

PRESIDENT'S MESSAGE

Dear Members,
 Greetings!

As we bring you the **June 2026 edition of the IMCI Consultants Forum**, I am delighted to reflect on several significant developments and initiatives that continue to strengthen our professional community and advance the management consulting profession.

One of the highlights of this month was our celebration of **International Management Consultants Day 2026 on the evening of 12 June 2026**. We were privileged and honored to have **Smt. Sujata Saunik, Former Chief Secretary of Maharashtra**, as the Keynote Speaker for this special occasion. Her insightful address on leadership, governance, transformation, and the evolving role of professionals in shaping organizations provided valuable perspectives for all attendees. The event served as an excellent platform for learning, networking, and reaffirming the value that management consultants bring to businesses, institutions, and society.

As part of our ongoing efforts to **enhance member visibility and professional opportunities**, I encourage every member to take a significant **step forward by creating and updating their professional profile on the IMCI website**. Through the "**Member Profile**" feature, members can showcase their expertise, experience, industry specializations, and consulting capabilities to fellow professionals, prospective clients, and stakeholders. A strong digital presence not only enhances individual credibility but also strengthens the collective image of our Institute. If you have not yet created your profile, I urge you to do so at the earliest and make your expertise visible to the wider consulting community.

I am also pleased to announce the launch of a new feature on the **IMCI website—the Member Referral Board**. This dedicated platform has been created to facilitate the exchange of consulting assignments, business opportunities, project leads, and professional referrals among members. The **Member Referral Board** enables our community to collaborate more effectively, support one another, and recommend qualified peers for specific consulting engagements. By sharing opportunities and leveraging the diverse expertise available within our membership, we can collectively expand our reach and create greater value for clients.

I encourage all members to actively participate and make this platform a vibrant hub of collaboration and professional growth.

As our Institute continues to grow, your support in expanding our membership base remains invaluable. **I request every member to identify and refer experienced professionals, consultants, industry leaders, and subject matter experts who can benefit from joining IMCI and contribute to our vibrant professional community. Your personal recommendation is often the most effective way to bring capable professionals into our network.**

I would also like to draw attention to the **eDMC program**. **For individuals who are new to consulting, aspiring to enter the profession, or seeking to learn the frameworks, methodologies, tools, and mindset of management consulting before undertaking consulting assignments, eDMC offers an excellent foundation.** The program provides structured learning and practical insights that help participants develop the competencies required for a successful consulting career. **I encourage members to recommend eDMC to young professionals, managers, entrepreneurs, and anyone interested in building a strong consulting foundation.**

We are delighted to announce the signing of a **Memorandum of Understanding (MoU)** with **Maharashtra State Skills University**, a prestigious institution dedicated to advancing skill-based education and professional excellence. This partnership marks a significant milestone in our journey to nurture and develop the next generation of management consultants. As part of this collaboration, we will soon launch a comprehensive **Certification in Management Consultancy program** designed to equip professionals with cutting-edge knowledge, practical skills, and industry-relevant expertise.

We have introduced the **RMC (Registered Management Consultant)** professional recognition under the aegis of IMCI. Designed to strengthen credibility and professional standing within local business and public-sector ecosystems, the RMC designation is particularly valuable for consultants working with MSMEs, government projects, public procurement, and country-specific consulting markets. By demonstrating recognized expertise, ethical standards, and professional competence, RMC serves as a valuable asset in building trust, enhancing market visibility, and creating new opportunities for engagement with local enterprises and government agencies.

We encourage you to follow us on LinkedIn <https://www.linkedin.com/in/imc-india-53101923> and Facebook <https://www.facebook.com/profile.php?id=61560098896270>, and to engage with our content by liking, sharing, and commenting on our posts. Together, let us continue to strengthen the profession, support one another, and create greater impact through excellence in management consulting.

Warm regards,
Anuj Bhargava
President

EDITOR'S NOTE



Dear Readers,

We are pleased to present the June 2026 issue of ‘**Consultants Forum**’ of IMCI.

The Consultants Forum encourages members to express their views and ideas and to share experiences for the benefit of readers, and it informs members about IMCI's major activities and initiatives.

We thank Mr. U. K. Srivastava, Mr. Abhra Sinha, Prof. (Dr.) Mrinmoy Roy, Dr. T. Nagesh, Mr. Walter Vieira, Dr. Ashok Chandra, Mr. Prashant Upadhyaya, Mr. Pavan Bhatnagar, and Mr. Kirtiraj Gohil for their contributions and for making the present issue of the Consultants Forum interesting and useful.

IMCI took important initiatives to strengthen the consulting profession and its relationship with the consulting community. **International Management Consultants Day 2026** was celebrated on 12th June 2026. **The keynote speaker of the special event was Smt. Sujata Sunik, former Chief Secretary of Maharashtra.**

IMCI took the initiative to create a “**Member Profile**” on the **IMCI Website**, serving as the **Member-Referral Board** and enabling members to collaborate effectively with other members and make themselves visible to users in the consulting profession.

IMCI provides an opportunity for members to learn and certify competencies. This helps you develop knowledge and consulting skills essential to achieving goals and objectives agreed upon with clients. Consultants deliver great value when they work with the clients on specific targets in a collaborative mode. Effective consultants make recommendations that drive improvements.

As members of IMCI, we understand the importance of critical consulting skills, including knowledge of the consulting process, meticulous planning and management of consulting projects, verbal and written communication skills, and interpersonal skills for managing relationships and building trust. You need to be consistent and honest in what you say and what you do. Your reputation as a trusted consultant is your best marketing tool.

Clients today expect consultants to provide innovative solutions that align with the latest industry trends and technological changes. We learn these when we work in an environment that fosters continuous improvement.

With best regards
Ramesh Tyagi



MOVING UP THE VALUE CHAINS: MANAGEMENT CONSULTING'S AI DRIVEN TRANSFORMATION

DR. U.K. SRIVASTAVA

EX-PROFESSOR, IIMA; FELLOW OF IMCI & GLOBAL ACADEMIC FELLOW, ICMCI

I. Introduction

Management consulting is built on structured thinking, rigorous analysis, and carefully developed recommendations, where frameworks are shaped by experience, reports by deep research, and insights by sustained intellectual effort. The process is often time-intensive, but it is this discipline that underpins credible advice (Ramendra Verma & Mohit Khullar, 2026)

AI is shifting management consulting from an industry defined by information asymmetry (knowing things the client does not) to one defined by execution and empathy. The value chain is undergoing a major shift, as follows:

- **The Legacy Workflows:** Gather data → analyze data → create slides → deliver recommendations.
- **The AI-Augmented Workflows:** AI gathers and analyzes → consultant contextualizes and challenges → AI drafts → human delivers and drives change.

This article maps the major transformation being brought about by AI in management consulting. It examines how consultants at all scales - major consulting firms, small and medium firms and individual consultants are adopting AI and putting it to use. It argues, ultimately, that AI is not replacing top-tier consultants; it is turning them into super-consultants. Finally, the article discusses the industry's evolution from a volume-driven pyramid to a high-margin, value-driven diamond.

II. Core Tasks of Management Consultants

Management consulting, fundamentally, breaks down into a value chain of structured problem-solving:

- **Research & Data Gathering:** Collecting industry benchmarks, macroeconomic trends, market intelligence, and internal client data.

[1]Dr. Srivastava has been awarded the Lifetime Achievement Award by Guru ArjanDev Institute of Development Studies, at Guru Arjan Dev University, Amritsar in 2021.

- **Analysis & Diagnosis:** Sifting through complex data to isolate the root causes of corporate under performance, operational bottlenecks, or growth stagnation.
- **Strategy Formulation:** Crafting tailored corporate strategies, financial models, restructuring road maps, and market-entry frameworks.
- **Persuasion & Alignment:** Developing narrative decks and reports to build consensus among C-suite executives and board members.
- **Implementation & Change Management:** Guiding companies through execution, monitoring key performance indicators (KPIs), and driving organizational transformation.

III. How AI Assists Management Consultants

For over half a century, management consulting operated as a strict pyramid: a massive army of entry-level analysts at the bottom doing the heavy lifting, a middle layer of managers synthesizing findings, and a small apex of senior partners managing client relationships and selling work.

The role of AI in management consulting lies in automating the high-volume, data-heavy “pre-work” so human consultants can focus more squarely on strategic judgment and client relationships. With AI executing foundational research, data extraction, and slide generation in a fraction of the time, that pyramid is physically changing shape.

AI has transitioned from a basic productivity tool to a core operational engine (Niti Aayog. Leslie D’Monte & Jayant N. Kolla, 2025). Its assistance spans three critical layers:

1. Accelerating Knowledge Management

Top-tier firms use proprietary internal AI platforms—such as McKinsey’s Lilli or PwC’s Agent OS—built on decades of archived intellectual property. Instead of a junior team spending days digging through historical case files to see how a similar supply chain crisis was solved in the past, the AI can surface the relevant frameworks, benchmarks, and data points in seconds, cutting preliminary research time substantially.

2. The Move to Agentic AI

The next major shift involves autonomous multi-agent AI networks. Instead of a consultant manually building a standalone financial model, a network of specialized AI agents can simultaneously pull live global trade data, run predictive macroeconomic forecasts, stress-test pricing strategies against inflationary variables, and generate synthesized summaries.

3. Elevating Output and Speed

A landmark study by Harvard Business School and BCG found that consultants using generative AI completed 12.2% more tasks, worked 25.1% faster, and showed an impressive 40% improvement in output quality (Dell’Acqua et al., 2023). It acts as an equalizer, effectively giving junior analysts some of the analytical capabilities of seasoned engagement managers.

Firms can no longer justify deploying armies of six-figure junior consultants to manually pull data and build PowerPoint decks. Junior consultants are no longer hired to brute-force data in Excel. Instead, they increasingly act as technology orchestrators. They write data-extraction queries, manage AI pipelines, and prompt internal models to generate early-stage strategy frameworks. Their value lies in their speed of iteration and technical fluency. Management consulting firms are shifting —after retraining—juniors from creators to prompt architects. Instead of letting AI automatically generate a market-entry strategy report, juniors are taught to orchestrate the AI through highly specific, structured prompts.

The middle-management layer has shifted from supervising junior human labor to acting as “editors-in-chief.” They translate a client’s messy, human business problems into prompts and structures that AI can process, and then critically audit the AI’s output for hallucinations, bias, or strategic flaws.

IV. Institutional AI Infrastructure: The Big Four

The Big Four do not build foundational large language models (LLMs) from scratch. Instead, they follow a hybrid approach: they host core foundation models on secure private-cloud infrastructure through technology alliances, and then overlay them with proprietary data vaults and **retrieval-augmented generation (RAG)** frameworks (Table 1).

Table 1. Firm-Specific AI Platforms

Firm	Internal Platforms	Core Specialization & Agent Capabilities
PwC	Agent OS & ChatPwC	Workflow Customization & Governance: Operates like an enterprise app store allowing departments to deploy customized digital agents; optimized for heavily regulated spaces like banking and global compliance.
Deloitte	PairD & Zora AI	Finance & Procurement: Ingests unstructured client transactional logs, runs anomaly detection, checks data against active compliance frameworks, and flags suspicious audit trails.
EY	EY.ai & EYQ	Tax & Audit Automation: Leverages deep knowledge graphs to ingest real-time global tax codes; automates highly complex VAT submissions across European jurisdictions.
KPMG	Agentspace & Workbench	Multi-Cloud Audit Choreography: Employs a multi-cloud layout where a "supervisor agent" sequences work down to specialized "drafting" and "compliance" agents for document reconciliation.

Source: Compiled by the Author

Large firms keep a hawk’s eye on the top AI start ups, many of which are still at early stages of research and fundings. The idea is to get more and relevant AI agents at a very low cost.

