



O. Okhrimenko, A. Kukharuk

INTERNATIONAL CONSULTING

WORKSHOP



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International consulting

Workshop

for students majoring in
051 "Economics"

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Educational edition

Workshop
in the discipline "International Consulting"
for students majoring in
051 «Economics»

Compilers: Okhrimenko Oksana Onufriivna, Doctor of Economics, Professor,
Kukharuk Anna Dmytrivna, Candidate of Economic Sciences, Assoc. professor.

Responsible editor: S.V. Voitko, Doctor of Economics, Prof.
Reviewer: S.O. Tulchynska, Doctor of Economics, Prof.

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PREFACE

The workshop was compiled in accordance with the curriculum of the discipline "International Consulting", which was developed according to the educational and professional training programs for students of the first (bachelor's) level of higher education, specialty 051 "Economics".

The discipline "International Consulting" belongs to the disciplines of the cycle of professional and practical training.

Students after mastering the material of the discipline must demonstrate the following learning outcomes:

Knowledge:

- to master the theoretical provisions and methods of consulting, as well as learn the general rules of consulting services;
- to understand the process of organizing consulting activities, scientific principles, trends and prospects for the development of the international consulting market;
- to master the methodological foundations and practice of organizing the international consulting market.

Skills:

- to apply the tools of international consulting in solving practical cases;
- to provide a meaningful description of the Ukrainian practice of providing consulting services;
- to analyze the international market of consulting services;
- to develop a marketing strategy of a consulting firm;
- to draft the text of the main part of contracts for the provision of consulting services;
- to develop recommendations for improving the efficiency of international consulting activities.

The workshop contains a list of questions to control the level of knowledge acquisition on the topics of the program, test tasks, cases, thematic tasks for discussion and tasks. The publication will be useful for teachers, students and practitioners of consulting firms.

SECTION I. INTERNATIONAL CONSULTING: ESSENCE, SUBJECTS, FORMS AND TYPES OF PROCESSES IN ITS IMPLEMENTATION

TOPIC 1. ESSENTIAL CHARACTERISTICS AND EVOLUTION OF INTERNATIONAL CONSULTING



The purpose of practical work on the topic: to form an understanding of the content and cause-and-effect relations of the development of international consulting for the theoretical support of the exercises of the following sections



Block 1. Questions for testing knowledge

Answer the questions from the list below. A necessary condition for working on the following topics of the workshop is the ability to give a complete answer to at least 60% of the questions. If there are difficulties with the answers to 7 or more questions, it is recommended to re-study the material of topic 1, which is set out in the textbook "International Consulting" [1]. This applies to further work on any topic of the workshop.

1. Discover the essence of the concept of "consulting".
2. Describe the subject and name the objects of international consulting.
3. У чому полягає основне завдання консалтингу?
4. Explain the essence of the concepts "consulting agency", "consulting service", "consulting project".
5. Identify the main subjects of international consulting.
6. Name and describe the model of the relationship between the consultant and the client organization.
7. Outline the reasons for the emergence of consulting as a type of activity.
8. Describe the factors of development of consulting services.
9. In what year were the first consulting agencies established?
10. What historical period is considered the "golden years" of consulting and why?

11. Highlight the features of the current stage of development of consulting in the world.
12. What role do consultants play in the development of production and commercial activities of the enterprise?
13. What consulting associations in the global consulting market do you know?
14. Outline the tasks assigned to consulting associations.
15. Name the main purpose of the Association of Consulting Firms in Ukraine.
16. Indicate the categories of individuals and legal entities that may be members of the Association of Consulting Firms in Ukraine.



Block 2. Test tasks

Choose one correct answer:

1. Historically, the first type of external professional services were:
 - A. legal services;
 - B. economic and management consulting;
 - C. auditing activities;
 - D. management-consulting.
2. The second post-Soviet stage of the evolution of consulting was characterized by:
 - A. replacing consulting services with research, design and technological services;
 - B. expansion of the market due to a certain stabilization of the political situation, increased investment;
 - C. strengthening market segmentation;
 - D. the emergence of powerful international consulting organizations.
3. Problems of interdependence, well-being, education, leadership, decision-making are related to:
 - A. human resources crisis;
 - B. technical progress;
 - C. underdevelopment of consulting skills of workers;
 - D. availability of free time.
4. The International Transnational Association of Consulting Firms is:
 - A. AMCF (Association of Management Consulting Firms);
 - B. FEACO (European Federation of Economic and Management Associations);
 - C. CEEMAN (Central and Eastern European Management Development Association);
 - D. EFMD (European Management Development Fund).
5. The third stage of the evolution of consulting in the post-Soviet space continued with:
 - A. 2006;
 - B. 1991 – 1995;
 - C. 1920 – 1990;

- D. 1996 – 2000.
6. The technical progress in the development of consulting services include:
- A. inefficient use of human resources;
 - B. problems of interdependence, well-being, education, leadership, decision-making;
 - C. managers and other employees are recruited and taught to work as internal consultants in their organizations and groups;
 - D. an increase in the number of people who have free time.
7. The reasons for the emergence of consulting services are:
- A. growth of industrial production, development of science and new technologies;
 - B. expansion of international exchange;
 - C. growth of information;
 - D. growth of industrial production, development of science and new technologies, expansion of international exchange.
8. Scientific management consulting focuses on:
- A. productivity and efficiency of the factory, rational organization of labor and reduction of production costs;
 - B. productivity and efficiency of the factory;
 - C. rational organization of labor;
 - D. rational organization of labor and reducing production costs.



Block 3. Questions for discussion

During the discussion in the academic group, determine whether the following statements are true.

1. External consultants are not needed when there are appropriate internal services.
2. An external consultant can not quickly understand the specifics of a particular organization.
3. External consultants cannot be trusted as much as we trust our employees.
4. External consultants are not responsible for the result.
5. External consultants are like air vendors.
6. Consultants should be consulted only if there are serious problems.
7. An external consultant can be found only through acquaintances.
8. The appearance of a consultant is always alarming to the staff.
9. External consultants are too expensive.
10. Consultant - like a drug: once turned, then can not do.

TOPIC 2. DEVELOPMENT OF THE WORLD MARKET OF CONSULTING SERVICES



The purpose of practical work on the topic: to master the material on the characteristics of the international market of consulting services; to form the ability to identify key factors of its development and analyze the behavior of major market players.



Block 1. Questions for testing knowledge

1. What is the essence of the process of globalization of the world economy?
2. What are the main trends in counseling in the context of globalization?
3. What are the properties of consulting services as a product?
4. What are the key features of the development of international consulting services?
5. Which sector occupies the largest share in the structure of services?
6. Which country has the largest share in the structure of the global market of consulting services by geographical regions?
7. Is the current workload of managers of firms, which prevents them from solving their own problems of development and crisis problems of the enterprise a prerequisite for demand for consulting services?
8. How many stages of formation have passed management consulting in Ukraine?
9. What types of consulting products are the product concentration of consulting services in enterprises of different industries?
10. What groups can be divided into companies that provide consulting services to the domestic market?



Block 2. Test tasks

Choose one correct answer:

1. The essence of the process of globalization of the world economy is observed in:
 - A. the rapid growth of the volume and diversity of world relations, the spread of processes, practices and structures from the national space to the global scale;
 - B. cost reduction and capital optimization in the world economy;
 - C. increasing the number of international consulting services;
 - D. European integration ways to ensure the globalization of the economy.

2. List the key trends in the development of counseling in the context of globalization:
 - A. consulting, globalization, modernization;
 - B. restructuring, consulting, modernization;
 - C. institutionalization, transnationalization, universalization, intellectual capitalization;
 - D. de-shadowing, modernization, globalization.
3. A typical manifestation of the new market orientation of large consulting companies was:
 - A. advising on the competitiveness of the global economy;
 - B. the tendency to universalize consulting services aimed at expanding their range;
 - C. institutionalization, transnationalization, universalization, intellectual capitalization;
 - D. focus on European integration standards.
4. What are the properties of consulting services:
 - A. insensitivity, inseparability from the source, inconsistency of quality, impossibility of preservation;
 - B. brand development, image policy development, providing customers with information on previous experience in the form of feedback;
 - C. providing clients with reports on previous consulting projects, concluding the most detailed written agreement;
 - D. de-shadowing, fight against corruption, image enhancement.
5. Please justify the range of possible needs of customers of consulting services:
 - A. image improvement (both the client organization and the owner / manager);
 - B. increase profitability; achieving the status of a reliable partner;
 - C. acquisition of new knowledge, experience; increasing the market value of the business; development of own client base (contacts of existing and potential clients);
 - D. all answers are correct.
6. What is the approximate number of firms specializing in consulting?
 - A. 1000-1500 firms;
 - B. 1501-1750 firms;
 - C. 1751-2000 firms;
 - D. more than 2000 firms.
7. Participants in the market of consulting services, in addition to multinational corporations, are:
 - A. multifunctional companies, specialized firms, universities, training centers, independent consultants;
 - B. auditors, consultants;
 - C. legal entities and individuals;
 - D. residents and non-residents.
8. 31% in the structure of services provided by the 40 largest consulting firms are...
 - A. marketing and sales services;
 - B. IT strategy consulting services;
 - C. consulting services for operations and process management;

- D. financial advice.
9. The largest share in the structure of the global market of consulting services by geographical regions is...
- A. North America;
 - B. Asia and the Pacific;
 - C. Latin America;
 - D. . Europe, the Middle East and Africa.
10. Who have been the key clients of consulting companies for the last five years?
- A. legal entities and individuals operating in the international market;
 - B. multinational corporations, international funds, large companies with foreign capital;
 - C. enterprises of the metallurgical, chemical, telecommunications, construction and financial sectors;
 - D. enterprises of all sectors of the economy.



Block 3. Material for discussion

According to research by Beroe Inc. [8], identified the main drivers and constraints for the development of the global consulting market:

Table 1

The driving forces of the international consulting market

№	Driving forces	Market processes
1	2	3
1	Shifting towards improving and increasing the efficiency of processes	Organizations are constantly trying to reduce costs and increase their efficiency so that the savings can be transferred to the customer as a means of counteracting intense competition. This leads to an increase in demand for business process improvisation and operational efficiency consulting.
2	Automation, digital media and marketing	Multinational corporations are actively seeking advice on the following technical skills: Agile, artificial intelligence and analytics. Product and service corporations are increasingly investing in user experience development, data analysis, and customer engagement strategies.

