

Strategic Positioning 2016-2018

“As international guardian of professionalism and standards, CMC-Global is a driver for improvement in the worldwide management consulting profession. We enable member institutes across the world to increase their influence, standing and performance.

The intrinsic value of our organisation is in the knowledge, ability and willingness of our members to collaborate to achieve social and economic improvement. At a time when international relationships are under strain as never before, we can make a real difference.

Our strategic focus in the next two years is to significantly enhance the quality and quantity of communication between member institutes so that we can all work together for mutual benefit. I look forward to leading us on this journey.”

**Sorin Caian, 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 achieve our vision, we have three strategic priorities:

1. 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;
2. Supporting, enhancing and growing the international network of management consulting institutes, as well as encouraging information sharing, networking and reciprocity between institutes;
3. Enabling IMCs to enhance the visibility, recognition, and desirability of the CMC designation as the international benchmark for individual management consultants with both consultants and users.

HOW WE WILL CREATE VALUE

Each of our strategic priorities has a workstream of activity to create value for our Members:

1. To build the profile, recognition and influence of the profession and its practitioners, we are:

- a) Launching a new global CMC Directory
- b) Marketing and publicising the global status of ICMCI (CMC-Global)
- c) Driving the development and launch of ISO 20700, the new standard for Management Consultancy Services
- d) Rolling-out the CMC Firm scheme in all Member countries
- e) Supporting the Constantinus International Award
- f) Relaunching the Approved Management Consultancy Course (AMCC) scheme
- g) Organising and promoting an annual conference on global management consultancy issues

These activities will benefit Member Institutes by:

- Allowing IMCs to learn about good practice from other countries
- Providing a range of new services that IMCs can offer to new and existing members
- Enabling members of IMCs to collaborate internationally on new projects and activities

2. To support, enhance and grow the international network of management consulting institutes and number of CMCs, we are:

- a) Strengthening the role of hubs (Euro Hub, Asia Pacific Hub, Americas Hub, and Mature Institutes Hub)
- b) Building the outreach between CMC-Global and IMCs through naming directors of the board as liaisons each to several IMCs

- c) Introducing the Collaborative approach meetings and conducting 40+ meetings during 2015/2016
- d) Assigning Regional representatives/liaisons with international organizations - this started with naming a volunteer from the IMC USA to be CMC-Global's liaison to the UN

These activities will benefit Member Institutes by:

- Allowing IMCs to benefit from geographically closer mature institutes and sharing of experience, knowledge, and success stories
- Enhancing support to IMCs with specific and direct point of contact, and properly targeted meetings
- Supporting the representation of the profession internationally.

3. To enable the IMCs to enhance the visibility, recognition, and desirability of the CMC designation, we are:

- a) Preparing communication packages to national governments in 2017
- b) Preparing communication packages to stakeholders/donors in 2017
- c) Preparing a communication plan to address the ISO from a client's perspective in 2017
- d) Preparing a guideline "toolbox" for application of ISO 20700 by IMCs (with a link to the CMC-Global Code of Conduct)

These activities will benefit Member Institutes by:

- Empowering IMCs and increasing their credibility at a national level
- Enhancing IMCs access to financial support
- Providing IMCs with an income generating tool

OUR GOALS

By 2018, we aim to achieve improvements in our global performance:

- 1) **Membership:** 95% of Members are in good standing
- 2) **CMC:** Increase the number of CMCs by at least 5% in 75% of our Members.
- 3) **Outreach:** Increase the total number of our network (2 new IMCs, 3% increase in our total network consultants).
- 4) **CMC Firm:** attain 10 CMC-Firm Members.
- 5) **Constantinus Award:** Increase participation to the international award of not less than 20 projects.
- 6) **Hub Meetings:** Successfully organizing regional hub meetings.

