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**ПРОБЛЕМЫ УПРАВЛЕНЧЕСКОГО КОНСАЛТИНГА**

**В СОВРЕМЕННЫХ УСЛОВИЯХ**

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***Abstract.*** *In this article, the role of consulting is considered as an important element in the functioning of companies, with the help of which both specific situational and strategic-innovative tasks are solved. The problems currently available are analyzed.*

***Keywords:*** *management consulting, consulting service, business environment, organization, prospects.*

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**PROBLEMS OF MANAGEMENT CONSULTING**

**IN MODERN CONDITIONS**

***Аннотация.*** *В данной статье роль консалтинга рассматривается в качестве важного элемента в функционировании компаний, с помощью которого решаются как конкретные ситуационные, так и стратегически-инновационные задачи. Проанализированы имеющие на данный момент проблемы. Рассмотрены*

***Ключевые слова:*** *консалтинг управления, консультационная услуга, бизнес-среда, организация, перспективы.*

To date, an important factor in the formation of competitive advantages of an organization can be consulting (consulting) activity, which opens up new market opportunities for market participants, makes it possible to develop practical recommendations and helps to implement the main directions of its activities. However, despite the advantages of this type of professional activity, consultants face a number of problems in the process of providing services to client companies. What is consulting?

Consulting (translated from English — consulting) is a type of professional services that are provided to clients interested in the development, improvement of certain processes and optimization of their own business.

Any organization will be effective if its products are competitive in the market and have an economical production. And in order for an entrepreneur to manage an efficient production, he needs the advice of leading consulting firms. Professionals in the chosen field will help you choose the best ways to improve the efficiency of the enterprise, and will also contribute to improving its structure. Therefore, consultants should realistically assess the situation, identify "weaknesses" that require urgent action, and determine methods of solution.

The prospects for the development of consulting services in the national market are quite ambitious, since this market is more than attractive. But there is an opinion that the services of specialists in this field are not justified and are too expensive. In this regard, it should be noted some issues that may arise between the organization and the consultant: firstly, the consultant is not a "cure for all ills", and at the same time he cannot provide ready-made solutions that meet all the needs of the owners of the enterprise; secondly, managers are afraid of information leakage, which they provide to a consulting firm without restrictions to solve certain tasks; thirdly, if there is a state share in the authorized fund, consultants cannot help in negotiations with officials.

Most managers try to solve pressing problems in the company on their own. But it is worth emphasizing that professional consulting services have undoubted advantages, such as possession of various modern methods of organizing and managing a modern enterprise, having sufficient experience and knowledge of business and the work of other enterprises, firms and companies.

The main task of the consultant is to create a technology that will help implement the solution found, and here it is important that this solution brings the desired result.

Based on this, consulting is an activity that turns knowledge into technology in the process of interacting with customers. Despite the widespread use of consulting services and a large number of their types, one of the main problems complicating the activities of consulting as a service sector is the lack of semantic unity and uniform terminology in consulting, the lack of theoretical and methodological foundations for its functioning.

In addition, the analysis of consulting services revealed problems specific only to this service market:

Problem 1. Low entry barriers that attract unscrupulous professionals. The growth of consulting and low barriers to entry, which we discussed above, brought unscrupulous professionals into the industry, who made mistakes and tarnished the reputation of the industry. But, you must agree, there are such people everywhere — among marketers, teachers, developers or massage therapists. Such consultants, in fact, have enjoyed and continue to enjoy the enormous merits of this industry: the best students, employees and specialists have always found themselves in consulting companies.

 Problem 2. Slow updating of work tools. Corporations are the best client for any consulting firm. They are wealthy and can afford long and expensive projects, work well and can find time to attract consultants to projects. Companies already have a preconceived idea of how consultants should work: wear a suit, make presentations from thousands of slides with complex diagrams and graphs, invite clients to dinners and always be "at your service". It's hard to change your expectations when you've been treated like this for years.

As a result, consultants work for their ideal client, minimally updating the system and values that have been formed over the years. However, now even multinational corporations are starting to take a closer look at digitization: opening internal "startups" and absorbing small companies. A different type of customer appears, with different needs and values. It is more difficult for them to decide to buy a classic consulting that already has a certain image. Now "new clients" look at the results of consultants' work for companies and think that "they work at the table — and just make presentations."

Problem 3. Lack of qualified people. The industry is growing rapidly, and hiring paths for large consulting firms are difficult. Here's a hard resume review, a cognitive aptitude test, and a series of interviews. Considering that IT jobs are in fashion these days, it is becoming more and more difficult to hire a specialist to get a package of options from some startup or "cut something out" - that is, not to work in consulting, as 10-20 years ago.

Giants with a long history of market presence and good human resource management can increase productivity by using their HR brand and high salaries. Small businesses can't do that anymore. Thanks to this, they can significantly reduce barriers to employment and attract newcomers to the client — a common problem for people who have just entered the industry. And the second option is to overload your people with numerous projects. Both decisions affect the quality of work. As a result, clients abandon projects, leave dissatisfied and become completely disillusioned with the industry.

Problem 4. Misunderstanding of the essence of consulting by those who work in this industry. Consulting often becomes a "profitable" occupation for companies. For example, we opened a coffee shop and decided to start advising others on expanding the coffee business. Or we open a development studio and think about launching a new business vertical — consulting in the field of digital product development. In such situations, companies often do not understand what the essence of their work is, what they sell to the buyer and what, in fact, is needed to develop a quality product.

Often these companies think they are selling time or giving advice. Then they start spending more and more time on it (which means hiring, processing) or increasing the number of offers. At the same time, few people think about analytics and research, knowledge, methodologies, tools for communicating information to the client, ways to introduce consulting into the company's work. If a consulting firm does not crystallize and does not improve its knowledge base and methodologies every day, as well as tools for working with clients, it can hardly be trusted.

Problem 5. Unrealistic expectations from consultants. Customers often think that a paid bill for consulting services is the key to the success of a joint project: "That's why we called you, because we don't have the time and competence to find out." set up all business processes at once and solve all your problems. In fact, consultants work with you on each project. While they analyze, propose solutions, modify processes and train your staff, it is you who check their conclusions and suggestions, provide the necessary information and often make final decisions.

One of the most promising areas for the domestic market today is the so-called development consulting. He not only offers organizations the usual advice, but also motivates both sides to jointly search for solutions. But this is just one of the forms of advice that are now becoming increasingly important. The growing competition in the market puts new conditions in front of managers and requires them to constantly improve their professional approach to solving managerial, organizational, and sometimes personnel tasks.

Such consultants, who are professionals in their field, can help the heads of organizations to develop strategic and tactical development plans, taking into account the latest and modern approaches in the field of management technologies.

On a global scale, the consulting services market does not stand still, so domestic consulting companies must quickly respond to changes and adapt to changing environmental conditions.

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