MCKINSEY MODEL AND MANAGEMENT ACCOUNTING SYSTEMS REQUIREMENTS TO MEASURE AND ANALYZE PERFORMANCE IN SAMPLE OF EMERGING COMPANIES

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ABSTRACT

Purpose: The purpose of this study is to evaluate BALY as a startup (emerging) company in the Iraq's market as an emerging company by the McKinsey model to monitor and analyze performance in it. Because of the similarities between the rising companies under analysis.

Theoretical Framework: The measuring the company (BALY IRAQ) efficiency in terms of its Shared Values, Strategy, Structure, Systems, Style, Staff, and Skills using the McKinsey 7 S Model. All 7 components must be in sync with one another for optimal performance, with Shared Values serving as the driving force behind the growth of the rest. Together with their colleagues, managers use a system called a Performance Management System (PMS) to oversee all aspects of their staff's performance, from setting goals to monitoring progress to recognizing and rewarding success. Human resource efficiency may be measured with the help of PMS.

Methodology: The net profit has been chosen as the measure of efficacy (Baly) Responses were gathered from key HR people at the target firms using a standardized questionnaire.

Findings: It have been observed that the 7 Ss is most prevalent in a business and whether or not Shared Values has an influence on performance. The research also shows if any of the "S"s need to be adjusted to boost efficiency.

Implications: This study can serve as a useful resource for entrepreneurs, and anyone seeking to start or evaluate a business on a global scale, as long as the framework is applied correctly and at the appropriate time. However, it can be disappointing if the business is not yet qualified to undergo the McKinsey framework evaluation process.

Value: The value of the study is to evaluate the McKinsey 7s framework as a method for gauging a company's productivity as it is recommended by researchers as a reference, basis, and instrument for any company serious about assessing its performance or establishing a strategy and structuring its future organization.

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REQUISITOS DO MODELO MCKINSEY E DOS SISTEMAS DE CONTABILIDADE DE GESTÃO PARA MEDIR E ANALISAR O DESEMPENHO EM AMOSTRAS DE EMPRESAS EMERGENTES

RESUMO

Objetivo: O objetivo deste estudo é avaliar a BALY como uma empresa em fase de arranque (emergente) no mercado iraquiano como uma empresa emergente pelo modelo McKinsey para monitorar e analisar o desempenho na mesma. Devido às semelhanças entre as empresas em ascensão em análise.

Estrutura teórica: A medição da eficiência da empresa (BALY IRAQ) em termos de seus Valores Compartilhados, Estratégia, Estrutura, Sistemas, Estilo, Pessoal e Habilidades utilizando o Modelo McKinsey 7 S. Todos os 7 componentes devem estar em sincronia entre si para um ótimo desempenho, com Valores Compartilhados servindo como a força motriz por trás do crescimento do resto. Junto com seus colegas, os gerentes

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usam um sistema chamado Sistema de Gerenciamento de Desempenho (PMS) para supervisionar todos os aspectos do desempenho de seu pessoal, desde o estabelecimento de metas até o monitoramento do progresso até o reconhecimento e recompensa do sucesso. A eficiência dos recursos humanos pode ser medida com a ajuda do PMS.

Metodologia: O lucro líquido foi escolhido como a medida de eficácia (Baly) As respostas foram coletadas das pessoas-chave de RH nas empresas-alvo usando um questionário padronizado.

Conclusões: Foi observado que os 7 Ss são mais prevalentes em uma empresa e se os Valores Compartilhados têm ou não uma influência no desempenho. A pesquisa também mostra se algum dos "S "s precisa ser ajustado para aumentar a eficiência.

Implicações: Este estudo pode servir como um recurso útil para os empresários e qualquer pessoa que procure iniciar ou avaliar um negócio em escala global, desde que a estrutura seja aplicada corretamente e no momento apropriado. Entretanto, pode ser decepcionante se o negócio ainda não estiver qualificado para passar pelo processo de avaliação da estrutura McKinsey.

Valor: O valor do estudo é avaliar a estrutura McKinsey 7s como um método para aferir a produtividade de uma empresa, como é recomendado pelos pesquisadores como referência, base e instrumento para qualquer empresa séria em avaliar seu desempenho ou estabelecer uma estratégia e estruturar sua organização futura.

Palavras-chave: McKinsey 7 S Eficácia Organizacional, Setor de Energia, Lucro Líquido, Sistema de Gestão de Desempenho.

