

# MOM – Annual Meeting of Delegates 17 – 18 of October 2019 Nassau – Bahamas

## 1<sup>st</sup> Day: Monday 17<sup>th</sup> of October 2019

***The quorum is established: No of attending delegates (in person and by proxy) are 49.***

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

### **Delegates in person (19):**

Alfred Harl, Hans-Georg Göttling, Gerd Prechtel, Philipp Graf, Glenn Yonemitsu, Doug Macnamara, Randy Baldwin, Chris Harper, Donald Demeritte, Zhang Yanyan, You Ningbo, Peter Csakvari, Cesara Pasini, Gabriel Gundu, Lydia Goh, Nick Warn, Peter Tomkins, Andrey Stanchenko, Oliver Matar.

### **Delegates by proxy (30):**

Tim Millar, Zakir Hossain, Gergana Mantarkova, Louis Loizou, Timo Silen, Tamara Abdel-Jaber, Daniel Chan, Saeed Ahmadian, Katsuya Watanabe, Mitsunori Masunaga, Maqbouleh Hamoudeh, Gulsum Akhtamberdiyeva, Kim Oh Yeun, Jehona Lluka, Ilja Malkin, Jacquie Hamer, Cristian Gaina, Veronika Kozhevnikova, Andrija Gencel, Angelo Kehayas, Lilian Klasson, Ruggero Huesler, Simon Liu, Chayaditt Hutauwatra, Theo Hermsen, Raoul Schildmeijer, Cecile de Roos, Mairead Fernandez McCann, Keith Rushton, Constantinos Stavropoulos.

### **Board Members in Attendance:**

Dwight Mihalicz, Sorin Caian, Robert Bodenstein, Jan Willem Kradolfer.

### **Board Members Absent:**

Kim Karne, Kyeong Han, Jeremy Webster, Elena Yuzkova, Anca Bors.

### **Secretariat in Attendance:**

Reema Nasser and Khuzaima Zaghlawan.

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

### **NSPC Voting:**

A closed voting for four Board vacant positions took place. NSPC team collected the votes. The envelope was sealed and delivered to the NSPC Chair Mr. Sorin Caian 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, Dwight Mihalicz**

Dwight welcomed all attendees to the first day of the annual meeting and for their votes to elect four board members according to the vacancies announced by the NSPC.

Dwight, added that the existing secretary Mr. Kim Karne has ended his term after 5 years of consecutive commitment on the board, and ICMCI board members have elected a new secretary according to the Bylaws. New elected Secretary is Jeremy Webster from the UK, who was unable to attend due to an eye surgery that prevented him from travel. Having said that, Mr. Robert Bodenstein accepted to volunteer as the acting secretary upon the board request.

### **Acting Secretary – Robert Bodenstein: Confirmed Quorum**

The acting secretary confirmed that as the ICMCI has 59 Delegates, 31 votes are needed for the quorum. There are 49 votes in the room in person and by proxy. Also, dates of sending invitation and meeting documents were presented. This means that when a decision is made by majority it is accepted and final. The meeting is in power to make decisions.

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Oliver Matar, CMC and delegate of IMC-USA and Mr. Chris Harper, CMC and delegate of CMC-Canada were selected from the room to count the votes on the presented resolutions and approve and sign the Minutes of the Meeting once finalized.

## **Chair – Dwight Mihalicz: ICMCI Value proposition / Strategy**

The Chair thanked the board members for the solid work during the board meetings and through liaisons with the national institutes to carry on the different ICMCI projects, and recognized the tremendous work of Kim Karne, Anca Bors and Elena Yuzkova during their terms. Also, thanked secretariat for continuous coordination before and after the annual meeting and keeping the work moving forward.

The chair started by presenting the overview of ICMCI value proposition and strategy, and as part of the strategy session, two round group tables were established to discuss the strategy and three main strategic goals to cover the Products, Services, and Findings as well as KPIs.

The strategy is a very important tool for ICMCI as a global federation presenting the profession on a global level, while national member institutes are delivering the work nationally. This is where the collaborative meetings were carried from the past chair to maintain connectivity and support IMCs through all the year which will continue in the future.

