



New ISO/TC proposal

Management consultancy

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01



Why we need a new TC?

Scope and prioritization

Relevant documents, and stakeholders

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1.1 Classification of management consulting services



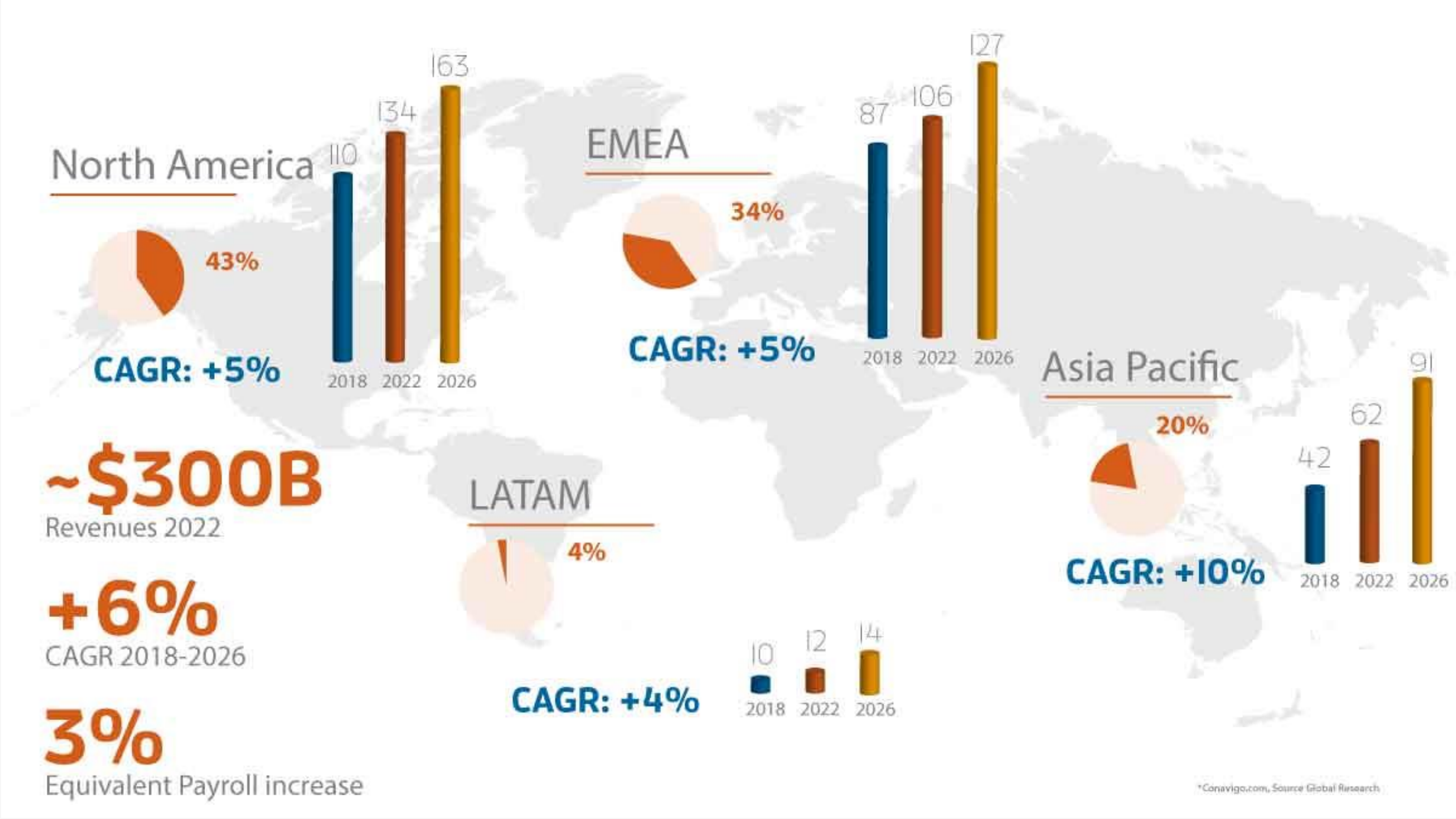
In the WTO SERVICES SECTORAL CLASSIFICATION LIST, the code of management consulting service is 865.



In the UN's Central Product Classification (CPC), management consulting services include:

