



La nuova frontiera della Consulenza di Management



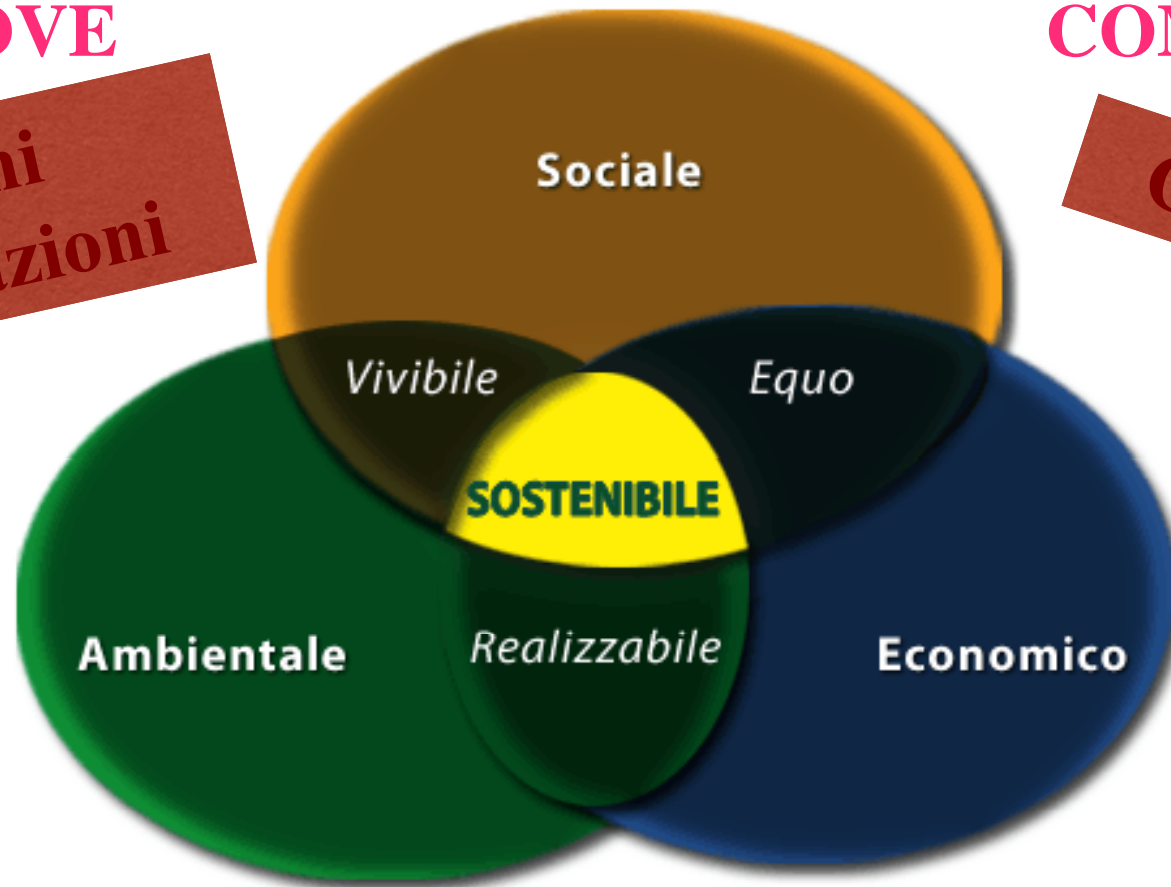
La Sostenibilità

La Sostenibilità: Le dimensioni dello sviluppo

Gli ambiti dove orientarsi

DOVE

**Cittadini
Organizzazioni**



Le modalità di perseguirlo

COME

Consulenti



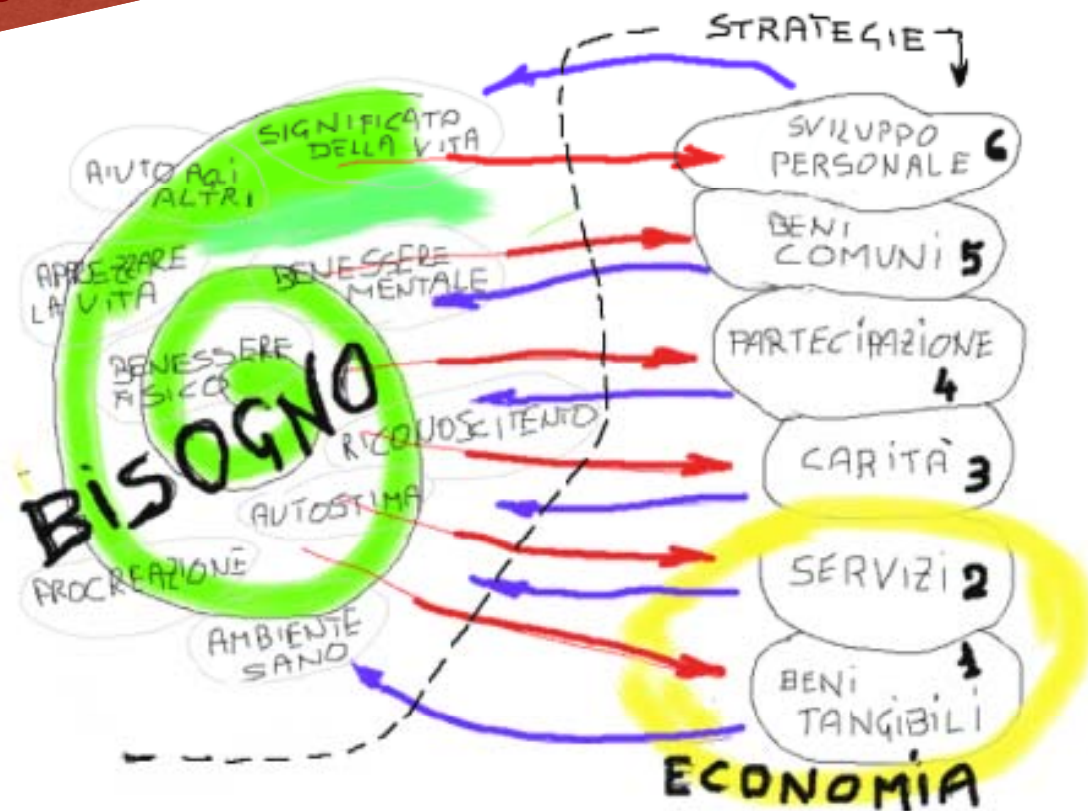
La Sostenibilità: Le dimensioni dello sviluppo

Dove stiamo andando

Quale valore generare,
e come.

Cittadini
Organizzazioni

Consulenti



25 NOVEMBRE 2015
Milano
ore 14,30-18,00
C.so Venezia, 51
Sala Castiglioni

La nuova frontiera della Consulenza di Management la sostenibilità

La riflessione sui temi della sostenibilità in senso ampio (ambientale, finanziaria, sociale) si articolerà lungo due direttrici: una che trova le proprie ragioni nella consapevolezza civico-etica, l'altra di taglio più economico e di business.

Entrambe hanno l'obiettivo di rappresentare ai consulenti di management la direzione del futuro dell'economia e degli stili di vita.

Una direzione impressa dalle scelte dei consumatori e dalle legislazioni che implica per i consulenti di management scelte di aggiornamento delle competenze in quella direzione, per rimanere leader nei processi di riconversione alla competitività dei clienti e avere nuove opportunità di lavoro.

Il convegno si articolerà come segue

14,30 Registrazione partecipanti
14,45 Saluto di Benvenuto, Presidente Apco
14,50 **Sostenibilità: la nuova frontiera della consulenza di management**
Francesco d'Aprile (Past President di Apco e di ICMCI)

Prima parte: L'ETICA

15,30 **Per il giardino, non per il deserto...
l'Etica come fioritura dell'essere e dell'agire**
P. Natale Brescianini (monaco benedettino con esperienza di vita d'azienda)

Seconda parte: L'ECONOMIA E IL BUSINESS

16,00 **La sostenibilità come esigenza competitiva, i campi d'intervento della consulenza di management**
Antonio Candotti (KPMG e Consulente del MISE per le politiche della sostenibilità)

CASE HISTORY ILLUSTRATI DAI DIRETTI PROTAGONISTI

- **Plan A 2020 di Marks & Spencer**
Suzie Elkerton (intervento in video)
- **L'impegno alla sostenibilità di una rete distributiva italiana. La Coop**
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- **La realtà sostenibile di un'acciaieria** (la Feralpi Siderurgica -BS)
Dirigente Feralpi e Antonio Candotti
- **Il Progetto "Recycling value chain" di Sacmi**
Enrico Amodio

