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# Human Resources Implementation Using the McKinsey 7S Method for Business Startup: Duck Nugget Frozen Food

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The purpose of Nugget Duck-Duckan business plan is a company manufactures processed "nugget" meat derived from selected duck meat with hygienic quality standards. In order to produce quality and safe duck nuggets, the consumption duck nugget meat have provide to customer demand also for customer satisfaction. The basic analysis and operational thinking of Nugget Duck-Duckan business is carried out using stages or HR models consisting of strategy, system, skill, style, staffing, structure and share vision. Strategic location is needed to support this business over PT. Befindo Food located at Jl. Raya Narogong Blok Pv. Timur RT.3 / RW.1, Ciketing Udik, Bantargebang, Bekasi, West Java 17153. PT. Befindo Food have Duck-Duckan Duck Nugget product and produces processed "meat nuggets" from duck meat. In this study we analyze the business opportunity using questioner form over PT. Befindo Food to obtain success factor ratio. Here, the McKinsey 7s Framework was proposed to obtain success factor from correspondent. This framework also used to analyze the internal aspects of a company's organization with 7 main elements such as Strategy, Systems, Skills, Style, Staff, Structure and Share values.

**Keywords:** Nugget Duck-Duckan, Strategy, System, Skill, Style, Staffing, Structure, and Share Values.

## 1. INTRODUCTION

Frozen food business is one of the most desirable businesses and good prospects. There have been many businesses that have made huge profits from the frozen food business. This is evidenced by the increasing number of frozen food businesses that stand from time to time and of course with each other's mainstay product offerings. But there are also frozen food businesses that go bankrupt due to marketing strategies (not quality of service). It means that the success of a frozen food business in winning the competition is determined by application from marketing strategy and good relations that are lived with consumers and also know the interests and attention of consumers. The growth of food & beverage industry in Indonesia has increased over PT. Befindo Food. Here, this industry a refocused frozen food business with various types of fast food. In Indonesia, the public ranging from potatoes, sausages, and nuggets uses the basic ingredients

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of processed meat, in the form of chicken, beef, or fish. The big challenge of frozen food business today is creating products that have high nutritional value and are innovative. Related to innovation is an important thing, specifically the frozen food business to adjust the desires of customers and keep up with the times. In the fast food era, is one of strong attractions for the community, indeed it is highly preferred processed products that also have good nutrition for the body. Take for an example, the nugget is a fast food that has been loved by many people for a long time. Nugget is a processed meat product that is generally made from ground beef in the form of rectangular pieces and coated with seasoned flour. The nugget is popular with the community because it is practical and ready to cook, especially in urban areas that prefer practical food that has nutritional content. Ready to cook means that it only takes a little time to prepare and serve it. In this business plan, a company that has the name PT. Befindo Food will make fast food products in

packaging that is "Duck Nugget" with the product name "Duck-Duckan". Here, PT. Befindo Food is expected to become a pioneer as a company that produces duck nuggets with a production target large enough to meet the daily food needs of the Indonesian people with excellent operational analysis. In carrying out its service process PT. Befindo Food has a strategy to market the Duck-Duckan nugget product widely to all regions in Indonesia, especially in big cities. Distributors and supermarkets are the right marketing tools to place products. Another function is to make it easier for consumers to reach the product. The companies need reliable human resources to improve company operations. Therefore, the approach to manage benchmark model over this company's operations is effective and efficient. In this study, we use questioner form over by PT. Befindo Food to analyze the success factor in this organization using McKinsey 7s Framework. This tool was used to analyze the internal aspects of a company's organization by using 7 main elements namely Strategy, Systems, Skills, Style, Staff, Structure and Share-values. The McKinsey 7s Analysis Model was introduced by Tom Peters and Robert Waterman who worked as Consultants at the McKinsey & Company in the 1980s. According to them, the alignment of the seven elements in the organization is a key factor for the success of a company.

## 2. METHODOLOGY

### 2.1 Strategy

The organizational strategy is built based on shared vision and the four elements that encircle it directly. The strategy of an organization is intended so that the organization can have clear and firm directions on the ways it is used to achieve the goals and objectives of the organization without a clear strategy, every organization will be in a condition like a ship that sails without ever knowing where it will dock. In business organizations, the strategy reflects an accurate study of the business environment, especially current and future actions / activities from competitors. Two alternative strategies that will be carried out by PT. Befindo Food is Product Development and Market Development, both must be considered by the company, PT. Befindo Food with its Duck-Duckan get Nugget to determine product development strategies in accordance with strategy opportunity analysis. From the matrix that has been explained, PT. Befindo Food must carry out the first strategy, Market Development, namely increasing retail outlets to reach a wider market share. Second, Product Development, namely producing various variants of Duck-Duckan duck nugget flavors. In addition, the maturity of the strategy is also supported by products that have competitive advantages to increase competitiveness against competitors. Then there is the price factor that determines the purchase decision of a product, strategic pricing can win the product in the competition in the market.

### 2.2 System

The system is used by PT. Befindo Food is a Company Process and Procedure that contains daily operational activities and decision making in the company. This system is the main focus of management in case of organizational change in a company. PT. Befindo Food will do the planning and development of its human capital in order to bring the company to progress and success. For this reason, the human resources division will do several ways in developing human capital, including recruitment, training and development, compensation systems and job evaluation. Standard Operating Procedures (SOP) related to the company's operational activities, such as customer service standards, product quality standards, contract reviews, budget preparation and financial reports, inventory, employee procurement, employee selection process, work evaluation system. The purpose of this function is to reduce uncertainty in managing human resources to achieve the goals of our company. These functions are related to various other management fields, such as operations management, marketing management, financial management, and there is also the management of human resources themselves.

