

Передумови та причини професійного старіння виявляються внаслідок того, що працівники можуть мати завищену самооцінку, що базується на минулих успіхах, відсутня або не працює систем стимулювання до саморозвитку, відсутня належна мотивація вдосконалення та оновлення своїх компетенцій та навичок.

Тому в даний час цифрова економіка може розраховувати тільки на тих фахівців, яких готує існуюча система освіти, а також кадри, які можна превчити та дати нові компетенції.

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CONSULTING IN CONDITIONS OF UNCERTAINTY

КОНСАЛТИНГ В УМОВАХ НЕВИЗНАЧЕНОСТІ

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In competitive business conditions, managers of different enterprise levels often have to develop management solutions in the conditions of insufficient or unreliable information, and the results of the implementation are not always coincided with the planned. The key determinants of the modern functioning of socio-economic systems are the growing uncertainty of changes, and the strengthening of information asymmetry, which determine the innovative character of their development. Intangible assets, in particular specific managerial knowledge, become imperative for

innovative development that provides competitive advantages, which explains the escalation of interest of scientists and practitioners in researching the nature of managerial innovations, the process of their development and dissemination, methods, and organizational forms of their implementation. Such reasons lead companies to seek help from experts who can solve these problems.

The war which was caused by the Russia's aggression against Ukraine brought very dramatic consequences for Ukrainian businesses regardless of their size or field of activity. Shock and conditions of uncertainty influenced the decision-makers and the very first reaction was to freeze or relocate if it was possible. For most companies, relocation was not an option and freezing was considered equal to liquidation. The role of consulting in the first months of the war started was focused on information supporting in decision-making for managers and owners about cost and loss optimization, HR consulting, investment and financial management, and developing safeguarding policy. All mentioned above is related more to large companies than small and micro businesses. Consulting service was not among their priority requests before the war and could not become one after it had started.

Consulting is the activity or business of giving expert advice about a particular subject [1]. Consulting is treated differently in Ukraine, which is why Ukraine is still one of the last places in terms of the level of payment for the services of consultants and their number. Nevertheless, this industry is developing quite rapidly, and managers are increasingly asking for help. In Ukraine market of consulting services represent some groups of suppliers:

1. Transnational consulting companies with a long-term history in the global market, reputation, and portfolio of corporate clients. They are more oriented toward international investors which would like to do business in Ukraine. Nevertheless, they offer solutions for Ukrainian companies according to their needs in marital time: people or business relocation abroad; loss of asset, property; change in the supply chain of goods, raw materials, and equipment; cyber security and IT infrastructure, as well as the topic of state recovery and relations with aggressor state [2].

2. Ukrainian companies with a range of services and teams of experts in very specific topics for the national environment and legislation. The causes of uncertainty are most often the external environment – the search for a new sales market, the analysis of buyers and competitors, etc. It is an especially urgent problem for corporations whose strategy is expansion. A new product may turn out to be completely unnecessary for a new

market, which is why there is a risk that can lead to significant losses. This is often the case when managers decide that they know everything and want to save money.

3. Highly specialized firms, who are focusing on the specific needs of their clients, for instance, extension services for farmers, or some niche companies who specialized in brand consulting, social projects management. The services of audit consulting are very often used for an outside view or for independent control of activities. This specialist can check how correctly and openly accounting is conducted. Today, they even employ a specialist on a permanent basis who periodically checks the correctness, while saving money on several employees in the accounting department.

4. Universities and research institutions, which are often demanded training and some very scientific requests, during the war should deal with their own challenges. Some Universities had to relocate their staff and not often had time to relocate the laboratory equipment. So, we suppose that for some years Ukrainian universities will need sufficient support from the global community for recovery. The very important issue – is brain flow and it is strategically important to save the intellectual potential of Ukraine despite the war.

5. Independent advisors with specialization in some specific issues. It is observed that experts started to be more open and use social media and digital marketing to keep in contact with their clients. Very often individual advisors offer public lectures, webinars, whatever, or announce that they start professional activities as business coaches.

The market of consulting in Ukraine now can be segmented as IT consulting – 35%; operational consulting – 25%; strategical consulting – 20%; HR consulting – 15%; other – 5% [3].

The market of consulting services in Ukraine is under transformation, but it is obvious that it has even more perspective now, in conditions of uncertainty, and will have a renaissance after the victory of Ukraine.

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