Continuation of the table 1

3	Regulatory changes	Regulatory changes, such as US tax reform, BREXIT, EU GDPR (General Data Protection Regulation) and others, have led to increased demand for advice in all major areas of service. To meet regulatory requirements, multinational corporations will seek useful advice that stimulates demand for management and regulatory advice.
4	Updated business model	To adapt to changing customer requirements and advanced technologies, companies are creating new business models for which they need the skills and experience of management consultants.

Table 2

Restrictions on the international consulting market

№	Limitation	Manifestation
1	Freelance Consulting Sector	The pricing and flexibility offered by independent / freelance consultants has led to a rapid expansion of the freelance consultants segment. For example, in the UK, the independent consulting industry accounts for 10 per cent of the £ 10 billion in the consulting market. Thus, it is expected that in the near future the consulting services sector will absorb the revenues of traditional consulting firms / industries.
2	Internal Consulting Groups	Large organizations set up their own consulting groups and recruit former consultants to management positions, thus reducing the use of external consultants.
3	Other reasons	The time spent on developing relationships with clients, the consultant's need to provide more value to clients at the same cost, and the lack of sufficient time to respond effectively to clients' requests (RFI) / RFP (request for proposal).
4	Commoditization of knowledge	Tools, templates and models of consultants, which are considered intellectual capital, can no longer remain a secret in the age of the Internet. Democratization of knowledge affects the consulting industry.

Tasks for discussion:

1. Cross-analyze the driving forces and market constraints. What are the driving forces and constraints of the Ukrainian consulting market?
2. Predict a pessimistic, realistic and optimistic scenario for the development of the international consulting market, taking into account the driving forces and constraints of table. 1 and 2, and given the deepening of the processes of digitalization and intellectualization of the economy.

TOPIC 3. TYPOLOGY OF CONSULTING



The purpose of practical work on the topic: to consolidate knowledge of consulting methods and types of consulting and to form skills of marketing planning of the consulting company in the form of a thematic business game; gaining experience in finding collective marketing solutions



Block 1. Questions for testing knowledge

1. What general scientific methods of cognition are used by the consultant?
2. List the types of counseling. How are they different?
3. In what forms is expert counseling provided? What determines its feasibility?
4. What is the purpose of process counseling?
5. What activities does training counseling provide?
6. Explain the essence of project consulting.
7. What is the difference between coaching and other types of counseling?
8. Explain the importance of integrated consulting for the client organization.
9. Describe the main sources of information in consulting.



Block 2. Test tasks

Choose one correct answer:

1. What types of counseling do you know?
 - A. expert, design, functional, practical;
 - B. expert, process, effective, strategic;
 - C. expert, process, design, training;
 - D. scientific, design, expert, educational.
2. In-depth analysis of the situation through the selection of evaluation criteria and the development of evaluation scales, standards and special programs as one of the forms of... .. counseling:
 - A. expert;
 - B. project;
 - C. process;
 - D. educational.

3. Coaching is:
 - A. systematic cooperation that promotes the growth of life experience, independent learning and personal growth of people;
 - B. the process of practical training, acquisition of new knowledge, skills and abilities, which are not necessarily aimed at development, but are designed to ensure the achievement of current goals;
 - C. training of main and auxiliary employees of the enterprise;
 - D. is characterized by the command principle of work.
4. If the company has no experience in project implementation, no necessary specialists, information support, it is necessary to use the following type of design:
 - A. expert;
 - B. process;
 - C. educational;
 - D. project.
5. Teamwork, systematization, innovation, phasing, diligence, mandatory accounting of the socio-cultural component are important principles:
 - A. forecasting;
 - B. integrated consulting;
 - C. analytical activities;
 - D. coaching.
6. Documents describing the work of the client organization:
 - A. methodical and procedural instructions;
 - B. business long- and short-term plans;
 - C. minutes of boards of directors;
 - D. quarterly and annual accounting and financial reporting.



Block 3. Workshop

Analysis of the force field by (K. Levin)

Kurt Levin's force field analysis is a powerful tool used to understand what is needed for change in both the corporate and personal spheres.

Kurt Levin wrote: "The issue is kept in balance as a result of the interaction of two opposing sets of forces - those who seek to promote change (moving forces) and those who seek to maintain the status quo ("restraining forces")."

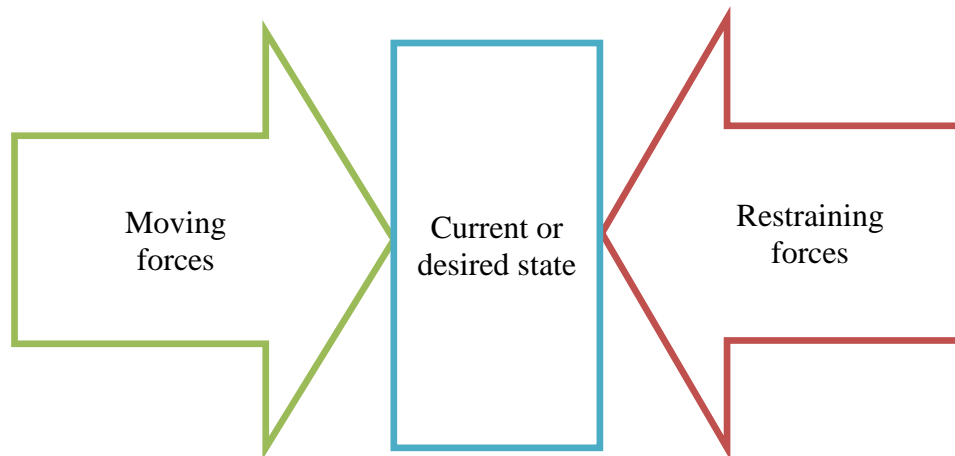


Fig. 1. The force field of K. Levin

Thus, before the onset of change, the force field is in the balance of forces that promote change and resist it. Levin speaks of the existence of a quasi-constant social balance.

For any change, the status quo or balance must be upset, either by adding favorable conditions to change or by reducing opposing forces.

Kurt Levin suggests that whenever the driving forces are stronger than the opposing forces, the status quo will change. There will always be one that drives forces, makes change attractive to people, and restraining forces that seek to keep everything as it is. Successful changes are achieved both by the efforts of the driving forces and the weakening of the restraining forces.

Using force field analysis

Levin's force field analysis is used to distinguish which factors in a situation or organization direct or distance a person to / from a desired state, and which oppose the driving forces.

This analysis is needed in order to form solutions that will make change acceptable.

"Forces" - more than the mood for change. Kurt Levin knew how much emotion is embedded in human attitudes toward change.

To understand what compels people to accept or resist change, it is necessary to understand the values and experiences of a person or group.

Task 1:

Perform a force field analysis by following these steps:

1. Identify the change you want to see. Write down the goal or vision of the future desired state.
2. Draw the driving forces that contribute to change - use brainstorming, draw a Mind Map. Write them on the force field diagram.

3. Draw the restraining forces that resist change - use brainstorming, draw a Mind Map. Also write them on the force field diagram.

4. Evaluate the driving and restraining forces. This can be done by assigning them a score - from 1 (weak) to 5 (very strong), and summing up on each side. Or you can discard the numbers and focus entirely on the impact of each factor.

5. Assess the strengths. Decide which forces have some flexibility to change or which can be influenced.

Task 2:

Apply

Develop a change management strategy based on the application of Levin's management model, which includes three stages:

1. Defrosting;
2. Movement;
3. Freezing.

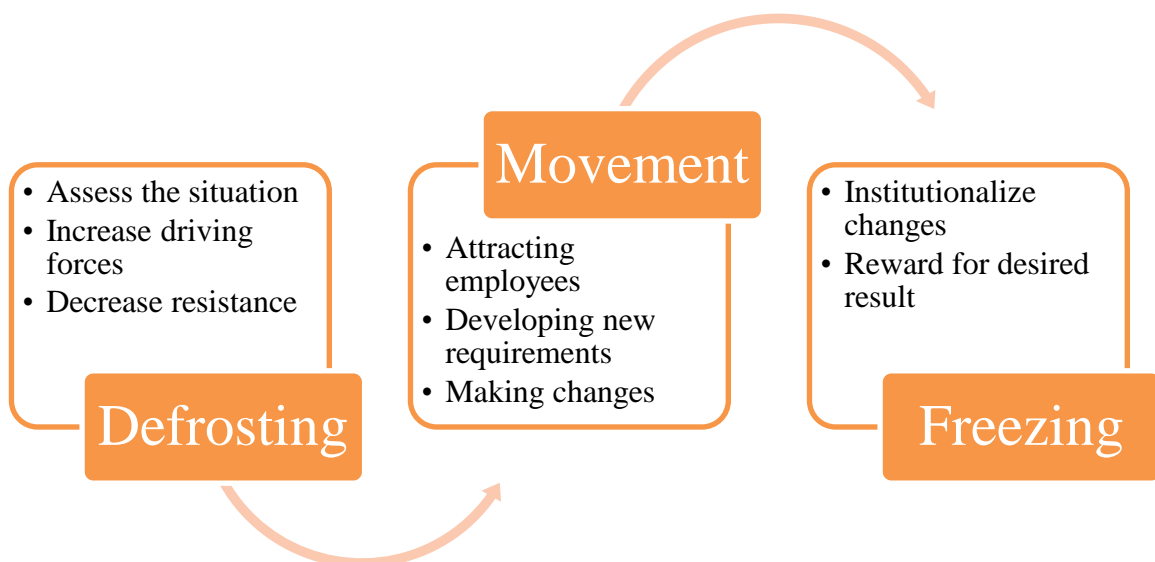


Fig. 2. Change management model (according to K. Levin)

I stage. Thawing stage implies understanding the situation, determining the driving forces and describing the desired final state. At this stage, the organization rethinks its views and business processes and abandons some of them. During this period, the organization should become less stable, as if temporarily thawed. It is proposed to use "Force Field Analysis" as an effective defrosting tool.

II stage. Stage of movement marks the process of transition from one (AS IS) to another (AS SHOULD BE) state. K. Levin compared this stage with the movement, the journey that takes place to overcome problems. This stage involves the

participation and involvement of staff of the organization. Management needs to maintain employees' belief in success and a clear picture of the desired future.

III stage. Freezing stage is the stabilization of the organization and cementation of the new state. The point is that the process of implementing something new is not always a change. After all, very often after some time after the end of the project the organization abandons its results, ceases to use the implementation. K. Levin's model takes into account such a concept as homeostasis (the property of the system to strive for recovery). In the third stage, it is proposed to use such tools as the institutionalization of new approaches (through structure, new standards, norms, etc.), the definition of policies and reward systems.

