



DANISH MANAGEMENT BOARD

Part of the Confederation of Danish Industries

4 January 2008

Invitation

Project for World Class Consultancy

A New International Network for Top Managers in Excellent Management Consultancies

The Danish Management Board invites potential founding members to gather in Copenhagen March 11, 2008, in order to found a new international network for Top Managers in Excellent Management Consultancies and decide upon the framework and rules of regulation for this network.

The goal is the creation of a network of top managers sharing the ambition for their companies towards excellence in their national markets and development towards obtaining important positions in the fast growing global market for management consultants.

The tools will be sharing of experience, case studies, key figures etc. based on structured benchmarking, professional gatherings and informal personal contacts between top managers in large and medium size management consultancies in countries with mature markets and comparable management challenges.

The Initiative for World Class Consultancy

Target Group

The Target Group for the initiative is top managers in leading consultancies in mature consulting markets. For the founding meeting in Copenhagen top managers from such consultancies in mature consulting markets are invited since representatives from countries in Europe and North America have expressed a keen interest at the recent ICMCI Congress in Dublin 2007.

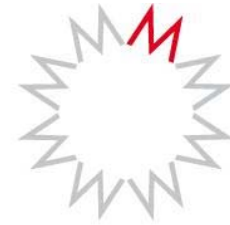
The Vision

The vision is creating an international club of top managers of excellent management consultancies of which membership will be perceived as attractive because of the potential professional and personal gains and as a valuable source of inspiration for further development of their own company.

Dansk Management Råd

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Background

The Danish Management Board stands behind this initiative. DMB is a part of The Confederation of Danish Industries, a long standing member of ICMCI and of FEACO, responsible for the accreditation of Danish management consultancies and the certification of management consultants in Denmark.

At the ICMCI Congress in Dublin September 2007 the chairman of the DMB Certification Board gave a presentation stating that the accreditations and certifications as organised through ICMCI do not really fulfil the actual needs of Danish management consultancies. CMC is perceived as defining a minimal standard for consultants which may prove useful for the development of ethics and professionalism in developing markets but which is seen as a commonly achieved standard for most consultancies in the more mature markets and therefore not sufficient to add substantial value and distinguish high level consultants.

For an accreditation to provide sufficient value for ambitious consultancies in these mature markets it should be based on a best practice standard and define high levels of excellence challenging for the consultancies to strive for.

The response at the ICMCI Congress was overwhelming. Many managers from other mature markets confirmed the opinion voiced as valid also for them. They expressed a desire to participate in such an initiative towards new cooperation around best practice and excellence in management consulting.

Inspired by this response DMB has developed this paper to accompany the invitation for the founding meeting in Copenhagen, presenting the first ideas and proposals for the new network.

Organisation

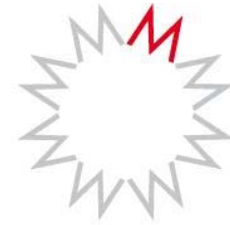
The framework for the network should be an international organisation or a club based on company membership. The consultancies should be represented by their top managers who are expected personally to engage, participate and contribute to the activities of the network.

ICMCI may be asked whether it wants to host this initiative and act as its secretariat. Should ICMCI not want to undertake this role or should the founding meeting decide not to ask ICMCI then the initiative might be organised as an independent club with its secretariat in one of the participating consultancies or one of the national associations for management consultants.

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Content

The organisation should handle the relevant data processing connected with the benchmarking activities and should plan and arrange the meeting activities vital for the network. The data processing might be outsourced to a supplier.

The initial areas of interest for exchange of experience and benchmarking should be defined.

A first list of areas to be considered might be:

- Management of Consultancies
- Key Account Management
- Client Handling and Client Behaviour
- Sales and Client Follow-up
- Portfolio Management
- Quality Assurance for Deliveries
- Change Management
- Strategic Development
- Key Performance Indicators
- Development and Management of Ethics and Values
- Recruiting Consultants
- Competence Development and Processes
- Management Communication
- Project Management
- Remuneration Incitements

This list is deliberately unfinished, open for new proposals and initiatives at the founding meeting.

The Founding Meeting in Copenhagen March 11, 2008

This paper is just a presentation of the idea to send out with the invitation for the founding meeting. The initiating group in DMB will continue its work and produce a project proposal to be distributed to the registered participants and other interested persons before the meeting.

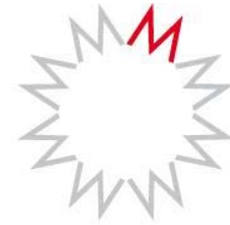
The agenda for the founding meeting will include:

1. Presentation of the project proposal and debate
2. Prominent guest speakers from management consulting and universities
3. Establishment of the first operational network groups

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Finances

The board of DMB sponsors the initiative and has granted a seed amount for the establishment. DMB will host the founding meeting (travel and lodging expenses excluded) in Copenhagen March 11, 2008. Furthermore DMB is willing to finance a part time manager responsible for bringing the initiative well beyond founding and setting up an organisation.

After that the initiative should be able to finance its own activities including secretariat functions through fees from the participating consultancies.

The initiating group will regard it a test of the market sustainability of the idea whether a sufficient number of top managers of leading consultancies will find it interesting to participate personally in the founding meeting and agree to engage and finance the continued activities.

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