The Specific Focus of Management Consulting to Small and Medium-sized Enterprises

Assoc. Prof. Milen Baltov, PhD
Faculty of Business Studies, Burgas Free University, e-mail: mbaltov@bfu.bg

Abstract: The process of providing the consulting services and the interaction between the sides and the roles both providers and consumers – consultants and small businesses play are investigated. Together with the desk research over the rules and concepts established in the theory, the approaches for the extent of consultant’s interference and the forming of the consultant’s profile when solving the problems of the SMEs are discussed in the paper. Still neither process consulting nor content consulting could be recommended in absolute terms, but the successful type of a consulting organisation could only be characterised. It is important, that in every aspect the theory be adapted according to the specifics of the problems.

Key words: Process consulting, Resource consulting, Generalists, Specialist Consultants, Approaches for SMEs Assistance

И. Въведение
Основният обект на статията са фирмите и институциите, ангажирани в предоставянето на управленско консултиране, наред с дребния бизнес, като потребител на тези услуги. Предметът й е процесът на предоставяне на консултантски услуги и на взаимодействието между доставчите и потребителите – консултант и дребен бизнес. Целта е да се изследват специфичните
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The goal is to investi.gate the specific characteristics and needs of the small and medium-sized enterprises (SMEs) concerning the management consulting assistance. The tasks decomposed from it cover the clarification of the management consulting as a business support service, the identification of the types of consultancy adequate to SMEs and the expected role and approaches of the consultants when working with the SMEs.

It will be the desk research over the rules and concepts established in the theory, and field reference to opinion of acting consultants and their practices.

The biggest concern of the process consultant is the capacity of the organisation. It is much more viable when assisting a small company to deal with the problem on its own in the same manner as he has done it. Whereas the standard consultant is more concerned about offering his knowledge, the process consultant is concerned about offering his skills and values.

As far as the consulting process itself is concerned, the activities are separated according to the different stages of the consulting process. The first stage concerns the determination of the relations consultant-client and the work concept. At the diagnostic stage, the necessary change is identified and an orientation towards the activity suggestions is carried out. At the planning stage, alternative decisions for activities and expected limitations are developed. At the implementation stage, the changes start and monitoring is made, and the last stage – closing, is marked by the general development of the task, the documentation and the agreement.

The extent of interference in the management processes of the small businesses, as well as the use of this interference by the consultant, is based on written and non-written regulations. It is a practice for the consulting organisations, the moral principles and rules of behaviour to be systematised in ethic codes.

It will be suitable also to throw a light over the application to the practice in the countries in transition, now most of them new EU accession countries. Among the specific characteristics and needs on small and medium enterprises (SMEs) is relating to the management consulting assistance. The tasks decomposed from it cover the clarification of the management consulting as a business support service, the identification of the types of consultancy adequate to SMEs and the expected role and approaches of the consultants when working with the SMEs.

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sifics of management consulting in one of them - Bulgaria, are: the use of the consultant in the role of a mediator in the management; the use of consulting help by the managers in order to "support" already taken decisions; demonstration by the managers of "readiness" to implement the scientific approaches into practice.

Though the extent of consultant’s interference and the forming of the consultant’s profile when solving the problems of the SMEs are discussed in the paper, still neither process consulting nor the content consulting could be recommended in absolute terms and the successful type of a consulting organisation could only be characterised. It is important, that in every aspect the theory be adapted according to the specifics of the problems.

II. The process of management consulting

With a view to the full objectivity in the estimations, a decoding of the motives, goals and the types of services is needed in engaging management consultants and their arrangement depending on the problems of our small firms.

As the main objectives were presented, it will be more suitable to throw light over the real practical application in the countries in transition/ new EU member states. One important aspect of studying the development of management consulting is its perception on one hand as resource consulting and on the other, as process consulting. Generally, the resource consulting can be determined as a transfer of knowledge from the consultant to the client and the process consulting as a transfer of skills. After the serious contribution of Edgar Schein in this field (the two books of "Process Consulting" from 1969, republished in 1987 and in 1988), the process consulting is perceived as a tendency in our times and needs more attention.

According to Schein (Schein, 1997, p. 152) the process consultant should help the organisation to solve its own problems, the consequences from these processes and the mechanisms by which they could be changed. The biggest concern of the process consulting is the capacity of the consultants to ensure the sustainability and success of the implementation of the recommendations.