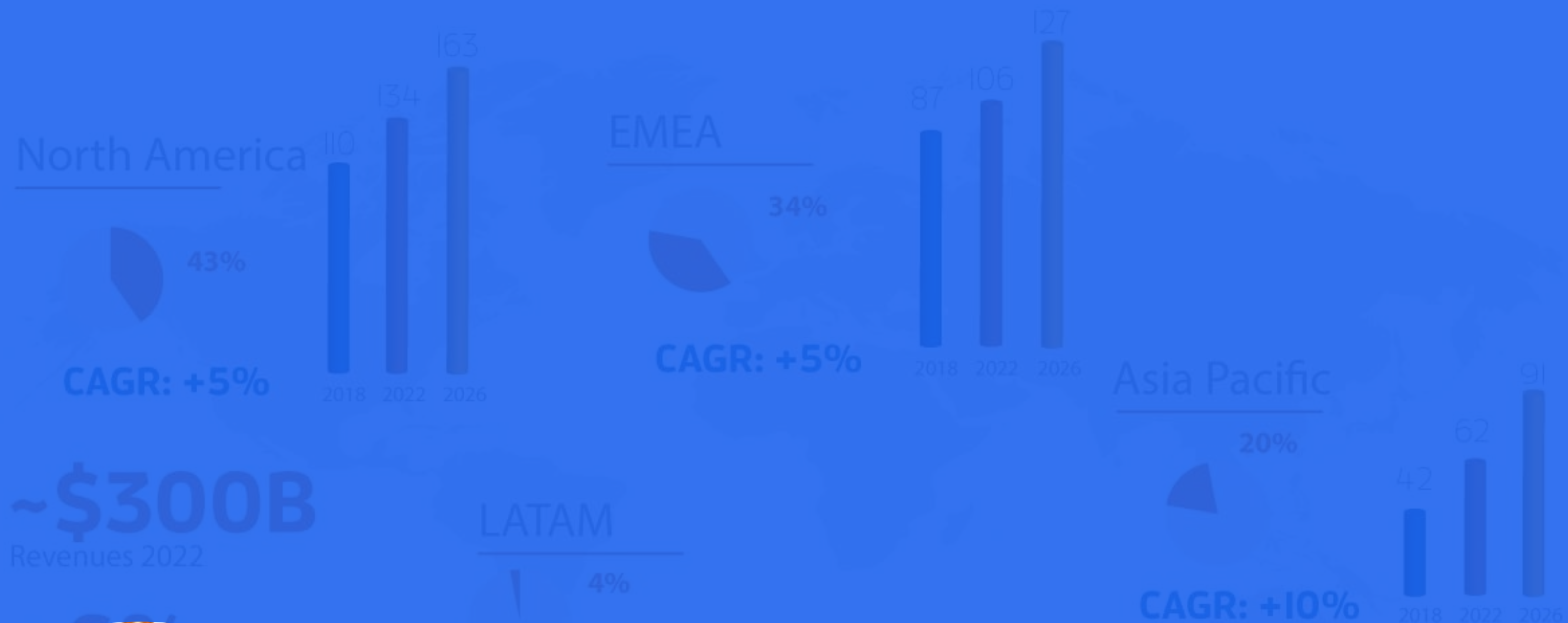
- Strategic management consulting services (CPC 83111)
- Financial management consulting services (CPC 83112)
- Human resources management consulting services (CPC 83113)
- Marketing management consulting services (CPC 83114)
- Operations management consulting services (CPC 83115)
- Supply chain and other management consulting services (CPC 83116).

1.2 The market size keep growing



Source: Consulting quest

1.2 The market size keep growing



+6%
CAGR 2018-2026

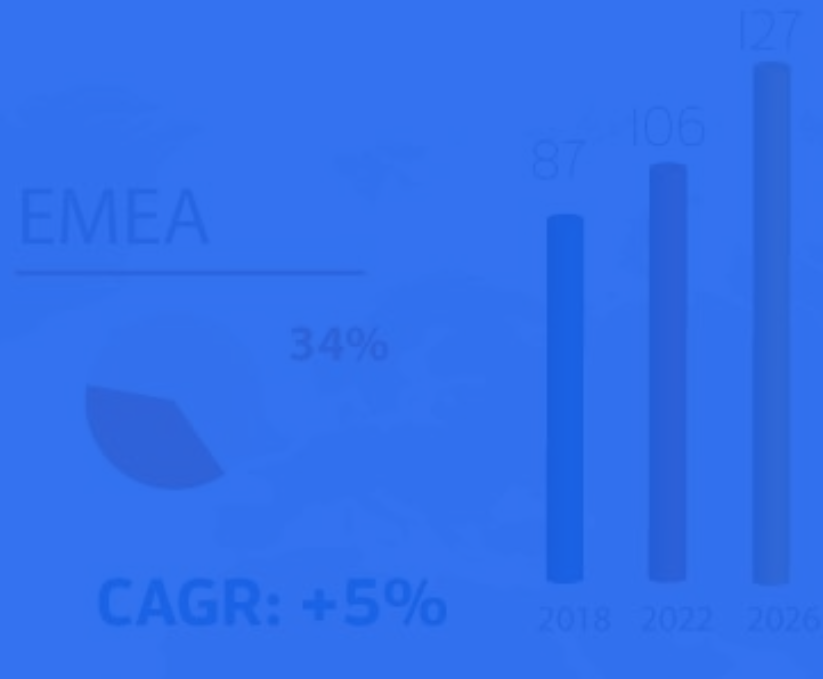
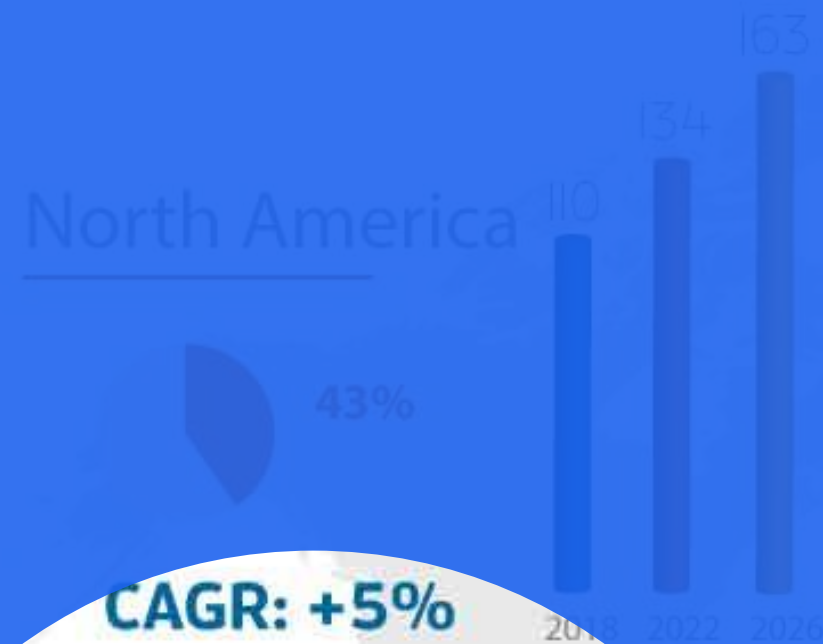
3%
Equivalent Payroll increase

