NR Suryanarayana
Research Scholar,
Rayalaseema University,
Kurnool, A.P, India

Dr. K Ramachadra
Research guide, Maharani
Women's Arts, Commerce and
Management Collge, Seshadri
Road Bengaluru, India

Consulancy in India: A conceptual framework in India

NR Suryanarayana and Dr. K Ramachadra

Abstract
The evolution of management consultancy has been long and will most likely to contin-ue as the usage of information as a good will most likely rise in our society. When needing unbiased third-person opinions and information or help in other tasks than the company's core competencies, external help such as management consultants can bring additional value due to their large network and information they have gained from working with other companies. They do not only recycle old ideas, but make their own tools and methods. Furthermore, the activities of consultants are very wide, which makes them suitable for many problems and occasions. The consultancy in India is picking up as a profession rendering valuable services on various fronts to the clients. Present study is a conceptual framework in this respect.

Keywords: client, consultants, ideas

Introduction
Consultancy as a science provides knowledge, models to enhance understanding, diagnostic and measurement tools. Consultancy as an art is a relational process, an expression of belief and values, and an act of emotional exploration within the bounds of a social relationship.

IT consulting is an independent and objective advisory service provided by qualified persons to clients in order to help them identify and analyze IT problems or opportunities. IT consultants also recommend solutions or suggested actions with respect to these issues and help, when requested, in their implementation.

IT consultancy, then, is defined as the provision of analysis, advice, and assistance to managers in a variety of operational areas. IT consulting is an independent professional advisory service assisting managers and organizations to achieve organizational purposes and objectives by solving IT and business problems, identifying and seizing new opportunities, enhancing learning and implementing changes.

IT consultancy knowledge, then, has two aspects: content and process. These correspond to the two aspects of IT that we identified in the previous chapter: its technical component and its relational component. Just as the technical component of IT is the *non-managerial* aspect of managers" work, so the content of IT consultancy is the *non-consultancy* aspect of consultants" work; analogously, just as the relational component of IT is the *properly managerial* aspect of managers" work, so the process of IT consultancy is the *properly consultancy* aspect of consultants" work.

The tiers of consulting
The consulting industry is often defined in terms of tiers based on size and industry influence.

Top-tier consultants are considered the elite of the industry and usually specialize in Management and Strategy Consulting for all major industries. They have practices in many other areas including Information Technology and Human Resources. Top-tier firms include the likes of Boston Consulting Group, McKinsey & Co., Accenture, Ernst & Young and Pricewaterhouse Coopers.

Correspondence
NR Suryanarayana
Research Scholar,
Rayalaseema University,
Kurnool, A.P, India

Mid-tier consultants generally offer many of the same consulting services of the top-tier, but are smaller in scale, usually less than $1B in annual revenues. Mid-tier firms often focus on mid-sized companies, but significant exceptions exist. Firms in this category include BDO Seidman, RSM McGladrey and Grant Thornton. Industry-specific firms focus on a specific industry such as manufacturing or healthcare. There are thousands of firms of all sizes in this category.

Boutique consulting firms, also known as specialty consulting firms have a focus in a particular area such as information technology, human resources or marketing. This category also has many firms of various sizes.

Table 1: characteristics of the different types of clients

Types of clients	Main characteristics
(a) Low involved novice client	- Vulnerable to information asymmetry. - Incapable to brief the professional properly. - High degree of implicit and fuzzy expectations. - Pretend self-confidence in decisions making. - Higher possibility in making wrong decisions. - Weak criteria when assessing the offering. - Inflexible attitude towards professional creative advice. - Failure responsibility mainly vested on the professional.
(b) High involved novice client	- Vulnerable to information asymmetry. - Incapable to brief the professional properly. - High degree of fuzzy expectations. - Lack of confidence in making decisions. - Higher possibility in making wrong decisions. - Weak criteria when assessing the offering. - Search for resources integration. - Collaborative and flexible attitude. - Active participation in the co-creation of value
(c) Control-concerned expert client	- Straight forward briefing. - High degree of implicit expectations. - Inflexible attitude towards professional creative advice. - Professional deemed as a simple provider of ideas. - Failure responsibility mainly vested on the professional
(d) Integration-concerned expert client	- Proper briefing capability. - Search for resources integration. - Collaborative and flexible attitude. - Professional deemed as a partner. - Active participation in the co-creation of value.

Changes affecting consulting
Changes in the world affect most types of organizations requiring different strategies, designs, processes, capabilities and leadership. As organizations adapt, consulting needs to respond by finding new ways to add value in this environment. Some changes create new services (may be consulting or not), while others require new challenges for adding value. Consider just some of the significant changes disrupting organizations:

Globalized markets and workforces. It's now common for people to be located anywhere in the world working for the same company or an alliance partner. Customers and competitors can reside anywhere and operate globally with 24/7 communications technology. More work requires virtual effectiveness. Political uncertainty and security threats are scattered throughout the world. Demand can shift anywhere in the world.

