



Briefing Book of Member Activity
for distribution prior to the
ICMCI 2011 CONGRESS
October 5-8, 2011
Taipei, Taiwan

Introduction

Each year when ICMCI meets, it is an opportunity to update colleagues around the world on developments at our Institutes. With 50 members, the agenda does not allow for everyone to make presentations, so this exchange happens in informal conversations. Not everyone gets an opportunity to hear all of what is happening around the world. Again this year, we have prepared a briefing book of IMC news. Two months ago, each Institute was invited to submit a summary of what is new and noteworthy in their institute, and 33 Institutes contributed. This briefing book includes all the Institute submissions, and is being made available before the meeting. Delegates can arrive already pre-informed of key developments, and can identify with whom they most want to connect to find out more. It is an opportunity that we hope supports better exchange among members.

Thank you to all the Institutes who contributed.

See you in Taiwan!

Table of Contents

	Page
Australia	3
Austria	4
Bangladesh	6
Bulgaria	8
Canada	10
Caribbean	12
China	14
Chinese Taipei	15
Croatia	16
Cyprus	18
Finland	19
India	20
Iran	22
Ireland	24
Italy	25
Jordan	26
Macedonia	28
Netherlands	29
New Zealand	31
Nigeria	33
Norway	35
Philippines	39
Romania	40
Russia	41
Singapore	42
South Africa	43
Sweden	45
Switzerland	47
Thailand	48
Ukraine	50
United Kingdom	52
USA	54
Uzbekistan	56

Australia

During the past twelve months, IMC Australia has made advances in providing value and services for its members. This has been achieved through the Committee structure and the high level of co-operation with State Chapters.

Our membership has grown steadily during the year reaching 606 members by year's end. At the May Federal Council Meeting, a committee was established to target new members during the next twelve months, especially via electronic media. The aim is to double our membership. The Professional Development and Certification Committee has delivered significant benefits for members during the year – some of which will not be realised until 2011-12. These include:

- Introduction of an Annual Consultants' Forum. The initial event was held on Brisbane in October 2010, attended by more than forty Consultants. A major event with Allan Weiss is planned for 2011 in Melbourne.
- Provision of EBSCO Host – a research database offering members free access to thousands of expert books, journals and articles on topics of relevance to members.
- Licensing of the Canadian Book of Knowledge that is currently being edited and will be printed for sale in coming months.
- Professional Development points are required to be earned by all members from July 2011, similar to the CMC requirement.
- State Chapters have conducted regular members events, ranging from pub lunches to full blown training sessions for members.
-

The Member Value & Marketing Committee has continued to provide concrete benefits to members, including:

- On-going membership benefits and discounts for airline lounges, car hire, IBIS World and other services and products for members.
- Publications, including the Australian Consultant e-Journal, Newsletters, and the international Meridian e-News.
- Discounted Professional Indemnity Insurance.
- Discounted Health Insurance has been arranged for 2011-12.

IMC Australia has continued to develop its e-presence through LinkedIn and the soon to be released new website.

IMC Australia has been active in ICMCI and in its relationships with other institutes through its Trustees playing key roles in the Breakthrough Project Initiative of the ICMCI. This year has also laid a strong foundation for delivery on several key initiatives in the coming year.

Submitted By
John H Bielenberg CMC FIMC
Federal President

Austria

With over 49,000 members from the professional groups of management consultants, information technology providers, telecom service providers and self-employed accountants, the Professional Association of Management Consultancy and Information Technology (Fachverband Unternehmensberatung und Informationstechnologie, UBIT) is the second largest professional association of the Austrian Economic Chamber. It represents the majority of the knowledge-based service providers in Austria, a rapidly growing industry that is an essential link between research and economic innovation and thus of considerable economic importance. This is what makes consulting and ICT services the engine of the economy and the driving force in the race to secure Austria's position as a top business location. With the current report for 2008/09, we will provide you with an overview of our activities in this setting: These range from legislative initiatives, such as those that have opened up new opportunities for the accounting profession since 2007, all the way to measures for increasing the quality and reputation of the services offered by our members, like the Austrian National Award for Consulting or the Austrian National IT and Consultant Day. Together with the UBIT team, and in particular with the professional groups from the provinces, I will continue to pursue these tasks with the utmost commitment.

- Alfred Harl, CMC (UBIT Chairman)

Our Mission:

The institute represents more than 49,000 companies and self-employed entrepreneurs, holding one or more of the following business licenses. UBIT contains 4 professional divisions:

Management Consultants:

14,300 members so far

Information Technology Providers:

28,500 members so far

Self-employed Accountants:

5,700 members so far

Telecom Service Providers:

500 members so far

UBIT is part of the Austrian Federal Economic Chamber which represents nearly 400,000 companies throughout Austria by legal membership. The Austrian Federal Economic Chamber is not comparable with chambers in other countries because it constitutes, together with the unions and the Chambers of Labour and Agriculture, the framework of the Austrian Social Partnership, a strong counterpart to the government. The Chamber influences the legislative and administrative processes and has a strong position in taking care of the interests of the whole economy within Austria and is the formal Austrian body in charge of supporting the export business. www.austriantrade.org/chamberinfo UBIT, as the legal representation of the consulting and IT industries, negotiates the collective agreements with the Trade Union on wages, working conditions etc. Beside this everybody could found a free association as long he is member as well in the Chamber.

UBIT has 9 regional chapters (one in each province) which are legally independent bodies. Individual membership is with the regional chambers which are also the sources of finance for the federal association. Together, the top representatives of these regional branches are the representatives of the national institute: UBIT. Major decisions are reserved for the Association's Federal Board – Fachverbandsausschuss– comprising 32 members who are elected for a 5-year term. The last elections took place in March 2005. Since 2002, the implementation of experts groups has allowed a significant number of members to engage in effective and visible activities to transfer know-how and promote their services and products. A

number of Working Groups on a variety of subjects exist on regional and federal levels. This guarantees a democratic, bottom up process of decisions. Incite – Institute for Management Consultants and Information Technology Experts– is UBIT's platform – organized as a Ltd. company – for education, accreditation and certification of members. The CMC is supported by branding certifications for IT Consultants, management trainers (CCT = Customers' Certified Trainer) and other certifications like accredited consultant for solvency management and controlling, export consultants, etc.

For more information, please consult <http://portal.wko.at/wk/startseite.wk>

Bangladesh

IMC Bangladesh - Recent Activities and Milestones Accomplished



Left: Mr. M Zakir Hossain, President, IMCB, Mr. Thevakumar Kandiah, Country Director, ADB, Prof. Dr. Abdur Rab, Chairman, IMCB and Mr. J. Grant Hauber, Principal Private Sector Development Specialist, ADB [sitting L-R] and Mr. Najmul Huda, Mr. G K M Towfique Hassan and Dr. Mohammad Hassanullah, Senior Members of IMCB.



Right: JADB Courtesy Call Institute of Management Consultants Bangladesh (IMCB), a national forum of Management Consultants in Bangladesh, has entered into co-operation with International Finance Corporation-Bangladesh Investment Climate Fund (IFC-BICF). Mr. M Zakir Hossain, President, IMCB and Mr. Martin Norman, Program Manager, BICF, signed the deal in IFC-BICF office in presence of Mr. Mirza Najmul Huda, Senior EC Member, Prof Dr Abdur Rab, Chairman, Mr. M Wazir Alam, Senior EC Member and Mr. ASM Shaykhul Islam, Treasurer of IMCB. [R-L].

IMCB, constituted in 1997, is the national representative body of management consultants in Bangladesh. The Institute is incorporated by the Registrar of Joint Stock Companies and Firms under the Ministry of Commerce (MOC), Government of the People's Republic of Bangladesh. The Institute also operates as a platform of management consultants to corporate houses, development partners and government agencies. Since its inception IMCB has been a member of International Council of Management Consulting Institutes (ICMCI), the World Apex Body.

The Institute is in the process of accreditation by ICMCI to offer Certified Management Consultants (CMC) designation to professional management consultants. At present, the institute has more than 100 members representing eminent academicians, researchers, development and management experts, specialists in private sector development and public private partnership, etc. The Institute is relentlessly striving to set a very high standard for management consulting profession in Bangladesh.

Milestones Accomplished

- a) **Reduction in VAT on consulting services:** The top most milestone recently accomplished by IMCB has been a reduction in the rate of Value Added Tax (VAT) imposed on consultancy services by the Government of Bangladesh. Previously the VAT rate was fixed at 15% by the National Board of Revenue (NBR) on consultancy services. After hectic lobby and parley with the Government and NBR, IMCB could convince the tax authority that the rate of VAT was exorbitant and need to be reviewed. After reevaluation, we could successfully convince NBR to reducing the VAT rate from 15% to 4.5% for all consultancy service providers, much to the relief of the sector itself.
- b) **Collaboration with IFC:** IMCB, in collaboration with the International Finance Corporation- World Bank and Bangladesh Investment Climate Fund (BICF) organized a

- series of capacity development and awareness seminars on Economic Zones and on Opportunities for Management Consultancy. The main purpose of the first event was to stimulate a debate on the prospects and potentials of Economic Zones over Export Processing Zones as stipulated in the Economic Zones Act 2010, so as to attract foreign direct investment in Bangladesh. The move also emphasized Public-Private Partnership (PPP) which is a new concept in the development agenda of Bangladesh. This will help bringing the government and private sectors closer to work jointly.
- c) **Arbitration Committee:** Members practicing management consultancy in Bangladesh often encounter difficulties and face disputes with their clients. To resolve such issues, IMCB Executive Committee recently formed an Arbitration Committee in line with internationally recognized professional organizations for dispute settlement in research and consulting business.
 - d) **Networking with Development Partners:** A delegation comprising the Chairman, the President and some senior members of IMCB called on Asian Development Bank (ADB) Country Director in Bangladesh. The discussion was also attended by Mr. Grant, Specialist in Public Private Partnership (PPP) of ADB H.Q. The IMCB delegation exchanged views on a wide range of subjects, especially on PPP and other development issues. The delegation emphasized the importance of involving IMCB in ADB development initiatives in Bangladesh as stakeholders.
 - e) **Management Consultancy Act:** In the absence of any statutory order on management consulting profession in Bangladesh, the profession could not be effectively and appropriately placed in proper perspective. As such, an initiative has been taken to draft an Act for Management Consultancy in order to bring the profession under a rule based institutional framework. Once the draft is completed, it would be placed with the appropriate authority in the Government for enacting the draft into law.
 - f) **International Consultants' Day:** IMCB for the first time celebrated the 7th International Consultants Day 2011 on the 30th June, 2011. Hopefully, the Day would be observed as an annual event from now on.
 - g) **Partnering with Development Organizations:** IMCB has since inception been relentlessly trying to be involved in the programs of various Development Partners and Donors. In this regard, the Institute is trying to contact the World Bank, ADB, JICA, EU, CIDA, UNDP, USAID, SIDA, IFC and other development partners participating, as a stakeholder, in the preparation and implementation of development projects.



Bulgarian Association of Management Consulting Organizations (BAMCO)

Bulgarian Association of Management Consulting Organizations (BAMCO)

BAMCO unites and represents professional consulting companies and certified consultants (CMC). The Association is founded in 1997. Since 2001 BAMCO is a full-fledged member of ICMCI. In September 2009 BAMCO has been cleared in its second re-assessment held at London and continues to enjoy the benefits of full reciprocity and membership of ICMCI. All BAMCO individual members have obtained the qualification CMC. BAMCO represents Bulgaria in CEN 381 – the European technical committee that elaborates the European Management consultancy standards.

