The INTERNATIONAL COUNCIL OF MANAGEMENT CONSULTING INSTITUTES

CMC - GLOBAL

ICMCI

Annual Meeting

2025-2026

ISO 20700 Update

Strategy and Workplan

AI Note: In accordance with the highest standards of professional ethics, the ICMCI guidelines on the "Responsible Use of AI in Management Consulting" are strictly adhered to.
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Layer Concept in the TC 342 Business Plan

Identify the most related elements or aspects on standardization in the field of management consultancy based on ISO 20700:2017, definitions, trends, and aims of standardization on management consultancy, the roadmap of ISO/TC 342 is shown in Fig.3.

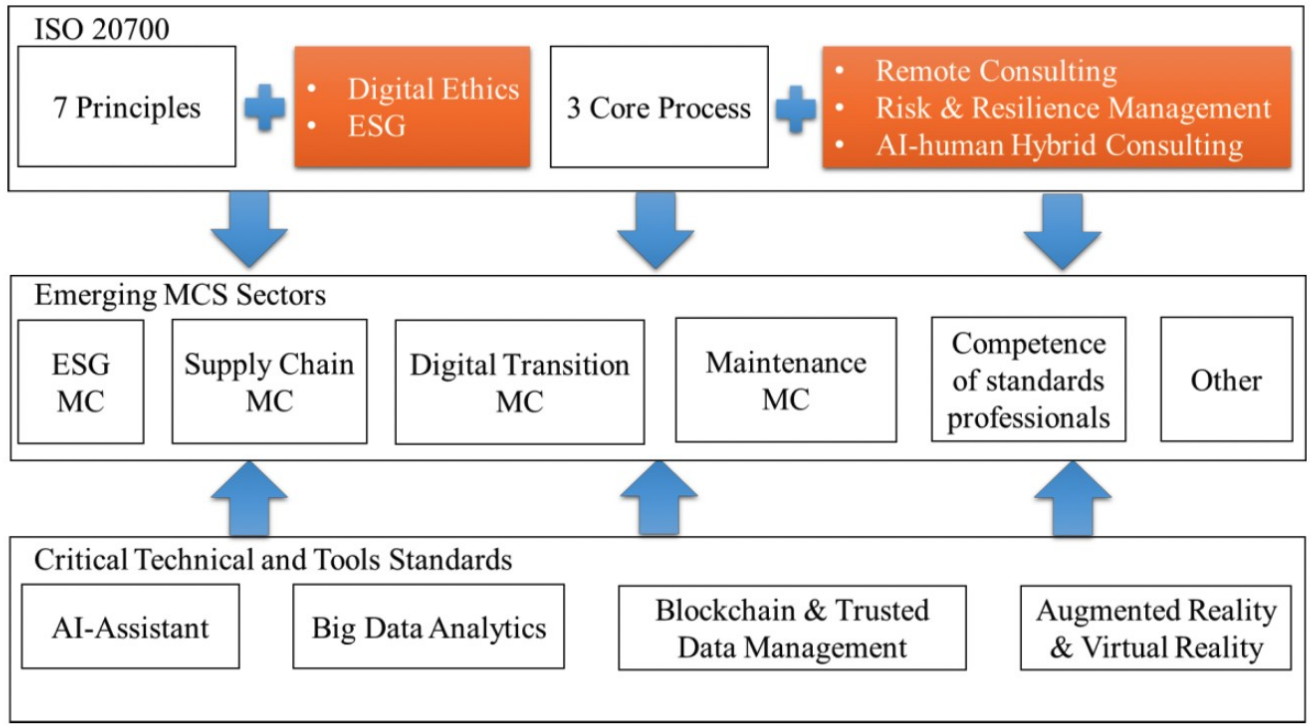


Figure 3: the roadmap of ISO/TC 342

Work plan as per initial meeting of TG 3

It is planned to discuss the concept of layering in depth during the face-to-face meeting in 2027.

