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meridian

Newsletter, june 2007

The
INTERNATIONAL
COUNCIL OF
MANAGEMENT
CONSULTING
INSTITUTES

ICMCI 11th World Congress (cum 20th Anniversary)

“Powering A World Class CMC for Leading Edge Management”

26th - 29th September 2007
Destination: Dublin, Ireland
Location: Radisson Hotel

Join us in Dublin for the 11th World Congress of the International Council of Management Consulting Institutes (ICMCI). This Congress will be jointly hosted by ICMCI and its member in Ireland, Institute of Management Consultants and Advisers. In addition to the informative and thought-provoking business meetings, several interesting partner events have been planned.

Let us emphasise the importance of the Congress for main and principal issues have to be discussed and decided upon in respect of external relations and challenging projects of ICMCI; all in order to make sure the ICMCI can take the necessary steps forward.

Hotel accommodation

We have selected two hotels in Dublin. We can co-ordinate the hotel bookings for you.

The Radisson Hotel (5*)

One of the finest hotels in the Irish

capital, the five star Radisson SAS St. Helen's Hotel stands in magnificent Formal gardens surrounded by established woodlands on the Stillorgan Road in the prestigious Booterstown district, overlooking Dublin Bay. The hotel is one of Ireland's most important historic houses and has been meticulously restored and adapted to offer five star luxury accommodations for both leisure and business travellers. Rates per night are as follows: € 145 for single and € 155 for double, breakfast included.

Jurys Montrose Hotel (3*)

Jurys Montrose Hotel is conveniently located adjacent to the main campus of University College Dublin and just beside the headquarters of Ireland's national broadcaster, RTE. This Dublin hotel is an ideal base for exploring the main attractions of Dublin city and its surroundings, including Trinity College, Christchurch, Dublin Castle and the magnificent Dublin mountains south of

the city. This hotel is about ten minutes walk to Radisson. Rates per night are as follows: € 119 for single and € 129 for double, breakfast included.

For more information and registration visit the website:
<http://static.icmci.org/dublin-hotels>.

Registration fee

Congress delegate	€ 525,=
Companion	€ 475,=

There will be a €25 discount per person for early bird registration by June 30 2007.

More information and registration

Read more about the program, the partner program, the dinners, post-conference tour and post-conference excursion on the website
<http://static.icmci.org/dublin-congress>. To register for the Dublin Congress, fill in the registration form on the ICMCI site <http://static.icmci.org/registration>

The EuroHub in Rotterdam: April 26 - 27, 2007

Gerd Prechtl, chair

On April 25th several members of ICMCI gathered in the famous Hotel New York in Rotterdam. The afternoon was organized by Rob Wagenaar (chairman of the Ooa: the Dutch member institute of ICMCI) and Institutes were given the opportunity to talk together at the “Institute meet Institute” meeting. The afternoon was closed with a speech from the Mayor of Rotterdam, Mr Ivo Opstelten.

The next day chairman Peter Sorensen opened the Euro hub meeting.

Main targets of the meeting was how to get more CMC's and recognition of the CMC's, to check what has happened in ICMCI since the Moscow meeting and to state the European position towards the Dublin Congress.

To create more awareness of

ICMCI and CMC, some new initiatives were taken.

- The Ooa, the Netherlands install ambassadors for the Ooa. These are members creating awareness when visiting (potential) clients. The Ooa supports them with marketing material.
- WKO, Austria created a “Masterclub”. (See article on the subject in this Meridian)

- In the UK, the Institute of Management Consultancy and the Institute of Business Advisers have merged into the Institute of Business Consulting (IBC). A large group of potential CMC's are members and accessible for information about the CMC designation.
- ICMCI tries to get involved in World Bank projects to build up recognition of CMC's.



As 2007 is the 20th anniversary of ICMCI, this event will be commemorated in Dublin. Austria is following a one brand strategy, the CMC. "Is ICMCI strong enough to market several brands?"

At the Dublin Congress a round table discussion will be organized with big clients to learn more about their needs in management consulting. This will be on Wednesday.

From the report from the European Hub Chair

EU-funds only allow spending of funds on management consultants that take an exam (hearing) and pay to be registered as an official EU management consultant. The CMC designation is not recognized as a professional standard within the EU and ICMCI is not known at all. The CEN project and ISO will help raising the awareness of CMC qualifications. ExCom will suggest ideas to raise the awareness and recognition of the CMC in Brussels.

ISO an IAF

The main argument for ICMCI to have an ISO standard is the formal and international acknowledgement of the CMC label.