1. Determine what actions can be proposed within each of the stages described above, to strengthen the driving forces or weaken the deterrents, or in both directions.

2. Set the order of actions. What actions will give the greatest result? Identify the resources you will need and decide how you will implement the intended actions.

Advice: Sometimes it is easier to weaken the restraining forces than to strengthen the driving forces.

SECTION II. ORGANIZATION AND HUMAN RESOURCES OF CONSULTING ACTIVITY

TOPIC 4. ORGANIZATIONAL AND ECONOMIC ASPECTS OF CONSULTING ACTIVITY



The purpose of practical work on the topic: to master the skills of organizational and economic planning of the consulting company in the international market



Block 1. Questions for testing knowledge

1. Name the basic rules of conduct of the consultant.
2. What is competitive advantage? Give examples of competitive advantages.
3. Name the main business processes of a consulting company.
4. Describe the role of marketing in the consulting business.
5. Name the specific properties of consulting services as a product.
6. Name and describe the stages of the marketing program of a consulting company.
7. Name the methods of increasing the profitability of a consulting firm.
8. Name the external and internal factors influencing the price of consulting services.
9. Give the basic rules of pricing in the market of consulting services.
10. Describe the forms of payment for consulting services.



Block 2. Test tasks

Choose one correct answer:

1. A fundamental issue in choosing the strategy of a consulting company is to determine:
 - A. conditions of the macroenvironment;
 - B. market capacity of consulting services;
 - C. competitors;
 - D. competitive advantages.

2. Choose the option that is NOT part of the strategic choice of the consulting company:
 - A. identification of basic customers;
 - B. selection of personnel;
 - C. size and growth of the organization;
 - D. interaction with the competitive environment.
3. Which of the strategies for providing consulting services focuses the attention of clients not on the result of counseling, but on approaches to solving problems, offering not the service itself, but the method?
 - A. №1 – subject area of intervention;
 - B. №2 – problem criterion;
 - C. №3 – special methods;
 - D. №4 – counseling methodology.
4. What share of the public sector in the consumer circle of the consulting company is optimal?
 - A. 0-10%;
 - B. 10-20%;
 - C. 20-30%;
 - D. 30-40%.
5. The problem faced by the consulting company when choosing a conservative development strategy:
 - A. training and internships for novice consultants;
 - B. aging of staff and their professional skills;
 - C. recruitment of staff of the appropriate professional level;
 - D. high staff turnover.
6. What management style is characterized by constant attention to meeting the needs of people, creating a comfortable and friendly atmosphere and work rhythm in the organization (according to R. Blake and J. Mouton)?
 - A. impoverished management;
 - B. management on the basis of a suburban club;
 - C. group management;
 - D. power-subordination.
7. Оберіть внутрішній чинник впливу на ціну консалтингової послуги:
 - A. availability of counseling practices;
 - B. availability of counseling practices;
 - C. possible communication difficulties (non-resident client, language barrier);
 - D. the situation with competitors, government agencies.
8. The final criterion of the consulting firm:
 - A. gross income;
 - B. cost of consulting services provided during the reporting period;
 - C. net income;
 - D. profit per partner.

9. Reception to increase the profitability of the consulting company, which is to increase the cost of services:
 - A. increasing the lever when providing the service;
 - B. specialization, introduction of innovations;
 - C. waiver of non-profit customers;
 - D. reduction of maintenance costs.
10. Method of calculating the cost of consulting services based on the fixed cost of a particular service:
 - A. hourly;
 - B. lump sum;
 - C. based on the results of counseling;
 - D. combined.



Block 3. Business game

Development of a marketing plan for a consulting company in the new regional market

Objectives of the game:

1. Development of a marketing plan for a consulting company.
2. Gaining experience in finding collective marketing solutions.

Terms of the business game:

The study group is divided into teams of 4-6 people (taking into account the interests of participants). Each business team acts as the sole developer of the marketing plan. Participants analyze the regional markets of consulting obedience according to the proposed list and interpret the results, according to the game scenario, participate in various simulated situations.

At the end of each stage of the game, the game teams report on the results of group work. At the final stage of the game, the work of each game team is evaluated. During the semester, game teams draw up intermediate reports on the intermediate stages of the game, and at the end of the semester, the developed marketing plans are defended.

The evaluation of the work of the participants of the business game can be reduced:

- for insufficient argumentation of the proposed measures;
- untimely performance of works at each stage of the business game;

- incorrect behavior of participants of game teams during the game;
- sloppy design of the game report (marketing plan).

The order of the business game:

During the business game, participants perform the functions of marketers in finding and making marketing decisions. When choosing a strategy to enter a new market, it is assumed that the game team has enough financial resources and opportunities for this.

Stages of the business game:

The first stage. Setting goals for a marketing plan. Certain goals set in the field of marketing are among the main goals of the enterprise (sales growth, balance sheet profit and market share), the implementation of other goals helps to solve specific problems in increasing competitiveness.

It is important for an integrated marketing plan to develop a system of interrelated goals and objectives of different levels, which have a qualitative and quantitative expression.

At first one general purpose for the enterprise for the future period is formulated. Then - the general purpose of marketing activities, goals for individual products and markets and goals for individual elements of the marketing complex.

Objectives must be clearly stated, achievable and commensurate with the scale of the activity. The choice and definition of the goal is limited by the behavior of competitors, consumer desires and resources of the enterprise. Therefore, after conducting a situational analysis (stage of the business game), it is recommended to check the compliance of the goal with all the conditions of the macro and micro environment of the company. Examples of goal formulation are presented in table 3.

Table 3

Examples of marketing goals

Incorrectly formulated goal	The goal is correctly formulated
Enter the market with a new product "Paint" Planet of Comfort ".	To ensure in 2020 the sales of paint "Planet of Comfort" at the level of 15 thousand cans.
During the year, recoup the cost of paint production and make a profit.	To receive by the end of 2020 a profit of UAH 0.2 million.
Provide a statement of the brand "Planet of Comfort" at the level of 40%.	By the end of 2020, achieve a level of spontaneous information for the brand "Planet of Comfort" in the age group of 30-50 years, equal to 40%.

The second stage. Conducting situational analysis. Situational analysis is used to assess macro- and micro-environmental factors. Macro-environmental factors:

- economic environment;
- political and legal environment;
- cultural environment;
- natural environment;
- factor of STP development;
- demographic environment.

By examining the factors of the macro environment, the game team must determine what possible changes in it can affect the development of the chosen business. The most common are the following factors that can affect the activities of a consulting company, the cyclical economy, inflation, the potential of the industry and the dynamics of its growth, the issuance of legislation that can limit the activities of the enterprise (potential customers), etc.

Microenvironmental factors:

- competitors;
- consumers;
- contact audiences;
- staff.

1) Research competitors

The goal is to assess the behavior of competitors and identify specific actions that provide competitive advantage.

The study should clarify a number of issues:

1. Which companies operating in this market are your competitors?
2. What is their specialization, how wide is the list of services provided?
3. How do they stimulate sales of their services? Review of advertising campaigns of competitors.
4. What are the weaknesses and strengths of the competitor?
5. What opportunities and ways do you see their implementation in achieving the competitiveness of your consulting company?

For clarity and convenience of comparison of the data received during research, it is recommended to enter all information in the following tables (tab. 4-7).

Table 4

Competitors of our company and their characteristics

Competitor	Service	Sales methods	Means of sales promotion	Consumer evaluation of the competitor
A B C				

The comparative analysis should be carried out by means of the letter of an assessment of competitiveness (tab. 3) in which the most widespread parameters characterizing the basic factors of competitiveness are resulted. These parameters can be edited as needed according to the features of the consulting service. When performing the analysis, each parameter should be given a qualitative assessment, for example, on a five-point scale. In this case, 1 - the lowest score, and

Then the scores can be rubberized, according to individual factors (each of the "4P"); by all factors as a whole to establish the level of competitiveness of each company. If some of the parameters do not have enough information, it is better to exclude it from the analysis.

In the process of analysis it is very important to give a detailed semantic explanation of why this or that variable in table 3 is assigned this estimate. Only in this case, the total amount of points will show the true position of your company in relation to competitors

Table 5

Letter to assess the competitiveness of the enterprise

Factors of competitiveness	Your firm	Competitors		
		A	B	...
"1P" – PRODUCT: reliability; brand prestige; style; uniqueness of additional services; breadth of assortment;				
"3P" – PLACE: Sales strategy; Degree of market coverage;				
"4P" – PROMOTION: Forms of advertising; Advertising placements; Participation in exhibitions; Other sales promotion measures				

Table 6

Advantages and disadvantages of each competitor

Competitor	Advantages	Disadvantages
A		
B		
C		
...		

Table 7

Opportunities of our company to increase competitiveness

Competitor	Our capabilities	Threats from competitors (when realizing the opportunity)
A		
B		
C		
...		

2) Consumer analysis

The goal is to identify the stimulating factors that guide consumers when choosing consulting services of a certain type.

The following questions should be answered in the consumer survey:

1. What unmet needs related to consulting services do potential clients have?
2. Can your company meet these needs?
3. To which marketing factors (price, advertising, image, service) are buyers most sensitive?
4. How many segments can be identified in this market?
5. Which of the segments can be targeted for your company?

3) Research your company's partners

Partners are all companies or individuals interested in achieving the company's goals.

These include:

- Intermediaries;
- contact audiences (banks, insurance companies, advertising agencies, etc.).

The study of suppliers evaluates the quality, prices of suppliers, their remoteness, reputation in the industry, the experience of existing transactions.

Contact audience research is conducted to explore the possibilities of establishing business relationships in the future. For example, the bank loan rate of different banks, conditions and types of insurance in insurance companies, the creative potential of advertising agencies are studied.

The third stage. Development of the company's product policy. When developing product policy should:

- analyze the product to increase its capabilities as a product;
- make decisions regarding the range of goods (services);
- develop a corporate identity;
- make decisions on the development of new types of services;

To assess the correctness of actions in the development of product policy, game teams must test themselves by answering the following questions.

1. What are the benefits of your product (service) to customers?
2. Can your services successfully compete with customer services?
3. Is it possible to copy your services by competitors?

The fourth stage. Development of the pricing policy of the enterprise. Pricing policy, as part of the marketing mix, should be developed taking into account the following factors.

