DIGITAL FORMULATION OF BUSINESS STRATEGIES IN THE TOURISM SECTOR USING 7S MCKINSEY AND WEB-BASED

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ABSTRACT

Introduction: *The tourism industry in Indonesia, including Purbalingga, has significant potential as a rapidly growing economic sector. Renowned for its natural beauty, cultural richness, and diverse tourist destinations, Indonesia attracts visitors globally. Purbalingga, in Central Java, offers various attractions such as scenic hills, rivers, waterfalls, historical temples, and rich local traditions, providing a unique tourism experience. However, despite its potential, Purbalingga's tourism industry faces challenges like suboptimal infrastructure, ineffective promotion, and the need for human resource development in tourism services. Developing and strengthening the tourism industry at national and local levels, like Purbalingga, is essential to maximize Indonesia's economic, social, and cultural potential. The urgency lies in adapting to the digital era, especially during the COVID-19 pandemic, which has highlighted the importance of online presence for promotion and distribution.*

Methods: *This study aims to analyze the alignment between D'Las' business goals and the McKinsey 7S Framework components, and to design a suitable digital strategy for the tourism sector.*

Results: *Results show that applying the McKinsey 7S Framework through digital platforms is highly effective in formulating strategies for business digitalization. The framework supports improvements in both hard skills and soft skills, enabling D'Las to optimize internal operations, strengthen service quality, and expand market reach. Furthermore, the outcomes include the formulation of concrete and measurable digital strategies, potential Intellectual Property Rights (IPR), and contributions to academic knowledge through publication in a nationally accredited journal. This research provides practical guidelines for SMEs in tourism to adopt digital strategies that strengthen competitiveness and long-term business sustainability.*

INTRODUCTION

Tourism development in Purbalingga is an important focus in efforts to improve the local economy and attract tourists. Based on data from the Central Agency Purbalingga Statistics (BPS), tourist visits to local tourist attractions have continued to increase in recent years (bps.go.id: 2023). This shows potential, which is great for developing the tourism industry in the area. Apart from that, the government's efforts to improve infrastructure and promote tourist destinations also contribute to the growth of the tourism sector in Purbalingga. With its various natural, cultural, and historical tourist attractions, Purbalingga has the opportunity to become an attractive tourist destination for local and foreign tourists.

Developing a digital strategy for tourism businesses plays an important role in increasing competitiveness and reaching more tourists. According to research by Kim et al. (2019), the use of information technology and social media has proven effective in increasing the visibility and marketing of tourism destinations. In addition, according to Harris and Dennis (2019), digital strategies are integrated with analytical data can help tourism businesses understand consumer preferences and behavior to optimize tourism experiences. Therefore, developing a targeted and data-based digital strategy is the key to success in facing internal competition tourism industry.

Internal analysis using McKinsey's 7S approach and external analysis using PESTEL is an important basis for formulating effective business strategies. According to research conducted by Peters and Waterman (2019), McKinsey's 7S model helps organizations in evaluating seven interrelated internal elements, including structure, systems, and culture, to achieve optimal alignment. Meanwhile, external analysis with PESTEL, as described by Johnson et al. (2020), helping organizations in understanding external environmental factors that influence business operations, including political, economic, social, technological, environmental and legal factors.

The combination of these two analyzes allows companies to identify the challenges and opportunities that exist in their business environment and formulate appropriate strategies to face them. Strategic management is the art and science of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its goals. Handayani and Sarwono (2021) define it as a series of decisions and actions that result in the formulation and implementation of plans to achieve company goals. Strategic management focuses on integrating management, marketing, finance/accounting, production/operations, research and development, and information systems to achieve organizational success (Umar 2020).

Formulating a digital business strategy is an important key to ensuring the sustainability of tourism businesses. In the current digital era, technology has become the main tool in increasing the competitiveness and sustainability of the tourism business. By formulating the right digital strategy, tourism companies can increase their visibility through online marketing, enhance customer experience with interactive technology, and expanding market reach through e-commerce platforms. A study by Buhalis and Amaranggana (2019) emphasizes the importance of integrating digital technology in tourism business strategies to optimize tourist experiences and increase business profitability. Therefore, formulating a digital business strategy is the key to ensuring the sustainability and success of tourism businesses in the digital era.

