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## Economic processes management at microlevel

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## METHODOLOGICAL PRINCIPLES FOR ESTABLISHMENT OF CONSULTING COOPERATION ORGANIZATIONAL AND ECONOMIC MECHANISM

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*The article deals with conceptual principles of the consulting cooperation key concepts within organizational and economic mechanism: consulting, cooperation of the economic entities, organizational and economic mechanism of the consulting cooperation. Based on the analysis of the literary sources, synergetic approach essence to control subjects of the consulting cooperation as an open system is observed. Peculiarities to form synergetic effect of the consulting cooperation at different levels of the management system are studied within organizational and economic mechanism. Synergetic effect of the consulting cooperation is defined at the macro-, micro and nanolevel. Synergetic approach impact on formation of the practical constituent in the organizational and economic mechanism of the consulting cooperation is proved and interconnection between consulting company and enterprise-customer via communicative space is revealed. Main components of the consulting cooperation communicative space are established and their interconnection in consulting cooperation communicative process realization is justified. Recommendations to form qualitative and quantitative criteria in the process of the consulting cooperation organizational and economic mechanism realization are given.*

**Keywords:** consulting, cooperation, consulting cooperation, organizational and economic mechanism of the consulting cooperation, communicative space, communicative process.

**Introduction.** One of the famous American scientists Ihor Ansoff accurately commented on the necessity to investigate the enterprise's strategy. He wrote: "...companies, with absence of planned and ruling strategy, will not be developed, except monopolies and subsidized companies. In those companies, which are able to survive, the strategic behavior is controlled". Such companies, which will be able to be active mediators

to control Ukrainian enterprises' activity under conditions of economic processes instability, include consulting companies. Consulting companies play a significant role in these processes, which assist increasing of the enterprises' competitiveness, based on the innovativeness. That is why the research direction concerning methodological principles of the organizational and economic mechanism of consulting cooperation and conditions establishment for its realization is an urgent problem today.

**Analysis of recent researches and publications.** The Western economic scientists observed consulting as one of the effective tools to control enterprises' activity. An essential contribution into study of this direction was made by M. Kubr, K. Makham, V. Rivieri, S. Johnson, P. Block and others. Theoretical and methodic consulting base was shown by modern foreign scientists: M. Kipping, F. Wickham, M. Sharko, E. Schein, D. Gable, L. Greiner, E. Utkin, V. Aleshnikova, A. Blinov, H. Marinko, A. Posandsky, Y. Prygozhyn, V. Rapport and others. Investigations of consulting state and development, under conditions of globalization transformations, were presented in works of such foreign scientists as: V. Verba, S. Lunda, T. Reshetnyak, S. Kozachenko, A. Krasnaychuk, V. Novytsky, O. Trofimov, M. Fedyk, O Klenin.

The question to solve problem on economic entities' relations regulation was studied by such famous foreign scientists as: R.R. Coase, F. Knight, R. Ackoff, D. Hux, I. Ansoff, Ch. Barnard, J. Gibson, M. Porter, O. Williamson and others. Investigations concerning economic entities' cooperation mechanism according to the partnership relations policy were carried out by the following Ukrainian scientists: M.G. Chumachenko, O.V. Vynogradova, I.P. Buleyev, T.V. Grynko, S.F. Pokropivny, G.O. Shvydanenko etc.

**Previously unsettled problem constituent.** Under conditions of great economic changes, occurring in Ukraine, both at the governmental and globalization level, modern approaches to manage enterprises are actively introduced with purpose to increase their competitiveness at the market. However, they are urgent and require further development of research on methodological principles to form organizational and economic mechanism of the consulting cooperation.

The **main purpose of the article** is to examine key methodological principles for organizational and economic mechanism of consulting cooperation and to reveal synergetic effect, which provides efficiency to realize a mechanism of cooperation between consulting company and enterprise-customer.

