

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) Implementing the liaison to the marketing committee on each working committee and taskforce to provide updates and messaging to empower marketing committee;
- c) Creating tools to support IMCs in their advocacy activities;
- d) Providing training to IMCs to advocate on behalf of the profession;
- e) 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