

A HIGHER LEVEL of  
management consulting



Un NIVEAU SUPÉRIEUR  
de conseil en management



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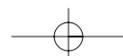
Ensuring a Higher Level of Management Consulting

CMC-Canada • 2007 Annual Report

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# A HIGHER LEVEL OF MANAGEMENT CONSULTING

For associations to thrive in the 21<sup>st</sup> century business environment, it is critical they provide their members more than the status quo in terms of deliverables. They must exceed expectations in programming, services and advocacy to effectively advance the performance of their members and the practice and profile of their professions.

In 2006-2007, CMC-Canada made it a priority to strive towards a *higher level* in all areas of focus. This meant elevating the profile of the Certified Management Consultant (CMC) designation to new heights both in Canada and around the globe. It meant securing partnerships within and outside our borders to generate new opportunities for our members and advance the profession. It meant delivering services to our members, which not only benefit their performance and practice – but also help sustain the Canadian economy.

This annual report provides an overview of the ways in which CMC-Canada enabled our designation, the profession – and most importantly you, our members, to ensure a *higher level of management consulting*.

## About the CMC Designation

The Certified Management Consultant designation is the profession's only international certification mark, recognized in 43 countries. It represents a commitment to the highest standards of consulting and adherence to the ethical canons of the profession.

## About CMC-Canada

CMC-Canada fosters excellence and integrity in the management consulting profession as a whole. CMC-Canada administers, and its provincial Institutes confer, the CMC designation in Canada. Our Association and 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).

CMC-Canada's membership is as diverse as Canada itself, with representation from virtually every industry, discipline and region of our multicultural and geographically vast nation.



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2007 Annual Report

## MESSAGE FROM THE CHAIR



CMC-Canada is an organization that exists, in part, to enable the work of our Provincial Institutes and their Member Service Committees. Individual members of the Provincial Institutes are automatically members of CMC-Canada. Additionally, CMC-Canada represents the interests of our individual members at a national and international level. CMC-Canada's 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.*

The CMC-Canada Board established its priorities in a strategic plan that was endorsed in February 2007. CMC-Canada's 2007-2010 Strategic Plan is focused on the following three strategic objectives and one administrative objective;

1. Connect to our members and consumers of consulting services;
2. Grow our membership to 5,000 CMCs in five years;
3. Promote the CMC brand to consumers of consulting services; and
4. Sustain the CMC-Canada organization.

You will read about accomplishments in these strategic focus areas as you continue through this annual report.

CMC-Canada is legitimized by individuals who are, or who aspire to be, Certified Management Consultants. The CMC designation indicates the individual professional provides *a higher level of management consulting.*

These individuals, members of CMC-Canada through their Provincial Institutes, make a commitment to:

- successful completion of a rigorous set of examinations to demonstrate that their competencies do indeed meet the thresholds required of CMCs across Canada;
- ongoing professional development; and
- adherence to our Uniform Code of Professional Conduct.

Each year, these individuals show their support for CMC-Canada, their Provincial Institute and local Member Services Committee by paying the required fee, being active participants in the activities offered to them and, in many cases, choosing to become active as volunteer leaders. CMC-Canada's success continues to be dependent on this very basic relationship with, and show of support from, individual members across Canada.

In return for their commitment to the CMC designation, our members receive:

- access to business opportunities;
- service cost-savings;
- participation in a national and international collegial network;
- professional development and networking sessions;
- visibility through publications and advertising focused on celebrating the CMC designation;
- advocacy to consumers of management consulting services; and
- efficient administration of the core processes associated with the running of CMC-Canada.

The CMC-Canada Board provides stewardship of our members' resources and sets the organization's strategic direction. *Our strategic imperatives include growing the number of active CMC members in Canada while simultaneously strengthening the relationship with, and value provided to, our current members.*

On behalf of the 2006-2007 CMC-Canada Board, I encourage you to read this annual report and learn more about the CMC designation, our members and CMC-Canada. We are confident you will see why Certified Management Consultants do indeed provide *a higher level of management consulting!*

Gregory J. Fieger, CMC  
Chair, CMC-Canada

It is our mission to advance the practice and profile of management consulting in Canada.

# MESSAGE FROM THE PRESIDENT



The dominant theme driving CMC-Canada's initiatives over the past year was that of elevating our Association and the management consulting profession both within Canada and abroad. We embraced an aggressive new mantra – *a higher level of management consulting* – which now permeates through every aspect of our Association, from our strategy and certification program to our member services and the way we approach advancing the profession globally.

