ACCELERATE TELCO OPERATOR REVENUE THROUGH B2B SALES PROCESS ENHANCEMENT

THESIS

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NON-PLAGIARISM DECLARATION FORM

This thesis is a presentation of my original research work. Whatever contributions others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgement of collaborative research and discussions.

Also, this work is being submitted in partial fulfillment of the requirement for the Master of Business Administration degree and has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Jakarta, October 29 2024

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ABSTRACT

This thesis examines PT XYZ within the telecommunications sector, concentrating on enhancing operational efficiency, addressing lack of employee's proficiency, and increasing net income. The research aims to provide recommendations to streamline complex internal processes, identify key factors contributing to the employee's proficiency, and increase the net income. The study utilizes PESTLE, Root Cause Analysis, Gap Analysis, Triangulation Analysis, SWOT and TOWS analysis. Spanning seven weeks, the project will deliver an analysis report that highlights process inefficiencies and employee proficiency challenges, a recommendations report, a presentation summarizing the findings, and an implementation plan featuring actionable steps. The deliverables include a detailed analysis report on process inefficiencies and employee proficiency challenges, a strategic recommendations report with actionable improvement proposals, a summary presentation of findings, and an implementation plan with actionable steps and success metrics. Results show that to address operational inefficiency, focus on change management, principal products, and reduce reliance on partnerships. For employee proficiency and net income decline, prioritize new hiring, development programs, and accelerate the B2B sales process while maintaining a product-focused approach. Recommendations for organizations include integrating Legal and Finance collaboration for efficiency and prioritizing targeted hiring in the B2B sector. The industry should embrace digital transformation and sustainability, while businesses focus on product collaboration and revenue diversification. Customers are encouraged to provide feedback and support brands aligned with their values. Limitations include data availability and stakeholder engagement challenges. Future project suggestions involve exploring employee performance studies, emerging technologies, and market analyses to enhance B2B strategic planning.

Keywords: *User Proficiency, Process Improvement, Net Income Decline, PT XYZ, Strategic Analysis*

CHAPTER I

INTRODUCTION

1.1 Industry Background

The telecommunications industry is a critical sector that encompasses the transmission of information over various types of networks. This industry includes a wide range of services such as voice communication, data transmission, and internet services, all of which play a crucial role in the modern economy. Telecommunications services are delivered through diverse technologies, including wired and wireless networks, satellite communications, and fiber optics. The industry facilitates global connectivity, allowing individuals and businesses to communicate and share information seamlessly across vast distances. (Wickramasinghe and Razak, 2024; Arisar et al, 2024)

Historically, the telecommunications industry has undergone significant transformations, driven by technological advancements and evolving consumer demands. Early telecommunication systems were based on analog technologies, but the industry has progressively shifted towards digital systems, which offer enhanced speed, reliability, and efficiency. The introduction of mobile technologies, such as 3G, 4G, and the latest 5G networks, has further revolutionized the industry by enabling high-speed internet access and supporting a myriad of applications ranging from mobile communication to advanced IoT (Internet of Things) services.

The industry is characterized by intense competition and rapid innovation. Major players include multinational corporations and regional service providers, all vying to offer superior services and cutting-edge technologies. This competitive landscape drives continuous improvements in service quality and customer experience. Companies in the telecommunications sector must constantly adapt to technological advancements and regulatory changes to maintain their market position. As a result, the industry is highly dynamic, with

frequent upgrades to infrastructure and services to meet the growing demands of consumers and businesses.

Moreover, the telecommunications industry plays a vital role in economic development and social progress. By providing essential communication services, the industry supports various sectors including education, healthcare, and business, thereby contributing to overall societal advancement. The ability to connect people and businesses globally fosters economic opportunities, promotes innovation, and enhances quality of life. As technology continues to evolve, the telecommunications industry will remain a fundamental pillar in shaping the future of global connectivity and digital transformation.

Table 1.1 Indonesia Telecom Market Overview (2024-2029)

Attribute	Details
Study Period	2019 - 2029
Base Year for Estimation	2023
Market Size (2024)	USD 13.66 Billion
Market Size (2029)	USD 14.36 Billion
CAGR (2024 - 2029)	1.01%
Market Concentration	Low
Major Players	Telkom Indonesia, Indosat Ooredoo, XL Axiata, Smartfren, Tri (3)

Source: Mordor Intelligence (2024) reprocessed in Excel

The Indonesia telecom market shown in Table 1.1 is projected to experience steady growth between 2024 and 2029, expanding from USD 13.66 billion in 2024 to USD 14.36 billion by 2029. With a compound annual growth rate (CAGR) of 1.01%, the growth may appear modest compared to previous periods of rapid expansion, but it reflects the sector's maturation. This shift in pace highlights the evolving dynamics of Indonesia's telecom industry, which has largely benefitted from widespread adoption of mobile technologies and internet connectivity. As the market stabilizes, its trajectory underscores the long-term

sustainability of the industry, especially as it adapts to new technological advancements and changing consumer needs. (Mordor Intelligence, 2024)

A key driver of growth within the telecom sector is Indonesia's ongoing digital transformation. Over the past few years, the country has made significant strides toward embracing digital technologies across various sectors, from government to private enterprises. This digital shift has accelerated the demand for reliable and fast internet services, with businesses and individuals increasingly reliant on digital platforms for communication, e-commerce, and entertainment. Telecom operators are at the forefront of this transformation, expanding infrastructure to meet growing demand, especially in rural and underserved areas where potential remains untapped.

The competitive landscape of the Indonesian telecom market is marked by low market concentration, meaning that no single entity holds a dominant position. Instead, several key players, including Telkom Indonesia, Indosat Ooredoo, XL Axiata, Smartfren, and Tri (3), are actively competing for market share. Telkom Indonesia, the largest and state-owned enterprise, remains a central player due to its extensive infrastructure and government backing. Meanwhile, Indosat Ooredoo and XL Axiata have both been enhancing their services, particularly in the mobile broadband space, to remain competitive. Smaller companies like Smartfren and Tri (3) have carved out a niche by targeting cost-sensitive customers, offering affordable data packages that appeal primarily to urban youth. This competitive environment encourages innovation and drives service providers to continually improve their offerings in terms of pricing, network quality, and customer experience.

Despite the market's promising outlook, challenges persist, particularly in relation to Indonesia's complex geographical landscape. With over 17,000 islands, ensuring consistent network coverage across both urban centers and remote areas presents logistical and financial difficulties for telecom companies. Expanding infrastructure in less accessible regions requires significant investment, often with delayed returns. Nevertheless, this challenge also presents an opportunity for growth. Many of these regions remain underserved, and as government initiatives

support further digital inclusion, telecom operators stand to gain by extending their networks and capturing new customer segments in rural areas.

Another challenge facing the telecom industry is profitability in the face of intense competition. With multiple players vying for a limited number of subscribers, price wars are common, particularly in the lower-income segment where consumers are highly price-sensitive. However, many telecom companies are diversifying their revenue streams by introducing value-added services. This shift toward services like mobile banking, content streaming, and enterprise solutions allows operators to move beyond traditional voice and data plans, targeting new customer needs and generating additional income. As digital services continue to evolve, these areas offer promising avenues for future growth.

One of the most significant opportunities on the horizon is the rollout of 5G technology. Although Indonesia's transition to 5G has been slower compared to some advanced economies, the groundwork is being laid for its expansion. As the infrastructure is built out and adoption increases, 5G is expected to significantly enhance mobile internet speeds and enable the introduction of new, data-intensive services. These advancements will not only improve consumer experiences but also open the door to new applications in sectors like the Internet of Things (IoT), smart cities, and telemedicine. The adoption of 5G has the potential to revolutionize both the consumer market and the broader economy, driving innovation across industries.

Looking toward the future, the 1.01% CAGR signals a phase of market stabilization, suggesting a shift from rapid growth to more sustainable, incremental development. While this may appear modest, it is indicative of a maturing market that is adjusting to new realities, such as the increasing saturation of mobile services and the heightened importance of data-driven solutions. In this evolving landscape, major telecom players are expected to continue investing in infrastructure, particularly in the areas of 5G and fiber-optic networks, to remain competitive and meet the demands of a digitally savvy population. Additionally, the strategic focus on rural development and digital inclusivity could play a pivotal role in ensuring the industry's long-term success.

1.2 Company Background

PT XYZ, commonly known as XYZ, is a subsidiary of HO specializing in telecommunications for individual consumers, focusing exclusively on mobile telecommunications up to 2023. As of the end of 2021, the company operated 397 GraPARI outlets across Indonesia.

XYZ is the largest mobile telecommunications operator in Indonesia, managing 236,000 base transceiver stations (BTS) and serving over 170 million customers. As of 2020, XYZ held nearly 60% of the mobile telecommunications market share in Indonesia, making it the sixth-largest mobile operator in the world. The company collaborates with 575 roaming partners, allowing its services to be used in 200 countries globally.

The company operates using GSM, 4G LTE, and 5G technologies on the 900/1800 MHz frequencies and previously operated a 3G network until May 2023.

XYZ's history began in 1993 when HO started exploring GSM wireless technology. On January 1, 1994, XYZ completed the construction of GSM infrastructure in Batam, Riau, which was officially launched on September 2, 1994, by Minister of Research and Technology B.J. Habibie. The BTS serving this infrastructure, BTM001, is considered XYZ's first BTS in Indonesia.

In 1995, the company was officially established as a joint venture between HO and Indosat, with HO holding 51.03% and Indosat 48.97% of the shares. The company's name was proposed by Garuda Sugardo, a senior executive at HO. Although the idea originated with HO, Indosat was involved due to the international telecommunications potential of GSM and to sweeten HO's planned IPO. The share distribution between HO and Indosat was finalized after extensive negotiations. On its founding date, May 26, 1995, the company launched its first product, the postpaid kartuHalo service.

In 1996, to expand its network, the company sought strategic partners and new shareholders. The interested partners included KPN, Telstra, and Cable & Wireless, with KPN (through its subsidiary, PTT Telecom Netherlands) ultimately selected, investing a total of $352 million for a 17.28% stake. Simultaneously, Setdco Megacell Asia, owned by Setiawan Djody, acquired a 5% stake. As a

result, HO's and Indosat's holdings were diluted to 42.72% and 35%, respectively. In the same year, the company expanded its services to Medan, Surabaya, Bandung, and Denpasar, and by December 29, 1996, had extended its services to all provinces in Indonesia. By the end of 1996, the company had 180,000 customers, holding a 31% market share in Indonesia and operating 400 BTS to cover 200 cities.

In 1997, the company became the first in Asia to launch prepaid mobile services under the name simPATI Nusantara. By 1998, it had captured over 50% of the mobile telecommunications market in Indonesia. In 2001, XYZ introduced dual-band GSM services operating on 900 and 1800 MHz frequencies, following the transfer of 1800 MHz network rights from HO to improve efficiency. This license was granted to HO on August 16, 2000, and was initially set to launch under the brand TelkoMOBILE but was later canceled. That year, Indosat sold its entire stake in the company to HO, increasing HO's ownership to 77.72%. KPN and Setdco also sold their shares to Singtel.

In 2002, the company launched WAP, web, and SMS data services for mobile internet browsing. Singtel also acquired a 12.7% stake from HO, bringing Singtel's total share to 35%. In 2003, XYZ was the first in Indonesia to offer international roaming for prepaid mobile users. The company introduced the Kartu As prepaid service in 2004 and joined the Bridge Alliance, introducing EDGE technology, which surpassed GPRS in speed. In 2006, XYZ launched 3G services.

In 2007, Setdco Megacell Asia expressed interest in acquiring a 35% stake but ultimately failed. That same year, XYZ introduced HSDPA and XYZ Flash services and launched TCASH for mobile financial transactions. In 2008, XYZ became the first in the world to offer mobile services on ships, aboard Pelni vessels. In 2009, the company launched HSUPA with speeds up to 21 Mbps and introduced mobile advertising services in 2010. In 2011, XYZ launched TapIzy, Indonesia's first contactless mobile payment system, and in 2013, it rolled out 450 mobile BTS units.

In 2014, XYZ was the first in Indonesia to launch 4G LTE services and introduced the LOOP prepaid service aimed at younger users. The company

acquired Flexi and transitioned its customers to Kartu As. By 2017, XYZ offered 4G LTE in 490 cities across Indonesia. In 2018, XYZ launched the MAXstream video portal and the Shellfire game. TCASH was also made available to users of other mobile operators. In 2019, XYZ, along with other Indonesian state-owned enterprises, transformed TCASH into LinkAja and launched Indonesia's first digital mobile service, by.U.

In 2020, XYZ introduced XYZ Orbit, a wireless Wi-Fi service, and sold 6,050 BTS units to Mitratel. The company also decided to invest in Gojek. In 2021, XYZ launched 5G services in nine Indonesian cities and unified its prepaid brands from simPATI, Kartu As, and LOOP into XYZ PraBayar, while renaming kartuHalo to XYZ Halo. The company also introduced the Kuncie learning platform and the Fita health app and established PT XYZ Ekosistem Digital, trading as INDICO, to advance its digital connectivity, platform, and services business.

In mid-2023, XYZ acquired IndiHome, HO's fiber optic Wi-Fi service, to enhance business efficiency and support the fixed mobile convergence strategy. The integration process began with the signing of a Conditional Separation Agreement on April 6, 2023, followed by the Separation Deed on June 27, 2023, and became effective on July 1, 2023. On July 21, 2023, XYZ launched its first product post-IndiHome integration, XYZ One, targeting 600,000 to 1 million new customers. The merger also altered XYZ's shareholding structure, with Singtel's stake falling to 30.1% and HO's rising to 69.9% (from 70.4%).

Vision

To be the best digital telecommunications service provider in the region by empowering Indonesian society to be highly competitive, making today better, and creating a brilliant future.

Mission

Providing innovative and superior connectivity, services, and solutions for everyone, every household, and businesses to unlock all opportunities

Organizational Structure
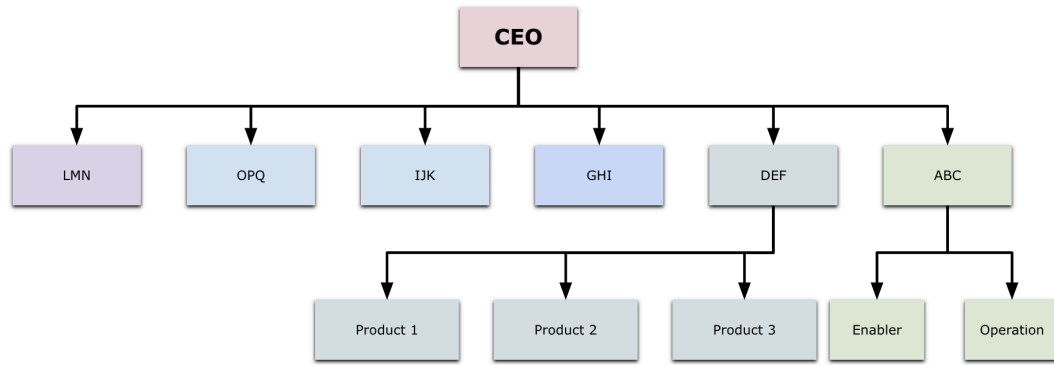
Figure 1.1 Organizational Structure of PT XYZ

Source: PT XYZ Website reprocessed in PPT

The organizational structure of PT XYZ shown in Figure 1.1 is designed to facilitate effective collaboration and streamline operations across various divisions. Each division has specific responsibilities that contribute to the overall mission of the organization.

The Network division is tasked with expanding and optimizing the company's infrastructure, ensuring that it meets both current and future demands. This division works closely with other departments to align operational capabilities with strategic goals.

The OPQ division plays a critical role in maintaining the financial health of the organization. It manages budgets, oversees legal compliance, and ensures that all financial operations align with regulatory standards.

The IJK division supports the entire organization by providing technological solutions and maintaining the systems necessary for efficient operations. This division is essential for integrating new technologies and enhancing overall productivity.

Marketing focuses on understanding customer needs and communicating the value of PT XYZ's offerings. This division develops strategies that promote brand recognition and customer engagement, playing a key role in driving sales.

DEF is crucial for innovation, as it encompasses product development and customer engagement initiatives. This division ensures that the products offered meet market demands and fosters strong relationships with customers through technical architect support.

Finally, the ABC division, including the ABC Enabler and Operations teams, is dedicated to executing ABC strategies and enhancing customer interactions. This structure allows PT XYZ to operate cohesively, ensuring that all divisions work toward common objectives and respond effectively to market dynamics.

1.3 Problem Background

The company faced two key issues:

1. Complex Processes

XYZ faces challenges due to its complex internal processes. These intricacies can lead to inefficiencies, delays, and increased operational costs. The complexity of these processes impacts overall productivity and service delivery, making it crucial to identify and implement strategies for simplification and streamlining.

2. Employee Proficiency in Understanding and Using Products

Employee proficiency in understanding and using products is crucial for ensuring effective customer support and efficient product management. This involves equipping employees with the necessary knowledge and skills to handle products competently, which in turn enhances service quality and operational efficiency.

3. Decline in Net Income

XYZ is experiencing a decline in net income, which poses a threat to financial stability and growth. This decline could be due to various factors such as decreased revenues, rising costs, or inefficiencies.

Therefore, the projected questions are:

1. How can XYZ simplify its internal processes to enhance operational efficiency?
2. How can PT XYZ enhance employee proficiency in understanding and using its products effectively?
3. How can XYZ address the decline in net income to ensure financial stability and growth?

1.4 Expected Output

1. To recommend strategies for simplifying internal processes to improve efficiency and reduce operational costs.

Firstly, the goal is to propose strategies for simplifying XYZ's internal processes. By identifying inefficiencies and areas of complexity, these strategies aim to enhance operational efficiency and reduce operational costs. Streamlining processes is essential for improving overall productivity and service delivery.

2. To provide recommendations for improving employee proficiency in understanding and using products.

Recommendations will focus on creating structured training programs and resources tailored to employees' needs, incorporating interactive learning tools and regular product updates. Enhancing onboarding processes and establishing a knowledge-sharing culture will also support employees in gaining deeper insights and practical skills, ultimately boosting their proficiency in using PT XYZ's products.

3. To provide recommendations for addressing the decline in net income and ensuring financial stability and growth.

The objective is to identify and propose strategies to reverse the decline in net income. This includes analyzing revenue streams, optimizing cost management, and revising pricing strategies. By improving financial management practices and addressing the root causes of declining profitability, these recommendations aim to stabilize and drive growth for XYZ.

CHAPTER II

EVIDENCE REVIEW

2.1 Related Theory: Business Process Management

Business Process Management (BPM) is a systematic approach to making an organization's workflow more effective, efficient, and adaptable to changes. BPM involves the continuous analysis, design, implementation, monitoring, and optimization of business processes. The core objective of BPM is to enhance overall operational performance by refining existing processes, thereby improving productivity and achieving strategic goals. (Sujanawati et al, 2022; Klein et al, 2023; Rosemann et al, 2024)

At its essence, BPM focuses on managing and optimizing the day-to-day operations of a business. This involves mapping out current processes, identifying inefficiencies, and making iterative improvements to ensure that workflows are as streamlined as possible. BPM provides a structured framework for understanding and controlling business operations, which helps organizations to better align their processes with their strategic objectives. By implementing BPM, organizations can gain a clearer view of their operational performance, identify bottlenecks, and pinpoint areas for improvement.

One of the key components of BPM is process modeling. This involves creating visual representations of business processes, which helps in understanding how tasks and activities flow within the organization. Process models allow businesses to analyze their operations from a holistic perspective, identify redundancies, and streamline workflows. For example, a company might use process modeling to redesign its customer service process, aiming to reduce response times and enhance customer satisfaction.

Another important aspect of BPM is process automation. By leveraging technology to automate routine and repetitive tasks, organizations can significantly reduce manual effort, minimize errors, and increase efficiency. Automation tools can handle tasks such as data entry, approvals, and notifications, freeing up employees to focus on more strategic activities. Implementing

automation within BPM can lead to faster processing times and more consistent results.

BPM also emphasizes the importance of continuous improvement. Rather than viewing process optimization as a one-time activity, BPM promotes an ongoing cycle of evaluation and refinement. This approach ensures that processes remain effective and relevant as business conditions and market demands evolve. Through regular monitoring and analysis, organizations can adapt their processes to address new challenges and seize emerging opportunities.

Moreover, BPM fosters greater transparency and accountability within an organization. By clearly defining and documenting processes, businesses can ensure that everyone understands their roles and responsibilities. This clarity helps in tracking performance, measuring outcomes, and ensuring that processes are executed as intended. Enhanced transparency also supports compliance with regulatory requirements and industry standards.
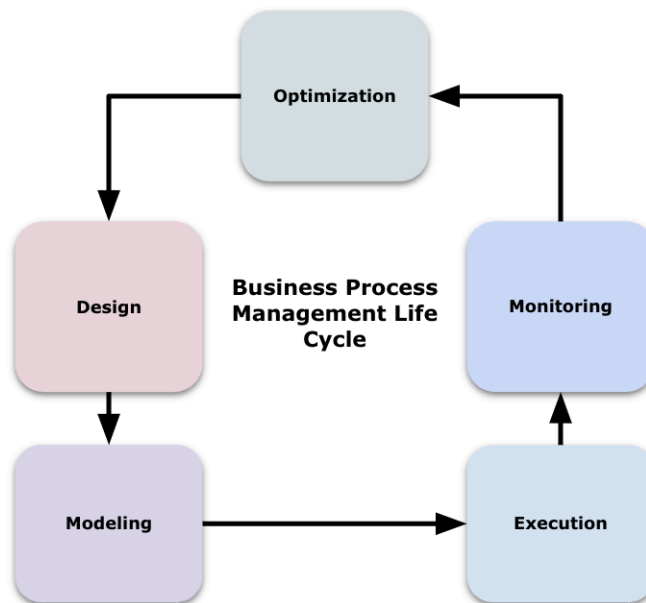
Figure 2.1 Business Process Management Life Cycle

Source: Happy Fox Blog (2021) reprocessed in PPT

The Business Process Management (BPM) Life Cycle as depicted in Figure 2.1, is a structured approach designed to enhance organizational efficiency through continuous improvement. This life cycle encompasses five interconnected

phases: Design, Modeling, Execution, Monitoring, and Optimization. Each phase is integral to developing, testing, and refining business processes to achieve strategic objectives.

