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**Assessment on the practice and the challenges of Business consultancy: in the case of
Selected Firms in Addis Ababa**

A Thesis Submitted to the School of Graduate Studies of Addis Ababa University in Partial
Fulfillment of the Requirements for the Master of Art in Business Administration (MBA)

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Assessment on the practice and the challenges of Business consultancy: In the case of Selected
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Declaration

I, the under signee declare that this thesis is my original work, prepared under the guidance of YohannesWorkaferahu (PhD). All source of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been summited either in part or in full to any other higher learning institution for the purpose of earning any degree.

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Endorsement

This is to certify that the thesis prepared by BetelhemTegegn, entitled “Assessment on the practice and the challenges of Business consultancy: in the case of Selected Firms in Addis Ababa” has been submitted to Addis Ababa University College of Business and Economics, MBA Program for examination with my approval as a university Advisor.

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Acronyms and Abbreviations

BS- Business consultancy

EMI- Ethiopian Management Institute

EMPA- Ethiopian Management Professional Association

ToR- Term of reference

SPSS - Statistical Science for Social Science

Abstract

The study's overall goal was to assess the practice and potential challenges that the business consulting firm is facing, as well as to recognize the root causes of those challenges and to meet the study's objectives. The descriptive research method was applied to find out business consultancy phases and challenges. To indicate in each Addis Ababa sub-district, a cluster sampling technique was used and a purposive sampling approach was applied to determine the sample size from each of the chosen firms and to classify the sampled respondents. Primary data were collected using structured questionnaires of both open-ended and close-ended questions. Quantitative data were analyzed by descriptive statistical tools such as frequency distribution, percentage, mean score, and standard deviation due to the assumption that the sample provides the required information easily. The overall finding and conclusion of the study indicate that the activities of each phase seem to be applied and more or less implemented in a sufficient manner however, it has incurred challenges internally and externally. The properly unplanned, lack of up-to-date training in terms of low awareness and skilled manpower, client negligence, undervalued of the service unethical practice of consultant and lack of transparency and accountability. The study recommends the creation of professional association as being a voice of the industry, create a fair system in the prevention of corruption. Additionally, provide realistic training to employees as to acquire new skills set as the business environment is rapidly changing every day as well as competitors are growing.

Key words: *Business consultancy, Management consultancy, Phase of consultancy, challenges of business consulting firms*

Chapter One

Introduction

This chapter of the study shows the entire research. It contains background of the study, statement of the problem, research questions, objective of the study, Significant of the study, scope of the study, limitation of the study and organization of the study.

1.1 Background of the Study

“Consulting is a subtle business, as a consultant come into an organization as a pariah and offers your expert experience as a powerful influence for directing the customer and suggesting what in their judgment the best strategy, given the current circumstance is.” Ulla, (2008)

The consultancy has played an important role in modern organizations. Many important decisions are made in a variety of organizations and fields with the help of professional advisors. Consulting is an expedient professional service that is provided to private or public businesses to improve their performance, operating through the analysis of existing organizational problems and the development of improvement plans.

Business consultancy first appeared at the beginning of the twentieth century by “Frederick Taylor”. Taylor’s prescriptions have caused him to be called “The father of Scientific Management”. He was essentially concerned with what was later called organization and methods. His views on the simplification of complicated manufacturing tasks, clear modes of supervision, and the raising of productivity were highly influential in the USA and Europe and remained so right up until the 1970s. Philip, (1998)

Harrington Emerson and Charles E Beaux created comparable but competing approaches became much more involved in consulting activities. They have expanded to the USA and Europe and other parts of the world from 1926 onwards up to the 1940s, in portion provoked by the need for rapid efficiency improvements during the Second World War. From the 1950s onwards most of the consultancies diversified their activities. Philip, (1998)

Kubr (2002), after the post-war reconstruction, most consulting organizations that exist today were established and this business still attained power. The rapid expansion of business regarding the economy, technological change, industrial growth, and also the numerous challenges faced by business worldwide has created different opportunities and demand for

consultancy. The growth of the consulting sector still reflects high and steady demand for professional service. This is due to their broad knowledge base, diversified resources, innovative spirit, and capacity to cope with complex and novel situations.

Consulting involves several different forms. In addition to organizational consulting, there is also functional consulting in the areas of human resources, finance, marketing, sales, and increasing productivity. Business consultancy covers a wide spectrum-from solving concrete problems encountered by organizations adopting or placing a modern system of functioning of some of the above areas.

Greiner and Metzger's (1983) define business consultancy as an "advisory service provided for an organization by an independent qualified individual, secured particular abilities and knowledge, who assist within the client organization by identifying management problems, analyses such problems, recommend solutions to these problems and help when requested in the implementation of solutions." In the definition, they have pinpointed that business consultancy requires particular skills and a specific level of knowledge to assist clients in identifying the issues experienced.

Business consultancy begins when an organization requests professional service. Arnaud (1998) suggested that reveals an awareness of the existence of an organizational situation needing a change and justifying the intervention of a professional as a major indicator in needing the service. This idea is supported by Blunsdo (2002), who proposes that the consultancy industry exists because of the presence of persistent organizational and management problems which creates an atmosphere of uncertainty and exerts pressure on managers to be seen to be acting both rationally and innovatively.

According to Kubr, (2002) there are two approaches, first one is "consultants are helpers or enablers and assume that help is provided by people in various positions." Whereas the second approach stated, "consulting as a special professional service and emphasizes many characteristics that such a service must possess."

Kubr (2002) has developed an interesting model aiming to understand the evolution of the relationship between consultants and clients. This consulting practice is the processes, from the beginning to the ending, the model is subdivided into several phases, which help the process to

be systematic going from one operation to another operation. There are five-phase; the first one is the “entry phase or planning phase is the first contact between consultant starts working with a client including their communication with clients regarding what the client would achieve or change in their company. In the second stage which is the diagnosis phase, in this phase, the problems are identified in detail and state what needs to be achieved concerning the type of assessment needed, resources, technology, and information. The Action planning phase aims at finding the solution to the problem. This is done by developing solutions, evaluating alternatives, state what we to the client, and lastly plan for implementation. The implantation phase is all about testing the feasibility of the proposal provided by the consultant with the help of the client. An adjustment might occur at this stage. The termination phase contains several activities; these activities are the evaluation of the result both by the clients and the consulting firm. The final report is submitted and mutual commitment is settled and lastly, withdrawal by each party will take place.

The rapid change in the business environment and economic policy influence the demand for consultancy services. However, the consultancy is been accepted and implemented in developing countries, but the standards have not fully developed. Since consultancy is only developed through the public sector, which lacked for education system providing sufficient knowledge notably universities; the younger consultant’s having less experience and also a private association to perform with the support role Kirmani and Baum (2006).In this concern the study have assessed the business consulting process, in particular to internal expert's viewpoint of the practice and challenges they faceand thereby to recommend possible solutions.

1.2 Statement of the problem

For at least two decades, there have been widespread criticisms of organization spending on business consultants. The degree at which these criticisms are made shows a long-standing distrust and skepticism toward business advisors in general De Burgundy, (1998). Company consultants' expertise and value have long been questioned; indeed, according to Lindon (1995), business Consultant are individuals "who can borrow our watch to remind us what time it is". In a related vein, Blunsdon (2002) claims that business consultants are essentially useless because managers' challenges are well-known, and the ideas provided by business consultants are all the same.

According to Kirmani& Baum, (2006) in the last two decades, the number of local consulting firms has outstandingly increased in developing countries. The role of business consultants has emerged as diverse and complex, nevertheless, the quality of their performance has not kept up with the growth in the number and this is due to policies and practices of governments, internal staff weaknesses, management, and the lack of industry acceptance. For this reason, domestic consulting firms have been prohibited from enacting their practice into their countries' investment programs.

As per the preliminary investigation made by the researcher; some challenges occurred concerning the practice of the consulting process, both from the internal perspective of a consulting firm and external factors from the client. Business consultancy firms are mostly dependent on the network and the reputation of the firm regarding approaching the client as a relation, the ability to create support, and so on. The lack of competency, lack of up-to-date training, being stuck to the same old practices, and being averse to risk-taking for new forms of practices has been a challenge from the internal perspective. Meanwhile, from an external perspective, the lack of awareness, the misconception, or the value of the consultancy services from private or public business organizations are considered small, the scattered and disorganized way of data handling is another bureaucratic challenge that firms are facing.

Previous researcher on EMI, most consultant programs are behind schedule and the facilities are not up to standard. Furthermore, EMI consulting services are not customer-focused, and consultants lack the necessary skills to provide standardized services. Additionally, EMI consultants lack the ability to apply global best practices in local settings. According to EMI consultants, the company lacks the necessary exposures and capabilities to recognise the true needs of client organizations and offer viable solutions. Demolition (2017). Despite the fact that the report shows what the public sector faces in the market, it does not cover the private sector's practices or the challenges they encounter, the analysis secured and centered on the public sector while focusing on one side.

Nevertheless, as per the knowledge of the researcher, there is slightly empirical work on the practice and challenges of the consulting firms, neither on developing countries nor developed

nations. For this reason, the researcher has conducted the study, given the importance of efficient consulting work for economic development and to gain a better understanding of what the role of a business consultant is really about and inquiry the consultant directly. This approach help the research seek to identify the practice and root causes of the challenges faced by the business consultancy profession and additional state-out the problem to find a possible solution. To this end, this study tried to answer the following research questions.

1.3 Research Questions

The main research question are as follows:

1. What is the practice of business consultancy?
2. To what extent does the firms implement the practice?
3. What are the major challenges faced by business consultant regarding to their practice in the industry?

1.4 Objective of the study

The study has both the general and specific objectives

1.4.1 General objective

The general objective of the study is to assess the practice and the challenges that business consulting firm is facing in Addis Ababa.

1.4.2 Specific objective

The specific objective is to answer the above questions as follows:

- To assess the current practice of the business consultancy
- To assess whether the practice is being implemented
- To identify major challenges faced by the business consulting firms.
- To identify the main cause of the challenges of business consulting firms.

1.5 Significant of the study

The study is vital as its contribution as;

- The voice for the consultant; because it lets the concerned parties get informed of what is on the industry' side by increase awareness, improve managerial decision making.

- It shows the challenges faced by the business consulting firms concerning current practice and external factors.
- The findings of the study initiate other interested researchers to undertake a better and detailed study in the area.
- Moreover, this study helps the researcher to have an experience for future development.

1.6 Scope of the study

It is believed that there are different categories of consulting firms in Addis Ababa. However, the research has focus on PLC-based business consulting firms that are registered, licensed, and active in the industry of Addis Ababa, Ethiopia.

1.7 Limitation of the study

Yet, the research has faced various problem in conducting this research such as lack of access to consulting firms, negligence of some respondents to respond to the questionnaire openly and timely, On the other hand, the study has been constrained in the area of sufficient time and finance to conduct the study

1.7 Organization of the study

The study has been organized in five chapters. The first chapter contains the introduction part, statement of the problem and its approach, and scope of the study. The second chapter explores the literature reviews that are related to the overview of business consultancy and the most relevant studies (Theoretical review and Empirical review) and also the conceptual framework. The third chapter describes the research methodology that will clarify how the research will select the population and collect data. Chapter four covers interpretation and clarification on the collected data and finally, the fifth Chapter summarizing the finding, conclusion, and discussion on the the recommendation

Chapter Two

Literature review

Introduction

This chapter of the study outline three parts the related literature review. The first part will define the theoretical review of the subject matter. The second part will be on the empirical review regarding the challenges faced due to the practice applied.

2.1. Theoretical Review

This section deals with the concept, definition, branch, models, practice of consultancy, specifically on business consultancy.

2.1.1 Consultancy

ICMCI define consultancy as “The service provided to business, public and other undertakings by an independent and qualified person or persons in identifying and investigating problems concerned with policy, organization, procedures and methods, recommending appropriate action and helping to implement those recommendations.” Barry & Jonathan, (2003)

The Oxford Dictionary for The Business World (1994) describes a management consultant as a “professional adviser who specializes in guiding companies about how to improve their performance and therefore their profitability,” according to the American Management Association. Furthermore, Ainamo and Tienari (2002) define modern management consultancy as an organization that provides unbiased guidance to managerial boardrooms across time and space.

The development of management practice is the primary goal of consulting. Consultancy competes with research institutions and media firms to achieve this goal and thus is a part of the information management industry. Kipping and Engwall (2002).

2.1.2 Business Consultancy

It has been clearly stated that business consultancy first appeared in the beginning of 20th century by Frederick Taylor in this book ‘scientific management’. However, the concept of business consultancy has been defined as “the service provided to business, public and the other undertakings by an independent and qualified person”. McLarty and Robinson (1998).

According to Kubr (2002) describe Business consulting as a useful Professional service that helps managers to analyze and solve practical problems faced by their Organization to improve organizational performance, learn from the experience of other Managers and organizations, and seize new business opportunities.

2.1.3 Understanding the Consultancy Profession, Roles and Responsibilities

It is important to include this section, in order to gain a deeper understanding of the role consultants play in an organization, their key functions, features and responsibilities.

2.1.3.1 Branches of consultant reference

The consultancy industry is one of the most diverse markets within the professional services industry, in this wide field, there are different type of consultancy found in the industry. Management consultancy is only one of the many specialized resources available to corporate and government decision-makers. Aside from management consultancy, the technical support infrastructure of developing economies provides a variety of other providers Visscher, (2006). This are recognized as follows;

A. Strategy Consultant

Strategy Consultant is best to describe as a consultant who operate at the highest level of the consultancy market, with focus on strategic topics like corporate and organizational strategy, economic policy, government policy and functional strategy.

Strategy consultant have different nature than other type of consultancy, their focus lies more on quantitative/analytics skills, and their job description revolves more around giving advice than overseeing implementation. Therefore, strategy consultants generally carry out work assigned by top managers, like CEOs, directors and senior managers.

B. Management Consultant

Management consultants, also known as business consultants, are consultants who focus on all sorts of organizational concerns from strategy to a variety of elements within management such as Strategy Consulting, Operations Consulting and HR Consulting. Business consultancy dominate almost all the other type/ branch of consultancy.

C. Operations Consultant

Operations consultants are consultants who help clients improve the performance of their operations. It is the largest segment within the advisory branch, and the majority of consultants are active within one of the many underlying operating areas.

Operation consultancy will do activities additional from advisory services to hands-on implementation support, for both primary functions (Sales, Marketing, Production, etc.) as secondary functions (Finance, HR, Supply Chain, ICT, Legal, etc.).

D. Financial Advisory Consultant

Consultants who operate in the Financial Advisory segment generally work on questions that address financial capabilities, risk management, tax, restructuring or real estate consultant and, in many cases, also the analytical capabilities within an organization.