Source: Consulting quest

According to the data released by management consulting platform *Consulting Quest*,

*Consulting Quest, Source: Digital Research

1.2 The market size keep growing



~\$300B
Revenues 2022

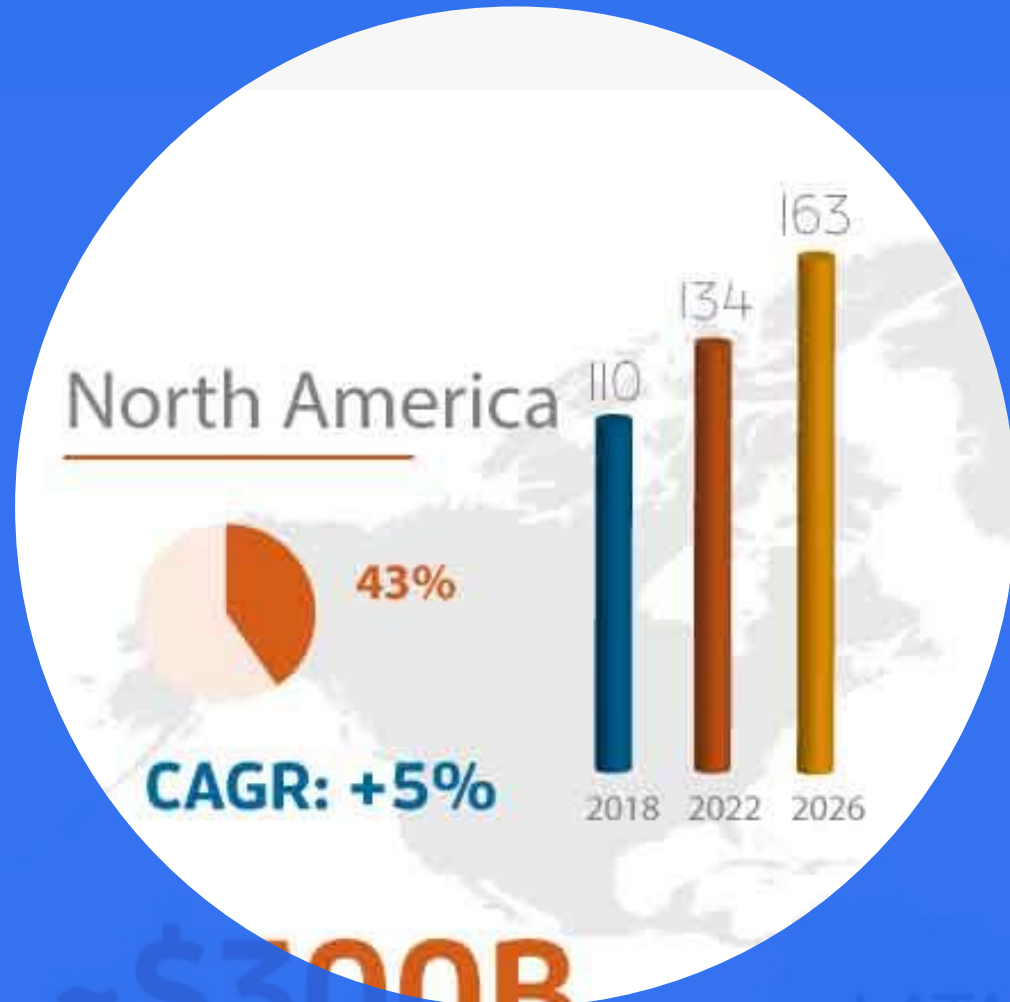
+6%
CAGR 2018-2026

3%
Equivalent Payroll increase

the global management consulting market will exceed US\$300 billion by the end of 2022. The general CAGR between 2018 and 2026 is 6%, and the equivalent payroll increase is 3%.

*Consulting.com, Source: Global Research

1.2 The market size keep growing



North America accounts for 43%, with a 5% CAGR.



