

УДК 334

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The paper explores a range of factors that might affect the success of consulting projects accomplishment and suggests to arrange them in three basic groups: 1) quality of client organisation (e.g., top management support for consulting, customer loyalty team, customer nearness); 2) consultants' competencies; 3) consultation mode (e.g., clearly set objectives, methodological similarity, institutionalization of strategies, and customers' participation). Despite the major focus of this research on management consulting projects analysis, its implications might be generalized and applied to other consulting areas.

Keywords: consulting, services, consulting market, accomplishments of the consulting project.

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*Державний університет «Ужгородський національний університет»***ФАКТОРИ, ЩО ВПЛИВАЮТЬ НА УСПІШНУ РЕАЛІЗАЦІЮ
КОНСАЛТИНГОВИХ ПРОЕКТІВ**

У статті досліджено фактори, що можуть впливати на успішну реалізацію консалтингових проектів, та запропоновано умовно поділити їх на три складові: 1) якість організації клієнта (наприклад, підтримка консультантів з боку топ-менеджменту, відданість команди замовника та близькість замовника); 2) компетенції консультантів; 3) режим консультування (наприклад, чітко поставлені цілі, методологічна схожість, інституціоналізація стратегій та участь клієнтів). Незважаючи на те, що це дослідження полягає в аналізі управлінських консультаційних проектів, його висновки можуть бути використані та узагальнені також і для інших консалтингових сфер.

Ключові слова: консалтинг, послуги, консалтинговий ринок, успішність консалтингового проекту.

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КОНСАЛТИНГОВЫХ ПРОЕКТОВ**

В статье исследованы факторы, которые могут влиять на успешную реализацию консалтинговых проектов, и предложено условно разделить их на три составляющие: 1) качество организации клиента (например, поддержка консультантов со стороны топ-менеджмента, преданность команды заказчика и близость заказчика); 2) компетенции консультантов; 3) режим консультирования (например, четко поставленные цели, методологическая сходство, институционализация стратегий и участие клиентов). Несмотря на то, что данное исследование заключается в анализе управленческих консультационных проектов, его выводы могут быть использованы и обобщены также и для других консалтинговых сфер.

Ключевые слова: консалтинг, услуги, консалтинговый рынок, успешность консалтингового проекта.

Problem statement and its connection with important scientific and practical tasks. As of late, the organisation has expanded dependence on the utilisation of management consulting services all through the world. Consultants are currently broadly utilised by management in all real

industry divisions and they give proficient administrations in a various range regions, for example, human asset management, coordinations, corporate methodology, extend arranging and promoting. As the business has developed, consulting firms have confronted such a few issues as the more prominent refinement of project management in the client organisations and the more noteworthy request by customers on the fruitful culmination of a consulting project.

Numerous customers have grumbled about the administration of consulting firms. Customers frequently state that consultants need aptitude, specific learning or objectivity, and neglect to create customer's general desires. So also, consultants assert that top supervisors need adequate support in the administration consulting process. This circumstance calls attention to the absence of learning by both the customer and the specialist about what it takes to execute effectively their work in a mind boggling condition. Experts and academicians alike have addressed as to achievement calculates consulting projects, not extends all in all.

A few specialists have tended to concentrate on the advisor's parts or behavioural abilities. They have endeavoured to investigate and give a hypothetical model of parts or skill for the administration specialist [2; 3]. Others have contended that elaboration of a multi-arrange consulting model gives an effective approach to management consulting [4; 5]. They expect that consulting connections can be enhanced and consulting projects better executed when expert and customer take care of the issues and issues brought up in each phase of the multi-stage model [5].

The motivation behind this investigation is to distinguish those components that are basic for the effective fruition of management consulting project. Achievement is seen broadly as far as conveyance on time, finish to spending plan, and fulfilment of customer's general desires. Consulting firms and customer organisations that have a decent under-remaining of those elements ought to be better ready to comprehend the consulting procedure, and thus be more fruitful in consulting project usage.