- company goals;
- external and internal factors influencing the pricing policy of the enterprise;
- the degree of price elasticity of demand;
- costs;
- competition policy

When developing the pricing policy of the enterprise, it is necessary:

1. Assess the impact of all the above factors.
2. Choose and justify the method of pricing.
3. Decide on price discounts.
4. Describe the actions of the enterprise in case of changes in prices for competitors.

Fifth stage. Development of sales strategy of the enterprise. The main tasks in the development of sales policy are:

1. Selection of the distribution channel;
2. Deciding to attract new and retain existing customers.

The sixth stage. Development of communication policy. Communication policy is a set of ways to promote a product on the market. The main ways to promote are:

- 1) advertising activities;
- 2) sales promotion;
- 3) public relations activities;
- 4) personal sales.

1) Advertising activities of the company.

Keywords you can use when writing your own advertising slogan:

- now, now, here, today;
- present, announce, promise;
- it is a revolution; this is your last chance; what is needed;
- for the first time, preferably, quickly, easily;
- mysterious, magical, effective, natural.
- savings, profit, sensation, profitable deal;
- hurry, love, create, etc..

The game team must answer the following questions:

- Which advertising will be the most effective?
- In which media (or on which media) is it better to place advertising?
- What should be the frequency of advertising and its format (duration)?

There are general principles of creating advertising.

- ***Commercial idea (what to demonstrate):***

- Design of a new product;
- A new feature of the product;
- Firm (image);
- Scope;
- Convenience;
- Quality;
- Cost-effectiveness;
- The problem that "gave rise to the product";
- Results of non-use;
- Results of use (tangible and intangible);
- User satisfaction.

• ***Basic tone or approach:***

- direct;
- with a slight sense of humor;
- with strong exaggeration;

The seventh stage. Choice of marketing strategies and their substantiation.

Based on the studied material and formulated goals of marketing activities, the game team should offer for each element of the marketing complex strategies that are most suitable for their implementation in the marketing of the enterprise (Table 8). The choice of a strategy should be reasonable, and the goals should be interrelated.

Keep in mind that the same goal can be achieved in different ways. For example, it is necessary to increase sales by 10%. This can be achieved by raising the average price, expanding demand by lowering the price or increasing market share through intensive advertising and sales promotion measures. Obviously, these options are unequal, and their effectiveness will depend on the characteristics of the market and the specific situation.

When choosing a strategy, it is useful to use a few simple rules borrowed from military strategy:

- feasibility: assess the necessary resources and constraints;
- strength: strive to always have advantages in strength;
- concentration: avoid spraying force;
- synergy: ensure coordination and coherence of actions;
- flexibility: be prepared for unexpected situations;
- economy: do not spend limited resources.

Table 8

The main types of marketing strategies

Group of strategies	Types of strategies
1	2
Segmentation strategies	Undifferentiated Differentiated Concentrated
Basic development strategies	Cost dominance Differentiation strategy Concentration strategy
Intensive growth strategies	Deep market penetration Product development Market development New region development strategy
Intensive growth strategies	Back Integration Forward Integration Horizontal Integration
Diversification strategies	Concentric Clean

1	2
Competitive strategies	"Leader": <ul style="list-style-type: none"> • strategy to expand global demand; • defense strategy; • demarketing "Challenging companies": <ul style="list-style-type: none"> • flank attack strategy; • frontal attack strategy. "A company that follows a leader": <ul style="list-style-type: none"> • a strategy of pure following; • a strategy of imitation. "Specialist"
<ul style="list-style-type: none"> • International development strategies 	<ul style="list-style-type: none"> • Distribution of goods in the same form • Adaptation of communications • Adaptation of goods • Double adaptation • Development of a novelty
<ul style="list-style-type: none"> • Pricing strategies 	<ul style="list-style-type: none"> • "Cream removal" • Strong implementation • Price discrimination • Quality leader • Integrated sales strategy • Single price strategy • Zonal pricing strategy
<ul style="list-style-type: none"> • Sales strategies 	<ul style="list-style-type: none"> • Intensive sales • Selective sales • Exclusive sales
<ul style="list-style-type: none"> • Communication strategies 	<ul style="list-style-type: none"> • Ejection strategy • Retraction strategy

The eighth stage. Marketing budget development. The marketing plan allows you to form a so-called "basic" budget, where all marketing activities are transformed into costs and revenues. Of course, the cost of a business depends not only on the cost of marketing, but when drawing up a marketing plan, all financial indicators are related only to it.

There is no single unified methodology for developing a marketing budget, so each company uses its own approach to determining budget items. In the course of a business game it is recommended to use the given variant of the form of the budget (tab. 9) and the forecast (tab. 10).

Table 9

Marketing budget for _____ (million USD)

Indexes	Quarter			
	1	2	3	4
Sales revenue projected for the year				
Marketing costs, total: Including: • research (including the cost of information); • sales organization; • advertising; • other sales promotion measures; • salary of marketing staff; • other expenses				
Sales revenue minus total marketing costs				

Table 10

Goods (services)	Sales forecast, million US dollars. .			
	Optimistic	The most real	Pessimistic	
Total				

TOPIC 5. POSITION AND ROLE OF THE CONSULTANT IN THE CONSULTING PROCESS



The purpose of practical work on the topic: to form a systematic understanding of the impact of the consultant's work on the course and efficiency of business processes of the client company



Block 1. Questions for testing knowledge

1. What are the behavioral roles of the counselor?
2. What is the main task of a specialist consultant?
3. How the roles of a consultant are divided depending on his profile?
4. What is the peculiarity of the subject-object relationship?
5. Which option of the relationship between the consultant and the client is more effective?
6. According to the model of interaction, which topological zone leads to the termination of negotiations and the rupture of relations?
7. Is the partnership approach to problem solving effective?
8. What two types of counseling are distinguished in relation to the consultant to the organization? What is the difference?
9. What abilities should the consultant have?
10. Regarding the basic principles of the consultant?



Block 2. Test tasks

Choose one correct answer:

1. What, first of all, regulates the contractual relationship entered into by the consultant and the client:
 - A. The Constitution of Ukraine;
 - B. Commercial Code of Ukraine;
 - C. Civil Code of Ukraine;
 - D. Code of Laws "On Labor in Ukraine".
2. What is the role of the consultant before the main stages of the counseling process:
 - A. Agitator;
 - B. Mediator;

- C. Teacher;
 - D. Strategist.
3. Which role of the consultant, depending on his profile, is characterized by providing feedback:
 - A. resource consultant;
 - B. process consultant;
 - C. specialist;
 - D. there is no correct answer.
 4. Which option of relations is expedient and justified for Ukraine:
 - A. Subject-object;
 - B. Subject-subject;
 - C. Options a, b;
 - D. None.
 5. If there is trust and misunderstanding between the consultant and the client, it is:
 - A. Productive relationships;
 - B. Continuation of negotiations;
 - C. Breakup;
 - D. Identification of points of contact.
 6. Advisory units in management institutions include:
 - A. External consultants;
 - B. Internal consultants;
 - C. To no species.
 7. The advantages of the internal type of counseling include:
 - A. Long professional experience gained in practice;
 - B. Objectivity of thought;
 - C. The possibility of rapid implementation of decisions;
 - D. Limited working time for a certain period.
 8. To ensure maximum efficiency of development processes should:
 - A. Use internal consulting;
 - B. Use external consulting;
 - C. Combine the efforts of internal and external consultants;
 - D. Depends on the situation.
 9. The types of competence of the consultant does not apply:
 - A. Technical;
 - B. Interpersonal communicative;
 - C. Adaptive;
 - D. Emotional maturity.
 10. The ability to give informative professional assessments, make informed decisions, solve problems and set priorities is:
 - A. Adaptive competence;
 - B. Integrative competence;
 - C. Conceptual competence;
 - D. Intellectual abilities of the consultant.



Block 3. Case

MCA Customer Review

A study conducted by the Management Consultancies Association in the UK, which included a survey of 250 decision-makers, identified key priority consulting topics that are in demand from clients: digital technologies, business transformation and strategic management.

The study examines how private and public sector leaders use and evaluate consulting services. The survey showed that the use of consultants was widespread in large and small companies, with 84% of companies surveyed confirming that they use consulting services, and 81% of respondents saying that consultants met or exceeded expectations. Most advisory services were provided in the financial sector, as well as in life sciences and health care, and the least in transport and public sector enterprises. The study assesses the differences in which type of business needs the most external assistance in key areas of both the private and public sectors.

Companies that stated that they most needed the help of external consulting agencies with knowledge in the field of digital technologies - manufacturing (42%) and IT (41%) companies. There is also some concern about the need to introduce digital technologies in financial services and retail businesses.

65% of government and public sector leaders called low efficiency a major business problem, followed by recruitment, productivity, technological development, and finally Brexit. In contrast, more than half of the leaders in financial services and manufacturing saw Brexit as a leading future business challenge.

On the effects of ineffective Brexit

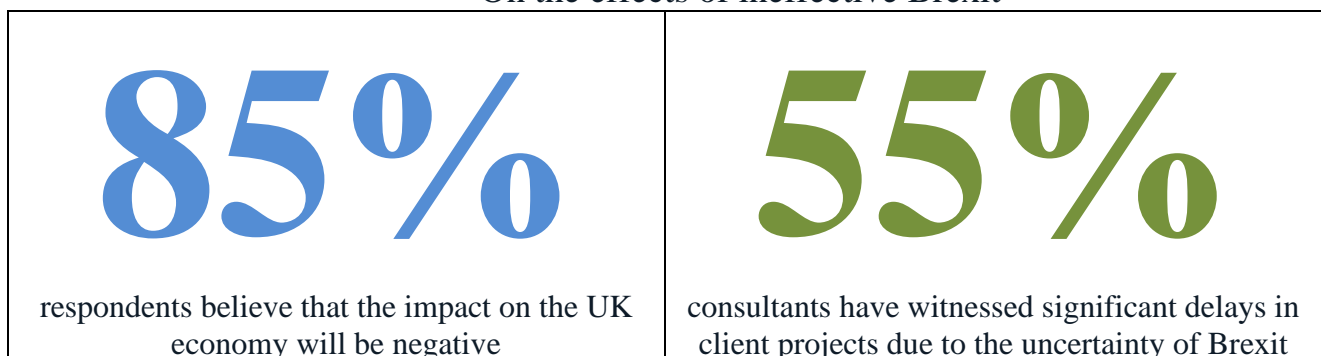


Fig. 3. Results of the MCA survey on the value of Brexit

The results of the survey show that the most valuable consultants are those who can advise businesses on the issues of transformation, knowledge transfer, cost-effectiveness and implementation of digital technologies. 81% of respondents said that in their experience, consultants met or exceeded expectations.

