

EXCOM ANNUAL REPORT

2014-2015

Noordwijk – The Netherlands



CMC - GLOBAL

OFFICERS

Chairman
Tim Millar CMC
Australia
tim.millar@icmci.org

Treasurer
Dwight Mihalicz CMC
Canada
dwight.mihalicz@icmci.org

Secretary
Brian Ing CMC
United Kingdom
brian.ing@icmci.org

Vice Chairs
Rob Bodenstein CMC
Austria
rob.Bodenstein@icmci.org

Sorin Caian CMC
Romania
sorin.caian@icmci.org

Elena Yuzkova CMC
Ukraine
elena.yuzkova@icmci.org

Kim Karme CMC
Finland
kim.karme@icmci.org

Chayaditt Hutunuwatra CMC
Thailand
chayaditt.hutunuwatra@icmci.org

Immediate past Chair
Francesco D'Aprile CMC
Italy
Francesco.daprile@icmci.org

Reema Nasser
Executive Director
Jordan
Reema.nasser@icmci.org

Contents

ICMCI Chairman	4
ICMCI Secretary.....	6
ICMCI Treasurer	8
ICMCI Executive Director	10
Nominations and Succession Planning Committee.....	13
Quality Assurance Committee (QAC).....	15
Professional Standards Committee	17
Membership Committee.....	18
Marketing Committee	19
CMC Firm Committee	21
Website Committee	23
Academic Fellow Taskforce.....	24



CMC - GLOBAL

ICMCI

ExCom Officials

Reports

ICMCI Chairman

Dear Trustees and IMC's they Represent,

It is my pleasure to present the annual ICMCI report on behalf of EXCOM and all Chairs of taskforces and standing committees, in this our 28th year.

When ICMCI first started it was an organisation of only 7 members (7 member country Institutes and Trustees), soon after establishment the organisation built its rules for operating and elected its first EXCOM, the Executive Committee.

Through the years there have been 14 EXCOMs, each with a two-year term to get the job done and represent this great profession at the highest level internationally. A few who serve one term but many of whom have put in their three or more terms in back to back and some taking on office bearer roles who have devoted more years – so somewhere between 2 and 10 years.

Add that to the Trustees where some have given 20 years service or more, we have had a vast investment of some of the world's leading consultants to build ICMCI and lead the Profession into the future.

This year marks 12 years of my personal involvement and I have had the privilege to be elected as the 14th Chairman of ICMCI and to work with so many talented and passionate people across our membership. I have seen them balance their opinion with a reasoned force of argument (some more than others – a small joke) while being sensitive to race, culture, religion and social and economic imbalances that exist in the world from time to time.

In 2009 ICMCI realised it needed to strengthen (now with 50 members) and change with the growing and changing world of business and governance. More openness, transparency and accountability balanced of course with delegated lines of authority and controls.

So in culmination of the work that began in the Breakthrough Strategy and the several attempts earlier, this EXCOM is pleased to have built the new governance model in balance and fairness. Seeking member and Trustee input along the way on key aspects and now we have the last stages to go which coincide with our term in office as EXCOM. I trust you and your Institutes will benefit from these changes for many years to come, and we will see this profession grow to be recognised, as our saying goes, with a slight modification - 'globally standardised and locally relevant'.

After our Congress meeting in the Netherlands you will have a new EXCOM, made up from five of the current EXCOM with most in new roles as well as three new members. The next ExCom will be comprised of:

- Sorin Caian as Chair,
- Dwight Mihalicz as Treasurer,

- Kim Karme as Secretary, and
- 5 vice chairs: Robert Bodenstein, Elena Yuzkova, Kyeong Seok Han, Oliver Matar, and Jeremy Webster.

Please join with me in congratulating them.

On a personal note, I would like to thank all of those who served with me on EXCOM in the last two years; Brian, for your support as Secretary and the work you have taken in pulling together the Governance changes and filling in the blanks in history; Dwight, for your diligent and prudent service as both Treasurer and Chair of CMC-GI; Sorin, for being a great partner in the Breakthrough Strategy Group and for standing as Chair for the next term; Kim, for taking the time to listen and observe and learn about EXCOM and now showing us you are ready as the new Secretary; Robert, for your steady and strong input and especially for overseeing the website project for delivery; Elena, for pulling together an excellent marketing team and keeping our Congress and Conferences on track; Chayaditt (Sak) for being an example to us all about how to balance a world class business and our volunteer time to ICMCI; Francesco, for demonstrating to me the value and importance of the Immediate past Chairman's role through your advice and dignity; and finally to Reema, for accepting those middle of the night calls, and keeping us all on track. I am privileged to be the first Chair to have an Executive Officer throughout my full term and I can see, as do others, the importance of this role as well as the knowledge and understanding that we chose the right candidate in you to establish the duties and necessity of the role into the future.

