

meridian

Building a sense of community between Member Institutes of the ICMCI

Chairman's Message

Our historic Congress in Istanbul at the end of September 2003 was a watershed in ICMCI's 16-year-old history. The theme was East meets West: Turning Point or Meeting Point? The Congress was definitely a turning point for ICMCI in achieving the final decisions needed to fully implement the work that it has undertaken since ICMCI started in Paris in 1987 to establish a worldwide single standard for the competent management consultant.



Three cornerstones of that global standard were cemented in Istanbul. These were the worldwide competency framework, the accredited practices policy, and the member country assessment protocol. These three initiatives form a tripod that provides a strong and fundamental structure upon which the certified management consultant standard and qualification are based internationally. That work is now being implemented vigorously.

Around the world, institutes are crafting accredited practices policies to engage brand name consulting firms in their local markets in a dynamic process of training, development, and assessment for CMC, based on competency approaches. And they are advising ICMCI of their readiness to take part in the tri-annual reassessment programme; the aim is to work towards all countries filing their audit programmes by the end of 2003 and assessments covering 80 percent of the worldwide CMC population taking place before the 2005 Congress.

Your new Executive Committee is actively engaged with these programmes which are the product of sixteen

years' work by our volunteers, executive directors, and their staff.

However, Istanbul looked ahead also and two new programmes were launched to reflect the core tasks of ICMCI in the next stage of its development. These were the learning consultancy initiative promulgated by the education and training task force and a review of the professional code of conduct and ethics following the worldwide collapse of confidence in all kinds of business advisers after the Enron affair. High standards of professional and ethical conduct have been ICMCI's central hallmark since its foundation. Now is the time to enhance our learning and to revisit our ethical standards.

And finally, a new study was launched in Istanbul to address our future strategy, the concepts and themes that will attract funding to pursue it, and the steps necessary for implementation. Leonhard Fopp of Switzerland has initiated an excellent start to the examination of concept sponsorship for ICMCI, ably supported by Gerd Prechtel, who is the executive committee member responsible for identifying a new financial arrangement for ICMCI. In support of this, a worldwide strategic market study will be led on a volunteer basis by Daniel Shepherd of Frost & Sullivan, International Marketing Consultants, who will be seeking a further 8 volunteers under the ages of 3540 to join his team. He can be reached at danielshepherd@frost&sullivan.com.

Please tell your members and friends what ICMCI is doing by forwarding Meridian to interested colleagues and tell us how your Institute is faring by sending in news and reports for the next edition of Meridian now. Our patient and understanding editor, Shanker, deserves our help in supplying exciting material!

Barry Curnow



Ninth Biennial Congress

The ICMCI Ninth Biennial Congress took place from 24th to 27th September 2003 in Istanbul. Participants numbered 57, coming from twenty-five countries (Australia, Austria, Bangladesh, Brazil, Bulgaria, Canada, Denmark, Germany, Hungary, India, Iran, Ireland, Italy, Jordan, Netherlands, New Zealand, Nigeria, Romania, Russia, Singapore, South Africa, Switzerland, Turkey, United Kingdom, United States of America), confirming the truly international composition of ICMCI. It was unanimously felt that it was an extremely positive Congress, both in its organization and its programme.

The Turkish Association, lead by its President Murat Yalnizoglu, did a remarkable job in organizing the Congress with its impressive Press support, the partner and the social programmes. All attendants and their companions appreciated how professionally and carefully everything was organised. The final boat tour around the Bosphorus reached a real peak of success, for the unique beauty of the landscape and for a well-appreciated performance by a belly dancer!

It has to be mentioned that the Congress welcomed the participation of IRCI, the Industrial Renovation Company of Iran, and its request for future collaboration in the matter of helping to create a professional consulting community and IMC in Iran.

The title of the Congress (East Meets West Meeting Point or Turning Point?) turned out to be very appropriate and well chosen. Topics thoroughly discussed, both in sub-groups and in plenary session, covered:

- ⊙ CMC standards
- ⊙ Reciprocity
- ⊙ Common global framework for CMC
- ⊙ Global CMC branding strategy
- ⊙ ICMCI NGO status
- ⊙ Sharing of best practices
- ⊙ Education and training
- ⊙ Membership growth
- ⊙ Large firms relationships

As an outcome of all the discussions that took place, the ICMCI General Assembly approved 27 resolutions. Each institute present or not present in Istanbul has 90 days for review and comment. Non-response indicates acceptance. ExCom will consider any suggested changes and inform all institutes about the resulting resolutions. This way every institute will be committed to these resolutions.

