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7-S FRAMEWORK BY MCKINSEY*

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Adstract. The article deals with the concept of the "7-S" system, all elements of which have a specific content. They depend on various external and internal factors, and their values can be both quantitative and qualitative. In accordance with this concept, only those organizations in which all seven elements are harmoniously combined can effectively function and develop.

Key words: model of management, functioning of the company, business.

СИСТЕМА «7-С» МАККИНСИ

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Аннотация. В статье говорится о концепции системы «7-С», все элементы которой имеют конкретное содержание. Они зависят от различных внешних и внутренних факторов, а значения их могут быть как количественными, так и качественными. В соответствии с данной концепцией, эффективно функционировать и развиваться могут только те организации, в которых гармонично сочетаются все семь элементов.

Ключевые слова: модель менеджмента, функционирование компании, бизнес.

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Nowadays in management systems all the important features are changes in the external environment and issues of interaction with it, as well as innovation in the activities of individual enterprises and in their orientation in an ever-changing environment. Search for solutions related to such processes that can be useful for the emergence and development of new management concepts that are aimed at ensuring more efficient functioning of organizations in the modern world. One of this concept is the 7-S Framework (Concept 7-S).

This concept was first measured in "The Art of Japanese Management" by Richard Pascal and Anthony Athos in 1981. They conducted a study of Japanese industry and its success. Around the same time, Tom Peters and Robert Waterman investigated the success factors of leading companies. Model 7S was formulated at a meeting of these 4 authors in 1978. She also appeared in "In Search of Excellence" T. Peters and R. Waterman and was accepted as the main tool of the global consulting company McKinsey.

It is a management model that describes the 7 main factors of organization of the company's activity in the most effective way. Together these factors determine the way in which a corporation operates. Managers should take into account all of these factors, to be sure of successful implementation of a strategy. The model recommends paying attention to seven main areas, the names of which begin with the letter S:

- **Strategy** (The commercial education provider is fully focused on adult MBA education. They offer a series of courses and aim to be largest provider in the Netherlands).
- **Structure** (Given the size of the organization, it is important that there is a proper structure, and so a product classification has been made; each branch has its own training managers, representatives and subject teachers. This hierarchy is clear to both employees and students. In addition, there are many supporting departments such as ICT, administration and planning).

- **Systems** (The organization uses an internal Customer Relationship Management system to keep up-to-date with student progress, contracts and internship agreements. Students have an online learning environment that is linked to the internal system so that everyone is aware of the student's well-being).
- **Style** (The organization was founded 10 years ago by a passionate pioneer and has a friendly and open atmosphere right from the beginning. As a leader, he considers it important that work is done according to procedures and legislation, but everyone can further determine their own goals and are thus self-governing. This creates a pleasant working environment and a good mutual understanding).
- **Shared values** (common values) (What is the essence of the organization and what it believes in. Key beliefs and attitudes).
- **Skills** (amount of skills) (The organization only works with teachers who have made their mark in the industry; as representatives, they can present study material very well. Employees are expected to know the exact guidelines issued by the Ministry of Education and how to integrate them into the lesson program).
- **Staff** (employees) (In addition to skills, it is also important that the staff knows what their responsibilities are and dare to take it. Problems in class or with individual students must be reported to the head office in order to cooperatively find a solution).

Despite its simplicity, the "7-S" has determined the direction of research in business for the next 20 years. Most of the business books which were published, in one way or another, began with this model.

The advantage of this model is that it performs a diagnostic analysis, as well as the fact that it combines specific and rational elements with non-specific and emotional ones.

The appeal of the "7-S" model is that it is simple and easy to remember. It describes the principles that enable an organization to achieve success. A model that simplifies something as complex as the organization's behavior inevitably becomes the object of abuse, misinterpretation and criticism. The question of how applicable the 7-S model is in practice is still being discussed – at least in class at business schools. The truth is that no one has ever run a business "by model." "7-S" is a statement in a condensed form of the main problems that don't give rest to the leaders. But from a practical point of view, they are nothing more than a mnemonic device, a sort of filter.

Perhaps its longevity is explained by the fact that it has proved to be an appropriate principle for classifying the constituent parts of an organization. As a result, in discussions about the characteristics of the organization, the "7-S" has become a common platform for scientists, consultants and practitioners, a starting point for further research.

The Mckinsey's 7-S Framework can be used in two ways;

1. Considering the links between each of the S's one can identify strengths and weaknesses of an organization. No S is strength or a weakness in its own right, it is only its degree of support, or otherwise, for the other S's which is relevant. Any S's that harmonizes with all the other S's can be thought of as strength and weaknesses
2. The model highlights how a change made in any one of the S's will have an impact on all the others. Thus if a planned change is to be effective, then changes in one S must be accompanied by complementary changes in the others.

Today, when Japanese companies have fallen from the pedestal and the cult of "perfection" initiated by Peters and Waterman seems to have finally exhausted itself, it is easy to forget how influential these ideas were once. For the first time, thanks to the "7-S", it became possible to conduct meaningful comparisons of companies from completely different sectors, within different

national cultures and historical context. As the starting point of the model remains a useful concept for the researcher.

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