

**Building  
a stronger  
designation for  
a stronger you.  
CMC-Canada's  
2011-2012  
annual report**



Chair's message | Lynn Bennett, FCMC

# Building together.

My fellow members,

Over the last two years, CMC-Canada directed significant resources to updating our pre-certification professional development courses, improving our certification processes, increasing our membership reach, and strengthening our brand. These investments resulted in a deficit for the past fiscal year, as sadly we did not realize the resulting revenue as quickly as projected.

Despite this financial position, we are making progress towards our goals. The National Board, while concerned about our financial results, is confident the necessary steps have been taken to ensure the Association's financial position is stable and returns to good health this year.

We are on a journey and know investments are made before returns are realized – and we have been making strategic investments in key areas to deliver increased value to you, our members.

## **A stronger designation for a stronger you**

Over the past 2 1/2 years, CMC-Canada has focused its efforts on what's most important to members – professional credibility and legitimacy, and recognition of the CMC designation. We have been working hard to reinvent our value proposition, reallocating resources to these areas by building professional credibility and legitimacy through partnerships with large firms, other Professional Associations, and our country's leading universities.

We have recorded many successes, including the adoption of our pre-certification professional development courses by a number of large firms, and the news that *Consult* magazine has been honoured with the 'Best Print Publication' award by the Canadian Society of Association Executives (CSAE).

## **But, as much as we appreciate this recognition, we cannot afford to rest**

This is a journey, and we are only part way down the path. The signs are strong that wider recognition is

just around the corner and we feel strongly that major success is close at hand. We need to maintain our focus and continue to invest if we are to reach this important 'tipping point.'

Now that the bar has been raised, we must keep working hard. We have identified a number of initiatives to bring value to your membership – building awareness of the CMC designation, creating a louder voice, and offering new resources to help build your practice and intellectual property. The following pages of this Report will outline in more detail how we will bring value to you.

## **As we move into 2013, we need to work together**

Since I joined this Association, I have found that you get out of it what you put in. When you make an effort to get involved, you receive dividends in spades. Case in point – I have built a successful management consulting practice from scratch, thanks to the advice and connections I've made here at CMC-Canada.

Don't believe me? Another of our members, Russ Grabb, CMC in British Columbia, says "every major development in the growth of my consulting practice can be traced back to a connection I've made thanks to CMC-Canada."

Here is how you can help. Get involved. Attend your regional conferences and enroll in our professional development courses. Contribute an article when our new Wiki is launched. Put the CMC designation and logo on your business card, your website, your jacket lapel, shirt collar, or scarf. Use the Code of Professional Conduct in your proposals. Refer-a-member. Our collective effort makes all of us stronger.

Yours truly,



**Lynn Bennett, FCMC**

Chair, CMC-Canada National Board of Directors

# Strength in numbers.

Our members have told us we must deliver increased value.

Part of this is ensuring our members are armed with the knowledge, information, and professional development they need to be the best consultants they can be.

One of the most important value pieces is to increase the recognition of the Certified Management Consultant (CMC) designation amongst purchasers of consulting services and key decision makers. Members want a stronger voice from our association for the CMC designation to key strategic targets.

Membership growth is important for us, but growth in itself isn't the goal. The key is to attract the right people, professionals who enhance our membership. Last year, we made a significant push to do exactly this. We hired a dedicated business development person and established a number of new initiatives to generate increased leads, from the right sources.

To attract the right people, we looked at how we build the awareness of the designation and Association... and what the CMC designation stands for.

I would like to speak about four things:

- A. Membership trends and the need for growth.
- B. The need for a louder voice.
- C. Building awareness.
- D. Widening the pipeline.

## **Membership trends and the need for growth**

Back in 2007, our Board of Directors established a goal of growing the membership to critical mass – where efficiencies are realized and where we have the resources to do what needs to be done. Five years ago, that number was 5,000. Since then, we have added more than 1,000 new members, yet our current membership stands constant... at around 3,000.

Why?

