



## MATURITY ASSESSMENT IN THE TECHNOLOGY BUSINESS WITHIN THE MCKINSEY'S 7S FRAMEWORK

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### ABSTRACT

**Purpose** - In this study, it is aimed to evaluate the maturity of a technology firm under the McKinsey's 7s criteria.

**Methodology** - In this maturity assessment the criteria and sub-criteria of the 7S's framework will be modelled in accordance with the Multi-Criteria-Decision-Making methodology. In this study, McKinsey's 7S's dimensions have been clustered with the digital transformation criteria. In this clustering, the weights of the criteria have been determined by using AHP method. Afterwards, a survey of company employees has been conducted to evaluate the maturity for business.

**Findings** - In the model digital transformation criteria were defined for business according to McKinsey's 7S. Finally, the maturity of digital transformation of the enterprise has been determined.

**Conclusion** - The study provides a maturity assessment methodology which is an important part of digital transformation process. This is the first maturity assessment study under the McKinsey criteria in the literature.

**Keywords:** Maturity assessment, McKinsey's 7S, AHP, multicriteria decision making, technology firms.

**JEL Codes:** O31, M15, C44

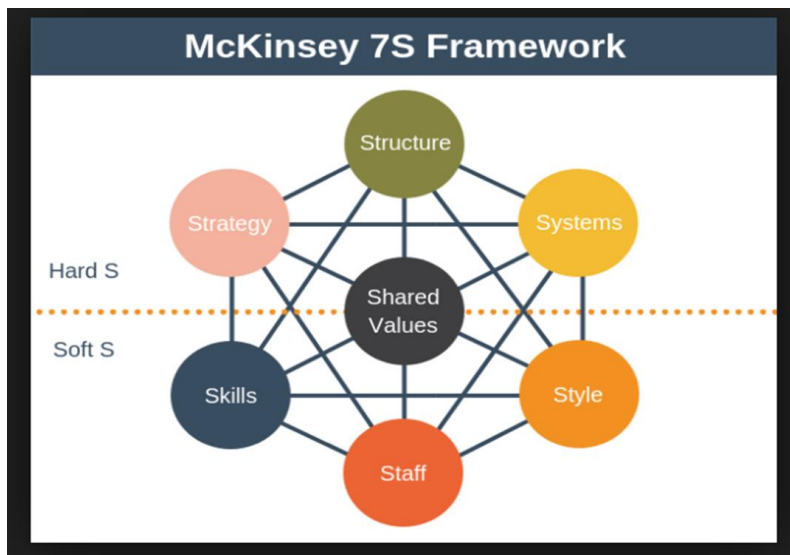
## 1. INTRODUCTION

Nowadays, it is seen that in many enterprises, organizational structures are used to evaluate the existing performance and increase productivity and as a result positive results are reached. One of the approaches that make an organizational structure consistent is the McKinsey's 7S Model. This model was developed in the early 1980's with the help of Julien Philips and Anthony G. Athos by consultants named Tom Peters, Robert Waterman, who worked for the consulting firm McKinsey and the Company. The model is widely used by academics and practitioners and remains one of the most popular strategic planning tools (Şalvarlı & Doğu, 2018). This model is a dynamic application that plays an active role in structuring businesses. Four important steps are followed in the implementation of the model. First of all, with current analysis and structure, identifying deficiencies and ineffective elements in line studies and processes, internal dynamics, shared values, vision and mission. In the second step, the determination of the change and transformation targets that can be applied to the enterprise. In the third step In line with the objectives that may be required in the job and making an action plan and the last step is the restructuring according to the plan.

It will be necessary to determine how possible changes in the model elements affect each other during the restructuring process. The McKinsey's model will be applied in order to achieve the goal of adapting to the national and international competitions, thus contributing to the restructuring of the enterprises (Davutoğlu, Akgül, & Yıldız, 2016). This model, mainly comprises seven independent factors (Figure 1), which are classified as hard elements (strategy, business structures, systems) and soft elements (management styles, shared values / corporate culture, human resources and capabilities).

