



Article

Status and Analysis of Performance Management in Consulting Services Companies

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Abstract: This study examines the development, efficiency, and performance management of consulting service enterprises, which play a vital role in the economic growth of Uzbekistan's service sector. Efficiency, as an economic category, reflects the rational use of available resources and is crucial for enhancing competitiveness and innovation. The research highlights the importance of implementing Key Performance Indicators (KPIs) and Balanced Scorecard (BSC) systems to evaluate and improve enterprise performance. Empirical analysis of the Samarkand region shows substantial growth in service sectors, with consulting and IT-related services reaching 2,002.3 billion UZS in 2024, a 46.7% increase compared to the previous year. The study identifies strategic planning, KPI development, monitoring and analysis, employee motivation, and digital transformation as essential components of performance management in consulting firms. Moreover, the SERVQUAL model is emphasized as a practical tool for assessing service quality across dimensions such as reliability, responsiveness, and empathy. Findings indicate that performance management in consulting enterprises is most effective when it integrates strategic goals, quality assurance, and human resource development. In conclusion, the consulting services sector significantly contributes to Uzbekistan's economic modernization, supporting private entrepreneurship, employment, and competitiveness through innovation and digitalization.

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1. Introduction

It is advisable to study and analyze the specific aspects of performance management, especially for service enterprises, to carry out the state and analysis of efficiency management. In particular, it is important to analyze the activities of enterprises providing consulting services, to study each of their indicators separately, and to carry out the state and analysis of efficiency management [1], [2], [3], [4].

Literature Review

Efficiency is a broad economic term, and when analyzing the activities of any enterprise or organization, an efficiency analysis is carried out to express its financial condition. Efficiency has a high indicator with the rational use of available resources in the enterprise [5], [6], [7], [8].

The scientific works of W. Petty, F. Quene, D. Ricardo, F. Taylor, G. Emerson and many other researchers specifically address the concept of "efficiency". In the classical understanding, most authors and researchers recognize efficiency as the result of the efforts and funds spent on a particular action by a person, business entity or government agency [9].

2. Materials and Methods

There are many aspects that are important in the development of any industry. Many business entities operating in the service sector have development characteristics as a result of various internal and external factors and their influence. This makes it appropriate to conduct an empirical analysis of the factors affecting efficiency in service enterprises and increases the importance and level of this work. In the context of global competition, improving efficiency management in consulting services enterprises is crucial for increasing the efficiency of the enterprise. Regardless of the ownership structure or type of activity, improving the performance of service enterprises is a difficult task without motivating employees [10]. In this regard, the importance of personnel in providing services is high. This increases the activity of service employees in achieving high efficiency indicators and the ability of employees to successfully solve the problems facing the enterprise. One of the areas of improving efficiency management is the development and application of a key performance indicator (KPI) system in enterprise practice. The implementation of KPIs helps to increase employee motivation and improve the management of the enterprise's business processes. This is especially true in the activities of consulting services enterprises. However, enterprise managers often do not recognize the need to develop and implement KPIs [11].

The relevance of this research topic arises from the contradiction between the high economic and social importance of improving performance management through the use of a system of performance indicators and the underestimation of the introduction of KPIs in management practice [1], [12], [13].

If we consider the components of the KPI system, scientists such as R.S. Kaplan and D.P. Norton suggest identifying key indicators among many complex analytical indicators. Scientists divide the classical KPI system into four blocks [11]:

- The first block is the company's mission and strategy;
- The second block is internal business processes;
- The third block is personnel training and advanced training;
- The fourth block is consumers of products or services.

3. Results and Discussion

The statistics of computer programming, consulting and other support services in Uzbekistan as of 2024 are as follows: Uzbekistan is in 1,100th place in the IT services market, and the number of IT specialists is more than 15,000. The largest share of services falls on software development (about 40%), IT consulting (15%) and other support services (45%) [14].

In this regard, during our research, we also analyzed the indicators of the service sector of the Samarkand region and their status [15].

