The INTERNATIONAL COUNCIL OF MANAGEMENT CONSULTING INSTITUTES

CMC - GLOBAL

ICMCI

Annual Meeting

2025-2026

2030 Strategy Update

A new perspective

Vision
To be a leader in the development of management consulting as a global profession that drives social and economic success

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

- Ethics and Standards
- Knowledge Development & Sharing
- Representation

Strategy Pillars

13 Aspirations

Pillar	Aspiration
Ethics and Standards	Developing steps toward regulation/self-regulation
	Enhancing the visibility and value proposition of CMC®
Knowledge development and Sharing	Available in 80% of world countries
	Internationally recognised methodology to implement and report SDGs and Social Responsibility
	Enabling ICMCI Academy in global relevant training courses
	Recognised in management consulting ecosystem as the advocacy voice of the profession
	Achieve a joined-up community with a culture of belonging and commitment
Representation	Build a strong relationship with the consulting industry
	Having sustainable robust revenue streams
	Having ICMCI Services Inc. operating and contributing a significant impact on ICMCI revenue
	Recognised by a sufficient number of industries/organisations/governments
	Expanding IQA to accredit other certification bodies
	Elevate ICMCI income by implementing a donor-related strategy

Our journey this morning

01
The brutal facts
Where we stand today

02
The choice we made
Why a hybrid model

03
Three pillars
The new model for ICMCI

04
From strategy to delivery
How we will execute

05
What it means for you
Roadmap and your institute

Followed by your questions

The brutal facts: half our institutes are losing members

50%

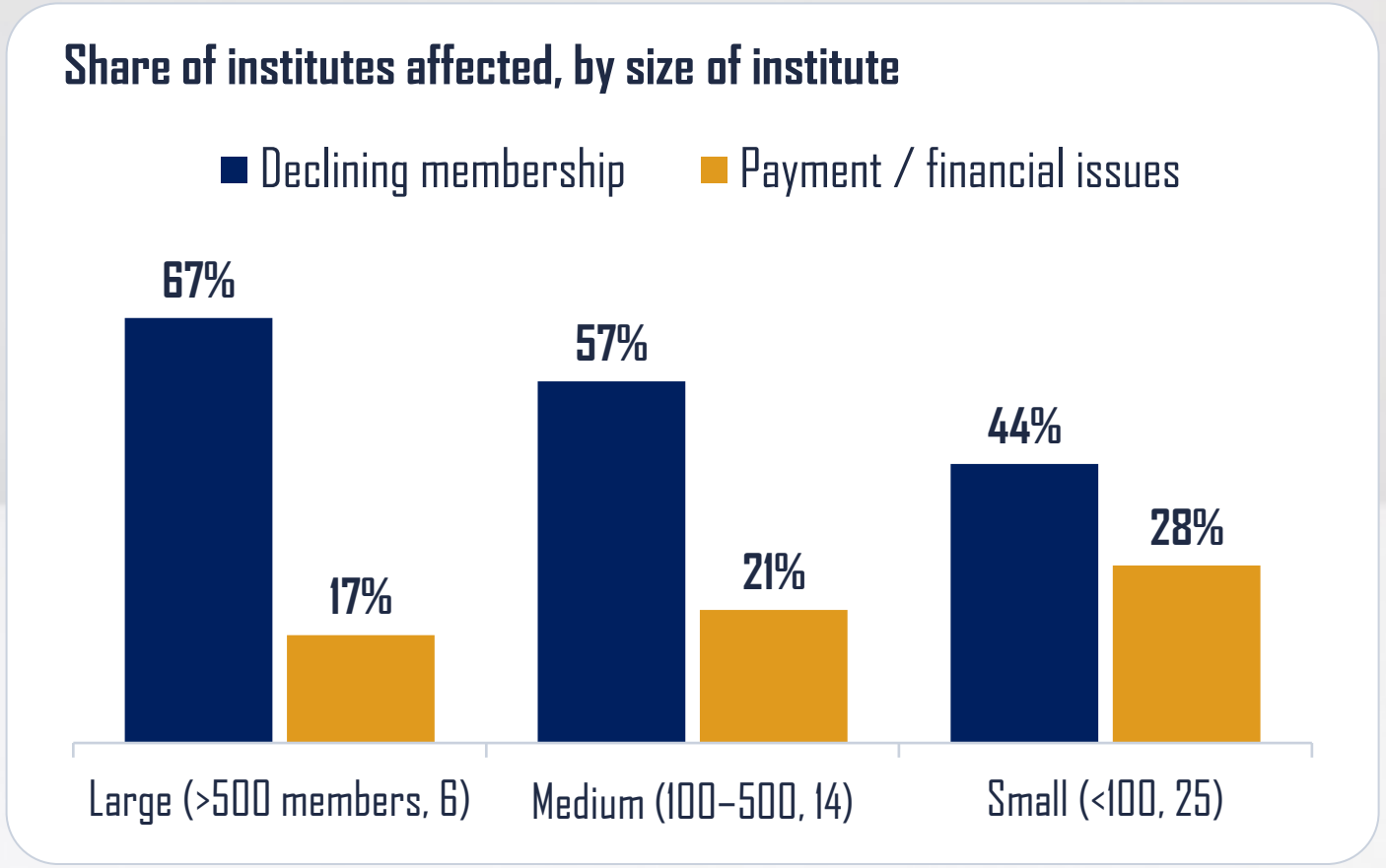
of institutes have declining membership (23 of 46)

