

Digital Transformation: Implementation of Wireless Calling System Case Study at Mie Gacoan Veteran Semarang from a Blue Ocean Strategy Perspective

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ABSTRACT: *Dalam era transformasi digital, pemahaman teknologi menjadi hal yang penting dalam perkembangan bisnis. Banyak sektor industri beradaptasi untuk mengadopsi teknologi sebagai penunjang bisnis mereka. Melalui penggunaan teknologi ini banyak pelaku bisnis yang merasa terbantu seperti halnya dalam efisiensi dalam operasional. Penelitian ini fokus pada implementasi Wireless Calling System (WCS) di Mie Gacoan Veteran Semarang sebagai bagian dari upaya transformasi digital. Selain itu penelitian ini juga berusaha menganalisis bagaimana hal unik yang ditawarkan oleh Mie Gacoan Semarang jika dilihat dalam perspektif Blue Ocean Strategy. Data yang diambil dalam penelitian ini didapatkan menggunakan metode wawancara, observasi dan dokumentasi. Wawancara yang dilakukan melibatkan pihak staff manajer dari Mie Gacoan Veteran Semarang. Dari hasil yang didapatkan memperlihatkan seberapa efisien sistem Wireless Calling System (WCS) ini diterapkan.*

Keywords: *transformasi digital, wireless calling system, blue ocean strategy*

ABSTRACT: *In the era of digital transformation, understanding technology is important in business development. Many industrial sectors are adapting to adopt technology to support their business. Through the use of this technology, many business people feel that it has helped them in terms of operational efficiency. This research focuses on the implementation of the Wireless Calling System (WCS) at Mie Gacoan Veteran Semarang as part of digital transformation efforts. Apart from that, this research also tries to analyze the unique things offered by Mie Gacoan Veteran Semarang when viewed from Blue Ocean Strategy perspective. The data taken in this research was obtained using interview, observation, and documentation methods. The interview conducted involved the manager staff from Mie Gacoan Veteran Semarang. The results obtained show how efficiently the Wireless Calling System (WCS) system is implemented.*

Keywords: *: transformasi digital, wireless calling system, blue ocean strategy*

1. INTRODUCTION

One of the different aspects of economic development in the digital era is the process by which economic entities innovate and replace the form of the economy that has been left behind through digitalization into a more sophisticated form. This process is known as "digital transformation" (Dan & Services, 2024). In the era of increasingly advanced digital transformation, various industry sectors are striving to adopt the latest technologies to support efficiency and provide a better experience for customers. One area where digital technology innovations have had a significant impact is restaurants or other places that provide food and beverage services (Dan & Services, 2024). The use of this technological development can also be used to improve service to customers. According to (Rajesh et al., 2015) in (Rasmi et al., 2024) stated that the ease of access to the menu is the main thing that makes it easier for customers to order food at a restaurant. One of the significant innovations is the use of a wireless calling system,

which is designed to facilitate communication between customers and restaurant staff, as well as improve the quality of service. This technology allows employees to notify customers that their order is ready through a signal from the device being delivered. As customers' demands for fast and efficient service increased, Mie Gacoan had to look for innovative solutions to stand out among competitors and improve the overall quality of service. The implementation of a wireless calling system is one of the promising alternatives to achieve this goal. Related to innovation, the ability to innovate is an important requirement in the Blue Ocean Strategy.

According to (Vidas-Bubanja, 2017; Brunetti et.al., 2020; Kumala, 2022) in (Panjaitan & Lupiana, 2023) Many previous literature has mentioned that the lack of resources in the implementation of transformation is an obstacle that must be faced by organizations. Apart from these obstacles, acceptance of customer satisfaction is important in digital transformation, whether the transformation implemented is able to provide customer satisfaction or even experience rejection. Rejection can occur when customers judge that the transformation system implemented is even complicated from the customer's point of view. Therefore, it is important to look at intangible assets such as skills when planning digital transformation and also prepare evaluations when the implemented transformation system encounters obstacles, to minimize the risk of failure in achieving the expected digital transformation results.