The majority of financial consultants work for the large combined accounting and consulting firms, or for niche advisory offices. Consultant's specialized fall under the Financial Advisory segment.

E. Human Resource Consultant

HR consultants help clients with human capital questions within their organizations and / or with improving the performance of the HR department such as, organizational changes, change management, terms of employment, learning & development, talent management and retirement.

“HR consultants are also brought in by organizations to help transform the business culture within their organization, or transform their HR department, which includes changes in the area of organizational design, processes and systems, among others. HR consulting forms, together with strategy consulting, the two smallest segments of the consultancy industry, and the number of consultants active in this domain is, therefore, lower than those in other parts of the industry.”

F. IT Consultant

Technology consultants, also known as IT, ICT or digital consultants, focus on helping clients with the development and application of Information Technology (IT) within their organization.

The majority of ICT-consultants work on implementation projects, for instance, extensive ERP systems applications, where their role may vary from project management to process management or system integration. Within IT consulting, the fastest growing markets are digital, data analytics (also known as data science), cyber security and IT forensics.

IT consultants focus on transitions (projects) in the ICT-landscape, contrary to regular IT-employees, who work on day-to-day IT operations.

2.1.3.2 Models of consultancy

The models are purchase of expert Model, doctor patient model and process consultation model.

Basic Concepts of Consultancy Models

Consultancy models are framework that is clearly designed and defined approaches for consultants to deliver the consultancy service for client's .Furthermore it indicated the role of consultants and its clients and their relationship.

Appelbaum (2004) has identified three broadly accepted models of consultation: Purchase of expertise, Doctor-patient, and Process consultation:

A. The Purchase of Information or Expertise Model

This model suggests that clients purchase from the consultant, a type of service or information to bear on specific challenges or expert service that the client is unable to provide for himself.

This model is often used, when client incurred a problem that the client cannot solve nor the time, interest or competence to define objectively, to identify possible solutions, or to implement and evaluate the problem-solving strategy. In this case the consultant provide expertise in a detached manner.

B. The Doctor Patient Model

This model is all about the consultant focusing on using a diagnostic approach to examine the client organization's problems. In this case the manager can identify the problem but does know how to diagnose the problem, so the consultant will come tothe organization to identify what is wrong in which part of the organization and prescribe a solution.

From their distinct experience, knowledge and diagnostic abilities the consultants identify strategic and organizational problems. This model emphasizes the importance of building a strong relationships and developing trust between the client and the consultant.

C. Process Consultation Model

This model considers the consultant as a facilitator with the client actually providing much of the relevant expertise by involving the client throughout the process of diagnosing the problem and generating solutions. This model creates collaborative relationship between a consultant and a client and clearly define role and tasks.

The process model is different from the expertise-based” consulting because the consultant must concentrate on the way the team works, rather than what it is working on. The consultant provides more of the framework and methodology for defining the problem and the best possible alternatives.

The process consulting is difficult for the client as it is for the consultant because it requires a client who more about their own situation that the consultant ever will (awareness of problem), consultancy process needs to engender psychological ownership of the activities which result from it on the part of the client and lastly, the consultant should seek to develop clients’ capabilities to solve their own problems.

2.1.3.3 Phase of consultancy

The consultancy process is where the clear practice of the engagement between the consultant and client undertakes a set of activities to achieve the desired purposes and changes. The process has clearly defined the beginning and the ending. In between of the two point there are subdivisions phase, which help the consultant as well as the client to be systematic and method wise to proceed from operation to operation. The five-phase model, outline the subdivision as entry, Diagnosis, action planning, implementation and termination. This framework explains what the consultant actually do regarding for structuring and planning particular project.

A. Entry Phase

The entry phase of the consulting process is the beginning of the phases where, the consultant and the clients start working. As Kubr (1996), stated that this phase is more matching exercise

between the client and the consultant, in understanding (the problem or the issue), building professional relationship and clearly defining the contractual agreement.

The entry phase clearly defines what the client is looking for regarding, Matching the consultancy's view with its own understanding such as their problem being accepted, understanding the capabilities of the consultancy firms and also the way in which the firm behaves during this phase is also important in building relations with the potential client as it may enhance the reputation of the firm or result in being asked to bid for a future assignment.

Whereas for the consultant, this create the opportunity to understand their client perspective in what their real issue they are facing, convincing the client that the firm has competence to achieve the desire goal and also gain economic benefit in from the assignment.

The stages of the entry phase:

There are four broad stages of the entry phase.

- Agreeing the brief and its scope- the stage where the client explains the issue and whereas the firm confirm willingness to do job.
- Planning the project- this stage is essential part to prepare the proposal. It is about determining how the issue is tackled, defining the required skills and time.
- Preparing the proposal- clearly state the problem, specify the objective, the benefit of the assignment such as, methods and approach that the firm will use, result that are expected and also prepare basic of legal binding contract that contain standard terms and conditions.
- Presenting the proposal – this is the last part of entry phase stage that should be presented to the clients.

B. Diagnosis Phase

The second phase of the consulting process is the Diagnosis phase, this phase is an in-depth diagnosis of the problem to be solved. During this phase both the consultant and client work closely to define the change required, detail the purpose to be achieved by the project and apply analysis on client organization, in order to clearly identify performance, day-to-day operation and resources.

In this stage, Purpose analysis, problem analysis, fact finding, fact analysis/synthesis and feedback to clients are done. Fact- finding and fact diagnosis is often receiving the least attention. In the case of what kind of data to looking for, data collection method, the method to examine the problem and the relevant solution to propose.

This part of the job is mostly done by the consultant, with the need for a strategic and routine analysis of the organization activities, the collection of information and looks deeper in the issue raised by the clients.

The consultant need framework before gathering information and sorting the data. (Markham, 1991) suggested two type of Analysis that must be done in order to gather the data.

- A. **Strategic Analysis-** assess the organizations main activities which is objectives and environment within the processes being undertaken. This analysis (financial, marketing, human resources and IT) is basic for the benefit of gaining information about the company and also an understanding of the competitors and sources of advantage.

The strategy analysis is more explained in Porter (1985) five competitive forces, which help company profitability. This helps the consultant to determine the basic question that will break down the client organization strength and weaknesses regarding its own environment and also competitors.

- B. **Routine Analysis-** this type of analysis examines the organization day-to-day operational point of view.

During this analysis, Value chain analysis techniques is applied, this help determine company overall structure in terms of customer-perceived value creation with product, market and services. (European Handbook of Management Consultancy, 1996).

The information analysis is to examine the information flows ‘among the activities in the identified value chain’ (European Handbook of Management Consultancy, 1996). The information analysis may well highlight a number of problems. It will show which activities are ‘information-intensive’ and it will enable you to compare the organization’s value chain with its structure. Thus, it will draw attention to those activities where the organizational linkages are

weak and highlight where routine operations are least effective. After undertaking the analysis, the consultant will be:

Reframing the brief: re-examine what the project focus on

Data Collection: this part of the task is usually to determine the type of data requires (internal or external). The consultant should work closely with the client.

During the collection of the data, there could be a cost of fact-gathering such as recording-

- Internal data are the company accounts, business plans, budgets, technical records and records regarding supplier and customers.

- External Data are the shareholder, market, customers and public image.

Choosing data collection methods: are gathered through reading reports/ documents, interviewing and preparing questionnaires related parties, sampling and lastly observations. Philip (1998).

Kubr (2002), Diagnosis phase help the increase of awareness to the need to change and what is required to do that. In this phase there is a possibility that the client's problem-solving potential can be considerably improved. Identify the focus purpose which lead to the criteria of management aim, potential financial benefit, cost, capital factor, time limitations, constraints imposed by legislations, future development potential, employment potential, learning opportunities etc. Diagnosis will aim to establish the cause of the problem, other relationship in related to the cause, client's potential to solve the problem and possible directions of further action.

C. Action Phase

This is the third part of the consulting process that develop possible solution to the problem being diagnosed, stating alternative solution and presenting proposal to the clients and lastly facilitate the client to the implementation phase by choosing the best alternative to the solution. Kubr (2002)

The role that the consultant has taken on during the projects will shape the client's expectations and, therefore, should influence how the consultant formulates the recommendations.

In setting of options, the consultant should consider the immediate needs, skills and competences, financial path, capacity and internal politics. Differentiating and knowing the characteristics of Clients Company will help the consultant in developing the type of skills in regarding technical, financial, market-driven and human resource to asses as an option.

- Involving the client is an important role, in formulating the recommendations. In this case the client will have the opportunity to put their ideas as well and arrive at an agreed solution.
- Create solution- by the joint of the consultant and the client.
- Report writing- lies on the skills acquired and lots of experience (importance's, structured, culture and language
- Presentation- format, content, venue, preparation

D. Implementation Phase

This is the fourth stage of the consulting phase that clearly show the joint effort of the consultant and the client. The diagnose and the action phase play main role for this phase to happen. To implement changes real improvement is the basic purpose of any consulting project. Philip (1998)

This phase is critical for the client, because all the ultimate responsibility such as making decision and Formulating are based on rational, objective facts and analysis.

In this phase unforeseen new problems and obstacles may arise such as, it is due to the quality of the formulation which is weak analysis, focus on wants and no detail plan, Unclear or unconvincing reason for the change, the politics and power consequences have been misunderstood, Psychological aspects of the change have been ignored, Insufficient support processes in place, Inflexibility, Mistaking compliance for commitment and Change does not fit with culture and character

In order to achieve successful implementation, some of common tools and techniques should be applied

- Gain ownership and commitment- communication, workshop
- Ensure quality and accountability
- Remain flexible and adaptable

- Encourage learning and development.

The consultant necessary skills are to have the formulation skills, process skills, educational skills, people skills and leadership skills.

In the implementation phase, experience is the beat of learning.

The consultant has to Find a suitable arrangement- reduce the consultant that is involved in this phase, specifically one or two consultants should be involved. Kubr (2002)

In the planning and monitoring implementation-

- Define what step to take
- Define new responsibilities and controls- in this phase new tasks will abolish the old ones
- Pace and lead-time of implementation-
- Built-in flexibility and contingency-
- Detail Procedure
- Monitoring implementation- checks all conditions are fulfilled and prerequisites

On the other hand, Training and developing client staff will be applied such as,

- Developing the cooperating team- consultant
- Training for new methods and techniques
- Staff development in complex assignments

Some tactical guidelines for introducing changes in work methods, this helps the consultant to what happen and suggest in what direction to search for remedy by using the best method, Rehearsal, moving from the known to the unknown, Setting demanding but realistic goals, Respecting the absorptive capacity and lastly Providing evidence and feedback. Maintenance and control of new practice should be by Backsliding by paperwork, filing, operating standards and drawings, Control procedures and further improvements.

E. Termination phase

This is the fifth and the final part of the consulting phase. Termination applies to two important aspects of the consulting process, which is the job for which the consultant was brought in and the consultant- client relationship.

- The agreement between the consultant and the client, the consultant will withdrawal in terms of being completed, discontinued or pursued without the consultant.
- In the consultant- client relationship is where the connection is disconnected with the satisfaction of both parties having gained the professional service provided.

Time of withdrawal is very critical situation, so it needs to be planned and reviewed. It may be difficult to foresee the right moment at that early stage but the timing of the withdrawal needs to be discussed at the beginning of the consulting process and clearly defined in the contract.

Evaluation must be implemented in benefiting both the client and the consultant.

For the client- it's by comparing the situations before and after the assignment and also the short- and long-term benefits. This could be in new capabilities, systems, relationship, opportunities, behavior and performances.

For the consultant- consultant- client relationship is developed. It is evaluated through the design of the project, the quality and quantity of inputs, the consulting mode and lastly the management of the assignment by the consultant and client.

Follow-up- is identified in the evaluation of the assignment. It's about learning of real impact of the operation and about new problems and opportunities can be discovered and addressed in the client organization.

Final reporting is issued in the time of the consultant withdraws from the client organization, presented and discussed.

Once these activities are completed, the consulting assignment or project is terminated by mutual agreement and the consultant withdraws from the client organization.

2.1.3.4 The Consulting Process Perspectives

When a management consultant conducts a management consultancy service, he or she follows a well-defined methodology. The service should be classified as a problem-solving process since it is done for the purpose of resolving a client's problem. It is also known as a consultation procedure because it is carried out by a consultant: Analytical perspectives, Administrative perspectives and Communicative perspectives Barcus, and Wilkinson, (1995).

Analytical elements of the Consulting Process consists of

- Identifying the objectives to be achieved
- Defining the problem or opportunity improvement
- Ascertaining and then analyzing the fact
- Determining and evaluating solution alternatives and then formulating preferred solution or proposal action.
- Communicating the result of the formulation
- Implementing solution the solution or proposed action, if appropriate.

These elements may be combined, their scope or expanded or contracted and their sequence altered to fit specific problem situations. All must be completed for a satisfactory resolution of a problem. The analytical elements are extremely important in the performance of consulting services (Barcus and Wilkinson, 1995).

1. Administrative element of Consulting Process

A consultant commitment, regardless of its professional existence, necessitates solid and efficient management in order to achieve its goal. The following or managerial tasks are usually included in consultancy engagements:

- Engagement planning
- Engagement operations and control,
- Engagement reporting and evaluation, (Barcus and Wilkinson, 1995).

2. Communicative elements of the Consulting Process

Ineffective communication during a consulting relationship, especially at the end, may have a negative impact on the outcome. Communication skills are, in reality, required for the effective completion of any step of the consultancy process. A management consultant must be able to easily communicate, compose, and listen (Barcus and Wilkinson, 1995).

Since cultural and individual economic achievement are so important in management consulting, consultants must consider particular socio-political-economic environmental conditions as well as specific corporate cultures when making proposals for improvements in processes, systems, and policies during the implementation of consultancy services De Jong and Van Eekelen, (1999).

2.1.3.5 Type of Business consultancy firms

There is wider range of services provider in the industry of business consultancy. This can be classified by various criteria in terms of their size, location, and type of client. These include. Kubr, (2002)

- A. Large multifunctional Consulting firms:** This is the type of firms that dominate the market by engaging in large multifunctional and multiservice consulting firms. They deal with a wide range of client and most complex management problems by providing full services and large and multinational clients.
- B. National General Management Consulting Firms.** These are large, medium sized and small firms. They provide varied, diversified services and also generate billion dollars or more in annual revenue. William (2009)
- C. Major Accounting Firms with Consulting Divisions:** this category also identified in the management consulting profession but they specify their work in the regular accounting activities such as auditing, tax services.
- D. Functionally Specialized Firms.** These organizations specialize in particular areas of business in the entire system development life cycle from planning to implementation. They might deal only in market research, in strategic planning or in other.
- E. Industry-Specific Firms.** These are large national or international firms dealing only with certain industries or with certain types of operations.
- F. Public Sector Firms.** These firms specialize in consulting primarily with the government (national, state, or local) or with nonprofit organizations such as universities or hospitals.
- G. Regional and Local Firms:** Numerous consulting firms operate in a single and limited geographic area, even though their annual sales may be quite large.
- H. Independent Practitioners:** It represents a major opportunity for making it big working alone or with a minimum number of employees, at least to begin with. They provide their service on what they are skilled for.
- I. Internal consulting groups:** consultants who are employees of a non-consulting firm. They provide services to other departments of the organization that employ them. Barcus and Wilkinson(1995)
- J. Research oriented organizations:** a small number of institutes and other organizations undertake engagements that look beyond specific short-range internal problem situations.

