



# HOW TO IMPROVE THE QUALITY OF MANAGEMENT CONSULTANCY SERVICES AND BOOST PROFESSIONALISM?

## EN ISO 20700: 2018 : Guidelines for management consultancy services

### CHALLENGES IN MANAGEMENT CONSULTANCY

The management consultancy industry makes a substantial contribution to the world economy. Management consultants use their know-how to support clients in any sector locally, regionally and globally address important issues such as managing change, complexity, sustainable growth, innovation and productivity.

### A STANDARDIZATION SOLUTION

The desire for greater professionalism in management consultancy has led to an increased focus during the screening and selection phases of consultancy services and was one of the drivers behind a move to a service standard.

#### MAIN CHALLENGES TO A MANAGEMENT CONSULTANCY TO DELIVER SERVICES

- 01 | Being able to demonstrate to clients that their consultancy services deliver **real value**
- 02 | Ensuring that their service delivery **methodology** is clearly articulated
- 03 | The ability to recruit and **retain talent** that promotes the differential that makes their service stand out
- 04 | Meet the needs of thier clients

EN 16114:2011  
UPGRADED INTO  
EN ISO 20700:2018

Recognized practitioners took part in the development of the European standard EN 16114:2011, the first standard for management consultancy, as a guidance document for management consultancy services.

In a globalized economy, the **business of management consultancy** will, by nature, **cross continents**. The professionals therefore proposed the European standard to be elevated into an **international standard**.



**Ilse Ennsfellner** - Chair of CEN/TC 381  
'Management consultancy services'

Successful application of the EN ISO standard enabled our management consultancy companies to provide better value for clients and reduce risk in management consultancy assignments. By improving the quality, professionalism and interoperability of management consultancy, EN ISO 20700 will enhance the effectiveness of the European management consulting industry and accelerate the development of the profession.

#### EN ISO 20700:2018 – GUIDELINES FOR MANAGEMENT CONSULTANCY SERVICES

EN ISO 20700:2018 - a **flexible** and **easy-to-understand** guidance document:

- ✓ **Addresses** the “minimum acceptable” processes and practice levels of consultancy service providers;
- ✓ **Focuses** on deliverables and outcomes of management consultancy assignments;
- ✓ **Defines** the attributes of quality consultancy services by covering:

Legal and ethics matters

Proposal and agreement

Planning and execution

Closure of the assignment

Client relationship



# IMPLEMENTATION OF EN ISO 20700: THE BENEFITS

## WHO CAN MAKE USE OF THIS STANDARD?

- ✓ Providers of consultancy services
- ✓ Buyers of consultancy services
- ✓ Management consultancy industry stakeholders

## APCO AT A GLANCE

Associazione Professionale Italiana dei Consulenti di Management is a leading association which of hundreds of professionals engaged in organizational and management consulting, both individually and as associates, partners or employees of consulting firms. Membership brings together capable consultants, proud of their professional identity and attentive to building a lasting relationship with their customers.

APCO is a member of CMC-Global (ICMCI - the International Council of Management Consulting Institutes) represented in 50 countries, which has developed the CMC (Certified Management Consultant) designation for individuals.

- ✓ Upskilled consultants
- ✓ Added value to clients
- ✓ Geographical portfolio expansion

**New tools**  
Self-declaration checklist

**01**

**Training courses**  
For APCO members

**02**

**High customer centered approach**

**03**

- ✓ More business benefits
- ✓ Enhanced internal culture
- ✓ Continuous business improvement



Higher quality



Transparency



Risk management



**Adapt**  
Policies and procedures

**04**

- ✓ Increase focus on quality during screening & selection phases

**05**  
**Enhanced**  
Code of conduct

**apco**  
associazione  
professionale italiana  
consulenti di management

“APCO welcomes the publication of EN ISO 20700 and encourages its wider adoption. We expect to see it bring many benefits especially increased quality of management consultancy services in terms of transparency, innovation and trust, and the ability to demonstrate the reductions of risks for the client in management consulting assignments, clear roles and responsibilities and capability of delivering added value services and well defined outcomes.”



**Cesara Pasini** - Chair of APCO

service

success

quality

business contact

consulting

strategy



**About CEN:** The European Committee for Standardization (CEN) plays an important role in the development and consolidation of the European Single Market. The fact that each European Standard is recognized across the whole of Europe, and automatically becomes the national standard in 34 countries, makes it much easier for businesses to sell their goods or services to customers throughout the Europe and worldwide.