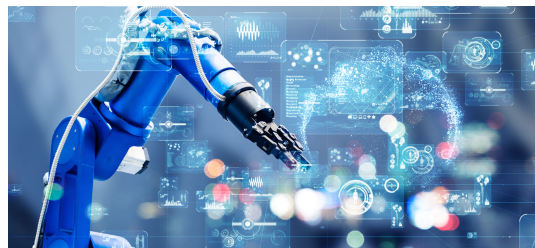


# PROGRAM WHITE PAPER: MANAGEMENT ADVISORY SERVICES (MAS)

Provided by The Canadian Association of Management Consultants,  
with funding support from the National Research Council of Canada  
Industrial Research Assistance Program (NRC IRAP)



A HIGHER LEVEL of  
management consulting



CANADA

Un NIVEAU SUPÉRIEUR  
de conseil en management

## HISTORY

In the early 2000s, the leaders at the National Research Council of Canada Industrial Research Assistance Program (NRC IRAP) recognized that many Small and Medium-sized Enterprises (SMEs) had great ideas and excellent technology but lacked the business management know-how to build and run a successful business or commercialize a technology. While innovators had strong technical backgrounds, they had little knowledge of management or business practice and they needed support.

NRC IRAP recognized this gap and the fact that their investment could yield higher returns if more funded projects were successfully commercialized. This led them to explore the expertise and credibility of Certified Management Consultants (CMCs) whom had the business management skill set needed to help SMEs address key management issues that could accelerate their success.

On May 15, 2003, the Canadian Association of Management Consultants (CMC-Canada) launched the Management Advisory Service (MAS) program in Alberta with a budget of \$120,000. Twenty years later, MAS helps support over 115 projects annually where over 75 CMCs support SMEs in a program that now spans the country.





## WHY A CMC?

The CMC designation represents the management consulting profession's only international certification awarded to trusted advisors demonstrating knowledge, skills, and commitment to the highest ethical standards in the consulting industry. It combines education, experience, and ethical integrity to produce consultants who are at the forefront of the industry and hold themselves to a higher standard.

Earning the CMC involves a rigorous process evaluating professional experience, technical knowledge, and behavioural skills. To be certified, a management consultant must meet the educational and experience requirements that include at least three years of practice and completion of an Ethics course that reviews CMC-Canada's Code of Professional Conduct. CMCs are also required to provide references and engagement summaries for projects before sitting for an Oral Assessment with two CMC peer assessors.

## THE CLIENTS

To participate in the MAS program, companies must meet NRC IRAP eligibility criteria and be referred by NRC IRAP to CMC-Canada. Companies should be Canadian-based, incorporated, profit oriented, and have 500 or fewer full-time equivalent employees.

Eligible organizations are mostly new businesses, or about to launch a new product, and are looking for ways to sustainably grow and/or enter the market successfully.

Most MAS clients have less than 10 employees and an annual revenue of less than \$200,000. They are in varied industries spanning Technology, Professional Services, and Health/Social Programs.





## THE PROGRAM

The MAS program helps clients to define issues, set priorities, and establish action plans for success. Each engagement is 40 hours and is designed to be completed within two months. CMCs work to assess and define their clients' challenges before helping them determine and plan out strategies to accomplish their goals.

Deliverables yielded by the MAS program may include job posting templates, financing pitch decks, investment plans, advice on strategic and business plans, analysis of processes, and more.

Clients of the program benefit from the depth and breadth of knowledge and expertise available to them through the program. They have the opportunity to select a CMC with a background, skill set, and specialized that best meet their needs. In some cases, CMCs may recommend a CMC peer who would be well-suited to the project.