In 2006-2007, CMC-Canada's Board of Directors, Institutes, Chapters and national office staff worked enthusiastically to achieve the following accomplishments for our members:

- *A renewed focus on promoting the CMC brand in the Canadian and international business environments.* Our new trade name and logo place the CMC designation at the forefront of our identity – and that of our Institutes and Chapters. Our CMC logo, originally created and trademarked in Canada, is now promoted universally by management consulting associations throughout the world. Increased visibility of the designation strengthens its value among consumers of our services.
- *Increased recognition of the CMC designation in the public sector through advocacy.* In 2007, after various dialogue, co-sponsored events and written submissions between CMC-Ontario/CMC-Canada and the Government of Ontario, the provincial government updated its Vendor of Record Request for Proposal for General Management Consulting to include the CMC designation as a required skill. The Government of Ontario now demands *a higher level of management consulting* from its service providers – and our CMC designation has gained relevance and credibility as a result.

- *Expanded and enhanced member programs and services.*
  - o The Management Advisory Services (MAS) Program, provided through a contribution agreement with the National Research Council's Industrial Research Assistance Program, was expanded to include all Canadian provinces and territories. MAS connects our CMC members to consulting projects with small- and medium-sized enterprises (SMEs) – enabling CMCs to create organizational success for these companies, gain potential new clients for themselves and strengthen the Canadian economy.
  - o CMC-Canada signed an agreement with the world-renowned Grenoble Graduate School of Business to provide our members with fast-track access to the acclaimed Diploma in Management Consulting. This partnership enables members to learn about international best practices and how to leverage their business in Canada or abroad.
  - o Our CMC certification program was enhanced through the creation and implementation of a new Executive Path, aimed at attracting senior practitioners to CMC-Canada. The Path improves the skills of seasoned consultants and enhances our Association by drawing this group and its knowledge base to our organization.
  - o A new Continuing Professional Development Program was launched that requires members to maintain both professional and personal development in order to retain the CMC designation. Development in both areas enhances the lives and businesses of our members; it also leads to initiatives that will advance the profession in this country.

This year, CMC-Canada also looked beyond Canadian borders to advance the status of management consulting. We acted as a catalyst in the establishment of a professional association in the Caribbean; we partnered with a business school in India to promote and develop management consulting education; and we maintained an active role in the International Council of Management Consulting Institutes – the profession's international standards body.

There are many reasons to be proud of what we have accomplished. Especially since, similar to any not-for-profit association, CMC-Canada has its share of challenges. Today's increasingly hectic pace means greater competition for our members' attention and membership dollars. Membership peaks and valleys have become the norm for many associations and CMC-Canada is no exception.

Together with our Institutes and Chapters, we are focusing our efforts to attract members. Whether new to the profession, or a seasoned veteran, CMC-Canada membership will strive to meet – or exceed – our members' needs.

Looking forward, we will build on our successes through increased information and enhanced member services, continued advocacy on behalf of the designation, research and national and international partnerships that leverage the knowledge and business potential of our members. We will assess and revitalize current programming to focus on enhancing the CMC-Canada member experience.

Our administrative objective is to 'sustain the CMC-Canada organization'. This includes ensuring adequate resources are available to efficiently run the organization and meet member needs. One of our most valuable resources is our staff, who are listed at the end of this report. Some names may be familiar to you; others are new. But all are committed to ensuring that the organization, too, continues to rise to *a higher level*.

Heather Osler, CAE  
President and CEO, CMC-Canada

## A HIGHER LEVEL OF CONNECTING



Following on its 2005 study of the management consulting industry in Canada, CMC-Canada released the *2007 Canadian Management Consulting Industry Study* in October 2007.

Conducted by Kennedy Information, the global leader in market intelligence for and about management consulting, the study provides a comprehensive analysis of the industry and its contribution to the Canadian economy. It will be distributed amongst – and ultimately connect and influence – members of CMC-Canada, the wider management consulting community, consumers of management consulting services as well as broader business, academic and government communities.

The implementation of a software platform from Interwise enabled meetings and educational activities to take place more efficiently and productively; the program also connected members to a number of activities from the comfort of their own homes or offices. CMC-Canada's flagship program – the Essentials of Management Consulting course – was offered through this software and attracted an increased number of participants from outside Canada. For the second year in a row, the Comprehensive Exam Prep Workshops were offered online. Association committees conducted their meetings on the Interwise platform and it is anticipated that Board meetings and all committee meetings will soon follow suit.

Four very successful training sessions were held on Interwise to prepare CMCs for specific Association programming. Sessions had a cross-section of participants from coast to coast, and feedback indicated that members were delighted not to have to travel to a physical location to receive training. Professional development activities at both the local and national levels are migrating to the webinar format facilitated by the Interwise platform, which will result in many more offerings for our members.

