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FORMING TERM "STRATEGIC CONSULTING" IN CONTEXT OF SCIENTIFIC APPROACHES

In the article was analyzed term "consulting" using different scientific approaches and was presented authorial view to its maintenance. It was proved that modern changes of enterprises functioning needed to be laid by strategy as control system of development. It was found out that development of enterprises was possible in conditions of effective innovations usage, rates of increasing were connected with the level of strategic management. Was formed authorial position concerning term "strategic consulting" as professional activity in the system of strategic enterprise management. It was set that strategic consulting was powerful source of informative and intellectual resources for increasing level of competitiveness and innovative development. From the point of view scientific approaches it is suggested to present full term of "strategic consulting" as combination system and processing approaches with features of innovativeness that in future will to assist realization of strategic aims and targets of enterprise-customer.

Key words: consulting; strategic consulting; strategic management; approach; system; innovation development.

Problem definition. The appearance of strategic consulting as a subject-matter field of management consulting coincides with the development of strategic management in activities of developed countries. In May 1971 an extended conference on strategic management problems was held in Pitsburg (USA). The results of strategic approach development in companies' management were summarized and the major trends in the development of strategic management were determined. Since that time the division between current and strategic management was done and a foundation scientific background for the development of strategic management was created. 1973 is considered the beginning of regular theoretical investigations and practical introduction of strategic management. Since then this direction in theory and practice of management has been successfully developing, investigations in this field are carried out worldwide. Most prosperous organizations have achieved their successful results due to the introduction of strategic management system [14, p.120-134]. Strategic consulting appeared at the time of information economy development when the knowledge nature of consulting became evident. It manifested itself in semantic content of definition management-consulting as "body of knowledge and information aimed at understanding the functioning of certain fields", "set of methods aimed at identification of organizational problems, elaboration of definite directions of their overcoming as well as control of external changes in specific fields" [19].

According to authors [5], the appearance of strategic consulting became a landmark in the development of management consulting. While the development of management consulting was associated with the development of scientific management, the second wave of its development is associated with formation of strategic direction of consulting.

Review of recent investigations and publications. Investigations of consultancy development, investigation of theoretical and application aspects of consulting were

performed by famous American scientists M. Kubr [1] and K. Makham [2]. L. Greiner [3], P. Blok [4], L. Engwall and M. Kipping [5], F. Wickham [6], E. Schein [7] and others made a great contribution to the development of theoretical and methodologic basis of consulting process. Russian scientists V. Aleshnikova [8], V. S. Rapoport [9], E. A. Utkin [10], A. O. Blinov [11, c. 9], A. M. Blumin [12], A. Posadsky [13], J. Prigozhin [14], G. I. Marinko [15], V. Yarmysh [16] as well as Ukrainian researchers V. A. Biloshapka, G. V. Zagoriy [17], V. P. Unynets-Khodakivska, O. I. Kostyukevych, O. A. Lyatambor [18], L. M. Romanyuk [19], V. A. Verba [20], V. A. Korostelyov [21] devoted their works to elaboration of theoretical, methodical and application aspects of management consulting. However the row of questions still remains in debatable field, in particular forming of term "strategic consulting" from position of scientific approaches taking into account system of enterprise development.

Purpose of the article. The aim of the article is to research maintenance of term "consulting" in context of scientific approaches, development on this basis authorial view of term "strategic consulting" and justification connection of strategic consulting with effective system of enterprise development.

The main results of the study (with argumentation of all scientific results received). The term "consulting" originates from the English word "consulting" which means "consultancy, giving advice". The word combination "management consulting" in translation verbatim from English means "management advisory or consultancy". Although the terms "consulting", "consultancy" are widely used the discussion as to their connotation continues. But at the same time some authors insist on the principle difference between them: consultancy is stated to mean teaching and giving advices while consulting means an assistance in solving the customer's problems, though no principle difference between these terms is seen [21, p. 6]. Many authors offered their views and interpretations of term "consulting" in such scientific approaches as: expert, service, functional and process one (table 1).

