

SVNN-ExpTODIM Technique for Maturity Evaluation of Digital Transformation in Retail Enterprises Under Single-Valued Neutrosophic Sets

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Abstract—The digital economy has become an important force driving the transformation of old and new driving forces in China's economy, and also provides an opportunity for retail enterprises to "overtake" by changing lanes. The evaluation of the maturity of digital transformation in retail enterprises plays an important role in their digital transformation process. Although more and more retail enterprises are realizing the important role of digital transformation in their own development, the digital transformation of retail enterprises is a complex issue that involves all aspects of retail enterprise management. There are still many retail enterprises that lack clear strategic goals and practical paths, as well as effective supporting assessments and institutional incentives in the process of digital transformation, which may further widen the digital level gap between retail enterprises. The maturity evaluation of digital transformation in retail enterprises is multiple-attribute group decision-making (MAGDM). Recently, the Exponential TODIM (ExpTODIM) technique was employed to cope with MAGDM. The single-valued neutrosophic sets (SVNSs) are presented as decision tool for characterizing fuzzy information during the maturity evaluation of digital transformation in retail enterprise. In this study, the single-valued neutrosophic number Exponential TODIM (SVNN-ExpTODIM) technique is presented to solve the MAGDM under SVNSs. At last, numerical study for maturity evaluation of digital transformation in retail enterprise is presented to validate the SVNN-ExpTODIM technique through comparative analysis.

Keywords—Multiple-attribute group decision-making (MAGDM); single-valued neutrosophic sets (SVNSs); information entropy; exponential TODIM; maturity evaluation of digital transformation

I. INTRODUCTION

At the G20 Summit held in Hangzhou, China in 2016, the Group of 20 members of the Forum on International Economic Cooperation proposed the concept of "digital economy". According to the level of digitization, the "digital economy" can be divided into three stages: digital information stage, digital business stage, and digital transformation stage [1-3]. The transformation of digital technology is a new stage in the current development of the digital economy [4-7]. Exponential digitization not only expands new opportunities for economic development and is conducive to sustainable economic development, but also promotes the transformation of traditional industries and the transformation of the entire society [8-11]. However, the current challenges faced by the traditional retail industry still exist. The emergence of

e-commerce has led to a decrease in customer loyalty. The availability of information channels enables enterprises to have a wider range of communication channels and promotes consumer switching and brand re-selection [12-14]. On a broader environmental level, the global economic recovery is weak, and China's economy is undergoing structural adjustments [15-17]. This directly affects the stable relationship between upstream enterprises and downstream retailers. When there are severe fluctuations, there is considerable uncertainty in the total cost, profitability, and operational difficulty of retailers [12-14, 18-20]. The application of maturity model is to describe the current situation of an organization and indicate the future development direction [21-23]. Maturity model can provide a quantitative description of the process of development and maturity of things [24-26]. The digital maturity model of retail enterprises is a measure that reflects the degree of digital transformation of retail enterprises [27-29]. As the digital maturity of retail enterprises increases, the focus of their digital transformation work also varies. The establishment of a digital maturity model aims to help enterprises understand the level of digital operation within their own enterprises, refer to the practical standards that need to be achieved at higher levels, and improve their digital level in various dimensions [30-32]. This way, enterprises can optimize and manage the transformation process in a targeted manner based on their own shortcomings and needs. In the process of enhancing the digital capabilities of enterprises, they should first have an objective understanding of their own digital level [33, 34], and evaluate their development status and ability level from various dimensions; Next, compare the maturity model to determine the key areas and path methods for improvement, and finally implement improvement and transformation to enhance the digital maturity level of the enterprise itself. The emergence of e-commerce enterprises has brought enormous pressure to many traditional retail enterprises [35-37]. The dual decline in commodity prices and consumer traffic has forced retail enterprises to pay attention to the impact and impact of e-commerce, and hope to smoothly transform using digital technology. Early transformation and development focused on the combination of online and offline techniques [38-40]. In recent years, with the popularization and development of new technologies, such as big data, cloud computing and artificial intelligence, retail enterprises have seen new directions for transformation. It can be seen that with the development of "Internet plus" and wide application

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of big data, digital transformation of traditional enterprises is the general trend of future business development.