It is found that the soft elements are generally influenced by corporation culture and more rigid elements are affected by management culture. Although it is more difficult to define and manage soft elements, they have strategic importance in terms of originality, establishment of organizational structure, and significant contribution to provide competitive advantage (Ülgen & Mirze, 2004), (Ravanfar, 2015).

**Figure 1: McKinsey's 7S: Hard and Soft Strategies**



Source: Ravanfar, Analyzing Organizational Structure Based on 7s Model of, 2015.

As shown in the Figure 1, the shared values are in the middle of the model and are central to the development of other critical elements. There is an intense interrelation between the elements of the model. A change in any of the elements affects all other elements. Therefore, all operations related to the creation and management of elements should be carried out by competent and skilled managers who possess the necessary knowledge and skills to understand the scope and properties of the elements. In the context, digital transformations of the enterprises have been examined.

The digital transformation process should be carried out in accordance with the structure of the enterprise, the working system, the competence of the personnel, the vision and mission of the enterprise. With the advent of new digital technologies, companies have begun to use the digital technologies extensively (Reis, Amorim, Melao, & Matos, 2018). This type of transformation frequently involves the transformation of key business activities. In order to manage these complex transformations, companies must change management practices as well as product and process transformation (Matt, Hess, & Benlian, 2015). Thus, the companies is facing a completely fast and radical change due to the maturation of digital technologies and their ubiquitous penetration of all markets (Ebert & Duarte, 2016). To add to the increased demand from customers, companies are facing ever tougher competition due to globalization (Westerman, Calmejjane, Bonnet, Ferraris, & Andrew, 2011) and forcing to be digitalized likewise others have done before, seeking to survive and attain competitive advantages (Bharadwaj, 2000).

In the light of this information, the objective of this study is to define the maturity assesment of the technology business for digital transformation. A maturity model consists of dimensions and criteria, which describe the areas of action, and maturity stages that indicate the evolution path towards maturity. For this aim, an integrated methodology including McKinsey's 7S methodology and digital transformation process with, Analytical Hierarchy Process (AHP) has been utilized. This proposed methodology is applied in a technology business in Turkey. The remainder of this study is organized as follows: "Section 2" provides the literature review. "Section 3" presents the data and methodology. Findings and discussions are given in "Section 4" and finally "Section 5" includes the conclusion with the references following.

## 2. LITERATURE REVIEW

There are many studies about McKinsey's 7S and digital transformation in literature. Therefore, two different literature studies have been discussed.

In this study, McKinsey 7S and digital transformation process are discussed together with multi-criteria decision making method and it has been aimed to gain a new study to the literature.

### **2.1. McKinsey's 7S Framework**

In the study, the studies about the performance evolution related with the institutions and enterprises using McKinsey's 7S criteria and other methods, have been examined.

In study of (Jing-xin & Wei, 2010) operational risk had become major field of research on risk management in global banking. The spirit of open, cooperation, equality and globalization advocated by Internet has changed the business of commercial banks completely and largered their operational risk several times. Based on introducing the definition and characteristics of operational risk, this paper analysed the development trend of operational risk and proposes the operational risk management framework for commercial banks based on McKinsey 7S Model in Internet World.

In study of (Alshaher, 2013) was about e-learning system. This paper proposed a new framework for assessing readiness of an organization to implement the e-learning system project on the basis of McKinsey 7S model using fuzzy logic analysis. The study considers 7 dimensions as approach to assessing the current situation of the organization prior to system implementation to identify weakness areas which may encounter the project with failure. Adopted was focus on Questionnaires and group interviews to specific data collection from three colleges in Mosul University in Iraq. This can be achieved success in building an e-learning system at the University of Mosul by readiness assessment according to the model of multidimensional based on the framework of 7S is selected by 23 factors, and thus can avoid failures or weaknesses facing the implementation process before the start of the project and a step towards enabling the administration to make decisions that achieve success in this area, as well as to avoid the high cost associated with the implementation process.