REQUISITOS DEL MODELO MCKINSEY Y LOS SISTEMAS DE CONTABILIDAD DE GESTIÓN PARA MEDIR Y ANALIZAR EL RENDIMIENTO EN UNA MUESTRA DE EMPRESAS EMERGENTES

RESUMEN

Propósito: El propósito de este estudio es evaluar BALY como una empresa de nueva creación (emergente) en el mercado de Irak como una empresa emergente por el modelo de McKinsey para supervisar y analizar el rendimiento en el mismo. Debido a las similitudes entre las empresas emergentes objeto de análisis.

Marco teórico: La medición de la eficiencia de la empresa (BALY IRAQ) en términos de sus Valores Compartidos, Estrategia, Estructura, Sistemas, Estilo, Personal y Habilidades utilizando el Modelo de las 7 S de McKinsey. Los 7 componentes deben estar sincronizados entre sí para un rendimiento óptimo, siendo los Valores Compartidos el motor del crecimiento del resto. Junto con sus colegas, los directivos utilizan un sistema denominado Sistema de Gestión del Rendimiento (SGR) para supervisar todos los aspectos del rendimiento de su personal, desde el establecimiento de objetivos hasta el seguimiento de los progresos, pasando por el reconocimiento y la recompensa de los éxitos. La eficiencia de los recursos humanos puede medirse con la ayuda del PMS.

Metodología: Se ha elegido el beneficio neto como medida de la eficacia (Baly) Se recabaron las respuestas de los principales responsables de RRHH de las empresas objetivo mediante un cuestionario estandarizado.

Resultados: Se ha observado que las 7 S son las más prevalentes en una empresa y si los Valores Compartidos influyen o no en el rendimiento. La investigación también muestra si es necesario ajustar alguna de las "S" para impulsar la eficacia.

Implicaciones: Este estudio puede ser un recurso útil para los empresarios y para cualquiera que desee crear o evaluar una empresa a escala mundial, siempre que el marco se aplique correctamente y en el momento adecuado. Sin embargo, puede resultar decepcionante si la empresa aún no está cualificada para someterse al proceso de evaluación del marco de McKinsey.

Valor: El valor del estudio consiste en evaluar el marco McKinsey 7s como método para calibrar la productividad de una empresa, ya que los investigadores lo recomiendan como referencia, base e instrumento para cualquier empresa que se tome en serio la evaluación de su rendimiento o el establecimiento de una estrategia y la estructuración de su organización futura.

Palabras clave: McKinsey 7 S Eficacia Organizativa, Sector Eléctrico, Beneficio Neto, Sistema de Gestión del Rendimiento.

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INTRODUCTION

Organizations are complicated systems in any area of study, and any issues within them are rarely the fault of a single person but rather of all those involved. People, resources, infrastructure, objectives, technological proficiency, etc. all contribute to the performance source power concerns and challenges that businesses confront. Systematic approaches to solving the organization's challenges can be implemented through disruptive interventions in the organization's structural programs. However, the organization's interventions were inadequate, and the resulting difficulties were not satisfactorily handled. (Al Masaeid et al, 2020).

There are a number of contributing elements to ineffective intervention, and it would not be sufficient to focus just on one issue in order to impose a proper diagnostic and solution structure. The lack of a standardized instrument for evaluating performance evaluations is a major contributor to the difficulties in making accurate diagnoses (Sriyono et al, 2022). Developing a more effective company necessitates regular performance and organizational evaluations. The McKinsey 7S Framework model is the prevalent model. Consultant Tom Peters, together with Julien Philips and Anthony G. Athos, and Robert Waterman of McKinsey & Company, a management consulting firm, created this concept in the 1980s. This paradigm continues to be a go-to for both researchers and industry professionals alike (alvarl et al, 2018). Organizational settings can be actively influenced by this model's dynamic and instrumental uses. There are four critical stages to take when putting a model into action. As a first step in the process of analysis and structure, think about the company internal procedures, values, vision, and mission. The second stage is figuring out the scope of the transformation that can be implemented and the goals that must be changed. The third stage is to write out your objectives, procedures, and strategies for getting things done, and the last step is to implement the revised strategy. This model stresses the strategic traditional in production bulk in the form of capital, buildings, and equipment, but it also highlights the function that people sources of power play ("soft S") in enhancing organization performance. This model provides a platform for in-depth research into the interplay between the following seven factors: organizational structure; organizational strategy; organizational skills; organizational personnel; organizational style; organizational values. Consider the model that all structural parts must be in harmony for the organization to function properly.