Competency Framework and Assessment of Member Institutes

Every Institute shall adopt the new Competency Framework as a core essential for certification (CMC).

The Professional Standards Committee will update the Competency Framework according to the feedback received, and it will continuously synthesise the best practices from individual institutes into a proposed Best Practice Framework.

The Congress approved the country assessment methodology and agreed that every Institute should have gone through an assessment by 2005. Each institute shall inform the ICMCI Secretariat within 90 days when they will be ready for such an assessment.

After approved assessment of an Institute, its CMCs will automatically obtain reciprocity rights regarding the agreed CMC core elements by all member institutes. An Institute may add to the core in order to meet local needs, and will be entitled to assess candidates seeking reciprocity only for the additions.

Large Firms

The Protocol for International Recognition of Accredited Practices (ACP) is adopted by ICMCI for implementation of ACP policy, and this will be administered according to the principles enunciated.

Branding, Marketing, and Communications

ICMCI will develop a global CMC branding strategy to be recommended to the Institutes for adoption, in consonance with their objectives and goals. ICMCI will appoint a task force to formulate goals, strategies, and an implementation plan within 120 days, and circulate the brand strategy document to member institutes for their comments, support, and adoption

ICMCI supports the concept of one common brand (including the logo) for CMC but does not prescribe its specific usage at the national level.

ICMCI will develop a style manual to support the current identity and presentation of the CMC brand and logo and will encourage Institutes to adopt these.

Responsibility for branding rests with the institutes and the individual CMCs.

NGO Initiatives

ICMCI and its institutes will pursue the commitments implicit in the acceptance of the NGO status with UN ECOSOC, and seek collaboration with other NGOs in Africa, China, and India. The institutes will identify volunteers for the NGO programme and commit funds and/or resources to support the initiatives.

Education and Training

ICMCI encourages sharing of the best practices in e-learning between institutes.

The ideas and principles in the Outline Learning and Development Philosophy paper should be further developed in the light of workshops and discussions at Istanbul.

Institutes should adopt a policy on academic relations and learning providers in line with the ICMCI viewpoint, reflecting local market conditions and requirements.

CMC Directory

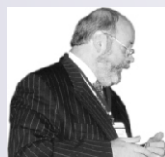
A workgroup will develop a model for implementing the CMC Directory together with the institutes. Revenues over and above member revenues will be split between the institutes and ICMCI.

Finances

ExCom will produce a new financial concept for revenue-generating initiatives

Alphons Roels

The New Executive Committee



Barry Curnow,
UK **Chairman**



Peter Sorensen,
Denmark **Vice Chairman**
(Membership, Assessment, and Quality)



Gerd Prechtel,
Austria **Vice Chairman**
(PR and Communications)



Franco Guazzoni,
Italy **Vice Chairman**
(Education and Training)



Alphons Roels,
Netherlands **Vice Chairman**
(Knowledge Management and Sharing)



Garry Ng
Singapore
Honorary Treasurer

Goh Kim Seng, Singapore **Honorary Secretary**

Other Appointments

- ⊙ **Gregg Li,** Hong Kong:
Asia-Pacific Hub Chairman
- ⊙ **Francesco d'Aprile,** Italy and **Brian Ing,** UK Chairs,
NGO Projects Task Force
- ⊙ **Nick Shepherd,** Canada Chair,
Professional Standards Committee
- ⊙ **Mohammed Koguna,** Nigeria
Africa Hub Ambassador

**Join the
Group**

Register in the Global CMC Directory
at
www.icmci.com

HUB NEWS

Australia

Over the past twelve months, IMC Australia has been working on establishing a more inclusive model for membership that encourages participation by consultants at all stages of their careers and provides opportunities for stakeholders to become involved in Institute activities. Part of these changes includes the development of a 'fee-for-service' membership structure and a national professional development program that will provide learning opportunities for consultants of all levels of experience.

