

# meta

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## Meta

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## Dangerous Connections



In the sixties European enterprises, felt threatened by those more efficient like the Americans, they asked their advisors pure and simple methods of transfers of models of American management. In the seventies in Italy my colleagues and I succeeded in convincing a lot of great firms that... it is necessary to find specific solutions to the problems of efficiency of coordination and the control of Italian firms. In the eighties, working with many competent managers that didn't need help in the matter of strategy and management, the focusing of our job of consultants moved towards the help of the realization of the synergies and politics conceived to the vertex of the enterprises; a very stimulating job not intellectually but very meritorious in how much measurable results were achieved and with many months in advance in comparison to what would have succeeded in getting a normal business management. In the nineties my colleagues and I added another interpretation of the job a consultant of management: generation of entrepreneurial ideas and assistance to their realization. The symbolic case was the acquisition of the SEAT- yellow pages during the privatization. They were the advisors... that they autonomously studied (that is without a client commissioned the project) the possibility to acquire Yellow Pages, elaborated a believable business plan, they individualized the management that could bring realization, they brought the complete project to a group of investors and they furnished the necessary assistance both during the phase of competition for the acquisition and during the management of the raising of the firm up to the exit.... The project of the first decade of 2000 is to give the meaning if management a further word, attaching the word consulting; in certain cases you could disregard completely the connection with the client, replaced by the management of the direct relationship with investors... "(Gianfilippo Cuneo, Preface to Scientific Management, Joan Magretta, Aegean and., 2005).

In consulting projects for SMEs it often happens to manage what simplistically can define as "75% of the law ". This indicates entrepreneur, departs with a clear need which is defined, in the phase of the start of a project, which lives a strong expectation, there lives the dream, and in the dream it brings back to the job of the consultant and the value from there products and the reasons for concrete possibilities of the change. The consultant manages the project in regards to its nature, and elaborates business plan, models of internal reorganization, strategic repositioning, to individualize potential partnerships All this simplistically occupies 75% of the energies employed by the firm and by the consultant. At this point it is necessary to decide the implementation decision of serious change. The entrepreneur has to decide. Which often is not capable, as it doesn't feel that it has the ability on the core of the business, on the organizational model, on the dynamics of the internal realization of the enterprise, often to family characters. Further sharing project and solutions, isn't capable. Small great problems are born. Many projects are stranded at this point. Many enterprises do not grow, and do not innovate, because they don't face the remainder of 25% of the project, which makes the majority of the difference. The casuistry is long which make it possible to plan in advance a moment of crisis. How to manage this, which the role of the professionals?

It is a young profession that of the consultant of management that nevertheless it continually evolves. It gives me great pleasure bringing, to the meaning, an authoritative reading that is seen in the past together and brings upon the question: where the profession of the consultant of management in seen in 2000. What does it subtend the relationship with the system client? Which dynamics activate the values to produce value?

We have seen that our community innovates and that it is innovated. Usually problems come and look for us, however we are the ones who must search for new opportunities.

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