In addition, a shift in one factor may have a "domino effect" on the others, underscoring the need of structure and cohesion for optimal performance. (Myers et al, 2020)

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The purpose of this paper is to analyze McKinsey model and management accounting systems requirements to measure and analyze performance in sample of emerging companies and it is effectiveness.

The objective of this study is to examine how McKinsey's model may be used in the examination of the BALY Iraq company, with the ultimate goal of relocating the firm and imbuing its business model with a beneficial notion of improvement and productivity.

The 7 S Models are based on the idea that for an emerging company to thrive, all seven components must be in sync with one another and support one another. The research reveals which of McKinsey's 7 Ss are most prominent in a given company and whether or not the model's central concept, shared values, has a significant effect on performance. It also draws attention to whatever PMS parameter is most influential in highlighting a certain 'S.' In other words, the research shows which 'S' needs to be adjusted for optimal performance and steadiness.

REVIEW OF LITERATURE

There is no single definition of organizational effectiveness since the degree to which an organization is successful or unsuccessful might rely on a variety of factors. Those findings may be found in (Campbell, 1977). Multiple schools of thought exist in regards to what constitutes an effective organization and what factors contribute to that effectiveness (Dikmen et al, 2005).

(Ponce-Espinosa, 2017) The organization, being an open system, is permanently influenced by a series of contingency factors that interrelate with each other, and the vision of its managers or administrators about how it should be directed and organized. Said aspects such as strategy, structure, system, management style, personnel, skills and shared values must be considered when applying strategies that allow the achievement of objectives and performance.

Peters and Waterman (1982) propose the following definition of organizational effectiveness: the ability to "meet critical interdependencies" (Pfeffer 1994); "manage ambiguity" (Peters et al, 1982); "be flexible" (Peters et al. 1982); "be customer-oriented" (Peters et al, 1982); "be customer-focused" (Peters et al, 1982); and "empower employees" (Goodman et al. 1980).

The knowledge, skills, attitudes, and behaviors that form the basis of organizational learning can be influenced by high-performance human resource systems, which in turn can

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contribute to the achievement of a sustainable competitive advantage and organizational effectiveness (Snoeijer et al, 2021).

Historically, conceptions of organizational success have focused on the final product (goal model). Then, they looked at the factors that contribute to effectiveness, such as the availability of resources and processes (system model), the presence of influential constituencies (strategic-constituencies model), the presence of values (competing values model), and the absence of ineffectiveness factors (ineffectiveness factors model) (ineffectiveness model). (http://www.Fsa.Ulaval.Ca/Html/Fileadmin/Pdf/EcoleComptabilite/Publications/2003-04-3.pdf)

However, the McKinsey 7S framework is one of the most well-known models of organizational performance. It was developed by Tom Peters and Robert Waterman in the early 1980s. Evidenced by their examination of 42 successful and well-managed businesses, it was found that: They analyzed 42 successful, well-run businesses, and found that they all shared common traits.

1. had a bias for action and getting things done;

2. kept connected to consumers and understood their demands; and 3. had a bias for customer proximity.

3. provided employees liberty and encouraged entrepreneurial spirit

4. improved employee productivity by employee engagement

5. staff actively dealt with issues at every level

6. remained connected to the business they know 7. had a simple structure with a small number of support personnel 8.

8. combined strict centralized controls for defending the company's basic principles with lax controls in other areas to encourage risk-taking and creativity (Waterman et al, 1980)

Seven internal elements are identified by the 7S model as being interdependent on and critical to the success of the business. Below, we break down the 7Ss into their component parts: the three "Hard Ss" (Strategy, Structure, and Systems) and the four "Soft Ss" (Shared Values, Skills, Staff, and Style).

Shared Values and Overarching Goals are terms used to describe a company's guiding principles and culture.

- What we mean by "strategy" here are the actions that will be taken to bring about the desired results.

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- When we talk about an organization's structure, we're talking about how its many parts are connected to one another.

- Methods, methods, and regular practices that define how a job ought to be completed are all part of a system.

- The term "staff" can be used to describe the kind and quantity of employees an establishment has.

- The manner in which top executives act to further the company's mission is referred to as its "style."

- Skills are the employees' real knowledge and ability to do a job (Pascale et al.1981).

'Hard' characteristics, which are straightforward and easy to manage, include things like strategy statements, organizational charts, IT systems, etc. However, it may be more difficult to articulate 'soft' elements since they are less tangible and more open to cultural prejudice. This model shows how changes to any one factor can have far-reaching effects on the system as a whole.

