



Meridian: Letter from the Chair Brian Ing

A New Year: New Challenges

One of the privileges of being in our profession is that we are confronted by different problems from client to client. I know every client tells us that their situation is unique (and despite the obvious nature of that statement) they rarely are completely so! Often they have a mixture of common issues and problems. It is our skill to use the ability to analyse the needs, select options from our knowledge and previous experience and test those options for their suitability for the client situation. Gradually over time the mixture of issues changes. Ideas and concepts that were at one time only common amongst management consultants at the forefront of thinking, become commonplace and well known to any competent manager, and are this no longer the thrust of many consulting assignments. Hence every new year delivers a new set of challenges to us as consultants. For many of us this means every few years a quite fundamental change in our consulting practice. In effect we “re-invent” ourselves. This is the normal gradual evolution of the consulting service. Over time it has seen a change in emphasis from operational considerations (especially of manufacturing and production engineering) through to strategy to quality management to process engineering to outsourcing. The transitions may have varied from country to country (or more correctly economy to economy) and may have been influenced by changes in the political environment. However, I am sure you will be able to identify those that apply to your area of business. This New Year the change of emphasis may need to be dramatic: many of us may have to re-invent ourselves quickly to be able to service the challenges of clients enmeshed in a severe world economic challenge.

I have consulted through several recessions. I have noticed a very simplistic behavioural norm: in each recession the emphasis is placed on

ensuring the lessons learnt from the last recession are applied. Hence, if in one recession there had been more company failures through managing profit and not considering cash, in the next recession “cash is king” and is rigorously conserved in the following recession. This results in quick and deep cutting reductions on expenditure on anything that does not produce quick cash returns. This would include most investments, much marketing expenditure (and expanding sales expenditure at the same time), research and development, long term organisational improvements and staff development. As can be seen this, in effect, often dramatically reduced the expenditure on management consulting (even allowing for the expenditure on turnaround consultants which increased). When this recession ended, the companies survived, had cash resources but out of date service or production delivery, poor marketing and no new services or products in the pipeline. So in the next recession these investment expenditures were ring fenced and protected whenever possible. However many companies ran out of cash, so in the next recession the emphasis was again on conserving cash.

In each of your economies and consulting niches, I could suggest you now examine your last recession, class it as a cash or investment priority recession and expect the next year to be the opposite. However, I might be pessimistic but I do see next year as being more challenging than many previous recessions. The lack of liquidity from bank lending (and the follow through effect on tax revenues) has made many private and public sector organisations already to be severely cash restrained. This is not acting on a lesson from the past, but reacting to a current reality. Action by governments to act as a source of cash has to date only reduced, not eliminated, the shortfall. Hence, I feel we should be aware of the demands to be placed on us.

In October, I wrote to many people starting with a quote from a US Politician (“there are things we know that we know, there are things that we know that we don’t know, and there are things that we don’t know that we don’t know”) and noted he omitted what we would consider, not just for the situation that he applied the quote to, to be the most significant (“There are things that we know that are not so”). I then proposed that the professional management consultant should add for the coming recession:

“There are things that we knew which are no longer so”.

In the past two months, I have seen many examples of this (e.g. a triple AAA rated bond, for instance in Lehman Brothers, is a safe investment, or again if the business plan for a business projects the same profit going forward with the same borrowing requirements that these borrowing facilities will be continued). I am sure we can all think of rules of thumb (ratio tests, basic strategy guidelines) that are no longer valid. I see this as fundamentally different from previous recessions within the memory of practising management consultants. For instance, in the UK in the 1970’s there was a failure of the secondary banking sector which started a recession. The failure of the secondary banks was soon ascribed to not complying with the trusted banking ratios that had evolved over the previous centuries. In other words, normality was restored by returning to the rules of thumb and accepted control procedures. This time there may well have been examples of organisations failing to comply with accepted wisdom: however, I am not convinced that the response (and economic recovery) will be achieved merely by returning to old rules. There will be new rules and constraints.

Of course if I knew what they were, I would be out there consulting on the new principles. There will be gifted individuals and organisations that will derive the new ways of business. My message to you all is that you need to be alert, learn from them and (in your role as the catalyst for implementing change in your economies) promulgate them through your clients.

