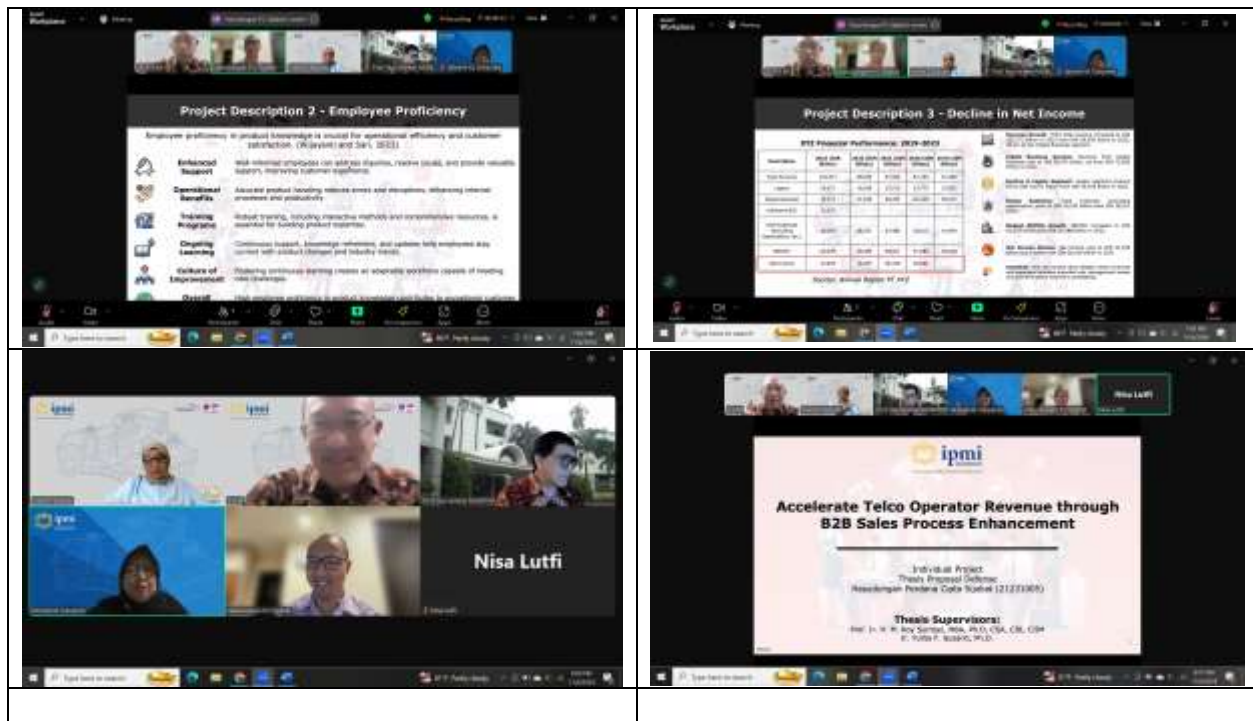




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Event	:	FINAL Thesis Defense
Date	:	Wednesday, November 6, 2024 at 7 PM
Student	:	Hasudungan Sijabat (22232004)
Title	:	Optimizing Operational Efficiency, Employee Proficiency, and Net Income Decline at PT XYZ: A Comprehensive Analysis
Thesis Advisor(s)	:	Prof. Roy Sembel & Ir. Yulita Susanti, PhD
Examiners	:	Prof. Wiwiek Daryanto & Dr. Samuel PD Anantadjaya