1 in 5

struggle to meet their ICMCI financial obligations

~20

of 46 describe their financial position as stable



Source: ICMCI 2025 membership survey of 46 member institutes

Two root causes sit beneath the numbers

1 Structural: a dues-dependent model

- Income and perceived value shrink together
- We earn only at the very end of the professional journey
- The CMC can mean slightly different things in different countries

2 Execution: a delivery gap

- Strong on strategic discussion, weak on delivery
- Decisions revisited, softened or quietly dropped
- Too often no owner, no date and no follow-through

Declining membership is the symptom. The underlying disease is eroding perceived value.

A hybrid model that strengthens the federation

PATH 1

As-Is

Carry on with the current dues-dependent federation

No longer viable

PATH 2

Full centralisation

One central body, with national institutes as local chapters

Considered and rejected by the Board

PATH 3

Hybrid three-pillar model

Borrows the low-risk ideas from centralisation, keeps the federation and every institute's authority to certify

Our chosen direction

Three lessons from other professional bodies

1	**Earn from the pipeline, not just the destination**	ACCA has 526,000+ registered students — nearly twice its 252,500 members
2	**Make keeping the credential a recurring relationship**	PMI requires 60 professional development units every three years
3	**Turn the brand into something institutions want**	Employers, universities and training providers pay to be associated with the credential

None of these requires dismantling a federation. They need capability built centrally, alongside institutes.

Examples: ACCA, PMI and ICF, as reviewed in the ICMCI Strategic Diagnosis and Roadmap

Three platforms, one federation

ONE

Network Charter

Governance foundation

Protects the meaning and integrity of the CMC across 46 national contexts

TWO

Credentials Hub

Commercial engine

Builds income that does not depend on institute dues alone

THREE

CMC Global Institute

Reach

Serves consultants in markets the federation cannot reach today

Shared platform: Zoho one joined-up, efficient way of working across all three pillars

One: the Charter is right, so now we implement it

Put the membership tiers to work

- Five tiers, from Observer to Premium
- Updated Premium and Associate tiers offered as support,
- Observer tier welcomes client organisations and firms

Strengthen quality assurance

- A common assessment methodology
- Global assessor certification
- A digital assessment platform and international moderation panels

A practical agreement with each institute

- An operational MOU beneath the Charter, not a Bylaws change
- Covers commitments such as sharing CMC contact details
- Pilots with two or three institutes start after this meeting

Members in Good Standing, applied fairly

- Objective triggers: invoices unpaid 120+ days, or a quality assessment 180+ days overdue
- Supportive, not punitive: every institute is heard first

