

Mismanagement Analysis on Project Operationalization in a Branding Agency

Final Project

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Bachelor Of Entrepreneurship Program

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MISMANAGEMENT ANALYSIS ON PROJECT OPERATIONALIZATION IN A BRANDING AGENCY

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ABSTRACT

This research investigates the significant challenges and mismanagement issues within the operationalization of project management in a branding agency. The study employs various analytical tools, including root cause analysis and objective tree analysis, to identify and address fundamental problems affecting the agency's project outcomes. Key findings indicate that the lack of standardized processes, insufficient experience among account executives, and ineffective management of talent designer are primary contributors to project delays and client dissatisfaction. The research proposes structured solutions, such as implementing comprehensive SOPs, enhancing training programs for project management and Account Executives, and developing a robust system for recruiting and managing designer talent. By addressing these core issues, the study aims to improve project efficiency, client satisfaction, and overall agency performance. Additionally, the research emphasizes the importance of aligning proposed solutions with the agency's financial conditions and long-term strategic goals. The integration of focus group discussions and SWOT analysis ensures that the solutions are practical and tailored to the agency's specific needs. Ultimately, the study provides a roadmap for the agency to enhance its project management capabilities and achieve sustainable growth.

Keywords: Mismanagement, Operationalization, Project Management, Branding Agency, Root Cause

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ANALISIS *MISMANAGEMENT* PADA OPERASIONALISASI PROYEK DI AGensi BRANDING

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2024

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ABSTRAKSI

Penelitian ini menyelidiki tantangan signifikan dan masalah *mismanagement* dalam operasionalisasi manajemen proyek di sebuah biro branding. Penelitian ini menggunakan berbagai alat analisis, termasuk analisis akar penyebab dan analisis pohon objektif, untuk mengidentifikasi dan mengatasi masalah mendasar yang mempengaruhi hasil proyek agensi. Temuan utama menunjukkan bahwa kurangnya proses terstandarisasi, pengalaman yang tidak mencukupi di antara eksekutif akun, dan pengelolaan desainer yang tidak efektif merupakan faktor utama penyebab keterlambatan proyek dan ketidakpuasan klien. Penelitian ini mengusulkan solusi terstruktur, seperti menerapkan SOP yang komprehensif, meningkatkan program pelatihan untuk manajemen proyek dan *account executive*, dan mengembangkan sistem yang kuat untuk perekrutan dan pengelolaan desainer. Dengan mengatasi masalah inti tersebut, penelitian ini bertujuan untuk meningkatkan efisiensi proyek, kepuasan klien, dan kinerja agensi secara keseluruhan. Selain itu, penelitian ini menekankan pentingnya menyelaraskan solusi yang diusulkan dengan kondisi keuangan dan tujuan strategis jangka panjang agensi. Integrasi Focus Group Discussion dan analisis SWOT memastikan bahwa solusi yang dihasilkan praktis dan disesuaikan dengan kebutuhan spesifik agensi. Pada akhirnya, penelitian ini memberikan peta jalan bagi agensi untuk meningkatkan kemampuan manajemen proyek dan mencapai pertumbuhan yang berkelanjutan.

Kata Kunci: *Mismanagement*, Operasionalisasi, Manajemen Proyek, Agensi Branding, Akar Permasalahan

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APPROVAL PAGE

**MISMANAGEMENT ANALYSIS ON PROJECT OPERATIONALIZATION IN A
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**A Final Project in Partial Fulfillment
of the Requirement for the Degree of Bachelor of Entrepreneurship**

Undergraduate Program of Entrepreneurship Study
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July 22, 2024

Approved By

A handwritten signature in dark ink, appearing to read 'Khrisna Ariyanto', is positioned below the 'Approved By' text.

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FOREWORD

Alhamdulillah, this final project marks the end of my journey at SBM ITB. I am profoundly grateful to Allah for the abundant blessings, especially the gift of health and the opportunity to study at SBM, a chance I never imagined I would have. I hope to always be blessed by its mercy. It hasn't been easy to persevere through my studies, but I have been fortunate to be surrounded by wonderful and supportive people who have helped me grow. As this chapter comes to a close, I would like to extend my gratitude to:

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CHAPTER I

INTRODUCTION

1.1 Research Background

The entertainment, media, arts, and design sectors comprise the creative industry, which has grown to be a major economic force. This industry thrives in the digital age, with an anticipated \$2.6 trillion in revenue and over 30 million global jobs in 2020 (UNESCO, 2021). With creative firms leveraging digital marketing—which is expected to reach \$825 billion by 2025 (Dencheva, 2023)—to reach audiences and boost sales, the digital revolution has cultivated a symbiotic relationship. By bridging the gap between creators and businesses and negotiating the complexity of this digital ecosystem can be delivered. The global Digital Marketing Agencies market size was valued at USD 4233.29 million in 2021 and is expected to increase at a CAGR of 14.32% during the forecast period, reaching USD 9449.52 million by 2027 (360marketupdates, 2023).

According to Verified Market Reports (2024) , in 2023, branding agencies and businesses specializing in creating and managing brands and related marketing activities will play a crucial role in the creative industry. Reports indicate that the market for branding agencies is experiencing significant growth, driven by the rising demand for creative and innovative branding strategies from businesses. Additionally, the increasing focus on digital marketing and the strategic use of social media platforms to enhance brand visibility is providing a substantial boost to the branding agency market. This trend highlights the vital role branding agencies play in helping businesses navigate the complexities of modern marketing, ensuring they can effectively build and sustain their brand presence in an increasingly digital world.

For an agency that is newly established and still in the small business phase, effective project management is essential for the success of business initiatives, ensuring that planned objectives are met and fostering sustained success in a competitive market (Kawani & Abdal, 2019). Any business must establish an appropriate project management structure or framework to effectively and efficiently monitor resource usage, thereby achieving optimal results (Kawani & Abdal, 2019).

Belout and Gauvreau (2004) discussed Pinto and Prescott's ten success factors for project management: a project schedule, client consultation, technical tasks, client acceptance, monitoring and feedback, communication, troubleshooting, management support, and personnel (recruitment and training). Proper management of these factors leads to project success. Conversely, Preston (1997) identified internal factors leading to small business project management failure: poor management capability, inefficient management, lack of experience, lack of attention, fraud, and disaster. From these factors, it is evident that internal issues, linked to poor management and planning, can be addressed through effective project management. By implementing effective project management, small businesses can

significantly reduce the risk of failure associated with these internal factors, thereby enhancing their chances of success in a competitive market (Alhajeri, 2012).

Projectind is a branding and design agency that entered the market in October 2023. Since then, Projectind has completed two client branding projects. However, based on the data collected after these projects, several issues have arisen in each project, indicating mismanagement in the operationalization of project management. It is necessary to explore the problems to identify the root causes of the problem and develop solutions to prevent it from occurring in future projects.

While it may seem that encountering issues in only two projects over the last six months is not a significant concern, addressing these problems is urgent and crucial for the sustainability and growth of Projectind. The problems encountered in these projects might be indicative of underlying systemic issues in the project management process. If not addressed, these issues are likely to recur in future projects, potentially leading to a cycle of repeated failures. Ensuring that every project is executed flawlessly will help build and maintain a strong reputation, which is critical for attracting and retaining clients. Analyzing and resolving these issues will help identify inefficiencies and gaps in the current project management processes, leading to improved operational efficiency.

Moreover, investigating and resolving these problems provides a valuable learning opportunity. It allows Projectind team to understand what went wrong and how to avoid similar issues in the future, fostering a culture of continuous improvement and professional development. By addressing these project management issues immediately, Projectind can ensure a strong foundation for future projects, maintain client trust, improve operational efficiency, and build a sustainable, efficient, and reputable business for the long term.

1.2 Business Profile

1.2.1 Name and Logo



Figure 1.1. Projectind Logo

Projectind name is a combination of two words, namely “Project:” and “Ind”. The word Project in Projectind indicates that Projectind accept project work for business needs, especially branding for all MSMEs and Ind represents Indonesia whereas Projectind's target market is MSMEs in Indonesia.

From the Projectind name, the Projectind logo is formed with a lamp shape and the letter P in the middle. The lamp shape symbolizes unlimited ideas and creativity as the main value of Projectind and the letter P in the lamp shape shows that Projectind is in a creative environment.

1.2.2 Company Vision & Mission

- Vision Statement
Provider of quality branding services at affordable prices for MSMEs that help them compete in the digital era
- Mission Statement
Offering our clients top-notch services, building trusting relationships by putting teamwork and client happiness first, and fostering professional development as well as constructive contributions to the creative sector and society.

1.2.3 Organizational Structure



Figure 1.2. Projectind Organizational Diagram

1.2.4 Roles and Responsibilities

Table 1.1 Roles and Responsibilities Description

Role	Name	Responsibilities
CEO	Fathiya Putri Zahra	Setting the strategic direction, Making major company decisions, Overseeing project management and delivery, Ensuring communication among the board of directors
CFO	Claresta Magdalena Hutapea	Lead on pricing strategy to Projectind services, Monitor and analyze financial performance, Develop and implement financial plans and forecasts, Oversee budgeting, accounting, cash flow management, and financial reporting
CMO	Fahrieva Fasya Salsabila	Craft and execute marketing and advertising campaigns, manage all marketing operations, analyze marketing performance, Ensure the continuity of brand activation

Role	Name	Responsibilities
COO	Muhammad Farhan Rizaldy	Ensuring the processes and flow of business, led project management as a Project Leader, communicating with designers when the project is carried out, and Ensuring delivery of the client's technical wishes in project work

1.2.5 Services

1.2.5.1. Service Description

At this initial stage, Projectind has several types of services related to branding business needs on offer, Projectind's services are limited to design creation and do not extend to implementing the design in the client's daily operations. Consequently, the client-Projectind relationship concludes upon project completion. The final project deliverables will consist of design files provided to the client in the requested format.

The results of branding projects that have been carried out previously can be seen in the appendix. Clients can contact Projectind if they need services in the form of:

- Brand Kit Guidelines
- Illustration
- Product Design
- Packaging Design
- Document Templates
- Instagram Layouts

1.2.5.2 Price

Projectind employs a strategy of promoting the lowest price for each service offered. This approach is necessary because a fixed price cannot be set for any service. Various factors influence the cost, such as the level of difficulty, duration of the work, the scope of the client's request, the agreed-upon number of revisions, and more.

Clients are informed of the exact cost of a project only after providing a detailed brief about the project. Initial project costs are subject to change, as additional fees may be incurred due to an increase in the number of revisions or requests for expedited project completion.

1.2.6 Business Model

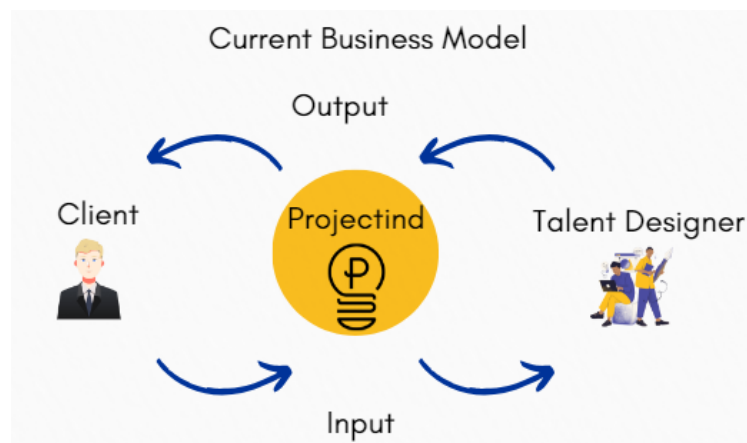


Figure 1.3. Projectind Business Model

At its current stage, Projectind does not have in-house talent designers for project execution. However, it maintains a database of talented designers who can be engaged when project needs arise. These designers are selected based on their CVs and portfolios, and upon selection, ideally, they will sign project execution contracts and operate under Projectind's project management for a specified period.

To facilitate monitoring, clients are not allowed direct communication with the talent designers. Any inputs from clients intended for the designers are conveyed through the Account Executive in the Project Management process, and outputs such as work results, inquiries, or other matters from the designers are also communicated back to clients through the Account Executive. This structured approach ensures the existence of Projectind role as management with no direct relation between the client and the talent designer

1.3 Unit Analysis

Many major roles have been outlined in Projectind's organizational structure, with each role carrying its own set of responsibilities, thus presenting potential challenges. This study aims to define and identify the operational aspects of Projectind's project management activities. The focus will be on the internal roles within Projectind's project management process, which is a critical component of project operationalization and customer satisfaction. The scope of this analysis will concentrate specifically on the project management process, emphasizing the importance of internal management roles in ensuring effective project outcomes.

1.4 Business Issue

Projectind, a branding agency, faces a challenge, due to internal resource constraints, Projectind need to outsource designers fo core operational activity – branding projects. To address this, Projectind opted to leverage a network of talented designers chosen from a pre-existing database based on project-specific requirements.

However, to streamline communication and minimize potential challenges, direct client-designer contact will be limited. Instead, face-to-face meetings will occur only during the pre-project phase to establish clear expectations. Following this, a dedicated Projectind Account Executive will serve as the intermediary for all client-designer communication, ensuring smooth information flow and project progress. In essence, Projectind's operational structure for projects management involves three key stakeholders: the client, the Projectind Account Executive, and the external designer.

Branding project operationalization is critical for Projectind's success, but at this stage, various factors can impact the process. Projectind has carried out a pilot project with the client/object branding being the Projectind company itself in the very initial steps. Projectind continued work on the first and second real projects in the initial fourth month, these two projects were requests for branding services for a business. Those operational projects have highlighted differing execution processes and encountered unique challenges. These initial client projects exposed inconsistencies in Projectind's operational approach. The varying execution methods used for each project ultimately led to mismanagement issues. This is evidenced by projects not being completed on time and incurring additional costs during execution.

Data From 2 Project execution at Projectind

Table 1.2 Data of Projectind Project Execution

	Project 1	Project 2
Client Name	PT Wannesia Nusantara Abadi	Onroute Rental Service
Type of Service	Brand Kit Guideline	Brand Kit Guideline
Services Price	Rp.550.00,00	Rp.800.00,00
Name of the Designer	Anindita Putri	Kezia Lawrence
Estimated Project Time	2 Week	3 Week
Project Started	2 August 2023	16 October 2023

	Project 1	Project 2
Project Ended	22 August 2023	21 November 2023
Lateness	6 Days	16 Days

1.5 Research Question

Based on the background and problem identification, this research will answer the following questions

1. What is the root cause of the mismanagement in Projectind project operationalization?
2. How can the root cause have caused mismanagement in Projectind project operationalization?
3. What should be done to solve the mismanagement problem in Projectind project operationalization?

1.6 Research Objective

Based on the identified problem, the objective of this research is to find out the root cause of the mismanagement problem that happened in Projectind project operationalization and solve the problem to improve the operational project of Projectind

1.7 Scope and Limitations

Scopes and Limitations of this research are:

1. The impact of the recommendation will not be known since it has yet to be applied
2. The object of this research is Projectind, so it might be not applicable for other agencies.
3. This research will focus to Projectind's internal management opeationalization to identify areas for improvement in project operationalization.

CHAPTER II

METHODOLOGY AND CONCEPTUAL FRAMEWORK

2.1 Theoretical Foundation

To understand how to answer the research questions of this study, an understanding of the main topic through a theoretical foundation is required. A theoretical foundation is viewing some relevant theories that are included in this study. Since the main focus of the research is on how to identify the root causes of problems and find solutions to those root causes in project operationalization, this chapter will examine the concept that relates to project operationalization in Projectind

2.1.1 Project Management

Project management is establishing a collaborative environment where team members can collectively work towards a common goal, ensuring projects are completed successfully within the set timeframe and budget (Seymour & Hussein, 2014). It's accomplished through the appropriate application and integration of five groups process groups, which is initiating, planning, Executing, Monitoring and Controlling, and Closing (Project Management Institute, 2017). The specific characteristics and circumstances of a project can influence the constraints that the project management team needs to focus on. These factors are interrelated, meaning that a change in one will likely affect at least one other. Consequently, developing the project management plan is an iterative process, continuously refined throughout the project's life cycle (Project Management Institute, 2017).

The Triple Constraint, also known as the Project Management Triangle, addresses the three primary constraints in project management: time, cost, and scope. Any adjustment to one of these factors will inevitably impact the other two. For example, if a project's scope expands, it will likely require more time and increased costs to complete. Conversely, if there is a need to reduce the project timeline, it may lead to higher costs and potentially a reduction in the project's scope or quality. Understanding and managing these interdependencies is crucial for project managers to balance the constraints and deliver successful project outcomes (Project Management Institute, 2017).

A critical aspect of successful project management is effective communication among stakeholders, which ensures that all parties are aligned and informed about project progress, issues, and changes (Kerzner & Saladis, 2017). Another key element is resource management, which involves allocating and managing the necessary resources, including personnel, equipment, and budget, to ensure project objectives are met efficiently. The integration of advanced project management software and digital tools has revolutionized the field, allowing for more precise tracking, real-time updates, and improved collaboration among geographically dispersed teams (Gray & Larson, 2018).

2.1.2 Mismanagement in the Operationalization of Project Management

Mismanagement in the context of project management refers to the failure to carry out essential managerial tasks required for project success. This can include inadequate planning, poor oversight, inefficient resource allocation, and ineffective communication (Kerzner & Saladis, 2017). According to research conducted by Pinto and Mantel (1990), common causes of mismanagement in projects include inadequate planning, poor communication, weak risk management, and insufficient project control. In the context of operational branding projects, mismanagement can lead to various negative impacts such as non-compliance with brand guidelines, project delays, and low-quality output (Aaker, 2014). Non-compliance with brand guidelines can result in inconsistencies in brand representation, which in turn damages the brand's image and reputation in the eyes of customers.

Mismanagement can also lead to increased costs and resource wastage, which can severely impact the financial health of a project (Kerzner & Saladis, 2017). This is particularly critical in branding projects, where maintaining a consistent brand image is essential for long-term success (Aaker, 2014). Additionally, mismanagement can demoralize project teams, leading to decreased motivation and productivity among team members (Pinto & Mantel, 1990). Understanding these potential obstacles underscores the importance of effective project management practices to ensure that branding projects are delivered on time, within budget, and to the highest quality standards (Kerzner & Saladis, 2017).

2.2 Research Methodology

This research uses the qualitative research method because it does not seek relationship and statistical data. The objective of this research is to find the root cause of problems in Projectind operationalization process and find solutions to overcome this problem. Therefore, the research design will collect and analyze non-numeric internal data to answer this qualitative research. The data required for this research will be collected through this method Focus Group Discussions with experts who are executives from Projectind. The Focus Group Discussions will be conducted to explore the causes and effects of the issues at hand and to discuss the solutions needed to address these problems.

2.3 Research Design

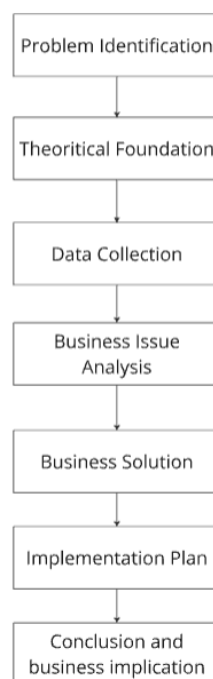


Figure 2.1. Research Design

2.3.1 Problem Identification

The problems that occur in Projectind operations stem from the project evaluations of the project that have been done. Projectind has carried out 2 branding design projects with 2 different clients and designers. Based on the evaluation results, it was found that 100% of the projects experienced delays, and each project faced different issues. At this stage, the researcher explains the symptoms that appear as an indication of a problem

2.3.2 Theoretical Foundation

In this stage, several theories will be studied to provide a solid understanding of relevant theories. The theoretical foundation gives a strong theoretical basis for the research, helping researchers comprehend relevant concepts and how they interrelate.

2.3.3 Data Collection

Data was collected using the Focus Group Discussion (FGD) technique. This approach facilitated in-depth discussions among Projectind Stakeholders as an expert in this problem to gather detailed information on the operational project management issues at Projectind.