BAMCO has a long history of co-operation with MCA 2000 (Republic of Macedonia). In 2003 BAMCO trained and certified the first group of Macedonian CMCs. During the current year the first group of 11 MCA 2000 assessors was trained by BAMCO representatives.

The financial crisis and the economic recession continue in our country throughout 2011. Surprisingly enough, within this economic perspective, BAMCO has 7 new applicants for CMC certification for the last 2 years. We decided to ask them what motivates them to invest time, money and efforts into the certification procedure. And we summarized some of their answers for you with the hope that it will help you attract new CMC applicants.

Our latest acquisition, **Mr. Boris Basmadjiev** has worked as a consultant on and off for over 15 years. He believes that achieving CMC status is the next and very logical step in his carrier. “The CMC certification stands for excellence and broad professional expertise and know-how, and is indeed a mark of distinction”, according to Mr. Basmadjiev. He believes it embodies the professional recognition of a consultant who has reached the top of this profession, and as such he is honoured to add it to his name. He also expects that the CMC certification will bring a great opportunity for networking with his peers, both in Bulgaria and abroad, and will allow him to further hone and develop his professional expertise. He looks forward to working closely with BAMCO for raising further the standards of consulting in Bulgaria, and raising the general awareness of the invaluable services, which consultants provide within a market economy.

Ms. Elena Todorova is young, charming and well-educated. Since 2008, she is employed in a boutique consulting company as a project manager. She decided to apply for the CMC procedure because of the international dimension of the competence recognition, which she considers to be an asset in her foreign contacts. She is also impressed by the “tight” access to the CMC competences and expects this to distinguish the certified consultants as more competitive and preferred business partners. Another asset is the networking with other CMC members and the belonging to a strong structure with the capacity to defend the specific interests of consulting professionals.

Mr. Nikolay Terziev is an international consultant in business analysis, IT and intellectual property. He recognizes that the management consulting demands specific competencies and skills, in addition to the professional qualification and expertise. In acquiring the CMC recognition he perceives a significant supplement to his professional qualification. He expects the CMC certificate to be a guarantee for the high quality of his services in the eyes of his clients and to give him an advantage over the non-certified professionals.

Mr. Vasko Ananiev PhD is a consultant with 10-year track record, mainly in the field of transport. He expects that the CMC will give him an advantage under otherwise equal conditions and make him more easily recognizable as a trust-worthy consultant. He was encouraged to apply when he surfed through our web-site and noticed that some of his best partner-consultants are already CMC certified.

Mr. Georgi Popov PhD lives and works in USA since 2001. Now he is an Assistant Professor in the Safety Sciences Department of the University of Central Missouri. As a director of Kingston's laboratory services, he developed the consulting services branch. Aiming to diversify his skills he registered his own consulting company: EHS Consult. The management courses at University of Central Missouri that he had to develop led him to believe that CMC certification is a natural fit for him. He expects the CMC certification will enhance his professional recognition.

Canada



Canadian Association of Management Consultants “CMC-Canada”

At CMC-Canada it has been an exciting year of ***Raising the Bar*** to improve the recognition of the CMC designation and the value proposition for our membership. We were determined to improve communications with members, enhance our advocacy efforts, deliver outstanding professional development opportunities and fully enforce our standards through discipline and increased awareness of our Uniform Code of Professional Conduct.

Alliance with Universities. This year we continue to grow our strategic alliances with leading business schools across Canada, and that includes new relationships with the University of Waterloo, the University of Alberta and Ryerson University. These new alliances join existing relationships with Royal Road’s University, University of Ottawa and Saint Mary’s University.

Management Consulting Industry Study. Our 2011 industry study on the financial performance of management consulting in Canada, as well as the trends driving change and opportunity for the industry, is now complete. This year’s record participation indicates how important this type of research is to our members, and we will host information session across Canada later this fall.

Consult Magazine. We received rave reviews on the first edition of our bi-annual publication, Consult Magazine, and are already working on the second issue.

Professional Development Programming. This fall we will launch an updated Ethical Behaviour: Best Practices for Management Consultants program. This course will be offered both in-person and on-line using technology that is interactive and easily accessible.

KPMG Canada will offer CMC-Canada’s Essentials of Management Course in its 2011/2012 course calendar. If there is sufficient demand, CMC-Canada will train KPMG staff, who already have their CMC designation, to conduct the training program in the future.

America’s Hub Meeting. We were delighted to host ICMCI representatives from the U.S.A., Caribbean, Taiwan, Australia and India last May. Attendees discussed the status and details of the Breakthrough Strategy, current issues and trends impacting the management consultant profession and were able to experience first-hand our new office space, Business Centre and CMC-branded products. Our office now offers a member’s lounge along with 3 meeting rooms in which members can connect and host meetings in our downtown Toronto location.

IRAP Contribution Agreement. Administered by CMC-Canada in partnership with the National Research Council – Industrial Research Assistance Program (NRC-IRAP), this program helps Canada's small and medium-sized enterprises (SMEs) that need management consulting advice. Qualified CMCs are hired to help these businesses and, through the financial support of NRC-IRAP, hundreds of SMEs across Canada have benefited from receiving advice from a Certified Management Consultant.

Personal Assessment Tool. This positive addition to CMC-Canada's toolkit resulted from the strategic alliance with CMA Ontario. The instrument will allow anyone considering entering the CMC certification process to self-assess their management consulting experience to determine whether that experience is in fact management consulting, and what Stream (Entry, Experienced, Executive, or Professional) they might qualify for. There is no charge for this assessment.

Advocacy. As the Canadian federal government looks at improving its efficiencies, our special taskforce plans to meet with the President of the Treasury Board of Canada to demonstrate how operational efficiencies and service delivery benefits can be maximized if business process redesign is combined with technology.

Visit www.cmc-canada.ca to learn more about our strategic initiatives.



The Caribbean Institute of Certified Management Consultants made significant progress in a number of key areas since last year's congress in Jordan:

1. Successfully completed the necessary assessment to become a full member of ICMCI. The certificate was presented by Brian Ing at the 2nd Annual Management Consulting Business Symposium in St. Kitts in May 2010. This regional symposium has become an annual event includes training, networking, updates on opportunities for obtaining business, and was successfully held again in Dominican Republic in June 2011 as well, with over 85 participants in attendance.
2. Activated its succession plan with the election of Brenda Pope to become the second President of CICMC. Ms. Pope is a Partner at KPMG, has attended the London Congress, the annual meeting in Jordan and the Americas Hub in Toronto. She is also an ICMCI Assessor and a member of the Big Firm initiative.
3. Established an innovative process for the development and certification of our regional management consultants. The process includes the use of psychometric assessments, mentors, and a basic training programme that provides familiarity with all the criteria for certification and an opportunity to determine their readiness for certification. The Wave psychometric assessments have been mapped against the ICMCI competency framework. The training course includes the findings from a regional study of the Caribbean consulting industry, the mapping results and biodata from the members themselves.
4. In 2011, three members have obtained their CMC certification using the new process. Five other members are at an advanced stage in the process with certification anticipated in 2011.
5. CICMC has increased its membership by more than 60% in the last year despite the poor economy, and 1000% over 4 years. There are now 10 CMCs (vs 7 in 2010 and 4 in 2009), and the institute continues to attract existing CMCs and also now has a presence in 13 countries, with interest from 4 other jurisdictions.
6. CICMC has also made a priority of establishing new chapters at strategic locations throughout the region. Since becoming a full member "interim" chapters have been launched in Trinidad & Tobago and Jamaica in late 2010, with launches in the Bahamas and Barbados scheduled for late 2011. These chapters make CICMC programmes and services accessible and serve as incubators for the recruitment and development of new members. Chapters also help to ensure inclusion of the diverse issues and needs that emerge around the region.
7. CICMC has become recognized as the voice of management consulting throughout the region. It is called upon to provide technical input into issues arising in trade negotiations, accreditations, licensing and impending legislation.

8. CICMC spearheaded the formation of a regional task force to support the development of the management consulting industry and to provide advocacy and education regarding the benefits to be derived from the deployment of management consultants who adhere to ICMCI standards and ethics.
 9. CICMC has consistently positioned ICMCI, the CMC designation and all the concomitant standards (ISO, IAF ETC.) and quality assurance measures as the prevailing definition of management consulting. We feel this can add significant value to our global discussion on how to use the CMC as a lever to growth.
- Submitted by Brenda Pope and Dennis Strong

www.caribbeancmc.com

China



Introduction of CEC and MCC of CEC

China Enterprise Confederation & China Enterprise Directors Association

China Enterprise Confederation (CEC)/China Enterprise Directors Association (CEDA), is a representative of employers and a non-governmental institution. CEC, established in 1979, and CEDA, established in 1983, merged into one institution in 1988. The supreme power of CEC/CEDA rests with the Conference of All China Representatives, which is responsible for making and amending the statutes of the organization, setting long-term strategies, deciding on important issues, adopting resolutions, recommending membership applications and proposing candidates for the Board of Directors. CEC/CEDA's members are mainly enterprises, companies, entrepreneurs, provincial and municipal associations, industry and trade associations. Today CEC/CEDA comprises 436,000 members, including all kinds of ownership enterprises and individual employers representing 34 industrial sectors in 30 provinces, 260 industrial cities and regions. Application for membership is voluntary. In upholding its principle of serving enterprises and entrepreneurs in general, CEC/CEDA is dedicated to promoting enterprise reform and development, upgrading the level of enterprise management, increasing the competitiveness of domestic and international enterprises, safeguarding the legal rights and interests of employers, building entrepreneurship and encouraging the sustained development of enterprises.

Management Consulting Committee

MCC was established in 1987. As the secondary committee of CEC, MCC is one of the earliest management consulting organizations after China's economic reformation. MCC is composed of NGOs, consulting firms, enterprises and individuals, who seeks to promote the development of the management consulting profession. Guided by its commitment to upgrading the management consulting service and bridging the communications between consulting agencies and enterprise, MCC seeks to contribute to the research on the management consulting theories and methodologies, promote the cutting-edging results achieved in management consulting, render professional qualification certification and related management, and boost its co-operation and communication with the international management consulting community; render a wide range of consulting services on business development strategies, institutional reform, HR development, corporate culture, business process integration and reengineering, and corporate image designing.

We are positively seeking co-operative opportunities with other countries and institutes. We might find common interests in the following fields: international consulting projects, international business visiting and training programs, etc. Please contact us if you have any ideas that we may co-operate on or if you want to know more about us.

Contact: Yoleo

Email: yoleo@126.com

Website: <http://cec-ceda.org.cn/english/>

Chinese Taipei

Welcome to the Beautiful Island – Taiwan



The year 2011 is a very special year for BMCA (Business Management Consultants Association). It is our first time hosting the ICMCI Biennial Congress, and we're very excited about our first experience as hosts of the international conference. We have passion and we received a lot of valuable advice, suggestions and perspectives from ExCom members of ICMCI and good friends around us. We are looking forward to doing our best to welcome you from all over the world. I have attended many different kinds of ICMCI Conferences in past years, and I was touched by everyone I met wherever I went, and I have learned a lot from all of you. I can feel strongly the hospitality, friendliness and love from all of you. Thank you for treating me so well; now it is my turn for me and our association to pay back. With all our hearts, we welcome you and your family or friends visiting Taiwan. It has been called Formosa- Beautiful Island, we sincerely wish you have a pleasant stay, enjoy the time in Taiwan!

