

## Consulting in the Management of Strategic Development

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**Abstract:** The analysis of management consulting as an independent activity which is realized on different kinds of enterprises was conducted in this article. There are also its definition and comments on main theoretical parts. The article gives an alternative approach of modeling and analysis of interactions of management consultants and business systems consulted by them. Proposed approach is based on analysis of consulting process realized on different kinds of enterprises and is embodied in the author's development of "a model of the consulting engagement". This model proposed by its authors allows to make a profile of consulting participation in the ongoing changes and to identify key indicators to monitor the consulting activity. The technique is based on the classic representation of the consulting process and its main stages of implementation.

**Key words:** Management consulting • Management decisions • Consulting process • Profile of consulting project • Consulting decisions

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### INTRODUCTION

Nowadays theory and practice proves the current system of corporate management, as well as basic tools for solving problems of the tactical and strategic level, unfits for requirements of the business environment. This is due to complexity and non-standard tasks presented to the decision of each business entity. In its turn on the one hand the complexity of the tasks defined by strategic aims of business entity and on the other hand it is due to the level of environmental uncertainty. In connection with this among the most important problems of the strategic development organizations are: the lack of effectiveness of management decisions, imperfection of executive personnel, the lack or duplication of functions in the organizational structure, the defective address responsibility for executing tasks by specific operators, the mismatch of the fixed powers and range of obligations etc. These reasons significantly reduce the effectiveness of management in general [1, p.409].

A large amount of practical methods of making management decisions and also a number of fundamental theoretical developments recommended by theorists of

different areas of management, often remains unclaimed because of complexity in use and the lack of training of staff members. By the way even practical use of already done methods do not always come to expected results by reason of subjectivity in the assessments and decisions. This situation largely determines the role of management consulting as one of the tool of making effective management decisions and improve corporate management system [2, p. 103].

Involvement of management consulting means the implementation of a more objective diagnosis of administrative problems, the development and inoculation of effective management decisions within the framework of consultancy projects focused on changing the configuration of the structure of business processes [3, p. 100]. In such a way the contradiction between the growing market demand in management consulting and the level of development of a partnership culture becomes more and more evident. Current situation highlights the necessity of the development of methodological principles, procedures of implement changes and monitor results of management consulting association of large industrial enterprises and corporations.

Reviewing the modern practice of involving consultants the next categories of enterprises, which are going in for consulting services more often, are: firstly, there are large corporate type-organizations whose leadership is interested in objective information about their business, as well as effective monitoring systems of current business processes; secondly, there are enterprises in crisis or in a state of business failures; thirdly, there are upcoming enterprises; and fourthly, there are enterprises with "weak pockets" in their current situations [4, p. 224].

Management consulting as the sphere of relationships between outside experts and business entities can be considered in the "wide" and "narrow" sense.

In the wide sense management consulting is the element of administration system used as immaterial resource realized in set time on set phase of activity and focused on creating, transforming and developing of functional elements or business-processes with the help of outside experts who build their work on the basis of prior learning and experience.

In the narrow sense management consulting is an auxiliary element of management system that has some level of integration with the established principles of the company performed certain functions and operations, as well as having a specific set of methods and options.

How it can be seen that management consulting is a complex economic tool taking up in different ways by theorists and practitioners and that is the reason of wide spread of semantic definitions. Different roles and external manifestations of management consulting in the management of business entities formed its holistic understanding as the economic category.

Consulting is regulated by law area of economic activities related to the service industries. In the literature, a consulting service means advice, recommendation, analysis, evaluation, prognosis or a certificate in a specific area of interest and customer problems.

Core product of consulting services is particular management decision focused on the achievement of individual results, the creation of repetitive processes in time, the development and maintenance of processes and so on. Management decisions are usually developed and implemented for the social system and are oriented to the strategic planning of the organization, management, the human resource management, production and service activities, the formation of the company management system etc.

The objective goal of management decision is to define the position of the control object which is good for the manager and maximum possible for that object. Accordingly the fact that the objective goal is the image of the desired position of the control object, the result of processing information about the object can be interpreted as "an existent image of the management object", an image formed in our minds. The existent image of the management object in the mind of the manager is usually determined by the quality of the received information. During the analysis already on the first level it is necessary for manager to accept the control object as an object of this control action [5, p. 97-105].