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II. Процесът на управленско консултиране

С оглед на пълната обективност в оценките се налага декодиране на мотивите, целите и типовете услуги, когато се ангажират управленски консултани и организацията им в зависимост от проблемите на малките фирми.

След като задачите бяха представени, ще бъде по-подходящо да се хвърли светлина върху реалното прилагане в практиката на страните в преход/ нови членки на ЕС. Важен аспект на изследване на развитието на управленското консултиране е възприемането му в отделните граници на процесното консултиране и консултирането, основано на ресурсите. Като цяло, консултирането, основано на ресурсите може да се определи като трансфер на знание от консултана към клиента, а процесното консултиране, като трансфер на умения. След сериозния принос на Едгар Шайн в тази област (двете му книги „Процесно консултиране” от 1969 г., преиздадени през 1987 г. и 1988 г.), процесното консултиране се възприема като тенденция в наше време и заслужава значително повече внимание. Според Шайн (Schein, 1997, p. 152), процесният консултант тябва да помога на организацията да разрешава собствените си проблеми, следства на тези процеси и механизми, чрез които те могат да се променят. Най-голямата тревога за процесния консултант е капацитета на организацията да се справи сама (като и прииade
cess consultant is the capacity of the organisation to deal with the problem on its own (using the consultant’s skills and values) in the same way as he has done it (Greiner & Metzger, 2002).

The first stage of the consulting process concerns the determination of the ratio consultant-client and the work concept. At the diagnostic stage the necessary change is identified and an orientation towards the activity suggestions is carried out. In planning the activities, alternative decisions are developed with suggestions for activities and expected limits (Baltov, 1995, 1996). At the introduction stage, the changes start and monitoring is done, and the last stage – closing, is marked by the general development of the task, the documentation and the agreement.

This separation of the process is not the only possible one but is a good base to analyse the problems concerning the extent of the consultant’s interference. If a scheme of arranging the potential consultant interference is traced, then in the final points of the scheme the analyser, the interventionist, the independent expert and the collaborator are most successful (Weiss, 2009, p. 15).

Extremely strong is the difference between the independent expert and the interventionist, as in the first case we can talk about solving of a specific need of the client and in the second case about improving his situation. In other words, in the first case the client is hungry and the consultant (independent expert) must catch the fish for lunch. At the other end of the scheme are the interventionists who “educate” the clients, so that these needs can be satisfied in the future by themselves.

Although, it is tightly oriented in the field of consulting organisational development, and is more suitable for big organisations, it is interesting to see the model of Harvey about the depth of the interference as part of the connection consultant - client (Harvey & Brown, 2006, p. 226). This depth is understood as the extent to which the purpose of the change is a formal system (characterised with a high accessibility - e.g. the data are public and with low in-
dividualisation). To the depth correspond the techniques of interference, rated as organisational (at lower depth), educational and therapeutic (at deeper interference).

When interference is provided, it is important that things should not be viewed as absolute, and it should be based on the goals so that the consultant and the client should co-ordinate the final results of the engagement and the consultant should be free to use a number of techniques in the best way. The more the engagement is based on alternatives, the more the consultant becomes the “strong hand”.

The extent of interference, as well as the use of this interference by the consultant, is based on written and non-written rules of the game in this business. It is a practice for the consulting organisations in the West, the moral principles and rules of behaviour to be systematised in ethic codes. Such a code is the ACME Code with 12 points (ACME, 2008, p. 34). Concerning its clients, the members are obliged to serve them competently and objectively, to keep confidentiality and not to use third parties on their side, thus giving them access to information they themselves have. Concerning their engagements, they should accept them only if they are competent enough; they should turn to their best employees for the specific situation and refuse the assignment if there are too many negative external circumstances. As for the fees, they should be based on the responsibilities and risks undertaken, the costs and the specific details. The professional responsibilities are connected with the respect of the intellectual property and contacts, adequate self-advertising and announcing Code violations found.

More detailed is this code in Canada made by the Institute of Certified Management Consultants (ICMCI, 2012, p. 48). Here the responsibilities to the society and the responsibilities to the other members of the Institute are determined in different chapters. According to many specialists too much institutionalisation and written rules are useless. More important are the climate and good behaviour in business.

The picture of the management consult-

(na ниски нива на дълбочината), обра-
зователни и терапевтични (на по-дълбо-
ките нива на намеса).