Analysis of research and publications on the problem. The study of the problems of variables affecting the accomplishment of consulting projects is devoted to the scientific works of modern scientists such as: Y. Zeira and J. Avedisian, F. Schein, K. C. Wooten and L. P. White, P. Lawrence and J. Lorsch, D. A. Kolb and A. L. Frohman, D. H. Maister, A. P. O. Williams and S. Woodward, R. A. Neal etc.

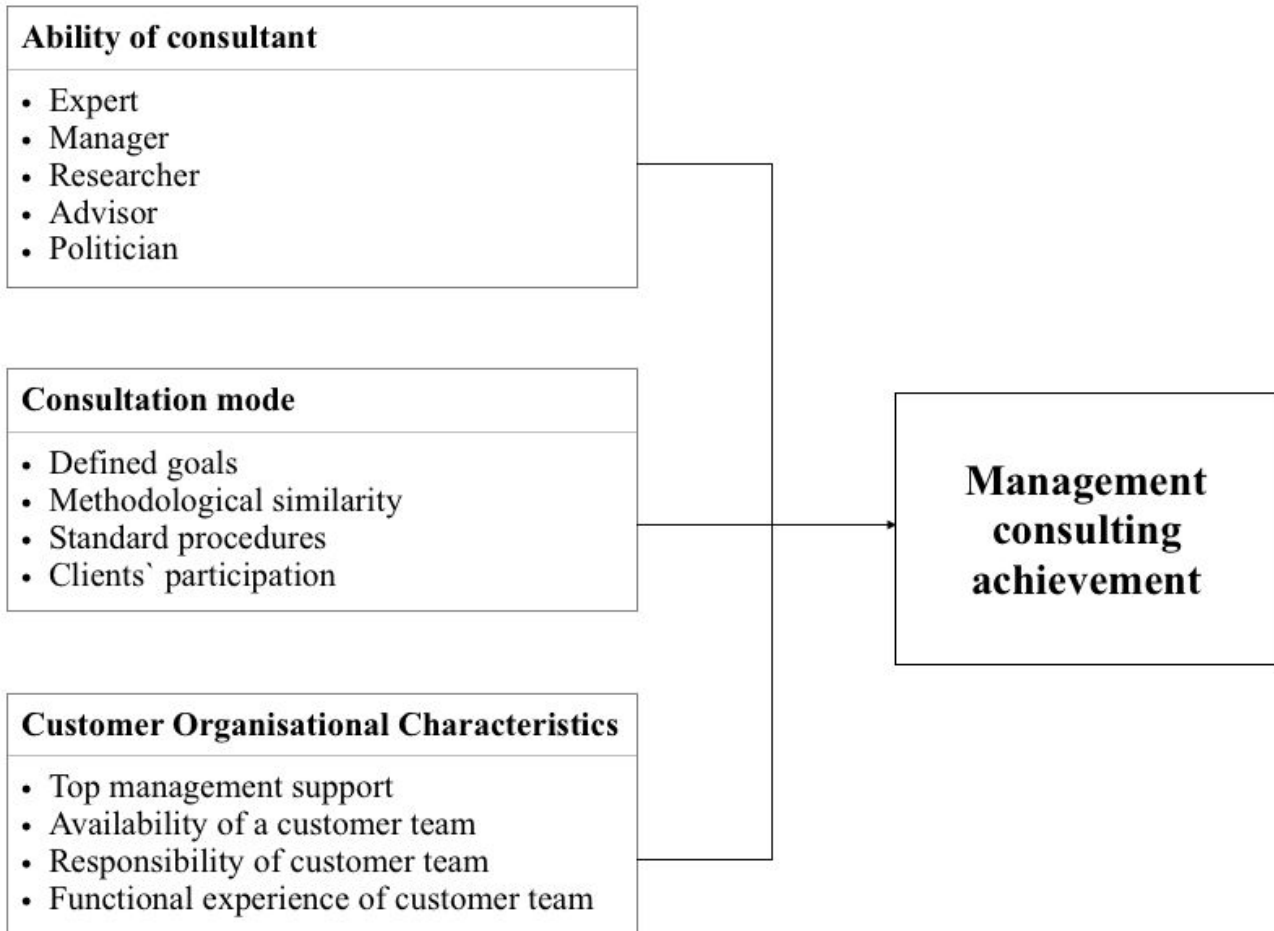
The purpose of the article is to study the factors of the variables affecting the accomplishment of consulting projects and their impact on companies stability and prosperity.