Let's finish this year well and help the current EXCOM conclude its duties and then welcome in a new era of leadership and succession from our new EXCOM.

– Tim Millar, CMC

ICMCI Secretary

Dear Colleagues,

The effort has been split between the regular Secretarial duties and preparing for the implementation of the governance changes for ICMCI.

Secretarial duties

- Preparing the agenda and formal business meetings of the Annual Meeting and Congress
- Attending annual trustee meetings, hub meetings (3 in person and 3 virtually), Excom meetings (2 in person, some 20 via WebEx) and taking minutes when the Secretariat could not be in attendance
- Drafting and sending formal announcements to trustees, especially of votes, and meetings
- Organising the trustee votes on resolutions from the Johannesburg 2013 Congress and the Seoul 2014 meeting: all resolutions were passed with large majorities. (Note the ExCom elections are organised by the NSPC and do not involve the Secretary)
- Oversaw the presentation of our quadrennial report to the UN and retention of our UN NGO consultative status

Governance changes

- Translation of the Board Charter agreed in 2014/5 by trustees into proposed bylaw changes
- led consultation of trustees on these proposals
- Generated final proposal for presentation to 2015 Congress
- Prepared supporting material to the bylaw changes
 - Transition arrangements proposals
 - listing of all extant policies of ICMCI
 - Roles and responsibilities of Delegates
 - Role of Governance Committee

Commentary

One of the duties of the Secretary is to make sure that those running ICMCI are aware of previous decisions and the reasons behind them – not as a constraint on their decision making but to add to their awareness in making current decisions. The current web site does include most of the necessary information, but perversely the information can only be found by those who know it exists in the first place. It is hoped that the extraction of the policies and their supporting documents will make this easier (and less demanding of previous knowledge) than is needed now.

In 2005 when I first joined ExCom as Secretary, the remote meetings were held by telephone conference calls (with a cassette recording sent to the Secretary some weeks after the event). The cost of about six meetings in a year was \$15,000. Today web conferencing is used for the meeting, with documents displayed on the screen. This enables improved involvement of the ExCom members and spreads the load more evenly, and enables much improved team working. All this for a relatively small annual fee.

I cannot emphasise enough the improvement in effectiveness of supplementing the volunteer efforts of the ExCom members with a dedicated (in all senses of the word) Executive Director. When I look back at the rate of progress on considerably lesser target projects with what is achieved now the difference is remarkable. It now requires the rest of the ICMCI community to take the progress forward and make it a reality in their own countries.

Finally, I am delighted that Kim Karne of Finland has agreed to be the next Secretary. I have every confidence that the role is in good hands.

– Brian Ing, CMC

ICMCI Treasurer

Dear CMC Global Colleagues,

Following is the 2014 / 15 Treasurer's Report for the financial activities of ICMCI. The report comprises the following sections:

1. 2014 / 15 Profit and Loss Statement with Notes
2. 2014 / 15 Balance Sheet with Notes
3. Finance Committee Update
4. Treasurer's Commentary and Recommendations

This report is provided on an annual basis to ICMCI Trustees. It is the second year of the operation of the Finance Committee under the Terms of Reference approved by the 2013 Congress in Johannesburg.

The ICMCI Treasurer has always been accountable for the stewardship of the funds provided by IMCs to ICMCI for the secretariat function and its international operations.

The Terms of Reference of the Finance Committee, of which the Treasurer is Chair, create an accountability for reviewing the financing requirements of ICMCI and recommending financing options and alternatives. The activities of the Finance Committee are therefore included within this report.

Following is the basis for the financial reporting:

- a) the official currency of ICMCI is Euros (€);
- b) the fiscal year of ICMCI is from July 1 through June 30;
- c) the accounts are maintained on an accrual basis.