При консултантската намеса е важно не-
щата да не се абсолютизират и да е ба-
зирана на целите, така, че консултантът
и клиентът да координират крайните ре-
зултати от ангажимента, а консултантът
da е свободен да използва множество
техники по най-добрия начин. Колкото
повече ангажиментът е базиран на ал-
tернативи, толкова повече консултантът
придобива „силна ръка”.

Степента на намеса, както и използва-
нето на тази намеса от консултanta са
базирани на писани и неписани правила
на играта в този бизнес. Практиката на
консултантските организации на Запад
e moralните принципи и правила на по-
ведене да се систематизират в етични
codes. Подобен е Кодексът на АКМЕ
(Amerиканската асоциация на консул-
tантските организации) състоящ се от 12
опорни пункта (ACME, 2008, p. 34). По
отношение на клиентите си, членовете й
са длъжни да ги обслужват компетентно
и обективно, да бъдат конфиденциални
и не използват на своя страна някой
друг, който така би получил достъп до
информацията с която те разполагат. По
отношение на ангажиментите си, трябва
da ги приемат само, ако са достатъчно
компетентни; биха определили най-do-
brite si служители за конкретната си
ситуация и биха отказали, ако негативни-
tе външни обстоятелства са прекалено
много. По отношение на хонорарите,
трябва да се основават на поетите отго-
ворности, риск, разходи и конкретната
специфика. Професионалните отговор-
ности са свързани със спазването на ин-
tелектуалната собственост и контакти,
adекватната самореклама и обявяване-
tо на нарушения на основополагащите
принципи от Кодекса.

Още по-детайлн е този кодекс в Кана-
da, изготвен от техния Институт на сер-
tифицирания управленици консултанти
(ICMCI, 2012, p. 48). Тук отговорностите
пред обществото и отговорностите пред
другите членове на Института са обо-
собени в отделни глави. Според много
специалисти обаче, тъй като силното ин-
stитуционализиране и писани правила
са излишни. По-важни са климатът и до-
bрото поведение в бизнеса.

Картината на управлениското консули-
ране е далеч от мира и спокойствието
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ing is far from the peace of the pastoral scenes. The approaches for the extent of consultant’s interference and the forming of the consultant’s profile are different. We cannot make the role of the process consulting and the conscious consulting absolute yet, and neither can we view the most successful type of a consulting organization as singular. It is important that in every aspect the theory should be changed according to the specifics of the problems.

III. Provision and utilisation of the consulting services for the small and medium sized enterprises

In this paper, the position that the simplification is the key issue when working with the owners of small firms will be in the base of the further topics. It goes with the understanding that it will be useful for the small businesses, if the consultant is providing advice based on the real needs of the client and not as a part of a package or mass fabricated decision about the problems of life as a whole (Baumback, 2006).

Pech & Stamboulidis (2010) give examples of brilliant plans which the owner of a small business cannot afford.

According to them and to other authors, the entrepreneur has the time and the money only for comparatively simple and easy for application plans (Baumback, 2006, p. 85). What most of the small firms need is (1) specialised help when having serious difficulties and (2) periodic checks for revealing hidden “traps” which can be avoided if found on time.

At the same time, the representatives of the Asia Productivity Organisation, based in Tokyo, consider that the bigger firms need more specialised consulting (Lie & Taussig, 1974, p. 47). The potential for decreasing the costs in specialised fields is usually bigger for the bigger firm and thus the consultant’s fees are easily accounted for; in the small firms the situation is the opposite.

At present, the application of innovations is poses much more risk for the small firms than they can afford while in the big firms the risk can be distributed to several projects and there exists bigger potential for
using the innovations in a long-term plan. This, according to the team of Lie & Taussig (1974) must also be considered by the consultants.

The discussion on these points is often subordinated to the opposition between the specialist and generalist consultant. The ideal situation is both types of consultants to be at the disposal of the small firm but this is financially and functionally almost impossible. In most cases, the agenda on which the consultant is hired is not properly defined by the owner-manager. It so happens that what is identified incorrectly as a problem is just a symptom for it (Kostadinov & Baltov, 2007). Often the estimated difficulty in one part of the firm is a consequence from the problem in another, which is typical for small businesses. So the generalist approach appears to be more viable if time-consuming solution development in a narrow context is to be avoided (Nahavandi & Chesteen, 1988).