The initial phase, Design, is pivotal in establishing a comprehensive framework for the process to be managed. During this stage, stakeholders and process owners collaborate to define the process's objectives, resources, and desired outcomes. The emphasis is on crafting a detailed blueprint that outlines the flow of tasks, decision points, and the overall process structure. This foundational phase ensures alignment with organizational goals and sets the stage for effective process development.

Following the Design phase, the process transitions to Modeling. This phase involves simulating the business process under various scenarios to predict its behavior in practical situations. Utilizing modeling tools, stakeholders can visualize the process, identify potential bottlenecks, inefficiencies, and areas needing improvement. Adjustments are made based on these simulations, which helps in refining the process before it is implemented.

Execution represents the phase where theoretical designs are put into practice. This stage involves implementing the process within the organization, either manually or through automated systems, depending on its nature. Execution tests the practical viability of the process, providing real-time insights into how well the process performs and how effectively it meets its objectives.

Monitoring is a critical phase that involves tracking the process's performance during execution. Key performance indicators (KPIs) and other relevant metrics are employed to assess whether the process is achieving its expected outcomes. Continuous monitoring enables the swift identification and resolution of any deviations or inefficiencies, thereby maintaining the process's overall effectiveness.

The final phase, Optimization, focuses on continuous improvement based on the data gathered during monitoring. In this stage, process owners analyze performance results to make informed adjustments aimed at enhancing efficiency, reducing costs, and improving outcomes. Optimization may involve revisiting the initial design or integrating new technologies or methodologies to further

streamline the process. This iterative approach ensures that processes remain effective and aligned with organizational goals over time.

2.2 Complexity of Internal Processes

The complexity of internal business processes often stems from the intricate interplay of various organizational elements such as workflows, technology, and human resources. As businesses scale and evolve, processes become more layered and interdependent, involving multiple departments and stakeholders. This complexity can lead to challenges in communication, coordination, and efficiency, as disparate systems and practices may hinder seamless operations. Managing this complexity requires robust process management frameworks, continuous monitoring, and adaptability to ensure that workflows remain efficient and aligned with organizational goals. By addressing these complexities, businesses can enhance their operational effectiveness and agility in a competitive environment. (Trivedi et al, 2023)
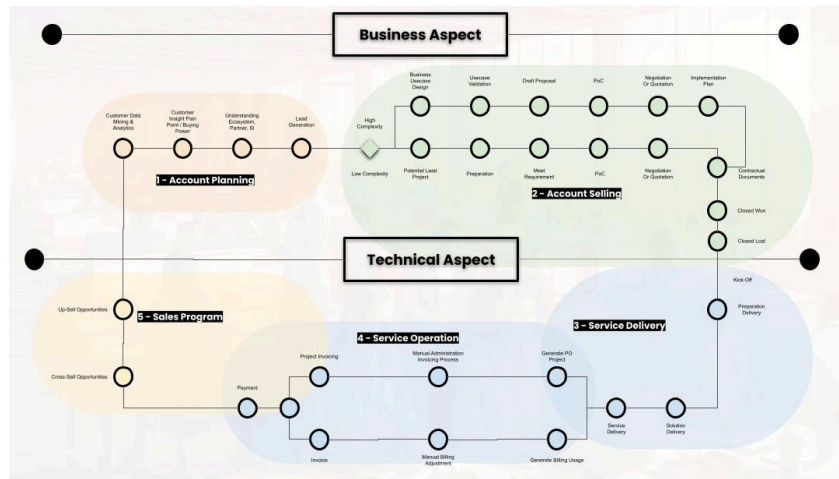
Figure 2.2 Complexity Internal Process of PT XYZ

Source: Internal Information of PT XYZ reprocessed in PPT

The internal process depicted in Figure 2.2 illustrates a comprehensive workflow that spans various stages, from account planning to service delivery and post-delivery operations. The process begins with Account Planning, which involves tasks such as customer data mining, analytics, understanding ecosystems, and lead generation. Teams like CSPBD and ESP are responsible for analyzing customer insights, identifying pain points, and developing a plan tailored to each client. While this stage is essential for building a solid foundation, it already introduces a layer of complexity due to the involvement of multiple teams, which may result in miscommunication or delays in understanding customer needs.

As the process moves into Account Selling, the complexity increases further with the inclusion of legal, product, and compliance considerations. During this phase, the business model is finalized, legal and regulatory requirements are checked, and a proposal is drafted. The image suggests that this phase involves several validation steps, including legal reviews and contractual discussions, which could potentially slow down the overall process. The presence of overlapping roles, especially between business teams and legal teams, adds another layer of coordination, making it difficult to maintain a streamlined workflow.

The Service Delivery phase marks the transition from planning to execution, where the focus shifts toward implementing the plan and delivering the

product or service to the customer. However, the introduction of a separate team—EDM Project Manager—further complicates this transition, as the handoff between the sales and delivery teams requires precise coordination. The image highlights key points where the process might encounter delays, such as during preparation for delivery or solution implementation. The presence of after-sales services and ongoing delivery monitoring extends the scope of responsibility, creating a situation where teams are involved in multiple phases simultaneously, which could dilute focus and lead to inefficiencies.

Service Operation encompasses project invoicing, payment, monitoring, and reporting. This section of the process is laden with technical aspects, such as manual invoicing, billing adjustments, and tracking project progress. While these functions are crucial for maintaining accurate records, their manual nature adds unnecessary complexity, increasing the chance of human error and prolonging the invoicing cycle. Teams involved in these tasks must navigate multiple layers of administrative work, which can slow down the overall operational process. The lack of automation here also suggests that these steps are not optimized for speed or accuracy, contributing to inefficiency.

Finally, the Sales Program aims to capitalize on opportunities for up-selling and cross-selling to loyal or productivity-focused accounts. However, this phase introduces further complications by intertwining with the service review and performance tracking. Teams are required to continuously monitor service performance, review campaigns, and generate reports to identify new sales opportunities. This constant feedback loop between sales, service, and performance monitoring creates a cyclical process that can become bogged down in reviews and assessments, making it harder to execute swift decisions for the next round of customer engagement.

2.3 Employee Proficiency in Understanding and Using Product

Employee proficiency in understanding and using products is critical to both operational efficiency and customer satisfaction. When employees possess a thorough understanding of the products they handle, they are better equipped to address customer inquiries, resolve issues, and provide valuable support. This comprehensive product knowledge allows employees to handle complex queries, troubleshoot problems more effectively, and offer insightful recommendations, all of which contribute to a superior customer experience. As a result, customers feel more confident in the support they receive and are more likely to remain loyal to the company. (Wijayanti and Sari, 2023)

Moreover, when employees are proficient in product knowledge, internal operations benefit significantly. Accurate handling of products minimizes errors and misunderstandings, leading to more streamlined processes and reduced operational disruptions. For instance, employees who understand the nuances of a product can execute tasks more efficiently, thereby enhancing productivity and reducing the likelihood of mistakes that could lead to costly delays or customer dissatisfaction. This operational efficiency is crucial for maintaining high standards of service and achieving organizational goals.

To build and maintain this level of proficiency, it is essential to invest in robust training programs. These programs should be comprehensive, covering all aspects of the product, from basic features to advanced functionalities. Interactive training methods, such as hands-on workshops, role-playing scenarios, and real-world simulations, can enhance learning by allowing employees to apply their knowledge in practical situations. Additionally, providing resources such as detailed product manuals, video tutorials, and access to knowledgeable mentors can support employees in mastering the product and staying updated with any new developments or changes.

Ongoing support and continuous learning opportunities are also vital. Regular knowledge refreshers and updates ensure that employees remain current with the latest product enhancements and industry trends. By creating a culture of continuous improvement and learning, companies can foster an environment where employees are not only knowledgeable but also adaptable to new

challenges and changes in the product landscape. This approach not only enhances employee proficiency but also contributes to overall business success by ensuring that the team remains agile, informed, and capable of delivering exceptional customer service.
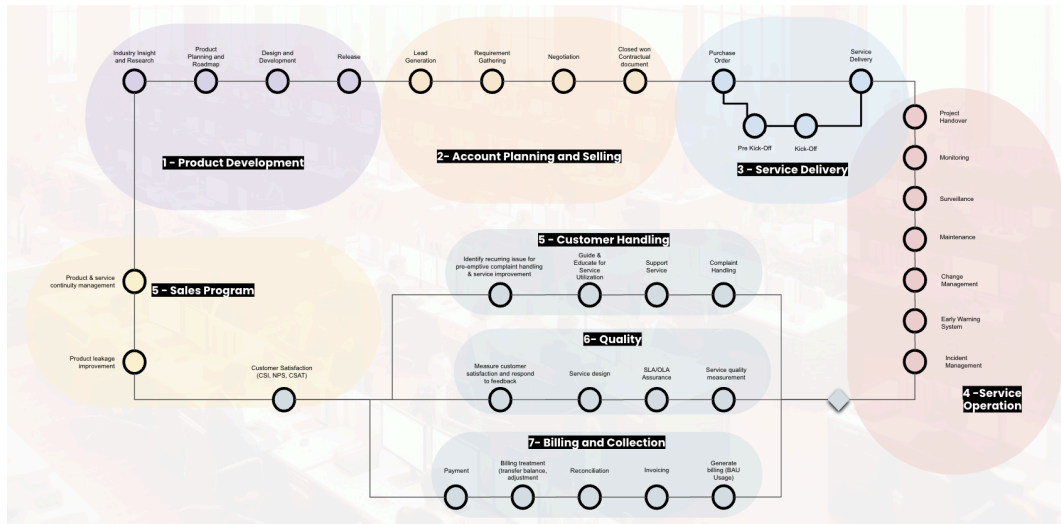
Figure 2.3 XYZ B2B Process

Source: PT XYZ Internal Data reprocessed in PPT

A key challenge that is highlighted in Figure 2.3 revolves around the knowledge gap among XYZ's employee proficiency. Specifically, many of these team members do not have a full understanding of the products they are responsible for selling and managing. This lack of product knowledge creates a domino effect throughout the B2B Process journey. It illustrates a structured B2B sales process for PT XYZ, detailing seven key stages from product development to billing and collection. Each stage is interconnected, reflecting the end-to-end workflow required to deliver products and services efficiently while maintaining customer satisfaction and quality standards.

The first stage, Product Development, forms the foundation of the entire process. It encompasses activities such as industry insight and research, ensuring that PT XYZ remains attuned to market trends and demands. Following this, the company engages in product planning and roadmap creation to align its offerings with strategic goals. This leads to the design and development phase, where

products are brought to life, culminating in the release stage, when the product is officially ready for market entry.

After product development, the focus shifts to Account Planning and Selling. This phase begins with lead generation, identifying potential customers for the product. Once prospects are identified, the next step is requirement gathering, ensuring that the product or service is tailored to meet specific client needs. PT XYZ then engages in negotiation with clients to finalize terms, leading to a closed won contract, where a formal agreement is secured. The outcome of this phase is a purchase order, signifying the client's commitment to buy.

With a purchase order obtained, the process moves into Service Delivery, where the actual execution of the project occurs. This involves a multi-step approach, beginning with pre-kickoff meetings to align expectations, followed by a kickoff to officially start the project. From there, the company provides service delivery, ensuring that the product or service is implemented according to agreed-upon timelines and quality standards.

Service Operation follows, focusing on maintaining and supporting the product or service post-delivery. Key activities in this phase include project handover to the customer, along with monitoring and surveillance to ensure continued performance. PT XYZ also performs maintenance and implements an early warning system to detect potential issues before they escalate. In the event of any disruptions, the company manages incident resolution through structured processes, minimizing downtime and ensuring customer satisfaction.

In parallel with service delivery, the Sales Program ensures continuity and maximizes value from the product or service. PT XYZ focuses on product and service continuity management, ensuring that offerings remain relevant and effective for customers. The company also addresses product leakage improvement, targeting inefficiencies in product performance or distribution. The success of this stage is measured through various customer satisfaction metrics, such as the Customer Satisfaction Index (CSI), Net Promoter Score (NPS), and Customer Satisfaction Score (CSAT).

Quality management is a crucial pillar throughout the process. PT XYZ begins by measuring customer satisfaction and gathering feedback, which informs

the service design to ensure that all offerings meet or exceed expectations. The company emphasizes SLA/OLA assurance, ensuring adherence to service level agreements and operational level agreements. Finally, service quality measurement tracks overall performance, allowing for the prompt resolution of any issues that may arise.

The last stage of the process is Billing and Collection, where financial transactions are finalized. PT XYZ manages payment, ensuring that the correct billing treatment is applied, including transfers, balances, and adjustments as necessary. This is followed by reconciliation, ensuring all records are accurate. Finally, invoicing is completed, and the company oversees general billing for both business-as-usual and usage-based services, effectively closing the sales cycle.

2.4 Net Income Decline

Net income is a crucial indicator of a company's profitability, reflecting its ability to generate earnings from the funds invested in its assets. Profitability measures how effectively a company allocates capital to achieve returns, with higher profitability indicating stronger financial health and operational efficiency. (Halim et al, 2022) Additionally, a strong relationship exists between net income and stock performance, as more profitable companies tend to deliver greater value to investors, often resulting in improved stock returns.

Net income decline is a critical issue faced by businesses across various industries, often signaling deeper challenges within an organization or its market environment. (Kim, 2021) This phenomenon can arise from a multitude of factors, each with its own implications for the affected company. Understanding the causes of net income, its impacts, and strategies for recovery is crucial for businesses striving to navigate through financial turbulence and emerge stronger. (Karki, 2022)

The causes of net income can be broadly categorized into internal and external factors. Internally, poor management decisions, inefficient operations, and outdated technology can severely affect a company's financial performance. For instance, a company that fails to innovate its product offerings may find itself losing market share to competitors who provide more advanced or desirable

options. Additionally, inadequate marketing strategies or operational inefficiencies can lead to decreased customer satisfaction and reduced sales. Externally, market conditions such as economic downturns, increased competition, and changing consumer preferences also play significant roles. Economic recessions can reduce overall consumer spending, while new market entrants or shifting consumer trends can erode a company's market position. Moreover, regulatory changes or geopolitical events can create unforeseen challenges that impact revenue streams.

The impacts of net income extend beyond the immediate financial losses and can have profound effects on various aspects of a business. Financially, sustained net income can lead to reduced profitability, lower cash flow, and difficulty in meeting financial obligations. This, in turn, may necessitate cost-cutting measures, such as layoffs or reduced investment in growth initiatives, further exacerbating the company's challenges. Operationally, decreased revenue often leads to scaling back on production, reducing staff, and delaying investments in technology or infrastructure. The morale of employees can also suffer as a result of job insecurity or reduced resources, impacting productivity and innovation. Additionally, a company's reputation may be affected as a prolonged net income can signal instability to customers, investors, and other stakeholders, potentially leading to diminished brand loyalty and investor confidence.

Table 2.1 XYZ Financial Performance: 2021-2023

Description	2023 (IDR Billion)	2022 (IDR Billion)	2021 (IDR Billion)	2020 (IDR Billion)	2019 (IDR Billion)
Total Revenue	102,371	89,039	87,506	87,103	91,088
Legacy	10,671	16,109	19,275	24,775	32,852
Digital Business	78,473	72,930	68,231	62,328	58,237
IndiHome B2C	13,227	-	-	-	-
Total Expenses (excluding Depreciation, etc.)	50,293	38,551	37,485	36,010	41,870
EBITDA	52,078	50,488	50,021	51,094	49,218
Net Income	21,878	18,367	26,160	25,062	

Source: Annual Report XYZ (2023) reprocessed in Excel

Table 2.1 shows that XYZ's financial performance revealed both impressive revenue growth and some concerning trends in 2023, particularly regarding net income. The company achieved a notable increase in total revenue, which reached IDR 102,371 billion, up from IDR 89,039 billion in 2022. This growth is largely driven by the Digital Business segment, which saw revenues climb to IDR 78,473 billion, a significant rise from IDR 72,930 billion the previous year. This positive trend reflects XYZ's successful pivot towards digital services in response to evolving market demands.

However, despite this revenue growth, there are troubling signs in other aspects of the company's financial health. The Legacy segment, which encompasses traditional telecommunications services, has continued to decline, contributing only IDR 10,671 billion in 2023 compared to IDR 16,109 billion in 2022. This ongoing reduction highlights a shift away from legacy services, which could impact overall revenue stability in the long term.

Additionally, XYZ's total expenses, excluding depreciation and other adjustments, have increased substantially to IDR 50,293 billion from IDR 38,551 billion the previous year. This rise in expenses, combined with relatively modest growth in EBITDA, which stands at IDR 52,078 billion compared to IDR 50,488 billion in 2022, suggests that the company is facing mounting operational costs.

Most notably, the net income for 2023, though higher than the previous year at IDR 21,878 billion, falls short of the IDR 26,160 billion achieved in 2021. This decline in net income is concerning and points to potential underlying issues, such as increased costs or pressures on profitability despite revenue growth. The decrease in net income amidst rising revenues and expenses suggests that XYZ may be struggling to effectively manage its cost structure and sustain profit margins, raising questions about its financial stability and long-term profitability.

CHAPTER III

PLANNING AND IMPLEMENTATION PROJECT

3.1 Strategic Business Method

3.1.1 PESTLE Analysis

PESTLE analysis is a strategic management tool used to identify and evaluate the external factors that can impact an organization's performance and decision-making. The acronym PESTLE stands for Political, Economic, Social, Technological, Legal, and Environmental factors. By systematically examining these dimensions, businesses can gain a comprehensive understanding of the external environment in which they operate, allowing for informed strategic planning and risk management. (Akbalik and Çitilci, 2019)

The political aspect of PESTLE analysis focuses on the influence of government policies, regulations, and political stability on the business landscape. Factors such as taxation policies, trade restrictions, and political stability can significantly affect market conditions and operational strategies. For instance, changes in government leadership or policy can lead to shifts in regulatory frameworks, influencing how businesses operate and compete. Understanding the political landscape enables organizations to anticipate challenges and adapt their strategies accordingly.

Economic factors encompass the various economic conditions that affect an organization's performance, including inflation rates, interest rates, exchange rates, and overall economic growth. For instance, during periods of economic recession, consumer spending tends to decrease, impacting sales and revenue for businesses. Conversely, in a booming economy, companies may experience increased demand for their products and services. By analyzing economic indicators, organizations can identify opportunities for growth and potential threats to their profitability.

The social dimension of PESTLE analysis examines the societal and cultural trends that can influence consumer behavior and preferences.

Demographic factors such as age distribution, lifestyle changes, and education levels play a crucial role in shaping market demand. For example, an aging population may lead to increased demand for healthcare services, while younger consumers may prioritize sustainability and ethical practices. Understanding these social trends helps businesses tailor their offerings and marketing strategies to meet the evolving needs of their target audience.

Technological factors highlight the impact of technological advancements on business operations and market dynamics. The rapid pace of technological innovation can create new opportunities and challenges for organizations. Companies that leverage emerging technologies, such as artificial intelligence and automation, can enhance operational efficiency and improve customer experiences. Conversely, businesses that fail to adapt to technological changes may find themselves at a competitive disadvantage. Thus, staying abreast of technological trends is essential for maintaining relevance in today's fast-evolving market.

Legal factors encompass the regulatory environment in which businesses operate, including laws related to employment, consumer protection, health and safety, and intellectual property. Compliance with these regulations is crucial for avoiding legal penalties and maintaining a positive reputation. Moreover, changes in legislation can create new opportunities or pose risks for businesses, making it essential to monitor legal developments closely.

Finally, environmental factors consider the ecological and environmental aspects that impact business operations and consumer preferences. Increasing awareness of environmental issues has led to a growing emphasis on sustainability and corporate social responsibility. Organizations are increasingly held accountable for their environmental impact, prompting many to adopt greener practices and reduce their carbon footprint. This shift not only aligns with consumer expectations but can also lead to cost savings and enhanced brand loyalty.

3.1.2 Root Cause Analysis

Root cause analysis (RCA) is a methodical approach used to identify the underlying causes of problems or issues within an organization. Unlike addressing only the symptoms of a problem, RCA aims to uncover the fundamental reasons why an issue occurred in order to implement effective solutions and prevent recurrence. This process is critical for improving organizational performance, enhancing quality, and ensuring operational efficiency. (Candrasmurti and Yudoko, 2024)
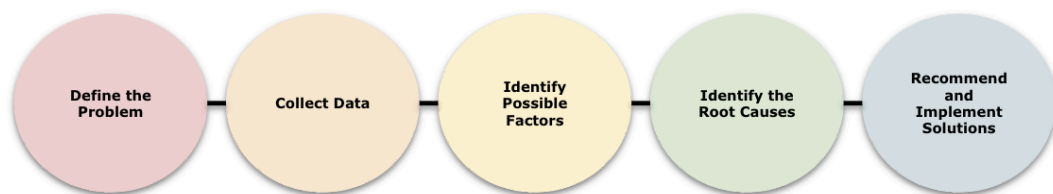
Figure 3.1 Root Cause Analysis Framework

Source: Edupristine (2018) reprocessed in PPT

Figure 3.1 illustrates a Root Cause Analysis (RCA) process diagram, outlining the method used to uncover the underlying causes of problems in various settings. Each phase of the RCA process plays a crucial role in ensuring thorough problem resolution.