Particularly, after the Congress, October 10th is 100th birthday of our country. Taiwan has ever been one of the poorer countries in the world. Today's economy in Taiwan has been praised to be a miracle, because of the tremendous deference with before. All of the Taiwanese are proud to be a member of the country. We are so excited to look forward to seeing you and celebrating the unforgettable moments with us in Taiwan.

As our special guests, we will prepare the great hotels, delicious foods, designed Tours and warm customer services for you. In addition, we provide some situations, for All the participants can meet our consultants and exchange the experiences and consulting related issues each other.

Charles Liu
BMCA

Croatia

About AMC



UDRUGA POSLOVNIH SAVJETNIKA
ASSOCIATION OF MANAGEMENT CONSULTANTS

The Croatian Association of Management Consultants (AMC) is a voluntary, independent association of individuals and companies. Its primary aim is to promote professionalism in the delivery of management and business consulting services by qualified practitioners. The AMC is also defining professional standards for Croatian management consultants, designing and organizing training against these standards and, in some cases, administering certifications in accordance with international principles and practices. As from July 2009 UPS-AMC is regular member of International Council of Management Consulting Institutes (ICMCI) and member of European Federation of management Consultancies Associations (FEACO), AMC is active member of EFQM (European Federation for Business Excellency).

Mission, Vision, Goals and Activities

The AMC mission is to promote excellence and ethics in management consulting through certification, education and expertise

Vision

- A flexible, well-organized and dynamic association with active and professional members
- An association, which establishes and promotes best conditions for delivering consulting services in the Republic of Croatia
- An association, which establishes standards of quality for delivering business consulting services in accordance with international standards;
- An association, which helps to develop a modern and competitive Croatian economy
- An association who collaborates with other organizations with similar aims and who participates in the work of the Government.

Overall goals

- Improving the quality of business consulting services
- Defining and monitoring professional standards of business consulting
- Training and certifying business consultants in accordance with international standards
- Protecting and promoting interest of the members, especially in the area of raising the quality of business consulting services in Republic of Croatia
- Achieving active membership

Continuous activities

- Attract and Maintain Members with Professional Qualifications
- Market the Value of Consulting to the Business Community
- Provide Access to Industry Knowledge and Services to Members
- Provide training and professional development

Highlights of activities and services – year 2008-2010

- International networking for AMC members
- Building network and established co-operation with relevant Croatian organization from public, private and NGO sector
- Promote global standards in delivering consulting services:
- Establish and Promote International Certification and Credentialing (**CMC**) – developed Croatian materials and licensed Croatian trainers, more than 20 certified CMC's by the end of 2009
- Promote Business Excellence according to EFQM standard- organized training for European Excellence Assessors training (13 Assessors)

- Promote Corporate Social Responsibility in Croatia: Developed 5 different training modules on topic of Corporate Social Responsibility for Croatian consultants, entrepreneurs and public sector, organized promotional event on CSR
- Organised international conference on consulting market in SE Europe with title title „Competitiveness, innovation, business excellence and consulting in CSE Europe“
- Promote export marketing for Croatian SME sector; developed portfolio of 7 trainings/workshops in export promotion and export marketing strategy development for management consultants in Croatia and Balkan Region
- Delivering training services on EU funds and project financing for consultants and business community
- Organized conference for local governments on consulting/ outsourcing services providers at national level
- Strong experience in local and international consortia in preparing and implementing of different projects
- Organised regional conference on management consulting under the title “Consultancy Market in the Region – Key Developments and Challenges
- As most developed institute in SEE AMC serves as a mentor for national institutes in Balkan countries. Recently, AMC was involved in designing, organisation and delivering of CMC certification for Macedonian consultants. Supervising of proces of applying for regular membership in ICMCI for Macedonian Institute MCA2000 is in course.
- AMC signed the agreement to design, organise and implement CMC certification process for Serbian national institute and help them to apply for provisional membership in ICMCI.
- In last four years, AMC conducted more than 60 educational events for consultants in Croatia and across the Region of Western Balkan (Bosnia and Herzegovina, Serbia, Macedonia, Montenegro, and Albania) with more than 500 participants. Apart of those programmes intended to improve skills and knowledge about management consulting, AMC organized series of EU seminars on impact of EU accession to Croatian economy and EU funding and project proposal preparation for countries in the Region. Other programmes conducted were: HACCP (with an international certificate), Investment studies, Consulting Excellence, Management and Leadership programmes, and CSR and export promotion.

Membership

At the end of 2009, AMC counts over 200 members. AMC membership is open for legal persons and individuals. In terms of individuals, over 350 individuals are AMC members, directly or through their consulting company.

Ethics and Professional Conduct

Acceptance and adherence to the AMC Code of Professional Ethics, Statutes and other internal acts of the Association is a prerequisite for membership.

More is to find at www.ups-amc.org

Cyprus

The Cyprus Institute of Certified Management Consultants, CICMC, was founded in 2001, when the first consultants in Cyprus achieved the CMC status. It now has its own secretariat service under the umbrella of the Cyprus Chamber of Commerce and Industry and since last March it has a new board. The chairman is now Louis M. Loizou, CMC, who has been actively involved in ICMCI matters for a number of years, supported by a group of enthusiastic new board members with a drive to take the institute further.

Last month the Memorandum and Articles of Association were amended to reflect our development objectives as well as to bring it in line with new ICMC regulations and recommendations.

Our most important and urgent objectives are to upgrade our Quality Assurance Procedures, attract more members and play a more substantial role in the market.

A number of our members have been promoted to participate in National Committees representing Cyprus in EU and other International forums and have proven their skills and capabilities. At the same time we are campaigning for new Associate members and preparing them for full members in parallel with a number of promotional meetings with important players in the market.

CICMC will soon have new web page which we hope will be a strong tool in our development plans.

www.cba.com.cy

Finland

Brief update from the Finnish Management Consultants Association LJK in 2010/2011

In October 2010 Finpro became the first Finnish ACP. The assessment of Finpro took place on the 30.10.2010 and was done by Peter Sörensen and Kim Karme. The assessors were pleased with the openness Finpro showed at the assessment. The assessors have no doubt of the quality of the work and the commitment of Finpro to maintain a high quality of the internal CMC program.

At the General Assembly at the end of October 2010 a presentation of Blue Ocean Strategy was the main educational topic. 10 new CMC consultants were also certified and the Finpro ACP status was published.

In 2011 the LJK celebrates the 50 year anniversary of the association.

At the General Assembly on the 28.04. 2011 Mr. Kim Karme, CMC was re-elected as the chairman of the association. Mr. Pekka Kurvinen, CMC was elected as the vice chairman.

In June 2011 the LJK was the host of the ICMCI Eurohub meeting in Helsinki. LJK was also the host of the FEACO General Assembly in Helsinki during the same day. LJK also arranged a joint meeting between the ICMCI Eurohub participants and FEACO General Assembly participants in Helsinki.

In June 2011 the LJK also arranged a two day international management consultant conference in Helsinki – Future 2020. At the conference representatives from the industry, the academics, the society and management consultancy presented their view of the future challenges. Panel discussions about labor mobility, sustainable growth and consultancy ethics was also included in the program. The events gathered approximately 150 persons from 25 countries to Helsinki.

A re-assessment of the LJK took place in June in Helsinki by Peter Sörensen and Brian Ing. At the re-assessment report the assessors have given valuable best practice feedback how the LJK can develop the Finnish CMC program.

In August 2011 Finpro began a new CMC program with 5 participants approved by the LJK.

Best regards
Kim

India

REPORT OF THE INSTITUTE OF MANAGEMENT CONSULTANTS OF INDIA

The Institute of Management Consultants of India (IMCI) is a successor to the Management Consultants Association of India (MCAI). Together the two institutions have been in existence for over 45 years. The MCAI and the IMCI have been supported by the leading management consulting firms in India from inception. Post 1992, with economic liberalization, there has been a change. As in other countries, in India too, there are players in the management consulting profession operating outside the IMCI.

IMCI has its headquarters in the commercial capital of India, viz. Mumbai. It is managed by an Executive Council whose members are elected annually. Besides, it has chapters at major locations, viz. Delhi, Ahmedabad, Hyderabad, Chennai, Mumbai and Pune. It is planning to reactivate its chapters at Bangalore and Kolkata and establish chapters in other cities.

The membership is wide ranging but is substantially comprised of individual members. As of July 2011, IMCI has 432 members of which 219 are CMCs. There are 54 Fellow members. The remaining would fall in the categories of Individual, Affiliate and Associate members. More recently the thrust towards acquiring CMC has increased. During 2010-11, CMC was awarded to 15 consultants. The chapters are involved in membership evaluation and recommendation as also in the assessment and evaluation process for CMC.

IMCI conducts a flagship programme – “*Workshop on Developing Consulting Skills*” every year. It is aimed at building overall consulting skills in current and potential consultants. Its popularity is increasing. This year, IMCI is proposing to offer a workshop on “*Advanced Consulting Skills*”. This will be aimed at existing consultants with a few years’ experience. It will also cover issues relating to practice management in greater depth. In collaboration with some business schools, IMCI is exploring offering a longer term (6-12 months) programme in consulting. The programme is likely to have substantive practical thrust. Hopefully, this programme would provide the consulting companies with better trained staff and also augment the membership of IMCI.

Another major initiative is the E-DMC (Electronic Diploma in Management Consulting) programme which has been offered for many years. A participant is expected to clear the diploma in 16 months. The entire course is offered through electronic media and is growing in popularity. Over 100 participants have cleared this course so far.

Annually, IMCI holds, together with one of the chapters, a National level management consulting conference with focus on topical issues. In addition, the chapters hold several local level seminars, talks, presentations, discussions, training programmes, networking programmes, etc.

One of the signature and prestigious annual events is the “*Best Summer Project Contest*”. This is a national event in about 40 B-Schools participate across the country. Before submitting their ‘best’ project, the B-Schools have their internal elimination rounds and submit only one entry. The object of this competition is to sensitize potential management graduates about the vocation and profession of management consultancy and encourage them to join the profession. The competition is very popular and the prizes are attractive.

IMCI celebrates the International Management Consultants Day every year with great fervour.

IMCI publishes a periodical –“*Consultants Forum*” together with the participation of the chapters. It contains articles of interest to members and also clients, book reviews, news, etc.

IMCI, including its chapters have been taking many initiatives towards use of computer based systems. A LinkedIn Group has been created. National and local websites for service to members have been created. Efforts are on for processing membership applications through internet.

We are actively engaging with the Government of India to consider some form of statutory recognition for our member consultants and CMC as a qualification. We believe that this will add to the strength of not just India but will provide a fillip to consulting world-wide.

Iran

Co-operation with Iran Ministry of Industries and Mines in Implementing the SAM Plan (System for upgrading the management of Industrial Agencies)

Iran Management Consultants Association (IMCA), established in 1999, with close to 600 legal and about 200 individual members and many different management consulting disciplines, has many different benefits and activities. One of the new and noteworthy activities in 2011 which also shows the trustworthiness and brand of IMCA, has been described below.

