



CANADA

# STRATEGIC PLAN 2021-2025

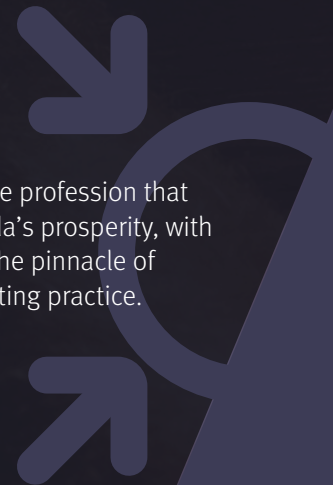
THE WAY FORWARD

## ● Mission

To lead and serve the profession of management consulting in partnership with CMC Certifying Institutes across Canada.

## ● Vision

A thriving and diverse profession that contributes to Canada's prosperity, with CMC recognized as the pinnacle of management consulting practice.





# Values

**Inclusive:** We are collaborative and transparent in achieving our objectives.



**Innovative:** We are open to new opinions, new ideas and new ways of getting things done.

**Productive:** We focus on results for members, while applying best practices through an ethical framework.



**Focused:** We do the things that support our mission, and only those things.

## Impact

### ● On Society

- Management Consultants and firms across Canada recognize and adhere to a unified Code of Professional Conduct.
- Improved Management Consulting skills lead to better outcomes for clients.
- Increased diversity within the profession of Management Consulting supports Canada's diversity of client needs.

### ● On Members

- Management consulting practice is enhanced via world-class thought leadership and a growing Body of Knowledge.
- Improved skills and knowledge lead to greater business effectiveness.
- Increased recognition of the CMC designation enhances practice and prosperity.
- CMC Canada's enhanced value proposition increases members' return on investment and enables the profession to grow.

### ● On CMC-Canada

- CMC-Canada and the Institutes become essential to members' continued success.
- CMC-Canada will be a sought-out advisor on business issues of national importance.
- CMC-Canada and the Institutes and Chapters will be sustainable.

## Strategic Priorities



### **Promote the Designation:**

Promote CMC so that it is the preferred designation for Management Consulting across Canada.



### **Evolve the Profession:**

Modernize the profession of Management Consulting to reflect Canada's diversity and the evolving needs of clients.



### **Grow the Association:**

Create a value proposition that makes membership in CMC-Canada indispensable to Management Consulting practice.



# Promote the Designation

Promote CMC so that it is the preferred designation for Management Consulting across Canada.



## Objectives:

- Expand influence with federal, provincial, territorial and municipal governments to secure recognition of the CMC designation in procurement policy and promote procurement best-practices.
- Increase Consulting Firms' requirements for employee CMC certification.
- Increase public awareness and appreciation of the CMC designation.
- Increase client use of CMCs in consulting contracts.

## Major Initiatives

- Promote awareness and use of the ISO 20700 Management Consulting standard.
- In 2020 prepare and test key marketing messages for target audiences:
  - Potential members
  - Consulting firms
  - Students
  - Clients and consumers
- Secure financial and in-kind support from large, medium and small firms to support a sustained national marketing campaign.
- Launch a two-year national marketing campaign in 2021.
- Expand 'IRAP MAS' programs to other business incubator centres across Canada.
- Work with Institutes to support a sustained federal / provincial / territorial / municipal lobbying campaign in support of official recognition of the CMC designation in procurement policy.
- Establish new certification pathways via Academic Partners that maintain rigour while improving accessibility
  - o Post-graduate credential available via Academic Partners
  - o Integration with Academic Partner Masters programs for joint designation upon graduation
- 2021 or 2022 CMC-Global Conference, with Procurement Excellence as the theme.
- Implement an awards program to recognize excellence at the Chapter, Institute and national levels.

## Success Indicators

**100**

accredited users of the ISO 20700 by 2021

**500**

'stamped' ISO 20700 projects by 2022

**300%**

annual increase in public traffic to the CMC-Canada web site

**95%**

of G&M Top 1,000 businesses are familiar with the CMC by 2024

**\$80,000**

annual sponsor contributions to CMC-Canada promotional initiatives

**24**

registered federal lobbying visits per year (PSPC, Treasury Board, National Defence, etc.)

**+5**

registered provincial lobbying visits by each Institute



Increase in government tenders wherein the CMC designation is explicitly identified as a preferred qualification.

**\$100,000**

in sponsorship support for the 2021 Global Conference

**2**

new 'IRAP MAS' type programs by 2022



# Evolve the Profession

Modernize the profession of Management Consulting to reflect Canada's diversity and the evolving needs of clients.

## Success Indicators

15

Academic Partners by 2021

30

by 2023

200

registered mentors by 2022

400

pairings by 2022



CMC branded career information available in high schools across Canada by 2022

500

completions of new Ethics and Essentials courses by 2023

95%

annual compliance with CPD reporting requirements by 2024



Journal of Management Consulting launched by 2023



20

Academic Partners by 2021



## Objectives:

- Increase the number of young and new Canadians, women and Indigenous Peoples joining the profession of Management Consulting.
- Enhance the reputation of Management Consulting through ethical practice and commitment to continuous learning.
- Modernize the Management Consulting Body of Knowledge and facilitate ongoing contributions.

## Major Initiatives

- Enhance and promote the Academic Partners Program.
- Develop career information materials aimed at young and new Canadians.
- Revise the Ethics and Essentials of Management Consulting curriculum and establish a continuous improvement process for ongoing updates.
- Lead the CMC-Global maintenance and updates of the CMC Competency Profile.
- Re-establish an online mentorship program.
- Enhance CMC-Canada's online learning and professional development programs and integrate improved collection and submission of P.D. credits.
- Launch an international peer-reviewed journal of Management Consulting in collaboration with the CMC-Global Established Institutes





# Grow the Association

Create a value proposition that makes membership in CMC-Canada indispensable to Management Consulting practice.



## Objectives:

- Establish and maintain a membership Value Proposition focused on access to thought leadership, promotion, networking and a strong common voice for Management Consulting across Canada.
- Offer world-leading Management Consulting professional development and learning opportunities.
- Establish governance best-practice that places public interest and membership value at the centre of decision-making.
- Achieve a consistent level of member value and advocacy effectiveness in all provinces and territories via collaboration between CMC-Canada and the Institutes.

## Major Initiatives

- Enhance CMC-Canada's online learning and professional development program and integrate improved collection and submission of P.D. credits.
- Develop a suite of Business Development tools to assist members in securing contracts, networking and growing their business.
- Customize and operationalize the CMC-Global 'CMC Firm' recognition program.
- Enhance and promote the 'Find a CMC' service.
- Maintain a robust Affinity Services program to enable members to secure tangible financial benefit from their membership.
- Establish new certification pathways via Academic Partners that maintain rigour while improving accessibility.
- Integrate the C.I. and CMC-Canada's strategic and operational planning processes to reduce duplication, share innovation, and capture efficiencies.
- Provide programs such as a research repository, lobbyist consulting/training, leadership training to support C.I. leaders in delivering a consistent value of membership across the country.

## Success Indicators

**4,000** total members by 2024

**1,400** CMCs

**20** 'CMC-Firm' members by 2023

**90%** of members use at least one affinity partner service per year

In bi-annual member surveys:

**85%** of members use at least one affinity partner service per year

**50%** of members are registered in the 'Find A CMC' service by 2023.

**15** Academic Partners by 2021 **30** by 2023

**100%** C.I. satisfaction in annual survey regarding administrative support and collaborative initiatives.