Two: a Credentials Hub alongside institutes

Institutes continue to

- Certify their own CMCs
- Own the relationship with their members
- Share in CPD renewal income generated in their territory

The Hub serves those no one serves today

- Students and future consultants
- Universities and business schools
- Training providers
- Employers and buyers of market data

Starting small: Stage 1 technology costs of a few thousand euros a year, built on our existing Zoho tools

The first Credentials Hub courses are decided

FIRST COURSE

Responsible AI Use in Consulting

Clients need to trust that consultants use AI responsibly

FIRST COURSE

Code of Ethics

Makes the ethical foundation of the CMC practical and visible

PAUSED

ISO 20700 training

Waiting for the new version of the standard, so we build it once and build it right

Next in the pipeline

- Stackable micro-credentials and digital badges
- CMC Authorised Training Provider programme
- National Consulting Index as a commercial product
- Outreach to universities and business schools

CPD for CMC renewal: not imposed — every institute consulted first, with renewal income shared with institutes

Pillar Three: reaching where institutes cannot

Who it serves

Consultants in countries with no functioning national institute

Politically sensitive situations where neighbouring institutes cannot cooperate

Its dual mandate

A certification and community pathway for unserved markets

An incubator for future national institutes

What comes next

Around 150 members today

A live webinar series drawn from the ICMCI white-paper library

Later, a stepping-stone credential towards the CMC

Not a competitor: it operates only where no viable institute exists, and leaves every institute's authority to certify untouched

This time is different: we have changed how we govern

1	**Decisions and Delivery opens every Board meeting**	Owner, status and any slippage reported on every past decision
2	**No owner and no date means no decision**	Every decision leaves the meeting with both
3	**A named executive owner for each pillar**	The Board decides what and by when; the Executive decides how
4	**Quarterly reporting on member status**	So that support reaches institutes early
5	**A 3–5 year Revenue Diversification Strategy**	First draft to the Board within two quarters

What the Board decided on 21 October

1. Confirmed the hybrid three-pillar direction, closing the As-Is and full centralisation paths
2. Adopted the Decisions and Delivery agenda and a wider Executive mandate
3. Approved a first, minimum-viable Credentials Hub, with a full business plan and budget to follow
4. Approved draft Terms of Reference for the CMC Global Institute, for consultation
5. Directed the Membership Growth and Development Committee to apply Members in Good Standing, reporting quarterly
6. Commissioned a 3–5 year Revenue Diversification Strategy
7. Mandated early partnership talks with a development-finance institution and a business school

Roadmap: from pilots to recurring income

Starting now

- MOU and restructuring pilots with two or three institutes
- Structured, supportive conversations with institutes under pressure
- Credentials Hub business plan and budget

Next 12 months

- Responsible AI Use and Code of Ethics courses, then more micro-credentials
- Commercial National Consulting Index offer
- Tiered Corporate Sustaining Partner programme
- Global Institute pilot in 1–2 markets
- CPD consultation with institutes
- Talks with a development bank and a business school

Year two and beyond

- Expand the training provider programme and course catalogue
- Consider extending the Global Institute
- Turn partnerships into recurring institutional income
- Shared infrastructure decided on results

What this means for your institute

What you can count on

- Your authority to certify is unchanged
- New courses, micro-credentials and, in time, a share of renewal income
- A structured, supportive route if your institute is under pressure
- A more consistent, credible CMC that is worth more to your members' clients

What we ask of you

1. **Engage** with the consultations, especially on CPD and the new membership tiers
2. **Take part** in the practical agreements, including sharing CMC contact details
3. **Hold us to account** on delivery

From diagnosis to delivery

One federation. Three platforms. One discipline of execution.

Network Charter

protects the meaning of the CMC

Credentials Hub

builds income that does not depend on dues alone

CMC Global Institute

takes our profession where we cannot reach today

No decision without an owner and a date.

Next year, judge us by what has been delivered — and by whether the decisions taken this October are still standing.

Thank You

Questions?

The INTERNATIONAL COUNCIL OF MANAGEMENT CONSULTING INSTITUTES

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