The term 'Management Consultancy' covers a wide range of functional areas and in many cases includes technical consultancy.

K. Specialty Firms Outside of Business. This may actually be one of the largest areas of consulting, although it is rarely counted because the focus is outside the area of business. Such firms may consult on health, etiquette, dress, or even personal behavioral management.

2.1.3.6 Type of Business consultancy clients

A. Private owned business firms: every firm organized for the purpose of earning profits through commerce and industry is a potential client. Thus, a consultant might have clients that are involved in merchandising, banking, transportation, insurance, food services education and other industries. Barcus and Wilkinson(1995).

B. Government agencies and organizations: most if not all government organizations engage management consultants at one time or another. The client may be government agencies at the local, state, national or international level.

C. Non-for-profit non-government organizations: organizations such as hospitals, universities, research institute and charitable institutions are increasingly using management advisory and consulting services. Many such organizations are under private ownership. In recent years private not for profit organizations have been faced with problems of raising funds and revenues while reducing costs; in attempting to solve such problems, they often turn to consultants for advice and assistance.

D. Professional Associations: numerous groups and association that provide professional services are private and organized for profit and others are for nonprofit. Even though such groups and associations generally include highly trained and skilled personnel, they often need advice and assistance with management and organizational problems and issues.

E. Other types: Although every potential client will probably fit into one of the above categories, it is useful to include a catchall category. This category might contain such as labor unions, sports organizations, and religious organizations.

2.1.3.6 Roles of a business consultant

Management consulting has its roots in free market economies, where independent business companies used consultants in many different ways, and it quite freely and according to their needs. Some of the fundamental features of consulting by Kubr (1996) are as follows:

- A. Independence Service:** the independence is limited by consultants enter into a very complex relationship with their client organizations and people who work in them. Consultants do not automatically accept the problem as given by the client, but form their own opinion and appraisal of the problem at hand.
- B. Advisory services:** They are consultants and their responsibility regarding the quality and validity of the advice that they give. It's not just about giving the right advice, but also about giving advice at the right time and in the right way-these are basic skills consultants. The client in turn has to be very active in the process of receiving tips and ideas that originate from a consultant, and adopted as its application in their organization.
- C. Professional consulting:** is a service that provides professional knowledge and skills which are essential for effectively addressing the problem of management. Professional consultants are constantly improving the methods and management techniques, including those used in universities and research institutions; transfer this experience to clients and assisting them in the implementation. They work as a link between theory and practice in management by also possess certain types of skills, particularly in the implementation of new ideas.
- D. Communications Management, Business plan, Feasibility study, Investment study, Cost-benefit analysis, Marketing plan, Management plan, Study of property management, restructuring plan, Business are consultancy practice that are systematic and disciplined work based on analysis of solid facts and researches all possible solutions.**

In addition, the consultant has a number of roles:

- Advocate: - the consultant influences the client.
- Technical expert: - here the consultant is a technical specialist.
- Trainer and educator: - the consultant must apply the required training methodologies.
- Collaborator in problem solving: - the consultant assumes the role of devil's advocate.

- Alternative identifier: - in this role the consultant does not directly participate in decision making; he is rather a source of alternatives.
- Fact finder: - in this role the consultant functions as a researcher.
- Reflector: - here he is an overseer as well as a philosopher.

Consulting roles are constantly changing, as in every profession. The market is integrating forward, backward and forming partnerships. Competitors are co-operating, potentially due to a lack of critical mass or simply to survive. Vendors are consulting, consultants are selling products: - it is all driven by revenue streams. Appelbaum(2004)

2.1.4 Overview of Business consultancy

2.1.4.1 The need for Business Consultancy

The reason why consulting services are nowadays spread worldwide and become more and more crucial in determining strategies and solving organizational issues relies in the fact that companies do not own or master the necessary expertise and capacity to solve problems, and therefore they seek advice externally. Engwall and Kipping (2013).

2.1.4.2 The Benefit of Business Consultancy

Beginning of the definition of business consultancy, it is a practice develop to provide clients with a reassuring sense of control that reduces management anxiety and uncertainty of fast-changing business environment and also how to respond to the situation. Sturdy (1997).

2.1.5 Terms of Reference (ToR)

Terms of reference is crucial paper that describes tasks and obligations, as well as anticipated results, measuring points, and the challenge to be solved. There can be no gray ground in this situation.

The substance of this agreement must be agreed upon before commitment and a long-term partnership can begin. Managing the terms of reference is an exercise in change management in and of itself, as priorities can alter

As the context shifts, definitions may need to be re-evaluated on a regular basis. The term of reference is a moral arrangement that can be renegotiated if conditions change audit and quality control committees should be formed in major consultancy projects to ensure sound change management. Cohen, (1991).

2.1.6 Ethiopian Management Institute (EMI)

The Ethiopian Management Professional Association (EMPA) and the EMI are important players in this self-regulatory discipline, and they work hard to develop their contributions on a regular basis.

For the discipline, the institute has developed professional expectations of competence, expertise, and ethics. The institute's efforts contribute to the accomplishment of the goals of establishing qualifications for admission to the Institute in order to increase public trust in its members' work, certifying applicants for membership, maintaining a code of ethics and an efficient disciplinary procedure, providing an orientation curriculum for members and the upkeep of a skills registry that is open to the public. Additionally, major area of consulting carried out are Business process reengineering, strategic planning, measurement and communication system (Balanced Score Card and transformational leadership. EMI annual brusher (2016)

2.1.7 Factor affecting the effectiveness of business consultancy-

According to Kirmani and Baum, (2006) In the developing countries Business consultancy is in between of having large number local consulting firm in the private sector which are constructed will enough that need further action and at the same time having little or no firm regarding progress nor growth. As a profession, business consultancy does suffer from different type of constraints, specifically from the private sector view, the inability to attract and retain sufficient qualified staff such as lack of experience, capability is one aspect and also managerial skills are in particularly short supply, this is in terms of project management plan.

Other structural weaknesses are symptomatic of underdevelopment, but they often are exacerbated by the policies, procedures, and practices of governments. This could be in terms of stifled development of private consulting capacity by their preference for public sector consulting firms, which get work without competition and receive financial support and also enact for the foreign firms in order to get broader experience and superior technical staff and financial.

Sadly, some of these ‘consultants’, working independently, have done countless damage to the consultancy profession, as the strong majority of them have “very little experience, charge silly fees and take no accountability for outcomes”.

2.2 Empirical Review

“Despite the awareness in terms of the internal content of the knowledge generated by business consultants, the success of projects can also be linked to the types of relationships that are built between the consultant and the client and the creation of close relationships in this context wins special emphasis, because interferes dramatically in the work that we produce, allowing to generate knowledge and satisfaction”. Research gathered aims primarily to combat the lack of studies on the business consultancy has made it tough was related to the impossibility to observe client-consultant interactions and, therefore, ideas and techniques that could result from this same interaction. *Global Advanced Research Journals* (2018)

Previous research, which has been done on EMI, indicates that, even if the phase and procedure are written down, they haven't been implemented. This is because consultant doesn't have the exposure and the capability to identify client real needs and as the same time, the solution they provide is not strong enough to solve client's problems. On the other hand, the client and consultant do not apply the clear procedures of their contractual agreement and this leads to the lag of their schedules, no consistent report, and less quality of work. *Demoze* (2017)

Another research indicates that the business consultant does not necessarily develop and apply a methodology that is realistic to the client problem nor innovative ideas, this shows a lack of research skills. *International Journal of Construction Project Management* (2015)

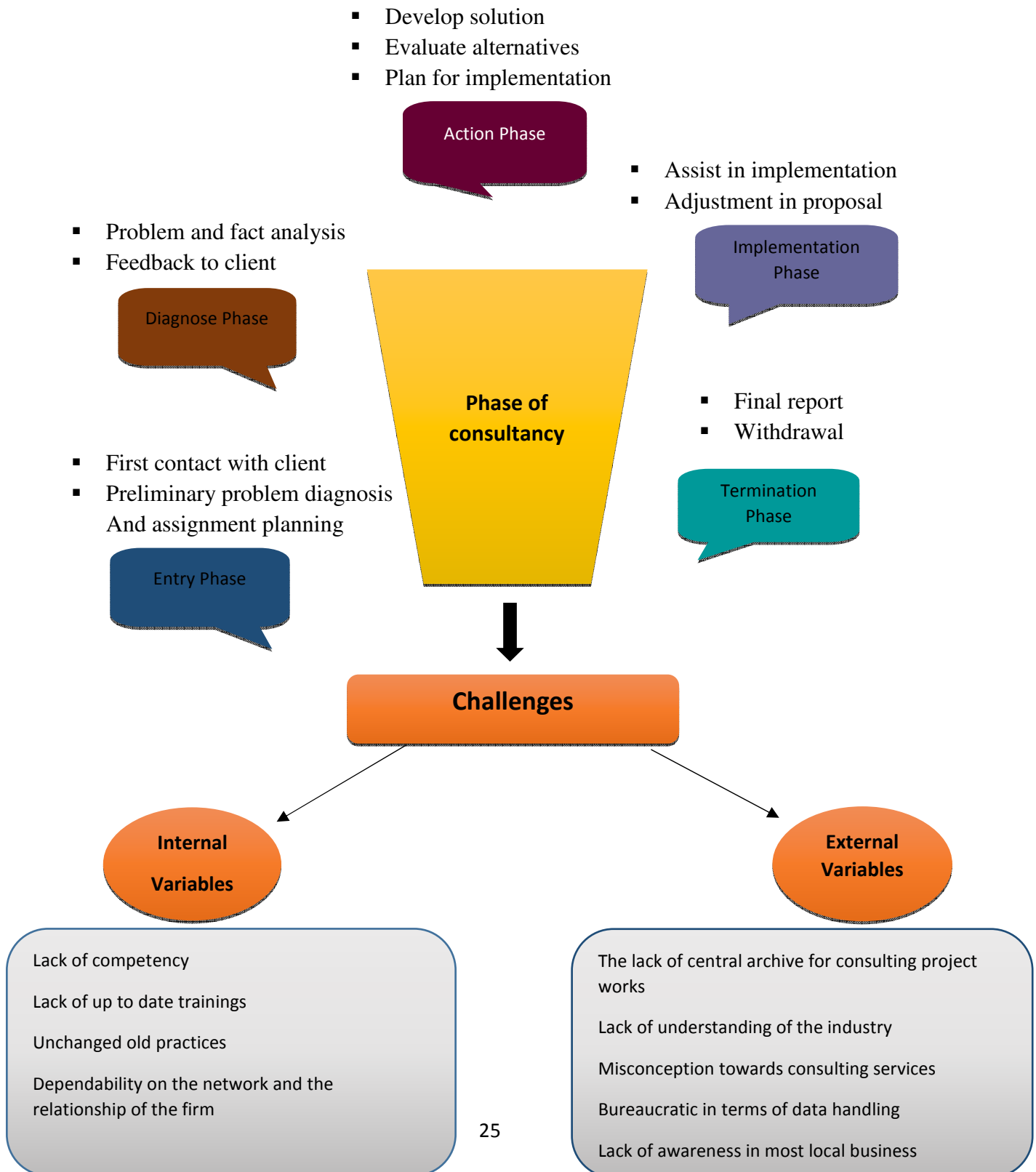
According to *Wondie* (2016), the research was conducted by distributing questionnaires to 42 business consulting firms as well interviews were conducted to selected consultants. In conclusion, factors were identified as problems such as inability to get the first assignment, financial uncertainty, gaps between assignments, new skill sets are required, lack of professionalism, and poor network with well-known international consultancy firms, lack of technical and financial support from the government.

In conclusion, despite the lack of sufficient research on the business consultancy neither in developed countries nor the developing countries, affects research to conduct more on the field of the matter regarding the observation of client-consultant interactions, performance, and capacity and also lack of technical and financial support from the government.

2.3 Conceptual Framework

The conceptual framework is developed from the literatures reviewed, principally from Kubr (2002) and researcher’s own conceptualization.

Chart 2. 1; Conceptual Framework



Chapter Three

Research Methodology

Introduction

This chapter focus on the study area and the preferable research methodologies in which the Objectives of the study are encountered. All the gathered information that is related to the study is presented in detail, starting from the research design to Sample Population, Sample size and techniques, and lastly data collection procedures.

The objective of the research is to capture and understand practitioners' views on the challenges that they face due to their practice in the industry. For this reason, the researcher has conducted a cross-sectional research design and apply a quantitative research approach.

3.1 Research Approach

According to Kothari (2004) “Research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement, and analysis of data.”

The study focusses on the assessment of the practice and the challenges faced by PLC Business consulting firms in Addis Ababa. The researcher employed a descriptive research design that help accomplish the objective of the study. “Descriptive research includes surveys and fact-finding inquiries of different kinds. The major purpose of descriptive research is a description of the state of affairs as it exists at present.” Kothari, (2004). The main reason for the selected research design is to explore and make a depth study by using quantitative data to carry out the study about the practice and challenges faced by business consultancy in the selected consulting firms.

3.2 Sampling Design

This part of the methodology further discusses the population of the study, the participants of the study, sample size sampling techniques, and sample procedure.

3.2.1 Target Population

The population of this study is based on the private limited company of business consulting firms in Addis Ababa. For the study, the researcher has collected data from the Ministry of trade and

industry, which currently 127 PLC-based business consulting firms are registered, licensed, and active in the industry.

3.2.2 Sample Techniques and Sample size

To get the right information, the researcher has conducted cluster sampling and non-probability sampling, purposive sampling method. Cluster sampling involves participants representing the population and their inclusion in the sample group. Jackson (2011). The consulting firms are clustered based on their structure and location. This is because the study approaches the target audience directly. The selected cluster is a sample element for the purposive sampling method. The researcher has conducted the purposive sampling method based on; the years of experience that the firm works in the industry, the local and the international firms in Addis Ababa, firms engaged in small, medium company consultancy vice firms that consult big industries, and lastly based on their initial investment capital

The sample size of the research focuses on the employees, project leader, operation manager, management department, and the partners of the organization. To determine the sample size the research employed Yamane's (1967) formula that clearly defines the sample size when the population size is identified. The formula is stated below:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n= sample size

N= total number of employees of business consultancy profession

e= level of precision- 5% or 0.05

The researcher will determine the sample size as follows:

$$n = \frac{127}{1 + 127(0.05)^2}$$

$$n = 96.3 \approx 96$$

Therefore, from the 127 business consultancy PLC firms, the study have a sample size of 96 firms. Accordingly, the number of participants from each sub-group is determined their number relative to the entire population of 95% confidence level and 5% margin error.