Each year, we have attrition. We renew CMCs at a rate of 90-92% (non-CMCs renew at a rate of 70-75%). 90% is a great number – especially when you compare it to other associations – yet 10% attrition means 300 people are leaving each year. So, even when we add 200 new members annually, that means our numbers are reducing. We expect this rate of attrition to continue – as the front edge of the boomers has now reached 65 years of age. The biggest cohort will come in about 5-7 years. In a nutshell, this is why we need to grow – and why we need to dedicate additional resources to growth.

## **The need for a louder voice**

Our members have told us (2010 member survey) that promoting the CMC is the #1 thing they want us to do – with 53% of the responses telling us this is how we can deliver more value. We plan to honour this request with a 'push.'

One part is advocacy, which is defined as building awareness with public sector purchasers of consulting services. The good news is that we have had success in a number of areas. For example, the Province of Ontario asked CMC-Ontario for input on modernizing their vendor of record procurement process. CMC-British Columbia and CMC-Alberta have made inroads regarding the awareness of the CMC designation by their Provincial Governments.

Our Federal Advocacy Committee is making inroads with Public Works and Government Services Canada to recognize the CMC as a preferred designation. Also, in the past year, we worked with Statistics Canada as they built a Consulting Price Index.

With more members, we represent a larger share of the consulting market and our voice will be louder.

## **Building awareness**

After learning of a few of our successes with Public Sector purchasers of consulting services, you might ask, who is speaking to Private Sector purchasers of consulting services?

This is the focus of our Building Awareness initiative.

Last year, our Board endorsed the Building Awareness initiative. Our planning task force analyzed different audiences and recommended that we focus our resources on the Chartered Accountants.

Why? Consider the following statistics:

- ...→ 40% of CAs work in public accounting, but 60% work in industry.
- ...→ 65% of the ROB 1000 companies have at least one CA in their top six positions (we know this ratio increases into the mid-market).
- ...→ 22% of the top officers at the ROB 1000 are CAs.

We are now assembling an implementation task force, which will guide the implementation and execution of this plan. Nationally, we will use paid advertising in *CA Magazine*. We will coordinate with our Provincial Institutes so they can focus resources on the CA Provincial Institutes. Our initiative is more than just advertising. We will encourage CMC members to write articles for the various CA publications; make presentations to regional/local CA chapters; speak at CA conferences; participate in CA research; use social media to interact with CA audiences, and so on. The more the CAs see the CMC designation, the more they will recognize there is a difference. This will be a broad-based approach, to raise the awareness of our designation to this audience of more than 90,000 across Canada.

Our timing is good. 2013 represents the 50th Anniversary of the Canadian Association of Management Consultants. The establishment of CMC-Canada was in large part due to pioneering work by the Institute of Chartered Accountants of Quebec, who, as early as 1956, made recommendations that led to the creation of CMC-Canada in 1963, with support from all the Big 8 firms. We hope to use this milestone to capture the attention of the CAs, given our close history.

### **Widening the pipeline**

Finally, we need to widen the pipe – we need to generate more ‘deal flow’ when it comes to getting professionals involved in consulting to consider membership in CMC-Canada.

We took a long look at what we have to offer. Our pre-certification professional development is used by Institutes in other countries, and now, by more and more large firms in their inculcation of new professional staff. Our designation complements, and does not compete with, other specialized professional designations

We continue to broaden the strategic alliance we have fostered with the CMAs to other Provinces beyond the pilot in Ontario. CMA Alberta is now offering a CMC ‘Bootcamp’ and CMC-British Columbia partnered with its CMA counterpart in a 2012 spring conference.

We have established formal links with the Human Resources Professionals Association, with 20,000 members, including a good segment who practice consulting. We are planning a National conference for the Certified Agricultural Consultants, who joined us a year and a half ago. We have been running professional development programs for the Chartered Financial Analysts Society and with the Association of Professional Executives of the Public Service of Canada.

And now, we are welcoming members from the Canadian Telecommunication Consultants Association to certify with us.

