



CMC - GLOBAL

ICMCI Board ANNUAL REPORT

2017-2018

Milan – Italy

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CMC - GLOBAL

ICMCI

Board Members

Reports

ICMCI Chairman

Dear CMC-Global Colleagues and Friends,

It is not simple to prepare my last introduction as Chair of ICMCI to the annual report of the Board for the annual meeting of delegates, but I am very proud to do it since there are so many good things to talk about!

Our profession, constantly on the edge of change, keeps us fresh, open minded and always ready and willing to take challenges. Whatever type of consultant we like to define ourselves, whatever categories we think we belong to, there is a common ground characterized by professionalism and ethics where all those definitions and categories finally meeting. And this is how the story of CMC has started, more than 30 years ago and this is how we are all acting in supporting the profession development, increase recognition and value created by the management consultants, both in the economic and social dimensions of our world.

Today ICMCI is a solid organization, with strong membership, an extremely active executive, having its Board members fully involved in organizational life, with a large number of volunteers acting in committees, commissions, working groups or task forces, governed by an adaptable bylaw to the needs of our organization and its functionalities.

The Breakthrough Strategy initiated 9 years ago, during an Annual Meeting in London, has mostly achieved its goals and prepared the ground for the next level in the evolution of our organization. The projects that were initiated years ago and adjusted to best fit the needs of our IMCs and their members, the management consultants, benefiting from involvement, enthusiasm and wisdom of many of our friends volunteering their time and resources for achieving the goals of CMC-Global, started to show results and add value to all.

- The ICMCI International Conference is holding its 6th edition in Milan, together with the Annual Meeting of Delegates, when we will also learn the host of the 7th edition!
- The CMC-Firm project started to fly, and very soon we will open the registry for the members of this important group. More applications are under appraisal and the numbers and geographical spread are very encouraging;
- The CMC-Directory is ready to launch, all administrative obstacles and technicalities being overpassed;
- The ISO 20700:2017 project entered into a new stage, the promotion and checklist training as well as partnering with other institutions contribute substantially to increase recognition of our profession;
- The Academic Fellows community is growing and getting more robust, bringing valuable contribution to our professional life;
- A first training course was accredited and even if the AMCC scheme is not yet fully functional, the lessons learned during the first complete process will help the development of a solid and useful product;
- The dialogue with the members has continued, the collaborative approach moving from communication towards an excellent tool allowing experience sharing, supporting the activity of our IMCs, and offering the platform for enhanced mutual learning. The Hubs are very important contributors to a sound organizational life, during the events themselves but also during the whole year through the continued communication;
- The traditional partnerships continued with renewed energy, allowing a better use of our resources and a strong leverage for the benefit of the management consulting profession.
- Many other activities involving ICMCI, our institutes, volunteers and management consultants from all over the world developed in the last period, showing the strength of the community and the need for a “working together” approach.

I would not end my brief note, without a very warm thank to all our IMCs, all people acting in various structures of ICMCI, to those just participating in our actions and to all management consultants, contributing with their effort to the continuous development, recognition and wellbeing of our profession.

– Sorin Caian, CMC

ICMCI Secretary

Dear CMC-Global Colleagues,

It is now three years since the Bylaws and the governance of the ICMCI were revised. As your Secretary, my most important task has been to continuously monitor the governance model of the ICMCI. I am happy to see that the original identified need of change in governance has worked out fine and delivered the results expected.

During the year I have participated in all ICMCI events, been in contact with the committee chairs and members and several Institutes and Delegates. The new way of working seems now to be a well-functioning routine to all. In 2018 we have made a proof reading of the Bylaws and decided to propose some editorial changes for easier reading.

As the governance model is working fine we now focus on developing the documents archive and file system. This is important to secure that all actors at the ICMCI find and use the updated information, documents and templates. Our database is connected to the CMC-Global website and we are creating a system to better utilize the capabilities of this.

The CMC-Global is growing and generating an increasing amount of activities and services to Members. As a result of moving all services inhouse we have been able to take care of all Secretariat work required at the CMC-Global, CMC Global Institute, and accounting without increased cost. During the year there has been signs that when the organization is growing and increasing the professionalism some of the “only on voluntary base activities” need more nursing and support. As the Secretary I can see the workload of the secretariat increasing if we in future want to keep the good service level.

Secretary main activities in 2017- 2018

- Attending all Board meetings to include all face to face meetings
- Update of ICMCI registration info at the Swiss registration office in Zurich
- Working with Bylaws editorial changes
- Attending Asia-Pacific Hub meeting in Tehran
- Attending the Euro Hub meeting in Kiev
- Supporting the Executive Director and Secretariat
- Supporting the organizing of the 2017-2018 Annual Meeting
- Chair the selection committee of the 2018-2019 Annual Meeting
- Member of the QAC
- Member of the UN Task Force
- Participating at the UN CoNGO General Assembly in Geneva
- Participating in the ISO 20700 training and 1-year celebration
- Participating in the IMC Sweden 50-year celebration in Stockholm
- Participating in Nordic Institutes co-operation meeting in Copenhagen

– Kim Karme, CMC

ICMCI Treasurer

Dear CMC-Global Colleagues,

During my time as Treasurer I have been blessed to watch the maturation of the organization into a maturing federation. Success for a federation is marked by a network of highly functioning members who are tightly networked to collaborate and coordinate in order to learn from and leverage each other. This collaboration and Coordination is facilitated by a strong and specialized Secretariat that leads the global programs of common interest. I am pleased as your Treasurer to watch this transformation, and I am excited to see the continued maturation as we seek to attain our common vision:

CMC-Global will be a leader in the development of management consulting as a global profession that drives social and economic success.

From the financial perspective of attaining this vision, there are four key components at the global level that have been put in place.