Financial reports (P & L, Balance Sheet, and Accounts Receivable) are prepared and presented to the Finance Committee and ExCom each month. This year our financial accounting has been regularized following the transition of the Secretariat from CMI in the UK to MOS (Motivation Office Support) in the Netherlands halfway through the previous fiscal year. The reports are available to any trustee on request.

The main work of the Finance Committee was carried out in the last fiscal year where we reported on revenue generation opportunities for ICMCI. After the extensive discussions in Seoul on revenue generation collaboration, there is increased discussion amongst IMCs on how to collaboratively raise funds to support the national and global activities of our movement. The time has now come to put all of the words into action – as we report in these statements the status quo can no longer continue.

The budget for 2014 / 15 anticipated converting some of the good work of my predecessors together with the Breakthrough Strategy outcomes into new revenue sources. This revenue did not materialize, and as a result, we have run a deficit in 2014/15. While we have the reserves to manage this deficit on a one-off basis, we cannot carry it for two years in a row. We must therefore imminently decide either how to fund the strategic direction upon which we have embarked, or to change that direction.

I would also like to point out that these financial statements do not reflect the volunteer effort of those involved in the operations of ICMCI. The funds expended reflect an investment that is repaid several-fold in volunteer effort. This volunteer activity is reflected in other reports; here we concentrate on the financial activities of ICMCI.

This is a challenging time for us financially. Together, I am confident, we will envision the way forward for the benefit of management consulting globally, and together we will accomplish what we have set out to achieve. I am honored to be part of the work of ICMCI at this exciting time, and am pleased to present, separately the financial statements and financial related commentary.

– Dwight Mihalicz, CMC

ICMCI Executive Director

Dear CMC Global Colleagues,

A new era of CMC Global is arising, changes are happening, and I am happy that I am part of it. New services have been launched where different committees and teams always kept you, our member IMCs, as the main beneficiary, due to their full understanding of your needs and requirements.

Change is happening in the way we are servicing you, reaching out to other industries, linking with Academia, and changing our face to become more inviting to all those benefiting from our industry.

With those changes, the number of volunteers working within the ICMCI umbrella increased tremendously. This is a personal thank you to each and every one of them, and please be aware that this increase in volunteers will continue as our programmes, projects, and initiatives continue to evolve and enter the implementation phase. It further adds to my responsibilities of keeping up with all of you, but believe me it is a pleasure to be working with such knowledgeable and dedicated individuals. I am happy to say that the time extra time I contributed to supporting you and following up for deliverables was beyond fruitful.

In this report, I will cover the initiatives I both lead and was part of to meet the requirements of the different committees in enhancing our collective role as CMC Global in servicing the industry, and our role at CMC Global in servicing our members.

Last year we all agreed that it is time for implementation, and that is exactly what we focused on; the results are as follows:

1. Increased opportunities for enhancing membership and revenue:

- a) CMC Firm, a programme designed to help members increase membership annual income via the increase in individual members and the share from the CMC Firm annual fee. The programme also provides us all with the opportunity to increase communication and interact fully with firms in our industry, especially IMCs that do not carry the corporate membership or ACP scheme.
- b) CSM, the Corporate Sustaining Member was launched in Seoul, it is a programme aimed at increasing exposure to the many different businesses worldwide and increasing our membership base to include our supporters around the globe, and besides that, income from this type of membership will enhance IMCs revenues as well as endorse its representation of the sector nationally and internationally.
- c) Academic Fellow is an initiative that succeeded in acknowledging academics from around the globe who are supporting our goals and like us are working to enhance the profession and professionals. Those academics are our connection to the students who are the new generation of management consultants, this programme if properly targeted by the IMCs will assist in increasing the membership base as well as increasing the recognition of the CMC designation among its current and prospect CMCs.

- d) Affiliations with funders especially EBRD who has been supporting many of the IMCs in increasing their deliverables, enhancing their outreach, and maintaining their memberships with the CMC Global, as well as supporting CMC Global in reaching out to their countries of operation to increase membership base.