The first phase, Defining the Problem, is fundamental for establishing a clear direction for the analysis. This stage involves articulating the problem in precise terms, detailing its symptoms, impacts on operations or stakeholders, and setting its scope. A well-defined problem ensures that all participants have a unified understanding of the issue and directs the analysis towards relevant areas, minimizing confusion and focusing efforts on pertinent aspects of the problem.

Following the problem definition, the next step is to Collect Data. This phase involves gathering both qualitative and quantitative information, such as historical performance records, employee feedback, or system logs. The collected data provides a factual basis for understanding the problem's extent and characteristics. Analyzing this data helps in identifying patterns and trends, which

are essential for making informed decisions about the problem's nature and potential solutions.

In the subsequent phase, Identifying Possible Factors, the analysis shifts to exploring potential causes of the problem. This involves brainstorming and listing all conceivable factors that could contribute to the issue. Tools such as fishbone diagrams and the "5 Whys" method can be employed to examine a wide range of possible factors. At this stage, the goal is not to pinpoint a single root cause but to expand the scope of investigation to include all possible contributing elements.

The fourth phase, Identifying the Root Causes, focuses on determining the actual underlying causes of the problem. This step involves filtering out factors that do not have a significant impact and concentrating on the true sources of the issue. Effective identification of root causes is critical for devising solutions that address the problem's core rather than merely treating its symptoms. Techniques like cause-and-effect analysis are used to trace the issue back to its origin, ensuring that the solutions implemented are targeted and effective.

The final phase, Recommending and Implementing Solutions, involves developing and executing solutions based on the identified root causes. Recommendations should aim at preventing recurrence of the problem and may include process changes, employee training, or the introduction of new tools and technologies. Implementation involves creating a detailed plan that includes monitoring and evaluating the solutions to ensure they address the problem effectively and sustainably.

By adhering to these steps, Root Cause Analysis provides a structured approach to problem-solving, leading to more effective resolutions, improved processes, and enhanced operational efficiency.

3.1.3 Gap Analysis

Gap analysis is a critical tool used in various fields such as business management, project development, and strategic planning to identify and address discrepancies between an organization's current state and its desired future state. This analysis serves as a foundational step for making informed decisions and implementing strategies to bridge the gaps. It involves systematically comparing

actual performance with expected performance and determining the steps necessary to achieve desired outcomes. (Salehi et al, 2024)

The process of gap analysis begins with the identification of the current state, which encompasses the existing conditions, resources, and performance metrics of an organization or project. This step requires a comprehensive understanding of where the organization currently stands in relation to its goals and objectives. For example, in a business context, the current state might involve assessing sales figures, market share, operational efficiency, and employee skills.

Following the assessment of the current state, the next phase involves defining the desired future state. This future state represents the goals and objectives that the organization aims to achieve, which could include enhanced market position, improved operational efficiency, or higher employee proficiency in understanding and using products targets. Establishing clear and measurable objectives for the future state is crucial, as it provides a benchmark against which the current state can be compared.

The core of gap analysis lies in identifying the discrepancies or "gaps" between the current and desired states. These gaps can manifest in various forms, such as performance shortfalls, skill deficiencies, or resource limitations. By pinpointing these gaps, organizations can develop targeted strategies to address the underlying issues. For instance, if a company finds that its current sales figures are significantly below its targets, it might analyze the reasons behind this shortfall, such as inadequate marketing strategies or sales team inefficiencies.

Once the gaps have been identified, the next step is to formulate an action plan to bridge these gaps. This involves devising specific strategies, allocating resources, and setting timelines for achieving the desired future state. Effective gap analysis not only highlights what needs to be done but also prioritizes actions based on their impact and feasibility. For example, addressing a skill deficiency within the workforce might involve training programs, while a performance shortfall might require a revision of sales strategies or operational processes.

3.1.4 SWOT Analysis

SWOT analysis is a strategic planning tool used to identify and understand an organization's Strengths, Weaknesses, Opportunities, and Threats. This analytical framework helps organizations evaluate their internal and external environments to make informed decisions and develop effective strategies. By examining these four critical aspects, businesses and projects can better position themselves to leverage their strengths, address their weaknesses, capitalize on opportunities, and mitigate potential threats. (Kumar and Praveena, 2023)

The first component of SWOT analysis is Strengths. Strengths refer to the internal attributes and resources that an organization possesses which give it an advantage over competitors. These may include a strong brand reputation, a skilled workforce, proprietary technology, or financial stability. Identifying strengths involves recognizing what the organization does well and how these capabilities contribute to its success. For instance, a company with advanced research and development capabilities might consider this a strength if it leads to innovative products that meet market demands effectively.

Conversely, Weaknesses are the internal factors that pose challenges or disadvantages to an organization. These could be areas where the organization lacks resources, has inefficient processes, or faces limitations that hinder its performance. Common weaknesses include outdated technology, limited financial resources, or gaps in employee skills. Acknowledging weaknesses is crucial for organizations as it helps them understand areas that require improvement and may inform strategic decisions to address these issues.

Opportunities refer to external factors that could be leveraged to an organization's advantage. These are aspects of the environment that, if capitalized upon, can lead to growth or competitive advantage. Opportunities might include emerging market trends, technological advancements, or changes in regulations that favor the industry. For example, a business operating in the renewable energy sector might view new government incentives for green technologies as an opportunity to expand its market share.

Threats, on the other hand, are external challenges that could potentially harm the organization. These include competitive pressures, economic downturns,

or shifts in consumer preferences that could negatively impact performance. Identifying threats involves being aware of potential risks and external factors that could undermine the organization's success. For instance, a company might face threats from new entrants in the market offering innovative solutions or from changing regulations that increase operational costs.

3.1.5 TOWS Matrix

The TOWS matrix is a strategic planning tool designed to enhance the utility of SWOT analysis by providing a framework for developing actionable strategies. While SWOT analysis identifies an organization's internal Strengths and Weaknesses, as well as external Opportunities and Threats, the TOWS matrix takes this analysis a step further. It helps organizations systematically explore the interplay between these factors to formulate strategies that address both internal and external dynamics. (Escalona et al, 2022)

The TOWS matrix is divided into four strategic quadrants, each representing a different approach to leveraging the insights gained from SWOT analysis. The first quadrant, Strengths-Opportunities (SO) Strategies, focuses on utilizing an organization's internal strengths to capitalize on external opportunities. This approach aims to align the organization's capabilities with favorable external conditions to drive growth and competitive advantage. For instance, a company with a strong research and development team might use its innovative capabilities to enter emerging markets where there is high demand for new products. By leveraging strengths to seize opportunities, organizations can enhance their market position and achieve significant growth.

The second quadrant, Strengths-Threats (ST) Strategies, involves using internal strengths to mitigate or counteract external threats. This strategy is designed to protect the organization from potential risks by leveraging its existing advantages. For example, a business with a robust supply chain might utilize this strength to manage risks associated with supply disruptions or competitive pressures. By focusing on how strengths can address threats, organizations can develop strategies that enhance their resilience and safeguard their market position.

Conversely, the Weaknesses-Opportunities (WO) Strategies quadrant emphasizes overcoming internal weaknesses by capitalizing on external opportunities. This approach involves addressing organizational deficiencies while taking advantage of favorable external conditions. For instance, a company with outdated technology might invest in modern technological solutions available in the market to improve efficiency and competitiveness. By turning weaknesses into opportunities for improvement, organizations can bolster their capabilities and align themselves with market trends.

The final quadrant, Weaknesses-Threats (WT) Strategies, focuses on minimizing internal weaknesses and protecting the organization from external threats. This strategy involves developing plans to address vulnerabilities and reduce the impact of adverse external factors. For example, a company experiencing high employee turnover might implement retention strategies to stabilize its workforce and mitigate the risks posed by increased competition or economic downturns. By addressing both weaknesses and threats, organizations can enhance their stability and resilience in challenging environments.

3.1.6 Triangulation Analysis

Triangulation is a methodological approach used in qualitative and multi-method research to enhance the credibility and depth of findings by integrating multiple data sources, methods, or theoretical perspectives. This strategy is particularly valuable in the social sciences, where complex human behaviors often require a nuanced understanding that a single method may not provide. Data triangulation involves gathering information from different sources, while methodological triangulation combines various research techniques to explore the same phenomenon. Although triangulation strengthens the validity of research by corroborating findings and revealing a more comprehensive picture, it also presents challenges, such as potential inconsistencies and complexities in interpreting diverse data. Therefore, careful planning and a clear rationale are essential for effectively implementing triangulation, ultimately contributing to a richer understanding of complex social issues. (Ramakhrisnan et al, 2023)

Table 3.1 Triangulation Analysis of PT XYZ

No.	Aspect	Triangulation Analysis
1	Source of Information	Employee Interviews, PT XYZ Annual Report, Sales Process Observations
2	Purpose	Identify internal process issues, Understand employee satisfaction, Analyze revenue trends
3	Conflicts	Differing viewpoints among employees, Potential inaccuracies in interview/FGD data, Interpretation of project financial performance
4	Analysis Tools	Root Cause Analysis, Gap Analysis, SWOT, TOWS Matrix
5	Validation	Cross-check with high level departments, Compare results with in-depth interviews, Validate with relevant stakeholders

Table 3.1 presents a triangulation analysis of PT XYZ, outlining various aspects crucial for understanding the organization's internal processes and overall performance. The primary sources of information utilized in this analysis include employee interviews, the annual report of PT XYZ, and direct observations of the sales process. These diverse sources provide a comprehensive view of the company's operational landscape, enabling a thorough identification of internal process issues and an assessment of employee satisfaction alongside an analysis of revenue trends.

The purpose of this triangulation analysis is multifaceted: it aims to pinpoint internal process shortcomings, gauge employee morale, and evaluate trends in revenue. By leveraging multiple data sources, the analysis seeks to create a holistic understanding of the challenges faced by PT XYZ, ultimately guiding the development of targeted strategies for improvement.

However, the analysis does encounter some conflicts, particularly in the form of differing viewpoints among employees. These discrepancies can lead to potential inaccuracies in interview/FGD data and varying interpretations of the company's financial performance. Such conflicts highlight the need for careful consideration of the data collected to ensure that all perspectives are adequately represented and understood.

To effectively navigate these complexities, the analysis employs several analytical tools, including Root Cause Analysis, Gap Analysis, SWOT, and the TOWS Matrix. These tools facilitate a structured examination of the issues at

hand, allowing for a deeper understanding of the underlying causes of operational inefficiencies and revenue declines.

Validation is a critical component of the triangulation process. This involves cross-checking findings with high-level departments, comparing results from in-depth interviews, and validating insights with relevant stakeholders. Such rigorous validation ensures that the conclusions drawn from the analysis are robust and reliable, providing a solid foundation for the strategic recommendations that will follow.

3.2 Source of Data

Table 3.2 Data Sources for Analysis

Type	Description	Examples
Primary	Interviews and Focus Group Discussions (FGDs)	Relevant stakeholders from PT XYZ
Secondary	Websites and Academic Journals	Industry reports, scholarly articles

Table 3.2 outlines the various sources of data that will be utilized for this analysis, categorizing them into primary and secondary types. The primary data will be collected through interviews and focus group discussions (FGDs) with relevant stakeholders from PT XYZ. Engaging directly with employees, management, and other key personnel will provide invaluable insights into the complexities of the company's internal processes. This qualitative approach allows for a nuanced understanding of the challenges faced by staff, their proficiency in utilizing the company's products, and the overall operational dynamics. By fostering open dialogue, the research aims to uncover underlying issues that may not be readily apparent through quantitative data alone.

In addition to primary data, secondary sources will be instrumental in enriching the analysis. These sources include reputable websites and academic journals, which offer extensive information such as industry reports and scholarly articles. These documents provide context regarding market trends, benchmarks for best practices, and theoretical frameworks that can inform the study's findings. Utilizing secondary data will not only complement the insights gained from

primary research but also help to validate and triangulate findings, ensuring a more robust analysis.

Table 3.3 Division Overview and Job Descriptions of PT XYZ

Division	KPI	General Manager	Manager	Job Description
Technical Pre-Sales Team	Develop & Maintain Sales Activity	SHH Universitas Hasanuddin (Bachelor of Communications) Experience in XYZ: 27 Years	FR USU (Akuntansi) & UNIB (Magister Manajemen) Experience in XYZ: 18 years	Oversee sales strategies, manage client relationships, and drive revenue growth.
Enterprise Project Delivery & Operation	Develop & Maintain Project Delivery and Operation	SSPS STT HO (Industrial Engineering) University of Indonesia (Masters in International Management) Universitas Prasetiya Mulya (Doctor's Degree in Entrepreneurial Studies) Experience in XYZ: 18 years	JS Universitas Gunadarma (IT) & William & Mary – Raymond A. Mason School of Business (MBA) Experience in XYZ: 17 years	Ensure successful project execution, manage resources, and optimize operational efficiency.
Product 1	Develop & Maintain Product Sales and Development	FH College WIT Malaysia (Industrial Economics), Electronic Engineering Polytechnic Institute of Surabaya (Automation Engineering), President University (Master Management Technology) Experience in XYZ: 4 Years	VMS HO University (Information System) Experience in XYZ: 7 years	Manage product lifecycle, conduct market analysis, and develop product strategies.
ESCPO	Maintain & Control B2B Sales Performance	RH University of Trisakti (Industrial Engineering) & Prasetya Mulia (Master of Management) Experience in XYZ: 21 Years		Monitor sales performance, analyze data, and implement strategic initiatives.

Table 3.3 depicts the various divisions within PT XYZ, along with their key performance indicators (KPIs), management structure, and job descriptions.

Technical Pre-Sales Team focuses on developing and maintaining sales activities. The division is led by General Manager SHH, with FR serving as the Manager. The primary job description for this division includes overseeing sales strategies, managing client relationships, and driving revenue growth.

In the Enterprise Project Delivery & Operation division, the KPI is to develop and maintain project delivery and operation. General Manager SSPS and Manager JS ensure successful project execution, manage resources, and optimize operational efficiency.

The Product 1 division aims to develop and maintain product sales and development. Under the leadership of General Manager FH and Manager VMS, this division is responsible for managing the product life cycle, conducting market analysis, and developing product strategies.

Lastly, the Enterprise Strategic Control and Performance Orchestration division focuses on maintaining and controlling B2B sales performance. This division operates under the direction of the B2B Strategic Control & Performance Orchestration Principal, who monitors sales performance, analyzes data, and implements strategic initiatives.

3.2 Project Timeline

Table 3.5 Project Timeline for PT XYZ

Week	Tasks	Details
Week 1	Preparation and Data Collection	- Kick-off meeting and goal setting - Collect initial data on internal processes and financial performance - Develop detailed plan for SWOT and TOWS analysis
Week 2	Analysis	- Utilize Root Cause and Gap Analysis to identify the causes and the current and desired state. - Conduct SWOT analysis to identify strengths, weaknesses, opportunities, and threats - Perform TOWS analysis to formulate strategies based on SWOT results
Week 3	Issue Identification and Recommendations	- Identify key issues related to internal processes and employee proficiency in understanding and using products - Develop and draft strategic recommendations for improving operational efficiency and employee proficiency in understanding and using products growth

Week	Tasks	Details
Week 4	Report and Presentation Preparation	- Draft analysis report highlighting process inefficiencies and employee proficiency in understanding and using products issues - Draft recommendations report with improvement strategies - Prepare presentation summarizing findings
Week 5	Proposed Strategies for Implementation	- Develop an implementation plan strategy with specific action steps - Review and finalize the implementation plan strategy with the team - Test and simulate parts of the implementation plan strategy
Week 6	Finalization and Delivery	- Finalize reports, presentation, and implementation plan - Present final results to stakeholders - Gather feedback and make necessary adjustments
Week 7 - contd	Project Continuity	Develop a plan for monitoring and sustaining improvements

The project timeline shown in Table 3.5 begins with Week 1, focusing on preparation and data collection. This includes a kick-off meeting to set goals and gather initial data on internal processes and financial performance. A detailed plan is also developed for conducting SWOT and TOWS analyses, laying the foundation for the strategic work ahead.

In Week 2, the analysis phase takes place, utilizing Root Cause and Gap Analysis to understand the disparities between the current and desired states. A SWOT analysis is conducted to assess strengths, weaknesses, opportunities, and threats, followed by a TOWS analysis to formulate actionable strategies based on these insights.

By Week 3, the focus shifts to identifying the key issues related to internal processes and the company's employee proficiency in understanding and using products . At this stage, strategic recommendations are drafted to improve both operational efficiency and employee proficiency in understanding and using product growth, preparing the groundwork for the solution phase.

Week 4 is dedicated to report and presentation preparation. A thorough analysis report is drafted, highlighting inefficiencies and employee proficiency in understanding and using product concerns, while a recommendations report proposes solutions. A presentation summarizing the findings and proposed strategies is also developed for stakeholder review.

In Week 5, the implementation plan strategy is crafted, outlining specific action steps to ensure the strategies can be effectively executed. The plan is reviewed and finalized with the project team, with parts of the plan being tested and simulated to validate its feasibility.

Week 6 marks the finalization and delivery phase. The completed reports, presentation, and implementation plan are presented to stakeholders, feedback is gathered, and any necessary adjustments are made.

Beyond Week 7, the project will focus on continuity, including developing a plan for monitoring and sustaining the improvements made to ensure long-term success for PT XYZ.

3.3 Deliverables

The deliverables for the project are designed to provide a thorough evaluation and actionable strategies to address the company's challenges. These deliverables are crucial for ensuring that the findings and recommendations are communicated effectively and can be implemented successfully.

The first deliverable is the Analysis Report, which will provide an in-depth overview of the current process inefficiencies and the factors contributing to employee proficiency in understanding and using products at PT XYZ. This report will analyze the company's internal processes to identify bottlenecks and inefficiencies, using data and insights gathered through various strategic business methods such as SWOT and TOWS analyses. It will also investigate the underlying causes of lack of employee proficiency in understanding and using products, offering a comprehensive view of the issues at hand. The analysis report aims to lay a solid foundation for developing targeted strategies by clearly presenting the problem areas and their impact on operational efficiency and financial performance.

Following the analysis report, the Recommendations Report will offer specific strategies to improve operational efficiency and address employee proficiency in understanding and using products . This report will translate the insights gained from the analysis into actionable recommendations, outlining how PT XYZ can streamline its internal processes to reduce costs and enhance productivity. Additionally, it will provide guidance on measures to reverse the employee proficiency in understanding and using products , such as market expansion, product diversification, or cost management initiatives. The

recommendations will be tailored to address the identified issues and leverage the company's strengths to optimize performance and drive growth.

The third deliverable is the Presentation, which will summarize the key findings and recommendations from the analysis and recommendations reports. This presentation is intended to communicate the project's results to stakeholders in a concise and engaging format. It will include visual aids such as charts, graphs, and infographics to highlight critical data and insights. The presentation will serve as a tool to facilitate discussion and decision-making among PT XYZ's leadership team, ensuring that the proposed strategies are clearly understood and supported.

Lastly, the Proposed Strategies for Implementation will detail the strategies required to execute the recommended strategies effectively. This plan will include specific tasks and timelines to monitor progress and evaluate the impact of the implemented strategic changes. The implementation plan strategy is essential for translating theoretical recommendations into practical actions, providing a roadmap for PT XYZ to follow as it works towards improving operational efficiency and achieving growth of employee proficiency in understanding and using products. Additionally, the plan will outline potential challenges and solutions to ensure a smooth transition and successful implementation of the proposed strategies.

3.4 Project Flow

3.4.1 General Project Flow
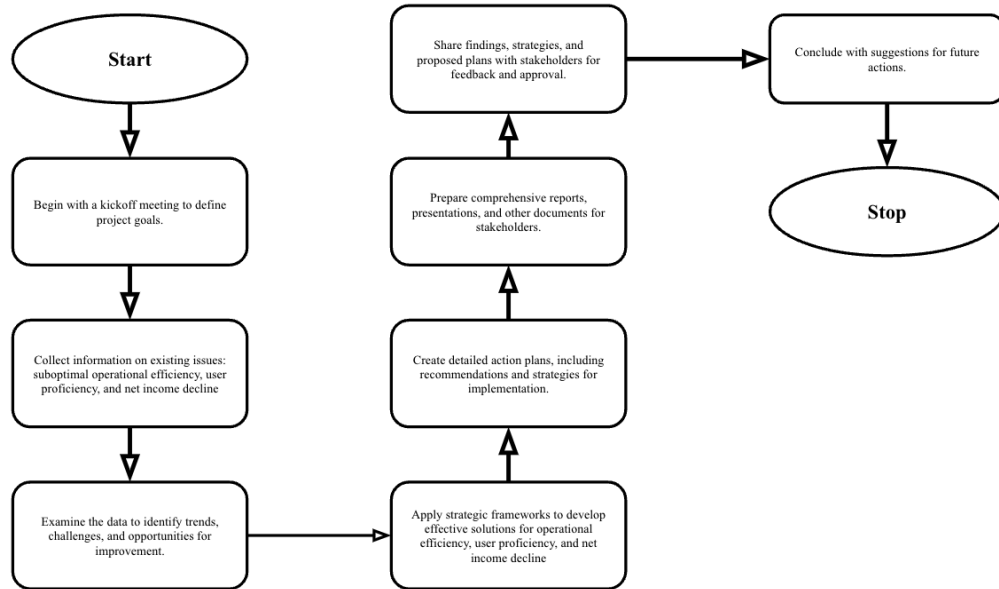
Figure 3.2 General Project Flow of PT XYZ

Figure 3.2 illustrates a structured approach to project management, emphasizing systematic problem-solving and stakeholder engagement. The process starts with a kickoff meeting aimed at defining the project's goals. This initial step sets the tone for the entire process, as it aligns the project and stakeholders with the objectives, scope, and expectations. Clear communication in this phase ensures that everyone involved has a shared understanding of the desired outcomes, which is crucial for maintaining focus and cohesion throughout the project's lifecycle.

