**OPTIMIZATION STRATEGY OF IMPLEMENTING 7S MC KINSEY FRAMEWORK IN AN EFFORT TO IMPROVE INSTITUTIONAL PERFORMANCE**

 **(CASE STUDY AT NURTANIO UNIVERSITY (UNNUR) BANDUNG)”.**

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| **ABSTRACT**McKinsey 7S Framework is a tool used to analyze the internal aspects of a company's organization using 7 main elements, namely: Strategy, Structure, System, Values, Style, Staff and Skills. The performance of the institution uses the Criteria of Nine Main Indicators, namely: Vision, Mission, Objectives, and Strategy; Governance, Governance, and Cooperation; Students; Human Resources; Finance, Facilities, Infrastructure; Education; Research; Community Service; Output and Achievement of Tridharma. This study was conducted through a qualitative approach with a descriptive method and using SWOT Analysis and Nvivo 12 For Windows Software, so that accurate and detailed data was obtained, involving ten key informants from Nurtanio University Bandung officials, who were expected to be able to examine research problems appropriately according to research objectives to describe and produce Optimization Strategy of Implementing 7S McKinsey Framework in an Effort to Improve the Performance of Nurtanio University Bandung Institution. Unnur's functional strategies include: Human Resources Strengthening Strategy, Important Role of the Finance Department, Research and Development Strategy / Innovation Implementation, External Strengthening Strategy. With these strategies and programs, Unnur is expected to improve the performance of the institution. | Keywords: ← Arial **7S McKinsey, Main work bar ( IKU), Functional Strategy** |

# Introduction

The McKinsey 7S Framework is a tool used to analyze the internal aspects of a company's organization using 7 main elements. The 7 elements were introduced by Tom Peters and Robert Waterman, namely: Strategy, Structure, Systems, Share-values, Style, Staff and Skills. Abdullah Syaddad, Winaya Purwanti, Asep S. (2024) The 7 main elements, namely: Strategy, Structure, Systems, Share-values, Style, Staff and Skills, have not been fully implemented and there are still obstacles from the seven elements. Alfu Fauzan, Winaya Purwanti (2023) that the 7 main elements, namely: Strategy, Structure, Systems, Share-values, Style, Staff and Skills, have been implemented well. Liana Ariesha Khoerudin, Pepen Supendi (2022) The 7 main elements, namely: Strategy, Structure, Systems, Share-values, Style, Staff and Skills, have been implemented very well. Setya Indah Isnawati, Suharnomo, Ahyar Yuniawan (2020), changes at Ngudi Waluyo Ungaran University) are classified into the metaphor of the organization as a machine, where the belief in the metaphor is in accordance with McKinsey's 7S analysis and the background of the change. In the initial survey, researchers found problems with the internal strategic environmental conditions of Unnur, strategic phenomena or problems currently faced by Unnur were found, namely: communication and coordination between work units in the Unnur environment still lack synergy, management of human resources as a university characterized by aerospace is still not professional, the strategy for increasing the acquisition of funding sources for operational financing and institutional development is not yet optimal, there is no comprehensive plan for developing facilities and infrastructure to create a representative campus with competitive advantages as a university characterized by aerospace, efforts to develop a culture of quality within the Unnur institution are not yet optimal, efforts to cultivate research activities among academics (lecturers and students) to improve the image and reputation of Unnur as a university characterized by aerospace, budget management has not been implemented properly. Hill, Schilling, and Jones (2019), state that functional strategy is an action plan to strengthen functional and organizational resources, as well as their coordination capabilities in order to create core competencies.

**Method**

This study uses a qualitative approach with the following methods:

1. McKinsey 7S Framework Analysis is a management model concept that describes 7 aspects to organize an organization in an effective and comprehensive manner. All of these factors together determine how a corporation operates. Seven aspects influence the success of an organization summarized in McKinsey's 7-S, namely Strategy and structure (hardware of organization) and style, system, staff (employees), skills (abilities), and shared values ​​(organizational culture) which are software of organization.

2. SWOT analysis is an analysis of internal and external conditions of an organization that will be used as a basis for designing planning strategies and work programs. Internal analysis includes an assessment of strength factors (Strength) and weakness factors (Weakness). External analysis includes analysis of opportunity factors (Opportunity) and analysis of challenges (Threat).