The first and the most foundational is that we are working together within a global strategy. Your Board has worked hard at developing our strategy and our strategic goals. These goals become milestones against which the Board reports. The second has been the Task Force on Strategic Funding, which has put in place membership fees that support the Secretariat to do what it must to coordinate our actions. These membership fees cover the core expenses of the Secretariat. Any strategic goals are supported financial through variable revenue from products and services generated by the work of the breakthrough strategy working group. These products and services are also designing to create revenue for participating IMCs. Seeing these revenue lines begin to fill in (Events, and CMC-Firm to begin) is a tribute to the many volunteers driving these projects.

The third, which one would not normally think of as a major achievement, was the implementation of the e-banking system for CMC-Global. Because of our legal framework and global operational base, it has been a long and drawn-out process to establish the simple capability of paying for services online. This is now in place and will be launched by the time of our annual meeting in Milan.

Finally, the establishment of a Secretariat with a full time Executive Director and a full-time administrative support position have created the stability and perseverance necessary for the successful coordination and implementation of new initiatives. The successes we are now seeing would not have been possible without that focus.

In the coming year the work of the Treasurer and the Finance Committee will continue in terms of monitoring and advising on the financial activities of CMC-Global. We will also continue to improve the financial practices of CMC-Global to achieve global best practices. During 2017-18 the accountability and authority relationships between the Treasurer and the Executive Director continued to evolve and mature.

CMC-Global is on an excellent path. It is very well positioned to deliver the programs and services that have been detailed in its strategy.

Thank you to the members of the Finance Committee who give so freely of their time and expertise. Thank you also to Reema for her enthusiastic and committed support, and to Khuzaima who is always available to support our activities. And finally, thank you to the delegates for the opportunity to serve CMC-Global as your Treasurer.

– Dwight Mihalicz, CMC

ICMCI Executive Director

Dear CMC-Global Colleagues,

2017-2018 has been the year of implementation and accomplishments. Challenges did come up, but with all the support we have as the secretariat, whether from the board of ICMCI or the volunteers on the committees, we were able to overcome those.

With one year left for the current implementation plan, we were able to meet many of the targets, speed up on some deliverables, achieve and feel proud of all the volunteers who were the backbone for those achievements.

The targets focused on increasing the number of CMCs, increasing the number of IMCs, increasing participation to the Constantinus award, increasing the percent of members in good standing, establishing a good base for the CMC-Firm, and successfully organizing regional hub meetings.

The number of IMCs increased by IMC Algeria and IMC Mongolia joining our organization as provisional members with one application that is being assessed now and maybe by the meeting in Milan we might announce them as provisional members as well.

Number of CMCs will be published on the website after we attain all feedback to the membership survey and this will give us an indication for next year. The Constantinus Award number of participating countries this year is 8 with 22 projects .

The MGS report provides the update on that KPI, as we sadly had to terminate the membership of two IMCs this year, Kyrgyzstan and Myanmar. All support was provided to them, but it seems their national circumstances were working against us. we hope that those will turn to being positive and we would welcome their re-application at any time.

Two successful hub meetings were held this year, the Asia Pacific Hub meeting in Tehran, and the Euro Hub meeting in Kiev. Both were preceded by a one-day national conference in order to capitalize on the presence of the international community.

As for the CMC-Firm, the actions towards achieving the targets were taken preparing the way forward. We now have six (6) CMC-Firm, three applications are being appraised now and we hope we will announce the total of nine (9) at the meeting in Milan. The CMC-Firm Directory is established, we are at the last stages of finalizing the website and we hope to soft launch soon.

This was accompanied by the CMC-Global directory as well, this was established and the same as the CMC-Firm Directory, we are at the last stages and we hope to soft launch soon. Both directories will be finalized with the online payment option, which also took time during the year to reach an agreement with the bank on, the developers are now finalizing that and assuring inclusion on the website and the directories. Members will be able to use the online payment service for even membership fees.

Other than above, we contracted a professional to prepare three brochures, one a general ICMCI brochure, the second a CMC-Firm dedicated brochure, and the third a brochure for the CMC-Directory. Work on those will start after Milan and will be provided to all Members as well as published on the website.

Other than above websites, we also launched the ISO20700 website, this was announced during the two special events that were held this year to increase awareness about the standard. The Checklist training was launched, the first session was held in Kiev, with the second planned for Milan. This will become a practice until we are sure all our Member institutes are accredited to deliver the training. The other special event was the one-year celebration that took place in Vienna with much success. This event endorsed our initiatives to include our training in the trainings provided by some international organizations, the first of which is EBRD. We are finalizing the agreements and taking this forward knowing it will be launched early 2019.

2017-2018 marks the second year ICMCI hold an audit, you will see that our financial statements and the treasurer report are now based on an auditor's report. This practice will continue, and we hope that PWC-Jordan will also support us for next year at the same discounted price.

The Consulting Readiness Index - CRI will be reported on at Milan and this report includes an update in the committees and taskforces section, another vision that turned to reality with the support of the taskforce and the Academic Fellows of ICMCI. This is my way of thanking our Academic Fellows who are supporting the initiatives while gaining in number. We were successful in adding 3 more AFs to our community this year, and we hope to do even better at the number of nominations next year.

General activities related to the day-to-day work of our organization from the secretariat's perspective:

1. QuickBooks is now our accounting system that we use for day-to-day work and the reference to our auditors.
2. Continue with our service agreement with CMC-GI to provide our secretariat services, which is now a stable income generating activity to ICMCI.
3. CMC-Directory and CMC-Firm Directory work with the website developers.
4. Online payment work with the bank that was finalized regardless of the hiccups we faced, and this is another achievement to support our members.
5. Working closely with lawyer for tax procedures in Switzerland.
6. Working closely with executive secretary on requests from Members, accounting, board related work, and communication with Members to include the membership survey.
7. Finalizing the CMC-GI website and the ISO20700 website as part of the microsities agreements with ICMCI. This is again a service that we hope our members would benefit from.
8. Work with a designer to prepare the logos related to the ISO20700 Checklist training.
9. Working with the dedicated taskforce to finalize the ISO20700 Checklist training material and training ToR.
10. Attending Board meetings three of which were face to face and contributing with the preparation of the agenda and the proof reading of the minutes plus the summary MOM for the website and action lists.
11. Preparing for the ISO Checklist training in Kiev and Milan.
12. Preparing along with our members in Austria for the ISO20700 one-year celebration.
13. Participating in all committee and taskforce meetings in in the role of assuring cross functional communication and information sharing.
14. Work closely with the AP Hub Chair in order to continue providing support and enhancing the communication with the hub countries.