- A "fast track" procedure for experienced management consultants wanting to become CMC was requested by the participants at the Euro hub. They consider the normal process of assessments is taking too much time and there is currently a lack in the guidelines. As a tool to raise the number of CMC's, this idea will be developed to be effective later this year.

everything can be made a problem if wrongfully interpreted. It is desirable to make it: "KISS (Keep It Simple, Stupid)" and understandable for everyone.

From the President's report: Marketing

Projects and Investments, Value proposition and Funding of ICMCI

The following priority list was made:

1. CEN Service Standard, project no. 5 (17 votes)
2. Web Site, project no. 10 (15 votes)
3. Business Shapes, combination of projects 1,2,3,6 (15 votes)
4. Coverage of Risk, project no. 12 (9 votes)
5. Enhance Standards, project no. 7 (9 votes)
6. ISO 17024, project no. 12 (9 votes)

The list does not show much difference with the priorities set in Moscow.

CEN - the next steps

Ilse Ennsfellner explains the progress and informs about the scheduled kick-off meeting in June 2007. All member institutes are strongly advised to arrange a taskforce in their own country. The ICMCI Taskforce will draw up an information paper to all European members after the meeting in June. Several countries support the project financially.

Ethics

The views on ethics differ in the various countries present and the Ethics committee is challenged to overcome the gap between them. To which level should the standard be raised? Does it have to be raised at all? Do we have to set a minimum set as proposed? These were some questions that were raised. It was considered valuable to find a way to make a new ICMCI Code. The legal discussion should be dealt with carefully as



▶ Group Work

The Congress in Dublin is supposed to result into the following:

- A decision on future financial security of ICMCI
- A clear decision on projects to be developed
- How to get more key countries involved, e.g. France, Argentina so that we can be really global?
- A decision about: one brand strategy, ethics (outcome of the working group), assessment techniques, bylaws, ICMCI's training provider policy for those countries that have international training providers, approval of the recommendation of certification process task force.
- How to get more members to the next Euro Hub (only 9 out of 23 countries came to Rotterdam)
- Presentation on personal certification and ratification (or not) of decision regarding membership of IAF

Suggestions what members can do to increase the number of CMC's were:

- Link with multinational consultancies to emphasize CMC
- Drop all other nominations
- Have a accelerated process ('fast-track') for people who are very experienced; but



- only with NO COMPROMISE on quality
- Have a intermediate grade or modular achievement
- Offer light-prestige events/benefits to CMC's only
- Promote CMC to the consultants and

- the purchasers
- Develop a fast track for assessment

The meeting was closed with a boat tour through the famous Rotterdam harbour and a dinner on a terrace of a restaurant.

Service Standards - The potential new CEN Standard for Management Consultancy

The political imperative

The EU (through its development from "The Common Market", to "European Economic Community" to "European Community" to "European Union") has had a consistent programme to establish a "borderless" market for goods and services. The open free market for goods is now well established but progress on services has been markedly slower. The Lisbon Accord and the issue of a Services Directive demonstrated that the heads of Government wished to address this issue with vigour and determination. Despite a short period of uncertainty, the bodies of the EU and associated bodies are now proceeding with enabling a common market for services.

It is worth noting that in the Services Directive there is a list of example services for which the directive should apply, Management Consulting was the first named in this list.

As part of the programme to implement the Services Directive, CEN (the European Standards Body covering the EU and EFTA countries: that is the European Economic Area) has decided to establish a set of "service standards" for the nominated services.

"Service standard"

Over the past fifty years there has been a

gradual evolution of the scope of standards or norms. Initially, mainly in the manufacturing arena they were primarily "specification standards" such as those for electrical wiring, steel specifications. In a sense, these were "quality testing" standards. The natural extensions were to cover the writing of specifications (e.g. the technical drawing standards) and for the means of testing compliance (the assurance of test facilities standards). Starting from the 1950s the new standards were not about testing but about a systematic process for ensuring quality, quality assurance and this lead to the current ISO 9000 series of standard. The emphasis was on a philosophy of establishing ways of working and processes that produced goods or services of a defined standard. The regime went from "testing" to "certifying" that the organisation operated the processes properly to achieve the defined quality standard. (e.g. ISO 9000 series of standards)

"Service standards" can be viewed as another development in the evolution of the standards concepts. The previous two generations concentrated on what was delivered and its fitness for purpose. The service standards are entirely driven by the customer viewpoint. The concern is how the purchased service fits into the buying organisation. How they decide to need and procure an external service, how to judge

potential service providers, how to select, and how to manage.

