

## **A BIBLIOMETRIC STUDY OF NATIONAL SCIENTIFIC PRODUCTIONS ON BUSINESS CONSULTING AND ITS IMPORTANCE OF CONSULTING IN ORGANIZATIONS**

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### **INTRODUCTION**

Business consulting arose from the need to identify failures that occurred within organizations. In the organizational context, consulting is characterized by procedures that seek to analyze, investigate and correct existing errors. Currently, this type of service is widely used formally in companies, but its applications are not restricted to this environment alone (Ramos and Santos, 2021).

Thus, Ribeiro et al, (2023) states that business consulting is constantly expanding in Brazil and also in the world, due to the increase in demand from companies for updates and improvements in their business management practices and strategies. In addition, it is marked by the presence of independent and qualified professionals, with the aim of recognizing and understanding the problems related to the policy, structures, processes and methods of an organization.

From this perspective (Coleti et al, 2024), he adds that business consulting stands out for offering exclusive resources and differential tools for companies in order to diagnose problems or develop solutions. It exerts a very positive influence when seeking to improve, modify or optimize the business reality, with a focus on improving products and services.

In view of this, the research presents the following problem: How does business consulting contribute to the development of Brazilian organizations? And its general objective is to identify in the Brazilian scientific literature the contributions of business consulting in the development of organizations. Thus, the specific objectives are: to map

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national scientific productions on business consulting in the last 10 years from 2013 to 2023; know the concepts of business consulting and its importance; identify the types of business consulting that exist; and to analyze the main scientific productions on business consulting, according to criteria established in the methodology.

Business consulting is a service provided by a specialized professional who identifies and solves certain problems within a company with the objective of fostering the development of the organization through the improvement of processes. In this sense, the present research will be of great relevance, as it will analyze the national scientific productions on business consulting, pointing out the main advantages and disadvantages of its application within organizations. In addition, it will also contribute to future studies that explore the topic in academia and business.

## **OBJECTIVE**

General objective to identify in the Brazilian scientific literature the contributions of business consulting in the development of organizations. Thus, the specific objectives are: to map national scientific productions on business consulting in the last 10 years from 2013 to 2023; know the concepts of business consulting and its importance; identify the types of business consulting that exist; and to analyze the main scientific productions on business consulting, according to criteria established in the methodology.

## **METHODOLOGY**

This is a qualitative research, in terms of approach, because according to Proetti (2018), research is qualitative when it is related to the theoretical construction of a given subject, and based on it it is possible to argue and understand a series of events aiming at its understanding, and exploratory as to the objective. As for the technical procedures, it is bibliographical, since the analysis of the object was based on scientific publications available in databases. And as for the objective, it is exploratory, as it aims to increase understanding about an unknown subject (Gil, 2019). On the other hand, bibliometrics is configured as mathematical and statistical analyses of the patterns that are present in the publications and use of documents (Diodato, 1994).

Data collection was carried out in the Google Scholar database, in the months of April, May and June 2024, based on the application of filters. In this step, the search string "Business Consulting" was used. Articles that presented the search string in the "Article

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Title" fields were selected. In addition, to select the scientific production aligned with the general objective of the research, the following filters were inserted: 'only scientific article from 2013 to 2023, as they are more recent articles, open access and only research in Portuguese' to select scientific articles with an open access policy; and 'cited by more than two,' with the objective of selecting scientific articles that were cited by at least two studies. This first search made it possible to analyze the variation in the number of publications on the subject over time.

After applying all the filters, a sample of articles was obtained for analysis according to the following elements: year; title; Authors; goal; findings; conclusion and number of citations. The data were organized and tabulated in electronic spreadsheets and the results were presented in the form of graphs and charts.

## **DEVELOPMENT**

### **THEORETICAL FOUNDATION**

Business consulting consists of a practice whose primary focus is to meet the demands of organizations, through monitoring and recommendations for improvements, based on strategic planning. This service covers several areas, especially aimed at presenting and implementing solutions in the company's financial sector.