Seguirà il dibattito e le risposte

18,00 Conclusione



APCO - Associazione Professionale Italiana dei Consulenti di Management
Corso Venezia, 49 - Ingresso dal civico n° 45 - 20121 Milano - Italy
Tel. +39 02 7750449 - Fax + 39 02 7750480 - E-mail: info@apcoitalia.it
www.apcoitalia.it

L'assunto di questo Convegno è:

il Consulente di Management
può accompagnare il cliente

- nell'intercettare nuovi bisogni
- nel costruire qualcosa di diverso
- in ambiti nuovi
- con modalità nuove

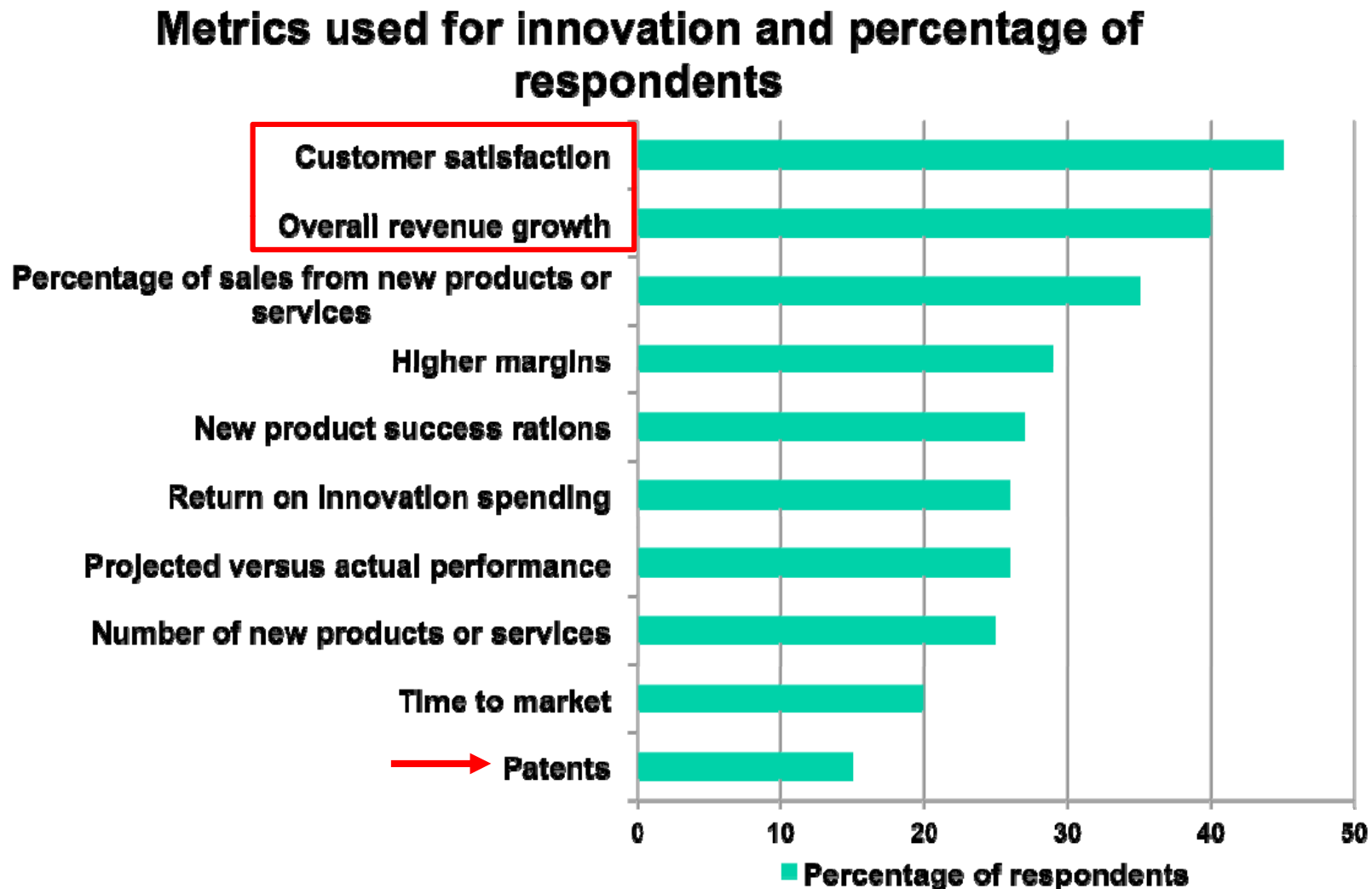
utilizzando come chiave di lettura, comune denominatore,
la Sostenibilità



Abbiamo l'ambizione, oggi,
attraverso il contributo dei relatori e dei presenti,
di sostenere e dimostrare questo assunto.

