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THE CONSULTING SERVICES MARKET IN UKRAINE: DEVELOPMENT STRATEGIES AMIDST RISKS

The article examines the current state of the consulting services market in Ukraine and substantiates strategic directions for its development amidst rising economic, institutional, military, and technological risks. It defines the role of the consulting sector as a component of the knowledge economy infrastructure that enhances the competitiveness of business entities, fosters the development of managerial competencies, and facilitates the implementation of innovative solutions. The study analyzes key factors influencing the functioning of the consulting services market in Ukraine, including the digital transformation of the economy, European integration processes, state support for entrepreneurship, and the consequences of the full-scale war.

It is argued that contemporary challenges are driving a transformation in the structure of demand for consulting services and the emergence of new areas of professional consulting—specifically those related to business digitalization, risk management, grant management, post-war recovery, and enterprise expansion into international markets. Strategic directions for the development of the consulting services market are proposed, encompassing the intensification of digital transformation, the growth of innovation consulting, integration into the European professional services market, the improvement of the institutional environment, and the expansion of state support mechanisms. The practical significance of the study lies in the formulation of recommendations for ensuring the sustainable development of the consulting services market amidst rising risks and uncertainty.

Thus, the study has established that Ukraine's consulting services market is a vital component of the modern economic infrastructure, fostering greater operational efficiency for business entities, the development of innovation processes, digital business transformation, and the creation of competitive advantages. Amidst martial law, economic instability, digitalization, and European integration, the consulting sector is becoming increasingly important as a tool for helping enterprises adapt to dynamic changes in the external environment.

The study establishes that the modern development of the consulting services market is shaped by a complex of interconnected risks, the most significant of which include risks related to the war, macroeconomics, institutions, human resources, technology, and cybersecurity. Their impact drives a transformation in the structure of demand for consulting services, an expansion of the range of professional advisory

activities, and the emergence of new service areas linked to digital transformation, risk management, grant support, investment consulting, compliance, and post-war economic recovery.

It is substantiated that the strategic development of the consulting services market should be based on a comprehensive combination of digital modernization, human capital development, the introduction of innovative consulting products, the improvement of risk management systems, and the intensification of international cooperation.

Key prerequisites for enhancing the competitiveness of the consulting sector include integration into the European professional services market, the harmonization of professional standards, the development of digital platforms, and the use of modern information technologies. Implementing the proposed recommendations will help boost the resilience of the consulting services market and the operational efficiency of enterprises, while also accelerating Ukraine's post-war economic recovery.

Keywords: consulting services; consulting services market; development strategy; state regulation; risks; digitalization; entrepreneurship; competitiveness.