Among the services offered, organizational diagnosis, business management, strategic planning, optimization of the internal structure, control of inputs and outputs, analysis and decision-making on investments, support in the financial area and tax planning stand out (Silva, 2019).

Gil Roques (2015) states that business consulting is a service provided by a professional who has technical skills and specific knowledge about the management area, and that using them results in the resolution of certain problems in the administrative area of an organization. The consultant must also establish a relationship of trust with the company's leaders.

In this context, Mota et al, (2019) say that the business consulting sector has expanded in recent years, throughout the world, attracting a variety of professionals. This expansion is due to the increase in demand for companies that need to keep up to date on new methodologies and management techniques. The authors add that consulting involves the interaction between a client who offers, requests and asks for reviews, opinions and analysis from a hired expert. This professional must provide support and guidance for

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administrative work. In short, consulting is characterized as an exchange: the client offers data about the company, while the consultant is in charge of identifying problems and suggesting the best solutions.

In this conception, Costa (2020) highlights that the importance of business consulting aims to identify solutions based on the reality of companies, because they all need planning that guides the actions to be taken according to their goals, in order to recommend improvement actions with the bias of promoting growth. From this, time optimization, planning, among other intervention methods generated by the professional working in this area, occurs.

According to (Aragão et al, 2023) business consulting is an important tool in the strategic management of an organization, as business challenges are becoming increasingly serious and can lead companies to decline, so it offers valuable insights, specialized knowledge and personalized guidance to help companies achieve their strategic objectives and improve their performance within the market in which they are inserted.

Consulting plays a crucial role for companies looking to increase their profitability, expand their business, improve their performance and productivity, among others. It is through it that entrepreneurs of micro and large companies are able to identify existing problems in their businesses, thus seeking a solution to reduce them and obtain satisfactory results (Brambilla and Ferreira, 2024).

For Ribeiro et al (2023), there was an intense demand within organizations for improvements in their technical processes, and as a result of this, business consulting has had a great expansion, the presence of external business consultants will provide support to companies in their growth process, because to remain competitive in the market, they need to seek innovations to elevate them within their market.

According to Sebrae (2023), business consulting has become an investment for small businesses, as it is a service that will support managers in their decision-making process, so it has numerous benefits, one of them being an overview of the company as a whole. And he points out that business consulting is an exchange of experience from one area to another.

According to (Monteiro, 2017), business consulting is a service that can be provided by both internal and external consultants. For the author, the internal consultant can be characterized by being in direct contact with the company, but, however, he is not an

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employee. However, he defines the external consultant, stating that he must not present a relationship, nor a type of connection with the organization in which he will provide some type of service.

## TYPES OF CONSULTANCY

According to Oliveira (2019), the growing number of consulting companies, together with the wide range of services that these organizations and independent consultants offer, makes the categorization of the various types of consulting a complex task. The author points out that the fundamental difference between consultancies lies in the "how" the services are presented, and not in the "what" will be delivered to the client. This means that every aspect of the offer must be carefully considered in order to achieve a standard of quality. In view of this, he presents the following types of consulting:

- **Package Consulting:** It is carried out to client companies through the transfer of strong structures of methodologies and administrative techniques, without the concern of the optimized adaptation to the current or expected reality for the client company.
- **Artisanal Consulting:** It is the one that seeks to meet the needs of the client company through a project based on methodologies and administrative techniques specifically structured for the client company.
- **Specialized Consulting:** It is the one that works in one or a few subjects within an area of knowledge, it is the one that has grown the most in recent years, and may or may not evolve into total consulting, preferably integrated total consulting.
- **Total Consulting:** It is the one that operates in practically all the activities of the client company, it has suffered several restrictions and questions from client companies, as it may be attacking several problems in a non-interconnected way.
- **Total Consulting (integral):** It is the one that acts, in an integrated and interactive way, in practically all the activities of the client company.
- **Globalized Consulting:** It is the one that consolidates services in globalized companies and operates in different countries, in this case the issue of the breadth of the consulting is basically territorial and not by the subjects addressed, as in the cases of specialized and total consultancies.



