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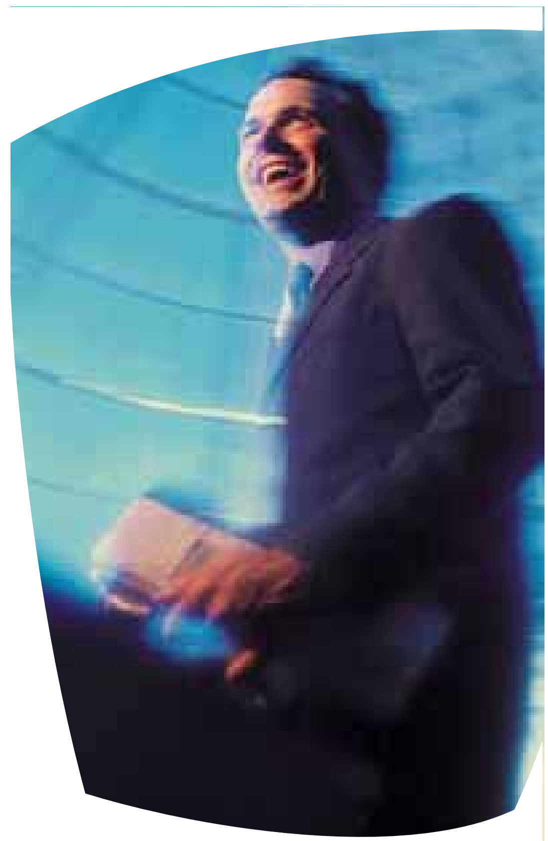
The Canadian Association of Management Consultants

March 2005

GTA Chapter *Newsletter*

THE SINGLE VOICE OF MANAGEMENT CONSULTING IN CANADA

Report From The Greater Toronto Area Council Chair — by Lynn Bennett, CMC



Your council has accomplished a great deal during this year of transition. Our focus has been creating better value for you, our members. In this report, we wish to highlight our accomplishments with respect to creating value: trends in membership, the growth of Special Interest Groups (SIGS), recent professional development events and the chapter newsletter. I also wish to introduce you to members of this year's council.

We are pleased our membership is growing. We now boast over 1,000 regular members, not including student members. Of these, 726 hold the CMC designation. We have added 83 new members since September 2004 of which 29 are students interested in a career in management consulting.

The council, through the Government SIG, led by Richard Lundeen and with the support of National Office, has been actively preparing for the upcoming Ontario Government Procurement Hearings. These hearings will take place across Ontario and, at every major stop, a member of our association will be there to represent your interests.

The International SIG, under the leadership of Bob White, CMC and Bill Jermyn, CMC, has had its first meeting. If you wish to expand your overseas business opportunities, stay alert for announcements concerning this SIG.

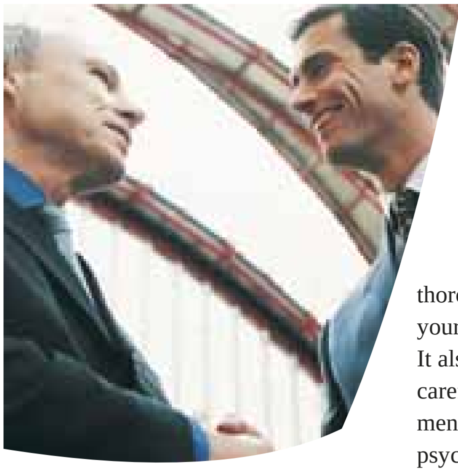
We have held a number of recent, successful professional development events designed with members in mind. We appreciate your support at these and our annual Christmas Party. We hope to see you at the new member/volunteer night to be held Tuesday April 5th at the University Club. Come out and find out how you can get involved as an active volunteer.

We also wish to recognize the efforts of Victor Barsoum, CMC without whom the newsletter would not be back in circulation. Please feel free to contact him with ideas for newsletter themes or to propose topics for future articles. We believe the newsletter will help us stay in touch and provide you with the latest news from the council.