▶ This role has high risk. Learning incomplete or erroneous lessons could increase the damage of the recession. Obviously, speed of implementation of the new ideas and rules will assist the recovery. It is my contention that it is the professional management consultant who needs to be at the same time very critical of new concepts, thorough in the examination and understanding of the boundaries and applicability of the suggested new approaches, adept at being able to explain the basis and implications to others in a convincing manner, and able to accept change in one's thinking to be able to assist clients to soon adopt and adapt to the new environment. I am confident that a crucial role in this process will rest on the worldwide cadre of professional management consultants, those who have been so committed to their professionalism that they are Certified Management Consultants (CMC), to lead their profession through a challenging time. We will need to be open minded, active in reviewing research and emerging findings (including from other economies), creative in finding new solutions not driven by past conditions, exemplary within our profession, excellent in communication (to clients and their staff) and above all else to be humble enough to recognise when we are proved by changing ideas and evidence to be wrong. In short

"There will be things we know, that we do not know now" and, "There will be things that we will know, that we will show not to be so"

This may require many of us to again re-



invent ourselves: we have done so before, and probably will do so again. The nature and methods of management consultancy will develop and evolve. Surely, we are not already so established a profession that we ourselves became resistant to necessary change?

I wish you all every success (for the sakes

of our profession, your clients and, above all, the speed of the recovery for all). I trust you will use all your wisdom and professionalism, and finally, given the scale of the challenge, I wish you extreme luck (luck that comes from being smarter and more professional)!

SME Management innovation and development summit

China attracts the world's eyes again. RMB¥ 4 trillion (\$586 billion) stimulus package was announced by China's government to stop the global financial crisis from hitting the world's fourth largest economy.

China's export driven economy is starting to feel the impact of the economic slowdown in the United States and Europe, and the government has already cut key interest rates three times in less than two months in a bid to spur economic expansion.

Against this background, IMC of Zhejiang Province, China, held a conference of SME management innovation and development summit on November 22th at International Conference Hall in Hangzhou Zhijiang Hotel. The total number of participants is over 400, about 250 people from SME, about 100 people are management consulting experts, 50 People from state organs, research institutions, university, etc.

Small and medium size enterprises are the most active economic growth point of Zhejiang province, and are the main channels to extend the employments. However, due to the influences brought by the global financial crisis since this year, the small and medium size enterprises suffered

a decline in growth which blurred their directions for the future development and led to panics. The conference which held by IMC of Zhejiang province is with the purpose to utilize management consulting tools to offer expertise suggestions from the perspectives of strategy, financing, risk management, marketing to the enterprises, and to help them survive in the crisis as well as to promote the development of the management consulting market.

Speeches were given by SASAC of the State Council, the State Council, Ministry of Commerce, the provincial economic and trade commission, professors from universities, institutes and consulting experts, and fruitful discussion were carried out with the entrepreneurs.

Consensus was reached in this conference. First of all, it is recognized that crisis will come sooner or later, however the development of the economics is a process of the survivals of fitness, and the enterprises should take the opportunities to examine the healthiness themselves rather than staying panic, and more attentions should be paid to the scrutiny of their own problems as well as the improvements that can be made to the management level.

Meanwhile, it is the responsibilities of the governments at all levels to support the small and medium size enterprises, however in previous years, the governments were lack of effective means and actions, and this crisis offers an opportunity to test the capability of the government to serve the enterprises as well as facilitate the transference of the government to the service functions. The economical development of China in recent years are more resources input- oriented which mainly emphasize on the results rather than the processes, however, our enterprises should in the future transfer their attentions more to the utilization of the management to the realization of efficiency. Similarly, the crisis is also conducive to upgrading China's economy as a whole. Management Consulting Committee of China CEC will pay attention to hot issue of China's economy, and promote the healthy development of China's consulting market.

ASCO was formed on September 27th 1958. At that time eight farsighted management consultants, who saw more than only “business” in their practice, decided to establish ASCO to promote the new profession. Among other things their members had to adhere to a definite code of conduct which has proved itself till this day and which is stipulated in the articles of association.

ASCO has significantly contributed to the establishment of professional management consulting. Since 1995 ASCO has developed to grand size and represents about 1850 management consultants which correspond to a market share of 50 percent today.

ASCO gets involved with consolidation of competitiveness, sustainment of workplace as well as promotion of the position of

Switzerland. The association considers the management consultancy as an important force for change. The establishment of the ASCO Award “Best Business Transformation” under the patronage of the association of the business companies in Switzerland (economiesuisse) emphasizes this effort and was awarded in 2008 at the celebration of the jubilee for the third time with keynote speech of the Swiss Federal Council Doris Leuthard (more details under www.asco-award.ch).