2. Enhanced visibility of CMC Global, its members, and the CMC designation and CMCs:

- a) The new CMC Global Website, which provides the opportunity for IMCs to interact and communicate better with each other and learn from each other's experiences through the blog. The blog will also offer the opportunity for CMCs and Members of IMCs to interact with each other, this opens the door wide for experience exchange, business opportunities, and enhancing communication between the management consultants around the globe.
The website also provides the opportunity for IMCs to create a page on the CMS (Content Management System) under their own domain, this is particularly beneficial for members who have their website in their national language only or members who do not have a website altogether.
- b) CMC Today is CMC Global newsletter with the new look and feel which was launched one month prior to the meeting in Seoul in 2014, we hadn't back then yet received feedback from the different target groups receiving it, now we are in a position to say it is a success! Target accomplished of enhancing our communication and interaction with our members as well as our communication with the audience at large. I would like to extend my thanks to the editor of the CMC Today, Doug Macnamara CMC, who excelled at managing content and building momentum.
- c) International affiliations that provide us with visibility among similar organizations, especially with the UN as we are now re-instated as a UN NGO, hence this status is automatically passed on to each one of our members. The UN NGO status is retained by providing a quadrennial report summarizing the activities and impact of the CMC Global on the industry.
- d) CMC Global Institute (CMC-GI) is now catering to management consultants operating in nonmember countries, which enhances the presence of CMC Global to be true to its name, the knowledge of the CMC designation, and the benefits of being a CMC. This on the long run will also enhance the membership to CMC Global and increase our network and the opportunities for networking and business opportunities for our members and our CMCs.

As a result of all above, I can safely say that the work that has been done is aimed at enhancing communication on all levels, increasing interaction amongst ourselves and our different stakeholders, and increasing the knowledge we have of success stories and challenges the members face. With the services launched, we assist our members in addressing some of the challenges in order to enhance their opportunities.

Our relationship is bilateral at the level of CMC Global and each institute, but also multi-lateral amongst the CMC Global network, we are a true network of professionals and each invests in growing this network for the benefit of all.

- Reema Nasser

ICMCI

Committees

&

Taskforces

Reports

Nominations and Succession Planning Committee

Dear Colleagues,

Members of the Nominations and Succession Planning Committee (NSPC) 2013 to 2015 who contributed in great measure to the conduct of the election process and succession of the Executive Committee 2015-2017, are:

1. Angelo Kehayas – Member (South Africa)
2. Peter Sorensen – Member (Denmark)
3. Glenn Yonemitsu – Member (Canada)
4. Liew Shin Liat – Special Invitee (Singapore)
5. Rob Wagenaar – Special Invitee (The Netherlands)
6. Tim Millar – Ex-officio (Australia)
7. Francesco D'Aprile – Chair (Italy)

PLANNING THE SUCCESSION PROCESS

The schedule for the election process was planned in keeping with past practice and the requirements of the situation. The schedule adhered to is attached in the full submitted report.

YOUR EXECUTIVE COMMITTEE 2015 - 2017

The NSPC considered the number of votes cast by the voting electorate and declared the following candidates elected to the various positions on the Executive Committee 2015 – 2017:

1. Chairman: Sorin Caian CMC (Romania)
2. Treasurer: Dwight Mihalicz CMC (Canada)
3. Secretary: Kim Karne CMC (Finland)
4. Vice Chairs:
 - a) Rob Bodenstein CMC (Austria)
 - b) Elena Yuzkova CMC (Ukraine)
 - c) Kyeong Seok Han (South Korea)
 - d) Oliver Matar (United States of America)
 - e) Jeremy Webster (United Kingdom)

We would like to extend our congratulations to the new chair, Sorin Caian and all the colleagues of the elected ExCom, Dwight Mihalicz, Kim Karne, Robert Bodenstein, Elena Yuzkova, Kyeong Seok Han, Oliver Matar, and Jeremy Webster, and wish them all the best during their service.

Also, I would like to highlight the excellent consensus achieved by the two not elected, showing the great value produced by them for ICMCI, encouraging them to be more involved with the working committees and other activates within our great Council at global and regional levels.

ADDED VALUE PRODUCED BY THE NSPC 2013-2015

Based to what was already adopted by the Board of Trustees during the ICMCI Congress in Orlando 2012 and related with the provision for Secret Ballot, the NSPC 2013 – 2015 after appropriate investigations adopted an IT tool named “the Election Buddy application”. NSPC is pleased to share the feedback on voting application in the attached Annexure 2

Within the ICMCI new governance process, NSPC has considered what is needed in order to re-design the role, rules and processes able to perform the activity of the NSPC in the future in line with the new structure of IMCI. NSPC has designed contents and Appendices to the Terms Of Reference of the NSPC (Annexure 3), already submitted to the Governance Committee of ICMCI for the needed consideration.