Implementation Plan 2018-2019 Update

CMC - GLOBAL

Enabler	Ownership	Team	Time Frame	Deliverable
<ul style="list-style-type: none"> Build the profile, recognition and influence of the profession and its practitioners 				
CMC Directory	Dwight Mihalicz	<ul style="list-style-type: none"> Reema Nasser Robert Bodenstein Website Developer 	2018-2019	<ul style="list-style-type: none"> Established as a separate website for further visibility and proper domain name with online payment feature Soft launch before Milan for finalization after feedback and testing Prepare a brochure and maintain + marketing to attract subscribers
Global status	Board	<ul style="list-style-type: none"> Reema Nasser Delegates 	2018-2019	<ul style="list-style-type: none"> Increase number of IMCs using the CMC mark in their name/tag line is ongoing. Increase traffic to CMC-Global website (internal and external) was established but is continued work. Our monthly visitors are now at 4500.
ISO 20700	Robert Bodenstein	<ul style="list-style-type: none"> Reema Nasser Website developer Ambassadors 	2018-2019	<ul style="list-style-type: none"> Launched the ISO standard Tool Kit and update took place and will be presented at Milan (second version) Launch the marketing plan of which a part of was the website which was finalized with a promotional video. Launched the standard checklist training with the first training in Kiev, second in Milan, 3rd to be in Tokyo. Training material v.2 already prepared.
CMC Firm	Sorin Caian	<ul style="list-style-type: none"> Reema Nasser CMC-Firm Committees 	2018-2019	<ul style="list-style-type: none"> Finalize the CMC-Firm Package with new pricing to assure attractiveness and ease of application ACP to CMC-Firm migration resulted in 6 CMC-Firms CMC Firm Directory developed and will be soft launched for testing and feedback for full launch.
Constantinus International Award	Sorin Caian	<ul style="list-style-type: none"> Reema Nasser Constantinus International award office 	2018-2019	<ul style="list-style-type: none"> Increase participation in 2018 to be 20 countries was not successful, we have 8 countries but 22 projects which is a breakthrough till date. Secure an income sharing plan with Constantinus managing office was delayed until we secure the number of projects and countries to enable this.
AMCC	Jeremy Webster	<ul style="list-style-type: none"> Reema Nasser 	2018-2019	<ul style="list-style-type: none"> Launch the AMCC with full implementation plan was delayed as testing took place and we now have the first AMCC that will assure process writing.
International Conference	Elena Yuzkova	<ul style="list-style-type: none"> Reema Nasser Host 	Annual review	<ul style="list-style-type: none"> Increased participation / speakers and result will be evaluated after Milan. Increased participation / attendees and result will be evaluated after Milan.

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• Support, enhance, and grow the international network of management consulting institutes

Hubs	Board Liaisons	<ul style="list-style-type: none"> Reema Nasser Hub Chairs 	Annual review	<ul style="list-style-type: none"> Hub meetings with traction to discuss ICMCI business was successful at AP Hub and Euro Hub. But hoping America's hub will also be active next year. Advocacy at country host took place at both hub meetings this year Meet with each IMC at least once each year is now taking place at the AP Hub through their monthly meetings.
Outreach	Board	<ul style="list-style-type: none"> Reema Nasser Hub Chairs Delegates 	Annual Review	<ul style="list-style-type: none"> Proper management of communication with the IMCs through the assigned liaisons of the board and the ED to assure channeling to MCs and CMCs. 50% of Board at each Hub. Chair and Reema at all Hubs happened this year and will continue for years to come. Success in having a national event one day before in order to increase the visibility of the ICMCI at a national level.
Membership Growth	Reema Nasser	<ul style="list-style-type: none"> Membership Committee 	Annual review	<ul style="list-style-type: none"> 1 IMC/Year while properly maintaining current membership was a success in the first part but not in the second. We were able to welcome 3 countries as provisional members but had to terminate the membership of two. We are now at 50 IMCs worldwide.
Collaborative Approach	Board	<ul style="list-style-type: none"> Liaisons Reema Nasser 	Annual Review	<ul style="list-style-type: none"> Increased communication Sharing of best practices – to and from board and between IMCs Continued proper support for growth
Regional Representatives/ Liaisons with Int. Organizations	Board	<ul style="list-style-type: none"> Reema Nasser Liaisons Delegates 	Annual review	<ul style="list-style-type: none"> Increase presence at international events to promote ICMCI – at least 1 event / year ED will attend as a speaker at the EBRD conference in November 2018
Regional Representatives/ Liaisons with Int. Organizations	Kim Karme	<ul style="list-style-type: none"> Reema Nasser 	Annual review	<ul style="list-style-type: none"> Maintaining relationship with the UN and maintaining UN NGO Consultative Status. In 2017-2018 both the Chair and Secretary were able to attend on behalf of ICMCI as a UN NGO entity two UN NGO events.



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Implementation Plan 2018-2019 Update

- **Enable the IMCs to enhance the visibility, recognition, and desirability of the CMC designation with both consultants and users to include heads of government as a risk reduction tool**

Communication Packages to national governments	Board	<ul style="list-style-type: none"> • Reema Nasser • Marketing Committee • Delegates 	2018-2019	<ul style="list-style-type: none"> • Letters to be distributed by IMCs to national governments was part of a full marketing package that was announced in May, and IMCs are yet to benefit from his opportunity and advise ICMCI of success stories.
International Funding and Financing Agencies	Board	<ul style="list-style-type: none"> • Reema nasser 	2018-2019	<ul style="list-style-type: none"> • Letters of Communication (advocacy) • Identify targets took place through the interest from EBRD in our ISO Checklist training, we now are finalizing an agreement for it to be included in their introductory course. This is a good income generating activity for a product we own. • Liaise with IMCs/beneficiaries
ISO from a Client's Perspective	Robert Bodenstein	<ul style="list-style-type: none"> • Reema Nasser 	2018-2019	<ul style="list-style-type: none"> • Marketing Material to be included on website, newsletter and direct mailing. This was accomplished from the event that took place to celebrate the standard one year anniversary and the communication with the clients. Needs more work during 2018-2019 while liaising with the marketing committee.

Note: Both the Strategic Positioning and Implementation Plan will be reviewed by the newly elected board. Any changes will be presented to all delegates in 2019.