The new guiding principles for the future will include the following:

IMC will be open to all interested parties at an appropriate membership level.

- ⊙ IMC will attract accredited practices and other organizations to membership.
- ⊙ IMC revenue will be derived largely from 'fee-for-service' rather than simply membership fees.
- ⊙ IMC will strive to enhance the status of CMCs and practising consultants. CMC will be seen as the premier qualification for consultants in Australia.
- ⊙ IMC will be committed to supporting members in maintaining their levels of professional competency. Professional Development product will be relevant and nationally accessible.
- ⊙ Member services will attract membership and provide income to IMC.
- ⊙ IMC will adopt relevant contemporary technology.
- ⊙ IMC will maintain the principles of good corporate governance and open and effective communication with stakeholders.
- ⊙ IMC will fulfil the role of advocate for the profession.
- ⊙ IMC will promote the IMC and CMC brands to make sure they are widely recognised and understood.
- ⊙ IMC will facilitate business development opportunities for members.

Austria

The Austrian Institute held its bi-annual National Management Consultancy Congress in October in Eisenstadt under the general theme of EU enlargement. Top speakers looked at the prospects of management consultancy in the enlarged Europe which will offer new opportunities for Austrian consultants as well as those from countries joining the European Union on 1 May 2004. The Congress ended with a meeting with the Hungarian Institute in Sopron, Hungary. (For details: www.beratertag.at)

The Austrian Institute also launched several new initiatives:

- ⊙ The CONSTANTINUS EUROPE 2004 award for outstanding achievements reached in international cooperation by management consultants, to be awarded at the international symposium planned for 24 March 2004 in Linz. (For details: www.constantinus.net)
- ⊙ The TRANSEUROPA Special Interest Group for qualified consultants helping customers to enter or expand successfully into foreign markets. (For details: www.transeuropa.info)
- ⊙ A new accredited practice for BUSINESS TRAINING, open for qualified management consultants specializing in training activities for businesses. (For details: www.wirtschaftstrainer.info)

The Institute has attained formal recognition from the Austrian Government (published in the Official Gazette) for its education programme. It now has exclusive rights to offer education, examination, and graduation for the title 'Academic Management Consultant' (Akademischer Unternehmensberater). (For details: www.incite.at)

The 150th accredited practice certification for BASEL II Consultant has been awarded by the Institute, proving superior skills and performance in consulting SMEs preparing for changes in the banking, financing, and credit systems triggered by the forthcoming Basel II accord and the related EU directive. (For details: www.basel-II.co.at)

Finally, a formal description (Berufsbild) of activities, competencies, and markets covered by Austrian management consultants has been unanimously adopted by the Institute's Board. (For details: www.ubit.at)

Denmark

DICMC has in October 2003 approved the accreditation of the Danish consultancy firm Ementor, according to ICMCI's rules for ACP. Two divisions with 35 management consultants working with Business Transformation and IT Strategy have been accredited after an assessment of their procedures for recruiting, receiving, and continually developing consultants and performing quality assurance. The auditors were impressed with the high standard of performance. Ementor employs 800 people in Denmark (many of them transferred from Ernst & Young two years ago), and has large companies in Norway and Sweden. It is hoped that more divisions and perhaps countries may choose to become accredited in due time.

- ⊙ DICMC has now accredited four practices.
- ⊙ DICMC has taken steps towards closer cooperation with the Danish

Management Board, which is the bigger national association for management consultant companies. It is planned to merge the two associations during the coming year.

Greece

The 2004 FEACO International Conference, titled Paving the Way to Europe 2010 with Management Consultants, will be held in Athens, from 21 to 23 October 2004, hosted by the Hellenic Association of Management Consulting Firms (SESMA). The Conference is going to focus on three areas:

- ⊙ Modernising the public sector
- ⊙ Enterprises in the new era of competition
- ⊙ Europe 2010: The role of management consultancy in building the most competitive knowledge-based economy in the world

According to figures released by FEACO, consulting revenues declined in 2002 for the first time in 25 years, as a result of the general economic slowdown of the past couple of years. The size of the management consulting market decreased by 2.0 percent to a total turnover of € 46.5 billion. However, Greece was the country with the highest growth, experiencing an increase of 19.5 percent. SESMA, with its 58 member firms, represents over 80 percent of the total market turnover.