Tamzen Isaksson, MCA CEO, said:

"We value the opinion of business leaders about the value of advice. We believe that our associates are ready to help businesses address the challenges of digital and technological shocks in the future. Brexit is certainly critical for many businesses across the UK, but as it shows There are many other pressing business issues that companies need to focus on in order to remain competitive, and it is important that businesses gain confidence in our future relationship with Europe as soon as possible so that they can plan and prepare for Brexit and then continue important work with increase the efficiency of their organizations "

Stephen Scott, senior vice president of VIGA, said:

"The results of the study indicate great customer satisfaction when consulting on a number of major business verticals in the UK. The data not only highlights the value and impact of the industry today, but also helps to identify new needs in the UK's leading organizations in the near future. It is clear from our research that consultants will continue to play a key role in developing and transforming the UK's future business. "

Task:

1. Based on the presented research material, determine the driving forces and restraining factors in the development of the UK consulting services market.
2. Identify the sources of competitive advantages of the consultant in the market of consulting services in the UK.
3. Justify the possibility of realization of certain driving forces, restraining factors and experience of formation of competitive advantages of the consultant in the Ukrainian market.

TOPIC 6. INVOLVING A CONSULTANT IN A CLIENT ORGANIZATION



The purpose of practical work on the topic: to deepen the understanding of the purpose and processes of attracting a consultant to the client organization



Block 1. Questions for testing knowledge

1. Name ways to help the client organization in solving management problems.
2. In which cases is it impractical to invite consultants?
3. Should consultants be invited if the problem is one-off, situational in nature?
4. What factors affect the success of the interaction between the client and the consultant?
5. Is it appropriate to use advertising to promote consulting services, why?
6. Define the stage of shot listing, which stage precedes it?
7. Should price be considered as a decisive factor in choosing a consultant, why?
8. Explain the principle of analysis, adjustment and balance of expectations, its importance?
9. Name and describe the key success factors of the consulting project.
10. What is the final evaluation of development projects?



Block 2. Test tasks

1. In which of these cases it is advisable to invite consultants?
 - A. to make important management decisions;
 - B. to create a formal report;
 - C. in case of internal conflict;
 - D. when there are differences in views on the problem and ways to solve it.
2. In which of these cases it is impractical to invite consultants?
 - A. when solving a problem can have serious consequences;
 - B. when consultation on an illegal solution is needed;
 - C. when the problem is one-time, situational in nature;
 - D. when the problem is complex, systemic.

3. Which of the factors does not belong to the factors determining the level of need to involve consultants?
 - A. money;
 - B. skills;
 - C. time;
 - D. objectivity.
4. Which of the factors does not belong to the factors of success of the interaction between the client and the consultant:
 - A. the right choice of consultant;
 - B. understanding of goals and objectives;
 - C. knowledge of legislation;
 - D. communication.
5. Which of the options for choosing a consultant is correct?
 - A. long listing - short listing - the final choice;
 - B. express diagnostics - long listing - short listing;
 - C. experience of past clients - short listing - the final choice;
 - D. short listing - long listing - the final choice.
6. Which method of selection is the most effective?
 - A. experiment;
 - B. search for reviews on the Internet;
 - C. long listing;
 - D. balance of expectations.
7. What is the basis of the contract?
 - A. price of services;
 - B. constructiveness of existing recommendations;
 - C. achieved a balance of expectations of the consultant and the client;
 - D. A and B.
8. Which of the stages can be skipped when planning a consulting project?
 - A. to form a unified idea of the content of cooperation;
 - B. determine the project implementation period;
 - C. structure and describe the main elements of the consulting project;
 - D. ensure the functioning of project management processes and interaction of all its participants.
9. The key factors for the success of the consulting project are not:
 - A. active participation of the client in pre-project preparation in the formulation of consulting tasks and results expected from consulting cooperation;
 - B. support and active participation of the management and persons involved in the project in the process of its preparation and implementation;
 - C. effective communication with the management and staff of the client organization in the process of project preparation, implementation and completion;
 - D. there is no correct answer.



Block 3. Workshop

Using the characteristics of professional and personal traits of the consultant, presented in table. 11 and 12, suggest a division of consultants who have the appropriate traits (one or more) by the types of consulting tasks that need to be performed for the client organization. Give the answer in the form of a table (Table 13).

Table 11

Properties of professional competence at the level of motivation

Professional trait	Definition	Examples of consultant behavior in typical situations
1	2	3
Interested attitude to customers	Sincere interest in the success and well-being of customers; care for people, as well as for the organization as a whole. Search for customer information that may be needed in the future.	<ul style="list-style-type: none">• Continuously search for customer information. Able to independently identify cases in which the work does not meet the requirements of the client.• Focuses on the client's personal needs before the technical parameters are investigated. Acts as a personal friend and advisor to the client.• Promotes the effective use of positive traits inherent in this client; warns of possible mistakes in the use of positive personality traits.• Able to sacrifice personal time, devotes not only his working time to solving customer problems.• Has the property of empathy, sincere interest, and, in all cases, a consistently positive attitude towards the client.

1	2	3
Desire to have a positive impact	A sincere desire to help improve the professional level of each individual client, the organizational structure of the enterprise, and the enterprise as a whole	<ul style="list-style-type: none"> • Takes measures to allow instant exchange of information with the client. • Indicates the client's strengths before disagreeing with a point of view. • Refers to your experience in similar situations to establish contact and a trusting relationship with the client. • Maintains customer confidence by completing work on time. • Balances the negative and positive aspects of the information communicated to the client. On the one hand, he does not allow the oppression of his personality by his superiors, on the other hand, he does not treat his subordinates leniently.
Striving for achievement	Moderately developed desire to surpass colleagues in the degree of professionalism, or to be an unsurpassed specialist in their field. Focus on the end result, with no tendency to overstated work requirements; if necessary, the opportunity to readily transfer their authority. Realism and the ability to accept the fact that sometimes, due to difficult circumstances, you have to make not the most optimal decision for a given situation	<ul style="list-style-type: none"> • Has the ability to clearly focus the client's attention on the issues that need to be worked on. Analyzes individual positive and negative traits of the client before making recommendations. If necessary, orients the client to work in a certain direction in the future. Helps the client to understand the situation in a non-standard way, from different points of view, as well as to look into the future. • Helps to develop and monitor a system of metrics for measuring achievement. Helps to set complex but realistic tasks for the client.

1	2	3
The desire to be honest and fair	Pays due attention to the rights of others; tries to make the most ethically correct decision. Behavioral style - straightforward. Open, honest.	<ul style="list-style-type: none"> • Provides a clear idea and fully informed client participation in the project. Undertaken to perform only the work that will optimize the efficiency of the client. Informs the client about the estimated costs before the start of the project. Controls costs during project implementation. It is recommended to postpone the work if at the moment not all participants are ready to dedicate themselves to the project. • Prevents attempts to make changes in the course of the project that do not correspond to personal or corporate values. Criticizes the behavior of clients / colleagues if it is contrary to the principles of fairness, for example, if discrimination against employees is allowed.

Table 12

Professional competence at the level of personal traits

Professional trait	Definition	Examples of consultant behavior in typical situations
1	2	3
Willpower, attention to detail and precaution	Never easily abandons goals; considers problems from different points of view. Attentive to details, well prepared to solve professional problems.	<ul style="list-style-type: none"> • Responds promptly to requests for assistance. • Focuses on projects, existing difficulties and customer requests until the problems are resolved. • Actively cooperates with representatives of this department and other departments to obtain information on all issues of interest. • Properly prepared for customer meetings. Always on duty.

1	2	3
Flexibility of thinking	Has a lively mind, and is able to simultaneously solve several charges at different levels. It is characterized by flexibility and activity of the psyche. The ability to make sense of a situation using metaphors and analogies, which allows the interlocutor to trace the connections between phenomena.	<ul style="list-style-type: none"> • Asks orderly questions to investigate the situation. • Identifies new ways to use available resources for different purposes. • Equally competent in discussing general conceptual issues and specific applications. • Allows customers to understand existing problems.
Awareness of social trends and the ability to diagnose	Ability to trace connections between phenomena that are not next to others. A clear idea of technological, ideological, psychological problems.	<ul style="list-style-type: none"> • Unobtrusively makes remarks that allow a distinction to be made between common and established behavioral practices and the formal system; deep vision of reality. Ability to productive synthesis of the received information. Ability to draw a parallel between the situation and similar cases in the past; the opportunity to draw appropriate conclusions based on their own experience.
Self-confidence	Not demonstrative, and at the same time obvious, self-confidence that inspires confidence. The opportunity to be, figuratively speaking, the master of destiny, to build your own future.	<ul style="list-style-type: none"> • Develops the ability of others to take a risky event. • Is in search of new complex problems and opportunities to solve them. • Admits his guilt in the failure of any case. • Objectively sees his own merits and the merits of the client in a successful event. Does not lose self-confidence when a client questions his ability or compete

Table 13

Professional competence at the level of personal traits

Professional trait	Personality trait	Type of consulting	The type of task of the consultant
Interested attitude to customers, Desire to have a positive impact	Awareness of social trends and the ability to diagnose	?	?

TOPIC 7. PERSONNEL WORK IN THE FIELD OF CONSULTING SERVICES



The purpose of practical work on the topic: to gain skills of schematic visualization of personnel work processes in a consulting firm, in particular the creation of a map of corporate culture



Block 1. Questions for testing knowledge

1. Discover the essence and highlight the structural elements of the personnel policy of the consulting company.
2. What is the difference between the personnel policy of a consulting company from the personnel policy of enterprises of other types of economic activity?
3. What factors affect the effectiveness of consultants?
4. What are the advantages of the matrix form of organization of the project team?
5. Why in the work of the consultant important attention is paid to the flexibility of the work schedule?
6. Discover the essence of the professional structure of the consulting organization. What conditions it is determined by?
7. Discover the essence of projects with conditional names: "Brains", "Gray" and "Procedures".