The role of management decision (as the basis of management) is to determine the sequence of actions of the staff for the production and disposal of goods and service features. Management decision is seen as a result of management implemented in the production process and expressed in terms of its results. Management decision is implemented by interrelated functions. Their consistent fulfillment forms output process, adoption and implementation of management decision. That process characterized by the general set of procedures interrelated by order of phases. Characteristic features of this process are principle of continuity, discretisation, alternativeness, social relevance, efficiency and effectiveness [6, p.75-76].

## **MATERIALS AND METHODS**

The study showed that a core element of the consultants and their clients' work is the general process of interaction. The consulting process is "the process of providing, supporting and accompanying the management of change activity" [7, p.33]. Three enlarged stages is allocated in the consulting process: pre-design, project (contract), post-project.

Pre-design stage is the initial stage of the consulting process. Within this stage the problem needs to be identify and a decision on bringing outside experts who can offer the most effective solutions to relieve this problem is making. The selection of consultants and possible methodological approaches to solving problems with available resources takes place at this stage. The signing of the contract for consulting services is the moment of transition to the second stage of the consulting process - project.

Project stage is a stage of development and the implementation of specific management decisions which is used to modify or develop a problem area. This stage

consists of the following steps: information gathering and diagnostics, development of solutions and implementation solutions.

Gathering information and its diagnosis is carried out in the form of research to clearly define the basic parameters of the functioning of the client organization. Qualitative and quantitative volume of selected information fully depends on the area of conducted research, as well as the correct formulation of purposes and tasks.

The development of solutions is a search for the right and all-in-one solution for set upped problem.

Consulting solution is the result of systemic activity of the consulting organization (consultant) and the client organization. It is also the product of cognitive (mediated cognitive factors), emotional, volitional, motivational nature - the synthesis of mental processes with the original regulatory focus [8, p.22].

The implementation of the management decision is the last phase in the project stage of the consulting process. It is implemented and carried out in the form of concrete actions in accordance with the plan adopted in the early stages. Formally the implementation of changes should be done under the control and with the support of the consulting firm and the purpose is to immediately correct managerial decisions. During the implementation phase of management solutions responsibility of consulting organization is reduced gradually and the responsibility of the consulted organizations increases. The work of consultants in the client organization is done when the staff members of the consulted organizations are able to work independently in the changed conditions, either at the time of achieving the planned results.

Post-project stage is the last stage of the consulting process. At this stage all changes are summarizing. A correspondence of the achieved changes with the requirements of the client is working out. The conditions for the termination of the project and the development of a mechanism for further improvement of work are under discussion.

A comprehensive analysis of the consulting process as a process of interaction of the consulting and the client organizations led to a number of conclusions:

- The life cycle of consulting process starts with the input of consultants into consulted system and ends at the moment of their functional output.
- Responsibility for making management decisions is determined by the form of participation of enterprises and consulting organization.

- The volume of the considered sources of information determined by the level of possible access to the functional area. This level is defined by the standard of inherent security.
- Duration of interaction between consultants and client organizations determined by the confidence period of their working relationship.

Analysis of the activities of leading consulting firms (representatives of the "Big Four" in consulting business) as well as the theory of matter, allowed to develop "a model of the consulting engagement". This information allows to optimize and model the gradual process of interaction between consultants and the consulted organizations. This model is based on the process approach with the reflection of the main stages of the consultants' work and the conditions of the consulting engagement. The principal feature of the model is a process-oriented approach to its construction which allows to visually reflect the contribution of consultants to implement the changes. "The model of the consulting engagement" involves the construction of "engagement profile" or "profile of participation" of consulting organization (consultants) in the conversion process. Building a profile allows to define the time of input and output of the process, the level of involvement of firm and experts, the possible access level of the functional area, the level of influence/participation in management decision, the actual duration of the consulting process, the relative threshold for internal security and the confidence period of consultants' work.

Each stage of the project has its own mismatched but related conditions of start and end. The model also reflected the basic and possible processes and their conditions, "from stage to stage" transition options and thresholds of the transition.