I bisogni delle organizzazioni

BCG survey: most commonly used metrics for innovation in 2010





Innovation & Management



The
INTERNATIONAL
COUNCIL OF
MANAGEMENT
CONSULTING
INSTITUTES

CMC-GLOBAL

CMC CERTIFIED MANAGEMENT CONSULTANT

2014 ICMCI Conference & Annual Meeting Seoul, Korea

Consulting Practices in Asia Pacific: New Developments and Opportunities

22 - 23 Sept., 2014



Innovation & Management



CMC GLOBAL

2014 ICMCI Conference & Annual Meeting
Seoul, Korea

Consulting Practices in Asia Pacific: New Developments and Opportunities

Conference Day 1 - Monday Sept. 22, 2014

Time	Contents
09:00-10:00	Registration & Information
10:00-10:30	<ul style="list-style-type: none"> VIP Welcome Speech Welcome Speeches <ul style="list-style-type: none"> Mr Tim Millar, Chair of ICMCI Dr Song, Kap Ho, Chair of KGCCA & IMC Korea etc.
10:30-11:00	<ul style="list-style-type: none"> Performance of Hyundai & Kia <ul style="list-style-type: none"> Mr Jaehang Park, Hyundai Motor Company
11:00-11:30	Coffee Break & Networking
11:30-12:00	<ul style="list-style-type: none"> Oppa Asian Brand Stories - Beyond the Gangnam Style <ul style="list-style-type: none"> Mr Liew Shin Liat CMC, Singapore
12:00-12:30	<ul style="list-style-type: none"> Procuring Monitoring & Evaluating Consulting Services <ul style="list-style-type: none"> Mr Angelo Kehayas, CMC, Certified Master Coach, NLP practitioner, International Keynote Speaker and Executive Trainer
12:30-14:00	Lunch & Networking
14:00-14:30	<ul style="list-style-type: none"> SME Consulting policies of Korea <ul style="list-style-type: none"> SMBA, Korean Government
14:30-15:00	<ul style="list-style-type: none"> Korea's Vision and Strategy for Economic Growth <ul style="list-style-type: none"> Dr Hwang, Inhak, Head Researcher of KERI
15:00-15:30	<ul style="list-style-type: none"> "Frame & Work"- Our original consulting method <ul style="list-style-type: none"> Ms Yuko Tahara CMC, President Basic Inc., IMC Japan
15:30-16:00	Coffee Break & Networking
16:00-16:30	<ul style="list-style-type: none"> Managers - the Unsung Heroes of To-days Organizations <ul style="list-style-type: none"> Mr Dwight Mihalicz CMC, ICMCI Excom member, Treasurer
16:30-16:50	<ul style="list-style-type: none"> Win-win for Environment Industry and Environment Consulting <ul style="list-style-type: none"> Ministry of Environment Environmental Industry Division, Environmental Policy Department
16:50-17:10	<ul style="list-style-type: none"> Role of the Environmental Consulting Firms <ul style="list-style-type: none"> Mr Sang-Yeol PARK, Former Kim & Chang Law Firm (Environment Specialist)
17:10-17:40	<ul style="list-style-type: none"> Consulting Innovation : Oriental System View, Chinese Philosophy, and anagement <ul style="list-style-type: none"> Mr Huang Pei CMC, H&J Vanguard Consulting Group, IMC China CMC
17:40-18:30	Global Networking
18:30-21:00	Dinner

