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CLIENT-CONSULTANT RELATIONSHIP IN THE EUROPEAN CONSULTING SERVICES MARKET

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Introduction and goal of the research. This article demonstrates the requirement for customers' professionalization and distinguishes key markers which recommend an expert management concerning consulting. Against this foundation, this article creates three non specific methodologies for overseeing consultants, and gives exact bits of knowledge from European customers' organizations which can help managers to create or enhance their own particular systems when managing consultants.

Research hypothesis. Consulting, and client-consulting relations require a scientific substantiation of the methodological foundations in the approaches to disclosing the essence of the effects of consulting project. The lack of fundamental and applied research on the sources of client-consulting relations in consulting leads to a reevaluation of the approaches to consulting projects.

The purpose of this article is to reveal the nature of client-consultant relations in the overall effect of consulting project. During preparation of the article, methods of scientific synthesis, synthesis, method of formalization and a systematic approach were used.

Results of the research. The article is devoted to scientific substantiation of the methodological foundations in the approaches to disclosing the essence of client-consultant relations and particularities that arise in the process of consulting projects.

Conclusions. Since the theme of customers' professionalization is a generally new one, it can be assumed that an ever increasing number of companies will hop on the temporary fad. Today specifically there are just a couple of huge scale companies managing professionally with consultants, yet as the domino impact regularly appears, other extensive scale companies and maybe much littler companies will take after. It can be watched that customers will enhance their endeavours to professionalize when taking care of management consultants. The customer's part will transform from the "feeble casualty" or "puppet" to a complex customer.

Keywords: Clients, consulting, consultants, relationship, market.

Introduction. Basic explanations behind basic emergency in consulting industry are crucial improvements in customers' companies. Because of their carelessness to draw in management consultants, numerous customers are stood up to with an uncontrolled development of consulting companies and take measures to bargain professionally with consultants (Mohe, 2003) [8]. A few customers professionalize by working up databases for consulting projects or by actualizing required authoritative tenets for purchasing consulting services. A few companies have set up focal project workplaces for purchasing and controlling consulting projects, while other work with interior project mentors who regulate consulting projects. Infineon has built up a consulting handbook which manages the workers through the consulting procedure. Numerous

customers are presently additionally more delicate about consulting charges, cutting their financial plans for outside consulting services and spending this rather on their in-house consulting division.

The Need for Clients' Professionalization. Much research has been finished concerning demonstrable skill in management consulting (e.g. Alvesson and Johansson, 2002) [1], however there is just restricted research concerning polished methodology for customers. The explanation behind this might be that the connection amongst consultants and customers is accepted as an unbalanced one for the consultant. At the end of the day: the consultant is the unrivaled critical thinking proficient who gives the customer his recommendation, while the customer plays the part of an aloof buyer. From this point of view, there is no requirement for customers to professionalize. So the inquiry emerges of why customers ought to professionalize when managing consultants. The accompanying contentions investigate the genuine practice and show the requirement for an expert presentation with consulting.

Unverifiable Estimation and Mis-estimation of Consulting Demands. Consultants have frequently gotten acclaim, particularly in extensive scale companies. Ordinarily the interest for consulting is not characterized. In these cases there is no examination of whether there is any genuine need to connect with consultants. In an extraordinary case this conduct prompts an uncontrolled development of consulting projects and consultants.

Unsystematized Selection of Consultants. The non-straightforward structure of the consulting market makes it hard to choose the correct consultant for the correct issue. For reasons of time and funds, customers disregard drawing up market investigations. Rather than this they utilize worldwide criteria for their choice, for example, individual connections to consultants, proposals from an outsider, the notoriety of the consulting company, or previous encounters with certain consulting companies – regardless of the possibility that this company has no references for the present issue. Also, a few customers who already worked with a specific consulting company feel so committed to them that they bring in these previous partners (Byrne and McWilliams, 1993) [3]. Clearly, this has little connection with the real choice procedures.

Permission of Problem Reinterpretation of the Consultant. Their own vulnerability about the issue definition offers the consultants numerous conceivable outcomes to reinterpret the issue in a way that will fit existing consultant arrangements and methodologies. The genuine reason for the issue however keeps on remaining.

Task of Inexperienced Employees in Consulting Projects. Customers make contracts to consultants from the earlier, without pre-examination of the capability and limit of the considered workers. Unpracticed workers go out on a limb of going about as a sort of 'prompt ball' for prepared consultants;

representatives with no limit are not exceptionally roused to add to project changes.

