

ICMCI Board ANNUAL REPORT

2016-2017 Astana – Kazakhstan



CMC - GLOBAL

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ICMCI

Board Members

Reports

ICMCI Chairman

Dear CMC-Global Colleagues,

As you may recall, the annual meeting in Toronto has discussed and agreed the strategic objectives of ICMCI, building on three main goals: ***Build the profile, recognition and influence of the profession and its practitioners globally, Support, enhance and grow the international network and Enable the Members to enhance the visibility, recognition, and desirability of the CMC Designation***, giving a clear direction for the Board in acting and implementing.

Our vision, that ***ICMCI will be a leader in the development of management consulting as a global profession that drives social and economic success***, is fully reflected by the adopted strategy and it was the driver of all activities of our Board as well as of all our volunteers performing in various committees, task forces, workgroups or just occasionally to our publication or specific actions developed in the year when our organization is celebrating its 30th anniversary.

Looking at the documents which constituted the basis of establishment of ICMCI, back in May 1987 in Paris, we may say that we have followed exactly the lines described by the founders and continued their dreams adapting to a world which is rapidly changing, but keeping and supporting the pillars of our work: professionalism and ethics!

Last year was fortunate since we have managed to work very closely as the Board, the three face to face meetings giving us a very solid ground for achieving our commitments and implementing the actions we have adhered, being most probably the first year when the Board had more face to face regular meetings than virtual. Making extensive use of technological development is extremely efficient but nothing can be more effective than a shaking hands and face to face discussion.

Direct communication to our members and, when possible, with the management consultants in our IMCs, continued to be the top priority of the Board, its Chair and Executive Director. The second round of collaborative approach virtual or face to face meetings has started and will continue, being an excellent barometer and contact point, proving its benefits both in relationship with newly elected Boards at the level of the IMCs as well with those familiar with ICMCI and its activity. The role of Liaison Board Members is very important and we will continue to enhance their activity, asking more from the Board members and offering further value for our members.

I am especially grateful to those IMCs which were involved and participated in the Hubs. This year we had the chance of two extraordinary events, one in Singapore, for the Asia-Pacific Hub and another in Dublin, for the European Hub, fully developed in line with the formats recommended by ICMCI and offering not only the place to discuss the development of our profession in the region, sharing best practices and looking forward together but also setting a high standard for the next events. And the good news is that we know already the places of next hubs, which is also more or less a first time! We know very well that ICMCI is fully dependent on the involvement and participation of its members and that's why we are continuously seeking to activate these synergies and disclose the benefits of being part of our worldwide consulting community.

The world diversity poses strong challenges despite common root of our profession, so we have considered construction of a Consulting Readiness Index to offer a good basis for comparison and better understanding needs and opportunities. The CRI will need some fine tuning and adjustments but we hope to be a good tool in serving our members and also addressing the need for positioning us as a main player in the consulting world.

The products originated in the Breakthrough Strategy are starting and some of them are already performing. Special thanks to the enthusiastic team leading the CMC Global Institute! The GI is already flying, growing and achieving its role, to develop the management consulting profession in countries and territories where we do not have members. Together with the CMC Directory and the CMC Firm, the GI is an excellent tool for achieving our strategic goals.

The adoption of ISO 20700 (a beautiful gift received by our profession on the International Consultant Day, in June), a world extension of a job developed by ICMCI starting in 2006 and finalised in European standard EN 16114, adds on top and constitutes the opportunity to be used in the future by CMC Global, as well as all our members, to promote the management consulting, educate the market and grow recognition and influence of our profession.

The new website will receive new features, especially since we have reached an agreement with our bank allowing e-payment, not only for CMC Directory or CMC Firm membership but also for regular fees and dues. All other products are evolving and Astana annual meeting will give you the chance to become more familiar with them while the products developers will have the chance of a fine tuning.

The Committees, the Membership, Quality Assurance, Professional Standards, Finance and Marketing continued their work in line with their ToRs, together with a large number of volunteers acting in other task forces or working group. I would like to mention creation of a task force to liaise with The United Nation, in order to make better use for CMC Global, for our IMCs and for their members from the special status that we have with the UN. We express our deep gratitude for all those offering their time to ICMCI and mainly to the development of management consulting.

In Toronto we have agreed on some targets for the KPIs evaluating the activity of our organization. Even if the evaluation date is set for 2018, the Board was continuously working in achieving the targets, monitoring intermediate results and adjusting the entries in order to achieve them.

An important commitment, requested by our members since time ago, was accomplished this year, the annual financial statements of ICMCI being audited by one of the big international audit firms, constituting the norm for the future.

It is not my purpose to list all activities, events and actions in which the Board was part but I will not end before strengthening the value of participating to the life of our organization members and show appreciation for all efforts of the Board and Executive in being part of national or regional events for sharing the values and vision of ICMCI, promoting our goals and contributing to the well-being and recognition of management consulting as a global profession that drives economic and social success!