Presentation of the main results and their discussion. Albeit obviously not thorough, the components are classified as capability of specialists, interview mode, and customer authoritative attributes. We concentrate fundamentally on the outer expert and the hierarchical customer framework. Additionally, we expect that the fundamental part of specialists is to instruct and the part with respect to beat management and colleagues in the customer association is to execute. The duty regarding many project-based activities in light of management consulting, for example, logistics process redesign, regularly covers between at least two divisions. To deal with the improvement and usage of these activities, the consulting teams (outer management specialists and customer teams), a sort of cross-functional group, has developed.

The activities of these transitory project groups, have turned out to be progressively vital for the long haul feasibility of the customer association. An expert can't pivot a beset circumstance. The advisor can plot the vital strides, yet the customer needs to make those strides. The model of management consulting achievement is given in Figure 1.

Ability of consultant. The management consulting firm is a definitive encapsulation of the natural expression, "Our assets are our people" [6]. Oftentimes, a management consulting firm tends to offer the administrations of specific specialists (or advisor teams) more than the management of the firm. A customer anticipates that the specialist will draw for a fact and particular learning

picked up in working with different customers on comparable difficulties. Consultants are called upon to assume an assortment of parts when utilising their insight and methods.



Source: authors'.

Figure 1. The model of management consulting achievement

In view of the past good examples, we propose that consultants ought to accept five essential parts: expert, manager, researcher, counsellor, and politician. To begin with, the consultant's part as an expert is basic in the consulting procedure. The consultant is the supplier of abilities and information. Customers would anticipate that consultants will have the capacity to talk with suitable expertise in their particular zone. Second, the part of manager requires unique abilities to oversee or control the allotted project.

Third, in the part of a researcher, the consultant acknowledges the duty regarding getting, dissecting, and deciphering target information in a logical way. Fourth, the counsellor part helps customers in learning and giving information through formal strategies and consequently accepts accountability for the customer's learning procedure. At last, the politician part of the consultant is ordered by understanding the wellsprings of energy in social frameworks and by picking up the support of the individuals who have the power and impact to encourage or repress change. The consultant ought to end up plainly more politically advanced and dynamic so as to expand the accomplishment of management consulting projects.

All together for the consultant's expertise to be instrumental in tackling the customer's issue, he or she needs to prepare different abilities or skills. This requires the consultant to have the suitable blend of capabilities.

Consultation mode.

Defined goals. Compelling project management requires the objectives of the project to be plainly characterised unbiasedly [8]. Objectives are various and frequently opposing, mirroring the progression of the interests of the customer association. Thus, to achieve particular authoritative objectives, another utilitarian region might be required to give up its essential objectives. Associations are persistently looking for methods for creating objectives that can expand cross practical participation. Obviously characterised objectives of management consulting projects can be utilised to help structure an assignment to encourage cross useful collaboration for project groups and to keep everybody situated toward a typical project result [9].

In this manner, it is essential for associations to have obviously characterised objectives on account of creating and executing management consulting projects.

Methodological similarity. An organisation would be best served by utilising a management consultant when the character of the issue it needs to fathom or the aggressive propel it needs to make will profit by new methodologies and new procedures, particularly those that have been spearheaded in consulting firms or business schools [10]. Consulting firms and business colleges, because of their expertise, may overwhelm in the choice of popular strategies for consulting projects. Customers ought to precisely embrace proper systems to accomplish particular project objectives. Regardless of the possibility that the customer and the consultant concede to real objectives, they should likewise concur on the methods for accomplishing these objectives and whether those methods are steady with their qualities or standards [1]. The philosophies must be seen as non-undermining to the qualities or standards of customer associations to pick up and keep up their support for management consulting projects [11]. Along these lines, it is essential to embrace a procedure fitting to the specific circumstance of every customer association.