The IMCs have four mechanisms to control the ICMCI federation to reach the collective vision through the membership fees paid by IMCs to fund the secretariat for coordination and keep the business on:

- 1) The Bylaws: amended in 2015 giving the new procedures of operations, and those can be fine-tuned if needed in the coming years to formalize more processes.
- 2) The Elections: for the board members who have the accountabilities to run the work of the organization.
- 3) The budget: with two years cycles as approved each year by the delegates to maintain the funding of the organisations and its consistence of spending according to strategy.
- 4) The strategy: how to focus the efforts, revenues, fees and time as the volunteering efforts are very valuable against the total budget designed.

The strategy was developed three times:

1. During Tim Millar chairing the ICMCI and creating the vision and the three strategic goals.
2. The strategy was refined during Sorin Caian's term where the strategic initiatives developed associated with the strategic goals.
3. Now, there is a consistence of vision and goals by adding the vision statement and becoming more precise in the strategic initiatives connected to the budget.

IMCs were called to comment and prioritize the different strategic goals, in addition to the 10 strategic initiatives that IMCs will be benefiting from, and the impact on their status by using them as effectively as they can.

The disruption is now happening in the consulting community due to various aspects:

- 1) The availability of knowledge and how the human beings are changing tremendously by the digitalization each year, and how this will affect the relation with clients to get their perspective of consultation services.

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- 2) To affiliate with the local institutes where the availability to network and gain more knowledge of management consulting and how to deliver the perspectives of the consulting to clients.
- 3) The consultants have to differentiate themselves from the broad definition of consultants.

In light of the challenges happening in the consulting market, ICMCI lost two IMCs: a communication disappeared with IMC Norway resulting in their suspension, also IMC Denmark decided to withdraw their membership due to critical mass, and luckily ICMCI has the mechanism to serve their members through CMC-GI.

Now, the Nordic countries are working to have one IMC to become stronger.

## Discussions:

- 1) Despite the foreseen disruption, there are opportunities for consultants through a) flexibility and agility for both new consultants and organizations b) Hiring consultants as subcontractors and freelancers. So, the key of success is an internal issue which is awareness and confidence among consultants to promote themselves as valuable consultants and develop a code of ethics considering the current changes in the community. **Oliver Matar**
- 2) To work very hard on the consultancy values and the market that will automatically affect the profession perception. **Nick Warn**
- 3) To look into value drivers of the consultancy talent for more opportunities and not just the visibility. **Michael Brenan**.
- 4) The issue is more about the public relation and the know how to do the business more than building strategic plans for long run. **Juan Negroni**
- 5) There is an existing marketing campaign tool that was already developed by the marketing committee that must be used by individual members and not only organisations to promote the profession, it is a self-effort that must be taken not relying on organisations. **Doug Macnamara**
- 6) Developing the tools to make the IMCs strong or stronger to maintain their local and global membership. **Peter Tompkins**
- 7) To focus on the youth pipeline and the opportunities given for them in the leadership level and to have diversity in the membership. **Chris Harper**
- 8) Ethics is the first requirement of survival and since change is happening fast and there is no time for strategizing. **Oliver Matar**
- 9) To believe in the self-promotional act and promote the CMC individually. **Glenn Yonemitsu**
- 10) It is not the strategy map, but it the strategy that we need to implement effectively and quickly to cope with the changes happening. **Peter Csakvari**

The presentation is available at: [https://www.cmc-global.org/sites/default/files/public/amd\\_2019\\_-\\_nassau\\_-\\_strategy\\_overview.pdf](https://www.cmc-global.org/sites/default/files/public/amd_2019_-_nassau_-_strategy_overview.pdf)

**The round table discussions commenced** and were designed to discuss the strategic initiatives with a focus on KPIs and products and services to find a mechanism to support the IMCs in their growth.

## Outcomes of discussions to focus on KPIs:

### Table No. 1: General Goal: How do we improve membership and our pipeline

The purpose of this pipeline is to increase the membership of management consultants in the communities and profession, summary of findings is as follows:

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- 1) Leverage the consultant's reputation.
- 2) To endorse the work of consultants and what they are doing, you are not a consultant if you are not a CMC yet.
- 3) to follow the Austrian model through the INCITE academy that offers 20 different certifications under the umbrella of management consulting to add value and lead to the CMC.