After the kickoff, the next step is to collect information on existing issues. This involves gathering relevant data from various sources, which might include operational reports, employee feedback, or performance metrics. The purpose of this phase is to build a comprehensive understanding of the current situation, providing the necessary context for the analysis that follows. Without accurate and sufficient data, subsequent steps would be based on assumptions rather than facts, which could lead to ineffective solutions.

Following data collection, the project moves on to analyzing the data to identify trends, challenges, and opportunities for improvement. This step involves examining the data to uncover key insights, such as recurring issues, operational bottlenecks, or areas where performance could be optimized. Strategic frameworks like Root Cause Analysis and Gap Analysis can be used here to pinpoint the underlying causes of the issues and highlight where improvements are needed most. Identifying these elements is crucial for developing effective, targeted strategies that address the root of the problem rather than just treating the symptoms.

With the issues and opportunities clearly identified, the process continues by applying strategic frameworks such as SWOT and TOWS to develop potential solutions. These frameworks help in organizing thoughts and strategies by considering both internal and external factors. By aligning strengths and weaknesses with opportunities and threats, the project can craft well-rounded action plans that leverage the organization's assets while mitigating risks. The focus at this stage is to formulate detailed strategies that will guide the implementation of changes aimed at improving operational efficiency and employee proficiency.

Once the strategies are defined, the project proceeds to create detailed action plans, which include specific recommendations for how the solutions should be implemented. These action plans serve as a blueprint for executing the strategies, outlining the necessary steps, timelines, and resources required to achieve the project's goals. A well-structured action plan provides clarity and direction, ensuring that each participant knows their role and what is expected at each stage of the implementation process.

Next, the project prepares comprehensive reports, presentations, and other documents to share with stakeholders. These documents serve as a means of communicating the findings, proposed strategies, and implementation plans to decision-makers and other relevant parties. This step ensures transparency and allows stakeholders to provide feedback, which is essential for refining the plans and gaining the necessary approvals to move forward.

The proposed strategies are then shared with stakeholders for feedback and approval. Stakeholder engagement is a key part of the process, as their input can provide additional insights or highlight potential challenges that were not initially considered. Additionally, gaining stakeholder approval is critical to ensuring that the project aligns with the broader goals of the organization and has the necessary support to succeed.

Finally, the process concludes with suggestions for future actions. These suggestions may involve continuous monitoring of the implemented strategies, recommendations for further improvements, or a plan for periodic reviews to ensure that the changes continue to deliver the desired outcomes. This final step reinforces the idea that project management is an ongoing process, with opportunities for iterative improvements even after the initial objectives have been met.

3.4.2 Project Flow for Problem 1
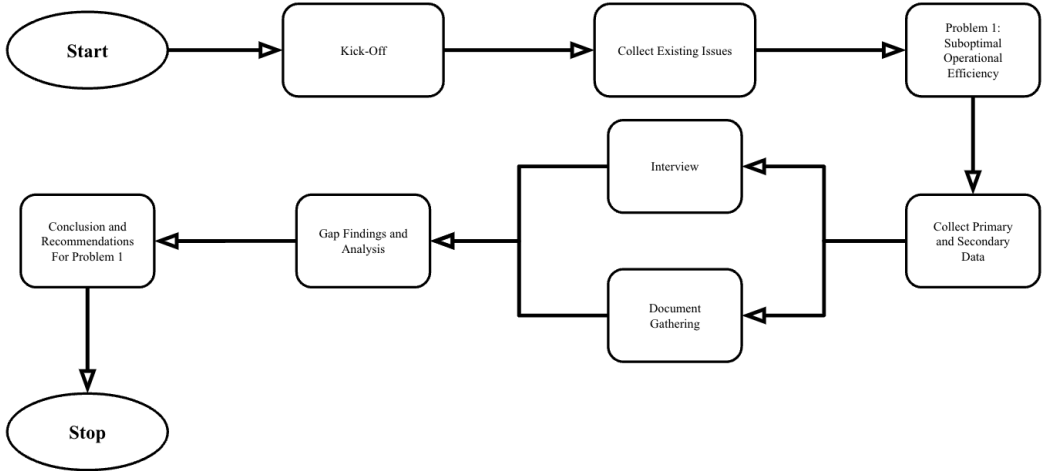
Figure 3.3 PT XYZ's Project Flow for Problem 1

The flowchart shown in Figure 3.3 provides a structured approach for addressing the issue of suboptimal operational efficiency. The process begins with a "Kick-Off" phase, where the groundwork for the project is laid. This initial phase sets the stage for further activities by defining the scope, objectives, and methodologies that will be employed throughout the project. It also helps in aligning all stakeholders with the project goals.

Following the kick-off, the next step involves "Collecting Existing Issues." This phase is critical as it serves to gather insights on current problems within the operational processes. Identifying these issues helps to create a clearer understanding of the inefficiencies that are affecting overall performance.

The flow then proceeds to a more focused stage, "Problem 1: Suboptimal Operational Efficiency." At this point, the specific challenge of underperforming operations is highlighted, signaling that the team will now concentrate on addressing this particular problem.

To analyze the problem thoroughly, the next step is to "Collect Primary and Secondary Data." Data collection is crucial for making informed decisions, and it typically involves gathering both quantitative and qualitative insights from various sources. This stage sets the foundation for evidence-based problem solving.

Once sufficient data is collected, two major activities are carried out: "Interviews" and "Document Gathering." These activities are integral in obtaining both firsthand accounts of the issues and necessary documentation that supports or contradicts operational assumptions. Interviews can reveal critical insights from employees, while document gathering helps substantiate findings with factual records.

With the data and insights in hand, the project then moves on to "Gap Findings and Analysis." This phase compares the current state of operations to the ideal or desired state. Through this analysis, the team identifies gaps and inefficiencies, which forms the basis for generating recommendations.

Finally, the project culminates in "Conclusion and Recommendations for Problem 1." Based on the findings and analysis, this phase delivers actionable recommendations that aim to address the issue of suboptimal operational efficiency. These conclusions are typically shared with the stakeholders to drive decision-making and implementation. Once this is completed, the process reaches its endpoint with the "Stop" phase, signifying the conclusion of this particular problem-solving cycle.

3.4.3 Project Flow for Problem 2
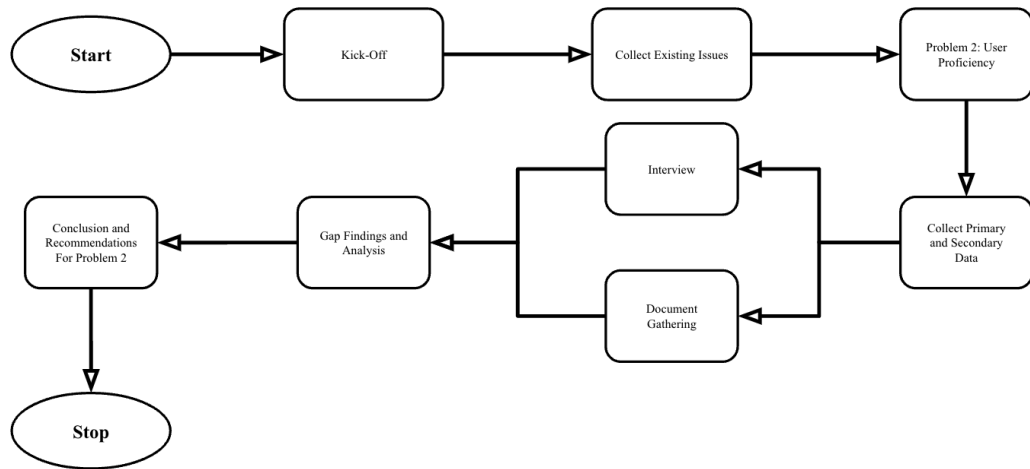
Figure 3.4 PT XYZ's Project Flow for Problem 2

The second flowchart shown in Figure 3.4 outlines a systematic process aimed at addressing the issue of "User Proficiency." The project kicks off with a "Kick-Off" phase, where all stakeholders align on the project's goals, objectives, and methodology. This initial stage is vital to ensure that everyone involved is on the same page regarding the problem that needs to be solved.

Once the kick-off is complete, the team proceeds to "Collect Existing Issues." This step involves identifying specific areas where user proficiency is lacking. By pinpointing the precise issues, the team can better focus its efforts on addressing the most critical aspects of the problem.

The next step zeroes in on "Problem 2: User Proficiency." Here, the team's attention shifts from broad operational concerns to the particular issue of how well users, likely employees, are able to perform their tasks. Poor user proficiency could hinder the overall effectiveness of the organization's operations, making it essential to examine and address this challenge.

To fully understand the root causes of the problem, the team engages in "Collecting Primary and Secondary Data." This phase is crucial for gathering evidence-based insights, which will later support the development of tailored solutions. Primary data might come from surveys, assessments, or direct

observations, while secondary data could include performance metrics and user manuals.

As with the first flowchart, two key activities follow the data collection phase: "Interviews" and "Document Gathering." These steps allow the team to collect first hand feedback and review relevant documents, such as training materials, policies, and user guides. By synthesizing this information, the team can gain a comprehensive view of the factors influencing user proficiency.

The next stage is "Gap Findings and Analysis," where the team analyzes the data to identify the gaps between current and desired user proficiency levels. This stage is essential in understanding the underlying causes of the problem and framing it in a way that can lead to actionable solutions.

Finally, the process concludes with "Conclusion and Recommendations for Problem 2." At this point, the team delivers insights and recommendations to improve user proficiency, which might involve enhancing training programs, revising user documentation, or implementing support systems. Once this phase is completed, the process comes to an end, indicated by the "Stop" point.

3.4.4 Project Flow for Problem 3
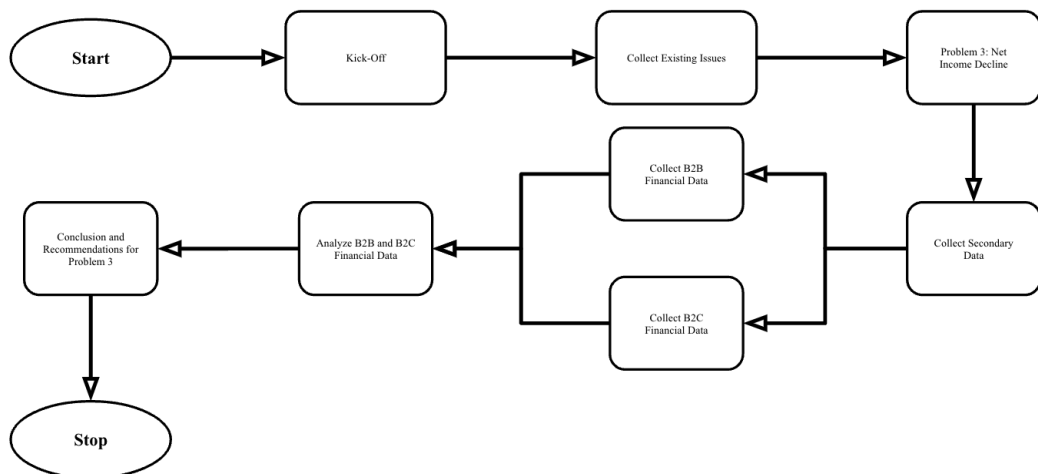
**Figure 3.5 PT XYZ's Project Flow for Problem 3**

The flowchart shown in Figure 3.5 focuses on addressing "Problem 3: Net Income Decline," outlining a step-by-step approach to tackle the issue. The process begins with a "Kick-Off" phase, where the project is initiated, and the team aligns on objectives, scope, and methodology.

Following the kick-off, the next stage is "Collect Existing Issues," where the team identifies the factors contributing to the decline in net income. This involves gathering preliminary insights into potential problems affecting profitability, such as operational inefficiencies or market shifts.

The investigation then narrows down to "Problem 3: Net Income Decline." At this stage, the team specifically focuses on understanding the root causes of the declining income. The aim is to gather deeper financial insights to identify trends or patterns contributing to the issue.

Next, the process moves into "Collect Secondary Data." Here, the team gathers financial data from available sources, such as market reports, historical financial statements, and competitor benchmarks. This information serves as the foundation for a thorough analysis of the company's financial performance.

To refine their understanding, the team then collects both "B2B Financial Data" and "B2C Financial Data." These steps are crucial for gaining a segmented view of the business's financials across different customer types—business-to-business (B2B) and business-to-consumer (B2C). Understanding the financial performance of these segments is critical to identifying specific areas where the net income decline is occurring.

The subsequent phase involves "Analyzing B2B and B2C Financial Data," where the team compares performance between the two customer segments. This analysis helps to uncover which segment is more affected by the net income decline and provides insights into where corrective actions need to be focused.

Finally, the process concludes with "Conclusion and Recommendations for Problem 3." In this step, the team synthesizes its findings and develops recommendations to address the net income decline, which could involve revisiting pricing strategies, cost reduction initiatives, or adjustments in sales and marketing tactics.

CHAPTER IV

FINDINGS, ANALYSIS, AND DISCUSSION

4.1 FINDINGS
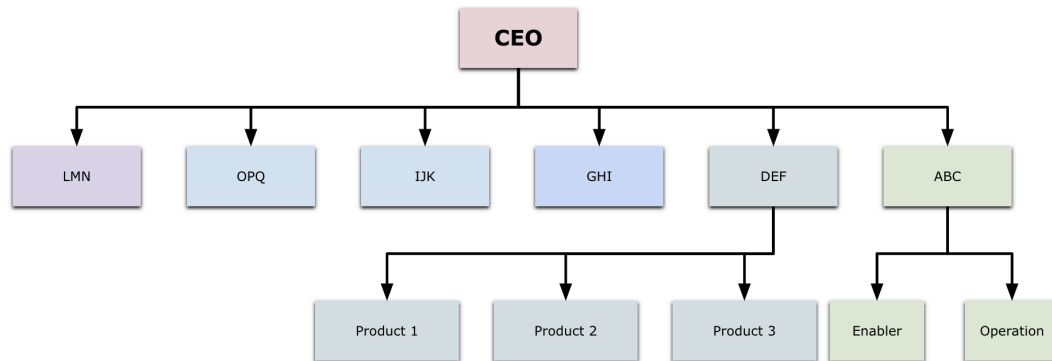
Figure 4.1 Visualization of PT XYZ's Directorate and Findings

Source: PT XYZ Internal Data Reprocessed in PPT

Figure 4.1 illustrates the organizational structure of PT XYZ, highlighting its various departments. The directorate comprises LMN, OPQ, IJK, GHI, DEF , and ABC. Each of these departments plays a crucial role in the overall functioning of the company, contributing to its strategic objectives and operational efficiency.

Within the DEF department, there are three key subdivisions: Product 1, Product 2, and Product 3. These subdivisions focus on enhancing the company's product offerings and improving customer interactions. Additionally, the ABC department includes Enabler and Operations functions, which support the ABC team in achieving its targets and ensuring seamless operations throughout the sales process.

Table 4.1 Directorate-Specific Job Descriptions for PT XYZ

Directorate	Job Description
LMN	- Manage and maintain network infrastructure. - Analyze network performance and implement improvements. - Develop network growth strategies.
OPQ	- Manage budgeting and financial reporting. - Develop HR policies and talent management strategies. - Ensure compliance with financial and employment regulations.
IJK	- Manage information systems and IJK infrastructure. - Develop and maintain internal applications. - Handle data security and privacy policies.
GHI	- Plan and execute marketing strategies. - Analyze market trends and consumer behavior. - Manage marketing campaigns and product promotions.
DEF	- Develop strategic plans for company growth. - Manage digital transformation projects. - Analyze industry trends to support strategic decision-making. - Product Development: Create and refine new products. - Product Operations: Oversee product lifecycle and ensure operational efficiency. - Technical Architect: Enhance customer relationships and provide technical architect support.
ABC	- B2B ABC: Develop strategies to acquire and manage business clients. - B2C ABC: Drive consumer sales and enhance customer experience.

Table 4.1 presentes the organizational structure at PT XYZ that is designed to streamline operations and enhance efficiency across various functions. Each directorate plays a crucial role in achieving the company's overall objectives, with specific job descriptions tailored to their unique responsibilities.

The Network Directorate focuses on the management and maintenance of network infrastructure. This includes analyzing network performance to identify areas for improvement and developing strategies for network growth. By ensuring that the network operates optimally, this directorate supports the company's commitment to providing reliable services to its customers.

In the OPQ Directorate, professionals are tasked with managing budgeting and financial reporting to ensure the company's financial health. This directorate is also responsible for developing HR policies and strategies for talent management, ensuring that the organization attracts and retains skilled employees.

Compliance with financial and employment regulations is paramount, as it safeguards the organization against legal and operational risks.

The IJK Directorate plays a pivotal role in managing the company's information systems and IJK infrastructure. This includes developing and maintaining internal applications that support various business functions, as well as implementing data security and privacy policies to protect sensitive information. A robust IJK framework is essential for the smooth operation of all other directorates.

In the GHI Directorate, the emphasis is on planning and executing effective marketing strategies. This involves analyzing market trends and consumer behavior to tailor campaigns that resonate with target audiences. The GHI team manages promotional activities to enhance product visibility and drive sales, thereby contributing to the company's revenue growth.

The DEF Directorate is responsible for developing strategic plans that align with the company's growth objectives. This includes managing digital transformation projects that modernize processes and improve efficiency. Additionally, this directorate analyzes industry trends to inform strategic decision-making. Within this framework, roles such as Product Development focus on creating and refining new products, while Product Operations ensures the effective management of the product lifecycle. Furthermore, Technical Architect enhances relationships with customers and provides essential technical support, fostering customer loyalty.

Finally, the ABC Directorate encompasses both B2B and B2C ABC strategies. The B2B ABC team develops approaches to acquire and manage business clients, focusing on building long-term partnerships. Meanwhile, the B2C ABC team is dedicated to driving consumer sales and enhancing the overall customer experience. Together, these sales strategies are critical for maximizing revenue and expanding the company's market presence.

4.1.1 B2B Sales Life Cycle
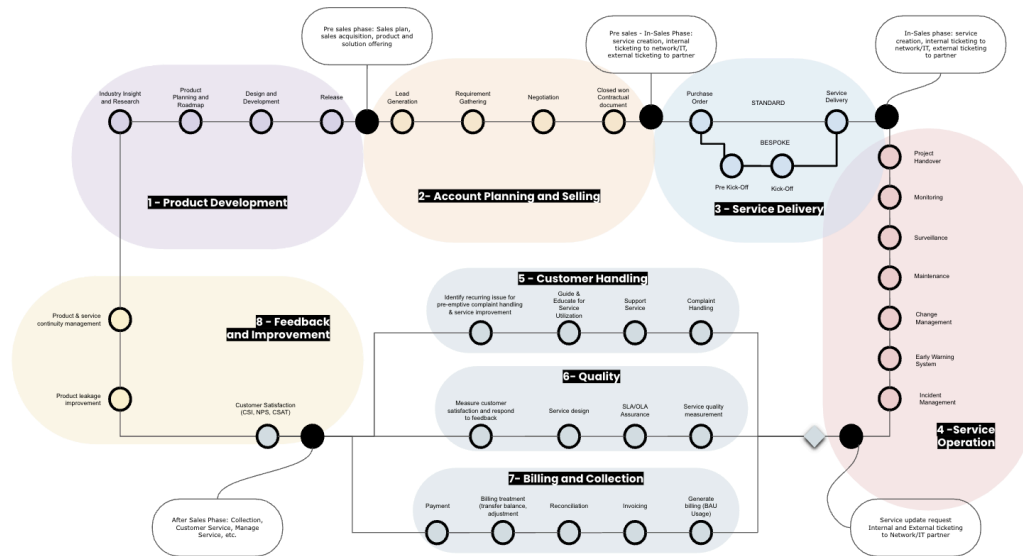
Figure 4.2 B2B Sales Process
Source: Internal Data of PT XYZ

Figure 4.2 outlines a structured B2B sales lifecycle process, starting from product development and moving through sales, service delivery, and continuous improvement. This framework captures how companies manage their client relationships, ensuring a balance between product innovation, service quality, and customer satisfaction.

The process begins with Product Development, a critical phase that lays the groundwork for everything that follows. This stage involves gathering Industry Insight and Research, which helps inform Product Planning and Roadmapping, ensuring that the products developed align with market needs and trends. From here, the Design and Development of the product takes place, ultimately leading to its Release. This is a preparatory stage before the product or service is ready to enter the market and be offered to potential clients.

Once the product is ready, the process shifts to Account Planning and Selling. This phase involves several steps, starting with Lead Generation, where potential clients are identified. Then comes Requirement Gathering, which is vital for understanding the specific needs of these clients. Once requirements are gathered, Negotiation takes place, leading to the creation of a Contractual Document, formalizing the agreement. The cycle concludes with the closing of the

deal and the issuance of a Purchase Order, which signals the beginning of the Service Delivery process. In this stage, the handover to operations begins, and the company moves from planning to execution, ensuring all contractual agreements are fulfilled.

