

STRENGTHENING OUR CONSULTING COMMUNITY

CMC-Canada's 2014-2015 Annual Report

A HIGHER LEVEL of
management consulting



Un NIVEAU SUPÉRIEUR
de conseil en management

I've had the pleasure to serve as Chair of the CMC-Canada National Board over the past two years. During this time I've worked with countless volunteers who dedicated their time and expertise to a variety of roles. Their contributions helped us to create an environment of collaboration, progressive thinking, and community building.

In the past year, we took steps to carry out the elements of the CMC-Canada 2013-2017 Strategic Plan. The focus of the plan is to offer professional development programming, networking, connections, awareness, and related activities that generate revenue, and are inherently attractive to interest new and different individuals to the organization.

To achieve the above, four strategic pillars were identified, in order of priority:

- Engage: CMC-Canada will engage with current and prospective members, with consumers of consulting services, and with the wider business and professional community to demonstrate through PD programming, thought leadership and related communications, and other activities and events that individuals holding the CMC designation possess superior leadership, analytical, problem-solving, and solution development skills they apply with independent judgment in a variety of organizational roles and environments to influence decision outcomes.
- Promote: CMC-Canada will promote the CMC brand and designation to prospective members, to consumers of consulting services, and to the wider business, professional and academic

communities as representing superior business, professional, and leadership capabilities that will be valued in almost all organizational settings.

- Strengthen and Sustain: CMC-Canada will be an effective developer and provider of high quality, high performance management consulting-focused professional development programming, activities, networking, and community-building activities that will in turn sustain the profession and be attractive to leaders and management professionals in a wide variety of organizations and roles.

- Attract: CMC-Canada will attract to our membership by 2016, as a result of our activities, more than 1,000 new members, for a net membership base 3,500, of whom at least half will have embarked on pursuit of the CMC designation by June 30, 2016.

The following pages detail our efforts and accomplishments in these strategic areas.

I look forward to serving as Past Chair and staying involved with the association. I hope to continue to meet my fellow members in-person and online. Be sure to take advantage of your membership too by creating connections with your fellow members and expanding your personal network.

Mark Brown

Mark Brown fCMC

Chair, CMC-Canada National Board of Directors

It has been a challenging year for Canada economically, and this environment has led to cost-cutting by firms through simplifying, building stronger customer relationships, and investing in employee retention to weather this challenge.

The consulting industry is also addressing economic circumstances through partner lay-offs, early retirements, down-sizing, and a major shift to associate models and discounting on rates.

Historically as a profession, we have been extremely resilient and creative in meeting the changing needs of industry. We have introduced numerous tools and techniques, approaches and methodologies that reflect application of the best practices and insights available in the marketplace and in academia. Our collaborative working style has also enabled many of our members to position themselves as integrators on multi-disciplinary teams of specialists.

I have no doubt that our propensity to innovate, create, collaborate, and integrate will help us see another wave of prosperity. CMC-Canada has introduced numerous initiatives to assist you in playing a role in this wave.

Our emphasis this past year has been on putting in place a platform for collaboration and dialogue, building the brand, expanding our contribution to the profession internationally, and strengthening your professional capabilities.

This report contains information on initiatives we've been working on to deliver value to you:

- Our new members-only collaborative platform, CMC Connect
- The online version of the Common Body of Knowledge (CBK)
- Position papers on issues related to the value of the CMC designation and procurement
- Our well-travelled tradeshow booth
- Thought-leadership initiatives designed to showcase the expertise of CMCs

- The cmc-designation.com microsite and 'Slay your dragon' advertising campaign
- ISO standards for Management Consultancy service providers (ISO PC 280)
- Hosting the ICMCI Annual Meeting and Conference in the fall of 2016
- Access to Ivy League level professional development courses
- Institute and Chapter events focused on strengthening your business
- Networking events to build your cohort of associates
- Reduced rates for life, health, travel, home, auto, liability, and errors and omissions insurance
- Continued involvement in the NRC-IRAP Management Advisory Services program
- And much more!