– Reema Nasser

ICMCI

Committees

&

Taskforces

Reports

Quality Assurance Committee (QAC)

July 2017 – June 2018 Report to the Board

Summary

Here is QAC's report of activity for July 2017 to June 2018, our assessment and developmental plan for the next period and the status of the ISO/IEC 17024 assessment program. QAC continues to support ISO 17024 assessments for those member IMCs requesting ICMCI support.

During this period QAC progressed satisfactorily with the completion of assessments and introduced several innovations aiming at:

- making QAC more effective and efficient
- support the sustainability of IMCs

The assessment completed during this period are summarised below:

Type of assessment	Completed July 2017 – June 2018	Planned July 2018 – June 2019
	Number	
Provisional membership	4	1
First time new Full Members	1	2
High trust Triennial Full Membership	4	17
On site Full Membership	3	5
Total number of assessments	12	25

Appendix A, attached to this report, sets out the full picture of assessments completed and the plan for the next period.

Important note: Our main challenge of the period was planning and completing the assessments due to IMCs internal problems.

The present members of QAC are:

- Louis M. Loizou, Chair
- Clint Burdett, immediate past chair, Retired June 2018
- John Bielenberg, Vice Chair, Retired for personal reasons, June 2018
- PK Lim
- Valerie Sluth
- Kim Karne, ICMCI Board Liaison, ex officio
- Reema Nasser, ICMCI Executive Director, ex officio

Accomplishments

- **Number of skype discussions.** During this period QAC held 12 official meetings for planning and decision-making reasons. Additional skype meetings were held between smaller working groups for getting things done.
- **Managing problem IMCs.** QAC contributed towards resolving issues with IMCs, not always their responsibility and completing assessments.
- **Assessments.** Completed in a satisfactory manner

New initiatives:

- **Vice Chair to improve continuity.** After considering a number of operational issues QAC has adopted the policy to appoint a Vice Chair with the primary objective of improving the continuity of the Committee at all times. The role of the VC was prescribed as, inter alia, being supportive to the Chair in planning assessments and managing task groups undertaking specific tasks.
- **Training Strategy.** Given the growth in membership, the retirement of old members, the development in the assessment and the consequent need to acquire new assessors QAC decided to revise the training strategy and material ready for new and older assessors.
- **On line satisfaction survey.** This measure was introduced in the last six months with the aim to improve the whole process through feedback from IMCs as well as making them feel that their opinion counts. According to the small number of results IMCs are happy with the work of QAC. No suggestions for improvement have arisen directly from the survey, yet.
- **Sustainability of IMC's.** The last assessments were adapted to cover the area of sustainability of IMCs. Looking at planning and financial stability. QAC has already recommended that this is made a mandatory requirement.

Plans for the next period

- Recruit new assessors
- Launch new training material
- Streamline on line document management in cooperation with Secretariat, the Board and other Committees
- Providing our members, a self-assessment tool in the year prior to a QAC assessment so they can prepare and connecting the member's point of contact for the assessment and the assessor sooner. We call this the "early warning."
- Updating the online materials on the Certification Process using layman's language on the CMC award process: what it does, how to set it up, who is involved and how to train the Institutes CMC examiners.
- Update the Provisional Member Assessment Checklist (last update in 2009).
- Have the QAC Assessors participate in best practice webinar sessions.
- Examine the future of ISO 17024

Vacancies

- QAC urgently needs two new members, one of them to take up the role of Vice Chair. The two remaining members have declined taking up the role due to other commitments. Existing experienced assessors have already served in QAC and I do not recommend calling them back.

Suggestions for improvement

- Contact details of officers and IMCs should be updated on a more systematic manner, e.g. through an improved approach to the annual return from IMCs.

Challenges / Opportunities for improvement

- Planning and implementation of assessments
- Management of Risks and Opportunities

Results / Lessons Learned

- QAC must coordinate further with MC re: the readiness of member IMCs or potential IMCs to receive QAC assessment, through the Executive Director

Appreciations

- Kim Karne, Board Liaison, for his continued support
- Reema Nasser, Executive Director, for her everlasting resourcefulness and support

Conclusion

The work of QAC is progressing in a satisfactory manner.

Submitted September 2018, for and on behalf of the Committee
– Louis M. Loizou CMC, QAC-Chair

Professional Standards Committee (PSC)

The mission of the Professional Standards Committee is to offer to the National institutes, continuously improving professional standards and guidelines that promote excellence in the consulting profession.

Member 2018

- **Claudio Barella** - Italy (Chair)
- **Robert Bodenstein** - Austria (Board)
- **Chul Haeng Cho** – South Korea (Member)
- **Nsombi Jaja** – Caribbean (Member)
- **Brian Ing** – UK (Member)
- **Claudia M. Strohmaier** - Austria (Member)
- **Alexander Reincke Wendt** - Norway (Member)
- **Jerald Savin** - USA (Member)
- **Nicholas Warn** - UK (Member)
- **Reema Nasser** - Jordan (Ex-Officio)

Professional Standards Committee (PSC) 2015-2018 Meetings:

<i>Year</i>	<i>Meetings</i>
<i>2015 (Started 2015-12-15)</i>	<i>1</i>
<i>2016</i>	<i>7</i>
<i>2017</i>	<i>10</i>
<i>2018/09</i>	<i>7</i>
<i>Total</i>	<i>25</i>

Projects & Activities PSC 2015-2018

Project 2016/1: Write the Committee Terms of Reference (ToR).

