

Зу – затраты на управление (фонд заработной платы АУП, расходы на содержание помещений, приобретение и ремонт средств, прием и передачу управленческой информации др.).

Н.И. Кабушкин отмечает, что поиск взаимосвязей организационной структуры управления с результатами управленческой деятельности затруднителен. Таким образом, автор сам подтверждает, что вопрос эффективности системы управления в туризме остается нерешенным. Кроме этого, мы считаем, что основные показатели, предложенные автором, как наиболее значимые для отраслевого менеджмента, не подкреплены существующими статистическими данными.

В результате проведенного исследования теоретических и праксеологических аспектов управления в туризме можно сделать вывод о том, что вопрос эффективности системы управления туристским комплексом в Украине не решен и требует исследований.

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**FEATURES AND TRENDS MARKET CONSULTING SERVICES  
IN UKRAINE**

Given the instability of the modern market economy, the need to continually improve the competitive position of, relevant services are consulting firms, which are increasingly in need of the enterprise. To address to the requesting client, specialists in consulting to use the entire amount of their theoretical and practical knowledge. Solutions to performance issues is greatly influenced by the selection of consulting firms, ie to find such a company, whose services in the best way to satisfy you company. So, before you resort to the consulting firm, need to have information about the general state of the consulting services, to analyze the main features and trends.

Analysis of the main research and publications. Study of the problems involved in the consulting services market such domestic and foreign scientists, as Willow B., Goncharuk V., V. Kubra, Reshetnyak, T. Romanishin O. Yu Chernov, etc. However, due to the active change of the structural and functional composition of the consulting services market, it is necessary to study, given the current patterns and trends of development.

The purpose of this paper is to study the features and trends of the consulting services market.

Consulting – is an activity aimed at consulting with staff to resolve issues related to the financial, legal, technological, technical, expert work by providing a select information, as available, and the resulting production of new knowledge. The use of consulting services to address the issues or the general efficiency of the company allows it to avoid significant financial losses that may occur due to the gross errors by managers, directors, owners in planning, establishing relations between employees and imperfect control system.

According to A. Rodionova, «Today consulting demand in all sectors. This is due to several reasons, such as lack of time to address enterprise staff due to rapid changes in the environment, the lack of experience in dealing with some problems, the lack of appropriate technology, or personnel, etc.» [7].

According to G. Cooper, «a feature of the consulting company is that its product (business service) is targeted, and therefore requires an individual to promote a differentiated approach and the direct interaction with the consumer about the form and content of the product, its price formation marketing strategies and communications industry» [1]. In our opinion, the optimal solution of the specific issues the company contributes to the careful selection of a consulting firm, which involves asking now advance the necessary criteria and the properties of the consulting firm,

the services it needs. Pre-awareness can save you effort, time, money, as the customer company, and most consulting firms.

Cooperation with the consulting firm, based on the requirements the company, will make the most effective managerial decisions. Quality management decisions directly depends on the characteristics of the consulting firm and the principles that are held by its employees. Depending on the requirements requested by a potential consulting firm adopted its participation management decisions will have certain properties (tabl. 1) [5, 6]:

Table 1

Dependence of characteristics of management decisions on requirements to consulting firm

Requirements of client to consulting firm	Specificity of consulting service	Characteristics of management decisions	Area of activity
Competence	-large projects; -high price for service conditioned by tasks complexity and high risk level	Complexity Appropriateness Scientific validity	- management consulting; - juridical service; - investment service
Experience	-not too complicated, occasionally arising problems which were solved earlier by other enterprises; - average price for service	Purposefulness Design completeness Quantitative and qualitative definiteness	- audit; - account service; - engineering
Efficiency	- problems, solutions of which are proposed by many firms; - well-known tasks, solutions of which do not require large expenses	Optimality Flexibility Timeliness	- business information; - advertising and public relations; - recruitment; - information technologies support

In the case of cooperation with a consulting firm providing services of high competence, management decisions will be characterized by complexity, legitimate, scientific basis. When combined with the consulting firm, providing services that require expertise to deal with similar problems, management decisions should be free from targeted, completeness design, quantitative and qualitative method. When you contact a consulting firm that provides services for projects that require high performance, management decisions will be characterized by the optimality, flexibility and timeliness. Depending on the requirements for a consulting firm varies as the specifics of consulting services, the scope of the consulting firm.

Consulting market of Ukraine there is the full range of consulting services, presented by both national and foreign companies. This was facilitated by the participation in the development consulting company in Ukraine, not only domestic, but also the rich experience of the developed countries, especially the United States, European Union countries.