Other specific characteristics of the management consulting for small businesses, which were already mentioned, are the limited financial resources of the firms and, in parallel with this, the practice, consultants to be needed only when the crisis moment has appeared (Lie & Taussig, 1974). These facts emphasize on the immediate actions in spite of the fact that a better decision could be found if there was enough time. The financial insufficiency limits the alternatives which can be recommended. The insufficient education and skills for applying part of the decisions which could be suitable for the big company should also be estimated.

It is important to know that the owner-manager of the small firm is inclined to feel that the act of turning to a consultant for advice reveals the estimation of his own managerial abilities. Due to this, when consultants are hired by the small firms they should take into account the fact that it is a case of solving a crisis situation. Therefore, the small business consultant meets the specific problem of having to avoid the lesson of the hurt pride of the owner-manager. In fact, one of the малките фирми, от това, което могат да си позволят. В големите фирми, рискът може да се разпредели върху няколко проекта и има по-голям потенциал за използването им в дългосрочен план. Това, според екипа Lie & Taussig (1974), също трябва да се отчита от консултаните.

Обсъждането на тези въпроси, често е подчинено на противопоставянето между консултантата тесен специалист и консултантата генералист. Идеалната ситуация е и двата типа консултанти да са на разположение на малката фирма, но това и от финансовата и от функционалната гл.т. е потенциално невъзможно. В повечето случаи, тематиката по която консултантът бива наеман не е подходящо дефинирана от собственика-мениджър. Случва се неправилно определения като проблем да е просто симптом за проблема (Kostadinov & Baltov, 2007). Често, разглежданите трудности в една част от фирмената дейност са последица от проблем в друга, което е типично за малките бизнеси. Така, подходът на генералиста се оказва по-необходим, ако се търси избягане на времеемко разработване на решение в тесен контекст (Nahavandi & Chesteen, 1988).

Други специфични характеристики на управлението на консултантите за МСП, които вече се посочиха, са ограничените финансови ресурси на тези предприятия, а успоредно с това и практиката консултантът да бъде наеман едва когато кризисните моменти настъпват (Lie & Taussig, 1974). Тези факти подчертават спешността на предприеманите действия, независимо от безспорния факт, че по-добри решения могат да се намират, ако се разполага с достатъчно време. Финансовата недостатъчност ограничава алтернативите, които могат да се преминат. Недостатъчното ниво на разработаност и на умения за прилагане на част от решенията, които могат да бъдат подходящи за големата компания, трябва също да се вземе предвид.

Важно е да се знае, че собственикът-мениджър на малката фирма е склонен да почувства акта на обръщане за съвет към консултант, като разкриване на преценката за собствените му управлениски качества. Поради това, когато консултантите биват наемани от МСП, те трябва да се съобразяват, че навлиза в решаването на кризисни ситуации. Поради това, консультантът работеш с
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tasks of the consultant is the “repairing” of the owner-manager’s ego.

Usually, it is difficult for the consultant to get information about the small firm because the owner-manager would not spare enough time to present the needed data. It is necessary to convince the owner-manager in the need of sharing time. At the same time the consultant should be flexible in preparing and changing his work plans when engaging with the small business.

Another point is connected with the problem of the capacity in which the consultant is hired – whether it is as an internal or external consultant. The opinion that for the small firms hiring an internal consultant is economically unjustified prevails (Hiron Management Consulting, 2008).

Table 1. Form for prompt estimation and recommendations

<table>
<thead>
<tr>
<th>Question Въпрос</th>
<th>Having negative answer Признак за отрицателен отговор</th>
<th>Recommendation Препоръки</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the basis of the business? На какво е базиран бизнеса?</td>
<td>Proofs for presenting a market or for understanding of such a market are completely or almost missing Изцяло или почти липсващи доказателства за представянето на пазар или за разбирането на такъв.</td>
<td>Implementing market research and establishing a basis for developing the business. Прилагането на пазарно проучване и установяване на база за развитие на бизнеса.</td>
</tr>
<tr>
<td>Are there any proofs for financial planning for the future activities? Има ли някакви доказателства за финансово планиране за бъдещи дейности?</td>
<td>Lack of proof for financial planning or similar to it for more than 3 months. Липсата на доказателства за финансово планиране или подобно на него за период по-дълъг от 3 месеца.</td>
<td>Bringing in financial planning and connecting it with the known market. Вкарване на финансовото планиране и свързването му с познатия пазар.</td>
</tr>
<tr>
<td>What is the situation of the accounting documentation? Какво е състоянието на финансовата документация?</td>
<td>Lack of estimation or maintained badly. Липса на прогнози или лоша поддръжка.</td>
<td>Bringing in an accurate system for estimation which the owner should understand and maintain. Вкарване на прецизна система за прогнозиране, която собственикът би разбирал и поддържал.</td>
</tr>
</tbody>
</table>
In what way are the debts of the business declared?  
Po какъв начин се обявяват задълженията на бизнеса?