This year's chapter council is energetic, enthusiastic and committed to creating better value with everything we do. Why not join our efforts to take vibrancy of this chapter to another level?

The members of this year's council are:

Alan Young-Pugh, CMC – Membership Recruitment and Engagement
Gay Skinner, CMC – Special Interest Groups
Vern Vautour, CMC – Professional Development
Victor Barsoum, CMC – GTA Newsletter
Antony Lorius, CMC - Vice Chair and Special Events
Wilson Ramirez, CMC – Member at Large
Paul Lurkins, CMC – Member at Large
Kris Krishnan, CMC – Treasurer



Ten Commandments For Setting Up An Independent Practice — by Paul Lurkins CMC, P.Eng.

You've been working like mad, for some non-descript consulting firm, for years. Things have gone well, but something isn't quite right. Despite the interesting assignments and fabulous salary, you realize it's time for a change. Indeed, alarm bells are ringing. Either you're about to get turfed out or you are starting to get the 'freedom' itch. Regardless of your motivation, there are issues you must consider carefully before making the switch to independent practice.

Here are ten commandments for setting up a thriving independent practice in an economy in which other consultants are struggling. Ten ideas to help you earn money, save time and waste neither, because now you can't afford to make mistakes out on your own. For you're no longer in a race with your peers. You're in a race against old age, poor health and lost skills. A race in which you must achieve financial independence before the lead runs out of your pencil.

(1) Think Before You Leap
Your independent practice will fail if you lack the aptitude for it. Deciding if you're really cut out for this kind of work calls for a thorough and honest appraisal of your strengths and weaknesses. It also calls for quite a bit of careful reflection with a trusted mentor, colleague, industrial psychologist or perhaps a good, stiff drink.

"FAILING TO PREPARE MEANS PREPARING TO FAIL."

(2) Establish Your Peer Network
Most of your business will come from referrals provided by your network. Within it, you must be known as a planter of ideas and knowledge among your peers and a builder of the profession through your active involvement in the association. Tending to your network takes time and energy, however the habit is essential.

(3) Develop Client Name Recognition
Clients and prospects must associate you with a well-defined specialty, based on previous engagements, one who has distinguished himself from the faceless mob of dilettante generalists. You'll cultivate this brand identity through the authorship of publications and attendance at conferences and seminars.

(4) Maintain Marketable Skill Sets
Your special knowledge and skills are what your clients pay you for and judge you by. As your only commodities, you must keep them current and avoid trying to be all things to all people. It means keeping up in your field, via ongoing professional development, and by constantly refreshing your brand identity.

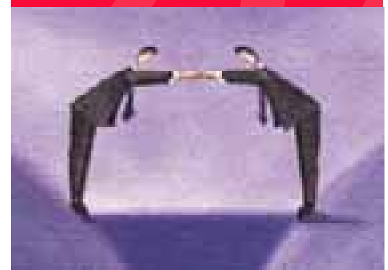
(5) Achieve Sales And Marketing Excellence
Independent practice is as much about sales and marketing as it is about consulting. Rainmaking on a tight budget is an acquired skill. Mediocre consultants who master it easily outperform superb consultants who don't. Sales and marketing must be scheduled religiously and practiced aggressively.

(6) Secure Signed Consulting Agreements
The purpose of an independent practice is to make money. Everything you do has to move you toward this goal. You must raise the art of securing signed agreements, through proposal writing and contract negotiation, to an art form. Everything else, from business cards to business plans, is window dressing.

(7) Pinch Pennies Until They Scream
Unless clients often visit your home office, invest little in it and pocket the savings. Fancy digs contribute nothing to your bottom line. You'll be surprised how little you need besides a desk, filing cabinet, telephone and computer. The only place you should splurge involves your chair; a comfortable bum is essential.

(8) Establish Checks And Balances
Independent practices, like any other creature with needs and appetites, have digestive systems that contain information

INDEPENDENT CONSULTANT:



Harold Schroeder, President of Schroeder & Schroeder Inc, is one such consultant that took the plunge. After nearly 18 years of working at firms such as Ernst & Young, Towers Perrin and KPMG, Harold started his own consulting business in 2000.