The Service Delivery phase focuses on executing the agreed-upon solution, which could be a standard service or something more tailored, referred to as Bespoke in the diagram. The delivery process begins with Kick-Off meetings, and the service is implemented based on the client's purchase order. This phase ensures that what has been promised is delivered effectively and efficiently. The success of this stage depends heavily on communication, both internally (through ticketing to IJK and other departments) and externally (partner coordination).

Following service delivery, Service Operation becomes the focal point. This phase includes essential activities such as Monitoring, Surveillance, Maintenance, and Change Management to ensure the service is running smoothly. Incident Management is also a key part of this phase, allowing the company to react quickly to any issues that may arise. Additionally, an Early Warning System ensures that problems can be anticipated and dealt with before they affect the client's experience. This phase emphasizes maintaining the service's reliability and ensuring that it evolves alongside the client's needs.

Throughout these stages, Customer Handling remains an ongoing focus. This part of the process is dedicated to addressing Recurring Issues and handling complaints proactively. It also includes guiding clients through service utilization, providing Support Services, and managing Complaint Handling. This function serves as the company's interface with its clients, ensuring their concerns are addressed and their experience with the service is optimized.

Ensuring Quality throughout the process is another critical aspect. It involves measuring customer satisfaction through various metrics and designing services that meet high standards. This phase also includes SLA/OLA Assurance, ensuring that all service agreements are being met, and Service Quality Measurement, which tracks performance over time. Quality assurance works to maintain consistency, making sure that the company meets its contractual and operational commitments.

The final phase in the life cycle is Billing and Collection, which deals with the financial side of the customer relationship. After the service has been delivered and quality assured, Payment is processed. The billing process includes Billing Treatment, such as adjustments, reconciliation, and invoicing. Moreover, the company generates Billing for BAU Usage, ensuring they are compensated appropriately for ongoing service usage. This phase ensures the company's financial sustainability by efficiently managing its revenue streams.

The process also integrates Feedback and Improvement mechanisms to maintain long-term client relationships. This involves continuous Product and Service Continuity Management, along with a focus on Product Leakage Improvement. By regularly measuring Customer Satisfaction through tools like CSI, NPS, and CSAT, the company can adjust its offerings to better meet client expectations, thus driving long-term business growth.

4.1.2 Sub-Division on ABC Directorate
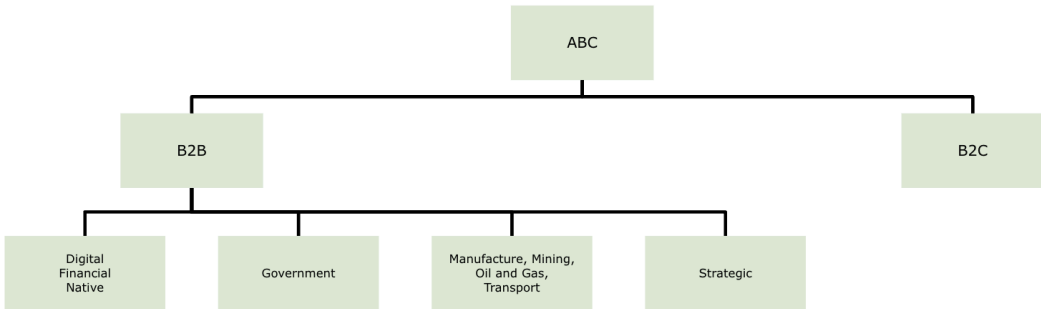
Figure 4.3 Organizational Context on ABC Directorate

Source: PT XYZ Internal Data Reprocessed in PPT

Figure 4.3 illustrates the organizational structure of the Directorate ABC Department, highlighting its division into two primary segments: B2B (Business to Business) and B2C (Business to Consumer). This division emphasizes the department's tailored strategies for engaging with different types of clients. While B2B focuses on relationships with other businesses, B2C targets individual consumers, reflecting the varied approaches required to meet the needs of each segment effectively.

Within the B2B category, there are four distinct subcategories: Digital Financial Native, Government, Manufacturing, and Mining, Oil and Gas,

Transport, and Strategic. Each subcategory represents a specific sector with unique demands and challenges. The Digital Financial Native segment deals with companies that rely on technology and digital solutions, while the Government sector focuses on public institutions that require specialized services. The Manufacturing subcategory addresses the needs of production-oriented businesses, and the Mining, Oil and Gas, Transport, and Strategic segment encompasses industries involving complex supply chains and significant capital investment.

Table 4.2 B2B ABC Division and Job Descriptions

Division		Job Description
B2B ABC		- Develop and implement sales strategies for business clients. - Build and maintain relationships with key accounts. - Conduct market research to identify potential business opportunities. - Collaborate with marketing to create targeted campaigns.
Sub-Division of B2B ABC	Digital Financial Native	- Develop and promote digital financial solutions for business clients. - Analyze market trends in digital finance. - Provide technical support and training for clients. - Collaborate with product development to enhance offerings.
	Government	- Engage with government agencies to secure contracts. - Understand government procurement processes. - Develop proposals tailored to government needs. - Ensure compliance with regulations and policies.
	Manufacturing	- Establish partnerships with manufacturing firms. - Analyze manufacturing needs and provide tailored solutions. - Manage accounts and ensure client satisfaction. - Conduct product demonstrations and training.
	Mining	- Build relationships with mining companies to provide solutions. - Understand the unique needs of the mining sector. - Collaborate with technical teams to address client inquiries. - Provide ongoing support and account management.
	Oil and Gas	- Develop strategies to engage with oil and gas companies. - Understand industry regulations and requirements. - Tailor solutions to enhance operational efficiency. - Provide technical support and account management.
	Transport	- Identify and approach transportation companies for B2B partnerships. - Understand logistics and supply chain needs. - Develop solutions to optimize transportation operations. - Provide ongoing client support and relationship management.

Division		Job Description
	Strategic	- Work on strategic partnerships with key industry players. - Analyze market trends to identify new opportunities. - Develop long-term growth strategies for B2B clients. - Collaborate with cross-functional teams to enhance service offerings.

Table 4.2 shows the B2B ABC divisions and the breakdown of each job description. The B2B ABC division plays a critical role in driving business relationships and generating revenue by catering to the unique needs of various industries. Within this division, a range of job descriptions outlines the responsibilities necessary for effective operation.

The primary focus of B2B ABC is to develop and implement comprehensive sales strategies tailored for business clients. This involves building and maintaining relationships with key accounts to ensure ongoing satisfaction and loyalty. Market research is also a crucial element of this role, as it helps identify potential business opportunities that can be leveraged for growth. Collaboration with the GHI team is essential to create targeted campaigns that resonate with the specific needs of business clients.

Within the B2B ABC division, several subcategories cater to specialized sectors. The Digital Financial Native subdivision is tasked with developing and promoting digital financial solutions tailored for business clients. Team members analyze market trends in digital finance and provide necessary technical support and training. Collaboration with product development is vital for enhancing offerings and ensuring they meet client needs effectively.

The Government subdivision engages with government agencies to secure contracts, understanding the intricacies of government procurement processes. Developing tailored proposals that address specific governmental needs is essential, as is ensuring compliance with relevant regulations and policies.

In the Manufacturing sub-division, the focus is on establishing partnerships with manufacturing firms. This involves analyzing the unique needs of the manufacturing sector and providing tailored solutions. Account management is crucial, as is conducting product demonstrations and training to ensure client satisfaction and effective use of products.

The Mining sub-division centers on building relationships with mining companies, understanding their distinct operational needs. Collaborating with technical teams to address inquiries and providing ongoing support is essential for maintaining strong partnerships in this sector.

For the Oil and Gas sub-division, strategies are developed to engage effectively with oil and gas companies. Team members must understand industry regulations and requirements to tailor solutions that enhance operational efficiency. Providing technical support and managing accounts is critical to maintaining these vital relationships.

The Transport sub-division focuses on identifying and approaching transportation companies for B2B partnerships. Understanding logistics and supply chain needs allows the team to develop solutions that optimize transportation operations. Ongoing client support and relationship management are vital for ensuring continued success in this sector.

Lastly, the Strategic sub-division works on forming strategic partnerships with key industry players. This involves analyzing market trends to identify new opportunities and developing long-term growth strategies for B2B clients. Collaboration with cross-functional teams enhances service offerings, ensuring the organization remains competitive and responsive to market demands.

4.1.3 Sub-Division on DEF Directorate
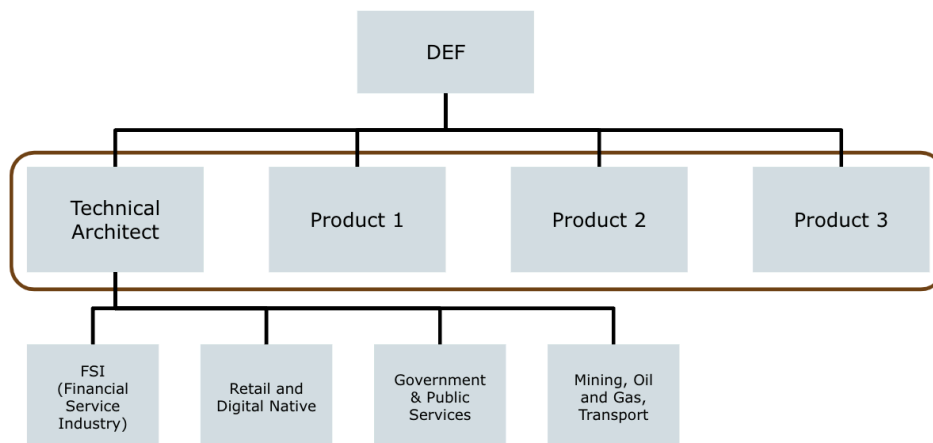
Figure 4.4 Organizational Context on DEF Directorate

Source: PT XYZ Internal Data Reprocessed in PPT

Figure 4.4 illustrates the organizational structure within the Directorate of DEF, which comprises several divisions, including Technical Architect, Product 1, Product 2, and Product 3. Each of these divisions plays a vital role in the overall strategy of the Directorate.

Specifically, the Technical Architect division encompasses four key areas: Financial Services Industry (FSI), Retail and Digital Native, Government and Public Services, and Mining, Oil and Gas, and Transport. The Financial Services Industry division focuses on enhancing customer interactions and service delivery within financial institutions. Meanwhile, the Retail and Digital Native sector aims to engage consumers through innovative digital solutions. The Government and Public Services division is dedicated to improving public engagement and service efficiency, while the Mining, Oil and Gas, and Transport sector addresses the unique challenges and opportunities within these critical industries.

The Product 1, Product 2, and Product 3 divisions represent the product-oriented aspect of the Directorate, focusing on external IJK solutions. Each of these divisions contributes to the development and implementation of strategies that enhance the Directorate's overall effectiveness in meeting client needs.

Table 4.3 DEF Division and Job Descriptions

Division	Job Description
Technical Architect	- Foster relationships with clients to enhance satisfaction and loyalty. - Develop engagement strategies tailored to specific industries. - Collaborate with marketing to create effective communication plans.
Product 1	- Manage the development and lifecycle of enterprise-level products. - Conduct market research to identify product opportunities. - Collaborate with cross-functional teams to align product offerings with client needs.
Product 2	- Provide data analytics and insights to support business decisions. - Develop data management strategies for improved efficiency. - Collaborate with IJK to ensure data security and integrity.
Product 3	- Develop and manage digital advertising campaigns. - Analyze campaign performance and adjust strategies as needed. - Collaborate with marketing and sales to align digital ads with overall business goals.

Table 4.3 shows the DEF division which is crucial for driving innovation and enhancing operational efficiency within the organization. It comprises several key sub-divisions, each with specific responsibilities that contribute to the overall success of the company.

The Technical Architect sub-division focuses on fostering strong relationships with clients to enhance their satisfaction and loyalty. This involves developing tailored engagement strategies that address the unique needs of various industries. Additionally, collaboration with the GHI team is essential for creating effective communication plans that resonate with clients and strengthen brand loyalty.

Another significant component of the DEF division is Product 1, which is responsible for managing the development and lifecycle of enterprise-level products. This sub-division conducts market research to identify opportunities for new products and improvements. It works closely with cross-functional teams to ensure that product offerings are aligned with client needs, facilitating better market fit and customer satisfaction.

Product 2 plays a pivotal role in providing data analytics and insights that support informed business decisions. This sub-division develops data management strategies to enhance efficiency across operations. Collaboration with the IJK department is critical to ensuring data security and integrity, which is essential for maintaining client trust and compliance with regulations.

Lastly, the Product 3 sub-division is responsible for developing and managing digital advertising campaigns. This includes analyzing campaign performance and making necessary adjustments to optimize results. By collaborating with GHI and ABC teams, Product 3 ensures that digital advertising efforts are aligned with the organization's broader business goals, maximizing their impact and reach.

Table 4.4 Technical Architect Subcategories and Job Descriptions

Subcategory	Job Description
FSI (Financial Services Industry)	- Engage with financial institutions to enhance service offerings. - Understand regulatory requirements in the financial sector. - Provide tailored solutions to improve client relationships.
Retail and Digital Native	- Develop engagement strategies for retail clients and digital-native businesses. - Analyze consumer behavior to optimize customer interactions. - Collaborate with marketing to enhance brand presence.
Government and Public Services	- Work with government agencies to improve public service delivery. - Understand the unique needs of public sector clients. - Develop strategies to enhance community engagement and satisfaction.
Mining, Oil and Gas, Transport	- Foster relationships with companies in mining, oil and gas, and transport sectors. - Understand industry-specific challenges to provide relevant solutions. - Collaborate with technical teams to ensure client needs are met effectively.

Table 4.4 shows the Technical Architect subcategories that are essential for fostering strong relationships with clients across various sectors. Each subcategory addresses specific industry needs, ensuring that engagement strategies are tailored for maximum effectiveness.

The FSI (Financial Services Industry) subcategory focuses on engaging with financial institutions to enhance service offerings. Professionals in this area must understand the regulatory requirements specific to the financial sector, which informs their approach to client interactions. By providing tailored solutions, they aim to improve relationships with clients and enhance overall service delivery.

The Retail and Digital Native subcategory develops engagement strategies specifically for retail clients and digital-native businesses. This involves analyzing consumer behavior to optimize customer interactions, ensuring that engagement efforts resonate with target audiences. Additionally, collaboration with the GHI team is vital for enhancing brand presence and creating cohesive messaging across platforms.

In the Government and Public Services subcategory, the focus shifts to working with government agencies to improve public service delivery. Understanding the unique needs of public sector clients is crucial for developing effective strategies. The aim is to enhance community engagement and satisfaction, ensuring that services meet the expectations of the public.

Finally, the Mining, Oil and Gas, Transport subcategory is dedicated to fostering relationships with companies in these specific industries. Professionals in this area must understand the unique challenges faced by clients in mining, oil and gas, and transport sectors. Collaboration with technical teams is essential to ensure that client needs are effectively met, providing relevant solutions that address industry-specific issues.

4.1.4 Sub-Division on IJK & LMN Directorate
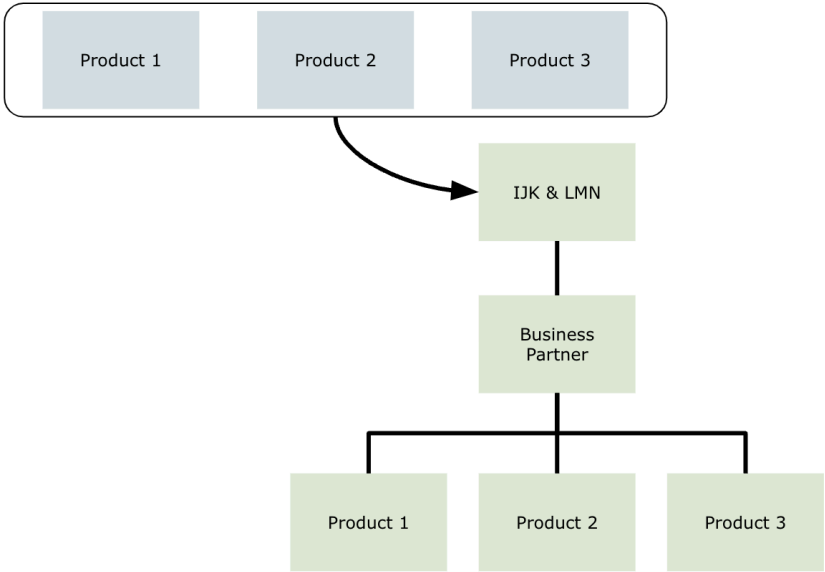
Figure 4.5 Organizational Context on IJK and LMN Directorate

Source: PT XYZ Internal Data Reprocessed in PPT

Figure 4.5 illustrates that the Product 1, Product 2, and Product 3 mentioned in Figure 4.5 represent the external aspects of IJK and LMN. Beneath the IJK and LMN Framework, there are Business Partners, which consist of three key components: Product 1, Product 2, and Product 3.

This structure highlights the interconnectedness of these business partnerships with IJK and LMN, emphasizing their roles in supporting and

enhancing the overall business strategy. Each of these partners contributes uniquely to the organization's capabilities, facilitating innovation and driving growth within the external IJK and LMN landscape.

Table 4.5 IJK and LMN Division and Job Descriptions

Subcategory	Job Description
Business Partner Product 1	- Collaborate with product development teams to define and prioritize Product 1 features. - Manage the product lifecycle from conception to launch. - Ensure alignment between business needs and product capabilities. - Monitor market trends to inform product strategy.
Business Partner Product 2	- Collaborate with business units to understand data needs. - Provide Product 2 that enhances decision-making. - Ensure data integrity and security across platforms.
Business Partner Product 3	- Work with GHI to align digital advertising strategies. - Analyze data to optimize campaign performance. - Provide insights on audience engagement and behavior.

Table 4.5 shows that the IJK division plays a critical role in supporting the organization's strategic objectives through its various subcategories, each focusing on different aspects of technology and business integration.

The Business Partner Product 1 subcategory is essential for guiding the development of enterprise-level products. This role involves collaborating closely with product development teams to define and prioritize features that meet market demands and align with business goals. Managing the product lifecycle from conception to launch is a key responsibility, ensuring that products are not only developed efficiently but also meet the needs of the organization and its clients. Additionally, the Business Partner Product 1 monitors market trends to inform product strategy, allowing the company to remain competitive and responsive to evolving industry standards.

In the Business Partner Product 2 subcategory, the focus is on leveraging data to enhance decision-making across the organization. Professionals in this role collaborate with various business units to understand their specific data needs,

ensuring that solutions provided are tailored and effective. They are responsible for developing Product 2 that not only supports operational efficiency but also contributes to strategic insights. Furthermore, ensuring data integrity and security across platforms is a critical aspect of this role, safeguarding sensitive information and maintaining compliance with relevant regulations.

Finally, the Business Partner Product 3 subcategory emphasizes the integration of digital marketing strategies with technology. This role requires collaboration with the GHI team to align digital advertising efforts with broader business objectives. By analyzing campaign performance data, the Business Partner Product 3 can optimize strategies to maximize effectiveness and return on investment. Additionally, providing insights on audience engagement and behavior helps refine marketing approaches, ensuring that they resonate with target demographics.

4.1.5 Product Development's General Gap
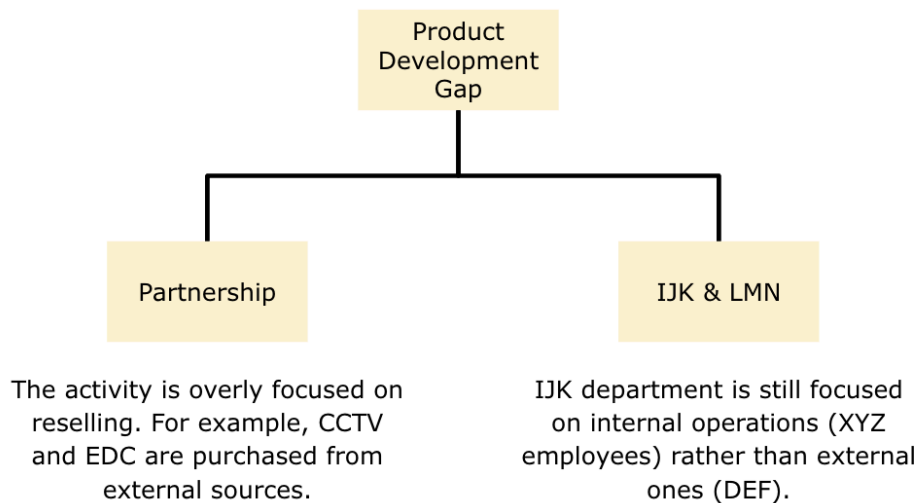
Figure 4.6 Gaps in Partnership and IJK & LMN

Source: PT XYZ Internal Data Reprocessed in PPT

Figure 4.6 illustrates a noticeable gap in the areas of partnerships and IJK & LMN during the product development process. In terms of partnerships, it is evident that the activities are overly focused on reselling. For instance, CCTV and EDC products are primarily sourced from external vendors.

Similarly, within the IJK & LMN department, there is still a predominant emphasis on internal operations, particularly concerning XYZ employees, rather than engaging with external entities such as DEF. This indicates a need for a more balanced approach that incorporates both internal and external perspectives in product development.