Real-time decision pressures. Customers can do business anytime, with anyone, anywhere and demand immediate availability and response. Tactical issues are driven by continuous uncertainty and require rapid decisions. All of this affects lead times (nonexistent) and rarely allows for lengthy decision processes or time to investigate.

Rapidly changing technologies, driving new ways of working. The pace of technological and scientific advances has accelerated, delivering new alternatives for conducting business or doing work. This brings new competitors over night and changing cost structures for different players. It accelerates obsolescence and provides improvements.

Economic pressures. There is continuous pressure from analysts and investors to improve economic performance. Capital market processes have changed. Acquisition threat is paramount in many industries. Cost structures vary around the world and can help or hinder an organization. This drives a continuous short-term focus.

Changing corporate governance practices. More countries are requiring greater transparency, more industry oversight and real accountability. This changes the activity levels on Boards and within compliance/regulatory functions. It can also shift control and accountability procedures throughout the organization. In addition to global trends affecting most organizations, a few other trends affect the consulting world specifically.

Client maturity with consulting. Over the years, most senior executives have worked with or for many consulting firms and know the strengths and limitations, have more sophistication in dealing with new issues and more

experience with planning, analysis and implementation processes. Levels of dependence and reliance have changed. There are higher expectations of involvement and partnering.

Consulting results history. Related to the one above, the checkerboard history of results and failure involving consulting is widespread. Specialization has further fragmented effectiveness of consulting services. Lack of effective implementation has left many sound studies sit on the shelf. There is more interest in return on consulting investments.

Unprecedented issues and scenarios. Most of what now needs to be dealt with is new. There are no previous experiences to draw upon. There are fewer commonalities to build on. This wrecks havoc with business models based on replication or generic processes established to fit all organizations.

Consulting engagements
The consulting engagements were delivered by individual consultants with clients typically being the owner/manager of SMEs and their key staff. One of the distinguishing characteristics of the NOTPROFIT engagements was the 'short, sharp' nature of the engagement with most

comprising only two structured interaction events (workshops), typically spaced within a week of each other. Three types of engagement were studied:

1. **Assessment engagements** which comprised a 53-item questionnaire aimed at generating client insights by highlighting the differences between the client organisation's current and ideal state related to meeting requirements for large-scale manufacturing projects such as defence and government projects. The research studied three assessment engagements.
2. **Strategy engagements** which focused on addressing an aspect of the client organisation's manufacturing strategy. The research studied three strategy engagements, with two focusing on manufacturing specifically and one on the client organisation's innovation strategy.
3. **Production process improvement** engagements which focused on visible changes to the production process that would result in improved throughput, better production flow and reduced downtime. The research studied two process improvement engagements, both focusing on delivering a factory layout and Value Stream Map (VSM) for the client organisations.

Internal and external consultants

Table 2: The main differentiating factors between internal and external consultants are summarised below:

External	Internal
Credibility through brand status and previous experience	Credibility through history of interactions within the business
Broad business perspective - bringing new ideas	Deep organizational perspective
Limited organisation-specific knowledge, possibly at content level only – "Not made here"	Understands its culture, language and deeper symbolic actions
Perceived as objective	Perceived as an organisational 'agent'
Special	The same
Low investment in final success	High investment in final success
Meets client's agenda	Meets corporate agenda – which may not be client's
Needs time to understand the people – may misinterpret actions and interpersonal dynamics	Knows the people, but may have preconceptions
"on the clock" – timed, expensive, rare and rationed	Free, accessible, and available

Internal consultant
Relating this high customer-focused value to the consultant

roles determined by Schein (1969) shows the challenges this can bring for an internal consultant

Table 3:

Consultant role	High internal service expectation
Expert	Deliver solution quickly without high client involvement Customer needs met early No systemic approach to diagnosis – allows expert to express problem in his/her terms so capability/knowledge retains within specialist areas
Pair of Hands	Reasonably aligned with high customer-focused values Focused on meeting customer needs Power lies with customer
Process	Works against notion that the 'customer is always right' Working collaboratively may be construed as 'passing the buck' Customer expectations for solutions may not be met within the desired timeframe

References
1. Foreword by Aneeta Madhok. Chairperson, International Council of Management Consulting Institutes, Management Consulting in India: Practice and Experiences for Business Excellence edited by U. K. Srivastava, Pramila Srivastava, 2009-11.
2. Co-creating Unique Value With Customers by C.K.Prahalad and Venkat Ramaswamy Strategy and

Leadership. 2004; 32:3. Emerald Group Publishing Limited

3. Aparna Shankar. An Enterprise Perspective on Customer Value Propositions for Open Source Software, Technology Innovation Management Review, 2012.

4. Doctor of Philosophy; at the University of Leicester; by Nick Butler; School of Management; University of Leicester. 2008. ;http://www.Booklocker.com; Contact Lew Sauder at: Lew@Consulting101Book.com; http://www.Consulting101Book.com

5. Professor Adrian Payne, Cranfield School of Management, Cranfield University, Cranfield; Bedford MK43 0AL, UK; email: a.payne@cranfield.ac.uk Kogan Page Limited, London Publications

6. An experienced-based paper; April 13, Adding Value in the Changing World of Consulting, 2009.