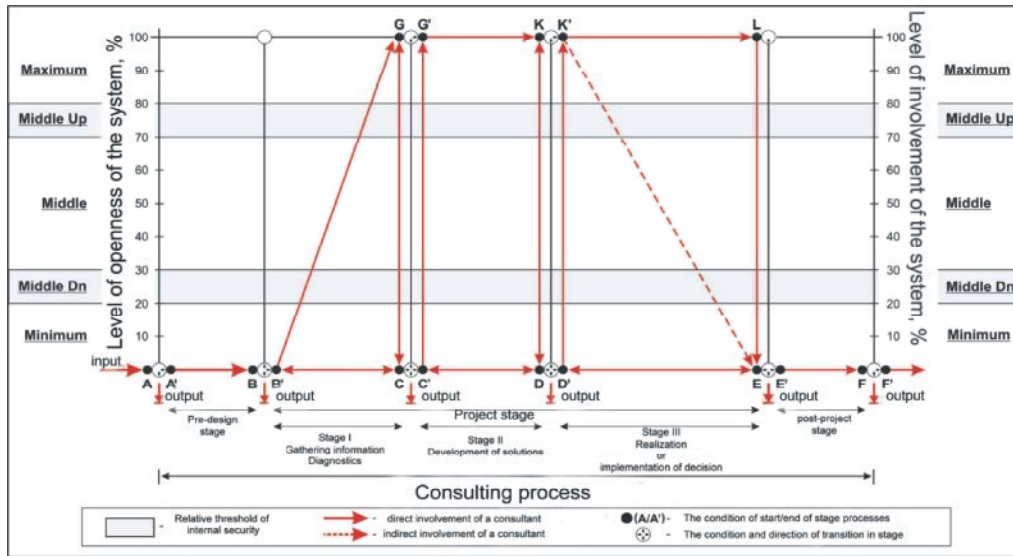
Threshold levels are determined by evaluation of the actual volume of work: minimum, medium and maximum.

Building a model based on the analysis and evaluation of the following parameters:

- The time interval (the time (period) of consultant's work).
- The level of participation of consultant in solving the problem (access).

Basic "model of consulting engagement" is shown in the Picture 1.

The contents of processes and conditions given in Table #1. Research into this area has allowed to formulate the definition of the following concepts:



Pict. 1: Basic model of consulting engagement

Table 1: Processes and conditions of "model of consulting engagement"

Processes and conditions of implementation	
<b>Pre-design stage</b>	<p><b>Condition A.</b> Enterprise: defines conditions of consultant selection (C.) or consulting firms (C.F. ); forms the requirements in the way of "technical tasks"; provides a competitive selection of C.or C. F. for the selected criteria. the fulfilment of a condition is way to the transition to the implementation of <b>the process A-B</b> and is reflected as <b>a condition A</b>, in the opposite case there is a dropout of C. or C.F. who do not satisfy the requirements, i.e. output of the process.</p> <p><b>Condition B.</b> Formation of the <b>condition B</b> is the end of the pre-design stage. <b>Condition B</b> is a concrete implementation plan for the project stage, in accordance with the requirements. Specifically defined: an access level or the amount of i provided information, time of input and output both the stage and the main phases of the stage etc.</p> <p><b>Processes of conditions:</b></p> <p><b>Process A-B.</b> In the process " technical tasks/requirements " are concretized and also the conditions of operation and the level of access C. F. defines. The process ends with the complete formation of <b>the condition B</b>.</p>
<b>Project stage</b>	<p><b>Stage I. Gathering information. Diagnostic</b></p> <p><b>Condition B'.</b> The adopted plan and the set rules of behavior of each subject of consulting process (C.P.). That is the condition for the beginning of the project stage of a consulting project (C. Pr.).</p> <p><b>Conditional processes:</b></p> <p><b>Process of B'-C.</b> The condition under which C. does not interfere in the process of gathering information but merely coordinates and controls its course. Information is collected by direct employees of the company. Such a condition may be defined as "zero-openness of the system".</p> <p><b>Process of B' -G.</b> The condition under which C. / C. F. directly involved in gathering information. The number of sources of information determined by firm itself, that determines the degree of openness of the system (1 to 100%). There can be a prescribed threshold of openness of information or internal security threshold above which may affects on the security of the enterprise.</p> <p><b>Condition G.</b> Information on the issue is fully assembled at the contract specified time. The conditions of the transition and operation of C. on the phase2 of project stage (the formation of condition G 'or C'). Condition C. Can be seen in 3 ways:</p> <p>As the condition of transition from the <b>process B-C</b> to <b>Condition G</b>.</p> <p>As the condition of ending activity of C. / C. F., i.e. end of the <b>process B-C</b> and <b>process G-C</b>.</p> <p>As the condition of transition to phase2 of the project stage, i.e. the condition of continuing <b>process B-C</b> and <b>process G-C</b> with the formation <b>the condition C'</b>.</p> <p><b>Processes of conditions:</b></p> <p><b>Process G-C.</b> Transition C./C.F. to another style of behavior or to the output of the process. Transition C. to another style can be depict by next processes.</p> <p><b>Process G-C-B'.</b> Incorrect conditions of gathering information or inconsistency of information task. The transition to the correction of the conditions of the realization.</p> <p>Repeating of the <b>process B'-G</b>.</p> <p><b>Process G-C-output (B'-C-output).</b></p>