Conference Day 2 - Tuesday Sept. 23, 2014

Time	Contents
09:00-09:30	<ul style="list-style-type: none"> Asia Special Session <ul style="list-style-type: none"> Asia Evolution <ul style="list-style-type: none"> Mr Chayaditt Sak, Vice-Chair of ICMCI, Chairman of Board of Directors of AEC Capital Co., Ltd., Chairman of Institute of Management Consultants Association of Thailand(IMCT)
09:30-10:00	<ul style="list-style-type: none"> AEC Countdown <ul style="list-style-type: none"> Dr Virachai Vannukul, Ph.D CMC CCP CMgr FCMi Chartered Fellow of the Chartered Management Institute(CMI), UK Academic Fellow of the International Council of Management Consulting Institutes(FICMCI)
10:00-10:30	Coffee Break & Networking
10:30-10:50	<ul style="list-style-type: none"> Trials and Errors from Globalisation of Eco-Frontier & EF Consulting <ul style="list-style-type: none"> Mr Daewoong Lim, Chairman of Eco-Frontier
10:50-11:10	<ul style="list-style-type: none"> GCF and Opportunities for Korean Industries <ul style="list-style-type: none"> Mr Sungwoo Kim, KPMG in Korea
11:10-11:30	<ul style="list-style-type: none"> Environmental Consulting for the Promotion of the Environmental Industry <ul style="list-style-type: none"> Mr Doo-Hwan Kim, Korea Environmental Industry & Technology Institute
11:30-12:00	<ul style="list-style-type: none"> Business Model Innovation <ul style="list-style-type: none"> Ms Elena Yuzkova, CMC, Vice-chair ICMCI
12:00-12:30	<ul style="list-style-type: none"> King Abdullah Port Project Case study <ul style="list-style-type: none"> Mr Brian(Kwan-Ho) Jung, Cyberlogitec
12:30-14:00	Lunch & Networking
14:00-14:30	<ul style="list-style-type: none"> Global Trends Shaping The Future of The Management Consulting Profession <ul style="list-style-type: none"> Mr Oliver Matar - Chairman, APT Facilitators
14:30-15:00	<ul style="list-style-type: none"> SME Transition Pathway Strategies <ul style="list-style-type: none"> Mr Mike Thompson, FCMC royal roads university Victoria, BC
15:30-15:30	<ul style="list-style-type: none"> Leveraging Your CMC Journey Milestones Gaining Value & Getting Business <ul style="list-style-type: none"> Mr Constantinos Stavropoulos CMC
16:00-16:30	<ul style="list-style-type: none"> The Progress of the ISO Certification System and Certification Service Industry : Its Value in a Developing Country <ul style="list-style-type: none"> Mr Il-Geun OH, Visiting Professor, Seoul National University
16:30-17:00	<ul style="list-style-type: none"> Management Consultancy Services: Background & Characteristics, Status & Future <ul style="list-style-type: none"> Mr Robert Bodenstein CMC, Vice-Chair of ICMCI
17:00-17:30	<ul style="list-style-type: none"> Closing Speeches <ul style="list-style-type: none"> Mr Tim Millar, Chair of ICMCI Dr Song, Kap Ho, Chair of KGCCA & IMC Korea etc.
17:30-18:30	Global Networking
18:30-21:00	Celebration Dinner