“Management Consulting - Perspektiven am Puls des Wandels”

The book at the occasion of the jubilee 50 years ASCO, publisher “Neue Zürcher Zeitung”; editor: André C. Wohlgenuth, Roger Gfrörer. Euro 38.-, Details/order www.asco.ch/brancheninfos/literatur.php



Celebration of jubilee in the Hotel Park Hyatt in Zurich on 19.8.2008, archive of photos www.asco-award.ch

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Report on the FEACO Congress in Dubrovnik

The 2008 FEACO European Annual Conference was held in Dubrovnik, Croatia, from 23 to 25 October, 2008. The conference organizer on behalf of FEACO, the Croatian Association of Management Consultants (UPS-AMC) proposed an interesting programme with the title „Competitiveness, Innovation, Business Excellence and Consulting in Central and South Eastern Europe”. Plenary sessions and workshops covered the following themes:

- **New markets in the CSEE**

What is the political and macroeconomic perspective of the region? What effects do key global players from the region have on the EU market? How can consultants prepare a market entrance strategy and support its implementation? Will the EU Services Directive significantly influence the SEE consulting market?

- **Governance, local development and consulting services**

Can we adopt Western concepts or are the experiences from CEE countries (e.g. Poland, Hungary, Slovakia) more valid for SEE consulting market? What challenges represents bureaucracy to consultancy development in the region? How do we tackle and deal with administrative burdens and obstacles (e.g. Hitrorez in Croatia)?

- **ICT, society and consulting**

Informatisation e.g. “Computerisation” as a key success factor for economic renewal and competitiveness. Examples of governmental programmes and strategies for the development of the e-society, and best practice in companies, e.g. „mobile payment”.

- **Investment projects, finance and management**

The role of the consultant as a financial engineer, controller or project manager. Options for cooperation with the banking sector and financial institutions in the SEE

region. New forms of financial consulting services in CSEE (Acquisitions, mergers, due diligence).

- **Cross border consulting**

How to cooperate with international companies and how to manage multinational teams. Specific problems with cross border service delivery, regulation and taxation. Why we do not need protectionism in services markets.

- **Human resource development, social responsibility and ethics in consultancies**

Consulting in the context of lifelong learning and non formal education. People development in consulting companies in the light of new global market requirements. What professional, social and other competences should management consultants possess? New consulting disciplines. How do Innovation and Risk Management affect consulting practices?

• Standardization and consulting practice

Do we or do we not need to create a standard for consulting services? What are standards about? What sort of standard would be suitable for regulating consultancy as a profession and to what extent?

The topic on standards in management consultancy was covered in speeches by Brian Ing as well as Ilse Ennsfellner and Gerd Prechtel, and raised considerable and lively interest. The presentations covered the development of standards for management consultancy services on European and international level. They highlighted the trends and pitfalls in management consultancy, the needs of clients for consultants who were knowledgeable, skillful, competent and trustworthy, the required qualifications of management consultants, the international recognised qualification standard CMC (including the numbers in the mjr companies who had voluntarily obtained the CMC qualification) and the European CEN Standard on Management Consultancy. The CEN standard is being developed on European level to develop the client-consultant relationship, and to support the implementation of the Services

Directive to enable cross border working for services such as management consultancy.. The role of service standards was outlined and critically reflected, as a basis for further discussion with the audience. The discussion with participants indicated that it was a good opportunity to learn about European and global standards in management consultancy, that the application of standards was inevitable and that the profession's involvement in their

specification was crucially important for all suppliers of management consultancy services.

The paper "Service Standards Reduce Customers Risk" has been published in: Boardroom Strategies for Managing Risk, Editors: Institute of Directors, New Delhi 2008, pp. 26 - 29



CMC-Canada Consultants "Doing OK" in This Economy, According to Our Recent Survey November 2008

Summary Report by Bob McCulloch, FCMC, Chair, CMC-Canada National Board

CMC-Canada recently surveyed members to find out how management consultants are faring in the current economic environment. A summary of the results is provided below.

Survey Response Rates

CMC-Canada had strong pick-up on the survey: more than 10% of our total membership responded with a three-day turnaround. The geographic split of the respondents is representative of how CMC-Canada's membership is spread out across the country. For another couple of metrics, out of the total number of respondents, 42% are independent practitioners and almost one quarter of the respondents have more than 10 professionals in their firms.

Observations and Conclusions

In terms of the overall feedback:

- **74%** of respondents say they are doing the **same** amount of business volume as last year, **or more**;
- **60%** say they are feeling **no downward pressure** on their rates, with **less than 10%** feeling strong pressure on rates;
- **57%** suspect that their clients will be **cutting back** on the contracted work they put out over the next year;
- even with their clients cutting back, more than **75%** of the respondents project they will be **as busy as they are now - or busier** - in six months; and
- in terms of how concerned consultants are

with respect to their business, the split across **concerned-neutral-optimistic** is almost an even third in each bucket.

When the results were broken down by industry and consulting discipline, it turned out that there were very few material differences.