No Utilization of Synergy Potentials. In view of uncontrolled appointing, diverse consulting firms work in similar customers' company on similar issues. In these cases customers squander bund-ling possibilities. The inward consulting scene in customers' companies is regularly rough and divided also. Customers don't know with which consultants they have worked before, for which charges and for what benefits. In view of an association's wide learning about various consulting projects' inadequacies, consultants could offer a similar project to various divisions in the company.

Breakoffs in Case of Personal Conflicts. The accomplishment of consulting projects depends vigorously on the connection between the customer and the consultant. Frequently, if there should be an occurrence of individual clashes customers cross out those consulting contracts and draw in another consulting firm. The result is that the new consulting firm needs cost concentrated time to end up noticeably familiar with the issue.

No Verification of Consulting Fees. Customers who internationally finish up consulting orders hazard being twofold charged, e.g. at the point when a consulting team pioneer furthermore deals with another inside project as a consistent staff part, so one single consultant could be twofold charged. Troubles in observing this emerge, on the grounds that 'bills for proficient services are frequently so amassed, obscure and uninformative that they are of little use for controlling costs' (Mitchell, 1994, p. 328) [7, p. 328].

No Evaluation of Consulting Projects. Any assessment of consulting projects is extremely dangerous on the grounds that the outcomes are aggregated agreeably between the consultant and the customer. Obviously, this makes it hard to allocate single consultants' exhibitions. Be that as it may, even the couple of conceivable outcomes for assessment are just infrequently utilized. An examination concerning traded on an open market companies in Europe shows that two out of three don't assess their consulting projects efficiently (Mohe and Kolbeck, 2003, p. 17) [9, p. 17]. Customers regularly call for consultants without characterizing at any rate the fundamental goals of the project. This counteracts both the likelihood to consider fruitful or unsuccessful consulting projects, and any sort of era of the lessons learned.

To condense the previously mentioned contentions, there is prove that an expert consulting management in customers' organizations is not extremely far reaching. From one perspective, customers don't convey their consultants productively, and then again, they themselves clearly do not have the required know-how to oversee consultants. A gander at the genuine practice demonstrates that the primary acknowledge are being made by management. Customers should hence get expertise in managing consultants.

Strategies of customer professionalization expect to develop expertise about overseeing consultants and consulting projects. Three non specific strategies could be recognized:

- Strategies to develop a discussion expertise.
- Strategies to develop a claim consulting expertise.
- Strategies to develop an administration expertise.

Strategies for Building Up a Consultation Expertise. Strategies to develop an interview expertise concentrated on the period of the consultant's determination. These strategies accept that there is an associated connection between the chose consultant and the later project achievement. There are numerous potential outcomes to develop interview expertise. For instance, customers could create distinctive strategies for acquiring consulting services. Here, Baker and Faulkner (1991) [2] recognized the two key segments of expert services: "item" and "exchange". With "item" they mean the solid result of an expert service (e.g. licenses or a crusade to enhance the picture of the company). "Exchange" alludes to the usage, execution or initiation of items (e.g. contracting). Customers could create included an incentive through various linkages amongst "item" and "exchange".

"Item linkage" can make an incentive by obtaining at least two items from one provider. In this sense, it is effective to utilize a bookkeeping firm for the yearly review and assessment investigations, in light of the fact that the data required for both are nearly the same. "Exchange linkage" ought to make an incentive by preparing at least two exchanges for a similar item with one provider. For instance, travelers could expand their individual esteem on the off chance that they procedure a few exchanges with one aircraft bearer (e.g. redesigns or free tickets). Against this foundation, Baker and Faulkner recognize four strategies for overseeing providers of expert services [2].

The social strategy has been the conventional approach to buy proficient services. Clients interface both items and exchanges to one provider. This prompts elite long haul connections amongst client and provider. In consulting, the way that a few customers' companies just work with one consulting firm is a case of this.

In the partial strategy, esteem ought to be made by linkage exchanges. For this situation, for each and every item, the client utilizes an alternate provider. By this implies, exchanges are connected after some time for specific items. In delegate ting, the partial strategy implies that customers pick a consulting firm as indicated by the particular project sort (e.g. IT-Consulting with IBM; strategy consulting with the Boston Consulting Group; outsourcing with Accenture). A case of a company leaving on this strategy is Siemens. They have created inside waitlists with 10 favored management consultancies which are brought in for projects.

