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**SERVICES OF STRATEGIC CONSULTING:
SPECIAL FEATURES AND TYPES**

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In the article essence of terms "consulting" and "strategic consulting" was studied. It was proved that strategic consulting must be analyzed as professional activity in the system of enterprise strategic management. Specific features of consultative services and its composition was added from the point of view of strategic management and innovative development were studied. In the process of providing consulting services it was suggested to take into account the strategic orientation of human capital of consulting company that was accepted to determine as professional actions of consultants. It was found out main problems that could prevent stable activity of industrial enterprises. It was proved necessity of researches concerning authentication factors of industrial enterprises innovative development and the role of consulting company in its decision making. It was made review of the most widespread classifications of consulting services. Was shown author's view concerning forming more demanded services of strategic consulting by subject basis.

Keywords: *strategic consulting, service, classification of consulting services, human capital, consultant.*

Introduction. Market of consulting services in Ukraine had a heavy way of development since independence. Unfortunately, during this period there were a lot of gaps, failures from government's side and low awareness of enterprise managers to make positive improvements. Unfortunately for this period there were many defects, miscalculations of government and low level of industrial enterprises managers' awareness for the sake of realization really of positive changes. Today,

instability and unsystematic development of domestic economy, crisis state of industrial enterprises in the zone of military conflict on the east of the country and rising of political problems are main reasons that interfere with rapid development of consulting services market. It requires entering to the market of services new technologies and management methods that have relevant theoretical and methodological framework and positive practical experience in countries with

developed economy. At the same time, practice of making decision in system of development management of enterprise induces to make generalization of factors that influence at choice purposeful directions of effective activity of enterprises in a long-term prospect. That is why it is very actually to consider questions concerning becoming of strategic consulting as an effective player in a market infrastructure and forming of the most highly sought types of services by subject basis.

Analysis of recent researches and publications. In scientific literature the range of problems of consulting services functioning is illuminated in works of well-known scientists, economists and practical workers, among them: Robert Gentle, K. Markham [7], M. Ferber, Herbert Henzler, M.Kubr [6], G. Vechkanov [13], V. Goncharuck, A. Gromova, M. Knysh, Y. Kotlyarovskiy, L. Kapustina, G. Marunko [8], A. Posadskiy [10], O. Trofimova [11], V. Verba [14], M. Feduk [3] and others.

Classification of types of consulting in details was described in works of next authors: A. Zhukovska [17], V. Kapulzheva, T. Mushalova [9], V. Turk, O. Kazedan, V. Voronkova [16], A. Krasneychuk [5] and others.

Previously unsettled problem constituent. Today consulting is a specific type of activity at the market of services that in most cases is considered as administrative both for a country and for enterprises in particular. At the same time, there are no complex theoretical developments concerning content descriptions of the strategic consulting, special features of services and classification signs.

Main purpose of the article. The aim of this article is to research specific signs of definitions "strategic consulting" and "consulting service", and to improve of term with taking into account the lines of strategic orientation and formed basic types of consulting services by subject basis.

Results and discussions. With the aim to research specific signs and to separate the most

highly sought types of services of strategic consulting, at first, let's determine term of concepts "strategic consulting" and "consulting service".

A term "consulting" came from English consulting and means realization of consulting of any scale. In "Modern economic encyclopedia" edited by prof. Vechkanov G., consulting is described as a type of special companies' activity that consult enterprises from wide variety of questions concerning economic activity, market condition, methods of running business, adapted to temporal terms, practice of management, grounding of adequate administrative decisions making [13]. K. Makhem, famous English specialist in administrative advising area, considers that "consulting" is applied science that relies on economy, management theory, game theory, factor analysis, mathematical statistics, cross-correlation and regressive analysis, forecasting, sociology, psychology and others [7].

In opinion of domestic scientists, consulting is enough difficult and multifaceted. So V. Verba [14] included to definition of term management at least eight groups of definitions:

- 1) management function;
- 2) subsystems of management;
- 3) kind of expert assistance in management;
- 4) method of management and development of organization improvement;
- 5) mechanism of introduction innovations;
- 6) type of professional activity;
- 7) form of business activity;
- 8) scientific activity.