**Table 2: Goal One: How to collaborate on implementation to increase 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**

- ICMCI is the point of reference
- Umbrella of representatives
- Platform (Network) Hub.
- To be relevant in a changing ever disruptive environment

**Be Google engine of choice**

**Stakeholders:**

- 1) Consultancy buyers
- 2) Government
- 3) Big firms and Boutiques
- 4) Donor agencies
- 5) Individual Consultants – existing and future qualified
- 6) Academia
- 7) Professional & Trade Associations

**How? Some options:**

- Ambassadors local and global according the national institutes to win the influencing of the markets
- Round table of discussions / Forums
- Individual consultants

**Table 3: Goal Two: How to collaborate on implementation in Supporting, enhancing and growing the international network of management consulting institutes, as well as encouraging information sharing, networking and reciprocity between institutes.**

Hubs work well for the ICMCI to achieve the strategic goals and a major element to grow the profession! That depend on ICMCI leadership to lead that:

- o Size of optimization hubs
  - o Priorities
  - o Governance evolution (structure, culture, language)
- 1) Directory
    - o Focus on international consulting expertise for business
    - o Virtual Hubs through the directory to connect with consultants in different regions and create common of interests.
    - o Free for CMCs
    - o Infrastructure for small/emerging IMCS

**Table 4: Goal Three: How to collaborate on implementation by Enabling IMCs to enhance the visibility, recognition, and desirability of Certification as international benchmarks**

- 1) Coordination between ICMCI and IMCs in terms how to achieve the strategical goals and leveraging the profession reputation.
- 2) The global engine of choice fits very well with the value proposition.
- 3) Restructure and get people together to solve issues.
- 4) The joining and belonging concept to the associations through social media and different tools.

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## Outcomes of discussions to focus on products and services:

### Table 1: CMC Directory

- The directory is currently good for a few dozen of people. No one is going to pay \$100. We would need a CMC directory which would contain the CMCs and not for extra charges. Should not be a revenue opportunity.
- Need a way to connect every CMC globally in the event that partners are required.
- Would need to develop a dictionary of expertise for population of the directory.
- Need to promote.
- Integration of the digital credential into the digital assets.
- Continuous Improvement of the directory based on user needs and patterns.
- Replicates what LinkedIn. There are verified credentials that can be granted on behalf of the organization via LinkedIn.

### Table 2: ISO 20700

- Strong ISO Brand
- Basis for toolkits and gives the members the access to the standards.
- Described the wheel as is and uses the standards for the consulting practices and that clients are adhering to the framework of the process and the practices.
- Codified good practices.
- Not well known - both the standards and CMC process must be promoted among the consulting community
- Merge with CMC process
- Inform beyond CMC community
- The ISO standards is the ground of the CMC framework
- Dedicated events
- Translation of the ISO

### Table 3: CMC-Firm

- Marketing
  - International visibility and enhance presence of CMC firms
  - Recruitment / Job fairs opportunities
  - Leveraging the preferred firms in the governance tendering to build trust between IMCs and governments as CMC firms are committed to ethics and the consulting process
  - \$ for eyeballs
  - Access to professional development and opportunities of resources to grow.
  - Discount, etc
- Connections via CMC-Global and facilitate access to local resources via IMCs/Hub
- Incentives understanding for IMCs to promote this program according to the co-sharing revenue concept
- The Firm employment to membership

### Table 4: Events

There are 3 types of events conducted annually by ICMCI:

- 1) The annual meeting of Delegates and CMC Conference
- 2) The Hubs
- 3) The National IMC events

The most important elements to conduct those events are to:

- 1) Nominate the hubs chair

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- 2) Identify a project manager for the event that would work with a team for the event succession.
- 3) Nominate an ambassador in all IMC countries for the event
- 4) Identify a president of honour to facilitate access to VIP list to invite to the events
- 5) Prepare a checklist of the materials and tools to be used during events
- 6) Sign an agreement in advance with facilitators.
- 7) Prepare a communication campaign.
- 8) Create ranking of IMCs and sort of competition promotion of the number of CMCs in each IMC during the year.

### As an action after the discussion:

- Delegates were asked to select one of the above operational initiatives to be promoted in their IMC countries and encourage them for posting this through their social medias.
- The Chair thanked all for their discussions and contributions in the round tables of the products benefits and assured to continue communications based on all outcomes declared.