The standard is, in effect, a set of guidelines and potentially has direct implications for our certifiable CMC standard. For example, if (as in the case of the comparable Italian UNI service standard), it includes identification of the competencies which consultancy users should seek in consultants at each stage of the consultancy lifecycle, it provides the opportunity to demonstrate the relevance of our CMC competency framework.

CEN is very dedicated to write service standards for all the liberal professions. Management Consultancy is seen as a keen enabler for building the capability and capacity of an economy. The more effective use of management consultancy, it is argued, the better is the economy.

In summary, service standards are a new concept, that are not seen to undermine our qualification but do enable us to work with the client community to define best practice for the use of management consultants. In addition, as noted above, they may well offer us a direct opportunity to show how our CMC competency framework maps directly onto the competencies which consultancy buyers need.

► ICMCI's programme to work with CEN on the new standard

The Italian ICMCI Member (APCO) has worked closely with the Italian standards body (UNI) to develop standards for management consultancy. Whilst these standards are focussed on the consultants' competency (and thus are excellent bases for the assessment of compliance of an individual for CMC) they are written from the customer perspective. Thus they do form a good starting point for the drafting of a "service standard".

A senior member of UNI is also a very senior member of CEN and is in the role of driving forward the "service standards" initiative. ExCom considers it inevitable that a "services standard" will be prepared for management consultancy in the near future. Hence, the decision has been taken to cooperate fully, indeed to lead where possible, to achieve the best outcome for the professional bodies and the profession. Francesco d'Aprile (trustee and co-opted to ExCom in 2007) will maintain direct contact with UNI throughout the process.

ExCom and those trustees attending last year's Eurohub meeting in Milan and the Interim meeting in Moscow, have all agreed that the opportunity for ICMCI to be involved in this process, is one that that must be undertaken with all our energy and skill.

The process

The following is an overview of the process of the development and agreement of a CEN standard. In the early steps, we have indicated where ICMCI is currently positioned

- 1. Proposal from a member national standards Body:** UNI has prepared an initial document and informally consulted before issuing formally to all CEN country standards bodies in May 2007
- 2. Preparation of an enquiry to all other member standards bodies:** In the absence of an existing suitable Technical Committee, CEN have sent

the enquiry out for a six week consultation period

- 3. Consultation over the enquiry:** this is now happening and Member Institutes in the CEN countries are working with their national standards body to progress the consultation in each country
- 4. Establishment of a task force (or referral to a technical committee):** this is hoped for in early Autumn and Ilse Ennsfellner (Trustee for Austria and co-opted this year on to ExCom) has been nominated as the chair of this task force. Other trustees will be involved in their national consultative committees that report into this task force
- 5. Development of a draft standard:** The Task Force should discuss matters concerning the standard and the secretariat to the Task Force take the agreed content and express it in the accepted standards language and format. Each iteration will be discussed in full at meetings in Milan. The key principle is that the task force must work towards a consensus on the standard. After about two years the standard will be ready for formal consultation
- 6. Consultation period on the draft standard:** As well as informal consultation in the previous phases, the formal draft standard will be issued for authoritative comment by each national member of CEN.
- 7. Submission of the amended standard for a weighted majority vote**
- 8. Adoption as a CEN standard:** An agreed standard is mandatory for all CEN member countries (including those who voted against) and must supersede any existing national standards. The standard should be referred to in all OJEU (The Official Journal of the European Union) notices for the procurement of management consultancy. Wider adoption will depend on the efforts of the standards

body and the local professional institute. It is noted that UNI and APCO are undertaking a joint road show to explain the Italian standards to a wide range of businesses and organisations: this is seen as positive publicity and influence for both parties.

ICMCI's benefits

By being involved in the standard, it is anticipated that

- The standard will reflect our views on the importance of a management consultant being competent and adhering to an enforceable code of professional conduct and ethics
- Enabling all Members in the CEN area to develop relationships with government and major purchasers of consultancy
- CEN intends to use the shortened process to convert any CEN service standard into one that is an ISO world wide standard

The key issue for ICMCI is simply that, if we are not involved, we will have no input over the eventual wording of the standard. It is only by being involved that we can ensure the self regulation of our profession. In the same way that nature abhors a vacuum, the standards people would see our not being involved as there being no qualification for our profession and this would encourage the bureaucrats to devise more schemes like "EU consultant". We can only expect to be a self regulated profession if we are mature and active enough to take the role in all its facets. Letting this standard go by default would be seen, and spoken of, as evidence that the profession was not fit to self regulate. We can not sit back and wish away this opportunity, the wheels are in motion and we need to be on the train. **The ICMCI team is active, involved and confident of a positive outcome. The financial support of the CEN country Members of ICMCI is acknowledged.**

Brian Ing
May 2007

Consultant's Day 2007 in Austria

The contribution by the Austrian IMC (UBIT) to the Consultant's Day 2007 will be as follows:

June 14: Press release 'Worldwide Consultant's Day' featuring the planned events, CMC qualification and ICMCI.