Standard procedures. Institutionalisation of procedures is characterised as how much function guidelines, arrangements, and standard working strategies are formalised and taken after. The consulting colleagues are working in an unverifiable domain on novel errands. This circumstance proposes that the groups need some level of independence to set up an arrangement of project particular guidelines, approaches, and methodology that would encourage their work. Standard procedures for those errands that can be predefined increments effective execution of standard or redundant undertakings and requires the dynamic cooperation of all invested individuals. It likewise allows consulting teams to centre a more prominent extent of their consideration on new or excellent errands that require more prominent attentiveness and inventiveness in executing management consulting after some time [12]. Besides, it gives intends to set up participation among the customer teams accused of specific assignments.

Clients' participation. As per Fleming [10], "the way to an effective consulting work is not recently the brightness, the origination, and the arrangement of an issue that addresses a need. Or maybe, it's a profoundly fruitful usage of the consequences of the consulting action, joining with the capacities of the customer." In many cases, consulting endeavours are conveyed through composed reports and formal introductions, which are scholarly components. Concentrating on reports and introductions in management consulting, the consultant can disregard the support of customers. The customers that are to work or execute the activities need to accept and see solidly what they have to do and why. Else, they will create neither the sense of duty regarding see the exertion through nor the judgment to oversee it [13]. The likelihood of an effective execution is particularly impacted by the cooperation that creates between the consultant and the customer.

Customer organisational characteristics.

Top management support. Top management support is characterised as the readiness of top management to give fundamental assets, specialist and power for consulting achievement. At the point when top management is focused on consulting projects, it will bolster them and prepare the

assets required for consulting, and the customer's disposition toward taking part in the projects is probably going to be certain. Likewise, high level top management support helps in intersection authoritative limits and in rebuilding activities. In light of a generally solid bartering energy of the management consultant in this circumstance, the customer's investment in or support of the management consulting process is probably going to be acquired.

Availability of a customer team. A consulting team, as a rule, comprises of individuals who bear titles: customer staff, customer, and external consultant. A customer in the top management should go about as the essential contact between the consultant and the client organisation. A customer implies the pioneer of the customer team who firmly puts stock in the change and has the fundamental power, regard, authority, and compelling relational aptitudes. The customer should feel actually in charge of accomplishing the objectives of the consulting project. The customer must discover approaches to speak with gatherings, fabricate connections of openness and trust with the consulting teams including consultants, and perceive and oblige the worries and interests of various gatherings. Such a pioneer is vital in the management consulting process, on the grounds that the consultant does not anticipate that the top management will work with them through the procedure.

Responsibility of customer team. It is critical for the customer team to acquaint new thoughts and to work with consultants all through the consulting project. Customer colleagues should go about as the essential contact between the consultant and the customer organisation. The customer team who take a shot at projects are frequently utilised on a brief premise. They tend to do not have the inspiration to take part in the long haul accomplishment of the consulting project. The dedication of customer team implies the degree to which they will work cooperatively with the consultants all through the management consulting process. The dedication of customer teams empowers imaginative thoughts to pervade the organisation. In the event that the staff are guarded and not anticipated in giving all the vital data, this lessens any possibility that the project has of being fruitful.

Functional experience of customer team. Numerous management consulting projects in all actuality are excessively intricate for one individual from the customer teams to fulfil exclusively. A gathering of customer teams should be selected, sorted out, and coordinated. It is additionally generally perceived that diverse interests and perspectives are unavoidable when customer teams from a few practical regions cooperate on management consulting projects. Customer teams with varying histories of utilitarian encounters are probably going to contrast in their states of mind, information, and viewpoints, and these distinctions will encourage imagination in actualising consulting project.

Conclusions and perspectives of further research. This investigation proposes a hypothetical structure that can be utilised to investigate efficiently what number of elements influence the accomplishment of management consulting projects. These elements are made out of three noteworthy arrangements of factors: capability of the consultant, interview mode, and attributes of customer organisation. It accommodates the perspectives of the customer and the consultant to clarify the accomplishment of consulting projects.

More extensive acknowledgment of the impacting variables of consulting can help both the consultant and the customer. Additionally, by investigating the discussion mode, we get a more full information of the parts, aptitudes, and techniques accessible to the consultant. This comprehension, thus, can just upgrade the customer.

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