2.3.4 Business Issue Analysis

The collected data was then analyzed to identify the core issues contributing to mismanagement in Projectind's operational project management. The analysis involved examining the FGD transcripts and identifying key themes and patterns that highlighted the root causes of the identified problems.

2.3.5 Business Solution

To obtain alternative solutions for the analyzed problems, an FGD (Focus Group Discussion) will be conducted with business executives from Projectind, who are considered experts. The FGD will also help to identify the most suitable solution from the various alternatives available. The proposed solution aimed to address the mismanagement problem and improve operational project management practices at Projectind

2.3.6 Implementation Plan

An implementation plan was developed to operationalize the proposed business solution. This plan outlined the steps, resources, and timeline required to implement the recommended changes effectively. It also included strategies for monitoring and evaluating the impact of these changes on Projectind's operational efficiency.

2.3.7 Conclusion and business implication

The final section presents the conclusions drawn from the research and discusses the broader business implications of the findings. This chapter provides answers to the research questions outlined in Chapter 1 and offers recommendations for Projectind to enhance its operational project management practices.

2.4 Conceptual Framework

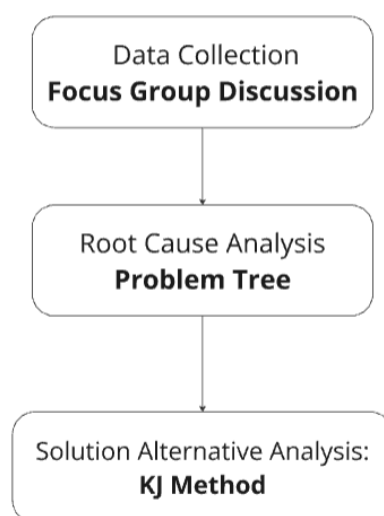


Figure 2.2. Conceptual Framework

2.4.1 Focus Group Discussion

Focus Group Discussions (FGDs) are structured group interviews designed to elicit a broad range of views and insights on specific topics through the interaction among participants. This method is particularly effective for uncovering underlying attitudes, perceptions, and beliefs that might not be easily accessible through other data collection techniques (Krueger & Casey, 2014). The interactive dynamics of FGDs facilitate the spontaneous generation of ideas, revealing consensus, disagreements, and the nuances of opinions that might not surface in individual interviews (Morgan, 1997; Wilkinson, 1998). FGDs support an inductive research approach, where themes and patterns emerge from the data rather than being imposed by predefined categories, making them particularly useful in exploratory research aimed at developing a grounded understanding of phenomena (Charmaz, 2006).

Moreover, FGDs provide a non-linear and flexible approach to data collection, allowing researchers to follow the natural flow of conversation and discover unanticipated insights, thus gaining a more holistic understanding of the research topic (Stewart & Shamdasani, 2015). They are applicable across diverse research contexts, including market research, health studies, social sciences, and organizational studies, and are valuable for understanding complex behaviors, motivations, and cultural norms (Greenbaum, 2000). In inductive FGDs, it is possible to analyze the data without detailed coding, employing thematic and narrative analysis to identify key themes and patterns directly from the group discussions, emphasizing the natural emergence of insights from participant interactions (Nyumba et al., 2018).

In this research, two Focus Group Discussions (FGDs) were conducted. The first FGD was carried out to gather as much input as possible from Projectind stakeholders regarding project execution. This aimed to obtain additional information beyond the internal insights from the operational division about the project. The FGD was conducted to receive diverse

perspectives and explore possibilities that are not solely based on theories, considering that Projectind's case is unique.

The second FGD aimed to ensure that the problem tree and solution tree analysis were accurate and to explore alternative solutions derived from the objective tree. The FGD method was chosen because it helps generate as many solutions as possible to address the problems. The interaction among experts in the FGD also enhances the quality of the solutions offered, as they are inherently curated during the discussion.

2.4.2 Analyzing Root Causes of Using Problem Tree

Based on the results of his research, A. Vesely (2008) explains, that the problem tree is a conceptual tool used to visually map out the causes and effects related to a specific issue. It is designed to break down complex problems into more manageable parts, providing a clear overview of the contributing factors and their interrelationships. This tool is versatile and can be adapted for various purposes and contexts, ranging from public issue structuring to organizational problem-solving. The main aim of the problem tree is not to provide a definitive solution but to facilitate the thinking process of analysts and stakeholders. By structuring thoughts and identifying underlying causes, it helps in the initial clarification and organization of the problem area, serving as a foundation for further analysis and the development of more detailed models or frameworks.

The problem tree method offers distinct advantages compared to other problem-solving tools due to its detailed analysis of causes and effects, leading to the discovery of pertinent solutions. This method, rooted in the management field, aids in identifying main and secondary causes of a problem, crucial for effective problem resolution (Popa & Moraru, 2019). Unlike linear problem-solving approaches, the problem tree method encourages a non-linear thinking process, fostering creativity and intuition among team members to tackle unforeseen events effectively (Bakos & Dumitrascu, 2018). Compared to other problem-solving tools, the problem tree method excels in detailed cause and effect analysis making it highly effective in discovering solutions, surpassing other problem-solving tools in thoroughness and solution generation potential (Popa & Moraru, 2019). In conclusion, the problem tree method stands out for its ability to provide a comprehensive understanding of problems, leading to the formulation of well-suited solutions in various contexts.

2.4.3. Objective Tree and KJ Method

The Objective Tree approach significantly impacts the outcome of complex decision-making processes by extending traditional methodologies to incorporate multiple non commensurate objective functions and consider the conditional expected value of extreme events (Vlachokostas et al., 2014). This methodological extension allows for diverse criteria in decision-making processes, enhancing the robustness of decision-support systems (Haimes, 1990). By providing a structured framework for analyzing decision trees and quantifying risk measures, the Objective Tree approach enables decision-makers to navigate

complex scenarios involving discrete or continuous states of nature and a variety of available actions at decision nodes (Vlachokostas et al., 2014).

The KJ Method, developed by Japanese anthropologist Jiro Kawakita, is a systematic approach used to organize and prioritize ideas or solutions, particularly in scenarios characterized by complexity and uncertainty. The method involves grouping ideas or issues into clusters based on their natural relationships, which helps in identifying underlying patterns or themes (Iba, T., Yoshikawa, A., & Munakata, K., 2017). According to Scupin (1997), the KJ Method is effective in situations where a large volume of qualitative data needs to be distilled into actionable insights. It provides a structured way of synthesizing diverse viewpoints and ideas, making it particularly useful for complex decision-making processes where multiple stakeholders are involved and where the problem space is not well-defined.

The accuracy of the KJ Method in prioritizing solutions for complex problems stems from its ability to incorporate the collective insights of a group, which mitigates the biases that might arise from individual perspectives. By involving multiple participants in the clustering process, the method ensures that the final prioritized list of solutions is more representative of the broader context in which the problem exists. Studies such as those by Kanai and Furuta (2003) have shown that the KJ Method enhances the reliability of the decision-making process by fostering a more comprehensive understanding of the problem at hand, leading to more informed and effective solutions. This method, therefore, not only aids in prioritizing solutions but also in improving the overall quality and robustness of decision outcomes in complex problem-solving scenarios.

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CHAPTER III

BUSINESS AND TECHNOLOGY ISSUE EXPLORATION

3.1 Analysis of Current Business Situation

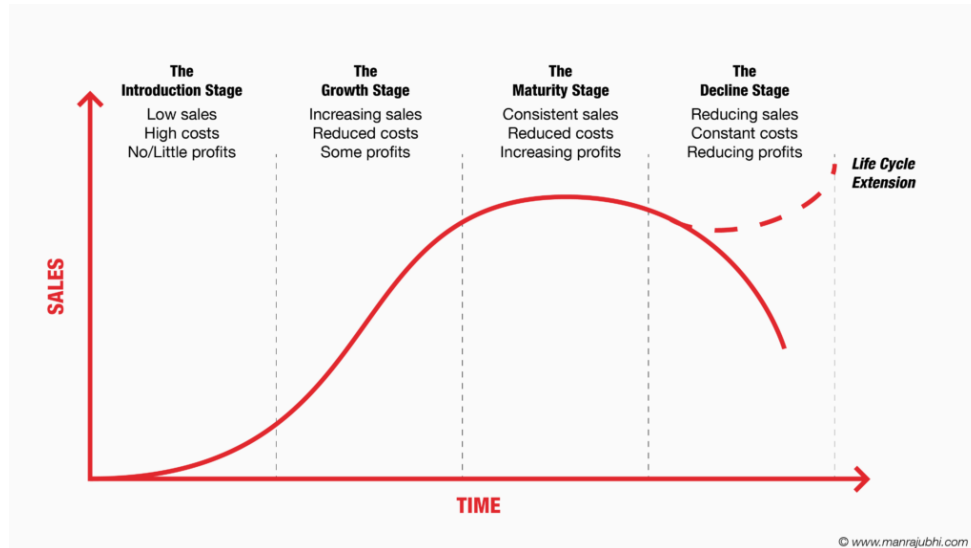


Figure 3.1 Business Life Cycle

The business life cycle is a comprehensive framework that delineates the various stages a business goes through from its inception to its eventual termination or transformation. This cycle is conventionally segmented into four primary stages: startup, growth, maturity, and renewal or decline. During the startup phase, the business focuses intensively on developing a marketable product or service, establishing a strong market presence, and building an initial customer base. As the business evolves into the growth stage, it usually experiences substantial increases in sales and profits, expands its product or service offerings, and aims to capture a larger share of the market. The maturity stage is marked by stabilized revenues and profitability, where the emphasis shifts to maintaining market position, improving operational efficiencies, and maximizing financial returns. Ultimately, in the renewal or decline phase, the business may face diminishing sales and profitability. To counteract the potential decline, the business must innovate, adapt its strategies, or diversify its products and services, thereby rejuvenating growth and remaining competitive within the industry. This proactive approach can help in navigating the challenges of the business life cycle effectively.

Projectind was a company that was established in the middle of 2023, at first, Projectind did not narrow down the services offered to design/branding. In the initial stages, Projectind plans to provide all types of services. Projectind specializes in design/branding services following market research and easier access to resources. Until now, Projectind only has two Projects completed. So based on business life cycle theory, Projectind can be classified as a business in the Introduction Stage. This is characterized by the low sales and minimal profits achieved by Projectind to date.

3.1.1 Current Project Management Flow

3.1.2 SWOT Analysis of Projectind Business

In a business context, SWOT analysis is used to identify strengths, weaknesses, opportunities, and threats related to a project, process, or situation. This analysis helps an entity to understand the factors that influence its success in carrying out activities (Gürel & Tat, 2017).

Strength

- Can offer good quality design services at an affordable price, making it attractive to budget-conscious MSMEs in the target market.
- Can manage costs efficiently and scale resources as needed by not having on-site designers and utilizing a database of pre-selected student designers.
- A lean organizational structure makes it possible to move quickly in carrying out business initiatives

Weakness

- Project management becomes significantly complex due to the need to manage a remote and potentially ever-changing pool of student designers, compared to a traditional in-house design team
- Relying on student designers could lead to inconsistencies in quality and availability, as students may have varying levels of experience and commitment.
- Without on-site designers, communication and feedback loops with clients might be less efficient, potentially impacting project satisfaction.
- Potential clients might perceive the use of student designers as a lack of professional expertise, which could affect the company's reputation.
- The financial position is not optimal because Projectind does not yet have continuous sales. This situation make Projectind keeps its operational costs as low as possible.

Opportunities

- The MSME market is a large and growing segment, Projectind also increases service line that suits the needs of MSME
- Utilizing advanced design tools and platforms can streamline the project management process and improve the quality and efficiency of delivered projects.
- Forming partnerships with design schools and universities could ensure a steady supply of talented student designers and enhance the company's reputation.

Threat

- The design and branding industry is highly competitive, with numerous agencies offering similar services, which could impact Projectind's market share.
- Maintaining consistent quality with a rotating pool of student designers could be challenging, potentially leading to client dissatisfaction.
- Keeping talented student designers engaged and committed might be difficult, especially as they progress in their careers and seek full-time opportunities

3.2 Analysis of Service and Technology Level

3.2.1 Service Capability Assessment Models

A capability assessment model is a framework used to evaluate and understand the capabilities of an organization, typically in terms of processes, technology, human resources, and overall performance. In the business context, especially within the service industry, a capability assessment model is utilized to ensure that the organization has the necessary skills, resources, and processes to deliver high-quality services and meet customer expectations (Smallwood & Ulrich, 2004). For the Projectind context, the areas that is assessed are infrastructure and resources, process and procedure, and performance measurement.

A. Infrastructure and Resource

- **Skilled Personnel:** Projectind primary workforce consists of a database of pre-selected student designers. While this model provides flexibility and cost efficiency, it presents challenges in maintaining consistent quality and availability.
- **Technology:** Projectind utilizes various design and project management tools. However, the effectiveness of these tools needs to be regularly evaluated.
- **Other Resources:** The projected operational model allows management to manage costs efficiently by not maintaining an on-site design team.

B. Processes and Procedures

- **Project Initiation:** The project did not start with clear guidelines and objectives, but only with minimal planning and immediate actions.
- **Project Planning and Execution:** Projects lack of detailed planning, timelines, and milestones, leading to unclear project scope

C. Performance Measurement

- **Service Quality Metrics:** Projectind measures client satisfaction and project completion rates, but the metrics may not fully capture performance nuances.
- **Effectiveness Metrics:** Projectind analyzes project timelines and budget adherence, yet there are recurring issues with delays and cost overruns.

3.2.2 Capability Maturity Model Integration (CMMI)

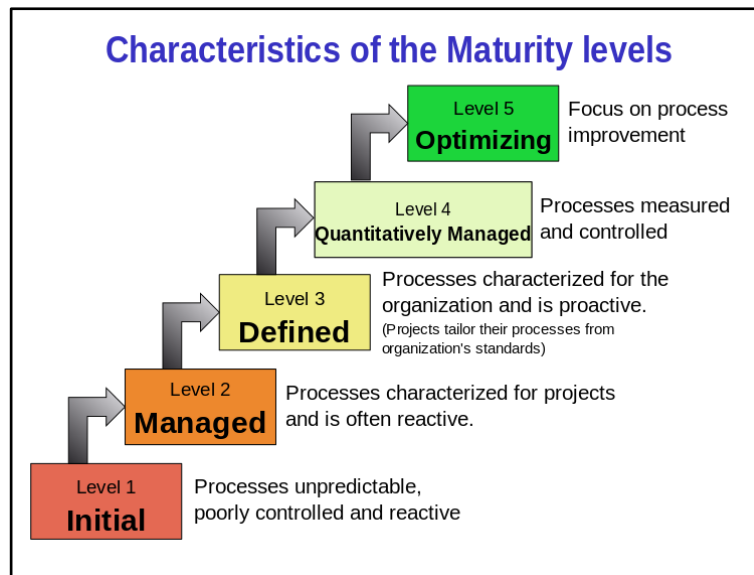


Figure 3.2. Capability Maturity Model Integration Levels

The Capability Maturity Model Integration (CMMI) is a framework that helps organizations improve the capability of their business processes. CMMI covers various phases, including initial, managed, defined, quantitatively managed, and optimizing. Each phase represents a different level of process maturity. The higher levels of maturity indicate higher levels of process optimization, which can lead to improved quality, reduced risks, and better alignment of processes with business objectives, ultimately enhancing the overall business performance (Ghazal et.al., 2013).

In the dynamic world of branding and design, Projectind has embarked on a journey to provide top-notch design services tailored specifically for the MSME market. With a unique business model that leverages the talents of student designers, Projectind aims to offer high-quality design solutions at an affordable price point. However, as with any growing enterprise, Projectind face certain challenges and opportunities that define the current operational landscape.

A. Unstructured Workflows

At Projectind, each project that is undertaken is approached with a fresh perspective, allowing for creativity and innovation. However, this also means that project workflows are largely ad hoc and unstructured. Without a standardized process framework, each project is managed uniquely, relying heavily on the individual efforts and adaptability of our team members. This flexibility, while beneficial in some scenarios, often results in inconsistencies in project execution and delivery.

B. Dependence on Individual Efforts

The success of Projectind projects largely hinges on the skills and dedication of individual team members. While this has led to some exemplary outcomes, it also introduces

variability. Our current reliance on the unique capabilities of each student designer means that the quality of our work can fluctuate, depending on the experience and commitment of the designers assigned to each project.

C. Challenges in managing designer

Managing a diverse and remote pool of student designers presents significant challenges. The absence of formalized communication and oversight protocols can lead to delays, budget overruns, and deviations from initial project scopes. Carrying out project management depends on individual abilities, making these issues become more pronounced, affecting overall project efficiency and client satisfaction.

D. Insufficient Documentation and Protocols

One of the critical areas for improvement is the lack of well-documented procedures for key processes such as project initiation, execution, and closure. This lack of formal documentation leads to inefficiencies and confusion, particularly for new team members or student designers who join ongoing projects. Additionally, our quality assurance practices are not consistently applied, leading to variability in the final deliverables.

E. Lack of Performance Measurement

Currently, Projectind does not systematically track or analyze key performance indicators (KPIs) related to project management, client satisfaction, or designer performance. This absence of performance data makes it challenging to identify areas for improvement or to make informed, data-driven decisions. The approach to problem-solving is often reactive, addressing issues as they arise rather than proactively anticipating and mitigating potential challenges.

F. Client Communication and Feedback

Effective communication with the clients is crucial for maintaining trust and ensuring project success. However, the current communication and feedback mechanisms are not as efficient or structured as they could be. This can lead to misunderstandings and misaligned expectations, ultimately impacting client satisfaction. Furthermore, the reliance on student designers might lead some clients to perceive a lack of professional expertise, affecting our reputation.

Conclusion: Projectind is in the Initial Phase

Given these factors, it is clear that Projectind is currently in the initial phase of its maturity journey. Our processes are unstructured, reliant on individual efforts, and lack standardized documentation and performance measurement. While this phase allows for flexibility and creativity, it also presents significant challenges in maintaining consistency, efficiency, and client satisfaction. As we move forward, our focus will be on developing and implementing standardized processes, improving project management practices, and enhancing communication and feedback mechanisms. By addressing these areas, we aim to progress to higher maturity levels, ensuring more predictable, efficient, and high-quality service delivery.

3.3 Analysis of Root Cause

3.3.1 Data collection on two projects executed

FGD was conducted to confirm with other stakeholders in Projectind regarding the evaluation of the implementation of Projectind's first two projects. The participants of the Focus Group Discussion were all stakeholders of Projectind. Projectind stakeholders are experts in this case, as they were directly involved in the execution of the Project. Therefore, the Stakeholders would have the most comprehensive understanding of the entire process undertaken during the Project.

Some details regarding the first Focus Group Discussion 1:

- A. Collection Method
Semi-structured focus group discussion to make sure all of participant enjoy to share their opinion
- B. Objective
Gather data about the process of first two Projectind project executed
- C. Participant
All Projectind stakeholder (Fathiya Putri Zahra as a CEO, Claresta Magdalena Hutapea as a CFO, Fahrieva Fasya Salsabila as a CMO and Account Executive in Project Execution and M Farhan Rizaldy as a COO and Project Manager in Project Execution)
- D. Time and Place
The Focues Group Discussion held in 6 July 2024 with platform Zoom Meeting
- E. Analysis Method
Initial Coding used to analyze data from the Focus Group Discussion

The results from the Focus Group Discussion revealed that there are still many non-ideal conditions in Projectind's project management system, such as:

- A. Projects exceeding the specified deadlines.
- B. Unstructured project workflow.
- C. Poor communication with designers.
- D. Lack of manpower to manage design talent.
- E. Insufficient benchmarking regarding the pricing of design talent services.
- F. No MoU or cooperation agreement with design talent.
- G. Inefficient and overly long project processes.
- H. Design talent still being second-year students, hence not yet professional.
- I. No clear project guidelines before project commencement.
- J. Client needs not clearly defined due to the absence of direct meetings with clients at the initial stage of project management.
- K. No SOP outlining the workflow to be followed in project management as an operational guide.
- L. No recording of project target/deadline in the planning stage.