According to the IBGE (Brazilian Institute of Geography and Statistics), the business consulting class provides the following services: advisory services, consulting, guidance and operational assistance for business management, providing organizations, in the form of planning, organization, control, information, management, among others.

Ramos et al, (2021) Business consulting becomes relevant, since its objective is to improve organizational processes that present problems within an organization. To this end, the business consultant seeks to solve these recurring problems, through a sublime analysis of the business, where the points that negatively impact the development of the company are presented.

## ROLE OF THE CONSULTANT AND ITS CHARACTERISTICS

The consultant plays an important role within organizations, as he can even observe difficulties and point out solutions to solve them, because he has a holistic view and tools to evaluate these situations. This corroborates the thinking of Sales (2013), who states that consultants can define what is urgent and important and direct them to possible solutions through goals and objectives.

He can be hired to solve problems or also to prospect new opportunities in the ever-changing scenario, in order to obtain growth in the market or stability. Admitted to solve various situations, the consultant needs to take on several roles in order to immerse himself in the situation.

For Jacintho (2004), the consultant can assume the following roles, when he focuses on the task:

- Specialist: acts in the solution of a specific problem, causing a crisis;
  - Worker: hired to solve a task and when it ends, it is dismissed from the company;
  - Regulator: regulates working time, providing resources, motivating and accompanying the team to achieve the objectives in the time established in the contract;
  - Tractor: gets rid of the organizational culture, abruptly changing existing norms and rules. Easy rejection and can leave sequelae;
  - Lawyer: uses persuasion and persuasion to adopt new behaviors and adhere to new projects.
  - Researcher: research to support decision-making.
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- Diagnostician: generates and processes information faster;
- Information Monitor: in addition to basic activities, the consultant takes care of monitoring the transmission of relevant facts and data of the organization;
- Rapporteur: I clearly wrote the data collected and analyzed;
- Advisor: systematically advises the client company
- Beacon: agent of change, getting involved with the proposed objectives, motivating those involved until they achieve what was established;
- Strategist: Sets goals and objectives for the future of the organization.

Jacintho (2004, p. 54-55) also focuses on the fact that the consultant can assume the following roles, when he focuses on the process:

- Communicator: the consultant acts as an incentive for feedback, encouraging two-way communication, creating several channels, unblocking and maintaining the flow of information.
- Process clarifier: analyzes the processes in use and their consequences, seeking to rationalize work, increase productivity and reduce losses of any nature;
- Reflective observer: the consultant adopts a posture of exempting himself from any value judgment, raising pertinent questions for the examination of the group;
- Negotiator: acts as a holder of specialized knowledge or as a neutral party to settle pending issues. Widely used in conflict resolution;
- Questioner: knowing how to listen and understand problems depends a lot on the ability to ask. In addition to their own posture, the consultant can act as an encourager of this behavior, developing in others the ability to ask and learn;
- Escape valve: in certain cases where the impasse is established, the consultant can function as an escape valve or scapegoat, and his disengagement may even constitute an honorable exit for all;
- Educator: education is the great challenge of contemporary organizations, so this role takes on outstanding relevance;
- Supporter: the consultant helps people to live with the negative aspects of change;
- Guru: the reference, charismatic and engaging leader. The lead consultant influences the people in the organization in the necessary changes to adapt to the new organizational context, where uncertainties and changes are a constant.