<table>
<thead>
<tr>
<th>In what way are the debts of the business declared?</th>
<th>Proof for planning is completely or almost missing. Доказателства за планирането са напълно или почти липсващи.</th>
<th>With the help of marketing information and financial plans, the forecasts for the cash flows will indicate the levels of the capital that needs to be borrowed. С помощта на маркетинговата информация и финансовите планове, прогнозите за паричните потоци ще индикират нивата на необходимия за заемане капитал.</th>
</tr>
</thead>
<tbody>
<tr>
<td>How are the costs for services determined / How are the prices of the sold products formed?</td>
<td>Lack of methodological approach in defining the costs and the prices. Липса на методологически подход в определянето на разходите и цените.</td>
<td>With implementing the above-mentioned recommendations a cost and price policy is formed. В внедряването на по-горните препоръки е формирана една разходна и ценова политика.</td>
</tr>
<tr>
<td>Does the owner understand and use the movement of the cash flows?</td>
<td>Lack of reports for the movement of the cash flows or if there are any, they are not significant for the owner. Липса на отчети за движението на паричните потоци или ако съществуват не са от значимост за собственика.</td>
<td>Beginning of understandable accounting system which maintains correct balance sheets for cash flows. Начало на разбираема счетоводна система, която да поддържа коректни отчети за паричните потоци.</td>
</tr>
<tr>
<td>Does the firm use and maintain a system for management of the debts?</td>
<td>Lack of such a system for the moment or it is difficult for using. Липса на подобна система към момента или е трудна за използване.</td>
<td>Bringing in a correct system for management of the debts and establishing a realistic policy concerning the management of the debts. Вкарване на коректна система за управление на задълженията и установяване на реализична политика по отношение на управление на задълженията.</td>
</tr>
<tr>
<td>How is the equipment planned, ordered, stored and maintained?</td>
<td>The equipment is too big or arrives too late. It is badly stored and is not insured against robberies. Оборудване е в големи размери или пристига със закъснение. Лошо се съхранява и не е осигурено срещу кражби.</td>
<td>A start of an accurate and easy to use system for planning, ordering, storing and controlling of the equipment. Начало на точна и лесна за използване система за планиране, съхраняване и контрол на оборудването.</td>
</tr>
</tbody>
</table>

It is so because the costs for hiring one consultant are constant and at comparatively low sales they become a significant percentage of the prime cost of the product. Many of the consultant companies develop their separate offices and offer a "permanent management". The phenomenon is extremely interesting but among the clients are still just big companies - venture companies and banks for EIM in Holland, or state companies for Stream Resources in the UK, for example (Baltov, 2006).

Получава се така, поради факта, че разходите за поддържане на един консултант (ако е вътрешен) са константни и при сравнително ниски обеми на продажбите, те се превръщат в значим дял от себестойността на продукта/услугата. Много от консултантските компании разкриват свои отделни офиси и предлагат „постоянен мениджмънт“. Това явление се котира с висок интерес, но сред клиентите са практически само големи компании – венчърни фондове и банки за EIM в Холандия, например или публични (с държавна собственост)
In spite of this, for some consulting services, for example accounting, the “subscription management” principle is possible and is applied. Here the hourly base for engagement is not so widely used (respectively the needed finances), but is distributed optimally in time. It is also possible the contracts for consultant’s aid to have annexes about follow-up help, allowing the provision of the periodical checks for revealing hidden “traps” that have been mentioned. Thus, some confidence is achieved, which is really important for both parties.

The underestimation of the small businesses as a market for these services is still valid but a tendency for reorientation of a part of the operations and resources is also observed the serious firms. The leader in this field, George S. May Co., offers services to SMEs mainly concerned with the production control, industrial engineering, profitability improvement and organisational development. Their policy is not to engage themselves “if they do not save to the client at least twice as big an amount as the fees they have received”.

Kurt Selman Associates offer general management, production and information technologies, management of the human resources, marketing. The method of Philip Crosby Association which demonstrates the introduction of services to an enormous number of small markets and how to provide it at a competitive price is interesting (Baltov, 2005-a). The fact that Ernst and Young sponsors one of its competitors Moot Corp. inviting teams of graduate students to develop plans for the growth of new firms is very encouraging (Consultants News, 2008).