MAGDM refers to the process in which multiple decision-makers rank and select limited options under various evaluation attributes [41-46]. Due to its ability to evaluate objectives from multiple dimensions and fully utilizing group intelligence, it has been widely applied to many practical decision-making issues such as supplier selection, community epidemic prevention management, and evaluation of waste power battery recycling technology [47-55]. Therefore, conducting in-depth research on it has significant practical significance. However, some MAGDM methods use a single type of isomorphic information for decision modeling, but the heterogeneity of decision-makers and evaluation attributes makes it difficult for single type isomorphic information to meet the needs of accurate description and decision-making of attribute values [56-59]. Therefore, using different fuzzy information such as model information is more in line with the reality of MAGDM. The maturity evaluation of digital transformation in retail enterprise is MAGDM. Recently, ExpTODIM technique ExpTODIM [60, 61] was presented to put forward MAGDM. The SVNSs [62-70] are presented as decision tool for characterizing fuzzy information during the maturity evaluation of digital transformation in retail enterprise. In this study, the SVNN-ExpTODIM approach is presented to put forward MAGDM under SVNSs. At last, numerical study for maturity evaluation of digital transformation in retail enterprise is presented to validate the SVNN-ExpTODIM through comparative analysis. The main research motivation and goal of this study is presented: (1) Entropy technique is presented to obtain the weight with SVNSs; (2) SVNN-ExpTODIM approach is presented to put forward the MAGDM under SVNSs; (3) Finally, numerical study for maturity evaluation of digital transformation in retail enterprise is presented and (4) several comparisons are presented to show the SVNN-ExpTODIM approach.

The structure of this study is presented. In Section II, the SVNSs is introduced. In Section III, SVNN-ExpTODIM technique is presented for MAGDM under SVNSs with entropy. Section IV presents numerical study for maturity evaluation of digital transformation in retail enterprise through comparative analysis. Final remarks are presented in Section V.

II. PRELIMINARIES

Wang et al. [62] presented the SVNSs

Definition 1 [62]. The SVNSs is presented:

$$RA = \{(\phi, RT_A(\phi), RI_A(\phi), RF_A(\phi)) | \phi \in \Phi\} \quad (1)$$

$$(1) PA \oplus PB = (PT_A + PT_B - PT_A PT_B, PI_A PI_B, PF_A PF_B);$$

$$(2) PA \otimes PB = (PT_A PT_B, PI_A + PI_B - PI_A PI_B, PF_A + PF_B - PF_A PF_B);$$

$$(3) \lambda PA = (1 - (1 - PT_A)^\lambda, (PI_A)^\lambda, (PF_A)^\lambda), \lambda > 0;$$

$$(4) (PA)^\lambda = ((PT_A)^\lambda, (PI_A)^\lambda, 1 - (1 - PF_A)^\lambda), \lambda > 0.$$

where $RT_A(\phi), RI_A(\phi), RF_A(\phi)$ presents truth-membership, indeterminacy-membership and falsity-membership, $RT_A(\phi), RI_A(\phi), RF_A(\phi) \in [0,1]$ and meets $0 \leq RT_A(\phi) + RI_A(\phi) + RF_A(\phi) \leq 3$.

The single-valued neutrosophic number (SVNN) is presented as: $RA = (RT_A, RI_A, RF_A)$, $RT_A, RI_A, RF_A \in [0,1]$, and $0 \leq RT_A + RI_A + RF_A \leq 3$.

Definition 2 [71]. Let $RA = (RT_A, RI_A, RF_A)$ be SVNN, a score value is presented:

$$SV(RA) = \frac{(2 + RT_A - RI_A - RF_A)}{3}, SV(RA) \in [0,1] \quad (2)$$

Definition 3[71]. Let $RA = (RT_A, RI_A, RF_A)$ be SVNN, accuracy value is presented:

$$AV(PA) = PT_A - PF_A, AV(RA) \in [-1,1] \quad (3)$$

Peng et al. [71] presented the order for SVNNs.

Definition 4[71]. Let $RA = (RT_A, RI_A, RF_A)$ and $RB = (RT_B, RI_B, RF_B)$ be SVNNs,

$$SV(RA) = \frac{(2 + RT_A - RI_A - RF_A)}{3} \quad \text{and}$$

$$SV(RB) = \frac{(2 + RT_B - RI_B - RF_B)}{3}, \quad \text{and}$$

$AV(PA) = PT_A - PF_A$ and $AV(RB) = RT_B - RF_B$, then if $SV(RA) < SV(RB)$, then $RA < RB$; if $SV(RA) = SV(RB)$, then (1)if $AV(RA) = AV(RB)$, then $RA = RB$; (2) if $AV(RA) > AV(RB)$, then $RA < RB$.