3. Nvivo 12 For Windows software is software specifically designed for qualitative data analysis. NVivo 12 enables researchers to manage, analyze, and understand complex data from multiple sources, including text, audio, video, and images.

**Results and Discussion**

To explore the optimization strategy of the implementation of 7S McKinsey and to find out how key informants view improving the performance of Unnur institutions, there are ten key informants needed from the Unnur Leadership, namely: Vice Chancellors, Deans, and Expert Judgments. Based on the strengths and weaknesses and the external environment of opportunities and threats, Unnur's position is depicted in the SWOT matrix as seen in the image below:

|  |  |  |
| --- | --- | --- |
| **Internal****Eksternal** | **Strength** | **Weakness** |
| Opportunity | SO14 points of strength, and 13 points of opportunity | WO8 points of weakness,and 13 points of opportunity |
| Threat | ST14 points of strength, and11 points of threat | WT8 points ot weakness, and 11 points ot threat |

Figure 1 Unnur Bandung SWOT Matrix

Next, a strategy analysis is prepared using the Grand Strategy model, as shown in the following image:

Figure 2 Unnur Bandung Strategy Quadrant

The results of Figure 2, from the SWOT analysis associated with 7S McKinsey, obtained SWOT Analysis, Unnur is in Quadrant III or turn around as Grand Strategy Weakness-Opportunity (W-O), and as a recommended strategy, Unnur faces very large market opportunities, but on the other hand there are internal weaknesses. The focus of Unnur's strategy is to minimize internal problems, so that it can seize better market opportunities. Unnur Bandung's opportunities can reduce the gap between strengths and weaknesses, and opportunities and threats can be seen in table 1 and table 2.

**Tabel 1 IFAS**

|  |  |  |  |
| --- | --- | --- | --- |
| **Strength / Kekuatan:** | **Weighted** | **Rating** | **Score** |
| 1. Strategy  |   |   |   |
| 1. Unnur has a Vision and Mission and strategic plan which are stated in Statuka of Nurtanio University Bandung
 | 0,07 | 3 | 0,21 |
|  b. Unnur's strategic location in the city center | 0,05 | 2 | 0,1 |
| 2. Structure  |   |   |   |
| 1. Unnur has an organizational structure that is listed in Statuka of Nurtanio University Bandung
 | 0,07 | 3 | 0,21 |
| 1. Unnur is committed to quality and customer

satisfaction | 0.09 | 2 | 0,18 |
| 3. Style |   |   |   |
| 1. Unnur has a leadership style

democracy. | 0,05 | 3 | 0,15 |
| 1. Leadership can strengthen the achievement of a cooperative and competitive work environment.
 | 0,05 | 2 | 0,1 |
| 4. System |   |   |   |
| 1. Unnur uses the SIAKAD (Online Academy System) management system which makes it easier for users on campus online.
 | 0,08 | 3 | 0,24 |
| 1. Finance, systems, and communication through control and reporting
 | 0,07 | 2 | 0,14 |
| 5. Skill |   |   |   |
| 1. Unnur has skills and leadership that come from the plenary of the Indonesian Air Force Unit
 | 0,08 | 2 | 0,16 |
| 1. Students, Unnur's human resources have high discipline to achieve high performance.
 | 0,07 | 3 | 0,21 |
| 6. Staff |   |   |   |
| 1. At Unnur, scholarships are available from foundations and the government.
 | 0,1 | 3 | 0,3 |
| 1. Unnur always holds education and training, technical guidance for lecturers and instructors.
 | 0,05 | 2 | 0,1 |
| 7. Share Value |   |   |   |
| 1. Unnur has the characteristics of an eye curriculum Aerospace lectures.
 | 0,07 | 2 | 0,14 |
| 1. Elements have basic values ​​with mottos

