

ICMCI Stakeholder Review 2022

Report and recommendations

Background

Since our foundation in 1987, ICMCI has been the only global organisation representing the Management Consulting profession. Since then, the global consultancy market has consistently grown at 10% per year and is now worth around \$200bn annually with up to four million individuals working as management consultants¹.

Throughout the last 35 years, ICMCI has remained constant in its approach – our members are professional associations whose purpose is to certify or register individual management consultants. This allows us to focus on the standards, competence and ethics of consultants, and our strategy has always been to support local IMCs with products and services relevant to their consulting population. ICMCI now has member organisations in nearly 50 countries, including six of the G7 and most of the G20, representing over 80% of the world's economy.

The Management Consulting industry has developed into a major global force for change, with a large and complex network of stakeholders at national, international, and global level. These include individual consultants, consulting firms, clients, governments, standards bodies, academics and their universities, funding bodies, NGOs, trade associations, professional membership bodies, and many more.

The Board has recognised that ICMCI's membership has plateaued and that many IMCs are seeing a reduction in their membership. This decrease in membership appears to be a global trend, driven by alternative networking and professional qualification options for consultants, many of whom have other professional affiliations. In almost all countries Management Consultancy is unregulated, and membership of a professional body is optional (Austria is a notable exception, where membership of the IMC has trebled since 2008, outperforming growth in the sector). Globally, the number of consultants who belong to ICMCI member institutes has halved² since 2008 and the number holding our flagship qualification, the CMC, has fallen by 25%.

Reduced membership of IMCs threatens ICMCI's ability to achieve our mission, *to build the profile, recognition and influence of the profession and its practitioners globally*. We may find ourselves in a 'vicious circle' where we cannot increase our influence without more resources, but we cannot attract resources and raise funds because of our diminishing influence.

¹ Market size and employment numbers in management consultancy are difficult to measure, due to differing definitions across the world. These figures do not include consultancy in related fields such as IT, HR and marketing, although some of ICMCI's national organisations accept these consultants as members.

² Not including Austria, whose membership has trebled in the same period

Resolution 2021

To improve ICMCI's influence and thereby to benefit member IMCs, a resolution was passed at the 2021 Annual Meeting to develop a strategy to engage directly with stakeholders in addition to IMCs.

Options

A task force was established to propose recommendations for improvement. The task force considered a wide range of options, including:

- Developing new services to attract global stakeholders such as multinational firms, international academic institutions, and global funding bodies;
- Enlarging ICMCI's central team of staff and volunteers to liaise directly with new stakeholders;
- Making ICMCI's services and products more widely available in countries whose IMCs have low membership and limited resources by broadening our membership base;
- Allowing non-members of ICMCI to participate in some of our activities;
- Partnering directly with relevant regional and global organisations to increase our influence and profile.

Actions

The task force's deliberations were discussed at the ICMCI Board strategy meeting in June 2022. This resulted in three key recommendations for action:

Recommendation 1 – establish a formal 'Observer' status to allow organisations to participate in ICMCI's activities without the need to become members. Fees, eligibility, and privileges of Observer status to be decided by the Board.

Recommendation 2 – consult with the membership on the desirability of changes to the by-laws to widen the circumstances under which the Board may permit additional organisational members to be admitted from existing member countries (Article V Section 2 of the by-laws already permits the Board to admit more than one member per country in limited circumstances).

Recommendation 3 – provide resources to enable ICMCI to engage directly with selected influential global and regional organisations whose activities are relevant to the management consultancy profession. The Board to identify relevant organisations and agree a business case for resources.

Jeremy Webster, Secretary ICMCI
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