Asia Pacific



LATAM



~\$300B

Revenues 2022

+6%

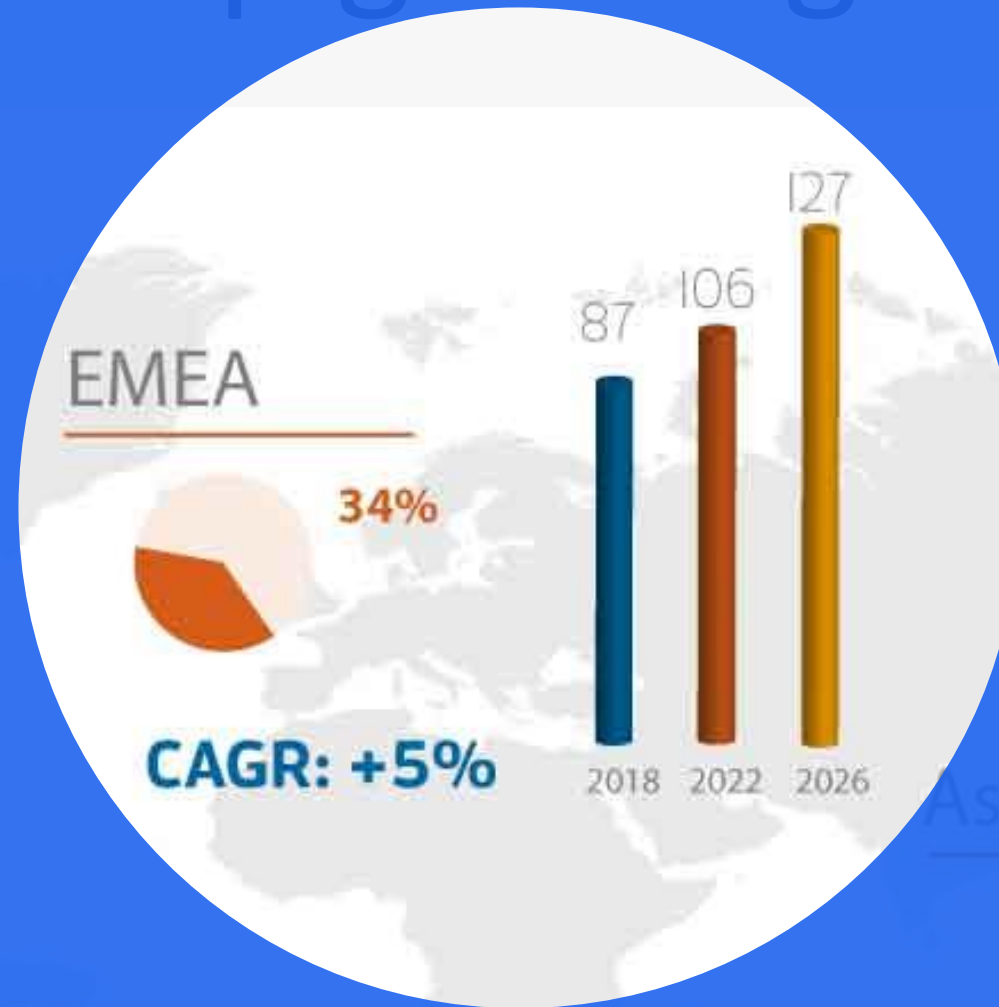
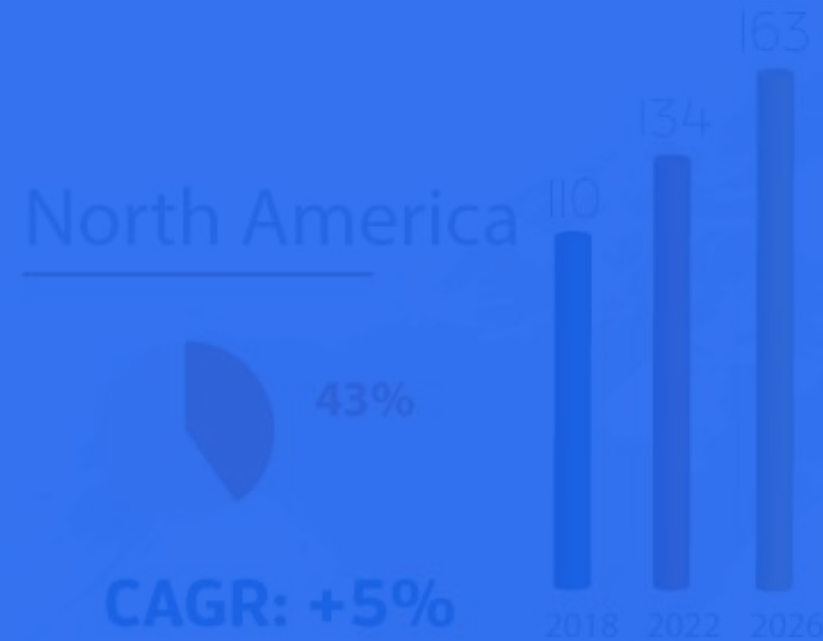
CAGR 2018-2026

3%

Equivalent Payroll increase

*Consulting quest, Source: Global Research

1.2 The market size keep growing



~\$300B
Revenues 2022

+6%
CAGR 2018-2026

3%
Equivalent Payroll increase

LATAM

Europe, the Middle East, and Africa combined accounts for 34%, with a 5% CAGR.

*Consulting.com, Source: Global Research

1.2 The market size keep growing



Asia-Pacific accounts for 20%, with a 10% CAGR.



