

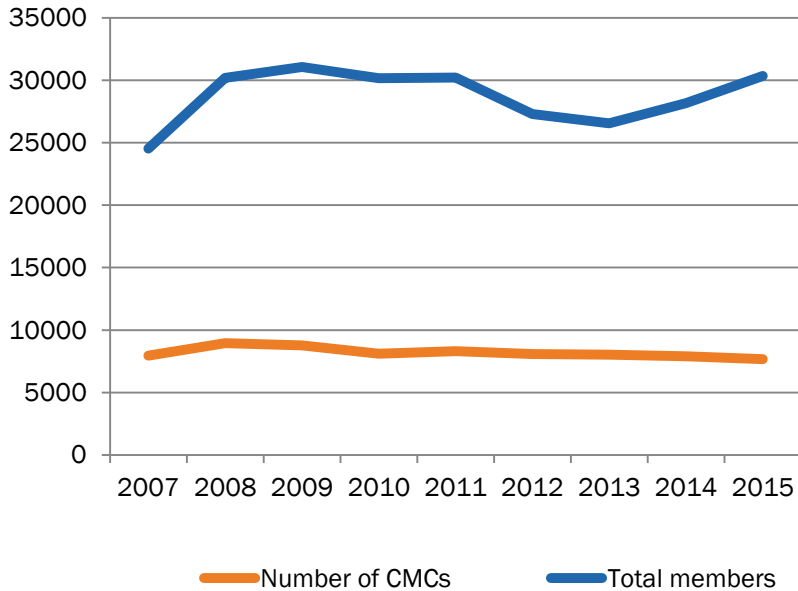
LEVERAGING GLOBAL LINKAGES BETWEEN CMC AND ACADEMIA

Prepared for Mike Thompson

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THE PROBLEM

The growth of CMC designations conferred is stagnant.



	2014	
	CMCs	Total Membership
Austria	737	12072
U.K	515	4728
Canada	2120	2777
Netherlands	497	1506
Japan	851	851
United States	325	813
China	669	669
Ireland	60	468
Australia	140	441
Italy	224	371
Top 10 Members	6138	24696
Total	7905	28175
	78%	88%

Source: ICMCI Member Survey 2014

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THE OPPORTUNITY

Interest in master-level business programs has increased globally creating a strong base to recruit new members.

Degrees conferred:

United States

189,328

2013-2014

European Union

319,964

2014

Canada

12,942

2013-2014

Source: National Center of Education Statistics, 2015; Eurostat, 2016; Statistics Canada, 2015

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WHAT THE LITERATURE SAYS

Various reasons for non-affiliation by graduate students exist impeding membership.

- Membership costs
- Competition from other professional associations
- Lack of awareness
- Value proposition for young professionals
- Different communication styles

Academic institutions play an important role in recruiting graduate students to professional associations.

RESEARCH METHODOLOGY

Scan of Academic Institutions:

Which offer linkages to management consulting.

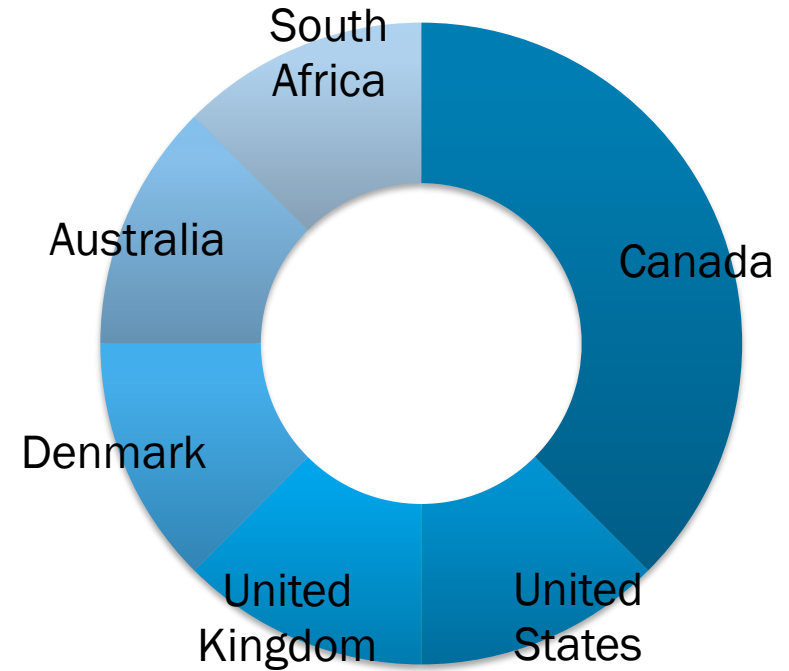
Organized by Formal Affiliations, Specializations and Courses.

