



PROPOSAL FOR A NEW FIELD OF TECHNICAL ACTIVITY

PROPOSER:

SAC

DATE OF CIRCULATION:

2022-10-04

CLOSING DATE FOR VOTING:

2022-12-27

A proposal for a new field of technical activity shall be submitted to the Office of the CEO, which will process the proposal in accordance with [ISO/IEC Directives, Part 1, Clause 1.5](#).

Furthermore, a proposal will be considered as complete if every information field is complete and follows the guidelines for proposing and justifying a new field of activity given in the [ISO/IEC Directives, Part 1, Annex C](#).

TITLE

(Please see the [ISO/IEC Directives, Part 1, Annex C, Clause C.4.2](#))

Management consultancy

SCOPE

(Please see the [ISO/IEC Directives, Part 1, Annex C, Clause C.4.3](#))

Standardization in the field of management consultancy.

Excluded: Technical aspects already covered by ISO/TC 225 (Market, opinion and social research) and ISO/TC 260 (Human resource management).

PURPOSE AND JUSTIFICATION (Please use the field immediately below or attach an annex.)

(Please see the [ISO/IEC Directives, Part 1, Annex C, Clause C.4.13](#))

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). The purpose of management consulting is to improve the operational efficiency and effectiveness of an organization. If used properly, it can significantly reduce costs and increase profitability. According to the data released by management consulting platform *Consulting Quest*, the global management consulting market will exceed US\$300 billion by the end of 2022, with North America accounting for 43%, Europe, the Middle East, and Africa combined at 34%, Asia-Pacific 20%, and Latin America accounting for 4%. The regions still grow at a rate of 4% to 10%.

Changes in the external and internal context of the management consulting service industry:

In the five years since the publication of ISO 20700:2017, the standard has been widely used, providing effective guidance for the development of the management consulting market. However, since then, 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). Organizations need to deal with a variety of problems. Internal changes include the entry of Gen Z into the workplace, the adoption of disruptive technologies, and the provision of new products and services.

New trends in management consulting services:

- Digitization is trending. The process, content, and deliverables of management consulting are being digitalized, and customers will evaluate the service quality of management consulting services providers through digital platforms.
- The need for agility. Agile management is a valuable tool in the VUCA era. 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 in management consulting. Management consulting services include the six categories in the UN CPC, and 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 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. Management consulting for public institutions usually requires a set of processes.

The proposed TC will benefit the development of the management consulting industry:

- 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.

Furthermore, internal consultation has been made with the leadership of CEN/TC 381(Management consultancy services) and the leadership of former ISO/PC 280(Management consultancy) separately. And they support moving forward to establishing a new TC for management consultancy. The systematic review voting of ISO 20700:2017 closed on September 3, 2022, and the result is continuing valid. The proposed TC does not intend to revise ISO 20700:2017 for the moment, but rather to maintain it while developing new projects needed to promote the development of the management consulting industry.

PROPOSED INITIAL PROGRAMME OF WORK(Please use the field immediately below or attach an annex)

Please see the [ISO/IEC Directives, Part 1, Annex C.4.4 and C-4.5](#))

For each item, the initial work programme shall define the deliverable type and target dates. The initial work programme shall also assign priorities to the different items.

The proposed TC prioritizes the following items to be standardized:

Standards related to the service provider

1. Maintenance of ISO 20700:2017 Guidelines for management consultancy services

Standards related to client

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

Standards related to management consultancy in the future

- 1. Management consultancy – Guidelines for considering digitalization in management consultancy service**
- 2. Management consultancy – Guidelines for considering agility in management consultancy service**

Standards related to tools and methods

- 1. Management consultancy –Tools and methods for strategic management consulting services**
- 2. Management consultancy –Tools and methods for operations management consulting services**

Note: This TC develops all types of ISO deliverables such as IS, TS, PAS, and TR.

RELATION OF THE PROPOSAL TO EXISTING INTERNATIONAL STANDARDS AND ON-GOING STANDARDIZATION WORK

- The proposer has checked whether the proposed scope of the new committee overlaps with the scope of any existing ISO or IEC committee or JTC1 sub-committee
- If an overlap or the potential for overlap is identified, the affected committee has been informed and an agreement has been reached between proposer and committee on
 - modification/restriction of the scope of the proposal to avoid overlapping,
 - potential modification/restriction of the scope of the existing committee to avoid overlapping.
- If agreement with the existing committee has not been reached, please explain why the proposal should be approved.

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- Have proposals on this subject been submitted into an existing committee and rejected? If so, what were the reasons for rejection?