In study of (Spaho, 2014) was about project management. Project management is new science discipline which can be considered as science of new age. This discipline is common for technical sciences as well as social sciences but definitely it is not possible to deal with it without basic knowledge about business economy, or to be clear without basic knowledge in management. For the purpose of this paper the project as technical issue and tried to make a framework for project management by using some elements from management. Definitely, it is not possible to do any kind of project without clearly defined methodology. So the purpose of this paper has been to offer one approach in creating that methodology. So it has been trying to define the methodology of managing projects by using 7S McKinsey model which consists of next seven elements. 1. Strategy: This is system approach and allocation of resources in order to meet the goals of company. 2. Structure: This is organization structure and relation of power and responsibility. 3. Systems: These are procedures and processes such as information system, production process, budget, and control process. 4. Style: This is the way how top management acts and spend the time in order to meet company goals. 5. Staff: This is human resource in company and the it behaves in organization culture. 6. Shared values: These are values which are common to all members of organization. 7. Skills: These are visible capabilities of company. In this paper trying to apply these elements on project management using science method in order to create framework for successful managing projects.

In study of (Pothiyadath & Wesley, 2014) was about organisations used every possible methods and strategies to gain competitive advantage in the market place. Such a strategy involved gaining internal strength using the human resources of the organisation. Many methods have been evolved in the context; however, a composite framework has been developed by McKinsey called the 7S framework. However, a brief review of literature indicated that no fit scale is available to measure the implementation of 7S framework. The study maked an attempt to develop a measurement scale on 7S framework on the public sector undertaking company, the Kerala State Electricity Board (India).

In study of (Shiri, Anvari, & Soltani, 2015) was to identify and prioritize the organizational readiness factors for implementing ERP based on organizational agility. Along with the extension of McKinsey's 7S model (strategy, structure, systems, skills, style, staff, shared values) to 9S (7S+ self-evaluation and supportive factors) model, agility criteria were weighted and rated using group AHP with fuzzy logic approach; so that accountability, speed and flexibility have gained their maximum score. The nine organizational readiness factors were ranked using integrated FAHP and TOPSIS method based on five criteria of agility. The framework was proposed to a real case of Shiraz distribution cooperative firms. Results showed that among the nine organizational dimensions based on agility, the two added to McKinsey dimensions (self-evaluation and supportive factors) have been ranked. In the study, the proposed framework helped the firms "to implement ERP system with agility approach" concentrate on effective empowerments and develop strategies based on their own priority.

In an another study (Gökdeniz, Kartal, & Kömürçü, 2017), the strategic assessment of a business organization was conducted within the context of McKinsey's 7S model. The proposed model in the study has included the factors of strategy, structure,

style, systems and procedures, skills, shared values, and staffs. The interaction between the factors of the 7S model, which is grounded in the business assessment, was taken into consideration in the study. Therefore, the Analytic Network Process (ANP) technique, which enables to analyze the model's this interactional and relational situation, was used. It has been understood that the assessment of a business organization in the frame of the 7S model could be done with the model which was proposed in the conclusion of the study. Along with this, the current performance level of each sub-factor in the 7S model could be answered in consequence of analysis. These results of the study have given an idea about to what extent a business organization has access to their goals, in the context of the 7S model.

In study (Njeru, Awino, & Adwet, 2017) The study objective was to determine the relationship between strategy implementation of McKinsey's 7S Framework and performance of large supermarkets in Nairobi. Out of twenty one questionnaires has been administered, eighteen were received representing a response rate of 86. % and was considered adequate for further analysis. The finding of the study was a correlation coefficient of .868 when the relationship between McKinsey's 7S and firm performance was tested. This depicted a strong relationship between performance by the firm and the independent variables. The coefficient of determination ( $R^2$ ) was .753. Therefore, McKinsey's 7S dimensions accounted for 75.3% of the variations in firm performance. The study sought to assess the influence of Mckinsey's 7S framework, strategy adoption, barriers to strategy implementation, drivers to strategy implementation and firm performance. The results revealed a correlation coefficient ( $r$ ) of 0.921 which show a strong relationship between performance by the firm and independent variables. The results showed a  $R^2$  of 0.848 was established. The results suggested that strategy adoption, McKinsey 7S framework, drivers to strategy implementation and barriers to strategy implementation account for 84.8% of the variation in firm performance. Factor analysis found that cross-functionality of the strategy adoption, McKinsey 7S framework, drivers to strategy implementation and barriers to strategy implementation as the critical success factors for firm performance. The study concluded that the adoption of Mckinsey's 7S framework would lead to improved firm performance.