### Best Practice Presentations and Focus Group Discussions:

#### Two presentations were covered as follows:

1. Asia Pacific Hub survey findings presented by AP Hub Chair – Lydia Goh:  
**[Findings of the Asia Pacific Hub Survey](#)**
2. Established IMC Community survey findings presented by EIC Chair – Randy Baldwin  
**[Growing our Next-Gen membership- Securing Established IMCs' \(EIC\) futures](#)**

### Best Practice / Focus Group discussion as interactive sessions for sharing of success stories and initiatives' objectives

Four round table groups were designed to discuss under the guideline of "Recruitment, Retention and Sustainability" the following main titles:

#### Table 1: Membership growth of established IMCs

##### Outcomes:

- Addressing the value proposition profile at universities.
- Connecting with specialists (Marketing experts).
- Conducting regional events with leading edge experts to attract prospects (media).
- Offering specialist certifications that newer consultants can earn while accumulating their required hours to earn the CMC (a steppingstone to the CMC).
- Business clubs.
- New recruits (Mentors and CMC stream).
- Preparing videos of younger members making positive comments.
- Recognising of new members, milestones and follows of long-term members.

#### Table 2: Sustaining and growing IMCs run completely by volunteers

##### Outcomes:

- Attracting new members.
- Passion to serve.
- Creating incentives / intangible rewards.
- Personal and professional developments
- Creating opportunities.

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- Recognition, motivation and growth.
- Role Models, counterrounds

## **Table 3: KPIs – Results and implications for IMC sustainability**

### **Outcomes:**

- Promote the objective of the questionnaire.
- Establish the market size.
- Use it as a 3-year plan for building CMCs, members and membership amount.
- Subsidies or sponsor funding from donors.

## **Table 4: PSC Client Survey – What we can learn from clients**

The group discussed the survey scope, implementation and targeted groups in terms of the awareness of CMC process and ISO20700 outlines in the profession with the following

### **outcomes:**

- SCOPE: Competency Framework - However, this is a good opportunity to build in other data we may wish to collect. Need to keep it consumable.
- Approach: Recommend Interviews > Focus Group > Questionnaire
- Each institute would elicit feedback from a small sample of clients utilizing their membership.
- Proper segmentation of target groups
- Include general questions related to the CMC
- Include themes for the questions to offer guideline.

## **Announcement of 2020 Annual Meeting and Conference Host**

The next ICMCI Annual Meeting and CMC International Conference will be held in Beirut – The Lebanon between 5–9 October 2020.

## **Announcement of 2020 Hub Meetings**

1. Asia Pacific Hub Meeting will be held in Yerevan, Armenia 5–7 May 2020.
2. Euro Hub Meeting will be held in Istanbul, Turkey 4–5 June 2020
3. The America Hub is not announced yet.

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

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## 2nd Day: Tuesday 18th of October 2019

***The quorum is established: No of attending delegates (in person and by proxy) are 47.***

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

### **Delegates in person (15):**

Alfred Harl, Hans-Georg Göttling, Gerd Prechtel, Philipp Graf, Doug Macnamara, Randy Baldwin, Chris Harper, Donald Demeritte, Peter Csakvari, Cesara Pasini, Gabriel Gundu, Lydia Goh, Nick Warn, Peter Tomkins, Oliver Matar.

### **Delegates by proxy (32):**

Tim Millar, Glenn Yonemitsu, Zakir Hossain, Gergana Mantarkova, Louis Loizou, Timo Silen, Tamara Abdel-Jaber, Daniel Chan, Saeed Ahmadian, Katsuya Watanabe, Mitsunori Masanaga, Maqbouleh Hamoudeh, Gulsum Akhtamberdiyeva, Kim Oh Yeun, Jehona Lluka, Jacquie Hamer, Cristian Gaina, Veronika Kozhevnikova, Andrija Gencel, Angelo Kehayas, Lilian Klasson, Ruggero Huesler, Zhang Yanyan, You Ningbo, Chayaditt Hutunuwatra, Theo Hermsen, Raoul Schildmeijer, Cecile de Roos, Mairead Fernandez McCann, Keith Rushton, Constantinos Stavropoulos, Andrey Stanchenko.

