

**STRATEGIC PLANNING FOR CHANGE MANAGEMENT IN THE
DIGITALIZATION OF BATIK PRINGMAS BASED ON
THE MCKINSEY 7S FRAMEWORK**

Farah Rihhadatul 'Aisy¹, Adi Indrayanto², Siti Zulaikha Wulandari³

¹Universitas Jenderal Soedirman

²Universitas Jenderal Soedirman

³Universitas Jenderal Soedirman

Alamat e-mail : farah.rihadatul@gmail.com, adi.indrayanto@unsoed.ac.id,
siti.wulandari@unsoed.ac.id

ABSTRACT

Human resource management is a key driver of successful digital transformation in Micro, Small, and Medium Enterprises (MSMEs). Batik Pringmas, a traditional batik center in Banyumas Regency challenges in adopting digital marketing due to limited staff competencies, low digital literacy, and traditional management practices. This study aims to develop a change management strategy focused on strengthening human resources, using the McKinsey 7S Framework as an analytical tool. A descriptive qualitative method with a case study approach was employed, utilizing observation, semi-structured interviews, and document analysis. The findings reveal that successful digital transformation requires alignment across organizational elements, particularly in enhancing staff skills, adapting leadership styles, and fostering an adaptive work culture. This strategic design serves as an initial guide for Batik Pringmas in managing sustainable change through HR capacity building and aligned organizational values.

Keywords: Digital Transformation; MSMEs; Change Management; McKinsey 7S; Human Resource Management

ABSTRAK

Manajemen sumber daya manusia merupakan pendorong utama keberhasilan transformasi digital di sektor Usaha Mikro, Kecil, dan Menengah (UMKM). Batik Pringmas, sebuah sentra batik tradisional di Kabupaten Banyumas, menghadapi tantangan dalam mengadopsi pemasaran digital karena keterbatasan kompetensi staf, rendahnya literasi digital, dan praktik manajemen yang masih tradisional. Penelitian ini bertujuan untuk mengembangkan strategi manajemen perubahan yang berfokus pada penguatan sumber daya manusia, menggunakan Kerangka Kerja McKinsey 7S sebagai alat analisis. Metode kualitatif deskriptif dengan pendekatan studi kasus digunakan, melalui observasi, wawancara semi-terstruktur, dan analisis dokumen. Temuan penelitian ini menunjukkan bahwa transformasi digital yang berhasil membutuhkan keselarasan di seluruh elemen organisasi, terutama dalam meningkatkan keterampilan staf, mengadaptasi gaya

kepemimpinan, dan menumbuhkan budaya kerja yang adaptif. Rancangan strategis ini berfungsi sebagai panduan awal bagi Batik Pringmas dalam mengelola perubahan yang berkelanjutan melalui peningkatan kapasitas sumber daya manusia dan penyelarasan nilai-nilai organisasi.

Kata Kunci: Transformasi Digital; UMKM; Manajemen Perubahan; McKinsey 7S; Manajemen Sumber Daya Manusia

A. INTRODUCTION

The advancement of digital technology has brought fundamental changes to various aspects of human life, including the way people interact, communicate, and conduct economic activities. Businesses can no longer rely solely on conventional approaches, as consumer expectations, transaction patterns, and market dynamics have shifted toward digital platforms. In the era of the Fourth Industrial Revolution and data-driven economies, digitalization has become an inevitability that must be addressed with the right strategies by enterprises of all sizes.

One of the most impacted sectors with great potential for growth through digitalization is Micro Small and Medium Enterprises MSMEs. MSMEs contribute approximately 61 percent to Indonesia's Gross Domestic Product GDP and employ nearly 97 percent of the total workforce (Nurprabowo, 2023). However only around 40 percent of

MSMEs have adopted digital platforms mainly due to low digital literacy and limited access to digital infrastructure which remain major barriers to transformation (Kurnia, 2025).

Digitalization in business extends beyond merely adopting online platforms. It involves a fundamental shift in how organizations operate, serve customers, and manage internal processes. These transformations require not only digital tools but also organizational readiness particularly in terms of leadership, culture, and human resource capabilities (Sleekflow, 2023). In fact, the core challenges in digital transformation often arise from the human and organizational side rather than technological constraints.