– Sorin Caian, CMC

ICMCI Secretary

Dear CMC-Global Colleagues,

The 2017 has been a year of stabilization of the governance and administration of the ICMCI. The new governance based on the bylaws accepted in 2015 have delivered the good and expected boost in the ICMCI activities. In the beginning of 2017 we moved the Secretariat inhouse, working close with the Executive Director. This has offered us a better efficiency in administration. Through this the Executive Director have got a better possibility to focus on execution.

I am happy to notice that the simplicity of governance allows us to focus on ICMCI and IMC development and best practice dialogue at our General Annual Meeting and the Hub Meetings. These are the most important forums for our stakeholders for networking and sharing knowledge.

Being the second year your Secretary, I can say that it has been a year of “easy living”. Thanks for this goes to the backup and support by the Secretariat, Executive Director, Committee Chairs, fellow Board members, Delegates and our Members. It has been a pleasure to work for you.

It is my strong believe that the ICMCI is now on a growth path. The world around us is also continuously changing. This will require further development of our governance and fine tuning of the bylaws and processes. This will be one of the main topics in the next year Secretary tasks.

Main activities in 2017

- Attending all Board meetings
- Attending Asia-Pacific and Euro Hub meetings
- Preparing the Quadrennial report for 2013-2016 to the United Nations
- Secretariat move as an inhouse function
- Supporting the Executive Director and Secretariat
- Supporting the organizing of the 2017 Annual Meeting
- Chair the selection committee of the 2018 Annual Meeting
- Member of the QAC
- Member of the UN Task Force

– Kim Karme, CMC

ICMCI Treasurer

Dear CMC-Global Colleagues,

The 2016-17 fiscal year follows two years of deficits. Our attempts to generate new revenue from alternative sources has taken longer than any of us had anticipated. While we were fiscally prudent on the expense side, the revenue side of the equation did not materialize.

This situation led to excellent, if difficult, discussions in Toronto to decide how we would fund our strategic aspirations as a global organization. As your Treasurer, I commend the frank and open discussions we had which allowed us to find the common ground. The principle is that we will fund the basic operations of the Secretariat through membership fees. As stated by one of the delegates, the membership should keep the lights on and the door open. New program development and project work will be funded from variable revenue. This allows us to make the investment we need in our Secretariat to maintain a baseline of services and coordination from which we can enhance our service offerings. The recommendations of the Task Force on Strategic Funding provided us with a fairer means of distributing these costs across our Membership.

The result was an approved two-year budget with a significant increase in Year 1 (2106-17), and a smaller increase in Year 2 (2017-18), to allow for a phased implementation of the new baseline.

While this is a financial report, we must recognize that the vast majority of our work is carried by volunteers. In the short term we cannot afford to engage a fully staffed Secretariat. The role of our Executive Director and her administrative support is to manage, coordinate, and motivate. They cannot do all of the work that must be done. We must depend on the volunteer effort of individuals who are very busy in their own professions. We all owe a debt of gratitude to these hundreds of individuals that work for us locally, nationally and globally.

At our annual meeting in Toronto last year, we agreed to a balanced approach to funding that combines increased membership fees with sustainable alternative revenue generation. We agreed to:

- Establish the right balance between revenue from membership fees and alternative sources of revenue
- Fund core operations from membership fees
- Revise the base Member Fee, CMC member and non-CMC management consultant member fee approaches
- Revise the allocations system to ensure equity and fairness in how the required investment for global operations is carried by Members

This has resulted in a fundamentally sound global Secretariat that is resourced to carry out a baseline of services for the Members and to initiate the key activities necessary for strategy execution. The Terms of Reference of the Finance Committee, of which the Treasurer is Chair, create an accountability for reviewing the financing requirements of CMC-Global and recommending financing options and alternatives. This is done on a regular basis throughout the year, and I thank the members for their time and devotion.

In Fiscal Year 2016-17 we are in a surplus situation. The surplus is not as large as it appears, as many commitments have been made in 2016-17 for which the expenditures have not taken place. Because the budget for 2016-18 reflected a significant increase, it would not have been prudent to spend to those levels until it was approved by the Annual Meeting. With a late October meeting, Member fee invoices were not sent out until December, and Members did not

begin paying their fees until January. As a result, we had less than half a fiscal year to ramp up to the approved levels of activity. This situation should normalize through 2017-18, as the budget for that fiscal year has been known since Toronto.

Finally, we have closed the contingency Fund for the Breakthrough Strategy, and that remainder of funds has been brought into revenue, which ultimately increases our normal reserves.

This places CMC-Global on an excellent path. It is positioned to deliver programs and services as detailed in its strategy. I must point out that these financial statements do not reflect the volunteer effort of those involved in the operations of CMC-Global. The funds expended reflect an investment that is leveraged several-fold in volunteer effort. This volunteer activity is reflected in other reports; here we concentrate on the financial activities of CMC-Global.