In pursuing one of its objective of upgrading the quality of management consulting profession in Iran and also developing the internal and external consulting markets for Iranian management consultants, IMCA plans for different initiatives and interacts effectively with many scientific, industrial and operating organizations, some of which has resulted in mutual co-operation for plans and activities which usually involve management consultants.

An important example of such plans is a very large initiative by Iran Ministry of industries and Mines, named SAM, which subsidizes management consulting projects to improve the management systems and enhance the competitiveness of small and medium size industrial and mining companies. The plan also aims at upgrading the quality of Iranian Management Consultants through gaining more experience in these assignments.

IMCA has been involved in developing the plan, has been designated as the institution for evaluation of management consultants who can take part in the plan and has an agreement with Iran Ministry of Industries and Mines to co-operate in this plan. According to IMCA policies, it will not participate in activities that can be performed by its members and therefore it has been decided that the plan be performed by IMCA members and not IMCA (management consultants).

According to this plan, the General Management Consultant Contractors (More experienced management consultant companies selected by the plan) will have contracts with interested industrial and mining companies and will conduct management consulting assignments in those companies with the assistance of individual management consultants evaluated and certified by IMCA. 50% of the consulting fees for these projects will be paid by the Ministry of Industries and Mines. According to the regulation of SAM Plan, no general contractor is allowed to employ consultants for these assignments unless those who have received IMCA Certificates for this purpose. The consulting assignments involve problem identifications and defining and conducting improvement projects in the relevant companies.

IMCA has developed the necessary plan, regulations, process map and programs for this purpose and has published a general call for interested consultants, has formed the necessary evaluation committees consisting of competent experienced management consultants and is now evaluating the applicants by these committees. Applicants, who cannot succeed in the relevant evaluation criteria, can take IMCA training courses in that area and take part in the evaluation again. IMCA has also formed a committee of General Contractors' representatives for the necessary coordination. The plan has been started and IMCA is performing its responsibilities with the highest quality.

The evaluations involve, membership in IMCA, document studies of the education, experience and the type and level of consulting assignments, responsibilities, fairness, commitment and the like in past record of membership in IMCA, relevant specialized knowledge and skills, presentation of some past assignments and IMCA Code of professional ethics.

In order to foster faster, more accurate and more co-ordinated collection, processing, dissemination and sharing of information in the plan, IMCA has developed the necessary software for this purpose, which will be used by all different parties involved in the plan.

Lessons learned from this experience indicates that acquiring the trust of employers, commitment to institute policies, continuous follow up and problem solving, accurate planning, definition of the relevant processes, attracting the co-operation and participation of the association's members and using modern technologies, can assist in the success of these kinds of activities for associations.

Also the information, experience, knowledge and skills gained from this plan, can provide appropriate solutions for prevention of problems and wastes and also improvements in different aspects of industries in the future.

In taking part in this plan, IMCA has not only developed a large market and benefits for Iranian management consultants, but also has assisted for the Economic and Social Development of the country.

Ireland

IMCA regularly surveys member views on the services provided and the key areas for improvement. Feedback from these surveys continually highlights communications as being critically important.

The new web site launched last March – www.imca.ie - is a key response to this and it significantly changes how IMCA interfaces with current and potential members.

The site contains a new modern interface and design, as well as extensive extra functionality such as an integrated newsletter facility, an event calendar / registration system, online payment and discussion forum features which are in line with best practice and facilitate greatly improved member communications.

Online application forms are in place for all member types and membership procedures have been revamped to take account of these changes – we requested that our triennial assessment be held over until the new online procedures were operational and the assessment will be carried out later this month. Almost all of our membership applications are now received online and this greatly facilitates a prompt turnaround.

The content management system permits editing of website content by non-technical users and the database allows members update their profiles and areas of specialisation, online, which ensures the web site is continually up to date. The ability to validate member accreditations online provides an impetus for members to apply for full membership as is being promoted strongly.

All of this aims to ensure that the web site, as IMCA's online presence, facilitates highly effective member communication - essential by today's business standards.

User feedback is very positive and website analytics data indicate a significant increase in website visits and in pages viewed.

Italy



APCO, the Italian Association of Management Consultants, along with updating its logo, website and communication material, has invested a great deal of energy in social media and particularly with LinkedIn. Using this social networking platform, we opened a group called Professione Management Consultant in order to gather colleagues within and without of the Association. This initiative has been very successful (more than 600 members and lively discussions) and is consistent with our mission to be active and in the forefront of the community of management consultants in Italy.

Another important initiative has been the signature of a Memorandum of Understanding with the Grenoble Graduate School of Business (GGSB) located in France. This triple accredited business school has recently launched a Master of Science in Management Consulting and has been offering a Diploma and an MBA degree with a specialization in our field for several years.

The agreement also included several points, beginning with the APCO endorsement for their MSc programme, the Diploma and the MBA specialization in Management Consulting and Grenoble's compliance with guidelines that were written with these programs in mind.

The agreement includes the participation of CMC members within the teaching faculty and several advantages for the students such as a reduced APCO membership fee, access to mentorship and internship opportunities with Italian consultancies as well as the recognition of the MSc programme for a faster track access to the CMC certification.

APCO President Marco Beltrami and the Trustee Franco Guazzoni met with the students and some of the teachers to get a first-hand impression of the school, the level of management commitment to the success of this programme and the motivation of the students. Moreover, they were able to offer thorough feedback on the Curriculum and this input has been used to design the second edition.

APCO hosted a two day workshop in Milan to introduce students to the Italian management consulting market. During the workshop the students visited several consultancies specializing in a variety of fields, ranging from the independent consultant to the medium practice to the large multinational consultancy.

APCO has agreed with GGSB to also provide a mentorship to the students. These mentors, selected among the most seasoned CMC colleagues, are asked by the students to share their experience and offer advice on career issues. This works well in two directions; it allows the student to get counsel on professional choices by a real and independent expert, and gives the CMC the opportunity to share the wealth of knowledge with someone who is truly engaged and keen.

We are very satisfied with the work done with the students and the business school of Grenoble so far. Moreover, as most of these students will become consultants outside Italy, the experience that we offer them will hopefully pave the way for their active involvement in the Institutes of the countries where they will operate.



IMC-Jordan's Classification System

IMC-Jordan's Classification System (CS) is developed to categorize the offerings of management consultants and trainers. Our system serves as a B2B data bank that provides a summary of subject matter capabilities and attains local, regional, and international visibility. This project was funded by the European Union in cooperation with Jordan Enterprise Development Corporation. IMC-Jordan's project started in August of 2010 and required 8 months in planning and execution going through numerous development and testing stages to finally reach its BETA version. This CS has different benefits and features, a registration application, and a searchable databank.

The Registration Form is a simple application filled out by consultants and trainers with six sections and thirteen sub-sections. IMC-Jordan's CS requires an application to provide the type of consultant/trainer or entity, whether an individual, a governmental, an academic/educational, non-profit, international or any other specific type. After entering the name of the consultant/trainer or entity, the system requires "job title" and "employer" information by individuals. This general information section ends with specifying the nationality of the consultant and the geographic work and expertise location.

The expertise-specific section of the Registration Form discusses provided services, the applicant's focus(es), the sector(s) in which the applicant operates, and the applicant's specialization(s). The applicant may define provided service as consulting, training, subject-matter expert, assurance and audit, deals and financial transactions, or another specific service type.

The focus sub-section consists of one-hundred and forty-two selectable options such as Business & Administration, Communication, Economy, Environment, Marketing, Operations, Organization, Production, Strategy, as well as Training to name a few. The sector sub-section consists of one-hundred and forty selectable options such as Agriculture & Livestock, Banking & Trust, Consumer Products, Containers & Packaging, Development Organization, Educational Services, Financial Services, as well as Oil & Gas to name a few.

IMC-Jordan's CS allows the applicant to add and specify specialization(s) to define the edges and polish the overall details of the expertise. This is a free-editing part where applicants can demonstrate areas of expertise, tools, capacities, knowledge, abilities, skills, and other characteristics. The specialization serves the applicant well in the search results.

Fourteen fields are provided to summarize contact details such as name, telephone/mobile, e-mail, websites, social network accounts, online CV's, and additional details. Moreover, the Registration Form defines whether the applicant is an IMC-Jordan member, and/or is a CMC (Certified Management Consultant).

This information is displayed in the search results, with priority to more specified applications. Meaning, applications with less selected sectors and focuses are shown above others. The search option allows users to specify the search of this databank according to consultant type, service, focus, sector, specialization.

IMC-Jordan's CS is a growing databank of management consultants/trainers. It expands the base of opportunities on both-fronts, the company and the beneficiary, by providing a summarized, yet specific fields and/or concentrations of interest and expertise. The system is the product of continuous hard work, a sum of years of multi-national experiences, a rich source of information, a much appreciated fund by EU through JEDCO and a dedicated work team at the IMC-Jordan executive office.

To access our CS please visit our website at www.imc.org.jo



www.mca-2000.weebly.com

mca200info@gmail.com

Mito Hadzi Vasilev Jasmin 48, blog 5/2 1000 Skopje, Republic of Macedonia

MCA-2000 FROM REPUBLIC OF MACEDONIA - -EXCELLENCE IN MANAGEMENT CONSULTING-

In June 2011, the Macedonian Management Consultant Association - MCA2000 - became a full member of International Council of Management Consultant Institutes (ICMCI), and acquired certification body authorities. This was a great success and reward for the efforts invested by the MCA 2000 leadership over the last seven years, during which it was a provisional member. MCA-2000 significantly strengthened its structures and capacity as a professional organization and managed to organize three certification cycles for Certified Management Consultants in those seven years.

CMC certification in Macedonia not only denotes the highest quality consulting standards, but also adherence to the ethical canons of the profession. MCA-2000 has a membership of 54 Certified Management Consultants (CMC)s at present. Their professional engagements with Macedonian companies not only provide them with cutting edge services, but help them compete in regional and international markets. With these group certifications, Macedonia now ranks first in the region for CMC capacity, and is followed by Romania, Bulgaria, Croatia and Slovenia.

MCA-2000 has been active for eleven years since its establishment in May 2000. It is a professional, independent, and non-for-profit organization of associated individuals, Management Consultant professionals. Its main objective is to promote and ensure excellence in management consulting profession.

In line with MCA-2000 vision and mission, its management supported by the membership continues the activities set forth as part of the objectives for 2011-2012:

- organize Award ceremony for full membership with ICMCI and new CMC designates;
- organize new CMC certification and training cycle; train CMC mentors;
- participate in preparation of management skills evaluation of the students at University American College Skopje;
- develop and Implement a Program for recognition and reputation of CMC mark;
- organize Regional Promotion of CMC mark; and
- support ICMCI Breakthrough Strategy.

Netherlands

New developments in the Dutch IMC

1. Peer coaching

One of the most successful (in terms of the number of participants) practices of the Ooa is peer-to-peer coaching. In this practice small groups of 5 – 6 consultants are formed in September, facilitated by one of the experienced peers. The group meets 6 – 7 times from autumn to summer. Every year some 200 – 250 consultants join the activity.