Finally, we have welcomed a number of universities to our Association. We have recently signed formal MOUs with Queen’s University, University of Alberta, University of Waterloo, and the Ted Rogers School of Management (Ryerson University), to augment our long-term partnerships with the Sobey School (St. Mary’s), Telfer School (Ottawa), and Royal Roads. We are in serious discussions with other universities and hope that next year, we will have doubled the number of partner universities in our national network.

In addition to increasing the flow of prospective members, every time we are able to speak to these future business leaders, we are building awareness.

Like many Associations, we were disappointed to have experienced a financial loss in fiscal 2012. Returns on planned key strategic initiatives have not yet paid dividends but the tipping point is near. The reinvention of our Association is starting to take hold. From a financial perspective, we have adopted a new, conservative budgeting process. Thank you to the Board and to the Audit Committee for their support and guidance.

I hope this Annual Report provides a clear indication of our focus and the effort we have been investing.

But, it only works if we all work together. Please join all of our volunteers and staff, as we build a stronger CMC designation for a stronger you.

Together, we look forward to a prosperous 2013, harvesting the return from these strategic investments.

Yours in consulting,



**Glenn Yonemitsu, CMC, MBA**  
Chief Executive Officer  
CMC-Canada

# Building a stronger designation.

## 1. Raising our voice.

### **Building Awareness Task Force**

The objective for the 'Building Awareness' initiative is to build awareness amongst private sector purchasers and influencers of the purchase of management consulting services. In the fiscal 2012 Business Plan and Budget, the National Board made a significant commitment to support this request. While the amount of resources committed is large relative to our budget, it is still a small amount. In order to achieve results, focus and discipline are key. If we focus our resources on one or two audiences (segments), then we can be successful in getting our message out.

The Building Awareness Task Force recommends that CMC-Canada prioritize the Chartered Accountants, as their network is mature, and they represent a significant percentage of our target audience.

Awareness building takes time. It is crucial to ensure that sufficient time be invested to make an impression. If and when a merger of the accounting bodies occurs, CMC-Canada could re-evaluate the prioritization of these audiences, but it should not re-evaluate which target audiences have been selected.

CMC-Canada will invest in market awareness research to measure the starting point and the progress made with this initiative. Benchmarking with CMA Canada indicated that the message delivered is crucial.

The next step is for the Building Awareness Implementation Task Force to execute on this initiative.

### **Advocacy**

We are continuing to work with the Canadian Government to demonstrate how operational efficiencies and service delivery benefits can be maximized if business process redesign is combined with technology.

## 2. Expanding intellectual capital.

One of the key value propositions that members want is information and professional development to help ensure they remain current. We have had a number of successes in this area, including redeveloping two of our pre-certification courses: Essentials of Management Consulting and Ethical Behaviour.

As well, we have expanded our reach through enhanced relationships with other Professional Associations and Universities across the nation. We are working on two of the most important initiatives for the coming year: enhancing our post-certification professional development with a Continuing Professional Development Committee and a unique knowledge resource for our membership, collecting the wealth of our IP using a wiki engine.

### **Courses / Events**

Earlier this year we launched a new Ethical Behaviour: Best Practices for Management Consultants course along with an updated Essentials of Management Consulting course. Both are offered in-person and on-line using technology that is interactive and easily accessible.

### **Partnerships**

**ALLIANCES WITH UNIVERSITIES:** This year we continue to grow our strategic alliances with leading business schools across Canada, and that includes talks with McGill University, UQAM, Concordia, University of Saskatchewan, and Wilfred Laurier University. These possible alliances will join our existing alliances with University of Waterloo, University of Alberta, Queen's University, Royal Road's University, University of Ottawa, and Saint Mary's University.

**'BIG 4' FIRMS:** We have signed an agreement with KPMG to license our Essentials of Management Consulting (EMC) for new hires in their Advisory practice; four CMCs with KPMG have been trained as facilitators. 100 participants are expected per year. KPMG Canada conducted its first Essentials of Management Consulting course in July and anticipates hosting additional sessions this calendar year.