Our National Board has charted a relevant course to assure a strong Association for the next generation of management consultants. We have some work ahead of us to realize these intentions but I am confident that the buoyant spirit and good will of members and our Institutes and their Chapters will fuel our continued growth and evolution.

I could not end this message without recognizing the creative dynamic that we have built over the years – the confluence of an opinionated, curiosity-driven membership with a continuous improvement mindset and a hard-working and talented staff with a don't quit attitude.

We have the talent and resources to build amazing communities.

Many thanks to all!

Jac van Beek

Jac van Beek cmc
Chief Executive Officer, CMC-Canada

PROVISION OF THE HIGHEST VALUE PROFESSIONAL DEVELOPMENT FOR OUR PROFESSION

Expanded course offerings

You have indicated that you need to keep your best asset – your knowledge and expertise – sharp. So, in the past year, CMC-Canada and our Institutes and Chapters offered more than 160 professional development courses and networking events across the country and online.

We have sought to create a portfolio of professional development courses based on the preferences members indicated in a 2013 PD survey. To fill this need, we signed agreements with two third-party providers, Earning Through Learning and MNP, whose suite of programs represented the four areas of preference expressed in the survey:

- Leading organizational transformation/change
- New business diagnostic/problem solving tools
- Leadership development
- Growing your consulting practice

While enrollment in these courses was lower than expected, we have extended our relationship with Earning Through Learning to continue to offer you a wide-range of courses and certificates from eCornell and the London School of Business at special rates. These courses and certificates cover the knowledge areas management consultants need to succeed.

In summer 2015, we launched an online course on Big Data, developed in partnership with the Telfer Business School. Two online ‘Lunch and Learns’, sponsored by LMS ProLink, proved popular. Other learning opportunities included a Family Business

Symposium with the Canadian Association of Family Enterprise (CAFÉ). Additional courses are in the development stages, and will be offered when member demand has been established.

We will continue to poll you to determine what additional courses we should search out and/or develop on your behalf. Courses are now being assessed by members through a new survey process, so be sure to let us know what professional development you would like to see offered.

A Professional Learning and Development Committee has been established to approve all proposed course offerings, as well as to provide a CMC-Canada endorsement for third-party courses/offerings. This will result in a catalogue of courses for members (in-class, web-based, and hybrid offerings) that truly serve your needs.

Develop a national conference

We have been developing a national conference that offers you great speakers, topical workshops, and a chance to connect with members from other parts of the country. To this end, we hosted a dinner event at the 2014 EOC Chapter regional conference in Ottawa, extending its scope to be more national. Encouraged by the success of that event, we collaborated with CMC-Alberta to make their ‘Leading in Challenging Times’ a national conference. Be sure to sign up for this exciting event that features an impressive line-up of speakers and provides a great opportunity to extend your consulting community.

OPTIMAL PROMOTION OF VALUE-CREATING BUSINESS RELATIONSHIPS FOR OUR PROFESSION

CMCConnect: Providing online, knowledge-based communities for members

2015 began with a major initiative at CMC-Canada. In January we launched our new website featuring an online portal (CMCConnect) designed to support member relations, increase knowledge sharing, and improve access to information. As a first step to start the conversation, we put the Common Body of Knowledge (CBK) onto the site. With easier access to this foundational document, members now have the ability to reference the CBK, enhance its content (within prescribed parameters), and comment on its contents, all within an established governance structure to ensure accuracy and integrity. This is an opportunity to display your experience and expertise to potential clients. The new site also allows members to interact in online communities based on Institute, Chapter, area of special interest, committee, or as a general group. Many of you have already taken advantage of these online communities to expand your consulting community through discussion forums, libraries, blogs, videos, and events.

National Research Council - Industrial Research Assistance Program (NRC-IRAP)

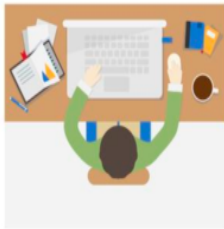
Management Advisory Service (MAS) program

In spring 2015, CMC-Canada signed a new contribution agreement with NRC-IRAP for another one-year MAS program. Qualified CMCs from across the country are hired to assist small and medium-sized enterprises (SMEs), as identified by NRC-IRAP. Client satisfaction remains high. This CMC member benefit also strongly benefits the National Research Council, the CMC designation, small and medium Canadian enterprises, and CMC-Canada. This year we developed marketing materials for participating CMCs to increase the pull of the program amongst potential clients and the ITAs who make up the program.