The researcher has employed a proportion allocation method to determine the sample size. The size of the sample from cluster groups kept proportional to the size.

Accordingly, the table below shows the proportionate sampling for each sub city. The 127 sample firm are selected in their proportion as follows;

Table 3.1: list of sub city

| S.N | Cluster list of Sub city | Total number of firms | Proportion percentage | Sample |
|-----|--------------------------|-----------------------|-----------------------|-----------|
| 1 | Arada | 3 | 2% | 2 |
| 2 | Addis Ketema | 0 | 0 | 0 |
| 3 | Akaki Kality | 1 | 1% | 1 |
| 4 | Bole | 40 | 31% | 30 |
| 5 | Gulele | 1 | 1% | 1 |
| 6 | Kirkos | 36 | 28% | 27 |
| 7 | Kolfe | 6 | 5% | 5 |
| 8 | Lideta | 6 | 5% | 5 |
| 9 | Nifas sliik Lafto | 14 | 11% | 11 |
| 10 | Yeka | 20 | 16% | 15 |
| | Total | 127 | 100% | 96 |

Source: own construction (2021)

3.3 Source of Data

The source of data that is used in this research is both primary and secondary data and also the study will be a cross-sectional survey method.

Primary data has been collected through questionnaires through consultants and project managers engaged in the business consulting firms found in Addis Ababa region. The questionnaires consist of a series of structured questions directed to the respondent in the form of

both open-end (where the respondent is asked to make suggestions where necessary) and closed-end (whereas the respondent asked yes or no and Likert scale). The questionnaire contains three parts: the demographic profile, general view, constructs of the Practice, and challenges in the industry.

The sources of secondary data are collected from published journals, articles, books, manuals of the business, and magazines. It helps create awareness of the research title and as well as design a questionnaire for the primary data.

3.4 Methods of Data Collection

A structured close-ended with a five-point Likert and open-ended questionnaire has been used to gather the data. The research has adopted a questionnaire to obtain primary data that enables the researcher to measure the relevant constructs quantitatively through the use of statistical techniques to analyze the respondent's level of agreement or disagreement in the differences between the variables employed in the study

The questionnaire is design and developed based on the information from literature and published manuscript thesis. It has been prototyped before it was used to gather data to ensure that the questions were understandable to respondents, and it has been effective. The questionnaires are used to collect data from the select firms through Google forms which is adopted due to the current pandemic COVID-19.

3.5 Data Analysis

According to Crewellet. (2009) quantitative approaches help to improve the overall strength of a sample. It resolves scientific goals to ensure feasibility and accurate results. The study is applied using a quantitative approach to evaluate the information obtained from primary and secondary sources.

3.5.1 Quantitative Approach

This approach is a popular method of collecting primary data by encompasses any measurement procedures that contain a questionnaire to the respondent. Stuart and Nicola (2009) the quantitative data has been done by analyzing the raw data obtained through a questionnaire using descriptive statistics tools.

Descriptive statistics of the variable is calculated in line with Malhotra (2007) which states that using the descriptive statistics method helps the researcher in picturing the existing situation and allows relevant information. In the descriptive analysis percentage, the mean and standard deviation is used in the study and will be presented using charts and tables. For this reason, the research has applied this analysis using SPSS version 26.

3.6 Reliability Test

The reliability test is applied to determine the accuracy and dependability of an instrument's measurement. For this analysis, the researcher adopted an instrument used in previous research and developed a questionnaire based on a review of literature by Kubr (2002) Management Consulting.

The reliability is tested through pilot test data gathered. A pilot study is a small sample study applied to represent the large-scale size. Politet. Al (2003). To confirm the reliability of the instruments, the Cronbach Alpha technique has been applied.

Table 3 2: Rule of thumb of Cronbach’s Alpha

| Cronbach’s Alpha | Internal Consistency |
|-------------------------|----------------------|
| $\alpha \geq 0.9$ | Excellent |
| $0.9 > \alpha \geq 0.8$ | Good |
| $0.8 > \alpha \geq 0.7$ | Acceptable |
| $0.7 > \alpha \geq 0.6$ | Questionable |
| $0.6 > \alpha \geq 0.5$ | Poor |
| $0.5 > \alpha$ | Unacceptable |

Source: Cortina (1993).

The Cornbach’s alpha test using SPSS indicated that .897% of reliability as shown in the next table, the outcome has taken to be “Good”.

Table 3. 3: Cronbach's Alpha test

| Cronbach's Alpha | No. of Items |
|------------------|--------------|
| .897 | 56 |

Source: own survey (2021)

3.7 Ethical Consideration

This study is governed by the general rules of research ethics. For further clarification, the respondent has been provided with full information about the research and in return, the respondent's response will be confidentially (the information provided by the respondent) since the main intention is to gather data for the research purpose.

Chapter Four

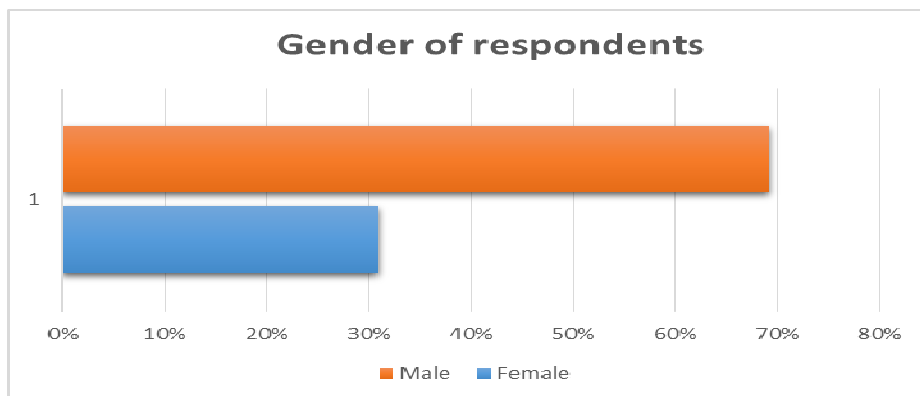
Data Analysis and Interpretation

Introduction

In this chapter of the study, among 127 consulting firms operating in Addis Ababa, Ethiopia. 96 Firms selected as a sample based on business consultancy services. A data was collected through 81 questionnaires that were filled out and returned through Google forms and in person, whereas the 15 questionnaires were not distributed because the firms were difficult to get to. The data collected from the sample respondents were first loaded to SPSS version 26 software and required descriptive output of central tendency and variability on the major four subsections, namely demographic characteristics of the respondents, general view, phase of consultancy, and challenges were generated and interpreted.

4.1 Demography characteristics of respondent

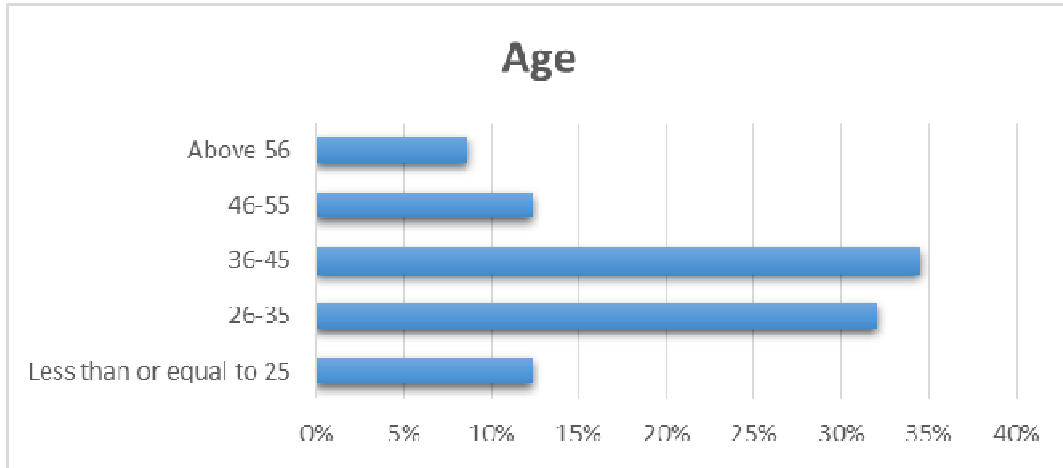
Chart 4. 1: Gender of the respondent



Source: own survey (2021)

The distribution of respondents by gender is shown in Chart 4.1. The table shows that 69 % of the respondents were male whereas 30.9 %, of the respondents, were female, indicating that the number of females and males in that of the respondents is not proportional.

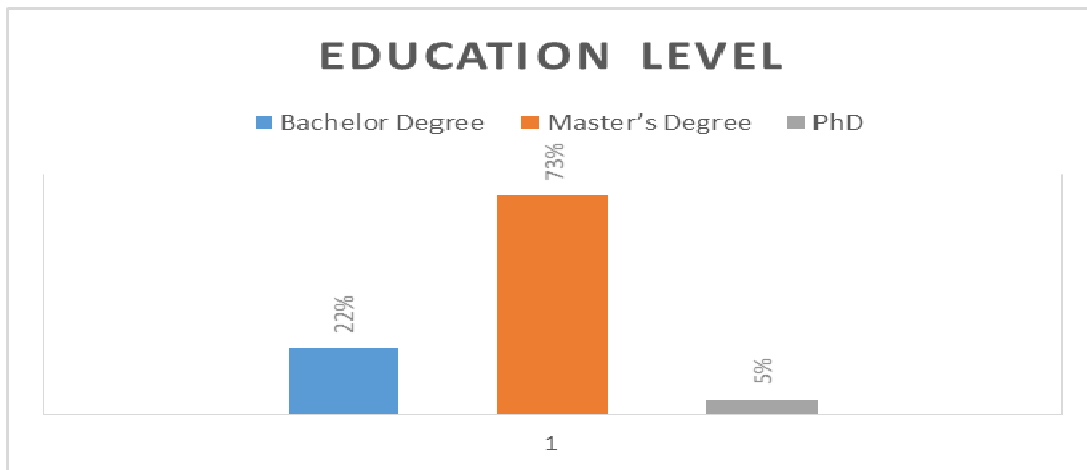
Chart 4. 2: Age of the respondent



Source: own survey (2021)

When we see the distribution of respondents by age is shown that (34.6%) of respondent's age is between 36-45, followed by those in the age group of 26-35 at (32.1%) and 46-55 were 12.3%. This implies that the consultant is of high capacity since they are in the range of 26-35 and 36-45 age of years.

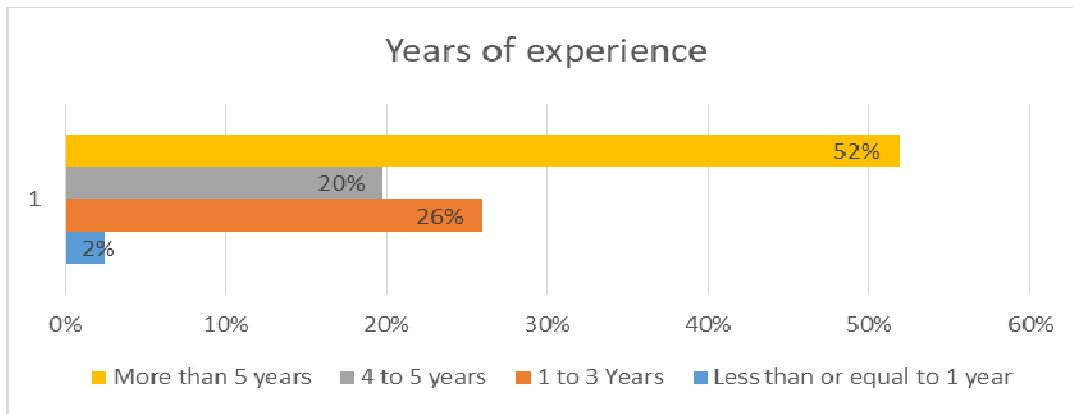
Chart 4. 3: Education level of the respondent



Source: own survey (2021)

Furthermore, respondents were also asked to state their highest level of education as shown in the table (22.2%) attained Degree. (72.8%) have master's degree whereas (4.9%) have Ph.D. as the highest level of education.

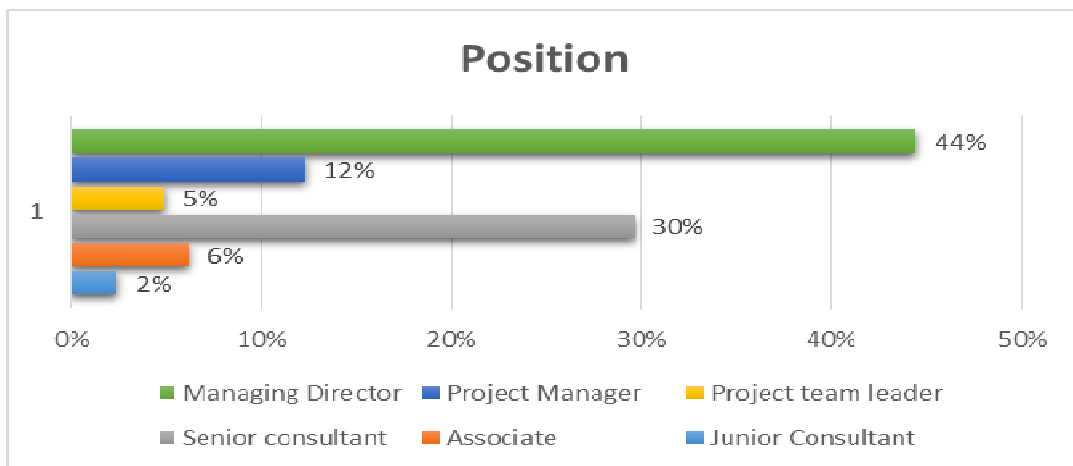
Chart 4. 4: Experience of the respondent



Source: own survey (2021)

Additionally, about 51 % of the respondents do have more than five of experience in the industry, and 25% of the respondent are consultants serving in the industry for between 1 to 3 years. Followed by 19.8% of the participant has been in the services from 4 to 5 years.

Chart 4. 5: Position of the respondent



Source: own survey (2021)

Finally, position-wise, most of the respondents are managing directors of the consulting firm which is 44.4%. Followed by senior consultant 29.6% and project manager 12.3% who do have direct involvement on the project of consultancy services understudy.