Consultants doing work with federal, provincial, and municipal governments and agencies paint only a somewhat "brighter" picture with a few percentage points along each dimension:

- **77%** doing the **same amount of business** volume as last year, **or more**;
- **64%** feeling no rate pressure, perhaps because public sector work is already priced lower than the private sector;
- **50%** saying that their public sector clients will be **cutting back** on the contracted work they put out over the next year; and
- **78%** saying that they will be **as busy as they are now - or busier** - in six months.

Even where we thought there might be a significant difference - the manufacturing sector - the results were largely in line. So, while one may have anticipated that the manufacturing industry would be cutting back, it's clear they've already backed off on their expenditures over the past couple of years given the rise of the dollar coupled with intense global competition. Perhaps it's

not surprising, then, that CMC-Canada's members are expecting them to increase their contracted work over the next several months.

In terms of the kind of work people are doing for clients, there's not a great deal of difference across the disciplines. And the responders to the survey are quite widely spread, with the largest number of responses (68%) covering the areas of:

- strategy and business planning;
- business process improvement;
- change management;
- project management;
- performance measurement/management;
- organizational development;
- technology/telecommunications/IT management;
- coaching and mentoring; and
- governance.

These are all areas which can be leveraged by organizations to improve their performance in both buoyant and turbulent economic environments. Even in the area of executive search, the responses were similar to the rest for all areas except for their level of concern about business, highlighting that they're generally more optimistic, with more than 55% indicating their clients will be contracting out the same or more in the new year compared to 42% for the overall.

One surprise was that the larger firms (more

than 25 professional staff) are not only busier (about 80% saying their volume of business is the same as or more than a year ago), they're saying that less than half their clients are expected to cut back (compared to 58% for the overall), and more significantly, more than 90% are projecting to be as busy or busier in six months.

These results might reflect a fundamental characteristic of the management consulting

profession. In the management consulting market, the ones who are the most successful are those who restructure their offerings to match the current needs of the client, and these are constantly changing - in up markets when clients may feel they don't need a consultant because everything's rosy, and in down markets when clients feel they can't afford a consultant. The career management consultant needs to sell into these markets, and therefore figure out what

will really be of value to the potential client - something that will justify their "discretionary expense" to the client.

IMC-USA Chapter Visits YDD in Turkey

By Lisa J. Koss, Immediate Past President of IMC-Arizona & Principal of International Advantage(r)

While planning a trip to Turkey for business and pleasure it hadn't crossed my mind to look up our IMC counterparts in Turkey. But a suggestion by distinguished, national and chapter (founding) member, **Jim Soudriette**, FIMC, CMC, was converted into a change of plans. I reached out to the YDD, Yönetim Danışmanları Derneği, a member of ICMCI.

And why not look up a "sister" organizations when we travel internationally? For me, doing so coincides with my interest in the management consulting profession, as well as my own professional focus at International Advantage of supporting those leaders and organizations who navigate change in cross cultural environments. (www.intladvantage.com)

The YDD has 164 members spread between Istanbul, Ankara and Izmir. The chapters have monthly meetings and provide resources for certification. (Of the 25 or so present, four were certified.) They meet monthly at a private yacht club for cocktails, dinner, and conversation.

I was interested to learn that management consulting is relatively new in Turkey and requires a good understanding of the opportunities and risks of working in family-owned businesses. As in many countries, most businesses are held among family members. I found myself thinking of our own long time Arizona chapter member, Attorney **John Goodson**, of Goodson Manley Forakis PLC, who specializes in the structural and legal considerations of running family owned businesses.

The meeting topic of the month was a lively discussion of the benefits and risks of strategic partnerships for small and medium sized businesses. (Next time I hope to speak enough Turkish to convey some of the themes, but for now I invite the Turkish attendees to submit the conclusions!) Interestingly for me, the meeting topic was derived from the fact that a journalist wanted to gain YDD's insight into this question for an article. To my knowledge, we in Arizona have not yet had a similar request from our media sources, and so I say "kudos" to YDD.

I was also pleased to speak on the state of consulting, the current direction of IMC-

In addition to participation as a country representative in ICMCI, how else might a management consultant find opportunities to partner with our professional colleagues in other countries in order to provide increased value to our global clients? Could a global, virtual chapter provide the vehicle for these connections?



USA and the state of affairs at my Arizona Chapter. Going a step further, I also asked a question that I now pose to all readers of this article:

The Istanbul Chapter was most generous and hospitable. I want to thank Secretary General **Alev Balkı** for his ample communication that allowed me to attend the event, the generous chapter president, **Mr. Lütfi Hüseyin Ensari**, and all the YDD members who graciously welcomed me. I look forward to future collaboration with its members and invite all to consider the question of how to foster connection between our organizations.