Member affinity programs

Our three affinity partners, Wise Riddell (life, disability and retirement), LMS ProLink (errors and omissions professional coverage), and TD Insurance Meloche Monnex (home and auto insurance), continue to represent substantial savings for you – in most cases more than covering the cost of your annual membership. Be sure to check these companies' offerings when renewing your insurance coverage. All three are great supporters of our organization.

Members Logged In



1246



57 libraries
containing
more than
2350 files



Over 125
discussion
threads in
65
communities



Almost
300
Profiles
With
Pictures



Over 1000
friend
requests sent

13 blog entries resulting in over
650 blog views



Top 5 search terms:

1. MAS
2. Strategic plan
3. FCMC
4. Consulting process
5. Research

THANK YOU!

Thank you members
for making our new
website & CMCCConnect
a success!

Haven't logged in yet?
Visit cmc-canada.ca
to get started.

CMCCConnect

Building your
consulting
community



OPTIMAL PROMOTION OF THE CMC DESIGNATION AND BRAND

Building Awareness campaign

We continued to promote the CMC designation to the Chartered Professional Accounting (CPA) community through our advertising commitment. The “Slay your dragon” ad appeared in CPA Magazine and its regional counterparts in Alberta, British Columbia, and Ontario. The cmc-designation.com microsite, created for the campaign, continues to receive impressive traffic. You can play a part in promoting the CMC designation by linking to this site and/or to the ad in your marketing materials. Both can be found in the Member Promo Kit, which is housed in the CMCCentral community library on our website.

Tradeshows

Last September, in support of our Building Awareness Campaign, we reached out to Chartered Professional Accountants of Canada (CPA Canada) members at their national conference ‘The One.’ Our lunch sponsorship and booth gave us extensive visibility among the 1,000+ CPAs in attendance. We followed this up by exhibiting at Canada's Government Technology Event (GTEC) in Ottawa, bringing the CMC designation front and centre to the 5,000+ attendees who work mainly in the government sector.

Our next stop was the Project Management Institute (PMI) Professional Development Symposium in November, where we had great conversations with numerous PMPs both about working with CMCs and earning the CMC designation. The final booth stop was at Project World*Business Analyst World in Toronto in May, a two-day event that featured project team leaders, project managers, and change managers among its over 1,000 delegates. Our booth was a popular spot. We fielded a great team of volunteers from the GTA Chapter and National Office staff who effectively worked together to answer the multitude of questions that came our way.

Thought leadership

As part of his role to showcase the CMC designation and represent the knowledge of CMCs, Jac continues his CEO blog, contributing more than a dozen entries on topics such as affinity, change, design, and big data. A speaking engagement on ‘Positioning for Project Success: The Art of Projectizing New Initiatives’ at Project World*Business Analyst World in Toronto in May was well attended and sparked great conversation. Jac was approached to write an article on the future of management consulting for i-Magazine (UK), an online business publication, and appeared on CIUT radio to discuss change management. We continue to explore opportunities to write and speak on topics of importance to the management consulting industry.

Social media

Our online channels continued to expand their reach through a combination of regular contributions and valuable shared content. We now have:

- Over 700 Twitter followers
- Just under 700 Facebook page likes
- Over 500 followers on our corporate LinkedIn page
- Almost 2,800 members in our LinkedIn group

In addition, we have more than 50 subscribers to our YouTube channel, which is just getting started as a promotional vehicle for the CMC designation. Be sure to visit the channel regularly as we look to post videos of interest to members and the consulting community. Don't miss out on our online conversations – reach our channels directly by clicking on the social media icons at the bottom of our website, cmc-canada.ca.