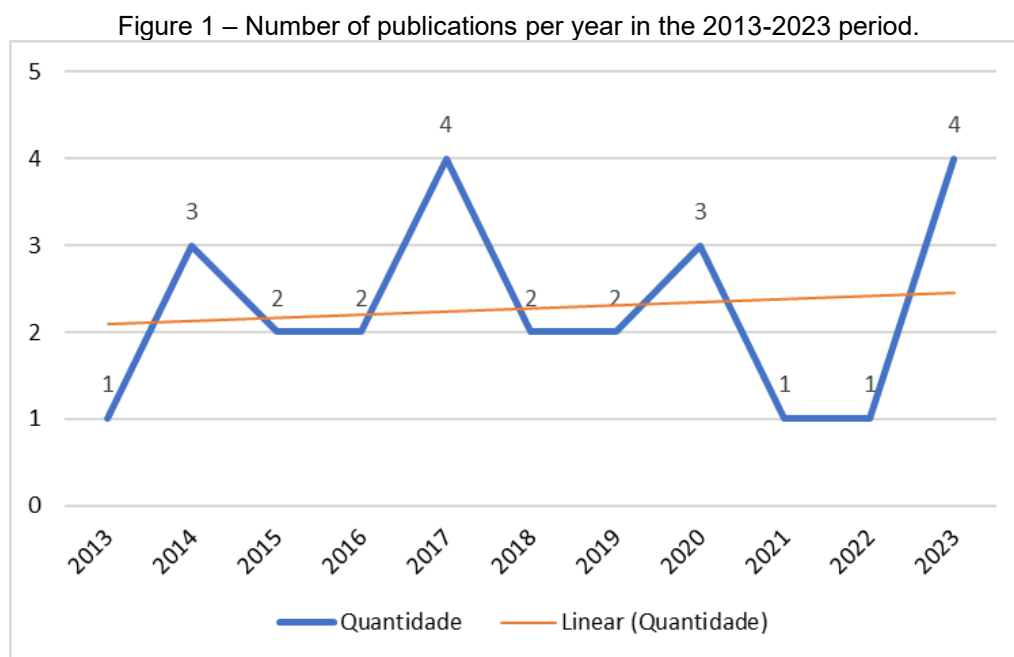
It is observed that the consultant needs to assume several roles to face different situations, where he must combine his theoretical knowledge with the practice already acquired and also the existing situation, with interpersonal and instrumental skills of the same.

## RESULTS

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From the application of the filters: Only scientific articles in Portuguese from 2013-2023 and open access, 25 publications were identified. Figure 1 shows the number of scientific publications per year, considering the time frame from 2013 to June 2024. It is verified that the number of publications fluctuates over time, registering between 1 and 4 articles published per year.



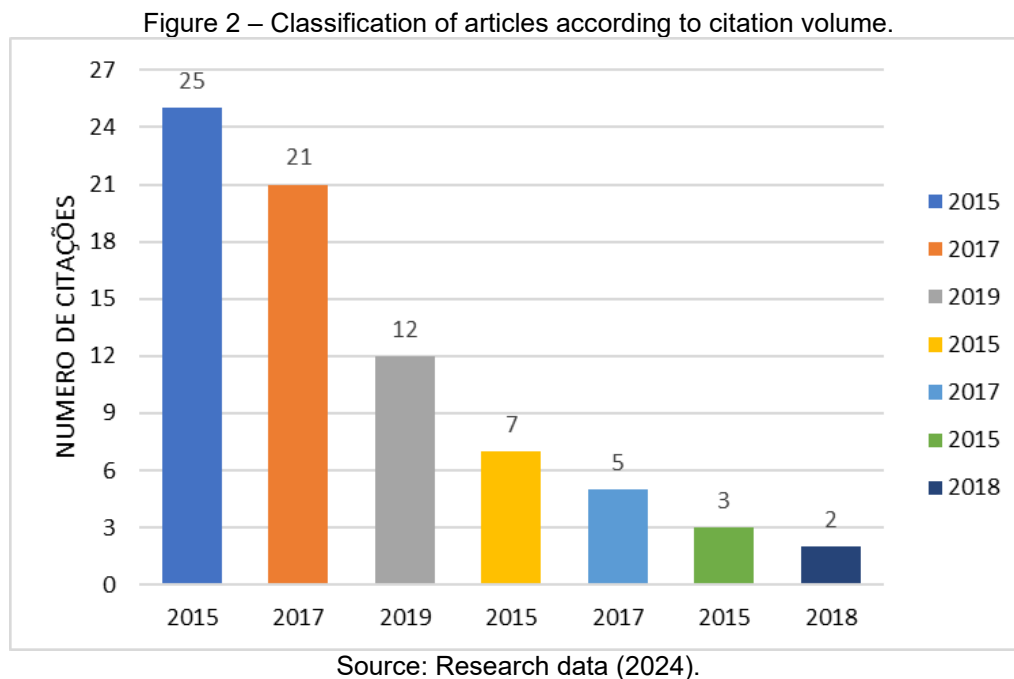
Source: Research data (2024).