According to the Asian Journal of Management, page (October–December 2017)

We emphasize the centrality of Shared Values to the model's development by placing them at its center. The company's structure, strategy, systems, culture, employees, and expertise are all the product of the ideals and principles on which it was founded. The founding goal of the business was determined by the founders most deeply held values. The rest of the system adjusts to the new parameters automatically.

Numerous contexts call for an alignment viewpoint, and the 7S model can be applied in several ways:

- boost a business's productivity

- Assess the potential impact of future changes within a company

- during a merger or acquisition, harmonize departmental and process-level acquisition

- find the most efficient means of carrying out a proposed strategy.

Baly, a leading app in Iraq supported by Germany's Rocket Internet, has raised $10.5 million from investors including Kingsway Capital, MSA Capital, Global Founders Capital,

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Vostok Ventures, Majid Al Futtaim, and March Holding. While this is Rocket Internet's first excursion into Iraq, it is the largest investment round ever for an Iraqi firm.

Baly, an Iraqi ride-hailing startup founded by Munqith Alazzawi and Matteo Mantovani in 2021, just debuted its first service in Baghdad. In the next weeks, the company hopes to roll out other offerings including shopping and meal delivery. On 2021, the Middle Eastern region will invest $158 million in super apps due to their growing popularity.

Figure 1 Of total growth of Baly through the last 2 years

(https://www.apollo.io/companies/BALY/615eb182380bde00012f0a34?chart=count)
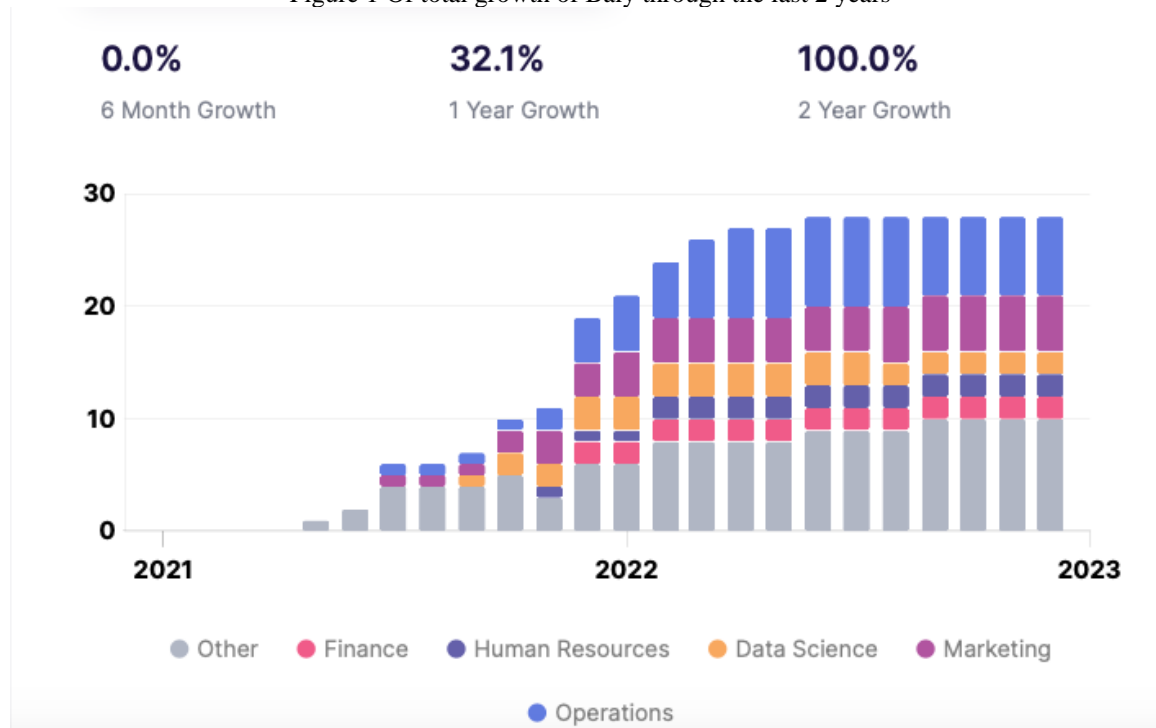
The first super-app in Iraq, Baly, has just closed the largest seed round in the country's IT history. Funding of USD 10.5 million came from Kingsway Capital, MSA Capital, Global Founders Capital, Vostok Ventures, Majid Al Futtaim, and March Holding, with backing from Rocket internet of Germany. Given the market's infancy, the size of the investment and the types of investors that are taking part are encouraging signs. Last month, Baly introduced ride-hailing as its debut service in Baghdad, and it has already seen a daily ride volume of thousands. A number of new features and services, including food and grocery delivery, will be available on Baly in the coming weeks, and the company will soon begin expanding to more cities around the country.

