

**BUSINESS ORGANIZATION ANALYSIS IN THE FIELD OF IT CONSULTANT  
BUSINESS USING MCKINSEY 7S MODEL BASED ON CIPP (CONTEXT, INPUT,  
PROCESS, PRODUCT) POINT OF VIEW AND COMPONENTS  
CHARACTERISTIC OF IT CONSULTANTS**

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**Abstract:** *This research aims to evaluate company performance, especially those in the IT consultant business. This research uses descriptive qualitative methodology to identify the company's performance by using McKinsey 7s Model. Interviews and observations with resource individuals were used as data collection approaches to acquire information on the process of achieving organizational or commercial goals. The main focus of this article is companies that provide IT consulting services. The author interviewed an informant from ABC Company engaged in the IT consulting business and an informant from XYZ Company involved in the same field. The study findings reveal that each company has its advantages and disadvantages. This piece has to improve good communication, an organized manager, and change agents. It is hoped that these findings may serve as a solution and motivation for these two businesses in resolving their issues.*

**Keywords:** *Company Performance, IT Consultant, McKinsey 7s Model, CIPP*

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## **1. Introduction**

The increasingly rapid development of technology has been aligned with its use now and then, so information speed and accuracy are the main priorities for business continuity (Chandra, 2018). Information technology is one of the technologies used in many businesses, and if effectively managed, it will assure the efficiency and effectiveness of attaining corporate goals (Marzuki et al., 2018). Technology is now a critical component that is linked to organizational business goals. Information technology in a company affects how far the organization has progressed toward its vision, mission, and strategic plans (Probonegeoro & Sari, 2021).

IT consulting services are currently in high demand across various businesses (Zulianti & Aslam, 2022). Software and application development and maintenance are among the services they provide. Data management produces the information required fast and accurately, necessitating information technology control (Hidayatun et al., 2013). As a result, businesses who use this service must choose someone they can trust to enter the company's business flow since they will be involved inside (E. Kurniawan et al., 2021).

Employee performance is critical to a company's overall success, and business owners require workers who can fulfil tasks efficiently (Lutfiyah et al., 2020). According to Kasmir

(2016), performance is the outcome of work (in the form of measures) and work behaviour (each employee's abilities) in accomplishing the duties and responsibilities assigned within a specific time frame.

In any organization, high effectiveness is inevitable and demand. Force is thought to aid an organization's achievement of its objectives. Because of the changing issues that must be dealt with, group development is a critical part of achieving effectiveness (Widiantoro et al., 2020).

## **2. Research Method**

The descriptive qualitative methodology (Chaerudin, 2014; Komarsyah et al., 2019) was utilized to identify the company's performance by using McKinsey 7s Model (Zincir & Tunç, 2016). Qualitative research is a method of gathering descriptive information from people and observable behaviour in written or spoken words (Supardal, 2021). Interviews and observations with Informants were used as data gathering approaches to collect information on the process of achieving organizational or commercial goals (Komarsyah et al., 2019). The main focus of this article is companies that provide IT consulting services. The author interviewed Informant from ABC Company which is engaged in the IT consulting business, and Informant from XYZ Company which is engaged in the same field. Several prior studies inspired the adoption of the McKinsey 7s model (Eddy & Moeljadi, 2018; Nuringtyas, 2020). Nevertheless, in this article, the author describes the outcomes of the interviews done so that readers can understand what questions are being asked of the source and the author's discussion. Current research aims to determine what adjustments are essential for organizations engaged in IT consulting for future company innovation.

## **3. Results and Discussion**

This section contains the outcomes of the authors' interviews and discussions. Interviews were conducted with two sources, each of whom declined to reveal the identities or positions of their respective organizations but who are both in the IT consulting field. The approach suggests clusters for each of the seven questions that are asked. The following are the outcomes of interviews with interviewees that the author obtained:

Table 1. Results of interviews with Informants

Strategy	
Question 1: What does the company do to increase its income?	
1 <sup>st</sup> Informant	" At this company, we emphasize the accuracy of the systems we build; all application enhancements are measured against the business flow according to the request, and test scenarios are as detailed as feasible with validation provided by the client."
2 <sup>nd</sup> Informant	" Every project we take on is for clients with their IT team and security standards. Thus every application development request is based on what they need according to the client's company standards."
Structure	
Question 2: What kind of organizational structure is built in this company?	
1 <sup>st</sup> Informant	" The project holder has control and decision-making authority. If a client