Table 1: Continued

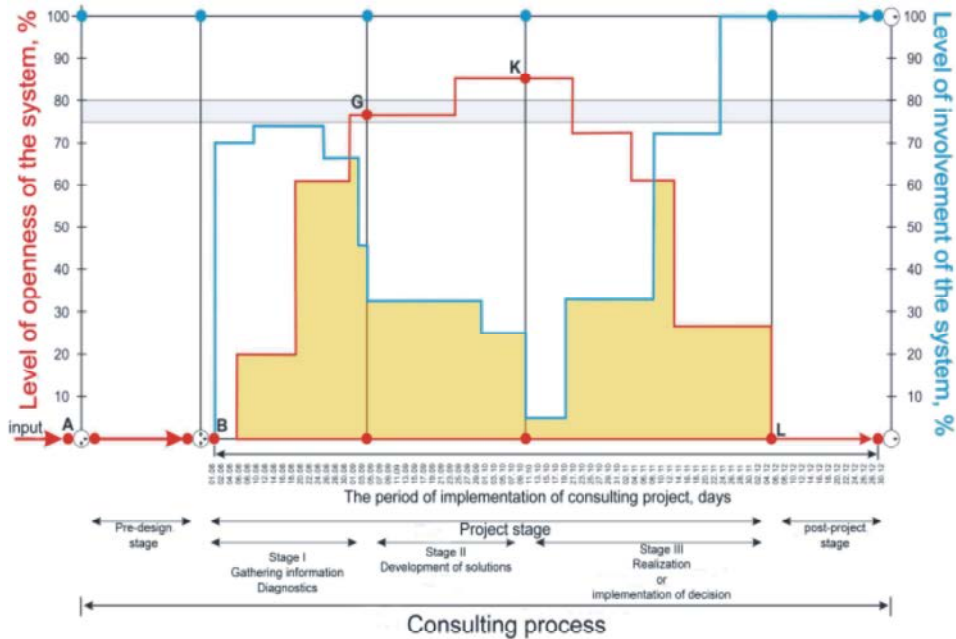
Processes and conditions of implementation	
	<p>Work of C. is done, stopping the cooperation.</p> <p>Work of C. is done incorrectly, stopping the cooperation.</p> <p>Unilateral change of contract, stopping the cooperation.</p> <p><b>Process G-C-C'</b>. The transition to fulfill the conditions of ending direct activity of C. /C.F. and determination of conditions of work on phase 2 of the project stage.</p> <p><b>Process B'-C-G-G'</b>: The transition of C. / C. F. from an observer and coordinator to the position of direct participant. Start of the activities carried out on the basis of the conditions made by <b>condition G</b>, already formed <b>condition G'</b> and a transition of condition.</p>
Processes and conditions of implementation	
Project stage	<p>Stage 2. Development of solutions</p> <p><b>Condition G'</b>. Condition of C. participation in the decision-making process.</p> <p><b>Condition C'</b>. Condition of C. participation in the decision-making process.</p> <p><b>Processes of conditions:</b></p> <p><b>Process G'-K</b>. Direct development of the solution. The position of process to the axis X determines the degree of participation of C. / C. F. The process can be reflected in the dynamics or for individual time series.</p> <p><b>Process C'-D</b>. Reflects the indirect participation of C. / C. F. in the process of decision-making, i.e. the degree of openness of the system 0.</p> <p><b>Process G'-C'-Выход</b>. Output C. from the process of development the solution.</p> <p><b>Process G'-C'-D</b>. Changing conditions of activities of C. / C. F.</p> <p><b>Condition K</b>. The full developed solution or action plan. Determination of the conditions of the continuation C. / C. F. activity. There is the end of the <b>process G'-K</b>.</p> <p><b>Condition D</b>. Completion of the development enterprise solutions by working group under the direction of C. / C. F. and determination of conditions of the continuation of C. / C. F. activity.</p> <p><b>Processes of conditions:</b></p> <p><b>Process K-D-output (C'-D-output)</b>. Output C./C. F. from the process after developing the solution.</p> <p><b>Process K-D-C'</b>. Worked out solution does not satisfy the requirement. Returning to the analysis and evaluation of the collected information (<b>Process K-D-C'-G'</b>), or the output of the process (<b>process K-D-C'-output</b>).</p>
	<p>Stage 3. Implementation of decision</p> <p><b>Condition K' (D')</b>. Condition of the start of the 3 part of stage II at different values of <math>\Delta H</math>.</p> <p><b>Condition L (E)</b>. Condition of the ending realization the phase 3 of stage II at different values of <math>\Delta H</math>.</p> <p><b>Processes of conditions:</b></p> <p><b>Process K'-L и D'-E</b>. The implementation of the decision or plan of action at different values of <math>\Delta H</math>, or, under certain conditions involving C. / C. F.</p> <p><b>Process K'-E</b>. The gradual elimination C. of the process of implementation.</p> <p><b>Process L-E</b>. Changes in operating conditions of C.'s activity relative to level of participation.</p> <p><b>Process K-L-E-output и D'-E-output</b>. Participation of C. / C. F. in the implementation of solutions with certain level of participation and completion of its activity after the end of the process.</p> <p><b>Process K-L-E-D' or E-D'</b>. Back to the start of stage of development of solutions because of having problems, improper or inconsistent plan of action etc. After the beginning of the implementation phase. Assumes the following developments:</p> <p><b>Output</b>: Delay the future service of C./C. F.</p> <p><b>K'</b>: Update / correction plan (conditions and re-start phase).</p>
Post-project stage	<p><b>Condition F(F')</b>. The analysis of the implemented solution or plan of action and its overall score summarizing the results of the general transformation. The conditions of the continued existence and cooperation between C. / C. F. and in the absence of demand for services is outputting C. / C. F. of the conversion process.</p> <p><b>Condition E'</b>. Definition of the conditions of participation of C. /C. F. in the results analysis.</p> <p><b>Processes of conditions:</b></p> <p>Процесс E'-F. Direct analysis of the results of the transformation or change the definition of the level of participation of C. /C. F. and enterprise, the general summing up.</p>