Considering the application of the filter: cited by more than two studies, 12 scientific articles were initially selected for analysis. However, after a preliminary analysis, 5 articles were disregarded, since they were not aligned with the objective of this research, to identify in the Brazilian scientific literature the contributions of Business Consulting to the growth of organizations. In fact, these articles mention the terms business consulting in the title, one presents the cost of an accounting and business consulting office, the second reported the characteristics of an executive in the career of business consultant, the third highlighted the budgetary value of the organization, the fourth talks about the importance of the IF mais Empreendedores Nacional programs and the last one reported the history of consulting in social work. Therefore, 7 articles were considered for qualitative analysis, which together received a total of 75 citations (Figure 3).





Figure 2 shows a ranking of the analyzed articles according to the number of citations received. In this scenario, the first 3 articles stand out, which together received 77.33% of the total citations, 33.33%, 28.00% and 16.00% respectively.



Extrapolating the bibliometric analysis of the results and carrying out a qualitative analysis of the 7 selected articles, it was identified how Business Consulting contributes to the development of organizations that wish to hire the services. The results are presented in Chart 1.



Chart 1 - Perceptions about the influences of Business Consulting on the development of organizations

Artigo de Revisão	Objetivo da pesquisa	Consultoria Empresarial no desenvolvimento das organizações	Núm. Citações
ALVES, J. da C.; DIAS, Nathália Teixeira; MONSORES, Geneci Leme (2015)	Identificar entre as pequenas empresas do ramo de comércio do município de Barra do Piraí, a utilização da consultoria empresarial como instrumento estratégico de desenvolvimento no mercado em que atuam.	Percebe-se que a consultoria além de resolver problemas, auxilia o cliente para outra visão. Com o consultor o cliente desenvolve habilidades que vão além de saber gerir a empresa, ele começa a se preocupar com a sua marca, seu público alvo e seus consumidores.	25
SCHUSTER, Wagner Eduardo; FRIEDRICH, Marcos Paulo Albarello (2017)	Analisar a importância da consultoria empresarial na gestão financeira das micro e pequenas empresas.	70% dos empresários entrevistados acreditam que a consultoria traz benefícios para a gestão financeira, porém apenas 35% desses buscaram este tipo de serviço, evidenciando que os gestores das micro e pequenas empresas acreditam na importância da consultoria, porém não apresentam comportamento proativo na busca por este serviço.	21
DA MOTA, Elaine Rodrigues; MONTEIRO, Luis Fernando Silva; DO NASCIMENTO, Vanessa Soares (2019)	Destacar a importância do planejamento estratégico para as empresas de pequeno porte (EPP)	A consultoria dar suporte no desenvolvimento dos funcionários, principalmente para gestores que precisam desenvolver competências organizacionais: sociais, de negócio e técnicas. Ela também trabalha com atividades que estimulem o cliente a descobrir suas próprias falhas e consequentemente a melhor solução para isso.	12
CONCEIÇÃO, Gilroque Jesus (2015)	Verificar de que forma a consultoria empresarial poderá contribuir para a melhoria da saúde organizacional da FKS Moda Center.	Como principal resultado verificou-se que a implantação da consultoria apresentou uma importante contribuição para a melhoria dos setores organizacionais, proporcionando ganhos, dos quais se destaca os vultosos aumentos no faturamento da empresa.	7
CALIARI, Leonardo; SCHERER, Laura Alves (2017)	Analisar os motivos pelos quais os empreendedores contratam o serviço das consultorias em um município do interior do Brasil.	O ponto em comum refere-se ao crescente número de empreendedores que buscam o serviço com propósito de crescimento, e não apenas para solucionar problemas, mas desenvolver competência para solucioná-los, pois acreditam que a consultoria promove esse suporte.	5
PRIM, Alexandre Luis; EHMKE, Ralf (2015)	Analisar as influências da cultura organizacional no processo de consultoria organizacional de uma empresa centenária de	Os resultados obtidos indicam que um processo de mudança cultural exige o envolvimento efetivo de executivos da empresa, e não apenas a influência de consultores externos. Ainda o reflexo da cultura organizacional mediante o	3