Team Leader: Nicholas Warn

Members: Claudio Barella - Support: Reema Nasser

Start: 2016-01-15 – End: 2016-08-11 (Closed)

Update: The PSC ToR proposed is with the ICMCI Board for approval.

Project 2016/2: Recertification policy

Team Leader: Aneeta Madhock

Support: Brian Ing

Start: 2016-01-15 – End: 2016-08-11 (Closed)

Update: The Recertification policy proposed has been approved by the Board.

Project 2017/1:

The ISO project involvement through development/ finalization/implementation of ISO 20700

Team Leader: Claudia M. Strohmaier

Members: All PSC Member

Start: 2016-01-15 – End: 2017-08-31 (Closed)

Update: guideline “ToolBox 20700” 1st Edition for application of ISO 20700:2017 by IMCs

Project 2017/2: Updating the standards to align with the ISO 17024 and its related requirements.

Team Leader: Alexander Reincke Wendt

Members: Nicholas Warn - Claudio Barella

Start: 2016-01-15 – Exp.: 2018-September

Update: prepare a matrix of cross between the points of ISO/IEC 17024:2012 and ISO 20700:2017 considering also ISO/IEC 17011.

Project 2017/3: CMC-Firm standards and update when required.

Team Leader: Brian Ing

Members: All PSC Member

Start: 2016-01-15 – Exp.: 2018-08-31 (closed)

Update: after the analysis of the current CMC-Firm procedure it has been verified that it does not require integration with ISO 20700: 2017 at the moment, and this will be addressed upon the recommendation of the CMC-Firm Committee next year.

Project 2017/4: Maintenance and updating of the EN 16114 and its related requirements.

Team Leader: Claudio Barella

Members: All PSC Member

Start: 2016-01-15 – Exp.: 2018-08-31 (closed)

Update: CEN has decided to withdraw EN 16114:2011. The procedure to implement EN ISO 20700 is under way.

Project 2018/1: Updated the PSC Committee Terms of Reference (ToR).

Team Leader: Nicholas Warn

Members: Claudio Barella - Support: Reema Nasser

Start: 2018-01-18 – End: 2018-08-31 (Closed)

Update: The PSC ToR is awaiting approval from the Board

Project 2018/2: ToolBox ISO 20700 2nd Edition

Team Leader: PSC Committee

Members: all PSC Member

Start: 2018-01-18 – End: 2018-September

Update: the "ToolBox ISO 20700" guideline is for use at IMCs for the application of ISO 20700.

Project 2018/3: Review of the CMC Manual (CMC001) with references to ISO 20700:2017

Team Leader: Nicholas Warn

Members: Claudio Barella - Support: Reema Nasser

Start: 2018-01-18 – End: 2018-08-31 (Closed)

Update: The CMC Manual (review 2018-08-01) is awaiting approval from the Board.

Activity #1: Academic fellow

Team Leader: Jerald Savin

Support: Reema Nasser

Start: 2016-01-15 – (Stand By 2016/10 - 2017/06 waiting ISO 20700) Exp.: 2018-September

Update: Liaison between the PSC and the Academic Fellow Panel and community. PSC has provided support for a better understanding of ISO 20700:2017.

Activity #2: Links to Academia and training bodies (e.g. AMCC Academic MC Courses)

Team Leader: Jerald Savin

Member: Nicholas Warn

Start: 2016-01-15 – (Stand By 2016/10 - 2017/06 waiting ISO 20700) Exp.: 2018-September

Update: PSC has provided support for a better understanding of ISO 20700:2017.

In addition to these projects and activities, in 2018 the PSC committee supported CMC-Global in the promotion of ISO 20700: 2017, in the creation of the website www.iso20700.org and in the preparation of the training material for the course for trainers of ISO 20700:2017.

The first course was held in Kiev on 2 June 2018, where several members of the PSC committee participated.

Conclusions

The PSC Committee worked in 2017/2018 in particular to support the IMCs in the adoption of the first international standard on management consulting services (ISO 20700:2017) published in 2017, which marked an important moment in the Management Consulting profession all over the world.

The publication of the "Toolbox ISO 20700" 1st edition that was presented during the Assembly of CMC-Global Delegates of Astana 2017.

The PSC Committee in 2018 has devoted time to support CMC-Global in developing initiatives such as the website www.iso20700.org and the ISO 20700 Trainer Course, to support IMCs for the use of ISO 20700.

The "ISO 20700 Toolbox" 2nd Edition to be presented to the CMC-Global Delegates Assembly in Milan and will add a further contribution to the promulgation of ISO 20700:2017.

In 2018 the PSC Committee worked to update the CMC Manual (CMC001) in reference to ISO 20700:2017, so that this new standard can be increasingly used also in the CMC process.

A big thank you to all the Members of the PSC who have worked intensely and with great professionalism in this 2015-2018 mandate.

Submitted September 2018, for and on behalf of the Committee
– **Claudio Barella CMC, PSC Chair**

Membership Committee (MC)

The Membership Committee added two new members in 2018-19, Kyeong Seok Han (Board Representative) and Stephen Louis. This brings our membership to 7, representing 6 countries, not including the involvement of our Executive Director.

Since Astana, our Committee hosted 9 meetings, with 1 additional meeting that will take place subsequent to this report, but prior to Milan. Therefore, the Committee met 10 times this year. Attendance was strong, with an average of 85% participation in each meeting.

Earlier this year, we updated our Terms of Reference in 2018, submitted it to the Board, and we have adopted these guidelines in our regular operations.

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

1. **Regular membership activity** – vetting new applications, reviewing assessments and Member in Good Standing activity.
2. **Membership requirements project** – working with the Board to identify best practices and key metrics that typify good activity by an IMC.
3. **Proactive membership project** – identifying which countries where an IMC would be valuable.

During the course of our activity, 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 2017-18.
- We have vetted new applications for provisional membership, and applications from provisional members to full membership.
- We have renewed full members as QAC has conducted their tri-annual 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.

