

An Empirical Study on Management Consulting Models in Korea^{*}

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ABSTRACT

This study empirically analyzed what consulting model has tendency to choose between fact-based model and process-based model and also analyzed which factors management consultants in Korea prefer when choosing consulting models. We concluded that in order to create performance on consulting projects, models of management consulting have been developed in a way either fact-based or action-based, not a mixed model. In addition, this study concluded that consulting performance is affected by professionalism, and consulting satisfaction during consulting projects is created by building interaction and trust with customers. Our major findings showed that the impact of professionalism on consulting performance would be higher than that of customer-orientation because consultants are qualified with professionalism. The impact of customer-orientation on consulting satisfaction would be higher than that of professionalism as consultants are qualified with customer-orientation. This study, adopting questionnaire used in a precedent study, has a limitation with a view to the majority of respondents group that mostly consists of prospective consultants. In addition to, all of the variables used in the empirical study were collected from one source and this could have been a source of common method bias.

keyword: Consulting model, Fact-based model, Action-based model, Professionalism, Customer-orientation, Feasibility, Consulting performance, Consulting satisfaction

INTRODUCTION

Generally, the term 'consulting' is widely recognized and used in a field of management consulting. The word itself, however, is used in many different fields such as accounting, architecture, finance, design, engineering, law and so on, and there has been a gradual growth in the consulting industry(Williams & Woodward, 1994). These concepts in consulting can be classified in many different ways as Steele(1975) defined in his viewpoint of consulting process and Greiner & Metzger(1983) did in consulting problem solving. If approached in context of consulting model aspects, Lawless(1981) and Czerniawska(2002) explain the fact-based/problem solving model and the action-based/ process model.

The first model is regarding a consultant helping a client with the help of specific information, which eventually enables the entire problem solving possible). This shows similarities to the medical model by Greiner & Metzger(1983). On the other hand, the action-based model is process-oriented, similar to the viewpoint of Steele's(1975), focusing on the connection related to an organization's problem solving, done by an organizational learning. In addition, Rockwood(1993) suggests that the models do not operate independently but are mutually linked that they need mutual interactions with each other. Thus, this study empirically analyzes what consulting model management consultants prefer to choose between a fact-based model and a process-based model in Korea.

THEORETICAL BACKGROUND

Since the topic, management consulting models, is classified into both fact-based and action-based model, the main characteristics of the two models are considered first. Whereafter, connectivity

and interaction between the two models are also discussed in the study.

Consulting Model

Fact-Based Model

The fact-based model can be classified into four categories, including expert, consultant type, task and consultant approach.

First, expert model focuses on the expert who is able to recognize and solve the problem clients face. However, this model can only contribute to organizational success if the organizational problem is correctly diagnosed by the client(Schein, 2003).

Rockwood(1993) called this “medical model” since the model diagnoses organizational problems based on the symptoms that the organization displays, as if diagnosing a patient based on their symptoms. This model focused more on the content of the problem than on the process of finding a solution, and applied when the client knows that there is a problem in the organization, yet he or she is either unsure about the exact reason behind, or about the ways to fix the problem.

In essence, the consultant takes over the control of the problem and the client is dependent on the consultant for correctly identifying and finding solutions. This is not generally accepted by proponents of organizational learning, who raise concerns about the accuracy of the diagnosis and the appropriateness of the prescription to the particular circumstances and culture of the organization(Schein, 2003).

Second, Nees and Greiner(1985) identify five types of consultants. The first category, the mental adventurer, shows similarities to the expert model. Consultants who play the role of mental adventurer use their expertise to analyze and find solutions to complicated organizational problems. Three of other

types-the strategic navigator, management physician and system architect- show similarities to the medical model.

Consultants as strategic navigators have a tendency that they diagnose and recommend based more on the market and competitive dynamics rather than the client's view. In the role of management physician, consultants focus more on the internal dynamics of the organization rather than external competitive dynamics when diagnosing and recommending remedies (Appellbaum & Steed, 2005).

