

## European Management Consulting Networks

- TIG – The International Group (1971 - ca. 1986)
- EI – The European Independents (1987)
- ECMC – European Consortium of Management Consultants (1992)
- ACE – Allied Consultants Europe (1992)
- IMCN – Independent Management Consultancies Network (1994)

## Very important Criteria for Success

1. **Contribution:** Each member contributes to the NW as expected (quickly exclude non co-operative members).
2. **Networking Mind-set:** Ask first «What can I do for the NW?» Not: «What can the NW do for me?» MC have to act this way whenever they have the opportunity. The contrary attitude will paralyse the NW.
3. **Trust:** Mutual trust between members is essential. Meet regularly, ensure informal personal contacts. Make friends! Keep decisions transparent. Respect the legal autonomy of the units.
4. **Market:** Ensure a good mix between the «home» market of each unit and the common market. Have a strategy for developing the common market.
5. **PR/Branding:** Each member uses a common NW-approach when acting in the market. Show the added value for potential clients.
6. **Knowledge Management:** Ensure knowledge sharing, experience exchange and shared training. Fullfil common projects (Q-assurance, product development, marketing activities etc.).
7. **Keep it as simple as possible:** Minimize administrative work for the NW; establish simple rules; operate with low NW-cost; coordinate only things when members see advantages.
8. **Hierarchy:** The NW-structure must be flat; it's more a federalistic approach. Use hierarchical coordination mechanism only as a last resort (e.g. when rules are not respected).