Turkish accounts of the visit at the YDD website, with photos:

<http://www.ydd.org.tr/tr/haber.asp?ID=228>

#Yorumlar and

<http://www.ydd.org.tr/bulten/2/haber4.htm>

Submitted by: *Lisa J. Koss, CMC, immediate past president of IMC-Arizona Chapter (www.imcaz.org) and principal of International Advantage. She can be reached at www.intladvantage.com or lisakoss@intladvantage.com.*



UK IBC Annual Awards November 2008

Mick James, editor of Recruitment Matters and Top Consultant columnist, reviewed the evening:

This year's IB Consulting Awards saw a packed audience of consultants, and clients gather in the historic ballroom of London's Waldorf hotel to celebrate the success of individual consultants and practices and those that have helped them achieve the highest standards of professionalism.

Introducing the awards, IBC chair Alan Downey warned of tough times ahead for the profession, but added: "there will always be a demand for services that demonstrably add value, and we should celebrate the success of individuals in the profession."

The first round of awards was for outstanding practices. Chief Judge and former IBC chairman, Patrick Chapman, said there had been a "truly inspiring range of entries from practices large and small, operating in the public sector, the private, sector and the third sector."

The first award: "Most outstanding practice in generating increased client revenue/service provision" was, said Chapman, "for helping clients achieve a real payback and bottom line improvement". The winner was KPMG for its "quite outstanding" work with Hounslow Council in cost improvement and restructuring. Also shortlisted was Blue Alumni, for its work with the RSPCA.

The second practice award, for "Building a sustainable client/consultant relationship" went to two consultancies who demonstrated they really "knew how to become the trusted advisor", Moorhouse for their "incredible" work with Transport for London, and White Maple for their enduring partnership relationships with over 55 clients. Also shortlisted were Defence Management Consulting Services and KPMG.

The individual member awards were presented by chief CMC Assessor for the Institute of Business Consulting, Nick Warn, and went to individuals who had shown "outstanding performance in their personal development" while completing various levels of qualification at training centres delivering IBC's qualifications in Business Support and Management Consulting.

For the Certificate in Management Consulting Essentials, where the judges were particularly looking for "depth of analysis", the joint winners were David Scott nominated by The Beech Consultancy, and Rachel Greenham, nominated by Techniques for Change. Colonel Roger Stewart, also nominated by Techniques for Change, won the award for work leading to the Diploma in Management Consulting. William Wells and Curtis Matthew, both

nominated by the Centre for Business Development, won the awards for the Certificate and Diploma in Business Development respectively.

The final award category was for the most outstanding training centre, and this was won by IMC Middle East. Presenting the award, IBC's Professional Development Manger Caroline Lumb praised the centre's "highly sophisticated techniques, intellectual assets and high calibre trainers". Also shortlisted were Techniques for Change and The Centre For Excellence (CfeX).

Winding up the evening, Paul Sypko of BlueSpark Consulting gave a brief talk about the IBC's newly revised CMC qualification, which he described as a "mark of excellence".

"It gives clients confidence that the project will be delivered with high levels of skill and professionalism," he said. "It helps you stand out from the crowd as a competent and confident consultant - the peer review element alone is priceless."

The 2008 IB Consulting Awards were sponsored by insurance brokers Bannerman Rendell and the Management Standards Centre.

Eurohub Chair and Eurohub meeting

It is with great pleasure that ExCom announces the acceptance of the role of EuroHub Chair, an honorary and ex officio role within ICMCI, of Sorin Caian, trustee for Romania. A short CV for Sorin is provided below.

Sorin is with the support of Petr Marek of the Czech Republic organising the next Eurohub Meeting in Prague from the evening of May 13th through to May 15th. This meeting will align with the concurrent meeting of the European Chambers of Commerce.

Prof Dr Gerd Prechtel - Emeritus Vice Chairman ICMCI

In announcing the new EuroHub Chairman, ExCom would like to take this opportunity to record our appreciation and gratitude to Gerd Prechtel who has been the Eurohub Chairman since 2004 and headed the organisation of the meetings in 2004 (Sopron, Bratislava and Vienna), 2005 (Copenhagen), 2006 (Milan), 2007 (Rotterdam) and 2008 (Stockholm) and raised considerable sponsorship for these meetings. The Eurohub informal grouping

within ICMCI has progressed under Gerd's leadership and is a valuable opportunity for exchanges of view and learning from each other. This work is in addition to his splendid service on ExCom from 2001 to 2007 (the maximum period allowed under

the constitution), following six years as a very active trustee for Austria.. ExCom has decided that in recognition of this service to ICMCI that Dr Prechtel be the first to be awarded the honorary title of Emeritus Vice-Chairman of ICMCI. We are sure you will join us in congratulating Gerd on this recognition of his service to ICMCI.