We should stress also that no Director or volunteer of CMC-Global receives any compensation for their time. We do try to cover direct expenses in some cases, but for the most part even these are covered by the home IMC or by the volunteer personally. As we become more professional as a global organization we do not want to lose this strength that we have as an organization. A professional Secretariat, led by a full time Executive Director, does not replace volunteer effort. Rather it supports, coordinates, and leverages that effort, and by building on those successes, can recruit even more volunteer contributors.

As Treasurer, it is my absolute pleasure to present to you financial statements that represent a healthy organization that is appropriately funded for its mission.

Thank you to all of the IMCs who are pulling together as a family to fund our strategic ambitions.

Thank you, also for the opportunity to serve CMC-Global as your Treasurer.

– Dwight Mihalicz, CMC

ICMCI Executive Director

Dear CMC-Global Colleagues,

2016-2017 has been the year of implementation at many levels, with the clear strategy and KPI's, work was focused on accomplishing the targets.

During implementation, we were able to assess and to identify the areas and actions that will be focused on during the remaining period of the plan.

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 Armenia joining our organization as a potential member with two applications being assessed by the QAC at the moment. 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 number of participants is also still pending but we were able to establish the target in Toronto last year hoping for the same this year. the MGS report provides the update on that KPI, and the successful hub meetings held this year as per the feedback of those who attended, especially that the Asia Hub Meeting was preceded by a one-day national conference. As for the CMC-Firm, the actions towards achieving the targets were taken preparing the way forward.

Activities towards above varied and involved many board members, committees, and myself, as the work of the whole was properly focused, below is a summary of the highlights:

1. **Board members:** the liaison initiatives increased the communication with the IMCs and enabled better understanding and focused follow up. This included the collaborative approach meetings that are continuing for 2017.
2. **Committees:** each committee focused on the goals and KPI's in the deliverables, those committees include the Quality Assurance, the Membership, the CMC-Firm, the Events, the Marketing, and the PSC Committees, as well as the Academic Fellow panel. All activities were properly liaised and correlated in order to make sure efforts are properly communicated between all especially when interaction was needed for a full picture overview. Detailed reports from the committees are included in this report as submitted.
3. **Constantinus Award Committee:** Focus was also on the Constantinus Awards and the committee concluded, other than increasing communication with IMCs, that we will work on clarifying the procedure. This will take place during 2018.
4. **Auditors:** auditors were identified after requesting proposals from the big four in Jordan to exclude BDO Jordan. best offer with agreeable deadline was received from PWC Jordan and the audit report will be presented with this documentation separately.
5. **ISO 20700:** a domain name was registered for the ISO20700 and will be launched as a microsite on our CMC-Global website. the domain name is www.iso20700.org.
6. **CMC-Directory:** work closely with taskforce, bank, website provider to assure components are addressed for the service.
7. **Website content:** the website now includes the reports from the board (annual and bi-monthly board meetings) at the following link: <https://www.cmc-global.org/content/board-reports>. Also, content covers the ICMCI publication section: <https://www.cmc-global.org/content/publications>, the ISO 20700 tool box: <https://www.cmc-global.org/content/iso-20700-management-consultancy-standards-toolbox>, as well as the branding material for all IMCs to use but after logging in using the credentials that were provided to them.

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

1. Migration of the secretariat from MOS to the dedicated executive secretary to include secretariat and financial services. We are now utilizing quick books for our accounting.
2. Finalizing the secretariat services agreement with CMC-GI.
3. Working closely with website provider to finalize the microsites, and to seek proposals against set criteria for the CMC-Directory and CMC-Firm directory.
4. Working closely with our bank to establish an agreement for the online payment service.
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. Microsite service agreements prepared and signed with CMC-GI and IC and ISO20700 chair.
8. 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.
9. Participating in all committee and taskforce meetings in in the role of assuring cross functional communication and information sharing.

– Reema Nasser

ICMCI

Committees

&

Taskforces

Reports

Quality Assurance Committee (QAC)

Summary

Here is QAC's report of activity in 2017, our work plan for 2018 and the status of the ISO/IEC 17024 assessment program. QAC recommends continuing the 17024 assessments for those Institutes requesting ICMCI support, but expects very few to do so in the near future.

Louis M. Loizou CMC, took over from immediate past chair, Clint Burdett CMC FIMC, since last October, during the Toronto 2016 meeting. Brian Ing, Past Chair retired from QAC and was replaced by Valerie Sluth. The present members of QAC are:

- Louis M. Loizou, Chair
- Clint Burdett, immediate past chair
- John Bielenberg, Vice Chair
- PK Lim
- Valerie Sluth
- Kim Karme is the Board Liaison.

Report of Activities

QAC and the Assessors' Role

Our assessments are fair, independent and objective. We are supportive to assist the improvement of consultants. We share best practice observed worldwide and where possible assist local IMCS promote the designation of CMC. QAC makes recommendations on ICMCI membership to the Membership Committee after the completion of an Institute assessment demonstrating that their CMC certification process is equivalent to that in the ICMCI CMC Certification Scheme Manual (2014), that they use proper governance and that they represent CMC in their country. Assessments for Provisional membership in the same manner support potential ICMCI IMC members ensure they have the right structure and policies in place ready to proceed to full membership once they put in place the requirements for CMC certification

The first months of 2017 have seen the completion of a number of assessments outstanding since 2016, thanks to the diligent efforts of the immediate past chair. In 2017, QAC is conducting: 14 Triennial Full Membership Assessments, two 1st Full Membership Assessment and two Provisional Membership assessments. The assessments reports are confidential between QAC and the Institute to encourage frank, constructive discussions.