**Results and discussions.** Taking into account high probability of various unfavorable events, into which economic entities get, consulting can become not only the coordinated process of the intellectual products creation, by professional consultants, but also a mean to prevent problematic situations of enterprises-customers via organizational and economic mechanism of the consulting cooperation. Under such conditions, the cooperation between economic entities is suggested to be observed as a universal form of cooperation between enterprises with purpose to provide organizational and economic development mechanism in the long-term perspective. Consulting cooperation is interpreted as a professional communicative process between economic entities to solve problematic situations of the enterprises-customers of the consulting service according to their potential possibilities increase (financial, informational and intellectual potentials) [1].

In order to make consulting cooperation process more effective, it is reasonable to carry it out, uniting organizational and economic levers, which are defined and formed beforehand. These conditions of the consulting cooperation realization will be performed by constituents of the organizational and economic mechanism. Concept “mechanism” is one of the key directions of scientists’ investigations.

Considering scientific and methodological works of such scientists-economists as Malytsky A.A., Yu.V. Ovsyuchenko and T.V. Polozova [2; 3], S.O. Tulchynska [4] T.A. Vladimirova [5, p.13-14] concerning essence and constituents of the organizational and economic mechanism, peculiarities of its realization in the consulting cooperation, the author suggests to define organizational and economic mechanism of the consulting cooperation as a system of the interrelated aims, organizational and legal tools, forms, methods and economic levers. They will help to carry out professional communicative process at every stage of consulting project and to produce managerial decisions from the project beginning to its realization with purpose to transform ideas and values and to form high level of the corporative culture [6].

The aim of the consulting cooperation as a systematic phenomenon is to solve problematic questions owing to direct or indirect impact of the consulting company on the organizational and economic activity at the enterprise-customer.

In order to achieve the objective of consulting cooperation it is necessary to use not only traditional scientific approaches, which we will present as a complex of systematic, processing and resource, but also modern realizing of the interaction processes between consulting companies and enterprises from synergetic positions, which studies ideas about processes of organization and self-organization in the complicated nonlinear circumstances.

The concept “synergetic”, which is translated as “energy of the combined action”, was formed by professor from Stuttgart University Hermann Hagen. He defined that synergetic studies systems, which contain many elements, components and subsystems, which cooperate between each other in a complicated way [7]. It is supposed that besides H. Hagen, this concept was firstly studied by physicians, mathematicians, philosophers, such as A. Poincare, O. Lyapunov, O. Andronov, A. Turing, E. Fermi, H. Heken etc. Later scientists of the economic direction were interested in that concept, particularly I.Ansoff, M.Porter, Ye.I.Khodakivsky, I.G.Grabar, A.Campbell and other. Their works have made a significant contribution in theoretical and practical sense. A. Campbell defines synergy as a cumulative positive effect, which greatly exceeds total results of different businesses in comparison with effectiveness of every separate one [8].

In economics there are four main types of synergism, particularly: selling synergism, operative synergism, investment synergism and management synergism. The synergism distinguishing is based on joint use of such elements, which directly are included to this or that type of synergism. We suppose that management synergism is a basic type, because it is based on actions of the human capital, which is able effectively to control processes and resources in the system of the enterprise’s management, and to be a threat for the system development. It gives reasons to observe synergetic effect of the consulting cooperation at various levels of the management system (fig. 1).