Hongkong

With the support of IMC Hongkong, Tsinghua University, China's pre-eminent technical university, has set up a student body called IMC Tsinghua to help introduce students to the consulting industry. IMCHK has donated over 500 management and consulting books to the University. In September 2003, Professors Zhao Ping and Wang Yihua received ICMCI's Ambassador to China, Dr. Gregg Li, and Mr. Alfred Ho of IMCHK, at a ceremony to thank IMCHK for the donation.

Singapore

In line with IMC Singapore's continuing efforts to promote the management consulting profession, an Advisory Board was formed with the following objectives:

- ⊙ Support and promote the mission and vision of IMC Singapore
- ⊙ Review and assist the development and maintenance of a positive image of IMC
- ⊙ Assist in identifying and recruiting additional board members to support the IMC Executive Council

- ◉ Advise on the certification process for Management Consultants, central to the mission of IMC.

The second meeting of the Advisory Board was held on 10 November 2003. Mr. Inderjit Singh, nominated Member of Parliament and one of Singapore's prominent entrepreneurs, was appointed as Chairman and Mr. Freddie Soon, Deputy Chief Executive of Spring Singapore, as Deputy Chairman.

IMC Singapore has identified its brand strength as Recognition and Assurance: "Our Recognition, Your Assurance." Clients are assured that IMC members will abide by the Institute's professional standards and code of conduct. We are in the process of completing a branding strategy implementation plan as the next stage. Strategic initiatives have been put in place by the recently-formed committee headed by Ning CS de Guzman to develop IMC Singapore into a prestigious association of high quality management consultants.

It was our pleasure to have Messrs Walter Viera and G. Shanker to talk to us on 'Helping to Create a Management Consultancy Profession: The Role of Marketing' and 'Consulting Opportunities in India' on 30 October 2003.

S witzerland

The Certification Commission of ASCO, Switzerland, has been active. The number of CMCs is growing constantly. First re-certifications have been carried out successfully. The reciprocity procedure is complete and has already been executed. The Body of Knowledge has been revised, agreed on, and is operational.

Appointments

Iyorwuese Hagher, Professor of Leadership Studies at St Clements University and ICMCI Trustee, has been appointed Ambassador by the Nigerian Government. Professor Hagher is a leading consultant and university teacher of many years standing. Hagher has also had a very successful political career, having served as an elected senator, twice as minister of the Federal Republic of Nigeria, and also as a member of the Constitutional Conference that formulated the present Constitution.

Francesco D'Aprile has been elected President of APCO, the Italian Institute. As Barry Curnow, ICMCI Chairman, put it: "This is well-deserved and a vote of confidence in (his) generous hard work, which we in ICMCI also much appreciate." Francesco is also joint leader of the NGO Projects Committee.

NEW ARRIVAL

The International Guide to Management Consultancy (Second Edition)

Consultant Editors Barry Curnow and Jonathan Reuid
www.kogan-page.co.uk

Special price for ICMCI member institutes and their constituents

Contact : becky@icmci.org

ICMCI has issued CMC pins, which can be bought at the following rates.

1 - 25: \$ 5 per piece (standard price)

26- 50: \$ 4 per piece

51 +: \$ 3 per piece

Postage charges will be extra.

Order now!!!

the meridian



It's Istanbul

So the song goes...24 September 2003 dawned as a very special day in Istanbul, the city that straddles two continents. A very crisp and sunny autumn day saw 57 international delegates from 25 different countries descend on Marmara Hotel for the Ninth Biennial Congress of the International Council of Management Consulting Institutes. True to the theme, the East Meets West Congress turned out to be both a Meeting Point and Turning Point a unique and exotic experience of combining business and pleasure.



For starters, there was an optional sightseeing plan for all delegates and spouses, with a high-paced visit of all the special sights and historical monuments of Istanbul, amazingly

anchored by Taner, a young Turk with a keen sense of humour. At the end of the exhausting day, there were cocktails to kick-start the conference at the sombre University grounds. Under the stars on a balmy night overlooking the waters of the Bosphorous Straits, the delegates mingled with each other: some who were old friends, some who had met at the San Francisco conference last year, and some who were meeting for the first time. A great icebreaker for the hectic action that was to follow.

