

Strategic Positioning 2018-2021

Consulting has grown into a vast industry, measuring over \$250 billion, with an average annual growth of 4.3%. It is an industry, one of the few, that has global leadership, as reflected by our strategic vision:

ICMCI will be a leader in the development of management consulting as a profession that drives social and economic success.

The value proposition of management consulting services is simple: we help organizations create more value. This places great responsibility on us, as we work at a fundamental level with organizations and their systems to improve performance overall. If our work is poorly done, the company could be harmed. As consultants, we have the duty to our clients to provide them only with the very best services so that indeed we can help to actually drive social and economic success.

In these days many of our traditional industries are facing disruption. The global consulting industry is not immune. Studies of clients of consulting organizations increasingly show that our clients are becoming more discerning. They are more likely to identify specific needs to be addressed within the organization, and then recruit for the specific expertise that they require to identify the solution and support its implementation.

This is perfectly suited to our global organization and its network of IMCs. ICMCI is the heart of this federation of IMCs that are united in the common purpose of advancing our profession. Our core business is to leverage this global network, so consultants can collaborate and share their specialized expertise in a variety of ways. Together, ICMCI and Member IMCs, we can contribute to a better future for the industry, and better results for clients and society.

I am proud to present this strategy plan which lays out the leadership role of ICMCI through 2021.

**Dwight Mihalicz, CMC
Chairman**

OUR VISION:

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

OUR MISSION:

To build the profile, recognition and influence of the profession and its practitioners globally.

OUR GOALS:

Each of our Goals is a strategic priority and has a workstream of activity to create value for the profession.

1. **Building the profile, recognition and influence of the profession and its practitioners globally, to ensure that management consultants serve their clients with world-class competency and professionalism:**
 - a) Operating the Global-CMC Directory, with consideration of a 2nd stage as an option for all MCs;
 - b) Marketing and publicising ICMCI and its global brands;
 - c) Promoting the use of ISO 20700: The standard for Management Consultancy Services;
 - d) Rolling-out the CMC Firm scheme globally with all member Institutes;
 - e) Supporting and Developing International Awards for excellence in the profession;
 - f) Implementing the Approved Management Consultancy Course (AMCC) scheme;
 - g) Review the need and the options for the establishment of a commercial entity for ICMCI products and services;
 - h) Organising and promoting the ICMCI Annual CMC Conference on global management consultancy issues;
 - i) Devising and promoting a Global Code of Ethics for Management Consulting as a profession based on the guidelines we provide in our standards;
 - j) Devising and promoting a Code of Ethics for ICMCI as an organization to reflect its ethics to those working directly with ICMCI and its Committees;
 - k) Looking into establishing Entry level certifications and programmes as an initiative from the PSC Committee;
 - l) Investigate tools and methods for creating a proper management consulting platform that can further enhance the affiliation of management consultants, and perhaps other types of consultants, with IMC's and ICMCI.

These activities will benefit Member Institutes by:

- Enabling IMCs to learn about best practices from other Members
- Providing a range of new services that IMCs can offer to new and existing management consultant members
- Create a reason for a management consultant to join an IMC

These activities will benefit Management Consultants by:

- Providing a window to international best practices to enhance their status as well as professional offerings
- Enabling management consultants to share best practices with colleagues from around the world
- Enabling management consultants to collaborate internationally on new projects and activities

These activities will benefit Society by:

- Providing a baseline of consistently excellent management consulting services
- Disseminating the ISO 20700 standard as a tool for acquiring effective consulting services
- Providing clients of our profession the ease of identifying and engaging leaders of the profession
- Including ethics and social responsibility in the services provided to clients will have a direct benefit to the society

2. Supporting, enhancing and growing the international network of management consulting institutes, as well as encouraging information sharing, networking and reciprocity between institutes:

- a) Review role, position description, and appointment process of Hub Chairs and recommend to Board;
- b) Developing smaller “round table” discussion Focus Groups;
- c) Building the outreach between CMC-Global and IMCs through continuing and improving the collaborative approach:
 - i) Directors of the Board act as liaisons to IMCs
 - ii) Regular communications from the Chair to the Chairs and Delegates of IMCs
 - iii) Regular targeted webinars on products and services
- d) Acting as the voice of the profession to provide key messages to international stakeholders such as the United Nations/CoNGO, European Commission, Development Banks, etc.