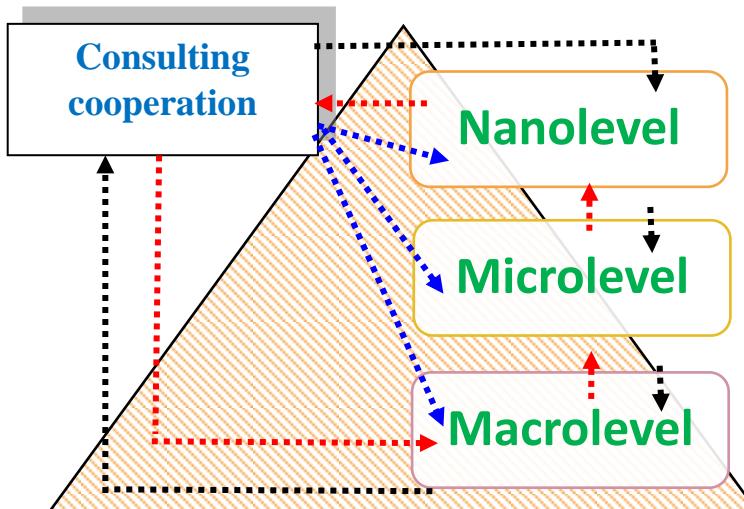


Fig. 1. Synergetic effect of the consulting cooperation at different levels of the management system

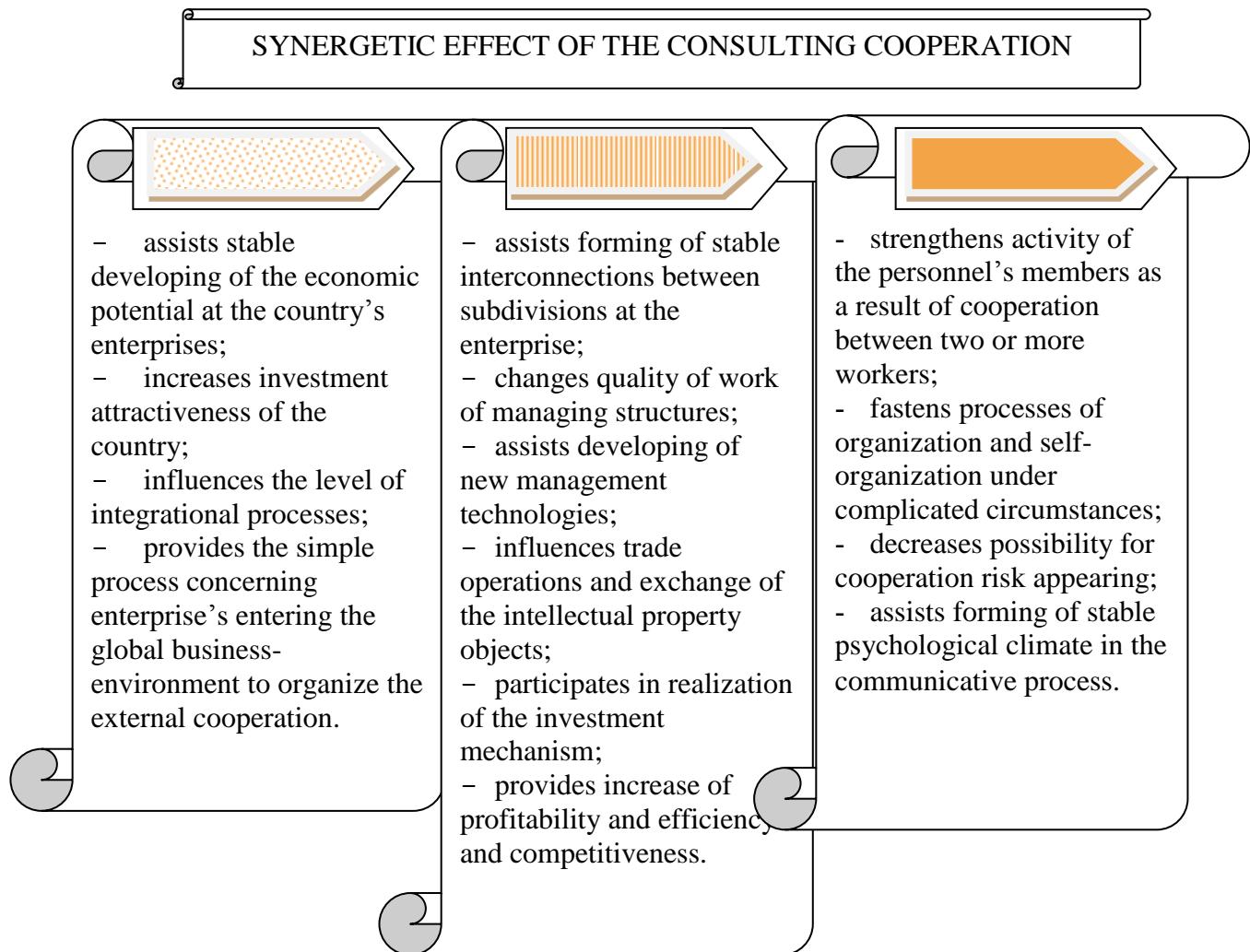
Synergetic effect of the consulting cooperation at different levels of the management system is presented as an important feature of the separate level in the fig. 2.