This shows that the respondents have a good educational background with good experience in the field of consulting which is considered to have a positive implication for effective implementation of enterprise's activities and thereby achieve better results.

4.3 General view of business consultancy practices and challenges

Table 4.3 shows the descriptive results in terms of mean scores and standard deviations on the general point of view of the practice of business consultancy firms in Addis Ababa.

The result is shown in terms of a mean score which ranges from 5 to 1 as was the Likert scale used in the questionnaire, values closer to 5 indicate higher agreements with the statement while lower values indicate little agreement with the statement. To those yes or no questions the researcher encoded 5 to yes and 1 for responses meant to say no.

Table 4. 1: General view point of the consultant

| Item Description | Variables | Frequency | Percentage | Mean | St. dv |
|--|--------------------------------|-----------|------------|-------|--------|
| What type of clients does your firm consult | Governmental institutions | 4 | 4.9 | 4.025 | 1.134 |
| | Non-Governmental Organizations | 8 | 9.9 | | |
| | Associations | 3 | 3.7 | | |
| | Private Business companies | 33 | 40.7 | | |
| | Combination of the above | 33 | 40.7 | | |
| Does the consulting firm provide or facilitate trainings for developing the competency of its staff | Yes | 64 | 79.0 | 1.84 | 1.639 |
| | No | 17 | 21.0 | | |
| Do you consider higher education institutions, professional societies and associations crucial in terms of playing a positive role in enhancing the performance of business consulting firms | Yes | 67 | 82.7 | 1.691 | 1.523 |
| | No | 14 | 17.3 | | |

| | | | | | |
|--|-----------------------------------|----|------|-------|-------|
| Does the firm allow time for its staff to participate in external trainings and workshops | Yes | 72 | 88.9 | 1.444 | 1.265 |
| | No | 9 | 11.1 | | |
| How does the firm usually secure consulting projects from clients | Direct offers from client's | 14 | 17.3 | 2.815 | 1.12 |
| | Competitive bidding | 17 | 21.0 | | |
| | Previous relations/ experience | 20 | 24.7 | | |
| | Combination | 30 | 37.0 | | |
| Is it common for clients to change their needs and demands in the middle of the consulting project | Yes | 47 | 58.0 | 2.68 | 1.99 |
| | No | 34 | 42.0 | | |

Source: own survey (2021)

Table 4.2 indicate that the total consulting firm that responded to the survey were asked to identify the type of their clients. The study shows a mean value of 4.02 with a standard deviation of 1.14. When we see them separately, 40.7%, 40.7%, and 9.9% of the respondents respectively replied that Combination of the choice, Private business organizations, non-government organizations are clients of their consulting firm also 3.7% percent of the respondents identified associations and 4.9% governmental institutions as the other clients of their consulting firms. From this, it can be inferred that the key clients for business consultants are Private business organizations while many consultants also have a diversified group of clients composed of businesses, non-government institutions, and government organizations.

Regarding the development of staff competence in consulting firms, 84% of the interviewed firms suggested that higher education institutions, professional societies, and associations are fundamental in enhancing the performance of business consulting firms in Addis Ababa. Even though there is a gap between the higher education institutions, professional associations the consulting firms do facilitate training 79% with a mean of 1.8 and standard deviation of 1.6 as well as allow for its staff to participate in external training and workshops 88.9% to capacity building of the staffs.

Respondents were requested to judge the selection criterion of the clients' organization; the study shows that 17.3%, 21%, 24.7%, and 37% of them replied that the client organization selects the consulting firm based on direct negotiation, competitive bidding, previous related experience and combination of the choice respectively. From this it can be inferred that the selection procedures are haphazard, leave too much room for considerations other than merit and qualification, put undue reliance on network/relation, at the cost-of-service efficiency, and on the other hand competitive bidders, considering their selection could be pressured to lower their offer to an uneconomical level during contract negotiations. This is supported by the open-ended answer for the lack of transparency and accountability of the bid. Another fundamental that respondents pointed to as a challenge in managing consultancy services is 58% the frequent changes of client's needs. This is supported by Wondie, (2016) study, such kind of selection procedure has negative impact to the development of the profession.

Table 4. 2; Likert scale of general view questions

Under this subsection, the practices and challenges of business Consultancy services are analyzed and discussed using percentage, mean score average, standard deviation, and percentile using. The result is shown in terms of a mean score which ranges from 5 to 1 in the Likert scale used in the questionnaire, values closer to 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree, and 1 for strongly disagree.

| Item Description | Variables | Frequency | Percentage | Mean | St. dv |
|---|-------------------|-----------|------------|------|--------|
| The majority of consulting projects proceed and end as per the pre-set schedules. | Strongly Disagree | 3 | 3.7 | 3.25 | 1.14 |
| | Disagree | 23 | 28.4 | | |
| | Neutral | 18 | 22.2 | | |
| | Agree | 25 | 30.9 | | |
| | Strongly agree | 12 | 14.8 | | |
| Quality is consistently maintained in the delivery of consulting services. | Strongly Disagree | 0 | 0 | 4.26 | .738 |
| | Disagree | 2 | 2.5 | | |
| | Neutral | 8 | 9.9 | | |
| | Agree | 38 | 46.9 | | |

| | | | | | |
|--|-------------------|----|------|-------|--------|
| | Strongly agree | 33 | 40.7 | | |
| The firm works on the basis of strong collaboration with clients in all phases of consulting projects | Strongly Disagree | 0 | 0 | 4.39 | .626 |
| | Disagree | 0 | 0 | | |
| | Neutral | 6 | 7.4 | | |
| | Agree | 37 | 45.7 | | |
| | Strongly agree | 38 | 46.9 | | |
| The firm have a team of professionals with the required level of competence in terms of education and relevant experience. | Strongly Disagree | 0 | 0 | 4.42 | .772 |
| | Disagree | 3 | 3.7 | | |
| | Neutral | 5 | 6.2 | | |
| | Agree | 28 | 34.6 | | |
| | Strongly agree | 45 | 55.6 | | |
| Most clients follow up and support the progress of the consulting assignment | Strongly Disagree | 0 | 0 | 3.531 | .85274 |
| | Disagree | 9 | 11.1 | | |
| | Neutral | 30 | 37.0 | | |
| | Agree | 32 | 39.5 | | |
| | Strongly agree | 10 | 12.3 | | |
| A lot of times, the consulting staffs are assigned on more than one assignment at any particular time. | Strongly Disagree | 4 | 4.9 | 3.79 | 1.045 |
| | Disagree | 4 | 4.9 | | |
| | Neutral | 18 | 22.2 | | |
| | Agree | 34 | 42.0 | | |
| | Strongly agree | 21 | 25.9 | | |
| Assigning consultants on multiple projects have impacted quality and timely delivery of projects | Strongly Disagree | 3 | 3.7 | 3.63 | 1.16 |
| | Disagree | 13 | 16.0 | | |
| | Neutral | 17 | 21.0 | | |
| | Agree | 26 | 32.1 | | |

| | | | | | |
|--|----------------|----|------|--|--|
| | Strongly agree | 22 | 27.2 | | |
|--|----------------|----|------|--|--|

Source: own survey (2021)

As depicted in Table 4.3. The mean score of 3.2 with a standard deviation of 1.15 particularly, 30.9 % agree and 28.4% of the respondent believes that consulting projects do not proceed and end as per the pre-set schedules. This implicates that the firm does somehow properly plan the project and vice versa. Additionally, the majority of the respondents believe that they manage the delivery of consultancy as per the quality standard. This data is supported by the respondent acquiring a team of professionals with a mean value of 4.4.

Lastly, the respondents were requested to give their honest answer about the client's follows up on the progress of the project. There answer is shown that the client does monitor the own venture. Additionally, 71% (44.4% agree and 27.2% strongly agree) of the respondent believe that the staff is being assigned to different jobs at one time. This can be inferred as the impact on the quality as well as the schedules of the consultancy service projects.

Demoze (2017) backs up this argument, stating that the evidence obtained from focus groups, interviews, and open-ended questions yielded common conclusions regarding the activities and challenges of EMI consulting services. Participants claimed that EMI consulting service contracts do not finish on time (as suggested), that EMI does not have consistent progressive updates to customers, and that the remedy solutions proposed are insufficient to address clients' problems. They went on to say that there are no consistent processes in place to manage consultancy contracts. They further claimed that there is no specific policy or contract in place to hold customers responsible whether they prolong the timeline, fail to get timely input, or put the project on hold for an indefinite period of time. Finally, the FGD participants concluded that there would be no formal departure meeting and no well-organized method for organizing and storing lessons for future reference.

Table 4. 3: Entry Phase of the Consultancy

| Item Description | Variables | Frequency | Percentage | Mean | St. dv |
|--|-------------------|-----------|------------|------|--------|
| The scopes of consultancy projects, as presented in client provided TORs are simple, clear and manageable | Strongly Disagree | 1 | 1.2 | 3.49 | .853 |
| | Disagree | 11 | 13.6 | | |
| | Neutral | 21 | 25.9 | | |
| | Agree | 43 | 53.1 | | |
| | Strongly agree | 5 | 6.2 | | |
| The outcomes and deliverables of each phase, and the timeline of the entire projects are clearly stated in the TORs. | Strongly Disagree | 1 | 1.2 | 3.52 | .882 |
| | Disagree | 10 | 12.3 | | |
| | Neutral | 24 | 29.6 | | |
| | Agree | 38 | 46.9 | | |
| | Strongly agree | 8 | 9.9 | | |
| The roles of the consulting firm in each phase are precisely defined | Strongly Disagree | 1 | 1.2 | 3.85 | .808 |
| | Disagree | 2 | 2.5 | | |
| | Neutral | 21 | 25.9 | | |
| | Agree | 41 | 50.6 | | |
| | Strongly agree | 16 | 19.8 | | |
| The roles of clients in each phase are precisely defined | Strongly Disagree | 2 | 2.5 | 3.52 | .963 |
| | Disagree | 12 | 14.8 | | |
| | Neutral | 18 | 22.2 | | |
| | Agree | 40 | 49.4 | | |
| | Strongly agree | 9 | 11.1 | | |
| The consulting firm ensures allocation of the necessary resources at every phase of the assignment | Strongly Disagree | 0 | 0 | 4.02 | .707 |
| | Disagree | 2 | 2.5 | | |
| | Neutral | 13 | 16.0 | | |
| | Agree | 47 | 58.0 | | |
| | Strongly agree | 19 | 23.5 | | |
| Clients ensure allocation of the necessary resources at every phase of the assignment | Strongly Disagree | 0 | 0 | 3.32 | .892 |
| | Disagree | 18 | 22.2 | | |
| | Neutral | 24 | 29.6 | | |
| | Agree | 34 | 42.0 | | |
| | Strongly agree | 5 | 6.2 | | |
| The deliverables of this/entry phase | Strongly Disagree | 0 | 0 | 4.14 | .667 |

| | | | | | |
|--|-------------------|----|------|------|------|
| are submitted as per the agreed quality. | Disagree | 2 | 2.5 | | |
| | Neutral | 7 | 8.6 | | |
| | Agree | 50 | 61.7 | | |
| | Strongly agree | 22 | 27.2 | | |
| The deliverables of this / entry phase are submitted as per agreed time line | Strongly Disagree | 0 | 0 | 3.84 | .813 |
| | Disagree | 6 | 7.4 | | |
| | Neutral | 16 | 19.8 | | |
| | Agree | 44 | 54.3 | | |
| | Strongly agree | 15 | 18.5 | | |

Source: own survey (2021)

“The first impression is the last impression.” Islah M. (2013). The entry phase of a consultancy phase is a matching exercise between the client and the consultant Kubr (1996). This stage also defines a consistent description and interpretation of the situation, as well as the expertise needed to solve it, the methods and tactics that would be used, and the resources required.

Table 4.3 shows the mean score result for consultancy business practices and challenges in the entry phase is 3.49 with a standard deviation of 0.85, to see the result separately, 53% agree and 26% are impartial. This implies that the firm does present the scope of the project and the outcome of delivery, clearly stated.

When we grasp thorough entry phase items (activities), the role of both consultant and client indicates that more than 50% of the respondents stated that they precisely defined.

Besides, it’s crucial during this phase to get good contract terms and conditions, underestimating the cost of the project for both client and consultant to make sure to allocate the necessary resources to proceed with the project. The respondent believes that both the firm and client somehow manage to designate the main resources for the assignment

Most consultants echo the cry that concrete expectations about deliverables and touchpoints will set the stage for the project. The study on the respondent’s response to the deliverability of the activities is presented in a mean score of 4.1. This implies that the consultant does deliver the above statement as per agreed quality and also the timeline to submit such report is somehow planned. This was gathered from the response of the participant with a mean score of 3.8 and a standard deviation of 0.81.

Table 4. 4: The diagnose phase of the Consultancy

| Item Description | Variables | Frequency | Percentage | Mean | St. dv |
|---|-------------------|-----------|------------|------|--------|
| The problem and purpose of the project, and detailed process steps are clearly stated and understood by both parties. | Strongly Disagree | 0 | 0 | 4.01 | .698 |
| | Disagree | 2 | 2.5 | | |
| | Neutral | 13 | 16.0 | | |
| | Agree | 48 | 59.3 | | |
| | Strongly agree | 18 | 22.2 | | |
| Consultants and Clients establish understanding on the data to be gathered and investigated. | Strongly Disagree | 0 | 0 | 4.01 | .679 |
| | Disagree | 1 | 1.2 | | |
| | Neutral | 15 | 18.5 | | |
| | Agree | 47 | 58.0 | | |
| | Strongly agree | 18 | 22.2 | | |
| Consultants and Clients discuss and establish understanding on the data collection process | Strongly Disagree | 0 | 0 | 3.91 | .809 |
| | Disagree | 5 | 6.2 | | |
| | Neutral | 15 | 18.5 | | |
| | Agree | 43 | 53.1 | | |
| | Strongly agree | 18 | 22.2 | | |
| Clients provide the project team with the necessary data from the clients' side. | Strongly Disagree | 0 | 0 | 3.57 | .879 |
| | Disagree | 12 | 14.8 | | |
| | Neutral | 20 | 24.7 | | |
| | Agree | 40 | 49.4 | | |
| | Strongly agree | 9 | 11.1 | | |
| Consultant informs clients regarding further changes/ modification in the data collection process | Strongly Disagree | 2 | 2.5 | 3.99 | .981 |
| | Disagree | 5 | 6.2 | | |
| | Neutral | 12 | 14.8 | | |
| | Agree | 35 | 43.2 | | |
| | Strongly agree | 27 | 33.3 | | |
| Clients give timely feedbacks. | Strongly Disagree | 1 | 1.2 | 2.95 | .986 |
| | Disagree | 33 | 40.7 | | |
| | Neutral | 21 | 25.9 | | |
| | Agree | 21 | 25.9 | | |
| | Strongly agree | 5 | 6.2 | | |
| The problem diagnosis is concluded as per schedule | Strongly Disagree | 0 | 0 | 3.16 | .928 |
| | Disagree | 25 | 30.9 | | |
| | Neutral | 22 | 27.2 | | |

| | | | | | |
|--|----------------|----|------|--|--|
| | Agree | 30 | 37.0 | | |
| | Strongly agree | 4 | 4.9 | | |

Source: own survey (2021)

The diagnostic phase is also called the discovery phase. This phase is very critical for the consultant because this step is perilous for the consultant to add the most value to the project. This phase is the first fully operational phase of the consultancy cycle. It requires the gathering of information, data, statistics, and other information to fully understand the nature and cause of the problem. The consultant's recommendations would be largely based on how, where, where, and who gathers this information. Kubr (2002). In this regard more than 60% of the respondent agreed that the company maintains a good level of the proposal that restates the problem and purpose of the projects clearly with a mean score of 4.0 and standard deviation of 0.696.