2016 QAC Assessments completed in 2017

Provisional	1st Full Membership	Triennial
- IMC-Armenia	- CMC-GI	<ul style="list-style-type: none"> - Brazil - Bangladesh – pending completion of report - Hungary - Macedonia – pending completion of report - Sweden

Delay Approved to 2017, for the following IMCs:

- Hong Kong
- Kyrgyz Republic – full membership application
- Thailand
- Turkey

Still not in progress

The plan in progress is shown below:

Institute	Notes	Lead	Co-assessor	Status
Algeria	Provisional Asst. Aim for August 2017	Angelo Kehayas	Louis M Loizou	Onsite visit conducted in July
Armenia	Provisional	Louis M. Loizou	Galina Artyukhina	Completed successfully
Australia	On site assessment. Invitations to assessors sent 18Jun2017	PK Lim	Clint Burdett	Invitation sent on 2 July 2017
Bangladesh	On site assessment conducted			Report pending
Bulgaria		Galina Artyukhina	Menachem Lerer	In progress
Caribbean	Invitations to assessors sent 18Jun2017	Alice Kubicek	John Bielenberg	On site
China	Invitations to assessors sent 18Jun2017	Shin Liat	Kyeong Seok Han	On site Invitation sent on 6 July 2017
Chinese Taipei	Invitations to assessors sent 18Jun2017	PK Lim	John Bielenberg	High Trust. Invitation sent 6 July 2017
Colombia	Provisional application	N/A	N/A	Postponed
Finland	Invitation sent to assessors	Louis Loizou	Menachem Lerer	Planned
Hong Kong	Extension to Jun 30 2017	PK Lim	Kyeong Seok Han	Not planned
India		Louis M. Loizou	Tony Lavender	Postponed – intermittent communication from IMC

Japan	Invitations to assessors sent 18Jun2017	Kim Karme	Tatiana Lubunova	Planned
Jordan	Invitations to assessors sent 18Jun2017	Louis M. Loizou	Kyeong Han	On site
Kazakhstan	Invitations to assessors sent 18Jun2017	Shin Liat	Menachem Lerer	Assessors confirmed
Lebanon	Invitation sent on 26 June 2017	Ilse Ennesfellner	Rob Wagenaar	In progress
Macedonia	Being redone as the past Lead Assessor failed to submit report.	Clint Burdett	Valerie Sluth	In Progress
New Zealand	Invitations to assessors sent 18Jun2017	John Bielenberg	Clint Burdett	In progress
Nigeria	Email sent to Angelo on 18Jun2017	Angelo Kehayas	Mairead Fernandez McCann	Assessors confirmed
Myanmar	Full membership application	PK Lim	Mairead Fernandez McCann	Support from Membership and Board liaison in progress
Poland	Formal email sent requesting confirmation of continued interest / commitment. Refer this back to MC	Ilse Ennesfellner	Louis M. Loizou	In slow progress. Final email. Refer back to MC as they have not formed into a locally accepted formal body, yet
South Africa	Angelo is preparing the Member Report	Louis M. Loizou	Clint Burdett	In progress
Thailand	Extension to 30 June 2017 - Non-responsive	Ilse Ennesfellner	Valerie Sluth	Slow process
Turkey	Requested delay until September	Louis M. Loizou	Mairead Fernandez McCann	Postponed

According to our records the following assessment are due for 2018:

Institute	Assessment
Denmark, CMC-Denmark	High Trust
Ireland, IMCA	High Trust
Italy, APCO	High Trust
Korea, KMTCA	High Trust
Lithuania, LVKA	High Trust
Netherlands, Ooa	High Trust
Norway, IMC	On Site
Romania, AMCOR	On Site
Russian Federation, NICMC	High Trust
Singapore, IMC	High Trust
Switzerland, ASCO	High Trust
United States, IMC USA	High Trust

In 2017, QAC adopted these policies:

- Build on the cohort of Assessors globally
- Do revision trainings for assessors at various levels

2017 Work Program

The number of assessments QAC conducts per year is increasing. The challenges (risks) we mitigate are diversity of local rules and regulations, language obstacles, turnover in the Institute's Certification Committees, and inordinate delays in completing assessments with the goal (opportunity) to make the assessment less burdensome for the Institute.

Our 2017 work plan will focus on:

- Providing our Members a self-assessment tool in the year prior to a QAC assessment so they can prepare, also connecting the member's point of contact for assessment and 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.

Results / Lessons Learned

- QAC must coordinate further with MC re: readiness of Member or applicant IMCs to receive a QAC assessment.