Feduk M. [3] divided approaches for interpretation, "consulting" into three groups:

- 1) those ones that investigate activity of professional consultants who has certain knowledge and skills;

- 2) those that interpret exceptionally as entrepreneurial activity that forms separate industry;

- 3) those that examine consulting as complex service or synergy of services as diagnostics and solving problems of organization.

Consideration of various approaches in determination of term "consulting" allows distinguishing most successful one that was proposed by Marunko G. [8]. We fully agree with scientist determination of term consulting, firstly, as set of functional specialists-advisers who has professional capabilities. Secondly, as independent professional service that offer services and is included into structure of innovative infrastructure (according to country`s national innovative system) and provides development and support enterprises-customers at all stages of innovative process.

Consideration of the above-mentioned approaches gives us an opportunity to make conclusion that consulting is administrative activity for providing professional services as new knowledge, professional skills that is recommendatory. In this case realization of services will be provided, as a rule, by the methods of operative management that does not take into account development in a strategic prospect. We consider that realization of consulting services must be complemented by strategic instruments in particular by a strategic management development.

In this case we offer to consider strategic consulting as professional activity in the system of enterprise strategic management with implementing achievements of science and technical with an aim of enterprise effective indexes improvement, increasing competitiveness level and innovative development. To our opinion strategic consulting is classic direction of administrative consulting, but unlike administrative one its actions are oriented, aimed to effective system of resource potential and implementing of innovations. However strategic and administrative consulting is connected with the fact of providing clients independent consultations such as "consulting services" without interference into enterprise-customer activity.

In scientific and professional literature most researchers who developed classification of consulting services offered classification as

absolutely similar to types of consulting [11, p. 21-30, 15]. According to V. Verba and T. Reshentyak [15] basic features of consulting service includes: specialness; realization for an individual consumer; dependence the quality of consulting service from personal qualification of consultant; complication of the quantitative measuring. We fully agree with opinion of scientists concerning main descriptions of consulting service that dissociate it from a consulting product. We propose to add to existent descriptions of service from position of strategic consulting such features as: strategic orientation on innovative development; introduction of achievements of science and best practices. In this case from one side, main peculiarity of consulting service is not simply specialness, but highly sought in connection with introduction of achievements of science and best practices. And from other side in the process of realization consulting service a strategic orientation is being formed on innovative development of individual consumer.

Under current conditions of dynamic changes consultants must have innovative knowledge on the base of informative and intellectual resources that in the process of generating create a consulting product. Such synthesis generates specific competitive edges for a separate enterprise-customer.

The analysis of theoretical aspects concerning specific features of consulting services in the strategic consulting allow us to expound this definition in a next redaction: consulting service is determined as professional actions of consultants as a "portfolio of competences" that will assist forming of competitive edges. In the opinion of the author, effective strategic management in the process of providing consulting services can exist only when a consulting company is strategically oriented. In other words any strategic administrative decisions in the separate business processes of customer will depend on the professional actions of consultants, human capital that is able to generate informative and

intellectual resources into a consulting product. In this case human capital of consulting company will transform business-philosophy of enterprise-customer, will determine competitive edges, bring conception of value creation and skillfully harmonize interests of all participants of economic relations.

The processes of globalization and structural changes in a national economy prove that in our time competition environment is characterized by the high level of dynamism. In such conditions planned period of stable activity of enterprises is being shortened and is being increased vagueness of acceptance and realization of operating character decisions. I.e. the new level of economies' development reforms old and adapts new approaches to forming of competitive edges. These make managers of enterprises to look for new strategic instruments and ask for help to services of consulting companies.

In the process of theoretical aspects research of strategic consulting in control system in development of enterprise it was proved that realization of consulting services as from philosophical, so from organizationally-administrative point of view of strategic management is being operated by knowledge of experts and practice specialists who co-operates with the aim of quality processing of informative and intellectual resources. We consider that such work of consulting company will form a new look to existing business processes of clients with grounding of development prospects and usage of innovative technologies (technical, organizational, administrative and others) by subject basis of business.