In response to these human-centered challenges, the implementation of change management is essential. It enables organizations to systematically address employee resistance, align

internal capabilities, and accelerate digital transformation processes (Moric Milovanovic et al., 2022). Similarly, studies emphasize that SMEs need capable, trusted teams and engaged employees to execute digitalization effectively (Sagala & Öri, 2024). One widely used model to support this process is the McKinsey 7S Framework, which emphasizes the alignment of seven key organizational elements: Strategy, Structure, Systems, Shared Values, Style, Staff, and Skills (Mohammad Mehdi, 2015). These seven elements are interrelated and must be managed holistically for the change process to be effective.

However, existing studies on MSME digitalization often emphasize technological adoption or digital marketing strategies, while giving less attention to the internal change management process, particularly from the perspective of human resource development (Amin et al., 2025; Díaz-Arancibia et al., 2024). Previous research also tends to overlook how organizational culture and structure influence digital readiness, especially in traditional sectors such as batik craftsmanship. This creates a gap in understanding how MSMEs can build sustainable

transformation strategies based on HR alignment.

This study seeks to address that gap by applying the McKinsey 7S Framework to analyze change management planning in Batik Pringmas, a traditional batik enterprise located in Banyumas Regency. Although the enterprise is known for producing high-quality batik with distinctive Banyumas motifs, its marketing strategies remain conventional, relying mainly on physical showrooms and word-of-mouth. The use of social media is inconsistent, and its products are not yet listed on major online marketplaces such as Tokopedia or Shopee. Several internal challenges continue to hinder its digital transformation, including limited human resources, low digital literacy, lack of training in online marketing, and resistance to change.

By focusing on HR readiness, this study aims to develop a strategic approach that not only supports the adoption of digital technology but also restructures internal systems and builds an adaptive organizational culture. The findings are expected to provide a comprehensive HR-based change management model to

support sustainable digital transformation within MSMEs.change.

B. RESEARCH METHOD

This study adopts a descriptive approach using a case study method to obtain an in-depth and contextual understanding of the dynamics involved in the implementation of digital marketing strategies at Batik Pringmas, a micro, small, and medium enterprise (MSME) located in Banyumas Regency. The case study design was considered appropriate because the phenomenon under investigation is contemporary and closely tied to its real-life context, particularly given the organization's limited human resource capacity and low levels of digital literacy.

Data were collected directly at the business site through purposive sampling, involving the business owner, employees from the production and marketing departments, and selected customers. Multiple data collection techniques were employed to enhance the depth and validity of the findings, including participant observation, semi-structured interviews, and document analysis (Creswell & Creswell, 2017).

To analyze the data, this study applied the interactive model of analysis developed by (Miles & Huberman, 1994), which involves three interconnected stages: data reduction, data display, and conclusion drawing/verification. In the first stage, data reduction was carried out by selecting, focusing, and simplifying the raw information obtained from various sources. The reduced data were then systematically presented in descriptive narrative form and, where appropriate, visualized using tables or diagrams.

The final stage involved drawing conclusions and verifying them iteratively throughout the research process to ensure their validity and accuracy. To strengthen the credibility of the findings, triangulation techniques were implemented. Source triangulation was achieved by comparing information from different informants (e.g., owner, staff, customers), while methodological triangulation was applied by cross-referencing data obtained through observation, interviews, and documentation. This rigorous triangulation ensured that the results reflect the actual conditions and provide a reliable basis for

understanding Batik Pringmas's position within the broader context of digital transformation through digital marketing.

C. RESULT AND DISCUSSION

The findings indicate that digital transformation requires more than the mere adoption of technology it also demands comprehensive adjustments across various organizational dimensions, including strategic planning, task allocation, operational systems, as well as the shared mindset and values held by both owners and employees. Each element of the McKinsey 7S Framework was analyzed individually, yet interpreted in an interconnected manner to provide a holistic understanding of the ongoing and anticipated organizational changes at Batik Pringmas. The following discussion presents a detailed explanation of the findings and outlines strategic change plans for each of the seven elements :

Strategy

Batik Pringmas' current marketing strategy is still conventional, relying on physical showrooms and word-of-mouth promotion. While this approach has been effective in maintaining personal

relationships with local customers and preserving the business's identity as a traditional batik producer, it cannot reach broader markets in the digital era. Interviews revealed that both the owner and several employees are aware of the importance of transitioning toward digitalization. However, at the time of the study, no formal strategic plan had been developed to guide this transformation comprehensively.