~\$300B
Revenues 2022

+6%
CAGR 2018-2026

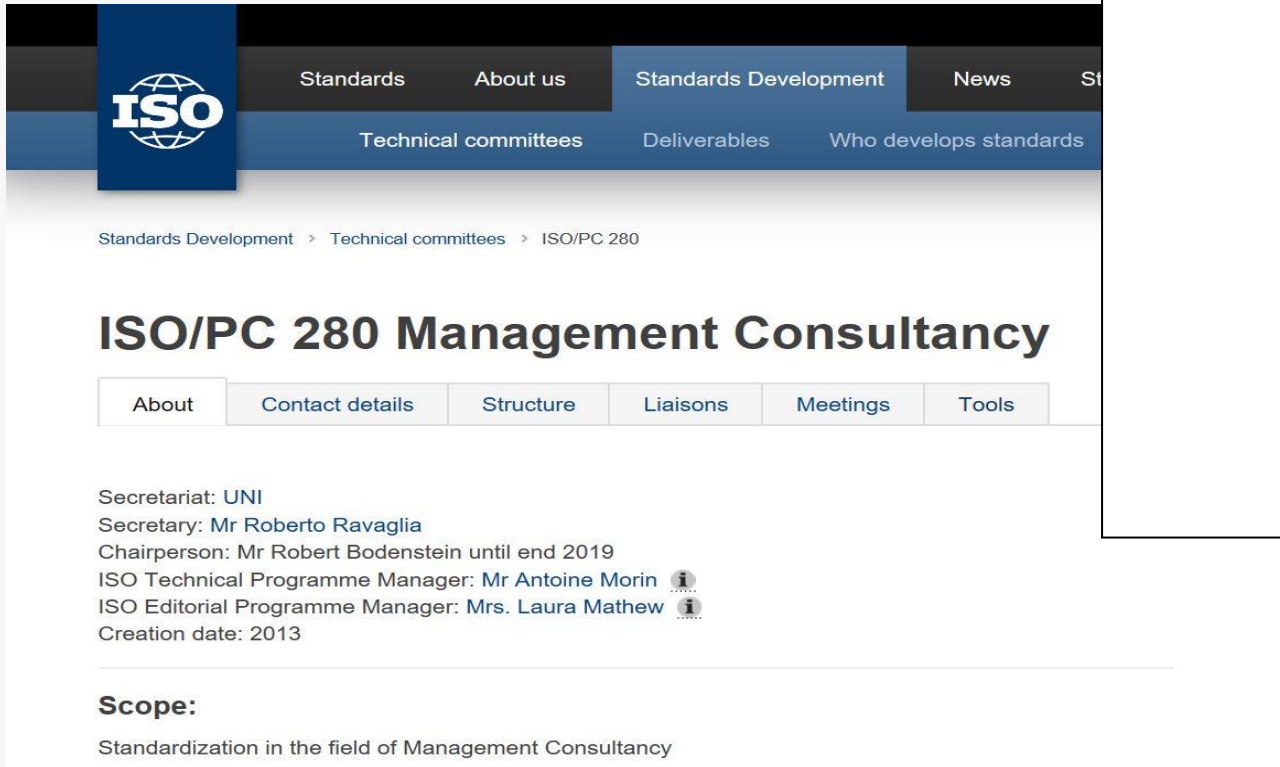
3%
Equivalent Payroll increase

1.2 The market size keep growing



And Latin America accounts for 4%, with a 4% CAGR.

1.3 Background of ISO/PC 280 and ISO 20700



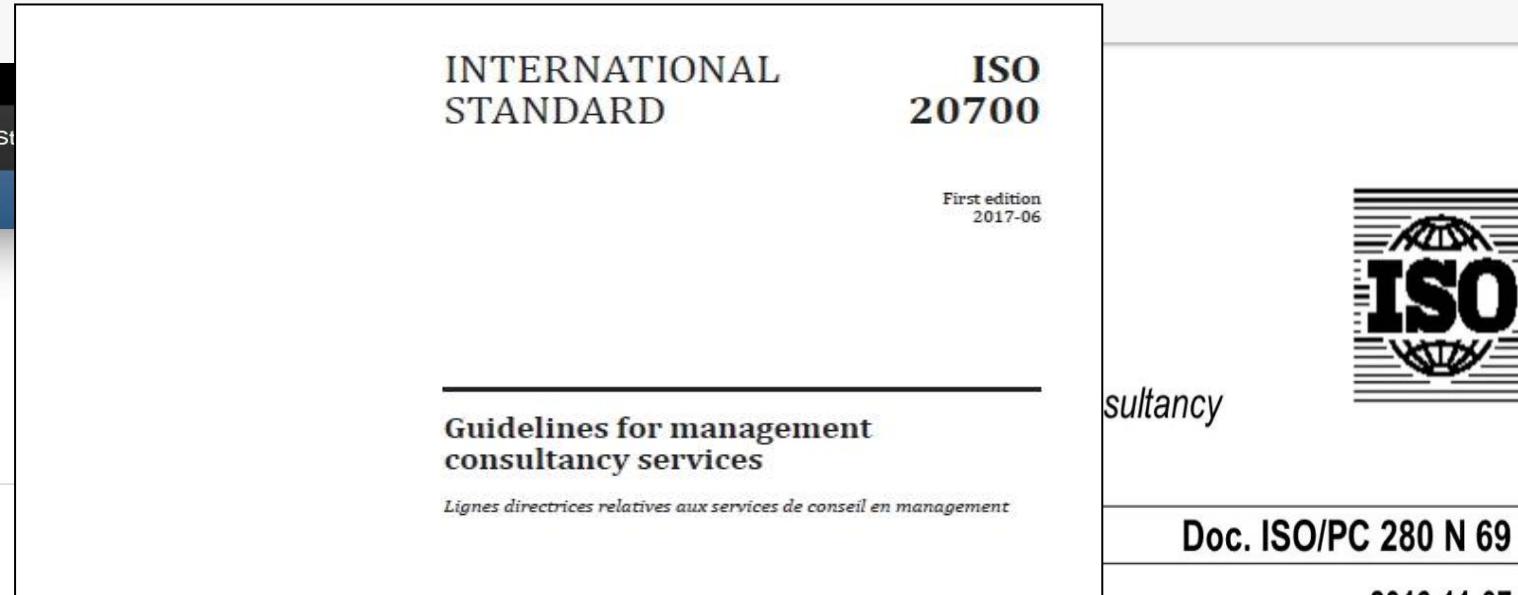
Standards Development > Technical committees > ISO/PC 280

ISO/PC 280 Management Consultancy

About | Contact details | Structure | Liaisons | Meetings | Tools

Secretariat: UNI
 Secretary: Mr Roberto Ravaglia
 Chairperson: Mr Robert Bodenstein until end 2019
 ISO Technical Programme Manager: Mr Antoine Morin
 ISO Editorial Programme Manager: Mrs. Laura Mathew
 Creation date: 2013

Scope:
 Standardization in the field of Management Consultancy



INTERNATIONAL STANDARD

ISO 20700

First edition
2017-06

Guidelines for management consultancy services

Lignes directrices relatives aux services de conseil en management

Doc. ISO/PC 280 N 69

2016-11-07

Resolutions of the 4th meeting of ISO/PC 280 Beijing, 24th to 26th October 2016

Resolution 16/2016: next actions on the text of ISO 20700 proposed for publication

ISO PC 280 agrees on the proposed responses to the comments presented during the Enquiry and on the consequent changes in the text of DIS 20700.

