

CMC Firm

An ICMCI Project

STANDARD DOCUMENTATION

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1. Introduction

The CMC Firm initiative started with a pilot project in 2013, and as a result Hejun Consulting was named the first CMC Firm of ICMCI.

Due to this success the project gained validation, and therefore was partially launched during the Business Meeting of 2014.

Involvement from the Professional Standards Committee and the appraisers of the pilot project supported the work of this committee as the lessons learned from the process they followed was an input for the final appraisal process.

During the preparation period, similarities and differences between the CMC Firm and the ACP were highlighted and addressed.

Goal, Objectives, and Outcomes

The main goal of this project is to create a global directory of national large and medium large firms who play key roles in the industry and its development at a national level, and who manage and/or are seeking international connections within a top international environment where ICMCI is the main player.

This will result in spreading the brand of the CMC within large to medium local and regional consulting firms and professional environments and increasing number of individuals seeking the CMC designation.

Stakeholders

The main identified stakeholders of this project are:

1. ICMCI Board
2. ICMCI Officials and Delegates
3. Appraisers
4. IMCs / CMC GI and their executive office membership, marketing, and certification teams
5. Large to medium national and regional consulting firms
6. Accredited Consulting Practice (ACP) Firms

2. Benefits of the CMC Firm scheme

Benefits of this project apply to the many stakeholders, but mainly the consulting firms, those benefits are highlighted below according to the different segments worldwide:

Ref	Segment	Benefits	Required features
A	Second tier international firms (that is not one of the big four but with an international brand name – e.g. Booz Allen)	Reinforcement of their status vis-a-vis the major international firms	<ul style="list-style-type: none"> – Endorsement by the only international professional organisation for Management consultants (and that is recognised by the UN, IAF, ISO...) – Showing compliance with the CMC led requirements for a CMC Firm

Ref	Segment	Benefits	Required features
		Trust	Sign up to code of conduct – breaches of which if reported could lead to loss of CMC Firm status
B	Third tier international firms (includes firms that have international group arrangements e.g. Howarth international but may have local names in each country)	Recognition of their international standing	<ul style="list-style-type: none"> – Endorsement by the only international professional organisation for Management consultants (and that is recognised by the UN, IAF, ISO...) – Showing compliance with the CMC led requirements for a CMC Firm
		Badging across the group	Readable logo to be used across group as badge
C	International companies that have secondary consulting arms (e.g. SAP or IT firms or construction companies, all with an international coverage)	Endorsement that their consulting is independent in its recommendations	
		Endorsement that their consulting is to international standards	
D	National Consulting companies working with international clients	Defence of their clients against the international firms and also able to say are international in thinking and quality when pitching for new work with international clients	
G	Existing ACPs	That their consulting practice reflects the compliance of their HR processes required for the ACP award	See table of CMC requirements that map through to the firm as a whole
F	ALL	CEO is able to demonstrate that the firm is set up properly and professionally	
		Directory of large national firms connected with our international community	

3. How to become a CMC Firm

a. Pre-requisites

There are certain pre-requisites for a management consulting firm to be eligible to be assessed as a CMC Firm. The requirements focus on the following aspects:

- Firm endorsed by local IMC if in an IMC country, if awarded directly by ICMCI committee judgement is called for.
- Continuity and stability of firm
- Corporate Social Responsibility
- Active participation in the management consultancy profession in all countries in which it operates.
- High overall project delivery standards
- Recognition (well respected) by other firms
- Commitment to the professional code of conduct
- Content of the code of conduct
- Consideration in selection and hiring of new consultants/developing existing ones/ promotion of consultants engagements
- Use of relevant performance evaluation and reporting by clients and internal staff
- Supervision, monitoring, and providing feedback to consultants.