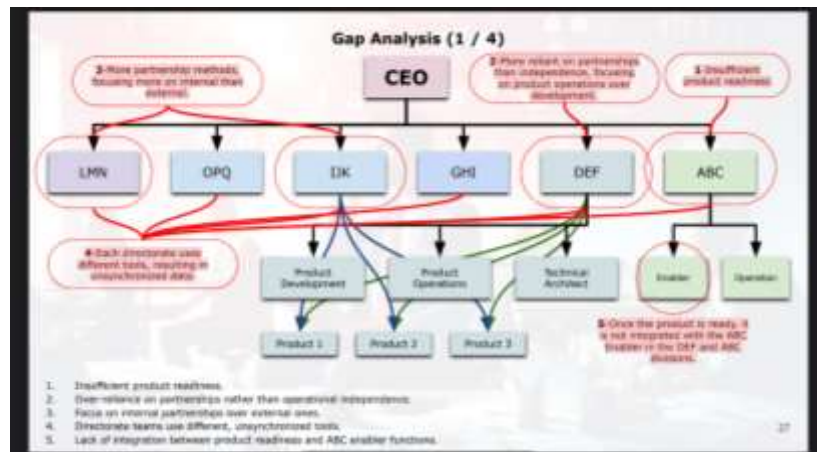
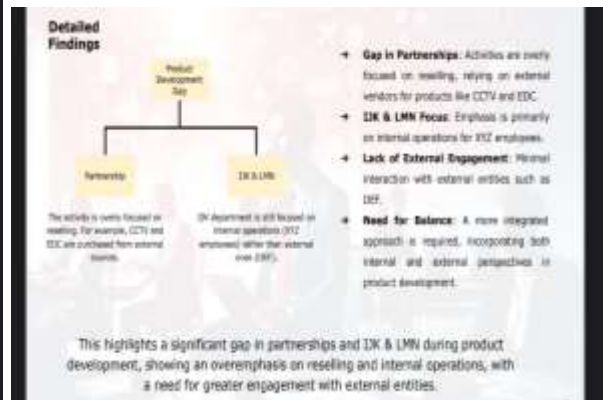
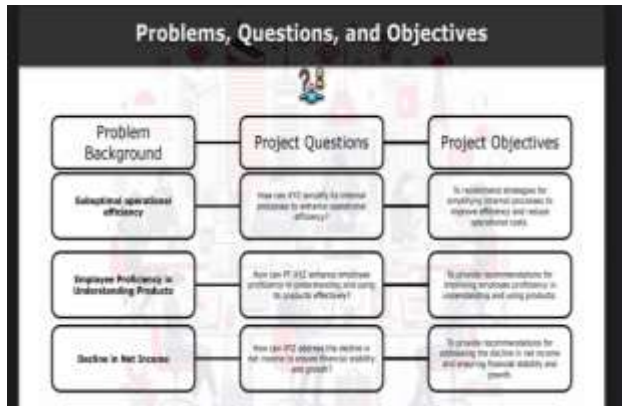


Comments;

1. The questions were set like these that suboptimal operation efficiency, employee proficiency, and decline in net income, **how would you connect the partnership and IJK & LMN, as seen on the slide “problems, questions and objectives” until you have developed the gap analysis # 1 to 4?**



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- In what way are you **selecting or choosing number 1 to 5** in gap analysis # 1?
 - # 1: Insufficient product readiness?
 - # 2: More reliant on partnership than independent, focusing on product operation vs development?
 - # 3: More partnership methods focusing more on internal than external
 - # 4: Each directorate uses different tool resulting unsynchronized data
 - # 5: Once the product is ready, it is not integrated with ABC enabler in the DEF & ABC division
- This is about gap # 2;
 - What do they do in controlling the operation in daily business due to they are do not match?**
 - I was just wondering what is the **“external trends and demands due to inward focus”**?



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Gap Analysis (2 / 4)			
Specific Problem	Current State	Desired Future State	Gaps Identified
Product Readiness	Suboptimal readiness in the ABC Division affects market launches.	ABC is fully equipped to market and sell new products effectively.	Lack of preparation and alignment between ABC and product development teams.
DEF Over-Reliance on Partnerships	Over-reliance on partnership methodologies instead of independent development principles.	DEF effectively develops products independently without excessive reliance on partners.	Insufficient focus on building internal capabilities for innovation.
DEF Focus on Operations Over Development	DEF tends to focus more on product operations rather than on product development.	Balanced focus on both product development and operations.	Imbalance in priorities within the DEF Division leading to missed innovation opportunities.
DX & LMS Internal Focus	Heavy reliance on partnerships, focusing more on internal processes than external market needs.	Proactive DX & LMS strategy aligned with market demands.	Limited responsiveness to external trends and demands due to inward focus.