An editing group will meet to verify that all the comments have been adequately addressed and to prepare a text for publication minimizing the need to manage editorial comments before the publication of the standard.

ISO PC 280 Secretariat will circulate a ballot in PC 280 to ask confirmation that the decision on comments are accepted and the text is suitable for publication.

ISO PC 280 Chairman and Secretary will manage the possible editorial comments after this ballot.

The decision is adopted unanimously.

Resolution 17/2016: Future of ISO PC 280

PC 280 recommends to open a ballot to study the possible transformation of PC 280 to a TC requiring some preliminary work.

Members of PC 280 are invited to nominate members to a task group to propose and to submit a preliminary business plan **by March 31, 2017**. PC 280 supports China as a candidate to coordinate the task group.

SAC (Chinese Standardization Body) will report to PC 280 Secretariat accordingly.

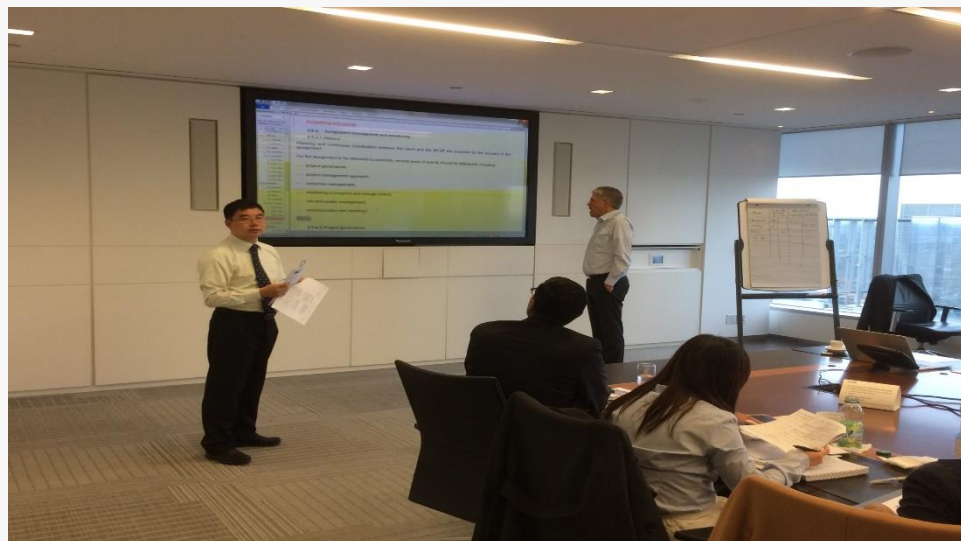
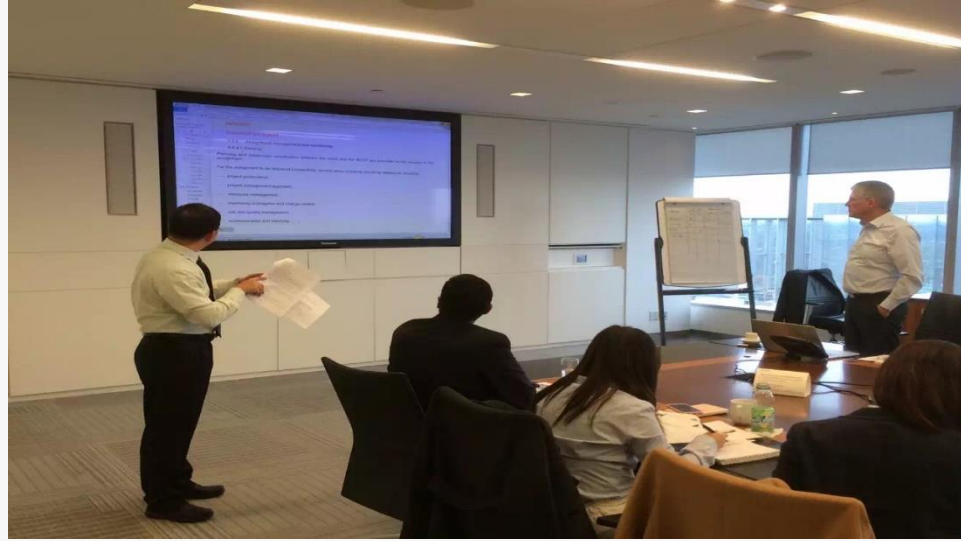
The decision is adopted unanimously.

From 2013 to 2016, ISO/PC 280 developed ISO 20700. In its last plenary meeting in Beijing, China, there was a resolution (**Resolution 17/2016**) about studying the possible transformation of PC 280 to a TC, and assigned this task to China.

After years of studying, it is the appropriate time to start the transformation. In 2022, China initiated the proposal, and gained support from former experts of ISO/PC 280 through internal consultation.



1.3 Background of ISO/PC 280 and ISO 20700



**From 2013 to 2016,
China actively
participated in ISO/PC
280, developing ISO
20700.**



1.4 Issues raised by the era

ISO 20700

The new international standard on management consultancy services
published 2017



In the five years since the publication of ISO 20700, the standard has been widely used.

2017



However, the external and internal contexts of the industry have undergone dramatic changes.