The rationale behind the practice is the fact that consultancy is an art and practice one cannot learn from a book. Who has not felt frustrated or irritated during a project, shouted or sighed: ‘What a mess!’ or ‘how is this possible?’ In such situations the book does not tell you what to do: you are out there on your own. To handle the situation every consultant carries a virtual back pack filled with knowledge and skills, and also with values, assumptions and a personality. This means that the consultant as a person is involved in running the assignment, hence the feelings and emotions. Learning about consultancy includes also learning about oneself, it is a package deal.

Peer coaching is a sound method to straighten out personal contradictions, to discover how one creates one’s own pitfalls. The source of learning is the daily practice, especially tough situations. The unpleasant emotion is the sign that a border is crossed: a value or an important assumption. The peers in the small group help one another to resist the urge for a quick solution and to stick to the uncomfortable feeling. This way they explore the border and discover underlying hidden assumptions. A valuable learning experience for all team members.

In 2009 the Ooa supported the writing of a thorough manual on peer coaching. This book with an accompanying work book is very useful for the consultants in conducting peer coaching. Over 1500 copies have been sold. In 2012 a new print will be released, and already another professional association is interested to acquire this book for their members.

The Ooa has organized peer coaching practices for over 15 years. An important learning issue is the role of the facilitator in the group. Competent facilitators ensure a steep learning curve in the group. In order to enhance the learning process, the Ooa offers in 2011 a training course for facilitators. The training course with room for 15 participants is fully booked, we will start a new training course in 2012.

2. Several professional communities in one ethical system

The Ooa, together with the Dutch trade organization for management consultancies (ROA), initiated in 2010 a project to combine the ethical codes of different professional communities (associations). The business and knowledge base of the professionals within these communities is substantially comparable. Although the professionals have their specific roles and identities (interim manager, management consultant, strategic researcher, IT professional or communication specialist) they all have something in common; improving the performance of people and organizations.

For clients the situation can be quite confusing when they want to file a complaint against a professional from one of the above mentioned groups who has delivered his work. Where should they go? For clients the services are too much alike. Which is the ethical code to apply?

That is why the Ooa introduced the idea to have one system for a code of ethics and disciplinary rules for these adjoining professions. In that way the filing and handling of complaints is more centralized. Another implication is cost reduction, because of the scale efficiency.

The practical outcome of this project is that there is one core ethical code, adapted and used by all the participating associations. Next to that every association has its own rules of conduct that correspond with the core code. (But these rules of conduct can differ between associations). The core code and separate rules of conduct are like the axis and spokes of a wheel. This ethical complex has one disciplinary regulation (that fits as a tire around the wheel).

New Zealand



The Institute of Management Consultants New Zealand Inc. was established in February 1970.

We have less than 100 members, however we have a high percentage of CMC's and Fellows running at 70% plus. A number of key strategies and initiatives have been started to grow the brand of the institute, membership of the institute, and to strengthen the value proposition to existing members and potential members.

The vision for IMCNZ is to have a strong and sustainable institute raising the standards of management consulting in New Zealand. Our action plan is focused in three areas:

1. Membership
2. IMCNZ Web Site
3. New Zealand Consulting Skills Framework [CSF] accreditation

Membership

It is imperative for the ongoing financial sustainability of our institute that we grow our membership base.

We have recently streamlined our membership classifications for individuals to the following: Affiliate, Associate, Member, CMC and Fellow.

In January 2011 we introduced corporate affiliate members to IMCNZ and we have had 10 corporates join IMCNZ since the introduction of this membership type.

The cornerstone of our organisation is networking and our regional functions. It is critical that we maintain a healthy programme of regional meetings. These meetings are the window to our organisation for new members. We have active branches in Auckland and Wellington and we hold 8-10 functions in each region per annum. We have had plans to launch a branch in Christchurch, however with the events of the last 12 months this has been delayed.

IMCNZ Web Site

The current IMCNZ website was developed over 10 years ago in a product called Cold Fusion. It is content rich and was more advanced than similar websites at the time but it is now overdue for a facelift and needs to be shifted to a more modern platform.

IMCNZ is undertaking this website redevelopment to:

- Upgrade to a more modern platform that offers greater usability and search engine visibility;
- To provide a more upmarket and up to date image to support the marketing efforts of IMCNZ;
- To make it easier for website visitors to find the information they need;
- To create greater search engine visibility for the consultant search;
- To provide for links to the IMCNZ linked in site and other links in the future;
- To create a foundation for further development e.g. online payment gateway, online membership application, possible future interactive content;

- Support uploading of pdf files of presentations from IMCNZ events and other information of interest to members and those who use consultants.

IMCNZ issued a formal Request for Proposal to five potential providers in June 2011. The potential providers included the current website provider and four other providers recommended by members of the Institute. Four of the five providers provided responses.

Consulting Skills Framework [CSF]

As a professional body and as part of our obligations within the ICMCI charter we are charged with ensuring our CMC certified consultants are undertaking continued professional development.

The Institute of Management Consultants New Zealand is responsible for supporting the development of the Consultancy profession in New Zealand.

In 2010 a Training and Education sub-committee was formed to:

- Explore the feasibility of offering education programmes and qualifications under the IMCNZ professional body;
- Develop the qualification framework; and
- Align the framework to the membership levels.

Subsequently the Taskforce expanded the scope to understand the opportunity to develop a skills framework that will enable non-practising consultants (those not eligible to be members of IMCNZ) to gain access to a learning and development framework for consultancy.

IMCNZ has launched the NZ Consulting Skills Framework. The Consulting Skills Framework accreditation is a valuable aid in assisting any NZ consultant with this quest. The CSF is a qualification accreditation mark of excellence among consultants.

IMCNZ confers consulting accreditation on New Zealand based consultants who can prove by way of assessment that they have reached a level of competency and delivery that meets the standards set in the IMCNZ Consulting Skills Framework.

The Consulting Skills Framework (CSF) allows consultants, former consultants, internal consultants, managers, academia and anyone who wants to receive certification in respect of consultancy to achieve certification from the only authorised body in New Zealand, IMCNZ.

IMCNZ has created the New Zealand Consulting Skills Framework [CSF] and using best practice worldwide has created three levels of consulting accreditation specific for the NZ market.

LEVELS OF ACCREDITATION		
Level 1:	Level 2:	Level 3:
Management	Senior	Consultant
Advisor	Management	
	Advisor	
(Follows)	(Acts)	(Advises)

To find out more visit our web site - www.imcnz.org



IMC-Nigeria Moves to Ensure Relevant CPDP Activities

Purpose of CPDP Requirement

1. To ensure that each member takes action to improve personal skills
2. To make members remain at the leading edge of their profession
3. To assure clients and the public that CMCs are people who are up-to-date.

Problem

- CMC Holders usually report the required credit hours. But how relevant are the elements used to award credit hours?

Proposed Solution

1. Suggest relevant areas of Continuing Professional Development that will serve as recommended “good practice”.
2. Produce a CPDP Record Keeping Card to be completed by CMCs.

Suggested CPDP Activities

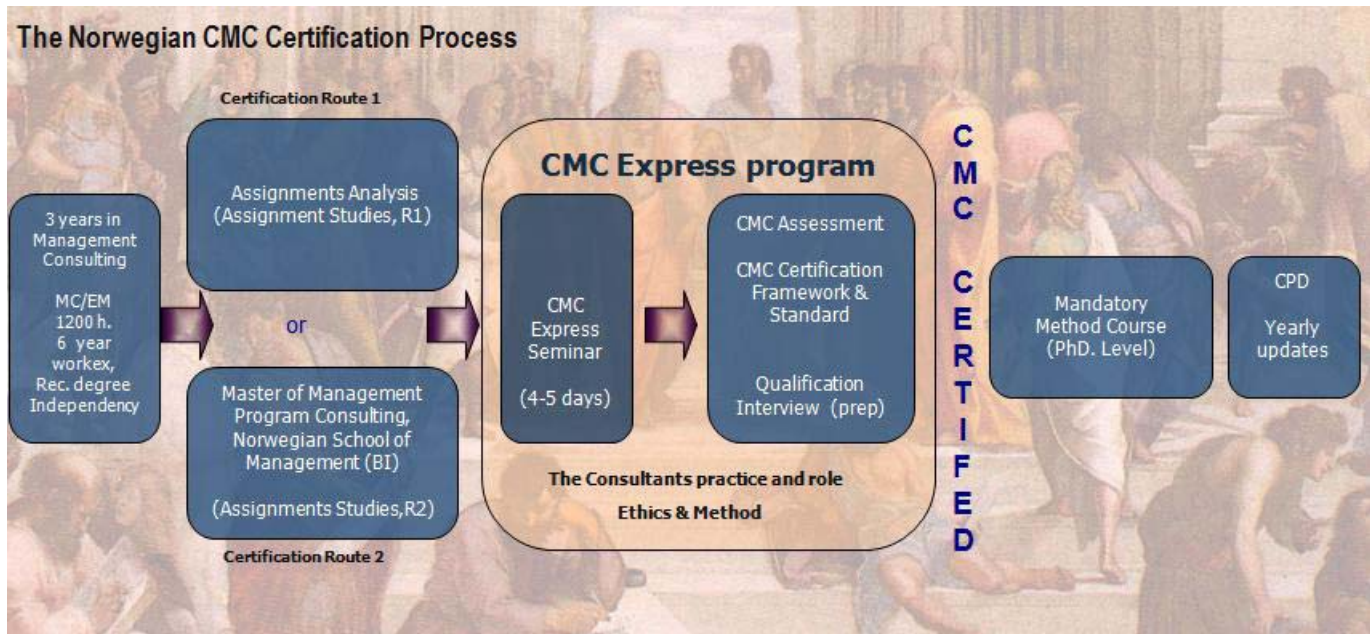
1. Client-Consultant Relationship
2. Professional Ethics
3. Confidential Matters & Clients
4. Planning the Consulting Project
5. Collecting and Organising Information
6. Financial Planning
7. Project Planning & Budgeting
8. Marketing of Services
9. Internal Marketing
10. Report Writing
11. Computer Applications
12. Communication Skills
13. Conflict Management
14. Negotiation Skills
15. Social Responsibility
16. The Economy
17. Political Trends
18. Legislative Issues
19. Internet Use and Web Marketing
20. Government Policy
21. Service Procedures
22. Networking and Partnerships
23. Monitoring and Evaluation

24. Presentation Skills
25. Managing a Profession Firm
26. Human Resource Management
27. The Business Plan
28. Life Planning Strategies
29. Personal Effectiveness
30. Time Management
31. Retirement Planning
32. Service Needs Analysis & Recommendation
33. Proposal Writing
34. Strategic Management
35. Leadership
36. Mentoring
37. Coaching
38. Global Issues in Consulting
39. Board Meeting Experience
40. Lecture Presentation
41. Writing Journals
42. Publishing Books
43. Attending Short Courses
44. Attending a Masters Degree or other qualifications full time, part time or by distance learning



IMC Norway –Background to our practice

- The Institute of Management Consultants Norway (IMC Norway) was established in 2007. The basis for the new institute was the former CMC practice unit and CMC consultants in the The Confederation of Norwegian Enterprise, the Business Association of Norwegian knowledge-and technology based enterprises (ABELIA) and the Norwegian Association of Management Consultants. □
- The new institute, IMC Norway, is an institute for individual certified management consultants (CMC) that have management consultancy as a profession. The mission of the Institute is to develop and promote the profession of management consultancy through professional standards, certification, education and professional resources.
- IMC Norway has during the last 3,5 years build a new practice and a solid platform for enabling our mission, serving our profession and market.