On this subject there were made scientific investigation during the period 2000-2015 the basic tasks took into account analysis:

1) scientific organizations and scientific staff (potential scientific experts) and also volumes of executed by them scientific and scientific - technical studies;

2) scientific activity of our country for analyzed period;

3) sources of innovative activity financing;

4) levels of introduction of innovations on industrial enterprises.

After the results of analyses it was found out that not taking into consideration decreasing of scientific potential and innovative activity in Ukraine during analyzed period there is need to use knowledge of scientists – experts in collaboration with specialists - practices of consulting company which activity is fully dedicated to strategic management development. At such terms usage of strategic consulting will have a positive effect almost always because consulting services will be performed by consultants-professionals. Thus, development of strategic consulting, due to partnership science and business generates increasing of possibilities for satisfaction of wide spectrum of Ukrainian business necessities.

Now there are no general classification types of consulting services. After the review of scientific and popular scientific literature in the field of consulting it was found out that identification of subject sphere of strategic consulting today is presented exceptionally by professional associations [1; 18] and by research agencies [19; 20]. They form analytical reports about the state and development of administrative consulting market and also its separate segments. Scientists determine that almost unexplored still remained questions concerning term of identification of strategic consulting and its borders.

In the European reference book of consultants that was created under aegis of FEACO, it is distinguished 104 names of services that belonged to 8 divisions: management, administration, financial management, staff administration, marketing, production, information technologies, specialized services [21; 12, p. 237-238]. In work of M. Kubra [6, p. 109] consultants are abstracted from a management, taxation, information technologies, headhunting, accountants, auditors, investment bankers,

engineering consultants and also consultants of management development and training services. In work of Posadskiy A. [10] were distinguished eight industries of consulting that are also divided by sub industries: administrative consulting, administration, finances, marketing and production, consulting in the field of information technologies, HR and special consulting. Zhukovska A. [17, p. 51-53] suggests us to distinguish investment, fund, legal, marketing, HR consulting and also engineering, audit, consulting in the field of security organization, advertisement, training, and also TQM and IT-consulting.

Among many subject classifications of consulting the most optimal structure was offered by the Ukrainian researcher O. Trofimova [11, c.22]. A scientist pays attention that we need to classify consulting by subject sign in 13 groups. Also, author distinguished such spheres where consulting can be used:

- 1) administrative consulting;
- 2) investment consulting;
- 3) audit;
- 4) fund consulting;

- 5) quality management;
- 6) engineering;
- 7) informatively-technological consulting;
- 8) marketing consulting;
- 9) advertisement and communications;
- 10) HR consulting;
- 11) training;
- 12) security of organization;
- 13) legal consulting.

We fully agree with thoughts of scientists concerning variety of classification signs of consulting. We propose to define types of strategic consulting taking into account its features. Main task of strategic consulting is to research modern problems and ground of strategic orientation on innovative development through introduction of achievements of science and best practices. That is why it is important to define types of services by subject signs because of setting up situation in separate business processes at enterprise-customer. Authorial view on development of consulting services of strategic consulting by subject sign is described at fig. 1.