Table 1. - The definition of "consulting" according to scientific approaches

Approach	Connotation of the notion	Authors
Expert (the basis - Delphi technique), based on the ideas of making adequate model of further development of forecasting subject	Consultancy as a type of expert help to managers of organization in solving tasks of management reformation in changeable external and internal conditions	V.S. Rapoport [9]
	Consulting is a system of knowledge related to scientific research, performing investigations, making experiments aimed at extending available knowledge and obtaining new ones, checking scientific hypothesis, establishing regularities, scientific generalization, scientific rationale of projects for successful development of organization	A.O. Blinov [11]
	Management consulting as a variety of expert help in the field of management	A.I. Prigogin [14]
Service , considered as a philosophy of business conducting	Consulting as "a kind of intellectual services related to solving complicated problems of the enterprise in the field of management and organization development"	E.A. Utkin [10]
Functional , based on complex study of the main functions (qualities, properties) of management system	Consulting is a branch of activities aimed at solving problems and tasks facing senior managers in the field of strategic planning, management of economic activity, investment and financial management, optimization and improvement of effectiveness of company's business as well as performing all necessary analytical and research works	V. Yarmysh [16]
	Consulting as a factor necessary for business development and improvement of its effectiveness	F. Wickham [6]
	Consulting is the activities performed by professional consultants and aimed at services of requirements of commercial and non-commercial organizations, physical persons in consultations, teaching, research work on the problems of its functioning and development	V.I. Aleshnikova [8]
Process , regards management as the process of interconnected actions (functions of management)	Consulting is a coordinated process of necessary and requested knowledge (information) transfer in a certain subject-matter field from the consultant to the customer (physical or juridical person) in order to solve the customer's tasks (economic, financial, social, legal, organizational, industrial, technical, technological etc.)	A.M. Blyumin [12]
	Consulting is a process when an outside expert shares knowledge and experience as to the formulation of the concept of activities and production development strategy, search for source of financing for investment programs, determination of ways to increase productivity, consultations in staff recruitment etc.	V.P. Unynets-Khodakivska, O.I. Kostyukevych, O.F. Lyatambor [13]
	Consulting is "a process of sharing knowledge, skills and experience between an expert and a customer"	K. Makham [2]

Source: Made by the authors

Review of theoretical aspects demonstrated the expert approach to be the most common one among scientific approaches to the essence of consulting. According to it a consultant is an expert in a certain range of questions concerning the enterprise functioning. The service approach regards consulting as a kind of intellectual services in business conducting, when the customer purchases decisions of periodically emerging problems and the means of their elimination but not products or services. The functional approach determines consulting as a factor necessary for business development which enables to detect cause-and-effect relationships in problem generation and to formalize process structure of enterprise-customer. According to process approach, consulting is a universal service implying transmission process of specialized information as well as organizational changes in order to solve client's urgent problems.

According to native scientists, consulting is rather complicated and many-sided process. For example, V.A. Verba [20] presented at least eight groups of definitions to interpret the connotation of management consulting: 1) the administration function, 2) the subsystem of management, 3) the type of expert aid in management, 4) the method of management improvement and development of organization, 5) the mechanism of introduction of innovations, 6) the type of professional activity, 7) the form of business organization, 8) the scientific activities.

On authorial point of view term "consulting" can be

examined as administrative activity concerning providing professional services as new knowledge, professional skills that have recommended character. The process of providing consulting services in this case will be guaranteed as a rule by methods of operative management that are based on expert, functional and processing approaches. But for realization consulting that is planned to be provided with the aim of further development of enterprise, it is not enough.

We support various approaches in establishing the connotation of the term "consulting" used by the scientists. We consider the approaches suggested by G.I. Marinko [15]. to be the most reasonable one and advocate her position as to consulting. Firstly, it is a set of functional experts-advisors having professional skills. Secondly, consulting is an independent professional service being a part of innovation infrastructure (by the national innovation system) and providing development and support to enterprises-customers at all stages of innovation process. In Schein's opinion [7] consulting is a type of intellectual activity which basic task is analysis, ground of prospects of development and usage of scientific - technical and organizationally-economic innovations taking into account a subject peculiarities and problems of client.