According to Nees and Greiner(1985), the system architect involves the client in redesigning processes, systems and routines. When confronted with identifying the problems in the organization and prescribing suitable solutions to these problems, the consultant typically considers both internal organizational dynamics and environmental and industry dynamics as appropriate.

Third, Turner(1982) identified eight task categories that can also be related to the models. The tasks of providing information to a client, solving a client's problem, making a diagnosis, making recommendations based on the diagnosis, and assisting with implementation of recommended actions are associated with the expert and medical model(Appelbaum & Steed, 2005).

Last, according to Merron(2005), the primary strategy that drives most consultants' actions and behaviors is the "Savior Strategy". In this approach, consultants take full responsibility for identifying organizational problems and solutions, and the client is not involved in the process. The consultant acts as a problem solver using expert model of consulting. In this approach, the client views the services of the consultant as an aid to grow or develop the organization.

Action-Based Model

While fact-based models focus on the connectivity of problem solving, action-based models are process-oriented approach that clients solve their problems on their own without the help of consultants (Czerniawska, 2002). The action-based models include the process consultation model, masterful consulting strategy, the friendly copilot, task categories and can be classified as “Carucci and Tetenbaum’s model”.

First, process consulting model focuses on how to solve the problem or process not on diagnosing organizational problems. According to Schein (1997), in this model, consultants supports clients while the clients perform the process of problem-solving by themselves. According to Rockwood (1993) and Schein (1993), consultants emphasizes the process of problem solving, rather than providing clients with the solution. Schein (2000) emphasizes that in the process-consultation model, in order to define problems in the complicated organizations, clients need to build a relationship of trust and to be able to act as advisors for their organizational culture. Action-based consulting assumes that a variety of data sources need to be integrated and consultants work closely with clients in a trusting relationship, enabling ongoing evaluation and change (Czerniawska, 2002). Both Czerniawska (1999, 2002) and Greiner & Poulfelt (2005) raise the issue of client expectations of the consultant’s active involvement in implementing recommendations.

Second, Merron (2005) introduced masterful consulting strategy model to be similar to Schein’s process consultation model. In this model, clients are empowered to share information or build learning process with consultants during the consulting process by forming the genuine partnership with the consultants. Thus, consultants’ knowledge is transferred in a timely manner and the wisdom of the clients is enhanced through learning in the

management consulting process. In Nees and Greiner's model(1985), consultants act a role as friendly co-pilot. In this model, clients embrace consultants as a team member. Consultants, on the other hand, make clients participate in the consulting process to give opportunities of learning and finding solutions to organizational problems. Turner(1982) illustrates the level of participation consultants have with their client from providing expertise to the client to being fully involved with improving organizational effectiveness, which explains that the task categories focus on facilitating client learning and permanently improving organizational effectiveness. These tasks align to the concept underlying process-consultation where the client is actively involved in identifying organizational problems and developing long-term solutions. Knowledge transfer from the consultant the client takes place, and the organization improves through its own learning and development.

The model proposed by Carucci and Tetenbaum(2000), focuses on the consultant's role- the consultant in the role of a messiah to the organization; partner which indicates shared accountability, ownership and outcomes ;capacity-builder which reflects the empowerment of the client to solve problems with its own resources and truth-teller, focusing on building active and accurate feedback systems with the client.

This study rearranged and compared Erwee & Malan's research models(2006) in the action-Based and Process Category.

Previous Studies

Basically, Consulting models consisted of professionalism, customer-orientation and feasibility. As shown in <Figure 2-1>, these three concepts have close interactions with each other (Sang Uk Nam, 2008).

Table 2-1. Compared Turner, Need & Greiner, Carucci & Terenbaum, Schein, Merron

	Turner(1982)	Nees & Greiner(1985)	Carucci & Tetenbaum (2000)	Schein(2003)	Merron (2005)
Fact-based	Provide formation to client Solving a client's problem Making recommendations based on the diagnosis	Mental adventurer Strategic navigator Management physician System architect	none	Purchase-of-expertise model Doctor-patient model	Savior strategy
Action-based	Facilitating client learning Permanently improving organization effectiveness	The friendly copilot	Partner Capacity-builder Truth-teller	Process consultation	Masterful Consultant

First, professionalism is ability to diagnose and to solve problems, deciding validity and reliability of consulting results. According to Schein(2003), it is important to find consultants who are able to diagnose and solve the problem and qualified with professionalism because it is the first step of management consulting.