A main requirement is the availability of employed and / or partner Certified Management Consultants (CMCs):

No. Of Employees	No. Of CMCs
< 10	1 CMC
10 – 50	2 CMCs
> 50	3 CMCs

Note: The CMC Firm is only awarded by ICMCI.

b. Application:

The application is to be filled by the prospect CMC Firm and submitted to ICMCI either through the national IMC or through the CMC GI if in a country with no national IMC.

Appraisal Standard

The appraisal process and standards documents provide ICMCI, the Appraiser, and the Firms with the guidelines for conducting a successful appraisal. A sample of an appraisal report is also included as part of the appraisers package, this report was the final report submitted by the appraisers for naming Hejun Consulting of China as a CMC Firm.

Code of Conduct

The code of conduct is the document that provides the criteria against which an assessed firm's code of conduct can be assessed keeping in mind local requirements in each country.

The code of conduct includes the main principles, the guidelines to the code's main factors, its use with regards to its visibility and accessibility to employees and stakeholders, as well as the disciplinary process in case of infringements and grievances.

4. List of CMC Firms

To start the directory for the future, this is to start the directory that we will be promoted as one of the benefits. The directory would include:

1. company name
2. date of award and validity till next appraisal
3. contact details and contact persons
4. small statement from the CMC Firm describing how the CMC Firm Award positively affected their practice.

5. Business Model

The CMC Firm scheme:

1. is executed by the ICMCI
2. is supported at a local level by the national IMC
3. gives every country the possibility to join with or without having a national member of ICMCI through the CMC GI

The terms for pricing

The ICMCI uses:

1. the PPP (Purchasing Power Parity) for the different classifications of countries (to know your country's classification, please visit the following link which includes the December 2016 latest report (Excel downloadable file): databank.worldbank.org/data/download/site-content/CLASS.xls
2. a fixed basic annual fee (this fee also covers the re-appraisal fees every three years)
3. a variable fee per consultant
4. an appraisal fee
5. direct appraisal costs, to be covered by the applying consulting firm

Pricing:

Annual Fees	Basic fee €*					Variable fee €
Firm size	Low income Country	Lower Middle Income Country	Upper Middle Income 2 Country	Upper Middle Income 1 Country	High Income Country	Per Consultant
< 10 consultants	360	420	480	540	600	5
11-50 consultants	480	560	640	720	800	5
> 50 consultants	600	700	800	900	1000	5
Appraisal fees	Low income Country	Lower Middle Income Country	Upper Middle Income 2 Country	Upper Middle Income 1 Country	High Income Country	Per Assessment
Initial Appraisal	600	700	800	900	1000	Inclusive of: 1. six days work managed by 2 appraisers 2. whole process from receiving application to writing final report
Re- Appraisal	Included as a service as part of the annual fee					
Appraisers Fee	1500	1500	1500	1500	1500	
	Travel costs related to appraisers are to be covered by the firm, those would include: Transport, accommodation & fee.					
Interview	1-50 Consultants		Online interview - No costs			Online Interview Applicant may ask for an in-house interview and bear related costs Mandatory in-house interview
	> 50 Consultants		In-House interview – costs related to travel (economy class) and accommodation for at least one appraiser			
* List of country economies as per the World Bank used Categories are at the following link: databank.worldbank.org/data/download/site-content/CLASS.xls the link is a downloadable excel file containing December 2016 latest report						

6. Positioning

The title of the CMC Firm is deserving to firms that have the following:

Heading	CMC Firm
Knowledge	Management theory, economy, market, sector, function, approaches with a commitment to building corporate knowledge from the individuals
Skills- personal	Treating clients (and especially their staff) with respect
Skills - analytic	A review process that the right tools and their interpretations are used. A corporate continuous

Heading	CMC Firm
	learning process
Competency	Track record of successful assignments, evidenced by clients
Trust	Ethics awareness and compliance to code of professional conduct evidenced by track record

And we know that for recruiting a consulting firm, a client would view the list above in reverse order of importance as trust and competency are the opening doors for any selection process.