- M. General planning process not conducted well.
- N. Projectind management side being unresponsive to clients.

3.3.2 Root cause analysis using Problem Tree

Following the collection of data on project execution, an analysis was conducted to examine the relationships between the identified problems using a problem tree analysis. This analysis aimed to pinpoint the root causes of the issues. To facilitate discussion, the researcher developed problem and objective trees based on data gathered from the previous focus group discussion. Consequently, the second focus group discussion will concentrate on a thorough analysis of these trees. Projectind stakeholders were selected as participants due to their in-depth understanding of the company's overall business operations, making them the most suitable individuals to provide relevant and accurate information.

Some details regarding the first Focus Group Discussion 2:

- A. Collection Method
Semi-structured focus group discussion to make sure all of participant enjoy to share their opinion
- B. Objective
Find the root cause of the problem by using problem tree and find the objective to solve the problem using objective tree
- C. Participant
All Projectind stakeholder (Fathiya Putri Zahra as a CEO, Claresta Magdalena Hutapea as a CFO, Fahrieva Fasya Salsabila as a CMO and Account Executive in Project Execution and M Farhan Rizaldy as a COO and Project Manager in Project Execution)
- D. Time and Place
The Foucs Group Discussion held in 17 July 2024 with platform Zoom Meeting
- E. Analysis Method
Initial Coding used to analyze data from the Focus Group Discussion

Initially, this discussion focused on analyzing the problem tree, with the primary issue being mismanagement in project execution within Projectind's project management. A problem tree was employed to facilitate a more in-depth problem-effect analysis. A crucial aspect of this analysis was the careful selection of terminology used in constructing the problem tree. Even slight variations in word choice could significantly alter the tree; thus, precise language was essential. The problem tree analysis conducted during Focus Group Discussion 2 resulted in a problem tree and the identification of the root cause of the mismanagement in the operationalization of branding projects. The resulting problem tree is as follows:

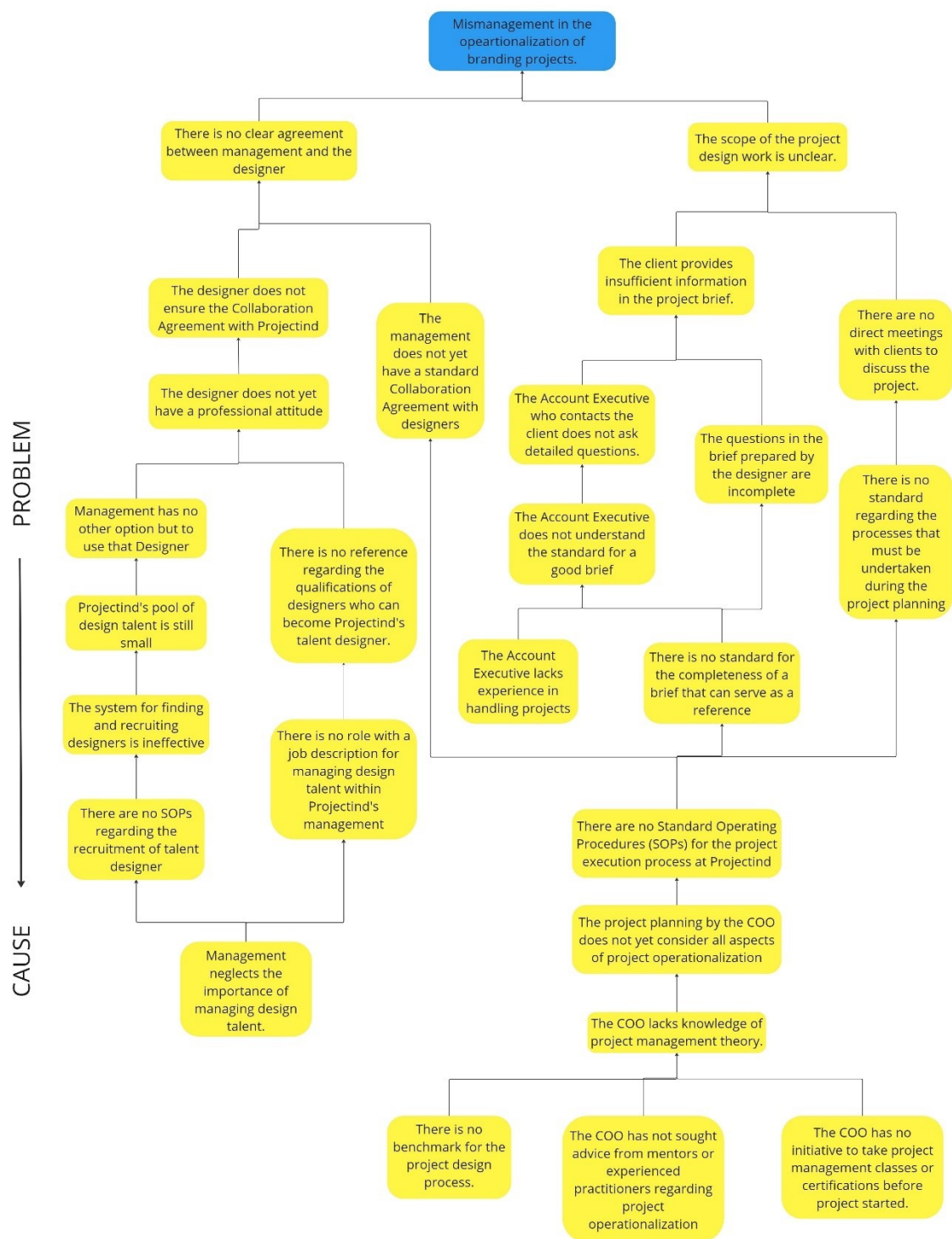


Figure 3.3. Problem Tree Analysis

Based on the root cause analysis using a problem tree, several underlying issues were identified as the root causes of the problems encountered. The primary issue contributing to these problems was Projectind management neglects the importance of managing design talent.

- A. The Account Executive lacks experience in handling projects.
- B. There is no benchmark for the project design process.
- C. The COO has not sought advice from mentors or experienced practitioners regarding project operationalization.
- D. The COO has no initiative to take project management classes or certifications before the project started

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CHAPTER IV BUSINESS SOLUTION

4.1 Solution Alternatives

The objective tree will change the perspective on the previously existing problem tree. As its name suggests, the objective tree will generate various objectives that need to be achieved to reach the main objective. The main objective will be broken down into smaller objectives that must be achieved sequentially, forming a means-ends relationship. Building upon the objective tree, multiple solutions will be proposed. To prioritize these solutions, the KJ method will be used to determine the most suitable options given Projectind's current context.

4.1.1 Objective Tree

After building the problem tree, an objective tree is then created to determine the direction of the solution that will be planned. The construction of an Objective tree was also carried out in FGD 2 by determining the most appropriate objective to resolve each cause of the problem tree. Aligned with the root causes identified in the problem tree, the primary means to achieve the main objectives were determined.

The objective tree has generated numerous objectives to achieve the desired result. The root objective will be designated as the main primary means to create a parallel effect. By focusing on the primary means, subsequent objectives will become easier to achieve. Concentrating on the primary means ensures that the solutions will address the root cause of the problem. Based on the objective tree, the primary means include:

- A. Management is aware of the importance of managing talent designer
- B. The Account Executive has experience in handling projects.
- C. There is a benchmark for the project execution process.
- D. The COO actively seeks advice from experienced mentors/practitioners regarding branding project operationalization
- E. The COO has taken Project Management certifications/classes before starting his role as a Project Officer for a project at Projectind.



Figure 4.1. Objective Tree Analysis

4.1.2 Solution Analysis using KJ Methods

A subsequent focus group discussion was conducted with the primary objective of generating solutions based on the primary means at objective tree. To facilitate a structured and effective discussion, the KJ method was employed. The KJ method was selected due to its proven ability to prioritize and select the most effective solutions by considering various organizational factors.

Some details regarding the Focus Group Discussion 3 using KJ Method Framework :

A. FGD Method

Semi-structured focus group discussion to make sure all of participant enjoy to share their opinion

B. Objective

Select the most fit solution to mismanagement problem in project execution at Projectind using KJ Method Framework

C. Participant

All Projectind stakeholder from the different division (Fathiya Putri Zahra as a CEO, Claresta Magdalena Hutapea as a CFO, Fahrieva Fasya Salsabila as a CMO and Account Executive in Project Execution and M Farhan Rizaldy as a COO and Project Manager in Project Execution).

D. Time and Place

The Fouds Group Discussion held in 17 July 2024 with platform Zoom Meeting

E. Analysis Method

Initial Coding used to analyze data from the Focus Group Discussion

4.1.2.1 Generating Solution

The discussion commenced with a review of the primary means derived from the objective tree. Once all participants had a shared understanding of these primary means, stakeholders from various divisions were asked to propose solutions. The proposed solutions were then categorized based on the corresponding primary means, resulting in 1-3 alternative solutions for each primary mean.

Table 4.1. List of Alternatives Solution

Primary Means	Actions / Alternative Solution
Management is aware of the importance of managing talent designer	1. Adding a new role in Projectind management to manage talent designer 2. Develop a standard operating procedure for recruiting talent designers 3. Implement a structured talent designer management plan

Primary Means	Actions / Alternative Solution
Account Executive has experience in handling projects.	1. Hire experienced individuals to become Account Executives, provided they meet the qualifications of being highly responsive, capable of simplifying processes and having strong communication skills 2. Conduct training or certification programs for current Account Executives
There is a benchmark for the project execution process.	1. Benchmarking against experienced branding agencies through direct interviews and developing Projectind SOPs based on the benchmarking results 2. The COO of Projectind, who also serves as the Project Officer, is interning at a large branding agency to learn about its operational processes
The COO actively seeks advice from experienced mentors/practitioners regarding branding project operationalization	1. Conduct regular consultations regarding projects with experienced mentors in Project Management 2. Join communities related to Project Management or operations to gain insights from practitioners.
The COO has taken Project Management certifications/classes before starting his role as a Project Officer for a project at Projectind.	1. Require Project Owners to take classes or obtain certifications before working on the next project.

4.1.2.2 Analysis of Alternatives Solution and Ranking the most important solution

Next step in the KJ Method process, based on alternative solutions which have been grouped based on their means, all stakeholders discuss the alternative solutions that have been produced. It involves discussing the strengths, weaknesses, risks, and consequences of each solution. The strengths, weaknesses, risks, and implications of each solution will be aligned with Projectind's business conditions, including financial aspects, the duration of solution execution, and the long-term impact on Projectind's business continuity.

The desired outcome of this stage is a thorough evaluation of each solution, leading to the identification of the most feasible and impactful solution(s) to help achieve the main objectives. The KJ method is chosen to conduct the alternative analysis to ensure the comprehensive perspectives of all Projectind stakeholders are considered in evaluating each solution. Unlike various tools used for alternative solution analysis, which focus on

determining the best solution based on scoring and selecting the highest-scoring alternative, this qualitative research allows for the selection of multiple alternative solutions to address the problem.

Table 4.2. Analysis of Alternative Solutions

No Solution	Advantage	Disadvantage
1	Adding a new role in Projectind management to manage talent designer	
	1. Other divisions can focus on their respective job descriptions. 2. Ensuring that the entire end-to-end talent management process is handled. 3. Improving the quality of talents joining Projectind. 4. Already covers the creation and implementation of SOPs for talent management, which is another alternative solution.	1. Reduces Projectind's ownership share
2	Develop a standard operating procedure for recruiting talent designers	
	1. Makes Projectind's recruitment system more effective. 2. Ensures the availability of adequate talent	1. Only covers the recruitment process. 2. No role is responsible for creating SOPs for talent management. 3. Will disrupt the job descriptions of other divisions if there is no dedicated person managing designers
3.	Implement a structured talent designer management plan	
	1. Ensures the quality of Projectind's designer talent. 2. Ensures the availability of adequate talent.	1. No role is responsible for creating and implementing talent management plans. 2. Disrupts the job descriptions of other divisions if done by the heads of other divisions.

No Solution	Advantage	Disadvantage
4	Hire experienced individuals to become Account Executives, provided they meet the qualifications of being highly responsive, capable of simplifying processes, and having strong communication skills	
	1. Ensures communication with clients and designers. 2. Long-term impact on client satisfaction with the speed of service. 3. Avoids misunderstandings with designers	1. Increases Projectind's expenses due to paying salaries. 2. No budget allocation for hiring employees.
5	Conduct training or certification programs for current Account Executives	
	1. The cost incurred is not as much as hiring an Account Executive. 2. Increases the quality level of Projectind's Account Executives	1. Increases Projectind's expenses for paying for certifications or training. 2. Does not ensure performance will match that of a hired Account Executive.
6	Benchmarking against experienced branding agencies through direct interviews and developing Projectind SOPs based on the benchmarking results	
	1. Finding the right workflow to use in Projectind's project management. 2. Knowing the documents typically needed in an agency. 3. Does not take a long time. 4. Helps increase knowledge about Project Officers and Account Executives. 5. Opens up opportunities to collaborate with other agencies	1. The challenge of finding a branding agency willing to share information because Projectind stakeholder is no longer a student.
7	The COO of Projectind, who also serves as the Project Officer, is interning at a large branding agency to learn about its operational processes	
	1. Obtaining deeper information than through benchmarking. 2. Can observe various other	1. Takes a long time. 2. Potential inefficiency in Projectind's job descriptions due to internships.

No Solution	Advantage	Disadvantage
	aspects of the agency that can be implemented at Projectind	3. Must have connections with large agencies to be accepted.
8	Conduct regular consultations regarding projects with experienced mentors in Project Management	
	1. Can quickly mitigate issues that arise in operations. 2. Ensures the long-term quality of Projectind's project management	1. Difficulty in finding a suitable mentor. 2. There is a possibility that mentors may charge fees, thus increasing Projectind's costs.
9	Join communities related to Project Management or operations to gain insights from practitioners	
	1. Improves Projectind's project management quality over time. 2. There is a possibility of gaining beneficial relationships for Projectind.	1. Takes a long time to find and integrate into a community as a new member. 2. No guarantee that all practitioners in the community will share information for free.
10	Require Project Owners to take classes or obtain certifications before working on the next project.	
	1. Increases the Project Officer's knowledge, thereby improving project management quality	1. Increases costs as management must fund the classes/certifications taken. 2. Takes a long time to complete certification/classes. 3. Will be problematic if there is a need to replace the Project Officer.

Following the analysis of each alternative solution, the next step involved ranking these alternative solutions. All stakeholders played a crucial role in this ranking process, as the chosen solutions would have a significant impact on all divisions within the company. Based on the discussions among Projectind stakeholders, it was determined that two solutions were ranked first. The two solution is:

- A. Adding a new role in Projectind management to manage talent designer
- B. Benchmarking against experienced branding agencies through direct interviews and developing Projectind SOPs based on the benchmarking results

Following the ranking of the alternative solutions, the focus group discussion yielded this several conclusions:

1. The chosen solutions are to add a new role in Projectind management to manage talent designers and to conduct benchmarking against experienced branding agencies through direct interviews, subsequently developing Projectind SOPs based on the benchmarking results.
2. Adding a new role in Projectind management to manage talent designers is essential, primarily because the quality of Projectind's designs heavily depends on the quality of the designers. Effectively managing talent designers will simplify the overall project management process at Projectind.
3. Conducting benchmarking with the end goal of creating SOPs for the entire project operations will address the lack of knowledge of Account Executives and Project Officers in performing their roles. This solution covers multiple issues, making it highly effective.
4. The urgency and importance levels of these two solutions are the same, and since these solutions are not directly related to one another, they can be implemented simultaneously.

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CHAPTER V

IMPLEMENTATION PLAN AND RESOURCES REQUIREMENT

5.1 Implementation Plan

Addressing mismanagement issues in operations is of utmost urgency, as delays in one project can have a domino effect on subsequent projects. Therefore, prompt implementation of the previously selected solutions is crucial. The table below outlines the implementation plan for the solutions derived from the Focus Group Discussion involving Projectind experts. It provides a detailed breakdown of the activities required to implement each solution, aligned with the respective objectives of the solutions.

Table 5.1. Implementation Plan Gant Chart

Objective	Task	PIC	September				October			
			1	2	3	4	1	2	3	4
Benchmarking against experienced branding agencies through direct interviews and developing Projectind SOPs based on the benchmarking results	Research target agency to benchmark	Chief Operating Officer								
	Scheduling interviews and preparing Interview questions	Chief Operating Officer								
	Interview the targeted agency	Chief Operating Officer								
	Result interview analysis and discussion	Chief Operating Officer								
	Develop projet management SOP for Projectind	Chief Operating Officer								
	New SOP review and testing	Chief Operating Officer								
	Declaring the implementation of new SOP to Projectind Stakeholder	Chief Operating Officer								

Objective	Task	PIC	September				October			
			1	2	3	4	1	2	3	4
Add a new role in Projectind management to manage talent designers	Define the scope and responsibilities of the new role	Chief Operating Officer								
	Preparing the recruitment process for the new role	Chief Executive Officer								
	Recruit the talent manager based on the plan	Chief Executive Officer								
	Develop Projectind talent management strategy.	Chief Executive Officer and Talent Manager								
	Integrating the talent manager role with other functions in Projectind management	Chief Executive Officer								

5.1.1 Recommendation for Projectind

The previously conducted Focus Group Discussion yielded numerous insights for the implementation of solutions to this problem. These insights include suggestions for the components that form part of the solution

5.1.1.1 Criteria for Agencies to Benchmark Against

- A. Established for at least 5 years
- B. Started as a small team
- C. Experienced in serving SME clients
- D. Located in Bandung, with an understanding of the local client characteristics
- E. Have a solid and well-established reputation in the branding industry
- F. Received good reviews from clients regarding project operationalization
- G. Offers a full range of branding services to their customers

Projectind has previously engaged in discussions with several major branding agencies in Bandung. These discussions focused on exploring go-to-market strategies. Considering that Projectind has already established contact with these agencies, they can be considered as the

primary choice for benchmarking. The positive outcomes of these discussions and the collaborative nature of Bandung's creative industry also facilitate easier reach out to these agencies.

5.1.1.2. Talent Manager Criteria

The results of the Focus Group Discussion with Projectind experts indicate that talent designers play a significant role in the operations of Projectind. Due to current budgetary constraints, the Projectind Talent Manager role will be assumed by a Projectind founder. This position will be an unpaid role, with compensation in the form of company equity.

In business concepts, talent designers in the context of Projectind can be considered as the supply of goods. The quantity and quality of talent designers will impact Project Operationalization as a whole. If talent is not available when needed, the project cannot start, and if the chosen talent is not of high quality, there will be many client complaints about the design quality. Both of these issues will affect Projectind's customer satisfaction in the long term.

Therefore, the talent manager at Projectind, who will be responsible for managing talent, must meet the following main criteria:

- A. Be a Gen-Z individual to facilitate communication with designers who are students
- B. Be capable of building strong personal connections with talent designers to maintain positive relationships
- C. Have a strong understanding of the creative industry, particularly in branding design
- D. Possess critical thinking skills to solve unexpected problems in managing designers.

5.2 Resource Requirements

To implement the solution effectively, resources are needed that will be key to the success of the solution's implementation. These resource requirements have been analyzed based on the need to implement the solution that was previously discussed during the Focus Group Discussion stage. The following resources are required to execute the planned solution:

- A. Human Resources
 - Chief Executive Officer

Adding a new role in Projectind management specifically tasked with managing talent designers necessitates the expertise and vision of the CEO. The CEO, being the highest executive, possesses a comprehensive understanding of the company's strategic objectives and its long-term vision. As the Person in Charge (PIC) for hiring a talent manager, the CEO is best positioned to identify and recruit an individual who not only has the necessary skills and experience but also aligns with the company's culture and values. This ensures that the new talent manager can effectively manage and develop designer talent, thereby enhancing the quality of outputs and overall project success.