Conclusion

The work of QAC is progressing well.

– Louis M. Loizou CMC, QAC-Chair

Professional Standards Committee (PSC)

Mission

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.

Committee Members 2017

- Claudio Barella - Italy (Chair)
- Robert Bodenstein - Austria (Board)
- 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)

Meetings:

- 1 Meeting 2015 (Started 2015-12-15)
- 7 Meetings 2016
- 7 Meetings 2017/08

Projects & Activities

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)

Updated: The PSC ToR proposed has been approved by ExCom.

Project 2016/2: Recertification policy

Team Leader: **Aneeta Madhock**

Support: Brian Ing

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

Updated: The Recertification policy proposed has been approved by ExCom.

Project 2017/1:

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

Team Leader: **Claudia M. Strohmaier**

Members 2017: All PSC Member

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

Updated: 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.: 2017-Q4

Updated: prepare a matrix of cross between the points of ISO/IEC 17024:2012 and ISO 20700:2017 and EN 16114:2011.

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

Team Leader: Brian Ing

Start: 2016-01-15 – Exp.: 2017-Q4

Updated: Waiting about CMC-Firm reporting from CMC-Global Annual Assembly of Delegates.

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

Team Leader: Claudio Barella

Start: 2016-01-15 – Exp.: 2017-Q4

Updated: Decision of CEN/ISO about the future of EN 16114:2011 and ISO 20700:2017

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.: 2017-Q4

Updated: Starting the liaison between the PSC and the Academic Fellow Panel and community.

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 and AMCC programme) Exp.: 2017-Q4

Updated: Restart activities after the ISO 20700 release and AMCC launch.

Planned PSC 2015-2017 for Q4/2016 and 2017

Complete the ongoing projects according to deadlines.

- Apply the ToR PSC 2016
- Monitor and support the implementation of the Recertification Policy 2016 in all IMCs
- Monitor the relevant ISO and other standards (IAF, CEN, etc.) and their applicability to CMC-Global members and, where appropriate, to adapt CMC-Global standards to conform to these standards.
- Monitor the good practice within CMC-Global members and other professional institutes in respect of professional standards and where appropriate to accommodate these within I CMC-Global's own standards.
- Validate the professional practice competencies assessments and assessment standards (ACP, CMC Firm, etc.).

Planned PSC 2015-2017 for Q4/2017

- Monitor the professional management consulting practices worldwide in order to advise CMC-Global of trends/changes affecting policy and standards.
- Maintenance and dissemination of the CMC-Global professional standards including those documented in the CMC manual.
- Validate the professional practice competencies assessments and assessment standards (ACP, CMC Firm, etc.).

Availability demonstrated to continue working (2017/2018) in the Professional Standards Committee (PSC)

- [Claudio Barella](#) Italy
- [Robert Bodenstein](#) Austria
- [Brian Ing](#) UK
- [Claudia M. Strohmaier](#) Austria
- [Jerald Savin](#) USA
- [Nick Warn](#) UK

The committee is open to nominations of other candidates to increase the number of committee members to (8).

Conclusions

The first international standard on management consulting services (ISO 20700:2017) was published on 1 June 2017, marking an important moment for our profession worldwide.

The PSC Committee 2015-2017 has devoted much effort to develop the “Tool Box 20700” to ensure that this new standard is implemented by IMCs and distributed to the 165 ISO member states.

– Claudio Barella CMC, PSC Chair

Membership Committee (MC)

Over the past year, the Membership Committee oversaw:

- ongoing inquiries from various groups who were interested in applying for membership with ICMCI,
- reviewing applications from prospective members for provisional membership,
- reviewing applications from provisional members for full member status,
- evaluating the activities of members to ensure they met the requirements of a member in good standing,
- addressed needs identified by the Board, including the "membership requirements" discussion paper submitted.

To execute these affairs, we met on a regular basis and had very good participation from all our committee members. The Executive Director served as a valuable resource for the committee and we gratefully acknowledge her support, and that of her office.

In the process of fielding inquiries from prospective members, our first consideration was for that of CMC-GI. Despite applicant's desire to become an IMC on their own, any applicant who did not have "critical mass" was referred to GI.

In the process of any of the other membership activities we worked hand-in-hand with QAC, as our reviews of membership applications always led to an assessment. This year, in addition to referring files back and forth with QAC, we instituted a regular contact, and our Vice Chair has been designated as a key contact for this liaison.

As we assessed IMCs for their membership in good standing, we also liaised with the treasurer and executive director to get accounts receivable information and activity reports. From this information, we evaluate each IMC member to ensure we have an active membership. Our MGS report is submitted separately as part of this report.

The Board also asked this committee to help articulate what an ideal member looks like - how active are they, what initiatives do they pursue. As a first step, we have prepared a discussion paper (submitted separately as part of this report) that begins this process. More important than the paper, we hope the dialogue will serve to help all members better understand the areas they should be active in.

