

Strategic Priority	Accountable	Team	Time Frame	Deliverable	Deliverables for 2019-20	Actions by ED	2019-2020 KPI
<b>General Goals to Address our Core Business</b>							
Total Number of CMCs	IMCs Delegates and Chairs	Marketing - QAC - Membership - ED	2019-2022	Increased numbers of CMCs	TBA	Align work with the IMCs to support in promotion	TBA
Total Number of MCs	IMCs Delegates and Chairs	Marketing - Membership - ED	2019-2022	Increased numbers of MCs	TBA	Align work with the IMCs to support in recruitment	TBA
Total Number of IMCs	ICMCI Board	ED	2019-2022	Take the proactive taskforce report into the implementation phase and work with board and MC towards results	1 new IMC	work with the Membership committee and the proactive taskforce according to the report recommendations as well as continue with current contacts in the funnel and respond to related inquiries. This also includes working with CMC-GI.	1 new IMC for each year of the strategy
<b>GOAL 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</b>							
Marketing and publicising ICMCI and its global brands	Chair of Marketing & Advocacy Committee	ED Marketing Committee IMCs	2019-2022	Production of Brochures for each program and service	2019-2020	Assign a designer and assure proper content by marketing committee and related product committees	PDF brochures as content to website, social media, and IMCs
				Promoting the use of ISO 20700: The standard for Management Consultancy Services	2019-2020	Continue efforts with international organizations and IFIs as well as proper support to IMCs - at least one agreement	300 ISO20700 Checklist trained users
				Rolling-out the CMC-Firm scheme globally with all member Institutes - discuss benefits to both the Firms and the IMCs	2019-2020	Enhance promotion of the directory among clients of consulting to show value to firms using the advocacy letters and the social media	25 CMC-Firm Designations
Marketing and publicising ICMCI and its global brands	ED	ED	2019-2022	Promoting the CMC-Global Directory among members - discuss benefits to both the MC and the IMCs	2019 -2020	Enhance promotion of the directory among clients of consulting to show value to firms using the advocacy letters and the social media	100 new CMC-Global Directory Members
				Operating the Global-CMC Directory, with consideration of a 2nd stage as an option for all MCs	2019 -2020	Assure proper feedback and analysis of perceived benefit to CMCs to be able to provide accurate recommendation	Prepare a concept paper and provide to Board
Organising and promoting the ICMCI Annual CMC Conference on global management consultancy issues	Executive Director	Host IMC  Board  Marketing Committee	2019-2022	Conducting One conference / year	2019-2020	Work with hosts according to established process and the learned lessons with the target of enhancing benefit from attendance (speakers, subjects) and to enhance attendance.	One annual CMC International conference
				Providing the conference theme agreed upon by the board and to be included in the RFP document	2019-2020	to include on board meeting agenda after Nassau to assure early address of this subject	Board to agree on and ED to include in RFP STD document
				Looking into the option of virtual attendance to our events	2019-2020	Get IMCs feedback at one of the round tables in Nassau to offer board guidelines for decision making	Discussing at board and reaching a conclusion - reflecting conclusion in the RFP for hosting events by ED
					2019-2020		200 participants in the international conference