Thus, consideration of the factors synergetic impact will let to estimate efficiency of consulting cooperation activity and qualitatively to predict results of the financial and economic activity of the enterprise-customer having solved its problematic questions. The result of complex-synergetic approach realization has to be optimization of the enterprise's efficiency mechanism and its structural subdivisions.

Taking into account the complex of systematic, processing and resource approaches, activity of which is strengthened by the synergetic approach, we suggest to observe organization of cooperate activity between consulting company and enterprise as a methodological basis to form practical constituent of the organizational and economic mechanism of consulting cooperation via communicative space.

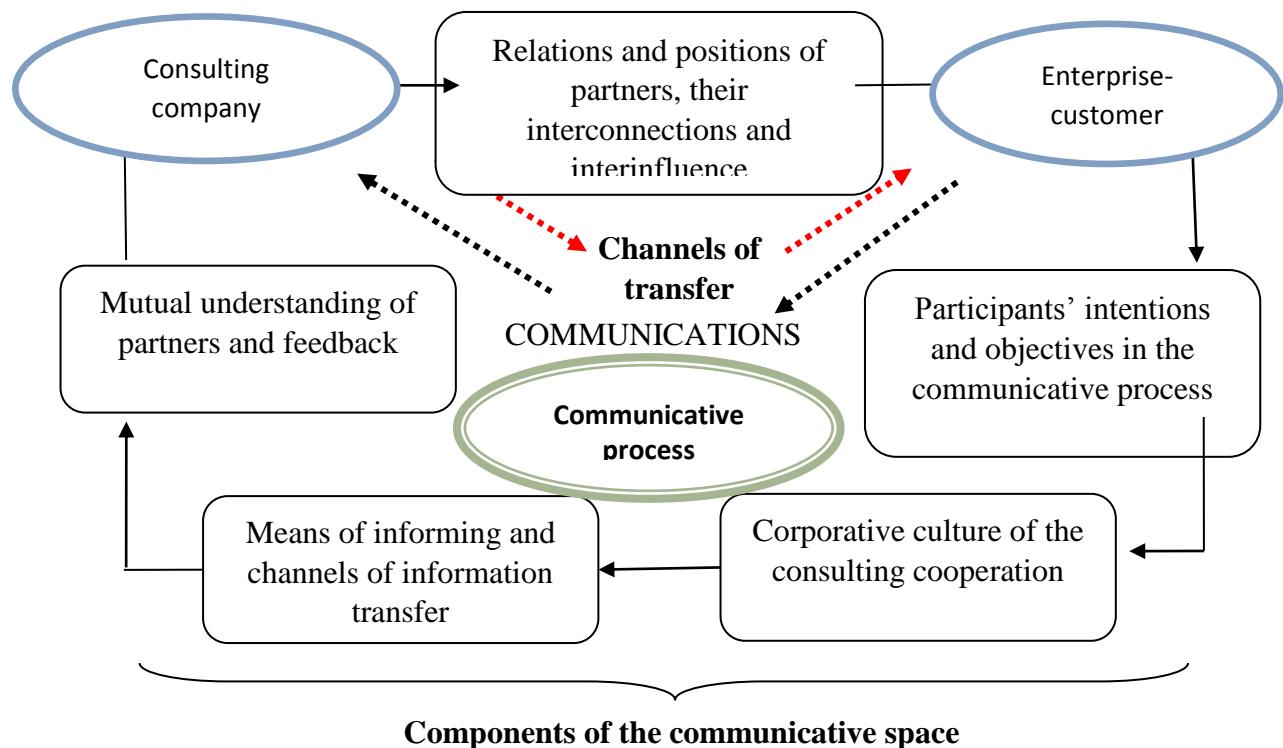
In general, communicative space of the intellectual capital interpersonal relations between consulting cooperation subjects will be that one, which includes the following components:

- 1) intentions and aims of the participants in the communicative process (Communicative process is a cooperation between different communication subjects, under which they exchange information);
- 2) relations and positions of partners (consulting company and enterprise), their interconnections and mutual interaction;
- 3) mutual understanding between partners and feedback in the process of the consulting service realization;
- 4) informing means and channels to transfer information between participants of the consulting cooperation;
- 5) corporative culture of the consulting cooperation, which is realized via norms of communication and speech values.



**Fig. 2. Essence of consulting cooperation synergistic effect at different levels of the management system**

Interaction model of the communicative space components in consulting cooperation is demonstrated in the fig 3.



**Fig. 3. Model of the interconnection between components of the communicative space in the process of organizational and economic mechanism realization in the consulting cooperation**

Communications in the channel of the consulting cooperation transfer is a tool of cooperation in the process of professional information exchange to achieve aims of all participants in the communicative process: consulting company and enterprise-customer. Organization of the communicative process depends on understanding and consultants' professional actions and the process structure, i.e. on human capital actions. In this regard, the consulting company will not be observed as a separate communicative system in relation to the enterprise, but as a process of organization of every consultant's individual contribution into business, particularly solving of enterprise-customer's problematic situations. If 70% of its time human capital spends for communication (G.G. Pocheptsov), then to the author's mind, cooperation between consulting company and enterprise-customer will be measured owing to qualitative and quantitative criteria of the organizational and economic mechanism effectiveness during the communicative process (table 1).

**Table 1. Criteria of the organizational and economic mechanism effectiveness during the communicative process**

Types of criteria	Quantitative	Qualitative
Direct (direct impact)	<ul style="list-style-type: none"> <li>- Diagnostics of then internal problems;</li> <li>- Increase of the activity profitability and labor effectiveness;</li> <li>- Increase of the financial turnover;</li> <li>- Optimization of cost;</li> <li>- Fastening of the productive cycle.</li> </ul>	<ul style="list-style-type: none"> <li>- Quality to solve internal organizational and managerial problems;</li> <li>- Change of technologies and methods to organize managerial activity;</li> <li>- Client's mastering of new competences;</li> <li>- Decrease of the cooperation risk</li> </ul>
Indirect (indirect impact)	<ul style="list-style-type: none"> <li>- New partners' and / or ходження нових партнерів і / або shareholders' entering the company's structure;</li> <li>- Involving of new investments;</li> <li>- Potential increase of the company;</li> <li>- Establishing of partnership relations</li> </ul>	<ul style="list-style-type: none"> <li>- Establishing of cooperation with potential partners;</li> <li>- Extension of business contacts base;</li> <li>- Increase of the workers' qualification degree;</li> <li>- Improvement of social and psychological conditions;</li> <li>- Structural changes in production</li> </ul>

**Conclusions and further researches directions.** Thus, the above rendering of "consulting", "cooperation of the economic entities" and "consulting cooperation" give modern understanding of the interaction processes between consulting company and enterprise-customer owing to complex uniting of such scientific approaches as systematic, process, resource and synergetic. It will let to define ideas concerning consulting cooperation as a systematic phenomenon, which includes resources interactions processes by the consulting project and synergetic effect. It preconditions efficiency of organization and self-organization taking into account every consultant's individual contribution during solving of the enterprise-customer's problems. The harmonious combination of the organization processes and consulting cooperation realization will occur under conditions of secure, formalized and clearly defined tools, forms, methods and levers in the organizational and economic mechanism, that will provide increasing of consulting company's effectiveness and forming of enterprise-customer's activity as a competitive organization in the long-term perspective.