	requests adjustments or additions beyond the agreed-upon request, there must be an additional payment. Therefore, if a complaint such as this one arises, it must first be confirmed by the project owner. When the job request is ready, the executors (junior role programmer and junior support-operational) must first discuss it with their seniors, who will then convey it to other roles (system analyst and business analyst) if there is agreement. After the work is completed, the senior will submit reports to the supervisor, which will be sent to the client."
2 <sup>nd</sup> Informant	" It depends on the client's system; the project holder from the consultant's side has a smaller voice than the project holder from the client's side. Consequently, as long as the request is feasible, fulfil it according to the client's requirements. In essence, our clients are our bosses. However, we are still in charge of salary and vacations. We also regulate the salary rates given by our clients for PKWT employees."
<b>System</b>	
<b>Question 3: What system is applied in this company to maintain quality?</b>	
1 <sup>st</sup> Informant	"In our system, monitoring is critical, so there are seniors and juniors, but seniors also serve as mentors to their juniors in other departments. As a result, if there are any challenges in creating program features that the user has asked for, seniors can guide and help. We designed our templates exclusively for this department to speed up application development. So, there is no need to struggle to find time to brainstorm if there are new employees or transfer divisions."
2 <sup>nd</sup> Informant	"This section also remains about the system that the clients own. Because the resources allocated there only help the work that the client owns. Usually, they (from the client-side) will share their duties. So, if many people are in specific roles, such as programmers, there are no seniors and juniors; everything is equal. Even so, usually from other roles in the design department, they need to consult with the programmer role first because they will measure the time and the features are possible to work on."
<b>Skills</b>	
<b>Question 4: What actions does the company take to make its employees grow?</b>	
1 <sup>st</sup> Informant	"We always give each new employee time to learn about the systems we have, such as templates, the business flow in the project, and the agreed work style. Continuously conversing and brainstorming between position levels will strengthen each employee's logical thinking. It is typically reserved for more experienced personnel. However, for new employees, we usually hold a Bootcamp for two weeks and follow-up training for refreshment."
2 <sup>nd</sup> Informant	"Our company provides training scholarships, and regardless of employment status, all of them can join as long as they are committed because there is a final project that becomes the benchmark for issuing certificates, sometimes from clients or us. Usually, we move the placement

	staff to a new placement so that they can study other cases.”
Staff	
Question 5: What are the different types of staffing positions and how many are there?	
1 <sup>st</sup> Informant	"In this section, we have three employee statuses: permanent, PKWT (Employee Agreement for an Indefinite Period), and contract. If the position is still a PKWT, we usually place the contract in a junior position. Nevertheless, maybe if the PKWT has good skills, we can place it in a higher position. For recruitment, we are not looking for a unique background (same field). The important thing is to be able to work and develop here. We can claim that after people resign from here, their careers get better. Because of the lessons learned from this company.”
2 <sup>nd</sup> Informant	"In our company, we only have two employment statuses there are organic and PKWT. The PKWT role usually only helps work that the client has mapped out. Meanwhile, an <i>organic position</i> can be defined as a decision-maker or system designer. The problem is that at us, there are no positions within the role; as long as the client has a lower employment status, they are still our superiors."
Style	
Question 6: What are the characteristics of this company?	
1 <sup>st</sup> Informant	"Our company provides excellent service; if a clear ticket exists, we will promptly resolve it. We work overtime when it is necessary. During that time, we committed mistakes and received new requests that had to be recorded and paid out. In order to work efficiently, the executor and the team behind the layer do not communicate with their clients. We already have a plan in place to deal with this."
2 <sup>nd</sup> Informant	"Our employees are used to expressing their thoughts and socializing since excellent communication leads to good relationships with clients and coworkers. At the same time, the client recognizes that we have an issue, and it is simple to communicate it because the relationship was previously positive."
Share Value	
Question 7: What are the company's expectations and guidelines that each employee needs to implement and have?	
1 <sup>st</sup> Informant	"Research, prudence, logic, and collaboration. Since we present our product with few defects and it is slow, we thoroughly test it before releasing it in terms of hardware, software, and flow logic to ensure that our application performs well. Undoubtedly, it is a work we are proud to have produced."
2 <sup>nd</sup> Informant	"Having decent social skills, manners, reasoning, and discipline are essential. Employees do not need to work overtime as long as the job is completed. If the client requests that the product be fixed, the employee must do it right away."