Table 4.6 Key Findings on Division Performance and Challenges

Division	Key Findings
ABC Division	- Lacks readiness to effectively market and sell products. - Disconnect between product development and sales readiness. - ABC division does not have the one tool that's synchronized to other divisions
DEF Division	- Overly reliant on partnerships, hindering independent innovation. - Focus on product operations rather than product development, missing innovation opportunities. - DEF division does not have the one tool that's synchronized to other divisions
IJK and LMN	- Inward focus on internal processes limits responsiveness to external market needs. - Divergent tools create inconsistencies in data management, complicating integration for product launches. - IJK and LMN does not have the one tool that's synchronized to other divisions
ABC Directorate Structure	- Divided into B2B and B2C segments, each requiring tailored strategies. - B2B includes Digital Financial Native, Government, Manufacturing, and Mining, Oil and Gas sectors, each with unique demands.
DEF Directorate Structure	- Comprises Technical Architect, Product 1, Product 2, and Product 3 divisions. - Focus areas include enhancing customer interactions and providing innovative solutions.
IJK Directorate Structure	- Connects external IJK aspects with business partnerships (Product 1, Product 2, Product 3) to support strategy and innovation.
Gaps in Partnerships and IJK & LMN	- Focus on reselling products from external vendors. - Need for better engagement with external entities for balanced product development.

Table 4.6 outlines key findings on the performance and challenges faced by different divisions within an organization, highlighting critical areas that require attention for improvement. Each division's unique circumstances contribute to an overall understanding of how to enhance organizational effectiveness and drive innovation.

The ABC Division presents significant challenges, primarily stemming from its lack of readiness to market and sell products effectively. This shortcoming is exacerbated by a disconnect between product development and sales readiness, which indicates a failure to align these crucial functions. As a result, the division struggles to capitalize on new product launches, ultimately impacting overall sales performance and market presence.

In contrast, the DEF Division is overly reliant on partnerships, which hampers its ability to innovate independently. The current focus on product operations, rather than product development, limits the division's capacity to seize innovation opportunities. This reliance not only stifles creativity but also prevents the division from developing a robust pipeline of new products that could respond to market demands effectively.

The IJK and LMN division faces its own set of challenges, particularly due to an inward focus on internal processes. This inward orientation restricts the division's responsiveness to external market needs, resulting in missed opportunities for growth. Additionally, the presence of divergent tools creates inconsistencies in data management, complicating integration efforts for new product launches. Such challenges hinder the division's ability to provide timely and effective support to other departments.

Examining the organizational structure reveals a nuanced approach to managing various market segments. The ABC Directorate is divided into B2B and B2C segments, each requiring tailored strategies to address their distinct needs. The B2B segment encompasses industries such as Digital Financial Services, Government, Manufacturing, and Mining, Oil and Gas, each with unique demands that necessitate specialized approaches for effective engagement.

Similarly, the DEF Directorate is structured to enhance customer interactions and deliver innovative solutions. Comprising divisions like Technical

Architect, Product 1, Product 2, and Product 3, this structure emphasizes the importance of customer-centric strategies in driving growth. By focusing on these areas, the DEF Directorate aims to foster stronger relationships with clients and improve overall satisfaction.

Lastly, the IJK Directorate connects external IJK aspects with business partnerships to support strategic initiatives. This integration is vital for aligning IJK capabilities with business objectives, particularly in areas such as Product 1, Product 2, and Product 3. However, there is a noted gap in partnerships, where the organization tends to focus on reselling products from external vendors rather than developing its own innovative solutions. To address this, better engagement with external entities is essential for achieving a balanced approach to product development and fostering a more dynamic innovation ecosystem.

4.2 ANALYSIS

4.2.1 PESTLE Analysis

Table 4.7 PESTLE Analysis of PT XYZ

Political	- Government policies regarding telecommunications regulation
	- Political stability affecting investment and business operations
	- Data privacy and consumer protection policies
Economical	- Economic fluctuations that affect consumer purchasing power
	- Price competition in the telecommunications industry
	- Technological developments that affect business models
Social	- Changes in consumer behavior related to technology use
	- Need for faster and better services
	- Demographic trends affecting market share
Technological	- Innovation in telecommunications technology (2G to 5G)
	- The need to invest in technology infrastructure as one of the product developments for B2B Business
	- Challenges in the adoption of new technology by employees in accordance with technological developments
Legal	- Compliance with telecommunications regulations and competition law, especially in fulfilling KBLI to support business development
	- Legal issues related to data protection and privacy
	- Regulations related to partnerships and contracts
Economical	- Demand for sustainable business practices
	- Environmental impact of telecommunications infrastructure
	- Initiatives to reduce carbon footprint and consumption of energy

Table 4.7 presents the External Analysis factors of PT XYZ that utilizes the PESTLE Analysis. It depicted the factors that mentioned the political aspects, economical, social, technological, legal, and economical aspects.

Political factors play a significant role, particularly regarding government policies that regulate telecommunications. These regulations can establish a framework that fosters competition and innovation, while also ensuring consumer protection. Political stability is crucial for attracting investment and facilitating smooth business operations. Furthermore, data privacy and consumer protection policies are increasingly relevant, as they shape user trust and confidence in

telecommunications services. Stricter regulations can enhance consumer rights but may also impose additional burdens on companies, thereby influencing their operational strategies.

Economic factors are equally vital in shaping the telecommunications landscape. Economic fluctuations directly affect consumer purchasing power, which in turn influences demand for various services. In times of economic downturn, consumers may prioritize essential offerings over premium services. Price competition within the telecommunications sector compels companies to innovate and refine their pricing strategies to maintain market share. Additionally, ongoing technological developments continuously reshape business models, requiring companies to adapt swiftly to meet evolving consumer expectations and operational demands. Failure to keep pace with these changes can result in a competitive disadvantage.

Social factors are pivotal as well, reflecting shifts in consumer behavior related to technology use. As demand for faster and more reliable services grows, telecommunications companies are under pressure to enhance their offerings and improve overall user experience. Demographic trends further influence market share, as younger consumers may prioritize mobile connectivity, while older demographics may place a higher value on reliability and customer service. Understanding these behavioral shifts is crucial for companies aiming to effectively capture and retain a diverse range of customers.

Technological advancements have dramatically transformed the telecommunications industry, particularly through innovations ranging from 2G to 5G technology. This progression necessitates substantial investments in technological infrastructure, especially for B2B businesses seeking to leverage enhanced capabilities. However, organizations face challenges in adopting new technologies, particularly in terms of employee training and adaptation. Effectively addressing these challenges is essential for businesses to fully harness the benefits of technological advancements and maintain operational efficiency.

Legal factors also play a significant role in the telecommunications sector. Compliance with telecommunications regulations and competition laws is crucial for sustaining business growth and ensuring that companies navigate the

complexities of fulfilling legal standards. Issues related to data protection and privacy are increasingly prominent; breaches can result in severe penalties and loss of consumer trust. Additionally, regulations governing partnerships and contracts are vital for establishing robust business relationships, ensuring that all parties adhere to legal requirements while pursuing mutual objectives.

Lastly, environmental factors are becoming increasingly important in the telecommunications industry. There is a growing demand for sustainable business practices, as consumers and regulators alike push for environmentally responsible operations. The environmental impact of telecommunications infrastructure prompts companies to reevaluate their practices. Initiatives aimed at reducing carbon footprints and energy consumption are now integral to corporate strategies, not only to comply with regulations but also to enhance brand reputation and appeal to eco-conscious consumers. By adopting sustainable practices, companies can achieve long-term profitability and competitiveness in the telecommunications sector.

4.2.1 GAP ANALYSIS
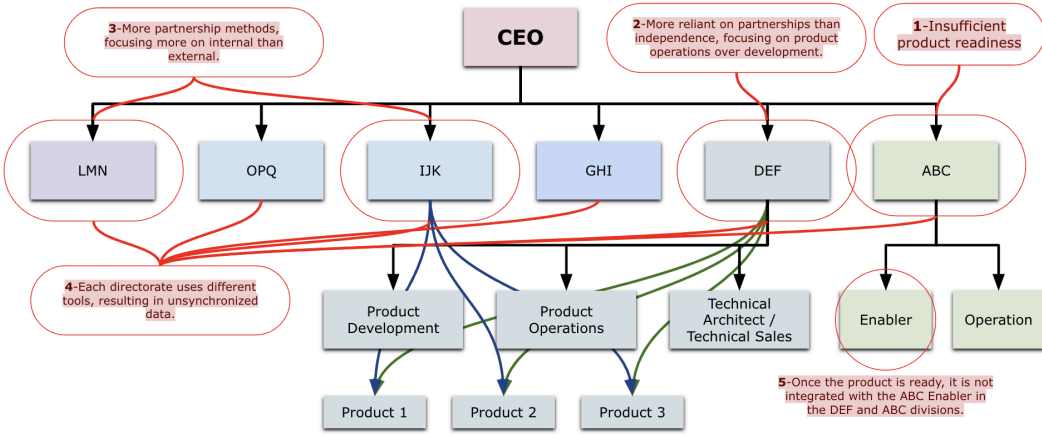
**Figure 4.7 Detailed Gap Visualization of PT XYZ's Directorate**

Source: PT XYZ Internal Data Reprocessed in PPT

A closer examination of the divisions shown in Figure 4.7 reveals specific gaps in product readiness within the ABC division. Currently, ABC is not fully prepared to effectively market and sell the developed products, indicating a disconnect between product development and sales readiness. Simultaneously, the

DEF division appears to be overly reliant on partnerships rather than fostering independent innovation. This dependency hampers the division's ability to be agile and responsive to market changes. Furthermore, DEF's emphasis on product operations rather than on product development suggests a missed opportunity for investment in innovation, which could enhance the company's offerings.

From the perspectives of IJK and LMN, there is a noticeable tendency to adhere to established partnership methods while concentrating primarily on internal processes. This inward focus results in a lack of responsiveness to external market needs and can stifle opportunities for growth. Additionally, the divergent tools used by each division lead to inconsistencies in data and information management, exacerbating synchronization challenges. When products are finally ready for launch, the absence of seamless integration with the ABC division complicates the process, hindering effective marketing and delivery of new offerings.

Table 4.8 Gap Analysis of PT XYZ

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.
IJK & LMN Internal Focus	Heavy reliance on partnerships, focusing more on internal processes than external market needs.	Proactive IJK & LMN strategy aligned with market demands.	Limited responsiveness to external trends and demands due to inward focus.
Divergence of Tools	Different tools used across divisions cause unsynchronized data and processes.	All divisions utilize a common platform for consistent data management.	Data silos leading to inefficiencies in decision-making and collaboration.

Specific Problem	Current State	Desired Future State	Gaps Identified
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.	Gaps in communication between product readiness and ABC affect launch effectiveness, causing delays in execution.

Table 4.8 presents a comprehensive gap analysis of PT XYZ, highlighting specific problems within the organization and the discrepancies between the current and desired future states. One of the critical issues identified is product readiness. Currently, the ABC division exhibits suboptimal readiness, which adversely impacts market launches. The desired future state envisions a ABC team fully equipped to market and sell new products effectively. The gap lies in the lack of preparation and alignment between the ABC and product development teams, which hinders timely and successful product introductions.

Another significant concern is the over-reliance on partnerships within the DEF division. The current state reflects an excessive dependence on partnership methodologies instead of fostering independent development principles. In the ideal scenario, DEF would effectively develop products independently, without over-relying on external partners. This gap indicates an insufficient focus on building internal capabilities for innovation, which is crucial for sustaining competitive advantage.

Additionally, the focus of DEF on operations over development presents another challenge. Presently, the division tends to prioritize product operations rather than product development, leading to an imbalance in priorities. The desired future state calls for a balanced focus on both aspects, allowing for innovation and effective product management. The current imbalance results in missed opportunities for innovation, underscoring the need for a strategic shift in focus.

The internal focus of the IJK and LMN divisions further complicates matters. Currently, these divisions heavily rely on partnerships and emphasize internal processes at the expense of addressing external market needs. The desired outcome is a proactive IJK and LMN strategy that aligns with market demands. The existing inward focus limits responsiveness to external trends, indicating a pressing need for a more outward-looking approach.

A notable issue is the divergence of tools used across various divisions. Different tools lead to unsynchronized data and processes, which hampers effective collaboration. The desired future state is for all divisions to utilize a common platform for consistent data management. This would eliminate data silos that currently result in inefficiencies in decision-making and hinder collaborative efforts.

The lack of synchronization between DEF and ABC is another critical gap identified. After product readiness, there is inadequate integration with ABC operations, which complicates product launches and diminishes market effectiveness. The ideal scenario would feature seamless integration, ensuring that product readiness aligns closely with ABC for effective marketing efforts.

Finally, the inefficiency in product and project handover processes is a significant concern. Currently, these processes lead to miscommunication and lost opportunities, causing delays in execution. The desired future state emphasizes a smooth and efficient handover process that keeps all relevant teams informed. Gaps in communication between product readiness and ABC exacerbate these delays, highlighting the need for enhanced coordination and information sharing.

	Everything as a Service			
XaaS	(Millions of Services offered through open-access APIs with connectivity platform)			
	Consumer broadband/wireless	Low-latency financial trading	AR/VR at sporting venues	Connected cars
	...	Private enterprise networks	Connected public transport	Enhanced OTT Experience	...
	Connectivity Platform as a Service			
CPaaS	Domain platforms	Enhanced OTT	Smart City	Factory 4.0	Connected car
	Core platforms and network orchestration	Broadband	Wireless	NB-IoT
		Network orchestration (including management, security, data analytics)		
	Connectivity Infrastructure as a Service			
CIaaS	Active	FTTH / DOCSIS	Mobile NW	Mobile edge computing	Alternative networks (Campus, NB-IoT, WiFi)	Satellite NW
			Shareco			
	Passive	Fibercos	Towercos			

Figure 4.8 New Product Platform Goal of Enabled Business Model
Source: Kearney (2021) reprocessed in PPT

Figure 4.8 presents the new product platform goal enabled business model of PT XYZ. The new platform enabled models are derived from three different services, namely: XaaS (Everything as a Service), CPaaS (Connectivity Platform as a Service, and CIaaS (Connectivity Infrastructure as a Service).

The evolution of technology has led to the emergence of innovative business models that leverage advanced platforms to deliver enhanced services. One of the prominent models is Communication Infrastructure as a Service (CIaaS), which represents an asset-heavy layer designed to provide the necessary storage and multi-access edge computing (MEC) capabilities, as well as artificial intelligence (AI) functionalities. CIaaS is pivotal in ensuring that businesses can manage substantial data loads and deliver efficient processing at the edge, enabling real-time decision-making and responsiveness to user needs.

Complementing CIaaS is Communication Platform as a Service (CPaaS), which offers an open-access, standardized framework that facilitates non-demand connectivity. This model integrates various value-added services, such as security, latency management, speed optimization, quality of service (QoS) slices, and location analytics. By providing these features in a cohesive platform, CPaaS enables businesses to enhance their communication capabilities while ensuring

that they can meet the diverse needs of their users. This flexibility is critical in today's fast-paced digital landscape, where consumer expectations are continually evolving.

Another significant aspect of this new business model is Everything as a Service (XaaS), which encompasses a fragmented domain containing millions of services across various sectors, including video streaming, enterprise solutions, Internet of Things (IoT), connected cars, gaming, and e-commerce. Each of these services can directly connect to the platform through open-access microservices and application programming interfaces (APIs). This competitive landscape allows providers to differentiate themselves based on brand reputation, service quality, and customer experience, fostering innovation and growth in the market.

Within this framework, three potential service models have emerged. The first is the service operator model, which focuses on delivering services such as mobile broadband directly to consumers or providing private networks for enterprises. This model is crucial for meeting the increasing demand for reliable and high-speed connectivity, particularly in sectors that require robust and secure network infrastructure.

The second model, service enablers, acknowledges that while most services will utilize the platform, some clients may have unique needs that demand bespoke solutions. An example of this is low-latency financial trading, which comes with complex technical requirements. Service enablers cater to these specific demands, ensuring that clients receive tailored solutions that enhance their operational efficiency and effectiveness.

Finally, the service bundler model positions telecommunications companies (telcos) uniquely to combine various services, leveraging their capabilities in billing, customer care, and service provisioning. This model envisions a series of bundled services tailored to specific contexts, such as a gameday venue service bundle. Such a bundle could include high-speed and low-latency connectivity at a stadium, augmented reality (AR) and virtual reality (VR) replays, on-site betting options, and content related to fan forums and expert analysis. By offering these bundled services, telcos can create compelling value

propositions that meet the needs of consumers and enhance their overall experience.

4.2.2 ROOT CAUSE ANALYSIS

Table 4.9 Root Cause Analysis of PT XYZ

Step	Details
Define Problem	- **Suboptimal Operational Efficiency:** Inefficiencies in service delivery within B2B ABC lifecycle leading to delays and increased costs. - **Employee Proficiency Issues**: Employees lack the skills and knowledge to effectively use tools and deliver quality service. - **Net Income Decline**: A consistent drop in revenue, particularly from legacy products.
Collect Data	Data from the approved focus group discussion (FGD) reveals issues in operational efficiency, employee proficiency, and net income decline from 2020 to 2023: - Product Readiness: Suboptimal in the ABC division. - DEF Over-Reliance: Excessive dependence on partnerships. - DEF Focus: Prioritizing operations over development. - IJK & LMN Internal Focus: Emphasis on internal processes rather than external needs. - Divergence of Tools: Different tools lead to unsynchronized data. - Lack of Synchronization: Poor integration between product readiness and ABC operations.
Identify Possible Factors	- **Lack of Product Readiness and Maturity**: Inadequate preparation of products and maturity for market launch, particularly in the ABC division. - **Overreliance on Partnerships**: DEF relies more on external partnerships rather than developing in-house capabilities and tends to focus more on product operations than on product development. - **Focusing on IJK/LMN Internally**: IJK department is still focused on internal operations (XYZ employees) rather than external ones (DEF) - **Unsynchronized Data Between Related Directorate**: Different departments using various tools, leading to inconsistent data and processes. - **Insufficient Proper Human Capital Abilities**: Gaps in training that leave employees unprepared to effectively use new systems and products.
Identify Root Causes	- **Ineffective Methodologies**: DEF's heavy reliance on partnerships instead of independent product development stifles innovation. - **Data Silos**: Use of disparate tools creates data silos, preventing comprehensive insights and making the collaboration inefficient. The lack of effective communication and collaboration between ABC and DEF, leading to misalignment on product launches. - **Product Handover Challenges**: After product readiness, there's a project stage handover threat, causing missed opportunities. - **Project Stage Handover Challenges**: After product readiness, there's a project stage handover threat, causing missed opportunities. When the ABC team secures a deal, we don't hand over the information properly to the service

Step	Details
	delivery team. - **Proper Training Deficiencies**: Employees do not receive adequate training on tools and processes, impacting their proficiency and service delivery.
Recommend and Implement Solutions	- **Single Tool**: Implement a unified tool (similar to Jira but more sophisticated) to address existing gaps, enhance product readiness in ABC, and align methodologies and focus across DEF, IJK, and LMN. - **Encouragement**: Foster a culture that promotes product ownership among employees rather than relying solely on partnerships. - **Team Integration:** a. Connect product operations with the ABC division to enhance collaboration. b. Integrate enablers and Enterprise Architecture into the DEF division for better synergy c. Establish common targets and KPIs for ABC, DEF, IJK, and LMN to align efforts and objectives. d. Extend integration efforts to KBLI to enhance overall collaboration. e. Establish a model that supports the roadmap/OPEX → Transitioning to SaaS and PaaS (Software and Platform as a Service) - **Spin-off**: Develop XYZ into a more expansive entity, such as XYZ Enterprise, to broaden its market reach and capabilities. - **Recruitment**: Rehire new employees through a targeted People Development Program to support change management and enhance workforce capabilities. - **Develop Comprehensive Training Programs**: Implement targeted training initiatives to enhance employee proficiency in using tools and understanding products, ensuring they can effectively deliver quality service.

Table 4.8 provides a comprehensive root cause analysis for PT XYZ, highlighting several critical issues impacting the organization's operational efficiency. The analysis begins by defining the core problems faced by the company, including suboptimal operational efficiency, employee proficiency issues, and a decline in net income. These challenges have resulted in inefficiencies in service delivery, delays, increased costs, and a consistent drop in revenue, particularly from legacy products.

To understand these issues more deeply, data collected from an approved focus group discussion (FGD) reveals multiple factors contributing to operational inefficiencies. Notably, there are significant concerns regarding product readiness in the ABC division, an over-reliance on partnerships within the DEF division, and a tendency to prioritize operational tasks over product development. Additionally, the IJK and LMN departments demonstrate an inward focus, emphasizing internal processes at the expense of addressing external market needs. The use of divergent tools across various departments has led to

unsynchronized data, complicating integration efforts between product readiness and ABC operations.

Identifying the underlying factors behind these challenges is crucial. One major issue is the lack of product readiness and maturity, particularly evident in the ABC division, which hampers effective market launches. The DEF division's excessive reliance on external partnerships stifles in-house innovation, while the IJK department's focus on internal operations detracts from addressing the needs of other divisions. Moreover, the disparate tools employed by different departments create data silos, leading to inconsistent processes and poor communication. Insufficient training further exacerbates these problems, leaving employees ill-equipped to utilize new systems and deliver quality service.

The analysis identifies several root causes contributing to PT XYZ's challenges. Ineffective methodologies, particularly the DEF division's heavy dependence on partnerships, hinder independent product development and innovation. The use of disparate tools results in data silos, preventing comprehensive insights and fostering inefficiencies in collaboration between ABC and DEF. Additionally, challenges in product handover processes contribute to missed opportunities, as critical information is not effectively communicated between teams during transitions. Furthermore, inadequate training leaves employees unprepared, impacting their ability to deliver quality service.

In light of these findings, a series of recommendations are proposed to address the identified issues. First, implementing a unified tool, similar to but more sophisticated than Jira, would help bridge existing gaps, enhance product readiness in ABC, and align methodologies across DEF, IJK, and LMN. Cultivating a culture of product ownership among employees, rather than fostering a reliance on partnerships, will promote innovation and accountability. Integrating product operations with the ABC division and establishing common targets and KPIs across departments will enhance collaboration and align objectives.