In response, a digitalization strategy was formulated to integrate various digital channels aimed at expanding market reach, increasing brand awareness, and strengthening Batik Pringmas's position as a traditional yet adaptive MSME in the digital era. This strategy is structured into three major phases: (1) the preparation and digital literacy phase, (2) the digital channel activation phase, and (3) the digital branding and customer relationship strengthening phase.

The first phase focuses on enhancing internal understanding of the importance of digitalization and its benefits for business sustainability. Activities include basic training on social media usage, introductions to e-commerce platforms, and case

studies of similar MSMEs that have successfully undergone digital transformation. This phase aims to cultivate a digital mindset among both employees and the business owner, fostering a more positive perception of change.

The second phase involves activating digital channels. In this stage, Batik Pringmas will establish a small team responsible for creating and managing official social media accounts on platforms such as Instagram, Facebook, and TikTok. Planned content includes product catalogs, batik production processes (as part of cultural storytelling), customer testimonials, and educational posts about Banyumas's traditional batik patterns. Additionally, official stores will be registered and launched on e-commerce marketplaces such as Tokopedia and Shopee. The digital team will be responsible for uploading product listings with compelling descriptions, high-quality images, and providing prompt responses to customer inquiries. If feasible, a simple e-commerce website will be developed using platforms such as WordPress or Shopify, allowing Batik Pringmas to establish an independent sales

channel without reliance on third-party platforms.

The third phase focuses on strengthening digital branding and customer relationships. This phase emphasizes maintaining a consistent visual identity and brand messaging across all digital platforms. Promotional content strategies will be developed around key moments such as National Batik Day campaigns, Ramadan promotions, and weekly "stories behind the batik motifs." A digital loyalty program will also be introduced, including repeat customer discounts and monthly giveaways for active social media followers. Batik Pringmas also plans to implement a digital newsletter or WhatsApp broadcast list to share updates on new products and batik education with customers who have previously made purchases.

This digital strategy is designed not only to expand the market but also to retain the cultural identity of Batik Pringmas, presented in a visual and communicative style aligned with current digital consumer expectations. In addition to market expansion, the strategy aims to build long-term customer engagement and to elevate Batik Pringmas's brand image as an

MSME that preserves cultural heritage through sustainable technological adaptation.

Structure

The organizational structure of Batik Pringmas remains informal and family-based. Decision-making processes are heavily centralized in the business owner, who also assumes multiple roles, including those related to production, finance, and marketing. This type of structure is common in traditional MSMEs and has proven effective in maintaining flexibility and close interpersonal relationships. However, in the context of digital transformation, such centralization poses significant challenges, as it impedes workflow efficiency, restricts innovation, and slows response times in the fast-paced digital market.

The absence of a formal structure leads to unclear task delegation during the digitalization process. For instance, there is no designated person responsible for managing social media accounts, responding to online customer inquiries, or recording orders from e-commerce platforms. This situation risks overburdening the business owner and undermining the

sustainability of digital initiatives, which require speed, consistency, and attention to detail.

To address these issues, a gradual yet systematic adjustment of the organizational structure is necessary. The proposed structure retains the simplicity typical of MSMEs while introducing new roles oriented toward digital activities. The revised model adopts a lightweight functional division framework, in which core responsibilities are grouped into three main areas: (1) production, (2) operations and finance, and (3) digital marketing and online customer service.

In the production division, staff continue to focus on their core tasks of manually producing batik, leveraging their expertise. The operations and finance division is responsible for daily financial records, raw material management, and basic logistics coordination. The third, division digital marketing serves as the focal point for transformation. This division introduces new roles such as marketplace administrator, who manages the Tokopedia/Shopee online stores, content creator, responsible for product photography and descriptions, and digital customer

service representative, who handles customer queries through WhatsApp or social media direct messages.

To ensure the effectiveness of this structure, clearly defined job descriptions are essential. For example, the marketplace administrator is tasked with updating product stock, recording incoming orders, confirming payments, and monitoring customer reviews. The content creator schedules daily or bi-weekly posts, photographs products, and crafts engaging narrative captions. Meanwhile, the digital customer service representative is expected to respond to messages within a maximum of three hours, handle customer complaints with professionalism and empathy, and document frequently asked questions for follow-up with the production division.