Sorin Caian

Although based in Romania, Sorin has considerable international exposure. Starting as an aircraft engineer and working for the organisation that built BAC I-II under licence. He is now senior partner in Advisory Services in BDO having a total of seventeen years experience with the firm. His specialisms include: project management, financial and tax due diligence, cost analysis, financial forecast, restructuring advice and planning, business planning, valuation, national strategy development for public utilities, financial and operational performance reviews and improvement, and establishment of joint ventures between foreign investors and Romanian companies. Sorin is also Coordinator of projects in local public finance and credit worthiness as part of USAID World Bank and EBRD programs in Romania. Sorin also has a Europe wide role within BDO for international relationships. Sorin is in his forties.



Sorin Caian

Sorin is a board Member of Romanian Management Consultant's Association (AMCOR), has been the ICMCI trustee for Romania for several years and a constant attendee at Eurohub and ICMCI meetings. Sorin says "I am excited to building on the work of Gerd and the active participation of attendees at the Eurohub meetings to expand the relevance and of the meetings and to build the interactions between ICMCI Members".

Report of the Americas Hub, Conference and Trade Show

Barbados November 24-28, 2008

The first ever Americas Hub meeting, conference and trade show were held at the Hilton Barbados from November 24 to 26, 2008. Over 80 people attended one or all of the meetings. The events were also attended by the Chair, Past Chair, and Secretary of ICMCI, the international body of which the Caribbean Institute of Certified Management Consultants is the newest provisional member, bringing ICMCI's membership today to 47 countries.

Close to twenty countries were represented at the meetings including among others: Barbados, Trinidad, Jamaica, Guadeloupe, Antigua, Dominican Republic, Dominica, USA, Denmark, England and Canada.

The Hub meeting was jointly chaired by Jerry Savin of the US and Gerry Humphries of Canada. ICMCI Chair Brian Ing addressed the America's Hub meeting and provided an overview of the international

organization. Country reports were presented by Gerry Humphries, Canada; Drumm McNaughton, USA; Dennis Strong, Caribbean (full reports are available electronically). Mark Nesbitt provided a synopsis of key issues facing ICMCI.

The second day featured a meeting with representatives from the Dominican Republic, CICMC, ICMCI and Canada to discuss creation of an MOU to bring management consulting training and education to a university in the Dominican Republic. The MOU was signed during the conference.

The major topic of the next two days centred on growing the management consulting community within the Caribbean. Statistics show that almost 97% of consulting in the islands is undertaken by non-Caribbean consultants who do the work and leave the country. When local

consultants are engaged, they are often paid in local currency, rather than the conventional US currency, resulting in lower fee revenue.

The Caribbean is a hot spot for growth and bilateral agreements, including the EU and Canada. Several high profile speakers touched on these agreements.

Of particular note throughout our stay in Barbados was the very impressive media coverage that Dennis Strong arranged. Every day there was a significant article on one aspect of the event. Reporters could be seen covering all of the sessions. Chair Brian Ing's photo appeared on the front page of The Barbados Advocate. Hats off to Dennis and his team for arranging such a compelling line-up of speakers and attracting the media to the events!



Brian Ing, ICMCI Chair, addresses the Conference while Dennis Strong, Conference Chair and Founding President of CICMC looks on



Gerry Humphries presents a new marketing approach to the Americas Hub Meeting



Phillip Williams, Executive Director, Caribbean Export Development Agency, brings greetings and congratulations to CICMC. CEDA is a major supporter of CICMC.



Mark Nesbitt, Secretary of ICMCI addresses the Americas Hub Meeting



Georges Tahan Mauad from Dominican Republic, and Dennis Strong, Founding Chair of the Caribbean Institute of Certified Management Consultants sign an MOU between the two organizations to bring management consulting training and education to the Dominican Republic while Brian Ing, Chair of ICMCI, Peter Sorensen, Past Chair of ICMCI, and Heather Osler observe



A partner in KPMG, Brenda Pope, CMC provides background on her firm which was a sponsor of the event

Future Edition of Meridian in 2009

It is the intention for a 2009 edition of Meridian to focus entirely on the interaction of our Members and ICMCI with Government and International Bodies. ExCom is already aware of the extensive involvements in many countries and feels that the overall message is impressive: we

are a key contributor to the capacity and capability of many economies. This is recognised by many governments: the involvement varies and we are sure that many lessons can be learnt by approaches in different countries. Also, for those few countries where we have not yet convinced

them to be closely involved with us, the strength and extent of the involvement elsewhere is a clear indication that many governments now see the ICMCI and its members as key stakeholders for the efficiency and effectiveness of the economy, both in the private and the public sectors.