Rather than the partial strategy, the serial strategy makes an incentive by item linkage. Here, clients buy various items from a solitary provider inside a specific period and with another provider in the following time frame. In consulting, setting out the serial strategy is similar with customers who work for one period just with one consulting firm for a wide range of projects. For instance, customers work through one time stage just with McKinsey and the following time frame with Bain and Company.

In value-based strategy, esteem is made by not connecting items and trans-activities. Consulting firms are viewed as an unknown provider on a spot market. The cost is the fundamental criteria for picking a consulting company. The value-based strategy can be seen in e.g. the general population division, where counseling projects are detail-offered in light of the fact that the financial plan for consulting services is restricted.

Strategies for Building Up an Own Consulting Expertise. Strategies of customer professionalization that mean to develop a claim consulting expertise relate with the expanding production of in-house consulting divisions. Contrasted with the USA, in-house consulting in the European market advanced late.

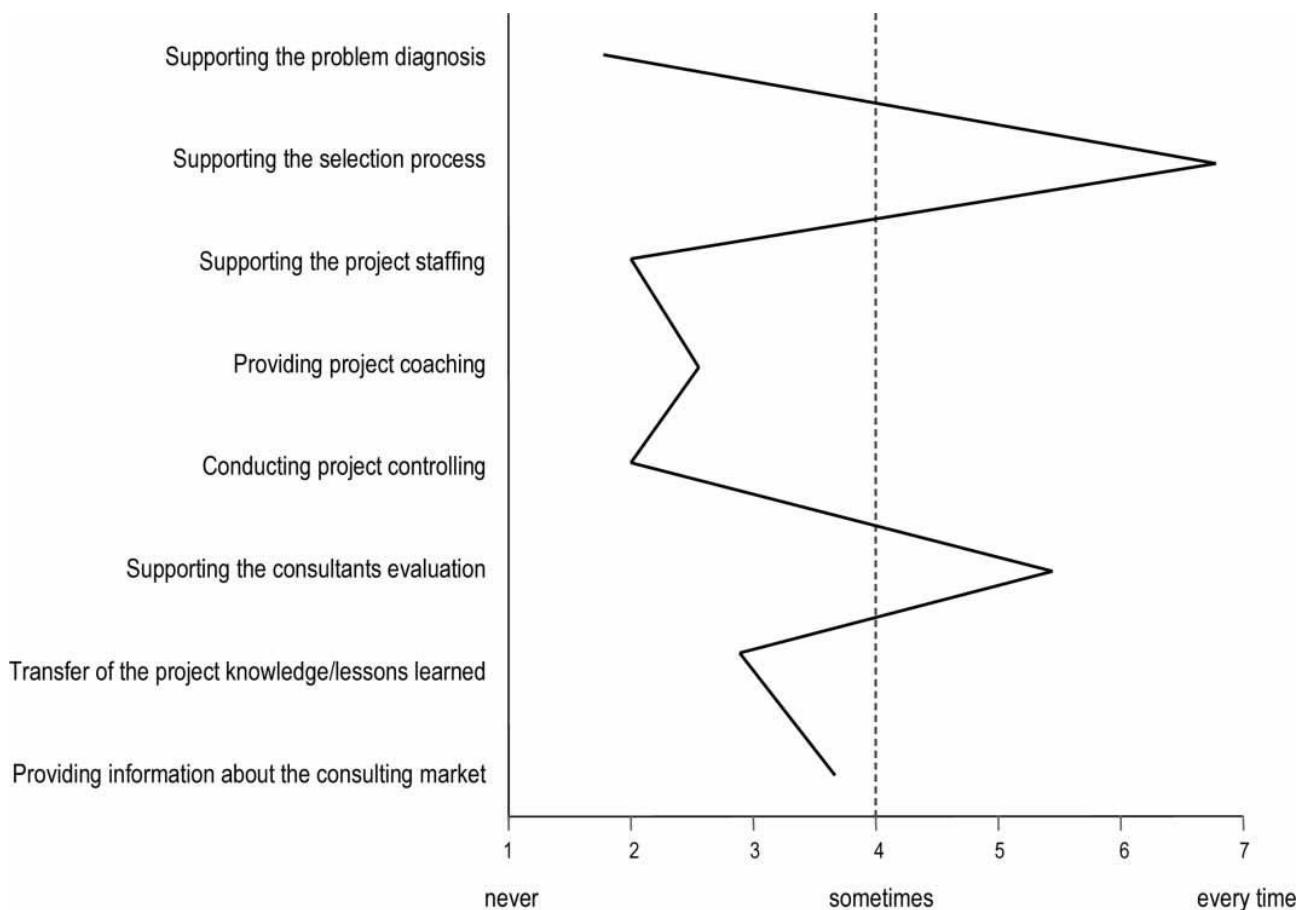
Giving inside consulting expertise guarantees that inward know-how is not wildly diffused by means of outer consultants. Thus, in many customers' companies, outer consultants were progressively substituted, and in-house consulting divisions report better than expected yearly development rates (as opposed to outside consulting firms).