This structure is also designed with flexibility in mind by incorporating a task rotation approach. This allows staff to avoid being siloed into fixed roles and provides opportunities for cross-functional learning, thus supporting capacity development and adaptability within the organization.

Systems

The current operational system at Batik Pringmas remains highly rudimentary and does not support technology-based workflows. Most business activities are conducted manually, including recording sales transactions in notebooks, stock management relying on memory or handwritten notes, and promotional activities carried out verbally or through personal social media accounts without structured content planning. Communication with customers is still informal and undocumented, making follow-up actions and consumer behavior analysis difficult. Moreover, the absence of Standard Operating Procedures (SOPs) in managing digital processes, such as social media and marketplace operations, has resulted in inconsistent online marketing practices and hindered the ability to evaluate their effectiveness. As an initial step, the development of a new system focuses on four key areas: (1) financial and sales administration, (2) digital content and promotional management, (3) customer communication and service, and (4) product and customer data management.

In terms of administration, Batik Pringmas will begin implementing a digital financial recording system using mobile-based applications such as BukuWarung, Mekari Jurnal, or Majoo. These applications enable automated, real-time tracking of sales transactions, production costs, and profit-loss calculations. Every transaction whether offline or through marketplaces, will be recorded by the operational staff or marketplace admin using a standardized format. Additionally, weekly reports will be compiled using Google Sheets to facilitate the analysis of sales performance by product and distribution channel.

For content and promotional management, a combination of Google Workspace and social media management tools such as Meta Business Suite will be utilized. Google Workspace will serve as the internal coordination platform: Google Docs for drafting promotional captions, Google Slides for designing content storyboards, and Google Calendar for creating content schedules. The digital team will publish weekly content based on agreed themes, including batik education, customer testimonials, bundled promotions, or

thematic campaigns (e.g., “Local Batik Friday”).

Customer communication and service systems will prioritize the use of WhatsApp Business and integrated marketplace chats. WhatsApp Business will be optimized with features such as auto-replies, product catalogs, and customer labeling to help categorize potential, active, and loyal customers. Online admins will be equipped with SOPs to handle customer inquiries and complaints, with a maximum response time of three working hours. Meanwhile, all incoming messages from Tokopedia and Shopee will be managed systematically by a designated staff member on a rotating schedule, trained to respond professionally

Furthermore, a product and customer data management system will be established to record essential information that supports marketing and service activities. Product data such as type, size, price, stock, and availability will be stored in a database updated daily. This database will serve as a reference for marketplace uploads and weekly reports. Customer data including name, contact information, product preferences, and transaction history will be gradually

compiled and maintained in a simple CRM system using spreadsheets. This system will enable Batik Pringmas to adopt data-driven marketing strategies, such as retargeting previous customers or offering products aligned with past preferences.

To support these new systems, a set of SOPs will be developed covering daily workflows, order fulfillment procedures, and system usage guidelines for each job function. These SOPs will be compiled into concise work manuals distributed to relevant staff to ensure consistent and measurable implementation.

Shared values

The shared values that have long served as the foundation of Batik Pringmas are deeply rooted in the preservation of local culture, particularly the traditional batik-making heritage of Banyumas. These values are reflected in the company's production philosophy, which remains committed to manual hand-drawn batik techniques, the use of classic motifs passed down through generations, and a familial approach to business operations. These values form a strong part of Batik Pringmas'

brand identity and have earned the trust of its loyal customer base.

However, these traditional values have also led to internal concerns about change, particularly when digitalization is perceived as a form of modernization that "distances the business from its cultural roots." Resistance arises from the belief that entering social media and e-commerce platforms will make the business overly commercial and erode the sanctity of the batik-making process. As a result, the value change strategy is not designed to replace existing values, but rather to align them with a spirit of digital adaptation that continues to honor cultural traditions.

The value enhancement and adjustment plan is approached through the concept of "digital for preservation." This means that all digital activities are not solely aimed at selling products, but also at communicating cultural values to a broader audience. For example, social media content will include educational posts on the philosophy behind batik motifs, the time-consuming nature of the production process, and the cultural significance of batik in Banyumas society. Planned content

segments such as “Motif of the Week” or “Stories Behind the Batik” on Instagram will explain the history and meaning of specific motifs.