Definition 5[62]. Let $RA = (RT_A, RI_A, RF_A)$ and $RB = (RT_B, RI_B, RF_B)$ be SVNNs, the operations are presented:

Definition 6[72]. Let $RA = (RT_A, RI_A, RF_A)$ and $RB = (RT_B, RI_B, RF_B)$, then the Hamming distance is presented:

$$HD(RA, RB) = \frac{|RT_A - RT_B| + |RI_A - RI_B| + |RF_A - RF_B|}{3} \quad (4)$$

The SVNNWA and SVNNWG technique is presented:

Definition 7[71]. Let $RA_j = (RT_j, RI_j, RF_j)$ be SVNNs, the SVNNWA technique is presented:

$$\begin{aligned} &SVNNWA_{rw}(RA_1, RA_2, \dots, RA_n) \\ &= rw_1 RA_1 \oplus rw_2 RA_2 \dots \oplus rw_n RA_n = \bigoplus_{j=1}^n rw_j RA_j \\ &= \left(1 - \prod_{j=1}^n (1 - RT_{ij})^{rw_j}, \prod_{k=1}^l (RF_{ij}^k)^{rw_j}, \prod_{k=1}^l (RT_{ij}^k)^{rw_j} \right) \end{aligned} \quad (5)$$

where $rw = (rw_1, rw_2, \dots, rw_n)^T$ be weight of RA_j , $rw_j > 0, \sum_{j=1}^n rw_j = 1$.

Definition 8[71]. Let $RA_j = (RT_j, RI_j, RF_j)$ be SVNNs, the SVNNWG technique is:

$$\begin{aligned} &SVNNWG_{rw}(RA_1, RA_2, \dots, RA_n) \\ &= (RA_1)^{rw_1} \otimes (RA_2)^{rw_2} \dots \otimes (RA_n)^{rw_n} = \bigotimes_{j=1}^n (RA_j)^{rw_j} \\ &= \left(\prod_{j=1}^n (RT_{ij})^{rw_j}, 1 - \prod_{k=1}^l (1 - RF_{ij}^k)^{rw_j}, 1 - \prod_{k=1}^l (1 - RT_{ij}^k)^{rw_j} \right) \end{aligned} \quad (6)$$

where $rw = (rw_1, rw_2, \dots, rw_n)^T$ be weight of RA_j , $rw_j > 0, \sum_{j=1}^n rw_j = 1$.

III. SVNN-EXPTODIM TECHNIQUE FOR MAGDM WITH ENTROPY WEIGHT

A. SVNN-MAGDM Issues

The SVNN-ExpTODIM technique is presented for MAGDM. Let $RA = \{RA_1, RA_2, \dots, RA_m\}$ be alternatives, and $RG = \{RG_1, RG_2, \dots, RG_n\}$ be attributes with weight $r\omega$, where $r\omega_j \in [0, 1], \sum_{j=1}^n r\omega_j = 1$ and invited experts $RE = \{RE_1, RE_2, \dots, RE_q\}$ with expert's weight

$rw = \{rw_1, rw_2, \dots, rw_t\}$, where $rw_j \in [0, 1], \sum_{k=1}^t rw_k = 1$.

Then, SVNN-ExpTODIM technique is presented for MAGDM.

1) Present the SVNN-matrix and average matrix $RM = [RM_{ij}]_{m \times n}$:

$$RM^t = [RM_{ij}^t]_{m \times n} = \begin{matrix} & \begin{matrix} RG_1 & RG_2 & \dots & RG_n \end{matrix} \\ \begin{matrix} RA_1 \\ RA_2 \\ \vdots \\ RA_m \end{matrix} & \begin{bmatrix} RM_{11}^t & RM_{12}^t & \dots & RM_{1n}^t \\ RM_{21}^t & RM_{22}^t & \dots & RM_{2n}^t \\ \vdots & \vdots & \ddots & \vdots \\ RM_{m1}^t & RM_{m2}^t & \dots & RM_{mn}^t \end{bmatrix} \end{matrix} \quad (7)$$

$$RM = [RM_{ij}]_{m \times n} = \begin{matrix} & \begin{matrix} RG_1 & RG_2 & \dots & RG_n \end{matrix} \\ \begin{matrix} RA_1 \\ RA_2 \\ \vdots \\ RA_m \end{matrix} & \begin{bmatrix} RM_{11} & RM_{12} & \dots & RM_{1n} \\ RM_{21} & RM_{22} & \dots & RM_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ RM_{m1} & RM_{m2} & \dots & RM_{mn} \end{bmatrix} \end{matrix} \quad (8)$$