Block 2. Test tasks

1. Active personnel policy:
 - A. is based on formulated management tasks, forecasts for their implementation and means of influencing the situation;
 - B. is used within the individual stages of the consulting project;
 - C. is characterized by transparency and openness to potential employees;
 - D. is characterized by aggression in conquering the market.
2. At the stage of programming the personnel policy of the consulting company takes place:
 - A. coordination of the principles and goals of work with staff with the principles and goals of the consulting organization;
 - B. analysis of corporate culture, strategy and stages of development of the organization;

- C. development of algorithms, programs, ways to achieve the goals of personnel work;
 - D. development of procedures for diagnosis and forecasting of the personnel situation.
3. The project approach to the organization of work provides:
- A. Focus the efforts of a team of staff specializing in different areas on the implementation of individual consulting projects.
 - B. specific association of people in the process of joint activity and communication;
 - C. determining the needs of specialists in a particular profile depending on the scope of work;
 - D. all answers are correct.
4. The matrix form of work organization of consultants is:
- A. changes in the scope of work or the emergence of new types of work;
 - B. readiness to hire any specialist with the appropriate qualifications;
 - C. forming a project team of specialists from the functional departments of the organization, involved on a contractual basis;
 - D. assisting the client organization in recruiting.
5. The main components of the formation of organizational culture of a consulting company are:
- A. standards governing the requirements for education, professional level of auditors and professionals;
 - B. internal standards, regulations, code of ethics of personnel, developed by leading experts;
 - C. opportunities and procedures for the introduction of innovative technologies for the provision of professional services;
 - D. definition of powers, division of responsibilities and formation of levels in the management hierarchy.
6. Elements of the consulting company's internal standards are:
- A. types of consulting services and special tasks;
 - B. sets of tasks related to the management of a consulting firm;
 - C. quality control of services provided.
 - D. all answers are correct.



Block 3. Workshop 1 **Creating a map of corporate culture**

*"If you want to understand culture,
then you need to make a visual map of it,"
Dave Gray, author and entrepreneur.*

1. **Imagine that your corporate culture is a garden.** The "outcomes" of your corporate culture are the fruits (what you want to achieve with culture). Behaviors are at the heart of your corporate culture. These are useful or harmful habitual actions. "Incentives" and "Blockers" (in the picture "Enablers" and "blockers") are the elements that help your garden to flourish or lead to its decline.



2. **Work "in pieces".** Keep the focus on a one-time discussion of one block of the card. If you start working with the map from the "consequences" or "behavioral habits" block, it is important to discuss in these blocks before moving on to other parts of the Corporate Culture Map.

3. **Tell stories and clarify details.** It is important that participants become accustomed to sharing facts or evidence, rather than simply giving their assessment.

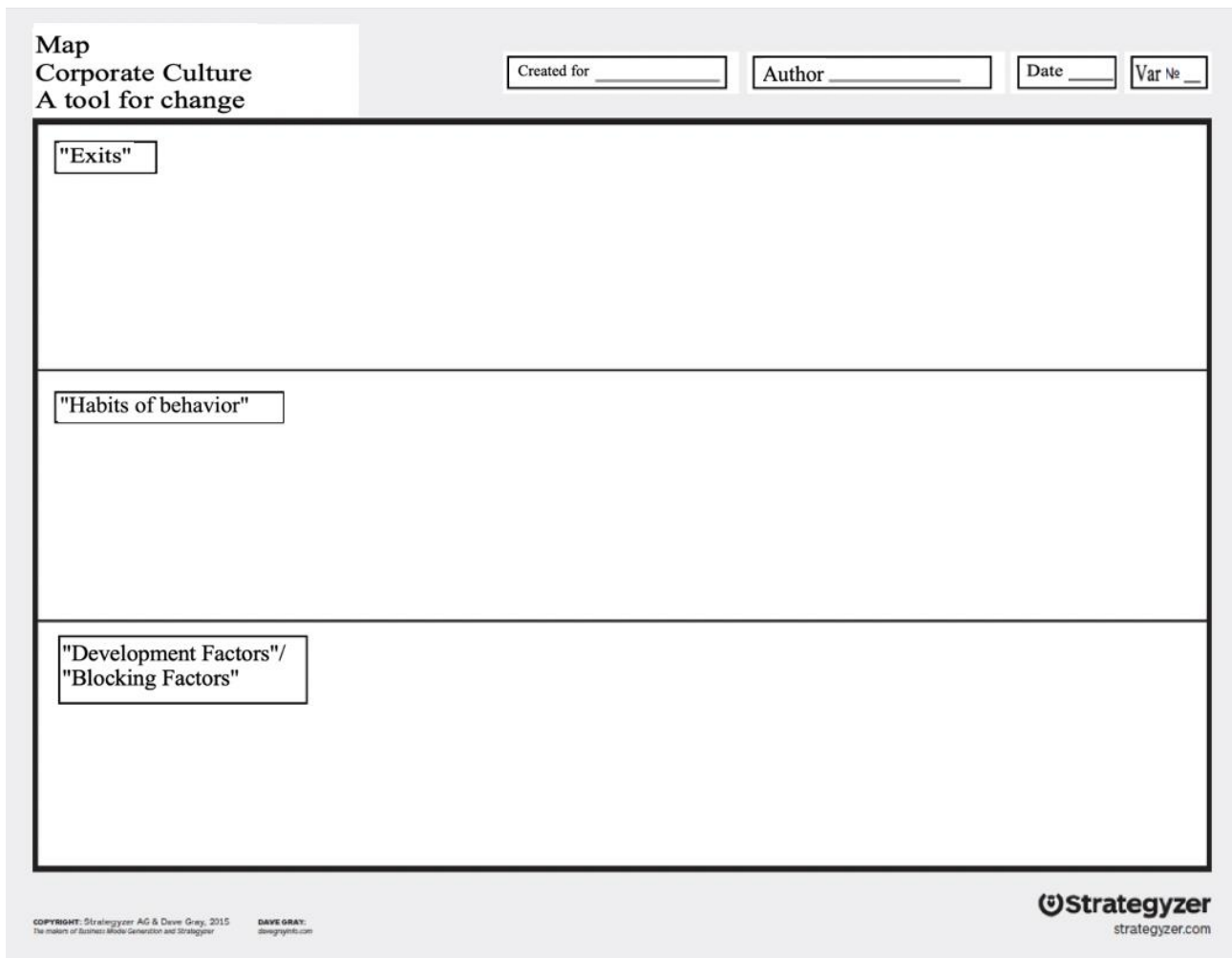
4. **Start by analyzing the "Habit of Behavior".** Behavioral habits are the easiest way to start. Describe the best day at work / classes? Describe the worst day at work / class?

5. **Discuss how leadership, organizational culture, processes, and organizational design can affect everyone's culture.** "What determines our behavior?", "What do you as a leader say or do to encourage certain behavior in employees?", "How are people rewarded or punished for their behavior in your organizational culture?", "What are the unwritten rules?" , "How do the processes in

your organization help maintain the culture in the organization, or, conversely, complicate?".

6. **Make sure you create a viable document.** Look at the picture you have created and return to it more often when your culture begins to change.

The process of regular research separately "Exits", "Development Factors" and "blockers" will allow your team to freely decide which of the elements should disappear and which elements should be included in the Corporate Culture.



The image shows a template for a Corporate Culture Map. It features a header section with the title "Map Corporate Culture A tool for change" and four input fields: "Created for", "Author", "Date", and "Var No". The main content area is a large rectangle divided into three horizontal sections. The top section is labeled "Exits", the middle section is labeled "Habits of behavior", and the bottom section is labeled "Development Factors"/ "Blocking Factors". The footer contains copyright information for Strategyzer AG & Dave Gray, 2015, and the Strategyzer logo and website address.

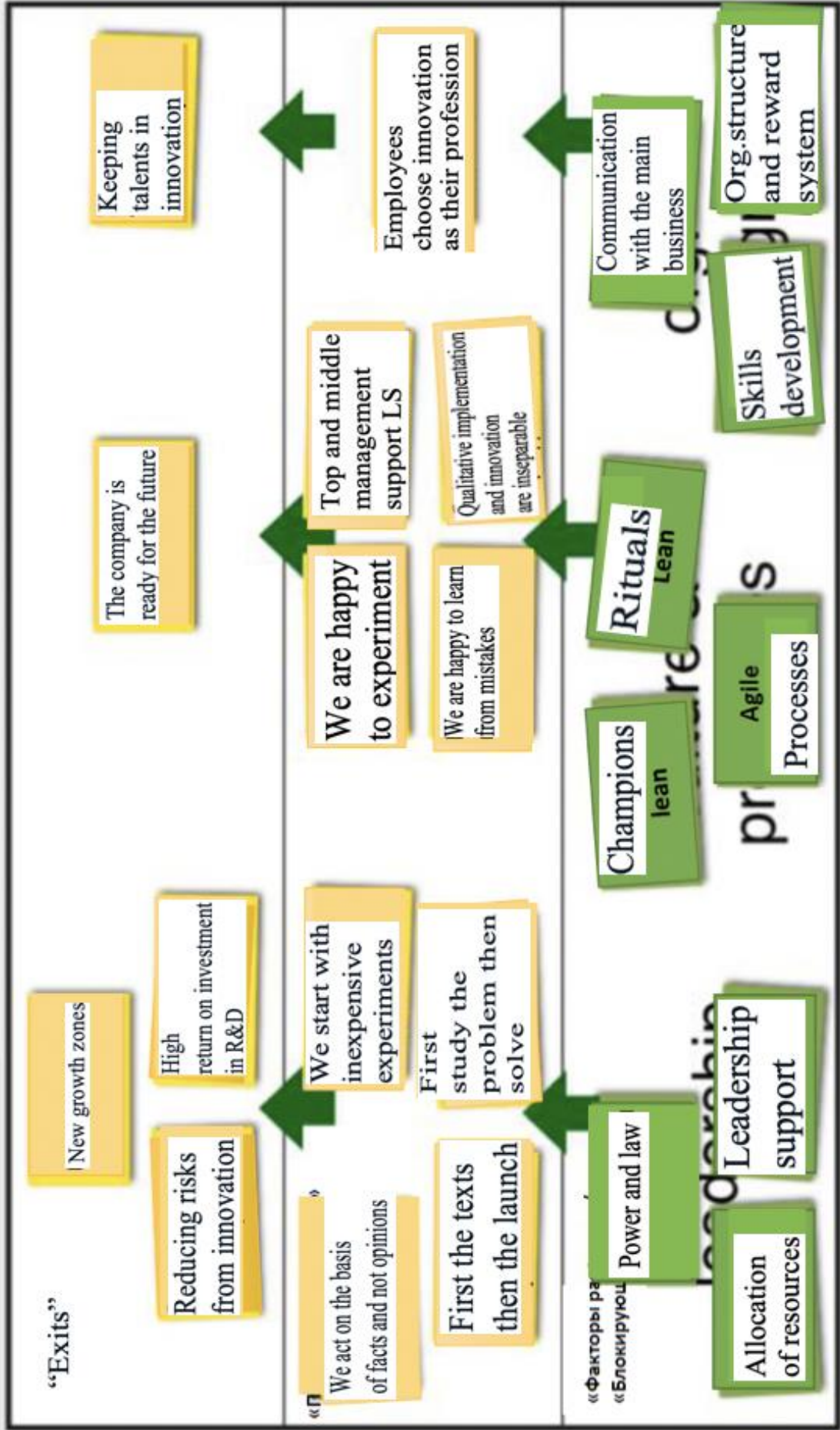
Fig. 4. Corporate culture map template

MAP
Corporate Culture
Tool for change

For _____

Author _____

Date: _____ Var № _____





Block 3. Workshop 2

A pool of talents instead of a university, or a modern personnel reserve

- The number of young consultants from Russell Group University decreased by 28% compared to 2011.
- Young consultants are more concerned about a competitive salary and the opportunity to travel than a flexible schedule, as opposed to senior consultants.
- According to new independent research, every fourth young consultant will leave the UK after the Brexit process
- The consulting market continues to grow - by 8% in 2019 and 6% (forecast value) next year.