Internalization of new values will also be conducted through reflective activities with staff, such as monthly discussions themed “culture and change,” where owners and employees can share perspectives on preserving cultural heritage in a modern context. These values will be embedded in the digitalization work manual as part of the new working principles of Batik Pringmas. In this way, digitalization is framed as a new medium for preserving not erasing the cultural identity that the business has long upheld.

Skills

The current leadership style at Batik Pringmas remains top-down and informal. The owner plays a dominant role in nearly all major decisions, ranging from production to promotional strategies. While this model is effective on a small scale and within a homogenous environment, it becomes a barrier when the organization faces new challenges such as digitalization, which demands adaptability, cross-functional

collaboration, and a willingness to experiment.

To address this, a transition in leadership style is needed from a centralized model to one that is more participatory and transformational. Participatory leadership emphasizes involving employees in decision-making processes, while transformational leadership focuses on empowerment, inspiration, and motivating the team to innovate. This shift is essential because digitalization requires multi-role engagement, creative thinking, and individual accountability tasks that cannot be managed solely by one person.

The leadership transformation plan begins with the establishment of an internal discussion forum, scheduled bi-weekly. This forum serves as a two-way communication platform between the owner and employees to discuss promotional content ideas, feedback from marketplace customers, and weekly evaluations of digital activities. All team members are encouraged to voice their opinions and have their contributions recognized openly.

In addition, a “Digital Champion” will be appointed from among the younger staff with an interest and

basic skills in digital platforms. This person will serve as the coordinator of digitalization activities and be given limited authority to make day-to-day technical decisions and develop weekly digital promotion plans, while still consulting with the business owner. By delegating some responsibilities, the workflow becomes more adaptive and responsive to the fast-paced changes in digital platforms.

The business owner is also encouraged to adopt a coaching leadership style, shifting the role from a controller to a mentor who supports staff development. This includes providing regular feedback, recognizing employee initiatives, and creating space for experimentation in digital content or strategies. In the long term, this leadership style transformation is expected to foster a more open, collaborative, and change-responsive work culture, while also strengthening internal team loyalty and motivation throughout the digitalization process.

Staff

Human resources present one of the main challenges in the digitalization effort of Batik Pringmas. Based on observations and

interviews, most of the current staff are production workers skilled in the art of batik-making but lack experience in digital marketing, marketplace administration, and online customer service. The absence of personnel specifically assigned to manage social media, marketplaces, or digital record-keeping systems has concentrated the workload on the business owner, creating a high level of dependency.

To address this issue, a dual approach has been designed to strengthen staff capacity: (1) internal capacity development and (2) staff expansion through external collaboration. The first approach involves identifying staff who have an interest and potential in digital fields, even if they currently lack technical skills. These individuals will receive intensive training and be actively involved in the digitalization team. For instance, administrative staff who previously handled manual transaction records will be trained to use digital accounting applications and marketplace systems.

Simultaneously, the second approach involves partnerships with local universities and vocational schools (SMK) specializing in information technology and visual

communication design. Internship programs will be offered periodically, focusing on roles such as content creator, social media administrator, or digital product catalog editor. These interns will not only help fill internal human resource gaps but also serve as knowledge transfer agents for existing staff, fostering a collaborative working environment between younger, tech-savvy individuals and experienced team members.

The staff structure will also be reorganized into more functional divisions: (a) batik production team, (b) operations and finance team, and (c) digital marketing team. Within the digital marketing team, specific personnel will be assigned to manage marketplace accounts, social media content, and online customer communication. Each staff member will be given clear job descriptions and measurable monthly performance targets, and they will participate in regular performance evaluations to enhance accountability and motivation.

Style

The digital competencies of Batik Pringmas staff remain highly limited. Most employees are only familiar with using mobile phones for personal

communication and lack experience in leveraging technology professionally within a business context. As such, improving digital skills is a top priority in the organization's change management strategy.

The skills development program is designed to be gradual and needs-based, encompassing both technical training and soft skills enhancement. The technical training module focuses on three main areas: (1) managing social media and online marketplaces, (2) product photography and visual content creation, and (3) digital customer service and online communication. These sessions are conducted in-house using hands-on methods and existing devices (e.g., smartphones, laptops, mobile apps), allowing participants to build confidence without being overwhelmed by abstract theory.