Based on SVNNWA, the $RM = [RM_{ij}]_{m \times n} = (RT_{ij}, RI_{ij}, RF_{ij})_{m \times n}$ is presented:

$$\begin{aligned} RM_{ij} &= rw_1 RM_{ij}^1 \oplus rw_2 RM_{ij}^2 \oplus \dots \oplus rw_t RM_{ij}^t \\ &= \left(1 - \prod_{k=1}^t (RT_{ij}^k)^{rw_k}, \prod_{k=1}^t (RI_{ij}^k)^{rw_k}, \prod_{k=1}^t (RF_{ij}^k)^{rw_k} \right) \end{aligned} \quad (9)$$

2) Normalize the $RM = [RM_{ij}]_{m \times n}$ into $RM^N = [RM_{ij}^N]_{m \times n} = (RT_{ij}^N, RI_{ij}^N, RF_{ij}^N)_{m \times n}$.
For benefit attributes:

$$RM_{ij}^N = (RT_{ij}^N, RI_{ij}^N, RF_{ij}^N) = RM_{ij} = (RT_{ij}, RI_{ij}, RF_{ij}) \quad (10)$$

For cost attributes:

$$RM_{ij}^N = (RT_{ij}^N, RI_{ij}^N, RF_{ij}^N) = (RF_{ij}, RI_{ij}, RT_{ij}) \quad (11)$$

B. Compute the Attributes Weight by using Information Entropy

Entropy [73] is presented to derive weight. Firstly, the normalized SVNN-matrix $RSVNNM_{ij}$ is presented:

$$RSVNNM_{ij} = \frac{\frac{AV(NPT_{ij}, NPI_{ij}, NPF_{ij}) + 1}{2}}{\frac{SV(NPT_{ij}, NPI_{ij}, NPF_{ij}) + 1}{2}}, \quad (12)$$

$$\sum_{i=1}^m \left(\frac{AV(NPT_{ij}, NPI_{ij}, NPF_{ij}) + 1}{2} \right)$$

Then, the SVNN Shannon entropy (SVNNSE) is presented:

$$SVNNSE_j = -\frac{1}{\ln m} \sum_{i=1}^m RSVNNM_{ij} \ln RSVNNM_{ij} \quad (13)$$

and $RSVNNM_{ij} \ln RSVNNM_{ij} = 0$ if $RSVNNM_{ij} = 0$.

Then,

the weight

$$SVNNDD_j(RA_i, RA_i) = \begin{cases} \frac{r\omega_j \times \left(1 - 10^{-\rho HD(RM_{ij}^N, RM_{ij}^N)}\right)}{\sum_{j=1}^n r\omega_j} & \text{if } SV(RM_{ij}^N) > SV(RM_{ij}^N) \\ 0 & \text{if } SV(RM_{ij}^N) = SV(RM_{ij}^N) \\ \frac{1}{r\theta} \frac{\sum_{j=1}^n r\omega_j \times \left(1 - 10^{-\rho HD(RM_{ij}^N, RM_{ij}^N)}\right)}{r\omega_j} & \text{if } SV(RM_{ij}^N) < SV(RM_{ij}^N) \end{cases} \quad (16)$$

where $r\theta$ is presented from Tversky and Kahneman [74] and $\rho \in [1, 5]$ [60].

information $r\omega = (r\omega_1, r\omega_2, \dots, r\omega_n)$ is presented:

$$r\omega_j = \frac{1 - SVNNSE_j}{\sum_{j=1}^n (1 - SVNNSE_j)}, \quad j = 1, 2, \dots, n. \quad (14)$$

C. SVNN-ExpTODIM Approach for MAGDM

The SVNN-ExpTODIM approach is presented for MAGDM.

1) Present relative weight of PG_j :

$$rr\omega_j = r\omega_j / \max_j r\omega_j, \quad (15)$$

2) The SVNN dominance degree (SVNNDD) of RA_i over RA_i for RG_j is presented:

The $SVNNDD_j(RA_i)(j = 1, 2, \dots, n)$ for RG_j is presented:

$$SVNNDD_j(PA_i) = [SVNNDD_j(PA_i, PA_i)]_{m \times m}$$

	RA_1	RA_2	\dots	RA_m
RA_1	0	$SVNNDD_j(RA_1, RA_2)$	\dots	$SVNNDD_j(RA_1, RA_m)$
RA_2	$SVNNDD_j(RA_2, RA_1)$	0	\dots	$SVNNDD_j(RA_2, RA_m)$
\vdots	\vdots	\vdots	\dots	\vdots
RA_m	$SVNNDD_j(RA_m, RA_1)$	$SVNNDD_j(RA_m, RA_2)$	\dots	0