"I wanted to get away from big firm politics and build a firm that was focused on providing incomparable customer service and value" says Harold.

In addition, Harold's recipe was to:

live by a strong value system that outlines what the company stands for
be passionate and uncompromising about the quality of the work delivered
never leave a customer unhappy, even if it means investing in the relationship
build an extensive support network of partners and colleagues to grow with

Harold's focus, as always, is on his clients and the relationships he has built with fellow consultants … "We are so very grateful and thankful for the confidence, loyalty – and friendship our clients and colleagues have shown us over the past few years."

Ten Commandments For Setting Up An Independent Practice — continued from Page 2

and money. Checks and balances, such as records management and standard procedures, will keep your system regular. The key is not to go overboard, to the point where they impede profitable activity.

(9) Protect Your Professional Interests
Protecting your interests means managing risk. Doing so starts with retaining professional legal and financial advisors to help you sidestep potential landmines. This practice continues via insurance coverage that affords sufficient business protection, especially professional liability coverage for errors and omissions.

(10) Create A Dynamic Business Plan
Like a blueprint, your business plan defines your business, identifies goals and allocates resources. It helps you objectively run your independent practice by supporting smart decisions. In an ever-changing business environment, this living document will require ongoing revision to remain fresh and vibrant.

If you've paid your dues and want to cash in your chips, why not give independent practice some thought? By staying objective about your prospects, you can avoid the fate of so many talented souls who struggle needlessly. You can't afford to make mistakes anymore, because now it's your money that's burning.

Paul Lurkins is a business consultant and technical communicator based in Toronto, Ontario. He can be reached at plurkins@worldchat.com.

From Corporate Governance To Sustainable Business Practices: Consultants Help Companies Manage Sarbanes-Oxley Requirements— by Paul Lurkins, P.Eng.

Corporate failures and accounting scandals have created a crisis of confidence in business. In response, lawmakers and regulators have intervened to restore balance to financial reporting and capital markets. This article examines this tough, new compliance legislation, how it impacts affected companies and how consultants help them achieve cost-effective regulatory compliance and sustainable business practices.

The intent of the legislation is to rehabilitate corporate behavior by enabling a fiduciary governance agenda for regulatory compliance. This agenda alone does not create value if it impedes profitable activities. Sustainable business practices, enabled by value creating governance agenda, create value by weaving long-term company compliance strategies and process improvements into ongoing operations. The practice consists of:

- **Governance** - Set strategies and goals, establish cultural values, develop internal policies and monitor performance.
- **Risk Management** - Assess risks affecting the governance agenda and resolve risk response strategies and activities.
- **Compliance** - Operate in adherence with applicable laws and regulations as well as internal policies and procedures.

Failure to treat governance, risk management and compliance in an integrated way is counter-productive. An integrated approach to sustainable business practices allows companies to redefine compliance as a key result area for performance. In other words, apply an approach that posits earnings and integrity can go together. This entails realigning people, processes and technology, with the help of change management and value management enablers, to ensure virtue and revenue become the drivers for everything companies do.

The potential impact of corporate non-compliance includes restricted access to capital, reduced ability to manage risk, impeded access to liability insurance, lowered bottom line sustainability and increased director and officer liability. Other stakeholders interested in minimizing risk, and likely pushing for regulatory compliance and sustainable business practices, may include:

- customers who want to continue doing business with reliable partners
- suppliers who wish to ensure their clients remain financially healthy
- investors who want to maximize returns on their equity investments
- insurers who wish to minimize the

From Corporate Governance To Sustainable Business Practices —Continued from Page 3

impact of liability insurance claims

Stakeholders today have higher expectations of companies, with respect to profitability (driven by their wallets) and probity (driven by their sense of fair play). Consultants can help companies achieve compliance and sustainable business practices, within productive and profitable operations, by:

- building, documenting and monitoring effective controls
- entrenching these measures into ongoing operations
- enabling ongoing oversight and repairing deficiencies

The end result, for companies, are consulting solutions that enable financial management policies and procedures that fully respect the law, engender a culture of integrity and create business value. The specific benefits to companies include enhanced competitive advantage, greater financial savings, stronger top-line growth and easier access to capital. Specific interventions may include:

- implementing quality assurance and quality control standards
- assessing, designing and building technology solutions
- conducting financial process analyses and transformations
- developing financial control and reporting policies and procedures
- conducting internal control and technology audits and investigations
- corporate governance consulting, including operational risk assessments
- education and awareness campaigns for companies and stakeholders

Consultants play a central role helping companies realize tangible returns on governance, risk management and compliance investments. Restoring stakeholder confidence, using an integrated approach to compliance and sustainable business practices, creates more robust standards and practices that protect corporate business interests, improve performance, increase efficiency and engender greater transparency.

Paul Lurkins is a business consultant and technical communicator based in Toronto, Ontario. He can be reached at plurkins@worldchat.com.

What kind of a SOX trainer are you? - By Alex Todd

It depends on the type of clients you have and their overall approach to Trust management

Management consultants are a lot like personal fitness trainers. Whereas the latter gets bodies in shape, the former gets companies well-tuned and ready for the next big game. Take for instance the Sarbanes Oxley Act (SOX), a response to the now infamous Enron and other US corporate scandals; SOX poses both a significant challenge as well as a tremendous opportunity for Management Consultants in Canada and elsewhere to lead companies into better health and improved corporate governance.

> **"MANAGEMENT CONSULTANTS ARE PRESENTLY ENCOUNTERING CLIENTS WHO ARE AT VARYING LEVELS OF COMPLIANCE MATURITY"**

While companies have been aware for a while now that SOX rules were looming on the horizon, 2005 marks the first year in which the CEOs and CFOs of all publicly companies listed on US stock exchanges will be required to provide assurance on their internal controls. Many more Canadian companies are also affected both through multilateral agreements with the United States and new provincial legislation. That means management consultants are presently encountering clients who are at varying levels of compliance maturity. Whereas some companies may require only minor tweaking of existing compliance programs to meet SOX standards (e.g., 45 minutes in the gym twice a week), others require a more rigorous workout that entails education and guidance to help them identify the gaps and determine their SOX requirements. Consequently, consultants must be prepared to quickly assess their clients' needs and provide them with the appropriate knowledge and tools to guide them through the training circuit.

A sample of client types for SOX compliance
As with fitness trainers' clients, the clients of management consultants can fall into one of several categories based upon level of "fitness"; in turn, consultants will experience varying degrees of challenge and will need to respond to each client type accordingly:

CLIENT #1
Mr. Unmotivated: Just like the less-than-zealous gym-goer, this type of client finds the process of SOX flat-out painful, and fails to see the overall importance it will bring to the health of his company. He is unclear about what needs to be done and consequently may bury his head in the proverbial sand, avoiding rather than embracing certain change.

His Consultant: "I think many companies view SOX … more as a nuisance that is costly to their business, where they don't have enough time, money or resources to do everything that this legislation requires. Their primary focus is, as it should be, to keep improving the bottom line," says Toronto-based independent SOX compliance consultant Mary Oko, CA, CMC. "However, I believe they don't yet see the true value that SOX can bring to their organization in terms of improved internal controls and streamlined business processes, which will lead to reduced costs."

The Approach: Consultants can help reluctant clients to understand and manage the risks of non-compliance. By gaining an understanding of the clients' business priorities and risk profile, consultants can define a phased and pri-

What kind of a SOX trainer are you? - Continued from Page 4

oritized roadmap to compliance that clearly and credibly demonstrates management commitment.

CLIENT #2
Mr. Don't-want-to-be-a-flabby-guy-any-more: This client has a good idea of what needs to be done for SOX compliance; he sees it realistically in terms of how its rules affect all aspects of business, and strives to integrate the process beyond the accounting department.