Finally, in study of (Bismark, Kofi, Frank, & Eric, 2018) , about efficient and effective implementation of organizational strategy that largely depends on several factors. Among these factors are the organizational structure, systems, style, shared values, skill among others which includes external threats and competition. McKinsey's 7S model and other tools such as PESTLE, BSC and SWOT Analysis have been the tools that most professional institutions use to evaluate overall performance of the organization. This study, the above was mentioned tools were used to ascertain in-depth analysis of the performance of The Community Hospital Group in Ghana. Survey analysed technique was used for the study to investigate the day to day operations of seven major units of the organization within the five corporate branches. Primary data was collected from fifty respondents, five management members for interview and forty-five core staff members for questionnaire, were used. The key among the findings of the study was the call for complete restructuring of the Community Hospital Group.

## 2.2.Digital Transformation

In study (O'Connor et al, 2007) was about Information and Communication Technology (ICT) literacy for digital transformation. The study reflects the growing importance and ubiquity of new technologies in work, education, and everyday life. In addition, it defines ICT literacy in the following way: ICT literacy has been using digital technology, communications tools, and/or networks to access, manage, integrate, evaluate, and create information in order to function in a knowledge society. And it has been defined important five critical components of ICT literacy. The five components represented a set of skills and knowledge presented in a sequence that suggested increasing cognitive complexity. After discussions regarding the kinds of tasks represented by each component, the report agreed on the following definitions: 1. Access - knowing about and knowing how to collect and/or retrieve information. 2. Manage - applying an existing organizational or classification scheme. 3. Integrate - interpreting and representing information. It involved summarizing, comparing and contrasting. 4. Evaluate - making judgments about the quality, relevance, usefulness, or efficiency of information. 5.Create - generating information by adapting, applying, designing, inventing, or authoring information.

In study of (Ahmadi, Martin, Yeh, & Papageorgiou, 2015) was developed a new approach for managing interrelated activities using fuzzy cognitive maps (FCMs) and the fuzzy analytical hierarchy process (FAHP). The approach firstly enables the organization to identify the readiness-relevant activities, then determines how these activities influence each other, afterwards assesses how these activities will contribute to the overall readiness and finally prioritizes the activities according to their causal interrelationships to allocate management effort for the overall readiness improvement.

The approach first used FCMs and a fuzzy connection matrix to represent all possible causal relationships between activities, then used FAHP to determine the contribution weights and used FCM inference to include the effects of feedback between the activities. Based on the contribution and interrelationships between activities, a management matrix was developed to

categorize them into four management zones for effective allocation of limited management efforts. An empirical study was conducted to demonstrate how the approach works.

In study of (Halepoto, Sahito, Uqaili, Chowdhry, & Riaz, 2015), the smart city transformation process has distributed into three strategic phases; 1) Smart city vision and status assessment, 2) Smart city transformational initiatives and 3) Smart city development and implementation. The execution of every phase towards smart city transformation is somehow linked with each other and is impacted by different parametric factors which need to be identified. This paper attempted to identify those factors for every phase of smart city transformation based on SWOT analysis. Based on SWOT analysis, an integrative framework was also proposed to explain the relationships and impacts of those factors.