V. The Small Firm and Independent Consultant's Toolkit

While elite firms build capital-intensive internal architectures, small-to-midsize firms assemble a mix of LLMs and tools depending on the exact requirements of the task at hand.

A Mix of Specialized Tools

- **ChatGPT (OpenAI):** Used as a logic companion for structural framework creation (e.g., MECE trees) and for executing Python scripts to clean up messy client spreadsheets.
- **Google Gemini:** Used as a large-context document reader for instant M&A due diligence, searching across thousands of pages of annual reports and contracts to locate strategic contradictions
- **Sarvam AI:** Used for localized, voice-first regional strategies in non-English emerging markets, with specialized tools such as Akshar to parse and structure handwritten or vernacular physical records.

Secondary Productivity Architecture

Small firms and individual consultants also use a wide range of other AI tools. Broadly, these fall into two groups: specialized enterprise intelligence tools and more versatile productivity platforms. These are shown in **Table 2**.

Table 2. Other AI Tools used by Consultants

Category	Primary Tools	Core consulting use case
Market Intelligence & Research	AlphaSense	Accesses premium content (filings, expert interviews) with AI-powered synthesis and precise, auditable inline citations.
Document Synthesis	Google NotebookLM	Allows you to upload up to 50 client files (PDFs, docs) to create a private, zero-hallucination knowledge base that answers
Deep Text & Drafting	Claude (Anthropic)	Exceptional for long-document analysis, structuring complex deliverables, and matching the formal, nuanced tone required
General Productivity & Search	ChatGPT (OpenAI)	The general "Swiss Army knife" used for rapid drafting, framework brainstorming, and custom code generation for data analysis.

Source:compiled by author

The big takeaway is that the management consulting team does not rely on just one AI tool, but on a stack of tools that can be brought to bear on a project as appropriate.

VI. Organizational Impact: From Pyramid to Diamond Structure

This massive internal pivot is fundamentally changing how these professional service firms operate and hire:

- **Shifting the Hierarchy:** Traditionally, consulting firms operated on a pyramid structure—a massive base of junior consultants doing repetitive data crunching, slide making, and document formatting, overseen by a relatively small number of partners. AI is turning this into a diamond structure. The need for mass entry-level hiring has dropped, leading to notable reductions in entry-level intake in regions like the UK and the US. Now a single advisor, augmented by an advanced AI copilot, can essentially function as an entire legacy case team. Teams are becoming far more compact and are moving away from volume entirely.
- **Changing the Skillset:** Firms are actively prioritizing tech talent, data scientists, and specialized mid-level managers who understand how to supervise and prompt AI agents effectively, rather than relying solely on generalist MBAs.
- **Elevating Junior Roles:** While some fear a loss of traditional “on-the-job training,” the counter-trend is that junior consultants are being freed from manual data entry. They are trained to function more like managers early on, pivoting their focus to client-facing interactions, strategic validation, and creative problem-solving.

At a more granular level, this structural shift is also redefining the role played at each layer of the consulting hierarchy:

- **Junior Consultants (The Orchestrators):** They are shifting from creators to prompt architects. Instead of manually executing data extraction in Excel or formatting PowerPoint decks, they write specific queries and manage multi-agent pipelines. A Harvard Business School–BCG study found that AI-augmented consultants completed **12.2% more tasks, worked 25.1% faster, and improved quality by 40%** (Dell’Acqua et al., 2023).
- **Middle Management (The Editors-in-Chief):** They are shifting from managing human labor to auditing digital labor. They translate raw corporate friction into prompts and systematically review AI outputs for hallucinations, algorithmic bias, or logical inconsistencies.
- **Senior Partners (The Conviction Layer):** They remain largely insulated from automation. Partners provide political cover, build boardroom consensus, navigate sensitive human emotions, and shoulder definitive accountability for high-stakes decisions.

Companies using AI are beginning to appreciate the costs involved. They are either rationing its use or deploying it to optimize the cost balance between hiring human workers and digital agents. The encouraging fact, however, is that the cost of AI, like that of many earlier technologies, is declining rapidly. More efficient models are lowering the cost of producing a unit of intelligence. Open-source models and highly efficient small models are contributing to an increasingly fierce price war. This will rapidly expand usage. The challenge is to budget for declining unit costs that are more than offset by rising consumption (Boston Consulting Group 2020).

VII. AI’s Effect on the Billing Practices of Management Consultants

For decades, the industry relied heavily on the time-and-materials model—billing by the hour or tying project costs to the size of the deployed headcount. Because AI has hollowed out the time required for junior-level data gathering and basic slide-deck creation, the pricing model for consulting services is undergoing a major overhaul.

The industry is rapidly pivoting toward a value-based and outcome-based pricing stack. This shift is summarized in **Table 3**.

Table 3: Various Models for Billing in AI Era

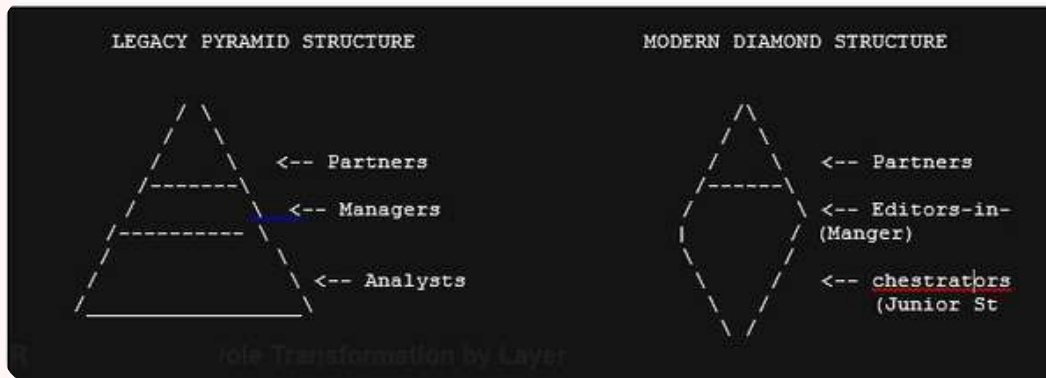
Billing model Layer	How It Works in the AI Era
The Commodity Floor (Time & Effort)	Disappearing. Tasks like initial data synthesis, market scanning, and drafting standard reports are approaching near-zero marginal cost. Headcount-based billing is collapsing at this layer.
The Asset Layer (IP & Tools)	Growing. Firms are monetizing proprietary AI tools, pre-built algorithmic accelerators, and subscription-based enterprise platforms that they leave behind for the client to use long-term.
The Outcome Layer (Risk-Sharing)	Surging. Fees are tied directly to measurable metrics—such as achieving a 12% reduction in procurement costs or capturing a specific market share milestone. Major firms now pull roughly 25% of their global revenue from these performance-based arrangements.
The Conviction Layer (Human Premium)	High Margin. Clients pay top dollar for what AI cannot provide: deep human judgment, digital trust, personal accountability, and the strategic courage to make a massive corporate gamble.

Source: Compiled by the Author

VIII. The Future of Management Consulting in an AI World

Artificial intelligence is not eliminating management consulting; it is reshaping what management consulting will increasingly become. The traditional pyramid built on armies of junior analysts is giving way to a **diamond-shaped structure (fig.1)** in which fewer people, equipped with stronger AI systems, can deliver more in less time. In that future, the centre of gravity shifts away from routine data work and toward orchestration, validation, persuasion, and accountability.

Figure 1: Pyramid and Dimond Model Structures



The firms that will gain most from this transition will not be those that merely adopt AI tools, but those that redesign their workflows, talent models, and pricing logic around them. The future consultant will be valued less for the mechanical production of slides or spreadsheets and more for the ability to combine AI leverage with contextual judgment, strategic relevance, and human conviction. AI can accelerate the work of consulting, but it does not remove the need for consultants. It raises the premium on the very best ones (Ramendra Verma & Jayant N. Kolla,2025).

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ALWAYS READY..... BUT ARE WE REALLY PREPARED?

ABHRA SINHA

CERTIFIED MANAGEMENT CONSULTANT (CMC®) AND AN IICA EMPANELLED DIRECTOR CURRENTLY AN INDEPENDENT CONSULTANT AND BOARD ADVISOR ON SAP AND ERP STRATEGY.

"You are not ready."

These were the words reportedly spoken to Ms. Sujata Saunik, then Chief Secretary of Maharashtra, by a team assessing the feasibility of the Hyperloop project in the state. She shared this at our event at The Garware Club house earlier this month where we celebrated International Consultants Day.

The statement stayed with me.

Not because of the project itself, but because it reminded me of a conversation I had many years ago with a senior business professional from outside India. His observation about our country was slightly different. He said, **"India is always ready, but never prepared."**

At first, I found the statement difficult to accept. But the more I reflected on it, the more I realized there was an important distinction between the two. This statement of "India is always ready but never prepared." may seem like a paradox, but it captures an essential truth about project execution and professional practice.

Readiness is enthusiasm. Preparation is discipline.

We are often ready to start. Ready to announce. Ready to commit. But readiness is not always backed by the preparation necessary for successful execution.

Perhaps this gap explains why certain projects that should take a few years end up taking decades. While many countries move from ideation to execution within a relatively short timeframe, we often find ourselves navigating prolonged delays and unforeseen complexities. The most striking example is the metro line closest to me. The initial Versova-Ghatkopar stretch of Mumbai Metro line 1 was supposed to be completed in one and a half years but ultimately took seven years.

Even for major defence projects where delays have serious consequences on a country's security consider the contrast: our neighboring countries complete major infrastructure and R&D initiatives from concept to final delivery in less than a decade. Yet, comparable projects in India have been ongoing for decades with minimal visible progress. The difference is not always financial. Rather, it lies in the systematic approach to preparedness.

There could be numerous non-financial reasons for this — political, regulatory, and structural. But this article is not about analyzing those factors.

Instead, I want to look inward. As consultants, in our profession, we are almost always ready.

Ready to take on a new assignment. Ready to solve a client's problem. Ready to participate in a discussion. Ready to contribute our expertise.

But are we equally prepared?

Readiness is the willingness or ability to take on a task. Preparedness, however, is the groundwork—the meticulous planning, research, and understanding that ensures successful execution. Readiness is the spirit; preparedness is the substance. This gap between readiness and preparedness is not merely a matter of semantics. It is one of the most significant reasons why projects—whether turnkey, EPC-based, or otherwise—experience delays measured not in months, but in years. In some cases, delays span decades.

As consultants, we encounter this gap frequently. When a business problem or requirement comes to us, we often demonstrate readiness—enthusiasm, frameworks, and solutions at our fingertips. But do we invest equal effort in preparedness?

That, I believe, is what separates consultants who are exceptional from others.

The consultants who deliver exceptional results are distinguished by a simple yet powerful practice: they prepare before they engage. This preparation begins long before the meeting room. It starts with understanding the context, studying the nuances, and absorbing the full scope of what is being asked.

Even today, I walk into meetings and notice people checking their phones, engaging in side conversations, or simply waiting for their turn to speak.

At the same event where I heard the story about the Hyperloop project, I observed something else. Mr. Anuj Bhargava, President of IMCI, was carefully noting every suggestion and observation being shared by Ms. Sujata Saunik. It struck me that preparedness is not merely about taking minutes of a meeting, but that small act is actually a starting point which very few people seldom do. It is about making a conscious effort to understand, to comprehend, to absorb, and writing it down acts as the first step.

And now while noting down is a good starting exercise, many of the consulting challenges do not fail because of poor analysis. They fail because of poor interpretation. And poor interpretation often begins with one basic skill that we tend to underestimate.