- June 21:** Major event in Salzburg
- UBIT board meeting
 - CMC Masters Club
 - Constantinus Masters Club

- Member event: 'Dialogue:Motor for Top Performance in Economy and Sports' with extreme mountain climber Thomas Bubendorfer
- Gala night with presentation of the Constantinus Award (categories: Management Consulting, Personell and Training, Networking, IT, Open Source, Accounting and Controlling, Yopung entrepreneur, International Consulting)
- Special supplement in Salzburger

- Nachrichten (leading daily paper)
- Press meetings

Our communication will feature on the following subjects:

- Quality of Consulting (CMC)
- Best Practices (Constantinus)
- Necessity of cooperation and networking (Masters Club and Member event)
- Importance of our industry in the national and international context

CMC Masters Club Austria

Mission

The CMC Masters Club Austria is a platform for the continuous development and promotion of the international mark of qualification "Certified Management Consultant" - CMC. The annual membership fee of 100 Euros is used for administration, services and the charge for the International Council of Management Consulting Institutes.

The Masters Club is offering the following benefits and activities:

- **Public relations**

Continuous public relation activities in newspapers, magazines, professional journals and gazettes of the Chamber of Commerce. As an example I am sending you the quarterly Q-Report - only available in German language but it shows specially on the last page all the activities in the single provinces in Austria

- **Promotion in the world wide web**

CMC are listed in online-databases: www.incite.at and www.cmcmastersclub.at

- **Key account and brand management**

With big companies and public institutions to inform potential customers about the quality of consultants who gained the CMC status.

Information campaigns within the Chamber of Commerce in the different representations of the professions. Because we were realising that even the own organisation is not aware of the real meaning of the quality standard CMC

- **VIP**

Special service for CMCs at events (Constantinus Award, other events are in the status of developing ...)

- **CMC Masters Club Events & Networking**

national and international events, hosted by a big company, quarterly. In the stadium of planning are meetings with the neighbour countries and their national institutes to perform some kind of CmCC meetings between the eight neighbour countries of Austria.

- **Requalification**

included in the annual fee

- **Discount**

on the incite education-program, which is offering a series of various seminars, workshops and experts discussions.

- **Merchandising**

CMC can buy CMC-pins, stickers, promotion folder

Finally we would be very happy if this example is encouraging the IMCs in other member countries of the ICMCI in founding their own Masters Club due to their national interests and needs. The manager of the Austrian Masters Club, Alfons Helmel, his deputy Sonja Schöbitz or the office manager, Nina Purrer (nina.purrer@incite.at), would be happy to assist with further information.

MQAC

ICMCI has a Membership and Quality Assurance Committee, taking responsibility for the processes for communicating and handling initiation of potential new Members desiring membership; and assessment of existing Members in order to assure the compliance of their CMC standards with the ICMCI Standard. This is as agreed in Beijing and confirmed in Moscow.

The committee consists of Peter Thomas, Fons Roels and Shanker Gopalkrishnan with Peter Sorensen as chairman.

ICMCI consisted of 44 Members for the last year, but currently has 43 Members since Portugal recently left because the association in Portugal did not survive its difficulties.

MQAC now has contact to associations in several countries. Ukraine has an association looking for membership, and Vietnam is preparing in September to form an association which already has applied for membership. Last summer I visited Mexico where an interesting development is shaping up. We have had contacts with interested groups from France, Iran, Pakistan and few more countries which may eventually lead to membership.

In the Caribbean and in Central America we see promising developments where several smaller countries are considering working together to get enough strength. At the congress in Dublin we may ask the Members to discuss a possible change of the bylaws to accommodate for this possibility.

South America and Africa, several important countries in South East Asia, most Arab countries, several East European countries plus France are to a large extent white on our map

because they are missing in ICMCI. Jordan has gracefully offered to contact associations and try to inform and encourage consultants in the Middle East region to form associations to become members of ICMCI.

Discussions have been conducted with individuals and small groups in a rather big number of countries scattered around the globe looking for a CMC. They have been informed about our rules: our Members are one association in each country, the most influential in that country.

The ICMCI assessment and re-assessment of Members has been a great success. Since 2001 most Members have been subject to assessment of their certification programs, and since re-assessment has to be made every three years the first ones to be assessed have already been re-assessed.