- Chief Operating Officer

Benchmarking against experienced branding agencies requires a deep understanding of operational workflows and the ability to identify best practices that can be adapted to Projectind's context, it makes the COO have to do his job well as PIC. The COO, who oversees the day-to-day operations of the company, has the operational insight and experience necessary to conduct thorough and meaningful interviews with peer agencies. This role involves analyzing and interpreting the gathered data to develop and refine Projectind's Standard Operating Procedures (SOPs). In addition, support from other Projectind stakeholders is also necessary to ensure the successful implementation of the solution according to plan.

B. Monetary Resources

Accommodation Cost

Additionally, travel and accommodation costs for benchmarking interviews are necessary to facilitate direct engagement with experienced branding agencies. These costs cover the expenses incurred when the COO travels to meet with peer agencies in person. Direct interviews provide an in-depth understanding of successful practices and operational strategies that can be adapted to Projectind's context. This investment in travel and accommodation ensures that the benchmarking process is thorough and yields actionable insights that can be translated into effective Standard Operating Procedures (SOPs) for Projectind.

C. Other Resources

Incorporating project management tools, such as Asana and Trello, is crucial for successfully implementing the solutions of adding a new role for managing talent designers and benchmarking against experienced branding agencies. These tools facilitate effective management by allowing Projectind to plan, execute, and monitor the progress of these initiatives in a structured and organized manner. For the new role, project management tools help in setting clear milestones, assigning tasks, and tracking the performance of the recruitment process to ensure that a qualified talent manager is hired within the specified timeframe. For the benchmarking process, these tools enable the COO to manage various aspects of the benchmarking project, including scheduling interviews, documenting findings, and coordinating the development of new SOPs. By providing real-time visibility into project progress and resource allocation, project management tools help maintain focus, adhere to deadlines, and ensure that both initiatives are executed efficiently. Thus, leveraging such tools is essential for managing complex tasks and achieving the desired outcomes of both solutions.

CHAPTER VI

CONCLUSION AND BUSINESS IMPLICATIONS

6.1 Conclusion

After thoroughly studying the relevant theories needed to analyze the problem, and employing problem tree analysis alongside objective tree methodology to devise solutions, several solutions were obtained. The research process included conducting Focus Group Discussions FGDs with experts, starting from problem definition through to the selection of the most effective alternative solutions. The results from this comprehensive approach address the Research Questions and Research Objectives established at the beginning of the study. These results include:

Research Question 1: What are the root causes of mismanagement in the operationalization of Projectind projects?

Based on the problem tree analysis, the root causes of mismanagement in the operationalization of projects at Projectind are:

- Management neglects the importance of managing talent designers.
- Account Executives lack experience in handling projects.
- There is no benchmark for the project design process.
- The COO does not seek advice from mentors or experienced practitioners regarding branding project execution.
- The COO makes no effort to take Project Management classes or certifications before managing projects at Projectind.

Research Question 2: How do these root causes lead to mismanagement in the operationalization of the Projectind project?

Management neglects the importance of managing talent designers, leading to the absence of SOPs for recruiting designers and the lack of a role in Projectind management dedicated to managing designers. This issue results in Projectind using talent designers who are not professional in project execution, causing a lack of clear agreements between the talent designers and Projectind management. The lack of clear agreements is also due to the absence of standard agreements that should be provided by management before collaborating with talent designers.

Meanwhile, Account Executives who lack experience in handling projects cause inefficiencies in their role as the direct contact between clients and designers, ultimately leading to unclear project scopes. Upon further investigation, the unclear project scope is also caused by the absence of a good project brief, due to the lack of a standard brief provided by the operational department. The absence of a good standard brief, standard collaboration agreements with talent designers, and standard processes in project

management is due to one common cause: the lack of comprehensive SOPs for project operationalization at Projectind.

The absence of these essential SOPs is related to the project planning by the COO, which has not considered all aspects involved in project operationalization. More deeply, the COO's negligence is caused by three factors: there is no benchmark for the project design process., the COO does not make an effort to consult with mentors or experienced practitioners regarding branding projects and the COO does not take the initiative to enroll in project management classes or certifications before overseeing project execution at Projectind.

Research Question 3: What should be done to overcome the problem of mismanagement in the operationalization of Projectind projects?

Based on the analysis and Focus Group Discussion with experts, it has been concluded that there are two main solutions to address this issue: adding a new role in Projectind management with the responsibility of managing talent designers and benchmarking against experienced branding agencies through direct interviews and developing Projectind SOPs based on the benchmarking results. These solutions are the result of analyzing several alternative solutions. The implementation plan and details regarding the actions required to execute these solutions have been explained in Chapter 5.

6.2 Business Implication

This research shows that various elements are highly interconnected within the context of project management. A single mistake can lead to other issues within a series of processes. This also highlights the importance of good planning in project management, as planning is the first key to the success of a project. Indirectly, this research also indicates that Projectind still has several aspects in its business operations that can be addressed by management to support better project management and enhance overall business quality in the long term. Areas that can become the focus of improvement for Projectind, aside from project management, include:

- i. Considering the use of in-house designers, the business process can be simplified by eliminating the need to find and manage talent designers.
- ii. Adding value offered to clients when choosing Projectind over other agencies.
- iii. Starting to adopt advanced technologies in the design world to support business operations.

6.3 Future Research Recommendations

Based on the findings and conclusions of this study, several possibilities for future research have been identified. First, although this research has provided valuable insights into mismanagement in project operationalization, there remains a need to address several limitations. Specifically, future research could explore additional variables not covered in

this study, such as the impact of not using current applications or websites as project management tools on project management practices.

Apart from that, research on mismanagement in an organization in the future can also add input from practitioners or experts in the field of project management. The opinions of other researchers and practitioners can provide additional insights and resources, thereby contributing to a more comprehensive understanding of problems and solutions in project management.

The practical application of the research findings also requires further exploration. Future research should investigate how the proposed solution can be effectively implemented in a variety of organizational contexts and the challenges that may arise. Long-term studies can assess the lasting impact of these solutions on project management practices.

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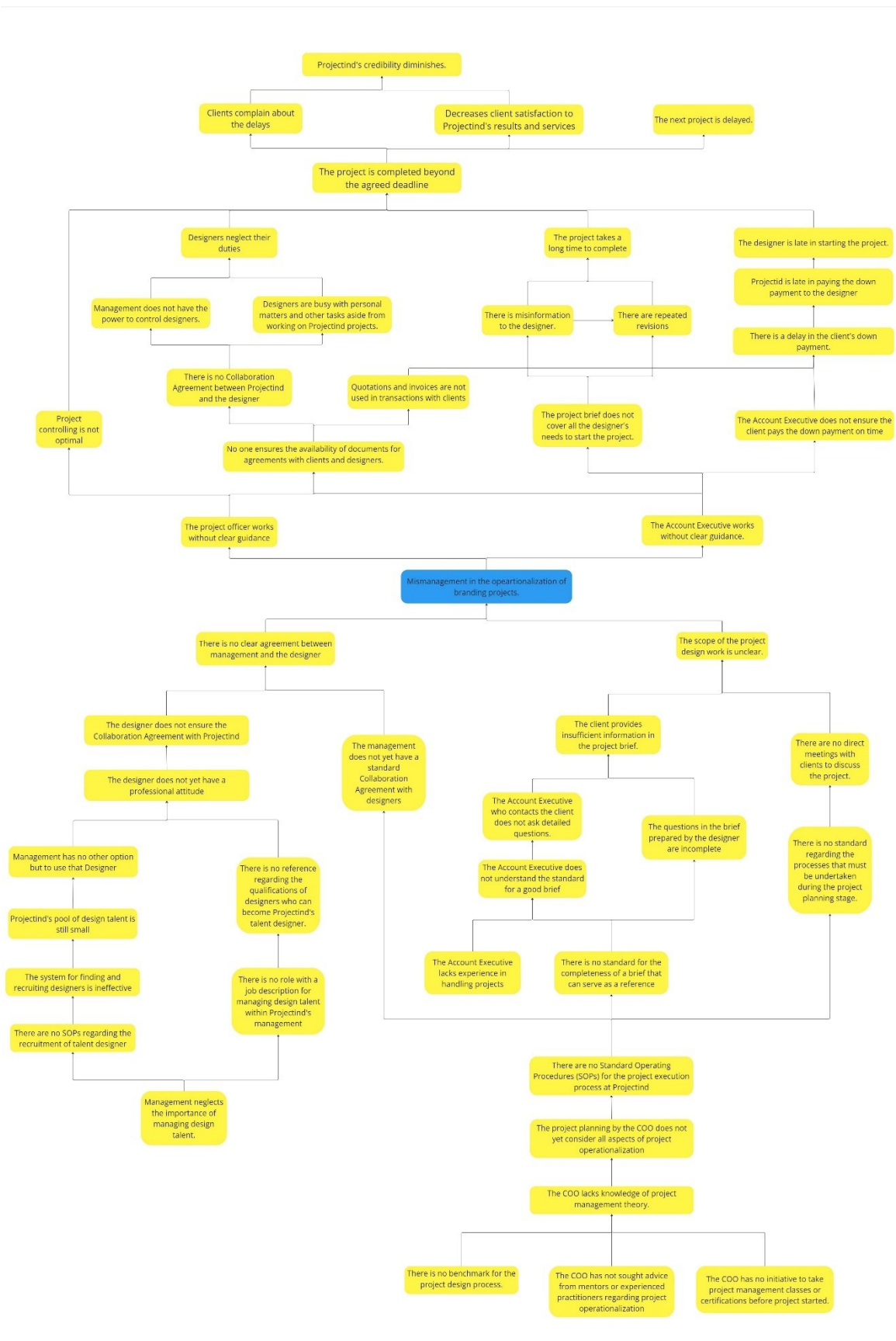
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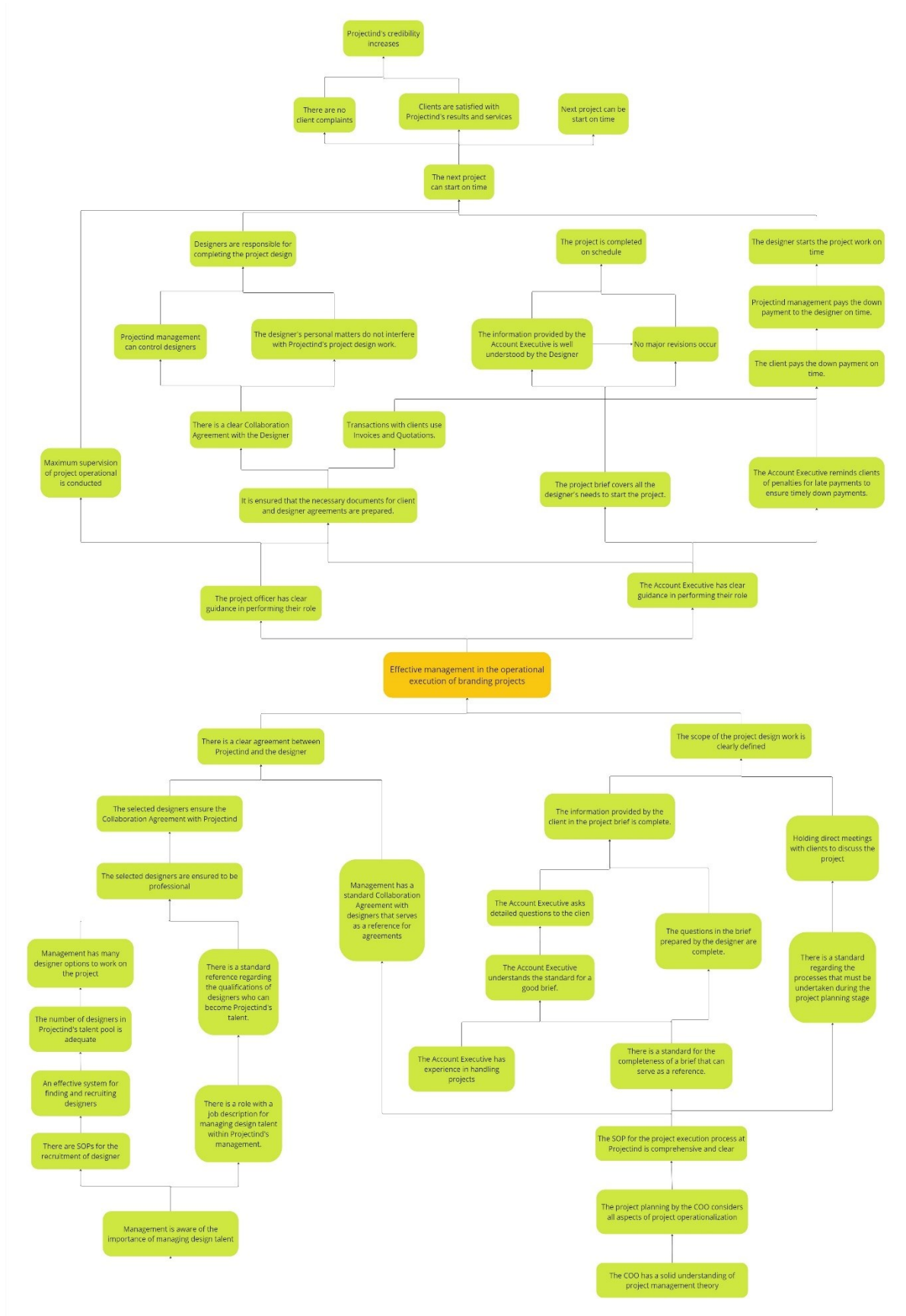
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APPENDIX 2 Problem Tree



APPENDIX 3 Objective Tree



APPENDIX 4

Transcript Focus Group Discussion 1 (Data Collection)

Farhan

Oke, mulai ya. Halo teman-teman semua. Terima kasih sudah hadir untuk FGD pada malam kali ini.

Aku sangat menghargai kesediaan kalian untuk hadir. Jadi untuk tidak berlama-lama, kita langsung mulai aja untuk FGD-nya yang bertopik tentang perjalanan operasionalisasi proyek dalam projectind dari sisi manajemen, yaitu dari kita sendiri. Nah, mungkin flow-nya FGD kita kali ini itu, jadi aku bakal ngasih satu pertanyaan sebagai moderator.

Nanti teman-teman yang bisa jawab duluan, silahkan jawab duluan. Pertanyaannya lebih ke pendapat juga. Jadi mungkin nanti teman-teman juga boleh gantian jawabnya. Dan setelah dijawab nanti kita akan lompat-lompat ke pertanyaan-pertanyaan berikutnya. Gitu aja sih. Mungkin aku langsung mulai aja kali ya.

Jadi untuk pertama kali dulu boleh kenalan dulu dong teman-teman namanya siapa dan posisinya di projectind sebagai apa.

Fahrieva

Oke, mungkin mulai dari aku dulu aja. Aku Fahrivaa Fasyah Salsabila dan aku sebagai Chief Marketing Officer dari projekind

Farhan

Oke, boleh next.

Fathiya

Aku Fathia Putri Zahra sebagai Chief Executive Officer atau Director utama dari projectind

Farhan

Oke, boleh next.

Claresta

Oke, halo. Aku Claresta Magdalena sebagai CFO yang ngurusin keuangan di projectind.

Farhan

Oke, makasih guys udah perkenalan lagi. Nah, mungkin untuk tidak berlama-lama, mungkin aku jelasin sedikit dulu tentang apa yang bakal aku teliti sekarang. Jadi aku kan

bilang kalau ada mismanagement di projectind.

Nah, di FGD kali ini tuh aku mau menyamakan pendapat kita aja sih tentang mismanagement yang terjadi gitu. Jangan aku doang yang berpendapat ada mismanagement tapi kalian nggak gitu. Nah, mungkin aku sebenarnya udah melakukan beberapa analisis terhadap proyek kemarin. Dan mungkin biar lebih enak dari teman-teman dulu aja kali ya yang menyampaikan pendapatnya tentang proyek yang udah kita operasional, proyek yang udah kita laksanakan kemarin. Jadi pertanyaan pertama itu bagaimana pendapat kamu menilai proses pekerjaan proyek yang udah pernah kita lakuin gitu? Apakah itu udah bagus atau belum?

Apakah ada kekurangan atau kelebihan? Mungkin boleh, Chia?

Fathiya

Oke, mungkin kalau misalnya dari aku sendiri, first and second project kita itu, since kita masih trial and error untuk cari flow yang tepat, itu tuh jadinya yang kerasa banget tuh ini sih, deadline-nya yang super mundur. Karena apalagi yang proyek kedua kan. Mungkin ya itu baik lagi sih kayak tadi karena kita masih belum nemuin flow yang tepat.

Terus mungkin karena ada pihak eksternalnya juga yang ngambil itu di luar kontrol kita kan. Tapi sebenarnya kita bisa aja gitu loh untuk mengontrol mereka mungkin dari MOU or anything. But I think it becomes part of our process.

Oke, kalau dari aku, menurut aku karena waktu itu tuh kita pertama kali dapet proyek dan sebelumnya belum pernah juga ngelaksanain proyek lain, belum terlalu banyak panduan gitu. Jadi masih, menurut aku prosesnya masih terlalu panjang dan kurang efektif maupun efisien gitu. Jadi alurnya terlalu panjang, terlalu lompat-lompat gitu, karena waktu itu kita juga belum memastikan siapa yang bakal memegang dari sisi talent dan dari sisi client-nya.

Jadi di situ sih prosesnya yang menurut aku jadi terlalu panjang.

Farhan

Mungkin sejauh ini kita baru ngomongin tentang penyebabnya lebih ke proses yang belum bagus aja kali ya. Kalau dari Eta, mungkin gimana Eta?

Claresta

Oke, kalau dari pendapat aku sendiri, kebetulan kan aku di proyek pertama itu megangnya si talent-nya ya. Mungkin aku lebih point of view talent. Kalau dari point of view talent sendiri, itu mungkin karena dia masih tingkat 2, tingkat 3, jadi dia tuh belum bisa terlalu profesional, jadi dia masih susah mengatur jadwal dia.

Jadi kadang-kadang tuh masih beralasan, oh aku ada kerjaan nih, aku belum bisa ngerjain proyek dari projekin gitu. Jadi ya karena itu jadi telat juga. Terus bener juga sih kayak tadi masalahnya flow-nya.

Sebenarnya di awal-awal itu kan kita belum ada panduan yang jelas juga. Dan aku juga baru megang itu setelah proyek-proyek dari projekin selesai. Jadi kayak aku baru tahu flow yang bener itu setelah akhir-akhir. Kayak udah beberapa bulan terakhir gitu. Udah aku ngasih input-nya di akhir gitu. As I know seharusnya kalau versi in-house itu di awal itu ada meeting dulu gitu antara si talent dan si kliennya.

Baru dari situ kan udah tahu nih needs-nya, needs si kliennya itu apa, udah clear dan memang harus ketemuan langsung sih di dalam Zoom mereka berdua ini. Tapi harus ada tiap projeknya. Terus supaya lebih clear lagi sih better ada grup untuk petokan antara 13 pihak kayak projekin talent dan klien gitu. Supaya lebih cepat monitoring-nya menurut aku. Balik lagi SOP-nya juga diperhatikan sih. Flow dari awal membuat proyek sampai pembayarannya.

Farhan

Sampai akhir ya?

Claresta

Sampai akhir gitu itu harus dimanage juga gitu.

Farhan

Terus mungkin sama yang agak belum dibahas itu tadi kayak masalah komunikasi sama talentnya sih setau teman-teman tuh.

Kita tuh kalau aku kan sebagai yang kemarin itu megang proyek yang kedua aku agak kesulitan tuh megang komunikasi sama talentnya karena dia sibuk dan agak slow respon juga. Kalau dari teman-teman mungkin dari Iva atau Eta yang juga komunikasi langsung sama talent di projeknya gimana?

Ya boleh Eta.

Claresta

Oke. Kalau di awal-awal aku approach talent itu dia masih aktif banget gitu. Karena ini lah istilahnya.