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## **МЕТОДОЛОГІЧНІ ЗАСАДИ ФОРМУВАННЯ ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНОГО МЕХАНІЗМУ КОНСАЛТИНГОВОЇ ВЗАЄМОДІЇ**

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У статті розглянуто концептуальні засади ключових понять консалтингової взаємодії у межах організаційно-економічного механізму: консалтинг, взаємодія суб'єктів господарювання, консалтингова взаємодія, організаційно-економічний механізм консалтингової взаємодії. На основі аналізу літературних джерел розглянуто сутність синергетичного підходу до управління суб'єктами консалтингової взаємодії як відкритої системи. Вивчено особливості формування синергетичного ефекту консалтингової взаємодії на різних рівнях системи управління в межах організаційно-економічного механізму. Визначено зміст синергетичного ефекту консалтингової взаємодії на макрорівні, мікрорівні та нанорівні. Доведено вплив синергетичного підходу на формування практичної складової організаційно-економічного механізму консалтингової взаємодії та виявлено взаємозв'язок консалтингової компанії з підприємством-замовником через комунікативний простір. Встановлено основні компоненти комунікативного простору консалтингової взаємодії та обґрунтовано їх взаємозв'язок у ході реалізації комунікативного процесу консалтингової взаємодії. Надано рекомендації щодо формування якісних та кількісних критеріїв у процесі реалізації організаційно-економічного механізму консалтингової взаємодії.

**Ключові слова:** консалтинг, взаємодія, консалтингова взаємодія, організаційно-економічний механізм консалтингової взаємодії, комунікативний простір, комунікативний процес.

**МЕТОДОЛОГИЧЕСКИЕ ОСНОВЫ ФОРМИРОВАНИЯ ОРГАНИЗАЦИОННО-ЭКОНОМИЧЕСКОГО МЕХАНИЗМА КОНСАЛТИНГОВОГО ВЗАИМОДЕЙСТВИЯ**

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В статье рассмотрены концептуальные основы ключевых понятий консалтинговой взаимодействия в рамках организационно-экономического механизма: консалтинг, взаимодействие субъектов хозяйствования, консалтинговое взаимодействие, организационно-экономический механизм консалтингового взаимодействия. На основе анализа литературных источников рассмотрены сущность синергетического подхода к управлению субъектами консалтингового взаимодействия как открытой системы. Изучены особенности формирования синергетического эффекта консалтингового взаимодействия на различных уровнях системы управления в пределах организационно-экономического механизма. Определено содержание синергетического эффекта консалтингового взаимодействия на макроуровне, микроуровне иnanoуровне. Доказано влияние синергетического подхода на формирование практической составляющей организационно-экономического механизма консалтингового взаимодействия и выявлена взаимосвязь консалтинговой компании с предприятием-заказчиком через коммуникативное пространство. Установлены основные компоненты коммуникативного пространства консалтинговой взаимодействия и обоснована их взаимосвязь в ходе реализации коммуникативного процесса консалтингового взаимодействия. Даны рекомендации по формированию качественных и количественных критериев в процессе реализации организационно-экономического механизма консалтинговой взаимодействия.

**Ключевые слова:** консалтинг, взаимодействие, консалтинговое взаимодействие, организационно-экономический механизм консалтингового взаимодействия, коммуникативное пространство, коммуникативный процесс.