Advocating for members and the profession

- A. National Advocacy Committee (NAC)
The NAC has taken an active role in defining and driving its agenda to promote the CMC designation through a ‘position paper approach’ to advocacy. This approach involves creating clear and concise policy statements, with recommendations that are

approved by the regional and national bodies. This then gives a powerful voice for Institutes to approach their target audiences with clear and consistent positions. The first two papers have been published and are available on the website. They are: "On the Value of the CMC Designation," and "The Effective Use of Price as a Criterion in Proposal Assessment for Management Consulting Services." Three other position papers are in the works, so be sure to look on the website and in the CMConnect community for them.

- B. **Federal Advocacy Committee (FAC)**
The FAC aims to influence procurement policies and practices, raise the profile of CMC members, and build their credibility within the federal government market (experience and expertise of the CMC designation). In the past year, members of this committee attended various federal government supplier and vendor committee and working group meetings, representing members of CMC-Canada.
- C. **Ontario Advocacy Committee (OAC)**
The OAC continued its consultation, relationship, and messaging work. They are pleased to report the Ontario Government, at their suggestion, simplified its Management Consulting Vendor of Record (VOR) qualification process. Vendors of Record for the past period (3-year term) were able to re-qualify for the next term through attestation rather than by submitting project profiles for evaluation. This greatly simplified the VOR evaluation process for the government and our members. One member indicated it saved his firm hundreds of hours.

ISO standards

We remain actively involved through the Standards Council of Canada in the formulation of ISO standards for Management Consultancy Service Providers (ISO PC 280). Building on this work, we will develop a white paper exploring how this project could be extended to influence Canadian procurement practices and what role, if any, we can play moving forward.

Beyond our borders

In summer 2015, we bid on, and were ultimately awarded, the 2016 ICMCI Annual Congress and Conference. Past hosts have included the Netherlands, South Korea, South Africa, the USA, and Latvia. The ICMCI Trustees – Glenn Yonemitsu FCMC, Mike Thompson FCMC, Randy Baldwin FCMC CAC, and Doug Macnamara CMC will work together with staff to make this the best international management consulting conference. Dates are October 18-21, 2016 in Toronto. So please mark your calendars to attend. Our trustees continue to work with CMCs from 45 other countries to ensure the rigour and reciprocity of the CMC designation.

OPTIMAL FINANCIAL PERFORMANCE OF CMC-CANADA

Expanding the CMC community

- A. **Consultancies:** The development of a mid-sized firm initiative includes a prospectus to define the nature of our relationships with relevant firms (including an exploration of firm memberships in future years). Special studies (compensation survey, for example), professional development, national advocacy initiatives, as well as bulk pricing for courses are all to be explored.
- B. **Professional Associations:** Relationships are being enhanced with CPA Canada and Human Resources Professionals Association (HRPA), while additional relationships will be explored with the Project Management Institute (PMI) and the International Coaching Federation (ICF). The initial focus is on the development of relevant courseware and involvement in conferences or special studies/initiatives.
- C. **Universities:** In the past year, we continued to focus on attracting younger professionals to CMC-Canada through a conscious effort to reduce barriers to attainment of the CMC certification. We have witnessed an upturn in interest in the profession on university campuses. As a first step, CMC-Canada has

signed agreements with Simon Fraser University (Vancouver), McGill Continuing Education (Montreal), and George Brown College (Toronto), increasing our portfolio to institutional connectivity provides CMC-Canada an opportunity for meaningful relationship-building, as many entry-level candidates are annually welcomed into management consulting practices.

- D. Certified Management Consultant-Global Institute (CMC-GI): In 2013, CMC-Canada was awarded the role of service provider to ICMCI's new CMC-GI committee. This initiative offers membership, and eventually a CMC designation, to management consultants living and working in countries that do not already have a CMC Institute. This work leverages CMC-Canada's already robust membership and certification processes, and assists in raising awareness of the designation globally. Our contract as service provider to CMC-GI ended in October 2015, and we've passed the reins over to CMC-Kazakhstan, with all necessary processes and documents now established.

Certification process

In 2014, we began the process of digitizing both our archived member files (from 1963 to 2013), and certification records. Over the past 30 years, we had accumulated more than 250 boxes in offsite storage. Those boxes have all been reviewed, and more than 150 have been scanned onto our server, then the files were shredded. Once complete in March 2016, this will reduce costs and processing times, and will provide greater transparency of candidate progress and their next steps, allowing for greater Institute Council participation in the certification process.

