

Team 3 - Strategies to Enhance the Affiliation of Management Consultants with their Professional Institute

Executive Summary

This project was commissioned by the University of Toronto course APS1049 - Management Consulting for Engineers, for the purpose of providing insights and solutions to the client, The International Council of Management Consulting Institutes (ICMCI). The inquiry is to understand the causes of declining membership and develop a strategic plan to improve the situation among the Institutes of Management Consulting (IMCs), with a particular emphasis on CMC-Canada.

This work starts with defining the scope and identifying the detailed project objectives. Moving on to data collection, firstly, we studied three other non-regulated and one regulated professional institutes. The goal is to identify their membership trendings and competitive advantages, which can be insightful for seeking improvements within IMCs. In order to capture a global perspective, we then conducted research on four other IMCs besides CMC-Canada, where the countries varied from continents, culture and the development level in the management consulting market. Additionally, we obtained the voice of customers from different customer segmentations through interviews and surveys. Based on the collected information, we were able to perform the root causes analysis on three important shareholders: members, clients who hire consultants for advising and employers. And this analysis concluded that the causes of declining membership are the facts that missing the potential targets in young professionals (including university students), and weak recognition from clients.

At last, our strategic plan is established based on the two objectives: to attract young consultants and to improve the recognition from clients. A prioritization matrix is then utilized to discuss the feasibility of all recommendations in terms of their impacts and the resources/effort required to implement. Strategies such as establishing an early-career program, enhancing the partnership with universities are most recommended because they are short term achievable and expected to make a significant increase in member rates.