### 2.3 Skill

Skill is the ability of employees needed by PT. Befindo Food so that the company can perform well as expected so that it can help the company in achieving its goals. These skills or skills also include Capabilities and Competencies. The skills needed by the employees of PT. Befindo Food is a human resource that is reliable, integrated, has loyalty and a passion for building a company that understands processed meat especially understanding about how to process duck meat. Here, create a safe condition, comfortable, and harmonious working atmosphere among all employees is a mission in this company with provide education also training for employees. Thus, the employees can be competent in doing work and achieve work targets that have been carried out by employees. The purpose of the Human Capital aspect is to develop planning and training human resources in order to develop a better company. The new forms division related to nutrition and training center to be able to bring the company to the forefront can be need nutrition experts for a company. Thus, PT. Befindo Food will be formed with a new division by employing food technology experts to monitor all processes of processing foodstuffs into edible food. The process called sorting, preserving, packaging, distribution by maintaining and ensuring that the final results are safe for consumption and remain nutritious. In addition, the importance of training for employees to upgrade the knowledge in advance level will be upgrade human resource knowledge. In addition, the investment by setting up own training building namely Befindo Training Center. Before start the work, all employees of PT. Befindo Food will be given training there.

#### 2.4 Style

Style is related to the Management Leadership Style used in an organization to achieve its corporate goals. The leadership style used by PT. Befindo Food is a type of democratic leadership style in which a leader delegates his authority and invites his followers to participate in the decision-making process. A democratic leader is a good listener to his followers and a good team worker, and is able to influence and collaborate with the team he leads. With this leadership style, each input from team members is valued and commitment in teamwork can be felt through the active participation of each member. In this case, a business leader can apply this leadership style to get useful advice from his employees.

#### 2.5 Staffing

Staff or Employees at PT. Befindo Food is an asset for the company. Here, many staff are concerned with how employees are selected, recruited, trained, motivated and valued. The determination of staff in the first year consisted of 5 parts, including operational in charge of production and maintenance, marketing in charge of marketing and sales, human resources, and finance while the total accumulation of staff needs will follow the growth of the company.

#### 2.6 Structure

The structure referred to here is the Company's Organizational Structure that regulates the work system, communication, authority and responsibility as well as the delegation of tasks to specific work units or people to achieve organizational goals. Structure is a visible element so it is easy to adjust or change it. Organizational structure is an arrangement and relationship between each section and the position that exists in an organization or company in carrying out operational activities to achieve the expected and desired goals. The organizational structure clearly illustrates the separation of work activities from one another and how the relationship of activities and functions is limited. The organizational structure, we can see the division of labor and how different functions or activities can be well coordinated. In addition, with this structure, we can find out several specialties from a job, command channel, and report submission. In the explanation of the structure there is a relationship between the components and the position that and all these components experience interdependence. That is, each component in it will affect each other which will ultimately affect an organization as a whole. The organizational structure of PT. Befindo Food consists of commissioners, managing directors, operational directors, marketing directors, human resources directors, and finance directors where the managing director is responsible for leading and running the company, and selecting, assigning, supervising the duties of employees and section heads (managers) or deputy directors for approved company's annual budget.

The operational director is responsible for the development of product or employee quality and Responsible for operational processes, production and quality of production results. The Marketing director is responsible for making, formulating, compiling, setting general concepts and plans of the company, directing and providing policies / decisions on all design and implementation of marketing, sales and promotion management towards the company's growth and development.

The director of human resources is responsible for planning, developing and implementing strategies in the field of management and also the development of human resources, such as recruiting employees, policies, employment contracts, consulting, payroll, regulations, training, building motivation, evaluation. The HR Director also organizes tasks that include competencies, identifying functions of the job, looking at individual skills, reviewing problems, giving recommendations for improvement and reorganization. Serves to evaluate and develop HR management strategies and performance in implementing strategies. Therefore, the position of HR director has a very important role in advancing and developing the company. The Finance director is responsible for managing the accounting function in processing financial data and information to produce financial reports that the company needs accurately and in a timely manner.

### 3. RESULTS AND DISCUSSION

In this study, the shared values are the main core of the McKinsey 7s Framework because they relate to the core values of the company that is the culture. Share Values are basically standards or norms that guide behavior for all employees and company management.

Corporate culture is a value that guides human resources to deal with external problems and adjust integration into the company, so that each member of the organization must understand the values that exist and how they should act or behave. The culture adopted by PT. Befindo Food is as follows.

- a) Spirit; perform all activities within the company with the spirit of building a company.
- b) Innovation; creating innovation that always aims to satisfy consumer needs.
- c) Quality; maintaining the quality of products produced, so that taste favors the product is always awake.
- d) Honesty; Prioritize honesty so that relationships are formed harmonious in all fields within the company.
- e) Customer satisfaction; Customer satisfaction is the most important thing for company.

#### 4. CONCLUSION

PT. Befindo Food with its Duck-Duckan Duck Nugget product, a company that produces processed "meat nuggets" derived from duck meat, sees a business opportunity in the field of frozen food, especially processed meat "nuggets" where there is no nugget with raw material for duck meat on this business is why the Company took the opportunity by selling Duck-Duckan Nugget by improving services and providing professional human resources in their fields. The presence of Duck-Duckan Duck Nuggets is expected to be a solution for nugget lovers who feel bored or want to switch to other nugget options, but the variants are not quite interesting and reasoned why they should choose new products and the presence of Duck-Duckan duck nugget is expected to help Career women have difficulty providing healthy and fast food for their children and husbands when working so they can work in peace.

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