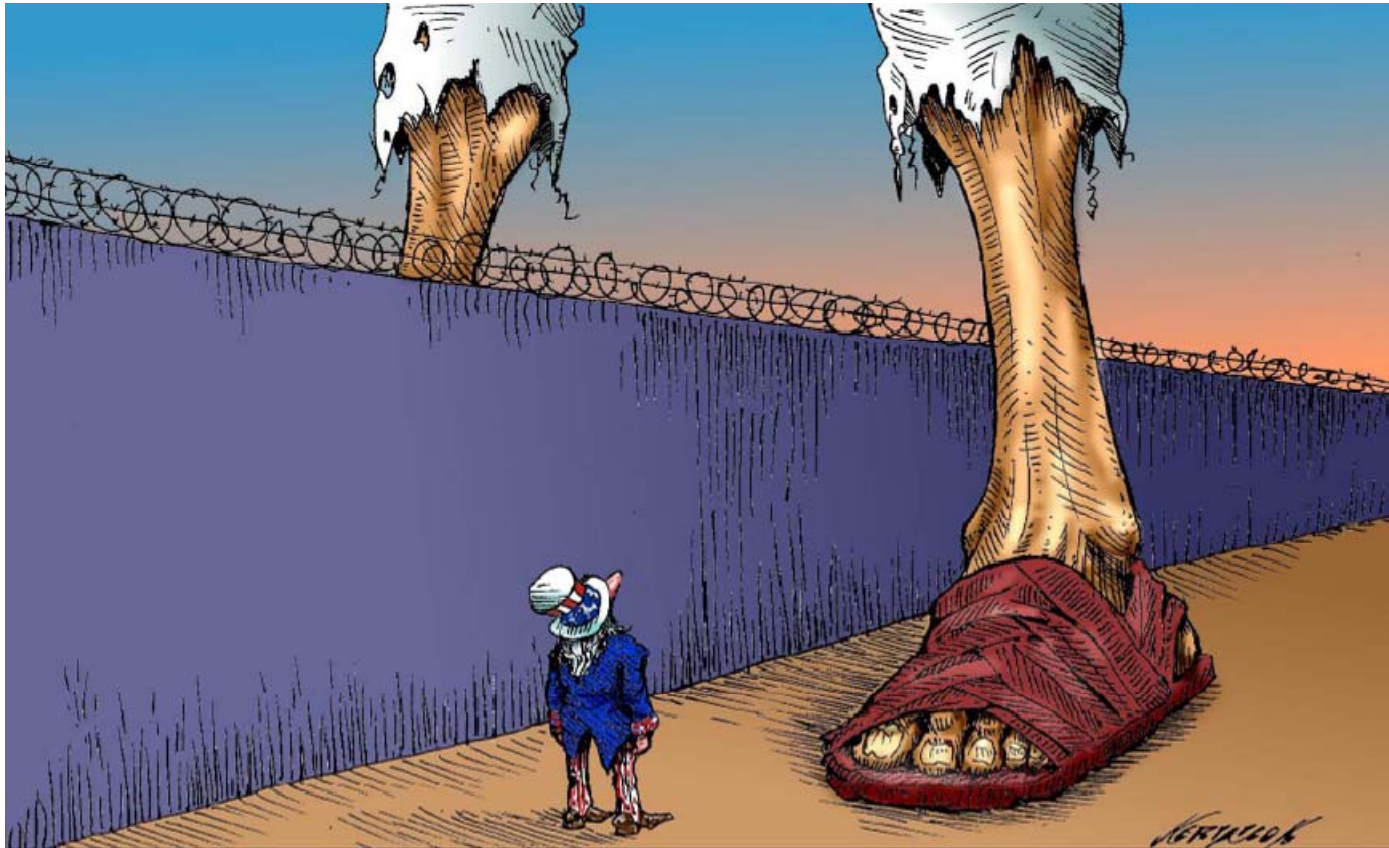
Innovation & Management



Intervista a Pietro Gennaro



26 maggio 2008



6. Innovation as Border Crossing



European Bank
for Reconstruction and Development

Advice for Small Businesses

Small business *know-how.*

ADVICE FOR SMALL BUSINESSES

At the EBRD we provide more than just finance. We also provide business advice to help small and medium-sized businesses grow, succeed, then grow again, becoming genuine catalysts for their local economies and region.

A vibrant small and medium-sized enterprise (SME) sector is a vital ingredient for a healthy market economy. However, finance alone often cannot meet the challenges facing small and medium-sized businesses. They also need access to *know-how* to improve their performance and grow.

We draw on the *know-how* of our network of international advisers and local consultants to help transform a wide range of businesses, looking at areas including strategy, marketing, operations, quality management, energy efficiency, financial management and beyond.

We also build strong, competitive markets for business advice that will thrive independently, well into the future. We've been doing this successfully for over twenty years, committing over €230 million of donor funds to assist nearly 14,000 small and medium-sized businesses in 25 countries. When it comes to creating healthier, more prosperous and more durable small businesses, we *know how*.



Work with us in your country

We provide advice in 25 countries across our region. Find out more about working with us in your country.



Join our team

We're always looking to expand our network of local consultants and international industry experts.



MORE ON ADVICE FOR BUSINESSES

[What we offer in your country](#)

[Join our team](#)


[More about our work](#)

WE KNOW HOW

The know-how to help small bus...  



GROW YOUR BUSINESS

At the EBRD we provide more than just finance. We also provide business advice to small and medium-sized businesses. 