His Consultant: In this case, everyone is more or less on board and the management consultant can readily step up to the plate and play a critical, integrative role in helping to coordinate compliance efforts between departments, such as information technology and human resources involved in enterprise resource planning systems (ERP) implementation projects. Similarly, standard operating procedures, such as for authorization of pay raises and price changes require coordinated review and may necessitate business process re-design. Employees also need to accept required changes to the way they contribute to their organization, as resistance can be disruptive and costly.

The approach: Consultants can help to smooth such change initiatives by providing awareness training and stakeholder facilitation services; they can also arm themselves with best practices for building trust the key to successful change.

CLIENT #3
Mr. Total-performance: The performance-oriented visionary client understands the role of implementing SOX controls but sees it merely as one means, albeit an important one, of taking charge of the company's overall well-being.

His consultant: This emerging group is already well put-together and understands the relative role of SOX as a minimum requirement for building and maintaining confidence in their publicly traded securities. They have undertaken projects with a broader mandate, bearing names such as "SOX & Beyond," to signal their understanding of the causal business issues that have precipitated the need for SOX legislation. They realize that compliance alone is not sufficient to restore public confidence in capital markets and that internal controls do not necessarily make it any easier to rely on the validity of information.

Approach: These clients know that the "rules of the game" have changed forever and they can no longer be successful conducting "business as usual". Consultants need to demonstrate how corporate executives can explicitly codify their overriding commitment to stakeholder trust and confidence in business strategy and infrastructure mechanisms that support every critical business process – starting with corporate policies.

Conclusion
SOX compliance rules are designed primarily to maintain reliability by ensuring consistent results under all circumstances and thereby protecting from a loss of trust – which essentially assumes that a required trust structure already exists. They are often inadequate for determining the accuracy, comparability, relevance, understandability, and completeness of information and therefore do little to establish required levels of trust by investors.

Although SOX does provide some mechanisms for establishing "fast trust" (for example, by requiring CEOs and CFOs to certify financial statements as the primary source of trust), many suggestions for restoring "high trust" remain unaddressed, such as participation of stakeholders, performance benchmarking, metrics tracking and reporting, and systems for financial transparency.

No business operates in a vacuum. Business performance depends entirely on the ability of the corporation to successfully engage the cooperation of its key stakeholders. The key to a healthy trust-based company lies in empowering stakeholders with tools that give them confidence to commit to transactions that support corporate business objectives. Reducing stakeholder uncertainty accelerates the volume, velocity and value of every transaction, thereby reducing costs, supporting higher price-points, smoothing volatility and increasing profitability. Trust is an essential pillar of the bottom line and a critical success factor.

Management consultants therefore have an opportunity and an obligation to guide clients through all levels of the process, including that of addressing stakeholder trust and confidence issues strategically, by taking an integrative approach to achieving specific trust objectives with both their external and internal stakeholders. Such an approach helps executive management to commit to stakeholder trust and confidence and forms the foundation for an infrastructure that supports all critical business processes intended to engage key stakeholders in support of business objectives.

SOX is but one component in the big game of business. However, it is one that holds tremendous opportunity to take your clients to a whole new level of health. Convincing your more skeptical clients of its benefits is the first step to a total trust makeover.

Alex Todd is founder and president of Trust Enabling Strategies, a Toronto-based management-consulting firm that helps organizations to improve bottom-line performance by developing processes designed to reduce stakeholder uncertainty. He can be reached at AlexTodd@TrustEnablement.com

To obtain the list of bibliographical references for this article, please contact the editor at
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“There is only one reason consultants are hired, and therefore only one viable basis for the positioning of your firm. If you think it’s personality, process, or price then think again.“

Positioning For Profit — Cal Harrison, President www.beyondreferrals.com

Consultants are hired for what they can do for their clients based on their expertise. And expertise can be described in many ways - category expertise, discipline expertise, a few other secondary types of expertise, or a combination thereof. But when I ask management consultants the simple question, "Why do your clients hire you?" the answer is almost always “personality” (they like us/they like the principals) or “process” (the proprietary methods which we use to address their challenges). Unfortunately sometimes they even say it’s “price”.