Balik lagi mungkin ada rasa kurang interest-nya mungkin selama pengerjaan proyek atau proyek selanjutnya gitu. Jadi kayak tambah. Mungkin bisa dibilang tambah males atau nggak ketrigger gitu loh.

Karena aku nggak tau ya alasan mereka. Mungkin karena kuliah taji atau gimana. Mungkin juga bisa jadi dia itu dapat pekerjaan yang lebih beneficial dibandingkan harus mendilakukan pekerjaan projekin gitu. Jadi ya slow respon gitu. Lama ngerespon mesej kita.

Farhan

Iya benar sih. Aku juga liatnya kayak bisa jadi karena dual sih. Emang dari kitanya yang agak kurang buat manage dia dan bisa jadi juga karena emang orangnya yang manage waktunya kurang bagus atau emang dia punya masalah sendiri juga bisa jadi gitu kan.

Yang bikin dia nggak bagus. Mungkin dari Iva ada tambahan?

Fahrieva

Iya sih benar. Menurut aku, aku juga sempat kontak sama talenta dan mungkin kita kurang bisa ngasih pressure ke mereka gitu loh. Kita belum pernah ngasih mereka sumpit yang kuat gitu.

Entah itu dari sisi legal atau anything. Jadi dari situ kita bisa ini sih bisa maksimal itu aja.

Farhan

Mungkin aku mau lanjut ke next question tuh. Jadi mungkin sebenarnya udah dijawab juga sih dari pemaparan dari teman-teman tadi, dari diskusi kita. Mungkin kalau ada keterlambatan proyek, ada komunikasi yang

kurang bagus tuh disebabkan karena mungkin dari kitanya kurang nge-pressure mereka, mereka kurang bikin, kemarin juga sebenarnya belum dipakai juga kan MOU dan lain-lain.

Jadi kita mungkin kurang kuat buat nge-manage mereka. Terus kalau dari flow-nya mungkin kita juga belum terlalu prepare buat flow yang gimana-gimana. Dan jadinya kayak terlalu panjang gitu flow-nya. Jadi mungkin dari teman-teman ada tambahan lagi nggak kayak apa sih sebenarnya yang menyebabkan hal-hal tadi itu terjadi gitu. Itu bebas sih penyebab dari talent boleh, dari flow boleh, dari komunikasi juga boleh sih penyebabnya. Jadi masalah-masalah yang terjadi gitu.

Fathiya

Kalau dari aku sendiri, ini bisa jadi dari internal kita. Karena tadi kan aku udah mention, kalau kita itu first try dan try on and on. Jadi memang dari sisi kitanya juga belum cukup professional gitu.

Untuk men-handle semua projek. Dan kalau dari sisi, coba yang lain. Kalau tambahan dari aku, sebenarnya ini ngelanjutin dari tadi yang kitanya pengalaman pertama gitu. Jadi karena kita masih pertama juga, karena menurut aku waktu itu kita belum punya sistem atau patokan yang tepat gitu. Dan kita juga jadinya nggak mendokumentasikan prosesnya dengan baik. Misalnya di tanggalan, di kalender atau di Google Sheet gitu, sebaiknya kan ada timeline nih. Mulainya misalnya tanggal 1, kemudian pertengahannya tanggal berapa, dan selesai harusnya di tanggal berapa. Tapi kita belum punya hal tersebut, jadi kita juga nggak bisa memaksakan ke talent untuk selesai pada tanggal sekian. Karena ya memang dari awal nggak ada patokannya dan nggak dibuat perpanjangnya juga tadi.

Farhan

Dari aku. Aku juga setuju sih kalau itu kayak di planning kita itu udah ada masalah gitu. Jadi kan misalnya kalau kita pakai konsep project managementnya nih, kayak waktu di planning itu kita kayak harus misalnya pada tanggal segini harus sudah selesai ini misalnya.

Jadi kelihatan jelas, terus ada progressnya, nyampeinnya ke mana gitu. Terus di

planning juga bakal ngomongin biaya dan gitu-gitu kan. Nah mungkin menurut aku sih juga di planningnya kita juga kurang sih. Jadi kooperasionalnya jadi lebih bermasalah semua gitu. Karena di planningnya kita juga nggak maksimal gitu. Boleh Eta kalau ada tambahan lagi?

Claresta

Kalau yang tadi kan udah ngebahas tentang flow dan lain-lainnya. Kalau aku dari segi durasi pengerjaannya gitu. Menurutku dari yang aku pelajari dan aku ketahui di dalam project management itu harus ada sprintingnya juga gitu.

Jadi istilahnya kalau misalnya project itu cuma 2 minggu udah di planning gitu di pecah-pecah. Dalam 3 hari kerjain apa, seminggu udah selesai apa, 3 hari lagi finishing gitu. Jadi memang udah di pecah-pecah kerjanya gitu sampe oh bener di tanggal terakhir itu selesai gitu.

Dan itu belum kita terapin juga dan belum kita kasih toko talent. Karena baik lagi aku baru tahun ini dari saja.

Farhan

Setuju. Memang menurutku juga planning itu krusial juga sih karena bakal pengaruhin semua juga kan ke akhir-akhir nanti.

Mungkin aku bakal move ke pertanyaan selanjutnya.

Jadi menurut kalian penting nggak sih kita bikin versi yang lebih baik misalnya dari planning, dari operasional si pengerjaan project ini? Apakah sepenting itu buat dilakukan sekarang atau ya kalau nggak sekarang pun juga nggak apa-apa gitu. Kalau penting, kenapa sih penting kita harus kenapa sih kita harus fix benerin si operasional ini gitu?

Kenapa ini penting lah gitu? Kalau menurut kalian gimana? Atau kita punya masalah lain nih harus dikerjakan lebih dahulu gitu?

Boleh dari Cia.

Fathiya

Oke, terkait planning tadi betul memang penting banget buat operasional dan keseluruhan project-in juga. Ini aku belajar dari Magang juga kebetulan. Jadi setiap ada project itu memang sebaiknya dari awal sudah di-plan.

Mulainya kapan dan mau selesai kapan. Sehingga kalau misalnya bakal ada penyesuaian itu mudah mau diperbaikinya karena kita sudah tahu awalnya panduan awalnya seperti apa dan nanti ekspektasi kita seperti apa. Terus selain dari tanggal, selain dari timeline itu juga step-stepnya juga sebaiknya didetailkan gitu. Jadi misalnya untuk kan ada beberapa step nih dalam pembuatan project mulai dari pembayaran, MOU, terus nanti...

Farhan
Sampai pelunasan pembayaran kita ngasih ke kliennya lagi ya?

Fathiya
Sampai pembayaran sama draftnya nanti kan di tengah-tengah itu bakal ada ngasih sketch atau...

Farhan
Progress lah ya?

Fathiya
Progress, nah itu progress. Jadi untuk file-file tersebut juga sebaiknya didokumentasikan dengan tepat sesuai dengan timelinenya juga gitu. Jadi entah nanti bakal ada Google Drive misalnya buat nyimpan setiap progress dari project tersebut. Jadi pas kita butuh atau kita mau nyari progressnya itu ada bisa ditemukan dengan mudah dan ngelink ke setiap timeline gitu. Terintegrasi lah.

Farhan
Boleh dari Iva?

Fahrieva
Kalau kamu nanya seberapa penting, menurut aku penting banget. Pas project itu sangat-sangat berpengaruh sama retention ke depannya.

Farhan
Benar-benar.

Fahrieva
Kalau misalnya kita aja udah mengecewakan dari sisi durasi gitu karena kebetulan aku juga melakukan analisis skripsi. Aku kan tentang faktor-faktor yang mempengaruhi keseluruhan satisfaction kan. Dan salah satu

faktornya itu responsiveness, eh sorry, salah satu faktornya itu adalah...

Farhan
Ketepatan waktu.

Farhan
Oke, ya itu penting juga sih.

Fathiya
Ya menurut aku kita bisa simplify it more better gitu loh karena balik lagi sama hasil interview aku sama customer, kalau mereka bilang itu, jangan sampai customer itu ngerasa kalau nge-chat account executive itu ya kayak nge-chat orang ketiga tapi benar-benar smooth gitu. Jadi si customer itu nge-chat A, E pada E. Selama customer itu kayak nge-chat langsung.

Farhan
Desainernya ya?

Fathiya
Gitu, padahal itu dia nge-chat A, E. Karena kebetulan kayak ternyata pada nggak mau gitu loh. Kalau misalnya mereka itu harus nge-chat sama orang ketiga. Pertama karena nggak subset, jadi ada kayak tidak waktunya dan ada kemungkinan untuk miscommunication.

Farhan
Benar-benar. Itu bisa jadi catatan kita juga sih. Gimana bikin operasional kita itu lebih smooth lagi karena kita pakai nggak langsung ke desainer kan. Itu mungkin dari Etta juga ada tambahan.

Claresta
Kalau tadi, menurut aku masih ada yang belum dikasih solusi. Menurut aku justru solusinya itu kita itu perlu nambah tim.

Farhan
Kenapa?

Claresta
Karena kita reward solusinya. Kita mesti tambah tim. Terus malah kalau versi in-house malah menurut aku either kita itu punya satu tim desain or freelancer kita itu yang kita buat in-house.

Jadi sistem langsung bagi hasil aja gitu. Pilihan yang mana itu balik lagi terserah kita sih. Tapi menurut aku itu jalan yang lebih baik untuk mempersingkat waktu gitu.

Farhan

Iya sih benar-benar. Aku juga setuju dengan pendapatnya Etta. Kayaknya kita kekurangan tim atau bisa jadi kekurangan tim bisa jadi job base dari kita itu ada yang kayak si job base-nya seharusnya dikerjakan itu nggak ada yang ngerjain gitu.

Jadi gimana ya? Jadinya kayak ada yang nggak kekerjakan dan kita miss di sana gitu di dalam si proyek ini gitu. Jadi either mungkin kalau ngomongin solusinya mungkin bisa jadi kita nambah orang, nge-hire orang atau kayak kita bikin bisnis model atau bisnis operasionalnya itu yang lebih bagus atau nanti kita tambah-tambahin job base-nya ke satu orang juga menurut aku bisa sih.

Mungkin kalau dari aku sebenarnya udah dapet sih kayak kita tuh punya permasalahan tuh di proyek yang kemarin itu adalah tentang flow-nya, tentang komunikasinya, tentang ya belum bagus aja sih dari proses operasionalnya kita kemarin. Jadi memang benar-benar ada gitu apa yang aku state dari awal gitu. Mungkin kalau dari aku buat FGD kita malam ini segitu dulu aja sih.

Dan aku mungkin setelah ini bakal mencoba menghubungkan-hubungkan permasalahan ini terus aku mau coba cari root cause masalahnya dan cari solusinya buat si root cause permasalahan tadi. Kalau dari teman-teman dari FGD kita pada malam ini ada yang mau ditambahin lagi kah? Karena ada yang masih belum disampaikan atau udah cukup?

Fahrieva

Kalau dari aku aman juga.

Farhan

Oke, terima kasih va Boleh, Cia?

Fathiya

Kalau dari aku paling mau nambahin menurut aku kita juga harus research dan benchmark mengenai harga biasa sih. Karena bisa aja ada talent yang kurang merasa terkejar untuk menyelesaikan proyek karena mereka merasa gak dibayar dengan layak.

Atau bisa aja pelanggan itu gak balik lagi atau bahkan setelah tahu harga kita itu belum berminat karena harganya gitu.

Jadi, menurut aku kita juga perlu untuk mematangkan harga termasuk benchmark juga sih.

Farhan

Ya, benar-benar. Oke, terima kasih, Cia. Ya, harga juga crucial sih sebenarnya juga.

Kita ngasih harga ke klien juga harus hati-hati dan kita minta ngehargain satu talent itu berapa juga harus hati-hati sih karena cukup tricky buat menilai suatu orang itu pantas buat dihargain berapa gitu. Penting-penting sih. Itu mungkin bakal ada di syaratan aku juga.

Dari Eta, ada tambahan lagi gak? Atau udah cukup?

Claresta

Halo, aman gak ini suara aku?

Farhan

Aman, aman. Kedengeran, gak apa-apa.

Claresta

Tapi ini aku putus putus

Farhan

Oh, iya? Tes. Halo, halo.

Yaudah. Oke. Oh, no.

Claresta

Kalo soal harga, kalo kita mau in-house menurutku harganya itu justru bisa lebih mahal. Jadi, gak usah pusingin harga ke talent tapi justru kita yang memang udah naikin harga basicnya gitu. Jadi, emang rata semua talent itu harganya kita bayar lebih tinggi karena emang kita over lebih tinggi harganya kira-kira si klien gitu.

Farhan

Ah, oke oke.

Claresta

Tapi kita juga harus make sure sih kayak project yang kita kerjain itu hasilnya memang pasti bakal bagus gak. Dan kita juga harus make sure talent-

talent kita itu memang sesuai gitu. Kualitasnya lah ya?

Atau taste pekerjaannya dengan si klien juga.

Farhan

Ah, oke oke. Oke, makasih ya, Ta. Mungkin karena dari teman-teman udah cukup juga dari aku juga udah cukup pertanyaannya.

Jadi, juga udah aku simpulin. Mungkin buat FGD kita pada malam ini kita cukupkan dulu. Terima kasih atas waktu dan kesediaan teman-teman untuk ikut FGD di malam ini.

Mungkin, makasih teman-teman. Oke, makasih guys.

Code for Transcript Focus Group Discussion 1 (Data Collection)

A. Project Planning Issues

- Lack of Clear Process
- The project flow was unclear
- Trial and error to find the best
- Inadequate Planning
- Lack of detailed planning
- Not having a proper timeline or steps outlined for project completion

B. Communication Problems

- Slow Response from Talents Designer
- Talent Designer have other project
- She is busy because a lot of class assignment
- Our team did not manage talents well

C. Resource Management

- Lack of Professionalism / Talents being inexperienced and not managing their time effectively
- Insufficient Team Members
- Missing in Job Requirement
- Lack of project administrator

D. Documentation and Monitoring

- There was no proper documentation in project progress
- Facing challenge in tracking the progress
- Need for Better Monitoring Systems
- Not manage timeline effectively

APPENDIX 5

Transcript Focus Group Discussion 2 (Construct Problem Tree and Objective Tree)

Farhan

Oke, halo teman-teman. Kita mulai aja langsung FGD-nya. Aku disini sebagai peneliti sekaligus moderator dalam FGD ini. Makasih sama teman-teman yang udah hadir di FGD kita kali ini. Dan mungkin aku jelasin sedikit tentang FGD kita ini. Jadi FGD sekarang ini yang kedua itu bertujuan untuk diskusiin problem tree dan objective tree yang udah coba aku bikin berdasarkan FGD sebelumnya.

Nah, mungkin nanti akan seiring berjalannya diskusi kita aja nanti aku jelasin step-step selanjutnya. Dan mungkin karena teman-teman yang disini sebagai stakeholder, yang sebagai expert dari permasalahan yang ada di project-in sendiri.

Aku butuh juga nih masukan dari teman-teman gitu. Nah, terus mungkin buat yang pertama dulu. Dari problem ke objektif tree. Itu kan sebenarnya dari problem tree yang kata-katanya itu misalnya kurang atau tidak ada. Itu diubah menjadi kata-katanya positif di objektif tree.

Mungkin aku langsung ke bagian inisi nya aja kali ya. Soalnya kayak yang paling penting adalah di bagian root cause nya. Nah, disini tuh ada mismanagement dalam operasional pengerjaan project branding.

Di objektifnya itu efektif management dalam operasional pengerjaan project branding gitu. Jadi dari mismanagement diubah menjadi efektif management. Lalu, ini tuh penyebabnya apa?

Karena tidak ada kesepakatan yang jelas antara management dengan designer. Dan yang kedua penyebabnya adalah tidak jelasnya skop pengerjaan project design. Nah, ini tuh di objektif tree-nya aku ubah jadi...

Adanya kesepakatan yang jelas antara management dengan designer. Dan skop pengerjaan project design terdefinisi dengan jelas gitu. Sejauh ini aman gak guys?

Kalau dari kalian gimana? Kata-katanya gitu.

Claresta

Menurutku itu paling yang adanya itu kayaknya ada dilihat ya. Langsung kayak kesepakatan yang jelas antara...

Farhan

Terdapat berarti ya?

Claresta

Eh, gak usah langsung.

Farhan

Oh, langsung kesepakatan yang jelas gitu ya? Oke.

Fathiya

Kalau dari aku paling yang itu efektif management itu kan bahasa Inggris ya. Paling kalau di Indonesia ini manajemen yang efektif atau manajemen efektif gitu.

Farhan

Oke. Manajemen yang efektif berarti ya? Manajemen yang efektif.

Oke. Mungkin lanjut. Langsung lanjut aja kita ke yang masalah yang pertama.

Oke. Nah, buat next-nya ini. Dari tidak ada kesepakatan jelas antara management dengan designer itu.

Permasalahannya tuh ada dua yang menyebabkan. Yaitu designer yang dipilih tidak memastikan detail kerjasama. Jadi kayak designer yang kerja sama-sama kita kemarin tuh gak mastiin tuh sama kita.

Kayak kerjasamanya tuh perjanjiannya gimana sih gitu. Dan kita juga gak... Dan manajemen juga tidak memiliki standar kesepakatan yang harus dipenuhi.

Kayak kita tuh kemarin yaudahlah coba dulu aja gitu. Gak ada kayak standarnya harus

gimana gitu. Kayak perjanjiannya isinya apa aja kan ya kemarin belum ada gitu sih.

Nah, terus yang designer yang dipilih tidak memastikan detail kerjasama. Disebabkan oleh designer yang belum terbiasa mengerjakan real project. Jadi kayak designer kita kemarin.

Ya juga masih tahun kedua kan. Jadi kayak belum berpengalaman banget gitu. Jadi akibatnya dia ya...

Buat kerjasama-kerjasama gitu dia belum terlalu bagus juga gitu. Nah, di objektifnya aku bikinnya kayak... Designer yang dipilih memastikan detail kerjasama dengan projectind.

Jadi objektifnya itu. Dan yang di bawahnya itu designer yang terpilih sudah terbiasa mengerjakan real project. Terus yang kanannya tadi yang penyebab satu lagi.

Itu manajemen memiliki standar kesepakatan dengan designer yang harus dipenuhi. Jadi kayak kita tuh harusnya punya standar kesepakatan gitu kan. Kalau mau bikin kerjasama sama designernya gitu.

Itu aman gak guys?

Fahrieva

Standar tuh berarti masuk di MoU ya?

Farhan

Ya, ya benar. Masuknya ke MOU dan ya semacam surat perjanjian kerjasamanya gitu lah.

Fathiya

Oke, berarti nanti bakal ada di kebawah-kebawah lagi? Atau memang semuanya di satu ini standar?

Farhan

Yang ada tuh apa tuh Ci maksudnya?

Fathiya

Sorry, tadi kayak yang MOU SPK itu udah disatuin di situ berarti? Atau nanti bakal disebutin lagi MOU atau yang lain tuh di bawah?

Farhan

Oh udah disini sih sebenarnya. Yang MOU sama ya kayak MOU atau SPK itu maksudnya di standar ini gitu. Oke.

Oke, langsung next kali ya. Nah, apa yang membuat designer yang terpilih itu belum biasa mengerjakan real project?

Claresta

Sebenarnya agak rancu sih kali ini. Designer yang dipilih memastikan detail kerjasama. Lebih ke kayaknya bukan memastikan detail. Karena yang membuat detail itu kita sebenarnya. Kita yang harus make sure si designer itu harus bisa kerjain apa aja gitu. Kayaknya lebih ke...

Farhan

Kalau aku tuh maksudnya tuh kayak bilang kalau kayak dari sisi designernya juga harusnya mastiin gitu loh. Bahasanya gimana ya bagusnya?

Claresta

Kalau designer yang dipilih.

Farhan

Oke Designer yang dipilih.