Membership requirements:

- Further to our report at last year's Annual Meeting, our Committee has worked with the Board to identify and confirm the metrics and practices that indicate a well functioning and sustainable IMC.
- The intent of this initiative is to strengthen all IMCs.
- This initiative will be led by the Membership Committee, and this work will be led by Peter, our Vice Chair.
- Our approach is not one of policing, but one of sharing, to educate and encourage both established and developing IMCs to adopt best practices.
- We propose that our MGS report be amended for the 2019 Annual Meeting to be more comprehensive and include these metrics and best practices, so IMCs can compare themselves against their peers.
- In Milan, we will present a draft mock-up of what this report may look like.

Proactive membership:

- We have recommended and received confirmation from the Board that we will establish a taskforce to focus on this project.
- Our Committee has done some initial work in scoping this project and we believe this project requires a broader perspective than the Membership Committee.
- As a result, we will send out a call for volunteers and will communicate this request in Milan.
- Reema has volunteered and will Chair this taskforce.
- Marjo and Louis, from our Committee, will participate on the taskforce, ensuring an important link with our Committee.
- The Membership Committee will oversee the taskforce.
- Our hope is that the taskforce will complete its work during the 2018-19 timeframe and will come to the Annual Meeting in 2019 with recommendations.
- We suggest the Board, in conjunction with the Membership Committee and taskforce, will determine at that time, if there is a need to make this initiative permanent.

We look forward to sharing the progress of our work in Milan and in our reports to the Board.

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

I wish to acknowledge and thank each member of our Committee for their dedication and commitment of time and energy in 2017-18. 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.

Respectfully submitted by:

Glenn Yonemitsu (Chair) - Canada

Peter Csakvari (Vice Chair) - Hungary

Kyeong Seok Han (Board Representative) – South Korea

Marjo Dubbeldam - Netherlands

Liew Shin Liat - Singapore

Stephen Louis - Caribbean

Aaron Linden - Canada

Reema Nasser (ex-officio) - ICMCI

Attachments:

Member in Good Standing report

Marketing and Advocacy Committee

Introduction:

Committee Members include: Doug Macnamara (Canada), Don Demeritte (Caribbean), Bogdan Pletea (Romania), Paul Martins (Nigeria), Tim Kist (Canada), Elena Yuzkova (Ukraine & Board Link) and Reema Nasser (Executive Director – “Ex-Officio”).

2018 saw this Committee continue to advance on its Plan and accomplish various elements below. The most significant one was the creation and release of a World-wide CMC Promotional Campaign & Tool kit for each IMC to use in adapting and personalizing it for their country/region. One of the top-requested items from IMC’s over the past years, the IMC’s now have in their hands a package to help us advance a common look, message and approach to marketing the CMC designation around the world!

Our multi-year Strategic Marketing Plan 2015-2020 has the following key goals:

Marketing Critical Success Factors:

4. CMC International Profile Advancement & Policy Influence to require CMC designation from management consultants working for major transnational companies, NGO’s and Governance bodies.
5. IMC Member Communications and Engagement in Sharing & Exchange raise IMC “penetration” of their CMC designation to at least 50% of the active management consultants in their country.
6. CMC Today Newsletter, ICMCI Website & Annual ICMCI Conference develop leading content and generate at least 25,000 monthly individual CMC web viewers, 5,000 other monthly viewers and 3500 conference attendees plus growing the value proposition for sponsors and advertisers towards annual revenue target of \$250k
7. Consistency of Brand across All Designations and Communications reinforces our professionalism and builds upon each other, growing the number of CMC’s, CMC-Firms and ACP’s.
8. ICMCI Cost-effective service provision to IMC’s and resource-aggregation from IMC’s to achieve efficiencies and more significant impact than they could achieve on their own.

Progress and accomplishments in each CSF are listed below.

1. **CMC International Profile Advancement & Policy Influence to require CMC designation from management consultants working for major transnational companies, NGO’s and Governance bodies.**
 - The committee launched the Toolkit for the international CMC campaign to IMC’s in June. Now it is up to the IMC’s to grab hold of these resources and implement them into their work in the back half of 2018 and into 2019!

How could YOU use a Certified Management Consultant?



How could YOU use a Certified Management Consultant?

Helping organizations identify and formulate smart growth solutions:

- Ability to tap into extensive Caribbean and Global Market for best practice analysis
- Works with business owners and executives to formulate models
- Modeling includes benchmarking, institutional restructuring, B2B match-making and public private partnership targeting

Donald Demeritte, CMC
Nassau, Bahamas

www.caribbeanimc.com

SAMPLE



CERTIFIED MANAGEMENT CONSULTANT
Professionals trusted for critical times

2. **IMC Member Communications and Engagement in Sharing & Exchange raise IMC “penetration” of their CMC designation to at least 50% of the active management consultants in their country.**