Listening.

Most of us listen with the intention of replying.

What happens if we listen with the intention of understanding?

Listening to understand—truly listening without the agenda to reply—is the foundation upon which all other preparedness measures rest. It is not something we master overnight. It requires conscious effort and continuous practice. But the returns on this investment are measurable and significant.

I am still learning to do this myself. I certainly cannot claim mastery. But whenever I have consciously made that small shift, the results have surprised me.

The same conversation reveals new perspectives. The same client problem looks different. The same requirement becomes clearer.

It creates a sea change in the way we perceive issues and approach solutions.

The more important question is: Are we prepared to truly listen to them?

Listening to understand rather than listening to respond is, perhaps, the first step towards being prepared. And preparedness itself is the natural companion of readiness. The distinction between readiness and preparation can fundamentally influence the quality of our advice, our relationships, and ultimately the outcomes we help create.

Of course, this is only the beginning. Preparation involves many other habits—research, reflection, validation, continuous learning and note-taking (as pointed out earlier).

But genuine listening is a good place to start. As consultants, we are almost always ready to engage with our clients, colleagues, and stakeholders.

This shift from **listening to respond to listening to understand** transforms how we interpret problems. The difference is profound. When consultants have been able to genuinely listen this way, the outcomes have been astounding. Problems that initially seemed complex become clearer. Solutions that appeared distant suddenly come into focus.

Preparedness extends beyond active listening, though that is the critical first step. It encompasses multiple measures: thorough background research, stakeholder analysis, understanding organizational dynamics, and genuine engagement with the purpose behind the requirement.

As consultants, we may be perpetually ready to take on more work, to solve more problems, to engage with more clients. However, the question we must ask ourselves is this: Are we prepared to do so with the rigor, depth, and genuine understanding that the work deserves?

The Hyperloop team reportedly said, "You are not ready." Perhaps, as consultants, we face a different challenge.

We are almost always ready to take on more work. But we should make an equal effort to remain prepared for it.

Because once readiness is matched by preparation, no one will be able to say that we are always ready—but never prepared.

About the Writer :

Abhra Sinha is a Certified Management Consultant (CMC®) and an IICA empanelled Director currently an Independent Consultant and Board Advisor on SAP and ERP Strategy. In addition to guiding organizations in Optimization and Improvement of their Business and IT Process he also ensures more authenticity and accuracy in Business to ERP Mapping.



Step Forward: Let's Highlight Your Expertise on IMCI Platform

Member Profile Creation on IMCI Webpage

We request you to kindly fill in your details by using the link provided below at your earliest convenience:

https://imcindia.co.in/members/member_profile.php



New Feature: Member Referral Board is now live!!!

Dear Valued Members,

We are pleased to announce the launch of a new feature on our website: the Member Referral Board.

The Member Referral Board is a dedicated space created to share and facilitate the exchange of consulting work, business & project leads along with professional referrals directly with your fellow members. It is designed to help members collaborate, share opportunities, and recommend qualified peers for specific assignments. This dedicated platform enables you to be part of a collaborative space where our community can support one another by recommending suitable peers for specific consulting assignments and projects.



INDIGENOUS KNOWLEDGE SYSTEMS: A NEW CONSULTING FRAMEWORK FOR LEADERSHIP, ORGANIZATIONAL PSYCHOLOGY AND EMPLOYEE WELL-BEING

PROF. (DR.) MRINMOY ROY

Modern organizations across the world are facing a silent psychological crisis. While companies continue to invest in technology, automation, and performance systems, employees are increasingly experiencing burnout, stress, emotional fatigue, disengagement, and lack of meaning at work. Traditional corporate interventions such as incentive programs, wellness applications, and stress management workshops often provide only temporary relief.

In this context, Indigenous Knowledge Systems (IKS) are emerging as a powerful and sustainable consulting framework for organizational transformation. Indian knowledge traditions such as Vedanta, Yoga Psychology, Bhagavad Gita-based leadership principles, mindfulness practices, and community-centered approaches offer practical psychological tools that can help organizations strengthen leadership effectiveness, emotional intelligence, resilience, ethical behavior, and employee well-being (Figure 1).



Figure 1: Modern Organizational Crisis vs Indigenous Knowledge System Framework

Today, management consulting is gradually moving from purely performance-oriented models toward human-centered and psychologically sustainable frameworks. This creates an important opportunity for consultants to integrate culturally rooted wisdom with modern organizational science.

Why Indigenous Knowledge Systems Matter in Modern Organizations

Organizations today operate in environments characterized by:

- High uncertainty and rapid change
- Digital overload and cognitive fatigue
- Emotional exhaustion among employees
- Hybrid work-related isolation
- Declining psychological safety
- Increased interpersonal conflicts
- Leadership trust deficits

Many consulting interventions focus primarily on operational efficiency, productivity, and process optimization. However, organizational psychology research increasingly shows that long-term performance depends significantly on emotional well-being, trust, purpose, and psychological resilience.

Indian Indigenous Knowledge Systems provide an integrated understanding of human behavior, self-regulation, ethics, interpersonal harmony, and balanced living. Unlike purely transactional management approaches, these systems emphasize:

- Self-awareness
- Emotional balance
- Ethical leadership
- Collective well-being
- Reflective decision-making
- Meaningful work
- Sustainable human performance

These principles are highly relevant for modern consulting assignments related to leadership development, culture transformation, employee engagement, and organizational change.

Indigenous Leadership as a Consulting Intervention

One of the most relevant contributions of IKS to consulting lies in leadership development.

Ancient Indian frameworks such as the Bhagavad Gita conceptualize leadership not as authority or dominance, but as responsibility, emotional discipline, clarity of thought, ethical action, and service orientation.

In consulting practice, these principles can be translated into leadership competencies such as:

- Emotional regulation
- Conscious decision-making
- Empathetic communication
- Conflict management
- Ethical accountability
- Long-term thinking
- Purpose-driven leadership

For example, many managers today react impulsively under pressure, creating fear-based organizational cultures. Through reflective leadership training inspired by Yoga Psychology and mindfulness traditions, consultants can help leaders improve emotional stability and response quality.

Organizations increasingly recognize that emotionally mature leaders create psychologically safer workplaces, which directly influence innovation, collaboration, and employee retention.

Organizational Psychology and Employee Well-Being

Mental well-being has become a strategic organizational issue rather than merely an HR concern.

Consultants working in organizational development can integrate Indigenous practices into structured employee well-being programs. These interventions may include:

- Guided mindfulness sessions
- Yogic breathing practices
- Reflective journaling
- Attention restoration exercises
- Digital detox routines
- Community dialogue circles
- Gratitude-based communication practices

Such interventions are not religious activities. Instead, they are psychologically informed behavioral practices that support emotional regulation, attention management, stress reduction, and social connectedness.

Several organizations have observed improvements in:

- Employee engagement
- Team collaboration
- Leadership trust
- Burnout reduction
- Workplace harmony
- Psychological resilience
- Emotional intelligence

Consultants can therefore position Indigenous well-being frameworks as evidence-informed organizational development tools.

A Practical Consulting Model

Consultants may adopt a five-stage framework while implementing IKS-based organizational interventions (Figure 2).

1. Organizational Diagnosis

The first stage involves identifying:

- Burnout levels
- Leadership challenges
- Organizational culture gaps
- Employee stress indicators
- Team conflict patterns
- Psychological safety concerns

Surveys, interviews, behavioral observation, and climate assessments can support this process.

2. Leadership Alignment

Senior leadership must understand that employee well-being and organizational performance are interconnected.

Consultants should align interventions with:

- Organizational values
- Leadership expectations
- Business strategy
- Human sustainability goals

Without leadership commitment, well-being programs often become symbolic exercises.

3. Training and Development

A structured intervention may include:

Leadership Workshops

Focused on:

- Self-awareness
- Emotional intelligence
- Ethical leadership
- Reflective decision-making
- Empathy and communication

Employee Well-Being Sessions

Focused on:

- Stress resilience
- Attention regulation
- Mindfulness
- Work-life balance
- Emotional management

Team Development Programs

Focused on:

- Trust-building
- Collective reflection
- Dialogue-based communication
- Conflict resolution

4. Integration into Organizational Culture

Sustainable transformation requires integration into daily organizational practices.

Examples include:

- Mindful meeting practices
- Reflective leadership reviews
- Employee listening circles
- Psychological safety check-ins
- Gratitude-based feedback culture

These practices gradually improve organizational climate.

5. Measurement and Evaluation

Consultants should measure outcomes through:

- Engagement scores
- Burnout indicators
- Retention data
- Leadership feedback
- Absenteeism levels
- Team effectiveness metrics
- Employee well-being surveys

Data-driven evaluation strengthens credibility and long-term adoption.

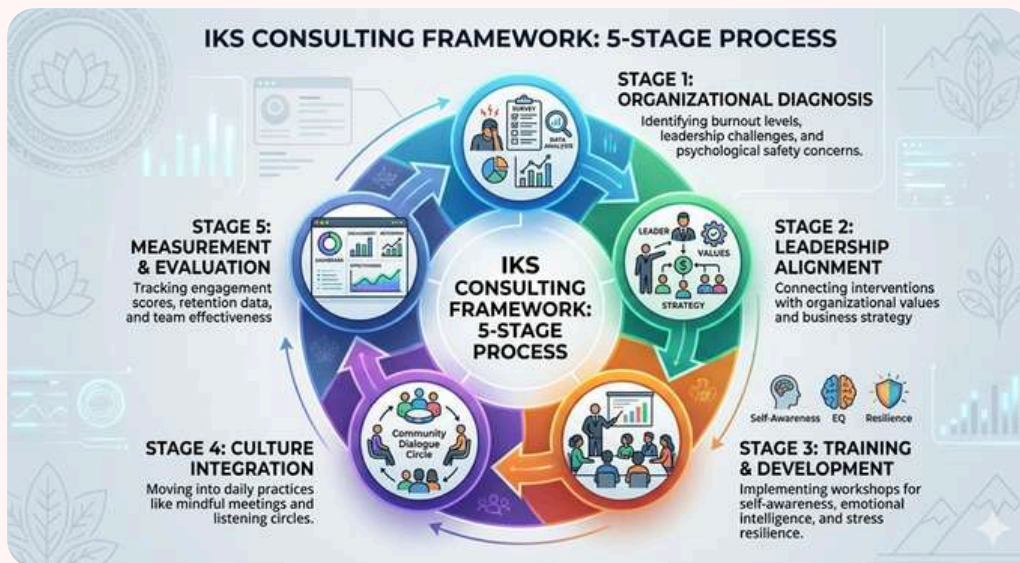


Figure 2: IKS Consulting Framework

Challenges for Consultants

Despite growing interest, consultants may face certain challenges while implementing IKS-based frameworks.

These include:

- Misinterpretation as religious activity
- Resistance from highly transactional organizations
- Lack of scientific communication
- Cultural adaptation challenges in global firms
- Short-term performance pressures

Therefore, consultants must present Indigenous Knowledge Systems in a professional, inclusive, evidence-oriented, and psychologically relevant manner.

The focus should remain on:

- Human behavior
- Organizational effectiveness
- Leadership development
- Employee well-being
- Sustainable performance

rather than philosophical abstraction.

The Future of Consulting

The future consulting landscape will likely require a stronger integration of psychology, culture, ethics, and human sustainability.

Organizations no longer seek only productivity enhancement; they increasingly seek:

- Resilient leadership
- Emotionally healthy workplaces
- Meaningful organizational culture
- Sustainable employee performance
- Human-centered transformation

Indigenous Knowledge Systems provide consultants with an important opportunity to design contextually relevant and psychologically sustainable interventions.