***Note: Difference from 1<sup>st</sup> day is due to delegates with proxies leaving the meeting before the voting affecting proxies provided to them as no cascading proxies are accepted.***

### **ICMCI Board annual report 2018-2019 (Dwight Mihalicz)**

Dwight Mihalicz (Chair) presented the annual report to enforce the amount of work accomplished by board and secretariat and all standing committees to drive the operations of the ICMCI, being volunteering based efforts with only secretariat contracted. Also chair highlighted the accountabilities of all committees with the support of the ED to maintain the deliverables and achieve the strategic goals taking into consideration the governance designed for each committee and the authority given to ED ensure deliverables by committees.

The chair also presented the third audited report, a formal attestation of what ICMCI is performing, as included in the annual report, with a separate Treasurer's report as prepared by Anca Bors who was appointed by the Board for one-year term. General comments on the treasurer's report:

- The cash flow is in a good position.
- The fee structure maintained as approved in Toronto 2016.
- Generating the flexible revenues from the strategic initiatives revenues to cover the secretariat expenses.
- The Accounts Receivable continue to be a significant challenge, considering that some IMCs are facing unstable financial situations. The treasurer and Executive Director consumed time following up with IMCs to encourage payment of overdue invoices.

*The full reports can be viewed at:*

[https://www.cmc-global.org/sites/default/files/public/complete\\_report\\_22\\_sep.pdf](https://www.cmc-global.org/sites/default/files/public/complete_report_22_sep.pdf)

[https://www.cmc-global.org/sites/default/files/public/treasurers\\_report\\_-\\_fy\\_2018-2019\\_-\\_annual\\_report.pdf](https://www.cmc-global.org/sites/default/files/public/treasurers_report_-_fy_2018-2019_-_annual_report.pdf)

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## Updates from Standing Committees (Committee Chairs) 2018-2019

### Developing Standards – PSC:

The PSC committee consists of many members from different IMCs, the committee assists the Board in the development and maintenance of professional standards and guidelines that promote excellence in the consulting profession. The committee is working on several projects to deliver a 3 key projects:

1. Voice of the Customer – surveys to feed into CMC Manual update
2. Update CMC Manual – including key Appendices
3. Continue to develop the ISO 20700 – e.g. ISO Firm

The PSC is aiming to secure one trade mark for consultancy services.

The full presentation can be viewed at: [https://www.cmc-global.org/sites/default/files/public/icmci\\_psc\\_report\\_nassau.pdf](https://www.cmc-global.org/sites/default/files/public/icmci_psc_report_nassau.pdf)

### Stronger Together – Membership:

The membership committee is working in coordination with the QAC to look into membership administration (New membership, provisional and renewals) which is the core activity of the membership, beside the two new initiatives 1) KPI initiative to get members stronger 2) Proactive Membership to assist in identifying & developing and expanding IMCs strategically.

The total IMCs membership are 50 IMCs with 49 IMCs in a good standing based on the membership criteria, knowing that CMC-Denmark withdrew their membership with ICMCI due to critical mass situation and that all their members will be transferred to CMC-GI.

MGS report and addendum can be viewed at: [https://www.cmc-global.org/sites/default/files/public/membership\\_committee\\_mgs\\_report\\_-\\_nassau\\_2019.pdf](https://www.cmc-global.org/sites/default/files/public/membership_committee_mgs_report_-_nassau_2019.pdf) and [https://www.cmc-global.org/sites/default/files/public/mgs\\_nassau\\_2019\\_addendum.pdf](https://www.cmc-global.org/sites/default/files/public/mgs_nassau_2019_addendum.pdf) consecutively.

The **KPI and Good Practices form** – initiated in 2018, pilot aiming to get participation from IMCs for now and in the future edition. 2<sup>nd</sup> edition will be targeting to obtain more details from IMCs and the number of CMCs and MCs to be mitigated as a wakeup call through the different initiatives conducted by ICMCI to support the IMCs growth. **IMCs to send their feedback on the KPI outcomes and how to improve the content of this tool in writing to Reema Nasser** to be implemented in the next year questionnaire which will be combined with the membership survey 2020.

The Proactive membership taskforce that was presented and approved in Milan was constituted in March 2019 with the final total of 6 members, and based on its criteria and desktop research, its recommendations to the MC was to reach the following countries (Belgium, France, Spain, Malaysia and Greece). The MC added their recommendations highlighting that this taskforce needs more resources, focused/prioritized effort and visible senior support to move the initiative forward.