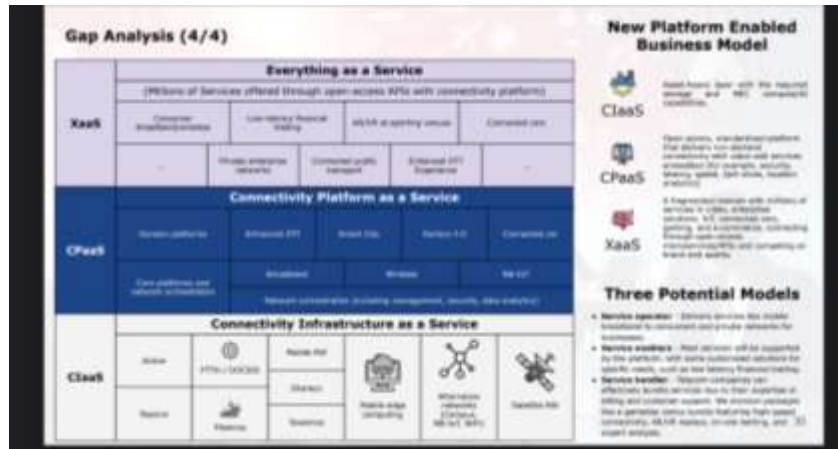
4. This is about gap # 3, you are saying “disjointed process complicate product launches and reduce market effectiveness”, but **what do you mean by the “disjoint”**, and you are actually creating **“data silos toward inefficiency in decision-making and collaboration”**

Specific Problem	Current State	Desired Future State	Gaps Identified
Divergence of Tools	Different tools used across Divisions create unsynchronized data and processes.	All Divisions utilize a common platform for consistent data management.	Data silos leading to inefficiencies in decision-making and collaboration.
Lack of Synchronization Between DEF and ABC	After product readiness, there is inadequate integration with ABC operations.	Seamless integration of product readiness with ABC for effective marketing.	Disjointed processes complicate product launches and reduce market effectiveness.
Product and Project Handover Inefficiency	Product and project handover processes are inefficient, leading to miscommunication and lost opportunities.	Smooth and efficient handover that ensures all relevant teams are informed.	Gap in communication between product readiness and ABC affect launch effectiveness, causing delays in execution.

5. You stated in gap # 4 about the 3 models; **service operator, service enablers and service bundler**.
- What are the difference and similarities of them all?**
 - Do you think that the gaps we are trying the achieve are 3 different kinds of merchandise that service operator cannot do service enabler of service bundler?**



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6. This Root Caused Analysis stated that insufficient collaboration, ineffective methodologies, data silos, integration challenges and training deficiencies, **what are those elements?**