Special Interest Groups (SIG) thrived over the past year. These groups benefit members by connecting those with specific interests to a forum to develop programs and exchange information with peers. SIG highlights over the past year have included:

- Eastern Ontario's Independent Consultant and Small Consulting Firms (ISC) SIG launched a *Guide to Contracting with the Federal Government*.

The guide provides an introduction to government procurement, identifies possible sources for opportunities, describes necessary registration processes and highlights the main contracting vehicles that the government uses in procuring management consulting services. The ISC SIG was created to address the specific challenges, topics and issues of interest to ISCs and provide value by focusing on and resolving issues that will improve their competitiveness.

- CMC-International.ca developed a referral service to connect international organizations to our Canadian CMCs. The referral service also provides members who have carried out overseas work – or who are interested in being listed on the CMC-International.ca roster – with ongoing, value-added opportunities.
- Special Interest Groups are a growing and valued member benefit. To date, groups have been established in the following areas: Business Process Improvement, Supply Chain, Strategy Development, Health Care, Technology, Latin America and Government.

A new Continuing Professional Development (CPD) program was launched over the past year. The program ensures that members meet professional development requirements in their area of specialization – and also encourages them to achieve personal development by connecting to the profession through activities that advance management consulting in Canada. CMCs and FCMCs are now subject to random audits by Institutes.

CMC-Canada recognizes the 21<sup>st</sup> century business environment is a global one; countries cannot work in isolation. Over the past year, we have been involved in various projects – connecting to the international consulting community – to advance our members and attain a *higher level* for the profession in the global arena.

CMC-Canada is a founding member of ICMCI, the profession's international standards body and driving force behind the global effort to advance the CMC designation and profession. As one of the largest members of ICMCI, CMC-Canada is in a strong position to influence global standards and practices and to keep members connected to international developments in the profession.

In September of this year, Canada's ICMCI representatives met in Dublin, Ireland for the 11th World Congress. Resolutions from this meeting will be reported in *eNotes*. We are pleased to report that Mark Nesbitt, FCMC, and a former Chair of CMC-Canada, was elected secretary and will sit on ICMCI's Executive Committee for the next two years.

During the Congress, Canada's certification program successfully underwent its triennial assessment by ICMCI.

We have been active – connecting to the international management consulting community – on various other fronts.

Through CMC-International.ca, CMC-Canada signed a Memorandum of Understanding (MOU) with a new Business School in Chennai, India. The agreement includes revenue generation for both our Association and Canadian CMCs who will teach the Essentials of Management Consulting course in India. In addition, CMC-Canada members will preside on the academic council of the school and be involved in developing and updating course curriculum. CMC-Canada will also be represented on the school's governing board. It is anticipated that this relationship will lead to additional collaboration between consultants from the two countries and increased opportunities for Canadian CMCs to do business in India.

CMC-Canada has also been a catalyst in the creation of a new professional Institute, the Caribbean Institute of Certified Management Consultants (CICMC). Our Association enabled CICMC to establish a website presence. CICMC has applied for membership in ICMCI.

## A HIGHER LEVEL OF GROWING



CMC-Canada's strategy for growth includes an aggressive target of 5,000 CMCs in five years. In support of this objective, we are focusing on attracting senior practitioners at large and mid-sized Canadian consultancies. By way of background, our profession initially grew out of the traditional accounting firms – and today these firms and others hold the key to our significant growth.

We have introduced programs and services that are of primary benefit to our current members and will enable our Association to grow by attracting new members.

Of particular note is the new national Management Advisory Services (MAS) Program, created through a contribution agreement with the National Research Council's Industrial Research Assistance Program (NRC-IRAP). The goal of the MAS program is to accelerate the profitable growth of viable Canadian small- and medium-sized enterprises (SMEs). CMC members provide timely and effective management consulting advice to SME owners and managers and ultimately help sustain the Canadian economy. Under the MAS program, SMEs benefit from up to five days of advice from Canadian CMCs. Participating CMCs are compensated at a rate of \$1,000 a day; the 2007 agreement allows for up to 150 consulting assignments. CMC-Canada's administrative costs related to the program are also covered under the contribution agreement.

CMC-Canada continues to maintain close relationships with leading business schools across Canada, including St. Mary's University in Halifax, Royal Roads in Victoria and the University of Ottawa, providing students with the required educational preparation for the CMC designation.