Table 1. Volume of services provided by main types of economic activity in the Samarkand region (billion uzs).

| Types of services | 2019-year. | 2020-year. | 2021-year. | 2022-year. | 2023-year. | 2024-year. | Growth*, % |
|--|------------|------------|------------|------------|------------|------------|------------|
| Services - general | 12 786,8 | 14 086,1 | 18 259,0 | 22 953,6 | 29 023,1 | 59 604,1 | 205,4 |
| Communication and information services | 633,7 | 716,9 | 835,8 | 1 073,7 | 1 364,5 | 2 002,3 | 146,7 |
| Financial services | 1 712,7 | 2 123,6 | 2 613,2 | 3 590,7 | 4 559,6 | 5 492,5 | 120,5 |
| Transport services including: motor transport services | 3 152,9 | 3 371,1 | 4 604,7 | 5 383,4 | 6 680,9 | 10 080,1 | 150,9 |
| | 2 889,3 | 3 252,1 | 4 335,5 | 5 002,6 | 6 093,5 | 8 734,8 | 143,3 |

| | | | | | | | |
|--|---------|---------|---------|---------|---------|----------|---------|
| Residence and catering services | 461,4 | 400,0 | 629,6 | 1 063,8 | 1 675,8 | 20 047,0 | 1 196,2 |
| Trade services | 3 648,9 | 4 205,2 | 5 175,9 | 6 239,8 | 7 493,1 | 10 381,8 | 138,6 |
| Real estate services | 329,4 | 321,7 | 466,8 | 567,2 | 658,5 | 1 016,7 | 154,4 |
| Educational services | 556,8 | 694,2 | 1 003,6 | 1 202,0 | 1 593,8 | 2 594,7 | 162,8 |
| Health services | 193,8 | 260,7 | 341,2 | 464,4 | 616,8 | 1 130,9 | 183,3 |
| Rent and leasing services | 404,6 | 423,6 | 548,4 | 662,0 | 787,4 | 1 056,3 | 134,2 |
| Repair services for computers, personal and household goods | 349,5 | 367,7 | 538,3 | 650,7 | 820,8 | 1 385,1 | 168,7 |
| Personal services | 522,5 | 545,0 | 761,3 | 999,7 | 1 290,1 | 1 780,3 | 138,0 |
| Architectural, engineering research, technical testing and analysis services | 313,8 | 321,1 | 318,3 | 370,1 | 414,6 | 534,9 | 129,0 |
| Other services | 506,8 | 335,3 | 421,9 | 686,1 | 1 066,9 | 2 101,3 | 196,9 |

From the data in Table 1, it can be said that today the service sectors and industries are also developing somewhat in the Samarkand region. The main growth in the last year has occurred in the market of accommodation and catering services, and the volume of the specified market services at the end of 2024 amounted to 20,047.0 billion uzs. It can be seen that the consulting services sector (communication and informatization services), which is the object of our study, also amounted to 2,002.3 billion uzs, an increase of 46.7% compared to 2023 [10].