 [Learn more about what we do and how to apply \(2MB - PDF\)](#)

Advice for Small Businesses

Small businesses change lives. *We know how.*

ABOUT OUR WORK

We have been helping small and medium-sized businesses access advice for more than twenty years, committing over €230 million of donor funds to assist nearly 14,000 small and medium-sized enterprises in 35 countries.

Our results

We have transformed the performance of thousands of small businesses and laid the foundations of smart, sustainable and inclusive growth in markets across our region. Results matter to us. Focusing on the right objectives, our projects achieve the best possible outcomes and we are confident that the results speak for themselves.

By connecting our clients to local consultants and international advisers, we help transform a wide range of businesses. From the smallest companies looking to grow, to those going global, our expert network of advisers helps our clients step up and start thinking big.

One year after completing each project, we return to measure changes in the client's business performance. Within a year of a project:

- 77 per cent of our clients increase their turnover by an average of 23 per cent and improve their productivity by an average of 8 per cent
- 57 per cent create new jobs, increasing their employee numbers by an average of 14 per cent. Last year alone, our clients created over 9,500 new jobs
- 17 per cent secure external financing to continue their growth.

Market development

We also know that a competitive market for business advice requires a wide variety of advisory services and qualified, competent consultants to deliver them. Over the years we have:

- Grown our consultant network by 20 per cent annually. We now have 6,000 local consultants ready to help small businesses, with almost a third (28 per cent) based outside of large cities
- Trained the next generation of consultants in core consulting skills
- Introduced new and more sophisticated services, including advice on energy and resource efficiency (from 0 projects in 2004 to 7 per cent of our portfolio today)

MORE ON ADVICE FOR BUSINESSES

[What we offer in your country](#)

[Join our team](#)

About our work

[Our donors](#)

[Our core themes](#)

WE KNOW HOW

The know-how to help small businesses

OUR RESULTS

Small business change lives. That's why, with the support of our donors, we also provide advice to SMES.

[Learn more about Advice for Small Businesses \(3MB - PDF\)](#)

Advice for Small Businesses

Seize new opportunities?
Know how.

OUR CORE THEMES

We know that many different factors contribute to the creation of a diversified, high-performing and resilient business. To maximise the impact of our work, we seek to incorporate all these factors into all our programmes, promoting smart, sustainable and inclusive growth.

Innovation

We encourage innovation by helping clients to adopt the latest technologies, improve production processes, strengthen services, broaden product ranges and introduce new ways of thinking. As well as helping clients to make their own breakthroughs, we enable companies to accelerate their growth by adopting innovative practices and building links with local institutions, government, businesses and customers.

Access to finance

Securing finance is one of the biggest challenges for small and medium-sized businesses. We help small businesses develop to a point where they can attract investment. When they reach this phase, we can support them to create business plans, undertake feasibility studies and bring their financial management up to the necessary level. We can direct clients to the most appropriate sources of financing, either from the EBRD or through our relationships with financial institutions and investors. Post investment, we help clients to achieve their goals, make the right capital investments, improve corporate governance and manage growth.

Regional development

We support clients outside major cities to overcome problems of logistics, product quality or lack of market knowledge that may prevent them from reaching larger markets. Around half of our projects are with businesses located outside of capital cities.

Resource efficiency and environment

Inefficient energy consumption and poor environmental management are common in many of the countries in which we work. We help our clients to address in a cost-effective way key issues of energy efficiency, renewable energy and environmental protection. Because there is often a limited supply of expertise in resource efficiency, we work hard to build this know-how among local consultants.

Inclusion

Promoting the inclusion in business of women, young people and disadvantaged groups is vital to realise the full economic potential of any country. For women entrepreneurs in particular, we offer comprehensive business support programmes that provide training and longer-term coaching as well as business advice. Our Women in Business programmes have launched the careers of many successful entrepreneurs, from designers to software developers and from retailers to construction company managers, turning their ventures into durable businesses.

MORE ON ADVICE FOR BUSINESSES

[What we offer in your country](#)

[Join our team](#)

[More about our programme](#)

WE KNOW HOW

The know-how to help small business

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European Bank
for Reconstruction and Development



The image shows a world map with landmasses in yellow and oceans in blue. Overlaid on the map is a shield-shaped emblem. The shield contains the text "The INTERNATIONAL COUNCIL OF MANAGEMENT CONSULTING INSTITUTES" and "25th ANNIVERSARY 1987-2012".