The National Certification Committee (NCC) has approved a new framework for the accreditation of courses provided by universities and firms. The process covers every accreditation circumstance or request – from a firm or supplier wishing to have one training program recognized to full MOUs. Universities can request validation of relevant courses that lead to the CMC designation. With the new accreditation program in place, it is anticipated that Institutes will play a key role in recruiting additional universities and firms interested in connecting their students or consultants to the CMC program and our Association.

CMC-Canada has recently partnered with the world-renowned Grenoble Graduate School of Business to provide CMC-Canada members with fast-track access to the acclaimed Diploma in Management Consulting (DMC). The opportunity allows participants to learn more about international consulting trends and best practices, understand how to leverage and differentiate their business at home and abroad and network with consultants from the European Union.

We continue to augment our current programs – including our online “Find a Consultant” directory, Career Centre, networking events, affinity partnerships, website information resources and e-newsletter, *cNotes*.

We introduced services that benefit members and the Canadian economy – and leverage our consultants' international business potential.

## A HIGHER LEVEL OF PROMOTING



CMC-Canada's Board of Directors established a National Branding task force to re-assess our Association's branding. The task force conducted research among members and recommended that we promote the designation first and foremost. As a result, we have evolved our brand to re-establish the prominence of the CMC designation. Our Association now uses the oval CMC logo to represent both the designation and the organization. While our corporate name remains unchanged (Canadian Association of Management Consultants), we have introduced a new trade name for all levels of the organization, beginning with "CMC". The trade name draws immediate attention to the designation and our tagline takes the brand – and designation – one step further. *A higher level of management consulting* truly sets CMCs apart by communicating the value of our designation and organization and – most importantly – by highlighting the credentials and calibre of our certified members.

The brand is now incorporated throughout various materials, including: internal and external business documents; stationery; marketing materials (such as the value proposition recruitment presentation and CMC brochure); and website.

It is important to note that the oval CMC logo, originally designed and trademarked in Canada, is now the accepted brand world-wide. Ultimately, one common regional, national and international CMC brand will leave no room for confusion over the meaning of the designation or the qualifications of the people holding it.

Significant progress has also been made in the area of advocacy.

In July 2007, the Government of Ontario updated its Vendor of Record (VOR) Request for Proposal (RFP) for General Management Consulting to *include the CMC designation as a desired skill*. This development is a huge step forward for the CMC designation and management consulting profession. The breakthrough was directly related to our profession's initiatives to engage the Government of Ontario in dialogue on procurement reform and advocate on behalf of the CMC designation.

At the federal level, CMC-Canada continued to work with officials to increase the recognition of the CMC designation. During the past year, the CMC designation has been featured in a variety of RFPs and Requests for Standing Offers – not only with those specific to particular departments and agencies but also with several new government-wide procurement mechanisms. As further progress is made toward the goals of the federal government procurement reform initiative, CMC-Canada is frequently called upon to participate directly in the formulation of the next steps in federal procurement of management consulting services. We can expect to see the CMC designation achieve greater prominence in this area in the future.

The procurement effort is being exerted across the country. CMC-British Columbia has designed a member survey related to procurement practices and will use the feedback from this survey to engage the Government of British Columbia in discussions on procurement reform.

A national advertisement recognizing our new CMCs and Fellows is scheduled for the fall of 2007. Additionally, a number of Institutes have advertised in local publications over the past year.

The oval CMC logo, originally designed and trademarked in Canada, is now the accepted CMC brand world-wide.

## Auditors' Report

To the Members of the **Canadian Association of Management Consultants/Association Canadienne des Conseillers en Management**

We have audited the financial statements of Canadian Association of Management Consultants/Association Canadienne des Conseillers en Management in accordance with Canadian generally accepted auditing standards and expressed an opinion on these financial statements in our Auditors' report dated September 26, 2007. This opinion is reproduced below.

We have audited the statement of financial position of the Canadian Association of Management Consultants/Association Canadienne des Conseillers en Management as at June 30, 2007 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. 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 plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at June 30, 2007 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

These condensed financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. 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 Accountants