## ANALYSIS AND DISCUSSION

The time interval in this study was ten years, considering only Brazilian works. Highlight for the year 2017 and 2023 Figure 1 that together has 8 publications. Despite having used only 7 articles for the qualitative analysis, when the term Business Consulting is used in the search base, more than 17 thousand publications on the theme are found, thus being able to perceive a large number, the growing line related to this theme Figure 1 demonstrates that every year during the 10-year interval should one or more publications on the study.

The article with the highest number of citations (25) explains that consulting plays a crucial role not only in solving specific problems, but also in the comprehensive development of companies. This impact can be examined through several interconnected dimensions, such as the perceived value of consulting, the practices and behaviors of entrepreneurs, and the importance of active involvement of both consultants and clients (Alves et al., 2020).

In the second article, the possible impact that the implementation of consulting brings to organizations is remarkable, according to Schuster et al. (2017) consulting is widely recognized for its value in financial management and in the development of organizational skills. The analysis indicates that 70% of entrepreneurs see significant benefits in consulting for financial management. However, there is a notable disparity between this positive perception and actual practice: only 35% of business owners actually seek consulting services. This contrast suggests a gap between value awareness and effective action, which may be linked to factors such as cost, accessibility, or lack of understanding about how to seek and apply these services effectively.

For Prim and Ehmke (2015) A critical aspect is the cultural change within organizations, which reveals itself as a gradual and collaborative process. The effectiveness of consulting in driving meaningful change depends heavily on the active involvement of executives and the integration of consultants with internal staff. Companies that demonstrate proactive engagement in consulting processes tend to experience a more substantial improvement in their organizational processes and, consequently, in their financial performance.

Consulting proves to be a multifaceted tool that offers much more than simple solutions to immediate problems (Da Mota et al., 2019). It plays an integral role in developing organizational competencies and promoting cultural change within companies.

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However, the success of this process depends on a balance between the perception of the value of consulting and the effective practice of seeking and applying these services. For Silva and Faria (2018), the active involvement of executives and the committed participation of clients are crucial elements to maximize the benefits of consulting, showing that collaboration and proactivity are essential to transform the potential of consulting into tangible and sustainable gains for the company.

## **FINAL CONSIDERATIONS**

Business Consulting contributes to the development of organizations, depending on the set of actors. According to the sample of this research, it demonstrates that it has a positive impact within companies when everyone is committed to solving and improving the aspects proposed by it. Consulting not only contributes to the financial factor but also promotes continuous development and organizational improvement. Some research shows that Business Consulting for the best result depends on the proactivity of the client who hires it, as they are the same ones who have all the information and data of the organization. The success of this service is linked to the balance between the parties involved.

It is perceived that the objectives proposed in the work, both general and specific, were achieved in an integral way, even with some limitations, limitations that did not affect the result of the research.

The main limitation of this research is related to the use of only one database, language used, since it was only articles in Portuguese and the number of publications analyzed. Therefore, as suggestions for future research, it is recommended to analyze the contributions of Business Consulting in organizations in a larger sample, both in relation to the number of scientific articles, the language researched and the database.





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