India possesses a rich intellectual heritage related to human consciousness, emotional regulation, ethics, collective well-being, and balanced living. When appropriately translated into organizational frameworks, these traditions can contribute significantly to global management consulting practices.



Figure 3: Modern Organizational Science & Ancient Wisdom Combo

For consultants, the integration of Indigenous Knowledge Systems with modern organizational psychology may represent not only a new service domain, but also a transformative approach to building healthier and more sustainable organizations (Figure 3).

About the Author

Dr. Mrinmoy Roy is a Faculty of National School of Business and a researcher in Organizational Psychology, Human-AI Interaction, Indigenous Knowledge Systems, and Leadership Studies. His work focuses on integrating psychological science, human-centered leadership, and Indian Knowledge Systems into modern organizational and consulting practices.



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BEYOND AUTOMATION: THE EMERGING ARCHITECTURE OF THE AI-AUGMENTED ENTERPRISE

DR. T. NAGESH

Ph.D. in Management and professional qualifications in Industrial Engineering,
Lean Six Sigma, Industry 4.0, Supply Chain Digitization,
and Generative AI. Website: www.mgmtsolns.com

Executive Summary

For decades, enterprise transformation has focused on improving processes, deploying technology, and increasing operational efficiency. Artificial Intelligence represents a significant step forward, yet many organisations continue to approach AI as a collection of tools and use cases rather than as **a capability that fundamentally changes how the enterprise operates.**

The emerging challenge is no longer how to deploy artificial intelligence, but how to use it to reduce uncertainty within the architectures that govern organisational performance. Across industries, organisations continue to experience recurring operational pain—delays, escalating costs, decision bottlenecks, asset underutilisation, capacity constraints, and unpredictable outcomes. These challenges are often treated as isolated problems. In reality, they are manifestations of deeper reliability gaps and operational uncertainty.

The next phase of enterprise transformation is therefore not about AI adoption alone. **It is about Industrial Intelligence—the systematic use of intelligence to strengthen the architectures that determine performance.**

This transition marks the emergence of the AI-Augmented Enterprise.

1. The First Wave of AI: Tool-Centric Adoption

The first wave of enterprise AI has largely been characterised by experimentation and use-case deployment.

Organisations have adopted:

- AI copilots
- Predictive maintenance solutions
- Intelligent automation
- Customer service agents
- Forecasting and planning tools

These initiatives have delivered measurable value. However, many remain isolated interventions.

The dominant question driving adoption has been:

What tasks can AI perform?

While important, this question alone does not fundamentally transform organisational performance.

Automating individual activities may improve local efficiency, but enterprise performance is shaped by something larger than tasks and processes.

It is shaped by the structures through which work flows, decisions are made, resources are deployed, and value is created.

The next wave of AI adoption therefore requires a broader perspective.

2. The Real Constraint Is Operational Uncertainty

Despite decades of investment in technology and process improvement, organisations continue to struggle with familiar challenges:

- Slow decision-making
- Escalation dependency
- Coordination overload
- Capacity constraints
- Asset underutilisation
- Rising structural costs

The common assumption is that these challenges stem from insufficient technology. In many cases, they do not.

Organizations often respond by introducing additional reviews, controls, reports, escalation paths, and management oversight.

Each response appears rational.

Collectively, however, they become evidence of uncertainty.

When outcomes cannot be predicted consistently, organisations compensate through operational effort.

- More meetings.
- More supervision.
- More interventions.
- More management attention.

The underlying challenge is not a lack of technology.
It is the presence of operational uncertainty.

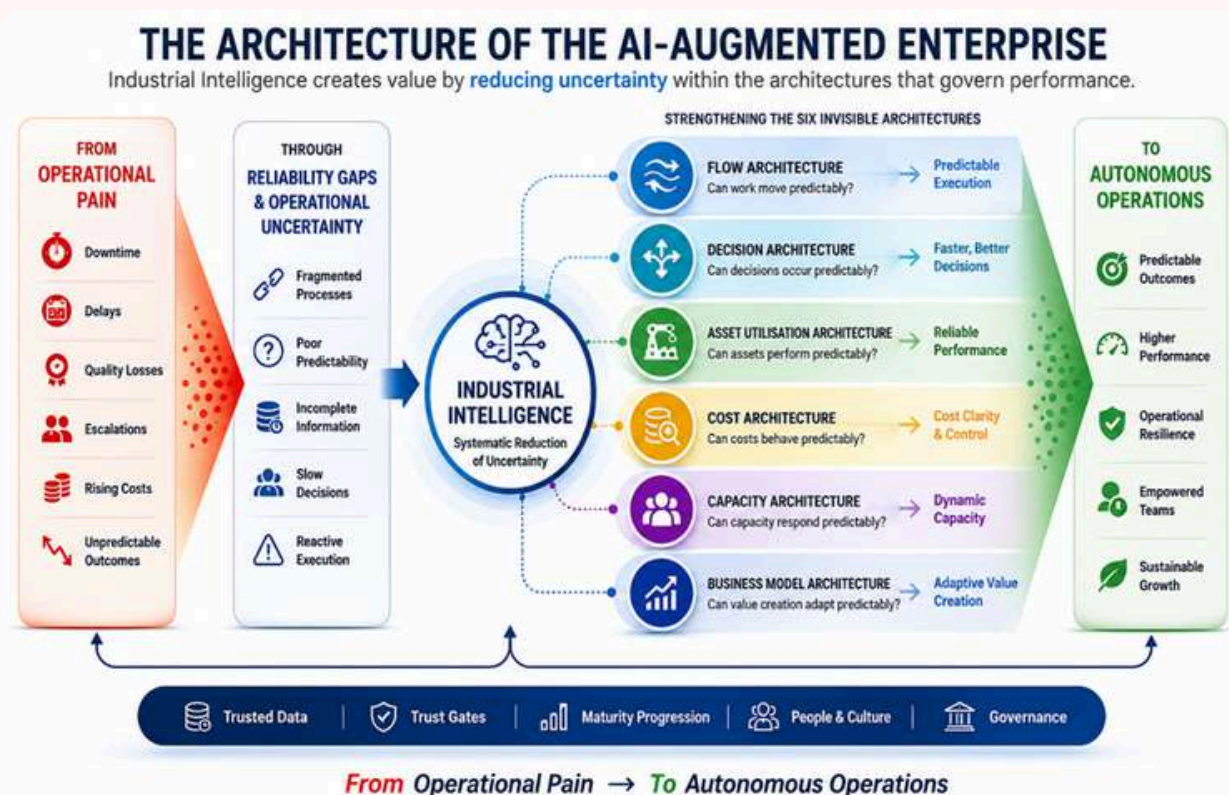
The organisations that outperform their peers are often not those with the most technology, but those that execute with the greatest reliability and predictability.

This is where Industrial Intelligence begins.

3. The Six Invisible Architectures of Enterprise Performance

Years of observing organisational behaviour across industries reveal a recurring pattern. Performance is shaped by six underlying architectures:

- Flow Architecture
- Decision Architecture
- Asset Utilisation Architecture
- Cost Architecture
- Capacity Architecture
- Business Model Architecture



These architectures remain largely invisible in day-to-day operations, yet they determine how work moves, decisions are made, resources are utilised, and value is created.

Each architecture can also be viewed through a reliability lens.

- Flow must be reliable.
- Decisions must be reliable.
- Assets must be reliable.
- Costs must be predictable.
- Capacity must be responsive.
- Business models must remain adaptable.

When reliability declines within any architecture, uncertainty increases.

As uncertainty increases, organisations compensate through inventory, controls, reviews, interventions, and management effort.

Enterprise performance therefore becomes a function of how effectively uncertainty is managed across these architectures.

4. AI as an Industrial Intelligence Layer

This is where the conversation begins to change.

AI should not be viewed primarily as a collection of tools.

Its strategic role is to enable Industrial Intelligence.

Industrial Intelligence is the systematic reduction of uncertainty across the architectures that govern enterprise performance.

In this context, AI becomes valuable not because it automates work, but because it improves predictability.

Architecture	Reliability Objective	AI Contribution
Flow Architecture	Reduce flow uncertainty	Intelligent orchestration and exception management
Decision Architecture	Reduce decision uncertainty	Real-time decision support and scenario simulation
Asset Utilisation Architecture	Improve asset reliability	Predictive maintenance and reliability intelligence
Cost Architecture	Improve cost visibility	Structural cost intelligence and waste identification
Capacity Architecture	Improve capacity predictability	Dynamic workload balancing and expertise augmentation
Business Model Architecture	Improve adaptability	Strategic scenario intelligence and adaptive value creation

Viewed through this lens, AI is not simply another technology initiative.

It becomes an architectural capability that strengthens enterprise reliability.

5. What the AI-Augmented Enterprise Looks Like

The defining characteristic of the AI-Augmented Enterprise is not automation. It is predictability.

- Workflows become more reliable.
- Decision cycles become more responsive.
- Assets become increasingly self-monitoring.
- Capacity is balanced dynamically.
- Costs become more transparent.

Managers spend less time gathering information and more time exercising judgement.

Leaders spend less time reacting to uncertainty and more time shaping outcomes.

Most importantly, the organisation becomes capable of responding to change with greater confidence and precision.

AI does not replace human leadership.

It augments human capability.

The result is an enterprise that executes more predictably and adapts more effectively.

6. The Next Frontier Is Predictability

Historically, organisations improved performance through mechanisation, process optimisation, and digitisation.

Each wave delivered important benefits.

Mechanisation improved productivity.

Digitisation improved visibility.

Automation improved efficiency.

The next frontier is different.

The next frontier is predictability.

As organisations become more complex, the ability to anticipate events, respond intelligently, and reduce uncertainty becomes increasingly valuable.

Industrial Intelligence enables this shift.

By strengthening the architectures that govern performance, organisations can move beyond isolated efficiency gains toward reliable execution at scale.

The organisations that gain the greatest advantage from AI will not necessarily be those deploying the most tools.

They will be those that systematically reduce uncertainty across their enterprise architectures.

Conclusion

The future of enterprise transformation will not be determined by how many AI tools an organisation deploys.

It will be determined by how effectively intelligence is used to reduce uncertainty within the architectures that govern performance.

The conversation is therefore shifting.

From automation

to Industrial Intelligence.

From isolated use cases

to architecture strengthening.

From technology deployment

to reliability improvement.

From operational uncertainty

to predictable execution.

And ultimately,

from operational pain

to autonomous operations.

The AI-Augmented Enterprise is not defined by the technologies it adopts.

It is defined by its ability to create reliable, predictable, and adaptive performance through the intelligent strengthening of the architectures that govern execution.

About the Author

Dr. T. Nagesh (CMC®) is CEO of N&S Management Solutions and Chair of the Bangalore Chapter of IMCI. A strategic transformation advisor with over three decades of industry and consulting experience, he specializes in execution effectiveness, organizational alignment, industrial intelligence, and structural business transformation.

He is known for developing the Executive Burden Analysis (EBA) and Industrial Intelligence Discovery Framework (IIDF), helping organizations improve performance through governance alignment, workforce transformation, operational excellence, smart manufacturing, and AI-enabled enterprise initiatives.



THE CRITICAL ROLE OF “FOLLOW UP” TO PREVENT CVS* CVS- (CUSTOMER VALUE STARVATION)

WALTER VIEIRA

**Fellow of the Institute of Management Consultants of India - FIMC
He was the first Asian elected Chairman of ICMCI CMC-GLOBAL**

When I look at the buildings in Hong Kong, or the roads in Dubai; the uniform architecture of buildings in different parts of London or on the islands of Greece; and then return to India and compare the scenario, I wonder why the great disparity. Except for a few patches in this vast country, India is a pot pourri! Finally, after much thought, I have come to the conclusion that:

the key to success in many of these of these areas, is the ability to effectively follow up.