Proactive Membership Taskforce report and MC recommendations can be viewed at: [https://www.cmc-global.org/sites/default/files/public/proactive\\_taskforce\\_report\\_-\\_nassau\\_2019.pdf](https://www.cmc-global.org/sites/default/files/public/proactive_taskforce_report_-_nassau_2019.pdf) and [https://www.cmc-global.org/sites/default/files/public/mc\\_recommendations\\_to\\_proactive\\_taskforce\\_report\\_-\\_nassau\\_2019.pdf](https://www.cmc-global.org/sites/default/files/public/mc_recommendations_to_proactive_taskforce_report_-_nassau_2019.pdf) consecutively.

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The Membership committee presentation and summary, highlights and recommendations of both the KPI tool and the proactive membership taskforce can be viewed in the *full report* at: [https://www.cmc-global.org//sites/default/files/public/2019\\_membership\\_committee.pdf](https://www.cmc-global.org//sites/default/files/public/2019_membership_committee.pdf)

## **Continuing the Legacy – NSPC:**

The NSPC committee, members presented fully in this meeting, is always trying to provide the organisation with diversity of qualified nominations to perform within expectations at the board, as NSPC are always working to find more than one nomination for each position.

A new approach is established to evaluate the work of the Chair and the board members, this will be applied on the committees' chairs to maintain the accountabilities and deliverables as designed in the ToR.

## **The Marketing and Advocacy Committee:**

The current committee is in a transition position and it includes several members. The first goal of the committee is to enhance the internal communication with IMCs through the delegates to sell the ICMCI image, to maintain connections with delegates, and to reach the members of our members to promote the profession. Also, the committee is working to activate the social media accounts to replace the old accounts as some are not accessible.

## **Discussion:**

- The ICMCI has to work on immediate solutions to cope with changes happening in the market to avoid any disruption that might arise from the several indicators of the IMCs and CMC memberships decline.
- Working on techniques to affect the membership growth directly away from other barriers that might affect the growth.
- To expand the base of management consultants by approaching the youth generation.

## **CMC-Firm:**

This is the second year of this initiative and the full details of this product is available at <https://cmcfirms.cmc-global.org/content/about-cmc-firm>

To encourage all IMCs to look for accrediting CMC-Firms and maintaining the firms in the pipeline with the support of delegates to promote this product in their countries, especially that this is a co-sharing product and IMCs can increase their revenues.

The appraisers committee is doing a great job, though it is in shortage of members and more volunteers are needed to join.

## **Constantinus International Award:**

The committee would like to invite Institutes to submit outstanding consulting projects from their members to the Constantinus International Award and Appoint a Constantinus Ambassador!

The first step in order to get the award started would be a binding commitment from your Institute by accepting a charge of €1.000,00 excl. VAT for up to 10 projects, the fee is to cover some costs such as adaptation of the application tool and the jury tool, the maintenance of the website as well as a small marketing initiative.

The full presentation can be viewed at: [https://www.cmc-global.org//sites/default/files/public/presentation\\_icmci\\_constantinus\\_harl\\_new.pdf](https://www.cmc-global.org//sites/default/files/public/presentation_icmci_constantinus_harl_new.pdf)

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## **ISO20700:2017:**

ISO 20700:2017 Guidelines for Management Consultancy Services to enhance the knowledge of our profession's standard to all stakeholders and encourage management Consultants worldwide to adopt the guidelines in their day to day business. However, a new criterion was developed for an ISO-Firm to target firms to gain this accreditation. Firms must fulfil the number of trained consultants in their firms who are using the ISO standards in their delivery, and adding ISO into their terms of conditions, and having CMCs is an additional aspect. The applicant firm must achieve a certain value (like 80 points of 100) of the criteria to get the certificate.

Also, this approach is applicable on any organisation working according to consulting standards which is a beneficial approach for IMCs to expand market.

ICMCI have signed two agreements with EBRD and FCSI to deliver the self-declaration training under ICMCI license.