In study of (Schuchmann & Seufert, 2015), digital transformation was one of the major challenges in all industries. It embraced the realignment of technology and new business models to more effectively engaged digital customers at every touchpoint in the customer experience lifecycle. Therefore, successful digital transformation began with an understanding of digital consumer behavior, preferences and choices. It then led to major consumercentric changed within the organisation that address these needs. Such a consumer-centric and self-directed client structure had significant consequences for banks. Banks will need to continue existing services, while developing strategies to manage the shift in mix. For that reason, banking organisations were challenged to consider exploration new business fields and not only focus on exploitation anymore. Finally they needed to ensure a successful balance between both. This means they had to establish a general development orientation and afford implementing innovations at the same time they focus on efficiency by utilizing and optimizing the existing. Pressure for doing this is definitely there and caused in current dynamic changed in the finance market, new competitors in the branch and little differentiation among offered banking services. Hence, they needed to enhance their continuous learning ability, which is an essential precondition for coping with innovations. This paper had followed the research question "how can the learning function foster the enhancement of the banking organisation's learning and innovation ability in times of digital transformation?" This was closely linked to the kind of services a learning function needs to enhance or integrate for supporting and designing a learning organization. With the idea underlying enterprise 2.0, social media platforms offered valuable opportunities for doing this. From an educational management perspective, the paper focused on the design levels of individuals, teams, and organisation in banks. Derived from its theoretical framework it was suggested a conceptual model for managing organisational learning for continuous innovation based on four action areas. It examined the appropriateness of this framework in the practice field through eleven case studies in banking organisations. This approach allowed a further development of these areas and to develop an understanding of what are current and future starting points for action in banking organisations. Finally, it identified new roles and services of the learning function for supporting the organisations.

In study of (Henriette, Feki, & Boughzala, 2015), about digital transformation literature. Digital market has never been so unstable due to more and more demanding users and new disruptive competitors. CEOs from most of industries investigate the digitalization opportunities. Through a systematic literature review, it was found that the digital transformation was more than just a technological shift. According to the study, these transformations have had an impact on the business models, the operational processes and the end-users' experience. Considering the richness of this topic, it has had proposed a research agenda of the digital transformation in a managerial perspective.

In study of (Berghaus & Back, 2016), about maturity of the digital transformation. This research derived from typical stages in a digital business transformation process from empirical data. The nine dimensions of the digital maturity model (DMM) provide a more profound understanding of the relevant levers for managing digital transformation. The DMM was implemented together with a survey of 547 individuals from 417 organizations in Switzerland and Germany. Based on the survey data, it was used the Rasch-algorithm and cluster analysis to derive five maturity stages. The findings was showed that while digital affinity and experimenting with digital technology are already prevalent in companies, a strategically planned transformation and usage of advanced data analytics in business processes are less common. The results from this study was yield insights into how activities in digital business transformation are currently tackled and prioritized and thus contribute to the body of knowledge about organizational transformation.

In study (Majchrzak, Markus, & Wareham, 2016) ICT literacy for digital transformation. It discussed four major implications of any Information System research that aims to contribute to the improvement of societal or business conditions. The implications were, 1. Information System researchers interested in societal or business change should expand their definitions of theory to include theories of the problem and theories of the solution. 2. That IS researchers interested in societal or business change should explicitly define the ICT artifact in both broad and specific ways, include affordances and constraints provided by the ICT artifact, and explicitly examine the unintended consequences of the ICT artifact. 3. That IS researchers