- In 2018 we are still working to Launch:
 - AMCC initiative
 - Global CMC Database & Exchange Community (working with the Revenue Generation Committee).
 - In general, however; it seems many country IMC's have hit some roadblocks in acquiring new members of the Gen X & Gen Y demographics while seeing increasing resignations and retirements from the Boomer generation. This has become a BIG challenge and something the Established IMC's Committee will be addressing in Milan.
- 3. CMC Today Newsletter, ICMCI Website & Annual ICMCI Conference develop leading content and generate at least 25,000 monthly individual CMC web viewers, 5,000 other monthly viewers and 3500 conference attendees plus growing the value proposition for sponsors and advertisers towards annual revenue target of \$250k**
- CMC Today continued into 2018 with regular publishing and a good level of contribution from various IMC's around the world and certain CMC's as authors of articles. We need to continue to encourage well written and topical article contribution from CMC's globally. Several submitted articles were not used as they did not meet our quality standards. Our major IMC's could do a much better job encouraging their leading CMC's to contribute.
CMC Today Readership is now confirmed at xxx/issue [We are having trouble getting data analytics on this – TBD]
 - The CMC-Global website is now well developed and being increasingly used and contributed to by all the member IMC's. The website has significant reference resources for both IMC leaders and individual CMC's to access.
 - Back articles from CMC Today, as well as Academic Papers from some of our Academic Fellows, are now uploaded in the "Publications" section of News & Events tab.
 - Password protected social platforms for each CMC-Global Committee, for Branding files, for Delegates information/voting, etc.
 - To be added in later part of 2018-early 2019: International CMC Database.
CMC-Global Website Traffic now averages 250/day and 4500/month
 - We have continued to feed and advance our Facebook, LinkedIn and other Social Media presence; with some very good sharing and discussions occurring – especially though our LinkedIn forum.
- 4. Consistency of Brand across All Designations and Communications reinforces our professionalism and builds upon each other, growing the number of CMC's, CMC-Firms and ACP's.**
- The new "suite" of CMC-Global branding was launched in 2016 incorporating:
 - ACP (Accredited Consulting Practice)
 - CMC-Firm - We now have 6 CMC-Firms worldwide
 - Academic Fellows – We now have 54 Academic Fellows worldwide
 Full branding kits with Adobe Illustrator, JPEG, PNG & GIF files are on the website.
 Still several IMC's have not implemented these new standards and branding elements as agreed upon at the 2016 AGM!
- 5. CMC-Global Cost-effective Service provision to IMC's and resource-aggregation from IMC's to achieve efficiencies and more significant impact than they could achieve on their own.**
- Repeated from our 2015, 2016 & 2017 Report: This should be a major discussion at an upcoming CMC-Global Annual Meeting of Delegates.
 - Once agreement is reached by IMC Delegates & Board, the Marketing Committee will work to implement.

– Doug Macnamara, CMC, Marketing C'tee Chair

CMC-Firm Committee

Introduction:

CMC-Firm Committee Members include: Jan Willem Kradolfer (The Netherlands – Chair), Francesco D’Aprile (Italy – Past Chair), Sorin Caian (Romania), Brian Ing (UK), Yanyan Zhang (China), Tom Moriarty (Ireland), and Reema Nasser (Jordan, Executive Director, ex-Officio).

Important decisions made in this period:

- Fee policy in the CMC-Firm project: after the Board of CMC Global agreed upon a fee scheme that was published on the web autumn 2017, CMC-Firm members evaluated this and learned it was still a complex scheme, and not attractive enough to bring in more CMC-Firms. Therefore, we simplified it and made it more attractive for new entrants. The Board supported this, and it was decided just before summer 2018. It was already helpful for some interested parties to make the decision to start the process to become a CMC-Firm.
- The Board decided that we need to focus on the new phase of this project, starting with the marketing activity and discussion in our HUB meetings in recruiting applicants and signing agreement with IMCs who are already managing the ACP practices.

Activities 2017 - 2018

The signed agreements between CMC-Global and member associations in The Netherlands and Ireland have resulted in the establishment of six new CMC-Firms (for more detailed appraisal activities please refer to the report of the Quality Assurance Committee of the CMC-Firm)

Our Executive director is in touch with some applicants coming from several countries who are going to apply for CMC-Firm.

The committee is working on the CMC-Firm Directory, and the idea is to launch it in our upcoming Milan event. A soft launch for testing purposes has already been established and hopefully will be announced before Milan to a wider audience for testing.

For a look at all finalised internal processes and all documents that are available on the CMC Global web site, please visit:

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

Next steps:

Current CMC-Firm Committee: will continue with its work in promoting the scheme as well as receiving applications and processing them through to the CMC-Firm Quality Assurance Committee for recommendations. They will benefit from the list of IMCs already designed based on the IMC’s interest in promoting the CMC-Firm programme in their own country. We have accomplished real results in establishing the first group of CMC-Firms. But focus will still be on operational and marketing issues in building a community of CMC-Firms in our ICMCI, addressing questions like:

- How do we move to our next phase: getting more consulting companies interested in becoming a CMC-Firm?
- How do we deal with the WIIFM (what’s in it for me) question, from the perspective of a potential CMC-Firm?
- How do we grow the total numbers of individual CMCs, while using the CMC-Firm as a carrier?
- How do we grow the CMC-Firm directory, and what kind of initiatives do we need to have it become an active directory?
- How do we assure the quality of the evaluation process in cooperation with CMC-Firm QAC taking into account that we have ACP and non-ACP countries?

Submitted August 2018, for and on behalf of the CMC-Firm Committee.

– Jan Willem Kradolfer CMC, CMC-Firm Committee Chair

CMC-Firm Quality Assurance Committee

Introduction

The 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.

CMC-Firm QAC committee members

In 2018 the CMC Firm-QAC Committee included the following members: Fan Yu (China), Franco Guazzoni (Italy), Louis Loizou (Cyprus), Shin Liat Liew (Singapore), Francesco D'Aprile (Italy), Marjo Dubbeldam (the Netherlands, chair), and Reema Nasser (Jordan) ex-officio

Thanks to Fan Yu who has decided not to stay on as a member of the committee. This means there is at least one vacancy, but the committee would welcome more members and certainly members who could do an appraisal as well.

Accomplishments 2017 – 2018

The agreements with IMCA ((Institute of Management Consultants and Advisers - Ireland) and Ooa CMC The Netherlands (Orde van organisatiekundigen en - adviseurs) in order to facilitate applications from their ACP-companies in to the CMC-Firm accreditation turned out to be successful and resulted in six new CMC-Firms.

- From IMCA Ireland came IDI Ltd. (The International Development Ireland).
- Ooa CMC-The Netherlands brought us five applications from ACP-companies:
In alphabetical order: Andersson Elfrich Felix (AEF), JBR Organisatie-adviseurs b.v., Leeuwendaal, Twynstra Gudde Holding bv. en WagenaarHoes.
- Kayen Samaneh Co. (Iran) being not an ACP firm is the first actual appraisal of the committee and can be welcomed as CMC-Firm as soon as the report of the appraisal is ready.
- The appraisal of Tonghezicheng (Beijing China) has been completed. This was accomplished with thanks to the support and cooperation of the QAC of CMC-Global. Hoping to welcome them as a CMC-Firm as soon as the report of the appraisal is ready.
- The completion of the latest application of ROI (Italy) is to be expected September this year.