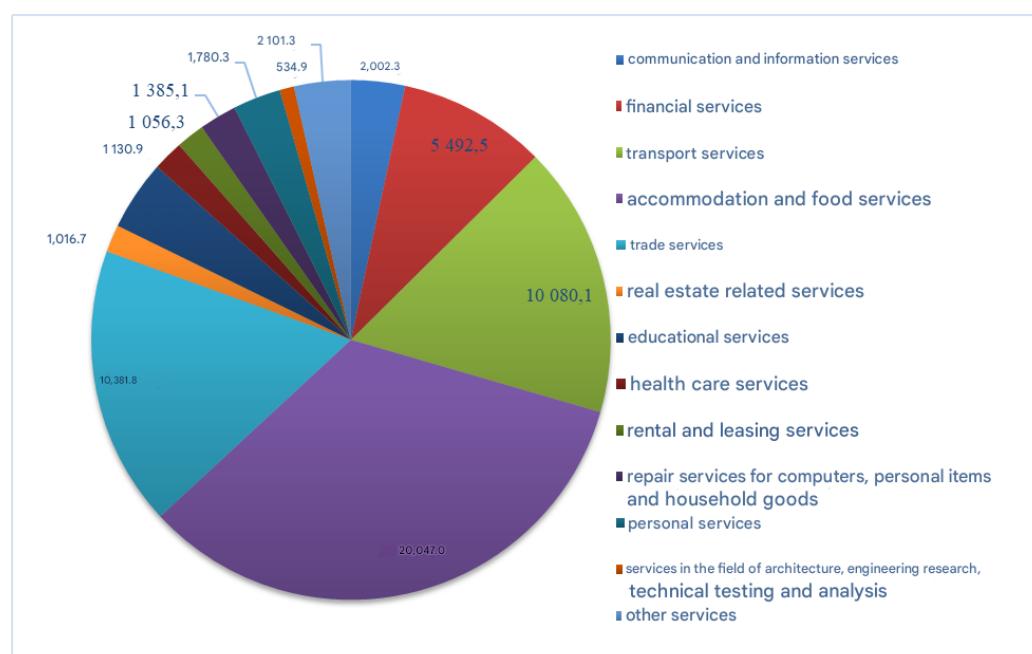


Figure 1. Volume shares of service sectors in the Samarkand region.

Based on the data in Figure 1, we can see the opportunities in the main types of services in the market. The leading types of services of the market are accommodation and catering services (20047.0 billion uzs), trade services (10381.8 billion uzs), transport services (10080.1 billion uzs), and financial services (5492.5 billion uzs), and the remaining types of services have also shown significant development in recent years [11].

Performance management in the activities of enterprises providing consulting services is the process of achieving high efficiency by balancing the internal resources of the organization, intellectual potential and customer needs [9]. The main goal of performance management in such enterprises is to improve the quality of service, ensure customer satisfaction and strengthen competitiveness in the market.

First of all, the uniqueness of consulting services lies in their being a product of intellectual labor. Therefore, performance in this area is assessed not only through financial indicators, but also through non-financial (soft) factors such as service quality, customer relationship effectiveness, project results, and personnel qualifications. The performance management process includes the following stages [10]:

Strategic planning

The consulting company determines its mission, goals, and priorities. Strategic goals are often determined by customer segmentation, service diversification, and innovative approaches.

Development of a performance indicator system. At this stage, performance indicators (KPIs) are determined to evaluate the company's performance. For example, growth in the number of customers, the share of repeat orders, project profitability, customer satisfaction index (CSI), and employee performance indicators.

Monitoring and analysis

Activities are regularly monitored based on the specified indicators. Systems such as Balanced Scorecard (BSC), SERVQUAL, and Key Performance Indicators (KPIs) are widely used in this process. In particular, the SERVQUAL model helps to manage quality through such dimensions of service quality as reliability, responsiveness, empathy, visibility, and assurance.

Performance evaluation and motivation

A system for evaluating employee performance is developed, and tangible and intangible incentive measures are applied depending on the level of performance. This motivation system develops human resources and increases their responsibility for the quality of service.

Introduction of organizational innovations

Consulting companies use digital technologies, project management platforms, and artificial intelligence solutions to increase efficiency. This not only optimizes internal processes but also allows them to offer clients faster, more accurate, and more valuable solutions.

In general, performance management in consulting services is a harmonious system of strategic thinking, quality management, and effective human resource management. Through it, the company maintains the competitiveness of its services, develops long-term partnerships with clients, and ensures economic stability.

Table 2. Stages of performance management in consulting firms.

| Stage | Content | Implementation tools | Problems |
|-------------------|--------------------------------|-----------------------------|------------------------------|
| Planning | Setting project goals and KPIs | Strategic map, BSC model | Low focus on goal clarity |
| Executive control | Evaluating service quality and | SERVQUAL, customer surveys | The evaluation system is not |

| | | | |
|------------------------|--|--------------------------------------|--|
| | monitoring employee performance | | sufficiently automated. |
| Analysis and reporting | Determining project cost- effectiveness | ROI, profitability, time analysis | The database is incomplete. |
| Development | Optimizing the process based on results | Internal audit, benchmarking | Low employee motivation, poor experience sharing |

During our research, we analyzed the activities of several consulting services companies. We analyzed information on their service capabilities, types of services, net profit, income, sales volumes of services, etc.

4. Conclusion

The service sector in the Republic of Uzbekistan has become one of the leading sectors of the economy, and its share in gross domestic product is increasing year by year. In recent years, as a result of special attention paid to the development of the service sector in state policy, new types of services have appeared, the quality and diversification of services have expanded. In particular, digital technologies, remote services, consulting and information services play an important role in the modernization of the economy. At the same time, the sustainable growth of the service sector directly contributes to increasing the level of employment in the country, developing private entrepreneurship, and strengthening the competitive environment in the local market.

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