Figure 2-1. Interaction among management consulting components

In addition, Rockwood(1993) compared professionalism with medical diagnosis which needs an accurate diagnosis for organizational symptoms as if doctors diagnosed a disease through patients' symptoms and proposed a method of treatment. Thus, professionalism focuses on problems themselves, rather than process that enables people find organizational problems. The reason for this is that successful consulting needs precise diagnosis of problems.

Second, strong customer-oriented service mind is required in consulting field when having relationships with clients. This is why customer-orientation is necessary. Customer-orientation is to do one's best to fully understand difficulties and problems of customers and fulfill customer's satisfaction so that consultants can maximize effective value. Thus, it is needed that consultants qualify ethicality to enhance customer-orientation as well as professionalism. Czerniawska(1999, 2002) and Greiner & Poulfelt(2005) emphasized that customer-orientation is closely related to customer's preference for the consultants because active participation of consultants reinforce the relationships with the customer.

Third, Business feasibility is related to a commercial objective as consultants or consulting firms should run and develop the business, based on the professionalism. Consulting services provided by consultants should be of great value as professional service and customers should pay the price for the results.

Nees & Greiner(1985) suggested that consultants play a role as a friendly copilot. This type of consultant approaches the organization as a team member, joining the client in a journey of learning and finding solutions to organizational problems This model emphasizes that the learning experiences is given to

customers themselves. Thus, it focuses on the importance of feedback after consulting projects.

Erwee & Malan(2006) empirically researched preferred consulting models conducted by Australian consultants. Moreover, Information service and applicability of organization in fact-based model are defined as professionalism. Customer trust, secret keeping, customer's ability for implement, customer's interaction and customer's ability for participation are defined as customer-orientation. Finally, consulting performance and consulting satisfaction are defined as business feasibility.

To empirically analyze the research issues, this study attempts to analyze consulting models by using previous scales used in consulting models in Australia. Also, consulting models were assorted into fact-based category and action-based category, each of which represents for professionalism and customer-orientation.

EMPIRICAL ANALYSIS

Research Model and Hypotheses

Based on Erwee & Malan(2006)'s model, this study established the research model in attempts to analyze preferences of consulting models, adding preparation for consulting as professionalism and consulting performance and satisfaction related to feasibility.

Fact-based categories are information systems ability, preparation for consulting, professional ability for consulting, utilization of tool for diagnosis, applicability for organization and as a doctor/consultant, diagnosticians' customer trust and diagnosticians' secret keeping were also included. Since action-based categories consider processing with customer as important

value, they include customer's ability for implement, customer's interaction and customer's ability for participation. Based on this, <Figure 3-1> presents the research model of the study.

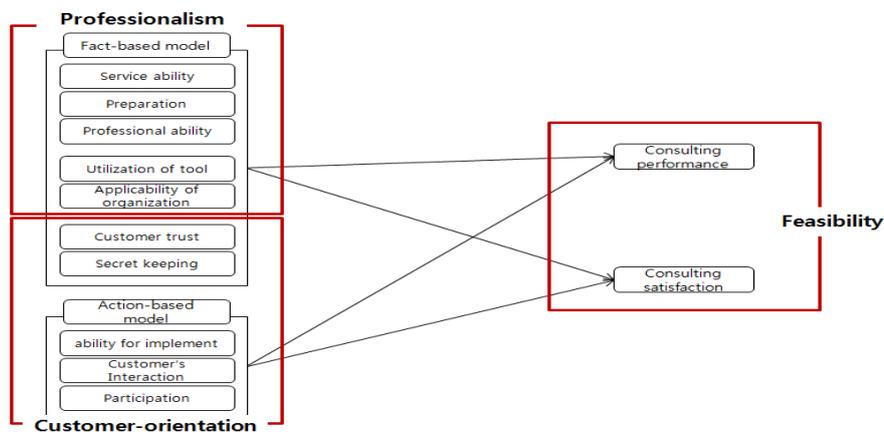


Figure 3-1. Research Model

In order to prove how real consulting tendencies, which are fact-based model(Professionalism) and action-based model(customer-orientation) affect consulting performance and consulting satisfaction, we hypothesized :

- Hypothesis 1 : As a fact-based category, information systems ability will be positively related to consulting performance.
As a fact-based category, preparation for consulting will be positively related to consulting performance.
As a fact-based category, professional ability for consulting will be positively related to consulting performance.