3) Present the $SVNNDD(RA_i, RA_i)$ of RA_i over other alternatives for RG_i :

$$SVNNDD(RA_i, RA_i) = \sum_{j=1}^n SVNNDD_j(RA_i, RA_i) \quad (17)$$

The $SVNNDD = SVNNDD(RA_i, RA_i)_{m \times m}$ is presented:

$$SVNNDD = SVNNDD(RA_i, RA_i)_{m \times m}$$

$$= \begin{bmatrix} RA_1 & RA_2 & \dots & RA_m \\ RA_1 \sum_{j=1}^n SVNNDD_j(RA_1, RA_1) & \sum_{j=1}^n SVNNDD_j(RA_1, RA_2) & \dots & \sum_{j=1}^n SVNNDD_j(RA_1, RA_m) \\ RA_2 \sum_{j=1}^n SVNNDD_j(RA_2, RA_1) & \sum_{j=1}^n SVNNDD_j(RA_2, RA_2) & \dots & \sum_{j=1}^n SVNNDD_j(RA_2, RA_m) \\ \vdots & \vdots & \vdots & \vdots \\ RA_m \sum_{j=1}^n SVNNDD_j(RA_m, RA_1) & \sum_{j=1}^n SVNNDD_j(RA_m, RA_2) & \dots & \sum_{j=1}^n SVNNDD_j(RA_m, RA_m) \end{bmatrix}$$

4) The overall $SVNNDD(RA_i)$ of RA_i is presented:

$$SVNNDD(RA_i) = \frac{\sum_{t=1}^m SVNNDD(RA_t, RA_t) - \min_i \left\{ \sum_{t=1}^m SVNNDD(RA_t, RA_t) \right\}}{\max_i \left\{ \sum_{t=1}^m SVNNDD(RA_t, RA_t) \right\} - \min_i \left\{ \sum_{t=1}^m SVNNDD(RA_t, RA_t) \right\}} \quad (18)$$

5) Sort and select the optimal alternative with $SVNNDD(RA_i) (i = 1, 2, \dots, m)$, the greater $SVNNDD(RA_i) (i = 1, 2, \dots, m)$, the better alternative is.

IV. NUMERICAL EXAMPLE AND COMPARATIVE ANALYSIS

A. Numerical Example

The world is currently undergoing a major transformation from a resource-based and knowledge-based industrial economy to a networked and data-driven digital economy. The digital economy has also become important driving force for China's economy to achieve the transformation of old and new driving forces, and has provided opportunities for enterprise development to overtake others. The 14th Five Year Plan clearly proposes to "drive production methods as a whole through digital transformation... promote the deep integration of digital technology and real economy, empower the transformation and upgrading of traditional industries". The 2021 Accenture China Enterprise Digital Transformation Index shows that since 2018, the average score of China's enterprise digital transformation index has increased from 37 points to 54 points. 16% of enterprises have significant transformation effects, and the overall digital level of enterprises in various industries has steadily improved, but there are still significant differences between different industries. The management involved in the digital transformation process of retail enterprises could be mainly divided into two categories: first, digital management, which refers to use of digital technology to upgrade the informatization and automation of front-end business processes such as research and development, procurement, production, and sales, and improve the production efficiency of retail enterprises. To measure the maturity of digital management in small retail enterprises, it is necessary to analyze the production management, quality management, design management, research and development management, order management, procurement management, and other

aspects of retail enterprises. For retail enterprises, digital management can connect modules such as resources, customer relationships, orders, and supply chain management, thereby reducing various costs for retail enterprises. The second is data management, which includes basic data informatization, data visualization, data decision-making ability, data automatic processing ability, and data optimization processing ability for retail enterprises. By continuously exploring the value of data and driving the development of business intelligence, retail enterprises can enhance their data analysis and processing capabilities, optimize their data management capabilities, and the future business innovation and management transformation of retail enterprises depend on their control over data and application maturity. Data is the core content of digital management, which can effectively handle the accumulated data of oneself and various platforms, thus grasping the core of digital transformation. Therefore, data management is particularly important, and data management capabilities will directly affect the speed and results of digital transformation in retail enterprises. The maturity evaluation of digital transformation in retail enterprise is MAGDM. Therefore, the maturity evaluation of digital transformation in retail enterprise is presented to demonstrate the SVNN-ExpTODIM technique. Five potential retail enterprises $RA_i (i = 1, 2, 3, 4, 5)$ are assessed with different attributes:

- ① RG_1 is application of new technologies for digital transformation in retail enterprise;
 - ② RG_2 is organizational structure for digital transformation in retail enterprise;
 - ③ RG_3 is team for digital transformation in retail enterprise;
 - ④ RG_4 is administration for digital transformation in retail enterprise;
 - ⑤ RG_5 is strategy for digital transformation in retail enterprise;
 - ⑥ RG_6 is leadership for digital transformation in retail enterprise.
- Five possible retail enterprises $RA_i (i = 1, 2, 3, 4, 5)$ are evaluated in light with linguistic scales (see Table I) through four attributes and three

experts $PE_t (t = 1, 2, 3)$ with expert's weight $rw = (1/3, 1/3, 1/3)$.

TABLE. I. LINGUISTIC SCALES AND SVNNs

Linguistic scales	SVNNs
Exceedingly Terrible-RET	(0.0000, 1.0000, 1.0000)
Very Terrible-RVT	(0.1000, 0.9000, 0.9000)
Terrible-RT	(0.3000, 0.7000, 0.7000)
Medium-RM	(0.5000, 0.5000, 0.5000)
Well-RW	(0.7000, 0.3000, 0.3000)
Very Well-RVW	(0.9000, 0.1000, 0.1000)
Exceedingly Well-REW	(1.0000, 0.0000, 0.0000)

The SVNN-ExpTODIM technique is presented to solve the maturity evaluation of digital transformation in retail enterprise.

Step 1. Present the SVNN-matrix $RM^t = [RM_{ij}^t]_{5 \times 6} = (RT_{ij}^t, RI_{ij}^t, RF_{ij}^t)_{5 \times 6}$ (see Tables II to IV).

TABLE. II. EVALUATION VALUES THROUGH RE_1

	RG ₁	RG ₂	RG ₃	RG ₄	RG ₅	RG ₆
RA ₁	RVW	RVW	RW	RVT	RM	RW
RA ₂	RVT	RVT	RM	RM	RVT	RVT
RA ₃	RT	RW	RVW	RM	RT	RM
RA ₄	RVW	RVT	RVT	RVT	RVW	RW
RA ₅	RW	RVT	RVW	RVW	RW	RM

TABLE. III. EVALUATION VALUES BY PE_2

	RG ₁	RG ₂	RG ₃	RG ₄	RG ₅	RG ₆
RA ₁	RVW	RW	RT	RW	RVT	RM
RA ₂	RM	RW	RVW	RW	RVT	RVW
RA ₃	RM	RT	RM	RVW	RVW	RW
RA ₄	RVT	RM	RVT	RM	RVW	RT
RA ₅	RT	RW	RVT	RM	RM	RVW

TABLE. IV. EVALUATION VALUES BY PE_3

	RG ₁	RG ₂	RG ₃	RG ₄	RG ₅	RG ₆
RA ₁	RM	RVT	RT	RM	RT	RT
RA ₂	RM	RT	RM	RW	RVW	RT
RA ₃	RW	RT	RM	RVT	RVW	RM
RA ₄	RW	RW	RVW	RVW	RVT	RVW
RA ₅	RT	RVT	RVW	RW	RM	RVT

Then according to SVNNWA technique, the $RM = [RM_{ij}]_{5 \times 6}$ is presented (see Table V).

TABLE. V. THE $RM = [RM_{ij}]_{5 \times 6}$

	RG ₁	RG ₂
RA ₁	(0.4325, 0.3142, 0.4105)	(0.1681, 0.1536, 0.4103)
RA ₂	(0.6561, 0.2323, 0.1916)	(0.7108, 0.2004, 0.2105)
RA ₃	(0.2142, 0.3007, 0.4319)	(0.5265, 0.3326, 0.4506)
RA ₄	(0.8617, 0.1213, 0.4062)	(0.4332, 0.2057, 0.2104)
RA ₅	(0.2135, 0.1167, 0.5408)	(0.2536, 0.3032, 0.4072)
	RG ₄	RG ₃
RA ₁	(0.4652, 0.0357, 0.2546)	(0.4658, 0.0254, 0.3327)
RA ₂	(0.3124, 0.3435, 0.2872)	(0.4436, 0.4315, 0.2378)
RA ₃	(0.5803, 0.2724, 0.1105)	(0.5121, 0.0546, 0.1559)
RA ₄	(0.4237, 0.3548, 0.1543)	(0.4873, 0.1215, 0.3436)
RA ₅	(0.5154, 0.3217, 0.3632)	(0.6436, 0.2528, 0.3217)
	RG ₅	RG ₆
RA ₁	(0.2487,0.7189,0.6956)	(0.4612,0.5183,0.2178)
RA ₂	(0.3512,0.1579,0.1154)	(0.6753,0.7426,0.6816)
RA ₃	(0.4378,0.5436,0.2417)	(0.6768,0.8182,0.2354)
RA ₄	(0.7546,0.4913,0.3084)	(0.4723,0.2736,0.6132)
RA ₅	(0.4934,0.5149,0.4843)	(0.2814,0.2746,0.4875)

