



CMC - GLOBAL

MOM –Annual Meeting of Delegates Astana – Kazakhstan

Date of the meeting: 4 – 5 of September 2017, Astana Kazakhstan

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

Delegates in person:

Hans-Georg Göttling, Dr. Gerd Prechtel, Philipp Graff, Zhang Yanyan, You Ningbo, Tamara Abdel Jaber, Claudio Barella, Dr. Maqbouleh Hamoudeh, Gulsum Akhtamberdieva, Dr. Kap Ho Song, Jan Willem Kradolfer, Lydia Goh, Bang-Ning Liu, Nicholas Warn, Veronika Kozhevnikova.

Delegates by proxy:

Alfred Harl, Ricardo Motta, Glenn Yonemitsu, Randy Baldwin, Doug Macnamara, Harold Schroeder, Donald Demeritte, Silvana Tomić Rotim, Louis Loizou, Poul Gøbel, Timo Silén, Mahmood Olyaiy, Katsuya Watanabe, Masami Nakamura, Solveiga Grudienė, Prof. (Amb.) H. Iyorwuese Hagher; Gabriel Gundu, Henry Ong, Mihai Svasta, Angelo Kehayas, Chayaditt Hutauwatra, Fahrettin Otluglu, Peter Tomkins, Mairead McCann, Keith Rushton, Theo Hermsen, Cecile de Roos, Tatiana Novitskaya, Lilian Klasson.

Note: first day attendance for NSPC vote was less 4 attendees as they arrived after the vote was placed.

Board Members:

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

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

1st Day: Monday 4th of September 2017

Secretary - Kim Karme: Presentation and Management of NSPC Voting

Kim confirmed that as the ICMCI has 59 Delegates. 30 votes are needed for the quorum. There are 40 votes in the room. This means that when a decision is made by majority it is accepted and final.

A closed voting took place. Member of the NSPC Lydia Goh collected the votes. The envelope was sealed and delivered to the NSPC Chair Mr. Tim Millar to be counted for results to be announced at the end of the Annual Meeting.

Opening of the Annual Meeting by the Chair of ICMCI, Sorin Caian, and the Chair of the CMC Kazakhstan, Gulsum Akhtamberdieva

Quorum of the meeting verified. Total of 59 voting delegates, 44 voting delegates are in room (attendance and proxies). Dates of sending invitation and meeting documents were presented and the Quorum announced. The meeting is in power to make decisions.

Mr. Peter Csakvari, CMC from Hungary and Mr. David Lee, CMC from Korea were selected to count the votes on the presented resolutions and sign the Minutes of the Meeting once finalized.

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Chair – Sorin Caian: Board Report of 2016/2017

The Chair presented the main highlights included in the reports to cover the continued communication, summarized the achievements and referenced the strategic plan on deliverables. The successful Hub Meetings held in Singapore and Dublin, the ISO 20700 launch, as well as the audit of the ICMCI financials.

Full board report is available at: https://www.cmc-global.org/sites/default/files/public/board_report_2016-2017.pdf

Treasurer - Dwight Mihalicz: Treasurer's Report of 2016/2017

The Treasurer's report (written document and PowerPoint slides can be accessed [here](#)) was presented to Delegates. The Treasurer opened by thanking the members of the Finance Committee for their support and diligence.

The Treasurer referred to his written report circulated to all members. He introduced the report with background on the budget process starting with the discussions in Seoul. At that time, he pointed out the significant changes that were under way would bring some challenges. A two-year budget had been approved in Seoul which depended on the raising of revenue from non-member dues. When this alternative revenue was not raised, resulting in a significant deficit. The Revenue Generation Committee was put in place and the Task Force on Strategic Funding did its work.

The Treasurer announced that for the first time ever, the finances of CMC-Global have been audited, and audited statements have been distributed to all Delegates. The audit opinion is qualified as the auditors do not have previous year's audited statements to rely on, and have been presented only the current year. Next year and thereafter the report will include a comparison to the previous year. The auditors for 2017/2018 will continue to be PricewaterhouseCoopers "Jordan".

The excellent 2016-17 results show that CMC-Global is indeed now on a solid financial footing. Delegates can rest assured that from this basis it is now possible for the Secretariat to lead the global efforts to implement our strategy.

Accounts receivable have been continually reduced, and the Treasurer is confident that all the funds shown will be received although the delays in payment are more significant than he would like.

In response to questions, the following points were made:

- It is worrying that Members pay their invoices 6 months or more after receiving the invoice. This sometimes has to do with the difficulty of being in contact with the right people, but it is improving all the time.