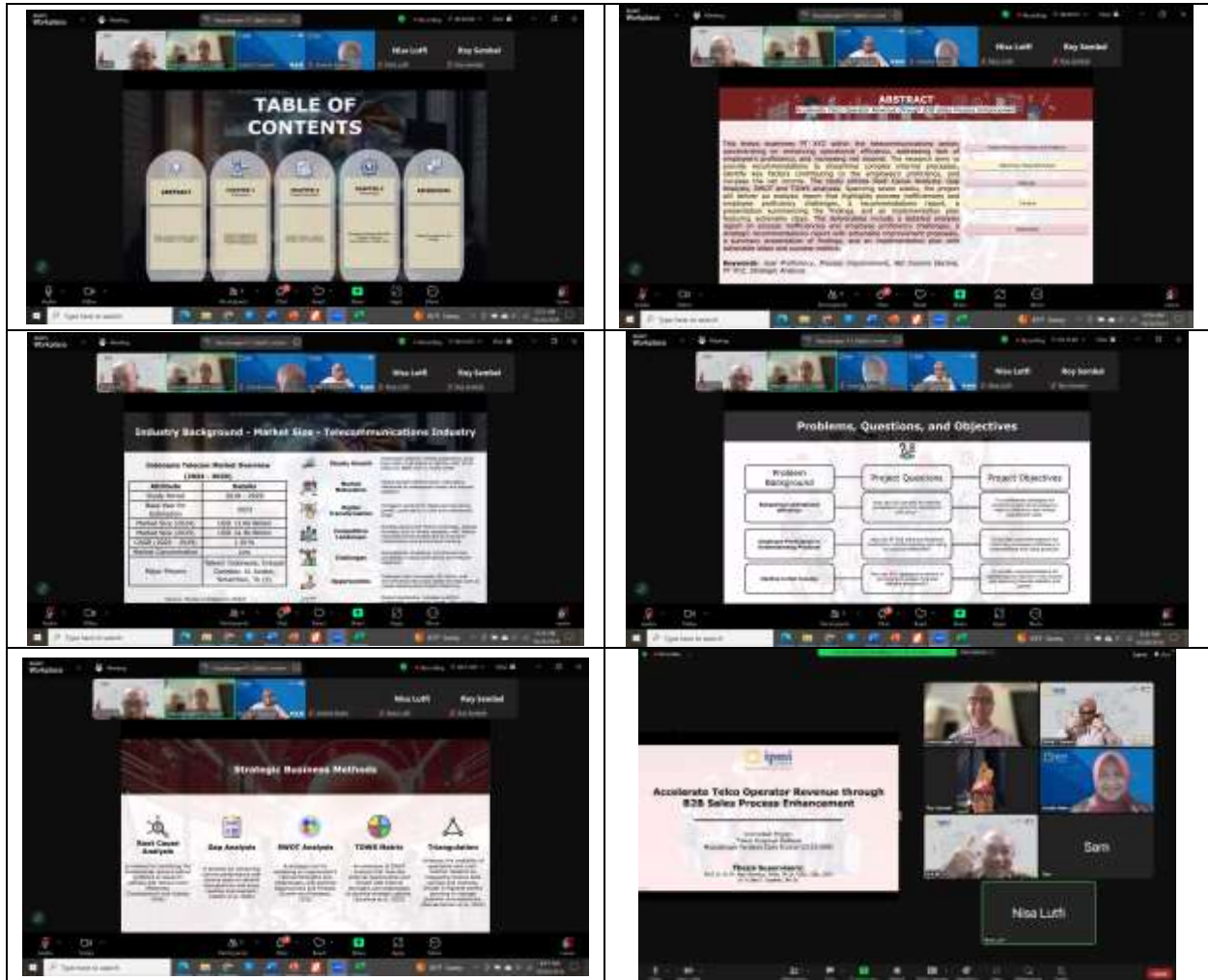
Step	Details
<p>Identify Root Causes</p>	<ul style="list-style-type: none"> Insufficient Collaboration: Poor communication between ABC and DEF. Ineffective Methodologies: Overdependence on partnerships stifles innovation. Data Silos: Disparate tools hinder insights. Integration Challenges: Missed opportunities post-product readiness. Training Deficiencies: Inadequate employee training impacts proficiency.
<p>Recommend and Implement Solutions</p>	<ul style="list-style-type: none"> Single Tool: Unified tool to enhance alignment. Encouragement: Promote product ownership culture. Team Integration: <ol style="list-style-type: none"> Connect product operations with ABC. Integrate ABC Enablers in DEF. Establish common targets for departments. Extend integration to KBL. Establish a model that supports the roadmap/OPER → transitioning to SaaS and PaaS (Software and Platform as a Service) Split-off: Develop XYZ Enterprise for broader market reach. Recruitment: Targeted People Development Program for new hires. Training Programs: Comprehensive training for employee proficiency.