LITERATURE REVIEW

McKinsey 7S Framework

The strategic management model known as the McKinsey 7S Framework was created by Peters and Waterman in 1980 for the purpose of examining how well an organization's internal components are aligned. This framework places importance on seven interconnected components: strategy, structure, systems, style, staff, skills, and shared values. It is thought that organizational performance is greatly affected by the equilibrium that exists between these components. Higgins (2005) adds that, in addition to "hard elements" such as structure and strategy, the success of implementation is also influenced by "soft elements" such as values, skills, and leadership style.

According to studies by Peters and Waterman in 2019, the 7S framework offers a way for organizations to measure their internal performance. Furthermore, another study conducted by Ravanfar in 2015 validated that this model serves as an extensive resource for determining an organization's preparedness to adapt to shifting environmental conditions.

Prior research indicates that the alignment of various elements within the McKinsey 7S Framework can be inferred to positively influence the success of business strategies and the competitive advantage of organizations.

PESTEL Analysis

PESTEL Analysis represents a system employed to pinpoint outside influences, notably those related to government actions, financial conditions, community norms, technological advancements, ecological considerations, and legal frameworks. This idea was brought forth by Aguilar in 1967 within the realm of environmental observation, aiming to grasp the broad forces that have an effect on various businesses. Yüksel highlighted in 2012 that the PESTEL framework goes beyond simple descriptions, functioning also as a vital instrument for leaders to foresee shifts in the world outside their companies.

In their 2020 study, Johnson and colleagues employed the PESTEL framework to scrutinize the external landscape impacting the tourism sector, revealing that a grasp of the broader environment significantly shapes how well strategies work. Yüksel's 2012 investigation similarly points out that PESTEL can be integrated with different tools like SWOT analysis, to enhance the creation of business strategies.

Prior studies suggest that employing the PESTEL framework is beneficial for organizations in pinpointing prospective external benefits and dangers, which in turn aids in the creation of strategies that are both more flexible and more likely to succeed against rivals.

RESEARCH METHODS

Time and Location of the Research

This research will be conducted in D'Las which is located in Purbalingga. This research will be conducted during March - August 2024.

Types and Sources of Data

The data used in this study is primary data. Primary data is the main data used in the study, including data and information obtained from respondents who work at D'Las. Secondary data is data used to support primary data. Secondary data sources are obtained from various sources including journals, theses, dissertations, books, documents, and various other supporting sources obtained from the internet that are relevant to the objects or problems being studied.

Data Collection, Processing and Analysis Techniques

Data collection, processing and analysis techniques in this study are explained in table 3.3 below.

Table 1
Data Collection, Processing, and Analysis Techniques

Purpose	Data	Type of Data	Data Collection Technique	Data Processing	Expected Results
Identify and analyze external and internal factors	Political, Economic, Social, Technological Factors Primary and Supporting Activities	Secondary Data	Literature Study	PESTEL, Matriks, IFE, and Matriks EFE, The McKinsey 7s Framework	External Factors, Internal Factors, Total EFE Score, Total IFE Score
Formulate strategies and determine appropriate strategic alternatives	External Factors, Internal Factors, Total EFE Score, Total IFE Score	Primary Data	Interview with expert	Matriks IE, Matriks SWOT, QSPM	Strategic alternatives and strategic priorities

Source: Researcher, 2024

Data and information are collected using several methods. Below is an explanation of the data and information collection techniques that will be carried out:

Literature Study

A literature study is conducted to collect secondary data and information. Data and information are in the form of data obtained from various sources such as journals, books, and other literature.

Interview (in depth interview)

The interview to be conducted is a semi-structured interview. The interviewer has prepared the topic and list of interview guide questions but does not rule out the possibility of adding to the list of questions to support the answers from the participants. The respondents themselves are key informants who know the most information to answer various research questions. Respondents selected consist of employees working at PT XYZ at the manager level to the Director level.

