## CONTENTS

## ABSTRACT

## PREFACE

1	SOME THOUGHTS ABOUT CONSULTING	1
1.1	What is consulting?	1
1.2	Basic views on consulting	3
1.2.1	Consulting as a profession	4
1.2.2	Consulting as a service	10
1.2.3	Consulting as a business	11
1.2.4	Consulting as a method	12
1.2.5	Consulting as a change	16
1.2.6	Consulting as an ecosystem	19
1.3	Quo vadis consulting	20
1.3.1	Why use consulting?	20
1.3.2	Trends in consulting	23
2	CONSULTING FIRMS	25
2.1	Consulting services providers	25
2.1.1	Consulting providers - consulting firms	25
2.1.2	Strategic management of consulting firms	28
2.1.3	Marketing management of consulting firms	31
2.1.4	Marketing management	31
2.1.5	Marketing strategic planning	33
2.1.6	Marketing strategy	34
2.1.7	Marketing mix	35
2.2	Internal marketing activities of consultant firms	38
2.2.1	Internal and interactive marketing	38
2.2.2	Internal brand	41
3	CONSULTANTS	46
3.1	Who is a consultant?	46
3.2	Professional competencies of the consultant	48
3.3	Communication skills and consultant skills	52
3.3.1	Effective, positive and negative communication	52
3.3.2	Verbal and nonverbal communication	55
3.3.3	Professional presentation of the consultant	59
3.4	Performance of the consultant	62
3.5	Consultant education	68
3.5.1	Strategy for education and personal development of consultants	69
3.5.2	Principles and specifics of consultants education	70
3.5.3	The system of education of consultants and its implementation	72

4	CONSULTING PROCESS	75
4.1	Basic models of the consulting process	75
4.2	Three-stage model of the consulting process	75
4.3	Five-stage models of the consulting process	78
4.4	Nine-stage model of the consulting process	81
4.5	Modified model of an effective consulting process	83
5	MARKETING CONSULTING	88
5.1	Marketing consulting - the core of management consulting	88
5.2.	Types of marketing consulting	89
5.2.1	General marketing consulting	90
5.2.2	Specialized marketing consulting	90
5.2.3	Additional marketing consulting	91
5.2.4	Consulting as outsourcing of marketing activities	91
5.2.5	Marketing consulting based on interim management	94
5.3	Marketing consultant	94
5.4	Consulting approach in the field of marketing	96
5.4.1	Methodical determinant of consulting	97
5.4.2	Human determinant of consulting	101
5.5	Effectiveness of marketing consulting	105
5.6	Marketing consulting products and services	106
CONCLUSION		124
REFERENCES		128