=====PROPOSAL THESIS=====

Event	:	Proposal Thesis Defense
Date	:	Saturday, October 26, 2024 at 8:30 AM
Student	:	Hasudungan Sijabat (22232004)
Title	:	Optimizing Operational Efficiency, Employee Proficiency, and Net Income Decline at PT XYZ: A Comprehensive Analysis
Thesis Advisor(s)	:	Prof. Roy Sembel & Ir. Yulita Susanti, PhD
Examiners	:	Dr. Amelia Naim Indrajaya & Dr. Samuel PD Anantadjaya



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Comments:

1. In your abstract, you indicated that the deliverables including **process inefficiency, employee proficiency challenges & strategic recommendation** report with actionable improvement proposal, **how would encounter those answers in about 7 weeks?**
2. Based on your **problems, questions and objectives** (on the slides 8)
 - a. What is it that you are looking for “**suboptimal operation efficiency**”? Is there a guideline for the industry? Is it taking for a long time to do this, for example, a maximum of within a couple of day?
 - b. The “**employee proficiency is understanding products**” meaning that the product is efficient to use and/or improving the employee proficiency in making use of the product?
 - c. It said that “**decline in net income**” meaning that it is maintain the stability and growth? The decline in net income really based on the financial records, that is



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deal with these much later based on the financial statements, but keep recommending and ensuring financial stability and growth, that is ironic. How to do those things equally?

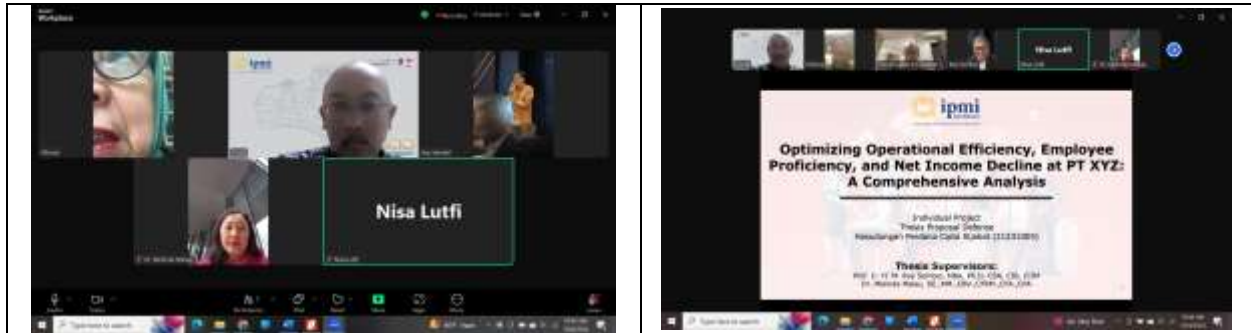
=====repeat for proposal thesis due to wrong advisor=====

Event	:	Proposal Thesis Defense
Date	:	Friday, October 4, 2024 at 10 AM
Student	:	Hasudungan Sijabat (22232004)
Title	:	Optimizing Operational Efficiency, Employee Proficiency, and Net Income Decline at PT XYZ: A Comprehensive Analysis
Thesis Advisor(s)	:	Prof. Roy Sembel & Dr. Melinda Malau
Examiners	:	Prof. Wiwiek M Daryanto & Dr. Samuel PD Anantadjaya





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Comments;

3. In your abstract, you indicated that the deliverables including **process inefficiency, employee proficiency challenges & strategic recommendation** report with actionable improvement proposal, **how would encounter those answers in about 7 weeks?**
4. Based on your **problems, questions and objectives** (on the slides 8)
 - a. What is it that you are looking for “**suboptimal operation efficiency**”? Is there a guideline for the industry? Is it taking for a long time to do this, for example, a maximum of within a couple of day?
 - b. The “**employee proficiency is understanding products**” meaning that the product is efficient to use and/or improving the employee proficiency in making use of the product?
 - c. It said that “**decline in net income**” meaning that it is maintain the stability and growth? The decline in net income really based on the financial records, that is deal with these much later based on the financial statements, but keep recommending and ensuring financial stability and growth, that is ironic. How to do those things equally?
5. Your project 1 is about **Suboptimal Operation Efficiency**, these are full with steps from challenges, management, account planning, account selling, service delivery and service operation. **Which one is it to conclude the answers to portray question 1 about suboptimal operation efficiency?**