While your firm’s personality and proprietary processes are important, they are almost never the reasons why consulting firms are hired, and therefore should never be the basis for the positioning of your firm. And price is the last reason you want anyone to hire you.

At best, personality, process, and price should be tie-breaking metrics used to choose one firm over another when all other important criteria (read: expertise) appear to be equal. Too often a client making a consulting purchasing decision is FORCED to fall back to personality, process or price because the consulting world is full of homogenous generalist firms that do not differentiate themselves well. From a client’s perspective, too many consultants are not very different from the other.

When I explained this to one consultant in California earlier this year he fell silent for several seconds. When I prompted him for a response he indicated that I had just resolved an issue that his firm has debated for twenty years – whether to position themselves as generalists or specialists.

If your clients and clients-to-be perceive your expertise as equal or similar to that of many other firms then you have a positioning challenge that merits some attention before you begin selling.

Businesses Value Experts, And Discount Generalists

In all of our business development counsel we begin with a focus on the firm’s positioning for the simple reason that a poorly positioned consultant is a tough sell. Personality and process are not reasons to buy, and broad expertise, another common consulting claim, is an oxymoron and a lousy sales proposition.

The first indicator that your positioning may be weak usually appears at the front end of the sales process. You pick up the phone, or perhaps send an email, and introduce your firm to your client-to-be only to have him brush you aside like one of the many similar firms that approach him each week. Your odds of breaking through in that first interaction are based on your ability to succinctly deliver your expertise and its benefits in a manner that separates you from your competitors. Again, poor results at the very front of the sales cycle are the first indicator of a positioning problem.

Commodity Positioning = Commodity Pricing

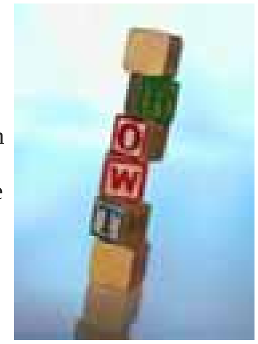
The second indicator of the strength and value of your positioning is profit margin. The ability to command a price premium is an indication of a valuable, highly differentiated positioning. It is Economics 101: The availability of substitutes affects the elasticity of price. The fewer your competitors, the higher your margins. The more alternatives to your firm, the lower your margins.

The commoditization of professional services is widely discussed – usually with consultants concluding that clients are too unsophisticated to understand a consultant’s true value. The reality is that most consultants do a very poor job of presenting their expertise above the level of a pure commodity.

Be Different and Be Relevant

The ability to premium price is a function of differentiation, which is the starting point in positioning any firm. Once your firm is highly differentiated, your challenge is to then make that difference (your narrow expertise) relevant to more clients-to-be without diluting it. And this is the key to consulting firm growth: broadening the relevance of your offering without diluting your point of differentiation.

Most firms start out successfully because they were built on what made them different, but then in pursuit of growth they end up generalizing in hopes of appealing to a wider audience. A firm that began as experts in the hotel and resort categories would do better to focus on that expertise and try to broaden the relevance of it (to airlines, cruise lines, and other travel or hospitality verticals as an example) then it would to walk away from that expertise and chase clients-to-be in unrelated categories.



Ironically, many firms that amass expertise in an area do not trumpet that expertise for fear of being hemmed into a narrow positioning. Those firms that worry about being 'pigeonholed' into a narrow expertise would do well to imagine those pigeon holes stuffed with cash. It is the narrow position that is the most lucrative and by far the easiest to sell.

How Do You Describe Your Firm’s Expertise?

If you have ever used any variation of the phrase “We have Big 5 experience at half the price”, welcome to the most crowded generalist position in the management consulting market place. Easily eight out of ten small to mid-size consulting firms that I speak with claim that as their strategic advantage. Unfortunately all it tells a potential client is that you work cheap. It doesn’t indicate any relevance you might have to a client’s problem or why your firm is different than similar size competitors.