In-house consulting assets ought not be curiously large, so in bigger projects it is as yet important to bring in outside consultants. Strangely, in these cases the inner consultants play a guardian part and lead the determination of their outside accomplices also. To give a case, the in-house consulting division of the Deutsche Telekom today participates in each choice procedure of outer consultants.

This demonstrates in-house consultants give consulting expertise, as well as discussion expertise for their company. In these two parts they create essential included an incentive for companies' consulting management: in joined projects they pick up and coming ability by cooperating with the outer consultants, they upgrade consulting forms, substitute charges for outside consultants, and enhance the determination of their outside partners.

Strategies for Building Up a Governance Expertise. The third strategy plans to develop a particular expertise to oversee and control consulting projects. One case here is the constitution of a focal project office that controls and arranges all consulting projects expansive. Furthermore, the project office bolsters the inner project pioneers in overseeing consulting projects.

European companies have nearly started to introduce such project workplaces. Be that as it may, the profiles of such project workplaces could contrast. An examination concerning traded on an open market companies in Europe demonstrates that the project office bolsters essentially the determination procedure of outside consultants and the project assessment (see Figure 1).



Source: (Mohe and Kolbeck, 2003, p. 28) [9, p. 28].

Figure 1. Profiles of project offices of publicly traded companies in Europe

Companies with focal project workplaces sort out the choice of the outer consultants thoroughly and give diverse devices to checking and handling consulting projects. Cases here are compulsory authoritative standards that characterize duties regarding each period of the consulting project. Another case is a consulting database, which plans to compose and clean up the interior consulting scene. Completed the process of consulting projects were recorded by project subjects, key aim, or project volume. As a rule project workplaces likewise record the execution of the consultants, showing them in inside rankings of the conveyed consulting firms. Additionally instruments a project office could give are a consulting handbook which directs the interior workers

through consulting forms, or a Consultant's Scorecard (Phillips, 2000) [11], which means to screen and assess single consulting projects.

Conclusion. What's next? Since the theme of customers' professionalization is a generally new one, it can be assumed that an ever increasing number of companies will hop on the temporary fad. Today specifically there are just a couple of huge scale companies managing professionally with consultants, yet as the domino impact regularly appears, other extensive scale companies and maybe much littler companies will take after. It can be watched that customers will enhance their endeavours to professionalize when taking care of management consultants. The customer's part will transform from the 'feeble casualty' (Sturdy, 1997, p. 393) [14, p. 393] or "puppet" (Kieser, 2002) [4] to a complex customer.

Changing acquiring strategies of customers will characterize consulting services increasingly as an item (Kipping, 2002, p. 275) [6, p. 275]. Subsequently, for consultants it will be harder to set up them-selves as a favored consulting provider and keep up their high rate of rehash business.

This will give crucial shots on the consulting market for the customers (Niewiem and Richter, 2004) [10]. It is in this manner no big surprise that a few researchers as of now anticipate an indeterminate future for management consultants (Ringland and Shaukat, 2004) [12]. Truly, 'consultancies must adjust to new client necessities', as Schwenker (2004, p. 80) [13, p. 80], the representative of the official board of Roland Berger Strategy Consultants, states. Along these lines consultants need to grow new strategies as indicated by the new improvements in customers' companies, e.g. for securing new customers, cooperating with in-house consultants, keeping up customers' unwaveringness, and in addition being checked and assessed by project workplaces. It will be intriguing to watch these methodologies in the coming months and years.

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