Day One of the Congress proceedings saw a great deal of work done. Perspectives were shared on several themes: The Global Framework for CMC, the Competency Standards of CMC, and CMC Branding

and Protocol. Issues to be worked with in each of these areas were identified. In the afternoon, work continued on these issues



in smaller groups and, after in-depth discussions, each of the work groups reported on the outcomes. Work Group #1 raised a number of questions about the path towards globalisation of CMC standards and the issues arising out of reciprocity by countries who have cleared the CMC audit. Work Group #2 worked through the specifics of the competency framework. Work Group #3 gave a set of recommendations that will take the branding strategy further. The pot of gold at the end of the rainbow was the Mediterranean cuisine at La Maison restaurant, laced with the wonderful local flavours of Raki, an aniseed wine that is a speciality of Turkey.



Day Two was further gruelling work, especially for the ExCom members. The report of the various initiatives of the Excom and the various Hubs over the

past couple of years made for a comprehensive stock-taking that paved the way forward and illuminated the path ahead for ICMCI. This was suitably crowned with country presentations from Ireland, The Netherlands, and India, and a presentation from the sponsors, the Industrial Renovation Company of Iran. The gala dinner on the boat, with Europe on one side and Asia on the other, was, once again, an experience to remember. The surprise item on the agenda for post-dinner entertainment was the belly dancer who had the delegates swinging to lilting music from the land of the 1001 Arabian Nights. Farewell speeches were made for Richard Elliot to round off the day's proceedings.



The General Body Meeting was held on Day Three. A total of 27 resolutions arising out of the past two days of deliberations were worked out and passed in this meeting.

All office bearers, delegates, and trustees are truly grateful to Murad Yalnizoglu and his team for the huge amount of work done behind the scenes, and to the Industrial Renovation Company of Iran for sponsoring the proceedings.

Aneeta Madhok

Vision-Innovation-Initiative : The Challenges for the 21st Century Manager

December 8-10, 2003, Hotel Taj
Krishna, Hyderabad, India

The 7th Asia Pacific Conference of Management Consultants got to an excellent start with Hon'ble Devender Gaud, Minister for Home Affairs, Government of Andhra Pradesh, inaugurating the 3-day conference. The presence of Barry Curnow, Chairman, ICMCI greatly enhanced the prestige of the function. A galaxy of well known speakers from different parts of India made presentations to the well attended conference and the participants were treated to enchanting entertainment programmes in the evenings. Meridian congratulates the Institute of Management Consultants of India and its Hyderabad Chapter for holding this successful conference.



Hon'ble Devender Goud at the inaugural function with K. Vijayaraghavan, co-convenor, to his left.



Hon'ble Devender Goud lighting the lamp, signalling the inauguration of the conference.

The two major ICMCI events that took place in recent months were both outstanding successes. I had mentioned in the last issue of Meridian that the Istanbul Congress promised a lot of action - it certainly did, in spades, including a eye-popping belly dancer during a dinner cruise in the Bosphorus! The hosts certainly took extraordinary care to ensure that we were comfortable and well entertained! Lest you get carried away with the notion that it was all play, let me hasten to add that serious work got done and a summary of the resolutions passed at the Congress is presented elsewhere in this issue.

An invisible dimension to all such conferences is the opportunity to interact with one's peers from other nations and this, indeed, is a learning experience without parallel. Needless to add that the Istanbul Congress had its share of closed-door meetings and some tough bargaining and negotiations that resulted in consensus on most issues.

The second event, held in early December at Hyderabad, India, was the Asia Pacific Conference of Management Consultants. I can do no better than quote from our Chairman Barry Curnow's recent mail: "APCMC at Hyderabad was a showcase of collaboration in the Region and beyond, that enabled IMC-I which hosted this major event for the third time to show just how deeply the traditions and hard work of past chairmen Walter Vieira and Richard Elliott have taken root in the Region." That speaks volumes for the Conference.

The new ExCom has taken position and they need volunteers to work on various sub-committees. In particular, those that have experience of working in, or with, NGO groups may like to touch base with Brian Ing or Francesco D'Aprile and offer support.

I wish all the Meridian readers a successful and harmonious 2004!

G. Shanker
Chennai, India

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