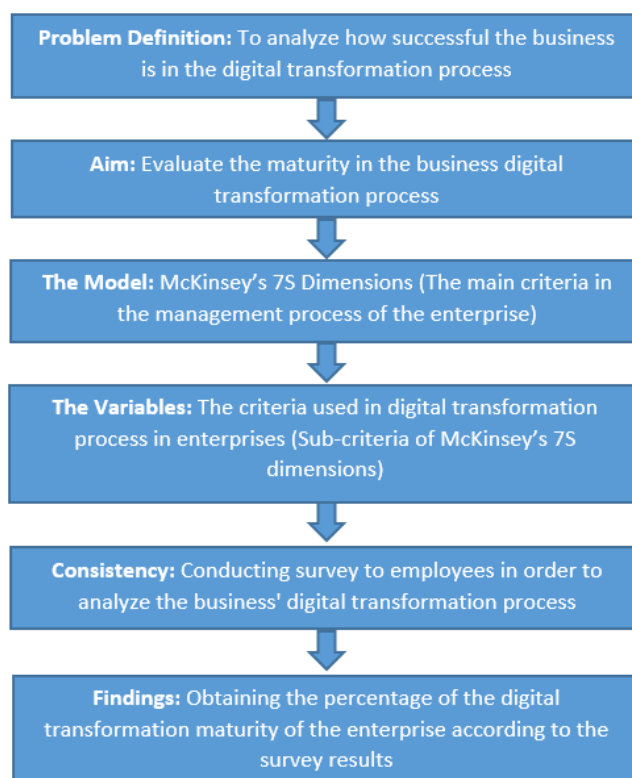
interested in societal or business change should consider emergent digital designing as a replacement for organizations. 4. That IS researchers interested in societal and business change should couple research findings with public policy and regulation recommendations where relevant.

### 3. DATA AND METHODOLOGY

#### 3.1. The Proposed Methodology: An Integrated Approach of McKinsey's 7S Framework Criteria and Its Sub-Criteria to the Digital Transformation by Using AHP

In this paper, an integrated approach of McKinsey's 7S framework criteria and sub-criteria to the digital transformation by using AHP. The proposed model enables to obtain the percentage of the digital transformation maturity of the enterprise. The analysis of the maturity of digital transformation process of enterprises has come into question within the transition to industry 4.0 in recent years. In this process, McKinsey's 7S model, which is used dynamically in enterprises, is used. The criteria in the digital transformation process are grouped according to 7S dimensions in the enterprise. The digital transformation criteria have been weighted according to the AHP. AHP is an effective Multi Criteria Decision Making (MCDM) tool for setting priorities with calculated weighted values. A survey has been applied to the employees in order to examine the consistency of the criteria within themselves and to determine the maturity of the enterprise in the digital transformation process on a per-user basis. According to the results of the survey and the current situation of the enterprise, the performance of the enterprise has been obtained. By calculating the maturity level of enterprises as a percentage, then it is easily seen which variables are deficiencies on the basis of the enterprise. It is the first that the study has been conducted with the criteria in the digital transformation process. In addition, the digital transformation process has been applied in a firm in the software sector and then it has been presented as a solution proposal to that business. The flowchart of the study is shown in Figure-2 below.

Figure 2: The Flowchart of the Study



When the methodology of Analytic Hierarchy Method would be mentioned, AHP is a multi-criteria decision-making approach and was introduced by Saaty (1977 and 1994). In general, AHP is implemented to compute the vector of criteria weights, compute the matrix of option scores, rank the options. However, in this study AHP is used only for computing the vector of criteria weights. To specify the relative importance of criteria, the values between 1 and 9 is used. The related data have been derived by using a set of pairwise comparisons. These comparisons have been used to obtain the weights of importance of the decision criteria, and the relative performance measures of the alternatives in terms of each individual decision criterion.