Having said all of this, each of these above noted activities are primarily, reactive - and we play important functions. For the coming year, we propose adding a proactive initiative to our responsibilities - to consider which countries we, as ICMCI, would benefit from, if we had an IMC. As this is a new activity, we propose we would identify and prioritize countries where there is no current IMC, then we would send our report to the Board for their concurrence and for action. By proactively identifying regions where we could grow, where representation would help build ICMCI's global network, we would be more strategic and can devote our scarce resources against our highest priority activities. We believe this will help advance ICMCI towards its strategic objectives.

As chair, I wish to acknowledge and recognize the members of the membership committee for their dedicated efforts. Glenn Yonemitsu - Chair; Peter Csakvari - Vice-chair; Liew Shin Liat – Member; Marjo Dubbledam – Member; Canute Thompson – Member; Aaron Linden – Member; Elena Yuzkova - Board liaison; Reema Nasser - Executive Director; Sorin Caian – Past MC chair

– Glenn Yonemitsu, CMC, Membership Committee Chair

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”).

2017 was a very challenging year for actually getting the committee formed and recruiting volunteers from the member IMC's. Indeed our Committee wasn't fully formed until well after March 2017. Several of these volunteers have also had time restrictions – as far as what they could give to committee work. I believe that ICMCI Volunteerism remains one of our most significant organizational issues to address. Our committee has focused on the major pieces of our plan, and are nibbling away at the other elements as our volunteer resources allow.

We have however managed to make some advancement of our plan, plus work on some evolving success in other areas.

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

Marketing Critical Success Factors:

1. CMC International Profile Advancement & Policy Influence to require CMC designation from management consultants working for major transnational companies, NGO's and Governance bodies.
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.
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
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.
5. 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 is currently in development of the basis for an international CMC campaign.
- We launched the new tag-line & logo combination in time for International Consulting Day in May and this was distributed to IMC's around the world.



CERTIFIED MANAGEMENT CONSULTANT
Professionals trusted for critical times

- The “Professionals Trusted for Critical Times” Theme is now being used to develop a series of Consultant Profile/Client Case examples to be featured in advertisements for print, electronic media and more – coming in late-September/early-October time-frame.

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.

- Our main effort in 2017 in this area is to continue to develop download-able content on the various programs – available on the new website to support IMC's in their work in this area.
- CMC-Firm programme was launched in 2016 and should help with increased penetration.

- In 2017 we still plan to launch:
 - o AMCC initiative
 - o Global CMC Database & Exchange Community (working with the Revenue Generation Committee).

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 2017 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.
- A couple of the CMC Today feature areas were 'tweaked' in the second year with the new ICMCI Committee Reports Section. Committee Chairs will need to be reminded to assist in featuring the work of their Committee and Board members are asked to assist with this by encouraging Committees they link to, to submit Update Reports. In 2017, it would be particularly beneficial to see the following Committees featured with update reports on what they are accomplishing so that we can enhance our C'tee accountability & transparency:
 - o QAC - October
 - o PSC - December
 - o Revenue Generating C'tee - February
 - o CMC Firm - April
 - o ISO Standard - June
 - o Membership – as can be arranged
- The new CMC-Global website is now operational in Phase 1 "Core" content elements with Phase 2 content being loaded throughout 2017 – this includes:
 - o re-loading content and historical documents off the old website, which are incompatible with the new website, and unable to be simply 'migrated' into the new site. (Largely completed)
 - o 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.
 - o Case Examples of CMC's in Action & Client Project Features/Examples (Will be part of the international CMC Campaign)
 - o Password protected social platforms for each CMC-Global Committee, for Branding files, for Delegates information/voting, etc. (Coming in August)
- 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. Later in 2017 we expect to add more – such as updating our Wikipedia page – as we replace key members of the Social Media sub-committee who resigned due to family & health reasons.
- Co-ordination and engagement of the Marketing C'tee with the 2017 Conference Committee has been extensive in 2017 and we look forward to an exciting event in Astana!

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:
 - o ACP (Accredited Consulting Practice)
 - o CMC-Firm

- Academic Fellows
- AMCC (Accredited Management Consulting Course)

Full branding kits with Adobe Illustrator, JPEG, PNG & GIF files are added to 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 Report: This should be a major discussion at an upcoming CMC-Global Annual Meeting of Delegates. The Value Proposition agenda item on the 2017 AGM will be an important start to this conversation.
- 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”).

CMC Firm - QAC Committee members include: Marjo Dubbeldam – (The Netherlands - Chair), Fan Yu (China), Franco Guazzoni (Italy), Louis Loizou (Cyprus), Shin Liat Liew (Singapore), Francesco D'Aprile (Italy), Reema Nasser - Jordan Ex-Officio.

Important decisions made during this period:

- Fee policy in the CMC Firm project: The Board of CMC Global has agreed to fix the fees policy, with the exception for the already licensed CMC Firm when we launched the project. There are no reductions for the first year and/or for the first applicants. We understand the reasons behind this choice and we accept this decision in order to make this project powerful and well positioned in the worldwide professional environment.
- This has been the last decision to be taken before starting the new phase of this project: the marketing activity in recruiting applicants and signing agreement with IMCs who are already managing the ACP practices.