This study aims to analyze and understand how efficiently the Wireless Calling System (WCS) is implemented and how the response from customers especially when adapting to the digital transformation carried out. Because basically an innovation that is carried out cannot necessarily be well received by customers, considering that customers can also see from their perspective whether the innovation applied is able to provide a better experience or not. With this research, we can also see how the application of the Wireless Calling System (WCS) in Mie Gacoan Veteran Semarang is able to provide an overview of innovation in the context of the Blue Ocean Strategy. The ability to innovate is a key element of Blue Ocean Strategy, so the implementation of the Wireless Calling System at Mie Gacoan Veteran Semarang is part of digital transformation efforts in the competition of new markets around it. This research also aims to identify how WCS can be used as a strategic tool to create unique and differentiated value. The benefits that will be obtained when Mie Gacoan Veteran are able to provide different value in the eyes of customers, then it can increase the brand image of Mie Gacoan itself. In addition, this study also aims to examine the impact of the implementation of WCS on operational efficiency and customer experience, as well as how this technology plays a role in building a competitive advantage in the fast food restaurant industry.

Based on the background that has been explained, this study hypothesizes that the selection of the right innovations in digital transformation efforts is able to provide a good experience for customers. According to Reis et al., (2018) in (Firmansyah et al., 2022) explained that the success of digital transformation requires the groups and actors involved to have digital literacy readiness and develop various abilities according to the business context and needs. With the increase in customer satisfaction, the brand image will also automatically increase with the different values that Mie Gacoan Veteran Semarang tries to provide. Adaptation is the most important thing in digital transformation. It is hoped that this research can provide an overview of the digital transformation carried out by Mie Gacoan Veteran Semarang can be a reference for restaurants or other industries to be able to adapt to existing technological developments.

2. METHOD

2.1 Research Location

The location of the research was carried out with the focus of the case study of Mie Gacoan Veteran which is located in Semarang, precisely on Jl. Veteran, Lemponsari, Gajahmungkur District, Semarang City, Central Java 50231.

2.2 Type of Research

This type of research is qualitative research. Qualitative research is a methodological approach that aims to understand, know, and analyze thoroughly through human interactions, behaviors, and events in society. This method relies on non-numerical data, such as interviews, observations, and textual analysis (Ardyan et al., 2023).

2.3 Data Collection Procedure

In this study, the data collection method refers to (Sugiyono, 2011:309) in (Astuti et al., 2019) by using interview, observation, and documentation methods. The interview method is used to get in-depth information from the informant, observation is used to see firsthand the real situation.

2.4 Population and Sample

Sample selection was carried out using the purposive sampling method by selecting informants based on certain characteristics. Purposive sampling is a non-random sampling method, where the researcher identifies the citation of illustrations through determining identities that match the research objectives so that it is expected to respond to the cases discussed (Lenaini & Articles, 2021).

3. RESULT AND DISCUSSION

3.1 Digital transformation

Digital transformation is a way of releasing value from business processes and returning them to customers and the use of data and analytics to create new and innovative experiences (Tulungen et al., 2022). Several business industries have intensively carried out digital transformation in order to create new experiences from customers by adopting digital technology as a support for the industrial business they are running. One of the industries that is significantly undergoing digital transformation is the culinary industry, especially in the restaurant business. One of those who utilizes the technology being developed today is Mie Gacoan Veteran Semarang. Digital transformation is important in today's business world considering the significant benefits that can be obtained through its application. Some of the benefits of digital transformation according to (Andersson, et al., 2018; George & Paul, 2020) in (Erwin et al., 2023) Including; improve efficiency, productivity and innovation, improve customer experience, increase employee engagement and satisfaction and provide new business opportunities. With this significant benefit, many business people, especially in the culinary industry, innovate through the application of new technology that can support their business.

3.2 Wireless Calling System Implementation

Mie Gacoan has more than 140 branches throughout Indonesia, including 14 branches in Semarang and continues to innovate in service. The first WCS system trial was carried out at the Malang branch at the end of 2023. After success, this system was then implemented gradually in Semarang, starting from the Ngaliyan branch. Seeing the positive results, all Mie Gacoan branches in Semarang finally used the WCS system from November to December 2023. In the past, the gacoan service system used waiters, but because of this, employees need to find a customer desk and it takes a long time,

therefore gacoan noodles carry out digital transformation by taking advantage of technological developments using WCS innovations. In the era of Digital Transformation, businesses fully adopt digital technology, keep up with the times, and change business models for the better (Erwin et al., 2023)

Through an interview conducted with Mas Yanto as the Staff Manager at Mie Gacoan Veteran Semarang, he revealed that the implementation of WCS saves more time and efficiency for employees so that it can minimize employee costs. For those in the Veteran branch itself, Mie Gacoan used to have around 40 employees before using the WCS system. With this WCS, Mie Gacoan only had about 30 employees and at that time also used table numbers. This caused many complaints from customers because customers felt that they were not free to choose a table but had to follow the table number listed on the table. In fact, according to Mas Yanto, this actually has many advantages, one of which is maximizing the number of customers who come, but through the narration from Mas Yanto from Mie Gacoan, he is more concerned with customer satisfaction so that this system is now no longer operated.