The full presentation can be viewed at: [https://www.cmc-global.org/sites/default/files/public/iso\\_20700\\_icmci\\_activities.pdf](https://www.cmc-global.org/sites/default/files/public/iso_20700_icmci_activities.pdf)

## **CRI – Consulting Readiness Index:**

The Consulting Readiness Index (CRI) indicates the relative strength of a country's management consultancy sector. CRI is a function of five factors which correlate mathematically with the relative strength of national management consultancy sectors.

The Consulting Readiness Index in a few words is - **a barometer for positioning and expanding your practice in today's environment.**

The full presentation can be viewed at: [https://www.cmc-global.org/sites/default/files/public/cri\\_presentation\\_2019.pdf](https://www.cmc-global.org/sites/default/files/public/cri_presentation_2019.pdf)

## **Maintaining Quality – QAC**

Dwight Mihalicz presented the QAC report on behalf of the QAC Chair (Louis Loizou). The committee members represented from Finland, Brazil, Philippines, Canada, Kazakhstan, Singapore and Jordan. The main goal of the committee is to ensure that IMCs are following the ICMCI standards and are updated in their processes, as every three years the IMC is assessed by QAC. The QAC committee are now preparing the assessment plan for all IMCs who are up for assessment.

The full report can be viewed at: [https://www.cmc-global.org/sites/default/files/public/qac\\_report\\_to\\_the\\_board\\_and\\_delegates\\_-\\_nassau\\_2019.pdf](https://www.cmc-global.org/sites/default/files/public/qac_report_to_the_board_and_delegates_-_nassau_2019.pdf)

## **CMC-Directory:**

This initiative was published in Noordwijk; this service has been developed for Certified Management Consultants (CMCs) only. It is a gathering place for CMCs who have international interest or aspire to be better connected globally, and it is now actively operational accompanied with online payment. Currently there are around 40 members in this directory.

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This is a platform that is offered for CMCs to be affiliated with ICMCI with certain annual fees for the membership.

The ICMCI will look into the feedback from the focus group discussions on the membership and fees of the directory and how to enhance this service to expand subscriptions for CMCs.

The full details of the CMC-Directory can be viewed at: <https://www.cmc-global.org/content/cmc-global-directory> and the dedicated website is <https://cmcdirectory.cmc-global.org/>

## **Academic Fellows:**

Reema Nasser presented the Academic Fellow report on behalf of Simon Haslam.

- 10 Academic Fellows accepted in 2019 and the total number of AFs are now 67.
- Most of the AF are now working in different ICMCI programs as the AMCC and CRI.
- This program must be expanded by IMCs to reach students.
- The process will be updated before announcement in January 2020.
- The AF panel in coordination with board liaisons will be working on the Management Consulting Book to enhance the profession and recognition of the ICMCI.

## **AMCC – Accredited Management consulting Course:**

Reema Nasser presented the AMCC report on behalf of Jeremy Webster.

- This program was launched in 2013 and it took since then to establish the implementation.
- The AMCC is provided not only to IMCs but also to training and educational providers.
- It is a co-sharing program with IMCs and targeted for schools, universities, and training providers.
- The accreditation is per a training course and not the providing entity itself.
- The pilot is accomplished with CMC-Denmark and although they are closing but they will move this accreditation to CMC-GI.
- A second pilot project of accrediting a University in Korea is in progress to pilot servicing a service provider, and when finalized a business plan will be announced.

## **Proposed 2018 – 2020 budget (ED)**

The ED 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\\_2019\\_-\\_2021\\_-\\_nassau\\_2019.pdf](https://www.cmc-global.org/sites/default/files/public/icmci_draft_budget_2019_-_2021_-_nassau_2019.pdf)

- The 2019-2020 budget was presented and approved since Milan and the implementation plan started since July.
- The 2020-2021 proposed budget relies on variable income for our strategic initiatives.
- The budget is presented in the format we have been using for the past several years, with a separate section for Fixed Revenue; Flexible Revenue; Core Expenditure; and Variable, Non-core Expenditures for ease of comparison. As advised last year, some changes took place in changing some services from being flexible to fixed due to maturity and consistency of revenue.
- The 2019–2020 budget included no increase in membership fees as per the commitment of the Treasurer at the time of implementing the recommendations of the Task Force on Strategic Funding. The same applies for the 2020-2021 proposed budget.
- The implementation of the proposed budget 2020-2021 relies on both IMCs and the Global organization to market and implement the created programmes and services that are

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generating additional revenue through the co-sharing schemes that took effect once the CMC-Firm and the CMC-Directory were launched.

