

**ICMCI Board Meeting
Strategy Session Public Minutes
March 07 -08, 2024**



Introduction

The ICMCI board conducted their Strategy meeting in Vienna, Austria as hosted by WKO offices.

ICMCI 2030 – Brainstorming, Discussion and gap description

The board discussed the current status of ICMCI to build the vision for 2030 that would impact its operation and the community:

- 1) ICMCI branding, and our visibility in the market.
- 2) The need for a strategy to improve ICMCI's visibility and coordination among its institutes.
- 3) The role of ICMCI was discussed, with a need for better definition and focus on its actual contributions rather than its potential.
- 4) The organization's strengths, such as its ethical standards and adaptability, were highlighted, along with potential areas for growth along with global reciprocity.
- 5) A 'family structure for ICMCI' was proposed to foster relationships and ensure alignment among all members.
- 6) Concerns were raised about the organization's future, particularly its reliance on overworked volunteers and the need for additional funding.
- 7) The Ghana Project and the organization's financial situation were also discussed, with a focus on the need to decide the organization's path towards 2030, where it could either remain insignificant or become a significant player in the consulting profession, was emphasized.
- 8) The organization's past challenges, particularly a decline in membership in 2001, and the need to re-establish connections with key players.
- 9) The current ICMCI strategy of representing smaller consulting firms and individual consultants was discussed, along with concerns about changing this strategy to represent the Big 4 management consulting firms. The board suggested the possibility of building bridges with the Big 4 without contradicting the smaller firms. The discussion also focused on the need to accept the Big 4's standards and ethical behavior, and to build relations from a position of strength.

After concluding on the current status, the board discussed aspirations for the organization and those were summarized as follows:

- 1) Emphasizing the need for a strong industry relationship.
- 2) Sustainable revenue streams that are not dependent on IMCs.
- 3) Availability in 80% of the countries.
- 4) Recognized by a sufficient number of relevant international organizations/government.
- 5) International recognized methodology to implement SDGs in both economy and social through a report.
- 6) Having ICMCI Services Inc. operating and contributing a significant share to ICMCI income.
- 7) Enabling ICMCI Academy as the global relevant training source.
- 8) Expanding IQA to accredit certification bodies.
- 9) Recognized MC ecosystem as advocacy voice of the organization through an effective and well-resourced communication.
- 10) Joined up a community with a culture of belonging and commitment.
- 11) Developing steps forward for (self) regulation.
- 12) Elevate ICMCI income by implementing a donor related strategy.
- 13) Enhancing the visibility and value proposition of the CMC.

Defining projects and allocating resources

SDGs and Sustainability in Organization's Strategy

The board agreed to establish a task force to address that. Also, board proposed that the organization should declare its contribution to the SDGs.

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The board also discussed the possibility of establishing a recognized methodology to implement the SDGs in business operations arguing that this approach would indirectly contribute to societal improvements in addition to economies. Finally, it was concluded that the competence framework and code of conduct should be extended to include references to sustainability and artificial intelligence.

ICMCI Services Inc and ICMCI Academy:

The board agreed on the purpose statement of ICMCI Services Inc. to be as follows:

Services Inc. is the global commercial arm of ICMCI that provides sustainable and adequate revenue flows to ICMCI while fully adhering to ICMCI's strategy and governance principles.

The board proposed to appoint Dwight Mihalicz as ICMCI Academy manager (and ICMCI Services Inc. Program Manager).

Moved by Norma Shorey seconded by Nick Warn, all board in favour

The board discussed the immediate action plans for setting up the training Academy and its services:

1. Implement the ISO 20700 Self-Declaration Checklist training in agreement with GI in addition to the platform setup and financial model.
2. Reach out to institutes to identify programs that could be offered on the platform.

The board also highlighted the need for a system to measure quality and discussed the challenges of setting a standard pricing model due to marketplace variations across different regions.

The board concluded that most of the agreed upon aspirations are related to existing activities and listed the priorities as follows:

IMMEDIATE ACTION PLAN:

1. International recognized methodology to implement SDGs in economy and social report. To be implemented by October 2024
2. Having ICMCI Services Inc. operating and contributing a significant share to ICMCI income.
3. Enabling ICMCI Academy as the global relevant training source.
4. Elevate ICMCI income by implementing a donor related strategy.

LONG TERM PLAN:

1. Availability in 80% of the countries. Immediate action to be taken by defining approaches and formalities.
2. Joined up a community with a culture of belonging and commitment.