- Hypothesis 2 : As a fact-based category, utilization of tool for diagnosis will be positively related to consulting performance.
As a fact-based category, applicability for organization will be positively related to consulting performance.
- Hypothesis 3 : As a fact-based category, diagnosticians' customer trust will be positively related to consulting performance.
As a fact-based category, diagnosticians' secret keeping will be positively related to consulting performance.
- Hypothesis 4 : As an action-based category, customer's ability for implement will be positively related to consulting performance.
As an action-based category, customer's interaction will be positively related to consulting performance.
As an action-based category, customer's ability for participation will be positively related to consulting performance.
- Hypothesis 5 : As a fact-based category, information systems ability will be positively related to consulting satisfaction.
As a fact-based category, preparation for consulting will be positively related to consulting satisfaction.
As a fact-based category, professional ability for consulting will be positively related to consulting satisfaction.
- Hypothesis 6 : As a fact-based category, utilization of tool for diagnosis will be positively related to consulting satisfaction.
As a fact-based category, applicability for organization will be positively related to consulting satisfaction.

- Hypothesis 7 : As a fact-based category, diagnosticians' customer trust will be positively related to consulting satisfaction.
As a fact-based category, diagnosticians' secret keeping will be positively related to consulting satisfaction.
- Hypothesis 8 : As an action-based category, customer's ability for implement will be positively related to consulting satisfaction.
As an action-based category, customer's interaction will be positively related to consulting satisfaction.
As an action-based category, customer's ability for participation will be positively related to consulting satisfaction.

Data Collection and Measurements

Data Collection and Sample

The majority of respondents were graduate students in one university who are full-time students and part-time students. Full-time students are reserved consultants, having no experience in consulting field and part-time students are consultants, having experience in the field. The others included professors and researchers of the university.

Data were collected at two different points at the university and total 82 surveys were collected. 48 surveys were collected at the first period(April 1st, 2011- April 30th, 2011), which was complete enumeration survey. 34 surveys were also collected at the second period(May 1st, 2012 – May 14th, 2012).

Surveys include 8 items demographic measurements and ratings to measure important factors were completed on a seven-point Likert-type scale. Characteristics of the respondents were that male has the higher score(73, 89%) than female(9, 11%) and

part-time students who have a job or work at a consulting firm were indicated higher score(60, 73%) than full-time students(11, 13.5%) and faculty & researchers(11, 13.5%).

The majority of respondents answered none(42, 51.2%), in performance career and less than 3 year(14, 17.1%), less than 1 year(13, 15.9%), less than 9 year(7, 8.5%) and over 10 year(6, 7.3%) in order. It also indicated that percentages of the company size were SMEs(29, 35.4%), an individual enterprises(24, 29.3%), university laboratory(19, 23.2%), large-sized enterprises(10, 12.2%) in order. Finally, it shows that respondents work at various consulting fields such as operations(15, 18.3%), business environment(13, 15.9%), marketing(13, 15.9%), finance/accounting(12, 14.6%), MIS/IT(12, 14.6%), organization/HR(7, 8.5%) and etc.(10, 12.2%).

Operational Definition of Variables and Items

To test hypotheses and research model, operational definition of variables and items that were accepted considerable in reliability and validity from previous studies were measured(See Appendix). Specifically, preparation for consulting(that is related to consulting factors), consulting performance and satisfaction(that are related to business feasibility) were added to the survey.

Verification of Measurement

We used SPSS 18.0 to test reliability of the questionnaire. Reliability is related to consistency, accuracy, dependency, predictability (Kerlinger & Lee, 2000).