The review of above-mentioned aspects confirms fact that enterprises development is possible only in the conditions of wide and effective usage of innovations. But rates of innovative development will pass only when an

enterprise in nearest future will be able to execute strategic tasks in relation concerning changes of management terms and realization mechanisms of innovative technologies introduction.

Consulting companies, employees who has knowledge in effective running of business, they are professional mediator at the market of services in transferring informative and intellectual resources that in the process of collaboration with an enterprise-customer increases level of business competitiveness and provides innovative development. On such conditions consulting acquires features of strategic management development and is formed as a strategic consulting the primary, main purpose is grounding of development prospects effective business activity of enterprise-customer with participation of every worker in a strategic prospect. Thus, we suggest examining strategic consulting as professional activity in system of strategic management an enterprise from introduction of science achievements with aim of improvement indexes of effectiveness, increasing level of competitiveness and innovative development.

Strategic management is believed to be effective only when consulting firm is a strategically-based company. Strategically-based business is an enterprise with strategically thinking staff, strategic planning system, making it possible to elaborate integrated system of strategic plans as well as every day activities targeted at achieving identified strategic goals [19]. In such cases ideas and technologies of strategic development management are usefully employed in enterprise practice. Forming strategy in management system will allow complex deciding of problems in organization; to concentrate attention on the achievement of priority aims; to assist rational usage of resources of enterprise and optimization; to coordinate work of structural subdivisions; to integrate basic directions of activity in relation to development. In such terms are successfully used ideas and technologies of strategic management development in practice of enterprises.

Conceptual basis of strategic management mentioned above offer the possibility to establish the major tasks of strategic consulting in the system of development management as well as to determine the ways of providing stable functioning of enterprise-customer. They are as follows: to formulate strategic development goals; to promote high competitiveness level of the enterprise using balanced strategies; to carry out strategic study of the market and to determine strategic possibilities as to its positioning in the market; to plan effective management of its own finances; to introduce technical and technological innovations; to guarantee agreements on merger and acquisition; to establish connections with partners; to organize effective management structure and to staff it with highly qualified specialists. In other words, strategic management decisions of consultants are able to guarantee its clients stable competitive advantages as well as high rates of business development in future.

However there are a number of factors which hinder the enterprises to achieve success without assistance. They are the following:

- lack of financial resources, insufficient appeal for investments and unavailability of external financing sources (credit loan). In the majority of cases the problem of enterprises crediting is associated with "expensive" credits and unacceptable conditions of crediting as compared to developed countries having the policy of acceptable credit resources;

- low-paid man power and absence of such notion

as "human capital (assets)"; low qualification of managers with lack of knowledge, experience and professional management skills. Under such conditions the enterprises cannot adapt their business to the changing conditions of external environment as well as respond timely to the changes;

- administrative barriers, overcoming of which requires unreasonable costs and in some cases they exceed expense portion in the basic activity;

- imperfect information support both internal and external. Enterprises are not supplied with informational technologies ensuring considerable competitive advantages in time and quality. Besides there is no access to statistical information making possible qualitative competitive analysis and adequate marketing policy;

- low level of state-private partnership development. Most state programs in partnership between state and business are either unknown or are accessible only to limited number of enterprises.

The abovementioned causes prove that it is rather difficult for enterprises to work and adapt to changes. Specialists capable of transforming experience are management consultants. Consulting as an integral part of service market infrastructure is a powerful source of informational and intellectual resources making competitive advantages. Therefore, the problem of consulting nature from the standpoint of scientific approaches is rather urgent.

The review reasons bring to mind that in modern terms enterprises is very difficult to work and adapt to changes. Consultants who have possibilities of experience transformation can rationally balance and decide questions in system of enterprise strategic management development. Introduction of strategic management as system in this case will be as effective for enterprise-customer as optimally will be chosen elements of system in separate business processes and coordinated actions of consultants with management concerning resources management and competence.