External changes include the COVID-19 pandemic, and the coming of the VUCA era (volatility, uncertainty, complexity, and ambiguity).



Internal changes include the entry of Gen Z into the workplace, the adoption of disruptive technologies, and the provision of new products and services.

2022



1.4 Issues raised by the era

New trends in management consulting services:



Digitization

Digitization is trending

The process, content, and deliverables of management consulting is being digitalized.

Customers will evaluate the service quality of management consulting services providers through digital platforms.



Agility

The need for agility

It is the sum of management mechanisms that enable organizations to quickly adapt to environmental changes, apply agility to perceive, respond, and coordinate the whole organization, and enable organizations to obtain high performance, competitiveness, and sustainability.



Specialization

Specialization in management consulting

Management consulting services providers increasingly need to focus on a specific field. Consultants also need to change from a generalist to a specialist.

In addition, new methods and tools are widely used in the management consulting service industry.



Diversification

Diversification of clients

The clients of management consulting have expanded to commercial institutions and public institutions.

From the perspective of the client scale, it includes large organizations and small and medium-sized enterprises.

1.5 The new TC can benefit the industry

The proposed TC:

- provides a classification of management consulting;
- matches services providers and clients more effectively;
- helps clients define their own needs, and evaluate service quality and results;
- provides support from “advising” to “implementation”;
- shortens problem-solving period;
- increases productivity and ROI;
- provides innovation, global thinking, and professional competitiveness.



01



Why we need a new TC?

Scope and prioritization

Relevant documents, and stakeholders

Expectation and benefits

Next steps

02

Why we need a new TC?



Scope and prioritization

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2 Scope and prioritization

The scope of the technical committee

Standardization in the field of management consultancy.

The scope does not include:

Standardization field covered by ISO/TC 176.

Standardization field covered by ISO/TC 225.

Standardization field covered by ISO/TC 260.

Note :ISO/TC 176 was not mentioned in the form 1, but after communicating with global stakeholders, we find we should exclude the field covered by ISO/TC 176.

2 Scope and prioritization



According to the scope, the proposed TC prioritizes three parts to be standardized. They are as followed:

Standards related to client

- ◆ Management consultancy – Guidelines for micro, small and medium-sized enterprises (MSMEs) on the selection of management consultancy service
- ◆ Management consultancy – Guidelines for public sectors on the selection of management consultancy service

2 Scope and prioritization



3

According to the scope, the proposed TC prioritizes three parts to be standardized. They are as followed:

2

Standards related to management consultancy in the future

- ◆ Management consultancy – Guidelines for considering digitalization in management consultancy service
- ◆ Management consultancy – Guidelines for considering agility in management consultancy service

1

2 Scope and prioritization



According to the scope, the proposed TC prioritizes three parts to be standardized. They are as followed:

Standards related to tools and methods

- ◆ Management consultancy – Tools and methods for strategic management consulting services
- ◆ Management consultancy –Tools and methods for operations management consulting services

Note1: The deliverables could be TR.

Note2: If the TC is approved, it will maintain ISO 20700:2017 Guidelines for management consultancy services

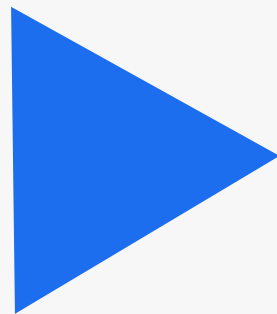
1

2

3

02

Why we need a new TC?



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03

Why we need a new TC?
Scope and prioritization



Relevant documents, and stakeholders

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3.1 Existing documents

There are some but not many documents, which would provide a foundation to the field to some extent.

United Nations Document:

UN's Central Product Classification (CPC)

ISO standard:

ISO 20700:2017 Guidelines for management consultancy services

European standard:

EN ISO 20700:2018 Guidelines for management consultancy services

Italian Standard:

UNI 11369-2019 Non-regulated professions - Management consultant - Knowledge, skill and competence requirements
UNI/TR 11594-2015 Management Consultancy - Management and planning control - Guidelines for the design and implementation of models of management and planning controls for SMEs

Turkey's Standard:

TS 13081-2014 Consultancy services - Terms and definitions

3.1 Existing documents

Singaporean Standard:

TR 43:2015 Technical Reference for Management Consultant

Korean Standards:

KS S 1010-1-2012 Management consulting service - Part 1: Process

KS S 1010-2-2012 Management consulting service - Part 2: Infrastructure

China's Standards (Sectoral Standard and Association Standard):

SB/T 11222-2018 Specifications for management consultancy service

T/CCPITCSC 025-2019 Classification and codes for management consultancy service objects

T/CCPITCSC 024-2019 Classification and codes for management consultancy service products

T/CCPITCSC 020-2018 Specification for achievements acceptance of management consultancy service

T/CCPITCSC 011-2017 Specification for management consulting service contract

T/CCPITCSC 003-2017 Specifications for management consultancy service



3.2 Stakeholders

The following countries are relevant to the proposed TC. Actually, almost every country has management consultancy industry. The TC is closely related to the benefit of almost every country.