Table 2: Consulting technical report

purpose	intention
1. Content of problem	Design, installation and configuration of automated control system of supply chain. Development of the control of purchasing and inventory system
2. Problem originator	Department of Logistics. Department of material control.
3. The scale of the task assignment	Subsystem software. Subsystem production (partly).
4. Degree of novelty	Zero experience of similar projects
5. Excuse of formulation the problem	The projected decline in output and a decline in business activity in the commodity market
6. Causes of occurrence of problem	A high proportion of the cost of maintaining a warehouse of materials in the input pattern
7. Bars and contributing factors	Contributing factors: - Unlimited funding; - A real opportunity to reduce costs; Bars: - Lack of training of personnel; - underdevelopment infrastructure; - Lack of experience in servicing such systems .
8. fallout of unsolved problem	- Overstocking of materials and components; - Increasing costs of storage. - Reducing the amount of available assets. - Freezing of funds in assets. - Reducing the financial maneuverability of enterprises, etc.
9. Content task definition	Development and commissioning of the control system of supply chain.
10. Identification of the most significant components of the problem	- Development of an adequate and effective system for materials and resources. - Development of accounting methods and the optimal combination of resources. - Creation of an effective infrastructure for accounting
11. Analysis of the participants of the situation	Social context: - Increasing the number of qualified personnel. - Optimization of staff. Responsible staff persons: - Head of material and technical supply (MTS). - Head of the tool and resource stock; - Purchasing Manager. - Merchandiser . The structure of relations: linear functional Position: Perform duties in accordance with the staff schedule.
12. Limits of task	Deadline: 5 months. (1.08.2008 - 12.01.2009)
13. Basic tendency	The possibility of a sharp decline in sales and as a result of overstocking of stock rooms.
14. Key factors of the situation	Uncontrolled: - business market activity Controlled: - The condition of the material and technical resources; - Full information about the internal business activity. - Partial support for the project.
15. The regulatory situation	The minimum acceptable condition level of material and technical resources.
16. Formulation of the problem retrospective	Due to lack of development of the system of forecasting the level of demand and the lack of interaction between the main production and administrative units of the enterprise level and quantity of goods and materials supplied to the settlement period was predicted on the basis of previous orders, taking into account the correction supplied by the sales plan.
17. The ideal situation.	An earlier version of the model "Just-in-Time"
18. Desired situation	Development and commissioning of automated control system (ACS) which reflects the principles and conditions for the replenishment of the enterprise as fully as possible.