The Norwegian CMC certification process is designed to ensure that certified management consultants meet professional standards and serve their clients with a high level of competence and professionalism. The certification process is practical as well as academically anchored with a strong focus on methods competences and ethical awareness.. A certified management consultant in Norway has proven their practice against a tough certification process at the highest level. IMC Norway's CMC certification program is executed in collaboration with the Norwegian Business School and their Master of Management Program in Consulting.

The Norwegian CMC certification process is designed to ensure that certified management consultants meet professional standards and serve their clients with a high level of competence and professionalism. The certification process is practical as well as academically anchored with

a strong focus on methods competences and ethical awareness.. A certified management consultant in Norway has proven their practice against a tough certification process at the highest level. IMC Norway's CMC certification program is executed in collaboration with the Norwegian Business School and their Master of Management program in Consulting

The CMC Certification program is the basis of developing IMC Norway and CMC as the benchmark of the profession in Norway

IMC Norway will grow by professional content and quality rather than by quantity of consultants. The institute has built a critical mass of CMCs, subject matter experts, leaders and partners of several consulting firms providing an environment of excellence in management consulting. The result is increased interest to participate in our service offerings delivered by CMC's among management consultants and leaders in the market.

We will grow with the CMC Consultants as the most valuable asset

The recruitment of new CMC's will come from IMC Norway's network and professional programs: Fellow CMC's, the Master of Management program in Consulting, professional service offerings programs and other membership categories. However, action and attention to influence the demand side is in process. The customer demand channel is not considered to be the main channel of recruitment of new CMC at this moment.

The recruitment of new CMC will come from IMC Norway's network and professional programs

In addition to our CMC Certification Workshop Program (5 evenings), the institute offers a 5 days intensive CMC Certification Express program in Rome. The CMC Candidate must pass a pre-qualification Workshop before attending the program.

IMC Norway offer a flexible CMC Certification Program to fit different Candidate needs

The most important demands to the consulting community from the leading national Management and Consulting environments are to make sure the industry has a trustworthy scientific basis (evidence based platform) for the consultancy practice and that the consultants set high ethical standards and practice these standards. Therefore, the institute's ethical program, has been extended and implemented as a practical part of the CMC certification program and our methods course. Main focus is ethical reflection tied to the consultants own assignments and practice, and the candidates understanding of the role as a Management Consultant.

Maintaining standards, competence and professional development is highly prioritized by IMC Norway and mandatory for all CMC's

The latest compulsory CMC method course was held in Lucca, Italy August 2010. The next course is planned for August 2012. The course is based on professional standards of scientific methods and develops knowledge for the use of valid scientific methods in consulting as well as in our own consulting practice. In addition, the course develops ethical awareness, relationships, willingness to contribute, commitment and networking between the Norwegian CMC's. In the future this course may become a Nordic offering.

Mandatory CMC Methods Course after CMC Certifications (PhD level)

In addition to the individual CMC's Continuing Professional Development activities (CPD) IMC Norway arrange a separate update seminar. This seminar aims to provide up to date excellence in Management Consulting and gives the CMCs the opportunity to meet and update their competencies, share knowledge and experience, discuss consultancy themes and issues and be challenged on a high professional level.

Internal CMC update seminar

IMC Norway will continue the efforts of raising the standards of the consulting community in 2012, and by continuing the recruiting of more qualified members, arranging more seminars and

workshops, creating physical and virtual meeting places and step up the marketing efforts. We are working with the initiative to meet with the proper Ministry to inform about what CMC is and what the ambitions and function of ICMCI and IMC Norway are. We also want to follow up with meetings with the major public buyers of consulting services at state and municipality levels, in order to influence and challenge their procurement policies and demands, to raise the level of awareness of what standards they should request for professional and high quality consulting services. The Norwegian Consulting award has been a huge success, and in 2012 we plan for a even bigger event than the last years.

High ambitions for the future -Plans for 2012

Building and establishing our practice and community is driven by open service offerings to the marked within the framework of the institute's professional standards

IMC Norway arranges open seminars/conferences, workshops and meetings for executives and management consultants in the Norwegian business community within the framework of the Institutes mission and resources. The programs provides professional education, a networking platform and a professional community where executives and management consultants can meet. The program aims to deliver excellence through interesting themes, issues and content with high quality delivered by CMCs, subject matters experts and recognized speakers. In September 2011 we will arrange a CMC member-only seminar, focusing on professional conduct within the consulting process (start to end), methodological challenges and customer value, in addition to an actual ethics business case.

Open and closed service offerings programs for Leaders and Management Consultants

The Norwegian Consulting Awards is a key arrangement for the Institute. The best Consulting Firm and the best Consultant in the Norwegian Industry is awarded. The Consulting Awards are now established as a yearly competition and event in Norway. This years prize event was also arranged in conjunction with a conference and again a huge success. We are participating this year in the first International Consulting Award –The Constantinus International Award 2011. Two Norwegian candidates have been nominated to the award. We have decided to support and participate in the next year's international award in conjunction with the national awards 2012.

Consulting Awards

The Norwegian Consulting Awards is a key arrangement for the Institute. The best Consulting Firm and the best Consultant in the Norwegian Industry is awarded. The Consulting Awards are now established as a yearly competition and event in Norway. This years prize event was also arranged in conjunction with a conference and again a huge success. We are participating this year in the first International Consulting Award –The Constantinus International Award 2011. Two Norwegian candidates have been nominated to the award. We have decided to support and participate in the next year's international award in conjunction with the national awards 2012.

Developing professional communities, awareness and interest for the profession

IMC Norway is the only externally organized open meeting place for individual professional management consultants that address consultancy issues within the profession in Norway. In the process of being more visible in the market, the Institute has reached some of the largest consultancy firms and executives of some of the largest companies in Norway. We have built a critical mass of consultants and executives and managers that participates repeatedly in our service offerings and programs. The awareness and interest in our mission is increasing in the market.

Initiatives for increased visibility, communication, collaboration and new membership categories will enable further growth of our practice

In order to maintain and build a professional community, IMC Norway has implemented new membership categories: Professional, Associate and Student (with limited member rights). Full membership in IMC Norway requires CMC certification as today.

Implementation of new membership categories

Our new web solution www.imcn.no is promoting each individual CMC and our practice. The next step and focus now is to improve the implemented solution and enhance the communication between the CMC-members. The institute has implemented a new internal online web-based business and social media solution, enabling better collaboration and communication between CMC-members and management representatives. The solution contains personalized dashboards with the latest activities and information, chat and different workspaces including, CRM, Projects, databases, files, documents, blog, discussion forum and events.

Implementation of new Business Technology Solutions

Our new web solution www.imcn.no is promoting each individual CMC and our practice. The next step and focus now is to improve the implemented solution and enhance the communication between the CMC-members. The institute has implemented a new internal online web-based business and social media solution, enabling better collaboration and communication between CMC-members and management representatives. The solution contains personalized dashboards with the latest activities and information, chat and different workspaces including, CRM, Projects, databases, files, documents, blog, discussion forum and events.

Market Communication

The main challenge is not the content of our business, it is visibility and attention on the demand side from the buyers of consultancy services. To strengthen the market communication, the institute cooperates with the Consultant Guide in Norway. Furthermore, a task force with CMCs is established to create and implement a new information and communication plan. The goal is to make IMC Norway more visible in the public debate and establish the Institute as the relevant source to contact when media, authorities and politicians wish to address matters concerning consulting as a profession and what standards should be applied in the industry.

Alexander Reincke Wendt, CMC



President, Institute of Management Consultants Norway
awendt@online.no
www.imcn.no

Philippines



The Institute of Certified Management Consultant (ICMC) Philippines is a non-profit professional organization of management consultants that manages, develops and operates certification, education and related programs in management consulting in the Philippines. The Institute promotes the recognition of the management consulting as a profession by establishing, upholding and promoting professional standards of conduct in management consulting. Since its establishment two years ago, ICMC Philippines has been regarded as the recognized professional body of management consultants in the country.

ICMC Updates

ICMC Philippines organized series of networking forums this year by inviting season speakers from the private and government sector to share their insights and updates that affect the management consulting profession. One of the highlights of our networking forum is the segment where CMC members present their experiences with their recent consulting engagement and share the lessons they learned. The forum serves as a venue for members to interact, network and learn from each other.

The Institute has embarked on membership campaign by promoting the CMC program through partnership with MBA universities. The Institute is currently negotiating with at least ten (10) MBA universities that are strategically located in the country. The partnership between ICMC and the MBA school will be structured wherein ICMC will accredit the selected courses of the MBA core curriculum as foundation for management consulting and sponsor the Essentials of Management Consulting program as elective course for MBA students interested to become CMC. This partnership proposal has been well received by schools as this enabled them to add value to their MBA program by providing CMC track for their students interested to pursue a career in management consulting.

The Institute is seeking other avenues in providing more value to the CMC membership. One of them is by getting the CMC recognized by important regulatory bodies in the Philippines. The Institute plans to continuously conduct courtesy visits to important government departments to introduce CMC and the relevance of ICMC professional standards. Some of the departments that the Institute identified to develop a closer relationship are the Department of Trade and Industry (DTI), Department of Finance (DOF) and Department of Public Works and Highway (DPWH). The Institute believe that through this, CMC members will be better recognized and appreciated.



AMCOR, the Romanian Management Consultancy Association, continued its tradition and issued the 3rd Management Consultancy Market Survey Report. In addition to the online survey carried out, AMCOR also organized a focus-group meeting which shared the results obtained from the quantitative questionnaire and generated ideas that were sorted through and discussed during the meeting.

We also sought to understand the clients' perception of the management consultancy market through an online survey, carried out in April 2011. The results will be made available during our national conference in October 20, in Bucharest.

Mr. Ezio Lattanzio, president of FEACO, will be featured as the guest speaker.

At the beginning of the year we launched our new website, www.amcor.ro and were pleased to receive positive feedback about the site.

In May AMCOR held its General Assembly and Mr. Sorin Caian, the ICMCI EuroHub chair, was elected as President and will begin his mandate in November. At the GA we launched the electronic version of the 2nd edition of *Management Consulting- a guide to the profession* (Milan Kubr).

We are also proud that during 2011, AMCOR gained a lot of ground in our relationship with the public authorities involved in the implementation of EU co-funded projects and participated in various meetings of the Monitoring Committees.

Five consultants applied for the title of Certified Management Consultant in July and AMCOR now has 32 CMC's.

Russia

Arkady Prigozhin, president of the NICMC - *Mikhail Ivanov, vice-president of NICMC*

Russian National Institute of Certified Management Consultants (NICMC) Fourteenth Conference

Current situation

We have more or less a full infrastructure of a mature professional community:

- a) School for Management Consultants,
- b) Several textbooks prepared on the Russian domestic materials (description of our own consulting practice) and translated foreign books,
- c) The National Institute that is well-known in Russia and other post-soviet countries,
- d) The magazine “Management Consultant” which has started in this February (3000 copies). 3 issues have already been published. We plan to publish 4 more issues this year. (For Russian readers our magazine site is <http://www.procmc.ru>).
- e) We have 34 certified and 14 associated members. The existing paradox of such a large and great country having such a modest membership is explained by the drive to focus on the quality and professionalism of the new members. From the very beginning we’ve set substantial qualification benchmarks and based on several principles:
 - Certification should be open and public at our Conferences,
 - Only skilled professionals are welcomed,
 - Every member should participate in Conferences and be active in our community.
- f) There were 2 public certification conferences this year.
- g) The Managing Council of NICMC made a decision to expand the opportunity for membership in the Institute.