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According to Rocket Internet's chief financial officer Arnd Lodowicks: "Baly is for us a world class team in an exceptionally interesting and attractive area. As the startup strives to become Iraq's preeminent super app, we're excited to lend our support. Munqith Alazzawi, a founding team member, stated, "We are happy to announce the closing of our first investment round, just weeks after debut. We'll be able to launch new services, including food delivery, in the next weeks with the help of these funds, speeding up our growth across the nation.

The organization claims that it has hired more than 70 people, including graduates of prestigious institutions including McKinsey, INSEAD, Cambridge, Baghdad, and Tsinghua. Over 90% of Iraqis between the ages of 17 and 40 have access to a smartphone, as noted by Iraq's Managing Director Matteo Mantovani. Its young, urban population makes it an ideal location for the introduction of innovative digital services.

MATERIAL AND METHODOLOGY

Primary and secondary sources were used to compile the study's findings. Primarily, we used a standardized questionnaire and interviews to gather information. With regard to each of McKinsey's 7 Ss (Shared Values, Strategy, Structure, Systems, Style, Staff, and Skills), a total of 51 questions were formulated to cover the 4 parameters of PMS [setting goals, assessing performance through an instrument, developing through training, and retaining through reward and recognition]. A 5-point Likert scale is employed here. And the answers were between agree and disagree.

	Questions	Answers Agree/Disagree Grad (from1 to 5) Positive (1) (2) (3) (4) (5) Neg
	Shared values	
1	How well defined and enticing are the values and the standards of behavior?	
2	Are Board-level reviews, evaluations, and approvals of values routine?	
3	Do upper-level managers aggressively disseminate (both formally and informally) the company's ethics and standards?	
4	The question is whether or not the actions of upper-level management reflect the stated ideals and norms?	
5	Do workers accept the ideals and follow the rules?	
6	Are the norms and standards emphasized? - the narratives, signs, and rites that communicate achievement?	
7	Do the values inform the strategy, the goals, and the	

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	decisions?	
8	Do workers recognize, embrace, and practice the values and standards?	
9	Is it possible for the values and the code of conduct to be put into practice, or are there obstacles?	

	Questions	Answers Agree/Disagree Grad (from1 to 5) Positive (1) (2) (3) (4) (5) Neg
	Style	
1	How much do the board and audit committee weigh in when deciding whether or not the "tone at the top" is effective?	
2	Is there evidence that the board and management want to talk about cultural problems?	
3	Do board members have access to relevant information on controversial matters in a timely manner?	
4	Can you trust the board and audit committee members to raise difficult questions without fear of retaliation from management?	
5	Whether official or informal, do workers have a way to voice concerns about the company's culture and conduct (via grievance, whistleblower, etc.)?	
6	Does this problem get serious attention where it arises?	
7	Do lower-level workers believe that their thoughts and ideas are taken seriously by upper-level management?	
8	Is it possible to make exceptions to the rule, and if so, under what conditions? Do you keep records of incidents and carefully analyze their causes and effects?	
9	There a sincere commitment to following the rules and regulations?	
10	The way blunders are dealt with can either be a learning experience or a means to place blame.	
11	Do bosses encourage collegiality and trust among workers?	

	Questions	Answers Agree/Disagree Grad (from1 to 5) Positive (1) (2) (3) (4) (5) Neg
	Skills	
1	Is there congruence between what people bring to the table and what the job calls for in terms of skills, experience, and knowledge?	
2	Can anyone see and join the available trainings?	
3	Is the training in line with the company's core principles, such as honesty and respect for customers?	