RESULT AND ANALYSIS

Result

Internal factor analysis was carried out using McKinsey's 7S framework, as follows:

Table 2
Internal Factor

Element	Strength	Weakness
Strategy	Strategic Location and Unique Tourist Attractions: D'Las is located in a beautiful natural location with unique attractions, making it an attractive destination for tourists looking for natural tourism experiences and photo spots.	Lack of Digitalization: The use of digital technology for online ordering, applications and user experience is still minimal, limiting the potential for development and visitor convenience.
Structure	Simple and Efficient Organizational Structure: D'Las' simple organizational structure facilitates internal communication and quick decision-making, enabling responsiveness to day-to-day operational issues.	Lack of Specialization in Digital Marketing: The absence of a dedicated team to handle digital marketing and technology development limits the company's ability to expand its online marketing reach and make the most of digital platforms.
System	Regular and Consistent Operational System D'Las has implemented a good operational system, ensuring that visitor services run smoothly and maintains the quality standards of the tourism experience.	Reservation and Payment System Not Yet Digitally Integrated The lack of an integrated online reservation and payment system limits the ease of customers in making reservations and transactions.
Skill	Good Customer Service Skills Employees at D'Las have solid skills in providing friendly and professional customer service, enhancing the guest experience.	Lack of Digital Marketing Skills Staff still lacks digital marketing and analytics skills, which results in limited competitiveness in utilizing digital platforms for promotions.
Staff	Dedicated and Experienced Staff The staff at D'Las are very dedicated and experienced in managing tourist attractions operations, maintaining stable service quality.	Lack of IT and Technology Staff The absence of staff specifically handling information technology has caused slow adoption of technology to support business development and operations.
Style	Democratic Leadership Style Leadership at D'Las tends to be democratic, encouraging staff involvement in decision-making and creating an inclusive work environment.	Lack of Innovation-Oriented Leadership Style Leaders do not encourage a culture of innovation and risk-taking in exploring new strategies for business development, especially in terms of digitalization.

Share Value	Strong Values of Community and Conservation D'Las has strong values in preserving the natural environment and providing positive impacts to local communities, which enhances its reputation as a sustainable tourism destination.	Low Digitalization Values Despite having strong values for the environment, digitalization values have not been fully embedded in the company culture, so technological innovation has not been a top priority.

Source: Researcher, 2024

D'Las, a tourist attraction in Purbalingga, has complementary strengths and weaknesses in various aspects of the organization, ranging from systems, skills, staff, leadership style, to the values adopted. From the System side, D'Las has regular and consistent operations, maintaining the quality of the visitor experience. However, the lack of technology integration, such as online booking and payment systems, is an obstacle that needs to be overcome to improve accessibility for more digitally literate visitors.

From the Skill and Staff side, D'Las staff have good skills in visitor service, creating a pleasant and friendly experience. However, limitations in digital marketing skills are an obstacle to wider expansion through online media. In addition, although the staff are dedicated and experienced, the lack of specialized personnel in IT and technology is a major challenge to developing digital strategies and business innovation.

The leadership style at D'Las reflects a democratic style, encouraging staff involvement in decision making. However, the drive for innovation and digitalization is still lacking. In terms of Share Value, D'Las is strong in the values of togetherness and environmental preservation, which are an important part of their reputation as a sustainable tourist attraction. However, the value of digitalization has not been fully embedded, so companies have not prioritized the essential digital transformation in facing the challenges of the ever-evolving market.

Table 3
Internal Factor Calculation

Main Internal Factors	Weight	Ranking	Value
Strength			
Strategic location	0.09	2	0,18
Natural and green environment	0.12	4	0,48
Friendly service	0.05	1	0,05
Quite complete facilities	0.05	1	0,05
Local community involvement	0.05	1	0,05
Excellence in offering educational tours	0.05	1	0,05
Focus on environmental sustainability	0.08	3	0,24
Total Strength Weight	**0,49**	**13**	**1,1**
Weakness			
Lack of technology integration	0,09	3	0,27
Lack of online promotion	0,07	2	0,14
Minimal technological facilities	0,05	1	0,05

Limited human resource management	0,12	2	0,24
The business scale is not yet large	0,06	2	0,12
There are no experts in the digital marketing field	0,05	2	0,1
Lack of variety in tourist attractions	0,05	1	0,05
Total Weakness Weight	**0,49**	**13**	**0,97**
Grand Total	**1**	**26**	**2,07**

Source: Researcher, 2024

External factor analysis was carried out as follows:

Table 4
External Factor

Element	Opportunity	Threat
Political	Government support for local tourism.	Changes in tourism policy or environmental regulations
Economy	- Growth of the tourism industry - Development of local transportation infrastructure	Economic fluctuations and inflation
Social	Growing interest in nature tourism and ecotourism	Changing tourist preferences towards digital
Technology	Use of digital technology in marketing	- Competition from more technologically advanced tourist attractions - High-tech demands from visitors
Environment	Global trend towards sustainability	- Weather dependency - Environmental degradation
Legal	Clear consumer protection regulations	The increase in licensing creates loopholes that enable collusion and corrupt practices.