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LISTING OF RELEVANT DOCUMENTS (SUCH AS STANDARDS AND REGULATIONS) AT INTERNATIONAL, REGIONAL AND NATIONAL LEVEL

(Please see the [ISO/IEC Directives, Part 1, Annex C, Clause C.4.6](#))

United Nations Document:

UN's Central Product Classification (CPC)

ISO standard:

ISO 20700:2017 Guidelines for management consultancy services

ISO 21378:2019 Audit data collection

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

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 104-2022 Requirements for occupational competence of management consultant

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

LISTING OF RELEVANT COUNTRIES WHERE THE SUBJECT OF THE PROPOSAL IS IMPORTANT TO THEIR NATIONAL COMMERCIAL INTERESTS

(Please see the [ISO/IEC Directives, Part 1, Annex C, Clause C.4.8](#))

The countries

-of 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.

-of 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, and Ukraine.

LISTING OF RELEVANT EXTERNAL INTERNATIONAL ORGANIZATIONS OR INTERNAL PARTIES (OTHER THAN ISO AND/OR IEC COMMITTEES) TO BE ENGAGED AS LIASONS IN THIS WORK

(Please see the [ISO/IEC Directives, Part 1, Clause C.4.9](#))

United Nations Industrial Development Organization (UNIDO)

United Nations Conference on Trade and Development (UNCTAD)

International Trade Centre (ITC)

Organization for Economic Co-operation and Development (OECD)

International Chamber of Commerce (ICC)

International Council of Management Consulting Institutes (ICMCI)

European Bank for Reconstruction and Development (EBRD)

European Federation of Management Consultancies Associations (FEACO)
Small Business Standards (SBS)
Global Services Coalition (GSC)
Global Alliance for Trade in Services (GATIS)
European Services Forum (ESF)
Asia Pacific Service Coalition (APSC)

ISO/TC 176 Quality management and quality assurance
ISO/TC 207 Environmental management
ISO/TC 225 Market, opinion and social research
ISO/TC 251 Asset management
ISO/TC 258 Project, programme and portfolio management
ISO/TC 260 Human resource management
ISO/TC 262 Risk management
ISO/TC 267 Facility management
ISO/TC 279 Innovation management
ISO/TC 283 Occupational health and safety management
ISO/TC 286 Collaborative business relationship management
ISO/TC 295 Audit data services
ISO/TC 304 Healthcare organization management

Cooperation with CEN/TC 381(Management consultancy services) will be sought.

IDENTIFICATION AND DESCRIPTION OF RELEVANT AFFECTED STAKEHOLDER CATEGORIES(Please see [ISO Connect](#))

	Benefits/Impacts/Examples
Industry and commerce – large industry	<ul style="list-style-type: none"> • 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 communication with clients; make the consulting service process clearer; effectively evaluate deliverables. <p>Examples : McKinsey & Company BCG Bain & Company Roland Berger Deloitte Consulting</p>

Industry and commerce – SMEs	<ul style="list-style-type: none"> •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. <p>Examples :</p> <p>SME clients SME services providers</p>
Government	<ul style="list-style-type: none"> •Promote the development of ESG and sustainable management etc., through management consulting. <p>Examples:</p> <p>National and local governments</p>
Consumers	<ul style="list-style-type: none"> •Increase value-added and reduce the risk of management consultancy services for organizations using management consultancy services. •Receive reliable, effective, quality, and innovative management consultancy services with more predictable outcomes. <p>Examples:</p> <p>All consumers related to management consulting</p>
Labour	<ul style="list-style-type: none"> •Provide better services for clients more effectively as consultants expanding their knowledge. <p>Examples:</p> <p>All levels of consultants</p>
Academic and research bodies	<ul style="list-style-type: none"> •Assist the international market/economy increase capacity and capability through proper procurement and use of management consultancy services. <p>Examples:</p> <p>Research bodies engage in management consulting.</p>

Standards application businesses	<p>•Guidance on service providing process, making the service delivery process more efficient, helping customers improve performance.</p> <p>Examples: ICMCI FEACO Any organization applying the standards</p>
Non-governmental organizations	<p>•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.</p> <p>Examples: NGOs providing management consulting services</p>
Other (please specify)	None

EXPRESSION OF LEADERSHIP COMMITMENT FROM THE PROPOSER

(Please see the [ISO/IEC Directives, Part 1, Annex C, Clause C.4.12](#))

China is willing to undertake the work of the new TC Secretariat if the proposed TC is accepted.

The proposer confirms that this proposal has been drafted in compliance with iso/iec directives, part 1, annex c

SIGNATURE OF THE PROPOSER

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COMMENTS OF THE ISO CENTRAL OFFICE(IF ANY)

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