Step 2. Normalize the $RM = [RM_{ij}]_{5 \times 6}$ into $RM^N = [RM_{ij}^N]_{5 \times 6}$ (see Table VI).

TABLE. VI. THE $PN = [PN_{ij}]_{5 \times 6}$

	RG ₁	RG ₂
RA ₁	(0.4325, 0.3142, 0.4105)	(0.1681, 0.1536, 0.4103)
RA ₂	(0.6561, 0.2323, 0.1916)	(0.7108, 0.2004, 0.2105)
RA ₃	(0.2142, 0.3007, 0.4319)	(0.5265, 0.3326, 0.4506)
RA ₄	(0.8617, 0.1213, 0.4062)	(0.4332, 0.2057, 0.2104)
RA ₅	(0.2135, 0.1167, 0.5408)	(0.2536, 0.3032, 0.4072)
	RG ₄	RG ₃
RA ₁	(0.4652, 0.0357, 0.2546)	(0.4658, 0.0254, 0.3327)
RA ₂	(0.3124, 0.3435, 0.2872)	(0.4436, 0.4315, 0.2378)
RA ₃	(0.5803, 0.2724, 0.1105)	(0.5121, 0.0546, 0.1559)
RA ₄	(0.4237, 0.3548, 0.1543)	(0.4873, 0.1215, 0.3436)
RA ₅	(0.5154, 0.3217, 0.3632)	(0.6436, 0.2528, 0.3217)
	RG ₅	RG ₆
RA ₁	(0.2487,0.7189,0.6956)	(0.4612,0.5183,0.2178)
RA ₂	(0.3512,0.1579,0.1154)	(0.6753,0.7426,0.6816)
RA ₃	(0.4378,0.5436,0.2417)	(0.6768,0.8182,0.2354)
RA ₄	(0.7546,0.4913,0.3084)	(0.4723,0.2736,0.6132)
RA ₅	(0.4934,0.5149,0.4843)	(0.2814,0.2746,0.4875)

Step 3. Present the weight values (see Table VII):

TABLE. VII. THE ATTRIBUTES WEIGHT

	RG ₁	RG ₂	RG ₃	RG ₄	RG ₅	RG ₆
$p\omega$	0.2101	0.2720	0.2088	0.0567	0.1158	0.1366

Step 4. Present the relative weight (see Table VIII):

TABLE. VIII. THE RELATIVE ATTRIBUTES WEIGHT

	RG ₁	RG ₂	RG ₃	RG ₄	RG ₅	RG ₆
$rr\omega$	0.7724	1.0000	0.7676	0.2085	0.4257	0.5022

Step 5. Present the $SVNNDD = SVNNDD(RA_i, RA_i)_{5 \times 5}$ (see Table IX):

TABLE. IX. THE $SVNNDD = SVNNDD(RA_i, RA_i)_{5 \times 5}$

Alternatives	RA ₁	RA ₂	RA ₃	RA ₄	RA ₅
RA ₁	0.0000	-1.5655	1.6493	-1.8237	0.8803
RA ₂	-0.1843	0.0000	1.5971	0.1458	-1.8461
RA ₃	1.3441	-2.0903	0.0000	-2.2418	1.2768
RA ₄	-0.6074	-0.8641	1.9479	0.0000	-0.5955
RA ₅	1.1840	-2.2138	-0.1230	-2.0459	0.0000

(see Table X).

Step 6. Present the $SVNNDD(RA_i)(i = 1, 2, \dots, 5)$

TABLE. X. THE $SVNNDD(RA_i)(i = 1, 2, \dots, 5)$

Alternatives	RA ₁	RA ₂	RA ₃	RA ₄	RA ₅
SVNNDD	0.7595	0.9453	0.4830	1.0000	0.0000

Step 7. Finally, the order could be presented: $RA_4 \succ RA_2 \succ RA_1 \succ RA_3 \succ RA_5$, and thus the optimal retail enterprise is RA_4 .