A few provisional Members have only recently been assessed and in the event of success as a consequence changed their status into full membership, and some are still missing. We shall discuss at the Congress in Dublin how to handle them. Some of them have been Members of ICMCI for several years without developing a certification program as they are supposed to do, and we shall discuss with them whether they want to develop certification and

how they may be assisted by other Members. The assessments have been a good occasion for discussion and establishing a closer relationship between the Member and the ICMCI assessors, obtaining a better mutual understanding and for transfer of best practices to the Members. And for reciprocity it is seen as a quality guarantee to have the Members assessed according to the same rules and procedures for the assessment.

All hub chairmen are working to develop new members and assist initiatives towards that goal.

Some of our Members have undertaken to assist new Members develop their certification programs, such as Austria, UK, Italy, Canada, USA, Denmark and others.

For me personally it has been an exciting experience and a wonderful opportunity to visit and assess more than 20 Members until now. The other assessors have been most of the actual and recent ExCom and MQAC members, supplemented by Fahrettin Otluoğlu, Mikael Jensen and others being introduced for larger geographical coverage.

Peter Sorensen

Reducing World Poverty and Starvation

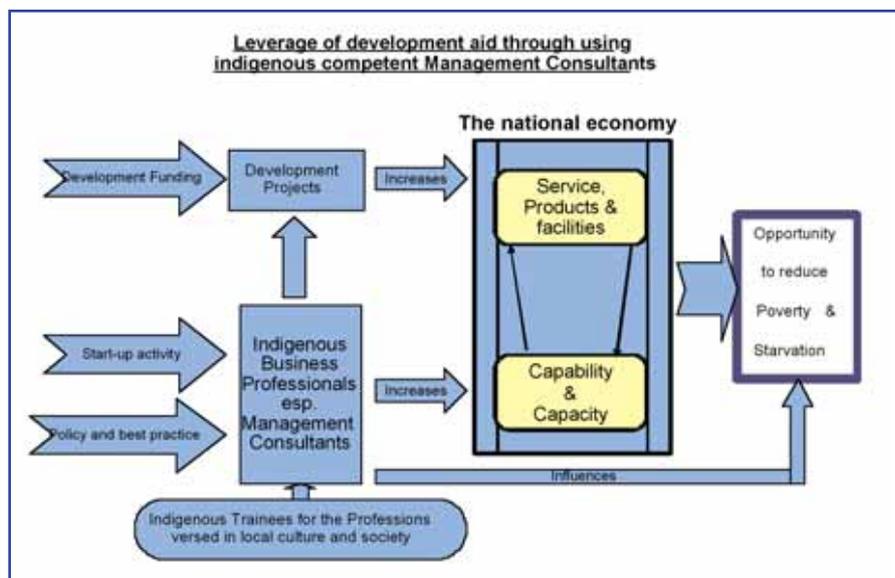
The Annual Ministerial Review at the UN this year is focussed on “reducing world poverty and starvation” and all NGOs were requested to submit innovative ideas. The first thought was that this is a problem too large for us to address. After all there are many development economists and experts who have been working on this subject for some time. However, as we often find, the management consultant approaching a problem afresh can see options not so obvious to those immersed in the problem. So it was in this case. With input from the USA (trustees Baldwin Tom, John Tracey), South Africa (Ben Laauwen) and Denmark (Peter Sorensen), two trustees (Bill Cowie from Canada and Brian Ing from the UK) put together a submission which develops the existing NGO mission into a submission that has been positively received as a fresh approach..

The proposals are an innovation in development funding because:

- Emphasis is placed on the entire development project, a holistic view of all the aspects from conception to implementation, with a focus on achievement (efficacy), outcomes for the developing economy (effectiveness) and value for money (efficiency);
- Due consideration is given to the culture and processes within the developing country by ensuring indigenous professionals are utilized;
- The competence of the qualified management consultant is recognised as the key selection criteria in selecting competent professionals;
- It offers a practical proposal by suggesting ICMCI as a provider for establishing a national professional body for the production of competent indigenous and qualified management consultants
- A connection is made between the needs of

the development projects and the continuing enhancement of the capability and capacity of the developing country's economy through promoting better management by the use of these same consultants.

The proposal is summarised in the following diagram



The paper emphasised the importance of having a national professional body (to understand the local needs and define the extensions to the competence framework) and to enforce adherence by the CMC's to a code of professional conduct and ethics and thereby increase the trust of the clients. No claims were made that improving the outcome of development projects and enhancing the capability and capacity of the local economy would inevitably lead to reduction in poverty and starvation: just the

opportunity is provided (and a body of professionals can be important influencers of opinion and policy).

The paper listed ten countries where new Institutes can be established with outside assistance.