Project Description 1 - Suboptimal Operational Efficiency	
Business processes become complex due to workflows, technology, and human resources, especially as organizations grow. (Trivedi et al, 2023)	
Challenges	Complexity can lead to issues in communication, coordination, and efficiency.
Management	Effective management requires robust frameworks, ongoing monitoring, and adaptability.
Account Planning	Involves multiple teams and can lead to miscommunication and delays.
Account Selling	Adds complexity with legal and compliance checks, which may slow the process.
Service Delivery	Requires precise coordination between sales and delivery teams, making delays.
Service Operation	Manual invoicing and payment processes introduce errors and inefficiencies.



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6. Your project 2 is about **Employee Proficiency** and these are full steps to do enhance support, operational benefits, training programs, ongoing learning, culture of improvement and overall success. **Which one is it to conclude the answers to portray question 2 about employee proficiency?**

Project Description 2 - Employee Proficiency

Employee proficiency in product knowledge is crucial for operational efficiency and customer satisfaction. (Wijayanti and Sari, 2023)

- Enhanced Support:** Well-informed employees can address inquiries, resolve issues, and provide valuable support, improving customer experience.
- Operational Benefits:** Accurate product handling reduces errors and disruptions, enhancing internal processes and productivity.
- Training Programs:** Robust training, including interactive methods and comprehensive resources, is essential for building product expertise.
- Ongoing Learning:** Continuous support, knowledge refreshers, and updates help employees stay current with product changes and industry trends.
- Culture of Improvement:** Fostering continuous learning creates an adaptable workforce capable of meeting new challenges.
- Overall Success:** High employee proficiency in product knowledge contributes to exceptional customer service and business success.

7. Your project 3 is about the **decline in net income** and you have also showing so much information.
- It is now the history to reveal the **declining in net income over 2021 to 2022** first prior to the 2023.
 - Then, I wonder if you would and could do this “**cost management issues and about long-term profitability**”?
 - Is it due to the **purchase of new machine** that is why the financial statement indicating **depreciations**?

Project Description 3 - Decline in Net Income

XYZ Financial Performance: 2019-2023

Description	2019 (IDR Billions)	2020 (IDR Billions)	2021 (IDR Billions)	2022 (IDR Billions)	2023 (IDR Billions)
Total Revenue	100,375	89,939	87,008	91,032	91,889
Logistics	(18,471)	(16,188)	(16,219)	(16,076)	(16,888)
Digital Business	16,473	13,892	(8,251)	42,336	34,237
Infrastructure & IT	13,227	-	-	-	-
Total Expenses (including Depreciation, etc.)	64,250	66,111	67,485	66,310	61,811
EBITDA	33,096	23,449	16,522	24,656	24,238
Net Income	31,878	18,317	18,144	20,802	20,802

Source: Annual Report PT XYZ

Revenue Growth: 2023 total revenue increased to IDR 91,889 billion in 2023 from IDR 89,939 billion in 2022, driven by the Digital Business segment.

Digital Business Success: Revenue from Digital Business rose to IDR 34,237 billion, up from IDR 16,473 billion in 2022.

Decline in Logistics Segment: Logistics segment revenue fell to IDR 16,076 billion from IDR 18,471 billion in 2022.

Strong Expenses: Total expenses (including depreciation) grew to IDR 61,811 billion from IDR 64,250 billion.

EBITDA Growth: EBITDA increased to IDR 24,238 billion from IDR 33,096 billion in 2023.

Net Income Decline: Net income rose to IDR 20,802 billion but is lower than IDR 31,878 billion in 2021.

Caution: The net income drop despite rising revenue and expenses indicates operational cost management issues and concerns about long-term profitability.

8. Your plan about interview and FGD involving 3 General Manager and 3 Manager.
- What about the FGD?** How much is the respondents for FGD?
9. Why are you using the **Root Cause Analysis** and **Gap Analysis** in performing your analysis in this proposal?
- Is there anything you look for in this **root caused analysis**?



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b. Is there anything you look for in **gap analysis**?