- The Flexible Revenue in both the 2019-2020 and 2020-2021 budgets focus on the four main activities: The CMC-Firm, The CMC-Global Directory, The ISO 20700 and the secretariat Services, and we anticipate other increase of the flexible revenues with additional services and products added like the AMCC in the future.
- The Core Expenses focus on our global operational expenses which cover the secretariat, board, treasury, and marketing efforts. While the variable Expenses are to support the growth of the service products.
- The core Secretariat expenses might slightly increase, but this will not reflect in an increase to Membership Fees, as this will be covered from the growth through the flexible revenue projects that turn into becoming part of our fixed revenue due to their maturity and stability.

This marked the close of presentation and updates sessions to move to the formal voting on resolutions.

### Formal voting process on the announced resolutions commenced by the Acting Secretary, Robert Bodenstein as follows:

1. 47 votes in the room, attendance and proxies, was confirmed.
2. Oliver Matar and Chris Harper resumed their roles in counting votes.

Voting process started and results are:

#### Results:

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

**Resolution # 1:** Board Report 2018-2019.

**That the 2018 - 2019 Annual Report of the Board of Directors be accepted.**

For	Against	Abstain
47	0	0

**Resolution # 2:** Treasurer’s Report 2018-2019.

**That the Treasurer’s Report 2018-2019 be approved.**

For	Against	Abstain
47	0	0

**Resolution # 3:** The Strategic Plan for 2019-2022.

**That the 2019-2022 Strategic Plan be approved.**

For	Against	Abstain
47	0	0

**Resolution # 4:** The proposed Budget 2019/2021.

**That the 2019 – 2021 proposed budget be approved.**

For	Against	Abstain
44	0	3

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## **Announcement of NSPC voting results**

### **NSPC Chair – Sorin Caian announced results:**

Counting the votes was conducted by NSPC and attending committee members (Sorin Caian, Dwight Mihalicz, Randy Baldwin, Lydia Goh, and Gerd Prechtl).

**Elected Board Members:** Robert Bodenstein, Jehona Lluka, Zhang Yanyan, and Gergana Mantarkova are the new elected ICMCI board members for the term of 2019-2022.

Based on this, NSPC will:

1. send a short email to all elected members to take note of the results, congratulate them, and encourage them to be active.
2. send a short email to Simon Liu thanking him for the nomination, encouraging him to maintain his activity with the different committees.

The NSPC is planning to have a big base of candidates for the next year elections.

A Motion to destroy the voting ballots was moved from the floor and approved for NSPC action.

### **The Board Members of ICMCI for the term 2019-2022 are as follows:**

1. Dwight Mihalicz, Chair - Canada
2. Sorin Caian, Immediate past chair – Romania
3. Jeremy Webster, Secretary –United Kingdom
4. Jan Willem Kradolfer- The Netherlands
5. Robert Bodenstein- Austria
6. Kyeong Seok Han – South Korea
7. Jehona Lluka, Kosovo
8. Zhang Yanyan, China
9. Gergana Mantarkova, Bulgaria

The board during its first formal meeting will appoint the treasurer.

Dwight thanked all for the interaction and confidence in the board to continue its operations.

Also, Dwight invited Donald Demeritte, Chair of CICMC for comments, where Don expressed his gratefulness for all the support provided by ICMCI team during the year to conduct the CMC conference in Nassau despite all the challenges at this time. Also, he advised that CICMC will work on several plans to raise the membership and solve problems that the local institute faced.

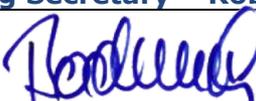
Dwight expressed the great efforts done by the team of the ICMCI to perform all the work and looking forward to work with the new board members and meeting again in the next year event.

Dwight Mihalicz the Chair of ICMCI declares meeting closed.

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**Approval and Signing of MOM**

**Date: 18.10.2019**

<b>ICMCI Chair – Dwight Mihalicz</b>	<b>ICMCI Acting Secretary – Robert Bodenstein</b>
	

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

<b>Oliver Matar, CMC, USA</b>	<b>Chris Harper, CMC, Canada</b>
	