**Why do buildings show dangerous cracks after just 10 years of being built in India?*

Because there has not been sufficient supervision of the concrete mixing process or the curing during construction. Instructions have been given but there is no proper supervision and follow up to see that these processes were done as instructed.

**Why do we realize that there is not sufficient room for fire engines to come to the 48th floor of a building in South Mumbai, only in case of a fire?*

Because there was no follow up to check on this aspect by the Supervising Engineers of the contractors, or the Supervising engineers of the Municipality, after the construction was complete. They did not see that all rules were followed, before the NOC was given, and the flat owners moved in.

**Why are there potholes on roads which have recently been repaired last month?*

Because the Road Engineers of the Municipality, gave instructions and then, never visited the site later to check during or after the laying of the road. Was the mixture right? Was the laying right? Was the area cordoned off so that there was sufficient time for the tar/ cement to dry and solidify? It cannot be. Because most times even on cement roads, there are footprints of people who have walked on the soft cement. Obviously, the area was not cordoned off, to keep pedestrians away while the cement was setting!

- **Why are the floor tiles laid with wider spaces between tiles (a repository for dirt), while in Hong Kong or Dubai, the interstitial spaces are hardly noticed ? Can it be because of a lack of supervision and not insisting on “ performance close to perfection”?** After all , it is often Indian labour that do this job in Dubai, as they do in India. So what is different ? Is it the supervision – the follow up ?

***It was such a relief to see the Municipal Council in Mumbai , organize the removal of slums** from the pavements of both sides on a main artery road like Peter Dmellow Road in South Mumbai.

This was miles of pavements with thousands of people who considered these as semi-permanent residences, even acquiring colour TV sets and arrangements for supply of containers of water. Now, the pavements are clean and dry, and it has been a pleasure to drive down the road. However , a few hutments have now sprung up here and there. There is no follow up to the clearance campaign. The danger is that P D’Mello road may go back to the “status quo ante”.

Why do successors to MAFCO stalls make these stalls permanent ?

There was a time when the Government Milk Dairy –MAFCO- was allowed to put up stalls on pavements, to create a wide distribution network to distribute milk to citizens, even in down market areas. After many years, the MAFCO scheme has been discontinued. But the wooden temporary stalls have been taken over by private entrepreneurs, who are now selling snacks and juices and have transformed them from wooden stalls to brick and mortar. Now these stalls will be permanently on the pavements, which were primarily for the use of pedestrians – specially the old and the disabled.

Why does this happen? No follow up – causing CVS for the common man, who will be expected to keep paying taxes for services he is not provided, but should have expected.

What are the campaigns being held at regular intervals to check hygiene standards in hotels and restaurants?

Yes, these are held at regular intervals. And the inspectors have a field day tasting excellent food at excellent restaurants. The Inspectors neither have the time or the inclination to check on the quality of food, at the thousands of roadside stalls, serving snacks like vada pao, and sugarcane juice, in the most unhygienic surroundings. There is no follow up in centres where it is needed most- again causing CVS.

Must we have tall Manhattan style buildings in a crumbling 100 year old neighbourhood ?

You have to look at parts of Mumbai – and perhaps most other towns in India. You see tall elegant buildings, sometimes 40 floors high- surrounded by crumbling, unpainted 2 and 3 storey houses, which are between 50 and 80 years old. This shows complete “dissonance and architectural conflict” in the area. And all because there is a lack of follow up by town planners, who will not learn from the great care and taste that town planners show, in similar situations in countries like Singapore.

For news channels, it is headline news today – to be forgotten a week later.

Everyday, it is a challenge to have a new and earthshaking headline. There is news of politicians or well known bureaucrats caught for corruption, and cases being filed. The person is sent to jail . Most times he finds a way to spend most of the time in hospital, because now, as an accused, he does not keep good health!

Until the whole story is forgotten and the politician quietly slides into a comfortable retirement, or is back in circulation and even becomes a Minister again!! What happened? No one knows. Because there has been no follow up by the media.

Lack of a fast, effective justice system, makes citizens bitter.

CVS is possibly highest in our justice system. It is said that 68% of our jails are filled by undertrial prisoners. They could be there for years. Why? Because the justice system is so slow. It is unfair to those who are detained (especially, if after seven years, the prisoner is found to be innocent). But who cares? There is no quick follow up system- and no timelines or deadlines.

The list is endless. But the above examples will give a flavor of the challenges in providing Customer Value Creation, in a wide field from Consumer products to state provided services.

There are more examples of Customer Value Starvation – or even Destruction, than of Creation. But we cannot sit back and watch the slide down. We need to do the best we can to prevent CVS.



THE LAST CHAPTER MATTERS: 4 ESSENTIALS EVERY NEW-AGE FINANCIAL PLAN MUST INCLUDE FOR A SECURE RETIREMENT & MEANINGFUL LEGACY

DR. ASHOK CHANDRAN
CERTIFIED FINANCIAL PLANNER®, **CHARTERED WEALTH MANAGER®**,
CERTIFIED MANAGEMENT CONSULTANT®



A financial plan is not complete when it only answers “How much money will I make?”

A truly comprehensive financial plan answers deeper questions:

Will I be financially independent in my old age?

Will I receive dignity and care when I need it most?

Will my wealth create an impact even after I am gone?

In the **Bhagavad Gita**, Lord Krishna explains that **birth, death, old age, and disease** are inevitable realities of human existence. Recognizing these truths is considered wisdom, not a cause for fear, but an opportunity to prepare consciously.

If these realities are unavoidable parts of life, then a mature financial plan must also address them.

The role of a new-age financial planner is no longer limited to investments, insurance, and returns. It is about designing a **complete life plan: protecting today, securing tomorrow, and creating a meaningful legacy.**

The Only Goal for Which You Cannot Take a Loan is Retirement

We take loans for education, homes, cars, and businesses. But when retirement arrives, there is no bank willing to fund your lifestyle.

After retirement, your accumulated wealth becomes your biggest support system.

The reality today is changing:

- Children may love and respect parents, but they will also have their own dreams and responsibilities.
- Joint families are becoming less common.
- India does not have a universal government-backed retirement income system for everyone.
- Increasing life expectancy means retirement years can extend for 25–30 years or more.

Therefore, retirement planning is not optional; it is a responsibility.

A modern financial plan must include these four important dimensions:

1. Provision for Elder Care: Plan for the Years When You Need Support

Many individuals spend their prime years caring for their parents and in-laws.

But an important question remains:

Who will take care of you when you enter your own old age?

Healthcare costs, assisted living, home care, medical support, and lifestyle requirements can significantly increase the retirement corpus required.

A retirement plan must consider:

- ✓ Healthcare inflation
- ✓ Long-term care requirements
- ✓ Assisted living or caregiver expenses
- ✓ Emotional and practical support systems

Planning only for monthly expenses after retirement is incomplete. Planning for **dignified aging** is essential.

2. Provision for Philanthropy: Let Your Wealth Create Meaning

Many people today do not want their financial journey to end only with wealth transfer. They want their money to continue creating value.

A well-designed estate plan can include:

- Charitable contributions
- Social causes close to your heart
- Educational support for deserving individuals
- Community initiatives

True wealth is not only measured by what we accumulate, but also by the difference we create.

A meaningful legacy is wealth with purpose.

3. A Professionally Written WILL: Your Final Financial Decision

You spend your entire life creating wealth.

But without proper planning, your assets may not reach the people or causes you intended.

A professionally drafted WILL ensures:

- ✓ Clear distribution of assets
- ✓ Reduced family disputes
- ✓ Protection of loved ones
- ✓ Smooth transfer of wealth
- ✓ Your wishes are respected

Estate planning is not only for the wealthy.

Anyone who owns assets, has family responsibilities, or wants clarity about the future should consider creating a WILL.

A WILL is the final expression of your financial wisdom.

4. Dignified End-of-Life Planning & Organ Donation: Planning Beyond Wealth

A complete financial and life plan also considers difficult but important decisions.

A **Living Will** allows an individual to document their wishes regarding medical treatment when they may be unable to communicate, such as during a terminal illness or an irreversible condition.

This helps families and doctors understand the individual's preferences.

Another powerful legacy is **organ donation**.

One organ donor can potentially save multiple lives and improve the quality of life for many others through tissue donation.

The greatest gift after life is giving life to someone else.

The Role of the New-Age Financial Planner

The financial planner of tomorrow is not just an investment advisor.

They are a:

- ✓ Retirement Architect
- ✓ Risk Manager
- ✓ Wealth Creator
- ✓ Legacy Planner
- ✓ Life Goal Partner

A complete financial plan should not only answer:

“How much money will you accumulate?”

It should answer:

“How will your money protect you, your family, and your values throughout your life journey?”

Because true financial success is not just about becoming wealthy.

It is about achieving **financial independence, peace of mind, dignity in old age, and a legacy that continues beyond you.**

Plan Today. Protect Always. Prosper Meaningfully.

Dr. Ashok Chandran,

Certified Financial Planner®, Chartered Wealth Manager®

CFP®, **CWM®**, **QFP®**, **CMC®**, **Ph.D**, **SMP(IIM-Cal)**, **MBA**, **B.Com**, **DFM**, **DBM**, **ADSM**, **DMC**, **MIMC**

Mail: ashok@ac.co.in | Mobile: +91 9821157708 | Web: www.ac.co.in



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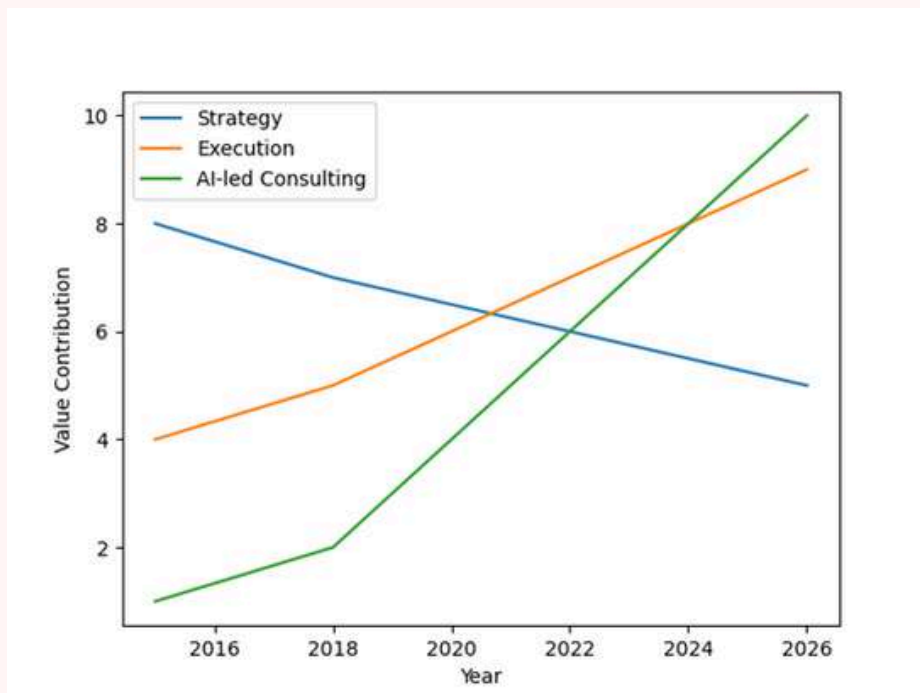
STAYING AHEAD IN MANAGEMENT CONSULTING: WHAT INDEPENDENT CONSULTANTS AND FIRM PARTNERS MUST FOCUS ON (2026 AND BEYOND)

PRASHANT UPADHYAYA
CERTIFIED MANAGEMENT CONSULTANT®

The management consulting landscape is undergoing a structural shift rather than a cyclical one. Traditional advantages—brand, frameworks, and slide-driven strategy—are being rapidly eroded by technological acceleration, client sophistication, and outcome accountability. For independent consultants and firm partners alike, staying ahead now requires a deliberate repositioning across capability, delivery, and commercial models.