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4	**Does instruction correspond to what's expected on the job?**	
5	**Do employees feel appreciated through training programs?**	
6	**Is there more than one type of training available so that it may be tailored to individual situations and needs?**	
7	**Is there an assessment of the efficacy of training programs?**	
8	**Is there a system in place to make sure people are teaching each other new things?**	

	Questions	**Answers** **Agree/Disagree** **Grad (from1 to 5)** **Positive (1) (2) (3) (4) (5) Neg**
	Staff	
1	**Do individuals' duties reflect the company's ethics and principles?**	
2	**In what ways does the hiring procedure highlight the values/code of conduct and attempt to match up candidate expectations with those of the organization?**	
3	**To what extent do workers grasp the nature of their work?**	
4	**Do managers and workers feel that performance reviews are honest and lead to productive discussion of performance concerns, or do they feel that they are just "going through the motions"?**	
5	**Are there measures of how employees are exhibiting the values and rules of conduct in their day-to-day work?**	
6	**Is there a consensus among workers that SMART goals have been set? (short-term, attainable, quantifiable, relevant) Do workers believe they have a fair shot at advancement based on performance?**	
7	**Do incentives like bonuses and performance reviews tend to encourage good habits?**	
8	**Is there too much pressure on workers to achieve quotas? "No matter what it takes."**	
9	**Is there uniformity and fairness in how employees are evaluated?**	
10	**Is there a system in place to collect and assess workers' suggestions for enhancing current procedures?**	
11	**Do individuals' duties reflect the company's ethics and principles?**	

	Questions	**Answers** **Agree/Disagree** **Grad (from1 to 5)** **Positive (1) (2) (3) (4) (5) Neg**
	Strategy	

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1	**Is there a well-defined, coherent, and integrated company strategy and supporting objectives for all business units?**	
2	**Every so often, we reevaluate and realign the strategies and goals of our various business divisions.**	
3	**Do people in your organization believe that the strategic goals are for them? ownership?**	
4	**Do workers have clear job descriptions and performance goals that tie into the organization's overall mission and vision?**	
5	**Do supervisors and workers know the dangers they face?**	
6	**Is there an emphasis placed on staff education and participation in risk assessment and mitigation?**	
7	**Have managers and staff members internalized the organization's risk appetite and used it to inform goals and actions?**	
8	**When actual performance deviates from strategy objectives, are contingency preparations and corrective measures implemented?**	

	Questions	**Answers** **Agree/Disagree** **Grad (from1 to 5)** **Positive (1) (2) (3) (4) (5) Neg**
	Structure	
1	**Is there an easy way for information to travel up, down, and between the different departments in the business unit?**	
2	**Is there an adequate chain of command? This is because the second and third layers of defense are sufficiently separated from the operations they are guaranteeing.**	
3	**Have responsibilities been identified and assigned?**	
4	**Is everyone aware of and comfortable with their roles and responsibilities?**	
	Question	Answers Agree/Disagree Grad (from1 to 5) Positive (1) (2) (3) (4) (5) Neg
	Systems	
1	**Are the values built into and impact decision making processes?**	
2	**Is there a common and clearly understood set of processes set that underpin core business activities?**	
3	**Do employees consider controls and regulations within system are necessary and apply to them?**	
4	**Security of personal data within systems is taken seriously?**	
5	**Does the organization take customer service complaints seriously?**	
6	**Are customers complaints communicated to the appropriate levels of management and responded to appropriately in an open and effective way?**	
7	**Does the organization take customer complaints**	

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	seriously?	
8	Is the appointment of suppliers and contractors transparent and equitable?	
9	Is the organization committed to working ethically with business partners?	
10	Does the organization have adequate procedures to prevent bribery and corruption?	

- In addition to the (Agree/Disagree slots) there was an attached score chart with 5 points of agreement or disagreement as the 1 is the (positive) and 5 is the (negative) for each and every question.

Agree/ Disagree	Positive (1) (2) (3) (4) (5) Neg

- In order to learn more about these companies, we relied on secondary sources such annual reports, company brochures, company websites, business journals, business newspapers, etc. Extensive reading of many articles published in relevant journals has been done for this literature review.