Discipline, Thought, and Competitive | 0,08 | 3 | 0,24 |
| Total S | 1 |   | 2,48 |
|  |  |  |  |
| **Weakness** | **Weighted** | **Rating** | **Score** |
| 1. Strategy  |   |   |   |
| 1. Unnur's strategy is not perfect

implemented | 0,09 | 4 | 0,36 |
| 1. Unnur's strategy is competitive with the strategies of other universities.
 | 0,07 | 4 | 0,28 |
| 2. Structure |   |   |   |
| 1. Unnur's organizational structure chart has not all positions filled by human resources.
 | 0,08 | 3 | 0,24 |
| 1. In occupying a position, there are still those who hold dual positions.
 | 0,10 | 4 | 0,4 |
| 3. Style  |   |   |   |
| 1. Leadership style is less responsive to subordinates.
 | 0,09 | 3 | 0,27 |
| 4. System |   |   |   |
| 1. In the system there are no weaknesses.
 | 0,10 | 3 | 0,3 |
| 5. Skill |   |   |   |
|  Keterampilan Unnur tidak sesuai dengan  bidang profesi dikarenakan berdasarkan  pengalaman. | 0,09 | 3 | 0,27 |
| 6. Staff  |   |   |   |
| 1. Having a dual position.
 | 0,15 | 4 | 0,6 |
| 1. There are still study program positions that are not linear with education.
 | 0,16 | 4 | 0,64 |
| 7. Shared Values. |   |   |   |
| 1. There are no barriers to share value.
 | 0,08 | 2 | 0,16 |
| Total W  | 1 |   | 3,52 |
| S - W ( 2,48 - 3,52 = **-1,02** )   |   |   |   |

Source : Processed by Researchers (2024)

The results of the EFAS (External Factors Strategic Analysis Summary) analysis are as shown in the following table:

**Tabel 2 EFAS**

|  |  |  |  |
| --- | --- | --- | --- |
| **Opportunity:** | **Weighted** | **Rating** | **Score** |
| 1. Opportunities in Strategy |   |   |   |
| 1. Unnur's opportunities for collaboration with other companies are increasing
 | 0,09 | 4 | 0,36 |
| 1. Unnur's opportunities to compete with the increasing market demand for products
 | 0,08 | 4 | 0,32 |
| 2. Opportunities in Structure |   |   |   |
| 1. With the organizational structure, Unnur has the opportunity to develop the positions that are filled to advance Unnur in the future
 | 0,06 | 3 | 0,18 |
| 1. Human resources have the opportunity to develop according to their knowledge
 | 0,06 | 3 | 0,18 |
| 3. Opportunities in Style |   |   |   |
| 1. With the culture of the Indonesian National Army, it has discipline and is quick in making decisions
 | 0,05 | 3 | 0,15 |
| 4. Opportunities in System |   |   |   |
| 1. MBKM program students improve their soft skills and meet industry needs.
 | 0,07 | 3 | 0,21 |
| 1. Availability of competency grant programs that are used to improve learning innovation & teaching and learning processes.
 | 0,10 | 3 | 0,3 |
| 5. Opportunities in Skill |   |   |   |
| 1. Students who have special skills, provide opportunities for students to have a career in accordance with their field of knowledge
 | 0,07 | 3 | 0,21 |
| 1. ase of access to social media and market places to develop an entrepreneurial spirit
 | 0,05 | 2 | 0,1 |
| 6. Opportunities in Staff |   |   |   |
| 1. The potential for new prospective students outside Java is very large, thus ensuring the sustainability of employment for lecturers and education staff
 | 0,09 | 4 | 0,36 |
| 1. Unnur is a place for testing to certain agencies that have the opportunity for Unnur graduates to be accepted for work
 | 0,13 | 4 | 0,52 |
| 7. Opportunities in Shared Values |   |   |   |
| 1. Nurtanio's great name as a national hero in the aerospace field provides a high opportunity for public trust.
 | 0,09 | 3 | 0,27 |
| 1. High demand for skilled labor, especially in the aerospace industry
 | 0,07 | 4 | 0,28 |
| Total O | 1 |   | 3,44 |
|  |  |  |  |
| **Threat:** | **Weighted** | **Rating** | **Score** |
| 1. Threats in Strategy |   |   |   |
| 1. The existence and success of other universities in socializing their vision, mission, goals and targets
 | 0,10 | 4 | 0,4 |
| 1. The implementation of the ASEAN Economic Community (AEC) 2015 which allows universities in the ASEAN region to operate in Indonesia.
 | 0,05 | 2 | 0,1 |
| 2. Threats in Structure |   |   |   |
| 1. Funding efficiency has an impact on carrying out organizational restructuring while still paying attention to high optimization
 | 0,11 | 3 | 0,33 |
| 3. Threats in Style |   |   |   |
|  No threat | 0,05 | 2 | 0,1 |
| 4. Threats in System |   |   |   |
| 1. Increasingly stringent requirements for achieving Very Good accreditation
 | 0,12 | 4 | 0,48 |
| 1. he economic crisis has an impact on people's purchasing power to continue their education
 | 0,15 | 3 | 0,45 |
| 1. Changing curriculum regulations make it difficult to determine a strategy for sustainable and long-term curriculum renewal.
 | 0,13 | 3 | 0,39 |
| 5. Threats in Skill |   |   |   |
| 1. Rapid changes and developments in information technology-based facilities have resulted in increasingly higher requirements for the quality of lecturers and education staff needed.
 | 0,07 | 3 | 0,21 |
| 6. Threats in Staff |   |   |   |
| 1. ery rapid changes and developments in information technology-based infrastructure and facilities mean that the quality requirements for lecturers and education staff required are increasingly high.
 | 0,08 | 3 | 0,24 |
| 1. With the AEC 2015, the competency level of Indonesian lecturers is directly compared with lecturers from various ASEAN countries.
 | 0,05 | 2 | 0,1 |
| 7. Threats in Shared Values |   |   |   |
| 1. he rapid development of technology, information and AI has given birth to a generation that is all about instant things and has an impact on the decline in students' character.
 | 0,04 | 3 | 0,12 |
| 1. The publication of research and community service for lecturers is still low.
 | 0,10 | 2 | 0,2 |
| Total T | 1 |   | 3,12 |
| O - T ( 3,44 - 3,12 = **0,32** )  |   |   |   |