Treasurer's report presentation can directly be accessed at the following link: https://www.cmc-global.org/sites/default/files/public/treasurers_report_-_astana_-_2017_09_03.pdf

Auditor's report can be directly accessed here: https://www.cmc-global.org/sites/default/files/public/icmci_fs_30_june_2017.pdf

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Executive Director - Reema Nasser: The ICMCI value proposition

Main topics included.

- CMC Firm – ready for implementation by the IMCs including current ACPs.
- Website – continuous update to guarantee proper communication with Members to include all annual meeting documentation, hub meetings presentations, dedicated areas that Members could benefit from.
- Annual Conference – it is a CMC conference and Members are to encourage their CMCs in attending in order to assist in gaining points for the re-certification which is for IMCs to decide the weight on.
- ACP – only a few of the members implement the ACP scheme and it proved very successful in attracting corporates to the membership. Members are encouraged to implement it in order to increase membership and diversify representation.
- Constantinus Award – now running as an international award supervised by ICMCI since 2011, contributions and nominations vary from one year to the other, it is the mark of projects excellence that also recognizes the client, and it is one of the major value propositions we provide to increase our client involvement and recognition.
- ISO 20700 – the first service standard that was launched on the 1st of June, our International Consultants day of 2017, a toolbox for self-assessment against the standard was prepared and will be presented. A value to demonstrate to our clients the international standards we follow.

ICMCI Value proposition small group discussions

Discussion of the above presented value proposition guided by questions

- What's in it for me / how can my IMC benefit of these
- How can ICMCI help my IMC implement and gain benefit of these propositions

Outcome of the small group discussions of the ICMCI value proposition

Presentations of the four groups' conclusions to the Board:

What's in it for me/ how can my IMC benefit:

- Increasing membership
- Increasing revenue
- Enhancing position / reputation
- Identifying clients
- How to lobby consulting nationally

How can ICMCI help my IMC implement and gain benefit:

- Communication Strategy to include direct communication (messaging apps).
- Social Media presence
- Collaboration and Alliances
- Younger CMCs
- Management, material, and measurement tools.
- Institute of the year award.

14:40 Presentation of the ICMCI communication with Members

- Website (content and tools)
- Social Media
- Micro website service

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- Collaborative approach meetings
- Role of Hub meetings

Announcement of the 2017 Hub meetings

- Asia Pacific Hub on 23-24th of April in Tehran, Iran
- Euro Hub on 31 May-1 June in Kiev, Ukraine
- Americas Hub - to be determined

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

2nd Day: Tuesday 5th of September 2017

Chair commenced the meeting, voters present checked by Secretary:
44 votes present in the room.

Executive Director – Reema Nasser: Implementation Plan of 2017 -2018

The implementation plan depends on Members implementing the services nationally for ICMCI to be able to meet its KPIs especially with regards to the CMC-Firm and the Constantinus Award.

The CMC Firm is fully launched and all information was communicated to IMCs, discussed during the collaborative approach meetings, and is available on the website. ICMCI is ready to receive applications and will be assisting IMCs in marketing nationally.

The Constantinus Award will be announced in January 2018 to give Members enough time to identify nominations. The award committee will be working on assessment criteria to accommodate the ISO 20700 standard.

Membership in good standing is improving with proper implementation of the MGS Policy which proved successful as many IMCs worked on rectifying their status since MGS report was published and an addendum to the report was published accordingly.

Membership to ICMCI now includes IMC Armenia with two other new applicants being assessed by the QAC, and two applications being evaluated by the Membership Committee.

The Hub meetings held during 2017 in Singapore and Dublin were a success judging by attendance and feedback, Hubs are now important as they are a tool of communication with delegates and CMCs in preparation for the annual meeting. one main aspect also is the sharing of success stories that supports increasing communication between Members and enhancing the learning curve.

The implementation plan was updated as per discussions and recommendations can be found here: https://www.cmc-global.org/sites/default/files/public/implementation_plan_slides_2017.pdf

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Chair Sorin Caian: 2017 -2018 Strategic Plan

During his presentation to the participants, the Chair spoke of the continued implementation of the Strategic Plan that had been approved in Toronto. He and the board will continue to build close ties with IMCs so all can work together with the Secretariat to assure success.

Secretariat will continue to work and communicate with the IMCs represented by The ICMCI Executive Director, Reema Nasser and the Executive Secretary, Khuzaima Al-Zaghlawan both operating from Amman-Jordan.

PSC - Claudio Barella, Nick Warn and Robert Bodenstein: Updates

The PSC presentations included the following:

1. ISO 20700 toolbox that will enable CMCs to assess their performance and adherence to the standard guidelines. Those will be made available on the website and Members to announce them to their CMCs.
2. Recertification policy reflected on the CMC Standard Documentation which will be effective as part of the Member assessments and the Members are to create their reassessment procedure based on the policy.