New initiatives / plans for next year

Recruitment activities on vacancies in the committee have to start as soon as possible. Not only one or more committee members are needed but also new appraisers are more than welcome. The committee will also explore the possibilities of an exchange of assessors of the Quality Assurance Committee of CMC-Global and the QAC of CMC-Firm.

Like before close co-operation with the CMC-Firm Committee on the subject of policy making and exploring ways of promoting the CMC-Firm concept will be equally important.

Thanks

Thanks to the members of the committee for their work and constant support and special thanks to Ms Reema Nasser. Her professionalism and advice are so to speak bright spots when times are dark, stressful and hectic.

Submitted August 2018, for and on behalf of the CMC-Firm QAC Committee
– **Marjo Dubbeldam (chair CMC Firm Quality Assurance Committee), august 2018**

Constantinus International Award Committee

Committee Members

- Alfred Harl – Austria (Chair)
- Elena Yuzkova – Ukraine
- Jan Willem Kradolfer – Netherlands
- Leigh Harris Fowell – Canada
- Reema Nasser – Jordan

Meetings

- The committee meets yearly at the ICMCI Annual Conference and regularly via Skype
- This year we revised the submission tool and our website and adapted it acc. to ISO 20700
We created new material to promote the Award.

THE ICMCI Success Story of the worldwide Award

Best practice – Innovation - Stimulation

- 8th anniversary in 2018
- high quality decision through
 - transparent criteria
 - international jury of experts
 - customer evaluation
- career booster for economic success
 - Wall of Fame
- Constantinus International Award since 2011

The new process

- The first step in order to get the award started would be a binding commitment from your Institute, which is accompanied by accepting a charge of € 1.000,00 excl. VAT to cover the costs for the adaptation of the application tool and the jury tool, the maintenance of the website as well as a small marketing initiative
- Subsequently, all participating Institutes have the opportunity to name 10 national nominations
- From January to July the nominees can submit their applications online
- Each participating Institute need to name two jury members (no obligation)
- Finally the award ceremony will take place in October at the CMC-Global International Conference

Criteria - new

- **Efficiency:**
price/performance, cost control, speed of execution, long-term effects, replicability, organization and quality of international cooperation
- **Global outreach:**
creation and security of jobs, effects on regional and national economy, compliance with development programs etc.

Participants in total

- 17 Countries
Algeria, Australia, Austria, Brazil, China, Finland, Germany, Great Britain, Hungary, Iran, Japan, Norway, Romania, The Netherlands, Slovenia, South Korea, Taiwan.

- 120 Projects
- 7 Gold Winners
- 16 Silver Winners
- 20 Country winners

We all win - be part of it!

Plan next period

- how to promote next year...
- date...
- accomplishments
- targets
- new initiatives
- vacancies for nominations
- needs: members to the committee

Submitted September 2018, for and on behalf of the Committee
– Alfred Harl, CMC - Chair

ISO 20700 Update

ISO 20700 Current status:



After publishing the standard in May 2017 ICMCI focused on promoting the standard. Therefore, the following indicatives / activities have been started / delivered:

- A self-declaration check list has been set up by ICMCI. This check list supports consultants to show their clients that assignments will be delivered according to ISO 20700.
- A training program for this check list has been set up. The trainings for the consultants will be held by the IMC's. Consultants will be awarded with "Trained in ISO 20700:2017 by CMC-Global" to demonstrate to their clients ISO 20700 capability

Full details are available in the prepared terms of reference document for this training. The document was uploaded to both the CMC-Global and ISO websites and can be viewed at: <https://www.cmc-global.org/content/cmc-global-policies>

- The first train-the-trainer training has been held in Kiev as a side event of the Euro Hub Meeting, the second training will be held in Milan. Next trainings are planned in Japan for the AP Hub Meeting and also as a side event of the Annual Meeting of 2019.
- A "first anniversary" event has been held to promote the standard to international stakeholders in management consulting. Stakeholders from twenty countries were in attendance with representatives from six international organizations. A concrete outcome of the event is that EBRD will deliver consulting projects according to the standard in future and is setting up a training program for the consultants to do so with our support and involvement. UNIDO will also start implementing the same however the specific actions are yet to be defined.
- A similar event is planned by the Chinese standardization body for 2019 / 2020
- The website www.iso20700.org has been published.
- A License Agreement was signed with Austrian Standards to provide all our Members with their complimentary copy, and a second phase is being discussed to agree on licenses for CMCs and MCs. The second phase agreement is dependent on projected numbers to be provided by our Members as per our call for action.

Meanwhile CEN has agreed to adapt ISO 20700 as a CEN Standard as proposed by ICMCI and the ISO committee. Therefore, no further adaptations will take place. This will replace CEN 16114.