In the diagnose phase, the consultant and client clarify the problem, using different ways to gather further detail. They try to distinguish the symptoms of the problem from its root causes. They review the information they've gathered and come to assumptions about what actions should be taken, and in the process, they share their findings with other key personnel in the organization.

However, the response on whether the clients provide the necessary data and timely view on the practice has negative feedback. The respondent disagreed that the most difficult part of performing the diagnosis is collecting feedback directly from the client. This is because, many times, people are afraid of being identified as responsible for the problem rather than simply willing to help with the discovery. the mean value of 2.9 and the standard deviation of 0.99 show that lack of transparency and the delay in the client response affects concluding the diagnose phase as per schedule.

Table 4. 5: The action phase of the consultancy

| Item Description | Variables | Frequency | Percentage | Mean | St. dv |
|--|-------------------|-----------|------------|------|--------|
| The consulting team proposes the most appropriate solution for the project's stated problems. | Strongly Disagree | 0 | 0 | 4.22 | .592 |
| | Disagree | 0 | 0 | | |
| | Neutral | 7 | 8.6 | | |
| | Agree | 49 | 60.5 | | |
| | Strongly agree | 25 | 30.9 | | |
| Clients give immediate reflection on the proposed solutions. | Strongly Disagree | 1 | 1.2 | 3.23 | .965 |
| | Disagree | 21 | 25.9 | | |
| | Neutral | 23 | 28.4 | | |
| | Agree | 30 | 37.0 | | |
| | Strongly agree | 6 | 7.4 | | |
| Clients mobilize the most ideal personnel to critically examine the proposed recommendations and choose what is appropriate for the problem. | Strongly Disagree | 0 | 0 | 3.25 | .845 |
| | Disagree | 16 | 19.8 | | |
| | Neutral | 34 | 42.0 | | |
| | Agree | 26 | 32.1 | | |
| | Strongly agree | 5 | 6.2 | | |
| The set-out action plan can help solve the problems identified in the diagnosis phase. | Strongly Disagree | 0 | 0 | 3.85 | .691 |
| | Disagree | 2 | 2.5 | | |
| | Neutral | 20 | 24.7 | | |
| | Agree | 47 | 58.0 | | |
| | Strongly agree | 12 | 14.8 | | |
| Consultants and clients reached on agreements on proceeding the implementation plan | Strongly Disagree | 1 | 1.2 | 3.70 | .872 |
| | Disagree | 6 | 7.4 | | |
| | Neutral | 22 | 27.2 | | |
| | Agree | 39 | 48.1 | | |
| | Strongly agree | 13 | 16.0 | | |
| This phase ends as per schedule | Strongly Disagree | 1 | 1.2 | 3.17 | .945 |
| | Disagree | 22 | 27.2 | | |
| | Neutral | 25 | 30.9 | | |
| | Agree | 28 | 34.6 | | |
| | Strongly agree | 5 | 6.2 | | |

Source: own survey (2021)

To plan the perfect execution of a solution, the consultant will need to use all his imagination and creativity while utilizing the data that was collected during the diagnosis phase. Islah M., (2013)

Table 4.6 the respondent was asked if the solution phase of the consultancy practice execute the deeds portrays the mean value to be 4.22 with the standard deviation of 0.59. Even though the consulting team proposes the appropriate solution for the problems stated, the consultant does have challenges in managing its clients.

At this stage, a consultant will highlight conditions that will be necessary to implement and achieve the desired result from the solution. This will involve highlighting senior staff or management that might be involved during the process, hence a report or a presentation will be required. According to the survey, the main encounter they face is the delay of client feedback with 25.9%. This can be related to the same challenges in the diagnose phase as well. Additionally, the most difficult point for some consultants is when clients do not fully acquire the best talent to critically examine recommendations and apply the best solution. This is shown by the response of the mean value 3.24. And as a result, the firm is unable to complete this phase as per schedule with a response with a mean value of 3.1. The above point matches with the open-ended response of the respondent.

EMI does have weak practices in developing a strong alternative solution with a clear merit and demerit of each alternative. This is caused by of challenges faced by lack of competent consultant's turnover and multiple assignments at a time. The above idea supported by the outcome assessment conducted by Demoze, (2017)

Table 4. 6: The implementation phase of the consultancy

| Item Description | Variables | Frequency | Percentage | Mean | St. dv |
|--|-------------------|-----------|------------|------|--------|
| The consulting firm has a role in implementation | Strongly Disagree | 3 | 3.7 | 3.46 | 1.096 |
| | Disagree | 14 | 17.3 | | |
| | Neutral | 22 | 27.2 | | |
| | Agree | 27 | 33.3 | | |
| | Strongly agree | 15 | 18.5 | | |
| The consulting firm apply the appropriate techniques for each project | Strongly Disagree | 3 | 3.7 | 3.85 | .989 |
| | Disagree | 4 | 4.9 | | |
| | Neutral | 16 | 19.8 | | |
| | Agree | 37 | 45.7 | | |
| | Strongly agree | 21 | 25.9 | | |
| The consulting firm successfully meets clients' expectations | Strongly Disagree | 3 | 3.7 | 3.80 | 1.005 |
| | Disagree | 7 | 8.6 | | |
| | Neutral | 11 | 13.6 | | |
| | Agree | 42 | 51.9 | | |
| | Strongly agree | 18 | 22.2 | | |
| Clients are highly committed to the successful implementation of the project | Strongly Disagree | 4 | 4.9 | 2.99 | 1.030 |
| | Disagree | 26 | 32.1 | | |
| | Neutral | 23 | 28.4 | | |
| | Agree | 23 | 28.4 | | |
| | Strongly agree | 5 | 6.2 | | |
| The action plan proposal smoothly implemented | Strongly Disagree | 4 | 4.9 | 3.35 | 1.014 |
| | Disagree | 12 | 14.8 | | |
| | Neutral | 25 | 30.9 | | |
| | Agree | 32 | 39.5 | | |
| | Strongly agree | 8 | 9.9 | | |
| The clients enter into implementation immediately | Strongly Disagree | 8 | 9.9 | 2.86 | 1.009 |
| | Disagree | 21 | 25.9 | | |
| | Neutral | 28 | 34.6 | | |
| | Agree | 22 | 27.2 | | |
| | Strongly agree | 2 | 2.5 | | |
| This phase ends as per the schedule | Strongly Disagree | 7 | 8.6 | 2.99 | 1.067 |
| | Disagree | 20 | 24.7 | | |

| | | | | | |
|--|----------------|----|------|--|--|
| | Neutral | 26 | 32.1 | | |
| | Agree | 23 | 28.4 | | |
| | Strongly agree | 5 | 6.2 | | |

Source: own survey (2021)

In many consulting projects, this specific phase may not be required, since the approach to be applied is easy enough for the client to manage. Others could necessitate the consultants' participation and feedback until the very end. In many cases, the consultant will be required to be part of the implementation process as the client does not possess the expertise and experience to implement the solutions recommended. This will involve the consultant in implementation planning, acting as team leader, training staff and executives, and so on. During this phase, consultants have the opportunity to see the fruit of their labor (or lack thereof) as well.

As is critical for the client because all the ultimate responsibilities such as making a decision and Formulating are based on rational, objective facts and analysis for there on benefit.

As shown in table 4.7 the mean value for the role the consulting firm take is 3.46 with a standard deviation of 1.09. This indicates that the consulting firms have a 51% role in the implementation phase whereas some firms 21% (3.7% strongly disagree and 17.3% disagree) don't fully take a role in the implementation phase.

As a result, the consultant's strategies and equipment would be critical at this stage. The design of a project strategy that highlights the preparation and coaching that the client's members will need, as well as the appropriate resources to execute the proposed approach, will aid in a more positive implementation of change management. The manager will also offer regular coaching and support to ensure that the customer gets the most out of the approach. In these situations, the mean value of 3.85 standard deviations 0.99 shows the consulting firm apply the appropriate techniques for each project to help the client firm navigate these waters and set them back on course.

Consultants were asked if clients are highly committed to the successful implementation of the project. As the study shows that 32% does not agree, 28% are in between of their thought whereas 28% agree. This implies that the client is not fully committed in this particular stage. The change implemented may conflict with the organization's cultural norms, the techniques, and

tools during training may increase the client’s anxiety and trust in the implementation of the solution suggested, Certain solutions will, or may affect many or all staff in an organization.

As specify in the above finding, the respondent stated with a mean value of 2.8, disagree with the fact that the client delay in entering the implementation immediately, and also more than 34.6% disagree with the statement of finishing the timeline as per schedule. It’s well-known that the implementation phase does not end as per schedule.

Table 4. 7: The termination phase of the consultancy

| Item Description | Variables | Frequency | Percentage | Mean | St. dv |
|---|-------------------|-----------|------------|--------|--------|
| The consulting firm continuously monitor the progress of the project activities | Strongly Disagree | 5 | 6.2 | 3.46 | 1.107 |
| | Disagree | 12 | 14.8 | | |
| | Neutral | 17 | 21.0 | | |
| | Agree | 35 | 43.2 | | |
| | Strongly agree | 12 | 14.8 | | |
| The consulting firm conducted periodic evaluation at the end of each phases | Strongly Disagree | 3 | 3.7 | 3.18 | 1.085 |
| | Disagree | 22 | 27.2 | | |
| | Neutral | 23 | 28.4 | | |
| | Agree | 23 | 28.4 | | |
| | Strongly agree | 10 | 12.3 | | |
| The consulting firm undertakes output assessment of the project | Strongly Disagree | 4 | 4.9 | 3.0864 | 1.098 |
| | Disagree | 25 | 30.9 | | |
| | Neutral | 20 | 24.7 | | |
| | Agree | 24 | 29.6 | | |
| | Strongly agree | 8 | 9.9 | | |
| The consulting firm evaluated the progress report of the project and take a corrective action immediately | Strongly Disagree | 3 | 3.7 | 3.3580 | 1.052 |
| | Disagree | | | | |
| | Disagree | 16 | 19.8 | | |

| | | | | | |
|--|-------------------|----|------|-------|-------|
| | Neutral | 21 | 25.9 | | |
| | Agree | 31 | 38.3 | | |
| | Strongly agree | 10 | 12.3 | | |
| The consulting firm has strong accountability techniques | Strongly Disagree | 1 | 1.2 | 3.35 | 1.051 |
| | Disagree | 21 | 25.9 | | |
| | Neutral | 19 | 23.5 | | |
| | Agree | 29 | 35.8 | | |
| | Strongly agree | 11 | 13.6 | | |
| After the end of the project consulting firm document lesson learned | Strongly Disagree | 2 | 2.5 | 3.19 | 1.050 |
| | Disagree | 24 | 29.6 | | |
| | Neutral | 20 | 24.7 | | |
| | Agree | 27 | 33.3 | | |
| | Strongly agree | 8 | 9.9 | | |
| Consultant and client have a regular meeting to discuss the issues faced in each phase | Strongly Disagree | 1 | 1.2 | 3.67 | .8660 |
| | Disagree | 7 | 8.6 | | |
| | Neutral | 21 | 25.9 | | |
| | Agree | 41 | 50.6 | | |
| | Strongly agree | 11 | 13.6 | | |
| The client makes payment and time as per agreement | Strongly Disagree | 2 | 2.5 | 3.185 | 1.062 |
| | Disagree | 26 | 32.1 | | |
| | Neutral | 15 | 18.5 | | |
| | Agree | 31 | 38.3 | | |
| | Strongly agree | 7 | 8.6 | | |

Source: own survey (2021)

This phase implies consultant-client relationship coming to an end. The termination phase is used to evaluate not only the results achieved through the desired solution but also to evaluate the client-consultant relationship throughout the consultancy cycle. Both parties will evaluate the success of their project through its, results and outcomes, expected pitfalls, and side effects during the termination phase. Table 4.8 shows, the respondent was asked if their organization continuously applies monitoring throughout the process. According to the respondent, 58% (12.3% strongly agree and 43.2% agree) of the replies stated that monitoring is applied as part of the project for every client.

According to Kubr (2002), the most critical aspect of the process is assessment. Any consultation process has a termination phase. He says that it is difficult to determine without doing so. Determine whether the assignment's targets were accomplished and whether the consequences were warranted. Tools that were used if neither the customer nor the contractor was willing to benefit from the project.

Whereas the 31% of the respondent stated that their organization doesn't apply periodic evaluation at the end of each project whereas, 28.4% are impartial and agrees. This implies that there is a feeble evaluation system and this is also in line with the fact that undertaking output assessment of the project with a mean value of 3.0. Likewise, mean value of 3.3 shows, the need for improvement of the consultant to evaluate the progress report and to give corrective action immediately.

Finally, the mean value of 3.3 with a standard deviation of 1.05 shows that the firm needs to well-organized mechanism to organize lessons for future references. In concluding the closing phase, regarding making payment, the mean value shows that 3.18 with a standard deviation of 1.06. This implies that long delays in payment for services rendered, and reimbursement at less than the cost incurred, further impair the financial viability of the smaller firms. This is also supported in the open-end question as indicated, most of the clients hesitate to pay for the service.

As per Kubr (2002), the client and consultant can take a view on whether the implementation has been a failure, success, or something in between. The repeat business for the consultant will

depend upon the circumstances and situations under which the client-consultant relationship terminates.

4.4. Challenges of business consultancy practices

Table 4.9 and the chart 1-3 indicates business consultancy project challenges that identifies through open ended questions.