The reliability of the questionnaire was tested according to Cronbach's Alpha measurements and the reliability coefficients of all the elements of measures were above 0.60, which concurs with the suggestion made by Nunnally(1994) and Seo-il Choi(2006).

Even though three items were deleted after exploratory factor analysis, the convergence validity of the measures used in this study was validated by the reviewed literature and analysis results of which factor loading is higher than 0.6 and eigen value is higher than 1.0.

<Table 3-1> shows the results of correlations analysis. The correlations indicated the existence of some significant relationships between professionalism and Consulting performance(service ability: .672, preparation: .680, professionalism: .751, utilization of tool: .682, applicability for organization: .739 etc.) and also indicated the existence of some significant relationships between customer-orientation and consulting satisfaction (secret keeping: .664, customer's interaction: .705, customer's ability for participation: .567 etc.).

Before Analyzing our data, we examined the variance inflation factor(VIF) for each variable as a further check for multicollinearity. First, all the tolerance limit of the results is higher than 0.10, second, VIF scores fell below 10, third, Durbin-Watson scores are closed to 2.0. These suggest that multicollinearity was not a serious problem in this analysis(Kwang Ho Ahn & Byung Hoon Yim, 2008).

Hypothesis Test and Results Analysis

Regression Analysis

To test hypotheses of the study, the results of regression analysis that is components of consulting models affecting consulting success(performance and satisfaction) is as following.

Table 3-1. The Results of Correlations Analysis

	Service ability	Preparation	Professionalism	Utilization of tool	Applicability of organization	Customer trust	Secret keeping	ability for implement	Interaction	Participation	Performance	Satisfaction
	Service ability	1										
	Preparation	.731***	1									
Professionalism	Professionalism	.748***	.885***	1								
	Utilization of tool	.758***	.850***	.850***	1							
	Applicability of organization	.703***	.828***	.858***	.858**	1						
	Customer trust	.341*	.531***	.514***	.496**	.547**	1					
Customer orientation	Secret keeping	.365***	.365**	.444***	.389**	.313**	.286**	1				
	ability for implement	.146	.204	.275*	.205	.297*	.405**	.203	1			
	Interaction	.307**	.326**	.424***	.371*	.304**	.350**	.740**	.308**	1		
	Participation	.430***	.322**	.392***	.419**	.368**	.458***	.546**	.294*	.652**	1	
Feasibility	Performance	.672***	.680***	.751***	.682**	.739**	.408***	.461**	.342**	.489**	.550**	1
	Satisfaction	.513***	.458***	.530***	.513**	.495**	.368**	.664**	.391**	.705***	.567**	.677**

***<0.001, **<0.01, *<0.05.

First, regression results as shown in <Table 3-2> indicated an overall model of two main predictors (professionalism, customer-orientation) that significantly predict feasibility. Professionalism accounted for each 57.6% and 54.4% of variance in consulting performance. On the other hand, Customer-

orientation accounted for each 27.8% and 33.2% of variance in consulting performance.

For fact-based model on consulting performance, review of the beta weights specifies that the predictors, including information service ability ($\beta=.251$), professional ability ($\beta=.571$), diagnostician's applicability for organization ($\beta=.584$), significantly contributed to the model. The analysis indicated that the higher levels of diagnostician's applicability for organization and professional ability predicted higher levels of consulting performance. That is, when performing consulting, the more professionalism consultants have, the more positive consulting performance would be.

On the other hand, the results indicated that preparation for consulting, utilization of tool for diagnosis have no impact on consulting performance.

For action-based model on consulting performance, review of the beta weights specifies that the predictors, including diagnosticians' customer trust ($\beta=.301$), diagnosticians' secret keeping ($\beta=.375$) and customer's ability for participation ($\beta=.381$), in customer-orientation factor significantly contributed to the model. The analysis indicated that the higher levels of diagnosticians' customer trust, customer's ability for participation predicted higher levels of consulting performance.