ACKNOWLEDGEMENTS

NSPC has served its institutional role and I am pleased to share my deep thanks to Peter Sorensen, Shin Liat Liew, Rob Wagenaar, Angelo Kehayas, Tim Millar, and Glenn Yonemitsu, members of the NSPC, and to Reema Nasser in her role as Executive Director of ICMCI, to Corrie Herruer and Petra Termaat at MOS as the secretariat of ICMCI, for an excellent and professional job.

In closing, I would also like to extend our thanks to Tim Millar and the outgoing members of the current ExCom for their services and voluntary work and time they dedicated during the past two years to the international community of management consultants.

The new ExCom will assume charge at the close of the Business Meeting to be held after the Biennial Congress in Noordwijk on September 25, 2015.

A detailed NSPC report with related annexures is published separately.

- **Francesco D’Aprile CMC, NSPC Chair**

Quality Assurance Committee (QAC)

ICMCI owns the ICMCI CMC Certification Scheme intellectual property, and our Institutes using it ensure CMCs awarded by these Institutes are equivalent, conforming to the ICMCI CMC Certification Scheme Manual.

QAC and the Assessors' conduct fair, independent and objective assessments for member Institutes in good standing. We are supportive to assist the improvement of consultants and our Institutes. We share best practice observed worldwide. Our goal is that assessment results are reported quickly.

QAC is comprised of CMCs Clint Burdett (Chair until September 2016), Peter Sorensen, Brian Ing (Past Chair), Louis Loizou (expect to assume Chair September 2016), Jeremy Webster and Francesco D'Aprile. Francesco will rotate off in 2016 and QAC will add two new members.

Our assessors serve as Co-assessors three times to qualify to conduct triennial full membership assessments as Lead Assessors, then QAC selects a few experienced Lead assessors to conduct provisional and 1st full membership assessment for Institutes joining ICMCI. Once an Institute accepts QAC's invitation to be assessed, the Lead Assessor coordinates the assessment schedule.

Our CMC assessors are: Clint Burdett (1st full membership, provisional), Galina Artyukhina (Co-assessor), Anton Florijan Barisic (full), Dr. Ilse Ennsfellner (1st full, provisional), Goh Kim Seng (full), Mike Hamm (Co-assessor, 17024 auditor), Brian Ing (1st full, provisional), Tony Lavender (full), PK Lim (full), Louis M. Loizou (1st full, provisional), Kim Karme (full), Alice Kubicek (full), Liew Shin Liat (full), Aneeta Madhok (1st full, provisional), Fahrettin Otluglu (full), Brenda Pope (1st full, provisional), Valerie Sluth (Co-assessor), Peter Sorensen* (1st full, provisional), Dennis Strong* (full), and Jeremy Webster (1st full, provisional)

In 2016 QAC will recruit two or three Co-assessors.

In 2015 QAC at the Trustees direction conducted full membership assessments to introduce the ICMCI CMC Certification Manual. (There were no high trust assessments where an Institute in good standing submits an abbreviated set of documents. This practice will resume in 2018.) An Institute in good standing can expect an on-site triennial assessment once about every ten years and two video conference triennial assessments. QAC works hand in hand with ICMCI Membership to determine which Institutes have on-site assessments.

In 2015 QAC offered two optional assessments, for Institutes with full time paid staff and for Institutes preparing for an ISO/IEC 17024 audit. QAC also developed a beta website to manage the process, which will migrate to icmci.org in 2016.

QAC is level loading its schedule in 2015 because with several Institutes applying for ICMCI membership, we expect to complete 19 or 20 assessments by late 2015 or early 2016. These Institutes are: Brazil, Cyprus, Denmark, Ghana (Provisional), Iran, Israel (Provisional), Italy, India, Korea, Kosovo, Lithuania, Netherlands,



CMC - GLOBAL

Philippines, Poland, Romania, Russia, Singapore, Sweden, Switzerland, and USA. Our long range plan is to accommodate 18-20 assessments per year.

In 2016 QAC expects to assess these Institutes: Austria, Bulgaria, Canada, Germany, Hong Kong, Hungary, India, Serbia, South Africa, Thailand, Turkey and the UK. QAC is prepared to assess: Bangladesh, Croatia, Kyrgyzstan, Macedonia, Malaysia, Nigeria and Mongolia. Institutes will be notified in December 2015.