SVNNWA technique [71] and SVNNWG technique[71], SVNN-CODAS technique [75], SVNN-EDAS technique [76] and SVNN-TODIM technique [77]. The comparative results are presented in Table XI and Fig. 1.

B. Comparative Analysis

Then, the SVNN-ExpTODIM technique is compared with

TABLE. XI. ORDER FOR DIFFERENT TECHNIQUES

	Order
SVNNWA technique [71]	$RA_4 \succ RA_2 \succ RA_1 \succ RA_3 \succ RA_5$
SVNNWG technique[71]	$RA_4 \succ RA_2 \succ RA_3 \succ RA_1 \succ RA_5$
SVNN-CODAS technique [75]	$RA_4 \succ RA_2 \succ RA_1 \succ RA_3 \succ RA_5$
SVNN-EDAS technique [76]	$RA_4 \succ RA_2 \succ RA_3 \succ RA_1 \succ RA_5$
SVNN-TODIM technique [77]	$RA_4 \succ RA_2 \succ RA_1 \succ RA_3 \succ RA_5$
The SVNN-ExpTODIM technique	$RA_4 \succ RA_2 \succ RA_1 \succ RA_3 \succ RA_5$

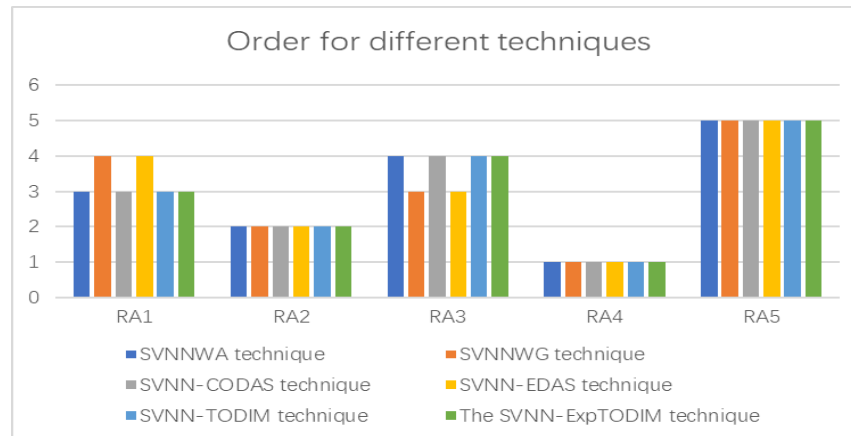


Fig. 1. Order for different techniques

From detailed analysis, it could be presented that order of these techniques is slightly different, however, these techniques have same optimal retail enterprise and worst retail enterprise. This verifies the SVNN-ExpTODIM is effective.

V. CONCLUSION

Against the backdrop of extensive digital transformation in various industries, China's traditional retail industry is facing very good development opportunities, but at the same time, it is also facing severe impacts. The full application of digital technologies such as big data will contribute to the long-term development of China's traditional retail industry. In this context, if China's traditional retail industry wants to achieve healthy and sustainable development, it should actively change its business model and actively use digital technologies such as big data in order to gain a certain advantage in the increasingly fierce competition. The maturity evaluation of digital transformation in retail enterprise is MAGDM. Currently, the ExpTODIM technique was presented to put forward the MAGDM. The SVNSs are presented as decision tool for characterizing fuzzy information during the maturity evaluation of digital transformation in retail enterprise. In this study, the SVNN-ExpTODIM approach is presented to solve the MAGDM under SVNSs. At last, numerical study for maturity evaluation of digital transformation in retail enterprise is presented to validate the SVNN-ExpTODIM approach through comparative analysis.

There are still several shortcomings in the research process of this article, which are worth further research in the future. Firstly, the digital transformation model proposed in this article is only based on the internal transformation evaluation model of the enterprise. In the process of digital transformation, retail enterprises not only need to transform themselves internally, but also need to consider external factors. National policies, the situation of competitors, and the development of upstream and downstream enterprises in the value chain will all become important factors affecting the digital transformation of enterprises. Secondly, although the evaluation indicators and process proposed in this article try to analyze the transformation work of enterprises from an objective perspective, the selection and evaluation of many indicators still have some subjective influences. Therefore, in

future research, how to make the evaluation work as objective and specific as possible will be a key research direction.

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