Further recommendations include developing XYZ into a broader entity, such as XYZ Enterprise, to expand its market reach and capabilities. A targeted People Development Program is suggested to support change management and

enhance workforce competencies. Finally, comprehensive training initiatives should be implemented to improve employee proficiency in using tools and understanding products, ensuring that staff can effectively deliver quality service.

4.2.3 SWOT ANALYSIS

Strengths
1. Strong brand reputation
2. Loyal Customer base
3. Diverse divisions offering various products and services

Weakness
1. Suboptimal operational efficiency
2. Skills gaps among employees
3. Declining revenue from legacy products
4. Lack of integration and collaboration

Opportunities
1. Potential for product development and innovation
2. Implementation of unified technology tools
3. Market expansion into broader capabilities
4. Training and development programs for employees

Threats
1. Internal and domestic operators
2. OTT players (e.g., AWS, Google, Meta)
3. IT product principles (e.g., Microsoft, Fortinet)
4. Cloud/service providers
5. System integrators (SIs)
6. Over Reliance on external partnerships

Figure 4.9 SWOT Analysis of PT XYZ

Figure 4.9 presents The SWOT analysis of PT XYZ that reveals critical insights into the company's current standing and strategic potential. PT XYZ boasts several notable strengths that contribute to its market position. First and foremost is its strong brand reputation, which has been cultivated over the years and helps instill trust among customers. This reputation is further reinforced by a loyal customer base, which is essential for sustaining revenue and encouraging repeat business. Additionally, the company benefits from diverse divisions that offer a variety of products and services, allowing it to cater to different market segments and adapt to changing consumer demands. This diversity enhances the company's resilience against market fluctuations and increases opportunities for cross-selling and upselling.

Despite its strengths, PT XYZ faces significant weaknesses that could hinder its growth. Suboptimal operational efficiency is a pressing issue, as it can lead to increased costs and delayed service delivery. Furthermore, there are skill gaps among employees, which may affect their ability to effectively utilize the latest tools and technologies. This lack of proficiency is compounded by declining revenue from legacy products, which indicates a need for innovation and a shift towards more modern offerings. Lastly, the lack of integration and collaboration across departments can lead to fragmented efforts and missed opportunities, hampering overall organizational effectiveness.

On the horizon, PT XYZ has numerous opportunities that it can leverage for growth and improvement. There is significant potential for product development and innovation, allowing the company to refresh its offerings and better meet customer needs. The implementation of unified technology tools can streamline processes, enhance communication, and improve data management across divisions. Additionally, the company can explore market expansion into broader capabilities, tapping into new customer segments and geographical areas. To support these initiatives, training and development programs for employees are essential to ensure that the workforce is equipped with the necessary skills to drive the company forward.

However, PT XYZ must also navigate several threats in its competitive landscape. The presence of internal and domestic operators poses challenges, as these entities may compete for the same customer base. Additionally, the rise of OTT players such as AWS, Google, and Meta intensifies competition, particularly in digital services and content delivery. Furthermore, established companies in IJK product principles like Microsoft and Fortinet, along with various cloud/service providers, create a competitive environment that requires PT XYZ to differentiate itself. Competition from system integrators (SIs) also represents a threat, as these firms may offer comprehensive solutions that appeal to businesses looking for efficiency. Lastly, an over-reliance on external partnerships can expose PT XYZ to risks, particularly if those partnerships falter or if the company is unable to develop its own capabilities.

4.2.4 TOWS MATRIX

Table 4.10 TOWS Matrix of PT XYZ

TOWS Matrix	Aspect	Explanation
SO (Strengths-Opportunities)	S1O2	Leverage strong brand reputation to implement a more advanced single tool, enhancing product readiness in ABC, DEF, IJK, and LMN.
	S2O4	Utilize loyal customer base to support ongoing training and employee development through HR Development Programs.
	S3O1	Use divisional diversity to develop new products and solutions, such as a spin-off into XYZ Enterprise.
	S3O3	Capitalize on diverse products and services to expand market capabilities, including SaaS and PaaS.
ST (Strengths-Threats)	S1T6	Reduce reliance on external partnerships by encouraging greater product ownership within the company.
	S3T4	Use product diversity to compete with cloud service providers through SaaS and PaaS models.
	S2T5	Leverage customer loyalty to compete in complex projects through the Enterprise Architecture division.
	S3T1	Collaborate across functions to face domestic operators that are competitors.
WO (Weaknesses-Opportunities)	W1O2	Address operational inefficiencies by implementing a single tool to align methodologies.
	W2O4	Strengthen targeted HR Development Programs to address skill gaps and enhance collaboration.
	W3O3	Counter declining revenue from legacy products by expanding into SaaS and PaaS models.
	W4O1	Improve collaboration between divisions through the development of new products.
WT (Weaknesses-Threats)	W1T2	Tackle inefficiencies with a single tool to remain competitive against OTT players like AWS and Google.
	W4T6	Reduce reliance on external partnerships by enhancing cross-divisional integration.
	W3T5	Shift from legacy products to SaaS and PaaS offerings to compete in technology projects.
	W2T1	Strengthen internal capabilities through strategic recruitment and HR Development Programs.

The TOWS Matrix for PT XYZ shown in Table 4.10 outlines a strategic framework that leverages the company's strengths and opportunities while

addressing weaknesses and threats. The analysis reveals several key strategies that can guide the organization in enhancing its competitive edge and operational efficiency.

One of the primary strategies identified in the SO quadrant is the potential to leverage PT XYZ's strong brand reputation to implement a more advanced single tool across various departments, including ABC, DEF, IJK, and LMN. This approach aims to enhance product readiness and streamline operations. Additionally, the company can capitalize on its loyal customer base to support ongoing training and employee development through robust HR Development Programs. By focusing on these areas, PT XYZ can not only improve its internal capabilities but also strengthen customer relations.

Furthermore, the divisional diversity within the organization can be utilized to develop new products and solutions, potentially leading to a spin-off into XYZ Enterprise. This diversification can be complemented by capitalizing on the range of products and services already offered, allowing the company to expand its market capabilities, particularly in Software as a Service (SaaS) and Platform as a Service (PaaS) offerings. These strategies highlight the synergy between the company's strengths and market opportunities.

In the ST quadrant, PT XYZ can focus on reducing reliance on external partnerships by fostering greater product ownership within the company. This strategic shift would enable the organization to maintain control over its offerings and enhance resilience against competitive pressures. Additionally, leveraging product diversity to compete with cloud service providers through SaaS and PaaS models can further position PT XYZ advantageously in the market.

Moreover, the company's strong customer loyalty can be strategically utilized to compete in complex projects via its Enterprise Architecture division. Collaborating across functions to face domestic competitors will also be crucial, enabling PT XYZ to effectively navigate market challenges while maximizing its existing strengths.

The WO strategies emphasize the need to address operational inefficiencies by implementing a single tool that aligns methodologies across the organization. This alignment can significantly enhance productivity and

effectiveness. Strengthening targeted HR Development Programs to address skill gaps is another vital strategy, ensuring that employees are equipped to collaborate effectively and drive innovation.

Additionally, PT XYZ can counter declining revenue from legacy products by expanding into SaaS and PaaS models. This strategic pivot not only mitigates risks associated with outdated offerings but also aligns with emerging market trends. Improving collaboration between divisions through the development of new products will further enhance the company's innovative capacity and market responsiveness.

Finally, the WT quadrant focuses on addressing the company's weaknesses in the face of external threats. Tackling operational inefficiencies with a unified tool is critical to remaining competitive against over-the-top (OTT) players like AWS and Google. Moreover, enhancing cross-divisional integration will help reduce reliance on external partnerships, fostering a more cohesive internal structure.

Transitioning from legacy products to SaaS and PaaS offerings is essential for competing in technology projects, ensuring PT XYZ remains relevant in a rapidly evolving market. Additionally, strengthening internal capabilities through strategic recruitment and HR Development Programs will be crucial for building a skilled workforce capable of driving the organization forward.

4.2.5 TRIANGULATION ANALYSIS

Table 4.10 Triangulation Analysis of PT XYZ

Section	Details
1. Purpose of Triangulation	Objective: Validate findings through multiple data sources to enhance recommendations.
	Research Questions: - How can XYZ simplify its internal processes? - How can employee proficiency be enhanced? - How can the decline in net income be addressed?
2. Types of Data Sources	Interviews: Conduct interviews with employees and directorates
	Focus Groups: Gather insights from ABC teams and operational staff.
	Document Analysis: Review internal reports, employee training materials, and financial statements.

Section	Details
3. Data Collection Methods	Interviews: 2 stakeholders from various directorates and sub-directorates
	Focus Groups: 2-3 sessions with 2 participants each, facilitated discussion.
	Document Analysis: Collect and analyze key documents related to processes and financial performance.
4. Data Analysis Techniques	Thematic Analysis: Identify themes from interviews and focus groups (e.g., process complexity, training gaps).
	Content Analysis: Analyze documents for relevant trends and data supporting findings.
	Comparative Analysis: Cross-reference themes and insights across different data sources.
5. Findings Overview	Themes Identified: Dependency to 3rd Party & Complexity in internal processes has an effect to revenue decline due to delay on service / product delivery
	Contradictions: Partner Dependencies & Differences in employee feedback about training effectiveness versus management's view on process efficiency.
	Consensus Points: Agreement on the need for improved communication and training initiatives through Technologies / Single Tools across Directorate & Being Product Principal for B2B Business
6. Conclusions and Implications	Key Insights: Principal on B2B Product & Simplifying processes to accelerate communications & collaboration and enhancing employee training are crucial for addressing revenue decline.
	Recommendations: Principal on B2B Product, Implement centralized project monitoring tools, Develop comprehensive training programs, and Establish standardized procedures for knowledge sharing.
	Limitations: Potential biases in stakeholder responses and limited sample size.
7. Future Project Directions	Investigate the long-term impact of implemented changes on employee performance and revenue growth.

Table 4.10 depicts the triangulation analysis of PT XYZ. This triangulation analysis utilizes 7 sections, namely: purpose of triangulation, types of data sources, data collection methods, data analysis techniques, findings overview, conclusions and implications, and future research directions. The purpose of triangulation in the context of PT XYZ is to validate findings through multiple data sources, ultimately enhancing the recommendations made for the organization. This approach is driven by three primary research questions: how

can XYZ simplify its internal processes, how can employee proficiency be enhanced, and how can the decline in net income be effectively addressed? By utilizing diverse methodologies, the analysis aims to provide a comprehensive understanding of the challenges faced by the company.

To conduct this triangulation analysis, a variety of data sources were employed. First, interviews were carried out with employees and directors to gather qualitative insights directly from stakeholders. Additionally, focus groups were organized, involving participants from various teams and operational staff to foster collaborative discussions. Furthermore, document analysis played a crucial role, as internal reports, employee training materials, and financial statements were reviewed to provide a quantitative foundation for the qualitative findings.

The data collection methods used in this analysis were carefully structured. Interviews were conducted with two stakeholders from different directorates and sub-directorates to ensure a diverse range of perspectives. Focus groups consisted of two to three sessions with two participants each, promoting an in-depth exploration of issues. Document analysis involves the systematic collection and evaluation of key documents relevant to the organization's processes and financial performance, allowing for a thorough contextual understanding.

In analyzing the collected data, several techniques were employed. Thematic analysis was used to identify recurring themes from interviews and focus groups, such as process complexity and training gaps. Content analysis was conducted on the documents to extract relevant trends and data supporting the findings. Additionally, comparative analysis was applied to cross-reference themes and insights across different data sources, enriching the overall understanding of the organization's challenges.

The findings from the triangulation analysis revealed several critical themes. Notably, the organization's dependency on third-party partners and the complexity of its internal processes have negatively impacted revenue due to delays in service and product delivery. Contradictory perspectives emerged, particularly regarding partner dependencies and the effectiveness of employee training. While employees expressed concerns about training effectiveness, management perceived the processes as efficient. Despite these contradictions,

there was a consensus on the necessity for improved communication and training initiatives, particularly through the adoption of technology and standardized tools across directorates.

The analysis led to several key insights and implications for PT XYZ. Focusing on becoming a principal in the B2B product space, simplifying processes to enhance communication and collaboration, and improving employee training emerged as crucial strategies for addressing the decline in revenue. Recommendations include prioritizing the B2B product, implementing centralized project monitoring tools, developing comprehensive training programs, and establishing standardized procedures for knowledge sharing among employees.

However, it is essential to acknowledge the limitations of this analysis, which include potential biases in stakeholder responses and a limited sample size that may affect the generalizability of the findings.

Looking towards the future, further project directions suggest investigating the long-term impact of the implemented changes on both employee performance and revenue growth. This will provide valuable insights into the effectiveness of the strategies adopted and allow for continuous improvement within PT XYZ.

4.3 DISCUSSION

The analysis of PT XYZ reveals several critical issues adversely affecting the organization's operational efficiency. Central to these problems are suboptimal operational efficiency, employee proficiency issues, and a consistent decline in net income. These challenges result in inefficiencies in service delivery, leading to delays and increased costs, particularly noticeable in revenue from legacy products.

Data collected from focus group discussions highlights various contributing factors to these inefficiencies. A significant concern is the suboptimal product readiness within the ABC division, which hinders timely market launches. The DEF division demonstrates excessive reliance on partnerships, prioritizing operational tasks over essential product development. Additionally, the internal focus of the IJK and LMN departments further complicates matters, emphasizing internal processes rather than addressing external market needs. This

misalignment is exacerbated by the use of divergent tools across departments, resulting in unsynchronized data and complicating integration efforts between product readiness and ABC operations.

Understanding the underlying causes of these challenges is vital. A lack of product readiness and maturity in the ABC division hampers effective market launches, while the DEF division's dependence on external partnerships stifles innovation. The inward focus of the IJK department detracts from meeting the needs of other divisions. Moreover, disparate tools used across departments create data silos, leading to inconsistent processes and poor communication. Insufficient training exacerbates these issues, leaving employees ill-equipped to utilize new systems and deliver quality service.

The analysis identifies several root causes contributing to PT XYZ's challenges. Ineffective methodologies, particularly the heavy dependence on partnerships within the DEF division, inhibit independent product development and stifle innovation. The use of disparate tools results in data silos that prevent comprehensive insights and foster inefficiencies in collaboration between ABC and DEF. Additionally, challenges in product handover processes lead to missed opportunities due to ineffective communication during transitions. Inadequate training leaves employees unprepared, impacting their ability to deliver quality service.

To address these findings, several recommendations are proposed. Implementing a unified tool, more sophisticated than current options, can bridge existing gaps, enhance product readiness in ABC, and align methodologies across DEF, IJK, and LMN. Fostering a culture of product ownership among employees will promote innovation and accountability, reducing reliance on external partnerships. Integrating product operations with the ABC division and establishing common targets and KPIs across departments will enhance collaboration and alignment.

Further recommendations include developing PT XYZ into a broader entity, which could expand its market reach and capabilities. Establishing a targeted People Development Program will support change management and enhance workforce competencies. Comprehensive training initiatives are essential

to improve employee proficiency in using tools and understanding products, ensuring that staff can effectively deliver quality service.

The gap analysis highlights specific issues within the organization and the discrepancies between its current and desired future states. Product readiness in the Sales division is suboptimal, adversely affecting market launches. The desired outcome is for the ABC team to be fully equipped to market and sell new products effectively, emphasizing the need for better preparation and alignment between ABC and product development teams. Another significant concern is the over-reliance on partnerships within the DEF division, which currently reflects an excessive dependence on external methodologies instead of fostering independent development principles.

The current state of DEF prioritizes product operations over development, leading to an imbalance in priorities that results in missed innovation opportunities. The desired future state calls for a balanced focus on both product development and operations, which is crucial for effective management and innovation. The inward focus of the IJK and LMN divisions further complicates the situation, as they emphasize internal processes over external market needs. A proactive strategy that aligns with market demands is essential to enhance responsiveness to external trends.

Additionally, the divergence of tools used across divisions creates unsynchronized data and processes, hampering collaboration. The goal is for all divisions to utilize a common platform for consistent data management, eliminating data silos that currently hinder decision-making. The lack of synchronization between DEF and ABC complicates product launches and diminishes market effectiveness, highlighting the need for seamless integration to ensure effective marketing.

Inefficiencies in product and project handover processes also pose significant concerns. Current processes lead to miscommunication and lost opportunities, causing delays in execution. The desired future state emphasizes a smooth and efficient handover process that keeps all relevant teams informed, underscoring the importance of enhanced coordination and information sharing.

The SWOT analysis provides critical insights into PT XYZ's current standing and strategic potential. The company enjoys several strengths, including a strong brand reputation that instills trust among customers. This reputation is further supported by a loyal customer base, essential for sustaining revenue and encouraging repeat business. The diversity of divisions offering a variety of products and services allows the company to cater to different market segments, enhancing resilience against fluctuations and increasing opportunities for cross-selling.

However, PT XYZ faces significant weaknesses that could hinder its growth. Suboptimal operational efficiency is a pressing issue that can lead to increased costs and delayed service delivery. Skills gaps among employees may affect their ability to effectively utilize the latest tools and technologies. The decline in revenue from legacy products indicates a need for innovation, and the lack of integration and collaboration across departments can result in fragmented efforts and missed opportunities.

Despite these challenges, PT XYZ has numerous opportunities for growth and improvement. Significant potential exists for product development and innovation, allowing the company to refresh its offerings and better meet customer needs. Implementing unified technology tools can streamline processes, enhance communication, and improve data management across divisions. Additionally, market expansion into broader capabilities can tap into new customer segments and geographical areas. To support these initiatives, training and development programs for employees are essential to ensure that the workforce is equipped with the necessary skills.

Nevertheless, PT XYZ must navigate several threats in its competitive landscape. The presence of internal and domestic operators poses challenges, as these entities may compete for the same customer base. The rise of over-the-top (OTT) players, such as AWS, Google, and Meta, intensifies competition, particularly in digital services and content delivery. Established companies in IJK product principles, such as Microsoft and Fortinet, along with various cloud service providers, create a competitive environment that necessitates differentiation. Competition from system integrators also represents a threat, as

these firms may offer comprehensive solutions appealing to businesses seeking efficiency. Furthermore, over-reliance on external partnerships exposes PT XYZ to risks, particularly if those partnerships falter or if the company is unable to develop its capabilities.

The TOWS Matrix outlines a strategic framework that leverages the company's strengths and opportunities while addressing weaknesses and threats. One key strategy involves leveraging PT XYZ's strong brand reputation to implement a more advanced single tool across various departments, enhancing product readiness. The company can also utilize its loyal customer base to support ongoing training and employee development through HR Development Programs. Furthermore, the divisional diversity can be harnessed to develop new products and solutions, potentially leading to a spin-off that broadens the company's market capabilities, particularly in SaaS and PaaS offerings.

To mitigate threats while capitalizing on strengths, PT XYZ can focus on reducing reliance on external partnerships by fostering greater product ownership within the company. This strategic shift would enable the organization to maintain control over its offerings and enhance resilience against competitive pressures. Additionally, leveraging product diversity to compete with cloud service providers can position PT XYZ advantageously in the market.

The strategies addressing weaknesses in light of opportunities emphasize the need to tackle operational inefficiencies through a unified tool that aligns methodologies. Strengthening targeted HR Development Programs will address skill gaps and enhance collaboration among employees. Expanding into SaaS and PaaS models can counter declining revenue from legacy products, ensuring alignment with emerging market trends. Improving collaboration between divisions through the development of new products will further enhance the company's innovative capacity and responsiveness to market demands.

Lastly, the strategies aimed at addressing weaknesses in the face of external threats focus on tackling operational inefficiencies with a unified tool to remain competitive against OTT players. Enhancing cross-divisional integration will help reduce reliance on external partnerships, fostering a cohesive internal structure. Transitioning from legacy products to SaaS and PaaS offerings is crucial

for competing in technology projects, ensuring PT XYZ remains relevant. Strengthening internal capabilities through strategic recruitment and HR Development Programs will be vital for building a skilled workforce capable of driving the organization forward. Overall, these strategic insights provide a roadmap for PT XYZ to enhance its operational efficiency, capitalize on market opportunities, and navigate the complexities of its competitive landscape.

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 CONCLUSIONS

In conclusion, to address the operational inefficiencies at PT XYZ, a comprehensive Change Management strategy is essential. This strategy should include reorganizing teams and implementing a single advanced tool, akin to Jira but more sophisticated, to enhance product readiness in the ABC division. Such a tool will help bridge existing gaps and align methodologies across DEF, IJK, and LMN divisions. Additionally, fostering a culture of product ownership rather than an over-reliance on external partnerships will encourage a more proactive approach among employees, ultimately improving operational efficiency.

To resolve issues related to employee proficiency, PT XYZ must focus on targeted hiring and the establishment of a structured People Development Program (PDP). This program should prioritize training initiatives that align with the company's product principles, ensuring that employee skills meet the organization's evolving needs and having standardization of product and project handover. By investing in these development initiatives to strengthen the value of PT XYZ, it could enhance XYZ value to B2B enterprise customers, which is vital for driving performance and meeting business objectives.

Regarding the decline in net income, PT XYZ needs to accelerate its B2B ABC processes while simultaneously addressing B2B ABC Life Cycle operational inefficiencies. Promoting a culture of product ownership, rather than relying heavily on external partnerships, will streamline both product development and project delivery for both customers and PT XYZ. This approach will enhance B2B revenue, ultimately leading to an increase in net income. Additionally, this requires a closer integration of product operations with the ABC division, establishing unified targets across ABC, DEF, IJK, and LMN. Furthermore, collaboration with legal (KBLI) and OPQ teams is crucial for developing a financial OPEX model that supports a transition toward Software as a Service (SaaS) and Platform as a Service (PaaS) offerings. By implementing these

strategies, PT XYZ can enhance its revenue generation capabilities through various Product 1, ultimately reversing the trend of declining net income and positioning the company for sustainable growth.