As Chair, I thank the 21 volunteers who contribute so much time to QAC's work.

- Clint Burdett CMC® FIMC, QAC-Chair

Professional Standards Committee

A new chair was recently appointed for the PSC Committee having been without one for the past year. Due to the resignation of the committee chair at the beginning of the year, projects under this committee were on hold until a chair was appointed. The appointment of the chair will be followed shortly with a call for interested volunteers to work productively on the committee.

Having said that, the main task of the PSC was focused to work on the standard for management consulting, the ISO 20700.

Three volunteers represent ICMCI on the ISO Committee, Robert Bodenstein as Chair of the ISO Committee, Brian Ing and Francesco d'Aprile as members.

A working draft has been set up based on the CEN 16114 Standard. The CSR and ethical matters significantly enhanced this European standard although the basic structure is still the same.

The next plenary meeting will be held in Toronto / Canada. Hopefully the standard will be published in 2016. The ISO Committee has 40+ members, the standard is rated as "high seller" by ISO.

For ICMC the following business has to be done:

- Finalize the standard
- Marketing of the standard to the market in general
- Marketing of the standard to the members
- Work out the benefit for IMC's and ICMCI
- Adopt existing standards and products like CMC.

- Robert Bodenstein CMC, ISO Committee Chair

Membership Committee

The Membership Committee performed its activities in line with the provisions of the Bylaws, in accordance to the ToR for the Membership Committee, as approved by the Trustees in Seoul in 2014 Annual Meeting, and in close relationship with the QAC and the Treasurer of ICMCI. We express the gratitude of the Committee for all support received from the QAC and the Treasurer of ICMCI!

Main activities were related to:

- Assessment and updating of status of ICMCI members. As of end of August 2015, ICMCI has in total 48 members, out of which 41 are Full Members (40 in good standing) and 7 Provisional Members (5 in good standing). A report regarding the status of our membership was issued and it is the product of our review of each member's QAC assessment status, accounts payable status, and member communication and engagement. Where we identified issues and concerns, these have been communicated to the member and to ExCom.
- Managing the membership of ICMCI. During last year, termination of membership due to break of MGS Policy was decided in case of Greece and Malaysia, a new provisional member was accepted (Kosovo), a member obtained the Full status (Lithuania) while two provisional members regained their good standing position (Bangladesh and Kyrgyz Republic);
- Activities for attracting new members were performed together with the Executive Director and CMC – GI. A number of applications (Poland, Ghana, and Mongolia) are in various stages of analysis, jointly with the QAC, and the results will be shared with you as soon as possible, while some of the provisional members are exerting all efforts necessary to become full members.

This Report together with the MGS Report represents our contribution to the Report to be presented to the Trustees in the Congress in Noordwijk, The Netherlands.

Submitted August 26th, 2015, by:

Sorin Caian (Chair)
Marjo Dubbeldam
Peter Csakvari
Liew Shin Liat
Canute Thompson
Glenn Yonemitsu

Marketing Committee

Introduction:

Committee Members include: Doug Macnamara (Canada), Tamara Abdel-Jaber (Jordan), Tom Moriarty (Ireland), Mike Tucker (USA), Gabor Holch (China), Peter Tomkins (UK), Saidul Haq (Bangladesh), Louis Loizou (Cyprus), Elena Yuzkova (Ukraine & ExCom Link) and Reema Nasser (Executive Director – “Ex-Officio”).

2015 was a mixed year for the marketing committee. We achieved well in some items, and unfortunately got derailed by the global economic challenges on a number of other initiatives.

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.
 - A small task force of the Mktg C’tee started an initiative to meet with major corporations and NGO’s to assess their view of the CMC designation and how their purchasing or other policy initiatives might work to give preference to CMC designated consultants. Several companies have been contacted and interviewed, but this initiative got underway just as the Oil Price and global economic challenges, including the Greece issues, “hit” the marketplace. As a result such conversations were a very Low Priority for the organizations we had on our target lists.
 - Further interviews and recommendations/resource materials will be delayed into late 2015 or 2016.
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.
 - This conversation should be started at the upcoming ICMCI Conference!

