

Institute of Management Consultants and Advisers

Enterprise Ireland Workshop
4 November 2015

Presentation summary

- Overview of IMCA and consultancy market in Ireland
- Survey of member interactions with Enterprise Ireland

IMCA

- Over 1,000 members including:
 - 12 Accredited Consulting Practices (51% of members)
 - 80 Registered Consulting Practices
 - Individual members
 - Graduate members
- Voice of management consulting and business advisory professionals
- Recognised by international body to award CMC (Certified Management Consultant)

CMC (Certified Management Consultant)

- Internationally recognised competency-based qualification.
- Sets global standards within and across national boundaries.
- Important brand being promoted by the international body and local institutes at every opportunity.
- Accreditations can be validated through the IMCA website.

Current Accredited Practices

Deloitte

Grant Thornton

Prospectus

Cooney Carey

Fujitsu

BDO

Mazars

Hay Group Ireland

Genesis

Pinnacle Project Partners

International Development Ireland (IDI)

PricewaterhouseCoopers

Positioning IMCA

- Our mission is to foster and promote the value, quality and benefits of business consulting and advisory services in Ireland.
- We achieve this by establishing, supporting and measuring quality standards, by representing and supporting the profession and by promoting the value and benefits delivered to clients.

CMC - A Global Standard



The ICMCI governs the Certified Management Consultant qualification. Each country has only one Member who is authorised to issue this qualification. All qualifications must comply with set international standards.

Only certificates issued by full ICMCI Members are valid.



Market estimate

- IMCA inputs to the FEACO¹ European study each year.
- Consultancy market in Ireland 2014 estimated at €580m in turnover with approx. 4,000 consultants.
- Practices employing more than 10 consultants account for 67% of turnover.
- Growth rate 11% projected for 2015.
- Consultancy has relatively low share of economy by international standards.

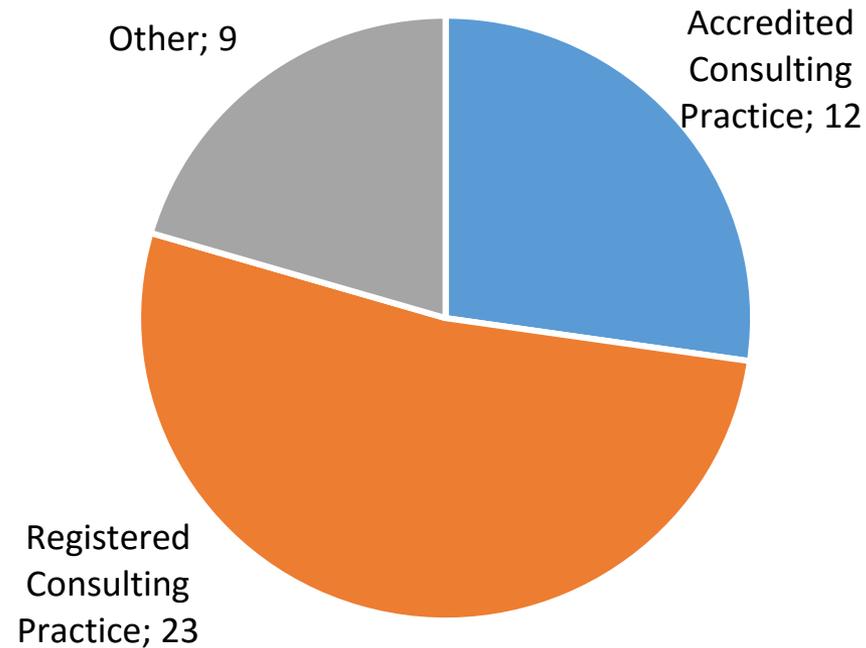
¹ *European Federation of Management Consultancy Associations*

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Survey of member interactions with
Enterprise Ireland
October 2015