In addition to the rest of the experience of the Association of Management Consulting (MCA), the Industry of Consulting Management, the products are more available for specialists who have come from other galleys. Among the well-educated MCA members, a number of young consultants, who attended the university of the Russell Group, dropped from 54% in 2018 to 45% in 2019, which was 73% less than the previous year.

It's a bit of a challenge to get new talent to get a managerial consultation, young consultants, as a rule, are more concerned about the payment of salaries (34%) for a higher cost per hour (7%) and a 5% increase in cost (5%) Consultants, with more than five years of knowledge, were also asked the price of food: for them, it was important for them to spend an hour for sleeping in between working hours (20%) and a nasty graph (14%).

Tamzen Isaksson, executive director of MCA, says:

Tens of thousands of young people seek employment at leading consulting firms each year, and a new survey shows that fewer professionals work in this field on a traditional basis - after university - than before... It is vital that we continue to make the UK more attractive to the best of the best who will be able to develop and prosper right here, as part of global consulting...

Compared to their older and more experienced colleagues, young people are less active in finding new vacancies. However, they are very open to proposals (45%) and ready to wait for the "right" position (24%). Overall, although almost two-thirds of respondents say that Brexit plays a minor role in their job search outside the UK, now

one in 4 counselors is more likely to look for more opportunities outside the UK through Brexit.

In terms of job satisfaction in general, the key factors holding talent in companies are the variety of projects (14%) that consultants have to work with, as well as the general business culture (13%) and the diversity of client organizations (12%).

More than 500 consultants from a number of MCA member firms participated in an independent survey conducted by Savanta, including managing directors, consulting executives and junior management consultants. Despite a year of political and economic uncertainty in the UK, MCA member firms estimate that growth in the sector was around 8.3% in 2019, slightly above the 7% growth rate in the previous year. The continued expansion of digital technology consulting and work with the government and the public sector continue to be the main drivers of growth, estimated at around 6% in the next 12-24 months.

Looking ahead, MCA members continue to be optimistic about the future of the industry, with 76% expecting an increase in consulting over the next 12-24 months, albeit at a slower pace than the previous year. Sectors that expect particularly high growth are digital technologies, government and the public sector, infrastructure, health and life sciences, energy and resources.

Task

1. Identify the advantages and disadvantages of involving creative specialists from other fields in consulting instead of graduates of specialized specialties.
2. Predict possible problems on the way to creating a talent pool in Ukraine.
3. Name the measures you know that contribute to the creation of a community of talented young people in Ukraine, which can be successfully involved in consulting.
4. Identify obstacles to the successful adoption of the Ukrainian market experience of the United Kingdom.

SECTION III. METHODOLOGICAL FUNDAMENTALS OF INTERNATIONAL CONSULTING ACTIVITY

TOPIC 8. METHODOLOGY OF CONSULTING



The purpose of practical work on the topic: to consolidate knowledge of counseling techniques and gain skills in consulting analysis



Block 1. Questions for testing knowledge

1. What is the difference between the types of counseling?
2. In what forms is expert advice provided?
3. In which cases it is advisable to use expert advice?
4. Define the concept of "organizational interventions"?
5. What is the purpose of process counseling?
6. What is included in the cycle of formation of client-consulting relations?
7. What stages of project consulting do you know?
8. When it is advisable to use project consulting?
9. Describe the training counseling.
10. What is coaching and what types of coaching do you know?



Block 2. Test tasks

1. What types of counseling do you know?
 - A. expert, design, functional, practical;
 - B. expert, process, effective, strategic;
 - C. expert, process, design, training;
 - D. scientific, design, expert, educational.
2. In-depth analysis of the situation through the selection of evaluation criteria and the development of evaluation scales, standards and special programs as a form of counseling.
 - A. expert;
 - B. project;
 - C. process;
 - D. educational.

3. The following types of counseling are aimed at great advantages of teamwork:
 - A. educational;
 - B. expert;
 - C. process;
 - D. project.
4. To help in the decision of existing problems, to show the organization of a way of the independent decision of problems in the future is the main task:
 - A. client;
 - B. the whole team;
 - C. employees of the client's firm;
 - D. consultant.
5. Organizational diagnostics is
 - A. a set of methods by which the consultant collects information about the state of the client's organization;
 - B. measures related to the impact on the organization, which are designed to make positive changes in its activities and consolidate them;
 - C. complex characteristics of the object, reflecting the degree of its perfection in terms of pleasure;
 - D. approach to planning the company's activities, which involves a continuous process of assessing the level of products, services and methods of work.
6. Project consulting includes the main stages in the following order:
 - A. Preparation by the customer of the project task - step-by-step preparation of the project - participation in the project implementation - provision of necessary consultations;
 - B. Participation in the project implementation - preparation of the project task by the customer - provision of necessary consultations - step-by-step project preparation;
 - C. Preparation of the project task by the customer - step-by-step preparation of the project - provision of necessary consultations - participation in the project implementation;
 - D. Provision of necessary consultations - participation in project implementation - Drawing up by the customer of the task for the project - step-by-step preparation of the project.
7. If the company has no experience in implementing the project, does not have the necessary specialists, information support, it is necessary to use the following type of consulting:
 - A. expert;
 - B. process;
 - C. educational;
 - D. project.
8. Teamwork, systematization, innovation, phasing, diligence, mandatory accounting of the socio-cultural component are important principles:
 - A. forecasting;

- B. integrated consulting;
- C. analytical activities;
- D. coaching.



Block 3. Workshop

Case Amway. How the internet destroys direct sales

Journalist I. Verstyuk told on the pages of the portal nv.ua [36] about a conversation with an acquaintance.

A few years ago, an acquaintance invited me for coffee and said that we had something to talk about. I accepted his invitation, and we met in one of the cafes in the capital Podil. After discussing the country's news and recalling the past, I asked my friend to move on to the topic of the meeting.

He took a product catalog from Amway, an American manufacturer of organic supplements and self-care products, and began to persuade me to buy something. And ideally - so in general to subscribe to regular deliveries of Amway goods.

I was satisfied with the quality of products and even prices, although they are quite high. I was not satisfied with the way I was offered to buy goods - through phone calls and personal arrangements to meet with a particular distributor. So I turned down the offer.

Since then, I've had a thought - why doesn't a company as big as Amway understand that the direct sales method is no longer suitable for a generation of millennials who are prone to introversion and don't like to talk on the phone again?

This year I received an answer to my question. After meeting with the management and owners of Amway in Las Vegas, I asked them directly - do you want to change your business model? Direct sales do not work with me personally.

And that's what happens. Amway owners Doug DeVos and Steve Van Andel have long realized that there are problems with direct sales. So this year, they changed the CEO of their company, hiring the former head of the pizzeria chain Pizza Hut - Milinda Pant.

Pant is faced with the task of radically rebuilding the Amway business model. What is the situation in the company now? Several million distributors have closed their customer base, which last year alone generated \$ 8.8 billion in revenue. The Ukrainian market segment earned \$ 57 million. The Ukrainian market employs almost 200,000 distributors. Globally, the company wants to regain control of its customer base, but so as not to offend distributors.

Amway Ukraine says the following about the peculiarities of cooperation with people who sell their products: "Agreements between Amway and distributors are not employment and do not create an actual employment relationship between the parties. The company enters into two types of civil law contracts: a contract of sale of products and / or a contract for the provision of services. Distributors are not Amway agents / agents / commissioners and operate independently. "

The easiest thing would be to just open an Amway online store and give up millions of distributors, **but top management does not want to deprive their people of work and resources for life.** The days of savage capitalism are over. Amway is a family business with its own traditions and beliefs, which is sharpened to provide a way to earn almost anyone who wants to earn.

The desire to keep the company's shares among the descendants of the DeVos and Van Andel families is the reason why Amway does not go public

The desire to keep the company's shares among the descendants of the DeVos and Van Andel families is the reason why Amway does not go public. However, Mike Kaiser, the company's chief operating officer, told me that he was considering a share option and even put the company's financial statements in order. However, the current owners want to keep the property in their hands for now.

Tomasz Muras, head of Amway's Ukrainian office, added his arguments: working under pressure from stock market shareholders, who demand more dividends at the end of the year, forces them to save on investments in people and technology. Doing business with a view to the stock market is profitable, and sometimes not so much. At Amway, they believe that the stock market is not the best option in their case.

Frank critics of the Amway business model see it as a pyramid, as many distributors do not create any added value by earning a percentage of other people's sales. There are two main arguments in response to this criticism.

First, **Chinese regulators have scrutinized Amway's sales structure and believe it is not a pyramid.** Second, **the company has many valuable tangible assets.** It is a fairly powerful development and innovation department, as well as industrial assets. There are two plants in Washington, D.C., a plant in Brazil and a plant in Mexico. Hundreds of people work at each of them.

The company's management states that the development of e-commerce has gradually destroyed the business model of direct sales, and therefore encourages its distributors to develop social networks for sales - especially Facebook and Instagram. In addition, they can sell goods online. Amway Ukraine clarifies this point as

follows: “The company recognizes that the business model of direct sales has evolved, and personal contact, as a necessary element preceding the sale, can be established through social networks. Online sales are strictly prohibited for all Amway distributors without exception. This type of activity is in conflict with the rules and regulations established by the company in the field of direct sales.

Direct sales are a trading method dating back to the middle of the last century. It still exists by inertia, but generational changes in purchasing power deprive it of its potential for further growth. People are increasingly enjoying shopping while sitting at a computer or holding a phone, rather than meeting a sales representative in person.