Korea Consulting 2008 and visit to KMTCA

During the afternoon of November 13th three tired travellers from Europe were gathered up at Incheon airport near Seoul and whisked into Seoul by ever attentive hosts. They were Brian Ing Chairman, Peter Sorensen Past Chairman and Rob Wagenaar Treasurer of ICMCI. They were visiting primarily to speak at the National Consulting Korea 2008 conference over the next two days but managed also to fit in many ICMCI and KMTCA activities. That evening the senior officers hosted their guests for a formal dinner at which views on the future of CMCI were exchanged, and KMTCA committed itself to become a leading Member of ICMCI. The group of diners is shown in the accompanying photograph.



the local Member in its understanding. I suppose that this was only possible as this was a renewal assessment and they had already demonstrated strong compliance in the original audit". The reassessment was most successful. In the evening our hosts treated us to a mime play based on traditional Korean martial arts. Most enjoyable and a clear demonstration that many aspects of humour are international.

The final morning, we all three met the current course of those rounding off their consulting experience (averaging over 10 years for those on the course) into the refinements needed to submit for the CMC. It was our pleasure to encourage them to finish and complete for the CMC. Thence back to the airport having had a very full 72 hours. Our hosts were generous, the people we met very enthusiastic and clearly professional consulting in Korea is in good hands. We were delighted to be able to assist.

Brian Ing
Peter Sorensen
Robert Wagenaar.

(challenging the audience to participate with him in applying a consulting methodology) to demonstrate that ICMCI could add value on behalf of the local Member. The accompanying pictures show them in full voice. That afternoon Peter and Brian carried out the reassessment visit for the triennial assessment of KMTCA. Rob, who is not (yet) an assessor observed and noted "This is not so much an examination process as more a joint exploration of future trends and improvements, and clearly assists



Next morning was the awarding ceremony for the national consulting awards before the conference opened in the afternoon with a keynote speech from Brian Ing. That evening KMTCA had arranged one of their awarding ceremonies for newly certified CMC's. It was a pleasure to welcome these into the worldwide community, present them with their certificates and applaud whilst they had their CMC badges attached. Individual photographs and a group photograph were taken.



Next morning it was the turn of Peter (talking about the new standards being developed for our profession) and Rob



Successful link between APCO and Harvard Business Review Italy



Other Institute's might like to be aware of the successful link between APCO, the Italian Institute of Management Consultant, and Harvard Business Review Italy magazine. Following the agreement signed three years ago, APCO (the Italian member of ICMCI) is publishing its Management

Consulting magazine - "META" - inside the HBR Italy magazine.

All Italian CMCs receive the HBR Italy monthly magazine: the cost is included in their CMC yearly fee.

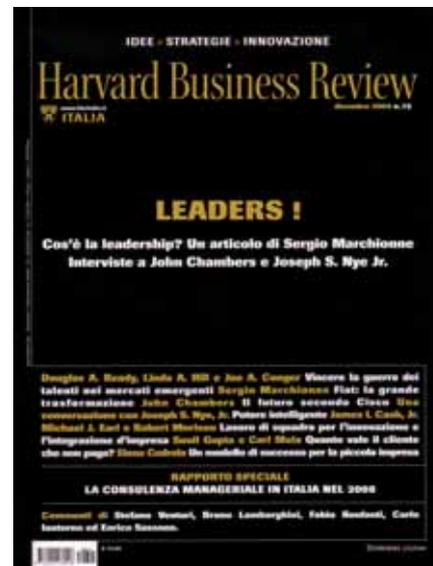
The number published on October 2008 concentrated on the CMC brand. APCO were happy to host articles by international colleagues Brian Ing, Chair of ICMCI, Aneeta Madhok from IMC India, Xiaosong Zhang from IMC China, Sorin Caiian from IMC Romania, all related to the value of CMC brand in each country.

This is a strategic project for APCO: it is useful to promote our main brands as CMC to all HBR readers (5000 copies sold to Italian Businessman, Management Consultants, Academies and students) and to make all of them able to better understand all topics around Management Consultancy.

Also, from last September 2008 HBR Italy has started its own one page Management Consulting column, hosting articles signed by Italian Management Consultants.

Finally, and not least, on December 2008 they published, for the first time, a 37 page Special Report about Management Consultancy in Italy.