As for the implementation of the project, the following is a brief summary of the developed activities during 2016-2017:

1. Signed agreement between CMC Global and our member association in The Netherlands (Ooa) in order to facilitate the applications from their ACP companies to CMC Firm accreditation; jointly with the ROA (Dutch Consultancy Practices Association) in order to facilitate the applications of their Consulting firms members to CMC Firm.
2. Signed agreement between CMC Global and IMCA (IMC- Ireland), in order to facilitate the process for their ACP who are keen to apply for CMC Firm.
3. Our Executive director is in touch with some applicants coming for Egypt and the USA and other countries who are going to apply for CMC Firm but have to first join CMC-Global or their respective IMCs to gain the CMC as it is a requirement.
4. Our CMC Firm QAC had done a good job in delivering tools needed.
5. We have finalised all our internal processes and now all documents are available on the CMC Global web site. Please see: <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.

Focus will 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 CMC's, while using the CMC Firm as a carrier?
- How do we establish the CMC Firm directory, and what kind of activities do we need to set up?

- How do we assure the quality of the evaluation process (with QAC), taking into account that we have ACP and non-ACP countries?

CMC Firm Quality Assurance Committee: the “technical” committee to oversee the training and assessing of assessors, managing the assessors, managing the appraisals, providing feedback and recommendations to CMC Firm Committee for memberships acceptance and awarding. The coming year the Committee would like to work in closer co-operation with the CMC Firm Committee on the subject of policy making and exploring new ways of promoting of and experimenting with the CMC Firm concept. Regarding knowledge sharing and a possible exchange of assessors/appraisers the Committee wants to intensify the relationship with the Quality Assurance Committee. Special thanks to the members of the CMC Firm QAC for their suggestions in the past year how to proceed and their willingness to stay on and contribute.

Special thanks to Ms Reema Nasser, Executive Director of ICMCI. Her professionalism, listening ears and endless energy have been the needed key support in order to make all this tangible result.

Submitted August 2017, for and on behalf of the CMC Firm Committee and CMC-Firm Quality Assurance Committee.

– Jan Willem Kradolfer CMC, CMC Firm Committee Chair
– Marjo Dubbeldam CMC, CMC Firm - QAC Committee Chair

ISO 20700 Update

ISO 20700 Current status:

ISO 20700 “Guidelines for Management Consulting Services” have been published on May 29th 2017 by ISO.

The standard aims to help consultancies and their clients improve transparency and understanding in their consultancy projects to achieve better business results. As one of the first standards it also addresses ethical issues like conflict of interest or stakeholder’s interests.

To learn more about the standard please refer to <https://www.cmc-global.org/content/iso-standards-consulting>

Technically both standards, ISO 20700 and CEN 16114 are existing at this time. We propose to adopt ISO 20700 as the new CEN standard, an initiative to do so has been started by Austria.

Separately, and as part of this update, please find the overview ISO vs. CEN Standard PowerPoint presentation.

Next steps:

To promote the standard the PSC is working on a “toolbox” that will include information about the standard and presentations to inform their members and / or the market. Guidance for self-declaration of conformity to the standard will be provided.

ICMCI is also working on a bulk license agreement to provide the standard to the members of the IMC’s at a reduced price. The first phase for this bulk license agreement is in progress.

PSC is also working on adopting the CMC Certification Scheme.

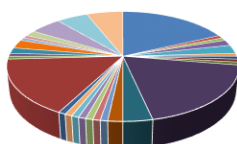
– Robert Bodenstein, CMC, TC 280 Chair

Website Taskforce

The past year witnessed collaborative work on the website to include the taskforce itself, Doug Macnamara as chair of the Marketing Committee in increasing and enhancing content, the developers (TAG.Org) who were timely in building the microsites and providing the manuals, as well as our Executive Secretary, Khuzaima Al Zaghlawan, who did her best to assure up to date information is maintained in all sections of the website, as well as finalizing the dedicated areas for committees and taskforces. Khuzaima will start training chairs of committees on the dedicated areas during August 2017.

The website assured continued communication with Members and stakeholders in the form of announcements, updated events, the CMC-Today, and through the online forms interested individuals and entities communicated with us through. We do understand that some of those were spam, but the below shows the amount of communication we had through that channel from those who are new to our organization during the past 6 months when the forms were activated.

Online Forms Communication



- Total Forwarded to GI
- Australia
- Austrian
- Bangladesh
- Brazil
- Canada
- Caribbean
- China
- Hong Kong
- India
- Iran
- Ireland

COUNTRY	No. of Requests
CMC-GI	9
Estonia	1
Mexico	1
Portugal	1
Saudi Arabia	2
Sri Lanka	1
Tunisia	3
UAE	2
Uruguay	1
Total Forwarded to GI	21
Australia	1
Austrian	1
Bangladesh	2
Brazil	3
Canada	1
Caribbean	1
China	1
Hong Kong	1
India	22
Iran	4
Ireland	2
Israel	1
Italy	1
Japan	1
Jordan	1
Lebanon	1
Macedonia FYROM	1
New Zealand	1
Nigeria	19
Republic of Serbia	1
Russian Federation	1
Singapore	2
South Africa	3
Sweden	1
Switzerland	1
Turkey	2
United Kingdom	6
United States	6
No Country specified	7
Total	116

The website also allows IMCs to share information, announce their achievements, market their events and increase their communication with our international stakeholders.