These activities will benefit Member Institutes by:

- Allowing IMCs to benefit from geographically closer institutes, communities of mutual interest, and sharing of experience, knowledge, and success stories
- Enhancing support to IMCs with specific and direct point of contact, and properly targeted meetings
- Promoting and representing the profession internationally

These activities will benefit Management Consultants by:

- Allowing management consultants access to targeted gatherings of like-minded peers
- Providing a channel for sharing their concerns and needs at an international level in order to enhance service offerings
- Providing the opportunity for Management Consultants to promote their practices within a framework of a global profession

These activities will benefit Society by:

- Providing access of professional management consulting services that are based on global best practices
- Providing access to global stakeholders to management consulting best practices

3. Enabling IMCs to enhance the visibility, recognition, and desirability of Certification as international benchmarks:

- a) Implementing the membership KPI approach with IMCs;
- b) Developing a strategy for including the KPI approach for IMCs as part of the assessment/re-assessment process;
- c) QAC to complete 1/3 of IMC re-assessments each year according to an established schedule;
- d) Establishing a liaison to the marketing committee on each working committee and taskforce to provide updates and messaging to empower marketing committee;
- e) Creating tools to support IMCs in their advocacy activities;
- f) Providing training to IMCs to advocate on behalf of the profession;
- g) Administering programmes and services on behalf of IMCs to increase their revenue without impacting their admin burden.

These activities will benefit Member Institutes by:

- Empowering IMCs and increasing their credibility at a national level
- Providing IMCs with income generating tools
- Assisting IMCs in maintaining and enhancing their service offerings to their Members
- International support to local promotion (CRI, letters to governments, UN-NGO, press releases, etc.)

These activities will benefit Management Consultants by:

- Enhancing the environment within which Management Consultants operate

These activities will benefit Society by:

- Establishing a high standard of management consulting services within the country
- Enhancing the perception of Management Consulting as a valued contributor to the economy and therefore its impact on society

KEY PERFORMANCE INDICATORS (KPIs)

By 2021, we aim to achieve improvements in our global performance. These goals are reviewed and updated each year based on performance and environment.

KPI	2018-2019	2019-2020	2020-2021
Goal One			
CMC-Global Directory new Members	50	500	1000
ISO20700 Checklist new trained users	100	500	1000
CMC-Firm new Designations	15	25	40
AMCC new Accreditations	2	TBD at 2019 AGM	TBD at 2019 AGM
Goal Two			
Holding one meeting per hub per year	3	3	3
Goal Three			
Provide an advocacy package to IMCs	1	1	1
Hold Advocacy training to IMCs (Face to face or Online).	1	1	1
Strategic Outcomes 2021			
<p>Above will result in:</p> <ul style="list-style-type: none"> • Increased flexible revenue to diversify services. • Increased outreach among different stakeholders. • Increased brand recognition to support IMCs in advocacy. • Enhanced working environment of the profession. • Enhanced client awareness and an established baseline selection criterion. • Increased numbers of Management Consultants participating in ICMCI and IMC programmes. • Increased number of certified consultants globally. 			

STRATEGIC PRIORITIES AND ACCOUNTABILITIES

CMC - GLOBAL

Strategic Priority	Accountable	Team	Time Frame	Deliverable
<ul style="list-style-type: none"> Building the profile, recognition and influence of the profession and its practitioners globally, to ensure that Certified Management Consultants serve their clients with world-class competency and professionalism: 				
Operating the Global-CMC Directory, with consideration of a 2 nd stage as an option for all MCs	• Reema Nasser - ED	• Marketing Committee	2018-2019	• 50 new CMC-Global Directory Members
Marketing and publicising ICMCI and its global brands	• Sorin Caian - Chair of Marketing & Advocacy Committee	• ED • Marketing Committee • IMCs	2018-2021	• Brochures where applicable
Promoting the use of ISO 20700: The standard for Management Consultancy Services	• Reema Nasser - ED	• PSC • Marketing Committee • IMCs	2018-2019	• 100 new ISO20700 Checklist trained users
Rolling-out the CMC Firm scheme globally with all member Institutes	• Reema Nasser - ED	• Marketing Committee • CMC-Firm Committee • CMC-Firm Appraisal Committee	2018-2019	• 15 new CMC-Firm Designations
Supporting and Developing International Awards for excellence in the profession (Stage One)	• Nick Warn - Chair of Professional Standards Committee	• ED • Marketing Committee • QAC • CMC-Firm Committee • AMCC Taskforce • Constantinus Award Committee • IMCs	2018-2019	• Recommendations to the board
Implementing the Approved Management Consultancy Course (AMCC) scheme	• Jeremy Webster - Chair of AMCC Taskforce	• AMCC Taskforce • Board • ED	2018-2019	• 2 new AMCC Accreditations