Source: Interview result, 2022

Following the completion of the interviews, the author will determine which components held by the two companies will be used as research objects. The characteristics of IT consultants presented in this article are based on research by C. Kurniawan (2019) and Amani et al. (2021). Filling in the table below is based on the author's assessment of the outcomes of interviews based on previous research. The following are the distinguishing characteristics of the two organizations' IT consultants:

Table 2. The results of the analysis of the interviews given

	ABC Company	XYZ company
Good IT skills	Yes	Yes
Experienced in finding solutions	Yes	Yes
Knowledgeable business process expert	Yes	Yes
Change agent	No	No
Confident leader	Yes	Yes
A good listener	Yes	Yes
Striving for effective communication	No	Yes
Organized management	Yes	No

**Source:** Interview result, 2022

Based on the data obtained from table 1 and table 2. Weaknesses owned by ABC Company and XYZ Company with the same line of business have two shortcomings. A similar weakness in ABC Company and XYZ Company is the change agent. A specific weakness in ABC Company is that it lacks effective communication, while XYZ Company's shortcomings are in the change agent.

The author discovered that communication in ABC Company is rigid, and even communication between roles must be discussed with seniors first. Though this is not a fatal flaw, it does require improvement in terms of communication between roles so that each employee, regardless of his or her position, has the opportunity to learn new skills and communicate effectively to speed up the implementation of product improvements. Good communication between interlocutors can lead to positive perceptions, influence methods of thinking so that everyone is on the same page, and avoid misconceptions when it comes to solving a problem (Aufirandra et al., 2017; Sari, 2020; Suryani, 2013).

Furthermore, the author discovered with XYZ Company that, based on the findings of interviews with Informants, XYZ Company personnel always leave all arrangements to the client. Because the offenders can be delegated to third parties, this suggests that the company's integrity has a gap for inconsistent decisions, and loopholes for large-scale fraud will be able to generate problems that are difficult to discover (Alfaruqi & Kristianti, 2019; Sulistyorini & Urumsah, 2021). In order to defend staff as owned assets, the corporation must at the very least participate when the client acts unfavorably.

These two companies' drawbacks are that they lack innovation and are not change agents. Even though they deal with various instances, they need to update and renew their skills. Changes in an up-to-date appearance, up-to-date security, and practical functionality can entice

new customers to buy products or employ application development services at ABC Company, which has a template as a reference for developing products in the form of apps. While creating apps based on customer requirements is excellent, it would be preferable if XYZ Company could offer goods or templates that adhere to the most current standards; they would also find it beneficial from a technical standpoint.

After identifying the characteristics of IT consultants, it was found that the two companies did not meet the characteristics of IT consultants because they had two deficiencies out of 8 elements. Companies may be concerned about meeting the characteristics of an entire IT consultant. The author suggests the shortcomings found earlier in using the CIPP method to identify deficiencies in detail. The author was inspired by previous research that has been carried out by several researchers (Kurniawati, 2021; McMahon & LaRocco, 2021; Mufid, 2020; Soenarto et al., 2017). Moreover, the following is the CIPP approach combined with the lack of components characteristic of IT consultants based on the authors' recommendations:

Table 3. CIPP approach based on the weaknesses of the characteristic components of IT consultants

	Change Agent	
	ABC Company	XYZ Company
Context	Build a team to collect data and identify the latest technology	Build a team to collect data and identify the latest technology
Input	Collaboration with other IT departments on different projects. (IT finance project, IT human resource project, IT cloud project, and other IT departments)	Create a bookkeeping of the function or framework used by the client (taking advantage of client standardization)
Process	Spend time brainstorming with other departments at least once every 2 weeks	Update the books regularly (2x a year) with clear records
Product	Brainstorm results with other IT departments by summarizing and making product templates	Make books of various versions in a matter of years, use ISO documentation references for international standardization
	Effective communication	
	ABC Company	
Context	Spend time like vacations with co-workers or interesting activities at the office to build relationships and get to know each other	
Input	Make a schedule of events that require each employee to communicate	
Process	Game creation with prizes for the collective can be done to build connection between players	
Product	Employees get to know each other and communicate smoothly at work	
	Organized management	
	XYZ Company	
Context	Provide boundaries that are used as company standards such as working hours,	



	overtime, and workload so that there is no envy of other employees
Input	Communicating this to clients about the boundaries they need to know
Process	Monitoring by asking employees whether the client has implemented the request that was given earlier
Product	Provide strong boundaries to clients in the form of MoUs or agreements in advance about what are the responsibilities of workers and rights as workers

**Source:** Interview result, 2022

#### 4. Conclusion

The rapid advancement of technology has been balanced with its application from time to time, such that information speed and accuracy have become essential factors in ensuring company continuity. IT consulting services are currently in high demand across a variety of businesses. Data management generates the information required fast and precisely, necessitating information technology control. Employee performance is critical to a company's overall success, and business owners require staff who can fulfil tasks efficiently. According to the study's findings, each company has advantages and disadvantages. This piece has to improve good communication, an organized manager, and change agents. It is hoped that these findings may serve as a solution and motivation for these two businesses in resolving their issues.

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