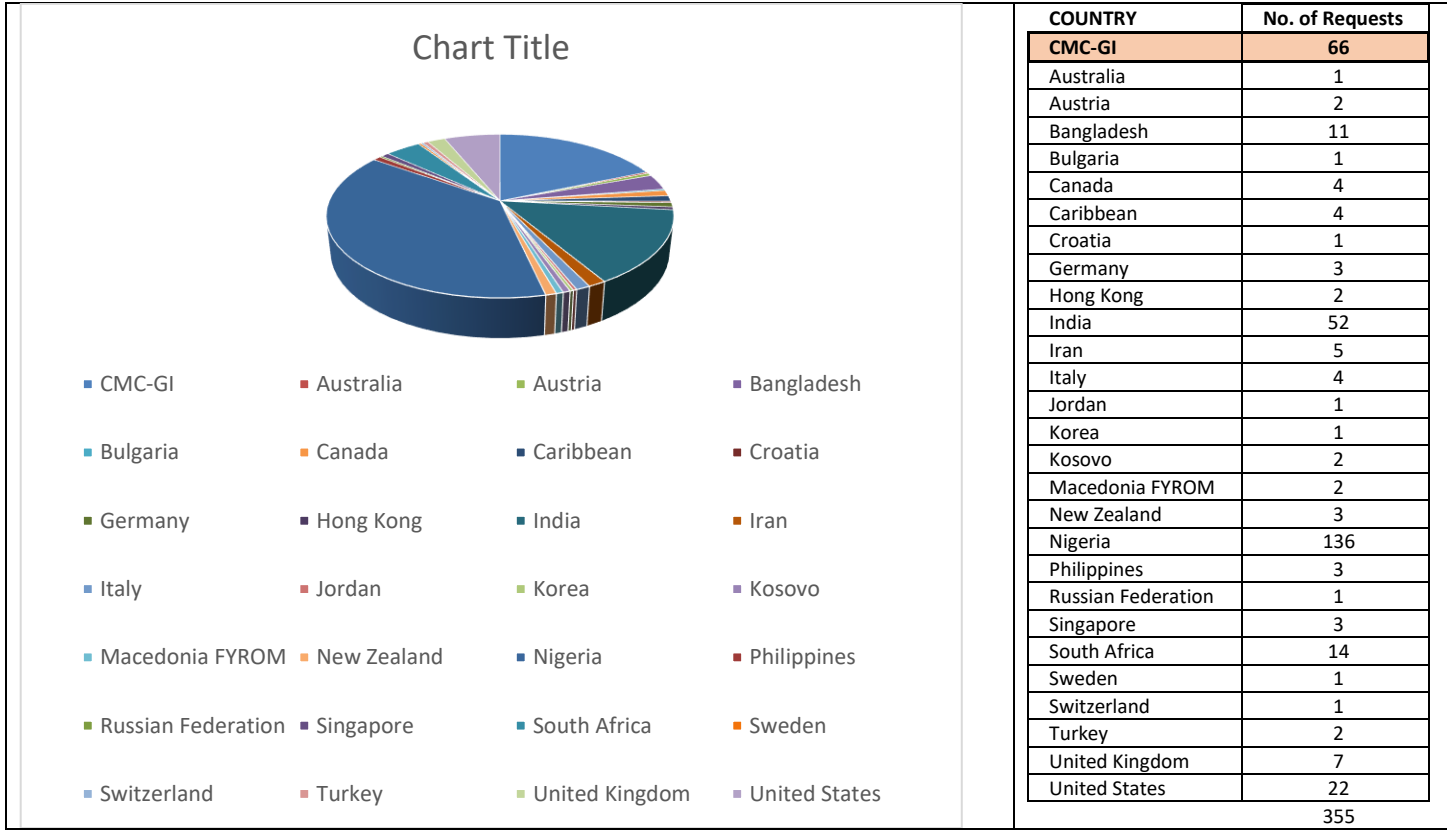
– Robert Bodenstein, CMC, Board Member

Website Taskforce

The past year witnessed more work on the website by the taskforce especially in building the dedicated www.ISO20700.org website and launching it to coincide with the standard one-year anniversary.

Doug Macnamara, chair of the Marketing Committee also contributed in enhancing content and editing the newsletter; the developers (TAG.Org) were timely in building the microsites, starting work on the CMC-Global and CMC-Firm Directories, and working with our online payment service provider to test the payment gateway. Last but not least is our Executive Secretary, Khuzaima Al Zaghlawan, who kept her pace in updating information in all sections of the website, preparing the newsletter, preparing the membership survey and maintaining the database of the members. Khuzaima offered to train committee chairs on using the dedicated areas, only two sessions took place and we need to re-activate this keeping in mind that those areas are our database for all documentation prepared by the committees and taskforces.

The website assured continued communication with Members and stakeholders in the form of announcements, updated events calendar, the CMC-Today, and through the online forms individuals and entities communicated with us through, below shows the amount of communication we received from those who are new to our organization, noting that there was a substantial increase in numbers from last year, as individual requests increased from 116 to 355 this year, and countries increased from 12 to 28.



We look forward to your continued utilization of this service for us all to assure our communication to the stakeholders worldwide reflect our achievements in being the representatives of our profession.

– Robert Bodenstein, CMC
– Secretariat: Reema Nasser, ED – Khuzaima Zaghlawan, ES

Academic Fellow Taskforce

ICMCI Academic Fellow designation is a mark of distinction which recognizes academics from around the world who have contributed to the study and teaching of management consultancy. The designation is awarded by CMC-Global to suitably qualified individuals based upon the recommendation of the local IMC. The nominees are from an academic institution in respective member countries.

Achievements past 12 months

- Convened AF panel and reviewed new Academic Fellow nominations, made recommendations to the Board
- Provided regular updates to the Academic Fellows community
- Integrated ISO 20700 into three Management Consultancy MBA modules
- Presented research on the design of MBA Management Consultancy modules at conference in Astana
- Launched the 'Management Consulting Journal' with support from Institute of Consulting in the UK
- Gained approval from the ICMCI Board for the ICMCI Management Consultancy book project
- Co-developed the Approved Management Consultancy Course framework and assessed first applicant
- Developed the Consulting Readiness Index to draft status, with input from the Academic Fellows and support from the ICMCI executive.

Focus for next 12 months

- Convene the AF panel and review 2019 Academic Fellow nominations and complete the re-assessment of the first group of Academic Fellows
- Present research on Consulting Readiness Index at conference in Milan and publish the Index on the ICMCI website and in the Management Consulting Journal
- Edit the next two issues of the Management Consulting Journal
- Start the ICMCI Management Consultancy book project, will publicly launch this at the Milan conference
- Contribute to making the Approved Management Consultancy Course process operational with scale, perhaps using Academic Fellows as an assessment resource
- Continue to provide regular updates to the Academic Fellows community

- Dr Simon Haslam CMC, Chair - ICMCI Academic Fellows