The full paper is available from the Secretariat (icmci@mos-net.nl) and can be used by all Member Institutes as input into their efforts to promote the value of our profession. Within ICMCI new members are often mentored by an existing full Member - the paper provides the emergent Institute with a rationale for its formation.

Brian Ing
May 2007

India: here is the business giant!

With a US\$ 800 billion worth GDP and a sound 7.7% growth rate, India is today's global business emerging giant. Experts are ready to sear these are its booming years. The Indian market certainly did not boost such perspectives in 1985, when Gopalkrishnan Shanker started working as a consultant, a business administration diploma in his pocket. The first years were not easy. "The market was poorly developed -he explains- and companies were turned in upon themselves. They did not invest on research and hardly entrusted external recourses to solve their own problems." The turning year was 1991 when former Minister of Finances Manmohan Singh, today India's Premier, decided to face

the crisis by opening Indian economy. "Once boundaries had fallen, multinationals entered the country- says Shanker-, so consultancy services suddenly became interesting: for local enterprises confronted with foreign competition, as well as for international enterprises which needed guidance to penetrate an unknown market." The most frequently required consultancy services are strategies and market analysis. Yet the liberalisation process also brought in, together with foreign enterprises, world famous consultancy firms: Deloitte & Touche Tohmatsu, Ernst & Young, Price Waterhouse Coopers, etc. These giants could easily defeat the local consultancy offer. "Indeed, multinationals

are not direct competitors to us -ensures Shanker-since they mainly work for the Government and large financial holdings and groups. We stop at a lower level". In the last ten years the consultancy market has seriously boomed, reaching a turn over worth, according to Shanker, US\$ 1,5 billion a year. "Not to mention that Indian economy, despite its last 15 years of success, is still galloping. "It's a vast economy-he explains- even within its contradictions, with 20% of the population still living under poverty threshold".

Gopalkrishnan Shanker
(article published in "Il sole 24 Ore")

In Eastern Countries it is still an emerging profession

“Romania is still recovering from the market economy impact shock: privatisations are still in progress and the system is not stable yet”. Management Consultant Sorin Caian attempts an evaluation of the process started 16 years ago. “The fall of communism -he explains- started a very stimulating era: Romania overcome soviet planning to enter a system nobody could prove how much it was worth. Basically the ideal climate to launch oneself into an emerging profession, armed with plenty of entrepreneurship: management and organisation consultants “simply did not exist until 1990” admits

Caian. So government and enterprises first contacted worlds major consultancy firms, until the first national companies were started up. Caian was one of them: we had to rebuild Romania’s economy-he says-. We dealt with market analysis, followed companies through acquisitions, merging and restructuring”. Only in recent years the market started growing “with the aid of funds from the European Union-admits Caian-. Yet the economy has not developed as much as to start freelancing: it is still necessary to lean on other companies”. To Caian, who is also part of the Romanian management

consultants association board, “the problem is that small national companies are often unable to win bid contracts called by the EU, for the benefit of large consultancy groups. There’s more. Since national boundaries have been open-he continues-almost 2 million Romanian people have crossed them to work abroad. The truth? “Our country has projects and money to invest in all areas, but it’s lacking people ready to lead new initiatives”.

Sorin Caian, Romania
(article published in 2006 in “Il sole 24 Ore”)

CMC-Canada Builds New International Relationships and Increases CMCs’ Profile at Home *CMC-Canada Partners with International Business School Based in India*

CMC-Canada (the Canadian Association of Management Consultants) recently signed an MOU with a business school in India. The school’s mission is to establish an institution that integrates creativity, innovation, technology, business and management using academic talent from India and abroad. The two organizations have agreed to work together to promote and develop management consulting education through the following initiatives: joint work among professionals, faculty and students; sharing of academic resources; organizing events and programs; and the promotion of scholarly activities.

One of the extended benefits of this relationship is the opportunity to enhance the value of the CMC designation to a community of students who will one day become users of management consultants, or consultants themselves.

CMC-Canada increases CMCs’ Profile at Home

CMC-Canada is currently involved in various projects to advance the management consulting profession and CMC designation in Canada. Below are just a few current initiatives we would like to share with our international counterparts.

New Strategic Plan and CMC-Canada Brand

In February of this year, CMC-Canada board members from across the country collaborated on and approved a new strategic plan for the organization. The 2007 plan is summarized on a single page, located on our website’s homepage, www.cmc-canada.ca, and outlines the four key strategic objectives that must be addressed to take our organization to the next level. Highlights of the new plan include:

- Our Mission: To advance the practice and profile of management consulting in Canada

through education and certification of consultants, promotion of ethical standards and professional competency, and advocacy for the profession in public and government settings.