As shown in <Table 3-3>, for fact-based model on consulting satisfaction, review of the beta weights specifies that the predictors, including professional ability ($\beta=.441$), significantly contributed to the model. The analysis indicated that the higher level of professional ability predicted higher level of consulting satisfaction. That is, when performing consulting, the more professional ability consultants have, the more positive consulting satisfaction customers have.

Table 3-2. Regression analysis on consulting performance

Performance Impact		Unstandardized coefficients		Standardized coefficient		Collinearity Statistics		Adjusted R ²	F	Durbin Watson
		B	SE	β	t	TL	VIF			
fact-based	Information service ability	.240	.107	.251	2.244*	.418	2.392	.544	37.659** _*	2.221
	Preparation for consulting	-.008	.145	-.009	-.056	.206	4.851			
	Professional ability	.520	.149	.571	3.483**	.195	5.133			
	Utilization of tool for diagnosis	.150	.122	.180	1.236	.264	3.786			
	Applicability for organization	.480	.120	.584	4.003***	.264	3.786			
	Diagnosticians' customer trust	.323	.106	.301	3.052**	.918	1.089			
	Diagnosticians' secret keeping	.346	.091	.375	3.800***	.918	1.089			
customer-orientation	Customer's ability for implement	.198	.110	.174	1.807	.890	1.124	.278	16.556** _*	2.417
	Customer's interaction	.197	.132	.181	1.492	.560	1.786			
	Customer's ability for participation	.427	.136	.381	3.150**	.565	1.770			
action-based								.332	14.397** _*	2.620

On the other hand, the results indicated that preparation for consulting, utilization of tool for diagnosis has no impact on consulting satisfaction as previous results also indicated. For action-based model on consulting satisfaction, review of the beta weights specifies that the predictors, including diagnosticians' customer trust ($\beta=.193$), diagnosticians' secret keeping ($\beta=.608$), Customer's ability for implement ($\beta=.176$), Customer's interaction ($\beta=.549$) in customer-orientation factor significantly contributed to the model. The analysis indicated that the higher levels of

diagnosticians' customer trust, customer's interaction predicted higher level of consulting satisfaction.

Table 3-3. Regression analysis on consulting satisfaction

Performance Impact		Unstandardized coefficients		Standardized coefficient		Collinearity Statistics		Adj R ²	F	DW
		B	SE	b	t	TL	VIF			
fact-based	Information service ability	.244	.123	.287	1.985	.418	2.392			
	Preparation for consulting	-.115	.166	.143	-.691	.206	4.851	.290	12.016***	2.099
	professional ability	.357	.172	.441	2.079*	.195	5.133			
	Utilization of tool for diagnosis	.246	.138	.332	1.782	.264	3.786	.256	14.955***	2.093
	Applicability for organization	.153	.136	.210	1.129	.264	3.786			
	Diagnosticians' customer trust	.185	.081	.193	2.273*	.918	1.089	.461	35.698***	2.363
	Diagnosticians' secret keeping	.499	.070	.608	7.146***	.918	1.089			
action-based	customer-orientation ability for implement	.178	.082	.176	2.169*	.890	1.124			
	Customer's interaction	.531	.099	.549	5.376***	.560	1.786	.527	31.118***	2.543
	Customer's ability for participation	.156	.101	.157	1.544	.565	1.770			

The Results of Hypothesis Test

The series of regressions conducted to address hypotheses were reported in <Table 3-4> and partial support and denial were indicated.