- We would like to discuss with IMC representatives what/how centrally developed resources by ICMCI volunteers could be of value to IMC's to boost recruitment of non-CMC Management Consultants into the CMC profession and associations.
 - IMC Exchange has started to occur through the CMC Today Newsletter, hopefully during the CMC International Conference, and future initiative still to be determined.
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.
- The first year of the new CMC Today has generally been successful. We are now starting to generated article submissions from around the world and various CMC's.
 - A couple of the CMC Today feature areas will be 'tweaked' in the second year.
 - Progress is being made in development of the new website, and the Marketing committee will be working with the Web-site committee to develop web content.
 - Co-ordination and engagement of the Marketing C'tee with the 2015 Conference Committee has been positive and mutually beneficial.
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.
- Consistency of ICMCI Brand and identity is well underway. Official ICMCI communications, CMC Today and 2015 CMC Conference have all been aligned in 2015.
 - There is some work to be done and a small budget required to develop a 'suite' of logos for CMC-Firms and ACP identity in 2016 that will be reinforcing of the CMC logo standards.
 - IMC's around the world need to do a much better job adopting the new CMC brand identity and usage of the official Logos and Identity colors/guidelines in their home-country communications, websites, etc. THIS HAS BEEN APPROVED BY EXCOM, IT NOW MUST BE IMPLEMENTED BY ALL IMC's. Deadline should be negotiated/set (i.e. January 1st 2016), for all IMC compliance.
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.
- This should be a major discussion at an upcoming ICMCI Congress. Marketing Committee member would be pleased to present/facilitate the discussion and decision-making.
 - Once agreement is reached by IMC Trustees & ExCom, the Marketing Committee will work to implement.

- Doug Macnamara, CMC, Chair

CMC Firm Committee

Introduction:

CMC Firm Committee Members include: Jan Willem Kradolfer, Sorin Caian, Brian Ing, Chayaditt Hutanuwatra (Sak), Jeremy Webster, and Reema Nasser (Executive Director – “Ex-Officio”), Francesco D’Aprile (Chair).

The committee was able during the past year to finalize the CMC Firm documents as promised during the Seoul Annual Meeting in 2014, **and those are:**

1. CMC Firm standard documentation
2. CMCF Assessment Standard
3. Code of Conduct – Assessment Process
4. Appendix B – CMCF Assessment Checklist
5. Hejun CMC Firm assessment report
6. Financial Model – CMC Firm
7. CMC Firm back engineering from Sales message
8. Benefits of CMC Firm
9. CMC Firm Application
10. Letter of Intent and Commitment-ACP Applicants
11. Recognizing ACPs as CMC Firms – agreement with IMCs

As for the implementation of this project, the following is the summary:

1. **Current CMC Firm Committee:** will continue with its work in managing the scheme, however will shift the focus from establishing the standards to marketing and promoting the scheme as well as receiving applications and processing them through to the CMC Firm Quality Assurance Committee for recommendations.
2. **CMC Firm Quality Assurance Committee:** the “technical” committee to oversee the training and assessing of assessors, managing the assessors, managing the assessments, providing feedback and recommendations to CMC Firm Committee for memberships acceptance and awarding. This committee was founded in August 2015 to assume its duties upon launching in the upcoming congress.

Members of the CMC Firm QAC are:

1. Genevieve Bonin – Canada, as Chair of committee and assessor
2. Mario Dubbleddam – The Netherlands, as member of committee and assessor
3. Franco Guazzoni – Italy, as member of committee and assessor
4. Louis Loizou – Cyprus, as member of committee and assessor
5. Fan Yu – China, as member of committee and assessor
6. Shin Liat – Singapore, as member of committee and assessor

Also, many of the CMC Firm QAC committee members will be identified as trainers for incoming assessors. As the envisioned practice would include holding training sessions (online or face to face) for any CMC with the background in assessment in attending the training and becoming a CMC Firm Assessor.

Next steps would include launching the programme at the upcoming congress in Noordwijk and start receiving applications for processing.

In closing, the CMC Firm Committee would like to thank the members of the CMC Firm QAC Committee for their willingness and enthusiasm to carry their roles into making this programme a successful platform for its identified firms.

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

Submitted August 26th, 2015, for and on behalf of the CMC Firm Committee.

- **Francesco D'Aprile CMC, Chair**

Website Committee

Committee Members included: Lisa Koss (Chair, USA), Robert Bodenstein (Austria), Ljubomir Trajkovski (Macedonia), Nick Warn (UK), Reema Nasser (Executive Director – “Ex-Officio”).