We are in discussions with a number of other large firms regarding our professional development programs and our designation. We have a number of relationships at different stages of development. This effort has benefited from the ICMCI initiative on Large Firms, led by Richard Harris, FCMC, and Genevieve Bonin, FCMC.

The Certified Management Consultant designation is a complimentary designation to many others. CMC-Canada has developed alliances with other organizations representing professions and designations whose members would benefit from consulting expertise and the CMC designation, including:

- ...> Certified Management Accountants (CMA)
- ...> Chartered Accountants (CA)
- ...> Professional Biologists (APB)
- ...> Canadian Telecommunications Consultants Association
- ...> The Human Resource Professionals (CHRP).

The Canadian Telecommunications Consultants Association will be encouraging their members to certify with the CMC designation. As well, we continue to work with members from the former Canadian Consulting Agrologists Association to relaunch the North American Consulting School.

### 3. Sharpening our image.

#### Consult magazine

With the third edition of our bi-yearly publication, *Consult* magazine, we continue to receive many positive comments about the content and the professional look of the magazine, and how it is becoming a 'must read' for our membership. Our objective was to have this magazine serve as a signal, a beacon to members and to non-members alike, that CMC-Canada is changing. As a highly visible marketing piece, *Consult* has the power to change perceptions and to build our image. Well, with three issues under our belt, we have heard from our readers that they see a difference. Now, we have heard from others...

The Canadian Society of Association Executives (CSAE) has honored *Consult* magazine with the 2012 'Communications Award of Excellence' for Best Print Publication in Canada. Thank you to the members of the CMC-Canada Board, who invested in this, to the *Consult* magazine Editorial Board, who helped guide us, and to the Editorial Staff, for helping execute the plan. And most of all, thank you to our members, whose contributions to the management consulting profession and community in general inspire us to write about and for them.

#### Social media

CMC-Canada has expanded its social media presence with the launch of a Facebook page. This page joins our popular line-up of social media channels Twitter and LinkedIn, and combined with our CEO's blog and YouTube channel, gives members many options to connect online.

We are excited to leverage the power of Facebook and other social media channels to create and enhance relationships with and for members. These channels are designed to engage current members as well as to attract new members to our management consultant community by making information easily and quickly available.

Stay current on Institute, Member Services Committee (Chapter), and CMC-Canada activities, events, and updates by following CMC-Canada on any of these sites. Share member experiences, make connections, ask questions, and exchange information. We will be rolling out exciting content that you won't want to miss!

## 4. Strength in numbers.

### **Business development / growth initiatives**

In fiscal 2011-12, CMC-Canada dedicated resources to prospecting and welcoming new members to the Association. Over 200 new members joined CMC-Canada. One of the expectations we must have as a membership is to ensure we have other quality professionals as part of our Association. We launched a number of 'campaigns' to initiate the building of a culture that welcomes new professionals.

**REFER-A-MEMBER CAMPAIGN:** The Refer-a-Member Campaign was a growth initiative that delivered a significant number of new members in a timely fashion. For each new member who joined CMC-Canada, the referring member received \$100 cBucks as our thanks. cBucks can be used against the cost of a 2013 membership renewal fee, or for cStore purchases.

**LAPSED MEMBER CAMPAIGN:** A campaign was launched at the beginning of March to reach those members who had not renewed their membership over the past several years. Information packets about the Association were sent via mail that outlined how CMC-Canada has 'Raised the Bar' to improve our offerings to members.

**RECRUITMENT EVENTS:** Institutes and Member Services Committees (Chapters) across the country are helping to 'Raise Awareness' about the designation by hosting recruitment events. Events in Calgary and Edmonton, Saskatoon and Regina, Ottawa and Toronto were all well received. Keep an eye out for upcoming recruitment events in your area for opportunities to introduce your colleagues or friends to the CMC designation.

**CERTIFICATION ACCELERATION:** Many of our members were not aware of how close they were to certification. To remind them, customized, personalized correspondence was sent to CMC candidates within the various certification streams. Many candidates are working hard to obtain the CMC designation. We encourage existing CMCs to participate by agreeing to sponsor new candidates and becoming oral assessors.