The change in Amway's business model is long overdue. I'm even surprised that the company announced a new course only this year. Probably, in 2010 this new course would be timely. But in traditional, perennial companies, business processes are often slow.

The important thing that all businesses - both Ukrainian and international - should learn is that virtually no business model will survive **the digital age without significant changes**. Someone will need to develop a mobile application, someone - to implement the use of QR-codes, someone - to open a research and development center, someone - to place shares on the stock exchange or issue tokens.

Even businesses that have taken place, such as raw materials or agriculture, will have to rethink their business models. What to say about the sector of home products, supplements and hygiene products. Changes are needed here just for yesterday. Amway is a good example of how difficult it is to make reform decisions and how important it is to make timely decisions.

Task

1. Identify the types of consulting that Amway needs when changing business models.
2. Create a basic list of requirements for a consultant that can help make changes in this company.
3. Make a list of questions that the consultant should ask at the first management meeting.
4. Identify the necessary information and software for the consultant to work on a project to change the Amway business model.

Explain the functional purpose of each tool by type of software.

TOPIC 9. CONSULTING TECHNOLOGY



The purpose of practical work on the topic: to consolidate knowledge of consulting technology and gain skills in developing a map of projects



Block 1. Questions for testing knowledge

1. Describe the main stages of the consulting process in terms of its phases. What is their specificity?
2. Analyze the main focus of consulting activities. Why do management focus on these areas of work?
3. Name and describe the key success factors of the consulting project.
4. Discover the essence of competitive advantage. What competitive advantages are important for consulting companies?
5. Describe the role of marketing in the consulting business.
6. What factors influence the price of consulting services?
7. Give the basic rules of pricing in the market of consulting services.



Block 2. Test tasks

1. The project approach to the organization of work provides:
 - A. coordination of the principles and objectives of work with staff with the principles and objectives of the consulting organization as a whole;
 - B. compliance with the range of services offered, industry and geographical specialization, market conditions;
 - C. involves focusing the team of staff specializing in different areas on the implementation of individual consulting projects;
 - D. provides a more complete and objective description of the objectives and desired results.
2. Effective consultant:
 - A. helps the client organization's employees develop the skills necessary to increase the chances of successful completion of the planned activities;
 - B. works with key clients of the client system, coordinating their participation in the project;
 - C. compiles a list and description of the characteristics of consulting services in accordance with the selected segments;
 - D. develops an operational plan for the company.

3. Choose the internal factor influencing the price of consulting services:
 - A. practice in counseling;
 - B. the price of contractors' services when performing international, long-distance assignments;
 - C. possible communication difficulties (non-resident client, language barrier);
 - D. the situation with competitors, government agencies.
4. The final criterion of the consulting firm:
 - A. gross income;
 - B. cost of consulting services provided during the reporting period;
 - C. net income;
 - D. profit per partner.
5. The method of increasing the profitability of a consulting company, which is to increase the cost of services:
 - A. specialization, introduction of innovations;
 - B. waiver of non-profit customers;
 - C. reducing maintenance costs;
 - D. all answers are correct.
6. Method of calculating the cost of consulting services based on a fixed cost of a particular service:
 - A. hourly;
 - B. lump sum;
 - C. based on the results of counseling;
 - D. combined.
7. The key factors for the success of the consulting project are not:
 - A. active participation of the client in pre-project preparation in the formulation of consulting tasks and results expected from consulting cooperation;
 - B. support and active participation of the management and persons involved in the project in the process of its preparation and implementation;
 - C. effective communication with the management and staff of the client organization in the process of project preparation, implementation and completion;
 - D. there is no correct answer.



Block 3. Workshop 1

Maps of strategic projects

Stage 1. Creating a "Project Map"

The purpose of the stage: to get acquainted with the strategic project, to understand the essence, to process details and to create a visual map of the project, having filled in a template.

Process: Teams meet with project leaders and fill in the Project Map template. Ideas are recorded on moderation maps and pasted into the project template. Each project has its own mixed team. The "Project Map" template includes: project objectives, project success indicators, the effects of the project (what will happen if it is implemented; what will happen if it is not implemented ...), the availability of resources and their need, etc.

Project name	Goals and objectives		The essence of the project	
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
II: Objectives	<i>IIIo</i> What will happen, <i>εφελ.</i> if implemented	<i>III</i> Effects of the <i>πο.</i> project	<i>III</i> What will happen, <i>πε.</i> if not implemented	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
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<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Bixi Milestones of <i>προεκπ</i> project results	What resources are needed		Which units need to be involved	
Dec 31 <input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>
Sep 1 <input type="text"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>
Jul 1 <input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>
Apr 1 <input type="text"/>			<input type="text"/>	<input type="text"/>
	What can interfere	What needs to be finalized		
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Fig. 6. Project map template

Stage 2. Gallery of projects

The purpose of the stage: to get acquainted with the results of the work of the teams, with all the Project Maps and to identify possible risks.

Process: Move commands from the Project Map to the Project Map clockwise. Team members get acquainted with the project on their own, discuss with each other, and ask clarifying questions to project leaders, which remain in their templates. The task of the project manager is to answer questions about the project. It is important that there is no presentation of the leader, namely that the participants read and discuss. As a result, teams must enter risks into the project folder.

Stage 3. Minimization of risks

Objective of the stage: To develop measures to minimize project risks.

Process: work in groups

1. Familiarization with the list of risks identified by the groups at the previous stage, grouping and risk analysis. Allocation of key risks for the project (3-5 pcs.). STORMZ session.
2. Discuss project risk minimization and create a list of necessary actions to minimize each key risk..

Stage 4. Final discussion

The purpose of the stage: to summarize the work on strategic projects.

Process: "free microphone" - participants are voluntarily called and express their opinion on the topic: How did it work? What were the results? What did you learn and discover?

What was important for the participants (feedback): were able to get acquainted with all strategic projects, leaders worked out their projects in detail, understand the importance of projects and priorities this year, deep elaboration of projects, clear relationship between projects, there is a willingness to implement.



Block 3. Workshop 2

1. Analyze the materials of the report of the European Federation of Management Consulting Associations "Survey of the European management consultancy" [28].

2. Formulate 3-5 quantitative and qualitative criteria for the development of international management consulting. Analyze the dynamics of quantitative and qualitative changes in international consulting according to certain criteria.

3. Identify the countries that are leaders by most of the selected criteria. Research business trends in these countries using available analytical materials on the Internet and draw conclusions about the key factors of identified positive quantitative and qualitative changes. Make the answer in writing using graphs and tables.

TOPIC 10. FEATURES OF CONSULTING DIFFERENT TYPES OF ENTERPRISES



The purpose of practical work on the topic: to consolidate knowledge about the differences in consulting different types of enterprises, to gain skills to develop solutions for commercial situations

Block 1. Questions for testing knowledge



1. Describe the goals of the consultant and the needs of the client.
2. What skills are needed by the consultant to meet the client's needs?
3. How the roles of the consultant change depending on the specifics of the activity and the consulted problem of the client organization?
4. What issues should the consultant focus on when identifying the client's strengths and weaknesses in relation to the business idea?
5. Describe the factors that affect the growth of the enterprise.
6. Identify key areas for measuring productivity as a factor in the ability to grow small and medium enterprises.
7. Describe the symptoms of business decline.
8. What is the rule of accepting a double perspective in managing change in the enterprise?



Block 2. Test tasks

1. Factors influencing the company's ability to grow are:
 - A. productivity, priority, project;
 - B. productivity, potential, project;
 - C. potential, staff, project;
 - D. potential, project, proportion.
2. What role does the process consultant NOT play:
 - A. be a "means of change";
 - B. assisting the company in solving problems by providing information about organizational processes;
 - C. search for the "right" solution;
 - D. the primary goal is to provide an approach, methods, and values for the client organization to use in solving its own problems.

3. If it is necessary to motivate the client to implement changes through advocacy, the client is given a role:
 - A. couch;
 - B. echnical expert;
 - C. advisor;
 - D. does not have the correct answer.

4. What are the key areas the consultant takes into account in determining the strengths and weaknesses of the new enterprise?
 - A. motivation, ability, project, resources;
 - B. tasks, market, ability and obligations, financial forecast;
 - C. market, production, strategy, budget;
 - D. resource base, experience base, management base, idea base.

5. The internal causes of business decline are:
 - A. competition;
 - B. high cost structure;
 - C. changes in market demand;
 - D. negative price trends in the commodity group of goods.



Block 3. Workshop

How to raise sales with non-standard solutions?

IIS has launched an online CRM system, which after launch faced the problem of attracting new users. The young startup did not have the funds for a large-scale advertising campaign, so it was decided to use non-standard ways to attract customers via the Internet and budget search promotion.

Proposals of a consulting company:

1. Non-standard low-budget site promotion

About 1,000 low-competitive key queries were selected and 70 selling texts were written for them.

2 Maintaining a corporate blog - to create the face of the company

A corporate blog was launched, which provoked activity among site visitors and actively attracted traffic from search engines.

The result: more than 200 people a day visit the corporate blog from search engines.

3 Comics - a viral effect

To quickly and easily explain to visitors how the system can help them, an exquisite solution to the problem was found in the form of educational comics.

Task:

Offer solutions for the following customer requests:

- **Megastar Company.** We distribute ceramic tiles. Our clients are shops and salons. The main search method is cold calling. The main problem is managers. High staff turnover, irresponsibility, laziness and stupidity.
- **Asian Tiger** Standard approaches to attract potential customers are not suitable for our plant. We are trying to promote the sale of products: High-octane additives. How to find a non-standard approach to this problem?
- **EuroAcre Company** Please suggest ways to increase sales in the luxury sector - Cottages on the Costa Brava
- **Company "Afrologistics"** We provide traffic monitoring services in sub-Saharan Africa, and are also developers of our own platform. But so far, except for publications in magazines and contextual advertising, nothing comes to mind. And you really want something else that will attract customers.
- **RIP Company.** We are engaged in the manufacture of tombstones. Please suggest ways to increase sales. We are looking for non-standard ways to promote our services.
- **Smart Company** We sell elements of a smart home based on wifi. We have two areas - wholesale for installers and online stores, and retail. We sell at retail to people who are passionate about computers and modern technology, but in general, anyone who is interested in computers and can unscrew the socket is our customer. Our products are an opportunity to implement elements of a smart home without spending on laying wires, grouting walls. Do-it-yourself kits. We want to expand sales.

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