In 1990 - 1995, to Ukraine came consulting giants such as: PriceWaterhouse Coopers, Deloitte & Touche, Coopers & Lybrand, Ernsts & Young, KPMG, Baker & McKenzie, Barents Group, LLC, Arthur Andersen, Roland Berger & Partners, «Big Five»: PriceWaterhouse Coopers, Ernsts & Young, Arthur Andersen, Deloitte & Touche, Coopers & Lybrand; international assistance projects: USAID, TACIS, DIFD); created Ukrainian consulting center that specialized in training, founded the company «Ukrkonsalting».

The period of the national professional consulting in Ukraine began in 1996 appeared Ukrainian consulting company Spektor, Sachs & Company, Ukrbizneskonsalting, Proconsult, «Ucronia», Project Consulting Group, National Resource Management, «Rubin-investment-consulting», registered UAMC - Ukrainian association of Management Consultants, with the support of the World Bank.

In 2000-2005. there was a further increase in national professional consulting, 150 consulting firms from all EU countries have their representative (1-2 consultant) in Ukraine. Earned Ukrainian consulting company in Ukraine's regions: UCPPS (Kiev, Dnepropetrovsk), WUMC (Lviv), INCONS (Kiev), EUROCONSULT (Odessa), PCG (Kiev), SS & C (Kiev), EBS (Kiev), M.I.R. (Kiev), KCG (Kiev), KMC (Kiev), INCONSULT (Cherkassy), GRAFFITI (Nikolayev), KhMC (Kharkiv), RIC (Vinnitsa), DCC (Donetsk), ANT-Consult (Kirovograd), UBC (Kiev) [3].

However, among domestic consulting firms in the consulting market is not making enough of strong brands. According to market research, the market share of the world's leading consulting Deloitte, Ernst & Young, McKinsey, PWC, etc., operating in Ukraine, up to 80% in some areas of consulting. The most developed area of

national consulting firms are the services in the field of IT. The share of the world's leading consulting this direction is only 10% [4].

Low market share of domestic consulting firms shows, above all, the youth of Ukrainian market of consulting services. However, it is also a consequence of the low, in comparison with foreign consultants, professional and ethical level of domestic consultants. According to experts, the main problems of interaction "consultant-client" are: the reluctance to delve into the consultant's deep essence of the problem, the inability of a consultant to determine exactly who the customer; arrogance consultant, failure to comply with the promises made to the customer; breakdowns performance time, the low quality of these works not properly submitted.

These factors reduce the customer loyalty of existing customers and the possibility of contracting with potential customers. Large Ukrainian companies use the services of foreign companies-brands, but the representatives of small and medium enterprises because of the high cost of services, do not have this opportunity. The perception of a domestic consultants rather vague as a consequence of the factor of distrust, and because of poor awareness. According to the study, 49% of small and medium business in Ukraine did not use the services of consultants and do not believe that these services are ever likely to be useful to them at all. At the same time, 19.7% of small and medium-sized businesses say they do not have enough funds to purchase consulting services and consultants, as such. So, about 70% of consumers are excluded from the consumption process consulting services! That said, one hand on the powerful potential of the consulting services market in Ukraine. On the other – a serious competition between consultants for the remaining 30% of consumers [4].

Part of the problem of uncertain consumers' perception of domestic consulting firms decides union consultants in professional associations (Ukrainian Marketing Association, Ukrainian Association of Management Consultants) [8].

According to a comprehensive analysis of the consulting services market, commissioned by the EBRD Business Advisory Services Investment Consulting Group «Astarta-Tanit» [2], the capacity of the consulting services market in 2007 was 500 million dollars (Fig. 1):