Release The Expert Within

If you are considering re-vamping your business development efforts, begin by taking another look at your positioning. If you can't comfortably use the word 'expert', 'expertise' or 'leading' in your positioning statement, then you are likely positioned too broadly. If the words you use to describe your firm speak to personality or process, then start again. People do hire people they like - <u>when all other variables are equal</u>.

When someone has a job to do and a business or a career on the line, they will hire the expensive, belligerent expert over the amiable, affordable generalist every time.

Cal Harrison is president of Beyond Referrals. Beyond Referrals has been selected by the Institute of Management Consultants as an “IMC Recommended” professional development program. For more information, you can reach him at cal@beyondreferrals.com

Kennedy Information Reports Rising Compensation Levels —

by Paul Lurkins CMC, P.Eng.

In a recent report titled Compensation & Benefits In Consulting 2005, Kennedy Information reports that pay rates for consultants are inching up, after several years of stagnation, and that consulting firms are placing greater emphasis on performance bonuses as a proportion of total pay.

The consulting industry is encountering improved business conditions, in most segments, and is experiencing modest growth. Increased client demand and greater consultant turnover are also forcing firms to re-think their compensation policies. This table reports the median salaries and bonuses offered, across the industry.

Median Salary And Bonus By Position	
Level	**Median Salary ($ U.S.)**
Partner/Vice President	$170,000
Associate Partner/Principal-Director	$136,000
Senior Manager	$110,000
Manager/Project Leader	$95,000
Senior/Experienced Consultant	$85,000
Consultant/Recent MBA	$65,000
Entry Level/Analyst	$49,000

Source: *Kennedy Information*

In recent years, consulting firms have stressed a greater importance on bonuses as a proportion of total pay. Cautious of granting large pay increases, they are adjusting their pay practices towards performance bonuses instead. This table reports the percentage of consultants who are eligible to receive these bonuses.

Kennedy's analysis was based on surveys of 240 employers, including four of the five largest global consultancies.

Paul Lurkins is a business consultant and technical communicator based in Toronto, Ontario. He can be reached at plurkins@worldchat.com.

Percentage Of Consultants Eligible For Performance Bonuses	
Level	**Eligibility (%)**
Partner/Vice President	94%
Associate Partner/Principal-Director	96%
Senior Manager	94%
Manager/Project Leader	90%
Senior/Experienced Consultant	85%
Consultant/Recent MBA	83%
Entry Level/Analyst	74%

Source: *Kennedy Information*

Bookmark This Site — by Victor Barsoum, CMC

The website: http://www.mycoted.com/

I still remember the fascination I had on my early consulting engagements with the professional meeting facilitators. Their choice of which brain storming technique, and which subsequent method to focus in on the answer seemed very mysterious to me. They always had a magical process to get the meeting participants in a solution mode, and a skill in developing consensus in a room where it is needed. A few years later, the fascination hasn't worn off, but the mystery somewhat explained.

The better facilitators have mastered a wide array of techniques and they know which one to use at the right time. The website above will introduce you to these tools, mastering them is up to you though.

Why Selected: Over 200 different creative techniques to get the juices flowing

When will it come handy: Anytime you want to generate alternatives & then select one (or a subset) of these alternatives, you will be able to find a new technique to try out. You will find the staples such as classic brainstorming explained, as well as numerous other diverging and converging thought techniques explained in detail.

Have you come a across a great website lately?

You know the one I am talking about… It's the one that jumps at you from all the pop-ups, spam and the black-market prescription drug ads. Please feature this website in the newsletter. Send your recommendations to vbarsoum@kamboura.com

The Special Interest Group (SIG) Update— by Gay Skinner, CMC

The Special Interest Group (SIG) area of CAMC continues to gather in a variety of venues. Whether you call it a Special Interest Group or a Specific Interest Group – the results are the same… CAMC SIG's are providing a network of peers who have similar interests, challenges and concerns. Members are meeting in a variety of ways - face to face, via conference call or via the web.