PSC presentations can be found at the following link: <https://www.cmc-global.org/content/annual-meeting-delegates-astana-2017>

Membership Committee - Peter Csakvari: Membership Requirements working document

The Membership Committee presented the Membership Requirements working document that will be finalized and approved by the board by end of 2017. The document will focus on criteria to assess Members (whether by the membership committee or for self-assessment) that aims to meet the goals of increased communication, increased number of CMCs and their development, and the presence at ICMCI whether by attendance of any annual events or properly managing volunteers to ICMCI. The requirements document will be announced once finalized to all Members via direct emailing as well as the website.

The presentation of this document can be found here: https://www.cmc-global.org/sites/default/files/public/icmci_membership_requirements-final.pdf

Academic Fellow - Simon Haslam: Update and 2017/2018 Plan

Simon presented the AFs update that included the following:

1. Number of AFs is now 51
2. Number of countries 25
3. 7 successful nominations in 2016-2017
4. Target is to reach 100 AFs.

Simon also highlighted the communication with the PSC, the CRI team, and the ISO 20700 with focus to increase communication with ICMCI and Members.

Full presentation is available at the following link: https://www.cmc-global.org/sites/default/files/public/icmci_annual_meeting_2017_-_academic_fellows.pdf

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CMC Firm - Jan Willem Kradolfer: Achievements and 2017/2018 Plan

CMC-Firm presentation included an update to delegates on the programme, pricing scheme, appraisal criteria, current pipeline, and achievements of 2016-2017. Jan Willem also highlighted the plan for 2018.

Presentation can be found at the following link: https://www.cmc-global.org/sites/default/files/public/icmci_cmc_firm_astana_-_2017.pdf

Treasurer – Dwight Mihalicz: 2017-2019 Budget

The Treasurer presented the budget report and recommendations. The full version of the report is available on the CMC-Global web site at the following link: https://www.cmc-global.org/sites/default/files/public/icmci_draft_budget_2017-2019_1.pdf.

The Treasurer reminded Delegates that the budget is approved in two-year cycles. This allows for the invoicing of Member fees early in the fiscal year, and provides an opportunity for Members to prepare. The Fees each year are adjusted based on the Member statistics provided in June of each year. The 2017-18 budget remains the same as approved in Toronto. While there is always an opportunity to adjust the second year of the approved budget, this is not required.

The second half of the budget to be approved is for 2018-19. As recommended by the Executive Director, there will be a zero percent increase from 2017-18. This may vary slightly by Member depending on changes in membership numbers, but the overall increase will be 0%. Any increased activities are anticipated to be covered by flexible revenue.

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

Resolution # 1: That the Report of the Board of Directors be accepted.

For	Against	Abstain
44	0	0

Resolution # 2: That the Treasurer's Report be accepted.

For	Against	Abstain
44	0	0

Resolution # 3: That the 2018 Strategy Implementation Plan be approved.

For	Against	Abstain
44	0	0

Resolution # 4: That the Proposed 2017 - 2019 Budget be approved.

For	Against	Abstain
44	0	0

Conclusion: all resolutions were accepted.



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Discussion during voting on Resolution #3 included the following notes and recommendations that were approved by the board:

- Mature Institutes Hub Initiative to be added to the following strategy section: Support, enhance and grow the International network of Management Consulting Institutes.
- To rename the title of the section, "Support, enhance and grow the International network of Management Consulting Institutes" to become "Support, enhance and grow the International network of Management Consulting Institutes and number of CMCs".
- Enhanced Volunteer Management by ICMCI.

NSPC Chair – Tim Millar: Announcement of NSPC voting results

Counting the votes was conducted by NSPC and attending committee members (Timothy Millar and Lydia Goh), Candidates to the board of directors were voted. Out of the total 40 votes 39 votes were given. No votes against any of the candidates were submitted. All candidates had more than the 75% required votes in favour. The selected members of the Board are as follows:



1. Sorin Caian, Chair – Romania
2. Kim Karne, Secretary - Finland
3. Dwight Mihalicz, Treasurer - Canada
4. Jan Willem Kradolfer, The Netherlands
5. Jeremy Webster – The United Kingdom
6. Robert Bodenstein- Austria
7. Elena Yuzkova - Ukraine
8. Kyeong Seok Han – South Korea
9. Timothy Millar, as the immediate past chair – Australia

Note: Mr. Brian Stuart, Rob Wagenaar and Francesco d’Aprile are no longer members of the board, because the term of mandate ended and they are not elected again.

Announcement of the 2018 Annual Meeting in Milano, Italy, 16-19 October by APCO Chair.

Approval and Signing of MOM

Date: 14.09.2017

ICMCI Chair – Sorin Caian	ICMCI Secretary – Kim Karne
	

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

Peter Csakvari, CMC Hungary	David Lee, CMC Korea