FINANCIAL PLAN:

1. Sustainable revenue stream that are not dependent on IMCs.
2. Having ICMCI Services Inc. operating and contributing a significant share to ICMCI income.
3. Enabling ICMCI Academy as the global relevant training source.
4. Expanding IQA to accredit certification bodies.
5. Elevate ICMCI income by implementing a donor related strategy.

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ADVOCACY PLAN:

1. Emphasizing the need for a strong industry relationship.
2. Recognized by a sufficient number of relevant international organizations/government.
3. Recognized MC ecosystem as advocacy voice of the organization through an effective and well resource communication.
4. Developing steps forward for (self) regulation.
5. Enhancing the visibility and value proposition of the CMC.

Next Steps and Action Items:

1. Explore the possibility of offering training and certification through a centralized model.
2. Consider establishing centers of excellence for different products.
3. Develop a strategy for global recognition, starting with key international organizations and potentially extending to government recognition.
4. To prepare the ICMCI 2024 Strategy document based on the 13 aspirations within the three strategic pillars. Each aspiration has linked measurement, target, timeframe, and initiatives.
5. Consider utilizing the organization's UN status as a tool for global recognition and presence.
6. Form a task force to develop a strategy for ICMCI to contribute to the SDGs.
7. Consider integrating sustainability into the competence framework and code of conduct.
8. Develop a methodology for implementing SDGs in business.
9. Establish governance policies for ICMCI Services Inc. in line with ICMCI governance policies and legal and regulatory standards.
10. Appointed program manager to present the ICMCI Services Inc. business case to the Services Inc. board.
11. Consult with a tax advisor to understand the implications of inter-company billing.
12. Identify all revenue streams and decide those to be handled by ICMCI Services Inc.
13. Consider charging a basic fee for access to the NCI report to the community.

Risk Management – Gergana Mantarkova

Gergana presented to the board the Proposed enhancements to the overall risk management to have a role model of the sustainable development policy which can be adapted by the member institutes as well. It was suggested to form a committee within ICMCI to define the sustainability then start working on a consulting methodology. A yearly report should be prepared by this committee and can be included in the quadrennial report to the UN.

During the meeting, the different risk categories and means of mitigation were identified and the need to establish a service provider policy for contracting with volunteers delivering different services on behalf of ICMCI.

Future Leaders Community update

The board discussed the selection of members for the future leaders' group and the creation of a steering group with the idea that the steering group members will have specific tasks to fulfill as part of the business plan which was approved by the board and includes appointing a chair.

The board endorsed the group as currently chaired by Gergana Mantarkova as in interim chair.

Moved by Tamara Abdel Jaber seconded by Nick Warn, all board in favour

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Marketing Strategy

The board discussed the marketing campaigns document prepared and presented by Aleksandra Hristov and Reema Nasser. The board agreed to discuss identifying campaigns for the taskforce as part of the marketing strategy to include the new aspirations.

White Paper update and ToR approval

The board was updated on the development of the AI white paper. The paper is focusing on AI development in management consulting.

The white paper ToR was approved by the board.

Moved by Tamara Abdel Jaber seconded by Alan Blackman, all board in favour

ISO TC 342

Robert briefed the board on the upcoming meeting in Beijing which will take place by the end of June and the importance of knowing their standing point on normative versus guidance standards.

The board identified the members of the TC 342 and clarified their roles according to the TC terms of reference, particularly the need to confirm who is representing the National Standard Decision Body from the local chapters.

Governance and Nominations Committee (GNC)

Dwight was focused during his update on the importance of a robust governance structure for the not-for-profit organization. The discussion stressed the need for improved feedback loops and clear communication between members, institutes, and the board.

The board discussed the implementation of a self-assessment system within the organization to evaluate board members' performance and Secretariat.

Dwight involved the board in a discussion on succession planning while outlining the process that already took place, which included individual interviews with board members to understand their future plans and aspirations. The board also discussed the upcoming vacancies due to the end of terms and the need to identify suitable candidates for the 3 vacancies to include the Chair vacancy.

IQA branding and CMC certificate layout

The board was briefed on the new IQA logo branding and the need to separate the certificates going forward, i.e. the membership certificates provided by ICMCI and the assessment certificates provided by IQA. This is to be discussed further among IQA and ICMCI board to be advised of conclusion/recommendation.

Date of next meeting: 16 April 2024 at 12:00 UTC via Zoom