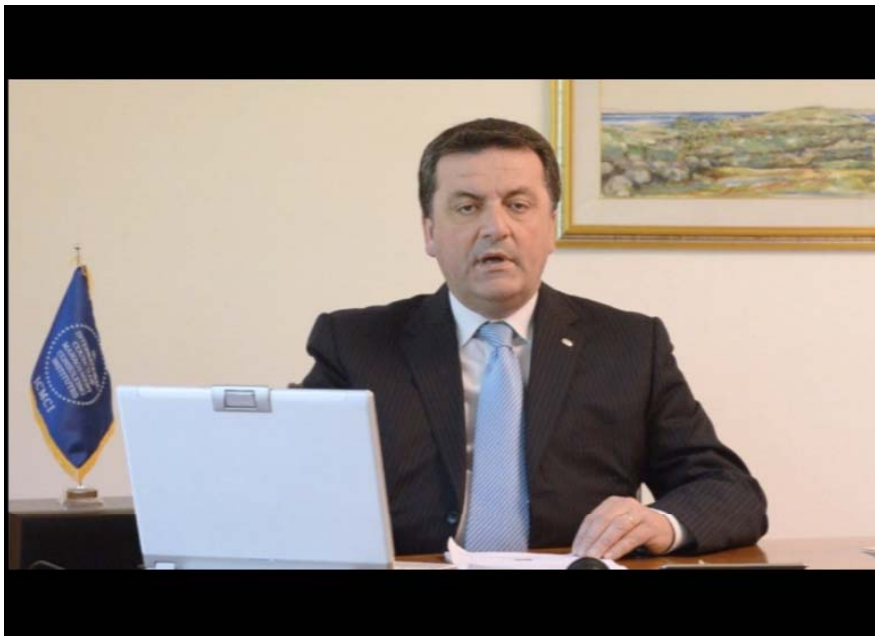
Message of
Mr Francesco D'Aprile, CMC, Chair of ICMCI
Celebrating the Management Consulting Day, 2012



CERTIFIED
MANAGEMENT CONSULTANT



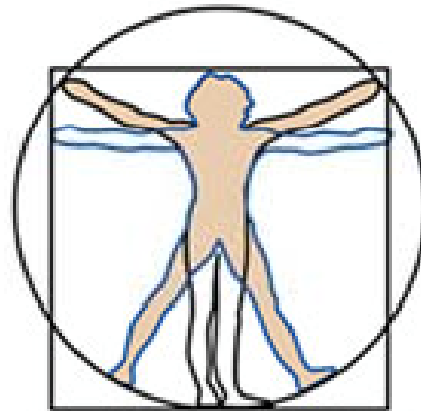
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EXPO MILANO 2015 - ITALY

FEEDING THE PLANET, ENERGY FOR LIFE

NOURRIR LA PLANÈTE, ÉNERGIE POUR LA VIE

NUTRIRE IL PIANETA, ENERGIA PER LA VITA

Cross Cultural Gaps



Innovation & Management



Culture

Branding

Valori

Globalizzazione



CERTIFIED
MANAGEMENT CONSULTANT



CERTIFIED
MANAGEMENT CONSULTANT



Come far integrare tra loro managers
che provengono da mondi così diversi
e far si che sviluppino business insieme

Stili di business

Comportamenti
di acquisto

Stili di vita

La Sostenibilità: Le dimensioni dello sviluppo

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Contatti

Francesco D'Aprile



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MANAGEMENT CONSULTANT

Partner



P&D CONSULTING

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Web: <http://www.pedconsulting.it>



P&D CONSULTING

Studio Consulenti di Direzione





The Existing Model

Global estimates
on exhibitions (Minimum figures based
on events with a minimum of 500 sqm held in 2012)

Global Exhibition Industry Statistics
March 2014



85/day



Approximately **31 000 Exhibitions** per year

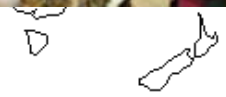
corresponding to **124 million sqm**
of total net exhibition space rented

and where **4,4 million exhibiting companies**

welcomed **260 million visitors**

720,000/day





World GDP Growth



Source: IMF, World Economic Outlook Database





Il Problema
non è come e dove
incontrarsi

La vera **Sfida**
nasce
immediatamente
dopo essersi
incontrati