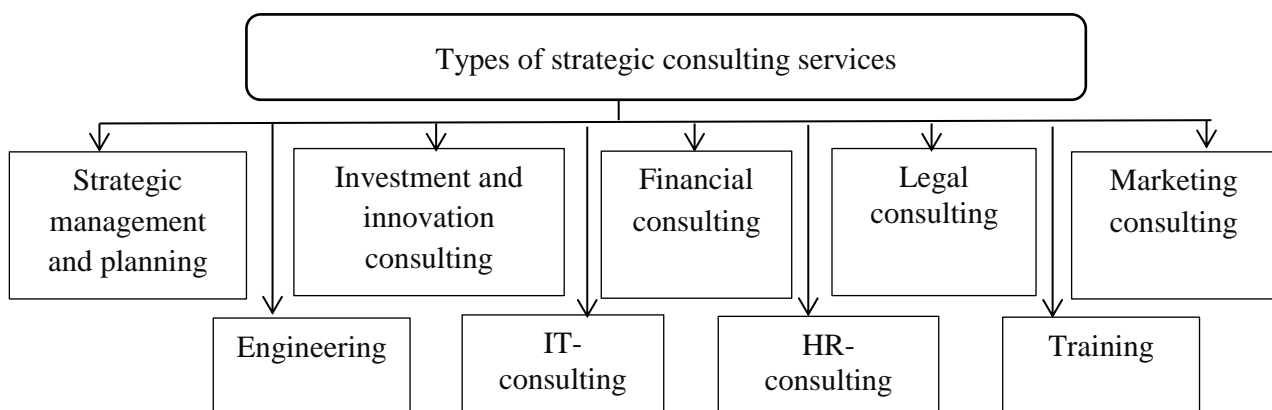


Fig. 1. Classification of strategic consulting services by subject sign (created by author)

Let us generalize information concerning types of strategic consulting service at local market by subject sign and systemize in table 1.

Table 1. Main types of subject classification of strategic consulting in Ukraine

Type of consulting	Subject of consulting	Service
1. Strategic management and planning	It is a process of management development which basic components are forming of vision, exposure of aims and tasks, determination of strategy, development plans of development, setting of corresponding leadership.	1.1.Strategic analyzes and planning. 1.2. Anti crisis management. 1.3. Organizational changes management. 1.4. Development systems of management 1.5. Management of infrastructure
2. Engineering	It is a process of production, building and exploitation of different objects during consulting of project.	2.1. Estimation technological possibilities of enterprise. 2.2. Preparation of productive process. 2.3. Providing process of production. 2.4. Introduction of new technologies, new technique. 2.5. Productive design.
3. Investment and innovation consulting	It is a process of realization investment-innovative activity that is condition of enterprise development.	3.1. Project management. 3.2. Development of business plans, TEO. 3.3. Management of financial risks. 3.4. Leasing. 3.5. Analysis, monitoring, accompaniment of innovative-investment projects.
4.IT-consulting	It is a process of document flow automation at an enterprise and development of special informative products.	4.1. Automation of business processes. 4.2. Automated planning resources of enterprise. 4.3. Development and accompaniment of specialized software. 4.4. Planning and setting of computer networks. 4.5. Setting of Web - servers and development of Web – sites in the Internet.
5. Financial consulting	It is a process of financial management in general and administrative accounting at enterprise. Budgeting and usage budgeting in management business processes.	5.1. Economic analysis. 5.2. Forming and maintain accounting records. 5.3. Tax planning and optimization of taxation. 5.4. Mutual settlements. 5.5. Budgeting.
6.HR-consulting	It is a process of staff selection and estimation in system of controlling development at enterprise.	6.1. Attestation and optimization of organizational structure. 6.2. Development strategy of staff motivation. 6.3. Setting up internal conflicts. 6.4. Mediation. 6.5. Psychological consulting
7. Legal consulting	It is a process of realization examination and legal accompaniment of enterprise documents.	7.1. Development of legal documents for creation, bankruptcy and liquidation of enterprises. 7.2. Export-import operations and Offshore. 7.3. Patenting and licensing. 7.4. Legal examination of documents. 7.5. Participating in negotiations (mediation)
8.Marketing consulting	It is a process of distribution of knowledge of own product, consumer, channels of distribution and competitors.	8.1. Marketing-planning. 8.2. Complex market analysis. 8.3. Optimization of logistic. 8.4. Pricing and price politics. 8.5. Search of business partners.
9.Training	It is a process of knowledge transmission managers of enterprise for correct perception of information and decision of problem situations	9.1. Conferences, seminars and round tables. 9.2. Courses and training. 9.3. Business games and case - technologies. 9.4. Methodology of system thinking and activity. 9.5. Theory of decision of inventor tasks.

It was created by author using materials [11; 14; 5; 16]

Providing of consulting services to an enterprise-customer based on set qualities will allow quickly and qualitatively to settle problem situations for separate business processes, in particular in processes:

- management development (which basic components are forming of vision, exposure of aims and tasks, determination of strategy, development plans of development, setting of corresponding leadership;
- production, building and exploitation of different objects;
- realization investment-innovative activity;
- document flow automation and development of special informative products;
- financial management in general administrative accounting and usage budgeting in management business processes;
- staff selection and estimation in system of controlling development;
- realization examination and legal accompaniment of documents;
- distribution of knowledge of own product, consumer, channels of distribution and competitors;
- knowledge transmission managers of enterprise for correct perception of information and decision of problem situations.