Shared Values of BALY upon the questionnaire
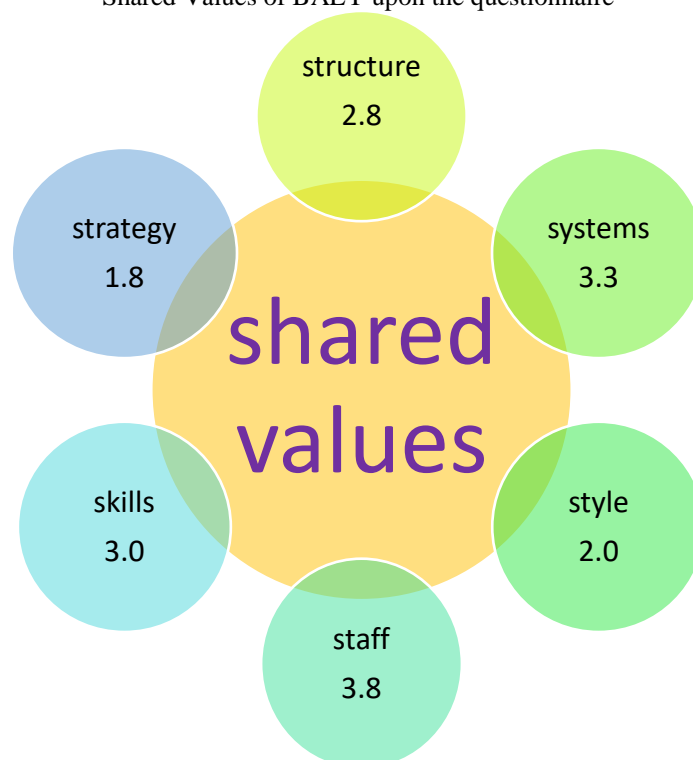
Prepared by the authors (2023)

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RESULTS AND DISCUSSION

Researchers in this area have thus far relied on questionnaires to amass data for their analyses of BALY capabilities. We find that Staff, System, and Style are the three most fundamental factors. In addition, indications are used for a deeper dive into the analysis. The presence of a re-recruitment system is the weakest signal in the system dimension (Rehire). BALY IRAQ should focus more on indicators that fall into the intermediate and bad standards, without neglecting indicators that are currently in the good category.

In addition, via in-depth interviews with relevant parties, we have been able to determine the analysis of future capacities necessary for BALY. Strategy of BALY in the form of digital customer experience, a system to improve career development, BALY as a superordinate goal, consultative leadership style, number of employees who meet company needs, workers who have received proper training.

To round up the data collection procedure, the researcher also conducted in-depth interviews. The process's ultimate goal is to learn what factors contributed to the survey's findings. The interview's findings are included into the rationale for the investigation of the underlying causes. The writer conducts a cause-and-effect study using a Current Reality Tree. A Current Reality Tree (CRT) is a tree-like logical structure that is used to explain the current reality of a given system. The CRT methodology investigates the potential links between the system's outwardly apparent symptoms and their root causes. The purpose of a CRT, as stated by (Dettmer. 2017), is to aid in the identification of what should be altered in a specific scenario. This is achieved by assisting in the detection of symptoms that are unmistakable signs of systemic flaws and subsequently tracking them to their root causes.

Moreover, according to several reports from many journals and business magazines the employers in BALY IRAQ specifically are suffering from the non-contract jobs which is totally illegal but the company still trying the voice which shouting around to get there right, despite the big growth that the company have, they board still consider it as a startup company never more. As

Using the results of a current tree analysis, we may deduce that there are five fundamental issues with this study.

 1) Low levels of technological awareness among employees are to blame (employees are "good enough to work, but not professional enough to create").

2) Recruitment accounts for just 20% of departing staff.

3) The CEO gives more orders than she does take part in teamwork.

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4) The talent management system is not communicated to the staff in a straightforward manner.

5) mentorship and coaching are just meant to help out a company's new hires.

Figure 2 Employee retention rate at Baly

(https://www.apollo.io/companies/BALY/615eb182380bde00012f0a34?chart=count)

BALY 's next step in bridging the capacity gap is to develop a plan to acquire the competencies the firm will require in the future. The first step is for the corporation to ensure that its surviving BALY staff members receive the technology training they require. In addition, the corporation must fill the labor gap by 2023 at the latest. The next step is to detail how you want to enhance training and education opportunities for staff members. Here are some things that BALY might do to fix the five underlying issues:

(1) Collaborative efforts.

(2) Sourcing qualified professionals from the outside.

(3) Shaping the workplace to facilitate the implementation of new skills learned in training.

(4) Sharing information about skills and abilities.

(5) A mentoring and coaching program.