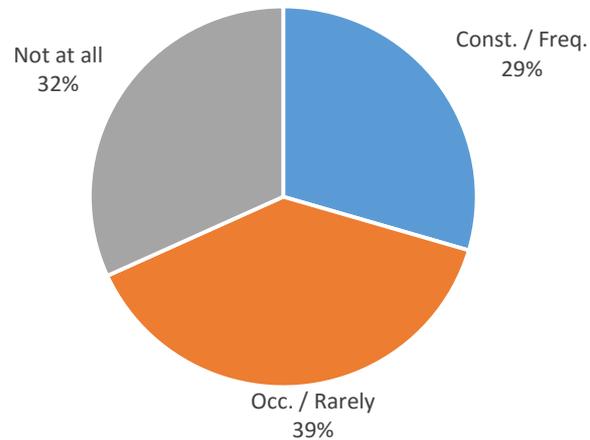
Feedback from 44 practices

Survey responses by practice type

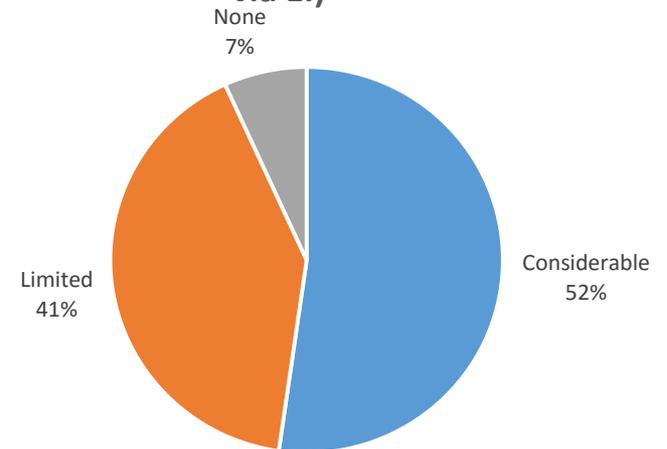


Most wish to increase EI involvement

Worked with EI (or clients via EI) past 3 years?