Using all above-mentioned features of consulting services will provide financial stability, systematic development of enterprise-customer and rapid rates of business increasing in future.

Conclusions. Scientific research that was made allows us to make a conclusion that strategic consulting, on author's opinion, is determined as professional activity in the

system of enterprise strategic management with implementing achievements of science and technical with an aim of enterprise effective indexes improvement, increasing competitiveness level and innovative development. The services of strategic consulting are professional actions of consultants who provide customers next services: Strategic management and planning, engineering, investment and innovation consulting, IT-consulting, financial consulting, HR- consulting, legal consulting, marketing consulting, and training. The offered list of services will provide decision making row of problems in the field of industrial enterprises innovative development and also will allow forming strategic tool of management development for leaders as "portfolio of competences" of consultants.

Consultants as human capital concentrated by knowledge based on informative and intellectual resources, they are an example of collaboration experts with specialists - practices. The offered view on specific strategic consulting and its services will assist increasing of organizationally-economic management efficiency, labor and innovativeness productivity, will influence on increasing gross income and will form values on this basis.

It was proved by author that a consultant was a human capital mentioned in large circle of professional questions, on condition of using resource and valued-oriented management approaches, in process of producing of innovations can provide its commercialization. In such terms there always will be positive effect of the strategic consulting.

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ПОСЛУГИ СТРАТЕГІЧНОГО КОНСАЛТИНГУ: СПЕЦИФІЧНІ ОЗНАКИ ТА ВИДИ

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В статті проведено дослідження сутності поняття «консалтинг» та «стратегічний консалтинг». Доведено, що стратегічний консалтинг необхідно розглядати як професійну діяльність в системі стратегічного управління підприємством. Вивчено специфічні риси консультаційних послуг та доповнено їх склад з точки зору стратегічного управління та інноваційного розвитку. У процесі надання консалтингових послуг запропоновано враховувати стратегічну орієнтацію людського капіталу консалтингової компанії, який прийнято визначати як професійні дії консультантів. Виявлено проблеми, які перешкоджають стабільній діяльності промислових підприємств. Доведено необхідність проведення досліджень з питань ідентифікації чинників інноваційного розвитку промислових підприємств та встановлено роль консалтингової компанії у їх вирішенні. Проведено огляд найбільш поширених класифікацій консалтингових послуг. Надано авторський погляд на формування більш затребуваних послуг стратегічного консалтингу за

предметною ознакою.

Ключові слова: *стратегічний консалтинг, послуга, класифікація консалтингових послуг, людський капітал, консультант.*

**УСЛУГИ СТРАТЕГИЧЕСКОГО КОНСАЛТИНГА:
СПЕЦИФИЧЕСКИЕ ПРИЗНАКИ И ВИДЫ**

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В статье проведено исследование сущности понятия «консалтинг» и «стратегический консалтинг». Доказано, что стратегический консалтинг необходимо рассматривать как профессиональную деятельность в системе стратегического управления предприятием. Изучены специфические черты консультационных услуг и дополнен их состав с точки зрения стратегического управления и инновационного развития. В процессе предоставления консалтинговых услуг предложено учитывать стратегическую ориентацию человеческого капитала консалтинговой компании, который принято определять как профессиональные действия консультантов. Выявлены проблемы, которые препятствуют стабильной деятельности промышленных предприятий. Доказана необходимость проведения исследований по вопросам идентификации факторов инновационного развития промышленных предприятий и установлена роль консалтинговой компании в их решении. Проведен обзор наиболее распространенных классификаций консалтинговых услуг. Предоставлен авторский взгляд на формирование более востребованных услуг стратегического консалтинга по предметному признаку.

Ключевые слова: *стратегический консалтинг, услуга, классификация консалтинговых услуг, человеческий капитал, консультант.*