Fahrieva

Ini tuh flow projectnya berarti ya? Kayak misalnya dari designernya bisa selesai berapa lama gitu ya?

Farhan

Ya kayak kerjasama. Dia tuh dibayar berapa, terus deadline-nya kapan, terus apa yang dia dapat nanti gitu. Terus ada ini nggak kayak penalti-penalti nggak kalau dia buat salah gitu-gitu.

Kalau dari kanan tuh kan kayak manajemen memiliki standar gitu. Jadi kayak buat satu masalah yang diatas ini. Penyelesaiannya ada dari sisi manajemen dan ada keterlondaran dari si designernya juga.

Fatthiya

Kayaknya lebih ke memastikan terms and condition aja sih. Lebih enak namanya.

Farhan

Terms and condition berarti ya kayak disini ya?

Fathiya

Iya.

Farhan

Terms and condition dalam apa berarti?

Fathiya

Terms and condition dia dalam menjejarkan project itu lah dalam satu project.

Farhan

Oke.

Claresta

Aku tuh misalnya gini-gini ngulis apa aja gitu. Dari Cia boleh? Kalau dari aku bisa disamain aja sih sama yang sebelahny.

Ini kan manajemen punya SPK. Nah yang di kiri designernya yang memastikan SPK-nya. Jadi sama gitu kan sebenarnya.

Farhan

Jadi kayak manajemen yang harusnya memastikan gitu?

Claresta

Enggak-enggak. Yang disini kan manajemennya punya standar. SPK yang di kiri designernya memastikan.

Farhan

Oh SPK juga. Oh oke-oke. Berarti ya disini tuh memastikan SPK-nya aja gitu? Atau memastikan detailnya juga?

Claresta

Detail itu udah masuk di SPK kan?

Farhan

Iya sih. Kalau gini gimana tak? Kalau memastikan suara perjanjian kerjasama dengan project-in gitu?

Gimana terms and condition udah masuk di SPK kan sebenarnya?

Fathiya

Aku masih agak miss sih disini. SPK itu kan isinya cuman kayak... Pokoknya yang ngelis itu kita kan ngelis ketentuannya.

Nah kalau versi bahasa yang tadi Ijal sebelumnya itu designer, apa sih tadi yang pertama? Pokoknya pesannya designer itu yang mau ngelis apa aja yang dia bisa dan kemauan dia apa dalam satu project itu. Dan itu pendekatan yang berbeda gitu loh.

Kalau pendekatannya memang designer harus setuju dengan SPK-nya, ya pakenya yang ini yang ini sih ya. Tapi kalau point of view designer-nya ada... Apa sih?

Ada... List ketentuan yang mau diajukan untuk klien, itu beda lagi dari SPK-nya.

Farhan

Oh ya bukan sih ini lebih ke yang kayak...

Claresta

Kayak mau nanya, mau memaksa dulu ini affinity-nya apa gitu.

Farhan

Jadi ini lebih ke kayak... Detail kerjasamanya aja gitu kayak... Gimana sih kalau jadi ini project itu tanggung jawab dia apa aja gitu, bukan yang kayak ke klien gitu.

Kita sekarang lanjut ke... Kenapa? Yang mana?

Claresta

Designer yang terpilih sudah terbiasa mengerjakan project. Kita kan biasanya ngambil anak-anak yang memang... Baru-baru belajar lah gitu, oke dia udah pernah tapi

nggak yang terbiasa banget kan mengerjakan project.

Mungkin jangan sudah terbiasa sih kayak...

Farhan

Sudah pernah gitu.

Claresta

Kita mempelajari proses mengerjakan project gitu. Gimana? Profesional nggak sih kayak...

Tau ini aja, tau...

Plot-nya kayak gimana kalau misalnya dia mengambil sebuah project.

Farhan

Berarti kayak... Ya memiliki sifat profesionalisme dalam kerjaan gitu ya. Oke oke oke.

Dipastikan... Bahasanya.

Fathiya

Profesionalisme kontradiktif nggak ya sama kayak student gitu?

Fahiya

Menurut kalian kontradiktif nggak guys? Tapi student juga bisa profesional kan?

Farhan

Iya. Kayaknya juga sih, bisa aja sih.

Fahrieva

Bertanggung jawab ga sih? Bertanggung jawab dan profesional.

Farhan

Oke. Bertanggung jawab dan profesional.

Apa? Tipo bertanggung jawab nggak? Tipo dikit aja.

Farhan

Nah mungkin langsung next juga ke sini ya.

Desainer yang terbiasa. Ini diubah juga ya katanya. Profesional dan bertanggung jawab.

Nah, kenapa desainer yang terpilih belum profesional dan bertanggung jawab? Karena manajemen tidak punya pilihan lain selain

menggunakan designer tersebut. Terus karena juga, eh kita turun ke bawah aja dulu ya kak. Kenapa tidak punya pilihan lain? Karena pool talent designer projekin kemarin itu masih sedikit. Terus kenapa?

Karena sistem pencarian dan perekrutan desainer yang belum efektif. Kenapa belum efektif? Karena belum ada SOP mengenai ketentuan perekrutan talent designer.

Kenapa belum ada SOP-nya? Karena di awal itu kita abai terhadap pentingnya mengelola talent designer. Terus penyebab yang satu lagi itu belum ada acuan mengenai standar talent yang harus dipenuhi.

Kenapa hal ini terjadi? Karena belum ada role dengan jobdes mengurus talent designer dalam manajemen projekin. Jadi kemarin kita yang mengurus desainer yang awal-awal itu kan kita semuanya ikut.

Dan mungkin ya emang dari Chia si komandonya tapi belum ada yang se-khusus itu kan kayak mau ngurus talent gitu. Gitu sih. Dan kalau di objektif 3-nya jadinya begini.

Yang pertama itu manajemen memiliki banyak pilihan desainer untuk mengerjakan projek yang sedikit tadi kan. Nah terus yang pool talent masih sedikit itu diubah jadi banyak jumlah desainer dari pool talent designer projekin. Terus ini bisa didapat dari sistem pencarian dan perekrutan desainer yang efektif.

Terus ini juga didapat karena apa? Karena adanya SOP untuk urusan perekrutan talent designer. Dan ujungnya itu tadi adalah ya harus sadar dulu gitu pentingnya mengelola talent designer.

Terus yang kanannya tadi yang belum ada acuan standarnya itu kayak ya harusnya ada acuan standar mengenai talent yang bisa menjadi desainer di projekin. Dan adanya role dengan jobdes mengurus talent designer dalam manajemen projekin. Jadi yang kayak ya role khusus gitu sih kalau aku bikinnya di sini.

Fahrieva

Jal, kok gue ngerasanya si kata-kata manajemen tidak memiliki banyak pilihan desainer itu tuh sebenarnya gak perlu gitu loh. Karena kalau misalnya talent kita sedikit tapi profesional, bagus aja gitu.

Farhan

Oh, ini tuh maksudnya sebenarnya ini sih kayak waktu itu tuh kita tuh pengen ngerjain projek nih terus talent kita sedikit. Dan dari yang sedikit itu yang eval itu cuma satu orang gitu. Kalau yang tadi tuh yang ini tuh yang tidak punya pilihan selain menggunakan desainer tersebut itu.

Fathiya

Mau nambahin itu kan banyaknya jumlah yang menurut aku agak rancu. Kalau dari aku sih paling kepikiran jumlah talent yang memadai.

Farhan

Yang mana tuh yang paling atas apa yang dibawahnya sih?

Fathiya

Yang hijau tadi yang kedua.

Farhan

Oh yang kedua yang ini?

Fathiya

Iya.

Farhan

Oke, berarti apa tadi?

Fathiya

Jumlah desainer yang memadai.

Farhan

Oke. Jumlah desainer yang memadai gitu ya. Ada lagi kagak?

Fahrieva

Sekarang aku masih mikir sih. Aku mau nanya aja sih kenapa ini dipecah-pecah dua. Karena ending yang dari paling kiri itu SOP.

Sementara yang kanan itu juga ada bentang standar gitu. Kenapa nggak jadi satu aja?

Farhan

Karena yang di kiri itu lebih ke perekrutannya sih. Dan yang kanan itu lebih ke standar. Standar desainer yang boleh gabung projek itu gimana sih?

Apakah dia harus tahun kedua? Atau portfolio-nya sebelumnya dia sudah pernah harus mengerjakan branding juga? Dan kalau yang di SOP yang di kiri itu maksudnya kayak lebih ke perekrutannya.

Jadi kayak kita tuh tahap-tahapnya apa aja gitu.

Claresta

Yaudah berarti aman sih. Paling aku mau make sure ini tuh harusnya kalimat aktif atau pasif. Karena yang manajemen memiliki itu kan kalimat aktif.

Tapi dibawahnya tim lagi desainer di 4 talent memadai itu kan beda jenis kalimat gitu. Kalau manajemen memiliki banyak pilihan desainer berarti pilihan desainer yang cukup banyak untuk mengerjakan projeknya. Anggaplah kayak gitu.

Farhan

Contohnya itu kayaknya gak harus aktif atau pasif sih. Misalnya kalau ada lebih ke ini sih. Penyebab dari suatu masalah itu adalah kurangnya kesadaran orang untuk membuang sampah gitu.

Itu menyebabkan banyaknya sampah di jalan gitu. Kurangnya kesadaran orang untuk membuang sampah pada tempatnya. Jadi objektifnya itu adalah objektifnya berarti kayak kesadaran orang untuk membuang sampah di tempatnya itu tinggi gitu. Jadi gak harus aktif sih kata aku sih.

Claresta

Nah yaudah. Manajemen memiliki banyak pilihan desainer. Di situ juga desainer. Sistem pencarian. Sistem pencarian dan rekrutan desainer efektif. Sistem pencarian dan rekrutan. Udah aman sih menurutku.

Farhan
Udah aman ya berarti ya?

Claresta
Oke oke.

Farhan
Mungkin langsung lanjut aja ke sini. Langsung lanjut aja ke... Yang tadi kan awalnya tidak ada kesepakatan antara manajemen dan desainer itu sebenarnya. Masalahnya itu satu lagi manajemen tidak memiliki standar kesepakatan yang harus dipenuhi. Ini sama juga sih sebenarnya. Sama yang lebih kita ngomongin ke standar tadi itu. Nanti itu turunnya ke sini. Tidak ada SOP untuk proses pengerjaan proyek di proyekin. Nah maksud aku SOP di sini itu adalah.

Fahrieva
Tidak ada SOP pengerjaan proyek desain yang jelas. Atau belum ada kejelasan terkait SOP pengerjaan proyek desain. Jadi kayak formatnya itu sama.

Farhan
Oke oke. Belum ada kejelasan gitu ya. Oke oke oke.
Paham paham paham.

Fathiya
Oke kalau dari aku. Justru yang manajemen. Karena tadi aku masih rancu. Jadi menurutku justru manajemen tidak memiliki standar itu dihapus. Jadi akar penyebabnya itu langsung ke tidak ada SOP gitu loh. Kayak double double penulisan. Tidak ada kesepakatan. Tidak memiliki standar. Iya. Jadi langsung problemnya tidak ada SOP gitu.

Farhan
Tidak ada kesepakatan yang jelas.

Fathiya
Ini kan kayak double double penulisan juga. Tidak ada kesepakatan. Manajemen tidak memiliki standar. Double gitu. Maknanya sama aja gitu sebenarnya.

Farhan
Coba kita hapus. Kalau dari menurut kamu gimana Ci?

Fathiya
Tadi antara yang mana sama yang mana?

Farhan
Yang tidak ada kesepakatan sama manajemen tidak memiliki standar.

Fathiya
Kalau ini sih standar itu kan berarti tertulis ya. Kalau tidak ada kesepakatan itu kan berarti walaupun kita lewat cek misalnya tapi tetap pisang gitu. Walaupun nanti juga akhirnya tertulis. Tapi kalau standar itu lebih ke yang sudah didokumentasikan lebih dahulu gak sih?

Farhan
Iya sih aku mikirnya gitu juga sih. Nantinya takutnya kalau langsung gitu jadi lebih ke lontat. Lontat gak sih jadinya kayak tidak ada langsung kayak SOP gitu. Kalau aku mikirnya gitu sih.

Fathiya
Yaudah deh aman. Lanjut.

Farhan
Kalau sampai yang template pertanyaan tadi udah ya berarti ya? Mungkin langsung ke tidak ada meeting atau pertemuan langsung dengan klien untuk membahas project itu disebabkan oleh juga gak ada standar

mengenai proses apa saja yang harus dilakukan sih dalam tahap perencanaan project. Belum ada flow yang jelas dan tertulis gitu lahan.

Nah terus. Yang ini yang account executive tidak paham standar brief yang baik disebabkan oleh account executive belum berpengalaman mengerjakan project. Dan yang kedua itu tidak ada standar brief yang bisa menjadi acuan.

Jadi karena gak ada standar brief yang bisa jadi acuan juga nih. Jadi kayak si AE-nya juga gak tau nih brief yang bagus itu gimana sih gitu. Yang harus ada dalam brief itu apa?

Dan apa sih yang bisa dikatakan brief itu udah bagus apa sih gitu. Kalau ada standar kan kayak wah ini udah ada udah ada nah bisa lanjut gitu kan. Gitu.

Gimana tuh?

Claresta

Berarti ini asumsinya brief itu dari designer bukan dari kita.

Farhan

Dari kita harusnya. Karena kayak karena kan jatuhnya si nanti itu brief itu disebabkan kenapa belum ada standar brief itu. Karena dari SOP-nya juga kan yang belum bilang kalau ada briefnya itu gimana-gimana.

Jadi sebenarnya tuh dari kita tuh sebenarnya harus udah ada punya standar SOP juga. Selain nanti kita juga minta ke designer-nya gitu.

Claresta

Berarti setelah kita ngasih brief itu nanti si designer sesuai yang di pertanyaan ini. Tentang pertanyaan brief dari designer terlengkap itu. Mereka tuh bakal ngasih juga gitu pertanyaan brief.

Farhan

Iya itu lebih ke buat make sure aja sih. Idealnya ya. Idealnya kan ada standar brief dari kita.

Terus kita juga mastiin kalau standar brief dari kita tuh udah oke nggak sih sama designer. Atau ada tambahan yang lain gitu nggak sih. Kalau masing-masing designer kan beda-beda ya.

Jadi kayak dari kamu ada tambahan lain nggak? Dari brief yang kita bikin ini ada kurangnya nggak? Atau ada sesuatu yang masih belum ada dalam brief tapi kamu pengen tahu gitu.

Claresta

Paling ini sih karena dibawah itu udah dibilang kalau kita punya standar brief. Berarti yang dari designer itu lebih ke tambahan atau pelengkap atau apa gitu. Karena kalau aku suka liatnya aku jadi bertanya-tanya gitu.

Kita ada brief tapi mereka juga ada brief.

Farhan

Double gitu berarti ya bilang briefnya di sini.

Claresta

Antara diilangin atau yang dari designer ini tuh sebagai pelengkap atau tambahan. Atau additional atau apapun lah.

Farhan

Jadi bilanganya di sini kayak additional gitu ya. Dari itu gimana tuh?

Fathiya

Dari aku yang kanan itu yang brief yang diberikan klien tidak lengkap.

Claresta

Ini?

Yang ini? Tuh harusnya satu jalur sama AE tidak mengosak klien. Jadi ini cabangnya dua aja nggak usah tiga.

Karena cabangnya buat tiga nih. Tidak ada meeting dan brief yang diberikan klien tidak lengkap. Jadi harusnya langsung tidak ada meeting dan briefing.

Brief ini tidak di kiri. Di atas AE.

Farhan

Tidak ada meeting. Berarti brief yang diberikan klien tidak lengkap itu di mana?

Claresta

Di atas AE. AE yang mengontak klien, tidak bertanya dengan detail.

Farhan

Oh oke. Paham paham

Claresta

Cabangnya dua aja.

Farhan

Mari kita coba.

Claresta

Dan setaukuu juga nggak boleh kayak ini udah ke atas belok kanan lagi. Itu setiap nggak boleh beririsan kiri sih. Setauku

Kita coba tes dulu ya.

Farhan

Maksudnya tuh adalah begini berarti.

Claresta

Oh kan itu tanahnya sama juga nanti. Dan maknanya sama sih. Nah ini AE-nya di bawahnya.

Fathiya

Tapi tadi itu. Ini ya?

Claresta

AE-nya mengkonfirmasi setelah kapan brief.

Farhan

Ya sebenarnya sama juga sih, karena ya, Tidak mengkonfirmasi dengan tidak bertanya dengan detail. Sama juga sih sebenarnya.

Fathiya

Tidak bertanya dengan detail aja. Nah kan lebih enak kalau ngeliat dulu. Oke.

Farhan

Ada lagi nggak, yang additional ini nantilah aku pikirkan kata-katanya.

Claresta

Cukup sih sementara dari aku.

Farhan

Oke oke. Kita langsung ke ini. Ke objektifnya yang tadi itu sampai mana ya?

Baru ini doang ya? Bertanggung jawab dan profesional. Oke.

Terus. Ini kan yang tadi itu. Desainer yang terpilih dipastikan bertanggung jawab dan profesional.

Turunnya itu manajemen memiliki banyak pilihan desainer untuk mengerjakan proyek. Terus jumlah desainer yang memadai tadi. Sampai manajemen sadar akan pentingnya mengolah talent desainer.

Gimana tuh?

Fathiya

Kalau dari aku ini kan adanya gitu kan.

Fathiya

Pertanyaan dari aku antara ini sih. Ketersediaan

Farhan

Berarti bahasanya ya?

Fathiya

Iya semua adanya itu.

Farhan

Oke oke oke.

Fathiya

Ketersediaan. Tadi aku ada dua pilihan tapi satunya aku lupa. Nanti aku bicara lagi.

Farhan

Oke oke oke. Berarti tadi itu disini. Dengan peke adanya ya

Fathiya

Oh terdapat. Terdapat atau ketersediaan. Sebenarnya terdapat sama ketersediaan itu gak setara sih.

Tapi menurut aku dua-duanya masih bisa dipakai.

Farhan
Terdapat sih, sabi sih katanya.

Fathiya
Kalau terdapat, uang satu biji aja. Kalau ketersediaan itu yang beberapa jumlahnya. Kayak ketersediaan talent, ketersediaan.

Kalau terdapat, uang satu biji aja.

Farhan
Terdapat ini kalau. Berarti antara terdapat dan ketersediaan menurutnya. Tadi itu kata-katanya yang akan dipakai.
Oke. Berarti udah ya guys yang disini?

Fathiya
Sudah.
Farhan Oke nah disini tuh. Berarti tadi ini dihapus. Ini pindah kesini.

Farhan
Nah. Skop pengerjaan proyek desain terdefinisi dengan jelas.

Claresta
Tadi yang di kiri kayaknya bukan tidak paham. Balik ke yang sebelumnya. AE paham akan standar.
Kayaknya tadi yang sebelumnya bukan itu kalimatnya.
Yang ini.

Claresta
Kayaknya tidak mempirmasi, tidak mengontakkan. Tidak bertanya detail. Harusnya.

Farhan
Bentar bentar. Itu yang kedua ya? Kedua.

Oh harusnya tiga ya?
Itu dua, tiga. Oh ini.

Claresta
Cuma kalimatnya beda.

Farhan
Benar benar benar benar. Bentar bentar bentar. Ganti.

Claresta
Bertanya detail gitu.

Farhan
Oh iya benar benar. Ada di sini satu lagi ya?

Claresta
Eh enggak enggak sih. Cuman, emang cuman dua itu. Nah itu cuman dua kok.
Brief.

Farhan
Tapi. Yang ini kan maksudnya?

Claresta
Iya. Iya iya.

Farhan
Tapi dilihat dari bawah deh. Yang kayak dari perpengalaman itu ke atas tiga gitu. Karena dipindahin tadi deh.

Farhan
Nah ini tiga kan? Tiga. Yang biru berapa?

Claresta
Oh ya ada yang tiga.

Farhan
Iya kan? Berarti bertanya dengan detail buat ya?