The former 20 P-members of ISO/PC 280 (management consultancy)	Antigua and Barbuda Austria Barbados Canada China	Cyprus Dominica Egypt France Italy	Jordan Malaysia Netherlands Panama Russian Federation	Saint Lucia Serbia Singapore South Africa United Kingdoms
The former 22 O-members of ISO/PC 280 (management consultancy)	Argentina Armenia Czech Republic Finland Germany	Hungary Iran Israel Jamaica Japan Republic of Korea	Lithuania Mongolia New Zealand Poland Romania	Slovakia Spain Sri Lanka Thailand Trinidad and Tobago
And other countries have institutes of management consulting	United States Algeria Australia Bangladesh Brazil	Bulgaria Croatia Ireland Lebanon	North Macedonia Nigeria Philippines Sweden	Switzerland Turkey Ukraine

3.2 Stakeholders

Number	Name	Abbreviation
1	United Nations Industrial Development Organization	UNIDO
2	United Nations Conference on Trade and Development	UNCTAD
3	International Trade Centre	ITC
4	Organization for Economic Co-operation and Development	OECD
5	International Chamber of Commerce	ICC
6	International Council of Management Consulting Institutes	ICMCI
7	European Bank for Reconstruction and Development	EBRD
8	European Federation of Management Consultancies Associations	FEACO
9	Small Business Standards	SBS
10	Global Services Coalition	GSC
11	Global Alliance for Trade in Services	GATIS
12	European Services Forum	ESF
13	Asia Pacific Service Coalition	APSC

➔ Cooperation with **CEN/TC 381 (Management consultancy services)** is necessary.

3.2 Stakeholders



We have had consultations with **Robert Bodenstein**, who was the Chairperson of ISO/PC 280, and now is the chair of The International Council Of Management Consulting Institutes (ICMCI), and **Ilse Ennsfellner**, who is the chairperson of CEN/TC 381, and was the project leader of ISO 20700. We get positive support from them to establish a new TC in ISO.



ational aspects of ICMCI on behalf of the Delegates. It is resp
s role may need to act proactively. Board may propose strateg

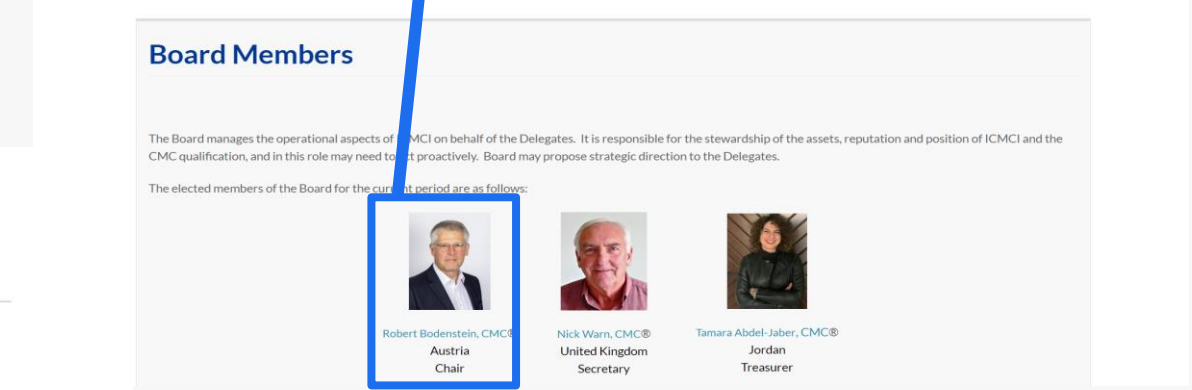
Board for the current period are as follows:



Robert Bodenstein, CMC®
Austria
Chair



Nick Warn, CI
United King
Secretar



New work item proposal

A listing of relevant countries which are not already P-members of the committee

Preparatory work (at a minimum an outline should be included with the proposal)

A draft is attached An outline is attached An existing document to serve as initial basis

The proposer or the proposer's organization is prepared to undertake the preparatory work required Yes No

Proposed Project Leader (name and e-mail address)	Name of the Proposer (include contact information)
Ilse Ennsfellner Kreuzwiesensteig 22 A 2384 Breitenfurt Austria ie@ennsfellnerconsulting.eu	G.L. Salerio UNI - Ente Nazionale Italiano di Unificazione Via Sannio 2 20137 Milano - Italy gianluca.salerio@uni.com

ISO/PC 280 Management Consultancy

- About
- Contact details
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Why we need a new TC?
Scope and prioritization



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04

**Why we need a new TC?
Scope and prioritization**

Relevant documents, and stakeholders



Expectation and benefits

Next steps

4 Expectation and benefits

Industry and commerce – large industry	Industry and commerce – SMEs	Government
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- Contribute to the success, ethics, and transparency of the management consulting industry.
- Enrich the knowledge of the organization as a whole, improve the procedures of management consultancy, and increase the resilience of organizations.
- Better communicate with clients; make the consulting service process clearer; effectively evaluate deliverables.

- Bridge clients and management consulting services providers, improve efficiency and avoid wasting resources.
- Help small and medium-sized management consulting services providers create talent teams.

- Promote the development of ESG and sustainable management etc., through management consulting.

Examples: { McKinsey & Company
BCG
Bain & Company
Roland Berger
Deloitte Consulting

Examples: { SME clients
SME services providers

Examples: National and local governments

4 Expectation and benefits

Standards application businesses

- Guidance on service providing process, make the service delivery process more efficient, helping customers improve performance.

Examples: { ICMCI
FEACO
Any organization applying the standards

Non-governmental organizations

- Enable NGOs that offer management consulting services to adopt standards and provide suitable and high-quality services for customers; the services providing process is clearer.

Examples: NGOs providing management consulting services

04

**Why we need a new TC?
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05

Why we need a new TC?

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Next steps

5 Next steps



The vote will end at Dec 27th, 2022. In case you miss the closing date, please vote in advance.

Our next web session will be at Dec 5th, 2022, welcome your joining!

Jack Yao

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If you have any question, feel free to contact with us!



Q&A

Do you have any question about the proposal?

Thanks for your support!