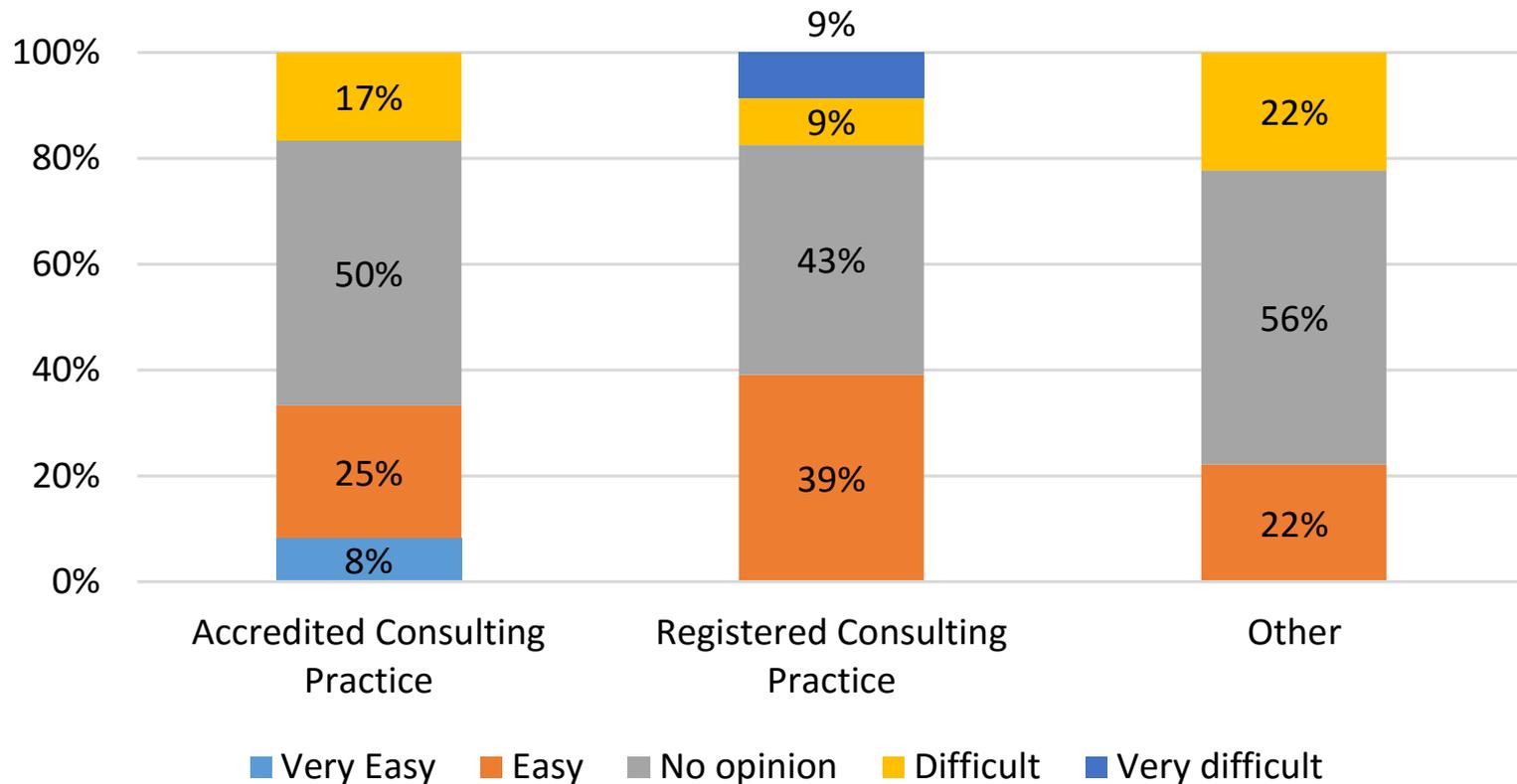
Scope to increase involvement with EI (or clients via EI)



Varying responses on ease of doing business



Ease of doing business with EI



Factors to ease doing business

Communications

- Improve DA / EI management / consultant communication.
- “Difficult to get to right person - wanted to use research library but difficult, even with LEO referral”.
- DAs list by sector & opportunities to meet; interactive database of consultants with keyword searches; better access to EI client directories.
- Annual updates on EI programmes / incentives; information on opportunities for consultants.
- Customer feedback on (consultant) services.
- EI to meet suppliers 3 – 4 times pa to seek views on trends and improvement ideas; networking meetings to build trust; engage with representative bodies such as IMCA (2).

Factors to ease doing business

Streamlining of tender processes

- Less bureaucratic and more open approach to locating consultants / mentors / coaches.
- For sole practitioners, lighten procurement processes.
- Flexible streamlined mechanisms for short-term / small projects to facilitate ease of doing business without “time-consuming & costly RFP processes” – use IMCA Client Enquiry process?
- “Securing funding can rest on spurious conditions - client had to re-register M&A for Companies Act 2014 not due until Dec 2016?”
- “Over-emphasis on tendering in New Frontiers programme removes responsibility from programme managers”.

Factors to ease doing business

Accreditation

- EI to recognise CMC & require mentors / advocates & advisors to be certified; approved trainer / mentor panels (2).
- Clarify coaching accreditation - recent RFP for development programme (Leadership for Growth) “sought coaches (but not consultants!) & ridiculously detailed and prescriptive”.

Consultant focus / partnership

- Better (consultant) understanding of EI use of consultants.
- Consultant should decide sectors to work in and build rapport with DAs - match EI sectoral approach; sector panels based on EI needs.
- Consultants can contribute to stress testing of clients - opportunity for EI / IMCA partnership to make process more informed and risk mitigated.