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Strategic Priority	Accountable	Team	Time Frame	Deliverable
Review the need and the options for the establishment of a commercial entity for ICMCI products and services	• Reema Nasser - ED	<ul style="list-style-type: none"> • Jeremy Webster - Chair of AMCC Taskforce • Committees' Chairs • Board 	2019-2020	<ul style="list-style-type: none"> • Assessing the business proposal from the AMCC Chair • Attaining input from chairs of the different products committees • Providing a recommendation to the board.
Organising and promoting the ICMCI Annual CMC Conference on global management consultancy issues	• Reema Nasser - ED	<ul style="list-style-type: none"> • Host IMC • Board • Marketing Committee 	2018-2019	<ul style="list-style-type: none"> • One conference / year • Provide the conference theme agreed upon by the board and to be included in the RFP document
Devising and promoting a Global Code of Ethics for Management Consulting	• Nick Warn - Chair of Professional Standards Committee	<ul style="list-style-type: none"> • PSC • Board • ED • QAC 	2018-2019	• A MC Code of Ethics
Devising and promoting a Code of Ethics for those working directly with ICMCI and its Committees and other bodies	• Nick Warn - Chair of Professional Standards Committee	<ul style="list-style-type: none"> • PSC • Board • ED • QAC 	2018-2019	• An ICMCI Code of Ethics
Looking into establishing Entry level certifications and programmes as an initiative from the PSC Committee	• Nick Warn - Chair of Professional Standards Committee	<ul style="list-style-type: none"> • PSC • Board • ED • QAC 	2018-2020	<ul style="list-style-type: none"> • PSC to propose who to address the entry level certifications initiative in collaboration with IMCs and other hubs and communities of ICMCI. • PSC to advise readiness of our standards to accommodate such certifications.
Investigate tools and methods for creating a proper management consulting platform that can further enhance the affiliation of management consultants, and perhaps other types of consultants, with IMC's and ICMCI	• Dwight Mihalicz - Chair of ICMCI	<ul style="list-style-type: none"> • Board • ED 	2018-2020	• Recommended method and/or toolbox together with a testing and implementation plan

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<ul style="list-style-type: none"> Supporting, enhancing and growing the international network of management consulting institutes, as well as encouraging information sharing, networking and reciprocity between institutes: 				
Review role, position description, and appointment process of Hub Chairs and recommend to Board	• Sorin Caian - Chair of NSPC	• Board • ED	2019-2020	• Formal process • Chair of ICMCI as liaison to Hub Chairs.
Developing smaller “round table” discussion Focus Groups to obtain feedback on products and services	• Kim Karme – Secretary of ICMCI	• Board • ED	2018-2019	• Report on feedback for Annual Meeting
Building the outreach between CMC-Global and IMCs through continuing and improving the collaborative approach	• Dwight Mihalicz - Chair of ICMCI	• Board • ED	2018-2019	• Directors of the board act as liaisons to IMCs. • Regular communications from the chair to the chairs and delegates of IMCs. • Regular targeted webinars on products and services.
Acting as the voice of the profession to provide key messages to international stakeholders such as the United Nations/CoNGO, European Commission, Development Banks, etc.	• Sorin Caian - Chair of Marketing & Advocacy Committee	• Marketing Committee • Board • Hub Chairs • ED	2018-2021	• Regular communication and packages. •
<ul style="list-style-type: none"> Enabling IMCs to enhance the visibility, recognition, and desirability of Certification as international benchmarks: 				
Implementing the membership KPI approach with IMCs	• Glenn Yonemitsu Chair of Membership Committee	• Membership Committee • ED	2018-2019	• Report from MC each fiscal year
Developing a strategy for including the KPI approach for IMCs as part of the assessment/re-assessment process	• Louis Loizou – Chair of Quality Assurance Committee	• QAC Committee • Membership Committee	2018-2020	• Inclusion of KPI approach in assessment and re-assessment of IMCs • Sharing data with the Membership Committee
QAC to complete 1/3 of IMC re-assessments each year according to an established schedule	• Louis Loizou – Chair of Quality Assurance Committee	• QAC Committee • Assessors	2018-2021	• Complete re-assessments for all Members • Provide input to Marketing Committee on assessment results • Provide recommendations to Marketing Committee on Members’ status

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Strategic Priority	Accountable	Team	Time Frame	Deliverable
Establishing a liaison to the marketing committee on each working committee and taskforce to provide updates and messaging to empower marketing committee	<ul style="list-style-type: none"> Appointed Liaisons on Committees and Taskforces 	<ul style="list-style-type: none"> Board Liaison on Committees ED 	2018-2021	<ul style="list-style-type: none"> Proper updates to cover specific technical information Required messaging
Creating tools to support IMCs in their advocacy activities	<ul style="list-style-type: none"> Sorin Caian - Chair of Marketing & Advocacy Committee 	<ul style="list-style-type: none"> Marketing Committee ED 	2018-2020	<ul style="list-style-type: none"> Provide an advocacy package to IMCs to include: <ul style="list-style-type: none"> Communication package to national governments Communication package to stakeholders/donors
Providing training to IMCs to advocate on behalf of the profession	<ul style="list-style-type: none"> Reema Nasser - ED 	<ul style="list-style-type: none"> Marketing Committee 	2018-2019	<ul style="list-style-type: none"> Hold one Advocacy training to IMCs
Administering programmes and services on behalf of IMCs to increase their revenue without impacting their admin burden	<ul style="list-style-type: none"> Reema Nasser - ED 	<ul style="list-style-type: none"> Kim Karne – ICMCI Secretary Secretariat 	2018-2019	<ul style="list-style-type: none"> Creating a focus groups of IMCs to test various initiatives as required.