In the social media and marketplace training module, staff will learn how to create store accounts, upload products with engaging descriptions, add relevant hashtags, and schedule content uploads. Marketplaces such as Tokopedia and Shopee are used as primary examples due to their accessibility and widespread use among Indonesian

consumers. Staff will also be trained to navigate the sales dashboard, monitor incoming orders, and manage customer reviews.

For product photography and visual content, the training emphasizes basic smartphone photography techniques, simple lighting setups, and the use of lightweight editing tools such as Canva or Snapseed. The objective is to enable staff to produce visually appealing and consistent product photos for both social media and e-commerce platforms. This module also includes guidance on creating easy-to-update digital catalog templates.

In the area of digital customer service, staff will receive training on online communication etiquette, complaint handling, and the use of WhatsApp Business features such as auto-replies, customer labels, and product catalogs. Employees are trained to respond in a friendly, prompt, and informative manner to build customer trust and loyalty in the online environment.

In addition to technical skills, the training program incorporates soft skill development such as teamwork, time management, and openness to

change. These topics are delivered through group discussions, case studies, and reflective activities based on the staff's experiences during the digital transformation process. Monthly evaluations are conducted, with each staff member assigned simple tasks relevant to their role, such as creating one promotional post or fulfilling five online orders within a week.

With a well-structured skills development program in place, Batik Pringmas staff will not only be better equipped to meet the challenges of digitalization, but also feel valued and actively involved in the transformation process.

D. Conclusion

This study concludes that the digitalization process within traditional MSMEs such as Batik Pringmas requires a structured and comprehensive change management approach. Using the McKinsey 7S Framework, the research found that each element strategy, structure, systems, shared values, style, staff, and skills is strongly interconnected and must be adjusted simultaneously to support successful digital transformation.

The new strategy should focus on the utilization of digital channels such as social media, online marketplaces, and e-commerce websites, which not only expand market reach but also maintain and promote the local cultural narrative. Organizational restructuring involves the formation of an internal digital team, functional task distribution, and the establishment of clear job descriptions. Work systems are improved through digital financial record-keeping, planned content management, standardized online customer service procedures, and more accurate customer data management.

The traditional values upheld by Batik Pringmas are not abandoned; instead, they serve as a foundation for the digital narrative to strengthen brand identity. Leadership style is being redirected toward a more participatory and transformational approach to encourage innovation and greater staff involvement in the change process. Meanwhile, human resource development is facilitated through practical training and external collaboration with educational institutions, alongside a gradual enhancement of digital skills tailored

to the organization's needs. Overall, the McKinsey 7S approach has proven to offer a strategic roadmap for designing and managing organizational change in the digital era, especially for MSMEs seeking to remain relevant without losing their cultural roots.

REFERENCES

- Amin, M., Gohar, M., & Ali, I. (2025). Impact of digital transformation on SME's marketing performance: role of social media and market turbulence. *Discover Sustainability*, 6(1), 378. <https://doi.org/10.1007/s43621-025-01228-3>
- Bharadwaj, A., Sawy, O., Pavlou, P., & Venkatraman, N. (2013). Digital Business Strategy: Toward a Next Generation of Insights. *MIS Quarterly: Management Information Systems*, 37, 471–482. <https://doi.org/10.25300/MISQ/2013/37:2.3>
- Burnes, B. (2011). Introduction: Why Does Change Fail, and What Can We Do About It? *Journal of Change Management*, 11(4), 445–450. <https://doi.org/10.1080/14697017.2011.630507>
- Chaffey, D. (2015). *Digital Business and E-Commerce*. <https://books.google.com/books?hl=en&lr=&id=oYufDwAAQBAJ&>