5.2 RECOMMENDATIONS

5.2.1 For Organizations

To enhance operational efficiency and drive overall success, organizations should consider integrating collaboration between the Legal Division (KBLI) and the Finance Opex Model within their Enterprise Business framework. This integration is essential for ensuring compliance and financial accountability across all business operations. By fostering open communication and collaboration between these departments, organizations can streamline decision-making processes, reduce legal risks, and enhance financial oversight. Regular joint meetings and workshops can facilitate this collaboration, allowing both teams to align their objectives and share insights. This proactive approach will not only mitigate potential legal issues but also contribute to a more cohesive operational strategy.

Additionally, organizations must prioritize targeted hiring and the development of people programs tailored to meet current and future business needs. A focused recruitment strategy should be implemented to attract top talent with skills that align with organizational goals. Moreover, investing in comprehensive development programs will help cultivate these skills within the existing workforce. Programs should include mentorship, training workshops, and continuous learning opportunities that cater to different career stages. By fostering a culture of growth and development, organizations can enhance employee engagement, reduce turnover rates, and ultimately build a more skilled and resilient workforce capable of adapting to changing market demands.

Optimizing the organizational structure is another critical recommendation for improving efficiency and effectiveness. A thorough assessment of the current structure should be conducted to identify redundancies and areas for improvement. By streamlining processes and reducing unnecessary layers of

management, organizations can facilitate quicker decision-making and enhance communication across departments. Implementing cross-functional teams can also promote collaboration and innovation, allowing for more agile responses to market changes. A well-optimized organizational structure will not only improve operational efficiency but also empower employees to contribute more effectively to the organization's strategic objectives.

5.2.2 For the Industry

To thrive in today's rapidly evolving marketplace, the industry must fully embrace digital transformation. This involves adopting advanced technologies such as artificial intelligence, data analytics, and cloud computing to streamline operations and enhance customer experiences. By investing in digital tools, businesses can improve efficiency, reduce costs, and gain valuable insights into market trends and consumer behavior. Moreover, organizations should prioritize training employees to utilize these technologies effectively, ensuring that the workforce is equipped to navigate the digital landscape. Embracing digital transformation is not just a strategic advantage; it is essential for maintaining competitiveness in a technology-driven world.

In addition to digital transformation, the industry should prioritize sustainability in B2B operations. This includes implementing eco-friendly practices, reducing carbon footprints, and sourcing materials responsibly. By adopting sustainable practices, companies can not only meet regulatory requirements but also respond to the increasing consumer demand for environmentally responsible products and services. Collaborating with suppliers and partners to develop sustainable solutions can enhance brand reputation and create a competitive edge. Prioritizing sustainability will not only benefit the environment but also contribute to long-term profitability and customer loyalty.

Fostering collaboration within the B2B sector is another critical recommendation for driving industry growth. Companies should actively seek partnerships with other organizations, industry associations, and research institutions to share knowledge, resources, and best practices. Collaborative initiatives can lead to innovation, cost-sharing, and improved supply chain

efficiencies. By breaking down silos and promoting a culture of cooperation, businesses can better address common challenges and seize new opportunities in the market. This collaborative approach will not only enhance individual company performance but also contribute to the overall health and resilience of the industry.

Finally, focusing on workforce development in the B2B sector is essential for ensuring a skilled and adaptable workforce. Organizations should invest in continuous learning and training programs that equip employees with the necessary skills to thrive in a dynamic business environment. This includes not only technical skills but also soft skills such as communication, problem-solving, and teamwork. By fostering a culture of continuous development, businesses can enhance employee engagement, retain top talent, and ensure that their workforce is prepared to meet future challenges.

5.2.3 For the Business

To strengthen their position in the B2B landscape, businesses must prioritize enhancing product and project collaboration through effective communication and technology. Leveraging advanced collaboration tools—such as project management software, cloud-based platforms, and real-time communication applications—can facilitate seamless information sharing and coordination among teams and partners. This approach not only streamlines workflows but also ensures that all stakeholders are aligned on project goals and timelines. By fostering an environment of transparency and collaboration, businesses can improve efficiency, reduce errors, and ultimately deliver higher-quality products and services to their clients.

In addition to improving collaboration, adopting agile practices within B2B operations is essential for responding swiftly to market changes and customer needs. Agile methodologies, which emphasize flexibility, iterative progress, and cross-functional teamwork, can enhance project management and delivery. Businesses should implement training programs to equip teams with agile principles, enabling them to adapt quickly to shifting demands and feedback. By embracing agility, organizations can improve their responsiveness, increase customer satisfaction, and gain a competitive edge in the marketplace.

Diversifying revenue streams is another crucial recommendation for businesses looking to thrive in the B2B sector. Relying on a single source of income can expose companies to significant risks, especially in fluctuating market conditions. By exploring new markets, developing complementary products or services, and forming strategic partnerships, businesses can create additional avenues for revenue generation. This diversification not only stabilizes income but also enhances resilience against economic downturns, ensuring long-term sustainability and growth.

Finally, investing in B2B technology solutions is vital for strengthening the value proposition of businesses like PT XYZ. This investment should focus on technologies that enhance operational efficiency, improve customer engagement, and streamline processes. Solutions such as customer relationship management (CRM) systems, data analytics platforms, and automation tools can provide businesses with valuable insights and enhance service delivery. By strengthening their technological capabilities, organizations can better meet customer needs, differentiate themselves from competitors, and reinforce their position as industry leaders.

5.2.4 For Customers

In today's dynamic marketplace, customers play a pivotal role in shaping business strategies and outcomes. One key recommendation for customers is to actively engage in providing feedback to companies. By sharing their experiences and opinions, customers can influence product development and service improvements. Businesses that listen to and act on customer feedback are more likely to foster loyalty and satisfaction, ultimately creating a better overall experience for their clientele.

Another important aspect for customers is to seek out brands that align with their values, particularly regarding sustainability and social responsibility. As consumers become more conscious of their purchasing decisions, they should prioritize companies that demonstrate a commitment to ethical practices and environmental stewardship. By supporting businesses that prioritize sustainability,

customers can contribute to a positive impact on society and the planet, while also encouraging other companies to adopt similar practices.

Additionally, customers should take advantage of the wealth of information available online to make informed purchasing decisions. By researching products, reading reviews, and comparing options, consumers can identify the best offerings that meet their needs. This proactive approach not only empowers customers but also promotes transparency in the market, encouraging companies to uphold high standards in quality and service.

Finally, customers should embrace the benefits of loyalty programs and personalized offers. Many businesses now provide rewards and incentives for repeat purchases, which can enhance the overall shopping experience. By participating in these programs, customers can enjoy discounts, exclusive access to new products, and tailored experiences that enhance their relationship with the brand. This reciprocal engagement can lead to greater satisfaction and long-term loyalty, benefiting both customers and businesses alike.

5.3 Project Limitations

In any research endeavor, acknowledging the limitations is essential to provide a comprehensive understanding of the study's context and scope. This project on optimizing operational efficiency and enhancing employee proficiency in the B2B telecommunications sector faces several limitations that may impact the findings and conclusions drawn.

Firstly, data availability and quality pose significant challenges. The project relies on data from various departments within the organization, including ABC, operations, and OPQ. However, discrepancies in data collection methods and reporting standards can lead to inconsistencies, making it difficult to obtain a unified perspective on operational efficiency and employee performance. Furthermore, historical data on net income may be limited, particularly concerning the impacts of specific initiatives aimed at addressing revenue decline. This lack of comprehensive data can restrict the depth of analysis and the reliability of conclusions.

Secondly, the dynamic nature of the telecommunications industry presents another limitation. The rapid pace of technological advancement and market changes can influence the relevance of the findings. Solutions proposed in this project may be effective at the time of study but could become less applicable as new technologies emerge or market conditions evolve. Additionally, shifts in consumer behavior or competitive dynamics can affect the B2B landscape, further complicating the ability to generalize results beyond the specific context of this study.

Moreover, the scope of the project is primarily focused on internal processes and employee proficiency. While these aspects are crucial for addressing net income decline, external factors such as regulatory changes, economic conditions, and competitive pressures are not extensively covered. Ignoring these external variables may limit the applicability of the solutions proposed and could lead to an incomplete understanding of the factors influencing operational efficiency and revenue performance.

Finally, stakeholder engagement is another potential limitation. The success of proposed initiatives largely depends on the willingness and ability of various stakeholders to adapt and implement changes. Resistance to change, whether due to cultural factors or perceived threats to job security, may hinder the effectiveness of the strategies put forth in this project. Without active buy-in from all levels of the organization, the potential for successful implementation may be compromised.

5.4 Future Project Suggestions

Building on the insights gained from the current project focused on optimizing operational efficiency and enhancing employee proficiency in the B2B telecommunications sector, several future project suggestions can be explored. These initiatives aim to address the identified limitations and further enhance organizational performance.

One significant avenue for future research is conducting a longitudinal study on employee proficiency and performance metrics. This study would track employee skills over time and correlate them with key performance indicators

such as customer satisfaction and financial outcomes. By regularly assessing employee competencies and collecting data on service delivery, organizations could gain deeper insights into the effectiveness of training programs. This approach not only enhances understanding of how increased proficiency translates into improved business results but also provides a framework for continuous employee development.

Another important area for exploration is the integration of technological innovations. Future projects could focus on assessing the potential of emerging technologies, such as artificial intelligence and machine learning, to streamline operational processes. Pilot programs could be initiated to evaluate how automation tools could enhance customer engagement and optimize data analysis. By embracing advanced technologies, organizations can improve efficiency, reduce costs, and potentially uncover new revenue streams that align with current market demands.

Additionally, cross-functional collaboration initiatives could significantly benefit the organization. Developing workshops or joint projects that involve teams from various departments, such as sales, marketing, and operations, would facilitate knowledge sharing and foster a culture of collaboration. These initiatives could lead to innovative solutions and improvements in service delivery by breaking down silos and encouraging diverse perspectives on operational challenges. Enhanced collaboration can ultimately drive greater efficiency and effectiveness in addressing the complexities of the B2B telecommunications landscape.

Furthermore, a dedicated project focused on conducting a market analysis for new product development is crucial. Understanding emerging trends and customer needs within the B2B telecommunications space can guide the organization in creating products and services that resonate with market demands. Engaging directly with customers through surveys or focus groups can provide valuable insights into their preferences and pain points. This data-driven approach to product development could be instrumental in addressing revenue decline by ensuring offerings are aligned with customer expectations.

Another essential aspect to consider is the implementation of employee engagement and change management programs. These initiatives can help mitigate resistance to change and foster a culture of adaptability within the organization. Future projects could focus on enhancing communication, providing support during transitions, and encouraging employee participation in decision-making processes. Actively involving employees in the change process can lead to improved buy-in and the overall success of new initiatives, ultimately benefiting both operational efficiency and employee morale.

Lastly, conducting an external factors impact assessment would provide a broader context for understanding operational challenges and opportunities. This project could analyze regulatory changes, economic conditions, and competitive landscapes affecting the B2B telecommunications sector. By gaining insights into these external dynamics, the organization can better prepare for potential impacts on net income and operational efficiency, thereby enabling more informed strategic planning.

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APPENDICES

Appendix 1. List of Questions

1. What is your KPI?
2. What are your dependencies and how do you measure success based on your KPI?
3. What are your challenges?
4. What is your scope of work?
5. What are your solutions to your challenges?
6. What are your thoughts on Telco Market in terms of B2B and B2C?
7. What are your thoughts about potential threats for XYZ in focusing on B2B?
8. Do we need to change management and organization for a license?
9. Do we need people development and re-hiring to solve B2B market challenges?
10. Do you think the current B2B Process is complex? If yes, what is your solution to simplify this problem?

Appendix 2. ABC Department

Question: What is your KPI?

Answer: Our main KPI is revenue growth from B2B ABC. We track this through our quarterly sales figures and the number of new business accounts we bring on board.

Question: What are your dependencies and how do you measure success based on your KPI?

Answer: I really rely on our marketing team to help generate leads, and customer support plays a key role in making sure we deliver on our promises. Success is measured by looking at conversion rates, customer retention, and how much our overall revenue increases compared to our targets.

Question: What are your challenges?

Answer: One of our biggest challenges is the complexity of the sales process, which often leads to delays. We also struggle with ensuring that everyone on the team is fully trained on our products, and the competition in the B2B space is tough.

Question: What is your scope of work?

Answer: Our role involves identifying and reaching out to potential B2B clients, managing our existing accounts, and working closely with internal teams to ensure we deliver excellent service. We also focus on developing sales strategies tailored to our clients' needs.

Question: What are your solutions to your challenges?

Answer: To tackle these challenges, We think we need to simplify our sales process. Implementing a centralized CRM system could help a lot, along with enhancing product training for our team. We also believe better collaboration with marketing will help us attract higher-quality leads.

Question: What are your thoughts on the Telco Market in terms of B2B and B2C?

Answer: The Telco market has some exciting opportunities in both B2B and B2C. B2B can lead to valuable, long-term partnerships, while B2C allows us to reach a

larger audience. We think we need to find a good balance between the two to maximize our potential.

Question: What are your thoughts about potential threats for XYZ in focusing on B2B?

Answer: There are definitely some threats we need to be aware of, like fierce competition from other telecom companies and the fast pace of technological change. Economic downturns can also affect how much businesses are willing to spend. It's important that we stay agile and responsive to these challenges.

Question: Do we need to change management and organization for a license?

Answer: We believe we might need to make some adjustments to our management and organizational structure to ensure we're compliant with regulations and to boost our efficiency in handling B2B operations.

Question: Do we need people development and re-hiring to solve B2B market challenges?

Answer: Absolutely! Investing in people development and possibly re-hiring is crucial. Having a well-trained team with the right skills will significantly enhance our performance in the B2B market.

Question: Do you think the current B2B Process is complex? If yes, what is your solution to simplify this problem?

Answer: Yes, We do find the current B2B process quite complex, mainly due to too many approval layers and a lack of standardization. We suggest we conduct a thorough review of our processes to pinpoint any bottlenecks and implement streamlined workflows to make things more agile and efficient.

Appendix 3. DEF Department

Question: What is your KPI?

Answer: Our key performance indicator (KPI) is the successful execution of strategic initiatives that drive operational efficiency and transformation, including new product launches. We measure this by tracking project milestones and assessing the impact on overall business performance and product uptake.

Question: What are your dependencies and how do you measure success based on your KPI?

Answer: We depend heavily on collaboration with departments like ABC, LMN, and IJK to ensure alignment on product goals and market needs. Success is measured not just by project completion, but also by the adoption rates of new products and feedback from stakeholders.

Question: What are your challenges?

Answer: A major challenge is overcoming resistance to change within the organization, especially when it comes to new product initiatives. Additionally, coordinating between different teams can sometimes slow down progress, particularly in aligning product development with market demands.

Question: What is your scope of work?

Answer: Our scope involves overseeing strategic planning initiatives, facilitating change management processes, and guiding product development to ensure our offerings align with business strategy. We also focus on resource allocation and prioritizing projects that drive transformation and innovation.

Question: What are your solutions to your challenges?

Answer: To tackle these challenges, we believe we need to enhance our change management approach by engaging employees early in the product development process and providing them with the necessary training. Regular communication about the benefits of new products can help reduce resistance.

Question: What are your thoughts on the Telco Market in terms of B2B and B2C?

Answer: The Telco market is evolving rapidly. B2B presents significant opportunities for customized solutions, while B2C remains a crucial volume market. We need to be innovative in our product offerings for both segments to maintain competitiveness.

Question: What are your thoughts about potential threats for XYZ in focusing on B2B?

Answer: Focusing on B2B does come with threats, such as economic fluctuations

affecting business spending and fierce competition. We need to ensure our products meet real business needs and stay ahead of market trends.

Question: Do we need to change management and organization for a license?

Answer: Yes, adapting our management structure and organizational processes may be necessary to ensure compliance and streamline operations for B2B licensing, especially regarding product offerings.

Question: Do we need people development and re-hiring to solve B2B market challenges?

Answer: Absolutely! Investing in people development and possibly re-hiring is crucial. We need a skilled team that understands market demands and can drive product innovation effectively.

Question: Do you think the current B2B Process is complex? If yes, what is your solution to simplify this problem?

Answer: Yes, the current B2B process is quite complex, particularly with product development. We suggest conducting a thorough review to identify inefficiencies and implementing standardized procedures that simplify workflows. Additionally, using agile methodologies could help us respond more quickly to market needs and enhance collaboration across teams. Moreover, there is a threat related to our dependency on IJK/network systems and partners, coming from technological development, as our employees may not always be able to keep pace with the speed of adoption.

Appendix 4. Delivery Team

Question: What is your KPI?

Answer: Our primary KPI is on-time delivery of services and projects, which we measure by tracking completion rates against deadlines and customer satisfaction scores.

Question: What are your dependencies and how do you measure success based on your KPI?

Answer: We rely heavily on collaboration with the sales and product teams to

ensure we have clear expectations and resources. Success is measured by how well we meet delivery timelines and customer feedback on the quality of our services.

Question: What are your challenges?

Answer: One of our biggest challenges is managing our resources effectively, especially during busy times. It can also be tough to keep communication consistent across teams, which impacts our efficiency. On top of that, our tools aren't aligned between the directorates and sub-directorates, we have limited knowledge and personnel resources, and we rely heavily on our partners.

Question: What is your scope of work?

Answer: Our scope includes overseeing the end-to-end delivery of services, ensuring operational processes run smoothly, and coordinating between teams to address any issues that arise during implementation.

Question: What are your solutions to your challenges?

Answer: To tackle these challenges, we suggest we implement stronger sales and delivery tools to improve resource tracking and enhance communication between teams. This will help ensure smooth handovers between directorates. Regular check-ins and feedback loops can also help us identify issues early on.

Question: What are your thoughts on the Telco Market in terms of B2B and B2C?

Answer: The Telco market is rapidly changing. B2B offers great potential for tailored solutions and long-term contracts, while B2C remains critical for volume. We need to ensure our delivery processes are agile enough to meet the demands of both segments.

Question: What are your thoughts about potential threats for XYZ in focusing on B2B?

Answer: Focusing on B2B does bring potential threats like increased competition and the risk of economic downturns affecting client budgets. We need to remain flexible and proactive in addressing these challenges.

Question: Do we need to change management and organization for a license?

Answer: Yes, we may need to adapt our management structure to improve compliance and streamline our operations. This could involve refining our processes to ensure we meet all regulatory requirements effectively.

Question: Do we need people development and re-hiring to solve B2B market challenges?

Answer: Definitely! Investing in people development and potentially re-hiring will be important. We need a skilled workforce that understands the complexities of the B2B market and can effectively manage service delivery.

Question: Do you think the current B2B Process is complex? If yes, what is your solution to simplify this problem?

Answer: Yes, We do find the current B2B process quite complex, particularly in terms of coordination between teams. We recommend a single tool that could make the sales and delivery process more aligned and also a thorough review of our delivery processes to identify bottlenecks, along with adopting standardized procedures that enhance efficiency. Embracing agile methodologies could also help us respond quicker to changes and customer needs. Organizational changes and process simplification are also needed to accommodate the implementation model that fits the enterprise business model.

Appendix 5. ESCPO Team

Question: What is your KPI?

Answer: Our main KPI is the overall performance improvement across our strategic initiatives, which We measure by tracking key performance metrics, project outcomes, and alignment with business objectives.

Question: What are your dependencies and how do you measure success based on your KPI?

Answer: We rely on collaboration with various departments, especially finance, operations, and product teams, to gather data and insights. Success is measured by

our ability to meet strategic goals and the effectiveness of our performance improvement initiatives.

Question: What are your challenges?

Answer: One of the key challenges we face is integrating data from different sources to get a comprehensive view of performance. Because we're using different tools, we're having trouble measuring our actual performance.

Question: What is your scope of work?

Answer: Our scope involves overseeing the strategic performance management framework, analyzing performance data, and facilitating cross-departmental collaboration to ensure we are aligned on our strategic goals.

Question: What are your solutions to your challenges?

Answer: To address these challenges, we suggest implementing a centralized B2B management tool that aggregates data from various sources, making it easier to track progress. Increasing stakeholder engagement through regular updates and workshops can also foster better buy-in.

Question: What are your thoughts on the Telco Market in terms of B2B and B2C?

Answer: The Telco market is dynamic, with both B2B and B2C offering unique opportunities. B2B can lead to high-value contracts, while B2C provides volume and brand loyalty. We need to ensure our strategic initiatives cater to both segments effectively.

Question: What are your thoughts about potential threats for XYZ in focusing on B2B?

Answer: Focusing on B2B presents threats such as shifting market demands and competitive pressure. It's essential that we stay agile and continuously adapt our strategies to meet these challenges head-on.

Question: Do we need to change management and organization for a license?

Answer: Yes, we might need to refine our management structure and processes to ensure compliance and optimize our strategic initiatives, especially in the context of B2B licensing.

Question: Do we need people development and re-hiring to solve B2B market challenges?

Answer: Absolutely! Investing in talent development and considering re-hiring can equip our team with the necessary skills to navigate the complexities of the B2B market and drive performance improvements.

Question: Do you think the current B2B Process is complex? If yes, what is your solution to simplify this problem?

Answer: Yes, the current B2B process is quite complex, particularly in tracking performance across initiatives. We recommend adopting a centralized B2B management tool could also help us respond more effectively to changing needs and improve overall efficiency based on real data.