- 47 countries
- 2317 graduate-level business schools
- 357 linkages identified

RESEARCH METHODOLOGY

Interviews of Academic Fellows:

Information collected on the nature of the linkage, constraints impeding membership and ideas to better attract graduates to the CMC.



FINDINGS

Formal Affiliations*

7 Countries

23 Universities

Specializations*

20 Countries

75 Universities

Courses

35 Countries

189 Universities

** Opportunities to expand and to develop formal affiliations.*

FORMAL AFFILIATIONS – CANADA

Canada 10

University of Alberta
Royal Roads
University of Waterloo
Simon Fraser University
Queen's University
Saint Mary's University
University of Ottawa
McGill
George Brown College
Université de Quebec à Montreal

- Various types of affiliation, with a mixture of MBAs, certificates and programs.
- Graduates meet academic requirements of CMC designation.
- Some affiliations provide hours of experience.
- Student membership while enrolled in an affiliated program.

FORMAL AFFILIATIONS – IRELAND

Ireland

3

University of Dublin
Dublin Institute of Technology
Dublin City University

- Affiliations with MBA and MSc programs (both with a focus on consulting and without).
- Complimentary graduate membership while enrolled in the affiliated program and the subsequent year.
- Membership transferable to associate level at a preferential rate.
- Access to a series of activities aimed at graduates.

FORMAL AFFILIATION – HONG KONG

Hong Kong

1

Hong Kong Polytechnic University

- Affiliation through an executive diploma.
- Fulfills CMC core requirements.
- Eligibility for entry into the CMC.
- Mentorship program.

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FORMAL AFFILIATION – INDIA

India

1

Aegis School of Business

- Endorsed by IMCI.
- Affiliation through MBA.
- Certificate issued jointly with IMCI.
- All students registered in graduate business schools recognized by the All India Council for Technical Education eligible for student membership.

FORMAL AFFILIATION – UNITED KINGDOM

United Kingdom 5

Leeds Metropolitan University
Cardiff University
University of East Anglia
City University London
University of Sheffield

- Affiliation through MBA, MA and MSc programs.
- Program tops ups allowing graduates to achieve Institute of Consulting certificates.
- Affiliate membership open to students enrolled in a business course relevant to management consulting.

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FORMAL AFFILIATION – SOUTH AFRICA

South Africa

1

University of Pretoria

- Designed with IMCSA input.
- Available through MBA program.
- Affiliate membership open to undergraduate and graduate business students interested in a career in management consulting.
- Pathway established leading graduates to designation.

FORMAL AFFILIATION – UNITED STATES

United States

3

- Affiliation through certificate programs.
- Complimentary professional membership.

University of Colorado Boulder
Willamette University
Georgia State University

SPECIALIZATIONS*

Largest number of specializations in management consulting

- **Italy (5)**
- **Germany (3)**
- **Korea (4)**
- **The Netherlands (3)**
- **Switzerland (3)**
- **and United States (72)**

** Potential to transform into formal affiliations.*

HOW TO BETTER ATTRACT GRADUATES TO THE CMC?

Best Practices

Fast track	Link CMC to Universities through Memorandum of Understandings Model academic consulting program after PMI or CPA programs Integrate management consulting practicums Establish a clear road map to designation Point based CMC process (e.g. MBA provides more points) Shortened years of experience for students graduating under an approved program Enhance academic programs to allow students full designation
Value	Address value proposition for young professionals Better promotion of Institute of Management Consulting
Firms	Work with consulting firms to promote CMC designation Incorporate information on CMC in corporate recruiting material Create partnership between Academic Institutions and consulting firms
Other	Increase collaboration among Academic Fellows on innovative programs

CONSTRAINTS FACING YOUNG GRADUATE PROFESSIONALS

- **Minimum experience requirement** (3 years)
- **Cost of membership** (graduated payments)
- **Lack of awareness of CMC**
- **The role of consulting firms** (mentoring, internship)
- **Value proposition** (CMC Global Connect)

RECOMMENDATIONS

- ① Expand existing formal affiliations (7 countries in place).
- ② Upsell specializations into new formal affiliations (20 countries in place).
- ③ Create a taskforce to execute and work with the academic fellow community to optimize formal affiliation/specialization opportunities.



Janelle Whitley

MBA Candidate (Convocation November 2016)

Location: Winnipeg, Manitoba

Professional focus areas:

- 12 years in agriculture sector in Canada and abroad.
- Strategy, policy development and government relations.
- Experience in private, public and not-for-profit sectors.

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