Table 3-4. Hypotheses test results

No.	Hypotheses	β	Support	
1	Information systems ability will be positively related to consulting performance.	.251	Yes	Profession- alism
	Preparation for consulting will be positively related to consulting performance.	-.009	No	
	Professional ability for consulting will be positively related to consulting performance.	.571	Yes	
2	Utilization of tool for diagnosis will be positively related to consulting performance.	.180	No	Profession- alism
	Applicability for organization will be positively related to consulting performance.	.584	Yes	
3	Diagnosticians' customer trust will be positively related to consulting performance.	.301	Yes	Custo- mer- orien- tation
	Diagnosticians' secret keeping will be positively related to consulting performance.	.375	Yes	
4	Customer's ability for implement will be positively related to consulting performance.	.174	No	Custo- mer- orien- tation
	Customer's interaction will be positively related to consulting performance.	.181	No	
	Customer's ability for participation will be positively related to consulting performance.	.381	Yes	
5	Information systems ability will be positively related to consulting satisfaction.	.287	No	Profession- alism
	Preparation for consulting will be positively related to consulting satisfaction.	-.143	No	
	Professional ability for consulting will be positively related to consulting satisfaction.	.441	Yes	
6	Utilization of tool for diagnosis will be positively related to consulting satisfaction.	.332	No	Profession- alism
	Applicability for organization will be positively related to consulting satisfaction.	.210	No	
7	Diagnosticians' customer trust will be positively related to consulting satisfaction.	.193	Yes	Custo- mer- orien- tation
	Diagnosticians' secret keeping will be positively related to consulting satisfaction.	.608	Yes	
8	Customer's ability for implement will be positively related to consulting satisfaction.	.176	Yes	Custo- mer- orien- tation
	Customer's interaction will be positively related to consulting satisfaction.	.549	Yes	
	Customer's ability for participation will be positively related to consulting satisfaction.	.157	No	

As results of hypotheses tests, fact-based model has more significant impact on both consulting performance and consulting satisfaction. In case of action-based model, however, customer's interaction has stronger impact on consulting satisfaction. Moreover, this study also shows that professionalism has more powerful impact on consulting performance than customer-orientation. Instead, customer-orientation has higher impact on consulting satisfaction. Based on these results, we can consider that by combining and balancing two models, the synergy of professionalism and customer-orientation would have positive impact on business feasibility.

CONCLUSION

The results of the study show that the fact-based model has more significant impact on consulting performance and consulting satisfaction. Based on these results, it is indicated that customers expect more performance and satisfaction when consultants perform consulting projects as professionals. This shows how the results are similar to that of the previous studies conducted in Australia.

But there were slight differences on significant factors affecting business feasibility(consulting performance and satisfaction) between Korea and Australia's consulting model. In Korean consultants' case, a customer's ability for participation had the most significant impact on consulting performance. Instead, the customer's ability for implementation and customer's interaction factors had the strongest impact on consulting satisfaction.

Moreover, when we reorganized fact-based model as professionalism, action-based model as customer-orientation, and

consulting performance and consulting satisfaction as business feasibility, professionalism had more powerful impact on consulting performance and customer-orientation had more powerful impact on consulting satisfaction. Our major findings showed that the impact of professionalism on consulting performance would be higher than that of customer-orientation as consultants are qualified with professionalism and the impact of customer-orientation on consulting satisfaction would be higher than that professionalism as consultants are qualified with customer-orientation.

Since Korea's current consulting industry is smaller than that of Australia, we concluded that in order to create performance on consulting projects, models of management consulting have been developed in one way either fact-based or action-based, not a mixed model. In addition, this study could be concluded that consulting performance is affected by professionalism, consulting satisfaction during consulting projects is created by building interaction and trust with customers.

These results support Schein(2003) and Rockwood(1993), who argued that professionalism has high impact on consulting performance. In addition, the results also support Nees and Greiner(1985), who argued customer-orientation has significant impact on consulting satisfaction. As a result, the important factors, professionalism and customer-orientation affecting consulting performance and satisfaction, were analyzed targeting Korean consultants about preferred consulting model through an empirical study.

However, there is a limitation to our study. This study, adopting questionnaire used in precedent study to Korea, has a limitation with a view to the majority of respondents group that mostly consist of reserved consultants so that variables in this study were collected from one source and this could have been a

source of common method bias. Thus, future research remains to be solved.