- Key strategic objectives include:
 - o Connecting to our members and consumers of consulting services;
 - o Growing/increasing our membership to 5,000 CMCs in five years;
 - o Promoting the CMC brand to consumers of consulting services; and
 - o Sustaining our organization.

With the new strategic plan in place, the goals are clear - to advance the profile of management consulting and promote the CMC designation brand to consumers of consulting services. One of the most effective ways to accomplish our objectives is through branding.

In concert with our renewed emphasis on the designation, we are returning to the oval CMC logo, designed in Canada in 1986 and now licensed in other parts of the world by ICMCI. We are introducing the trade name “CMC-Canada” to more visually connect the organization with the logo. Our tagline will be: “A higher level of management consulting.” We feel this tagline sets CMCs apart by communicating the value of the designation and most importantly - by highlighting the credentials and caliber of our certified members.

Our corporate name will continue to be “Canadian Association of Management Consultants”.

CMC-Canada holds that if international management consulting associations are aligned in their brand “uniform,” a unified message about the designation can be effectively communicated to all relevant stakeholders.

National Partnership Created to Promote CMCs and Assist Small Business in Canada

CMC-Canada and the National Research Council-Industrial Research Assistance Program (NRC-IRAP) have recently announced a national partnership to provide management advisory services (MAS) to Canadian small and medium sized enterprises (SMEs.) The program’s objective is to accelerate the profitable growth of viable SMEs by providing timely and effective management consulting advice to their owners and managers. Previously, the program was executed in Alberta, British Columbia and Ontario; the new agreement extends its jurisdiction to include all of Canada.

CMCs will work with management to identify critical issues that must be resolved, establish the right priorities for using limited resources and create an action plan with defined targets and timelines. It is expected SMEs assisted by the program will improve their financial performance and produce tangible results such as increased market share, sales, employment and capacity. The program may also help them reduce process cycle times and provide cost reductions or improvements in quality or service.

According to Heather Osler, CAE, President and CEO of CMC-Canada, “In many ways, Canada is a country built on and sustained by small business. Partnerships such as these strengthen the economic and social foundation of Canada while also increasing opportunities for our members and the profession. We anticipate very positive results from this program.”

For more information on CMC-Canada and its current activities, please visit our website at www.cmc-canada.ca.

Heather Osler, CAE,
President and CEO
CMC-Canada



Alfred Harl is the name of the new Chairman of the Professional Association of Management Consultancy in Austria.

Bringing these diverse opinions together for the good of all, while promoting our issues at the same time, will be my and my board colleagues', Wilfried Seyruck's and Martin Prager's, responsibility.

As chairman of UBIT I will strongly support the following issues:

- modernizing the professional image of management consultants
- promoting the brand CMC by various activities
- positioning the "Austrian IT- and Consultants` Day" ("Österreichischer IT- & Beratertag") as a top venue for experts
- further developing the Consultants Competence Circles (high level discussion groups among business representatives, politicians and scientists on topics relevant for the profession)
- promoting the state award for UBIT members (basis is the Constantinus Award)
- improving professional general conditions and legal parameters corresponding to today's challenges
- cost-effective liability insurance for all UBIT members.

The core themes of our future work at the Federal Division UBIT will be

- establishing a grassroots "Members Conference" (open space event)
- building transparency in the IT and consultancy business
- consistently claiming the establishment of a Ministry for ICT in Austria
- providing and promoting quality and qualification by implementing "Incite new" (Academy for Management and IT Consulting in Austria)
- promoting elites in our profession.

In order to ensure all this for the future, we need excellent junior professionals and top graduates in the field of consultancy. This will require joint efforts from decision makers in politics, education and economy.

I am convinced that with the support of my team we will achieve these objectives successfully.

Best regards,
Alfred Harl, CMC

April, 2007

Dear colleagues,

I feel honoured to hold the position of chairman of the Professional Association of Management Consultancy / Austria (Fachverband UBIT) since 15 February 2007. I consider it a fascinating task, which on the one hand is characterized by a great diversity of viewpoints from the various fractions and on the other hand by a wide variety of economic issues.