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Investigate tools and methods for creating a proper management consulting platform that can further enhance the affiliation of	Chair of ICMCI	Board ED	2019-2022	Recommended method and/or toolbox together with a testing and implementation plan	2019-2020	Support Dwight if needed to present at 2019-2020 annual meeting Act on recommendation of the board to support decision made - actions during 2020-2021	Chair to provide a report to Delegates at 2019-2020 Annual Meeting
Devising and promoting a Code of Ethics for those working directly with ICMCI and its Committees and other	Chair of Professional Standards Committee	PSC Board ED QAC	2019-2022	Producing an ICMCI Code of Ethics	2019-2020	Liaise between PSC and board to finalise approval and thereof publish.	Publishing ICMCI code of ethics to all IMCs and on website, include in the call for volunteers
<b>Supporting initiatives to strategic goal 1</b>							
Supporting and Developing International Awards for excellence in the profession (Stage One)	Chair of Professional Standards Committee	ED Marketing Committee QAC CMC-Firm Committee AMCC Taskforce Constantinus Award Committee IMCs	2019-2022	Recommendations to the board	2019-2020	provide to board for approval on behalf of PSC liaise with MC once approved for marketing purposes  liaise with committees and IMCs for any needed input by PSC & roll out in 2020-2021 once approved	Chair of PSC to provide recommendation to Board
Implementing the Approved Management Consultancy Course (AMCC) scheme	Chair of AMCC Taskforce	AMCC Taskforce  Board ED	2019-2022	2 new AMCC Accreditations	2019-2020	once approved, we need to :Document process and update website  liaise between taskforce and MC to announce and create awareness at both IMC level and providers level	Chair of AMCC to provide a Process and Business proposal to board after finalising testing phase
Review the need and the options for the establishment of a commercial entity for ICMCI products and services	Executive Director	Chair of AMCC Taskforce Committees' Chairs Board	2019-2022	Assessing the business proposal from the AMCC Chair Attaining input from chairs of the different products committees Providing a recommendation to the board.	2019-2020	the AMCC is the pilot project for the commercial entity and recommendation will be based on the results of the testing phase projects. To seek input from committees on their products	Board to decide upon recommendation
Devising and promoting a Global Code of Ethics for Management Consulting	Chair of Professional Standards Committee	PSC Board ED QAC	2019-2022	A MC Code of Ethics	-	A proposal for this will be provided to board prior to the 2018-2019 annual meeting. Dependent on that, implementation will be provided to roll	Implementation expected to be between 2020 - 2022
Looking into establishing Entry level certifications and programmes as an initiative from the PSC Committee	Chair of Professional Standards Committee	PSC Board ED QAC	2019-2022	PSC to propose who to address the entry level certifications initiative in PSC to advise readiness of our standards to accommodate such	-	to prepare for implementation once finalized and approvals take place	Implementation expected to be in 2020 - 2022

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<b>GOAL 2: Supporting, enhancing and growing the international network of management consulting institutes, as well as encouraging information sharing, networking and reciprocity between institutes:</b>							
Developing smaller “round table” discussion Focus Groups to obtain feedback on products and services	Secretary of ICMCI	Board ED	2019-2022	Report on feedback for Annual Meeting	2019-2020	Arrange for round tables to be part of Nassau to cover products and services include another session of round tables on communities and challenges at Nassau	for this to become an annual practice to include Hubs and Communities Hold 8 Round tables / year to discuss collaboration and networking, best practices, and success stories
Building the outreach between CMC-Global and IMCs through continuing and improving the collaborative approach	Chair of ICMCI	Board ED	2019-2022	Directors of the board act as liaisons to IMCs. Regular communications from the chair to the chairs and delegates of IMCs.  Continue and increase the collaborative relationships between ICMCI officers and officials and IMCs  Regular targeted webinars on products and services.	2019-2020	Assure providing material to support liaisons work Support chair when needed and disseminate communication and update website accordingly report of 1st year will be presented in Nassau, act as per recommendations and approval of the board for actions assigned to myself. Enhancement of the tool as a phase two is required, working with MC to establish 2nd round.  Prepare and schedule webinars to cover our products, and assure proper follow-up according to input and impact	Continue the practice and activating role - 6 communications/year minimum 6 communications / year  Implementing the membership KPI approach with IMCs to increase knowledge level and address points for support  minimum 2 webinars/ year
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.	Chair of Marketing & Advocacy Committee	Marketing Committee Board Hub Chairs Membership Committee ED	2019-2022	Regular communication and packages.  Implementing the membership KPI approach with IMCs	2019-2020	Communicate with identified contacts support marketing committee and enhance outreach by utilizing our social act on board approved recommendations	provide key messages to international stakeholders – with one new tangible contact provide key messages on social media – to reach the number of Report from Membership Committee each fiscal year to cover status & opportunities for improvement
<b>Supporting initiatives to strategic goal 2. As a supporting initiative to above and to enhance internal procedures, below is a task at the NSPC level:</b>							
Review role, position description, and appointment process of Hub Chairs and recommend to Board	Chair of NSPC	Board ED	2019-2022	Formal process Chair of ICMCI as liaison to Hub Chairs.	2019-2020	assure proper update of documentation and update to stakeholders, as well as support when requested	Proposal presented to board
<b>Goal 3: Enabling IMCs to enhance the visibility, recognition, and desirability of Certification as international benchmarks:</b>							
Creating tools to support IMCs in their advocacy activities (leveraging the outcomes of the work in strategic goal one (products))	Chair of Marketing & Advocacy Committee	Marketing Committee ED	2019-2022	Provide an advocacy package to IMCs to include: Communication package to national governments Communication package to stakeholders/donors	note below 2019-2020 2019-2020	work with marketing committee on finalizing, documenting, updating website and availing content to IMCs with proper support for implementation and maximizing benefit - one voice	<b>Full Package in footnote (1)</b> at least one component of the package 2019-2020 at least one component of the package 2019-2020