Mark Tuesday May 31 / 05, from 6 to 9 pm on your calendar. The Coaching & Leadership SIG will be bringing a very special speaker to the Toronto area – Michael Losier – author of 'Laws of Attraction' will be speaking at a PD event. Stay tuned for further details on what we think will prove to be a very exciting event.

SIG membership can provide you with the opportunity to meet with peers from other industries on common interests, and gives you the ability to pose specific questions and hear from others who've been there and done that! You will be offered a variety of learning opportunities when you get involved and some of the activities the SIG's are developing will qualify for CMC CPD points. So if being part of a SIG interests you, here are the SIG's that have formally started the process – by all means contact the SIG Coordinator listed.

If you do not see your specific interest listed below, consider starting a SIG! Contact Gay Skinner – gay.skinner@sympatico.ca for more information.

	Specific Interest Area	Contact
1	Business Process Improvement	Angelo Baratta - baratta-sys@rogers.com
2	Organisational Development and Change	Paula Pothemont - paulvern@sympatico.ca
3	Government Consulting	Richard Lundeen - richard.lundeen@rogers.com
4	Coaching & Management	Brian Clark - blclark@sympatico.ca
5	Strategy	Zane Khan - zain@alliancesconsult.com or Jim Love - jim-love@true-north-consulting.com
6	Independent Business Development	Mubasher Waheed - mubasherwaheed@yahoo.com
7	Risk Management	Carol Anne Borland - caborland@cantire.com or Doug Young - dyoung@ca.ibm.com
8	International Consulting	Bob White - bob@bri.ca
9	SR&ED Tax Credits	Raj Phalpher - phalpher@resultel.com
10	HR (Human Capital Management	Len Nanjad - lnanjad@ca.ibm.com

GTA Chapter Town Hall Meeting Update — Alan Young-Pugh, CMC

"The fundamental value of the CAMC and the CMC designation is excellent but we are still a 'secret society' in the eyes of most Canadian organizations."

This member quote encapsulates the fundamental challenge facing the CAMC organization today – we are not well known in the client base. What to do about it? On January 13th a group of about 20 members, including the leadership from the National Office, the Ontario Institute and the GTA Chapter met to discuss the issue and examine solutions. The results of this dialogue confirmed the direction the CAMC is taking and added some new ideas to the mix. In order to aggressively promote CMC and the CAMC brand in the external marketplace, and to ensure market awareness/acceptance, the following initiatives are being implemented or are under consideration:

1. **Consulting Industry Conference***: To produce a conference for clients and consultants featuring expert CAMC consultants in topical areas.
2. **Ontario Government Initiative**: To engage in an advocacy initiative with the Ontario Government in order to address the fact that the Ontario Government has set new guidelines for VOR (the outcome of which appears to exclude those who do other than IT consulting with larger firms).
3. **Industry Segmentation Initiative***: In conjunction with the Ontario Institute, to develop awareness in a specific target segment e.g. Health Care (to be determined) through focused promotional activities.
4. **Consulting Industry Study**: To produce a report that will paint an accurate picture of the practitioners of management consulting in Canada, in terms of demographic and consulting-related variables, that can be used to inform and enlighten major purchasers of consulting services as to the value of retaining qualified and credentialed management consultants.
5. **Federal Government Initiative**: To increase government's knowledge of and respect for the value and attributes of a CMC; and to develop meaningful recognition of appropriate credentials for government contracts.
6. **Strategic Task Force on Marketing and Communications***: Mandate of this task force is to increase brand awareness of first the CMC and second the CAMC.
7. **Web Site Functionality (Consultant Search)***: To improve the consultant search functionality on the CAMC web site.

Several of these initiatives are already underway, but several others (*) require volunteer support from our Chapter to become reality, representing exciting volunteer opportunities with major impact potential. A call for volunteers will be made during March and April – stay tuned and we look forward to your involvement in the near future.