Table 4. 8: The Challenges in the consultancy practice

| Item Description | Variables | Frequency | Percentage | Mean | St. dv |
|---|--------------------------|-----------|------------|------|--------|
| What would you say is the most pressing challenge in the consulting industry for you that impacts your performance negatively | Lack of Opportunity | 21 | 25.9 | 2.83 | 1.588 |
| | Lack of awareness | 22 | 27.2 | | |
| | Monetary strains | 12 | 14.8 | | |
| | Lack of motivation | 2 | 2.5 | | |
| | Lack of skilled manpower | 24 | 29.6 | | |
| In which phase or practices, does the consultant face challenges on | Entry phase | 25 | 30.9 | 2.64 | 1.316 |
| | Diagnosis phase | 12 | 14.8 | | |
| | Action phase | 13 | 16.0 | | |
| | Implementation phase | 29 | 35.8 | | |
| | Termination phase | 2 | 2.5 | | |

Source: own survey (2021)

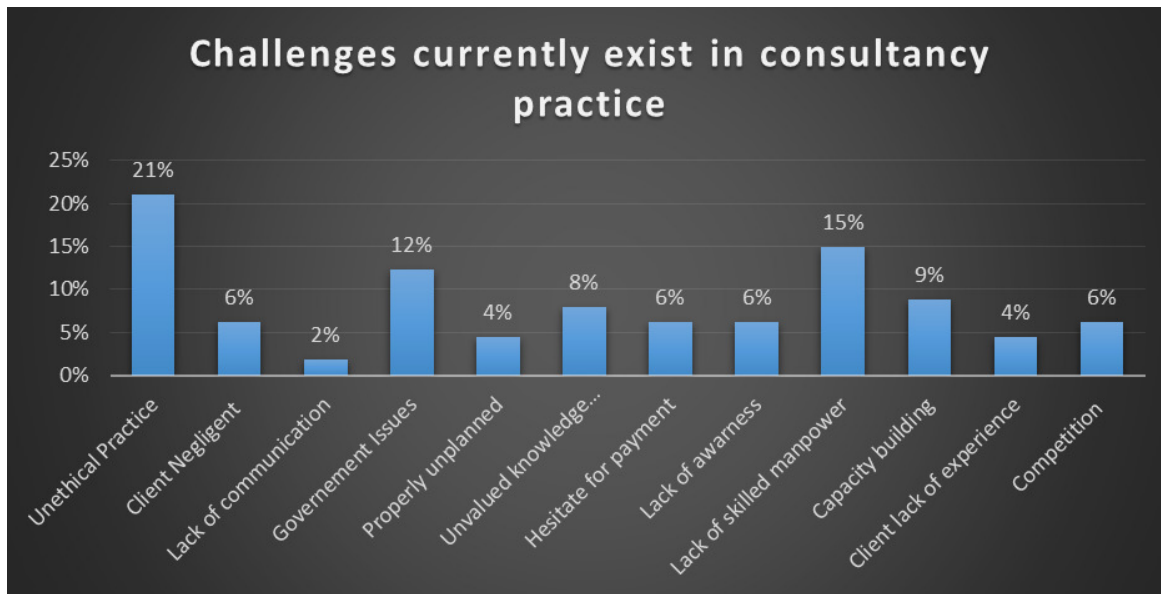
The respondent was asked to give their honest opinion, on the challenges that have an impact in their performance. According to their response, 29.6%, 27.2%, 25.9%, 14.8%, and 2.5% have respectively stated lack of skilled manpower followed by, lack of awareness, lack of opportunity,

monetary strains, and lastly lack of motivation. This can be linked with the fact that 43% of the respondent being a managing director, shows the lack of skilled personnel in the industry, low awareness to understand the business nature of the client organization, and to provide customer-focused consultancy service because of lack of experience.

Additionally, Lack of opportunity is another issue for the consultant. This can be looked at in terms of the unfair bid, lack of transparency, and accountability. Monetary strains are another reason that has an impact on the performance of firms regarding capacity building and competence. This all can be related to the response in the open-end questions.

The consultancy process is where the clear practice of the engagement between the consultant and client undertakes a set of activities to achieve the desired purposes and changes. In between the two-point, there are subdivisions phase, which help the consultant as well as the client to be systematic and method wise to proceed from operation to operation. As per the question, the implementation phase 34.6% followed by the entry phase 30.9 % has been quite a challenge for the consultant to achieve the project.

Chart 4. 6: Current challenges in the industry



Source: own survey (2021)

The above chart 4.6 shows how respondents describe the sort of challenges that exist in the industry. As per the data shows, the major challenges that the consultancy firm face is unethical

practice (21%) such as corruption, racial, incentive, friendship-based selection of consultants to the decisions of the clients, Lack of transparency and accountability in terms of bid announcement and evaluation.

Wondie (2016) backup the idea from the questionnaire analysis respondents were asked their opinion about which one should be compromised if conflict occurred between professional standards and business interest, The majority of respondents (52%) said that corporate interests should be undermined, while 29 percent said that both should be compromised, and the remaining 19% said that ethical ethics should be compromised. This means that, even though the consultants are mindful of the repercussions of violating ethical and technical guidelines, they do so due to a lack of strong associations, regulatory rules, and membership, as well as social pressure to review and uphold the standards' compliance.

The shortage of professional manpower and low knowledge of consultants to understand the market dynamics of the client company and provide customer-oriented consulting support is the second challenge identified by the respondent. They added that consultants lack flexibility and technical gap to create mutual understanding, handle conflict, manage the relationship, and give strong alternative solutions to problems. Further on the consultant side, capacity building properly unplanned ToR are encounters that consulting firm's face.

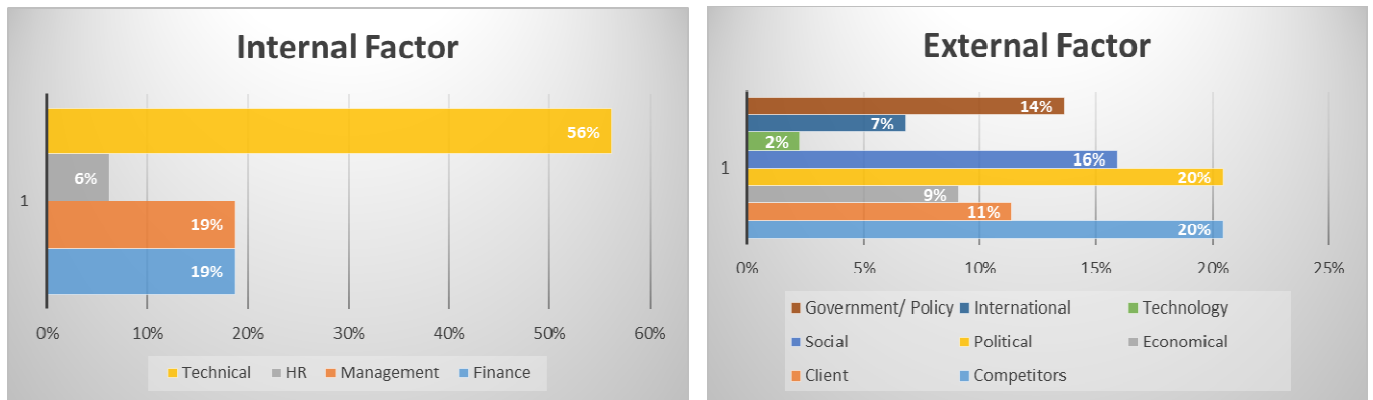
New skill sets are required were consultants in consulting companies must upgrade their skills in areas such as computer literacy, positioning the services, sales skills, writing winning ideas, managing capital, time management, and professionalism, but the majority of consultants have been found unable to do so. Wondie, (2016)

The third challenge is the government issues which have been a setback for the consulting industry as to the current economic wave's strikes, poor infrastructure, and inflation enhance. As the respondent state, this is because the policy doesn't govern and support the industry. Further, the lack of transparency and accountability has challenged the consultant to get the right information. Additionally, the current political instability and security has been a huge factor in terms of getting permission to the workplace to place in the country due to security reason

Client negligence to provide immediate feedback is the third challenge mentioned by respondents. They describe that clients are not fully cooperative in terms of the lack of

motivation to take over the assignment with the consultant is very poor, not applying recommendations, absence, continuous change of plans, do not give enough attention to time and they sometimes do not give organized feedback. This is of course similar to the results of quantitative analysis where more than 41% of respondents believe that clients do not give immediate feedback. Lack of awareness was found to be similar to the lack of client experience as well. These issues originated from the clients not give value to the professional service and also hesitation to pay.

Chart 4. 7: The effect of Internal and external environment



As per the open-ended question, chart 4.7 try to describe how the business consultancy is affected by the environment. The response gathered from the participant indicate that both internal and external factors have an enormous impact on the consultancy industry.

As the firms are coping up with the encounters internally, some of the factors hinder the firm from performing well. The financial capacity (19%) has a direct impact on hiring quality staff, shortage of finance limit of our performance and low margin industry. In terms of management (19%), the lack of continuous training and assessment for professional staffs, less commitment of professionals, and lack of continuously generating revenue by the firm affect the liquidity of the consultant for financing its expenditures and maintaining key personnel.

Additionally, most business consultancies failed to build the technical capability of 56% of their employment since the financial constraints and inadequate training. Lack of educated, experienced, and committed professionals in the market affects the firms in terms of accepting many projects. Also, submitting copied documents from elsewhere to a client has been a technical issue (56%).

The external challenges are always a strain and stress to sustainability and pushing factors to quite a consultancy and start any other business. As we can see from the respondent's view the challenges and problems of the consultancy profession in Addis Ababa are associated with economic development, relation with client, socio-cultural, political/legal environment of the country, and competencies of consultants.

Clients influence the development of consultancy businesses in Ethiopia. From this, it is concluded that most of the consultants are aware of the Client's organizations' influence. The performance and the survival of the firm depend on the client's overall relation. Additionally, transparency and accountability problems, lack of awareness from the client-side, and the output of a consultancy, most of the time, couldn't give advantage to clients for investment, loan, and other purposes. So, consultants are supposed to alter data to bring the output to the required status.

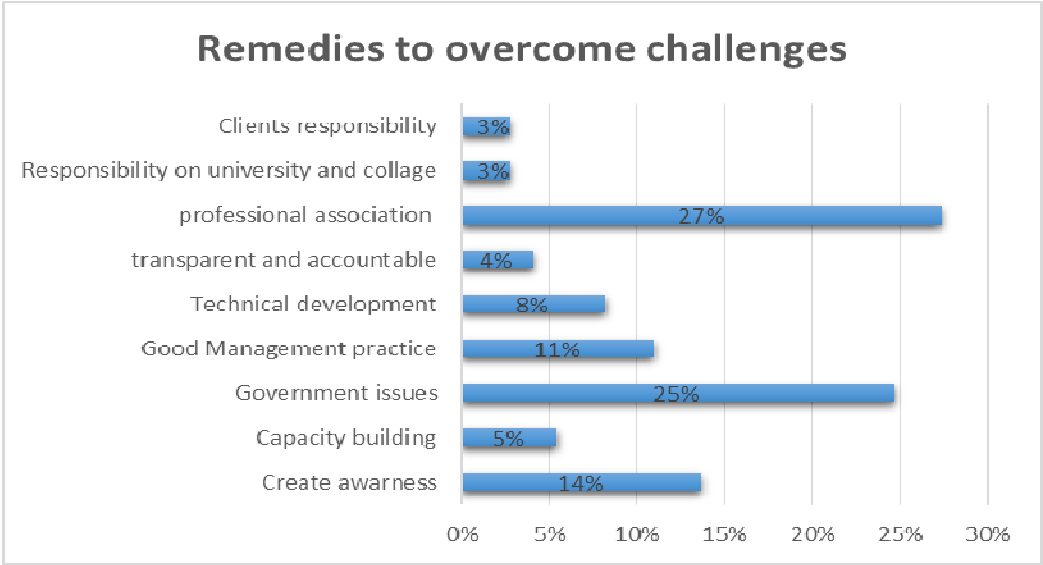
Competitors are the consulting organizations that compete against each other for the target markets. Respondents were asked to evaluate the challenges of competitors in the consultancy business, the respondents said that competitors influence the development of consultancy business by 20%. From this, it is concluded that most of the firms are aware of the competitor's influence on the development of the consulting profession in Addis Ababa. The major competitors are international consulting firms such as Deloitte, EY, BDO, Verdant, McKinsey, and the like. So, this competition contributes something valuable to the development of the profession by creating a competitive environment.

The slowing down of economic activity diminishes demand for consulting services and inflation has affected the industry significantly such as the instability and expensiveness of office rents and office supplies.

Consultancy service is highly affected by the political arena of the country, including the police and legal regulations, the Ethiopian government systems are making rapid developments in embracing liberal policies towards investments and foreign capital & technological flow. However, the respondent indicates that there is a gap in the policies and regulations regarding the industry. This can be seen in such a way that value-based, prices and quality regulations. Additionally, the current political instability and insecurity have been a huge factor as to do research the region side because of current issues and also it flourishes when there is a conducive political environment as investment expands otherwise the reverse is true.

Another external factor to consider is the social environment. Society has influenced the performance of the business through their achievement of the goal. The study shows that the social environment is influenced by the development of consulting services. However, the lack of awareness about the value of consulting services has been a setback for most businesses to go beyond and also discouraging the consultant to practice their knowledge and skill. Whereas for the international environment, the respondent inferred that the current pandemic COVID-19 has a serious effect on the business as well.

Chart 4. 8: Remedies to overcome challenges on business consulting firms



From the open-ended questions, the respondent was asked as to how they overcome such prevailing challenges in consulting a project. The study shows that professional association is the main remedies to overcome in regards to being the voice of the consultant, promoted the value

addition of the services, creating standards, joint ventures between clients and consultant, fair system that cracks equal opportunities for all firms to compete by preventing unethical practice. Campaigns in public panel discussions by recognizing the importance of knowledge and skill transfer to the public and private firms have an additional value in terms of creating awareness.

The second remedy is for the government to create a system in building the capacity of the industry, support in developing the association, moderating the taxes levied on consulting firms to encourage investors to invest in the industry, reduce the stated challenges and undertake corrective action for unfair computation by the clients because it contributes to the development and support the overall country economy.

The third ideology of the consultant is to work in the internal aspects of the professional by itself. The respondent stated that consulting firms need to build their capacity and sustain to have good management practice in developing a strategy to lead teamwork, maintain a good reputation of the firm and coping up with challenges as well as investing in talent development and create a skilled workforce by giving training.

Chapter Five

Summary, Conclusion and Recommendation

This chapter aimed to summarize the major findings, conclusion, and recommendations of the study based on the quantitative data the purpose of this study was to assess the practice and challenges of business consulting firms: in the case of selected Firms in Addis Ababa.