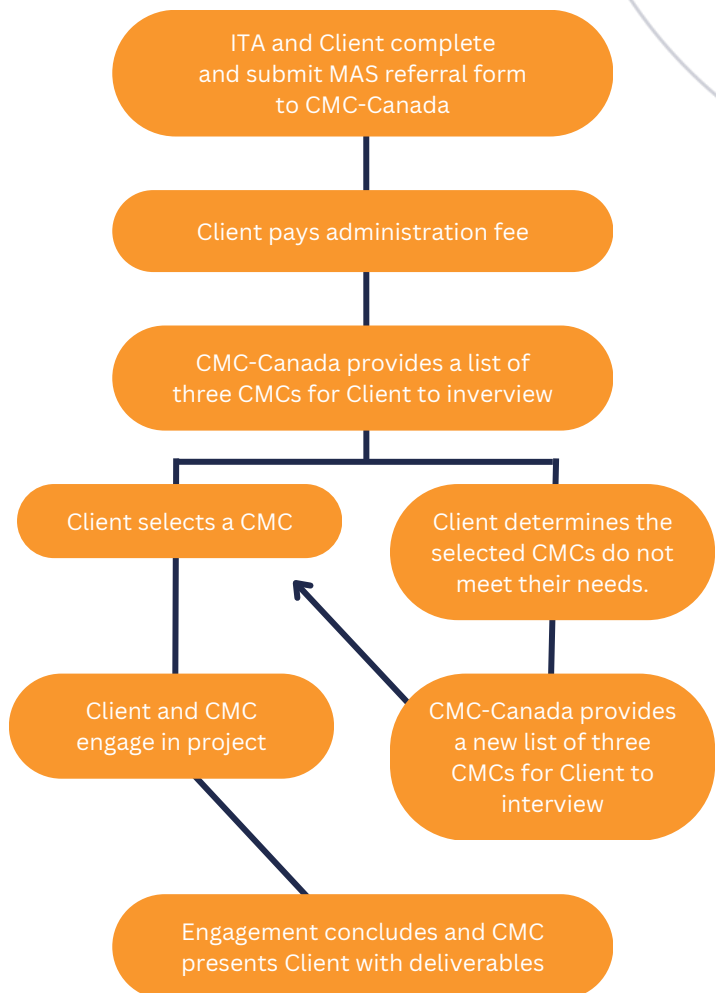
## CLIENT EXPERIENCE

In order to participate in the MAS program, Canadian SMEs must meet NRC IRAP eligibility criteria and be referred to CMC-Canada by an NRC IRAP Industrial Technology Advisor (ITA). When an ITA determines that a client meets the specifications for inclusion in the MAS Program, they fill out the referral form and forward it to CMC-Canada.

This referral form requires a brief history of the company, the current issue the client seeks to address, and the specific skills and experience they are seeking in a consultant.

The client will then pay a small administration fee to ensure buy-in to the program. Once paid, the project request is posted anonymously on a forum for the CMCs to express their interest in the project.

The client is sent three names to interview and choose from. If they do not find a match, the process is repeated – the client may amend the request at this time to include new or additional information as needed.



## CMC TESTIMONIALS

“Working with the MAS program has been an amazing experience. Through it, I have had the opportunity to meet and interact with many businesses, and assist them in key aspects of evolving, and strategizing for the future. This program provides a unique opportunity for Canadian firms to access a variety of external consulting expertise, and to advance their products and/or services with better clarity, insights and tools. Not only do the firms benefit, but there is also an important advantage to the overall Canadian economy, through building capacity in emerging companies and their products/services. It’s a win-win-win, for companies, consultants and the country.”

**Carla Gail Tibbo, CMC**

“I’ve been participating in the Management Advisory Service (MAS) program since 2013 and it has always been mutually beneficial. The program is an excellent opportunity for small to medium-sized businesses to work with a highly specialized consultant for a short, intense engagement. The design of MAS allows me to decide if the project is right for the client and my expertise, dive into the engagement, and deliver on the predefined goal in a reasonable timeline. The outcome has always been valuable – either in helping the client grow their business or in identifying their need to resolve a critical issue. I only engage in a few MAS projects each year. I tell the participants there are many highly qualified Certified Management Consultants and this program allows them to always pick the best one to match their needs. I don’t need the MAS program to grow my business, I want it to grow theirs.”

**Ivor Bernatsky, CMC**

## CLIENT FEEDBACK

“The CMC MAS program provided us the impetus to realize there are plenty of qualified advisors out there, and we should be not just leveraging this program, but in general, be open to networking in that area. An hour of the right person’s time could set us on a better trajectory for years in some cases.”

**Cortico Health Technologies**

“The digital marketing strategy we got from 6P Marketing serves as a great roadmap for our company. We are so glad we got access to this program through NRC IRAP. Everything makes sense, including the budget – we are getting great value. Having the messaging organized for us a huge deal in particular. Now that we know where to go, our team can focus on implementation. Looking forward to working with 6P in the execution phase!”

**Lindsey Boon**

**President, Abris Construction**