### 3.2. Data

The study has been applied to a real business scenario. The company is located in Istanbul and serves in the software industry, and has been providing external consultancy services for 10 years. It has made the transition to the digital transformation in the last 3 years and aims to continue this transformation more effectively. In this study, a group of 3 experts has taken part. One of the experts is "project manager", and has a total of 20 years experience in the IT sector and business applications. The "specialist" in the expert group is a test engineer with 8 years of experience and previously used different softwares. Another expert is a professor in the related field. The academician has 25 years of work experience and teaches courses on project management and software. Before the meeting, a literature search has been made by the academician and a list of digital transformation criteria has been created (Shiri, Anvari, & Soltani, 2015), (Gökdeniz, Kartal, & Kömürcü, 2017), (Ahmadi, Martin, Yeh, & Papageorgiou, 2015), (Berghaus & Back, 2016), (Bismark, Kofi, Frank, & Eric, 2018), (Pothiyadath & Wesley, 2014). At the first meeting, the literature has been examined with the project team and the number of criteria has been reduced and some new criteria has been added. In the second meeting, the evaluations regarding to the criteria has been weighted by the experts. After evaluating the data that had been entered, final values were agreed at the last fourth meeting. Meetings have lasted for an average of 75 minutes and have been completed on a for 6-week-calendar time. The criteria weights have been determined by AHP method and strategies for the enterprise have been weighted. And then, the application has been evaluated by the users in terms of the adaptation of the employees to the digital transformation process and the applications of the enterprise have been evaluated by the users. A survey has been applied to the employees within the scope of digital transformation transition process in the literature (Gill & Shan, 2016), (Henriette, Feki, & Boughzala, 2015). 100 people in the business are actively using digital transformation technologies. The survey has been applied to the employees and applied independently from the managers.

### 4. FINDINGS

After the application of the proposed methodology, the local weights, global weights and scale values from the survey have been obtained. As seen in Table 1, "Strategy" main criterion is found as the most important criteria for the digital transformation in case of the company because it has the highest dependent weights. Similarly, all the other criteria and sub-criteria have been obtained. And then expressions of the competences of the business on the basis of criteria and the corresponding linguistic evaluations have been obtained. Scale values have been ranged from 0 to 1, in which 1 is the best scale value.

**Table 1: Empirical Maturity Assessment for the Business**

| 7S Main Factors (Main Criteria) | Dependent Weights | 7S Sub factors (sub-criteria) | Local Weights | Global Weights (GW) | Linguistic Evaluations | Scale Value (SV) | Level of Subfactors (GW*SV) |
|---------------------------------|-------------------|-------------------------------|---------------|---------------------|------------------------|------------------|-----------------------------|
| Strategy                        | 0,21882627        | SY1                           | 0,38706813    | 0,084701            | CE                     | 1,00             | 0,08470068                  |
|                                 |                   | SY2                           | 0,08472870    | 0,018541            | PA                     | 0,50             | 0,00927043                  |
|                                 |                   | SY3                           | 0,09505428    | 0,0208              | PA                     | 0,50             | 0,01040018                  |
|                                 |                   | SY4                           | 0,16570793    | 0,036261            | CE                     | 1,00             | 0,03626125                  |
|                                 |                   | SY5                           | 0,26744094    | 0,058523            | AE                     | 0,75             | 0,04389232                  |
| Structure                       | 0,14869488        | SE1                           | 0,27530165    | 0,04093594          | CE                     | 1,00             | 0,04093594                  |
|                                 |                   | SE2                           | 0,23838081    | 0,03544600          | AE                     | 0,75             | 0,02658450                  |
|                                 |                   | SE3                           | 0,18088017    | 0,02689595          | AE                     | 0,75             | 0,02017196                  |
|                                 |                   | SE4                           | 0,11922245    | 0,01772777          | AE                     | 0,75             | 0,01329582                  |
|                                 |                   | SE5                           | 0,10907562    | 0,01621898          | PA                     | 0,50             | 0,00810949                  |
|                                 |                   | SE6                           | 0,07713927    | 0,01147021          | PA                     | 0,50             | 0,00573510                  |
| Style                           | 0,11912677        | SL1                           | 0,06528529    | 0,00777722          | PA                     | 0,50             | 0,00388861                  |