Shared Values and Net Profitability

Baly, the first "super app" in Iraq, has closed a fundraising round for $10.5 million, the largest sum ever received by an Iraqi digital business. According to a press release, Baly has

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been operating in Baghdad for the last month, with ride-hailing being its debut offering. In the next weeks, Baly will launch new features, including food and grocery delivery, and extend to other cities across the country. According to the firm, the additional capital will be used to help the startup expand its operations and enter new markets. "Iraq is home to 40 million people, and among those 17 to 40 years old, smartphone penetration is above 90%," said Baly Managing Director Matteo Mantovani. "With a youthful, urban population, it is ideal for ushering in a new era of economic growth through the proliferation of digital services. Baly is for us a world-class team in a really interesting and attractive business," said Arnd Lodowicks, chief financial officer of investor Rocket Internet. We're excited to back the startup as it strives to build Iraq's first really revolutionary app. Baly claims that in 2021, despite the region's political and socioeconomic concerns, venture capital financing in Iraq hit all-time highs. In 2021, it raised nearly $5 million through five agreements, an increase of 170 percent over the previous year's total. Baly's Series A round of investment was co-led by Kingsway Capital, MSA Capital, Global Founders Capital, Vostok Ventures, Majid Al Futtaim, and March Holding.

The Iraqi start-up known as Super App offers a unified value offering to businesses in the delivery and transportation industries. It is necessary to have hyper localized networks as well as an integrated fleet management system in order for a multi-pronged operation to achieve the desired level of success. The latest investment is being hailed as both a financial benefit that will enable the company located in Iraq to begin expanding its operations and a proof that the market is interested in what it is that they have to offer. Both of these notions are true, according to the proponents of the investment. According to statements made by Iraq's Managing Director Matteo Mantovani, "Iraq is home to 40 million people and has a smartphone penetration rate of over 90 percent among those aged 17 to 40." Because of its predominantly young and urban population, it provides an excellent environment for the launch of cutting-edge digital services.

- So according to Yahoo finance we can say that BALY can be the role model of the startups right, till now there is no clear smooth way for BALY to make an earning margin as long as the board has a lot of problems at the backstage as we mentioned before.

- Organizational effectiveness may be assured if the BALY board is able to inculcate Shared Values among its workers, build Skilled Staff, devise suitable Strategies, and implement them through appropriate Systems, Structure, and Style. It has to reevaluate its 7Ss and improve in the areas identified by the PMS as areas for

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improvement, particularly in the areas of rewards and recognition and training and development.

CONCLUSION

The subject of "to what degree does a corporation meet its aims, consequently, how efficient has the business employed its resources?" is one that is often investigated from several angles. In this research, the 7S McKinsey model was used to analyze a company's performance. In addition, the 7S McKinsey model has been utilized with the AHP and ANP multi-criteria decision-making methodologies. The strategy, structure, style, processes and procedures, skills, shared values, and staffs have all been assessed as part of the assessment of the suggested company evaluation method and its component parts. As a corollary, it has been shown that the model's 7S factors and sub-factors that are qualitatively structured may be evaluated individually. In addition, the ANP method was shown to be useful for evaluating interactions between the aforementioned seven factors. It has become abundantly evident that a unified strategy based on the 7S model may be used to evaluate the success of the firm. In addition, the efficiency of each component may be measured. Analytic interpretability of the study's results has proven compatibility with the results of the research which are referred from a methodological stance (Dadeviren et al. 2008; Yüksel, 2012; Yüksel, 2015). This finding demonstrates how the 7S model benefits from the application of multi-criteria decision-making strategies. Future research may be able to incorporate some of the areas that were not able to be covered in this one. One is that the DEMATEL method may be used to establish a connection between the 7S components. The research also has the advantage of using precise numerical values to represent the values that correspond to the pairwise comparisons.

Baly, which launched its first ride-hailing service only last month, will now lead the way in the Iraqi T&L industry and the Iraqi entrepreneurial ecosystem. These money will be used to help the company expand its operations and enter new markets. With such a watershed event, additional entrants and competitors are likely to emerge in the venture arena, and most crucially, more foreign investors will be seeking for a piece of this juicy market. In the end, Rocket Internet's Chief Financial Officer Arnd Lodowicks said, "Baly is for us a world-class team in an exceptionally interesting and attractive industry.

Inadequate answer category options are a shortcoming of this work. A participant's response is more likely to fall into one of many predetermined groups when asked questions.

The study's findings cannot be applied universally because of the limited sample size and unequal representation of occupations.

The McKinsey 7S Framework models are the most efficient frameworks for determining how efficiently a company is performing. Researchers advocate that a firm that is interested in evaluating its performance or forming a strategy and designing its future organization utilize the McKinsey 7S Framework models as a reference, foundation, and instrument in order to construct a more effective organization. In the company, a single respondent was tasked with providing details about the company's personnel management system (PMS), and this individual was selected from the HR department with the utmost care. The response may have been skewed, however, by the respondent's biases. The net profit has been seen as a measure of success. There are, of course, many other markers of success, but it is surely a crucial one.

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