We continue to offer high-quality programming to candidates through our Essentials of Management Consulting and Ethical Behavior courses. Our course facilitators met in December 2014 to acquire refresher training and participate in course material improvement. We appreciate the valuable input of those who attended.

The National Certification Committee – Jeff Griffiths FCMC, Kathy-Jane Elton FCMC, Gerard Edwards

CMC, and Chris Lavin FCMC – are working towards streamlining the certification process, while retaining, and even enhancing, the rigor of the process. Their recommendations are expected to go to the National Board for approval in January 2016.

Reducing operational costs

CMC-Canada has adjusted to lower than expected membership growth by reducing costs through operational adjustments and preparing to re-locate to more affordable space in the upcoming year. Our lease at 401 Bay Street in Toronto ends in March 2016, and we're moving to 372 Bay: cost-effective, smaller premises.

OPTIMAL ATTRACTION, RECRUITMENT, AND RETENTION OF MEMBERS COMMITTED TO OUR PROFESSION

Expanding the CMC community

- A. Young Professionals Campaign: We launched this campaign to address the shortfall of members under the age of 40 in our association. In order to achieve our organizational goals and to operate from a position of strength, we need to reach a younger demographic. The campaign features a special introductory membership rate for first-time members under the age of 40, a reduced CMC examination rate for this group, and their own online community. The campaign is building steam and we've already welcomed our first CMC to come from this initiative!
- B. Mid-Size Firms: Mid-Size Firms with significant consulting practices have been approached for more comprehensive involvement with CMC-Canada, as these firms are already committed to delivering the highest standards of consulting and ethics. Our management consulting expertise and community efforts are also attracting the attention of internal consulting groups within larger organizations who wish to exceed their clients' expectations. Our goal is to secure a series of agreements with these firms to share our training and development content and to collaborate on specific initiatives of value to members.

Report on the financial statements

We have audited the financial statements of Canadian Association of Management Consultants /Association canadienne des conseillers en management in accordance with Canadian accounting standards for not-for-profit organizations and expressed an opinion on these financial statements in our Auditors' report dated August 17, 2015. This opinion is reproduced below.

We have audited the accompanying financial statements of Canadian Association of Management Consultants/Association canadienne des conseillers en management, which comprise the statement of financial position as at June 30, 2015, and the statement of operations, statement of changes in net assets, statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures

in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Canadian Association of Management Consultants/Association canadienne des conseillers en management as at June 30, 2015, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

These condensed financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. To obtain a better understanding of the Association's financial position and the results of its operations for the year, the condensed financial statements should be read in light of the relevant audited annual financial statements.

KRIENS-LAROSE, LLP

Chartered Professional Accountants
Licensed Public Accountants
Toronto, Canada
August 17, 2015

Report on the financial statements

FINANCIAL STATEMENTS 2014-2015

SELECTED FINANCIALS

| | 2015 | 2014 |
|---------------------|----------------|----------------|
| | \$ | \$ |
| ASSETS | | |
| CURRENT: | | |
| Cash | 102,995 | 83,984 |
| Investments | 502,363 | 502,260 |
| Accounts receivable | 82,786 | 71,082 |
| HST receivable | 4,497 | 8,970 |
| Inventories | 28,243 | 37,870 |
| Prepaid expenses | 14,282 | 22,727 |
| | 735,166 | 726,893 |
| EQUIPMENT | 27,661 | 59,392 |

| | | |
|--|----------------|----------------|
| | 762,827 | 786,285 |
|--|----------------|----------------|

LIABILITIES

CURRENT:

| | | |
|--|----------------|----------------|
| Accounts payable and accrued liabilities | 74,000 | 89,262 |
| Deferred revenue | 558,443 | 577,285 |
| Due to provincial institutes | 61,587 | 56,740 |
| Leasehold inducement – current portion | 21,227 | 28,303 |
| | 715,257 | 751,590 |
| LEASEHOLD INDUCEMENT | | 21,227 |

| | | |
|--|----------------|----------------|
| | 715,257 | 772,817 |
|--|----------------|----------------|