|                                 |             |     |            |            |    |      |                 |
|---------------------------------|-------------|-----|------------|------------|----|------|-----------------|
|                                 |             | SL2 | 0,16174117 | 0,01926770 | AE | 0,75 | 0,01445077      |
|                                 |             | SL3 | 0,37099274 | 0,04419517 | CE | 1,00 | 0,04419517      |
|                                 |             | SL4 | 0,12450999 | 0,01483247 | CE | 1,00 | 0,01483247      |
|                                 |             | SL5 | 0,10410407 | 0,01240158 | AE | 0,75 | 0,00930118      |
|                                 |             | SL6 | 0,17336671 | 0,02065261 | AE | 0,75 | 0,01548946      |
| Systems                         | 0,11634905  | SS1 | 0,29282890 | 0,03407036 | PA | 0,50 | 0,01703518      |
|                                 |             | SS2 | 0,10951306 | 0,01274174 | PA | 0,50 | 0,00637087      |
|                                 |             | SS3 | 0,04895785 | 0,0056962  | PU | 0,25 | 0,00142405      |
|                                 |             | SS4 | 0,21360880 | 0,02485318 | CE | 1,00 | 0,02485318      |
|                                 |             | SS5 | 0,09879786 | 0,01149503 | PA | 0,50 | 0,00574751      |
|                                 |             | SS6 | 0,0619821  | 0,00721155 | PA | 0,50 | 0,00360577      |
|                                 |             | SS7 | 0,07996162 | 0,00930346 | CE | 1,00 | 0,00930346      |
|                                 |             | SS8 | 0,09434977 | 0,01097750 | AE | 0,75 | 0,00823313      |
| Skills                          | 0,14606638  | SK1 | 0,22879188 | 0,03341880 | CE | 1,00 | 0,03341880      |
|                                 |             | SK2 | 0,10140105 | 0,01481128 | AE | 0,75 | 0,01110846      |
|                                 |             | SK3 | 0,17208139 | 0,02513530 | AE | 0,75 | 0,01885147      |
|                                 |             | SK4 | 0,19496211 | 0,02847741 | AE | 0,75 | 0,02135805      |
|                                 |             | SK5 | 0,12609176 | 0,01841776 | PA | 0,50 | 0,00920888      |
|                                 |             | SK6 | 0,07785003 | 0,01137127 | PA | 0,50 | 0,00568563      |
|                                 |             | SK7 | 0,09882176 | 0,01443453 | PA | 0,50 | 0,00721726      |
| Shared Values                   | 0,164190498 | SV1 | 0,120502   | 0,01978535 | AE | 0,75 | 0,01483901      |
|                                 |             | SV2 | 0,085172   | 0,01398435 | CE | 1,00 | 0,01398435      |
|                                 |             | SV3 | 0,160245   | 0,02631071 | CE | 1,00 | 0,02631071      |
|                                 |             | SV4 | 0,299274   | 0,04913793 | AE | 0,75 | 0,03685345      |
|                                 |             | SV5 | 0,334807   | 0,05497213 | AE | 0,75 | 0,04122910      |
| Staff                           | 0,08674612  | SF1 | 0,1724242  | 0,01495713 | PA | 0,50 | 0,00747856      |
|                                 |             | SF2 | 0,0907575  | 0,00787286 | PA | 0,50 | 0,00393643      |
|                                 |             | SF3 | 0,2857575  | 0,02478836 | PU | 0,25 | 0,00619709      |
|                                 |             | SF4 | 0,4646969  | 0,0403106  | CE | 1,00 | 0,04031066      |
| <b>TOTAL PERFORMANCE DEGREE</b> |             |     |            |            |    |      | <b>0,776077</b> |

## 5. CONCLUSION

In this paper, a maturity assessment model for the digital transformation has been proposed. For this aim, firstly, McKinsey's 7S dimensions have been identified as the main criteria for businesses and then digital transformation criteria have been investigated via literature review and survey methods. As an output of this part, the most important criteria categories have been stated as "Strategy", "Shared Values", "Structure", "Skills", "Still", "Systems", "Staff" in an descending order. And then the weights of sub-criteria which are the digital transformation criteria and corresponding linguistic evaluations have been determined according to the survey results. It has been seen that the business' current performance degree is approximately 78%. From this point of view, the maturity model in the digital transformation process has been obtained and it has been tried to explain the criteria that the enterprise ought to improve in order to bring the performance of the enterprise to 100%.

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