Fahrieva
Yes. Paling poinnya tinggal ngebuat positifnya aja lah dari yang kiri tadi.

Farhan

Aman lah ya berarti ini.

Fahrieva
Oke.

Farhan
Oke.

Fahrieva
Jangan lupa adanya.

Farhan
Oke nanti aku ganti coba kata katanya. Di bawah ini. Ya.
Aman lah kalau yang di bawahnya juga diganti adanya-adanya nanti ini.

Fahrieva
Yang menggunakan mindset coba aja itu maksudnya gimana ?

Farhan
Jadi kayak kemarin itu kan kayak kita. Yaudah lah coba dulu aja nih. Kita jalanin dulu aja ininya.
Projeknya kita coba dulu gitu. Tapi kemarin itu kan belum ada ini. Belum ada SOP.
Jadi menurut maksud aku tuh disini. Walaupun kita pakai yaudah coba dulu gitu. Tapi memang harus ada guidance dan SOPnya tetap harus ada gitu.
Jangan kayak YOLO coba gitu doang.

Fahrieva
Ini gak boleh gitu gak sih?

Farhan
Gak boleh maksudnya gak boleh gimana?

Fahrieva
Gak boleh. Coba aja dulunya sih.

Farhan
Oh bahasanya berarti ya.

Fahrieva

Bahasanya jangan gitu sih ya. Aku juga agak bingung. Pokoknya intinya kayak kita itu langsung praktek tanpa ada guidancenya gitu. Sepertinya gitu lah.

Farhan
Aku juga bingung sih sekarang.

Fathiya
Yang menurut aku lebih ke. Oh ini dari si COO doang ya?

Farhan
Iya. Kalau yang ini ya.

Fathiya
Oke. Berarti ini tuh kayak. Gak patuh gitu kan?
Atau gak terikat gitu gak sih? Sama maksudnya tuh.

Farhan
Ya sama

Fathiya
SOP.

Farhan
Iya jadi kayak kita coba dulu aja gitu. Dan gak ada guidancenya sih lebih tepatnya. Tapi kalau bilang kayak gak ada guidance nanti sama sama yang benchmark.
Tentunya.

Fathiya
Nggak itu gak sih? Maksudnya gak menjalankan SOP-nya dengan tertib gitu? Atau gimana ya?
Intinya gitu kan? Kurang lebih. Coba aja dari carianya turunan dari itu gak melaksanakan. Kan itu sebenarnya negatif ya? Kalau dibilang gak melaksanakan SOP dengan tetap. Tunggu tunggu.
Ini. Kalau yang hijau berarti tinggal mengikuti syaratan SOP gitu. Iya iya iya.

Farhan

Nanti coba aku ubah dulu aja.

Claresta

Terus ya ini misalnya ini kan. Menggunakan mindset. Anggaplah tadi udah diganti nih kalimat.

Menggunakan mindsetnya itu dengan. Perlakuan lain atau kata-kata lain. Disini berarti bisa aja hal tersebut tuh gak dilakukan. Tapi. Jadi enggak. Kalau disini kan istilahnya sifat sikap negatif ini.

Bukan negatif ya. Tapi disini kan kelihatannya negatif nih. Mindset coba aja dulu.

Itu tetap dilakukan. Tapi tetap disertakan nih SOP. Gimana kalau yang perilaku tadi tuh. Enggak usah aja biar SOP-nya tetap terjalankan. Kita coba di breakdown pilihannya.

Farhan

Oke oke oke. Berarti cari bahasanya ya.

Claresta

Kayak plus tambah minus gitu aja. Setuju

Farhan

Iya iya iya. Ya emang gitu sih konsepnya. Tapi aku masih bingung sih bahasanya.

Fahrieva

Sorry bentar. Ini suara kalian gak ada?

Farhan

Halo halo. Halo halo halo. Lanjut.

Fahrieva

Halo Tess.

Fahrieva

Halo halo. Suara ku ada tak?

Farhan

Udah masuk lagi sih aman.

Fahrieva

Oh tadi keluar.

Farhan

Oke oke. Apa dihapus aja? Sebenarnya sama gak sih?

Lebih ke karena aku tuh sebenarnya mau meng-highlight. Kayak mindset coba aja dulu gitu. Tapi kalau di bahasa inggrisnya bingung juga sih.

Kalau SOP-nya di kesampingkan tuh juga sebenarnya udah masuk ke proses perencanaan yang jelek juga kan. Yang di sampingnya.

Fathiya

Ini lebih ke bertindak dengan sendiri gak sih biasanya? Lebih ke subjektif orangnya kan?

Claresta

Iya iya iya.

Farhan

Kalau bilang gak ada guidance. Berarti nanti sama sama gak ada guidance.

Fathiya

Udah membuat gak ada guidance. SOP.

Farhan

Iya kan.

Farhan

Sebenarnya sama sama aja sih sebenarnya. Kalau pakai mindset coba dulu aja.

Fahrieva

Karena tuh endingnya kalau misalnya prosesnya masih buruk. Endingnya lo jalan pasti jalanin aja gitu kan.

Farhan

Oke kita kesini. Berarti buat yang di bawah-bawah udah aman lah ya. Yang birunya juga.

Terus ini pengalaman. Pengalaman.

Claresta

Menurutku terdapat benchmark itu paling bawah. Baru di atasnya COO memahami dengan baik. COO memahami prosesnya dari benchmark tadi gitu.

Emang COO memahaminya dari mana? Dari benchmark kan?

Farhan

Oh. Oke berarti dari sininya juga.

Claresta

Tidak ada benchmark paling bawah. Baru kurangnya pengetahuan COO.

Kok ini jadi aneh ya disini? Pasti kurangnya pengetahuan COO karena di bawahnya tidak ada benchmark.

Farhan

Maksudnya begitu.

Claresta

Iya flownya kan gitu. COO paham dengan baik teori PM karena udah ada benchmarknya.

Dia udah tahu flownya gimana.

Begitu.

Farhan

Tapi bisa ini juga gak sih? Gak harus dari benchmark baca buku gitu? Atau ikut kursus?

Claresta

Yaudah kalau kayak gitu tambahin lagi di bawahnya. Karena ini nanggung dia paham dari mana. Tentang PM itu.

Farhan

Oh maksudnya... Jadi harusnya masih ada di bawahnya lagi ya?

Claresta

Benar. Pahaminya dari mana gitu.

Farhan

Kalau gitu masukin ke bawahnya ini aja lah.

Claresta

Dapet di internet itu juga boleh sih.

Farhan

Soalnya kalau nambahin ke bawahnya...

Berarti kalau tadi nambah di bawah disini juga nambah kan?

Claresta

Ya iya. Kurangnya ini jadi di atas tidak ada benchmark. Atau kurangnya ditambahin lagi.

Kurang dapetnya itu... Misalnya kurang nyari sumber gitu. Terserah sih mau pake mana.

Dua-dua bisa.

Farhan

Oke oke bentar bentar. Enaknya... Masukin aja lah di bawahnya ini.

Ini aja kali ya. Nah. Nah.

Claresta

Paling gitu sih.

Farhan

Nah. Oke. Mana lagi?

Oh ini sih. Oh aktif. Oh enggak sih.

Fathiya

Enggak usah ada karena...

Farhan

Oke. Nah ini kan baru... Dari chia udah? aman ga iva?

Fathiya

Aman aman aman.

Farhan

Oke. Udah aman semau ya teman teman ?

Fathiya

Udah kalo dari aku

Claresta

Amaan

Farhan

Okee kalo gitu terimakasih banyak karena sudah hadir di FGD kali ini dan sudah

menghasilkan problem tree dan objective tree
nya

Code for Transcript Focus Group Discussion 2 (Construct Problem Tree and Objective Tree)

Main Problem: Mismanagement in Project Operations

A. Lack of Clear Agreement between Management and Designers

Causes:

- Designer fails to ensure the details of the collaboration.
- Management lacks a standard agreement to be met.

Objectives:

- Establish clear agreements between management and designers.
- Define the scope of the project design clearly.

B. Lack of Experience in Designers

Causes:

- Designers are not accustomed to working on real projects.
- Designers lack professional experience and responsibility.

Objectives:

- Ensure designers are experienced in real projects.
- Select designers with professional behavior and accountability.

C. Limited Talent available when Projectind needed

Causes:

- The talent pool for designers is limited.
- Ineffective recruitment system for designers.

Objectives:

- Expand the talent pool for designers.
- Develop an effective system for designer recruitment.

D. Implement Clear Standard Operating Procedures (SOPs)

- Causes:

- Lack of SOPs for project management.
- No clear standards for briefing and client meetings.

Objectives:

- Establish SOPs for project design management.
- Define clear standards for briefing and client communication

APPENDIX 6

Transcript Focus Group Discussion using KJ Method

Farhan

Mungkin perkenalan lagi deh, karena mulai record lagi. Kita perkenalan dulu biar absen semuanya sudah hadir untuk FGD kali ini. Boleh, silahkan dari fahrieva dulu, fahrieva.

Fahrieva

Boleh, nama saya fahrieva Fashia, saya sebagai Chief Marketing Officer dari Projectind

Farhan

Oke, boleh next guys.

Fathiya

Saya Fathiya, sebagai CEO dari Projectind

Farhan

Oke. Boleh, terakhir Eta.

Eta

Oke. Aku claresta sebagai CFO dari Projectind

Farhan

Oke, makasih Eta dan Fathia dan fahrieva. Mungkin kita langsung, kalau kalian mau cek itu linknya masih sama yang mirror kemarin. Aku juga mungkin sekarang langsung share screen aja.

Nah, dari yang kemarin itu, aku nambahin dikit lagi sih di sini. Jadinya COO di penyebab di ujungnya itu. Aku nambahin COO kemarin itu problemnya jadi belum mengambil sertifikasi atau kelas project management sebelum mengurus pelaksanaan proyek di projekin gitu.

Itu yang menyebabkan COO belum memahami dengan baik gitu. Konteksnya sebenarnya lebih kurang sama aja sih guys. Nah, di sini aku udah ngelis nih beberapa, aku udah ngelis beberapa solution nih yang akan bisa membantu kita mencapai objektif tersebut.

Nah, dari mulai yang pertama itu, objektif yang manajemen sadar akan pentingnya mengelola talent designer itu. Itu tuh ada solusinya berupa membuat satu divisi yang khusus mengurus talent, terus membuat standar operasional perekrutan designer, terus mengimplementasikan program pengelolaan designer yang terstruktur. Menurut kalian buat mencapai objektif ini, ada lagi juga guys solutionnya.

Yang bisa kita gunakan.

Fathiaya

Kalau untuk yang paling atas itu, berarti kayak divisi HR gitu kah?

Farhan

Iya, bisa divisi tapi bisa kayak satu orang dulu juga bisa sih. Tapi ini kita ngelis sebanyak-banyaknya dulu aja sih.

Fathiya

Oke, untuk dari aku sementara aman yang paling atas itu

Farhan

Oke, dari Eta dan Iva apakah sudah aman?

Claresta

Sudah aman sih.

Farhan

Nah, di objektif kedua tuh ada alternatif solusinya itu kan objektifnya akun eksekutif sudah berpengalaman mengerjakan proyek. Jadi solusinya itu kita memperkedakan orang yang berpengalaman untuk menjadi AE, terus kita mengadakan pelatihan atau sertifikasi untuk AE yang sekarang gitu. Antara diganti atau enggak, yang sekarang dikasih pelatihannya gitu.

Claresta

Berarti nanti yang membuat SOP perekrutan designer sama mengimplementasikan program pengelolaan designer itu divisi HR?

Farhan

Iya, belum tentu sih nanti itu bisa didiskusikan lagi sih. Jadi enggak harus semuanya diimplementasikan juga, nanti kita bakal diskusikan kayak gimana sih yang paling penting buat dilaksanain sekarang gitu.

Fathiya

Aku mau nambahin, jadi kemarin aku dapet masukan juga pas aku interview itu dibilang kalau misalnya karena kita tuh murah juga, jadi salah satu aspek yang kita perlu juga adalah kecepatan. Karena kan enggak perlu yang perfect banget hasilnya. Jadi kecepatan itu juga berarti bakal bergantung dari account executive-nya.

Berarti di sini bakal perlu dimasukin juga ke bagian yang ini maksudnya account executive yang sudah berpengalaman mengerjakan proyek, nanti breakdown lagi di situ atau gimana, nah itu tuh gimana syaratnya biar prosesnya itu tetap bisa, simple gitu. Jadi ada, itu kan simplify nih, gimana biar cepat terus. Juga ada yang bilang kalau gimana kalau misalnya sebelum kita, kan kita nanti pasti bakal nyariin talent di depan.

Ini juga salah satu yang mesti disimplify sama si account executive ini, gimana biar bisa, biar antara kita nyariin, eh kita milih talent sampai ke keluarga itu bisa cepat. Karena kan kalau misalnya yang sekarang itu kita kayak harus tanya dulu yang mana yang oke. Nah, di sini aku belum melihat pertanyaan database, apakah itu masuk di bagian atas, tapi pokoknya itu juga bisa dipertimbangkan, dimaksudnya gimana si WAN ini bisa mengimplementasi proses dan termasuk juga bagian dari kurasi si talent dari database.

Farhan

Oh oke, oke oke oke. Berarti, aku catat dulu aja sih. Oke, berarti butuh AE yang seperti itu juga ya nanti ya.

Oke. Mungkin langsung next dulu aja. Wah, Eta putus-putus ya.

Eh, sekarang putus-putus juga iva

Iva

Halo.

Farhan

Halo halo, dengeran kok? Masuk aja. Masuk masuk masuk.

Halo halo ya.

Iva

Halo halo halo.

Farhan

Masuk masuk, lu denger suara gue nggak?

Claresta

Aku mau komen yang di bagian kanan itu yang COO sudah mengambil sertifikasi atau termasuk wajibnya, cuman sebelum melaksanakan, sebelum mengurus pelaksanaan proyek, menurut aku nggak usah setiap kali mau ngurus proyek harus ambil kelas gitu sih, at least udah satu kali aja tuh, sebenarnya kalau PM itu kan udah cukup gue sih, satu kali doang.

Farhan

Ya ya ya, cukup cukup cukup. Itu maksudnya juga sekali sih, jadi kayak sebenarnya tuh sebelum semua pelaksanaan proyek diproyekin mulai ya, misalnya yang COO atau siapapun yang bakal jadi proyek leadernya harus udah ter-certified proyek manajemen gitu. Oke oke, thank you thank you.

Kalau dari yang lain ada tambahan nggak?

Fathiya

Aku mau nanya, aku mau clarify kalau yang ini berarti konsepnya tuh bakal ada CS bakal ada?

Farhan
Iya.

Fathiya
Oh oke, soalnya beberapa kali juga aku juga tau, yang penting buat agensi dan studio itu adalah responsiveness sama communication gitu, dan selain simplification tadi juga kemudahan accessibility itu juga penting banget, terutama buat UMKM yang mungkin itu nggak semuanya, karena UMKM itu oleh teknologi gitu, jadi mereka harus bisa juga berkoneksi sama kita dengan mudah, baik itu mulai dari frontlinernya kayak CS sampe yang AI, nah itu juga entah gimana di kurikulum COO ini atau itu masuknya ke asset infrastructure kita juga gitu.

Farhan
Oh oke, berarti kriteria AE-nya gitu harus punya, kriteria AE dan CS-nya lah ya, nanti harus bisa simplify proses, bisa responsif gitu ya berarti ya?

Fathiya
Iya, masalah satu lagi, tadi kan ada sertifikasinya, sertifikasinya kita harganya berapa, cuma kalau bisa tuh jangan sampe dengan adanya sertifikasi itu bisa mempermahal kita gitu, karena untuk sekarang ya, kita kan masih untuk UMKM, yang murah gitu, dan kalau misalnya kita dulu dari awal tuh udah ngasih harga mahal, nanti pasti kita mau jualnya juga harganya mahal gitu. Aku kemaren inget mentoring dari LPIK. Bahwa yang di market UMKMitu pasti yang penting harga, katanya juga kalian tuh nggak perlu nambahin any feature yang macem-macem yang bisa bikin harganya naik, karena target kalian ya UMKM.

Farhan
Iya bener-bener, mungkin salah satu kontranya kalau kita milih solusi ini tuh kali ya, nanti tuh. Oke. Oke mungkin lanjut ke, mungkin karena enakya langsung bahas

satu-satu, mungkin kita langsung bahas aja dari awal yang tadi tuh, yang kalau kita membuat satu divisi yang khusus mengurus talent, atau satu orang yang khusus ngurus talent itu, Minusnya dimana ya kira-kira?

Kayak akan menghabiskan uang lagi kah? atau kalo gitu itu berarti kita harus rekrut gitu lagi ya?

Atau menurut kalian kayak di aku misalnya di operasional tuh , atau di salah satu tugas kita itu ditambahin buat yang ngurus talent gitu, dan emang job desc nya itu jelas gitu. Mending kayak kita nambah orang, atau emang nambahin jobnya itu ke satu role yang udah ada sekarang?

Claresta
Nambah orang, karena yang diurus itu bukan cuma talent, tapi ada kliennya juga. Kita memang belum ada orang yang mengurus people gitu loh in , jadi memang harus ada satu yang handle.

Farhan
Oke, oke, oke. Berarti ya kalau nambah orang, kalau enggak kita hire banget, kalau enggak dia ini kan jadinya, kayak dia akan masuk sebagai board tim Projectind team yang enggak dibayar gitu kan?

Claresta
Masuk tim sih konsiderasinya.

Farhan
Biar enggak nambah biaya lagi ya berarti?

Claresta
Iya.

Farhan
Oke, oke, oke. Kalau udah ada si tim HR-nya itu yang bakal ngurus si desainer, dan itu standar operasional perekrutan desainer sama mengimplementasikan program pengolahan desainer, harusnya udah jadi tanggung jawab dia kan ya? Jadi kayak dengan adanya divisi

HR, solusi 2 dan 3 itu udah keimplementasi gitu kan sama dia?

Fathiya

Iya.

Farhan

Ah, iya, iya, iya. Oke, oke, oke.

Fathiya

Iya, betul sih. Kalau udah ada yang used to HR, ya udah nggak perlu nambah lagi berarti sertifikasi, emang dari awal kita ini orang-orang yang udah tau caranya jalanin jobdescnya

Farhan

Oke, oke, oke. Ada tambahan lagi nggak sih yang solusi buat manajemen sadar akan pentingnya mengelola talent desainer?

Fathiya

Kalau yang AE cukup sih. Kalau dari aku kalau misalnya memang yang nampak kerjaan ya udah masuk situ aja. Tapi yang butuh yang cepat dan simplified itu memang pasti perlu sih.

Farhan

Oke, itu yang HR apa yang AE chi?

Fathiya

Oh, astaga.

Beda ya?

Fathiya

Beda ya? Oke, oke, sorry aku tadi kurang fokus.

Farhan

Oke, oke, oke.

Fathiya

Yang udah, benar brarti ya tadi.

Farhan

Ah, oke. Kalau AE kalau kita mempekerjakan orang yang berpengalaman, itu artinya kita

nambah orang lagi dan harusnya kalau yang udah pengalaman itu bayar nggak sih guys?

Halo, halo.

Bocor sikit ya tapi masih jelas kok. Aman lah ya berarti kalau yang AE yang solusi yang sekarang ada tinggal memastikan AE itu nanti yang bakal dipilih itu ya karakteristiknya either kita nambah atau ngelatih AE itu bakal dari yang udah ada. Pokoknya dia harus cepat, bisa simplified proses dan responsif gitu ya?

Fathiya

Iya.

Farhan

Oke, selanjutnya itu buat objektif COO sudah mengambil kelas sertifikasi atau kelas project management sebelum mengurus pelaksanaan proyek di proyekin. Nah, maksudnya di sini itu kayak sebelum mulai semua proses project management-nya sih pokoknya nanti yang mau jadi proyek leader-nya itu yang mau jadi proyek ofisernya harus udah certified gitu. Jadi solusinya ya mewajibkan COO untuk mengambil kelas atau sertifikasi sih.