Thus for effective enterprise management development term of strategic consulting from the point of view scientific approaches it is necessary to understand as combination system and process approaches with features of innovativeness. The marked scientific approaches will promote realization of strategic aims and tasks of enterprise-customer in the process of problem situations solving, that in future will allow increasing competition status and attaining increasing of innovative development (Fig.1).

Scientific basis of strategic consulting using system and process approaches systemic and process approaches in development management of consulting company supplement it with their specific characteristics. Firstly, it concerns the formation of competences of enterprise managers which are not simply a mix of knowledge, abilities and skills by the directions of enterprise development. Future experts of the system should not so much be aware of all information as to be ready to use their knowledge, abilities and skills in solving problematic economic situation.

Secondly, it implies formation of new views of traditional enterprise system that will promote introduction of new technologies and methods of improvement of professional knowledge level by means of teaching process at all levels of business-processes capable of innovation activity. Knowledge is a value component which requires constant renewal.

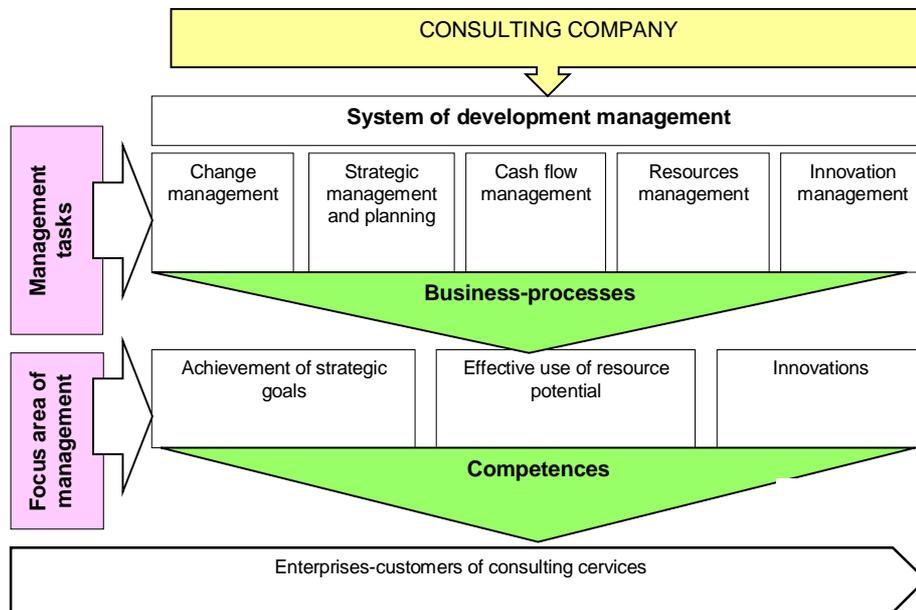


Fig. 1. Strategic consulting in development management system
(Source: Made by the author)

Thirdly, this indicates the will for development, self-improvement, realization of personal potential, cultural self-determination, contributes to formation of personal subjective experience and transfers into "human capital".

Conclusions

The analysis of scientific approaches allowed to create authorial view of term "consulting" as administrative activity providing professional services using methods of operative management, that were based on expert, functional and process approaches. However during research it was found out that modern changes in enterprises functioning need to be put into strategy basis as system development management. Implementation of strategic tasks, concerning adaptation in conditions of changes, provides realization of mechanisms introduction of innovative technologies at the enterprises. In this sense strategic consulting is a professional mediator that will help enterprises-customers support high level of efficiency of strategic management. In the process of collaboration consultants with an enterprise-customer is performing main purpose of strategic consulting, grounding of development prospects effective business activity with participation of every worker in a strategic prospect.