Source: Researcher, 2024

Implementation of this strategy must be followed by routine monitoring and evaluation in order to respond to changing conditions effectively.

Table 5
External Factor Calculation

Main External Factors	Weight	Ranking	Value
Opportunity			
Government support for local tourism.	0.09	2	0,18
Growth of the tourism industry	0.12	4	0,48
Growing interest in nature tourism and ecotourism	0.05	1	0,05
Use of digital technology in marketing	0.05	1	0,05
Global trend towards sustainability	0.05	1	0,05

Clear consumer protection regulations	0.05	1	0,05
Government support for local tourism.	0.08	3	0,24
Total Opportunity Weight	**0,49**	**13**	**1,1**
Threat			
Changes in tourism policy or environmental regulations	0,09	3	0,27
Economic fluctuations and inflation	0,07	2	0,14
Changing tourist preferences towards digital	0,05	1	0,05
Competition from more technologically advanced tourist attractions	0,12	2	0,24
Weather dependency	0,06	2	0,12
The increase in licensing creates loopholes that enable collusion and corrupt practices.	0,05	2	0,1
Changes in tourism policy or environmental regulations	0,05	1	0,05
Total Threat Weight	**0,49**	**13**	**0,97**
Grand Total	**1**	**26**	**2,07**

Source: Researcher, 2024

Table 6
Matrix Internal-External

	3.0-4.0	2.0-2.99	1.0-1.99	
3.0-4.0	I	II	III	
2.0-2.99	IV	V (D'Las)	VI	**EFE**
1.0-1.99	VII	VIII	IX	
		IFE		

Source: Researcher, 2024

The IE (Internal-External) Matrix is a strategic analysis tool used to determine the position of a business in relation to the internal and external environment. Quadrant 5 of the IE Matrix typically indicates a strong business position in a stable industry environment. Businesses in this quadrant are in fairly good condition internally and have good external opportunities.

The following are strategies that can be applied to companies in the tourism sector that are in quadrant 5 on the IE Matrix:

Product and Service Development
- Tourism Product Diversification: Add a variety of tour packages, such as eco-tourism, adventure tourism, or cultural tourism to attract a wider market segment.
- Service Quality Improvement: Focus on improving service quality, such as improving cleanliness, comfort and friendliness. Provide regular training to staff to improve service skills.
- Digital Innovation: Integrate technology into services, such as mobile apps for ticket booking, virtual guides, or augmented reality for a more engaging travel experience.

Market Expansion
- New Market Penetration: Enter new geographic markets, both domestic and international. Research the market to understand the preferences of travellers in the new region.
- Strategic Partnership: Create partnerships with travel agents, hotels, or OTA (Online Travel Agency) platforms to increase market reach and service distribution.

Operational Efficiency
- Business Process Automation: Implement an ERP (Enterprise Resource Planning) system to automate business processes, reduce operational costs, and improve efficiency.
- Resource Optimisation: Use data analytics to optimize the use of resources, such as labor, facilities, and inventory, to reduce waste and increase profitability.

Increased Brand Awareness
- Digital Marketing Campaign: Utilise social media, SEO, and digital advertising campaigns to increase brand awareness and attract more visitors.
- Corporate Social Responsibility (CSR): Carry out CSR activities relevant to tourism, such as environmental conservation programs or local community empowerment, to improve the company's image.

Risk Management
- Portfolio Diversification: Don't rely too much on one type of product or market. Diversify your portfolio of services and markets to reduce risk.
- Contingency Plan Development: Prepare contingency plans to deal with emergencies or sudden changes in market or regulatory conditions.

Human Resource Development
- Training and Development: Invest in employee training and development to improve their skills and knowledge, thereby providing better service to customers.
- Talent Retention: Develop retention programs to retain top talent and ensure continuity of knowledge and skills within the company.