NET ASSETS:

| | | |
|--|---------------|---------------|
| UNRESTRICTED NET ASSETS (DEFICIT) | 47,570 | (99,806) |
| RESTRICTED NET ASSET – DEFENCE FUND | | 100,000 |
| RESTRICTED NET ASSET – CMC AWARENESS FUND | | 13,274 |
| | 47,570 | 13,468 |

| | | |
|--|----------------|----------------|
| | 762,827 | 786,285 |
|--|----------------|----------------|

Report on the financial statements

| | 2015 | 2014 |
|---|-----------|-----------|
| | \$ | \$ |
| REVENUES | | |
| Membership fees | 1,174,353 | 1,194,317 |
| IRAP | 699,160 | 599,843 |
| Certification | 176,332 | 246,018 |
| Post certification professional development | 37,488 | 137,408 |
| Member centre | 13,100 | 16,328 |
| Interest and miscellaneous | 5,624 | 6,141 |
| Promotions and sponsorships | 5,150 | 4,600 |

2,111,207 **2,204,655**

EXPENSES

| | | |
|---|-----------|-----------|
| Administrative expenses | 1,103,717 | 1,094,703 |
| IRAP | 573,897 | 451,533 |
| Certification | 126,143 | 144,726 |
| Affiliates and regional support | 131,180 | 143,364 |
| Governance | 52,710 | 72,343 |
| Marketing and communications expense | 46,349 | 188,316 |
| Member centre | 18,018 | 24,206 |
| Post certification professional development | 16,913 | 72,561 |
| Membership | 8,178 | 10,424 |

2,077,105 **2,202,176**

EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR

| | | |
|-------------------------------|--------|--------|
| | 34,102 | 2,479 |
| Net Assets, Beginning of year | 13,468 | 10,989 |
| Net Assets, End of year | 47,570 | 13,468 |

Acknowledgement

THANK YOU

A sincere thank you to all of you who volunteer your time, expertise, and enthusiasm in support of the management consulting profession, the CMC designation, and your association. Whether it's providing pro bono services to National Office, serving on a committee or task force, or directing an Institute or chapter, your passion and commitment continue to make an impact.

Board of Directors (as of June 30, 2015)

Chair: Mark Brown FCMC

Past Chair: Lynn Bennett FCMC

Vice Chair: vacant

Treasurer: Richard Harris FCMC

Atlantic Canada Certifying Institute:

Peter Milley FCMC

Quebec Certifying Institute:

Gilles Levasseur FCMC

Ontario Certifying Institute:

Dorothy Milburn-Smith FCMC

Manitoba Certifying Institute:

Randy Baldwin FCMC

Saskatchewan Certifying Institute:

Mark Hustak CMC

Alberta Certifying Institute:

Michael Watson CMC

British Columbia Certifying Institute:

Stephen Spooner CMC

CAC Committee Chair:

Randy Baldwin FCMC

Director-at-Large: Christopher Lavin FCMC

Director-at-Large: Perry Kinkaide CMC

THE CERTIFIED MANAGEMENT CONSULTANT (CMC) DESIGNATION

The Certified Management Consultant (CMC) designation is the profession's only international certification mark, recognized in more than 40 countries. It represents a commitment to the highest standards of consulting and adherence to the ethical canons of the profession.

ANNUAL REPORT DESIGN SERVICES

Aegis is a human insight and communications design firm that works with leading brands and organizations to help bring clarity and resonance to their communications. Their approach is predicated on the belief that powerful communications start from an understanding of human and cultural context.

ABOUT US

CMC-Canada fosters excellence and integrity in the management consulting profession as a whole.

CMC-Canada administers, and its Regional Certifying Institutes confer, the Certified Management Consultant (CMC) designation in Canada. The Association and its members advocate for the CMC designation and are dedicated to advancing the profession and delivering the benefits of those efforts to the client community. CMC-Canada is a founding member of the International Council of Management Consulting Institutes (ICMCI).

Our mission is: 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.

CONTACT INFO

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