Table 2: Continued

purpose	intention
19. Future challenges	<ul style="list-style-type: none"> <li>- The inability to hire qualified employees</li> <li>- A structural change in the supply chain.</li> <li>- Converting the facility.</li> </ul>
20. The target model	Creating an automated system capable at the functional level to control the state of material and technical resources.
21. The formulation of specific aims.	<ol style="list-style-type: none"> <li>1. The design and computer simulation of the entire system of supply chain management.</li> <li>2. Simulation system of replenishment and inventory.</li> <li>3. Development and design of counting resources ACS</li> <li>4. Design and development of system infrastructure.</li> <li>5. Training of staff.</li> <li>6. Test input and correction of the basic parameters.</li> <li>7. Error correction.</li> <li>8. Compound putting into commission</li> </ol>
22. Simulation of "a solving-problems" system	"The Solving-problems" system is a composite model of management of
23. Justification of "a solving-problems" system	<p>ACS of process of purchasing and accounting of available supplies in the current market conditions is a no-alternative form of modern economic and strategic account. This role of ACS determines the form and the concept of accounting.</p> <p>Priority status of inventory is determined first of all by the need to reduce its reserves because of future contraction of the effective demand in the forecast period.</p>
24. The negative effects	<ol style="list-style-type: none"> <li>1. Groundlessness of the design and survey work</li> <li>2. Decrease in efficiency units.</li> <li>3. Increase the cost of other user elements.</li> </ol>
25. Basic model	Zero-initial system
26. Tasks of subsystem software	<p>Organization of the new elements and business processes in the work of enterprise which allows to ensure the functioning of the new system in the most effective way:</p> <ul style="list-style-type: none"> <li>- Education and training of new staff;</li> <li>- Providing a maintenance service;</li> <li>- A possibility of rapid adjustment and troubleshooting ;</li> <li>- Development of the system in the context of the supply chain;</li> <li>- Unification of elements of new-introduced system with similar systems of business partners.</li> </ul>
27. The controlling mechanism of input system	Organization of a special unit in charge of the process and support the development of the implemented system. Organization of management mechanism entirely depends on the existing management system. Interaction with the curators has partial character.
28. Resources	<ul style="list-style-type: none"> <li>- Financial resources, certified by conditions of the additional agreement.</li> <li>- Human resources, providing curators with qualified personnel .</li> <li>- Informational resources, supplying providers of project of related information.</li> </ul> <p>Privacy level - 20%.</p>
29. The structure of the project	Available at the estimated time in the form of formatized and approved documents accompanying the process (in paper or electronic form).
30. Ensuring the implementation of the project	<p>Implementation of the project is provided by:</p> <ul style="list-style-type: none"> <li>- Complete adequate financial support.</li> <li>- Full support for enterprise experts with the developed plan of employees and consultants.</li> <li>- Full information support adjusted for the established level of internal security.</li> <li>- Adequate capacity to the existing infrastructure of the analyzed company.</li> <li>- Full documentation support and existing document flow.</li> </ul>
31. Document circulation	Documentation of primary and secondary actions is making by a direct executors of the project and the special representative of the company. All incoming information fully or partially distributed between the project participant and persons connected with the project.
32. Style of of interaction	<p>Interaction between the participants of the process is carried out by means of electronic communication and also in the form of interpersonal communication.</p> <p>The curator of the project is the Manager and Head of the functional unit.</p>