The strategies above aim to utilize the company's internal strengths and existing external opportunities, while maintaining stability and readiness to face future changes.

Analysis

The strategies discussed for tourism businesses in Quadrant 5 of the IE Matrix are deeply rooted in several established theories of strategic management and organizational growth. By analyzing them through the lens of these theories, we can better understand how businesses in this quadrant leverage internal strengths and external opportunities to maintain competitive advantage.

Ansoff's Matrix and Product/Service Development

The Ansoff Matrix is a well-known strategic framework that focuses on product-market growth strategies. It offers four primary strategies: market penetration, market development, product development, and diversification. The suggestion of tourism product diversification aligns directly with Ansoff's product development strategy, where companies introduce new products or services into existing markets. This strategy is crucial for tourism businesses that are aiming to enhance their offering by expanding into eco-tourism or cultural tourism, thereby appealing to new customer segments without venturing into new markets. It also resonates with service quality improvement and digital innovation, emphasizing the need for businesses to continuously evolve their services to stay competitive.

Porter's Generic Strategies and Market Expansion

Michael Porter's Generic Strategies provide a foundational view on how businesses can achieve competitive advantage through cost leadership, differentiation, or focus. The strategy of market expansion, especially through geographic diversification, speaks to the differentiation strategy. By entering new domestic or international markets and partnering with key players such as travel agents or OTAs (Online Travel Agencies), tourism companies can offer differentiated services tailored to specific customer preferences. Strategic partnerships further enhance distribution efficiency, a crucial element of differentiation by offering something unique that others might struggle to replicate.

Porter's focus strategy is also relevant when expanding into niche markets (e.g., eco-tourism or adventure tourism) where customer preferences are more specialized. In doing so, businesses create targeted offerings that appeal to specific traveler needs, thus gaining a stronger foothold in those segments.

Operational Efficiency and Resource-Based View (RBV)

The Resource-Based View (RBV) suggests that businesses achieve sustained competitive advantage by leveraging their internal resources and capabilities. By focusing on operational efficiency, such as through the implementation of ERP systems and optimizing resource usage, businesses ensure they are making the best use of their tangible and intangible assets. RBV emphasizes that companies can outperform competitors by managing unique resources that are valuable, rare, difficult to imitate, and non-substitutable (VRIN criteria). Automation, data analytics,

and resource optimization align with the RBV theory, as they enable businesses to enhance their internal operations, cut costs, and create efficiencies that are not easily replicated by competitors.

Brand Awareness and Stakeholder Theory

Increasing brand awareness through digital marketing and Corporate Social Responsibility (CSR) ties into Stakeholder Theory, which posits that businesses should cater not only to shareholders but also to a broader group of stakeholders, including customers, employees, and the community. CSR efforts like environmental conservation and community empowerment build a positive corporate image, which can, in turn, boost customer loyalty and trust. By focusing on stakeholders' broader interests, tourism companies can strengthen their relationships with the community and customers, which is especially important in industries dependent on public perception, such as tourism.

Risk Management and Contingency Theory

Finally, the strategy of risk management, including portfolio diversification and contingency planning, is underpinned by Contingency Theory. This theory emphasizes that there is no one-size-fits-all approach to managing an organization; instead, effective strategies depend on aligning with the external environment. In the volatile tourism sector, where market demand can fluctuate due to unforeseen events like natural disasters or economic downturns, diversification of markets and services ensures the company is less reliant on a single revenue stream. Developing contingency plans allows companies to remain adaptable and responsive, ensuring long-term sustainability.

CONCLUSION

Each of the strategies outlined for businesses in Quadrant 5 of the IE Matrix is supported by established theoretical frameworks such as Ansoff's Matrix, Porter's Generic Strategies, the Resource-Based View, Stakeholder Theory, and Contingency Theory. These strategies emphasize the importance of leveraging internal strengths (like product and service development) while capitalizing on external opportunities (like market expansion and partnerships). Operational efficiency, brand building, and risk management ensure that companies not only maintain their current market position but are also prepared for future growth and challenges. These theoretical foundations provide robust support for the strategies that tourism companies should adopt to thrive in a stable yet competitive environment.

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