- Integrate the layer concept
  - Introduction and discussion of the layer concept (3rd Meeting of TG 3)
  - Identifying and executing a gap analyze (4th Meeting of TG 3)
  - Proposing changes to the standard
- Integrate an “initial phase” of consulting projects before the contracting phase
- How do we deal with related standards, staying on time while remaining flexible
- Making the standard easier to read
- Dedicated discussion on certification

Main outcomes of plenary meeting in June 2026

1. **New ISO Directives of interest:**
   - No more Systematic Review -> „Stability Date“ to be defined in the standard
   - No Hybrid Meetings -> On-Line OR Face to Face
   - Only „official“ recording of meetings
2. **ISO 20700** will
   - become a **„Family Standard“** (Like for example Innovation Management)
     Gap analyses of existing 20700 to emerging consulting → **ICMCI ISO20700 Trainers to conduct**
   - Include guidelines for **2nd party assessments** (Certification)
     (**1st Party**: Self-Declaration – **2nd Party**: external with vested interest like “UNIDO Project” – **3rd Party**: external assessement) -> Liasion to **ISO / CASCO**
   - Be **easyer to read** (specifically for clients)
   - Include a design phase (“Phase 0”)
3. Milestones:
   - New, amended **SBP** in 2027
   - **ISO 20700:2027** Ballot starting June 2027
   - Next **plenary Meeting in June 2027 (before ICD)**
4. Invitation to present / participate in
   - **WTO Conference in Q3 2027**
   - Joint ICD Celebration in 2027 (June, 3rd)

Integrate Emerging Consulting Services and global Trends in ISO 20700

Emerging Consulting Services XYZ

Series of Standards

7	3	12	1	0
Basic principles	Phases	Policies	Assignment	Certificates

Foundation

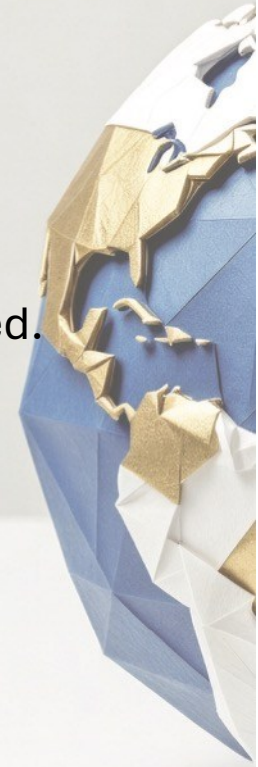
Gap analysis ISO 20700 to TC 342 Layer Concept

Gap analysis ISO 20700 to TC 342 Layer Concept

① **Identify a newly emerging consulting service**
- Provide a brief description
- List the primary market factors driving its growth
- Explain what makes this service unique or specialized
- Describe the typical business setting or environment where this service is delivered.

② **Describe a typical use case**
- What is the client
- What is the task / scope of the project
- What are critical success factors
- What is the extent (Time, used manpower, …) of the project.

③ **Fill in the policy check-list**
- With regards to the described use cas
- Content could be more or less extensive or “not applicable”
- Double check if the content is in line with the seven principles of the standard
- Double check if the 3 Phases of the standard are covered
- If you feel a policy is missing, please list it.



Policy Check List for Use Case.....

Policy	Application of Policy
1. Regulatory framework with references to general laws and legal frameworks where relevant and meaningful	
2. Stakeholder engagement and commitment. The aim of this guideline is to clarify the roles and responsibilities, communication, access to information and consultation of directly and indirectly affected groups of people	
3. Code of ethical and professional conduct to specify the ethical guidelines and values of the consultancy	
4. Project governance to clarify the project organization and structure. Depending on the scope of the project but also on other framework conditions, the organizational rules and regulations should define aspects such as management structure, communication, guidelines, escalation processes, etc	
5. Capability with reference to the importance of communication in the context of consultancy projects and, if applicable, the definition of communication rules	
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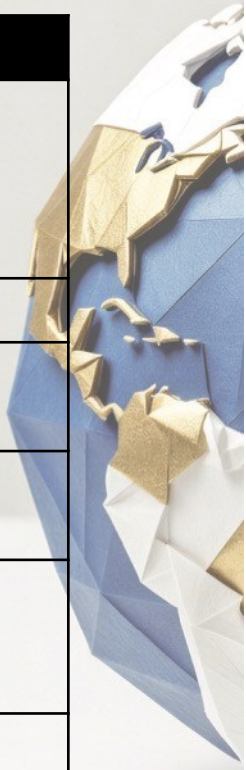
Policy Check List for Use Case.....

Policy	Application of Policy
7. Data protection and confidentiality to clarify rights, protect the privacy of affected groups of persons and pass on information about the consultancy assignment ("references"). It is also clarified that these obligations apply beyond the consultancy period	
8. Protection of intellectual property of the consultancy	
9. Social responsibility of consulting firms. Accordingly, social responsibility should be addressed in the Code of Conduct	
10. Health and safety with the reference that there should be a statement on health and safety in the contracts	
11. Risk and quality management with a reference to the fact that management consultancies should submit a quality plan to identify problems and risks if required	
12. Guarantees stating that any guaranteed claims should be negotiated and agreed	



Let’s champion “our” standard to deliver greater value.

Thank you.