CMC Application possible with corresponding
experience and education, (equivalence)

Accreditation of ASCO-CAS, i.e.. In combination
with HWZ CAS, the former can be developed
into a MAS

Courses/Trainings by ASCO
«HWZ Academy»

With proof of consulting experience, CAS with
certificate «ASCO Management Consultant» can
be obtained

For existing CMCs:
Cases, Experience Exchange, current topics, ISO
20700

Thank You !!!

ASCO[®]

Association of Management Consultants Switzerland