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Administering programmes and services on behalf of IMCs to increase their revenue without impacting their administrative burden	Executive Director	ICMCI Secretary Secretariat	2019-2022	Creating a focus groups of IMCs to test various initiatives as required.	2019-2020	assure the proper preparation for the group sessions for each annual meeting and the different hub meetings during the year supporting in also providing virtual meetings if or when needed	to hold focus groups during the different meetings as per SG2
<b>Supporting initiatives to strategic goal 3</b>							
QAC to complete 1/3 of IMC re-assessments each year according to an established schedule	Chair of Quality Assurance Committee	QAC Committee Assessors Membership Committee ED	2019-2022	Complete re-assessments for all Members Provide input to Membership Committee on assessment results Provide recommendations to Membership Committee on Members' status Developing a strategy for including the KPI approach for IMCs as part of the assessment/re-assessment process	2019-2020 2019-2020 2019-2020 -	Support QAC in record keeping and utilizing our database on the website efficiently liaise between committees when requested and assuring membership committee recommendations are provided to the Board for final steps at secretariat level support QAC when required liaise between committees when requested, and to include PSC when needed if impact needs to be reflected on the standards	QAC to produce a schedule of assessments and re-assessments Communicate with MC for finalization of process Provide once / year an update to the MC for the MGS report Inclusion of KPI approach in assessment and re-assessment of IMCs and sharing the data with the Membership Committee
Establishing a liaison to the marketing committee on each working committee and taskforce to provide updates and messaging to empower marketing committee	Appointed Liaisons on Committees and Taskforces	Board Liaison on Committees ED	2019-2022	Proper updates to cover specific technical information Required messaging	2019-2020	assure proper communication with results acting on the feedback and assuring dissemination	Announce to all working committees to nominate liaisons Assure feedback from Marketing Committee re the messaging
Providing training to IMCs to advocate on behalf of the profession	Executive Director	Marketing Committee	2019-2022	Hold one Advocacy training to IMCs	2019-2020	prepare and conduct the training once advocacy packages are finalized and announced.	1 Training either face to face during any of the events or online

**(1) Full package description to include all deliverables between 2019-2022**

**Messages to the members of IMCs** (whatever they are, individuals or companies). This should be more informative about ICMCI and opportunities of professional development, trans-border cooperation as well as increase visibility and recognition of the profession. It should include also strategic elements related to ICMCI

**Messages to the national authorities**, describing the vision and mission of ICMCI. We should add the guarantee of professionalism, contribution to strengthening the national and global economic environment as well

**Messages to clients**. This should be applicable to both public and private clients and should focus on the standards and quality assurance built in ICMCI and its members

**Message to the civil society**, starting from our vision and mission with focus on our social responsibility and ethical behaviour.

**Messages to IFIs (International Financing Institutions) and Donor organizations**. These is applicable in a number of countries, for sure not those which are developed. Here, again we start from vision and mission, focus of professionalism and ethics and special remark on the role of ICMCI to grow the management consulting profession all over the world and especially in the related area, underlining that the local institute is fully compliant with our standards and together we work for elevating the management consulting in that territory and in the region (we strongly believe that the era of the so called "local consultant" has ended being replaced by at least a regional consulting with global understanding of business and activity...).