After the committee had finalized the selection of the provider and the signing of the agreement, Lisa Koss resigned her duties, therefore, Implementation of the project will include: Robert Bodenstein (Austria) and Reema Nasser (Executive Director), with the support of Ljubomir Trajkovski (Macedonia) and Nick Warn (UK).

We will also seek support from all ICMCI officials with relation to website content, as upon finalizing the design part of the website, the implementation would have to include proper continuous monitoring of the website content. Each active committee on the ICMCI would be involved with related content.

During 2014-2015 the provider (TAG Consult – a subsidiary of TAG Org) was contracted for providing CMC Global with the new website. Agreement was signed in June, implementation plan agreed during August with the initial design option provided.

The website will include many features, and the most important are as follows:

1. The new website will be implemented with the state of the art CMS Drupal. That will allow ease of editing and enhancing the website for future use.
2. IMCs with no website, or with a website in only national language, will have the opportunity to create a page in the CMS under their domain.
3. The CMS will provide ease of use and navigation, as well as a more efficient admin function.
4. Committees will have their own working areas on the website to share updates, documents, and reports, at the same time ability to communicate to other committees.
5. A blog will be available to all IMCs to share their news and updates.

It is hoped that we will be able to demonstrate the new website (even if not fully operational yet) by the congress in Noordwijk, the Netherlands.

In closing, this is a kind request from the current website implementation committee to all committee chairs to assign one of its members to sit on the website implementation committee, for that person to:

1. Provide the related information prepared by the working committee in its final form to the website implementation committee for uploading to the new designed website.
2. Provide constant support for monitoring of content updates.
3. Provide any input required by the marketing committee for building the marketing material related to the products/services managed by the working committee.

- Reema Nasser, On behalf of the Website Committee

Academic Fellow Taskforce

Introduction

ICMCI Academic Fellow designation is a mark of distinction which recognises 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.

APPOINTMENT CRITERIA

Criteria was amended this year with approval from the Executive Committee in order for the programme to be more inclusive, the criteria is now as follows:

1. Candidate must hold a full time faculty position at a recognised 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.

Fellowship Panel in the selection process review the following:

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

BENEFITS to IMCs

1. The attraction and engagement of a new stakeholder group will add valuable new perspectives and insights within the existing management consulting community. Especially that Fellow Academics will demonstrate tangible on-going involvement with the management consulting profession.
2. Increased awareness and profile for IMC at the Fellow's educational institution.
3. 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).
4. 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.

BENEFITS to ACADEMIC FELLOWS

1. Enhanced academic and professional profile arising from the appointment along with international peer recognition.
2. Invitations to international conferences and hub meetings with the opportunity to showcase applied research and publications.
3. Support for appropriate international research projects within the management consulting field, in terms of providing industry contacts and primary research respondents, along with endorsement of funding applications.
4. Support for major student projects through CMC client introductions or directly for CMC practitioners.

SUCCESSFUL NOMINEES

During the past three years since the launch of the programme, 27 successful nominees were designated the title, at the moment there are 5 pending nominations under review, with many more to come!

The total of 15 IMCs have responded with carefully assessed nominations and those were from the following members;

- | | | |
|-----------|---------------|---------------|
| ✓ Austria | ✓ Netherlands | ✓ UK |
| ✓ Canada | ✓ Singapore | ✓ Australia |
| ✓ Denmark | ✓ Caribbean | ✓ Iran |
| ✓ Ireland | ✓ Sweden | ✓ New Zealand |
| ✓ Jordan | ✓ Thailand | ✓ South Korea |

Work in Progress

Currently, the Academics under the umbrella of the panel are organising a survey on MBA – CMC programs and best practices.

During the few coming weeks when the new CMC Global website is launched, we will set up an ICMCI Fellow community to facilitate communication and sharing of best practices between the Fellows. This will also support developing thought leadership and/or opinion commentaries via the blogs on the CMC Global website.

This year, the Fellows participated in the annual AoM conference in Vancouver, this will continue in the future as plans for participation and attendance for Anaheim in 2016 are already in place.

And of course, the continued attendance and participation in current and future international conferences on Management Consulting to cover areas related to teaching best practices and ongoing research.

In closing, I would like to thank all the volunteers on the review panel, as well as the members who are actively nominating academics. Next round of IMC nominations will be by end of calendar 2015.

- Mike Thompson FCMC, Associate Professor, Royal Roads University, Victoria