Pic. 2: Profile of the consulting process for "Belagromash-Service"

Table 3: Criteria for selection of the consulting firm

#	Parameter	the importance of parameter
1.	The name and reputation	0,5
2.	Experience with similar projects	0,2
3.	The cost of services	0,1
4.	Qualification of consulting firm personnel	0,05
5.	The risks of attracting	0,05
6.	Specialty of consultants	0,05
7.	others	0,05

- The possible access level of consultants.
- Relative threshold of internal security.
- The confidence period of the consultants' work.

The possible access level of consultants is the level of involvement of the consultant in consulting process.

Relative threshold of internal security is a certain amount of specific information, analyzed by external consultants without disclosing the private parameters of the functional area, but sufficient for the transformation [9, p.75].

The confidence period of the consultants' work is the period of time in which changes in the consulting project business processes were planned.

The result of consultants' activities in consulted system is a full or partial transfer of knowledge, experience, skills and abilities to consulted business system. That transfer determines the feasibility of determining the area of management consulting as the

contact area [10, p.32]. Given value is adequately reflects the work of engaged consultants and gives an opportunity to justify the cost of consulting work for the consulted enterprise.

**Main Part:** Testing of the proposed methodical positions was held within the framework of implementation of the automated control system of supply chain at JSC "Belagromash - Service." Developing technical report for consultants was carried out on the basis of standard procedures for the process of strategic development. The structure of the technical report for the consultants is given in Table #2.

Criteria for selection of the consulting firm and the importance of allocation parameters are presented in Table #3.

Profile of the consulting process for "Belagromash-Service" is shown in Picture 2.

In those graphical interpretation of the consulting process the main stages of the project, time of validity, the level of participation of consultants and the company's management system, as well as the possible level of availability of information were highlighted [11, p.75].

## CONCLUSION

The complexity of management problems faced by businesses in an uncertain external environment continues to grow. This state of the environment requires



a careful study of management decisions taken at various levels of management of the company. Achievement of targeted business results gets through adapting the developed scientific approaches of decision-making to the practice of the entrepreneurial activity. The variety of approaches and methods for decision-making situation arises in two ways: on the one hand, the methodological apparatus is represented widely in order to reduce risks and improve efficiency of decision-making for reaching targeted state; on the other hand, the continuous improvement of the developed methods requires a high level of knowledge from company employees - that in today's business environment is not adequately perceived by the owners.

The practice of business and experience of consultants' interaction with companies in various sectors of the economy involves a large number of the principles of their cooperation, thereby determining the complexity of the consulting process. The survey showed that the consulting process is a "core" part of the changes, that allows to detail complex of operating influences and to focus on the most important areas of the project.

The basis of specification and modeling of effective consultants' behavior in the consulted system - lies a visual representation of the consulting process with certain conditions for its implementation. Graphical display of the consulting process allows to visualize the possible forms of interaction and the conditions of its occurrence and to determine the adequacy of the declared value for consulting services.

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**Key Takeaways:**

- Consulting project is a form of an innovative project directed development or change of the existing situation in the enterprise.

- The main task of management consultants engagement in the company's management is to reduce the amount of risk on the implementation of the projects and to maximize the economic benefit through the use of the previous knowledge and experience.
- A certain part of the work outlined in the consulting task and, therefore, in the consulting contract should be performed by management system itself.
- In any case the economic impact obtained from attracting management consulting, should be adjusted by a factor that reflects the scope of consultants work.
- It is adjusted income is a comprehensive value between actually spent amount of money for consultants and real economic effect.
- In our opinion, strategic management of industrial enterprise should be carried out directly on the modern approaches basis of modeling tasks and indicators that can really reflect the changes.
- Tasks definition for consultants should be marked in the consulting technical task, which is the basic document comparing planned and actual results achieved.
- The formal presentation of the consulting process is a form of analysis of direct interaction between the enterprise and consultants.
- Along with quantitative it is appropriate to allocate quality indicators as well that reflect the involvement and work of consultants.

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