Source : Processed by Researchers (2024)

From SWOT Analysis, SWOT Matrix, Grand Strategy, EFAS and IFAS Matrix, and supported by Snowball Diagram Observation and Interview Fishbone Analysis. Strategies that maximize strengthening strengths and utilizing opportunities at Unnur.

* Observasi
* Wawancara

Observasi secara umum dilingkungan kampus

Observasi di lingkungan manajemen kampus

Wawancara dengan pertanyaan yg bersifat umum

Wawancara dengan pertanyaan yg bersifat khusus

Observasi dan wawancara mendalam dengan para expert

Diskusi dari hasil observasi dan wawancara mendalam

Hasil penelitian sudah jenuh

TahapIII (W)

TahapII (W)

Tahap 1 (W)

Tahap III (O)

Tahap II (O)

Tahap 1 (O)

Source: Processed by Researchers (2024)

Figure 3. Fishbone Diagram

The strategy that Unnur wants to describe as its functional strategy is as follows:

1. Human Resource Strengthening Strategy: Human resource training; Comparative studies to other universities; Position (Career Level); Performance (Work Evaluation); Employee Development; Management; Employee Welfare.

2. Important Role of the Finance Department: Student Education Development Contribution (SPP); Additional funding sources; Increasing cash flow; Optimizing expenditure; Taxation.

3. Research and Development Strategy / Innovation Implementation: Leadership Orientation; Product Innovation; Product Implementation; Operational Performance

4. External Strengthening Strategy: New Product Development; New Market Service Development; Establishing Partnerships.

**Conclusion**

The Strategy for Implementing McKinsey's 7S in an Effort to Improve the Performance of Nurtanio University Bandung Institutions can be concluded as follows:

1. Promotion and socialization activities from each faculty, introducing Unnur to high school graduates, D3 graduates, S1 graduates. Determining the number of prospective students who register and can be accepted at each faculty at Unnur.

2. Trying to realize the D4 Vocational program at the Faculty of Engineering immediately and immediately opening registration for the new D4 Study Program and implementing Unnur's new product, the D4 Vocational Program, namely: Air Maintenance Engineering Study Program, Air Navigation Engineering Study Program, Logistics Engineering.

3. Meeting the market share, especially in the Faculty of Engineering which requires graduates who already have an expertise license, because the license owned by graduates is very much needed in the world of aviation, which is available at the Faculty of Engineering Unnur and Institutions or airlines that require it.

4. Establish more campus partnerships with industry parties that have been established through the Merdeka Belajar Kampus Belajar (MBKM), as well as establishing partnerships with universities that can ensure that the curriculum remains relevant to current industry needs.

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