The website is our database and will hold our organizational memory through proper utilization of our committees' areas, publications section, dedicated executives and directors section, the newsletter, as well as the governance section.

Through the Microsite service, we were also able to start on establishing an ISO 20700 dedicated website, this will be launched during 2018 with the following address: www.ISO20700.org.

Future steps include the CMC-Global Directory and the CMC-Firm Directory, both of which will be established according to the current website standards and with the involvement of our current provider, but mainly upon finalizing the online payment feature we are now setting the ground for especially that we already agreed to the terms with our bank.

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

– Robert Bodenstein, CMC
– Reema Nasser, ED

Academic Fellow Taskforce

BUILDING THE ACADEMIC FELLOWS COMMUNITY

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. The benefits to the respective IMCs are:

6. The attraction and engagement of a new stakeholder group should add valuable new perspectives and insights within the existing management consulting community.
7. Enhanced awareness and profile for IMC at the Fellow's educational institution.
8. Increased membership through the expected development of management consulting streams within MBA or related Masters programs which would lead to award of the CMC credential upon suitable demonstration of knowledge (know what) and competence (know how).
9. Pragmatic contributions to debates within IMC on academic matters, including annual conferences where Fellows and other related academics can profile their research and teaching best practices.

The appointment criteria for membership of the Academic Fellows community are:

1. Candidate must hold a full-time faculty position at a recognized academic institution, specifically a publically accredited university and/or a CMC with adjunct/sessional teaching appointment.
2. Must be engaged in research and/or teaching within the external or internal management consulting field for a minimum of five years.

Since the launch of the programme, five years ago, 51 successful nominees have been awarded the designation. During this past year (2017) there were 7 successful nominees:

Country	Academic Fellow
China	Jianfeng Peng
India	Yadu Kul Bhushan
New Zealand	Daniel Vidal
Russia	Mikhail Ivanov
Russia	Arkady Prigozhin
Singapore	Kelvin Keng Chuen Chan
USA	David Norman

To date, a total of **25 IMCs** responded with carefully assessed nominations and those were from the following members;

Austria (3)	Hungary (2)	UK (7)	Romania (1)
Canada (5)	Netherlands (2)	Australia (1)	Kazakhstan (1)
China (1)	Singapore (1)	Iran(2)	South Africa (1)
Denmark (2)	Caribbean (1)	Russia (2)	USA (1)
India (1)	Sweden (1)	Singapore (1)	
Ireland (4)	Thailand (1)	South Korea (6)	
Jordan (1)	New Zealand (1)	Turkey (1)	

Thanks to all IMC and individuals nominating candidates. For future reference, to help scrutinize nominees against the two appointment criteria (above) the Academic Fellows Selection Panel looks at:

- Academic track record, such as undergraduate/graduate classes taught;
- Published academic papers and books;
- Conference presentations;
- Curriculum development (both academic and for commercial courses);
- Management consulting engagements/retainers; related industry seminars.
- Assessment of the candidate's demonstrated involvement with the management consulting profession and how they might contribute through their Fellowship.

CURRENT ACADEMIC FELLOWS COMMUNITY ACTIVITY

Thanks go to Mike Thompson for his energy in taking the Academic Fellows programme forward over the past few years. The Academic Fellows community is now chaired by Dr Simon Haslam. Simon is a Visiting Fellow at Durham University Business School in the UK and author of 'Consulting Skills for Social Researchers', published by Policy Press. Mike Thompson continues to be a member of the Academic Fellows Nomination Panel.

Simon Haslam will present the results of research into management consulting programmes in higher education, at the CMC-Global 2017 conference in Kazakhstan. This research draws on the perspectives and experience of the Academic Fellows. The primary purpose of this research is to help universities in Kazakhstan introduce management consultancy into their degree and executive education programmes, thus further enhancing the pathway for consultants in the country. The Academic Fellows community hopes this research provides a template for universities in other countries develop management consulting modules/courses at degree level.

Other Academic Fellows community work centres on the initiatives already in place. With the launch of the new CMC Global website, has provided the opportunity to set up a CMC Global Academic Fellow community to facilitate communication and sharing of best practices. We are currently working to build a critical mass of communication between Academic Fellows for that purpose. Development, such as the new ISO standard, help in this respect.

In closing, thanks to all the volunteers on the review panel, as well as the members who are actively nominating academics. The next round of IMC nominations will commence in January 2018.

- Dr Simon Haslam CMC, FIC, Academic Fellow Chair, Visiting Fellow, Durham University Business School