Webconferencing for ICMCI committees

ICMCI has an Interwise licence for conference calls. Interwise is a tool for Voice teleconferencing and has features like:

- Single speaker controlled by chair (called "presenter")
- Voice activated microphones for all
- Text messages during "meeting"
- Whiteboard area for quick diagrams
- Display documents on whiteboard
- Edit documents on whiteboard
- "meeting" can be recorded to aid writing of minutes

ExCom is using this license for its monthly meetings. Other committees can also use this tool for meetings. How to do this:

- Book a meeting through the ICMCI Secretariat (preferably 48 hours in advance - working days only)
- Specify the meeting (at what time, use Greenwich Mean Time indication, who are the participants (names and e-mails), the maximum length of the meeting and eventual materials you want to have available during the meeting (in Word, Excel or Powerpoint).
- The secretariat will set up a meeting and all participants receive an e-mail with a link.
- Click on the link in the confirmation e-mail from ICMCI and the meeting can begin!

You need to have a microphone, speakers (a sound card) and preferably a headset. Want to learn more about the tool, go to

www.interwise.com, choose Interwise Connetc and learn more about this program.



1. Emoticons

2. Interactive whiteboard

3. Video windows

4. Connection options/status

5. Participant/chat window

6. Materials window

Consultants from 45 countries service their clients.

Vienna/London/New York/Peking 14. June 2007: More than 100.000 Consultants, working in 45 national Associations under the umbrella of the International Council of Management Consultancy Institutes (ICMCI - www.icmci.org) will gather on 21st June for the International Consultant's Day 2007. The day's theme is, also because of the diffuse market, focused on the quality of consultancy and the orientation on the clients. The members of the participating associations oblige themselves voluntarily to the theme. In Austria "Fachverband Unternehmensberatung und Informationstechnologie" (UBIT - www.ubit.at) invited members, clients and

participants from the government to come to Salzburg where several events will take place. One of the major events is the 'Constantinus Gala Night' (www.constantinus.net) and an exhibition where the declaration towards quality, client orientation and ethical behaviour will be made visible to 43.000 members and to the public as well. The chairman of UBIT **Alfred Harl**, who is a certified international consultant (Certified Management Consultant) shows that increasing quality and client satisfaction can only be achieved through voluntary Quality Insurance and transparent guidelines that apply for the whole profession. With the quality title

CMC, the participation to the Constantinus-competition and the membership of pro ETHIK (www.proethik.at) show more and more that Austrian (IT) consultants supply high quality services to the Austrian science and to clients in many countries.

For ICMCI's Vice President **Gerd Prechtl**, who is also a leading representative of the professional organization of organised Austrian company consultants, this is an irreversible trend that will have its influence on the short and middle long term on the competition position of Austria in a globalizing economy.

Tip from a Member Institute to other ICMCI Member Institutes

If your members can use powerful new ideas and strategies to boost their companies and careers: there is a solution!

We condense the best books and speeches of leading business authorities so your members get ideas and strategies from each expert in just 15-20 minutes.

Is your goal to deliver more value to your membership and increase the revenue of your association?

If so, we can help by providing:

- A unique time saving service that fits the needs of your members in staying up to date and in tune with today's business world.
- A deep discount of 70% for your members off the regular price that you

can offer as a benefit of membership (of IMC USA)

- A sizable new revenue stream for your association: 15% of all gross revenue earned from the relationship.

And the program is very easy to implement since it works from a simple turn-key template and the Business Source handles all eCommerce, fulfilment and customer service.

The Business Source offers you on a yearly basis:
24 summaries of the latest business books
24 sets of powerful business tips
4 audios from some of the best business minds in the world today

Users of Business Source vary from CEO's of Fortune 1000 corporations to

regular people with a keen interest in what's going on in the business around them. All of them have in common their passion to get ahead or stay ahead.

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More information:

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New occupation right gives member increase in the professional association UBIT

At the beginning of 2007 a new "balance bookkeeping law" (Bilanzbuchhaltungsgesetzes - BibuG) has become valid in Austria. This law regulates the independent occupation of bookkeeping, and causes a true run of qualified persons, who became active as independent ones within the ranges bookkeeping, balance, cost calculation, accounting of personnel and consultation in the account system to become member of UBIT, the Austrian member of ICMCI.

Just in the first quarter 2007 the number of the occupation-entitled commercial accountants, personnel computers and

balance accountants in the professional association rose more than 11 % to 3.600. For chairman Alfred Harl, CMC of UBIT this success is a confirmation of the efforts for many years working on the improvement of the basic conditions for independent active accountants. "We will continue in this way and use the positive experience for the other occupations." "This extraordinarily positive example of the clear regulation of these rights and obligations in the new balance bookkeeping law is an important note, in other occupation these rights must also be implemented." Harl closed.

Spokesman of the independently accountants and balance accountants in the professional association, Johann Strength, CMC announced further information campaigns with emphasis on small and central enterprise, in order to make the entrance to the achievements of these professionals simple and successful.

Www.ubit.at www.bibug.info