Thus, research that was made gives us an opportunity to form maintenance of term "consulting" in context of scientific approaches, as professional activity in the system of enterprise strategic management with the aim improvement indexes of effectiveness, increasing level of competitiveness and innovative development. From the point of view scientific approaches it is suggested to present full term of "strategic consulting" as combination system and processing approaches with features of innovativeness.

It will be an effective strategic instrument for development aims of enterprise innovative development as system, comparing with current possibilities, bringing to conform with separate business processes of system. Thus strategic consulting that has features of strategic orientation will become the powerful source of informative and intellectual resources that in the process consultants'

usage will be transformed into useful knowledge sent to increase level of enterprise competitiveness and increase of innovative development.

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ФОРМИРОВАНИЕ ПОНЯТИЯ "СТРАТЕГИЧЕСКИЙ КОНСАЛТИНГ" В ПЛОСКОСТИ НАУЧНЫХ ПОДХОДОВ

В статье проведено исследование сущности понятия "консалтинг" по различным научным подходам. По мнению автора, понятие "консалтинг" можно рассматривать как управленческую деятельность по предоставлению профессиональных услуг в виде новых знаний, профессиональных навыков, имеющих рекомендательный характер. Процесс предоставления консалтинговых услуг в этом случае будет обеспечиваться методами оперативного управления, основанными на экспертном, функциональном и процессном подходах. Но, для реализации консалтинга, который планирует предоставлять услуги с целью дальнейшего развития предприятия, этого мало.

Предложено рассматривать стратегический консалтинг как профессиональную деятельность в системе стратегического управления предприятием по внедрению достижений науки и техники с целью улучшения показателей результативности, повышения уровня конкурентоспособности и инновационного развития.

Содержательную характеристику стратегического консалтинга целесообразно представлять как сочетание системного и процессного подходов с чертами инновационности. Во-первых, это составление компетентностей менеджеров предприятия, которые не являются простым набором знаний, умений и навыков по направлениям развития предприятия.

Во-вторых, это формирование новых взглядов на традиционную систему предприятия, что будет способствовать внедрению новых технологий и методов повышения уровня профессиональных знаний с помощью процесса обучения на всех уровнях бизнес-процессов, способных к инновационной деятельности.

В-третьих, это желание стремиться к развитию, саморазвитию, самореализации, к культурному самоопределению, что способствует формированию личного субъективного опыта и превращается в "человеческий капитал".

Ключевые слова: консалтинг; стратегический консалтинг; стратегическое управление; подход; система; инновационное развитие.

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У статті проведено дослідження сутності поняття "консалтинг" за різними науковими підходами. На думку автора, поняття "консалтинг" можна розглядати як управлінську діяльність щодо надання професійних послуг у вигляді нових знань, професійних навичок, які мають рекомендований характер. Процес надання консалтингових послуг у цьому випадку буде забезпечуватися методами оперативного управління, які ґрунтуються на експертному, функціональному та процесному підходах. Але, для реалізації консалтингу, який планує надавати послуги з метою подальшого розвитку підприємства, цього замало.

Запропоновано розглядати стратегічний консалтинг як професійну діяльність в системі стратегічного управління підприємством з упровадження досягнень науки і техніки з метою покращення показників результативності, підвищення рівня конкурентоспроможності та інноваційного розвитку.

Змістовну характеристику стратегічного консалтингу доцільно представляти як поєднання системного та процесного підходів з рисами інноваційності. По-перше, це складання компетентностей менеджерів підприємства, які не є простим набором знань, умінь та навичок за напрямками розвитку підприємства.

По-друге, це формування нових поглядів на традиційну систему підприємства, що буде сприяти впровадженню нових технологій та методів підвищення рівня професійних знань за допомогою процесу навчання на всіх рівнях бізнес-процесів, здатних до інноваційної діяльності.

По-третє, це бажання прагнути до розвитку, саморозвитку, самореалізації, культурного самовизначення, що сприяє формуванню особистісного суб'єктивного досвіду та перетворюється на "людський капітал".

Ключові слова: консалтинг; стратегічний консалтинг; стратегічне управління; підхід; система; інноваційний розвиток.

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