1. Build AI-Native Consulting Capabilities (Not Just Awareness)

Artificial intelligence is no longer an adjacent skill; it is becoming the backbone of consulting delivery. Clients expect consultants to not only recommend AI adoption but to embed it into workflows, decision systems, and operating models. This includes leveraging generative AI for insights, agentic systems for automation, and data pipelines for real-time decision-making.



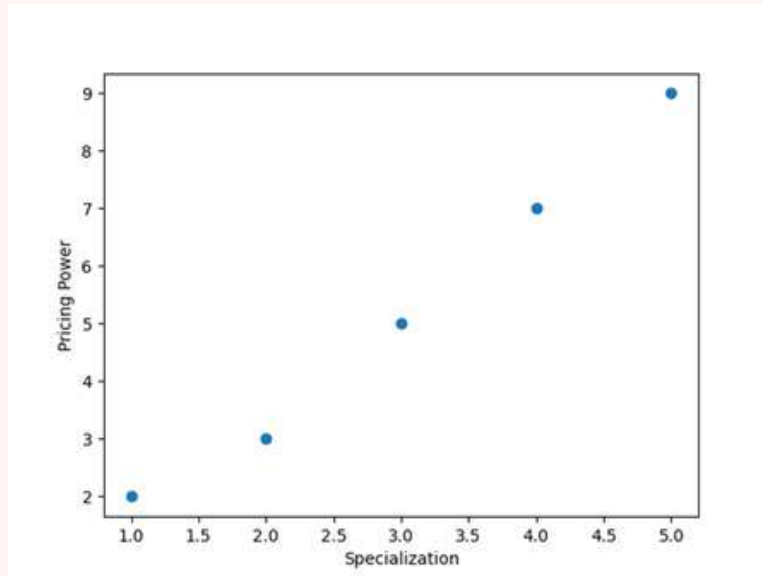
The shift is subtle but critical:

- From “AI strategy decks” → to “AI-enabled execution systems”
- From “advisory” → to “augmented problem-solving with AI co-pilots”

Consultants who cannot demonstrate tangible AI-led efficiency gains risk becoming obsolete. The competitive edge lies in applied AI, not theoretical understanding.

2. Move from Generalist Positioning to Sharp Specialization

The market is decisively rewarding depth over breadth. Independent consultants and partners must anchor themselves in a **clear intersection of industry + capability** (e.g., “AI-led supply chain optimization for FMCG” or “digital transformation for spiritual-commerce platforms”).



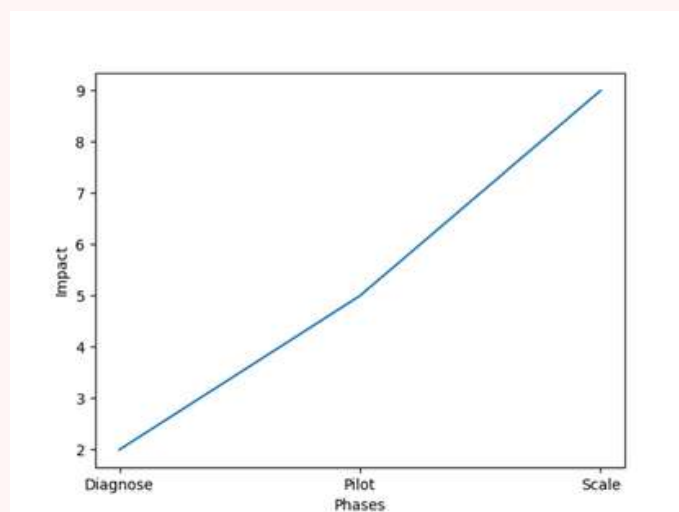
Specialization achieves three outcomes:

- Higher pricing power
- Faster trust-building with clients
- Reduced competition from commoditized players

Generalist consulting is increasingly being replaced by either niche experts or AI-powered tools.

3. Transition to Outcome-Based Engagement Models

Billing models are evolving from time-based to value-based. Clients are no longer satisfied with recommendations; they demand measurable business impact—revenue growth, cost reduction, efficiency gains, or customer acquisition.



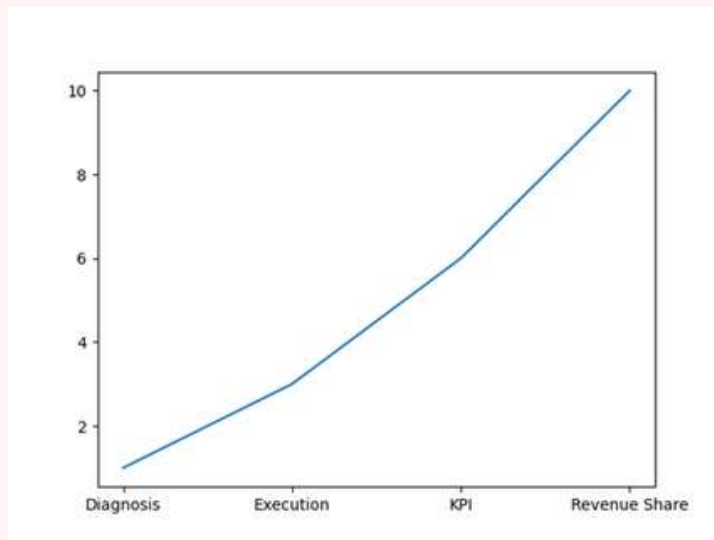
Forward-looking consultants are:

- Structuring engagements around KPIs
- Linking compensation partially to outcomes
- Taking ownership of implementation, not just strategy

This shift also signals a deeper change: consultants must now share **execution risk**, not just intellectual responsibility.

4. Strengthen Execution and Implementation Muscle

The historical divide between “consulting” and “execution” is collapsing. Clients prefer partners who can both design and deploy solutions.



Key capabilities to invest in:

- Process redesign and automation
- Tech stack integration (CRM, ERP, analytics tools)
- Change management and team onboarding

Execution credibility is becoming a stronger differentiator than strategic thinking alone.

5. Productize Your Expertise

Scalability is becoming essential, especially for independent consultants. Purely bespoke consulting limits growth and consistency.

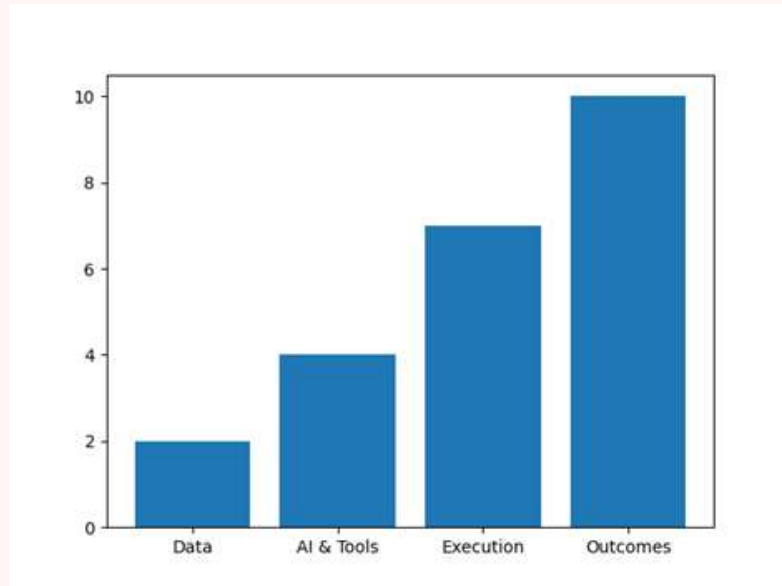
Leading consultants are:

- Converting methodologies into frameworks, toolkits or digital products
- Building subscription-based advisory models
- Creating repeatable consulting “products” (e.g., diagnostic audits, transformation roadmaps)

This not only improves margins but also creates defensibility in a crowded market.

6. Embrace Data-Driven and Insight-Led Consulting

Opinions are being replaced by evidence. Clients expect recommendations backed by data, benchmarks, and predictive insights.



This requires:

- Access to relevant datasets (industry, customer, operational)
- Ability to interpret and visualize data effectively
- Integration of analytics into every consulting deliverable

Consultants who rely purely on experience without data validation are losing credibility.

7. Build a Strong Personal or Firm Brand in a Noisy Market

Decision-makers increasingly discover consultants through content, not cold outreach. Thought leadership is now a primary growth channel.

Effective approaches include:

- Publishing sharp insights on emerging trends
- Sharing case studies and transformation stories
- Building authority in a specific niche

For independent consultants, personal brand often outweighs institutional brand. For firm partners, visibility translates directly into deal flow.

8. Redesign Client Experience and Delivery Speed

Clients expect consulting engagements to be faster, more collaborative, and digitally enabled.

This includes:

- Real-time collaboration tools
- Shorter iteration cycles
- Continuous engagement instead of static reports

Speed is becoming a competitive advantage. A “3-month strategy deck” is far less valuable than a “3-week actionable roadmap with implementation kickoff.”

9. Stay Ahead of Adjacent Disruptions (ESG, Regulation, Globalization)

While AI dominates, adjacent forces like sustainability, regulatory shifts, and geopolitical changes continue to shape client priorities.

Consultants must:

- Integrate ESG into business strategy (not treat it as a side initiative)
- Understand regulatory implications across industries
- Help clients navigate global supply chain and market uncertainties

The differentiator lies in connecting these macro forces with business outcomes.

Conclusion

The consulting industry is moving from an advisory-driven model to an execution- and outcome-driven ecosystem powered by technology. Independent consultants and firm partners who adapt to this shift—by building AI-native capabilities, specializing deeply, embracing outcome accountability, and productizing their expertise—will not just survive but lead.

Those who continue to rely on traditional consulting paradigms risk rapid commoditization. The future belongs to consultants who can **think strategically, execute technologically, and deliver measurable impact at speed.**

About the author

Dr. Prashant Upadhyaya (CMC) has two decades of experience across several industry sectors and has authored three books viz. Ternicode: Law of Three (genre: Business & Leadership), ManusCrypt: Designed for Mankind (genre: Strategy & Information Systems) and Swarbhanu Rahasya: Role of Nodes in Destiny (genre: Indology). He has served over two hundred clients across four continents. He holds double doctorate, is a post-doctoral senior fellow and an executive alumnus of IIM, Indore and IIT, Kanpur. His LinkedIn profile is – <https://www.linkedin.com/in/prashantau>

IMPROVING THE INDIA IMAGE !



WALTER VIEIRA

Fellow of the Institute of Management Consultants of India - FIMC
He was the first Asian elected Chairman of ICMCI CMC-GLOBAL

There has been so much talk about this for many decades. My grouse is that we will continue talking about this for many more years-and yet, perhaps , do little about it. The stimulus to write this piece, was the well written article recently in Times Of India by Harish Goenka, a well-known industrialist in India.

Goenka was in Europe sometime ago and was shocked to see how some Indian visitors behaved in public in Switzerland. He was ashamed. And he was concerned as to what kind of ‘image of India’ would be projected by these groups of Indian tourists. Of course, these are only ‘some’ of the Indian tourists -not all. But even so. This is enough to create a ‘brand’ described as, “he’s from India”.

It is also reported that there is an increase in the number of Indians, travelling abroad on holiday over the past few years, both to the west and to the east. Which makes the problem an even bigger one than it may have been, had India been sending out smaller groups.