5.1 Summary of the findings

Based on the survey questionnaire and the analysis made in the previous chapter, the following points are the summary;

- The general demographic profile of the participant found that 69 % of the respondents were male whereas 30.9 %, of the respondents, were female. The distribution of respondents by age is shown that (33.3%) of respondent's age is between 36-45, followed by those in the age group of 26-35. The respondents' highest level of education shows 21% attained Degree 74.1% have master degree whereas (4.9%) have Ph.D. Additionally, about 51 % of the respondents do have more than five years of experiences in the industry followed by 25% of the respondent are consultant serving in the industry for between 1 to 3 years. Finally, position-wise, most of the respondents are managing directors of the consulting firm which is 44% Followed by senior consultants 29.6%.
- The majority of the respondents acknowledge that the key clients of business consultants are Private business organizations followed by the combination of the firm by a mean score of 4.02 and the standard deviation of 1.14
- Consulting firm secure projects by previous relation or experience followed by a combination of direct negotiation, competitive bidding with a mean value of 2.8.
- The respondent suggested that 84% of higher education institutions, professional societies, and associations are fundamental in enhancing the performance of business consulting firms in Addis Ababa.
- Even though there is a gap between the higher education institutions, professional associations the consulting firms facilitate training 79% as well as allow for its staff to participate in external training and workshops 88.9% with to capacity building of the staffs.

- The study summarizes that the consultancy projects do not end as per the schedule. Additionally, 71% of the respondent believe that the staffs are being assigned to different jobs at in one time
- The majority of the respondents believe that they manage the delivery of consultancy as per the quality standard. This data is supported by the respondent acquiring a team of professionals with a mean value of 4.4.
- The entry phase of the project shows a mean core result is 3.49 with a standard deviation of 0.85 in presenting the scope of the project and the outcome of delivery, clearly stated. The role of both consultant and client indicates that more than 50% of the respondents stated that they precisely defined. Additionally, the consulting firm and client make sure to allocate the necessary resources to proceed with the project. The study on the respondent's response to the deliverability of the activities is presented in a mean score of 3.8 and the timeline to submit such a report is planned.
- The majority of the respondent agreed that the company maintains a good level of a proposal that restates the problem and purpose of the projects clearly with a mean score of 4.0 and standard deviation of 0.69. In addition to this point, the consultant and the client do practice the activities of this phase sufficiently by maintaining professional relationships.
- The study revealed that 41.9% disagreed on the term of delay feedback of the client to the project. This has an effect on concluding the diagnose phase as per the schedule that shows the mean value of 3.1 and the standard deviation of 0.93.
- More than half of the respondents indicate that the solution phase of the consultancy practice executes the deeds portrays the mean value to be 4.2 with the standard deviation of 0.59.
- The study summarizes that the clients do not fully acquire the best talent to critically examine recommendations and apply the best solution. Additionally, the main encounter the consultant is facing is the delay of client feedback. As a result, the firm is unable to complete this phase as per schedule.
- The consulting firms have a 51% role in the implementation phase and also apply the appropriate techniques for the specific project.

- However, 32% of the consultant stated that clients aren't fully committed to the successful implementation of the project. For this reason, the client delay entering the implementation immediately, and also more than 34.6% disagree with the statement of finishing the timeline as per schedule.
- More than half of the respondent believes that monitoring is applied as part of the project for every client. However, that there is a feeble evaluation system and this is also in line with the fact that undertaking output assessment of the project with a mean value of 3.0.
- The mean value of 3.3 shows, the consultant does not evaluate the progress report as strong enough to give corrective action immediately.
- As summarizing the phases, 33% disagree, with the term of consulting firm well-organized mechanism to organize lessons for future references.
- As most of the respondents said the lack of skilled manpower 29.6%, lack of awareness 27.2%, lack of opportunity 25.9% has impacted their performance.
- The majority of the respondent stated that the implementation phase followed by the entry phase has been quite a challenge for the consultant to achieve the progress of the project.
- The major problem that has been identified as challenges were unethical practice, lack of skilled manpower and low awareness of the consultant, properly unplanned of the project undervalued knowledge of consultancy service, governmental issues and lastly, client negligence and lack of experiences in the progress of the project has been an indicator for major areas of improvement on the industry.
- In concluding the findings, the respondents stated that the internal and external environment has an impact on the industry negatively. Among the listed problems internally are the technical capability of employee 56 %, financial capacity of the firm 19%, and management 19% whereas seeing from the respondent external view the challenges and problems of the consultancy profession in Addis Ababa are associated with economic development, relation with client, socio-cultural, political/legal environment of the country and competencies of consultants.

5.2 Conclusion

By considering the summary of findings, the researcher made the following conclusion.

- Overall, the respondent has a good educational background with good experience in the field of consulting which is considered to have a positive implication for effective implementation of enterprise's activities and thereby achieve better results.
- There is a gap between the higher education institutions, professional associations the consulting firm's deficit to facilitate incentive training.
- The selection procedure of the client organization harms the development of the profession regarding excessive reliance on network/relation and the lack of transparency and accountability of bid.
- As of the consultancy practice, the activities of each phase seem to be applied and more or less implemented in a sufficient manner by maintaining professional relationships between the consultant and the client.
- Consultant firm does acquire the necessary team to deliver quality based result but due to the unplanned project, tasks of consultants are assigned to different jobs at one time and also, most of the consultancy services does not end as per schedule.
- Additionally, the business consulting firm is not strong enough to conduct the termination phase as of the other practices. This is in terms of less period evaluation, output assessment, and a well-organized mechanism to organize lessons for future references.
- There is no administration system to make client accountable for the transparency and accountability problem, lack of awareness from the client-side as to apply recommendations, and additionally, the main encounter the consultant is facing is the delay of client feedback to the project and not being fully committed to the implementation of the solution proposed.
- As a whole, the study concluded the challenges encounter as the unethical practice of consultant, lack of opportunity, lack of skilled manpower, lack of awareness on the current employment, undervalue the potential of the service, capacity building of the firm, lack of governmental support in terms of capacity building, lack of transparency and accountability, instability and corruption has been the encounter of the industry.

5.3 Recommendation

The following recommendations are being made to enhance the practice and overcome the challenges of business consultancy firms.

1. Professional association

- The researcher has recommended having a representative body for the consulting service by being the voice of the consultant, promoted the value addition of the services, creating standards and a fair system that cracks equal opportunities for all firms to compete by preventing unethical practice.

2. Government support

- Ethiopian Management Institute (EMI) is advised to cop up with the industry in terms of licensing the firms and provide a code of ethical and professional standards. Additionally, giving up-to-date training to the business consultant firm.
- Moderating the taxes levied on consulting firms encourage investors to invest in the industry because it contributes to the development and supports the overall country economy.

3. Create awareness

- Consultancy firms are advised to create awareness to business organizations through public panel discussions by recognizing the importance of knowledge and skill transfer to the public and private firms and joint ventures between the consulting firm and organizations for enhancing local firms.

4. Consulting firms

- The recruitment of the consultant is recommended to go through progressive assessments and practical assessments.
- The firm is advised to provide accurate training to employees to acquire new skills set as the business environment is rapidly changing every day as well as competitors are growing.
- Maintain good management practice in developing a strategy to lead teamwork, maintain a good reputation of the firm.

- Manage the phase of the consultancy project by properly planning the activities establish clear standards for each task and allocate sufficient time that does not hinder quality and also, effective follow-up with clients.

5.4 Implications

This study covered only descriptive perspective of the practice and the challenges of consultancy service.

- It will also an interesting topic to conduct in the overall consulting firms
- An indication for a startup consulting firms
- Further overcome the challenges of the industry and business organization in Ethiopia

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APPENDIX I
Addis Ababa University
College of Business and Economics
MBA Program

Dear respondent,

I am a Master's student in the department of Business administration at the Addis Ababa University. I am currently working on my thesis with the title "**Assessment on Practices and Challenges of business Consultancy: in the case of PLC firms in Addis Ababa**" in partial fulfillment of the requirements for the Master's degree. The purpose of this self-administered questionnaire is solely to gather the necessary information to conduct the study in order investigates the practices and Challenges you face in Managing Consultancy Projects. All the information provided will be kept strictly confidential and will only be used for the purpose of the study.

Instructions:-

The researcher uses this questionnaire for the genuine information is highly decisive to the success of this study. Therefore,

- ✓ No need of writing your name.
- ✓ Put the (✓) mark in the box for your answer.

Thank you for your participation and prompt response on the following questions and please do not hesitate to contact me via mail or phone, if you face any difficulty while responding to the below listed questions.

BetelhemTegegn

Email: betelhemteg04@gmail.com

Part I: Demographic Information

Please put this mark (✓) in the appropriate box and write your response in the spaces provided to the questions.

1. Gender: - Male Female
2. Age: - Less than or equal to 25 26-35 36-45
46-55 Above 56
3. Educational Level
- Bachelor Degree Master Degree PhD
4. Number of years you have been working in business/ management consultancy
- Less than or equal to 1 year 1 to 3 years 4 to 5years more than 5 years
5. Your current position in the firm
- Junior consultant Associate Senior consultant
Project team leader Project manager Managing Director

Other _____

Part Two: General view questions

1. What type of clients does your firm consult?
- Governmental institutions Non-Governmental Organizations
Associations' Private business companies
Combination of the choice
2. Does the consulting firm provide or facilitate trainings for developing the competency of its staff?
- Yes No
3. Do you consider higher education institutions, professional societies and associations crucial in terms of playing a positive role in enhancing the performance of business consulting firms?
- Yes No
4. Does the firm allow time for its staff to participate in external trainings and workshops?

Yes

No

5. How does the firm usually secure consulting projects from clients? (Rank them in terms of frequency)

Direct offers from client's

Competitive bidding

Previous relations/ experience

Combination of the choice

6. Is it common for clients to change their needs and demands in the middle of the consulting project?

Yes

No

| NO | General view- Statement | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|----|--|----------------|-------|---------|----------|-------------------|
| 1. | The majority of consulting projects proceed and end as per the pre-set schedules. | | | | | |
| 2. | Quality is consistently maintained in the delivery of consulting services. | | | | | |
| 3. | The firm works on the basis of strong collaboration with clients in all phases of consulting projects. | | | | | |
| 4. | The firm have a team of professionals with the required level of competence in terms of education and relevant experience. | | | | | |
| 5. | Most clients follow up and support the progress of the consulting assignment. | | | | | |
| 6. | A lot of times, the consulting staffs are assigned on more than one assignment at any particular time. | | | | | |
| 7. | Assigning consultants on multiple projects have impacted quality and timely delivery of projects. | | | | | |

Part Three: Questions on what are the practice of business consultancy

Please fill the questions by indicating the degree to which you agree or disagree.

| No | The Entry Phase- Statement | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
|----|---|----------------|-------|---------|----------|-------------------|
| 1. | The scopes of consultancy projects, as presented in client provided TORs are simple, clear and manageable. | | | | | |
| 2. | The outcomes and deliverables of each phase, and the timeline of the entire projects are clearly stated in the TORs. | | | | | |
| 3. | The roles of the consulting firm in each phase are precisely defined | | | | | |
| 4. | The roles of clients in each phase are precisely defined | | | | | |
| 5. | The consulting firm ensures allocation of the necessary resources at every phase of the assignment | | | | | |
| 6. | Clients ensure allocation of the necessary resources at every phase of the assignment | | | | | |
| 7. | The deliverables of this/entry phase are submitted as per the agreed quality. | | | | | |
| 8. | The deliverables of this/entry phase are submitted as per the agreed timeline. | | | | | |
| No | The Diagnose phase- Statement | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
| 1. | The problem and purpose of the project, and detailed process steps are clearly stated and understood by both parties. | | | | | |

| | | | | | | |
|-----------|--|-----------------------|--------------|----------------|-----------------|--------------------------|
| 2. | Consultants and Clients establish understanding on the data to be gathered and investigated. | | | | | |
| 3. | Consultants and Clients discuss and establish understanding on the data collection process | | | | | |
| 4. | Clients provide the project team with the necessary data from the clients' side. | | | | | |
| 5. | Consultant informs clients regarding further changes/ modification in the data collection process | | | | | |
| 6. | Clients give timely feedbacks. | | | | | |
| 7. | The problem diagnosis is concluded as per schedule | | | | | |
| No | The action phase- Statement | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
| 1. | The consulting team proposes the most appropriate solution for the project's stated problems. | | | | | |
| 2. | Clients give immediate reflection on the proposed solutions. | | | | | |
| 3. | Clients mobilize the most ideal personnel to critically examine the proposed recommendations and choose what is appropriate for the problem. | | | | | |
| 4. | The set-out action plan can help solve the problems identified in the diagnosis phase. | | | | | |
| 5. | Consultants and clients reached on agreements on proceeding the | | | | | |

| | | | | | | |
|-----------|---|-----------------------|--------------|----------------|-----------------|--------------------------|
| | implementation plan | | | | | |
| 6. | This phase ends as per schedule | | | | | |
| No | The implementation phase- Statement | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
| 1. | The consulting firm has a role in implementation | | | | | |
| 2. | The consulting firm apply the appropriate techniques for each project | | | | | |
| 3. | The consulting firm successfully meets clients' expectations | | | | | |
| 4. | Clients are highly committed to the successful implementation of the project | | | | | |
| 5. | The action plan proposal smoothly implemented | | | | | |
| 6. | The clients enter into implementation immediately | | | | | |
| 7. | This phase ends as per the schedule | | | | | |
| No | The termination phase- Statement | Strongly agree | Agree | Neutral | Disagree | Strongly Disagree |
| 1. | The consulting firm continuously monitor the progress of the project activities | | | | | |
| 2. | The consulting firm conducted periodic evaluation at the end of each phases | | | | | |
| 3 | The consulting firm undertakes output assessment of the project | | | | | |
| 4 | The consulting firm evaluated the progress report of the project and take a corrective action immediately | | | | | |
| 5 | The consulting firm has strong | | | | | |

| | | | | | | |
|---|--|--|--|--|--|--|
| | accountability techniques | | | | | |
| 6 | After the end of the project consulting firm document lesson learned | | | | | |
| 7 | Consultant and client have a regular meeting to discuss the issues faced in each phase | | | | | |
| 8 | The client makes payment and time as per agreement | | | | | |

Part Four: Challenges in the industry

1. What would you say is the most pressing challenge in the consulting industry for you that impacts your performance negatively?

Lack of opportunity

Lack of awareness

Monetary strains
professionals

Lack of motivation
other_____

Lack of skilled

2. In which phase or practices, does the consultant face challenges on?

Entry phase

Diagnosis phase Action phase

Implementation phase

Termination phase

Please do not hesitate list out any additional challenges that you encounter in each phases of consultancy services.

1. What sort of challenges (Internally and externally) do you think that currently exist in consultancy project practice?

2. How does the internal (financial, management, HR, technical) and the external environment (direct-client, competitors and indirectly- economic, social, technology, political and international) affect the business consultancy in your firm?

3. What should be the remedies to overcome such challenges and the prevailing problems of consultancyprojectmanagement?