When implementing this system, it is fairly easy without any significant obstacles, because this WCS system has been widely used in other restaurants. So that customers are not surprised by the new system implemented by gacoan noodles. This also does not require intense training for employees because the operation of WCS is said to be quite easy, however, it does not mean that there are no obstacles at all while using this WCS. There are several obstacles experienced by Mie Gacoan, for example, incorrect number input that causes the order to not be suitable, but this is more of a human error. Human error is closely related to the behavior of everything that humans do. With the limitations that humans have, such as limitations on their capacity to see, pay attention, remember, process and act in a relevant way that can affect the results (Gati et al., 2020). In addition, sometimes WCS also often shuts down suddenly so that customer orders are delayed. To overcome this problem, Mie Gacoan always checks regularly before opening. A thorough check is carried out to ensure that all the WCS are on.

The implementation of the WCS system at Mie Gacoan went quite smoothly thanks to the familiarity of customers with this technology in other restaurants. In addition to improving operational efficiency, the implementation of WCS also provides more accurate data regarding customer preferences, so that it can be used as a basis for the development of more effective menus and marketing strategies. However, not a few of the customers complained that the system implemented was fairly complicated, especially among customers who had to take their own orders. Previously, the system implemented from Mie Gacoan only needed to take other than the main menu and drinks, the rest of the noodles as the main menu would be delivered by employees to the customer's table. But the system was changed and made customers have to pick up all orders themselves without anything being delivered to their desk. This makes many customers a little disappointed because it seems more complicated than before. However, from Mie Gacoan's side, he emphasized that he would continue to evaluate in the future.

3.3 Unique Values in the Blue Ocean Strategy Perspective

According to (Nature and Islam, 2017) in (Dewi, 2022), Blue Ocean Strategy was created by providing value innovation and new products that have benefits according to the resources owned. Mie Gacoan tries to provide unique value to its business adopting technology by applying a Wireless Calling System to its service system. However, what is done by Mie Gacoan Veteran Semarang cannot be said to be an innovation to get a new market. (Nicolas, 2011) in (Dewi, 2022) stated that in a business Blue Ocean Strategy is often chosen because it is a strategy that can provide opportunities to find new markets, attract more customers and avoid competition from existing markets. From the results of the interview with the Mie Gacoan Veteran Semarang Manager Staff, it was

found that the implementation of WCS only provides a different value from Mie Gacoan waiter, but does not provide a different unique value that can distinguish itself from its competitors in the culinary industry. Because the informant admitted that many other restaurants have applied the technology first.

4. CONCLUSION

Based on the results of the research, it was found that digital transformation fully contributes and is an important step in business development, especially in the culinary industry itself. Digital transformation is considered to be able to create new experiences and also improve operational efficiency. As one example, Mie Gacoan as one of the well-known culinary industries whose branch is located on Jl. Veteran Semarang has carried out digital transformation. Through the application of the Wireless Calling System (WCS). This is to support service efficiency and also adopt digital technology in running their operations.

The implementation of this system is considered to be able to improve service efficiency and reduce the need for the number of employees, although there are still several obstacles in its implementation such as technical problems that have occurred and incorrect customer number input. With this system, it can simplify the process of services provided, but there are still many customers who complain about the hassle of having to take their own orders when the WCS sounds.

There are also findings that although Mie Gacoan tries to provide unique value by implementing WCS, from the perspective of Blue Ocean Strategy, this system cannot fully meet the criteria to be able to create new market space or significantly differentiate itself from its competitors in the restaurant culinary industry. Many restaurants have implemented similar systems or technologies in the past. This is the reason why Mie Gacoan has not been able to create innovations that provide a competitive advantage in the market.

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