Two more forms of membership were created: for managers and university professors interested in management consultancy and for students planning to become management consultants. Currently we offer four levels of membership: member of the community, provisional member, associated member and full member. We decided that it’s important to involve as many people as possible in Institute activities to maximize exposure and widen the circle of people in Russia and Belarus who understand the ICMCI standards for the management consulting profession.

Structure of Certification Conference

The Conference is comprised of four parts:

- I. Discussion of ***new tendencies in the national economy***. For this point we typically invite external distinguished experts. Then we share our personal observations on the subject taking into account our different experiences and data.
- II. Public certifications of applicants. Each of them ***describes their marketing, methodological peculiarities and achievements*** using specific cases.
- III. ***Sharing and elaborating on new consulting perspectives and experiences*** - Everyone who wishes to tests his/her ‘know-how’ and seeks the advice of colleagues.
- IV. Work in sections. Participants divide into ***problem groups*** specializing in a particular area of consultancy.

Every Conference takes three days in winter and summer. This form of communication is very useful for professional development of participants.

Conferences are open for nonmembers of the Institute. Our well known colleagues Peter Sorensen (Denmark) and Barry Curnow (the UK) took part in events and appreciated them.

Singapore

DEVELOPMENTS IN IMC (SINGAPORE) IN THE YEAR

IMC(S) had a rather busy year providing activities for members, expanding its membership base and raising the professional standards of management consultancy through training and consultancy. Key initiatives included the following.

a) IMC(S) collaborated with two business chambers in Singapore to launch the productivity management programme for their members. The programme includes conducting training seminars/workshops and clinics on productivity, providing productivity advisory services, conducting productivity assessment and making recommendations on possible follow-up actions to improve on productivity. A total of 150 small and medium enterprises participated in the programme, with 8 IMC(S) members providing their productivity consultancy expertise.

a) A Strategy Planning Session was held in May 2011 with the theme: *Facing The Odds, Framing The Challenges, Re-Defining The Future*. The whole day Session, which was well attended, discussed and debated the future of the IMC(S) using various strategic planning tools and technique. The Session discussed the six Breakthrough Strategies adopted by ICMCI and agreed to strongly pursue a number of them in the context of IMC(S). The Session also supported alignment and close working relationship with ICMCI in its vision for a larger ICMCI global consulting community and with world-wide branding and recognition.

b) IMC(S) celebrated International Consultants Day on 27th May 2011 in a Members' Networking Nite get-together where the video message from ICMCI President, Ms Aneeta Madhok, was viewed and congratulatory messages exchanged with the members of the ICMCI global community.

c) Regular Members' Networking Nites were arranged for members to meet and interact and listen to talks by Management Consulting Speakers in specialized areas. The sessions were well attended and members mixed socially and actively exchanged views and ideas on the management consulting profession.

d) The CMC Certification Process was strengthened with a pilot scheme to introduce a structured certification process where new members are introduced to ICMCI mission, vision strategies and member competencies to be certified are ratified and validated by an independent panel of industry and consultancy experts.

South Africa



Institute of Management Consultants of South Africa



Certification



Communication



Partnership



The IMCSA was established in 1972 and is a founder member of the ICMCI. Despite its long standing, it remains a small institute and constantly seeks cost effective means to be more relevant in its marketplace.

We have initiated the following over the last couple of years:

1. Participation in recognised awards ceremonies such as the Technology Top 100.
2. Linkages with the Institute of Directors (IOD) which represents a significant client body.
3. Active participation in skills development in conjunction with sector education authorities in South Africa.
4. Becoming a founder member of the Federation of Professional Management Organisations (FPMO) in South Africa, with a view to increasing our penetration and influence. This organisation is focused on the “Management” professions and we have thus achieved a combined target market far in excess of what the IMCSA could achieve in its own right.
5. The establishment of an on-line peer reviewed magazine for the submission of articles, for which we seek contributions from our sister institutes on an on-going basis.
6. The introduction of a conversion pathway from CMC to Certified Master Coach. We have engaged with various Coaching and Mentoring organisations with a view to promoting our certification model and to differentiate traditional coaching from Executive Coaching – which is strongly tied to consulting and its related competencies.
7. Assisting professionals from neighbouring countries, due to the fact that they have no institutes of their own to belong to.
8. The development of a Master of Science in Consulting in conjunction with a local university, plus modular, certificate and diploma programmes. A core module is focused on the branding and marketing of professionals.
9. Active participation in conferences which are relevant to our member base and their clients through the provision of keynote speakers, chairpersons or simply co endorsing the event; thus marketing our brand at the same time.
10. Active marketing of the need for Professionalism and Excellence (including Ethics) to a much broader stakeholder group than our own, including government representatives.
11. Engaging with funding agencies with a view to certifying their advisors and consultants in order to raise the bar with respect to competence and ethical standards.

12. The linkage of our website to pages and groups on LinkedIn and Facebook, with a view to attracting more interest. Our combined web presence has resulted in more hits on our home website and more applications than in previous years. Our CMC applications have trebled.

Our focus over the last two years has been strongly tied to cost effective branding, promotion and presence on the web, thus increasing our virtual footprint without increasing physical resource utilisation. We have found that volunteers are easier to attract on a virtual basis than at a physical meeting and have taken advantage of that as well.

Sweden

We're improving management consultancy in Sweden.

There are needs within the market to clarify how one defines a management consultant and how one defines what determines the need for the services of management consultants. Many people market themselves as management consultants, but they operate more as a qualified sales person for business systems or are, in fact, a 'pure' specialist. As a national institute for management consultants, we need to call upon members to be clear and consistent with what the profession actually represents and offers, both to the industry and to the market.

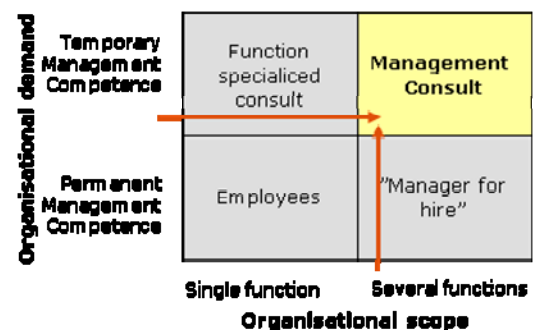
As a certifying body of management consultants in Sweden we promote excellence and ethics in management consulting through certification, education, and professional resources.

Who demonstrates a demand for Management Consultants?

Managers who have temporary needs and demands are demanding CMCs.

Management people and key persons are those who have an overall responsibility of the management system in the organisation with the purpose to defining and accomplishing desired goals and standards.

A CMC performs several functions and therefore needs to demonstrate an understanding and consistency in their advice and support that will impact on all functions.



Management Activities

A CMC is able to match three of managers' core areas of competency, making sure they are able to perform as a trusted professional CMC.

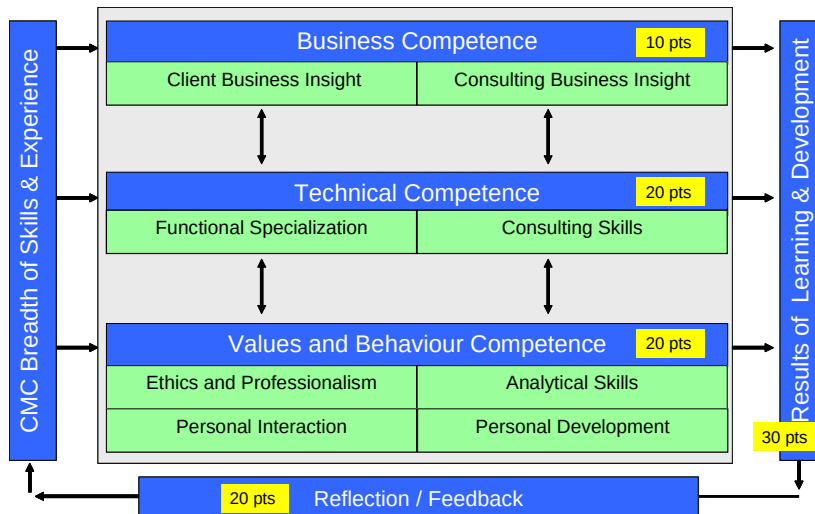
Core Area	Enviroment, Business and Market analysis	Setting objectives, Strategy and policy	Organisation and culture	Accounting, Finance and Administration
	Human Resource			
	Production			
	Marketing and Sales			
Support area	Communication			
	Informationtechnology and System			
	Project Management			

To do so, a CMC must demonstrate qualities and performance standards as judged by their clients. This requires listening to your customers and anticipating changes. Customer-driven excellence demands an awareness of skill development and a flexible response to customer and market changes.

The Management Consultancy Competence Framework is the culmination of research and wide consultation throughout the profession. It builds on the competencies required to gain the international Certified Management Consultant (CMC) Award to capture leading practice and define the standards required by the profession.

Criteria are highlighted below in the framework purposed to demonstrate Performance Excellence and:

- To help improve management consultant performance practices, capabilities and results
- To facilitate communication and develop an improvement plan
- To serve as a tool for understanding and managing performance



What you can measure is what you can control and we see this as an essential tool for development. Different areas have different weight because the focus must be on the outcome and reflection of the consultant's performance. It helps to focus on the right task in 'Continues Development Plan CDP'.

We conclude that globally based CMCs need a stronger differentiation so they become clearer to the market regarding the profession Management Consultant.

Mikael Jensen CMC
Sweden

Switzerland

ASCO Association of Management Consultants Switzerland

ASCO, established in 1958, is the umbrella brand and seal of quality for high standing management consulting in Switzerland. The association represents the management consultancy industry to its clients, media and government and acts as a platform for know-how and information regarding consulting.

According to the annual ASCO Survey of Swiss Management Consultancy Market ASCO represents around 55% of the Swiss management consultancy industry today. Members must meet stringent entry criteria (professional and ethical standards). The association supports its members (single and firms) with many services including events and publications.

On the occasion of an annual Consulting Day, ASCO awards the prize for “Best Business Transformation” (www.asco-award.ch) under the patronage of economiesuisse, the Swiss Employer’s Association. With this Award ASCO gets involved as Professional Organisation of Swiss Management Consultant Industry in strengthening competitiveness, improving innovation as well as promoting the economic reputation of Switzerland.

Certification Commission of ASCO, Switzerland

Dr. André C. Wohlgemuth CMC, Chairman

Thomas Bertschinger CMC

Dr. Andreas E. Steinmann CMC

ASCO Association of Management Consultants Switzerland, Weinbergstrasse 31, CH-8006 Zürich

Telephone: +41 43 343 94 80, Telefax: +41 43 343 94 81, E-Mail: office@asco.ch, www.asco.ch

Bettina Fritschi, Managing Director

Thailand

Since The Institute of Management Consultants of Thailand (IMC Thailand) was founded in 2004, it has ranked 42nd of The International Council Management Consulting Institute (ICMCI). IMC Thailand management's direction has been strongly consistent with the main objective of elevating Thailand consultation standards to meet the international level.