Francesco D'Aprile
President of APCO



The ICMCI Annual Meeting 2008

Uniquely Singapore - Cross-cultural Gathering, Lion Dance, Junk Cruise, and (sea)Food for Thoughts and Opportunities for Consultants

The ICMCI Annual Meeting 2008 was held in Singapore from 8-10 October 2008. The meeting was hosted and organized by the Institute of Management Consultants (Singapore). Some 75 delegates and partners from more than 22 countries/regions attended the meeting.

ICMCI Quality Assurance Committee (QAC) members and assessors took the opportunity to assess several members, including Singapore, China, Chinese Taipei and New Zealand. Pre-meeting activities were organized by IMC(S) including visit by early-bird delegates (mainly from China, Chinese Taipei, Hong Kong, Korea, Italy and Singapore) to local company and government agencies. The Welcome Dinner was held on 8 October, with IMC(S) Council Members attired in Batik shirts, and performance of traditional Chinese lion dance greeting the ICMCI delegates.

With the financial crisis looming worldwide, ICMCI Chair Brian Ing opened the meeting urging delegates to explore issues with a new perspective on what we know, as "...we know but no longer so...". Delegates listened to various country presentations (including Singapore, China, Kazakhstan, Romania, Nigeria, USA, New Zealand, Canada, Austria, etc) and obtained good tips on best practices and lessons learnt in managing institutes. The "Singapore Story" from Singapore enlightened delegates with the consulting

opportunities offered by the Singapore government. Various committee and task force presentations (including governance, branding and marketing) were also given, with break-out group discussions facilitated by Calvert Markham and Mark Nesbitt. Given the large number of delegates from China, ICMCI Vice Chair Liew Shin Liat also provided summaries of the key discussion points in Chinese during the meeting.

Delegates had a dinner party on board of a Junk Cruise at the end of Day 1. They captured the beautiful night scenes of the Garden City Singapore and deepened relationship among the multi-national ICMCI family members.

During Day 2, the focus switched to Ex-

Com Report 2008-2009 and the way forward (presented by ICMCI Chairman Brian Ing), accreditation, CMC standards, Professional Standards Committee (PSC), Accredited Training Providers, QAC, Euro hub, treasurer report, website, proposed ICMCI CMC certificate, among others. Various resolutions were discussed and most delegates expressed support to the resolutions (which were put to trustee voting in the subsequent 90 days).

The 2-day meeting rounded up with a Singapore seafood dinner, lots of chit-chat, photo-shots, and a CD-ROM recording the packed 2-day's programs and presentations. Some delegates stayed on for a short visit to Malaysia after the meeting.

(contributed by Liew Shin Liat)



Delegates from more than 20 countries

Stop Press

European Standard “Management Consultancy Services” - further fast progress

The project committee PC 381 established by CEN, the European standardization body, had their second meeting on March 9 and 10 in Milan, Italy. Representatives of 10 European countries met to comment the drafts of the different working groups on the CEN service standard for management consultancy services.

A long discussion was undertaken to set up the rationale, the benefits and guiding principles for this standard. The rationale for the standard under preparation is to share European best practices in management consultancy for offering, execution and evaluation of management consultancy services, whereas the following benefits were defined:

- to remove barriers to cross-border consultancy services;

- to deliver better value services to clients;
- to improve the quality and professionalism of management consultancy in Europe;
- to reduce the risks associated with management consultancy assignments;
- to increase transparency among Management Consultancy Service Providers (MCSPs) and clients.

The proposed standard shall

- be written as a guidance;
- not require certification;
- be focused on management consultancy service providers ;
- be based on outcomes, some of which may be requirements;
- protect innovation and differentiation;
- emphasise importance of understanding clients needs.

The preparation of this standard will evolve quickly. Next meetings for evaluation of comments and the draft standard are planned for mid May and September 2009. If a full draft is available in June this year, it will be shared with those ICMCI Members who have expressed an interest in commenting. The draft for enquiry (that is the draft requesting the official reaction of all 29 national standards in the European Economic Area) is expected by December 2009. The consultation will then occur on a Europe wide basis, the publication of the standard is expected in 2011. The agreed standard on management consultancy services is then mandatory for all CEN member countries and must supersede any existing national standards. Progress to an ISO standard may follow quickly.

ICMCI meetings in 2009

Event	Location	Date
EuroHub	Prague	evening Wednesday May 13th to Friday May 15th in parallel with European Chamber of Commerce conference in Prague
Asia Pacific Hub	China (location to be confirmed)	Wednesday June 24th to Thursday June 25th in parallel with CEC's consultancy summit
ICMCI Congress 2009	London	Wednesday evening September 9th to Saturday lunchtime September 12th , following CEN PC 381 meeting in London and the IBC conference of consultancy procurers on Wednesday 9th (and an ICMCI Assessor training session on that day)