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Appendix 1. Rotation Factor Matrix by Countries

Rotation Factor Matrix	Australia	Korea	Question naire	Categ ories
1. Research	Consultant information service	Information service ability	a1-a5	
2. Testing				
3. Psychological assessment				
4. Data collection				
5. Benchmarking				
6. Internal diagnosis		Preparation for consulting	b1-b6	
7. Analysis of survey results				
8. Recommendation to clients				
9. The client is able to identify the kind of information/help that is really needed				
10. The client is able to choose a consultant who has the expertise to meet the need				
11. The client is able to communicate the nature of the need	Masterful consultant	Professional ability for consulting	c1-c7	Fact- based
12. The client can understand what the consultant offers				
13. The client can act on recommendations				
14. The client has confidence that the consultant process will not have negative impact				
15. Both the client and the consultant can remain objectives				
16. Analyse a particular system or strategy within the organization	Diagnostic service	Utilization of tool for diagnosis	d1-d4	
17. Make a diagnosis of a problem or need				
18. Work with the client to identify action to solve the				

problem or meet the need		
19. Make recommendations to solve the problem or meet the need		
20. Assist the client in following recommendations through	Applicability for organization	e1-e6
21. The client has correctly identified where the problem/issue is	Diagnostician	f1-f5
22. The client has correctly chosen a consultant with the right diagnostic skill	scustomer trust	
23. Employees in the targeted area will reveal correct information		
24. The client can interpret and understand the diagnosis (item deleted)		
25. The client can carry out the prescribed course of action (item deleted)	Consultant as a doctor	
26. The client will not view the diagnostic process as disruptive to core business	Diagnostician	
27. The client will be able to function well even after the consultant has left	ssecret keeping	g1-g3
28. Conduct an analysis of a major area of the organization, or the organization as a whole		
29. Recommend structural changes		
30. Assist top management in making the structural changes		
31. Provide training to enable employees to fulfill their new roles		
32. Restructuring and retraining		

will enable the organization to reinvent itself			
33. Restructuring will result in improved productivity and innovation			
34. The organization has the right sort of leadership to reinvent itself			
35. The consultant has the right tools to enable to organization to reinvent itself			
36. The consultant has correctly read the culture of the organization			
37. The consultant has the skills to determine whether minor surgery or reconstruction is need			
38. Work together with the client to interpret information and define the problem/issue		Customer's ability for implement	h1-h4
39. Work together with the client to determine the required course of action		Customer's interaction	i1-i6
40. Include employees as well as managers and leaders in the consultation process			
41. Include other members of the community in the consultation process	Process consulting		Action-based
42. The correct diagnosis can only be reached if the client is involved in the process		Customer's ability for participation	j1-j3
43. Clients need to help define an issue/problem			
44. Clients do not know what kind of help is needed or which consultant to use			
45. Clients have the capacity to			

solve their own problems with skilled intervention
 46. There is long-term benefit for clients who are involved in the problem-solving process
 47. The skill of self-diagnosis can be learned
 48. Collecting information prior to diagnosis impacts on and influences everyone involved

Consulting Performance 4 items	-	Consulting performance	k1-k4	Performance
Consulting Satisfaction 5 items		Consulting satisfaction	l1-l5	

Based on Erwee R. & Malan R.(2006)'s 48 items, 15 items were added in the survey.

Management Review: An International Journal (MRIJ)

Objectives

Business management is a primary area of market competitiveness and sustainability in all types of industries. Managerial insights in the global and/or local business are major drivers of organizational innovation, business dynamics and business value chain. Managerial review will be an integral player in the 21st knowledge industry and economy.

Nevertheless, how to foster managerial review and insights have not been appropriately explored in terms of global or local business perspectives. In fulfilling of this urgent and timely theme, business management need more sustainable profitability, better operational excellence, higher goods and services quality, more proper market promotion, stronger leaderships, and more accurate financial planning in order that business organizations are more competitive.

This journal's main objective is to establish an outlet for executives, managers, educators, and researchers interested in a variety of topics in business management and insights in terms of global or local perspectives. Thus, papers will focus on the global or local implications of managerial review and insights in business settings.

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Examples of topics appropriate to the theme of management review include:

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- Business decisions and insights

- Business science research
- Business service research and policy
- Engineering management
- Entrepreneurial study and venture business
- Ethical issues in business and social responsibility
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- Information management
- Leadership and organizations
- Market life management
- Management theory and philosophy development
- New business creation and strategy management
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- Pedagogy to foster business management
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- Sustainability and profitability
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- Tutorials in management
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