**MENTORSHIP:** We plan to expand the mentoring pilot program we have been running for our CMA friends. We are in the process of testing new software that will improve the mentor/protege matching process. We plan to offer this to all members – as it provides a great opportunity for senior and experienced professionals to share their wealth of knowledge with those who want to continue in their development.

### **Thinking globally**

#### **INTERNATIONAL COUNCIL OF MANAGEMENT CONSULTING INSTITUTES (ICMCI) BREAKTHROUGH STRATEGY:**

As members are aware, the ICMCI breakthrough strategy is focusing on a number of key projects including the development of competency standards, growing a global CMC community, and forging links with large consultancy firms. Member organizations are supporting this strategy in terms of financial backing and their own volunteer time and effort.

## Report on the financial statements

# Independent auditors' report.

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 23, 2012. 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, 2012, 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 generally accepted accounting principles, 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, 2012, and its financial performance and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

### **Emphasis of matter**

Without qualifying our opinion, we draw attention to note 1 in the financial statements which indicates that the Association has a deficit in its unrestricted net assets and, as of June 30, 2012, the Association's liabilities, exclusive of its restricted net assets, exceeded its total assets by \$124,567.

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  
Licensed Public Accountants, Toronto, Canada  
September 23, 2012

## Report on the financial statements

# Financial statements 2011-2012

### SELECTED FINANCIALS

	2012	2011
	\$	\$
<b>ASSETS</b>		
<b>CURRENT:</b>		
Cash	144,022	-
Investments	301,575	574,034
Accounts receivable	128,407	82,129
HST receivable	-	26,397
Inventories	69,411	39,218
Prepaid expenses	39,121	43,642
	682,536	765,420
<b>EQUIPMENT</b>	120,014	152,831
	802,550	918,251

### LIABILITIES AND NET ASSETS

#### CURRENT:

Bank indebtedness	-	602
Accounts payable and accrued liabilities	120,413	121,431
HST payable	8,500	-
Deferred revenue	519,664	489,812
Due to provincial institutes	44,788	47,207
Leasehold inducement – current portion	28,303	28,303
	721,668	687,355
<b>LEASEHOLD INDUCEMENT</b>	77,832	106,134
	799,500	793,489

#### NET ASSETS:

<b>UNRESTRICTED NET ASSETS (DEFICIT)</b>	(124,567)	(1,955)
<b>RESTRICTED NET ASSET – DEFENCE FUND</b>	100,000	100,000
<b>RESTRICTED NET ASSET – CMC AWARENESS FUND</b>	27,617	26,717
	3,050	124,762
	802,550	918,251

	2012	2011
	\$	\$
<b>REVENUES</b>		
Membership fees	1,017,175	1,034,332
IRAP	748,947	552,770
Certification	215,416	172,379
Professional development	59,228	18,021
Promotions and sponsorships	18,233	21,664
Members centre	11,311	8,385
Interest and miscellaneous	7,683	10,834
	<b>2,077,993</b>	<b>1,818,385</b>

<b>EXPENSES</b>		
Administrative	1,164,304	1,022,288
IRAP	447,532	409,836
Certification	155,968	118,862
Marketing and communications	120,638	98,967
Affiliates and regional support	115,189	110,550
Governance	92,448	90,362
Member centre	58,111	2,977
Professional development	32,371	6,562
Membership expenses	13,144	3,796
	<b>2,199,705</b>	<b>1,864,200</b>

<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE THE BELOW</b>	(121,712)	(45,815)
Moving costs	-	6,828
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES FOR THE YEAR</b>	(121,712)	(52,643)
Net Assets, Beginning of year	124,762	177,405
Net Assets, End of year	3,050	124,762

## Acknowledgement

# Thank you.

Thank you to all volunteers who dedicated their time, effort, and knowledge to their Association over the past year. Your contributions were felt across the country by the Board of Directors, CMC-Canada staff, and members.

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