There was also a report about an Indian group visiting Vietnam, which had a large group dance performed at a public square at the Vietnam airport-all with costumes and make-up/ masks, as well as with a band . This caused a great disruption to the people around, who were inconvenienced. The dancers themselves and the musicians did not care- specially the drummers. They do this all the time in India-and no one complains. It is tolerated and even, accepted !

I remember 20 years ago. I requested the band going down our lane (alas, too slowly) in Mumbai to reduce the sound of the drums. Their response was: Does this road belong to you? (said in Hindi) This is the attitude that prevails- but it is about time that it is confronted.

Goenka also talks about the high decibels at which Indians talk in public places in Europe creating wild chaos in restaurants and bars, where the happy holiday group might have landed! Any attempt to request them to lower the sound levels will receive the same response that I received to my complaint down my road in Mumbai!

The response would be the same as above at the three hours dinner cruise on ships on the Mandovi river, in Goa, ‘some in the group might not even be able to walk’ - and they create a huge ruckus on the deck, disturbing all the other guests on the cruise ship.

I was in the long queue, waiting to check at a hotel in Chicago, an Indian couple with two children turned up and went straight to the reception counter-consciously ignoring the queue-and insisted that they be checked in immediately because they cannot wait at the end of the long Q. All the people in the queue. (two of whom were Americans) were shocked at this behaviour. You could see it from their faces, but they seemed to keep their cool.!

I am reminded of people stopping on the road side in India, to relieve themselves without any concern for passers by; or people spitting on the streets, just as you come along them on the footpath. I once had somebody spit from the top of a bus at the bus stop in my suburb, just as I was passing by. We see the red stained stairways corners at many of our commercial buildings. People driving expensive cars like Volvo and Mercedes stop at, red light at a traffic junction, open the door for just a minute, to spit out 'paan' on the road itself. There is a case reported in the press in June 26, where a cab driver assaulted an 80 year old passenger, who mildly suggested to the driver that he should not spit on the road. The passenger had to be moved to hospital for treatment of fractures!!

And in cities, large and small, people, carelessly throw water juice, empties-plastic bottles or even tins-out of running cars onto the side of the road., The road sides in many of our cities and even villages, are a sorry plastic/cardboard rubbish.-And it is so difficult for authorities to clean these roadsides between small towns for miles!!

All this due to a lack of training in the home, of rules of 'etiquette' or really 'consideration for others'. This is combined with a high-level of illiteracy in the country, which is still high after so many decades. This is very toxic combination, specially when combined with the fact that India has a very high penetration of mobile phones among the population and the users from the very rich to the poor.

How can we use the mobile phone as an instrument to CHANGE the behaviour of people? Waiting to get this done through school education will take a long time. Doing it through social media maybe the quickest way; and will help to change the image of the country to those who come in tourists in increasing numbers to see one of the great nations of the new world - one of the key creators of the new world economy.

As a management consultant for 40 years working across many countries, in Europe, Africa and Southeast Asia, I found many instances where my clients have lost opportunities to tie up with n collaborators. It has nothing to do with finance or technology. It has only something to do with a breakdown in 'empathetic connection', because of ignorance of protocol. But I will deal with this aspect of Protocol in the next article.



THE CONSULTANT IN THE AGE OF THE ALGORITHM

PAWAN BHATNAGAR

Managing Director, Kasvu Consulting

www.kasvu.consulting , [linkedin.com/in/pawanbhatnagar](https://www.linkedin.com/in/pawanbhatnagar)

There's a question consultants across Europe and India are now hearing more and more - sometimes politely, sometimes not: "Why should we pay you for a market report when ChatGPT can give me one in ten minutes?"

It's a fair question. And it deserves an honest answer, not a defensive one.

The Client has a Point

Let us acknowledge the obvious first. A European company exploring India today can, in under an hour, prompt an AI tool and get back a market sizing overview, a list of potential distributors, a regulatory summary, and a competitive landscape. Five years ago, that same output would have taken a consultant two weeks and a meaningful retainer.

The client isn't being naive. AI has genuinely compressed the time and cost of generating first-layer market intelligence. For a mid-sized Finnish machinery company or a German defence supplier sizing up India, the temptation to run with an AI-generated report before committing to a proper engagement is entirely understandable.

The consultant who dismisses that temptation as uninformed is the one who's stopped thinking.

Where AI Stops

The problem is not that AI is always wrong. The problem is that AI is often confidently incomplete-and in market entry work, acting on incomplete information is more expensive than acting on no information.

Think about what an AI tool actually cannot tell you.

It won't tell you that the Indian distributor who shows up prominently in a sector database quietly wound down his import operations last year after a GST dispute. It won't tell you that the Defence PSU you're targeting has shifted procurement priorities following a change in its CMD. It won't tell you that a state government's renewable energy tender is, in practice, written to favour a local incumbent -regardless of what the public notification says. It won't tell you that a Finnish company that entered the same segment three years ago is now exiting because their government buyer's payment cycle stretched to 400 days.

These aren't edge cases. The Indian market-with its regulatory patchwork across states, its relationship-driven procurement culture, its unwritten rules of political economy, and its policy environment that can shift quickly-doesn't yield to desk research alone. Ground-level intelligence isn't a supplement to the report. It is the report.

An AI-generated analysis of India's defence electronics market may accurately cite the capital budget, list the DPSUs, and summarise Make-in-India provisions under DAP 2020. What it won't tell you is which offset obligations are actually being honoured, which Indian private sector OEM has genuine co-development standing rather than just assembly capacity, and whose phone call actually matters at DRDO or Services HQ.

The client who builds a market entry strategy on AI-synthesised data without any ground validation isn't saving money. They're setting up a larger loss down the road.

An Honest Look at Both Sides

A consultant who only criticises AI tools without acknowledging what they're genuinely good for is being self-serving, not helpful. So here's an objective read.

AI tools are excellent for hypothesis generation. Building a preliminary market map, identifying the regulatory framework, shortlisting names for deeper validation, pulling together secondary data-all of this can now be done faster and cheaper than before. For a company at the very early stage of asking whether India even belongs on their shortlist, an AI-assisted scan is a legitimate and cost-effective starting point. There is no good reason a consultant should charge a full feasibility fee to tell a client something a well-prompted AI tool can establish in an afternoon.

Where AI genuinely struggles is with anything recent, local, or informal. These tools have knowledge cutoffs. They hallucinate specific company details. They cannot distinguish between a policy that has been announced and one that is actually being implemented.

And they have no way to assess the human factors -trust, reputation, negotiating culture, informal hierarchies -that determine whether a partnership will actually work. In India's government-linked procurement environment especially, where decisions involve multiple approval layers and significant relationship capital, an AI-generated partner list is a starting point for research, not a substitute for due diligence.

Use AI to orient yourself. Bring in a consultant to navigate.

What I'd Tell a Client

Use AI tools. Use them to challenge your consultant's framing, to cross-check secondary data, and to move faster through the early stages of scoping. Any consultant worth their fee should welcome a client who comes in with sharp questions.

But before you commit capital, management time, or your company's reputation to a new market, ask yourself the one question AI cannot answer: *Who in this ecosystem actually knows us, will vouch for us, and can open a door that doesn't appear in any database?*

That question-and the network required to answer it-is what a good market entry consultant actually sells. No algorithm produces that.

What I'd Tell Fellow Consultants

Defending the old model isn't a strategy. It's a delay.

Stop selling reports. Sell decisions. A 60-page market feasibility document is not the product -a clear, validated, risk-weighted recommendation that a board can act on is the product. If what you're delivering is primarily information, AI will undercut you on price and speed. If what you're delivering is judgement, context, and accountability, you're still in a different business entirely.

Make your methodology visible. Clients want to know how you reached your conclusions, not just what they are. If you can explain clearly -structured stakeholder interviews, regulatory validation, partner background checks, on-the-ground procurement intelligence -you're immediately distinguishing yourself from an AI output in a way that actually matters to a decision-maker.

And then the harder thing to say, especially to those of us who built our practices before any of this existed: upgrade. I spent over two decades in the Indian Army before moving into consulting fourteen years ago, and the one thing military service teaches you is that the environment changes whether you're ready or not. AI tools, used well, make a good consultant genuinely more productive. They handle literature synthesis, comparative analysis, first-draft structuring faster than any junior analyst. The consultant who learns to use them as a force multiplier -while bringing irreplaceable domain knowledge and relationships to the layer above -becomes more valuable. The consultant who ignores them just becomes slower and more expensive by comparison.

This isn't a criticism of experience. Experience is precisely the asset. But experience delivered through methods that no longer fit the context is an asset in slow decline.

What Comes Next

The consulting model that survives won't be the one competing with AI on information. It'll be the one where human expertise, real relationships, and hard-won contextual understanding do things that AI structurally cannot.

In the India-Europe corridor, that means consultants who carry genuine dual fluency -in the regulatory and cultural logic of both geographies, in the informal trust economy that governs high-value partnerships, and in the technical vocabulary of sectors where policy and procurement are inseparable. That profile isn't built by a language model. It's built over years of being in the right rooms, making the right introductions, and being held accountable for what happens next.

The algorithm is a powerful new tool. It is not a replacement for the person who knows which room matters, and can actually get you into it.

About the author

Pawan Bhatnagar is the Managing Director and Co-Founder of Kasvu Consulting, an Indo-Finnish management consulting firm specialising in European market entry into India, with offices in New Delhi and Helsinki. A retired Indian Army Colonel with over two decades of service, he has spent 14 years advising European companies -particularly Finnish, Nordic, and German clients -on India market entry across defence and aerospace, industrial manufacturing, renewable energy, and cleantech. He is a member of IMCI, FINCHAM, MCCIA, and the Council of EU Chambers of Commerce in India.



WHEN THE BUSINESS MODEL CANVAS DOESN'T FIT: CONSULTING FOR INDIA'S RURAL ENTREPRENEURS

KIRTIRAJ GOHIL

Founder & Director, Blue Mango Consulting Group

ISB Alumni, Member, Institute of Management Consultants of India (IMCI)

www.bluemangoconsultinggroup.com

Management consulting frameworks are built for boardrooms. The Business Model Canvas, Porter's Five Forces, the Balanced Scorecard—these tools assume a world of structured data, documented processes, and teams that think in quadrants. But what happens when your client is a masala seller in Deoria, a moonj craft artisan in Purvanchal, or a mushroom farmer in eastern Uttar Pradesh who has never seen a spreadsheet?

This is the question I confronted when Blue Mango Consulting Group (BMCG) partnered with Jagriti Enterprise Centre – Purvanchal (JECPC), an NGO incubation centre in Deoria, Uttar Pradesh, to deliver a business model optimisation and scale readiness training session for a cohort of rural and semi-urban entrepreneurs—or “udyamis,” as they are called in the programme.

The Consulting Challenge

The udyamis represented a cross-section of India's grassroots economy: agriculture processing, FMCG distribution, handicrafts, digital commerce, small-scale manufacturing, and local services. Most operated as sole proprietors with annual revenues between two and fifteen lakhs. None had formal business plans. Very few maintained written financial records beyond a basic cash register.

The mandate from JECPC was clear: help these entrepreneurs understand their business models, identify revenue growth levers, calculate unit economics, and build a 90-day action plan. The challenge was equally clear: conventional consulting tools, designed for corporate clients, would fail spectacularly with this audience.

Why Standard Frameworks Fail at the Grassroots

Consider the Customer Persona exercise—a staple of marketing strategy workshops globally. In a corporate setting, you ask participants to construct a fictional ideal customer with demographics, psychographics, buying triggers, and media consumption habits. It is a powerful exercise when participants have CRM data, market research, and analytical habits.