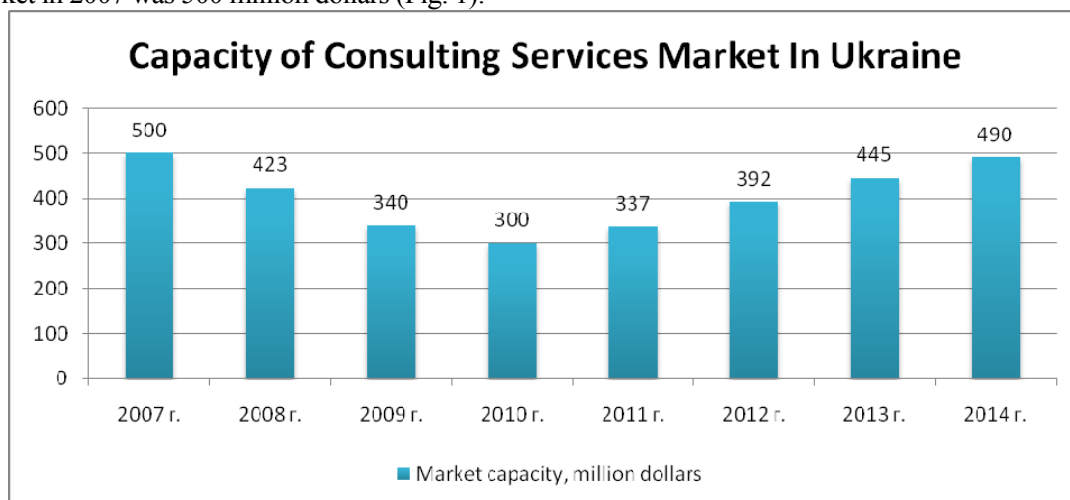


Fig. 1. Capacity of consulting services market in Ukraine

During the years 2008-2010 market volume declined significantly, mainly due to the global financial crisis, the bad effects of which greatly aggravated by domestic political and economic problems of the Ukrainian state. Consequently, consulting firms that have invested and funds for staff expansion, creating new departments moved into expensive offices, hoping to return on these costs in the long run, with the onset of the crisis were forced to close their offices. Capacity of the consulting services market declined by 2/5 in 2010 was \$ 300 million Consulting agencies to adapt to the new realities of the market and the changing needs of customers, offering its customers new services and innovative solutions, looking for new revenue sources and methods of partnership. Gradually, the market capacity uvelivatsya began making in 2012 \$ 392 million According to experts, the next 2 years the market capacity will continue to increase, by 2014, amounting to \$ 490 million. The most capacious market segments are consulting management consulting – 30.9% (105 million), consulting in the field of information technology – 27.1% (\$ 92 million), legal consulting – 15.3% (52 million . dollars), financial consulting and audit – 10.6% (\$ 36 million). The number of projects in the lead consultants of segment marketing and strategic research (more than 30 projects per year). The highest total revenue per employee recorded in the segments of legal consulting, consulting in the field of IT, financial consulting and audit, the lowest – in the segment of training. Accordingly, the highest rate recorded

in the segments of legal advisory and consulting services in the field of IT, which are not traditional day rates and hourly rates [2].

There is a tendency to expand the geography of consulting services. If the initial stages of a large share of the market of consulting services focused in Kiev, at the moment the large consulting firms or their offices are located in almost all cities of Ukraine. Most consulting companies of Ukraine providing services accounting or legal advice, have a cadre of up to 10 people and are found everywhere. Experts note the orientation of consulting services to regional specifics.

As for 2012 consulting services market in Ukraine is developing rapidly. Today, experts compare it to the markets of developed European countries both in quantitative and qualitative indicators of a positive trend. Many experts say the growth in this segment in the first place is due to a change of attitude and approach the companies that provide such services. Because of the economic crisis, the company revised views on the world of consulting. Many companies today are interested in reducing the risks associated with running your own business. This causes quite a rapid growth consulting firm, which is primarily found in large industrial cities and business centers.

Despite the rapid development of the consulting market in Ukraine, the demand for consulting services is low. This is facilitated by a number of reasons.

However, the demand for consulting services remains low. The main problems that hinder its increase are: poor awareness of the potential consumers of consulting market and its possibilities, the difficulty of obtaining objective information on consulting firms and their services, expertise, scope and perceived quality of advisory services; distrust of consulting in general, not necessarily due to sufficient level of professionalism on the part of consultants, low level of integration of Ukrainian consulting companies in the international community consulting, low activity of professional associations of consulting market in Ukraine. These problems are due to the immaturity of the consulting market in Ukraine.

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## **СТАН ТА АНАЛІЗ ПРОБЛЕМ ФУНКЦІОНУВАННЯ ТЕХНОПАРКІВ В УКРАЇНІ**

Аналіз світового досвіду показує, що економічне зростання розвинутих країн вже давно базується на використанні сфери знань і високих технологій, а їх ефективне поєднання гарантує прогресивний розвиток нації та людства. Однією з найбільш вдалих форм такої інтеграції є технопарки. Світова практика не залишає сумнівів щодо ефективності та надзвичайної корисності таких типів вільних економічних зон (ВЕЗ), як технопарки. Ці зони відзначаються високим рівнем інноваційної діяльності, являють собою форму