IMC Thailand's core activities cover ;

- ✓ Consulting
 - Government Sector
 - Private Sector
- ✓ Training
 - CMC Course
 - Professional Training Program
- ✓ Member Activities
 - CMC Member
 - IMCT Member

Under the management of current Chairman of IMC Thailand, Mr. Thanongsak Hutauwat, there has been great effort to initiate various activities and create a recognition of management of consultancy, promoting awareness of IMC Thailand to all relevant business/industries. Using his years of consulting performance and experience in both government and private sector business as well as a highly competent standard in certified management consulting (CMC), he has been able to create a national network in the management consultant profession.

During the past year IMC Thailand performed many activities beneficial to the public including ;

- Study tour "Logistics Management" for middle management of Provincial Electricity Authority (PEA)
- Luncheon with members
- Managing 4 classes of "CMC Training and Certification Program"
- Organizing a public talk titled "Stock, Money, and Politics after the National Election" by Mr. Pakorn Malakul Na Ayudhaya, Chairman of the Stock Exchange of Thailand.
- Organizing visits from the leading companies visit with the students of the Executive M.B.A program, Pepperdine University, USA (twice a year).
- Arranging a lecture on the topic of Project Management for masters students of King Mongkut University of Technology Thonburi, Bangmod campus.
- Conducting a study of the tourism business information in Phuket.
- Providing a training course "Professional Distribution Trend" for the entrepreneurs of small-sized businesses, which was supported by Department of Industrial Promotion, Ministry of Industry
- Organizing the training program



***IMC Thailand CMC Training & Certification Program
November 2010***

One of the key activities, IMC Thailand has continuously co-operated with the leading USA academics; The Graziadio School of Business, The Pepperdine University, CA, is the exclusive speech contributed by IMC Thailand's Chairman to the executive program students. Business principles as well as real management experience and case studies are shared.

PEPPERDINE UNIVERSITY

Graziadio School of Business

Executive Program

For the year 2011, IMC Thailand plans to organize both CMC and Pre-CMC Training Programs by the 4th Quarter. IMC Thailand recognizes that demand from the international development agencies for national consulting services has grown dramatically over the past few years. We therefore, wish to design a pre-CMC training program for those who wishing to enter the consultancy profession. This will also provide a basis for further development to full Certified Management Consultancy (CMC).

Our mid-term planning includes the Chairman intention to co-operate with Thai academics in the design of training programs which will serve both government and private sectors.

In terms of co-operation with ICMCI, IMC Thailand wishes to increase its participation in ICMCI's activities and especially participate in developing the CMC global community.



Institute of Management Consultants of Ukraine (IMC-Ukraine)

IMC-Ukraine was established to unify management consultants in Ukraine – people who are strong in spirit, open to new knowledge and challenges, competent and talented who are enrolled in working towards defining work quality, business culture and enhanced living standards in our country.

The goal of IMC-Ukraine is to have an impact on the development of management practices in business and public management by forming a management consulting market in the country, shaping and supporting the moral and ethical standards, dissemination of new knowledge, best practices, technologies and leading practices of consulting, and to build a positive image of the profession and recognition of the Ukrainian consultants at an international level.

To achieve this goal IMC-Ukraine has the following main tasks:

- Development and continuous improvement of professional standards, to support their recognition among the Ukrainian business community.
- Development and support of harmonized rules in the market for management consulting, formation of the moral and ethical standards.
- Creation and dissemination of new knowledge, progressive methods, technologies and leading practices in consulting.
- Cooperation with international professional institutes, participation of Ukrainian consultants in international projects.
- Creating a system of training of management consultants in Ukraine and improvement of the training, qualification and certification management consultants in accordance with international standards.
- Methodological and informational support of educational institutions that train specialists in the field of management consulting.
- Creating jobs for talented and educated young people for their professional development and growth.
- Creating the conditions for the formation of creative, collaborative projects, partnerships between members of the Institute.

In the near future IMC-Ukraine is planning to point its activity in two main directions: SME market and management consulting market.

Issues which IMC-Ukraine is working on at the SME market:

1. Low productivity of domestic enterprises;
2. Low competitiveness of Ukrainian companies;
3. The lack of free time of the top managers in the company;
4. The danger of loss of businesses by owners;
5. The narrowing of the domestic consumer market;
6. Miscommunication (low awareness) of entrepreneurs about the real state of their businesses and the business environment.

Issues which IMC-Ukraine is working on at the consulting the market:

1. Mismatch business problems and offered consulting techniques, tools (including fashion trends, like NLP, coaching, emotional intelligence, etc.);
2. Lack of professional standards, which correspond to European standards and are recognized by the consultants;
3. Shortage / lack of schools and courses for consultants.

Through mutual development, design and implementation of best consulting practices, enhancement of professional standards, and creation of infrastructure, IMC-Ukraine is increasing the quality of the consulting market by increasing the growth and trust-base of its clients. IMC-Ukraine was created for the professional development and communication of management consultants, and is a place where ideas and opinions of both Ukrainian professionals and our colleagues from all over the world are exchanged.

United Kingdom

The Institute of Business Consulting (IBC)

What an exciting year we have had!

Last October we completed the new way of working within IC and the Chartered Management Institute, with a major restructure. At the conclusion of the restructure the IC Council approved a re-launch and this made us consider our name, which up to that point had been the Institute of Business Consulting, formed from the amalgamation of the Institute of Management Consulting and the Institute of Business Advisers. We decided to rename ourselves the Institute of Consulting, which has enabled us to widen our scope of membership. We are already seeing the benefits of this by recently welcoming a global recruitment consultancy into our membership as a Premier Practice.

On 14 January 2011 we held our Annual Awards dinner and launched the newly named Institute of Consulting, with a new brand, collateral and a new feel.

We repackaged our Body of Knowledge tool, which is now called ConsultingDirect. It is a valuable benefit to our membership, with over 20,000 items contained within it, members can refer to business publications, company reports, country reports, checklists, briefings, e-learning tools and much more.

We also offer members an online recording of continuing professional development, with an easy to use piece of software developed by our own IT team. We have used this to support the re-certification of the CMC.

Nine months on we are still refining the new brand. Our National Register of Consultants will be launched by the time you read this report. A sophisticated search mechanism will allow procurers to search for the best consultant to meet their needs. All our members, be they individuals or Practices, will be able to place their profile in the Register with opportunities to add case studies, references and anything that they believe will benefit their proposition.

Along with our National Register will be a jobs board showing feeds from recruitment companies, which we know will be appreciated by our consultants.

We have embraced social networking developing LinkedIn sites with special interest groups, and a presence on facebook and twitter, all aimed at keeping membership in touch. Our monthly newsletter always has up to date information on it which includes information from government departments.

Our relationship with CMI enables us to provide members with a range of diagnostic and evaluation tools and services designed to help organisations with training needs analysis, assessment of employee capability and behaviours, identification of employee risk, and gauging how effectively learning and development supports organisational objectives.

Specific tools/services available are:

- ManagementKnow – employee assessment modules that assess understanding and confidence in the key areas of performance management and employee engagement
- 360 Degree Feedback Tool – assessment and tracking of managers' skills and behaviours in the context of organisational objectives

- Leading with Political Awareness – an employee assessment tool that focuses on stakeholder management, influencing and reputation-building skills
- Assessment and Development Centres – work-related exercises in a controlled environment to support recruitment and selection
- ROI Alignment Tool – an employee survey tool that assesses the degree of alignment between learning and development activities in an organisation (and the related investment) and organisational/individual objectives

So, a busy year and more to come to keep us on our toes!

Best wishes from all of us at IC UK.

Caroline Lumb
Head of the Institute of Business Consulting.

USA

IMC USA Fact Sheet

IMC USA was born in January 1969 with 143 experienced management consultants as its original founding members. These members, which included a who's who list of management consultants in the USA, set about to establish an organization responsible for certifying the ethics, independence, and professional competence of individual management with its purpose being:

“...to establish management consulting as a self-regulating profession meriting the same public confidence and respect as medicine, accounting and law. Its primary purpose is to assure the public that its members possess the ethical standards, professional competence and independence to practice as management consultants. Those individuals who meet the strict professional requirements for membership in the Institute are designated Certified Management Consultants and may use the initials CMC after their names.”

In forming the Institute, American consulting firms followed the example set by Canada, who incorporated the Canadian Association of Management Consultants in 1963.

IMC USA's first Chair was Marvin Bower CMC, Chairman of McKinsey, and its current Chair is David Norman CMC.

Current Facts

IMC USA activities are aimed at raising the professionalism and ethical standards of the profession in the USA. With its 1700 members in 21 chapters, IMC USA provides certification for individuals and firms, education, and professional resources to USA and global consultants.

Some of IMC USA's activities and accomplishments include:

- Establishing the CMC Firm™ as a vehicle for firms to voluntarily adhere to global standards of competence, ethics, and results to clients;
- Conducting government relations work to raise the awareness of certification in consulting standards;
- Qualifying as an ISO/IEC 17024:2003 accredited certification body, only the second Member Institute to do so;
- Maintaining a 99% renewal rate for certified members; and
- Developing affiliate relationships for its members for significant insurance discounts and other benefits, including an insurance program which recognizes the CMC and CMC Firm certifications as measures of risk prevention.

IMC USA provides a full range of professional development opportunities through its Academy for Professional Development, the premier online education provider for management consultants; and other venues such as Consultapalooza, its Knowledge Resource Library, and chapter meetings. Through the Academy and its face-to-face seminars and online webinars, IMC provides professional education to help management consultants to enhance their consulting skills, manage their practices, and find clients. This education includes and supports the overall base of knowledge, the skill sets, and the behavior disciplines needed to be competitive in today's global marketplace.

These PD activities are available to all Member Institutes and their members.

Noteworthy is IMC USA's leadership of the global profession; these activities include

- Leading the Breakthrough Strategy's Large Firm Initiative, including facilitating the team which developed the standards and accreditation processes for the CMC Firm™ certification;
- Taking a leadership role with the International Accreditation Forum (IAF) and the ISO/IEC 17024 certification; and
- Mentoring smaller Institutes and sharing resources from its Academy with other Institutes, including making introductions to other institutes to help them establish their own insurance and other affiliate relationships.

IMC USA stands ready to help the global consulting community set the standards for excellence and ethics in consulting.

Uzbekistan

The Uzbekistan Association of Professional Business Consultants (APBC) expresses its gratitude to the ICMCI team for all the support in establishing efficient global networking of management consulting professionals.

Our national association has been undergoing continuous re-organization processes over the past year, including optimization of the organizational structure, changes in board and top management, updating its internal policies and guidelines and re-registration procedures.

The re-organization is still underway, and is moving to its final stage. The association continues to work on its strategy of supporting the local market of management consulting, enhancing the professional level of local consultants including implementation of CMC certification in Uzbekistan, and promoting stronger global networking through ICMCI.

We expect that in the coming weeks we will complete all the re-organization issues and will be able to launch the operations in a full scale. This will enable us to communicate and share our updated strategies, action plans, training programmes, certifications and other challenges and issues.

Contact persons are:

Svetlana Golosova: sveta_golosova@list.ru

Timur Sarymsakov: t.sarimsakov@gmail.com