Toronto, Canada  
September 26, 2007

## Selected Financials

	2007	2006
	\$	\$
<b>ASSETS</b>		
<b>CURRENT:</b>		
Cash	124,442	80,460
Investments	590,905	658,633
Accounts receivable	186,879	90,117
Due from Provincial Institutes	14,251	1,093
Due from Chapters/Member Services Committees	6,732	7,445
Prepaid expenses	46,760	47,261
	<u>969,969</u>	<u>885,009</u>
<b>EQUIPMENT</b>	<u>7,445</u>	<u>6,569</u>
	<u>977,414</u>	<u>891,578</u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT:</b>		
Accounts payable and accrued liabilities	140,235	184,969
Deferred revenue	432,272	362,440
Leasehold inducement – current portion	8,108	8,108
	<u>580,615</u>	<u>555,517</u>
<b>LEASEHOLD INDUCEMENT</b>	<u>20,949</u>	<u>29,058</u>
	<u>601,564</u>	<u>584,575</u>
<b>NET ASSETS:</b>		
<b>UNRESTRICTED NET ASSETS</b>	245,519	181,950
<b>INVESTED IN EQUIPMENT</b>	7,445	6,569
<b>RESTRICTED NET ASSET DEFENCE FUND</b>	100,000	100,000
<b>RESTRICTED NET ASSET – CMC AWARENESS FUND</b>	<u>22,886</u>	<u>18,484</u>
	<u>375,850</u>	<u>307,003</u>
	<u>977,414</u>	<u>891,578</u>
<b>REVENUES</b>		
Membership fees	721,625	634,877
Certification	158,791	115,158
Membership levies	72,155	85,454
Interest income and other income	29,489	20,124
Industry study	3,488	11,422
Professional development	3,330	64,192
	<u>988,878</u>	<u>931,227</u>
<b>EXPENSES</b>		
Administrative expenses	574,924	547,390
Certification expenses	154,416	102,739
Governance expenses	80,418	83,042
Marketing and communications expense	67,223	103,810
Affiliates support	28,443	23,995
Professional development	8,920	55,852
Membership expenses	5,687	7,239
Industry survey	-	21,520
	<u>920,031</u>	<u>945,587</u>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	68,847	(14,360)
Net Assets, Beginning of year	307,003	321,363
Net Assets, End of year	<u>375,850</u>	<u>307,003</u>

## Board of Directors

<b>Chair</b> Greg Fieger, CMC	<b>CMC-Alberta</b> Jennifer Jennax, CMC	<b>CMC-Québec</b> Jean Richard, AdmA, CMC
<b>Vice Chair</b> Ken Davies, FCMC	<b>CMC-Atlantic Canada</b> Dan Daley, CMC	<b>CMC-Saskatchewan</b> Barrie Bergsma, CMC
<b>Past Chair</b> Ted Stedman, FCMC	<b>CMC-British Columbia</b> Rob Shirra, CMC	<b>Member at Large</b> Bob McCulloch, FCMC
<b>Treasurer and Member at Large</b> David Bratton, FCMC	<b>CMC-Manitoba</b> Randy Baldwin, CMC	<b>President and CEO</b> Heather Osler, CAE
<b>Chair, National Certification Committee</b> Blaine Atkinson, FCMC	<b>CMC-Ontario</b> Ingrid Pregel, CMC	

## Institute Presidents

<b>CMC-Alberta</b> Jennifer Jennax, CMC
<b>CMC-Atlantic Canada</b> Dan Daley, CMC
<b>CMC-British Columbia</b> Rob Shirra, CMC
<b>CMC-Manitoba</b> Lisa Elliot, CMC
<b>CMC-Ontario</b> Lynn Bennett, CMC
<b>CMC-Saskatchewan</b> Barrie Bergsma, CMC
<b>CMC-Québec</b> Jean Richard, AdmA, CMC

## National Certification Committee

<b>Chair, National Certification Committee</b> Blaine Atkinson, FCMC
<b>CMC-Alberta</b> Ken Davies, FCMC Jennifer Jennax, CMC Tony Vanden Heuvel, CMC
<b>CMC-Atlantic Canada</b> Jane Davison, CMC
<b>CMC-British Columbia</b> Simon Wong, CMC Mary Colak, CMC
<b>CMC-Manitoba</b> Ken Howell, CMC
<b>CMC-Ontario</b> Greg Richards, FCMC
<b>CMC-Saskatchewan</b> Valerie Sluth, CMC
<b>CMC-Québec</b> Pierre Landry, AdmA, CMC Louis Bertrand, Adm.A., CMC

## Member Services and Chapter Chairs

<b>CMC-Alberta</b> Mark Brown, CMC
<b>CMC-Atlantic Canada</b> Todd Williams, CMC
<b>CMC-British Columbia</b> <i>British Columbia Mainland</i> Jennifer Young, CMC <i>Vancouver Island</i> Suzanne Dane, CMC
<b>CMC-Manitoba</b> George Wong, CMC
<b>CMC-Ontario</b> <i>Eastern Ontario Chapter</i> Vincent Stapleton, CMC <i>Greater Toronto Area Chapter</i> Gay Skinner, CMC <i>Southwestern Ontario Chapter</i> Bill Wilkinson
<b>CMC-Saskatchewan</b> Linda Prafke, CMC