- oi=fnd&pg=PT23&dq=entrepreneurship+education+in+universities+in+fostering+student+entrepreneurship+intentions&ots=OohsbrZEip&sig=XkhOfx3ah2buSOTrvmhYrATao8
- Creswell, J. W., & Creswell, J. D. (2017). *Research Design Qualitative, Quantitative, and Mixed Methods Approaches*. In Sage Publication. <https://doi.org/10.4324/9780429469237-3>
- Damawan, A., & Azizah, S. (2020). *Resistance to Change: Causes and Strategies as an Organizational Challenge*. <https://doi.org/10.2991/assehr.k.200120.010>
- Díaz-Arancibia, J., Hochstetter-Diez, J., Bustamante-Mora, A., Sepúlveda-Cuevas, S., Albayay, I., & Arango-López, J. (2024). Navigating Digital Transformation and Technology Adoption: A Literature Review from Small and Medium-Sized Enterprises in Developing Countries. *Sustainability*, 16(14), 5946. <https://doi.org/10.3390/su16145946>
- Errida, A., & Lotfi, B. (2021). The determinants of organizational change management success: Literature review and case study. *International Journal of Engineering Business Management*, 13. <https://doi.org/10.1177/18479790211016273>
- Hendrawan, S. A., Afdhal Chatra, Nurul Iman, Soemarno Hidayatullah, & Degdo Suprayitno. (2024). Digital Transformation in MSMEs: Challenges and Opportunities in Technology Management. *Jurnal Informasi Dan Teknologi*, 141–149. <https://doi.org/10.60083/jidt.v6i2.551>
- Kotter, J. P. (1995). *Leading change: Why transformation efforts fail*. Harvard Business Review. <https://hbr.org/1995/05/leading-change-why-transformation-efforts-fail-2>
- Kurnia, F. (2025). *Digitalisasi UMKM di Indonesia : Peluang, Tantangan, dan Strategi Pemerintah Menuju Ekosistem Digital yang Merata*. https://www.kompasiana.com/ferinkurnia2807/685c4b8ced641562257cd1a2/digitalisasi-umkm-di-indonesia-peluang-tantangan-dan-strategi-pemerintah-menuju-ekosistem-digital-yang-merata?utm_source=chatgpt.com
- Miles, M. B., & Huberman, A. (1994). *Qualitative data analysis: An expanded sourcebook* (2nd ed.). Sage Publications.
- Mohammad Mehdi, R. (2015). Analyzing Organizational Structure based on 7s Model of McKinsey. *Global Journal of Management and Business Research*, 15(A10 SE-Articles), 7–12. <https://journalofbusiness.org/index>

- x.php/GJMBR/article/view/1792
- Morgan-Thomas, A., & Veloutsou, C. (2013). Beyond technology acceptance: Brand relationships and online brand experience. *Journal of Business Research - J BUS RES*, 66. <https://doi.org/10.1016/j.jbusres.2011.07.019>
- Moric Milovanovic, B., Bubas, Z., & Cvjetkovic, M. (2022). Employee Readiness for Organizational Change in the SME Internalization Process: The Case of a Medium-Sized Construction Company. *Social Sciences*, 11(3), 131. <https://doi.org/10.3390/socsci11030131>
- Nurprabowo, A. (2023). *Kajian Sektor Formal Investasi Umkm Memperkuat Pilar Ketahanan Ekonomi Nasional Kajian Strategis Seri Energi Hijau*.
- Osman, Z., & Yatam, M. (2024). Embracing Change: Enhancing Employee Readiness in Open Online Flexible Distance Learning Institutions. *International Journal of Academic Research in Economics and Management Sciences*, 13(2). <https://doi.org/10.6007/IJAREMS/v13-i2/21648>
- Rahayu, R., & Day, J. (2016). E-commerce adoption by SMEs in developing countries: evidence from Indonesia. *Eurasian Business Review*, 7. <https://doi.org/10.1007/s40821-016-0044-6>
- Reineholm, C., Lundqvist, D., & Wallo, A. (2024). Change competence: An integrative literature review. *Work*, 79(2), 569–584. <https://doi.org/10.3233/WOR-230633>
- Sagala, G. H., & Őri, D. (2024). Toward SMEs digital transformation success: a systematic literature review. *Information Systems and E-Business Management*, 22(4), 667–719. <https://doi.org/10.1007/s10257-024-00682-2>
- Sleekflow. (2023). *Riset Sleekflow Tren Bisnis 2024*. <https://sleekflow.io/id-id/blog>
- Westerman, G., Bonnet, D., & McAfee, A. (2014). *Leading Digital: Turning Technology Into Business Transformation*. Harvard Business Review Press. <https://books.google.co.id/books?id=Fh9eBAAQBAJ>