Nah, mau nggak Kalau mau mewajibkan gitu? Gimana-gimana?

Farhan

Oh, kata-katanya jangan COO.

Fahrieva

Iya-iya.

Farhan di chat aja sih. Biar gue yang bacain nanti. Oke, oke, oke.

Project officer nya ya, berarti ya. Ya, bener juga sih. Biar nanti siapa yang lebih jelas juga nanti siapa yang bakal jadi proyek officernya, tapi plus minusnya itu kan ya guys.

Jadi kalau misalnya kalau diwajibkan gini ya harus nambah biaya dari proyekin lagi karena kayak yang harus ngambil kelas atau sertifikasi pastinya karena buat proyekin jadinya yang bayar juga harus dari proyekin gitu atau PT-PT lah atau setengah-setengah lah karena emang sertifikasi juga buat dia gitu. Kalau solusi ini plus minusnya itu sih

plusnya ya nanti pekerjaan proyek di proyekan itu udah punya standar yang bagus gitu kalau menurut aku. Ada tambahan gak guys kalau plus dan minus kita dari solusi ini?

Claresta

Kalau dari aku bedanya AE sama proyek officernya kalau ngambil sertifikasi itu objektif dari keduanya.

Farhan

Kalau AE itu tadi belum ada sih ngambil sertifikat. Yang kalau mengadakan itu lebih ke kalau objektif kalau buat proyek officernya itu kan biar dia udah ngerti nih gimana sih proyek mana dimana yang bagus gitu. Apa sih yang harus dilakukan sebagai proyek officer gitu.

Nah kalau AE juga kayak gitu sih. Jadi kan kayak kita tuh bermasalahnya kemarin si AE juga si proyek officer belum ngerti tugasnya gitu. Nah kalau udah ngambil pelatihan atau sertifikasi harusnya dia udah tahu gitu tugasnya seperti apa dan standar-standarnya itu harus gimana aja.

Claresta

Proyek officernya internal berarti dia yang ngambil sertifikasi tapi yaudah itu AE kan misalnya external kecuali AE normal juga ya. Kalau AE internal nggak usah dikasih kita cari aja dari awal yang memang udah pernah jadi AE. Misalnya dua-duanya internal yaudah yang begini lagi kan kita tahu kalau internal kita malah belum ada yang pernah sertifikasi gitu.

Claresta

AE tuh setahu ku nggak ada sertifikasi. AE tuh belajarnya emang dari experience sales dia dan experience kerja dia sebelumnya. Jadi yang ada sertifikasi itu cuma PM.

Nah PM itu pun kalau mau dapat sertifikasi ya harusnya yang bayar internal kantor sih menurut ku. Karena untuk tujuan pekerjaan dan dia emang udah dia pertama kali kerja itu emang udah pertama kali diproyekin bukan

melamar kerja di tempat baru makanya dia perlu bayar sendiri gitu.

Farhan

Ya gitu aja sih. Oke oke. Jadi ya ini nggak sih jadinya kayak terlalu banyak yang harus dipikirkan kalau harus memastikan PO PO sama AE ini tuh udah bagus gitu.

Tapi kita lanjut ke next solution juga sih guys. Coba dulu ya. Jadi untuk objektif COO aktif bertanya kepada mentor atau praktisi yang berpengalaman terkait pengerjaan proyek branding ini solusinya itu aku ada dua yaitu melakukan konsultasi rutin mengenai proyek dengan mentor yang berpengalaman di bidang proyek manajemen.

Nah yang kedua itu mengikuti komunitas tentang proyek manajemen atau operasional untuk mendapat banyak insight dari praktisi yang ada di sana. Menurut kalian apakah ini terlalu kayak membuang waktu atau gimana kah? Atau kurang possible atau Tadi kan udah ada pelatihan ya?

Claresta

Ini sih. Ini kan yang di kotak berwarna itu kan objektif kan. Sedangkan kalau aku lihat dari yang kalimatnya ini tuh kayak nggak objektif gitu loh.

Kalau misalnya yang di kanannya nih terdapat benchmark misalnya itu oke. Understandable lah. Tapi kalau yang sebelah kiri itu yang aktif bertanya tuh instead of objektif menurut aku itu lebih action ya.

Action atau apalah turunannya gitu. Terus juga kalau misalnya udah ada sertifikasi Kalau dari aku sih bisa digabung sih yang antara aktif bertanya sama sudah mengambil sertifikasi itu kan objektifnya sama kan menambah insight, pengalaman, pengetahuan juga kan. Coba aja consider aja sih.

Tapi coba dengar yang lain juga.

Farhan

Oke. Noted. Ya sebenarnya juga iya sih kalau udah certified harusnya ya nggak harus konsultasi rutin juga gitu kan.

Claresta

Ya soalnya di sertifikasi itu kan pasti ada mentor, pasti ada expert, pasti ada orang-orang yang punya pengalaman serupa atau konsep serupa gitu kan.

Farhan

Oke. Oke. Mungkin langsung next dulu aja ke yang terdapat objektifnya itu terdapat benchmark untuk proses pengerjaan project. Nah solusi dari aku itu adalah melakukan benchmarking dengan branding agency yang sudah berpengalaman lalu mengembangkan SOP berdasarkan hasil benchmark tersebut. Jadi kan kita tuh kayak buta gitu kan. Gimana sih sebenarnya ngerjain project branding gitu prosesnya apa aja apa aja yang kita perluin dokumen-dokumennya gitu kan.

Nah gimana kalau solusinya itu gimana kalau kita belajar gitu kayak kita kemarin ke branding agency kayak pot dan lain-lain lah. Jadi kayak kita ngerjain tapi lebih berfokus ke pengerjaan projectnya, operasionalnya. Nah dari sana kita bisa dapat insight terus kita bisa ngembangin SOP sendiri gitu.

Dari apa yang udah kita dapat dari mereka gitu. Kan kita nyarinya benchmark gitu sih kalau menurut aku. Kalau dari kalian gimana kah?

Claresta

Oke masuk. Instead of kayak gini gimana kalau COO-nya itu dapetin pengalaman dari dia punya pengalaman magang dulu di tempat itu lebih make sense. Karena hitungannya kita kan udah mau lulus.

Kita gak bisa ngebenchmarking as kita udah udah lulus dari kampus. Kita kan gak bisa lagi ngegali informasi gitu loh dari company lain. Dan agak susah sih mereka mau buka infonya.

Farhan

Yang bakal jadi PO itu berarti melakukan magang gitu ya.

Claresta

Ya menurutku ya. Kalau dari aku justru kalau magang itu pasti lama lah sih. Kan dia butuh beberapa waktu nih minimal.

Misal magang 1 bulan, 2 bulan. Bisa dapet insight itu. Terus iya kalau dapet di agensi.

Kalau gak dapet di agensi kan berarti project management-nya mungkin bakal ada perbedaannya sama project management di agensi atau di studio gitu. Cuman kalau untuk yang ngebenchmark bisnis lain tuh tadi memang benar kalau misalnya kita kalau sekarang mungkin bakal lebih susah daripada pas statusnya jadi mahasiswa gitu. Kalau mau benchmark.

Tapi sebenarnya pasti ada aja sih yang mau berbagi gitu. Kayak waktu itu aku 2 kali interview-ku. Sebenarnya yang satu tuh ngobrol-ngobrol.

Yang satu interview ke orang yang memang kerja di sana itu. Satunya memang di desain. Satunya yang ngobrol-ngobrol doang itu dia memang punya bisnis yang mirip tapi dia lebih pada marketing kalau gak salah.

Terus dia mau sharing. Selama memang kita tuh gak mengancam bagi dia. Kan target-nya nih dia bilang kalau oh sebenarnya mirip kita tuh.

Cuman market-nya gak berhubungan. Jadi dia merasa gak masalah misalnya sharing ke kita. Walaupun daripada harus berkompetisi dia lebih milih berkolaborasi gitu.

Soalnya nanti ada project yang bisa diserahkan ke project-nya gitu ya udah why not. Dia tetep dapet bagian. Misalnya gini dia tugasnya kayak gini dia nih misalnya dapet project dari company A dapet ditawarkan sebesar 10 juta nih misalnya terus project itu sebenarnya bisa ngasih harga 2 juta untuk project yang kayak gitu.

Yaudah daripada dia pake resource-nya dia yang misalnya harganya 5 juta. Mending dia kasih aja project-nya dia bisa kasih harga 10 juta atau 3 juta. Mending dia dapet sisa berapa juta untuk sampai 10 juta gitu kan itu lebih mungkin bisa dibilang apa ya competition mungkin tapi ya kalau misal mau

benchmark itu menurut aku masih bisa asal cepat aja sih milihnya jadi kalau mau pake bergantung mau seberapa detail dari info-nya sih.

Kalau emang cuman kulit-kulitnya bisa ke company kayak kata Sia. Tapi kalau mau bener-bener tau whole prosesnya itu harus magang karena jujur aku dapet alur-alur dari first step sampe end step itu aku tau dari magang sih kulit-kulitnya eh nggak detail-detailnya mas

Farhan

tapi ya bener juga sih kalau magang butuh waktu juga kan mungkin itu adalah plus minus dari masing-masing masing-masing solusinya ya guys jadi menurut kalian mungkin kita kan udah mencari nih dari masing-masing solusi itu plus minusnya apa terus kayak possible atau nggak terus ternyata tadi ada yang nggak usah di duain satuin aja gitu kan solusinya jadi menurut kalian itu solusi yang bakal kita prioritaskan sekarang gitu yang perlu nih kita lakukan sekarang buat objektif utamanya itu ya bikin manajemen yang efektif dalam operasional pengerjaan proyek branding kita gitu

Fathiya

ini tuh dari yang udah di list di bawah ijo-ijo ini Jal

Farhan

ya jadi dari pilihan solusi-solusi ini yang mana sih yang yang possible dan urgent dan important buat sekarang pokoknya nggak harus memilih satu tapi boleh milih, kayak kita harus bikin satu divisi HR tadi yang ngurus talent terus kita juga harus bikin harus harus ngelakuin benchmark nih sekaligus

Fathiya

aku dari Ijal dulu sih yang kasih point of view oke kalau dari aku ya menurut aku yang paling penting sekarang itu karena kita bakal ada proyek lagi nih misalnya nah yang paling penting tuh sekarang adalah kita tuh punya

benchmark dulu sih sebenarnya benchmarknya udah ada dari pengerjaan proyek kita yang dua ini sebenarnya kita bisa jadiin benchmark juga kurangnya dimana sih gitu kan nah tapi menurut aku kita harus masih perlu benchmark ke yang lain lagi gitu setidaknya benchmark itu akan menambah informasi buat pengerjaan proyek kita gitu loh selain yang udah kita kerjain kemarin nah misalnya kemarin tuh kan dari problem 3 dan objektif 3 ini kan kelihatan tuh beberapa hal yang masih kurang di proyekin gitu kayak gak adanya kayak masih belum ada SOP brief terus flow proses secara keseluruhannya belum jelas juga terus yang SOP buat yang ngurus talent juga belum ada gitu nah menurut aku kita perlu benchmark buat nambahin informasi dan kita bikin SOP dulu nah setidaknya kalau proyek officer nanti yang bakal nanganin proyek selanjutnya itu entah siapa entahpun aku atau siapa yang jelas udah ada ketentuannya gitu loh jadi kalau di proyek kalau di proyekin proyeknya begini karena ya kita gak bisa samain semua kondisi perusahaan juga kan semua agensi juga jadi kita tuh bikin SOP berdasarkan pengalaman kita dan benchmarking yang udah kita lakukan gitu nah nanti mungkin abis itu baru di baru udah ada nih SOP acuannya gimana tinggal si proyek officernya gimana yang kita bagusin gitu kalau menurut aku gitu sih kalau menurut kalian gimana atau menurut kalian juga talent nih yang paling penting nanti kita coba diskusikan

Fathiya

aku dulu ya tadi bener yang dibilang yang terakhir talent penting kenapa? karena beberapa kali aku interview itu dibilang yang penting itu kualitas kualitas kualitas dan itu kualitas itu cuman bisa dibuat sama si talent kan meskipun untuk prosesnya mungkin bisa dari internal yang lain dan untuk bisa sebelum itu dan aku tuh kemarin ngontak beberapa talent karena aku ada perlu dan mereka ternyata gak available dari yang sheets yang kita punya yang daftar itu terus aku mikir wah

ini gak bisa kayak gini nih kalau misalnya yang sekarang database yang kita punya aja ternyata gak available dan aku gak tau aku gak tau kalau kalau misalnya selain mereka tuh siapa yang bisa available kan pasti makan waktu lagi nih prosesnya kita makan itu bisa istilahnya bisa bikin gak lancar lagi lah gitu ya kalau aku sih bukan karena aku bukan untuk client bukan untuk client juga jadi yaudah nih si talent itu berarti kan pengadaannya ya yang pertama berarti mungkin lebih masuk ke bagian yang atas kiri yang pengelolaan talent misalnya itu disisi disisinya atau ada oke kan sebenarnya kita tuh udah bukan gak ada sih tapi kita udah sempet ngerecord nih kita tau yang harus di benerin gimana tapi seandainya desktop nih langsung ada orderan berarti kan yang perlu kita cari langsung tanggal ini kan kita gak akan sempet untuk ngelakuin hal lain cari info kemana-mana gitu kan dan itu kalau kalian coba scroll di database bisa aja banyak yang gak available karena kita update database itu udah lama kan maksudnya kita gak update lagi apakah mereka sekarang available atau gak dari urgency ya kalau penting sih tapi kalau dari urgency aku mikirnya urgent itu kalau misalnya besok tiba-tiba ada client gitu dan si kedua si aenya jadi si aenya ini misalnya kita tadi ya masih kasih yang sama besok ada orderan dapet nih ada sebetulnya talent tapi si aenya bisa gak langsung handle dengan cepat di keadaan kita yang sekarang kayak gini misalnya sekarang kondisi belum langsung ngerecord aenya nih ataupun langsung ngerecord nah itu bisa gak dia langsung saset-saset sama koordinasi sama talent

Fathiya
handle clientnya kalau dari urgency doang aku itu

Farhan
oke kalau dari aku setuju sama chia jadi menurut aku juga ketersediaan talent itu sebenarnya juga bakal ngaruh ke keseluruhan proses pekerjaan projectnya juga sih kalau

misalnya talentnya udah gak ada gitu kan jadi semuanya juga mundur kan menurut aku ya

Claresta

setuju tapi balik lagi tergantung kita bawa konsep yang mana sih kalau misalnya kita mau bawa konsep in house ya artinya ada kontrak yang mengikat jadi udah pasti si talent itu selalu available dan selalu hasilnya bagus tapi kalau mau bawa yang freelancer keuntungannya sih peluang availablenya juga lebih tinggi tergantung mau pake model yang mana

Farhan

kalau dari segi pentingnya buat sekarang itu ya tapi kalau secara ini keberlanjutannya gitu menurut kalian apalagi yang penting kalau menurut aku mewajibkan PO untuk ngambil kelas atau sertifikasi project management itu sebenarnya apa ya gak sepenting itu karena menurut aku ya dia bisa belajar selain dari kelas atau dari sertifikasi

Iva

sorry

Farhan

sekarang udah jelas belum?

Claresta

dia aku aman

Claresta

oke menurut aku mewajibkan PO mengambil kelas atau sertifikasi terus pokoknya yang berhubungan dengan pengetahuan si PO terkait project management ini juga ini sih sebenarnya bisa kita solve dengan solusi dari magang tadi atau ngelakuin benchmarking jadi harusnya kalau udah ada benchmarking dia harusnya udah berpengetahuan juga tentang project management dan gak harus ngambil kelas, karena menurut aku ngambil kelas juga kita terlalu banyak yang dikorbankan dari sisi biaya si Project Kin

biaya buat ngambil kelasnya jadi nambah kelas lagi

Fathiya

aku setuju sih, benar-benar aku juga milih benchmark aja instead of sertifikasi, karena sertifikasi juga pasti makan waktu dan kalau gak langsung diterapin juga ya udah gitu kalau misalnya bisa magang magang di tempat yang memang cocok gitu, oke, tapi itu kan juga pasti butuh waktu kalau misalnya kita bisa langsung benchmark benchmark itu kan kita ngeliat yang work itu kayak gimana maksudnya kalau di magang juga pasti kita bisa lihat nih, yang work yang mana, cuman pasti kan butuh waktu aja gitu kan kalau benchmark kan paling kita sehari dua hari gitu, menggali info dari mereka, ngeliat flow-nya lah, at least gitu

Fathiya

iya iya bener

Claresta

iya setuju sih, kalau yang sertifikasi terasa selama kita udah tau model dan flow yang oke cukup sih, gak perlu sampe ketikus

Farhan

hmm oke oke oke aku setuju setuju jadi nanti dari dari si benchmarking nanti bakal di nanti bakal si kalau benchmarking itu nanti aku ngeliatnya kayak nanti tuh bisa nanti flow proyek pengerjaan proyek diperikin bisa jadi jelas dan si project officer nanti dan project officer dan AE malah menurut aku bakal lebih kebayang gitu kerjanya tuh harusnya ngapain aja gitu nah menurut aku itu harus selaras dan sekaligus dilakukan dengan pengelolaan talent gitu ya, kalau menurut aku sih jadi kayak intinya dua itu yang harus kita selesaikan sekarang gitu, kalau menurut kalian gimana?

Claresta

kalo aku setuju sih, kalau gitu

Farhan

berarti ya yang penting dua itu dulu buat yang hmm buat buat sekarang gitu ya, mungkin sebenarnya itu menurut aku solusi yang tadi itu udah mencakup semuanya juga sih mungkin kita nunggu si Eta balik dulu kali ya biar bisa menjelaskan

Fahrieva

cukup cukup dari aku itu cukup

Farhan

Oke

Fathiya

Aku juga udah cukup

Farhan

berarti aku izin menyimpulkan kalau kita tuh dari Eta dan dari teman-teman dari Eta, dari Eva, dari Chia tuh udah kita hasil diskusinya itu akan hmm yang pertama tuh audiensinya itu melakukan benchmarking dulu buat tau SOPnya itu harus gimana dan dari benchmarking itu kita juga bakal tau si AE dan si officer tuh harus bekerjanya gimana. Nah habis itu kita harus mengelola talent dengan lebih baik lagi solusinya nah karena sebenarnya ini bisa dilakukan secara paralel dan secara beriringan gitu sebaiknya dua solusi ini dilakukan sekaligus gitu biar tidak menunggu waktu lama lagi. nah mungkin dari FGD kita pada siang ini segitu dulu aja terima kasih karena teman-teman sudah berpartisipasi dalam FGD ini dan terima kasih atas waktunya. ya semoga lancar-lancar dan aman-aman skripsinya. oke thank you

Code for Transcript Focus Group Discussion 3 (Solution Analysis using KJ Method)

Solution for the Objectives

Objective 1: Increase talent management system

- Importance of Talent Management
- Establishment of a dedicated talent management division
- Implementation of Designer Management Program
- Operational Standards for Designer Recruitment

Objective 2: Experienced Account Executive

- Hiring experienced Account Executives (AEs)
- Training and certification for current AEs
- Simplification of project processes
- Have responsiveness and communication in Project Management

Objective 3: Certification and Training for Project Leaders

- Mandatory certification for Project Managers (PMs)
- Training for project administrator
- Cost considerations and budget constraints

Objective 4: Active Learning and Benchmarking

- Regular consultations with experienced mentors
- Participation in Project Management communities
- Benchmarking against other branding agencies
- Internships or practical experience in similar agencies

Potential Issues with Proposed Solutions

Cost Management

- Budget constraints affecting training and hiring
- Cost-effective alternatives for talent and project management
- Can not hire the talent manager, so he must join our team as a co-founder
- Balancing quality and cost for UMKM (Small and Medium Enterprises) market
- Resistance to new processes or standards
- Ensuring the practicality and feasibility of solutions
- Long-term sustainability of proposed changes