As far as some of the actions of the consultant when problems appear are concerned, the already quoted New Zealand authors give systematic idea through the form for prompt estimation and recommendations (Pech & Mathew, 1993). This form for prompt estimation and recommendations (see Table 1 above) is really useful for a systematic first study of the client.
In a similar way, the author had tried a version of it, when being a key expert in the first (for Bulgaria) technological and consulting grants scheme for SMEs in the year 2004 (EU Phare 0102.01). It proved that implementing the recommendation for simplified actions in working with small firms requires taking into consideration a whole complex of factors such as financial limit, lack of management education and experience, emotional colour, difficulties in implementing the recommendations. The generalist approach and the complexity in the services are imposed.

IV. Viability of the developed strategies and “techniques” when applied to the small business problems

To identify the crucial points of applying MC to the problems of the SMEs, the role of the small business consultant should be determined. One of the methods is to define the engagements as steps at the particular stages of the consulting process, such as inquiry, analysis, decision and implementation (ACME, 2008, p. 18). On the other hand, the professional profile can be considered as a structure with its separate dimensions: generalist skills, personal contribution, special expertise (Foster, 2013, p. 40).

In order to clear up the model, it is more important to pay attention to the different aspects of the role and the profile of the management consultant for SMEs. The major discussion among the consulting researchers - generalist versa specialist, is true for this sector too (Baltov, 1996). Wilson Seney favors the view that the specialised skills and know-how of the consultant are much more of help to the small entrepreneur than to the big client who has his own sources of skills and know-how (Seney, 1963, p. 107).

Practically, “the other side” turned to be more convincing (Chrisman & McMullan, 1996). Consultants, dealing with the small businesses should cover the whole sector of problems, related to management.
The requirement for professional education and essential experience in the implementation of the management principles in the development of the small enterprise could be taken as indisputable.

Of prime importance is knowledge of the interaction of functions of the small enterprise since change in one function usually has immediate repercussions in others (Kubr, 1993).

Patience and dogged perseverance are required in encouraging the manager to complete managerial chores ranging from accounting to staff training while preventing him from concentrating solely on preferred technical activities such as the actual production of goods and services. More than that, the owner may suffer from a failure, followed by the need to seek advice (Chrisman & McMullan, 1996).

Because of that the consultant should be on the alert concerning the possible necessity for restructuring the client’s confidence. Instead of adopting a professional air and emphasizing his expertise to influence his clients, the consultant should use a simpler style (Baltov, 2005-b).

It is worth for management consultants to perform more like counselors while working for the small businesses. As explained by Brian L. Dunsby, chief executive of the Institute of Business Counsellors, this is a process by which business problems are diagnosed and resolved in such a way that the client learns not only how to overcome their current difficulty, or exploit their opportunities, but also how to tackle similar situations in the future (Dunsby, 2009). It is a process in which a business counsellor works “through and with”, rather than “for” a client. As a result, clients come to “own” both problem and solution, and they are motivated to set objectives and take action.

V. Conclusions

Regardless the fact that the among the sub-groups inside the whole range of SMEs
there are substantial differences, the management consulting to be provided to them might be defined as specifically different from the consulting to the big companies and public bodies. Mostly it may be successful when a generalist approach is used and the consulting is applied be means of tools of coaching and training. Substantial barriers when applied to the SMEs appear to be on one hand the limited financial and managerial resources of the business units and the entrepreneurs behind them, and on the other hand, the content of the assistance and the awareness of it.

Though the assistance programmes changed in the transition countries (Bulgaria also), after the EU accession, the world of the small business has stayed the same and the recommendations to have effective assistance services to them, must be directed mostly to the management consultants involved. The standards of the high level professional services must definitely be achieved by the consulting society in Bulgaria and its ethical code must be reconsidered seriously. On the other hand, if in subsectors like auditing, standardisation has proved to be the only way to follow, when working with the SMEs, the mechanical transfer of the foreign managerial know-how to Bulgaria must be avoided. Certifying the class of consultants (called “counsellors” in the UK) specialised in delivering services to SMEs might be a positive step. And lot more is to be done in the pricing for the value added approach to be achieved and for the design of adequate marketing tools for their services to reach the targeted SMEs.
Reference/Литература