For a masala seller in Deoria, being asked to “name your imaginary customer and describe their lifestyle” is not just abstract—it is alienating. These entrepreneurs know their customers intimately. They know that Sharma-ji buys two kilograms every month, that he switched from a competitor because of freshness, that his wife complained once about the turmeric colour, and that he referred three neighbours. The knowledge exists, but it exists as lived experience, not as a framework-ready data set.

The consulting insight is not that rural entrepreneurs lack understanding of their customers. It is that they possess deep, tacit knowledge that traditional consulting tools are not designed to surface.

Redesigning the Toolkit

This realisation forced a fundamental redesign of the session toolkit. Rather than teaching frameworks and asking participants to populate them, we reversed the sequence: we started with what the udyamis already knew and built the frameworks around their existing knowledge.

The “Apna Sabse Accha Grahak” (Your Best Customer) Exercise. Instead of a 15-field fictional persona template, we designed a five-question exercise grounded in the entrepreneur’s real, existing best customer. The questions were simple: Who buys from you most often? Why do they choose you over others? What complaint have they ever made? How did they first find you? What would make them buy more or refer others? Every udyami could answer these questions immediately—because they were drawing on real relationships, not constructing hypothetical ones.

Unit Economics Through Daily Experience. Rather than introducing cost accounting terminology, we reframed unit economics as a question every entrepreneur already asks themselves: “When you sell one unit of your product, how much money actually stays in your pocket?” We then worked backwards from that answer to identify raw material costs, transport, wastage, and the hidden cost of the entrepreneur’s own time.

The Revenue Growth Formula. Instead of market sizing exercises, we introduced a three-variable growth formula: more customers, more frequent purchases from existing customers, or higher value per transaction. Every udyami could identify at least one lever that was immediately actionable.

The Deeper Lesson for Management Consulting

India has approximately 63 million MSMEs, the vast majority of which are micro-enterprises operating in the informal economy. Government programmes like the DPIIT startup framework, Mudra loans, and state incubation centres are creating an enormous demand for structured business guidance at the grassroots level. Yet the management consulting profession in India remains overwhelmingly focused on corporate clients.

This gap represents both a market failure and a professional opportunity. The frameworks exist. The expertise exists. What is missing is the translation layer—the willingness and skill to adapt consulting methodologies to contexts where the boardroom assumptions do not hold.

The JECP engagement taught me three principles that I believe are relevant to any consultant working with emerging enterprises:

First, start with what the client already knows. The goal of consulting is not to impose new vocabulary but to organise existing knowledge into actionable structure.

Second, design for execution, not comprehension. A 90-day action plan with three weekly milestones will produce more value than a comprehensive strategy document that never leaves the workshop room.

Third, respect the intelligence of the client. Rural entrepreneurs are not unsophisticated. They operate in complex, resource-constrained environments where margins for error are thin and feedback loops are fast. The consulting profession would benefit from studying their decision-making instincts as much as teaching them our frameworks.

Conclusion

The Business Model Canvas is a powerful tool. So is Porter's framework. So is every other methodology in the consultant's toolkit. But a tool is only as useful as its fit to the context. As India's consulting ecosystem matures, the profession must develop the intellectual flexibility to serve not just the boardrooms of Gurugram and Bandra, but also the workshops of Deoria and the farms of Purvanchal. The market is there. The need is urgent. The question is whether we are willing to adapt.

About the Author

Kirtiraj Gohil is the Founder and Director of Blue Mango Consulting Group (BMCG), a full-service management consultancy and business coaching firm. BMCG serves startups, SMEs, family businesses, professional practice owners (architects, dentists, CAs, lawyers, physiotherapists, veterinarians, interior designers, clinical psychologists, and others), lifestyle businesses (boutiques, bakeries, salons, fitness studios, and more), and large corporates across India, the UAE, Australia, New Zealand, and the UK. BMCG's practice areas include strategic advisory (STRATEX360™), customer experience strategy (BMCGCX360™), and business coaching. Kirtiraj is a member of the Institute of Management Consultants of India (IMCI) and positions BMCG as the "Architect of Structural Advantage in Volatile Markets." He maintains a thought leadership presence on Substack (kirtirajgohil.substack.com), LinkedIn, and X (@BMCGInsights). He can be reached at www.bluemangoconsultinggroup.com.

Celebrating International Management Consultants Day 2026



The Institute of Management Consultants of India (IMCI) celebrated International Management Consultants Day 2026 on the evening of 12 June 2026, bringing together consulting professionals and leaders to reflect on the transformative impact of consulting in today's rapidly evolving world.

This year's theme, “**Transforming Maharashtra Through Innovation, AI and Digital Transformation – Empowering Change with Consultants,**” highlighted the critical role of consultants in helping organizations and governments embrace innovation, technology, and sustainable growth.



We were honored to have **Smt. Sujata Saunik, Former Chief Secretary of Maharashtra**, as the Keynote Speaker. Her thought-provoking address underscored how innovation, artificial intelligence, and digital transformation can accelerate Maharashtra's development and create meaningful impact across sectors.

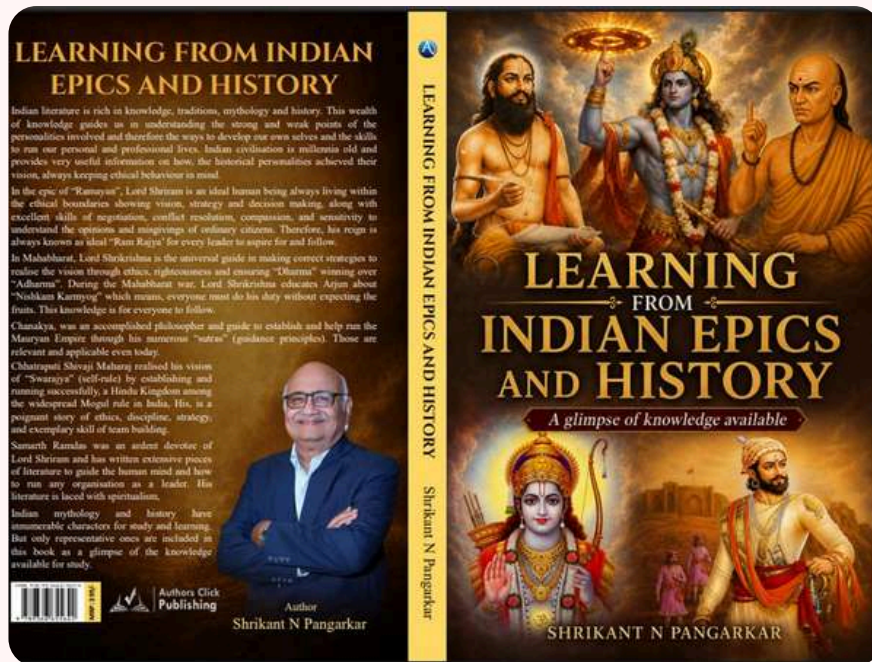
International Consultants Day is celebrated globally by member institutes of the International Council of Management Consulting Institutes ICMCI, recognizing the valuable contributions of management consultants in driving progress, performance, and positive change.



As India's premier professional body for management consultants, IMCI is proud to represent the profession and to award the globally recognized Certified Management Consultant (CMC®) designation, the international benchmark for excellence, ethics, and professionalism in management consulting.

Together, we continue to empower change, inspire innovation, and shape a future-ready Maharashtra.

Book Review



Learning from Indian Epics and History - Author –Shrikant N Pangarkar

Subjects are covered in this book

Indian Epics like “**Ramayan**” and “**Mahabharat**” are rich in knowledge about personalities, situations which narrate the importance of Ethical Decision Making, “Building Teams for common purpose”, “Conflict Resolution”, “Developing Alliances” etc. There is a huge amount of learning from these epics to solve day to day personal, organizational and governance problems. These solutions must adhere to “ethical and righteous behaviour”. The importance of building consensus and listening to team members, appreciating their efforts and giving them respect is also well demonstrated. Study of these Epics shows the different aspects of behaviour and attitude necessary to be successful and remain within the boundaries of value system.

In addition to the epics mentioned above, there have been important personalities in history if India like Chhatrapati Shivaji Maharaj(CSM), Kings of Maurya and Gupta kingdoms, extremely learned advisor like Chanakya who have spelt out the art of governance, keeping the subjects happy, building loyal teams to provide security and administration to the kingdom, strictly ethical and righteous decision making, efficient tax collection systems and caring for welfare of the subjects, social discipline and development of infrastructure for the convenience of the populace.

There have been many saints and learned people in history of India. Samatha Ramdas was one of them during the time of CSM who built “Maths” (common places of worship and learning) to educate people about personal development and community development. His teachings and writings are helpful to guide the individual about discipline, righteous behaviour and moulding the individual mind. He has put down his thoughts in his voluminous writings for empowering common people.

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Contact Us

THE INSTITUTE OF MANAGEMENT CONSULTANTS OF INDIA
NO. 306, THIRD FLOOR,
NAVJIVAN COMMERCIAL PREMISES
CO-OP SOCIETY LTD.,
LAMINGTON ROAD, MUMBAI - 400 008
TEL NO.+91 22 4783 2808 MOB: +91 8767261288
EMAIL : INFO@IMCINDIA.CO.IN;

About IMCI

The Institute of Management Consultants of India (IMCI) is the apex body of management consulting professionals in India, being the only registered institute of established management consultancy firms and practicing individuals in the country. Originally founded in 1963 as Management Consultant's Association of India (MCAI), MCAI was renamed as IMCI in 1991 when it joined the ICMCI as the first Asian Country to become a full member. **The International Council of Management Consulting Institute (ICMCI) www.cmc-global.org has authorized IMCI to award Certified Management Consultant (CMC) certification in accordance with International Standards.**

At IMCI, we understand that the world of business is rapidly evolving, presenting new challenges and complexities. That's why we have created a community that brings together industry leaders, seasoned consultants, and aspiring professionals like you. Our association serves as a platform for networking, knowledge sharing, and continuous learning.

By becoming a member of the IMCI offers several benefits, both for individual consultants and consulting firms. Some of the key benefits include:

- 1. Recognition and Trust:** For individual consultants, obtaining the Certified Management Consultant (CMC) qualification, which is recognized in ICMCI member countries, provides formal recognition of training, development, and experience, and demonstrates high standards of performance, experience, and ethics.
- 2. Professional Development:** Membership encourages the discipline of continued professional development, ensuring that consultants stay updated with the latest industry trends and best practices. Attend workshops, seminars, and webinars led by industry experts to stay up-to-date with the latest trends, best practices, and innovative strategies.
- 3. Client Attraction:** The CMC qualification serves as a Gold Standard for excellence among management consultants, making it attractive to clients who seek consultants that meet the highest professional standards of competence, ethics, and independence.
- 4. Global Network:** Members become part of a global network of management consulting professional bodies, facilitating knowledge sharing, collaboration, and access to international conferences and events.
- 5. Firm Branding:** Consulting firms can use the CMC-Firm branding elements on their marketing materials, reinforcing their status and reach vis-à-vis major international firms, and demonstrating a commitment to professional standards and ethics.
- 6. Discounted Attendance To Domestic And International Events** on Zoom, Domestic And International Magazine And Cep's

These benefits contribute to the professional growth, recognition, and credibility of both individual consultants and consulting firms within the global management consulting community (**International Council of Management Consulting Institutes (ICMCI)**)

Institute of Management Consultants of India (IMCI) Membership is an investment in your professional growth and a commitment to excellence in the consulting arena. We believe that your unique perspective and experience will greatly enrich our community.

If you have any questions or would like to learn more, please feel free to reach out to our membership team at [Mob: +91 8767261288 Tel No. Tel No.+91 22 4783 2808 Email ID: info@imcindia.co.in].