

PROPOSED KNOWLEDGE MANAGEMENT INITIATIVES TO SUPPORT MARKETING DIVISION CASE STUDY AT PT XYZ

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ABSTRAK

Kata kunci:
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APO
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Sebagai industri yang mengharuskan adanya kehadiran kantor cabang di wilayah pemasarannya, menyamaratakan pengetahuan pada level yang sama merupakan suatu tantangan tersendiri. Apalagi perbedaan tersebut dapat berpengaruh pada performa perusahaan khususnya di bidang penjualan. Penelitian ini bertujuan untuk melihat tingkat kesiapan manajemen pengetahuan dalam divisi marketing yang tersebar di berbagai regional dan mengusulkan strategi yang berkaitan dengan manajemen pengetahuan. Pengukuran dilakukan dengan Asian Productivity Organization (APO) KM assesment tool. Hasil penelitian menunjukkan bahwa adanya ketidakseragaman level antar satu regional dengan regional lain. Sehingga pendekatan SECI process disarankan untuk khususnya memberikan jalan keluar untuk kategori yang memperoleh skor rendah.

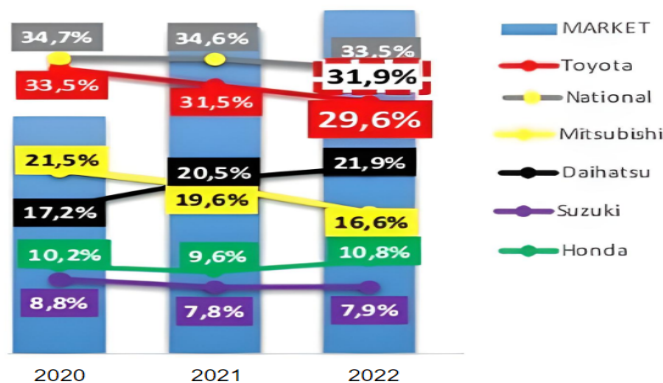
Keywords:
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As an industry that requires the presence of branch offices in its marketing area, standardizing knowledge at the same level is a challenge in itself. Moreover, these differences can affect the company's performance, especially in sales. This study aims to see the level of readiness of knowledge management in the marketing division that is spread across various regions and to propose strategies related to knowledge management. The measurement was carried out using the Asian Productivity Organization (APO) KM assessment tool. The results of the study showed that there is an uneven level between one region and another. Therefore, the SECI process approach is recommended to specifically provide a way out for categories that receive low scores

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INTRODUCTION

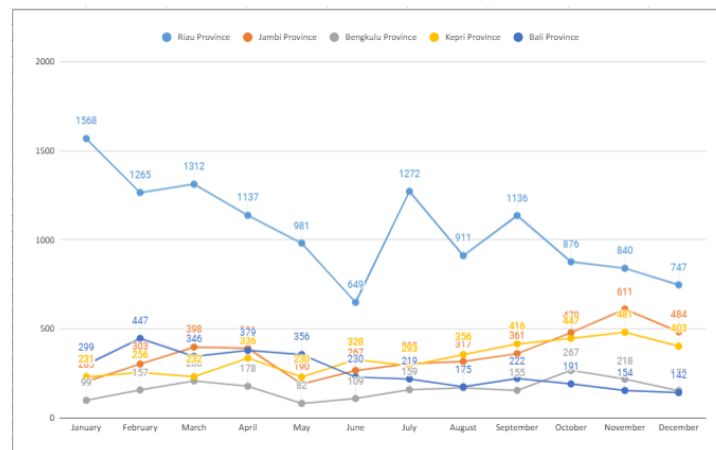
As per the 2022 data, Toyota continues to maintain its market leadership position; however, the company has experienced a sustained decrease in sales (Tanoto et al., 2022). In contrast, other automotive brands are exhibiting potential growth or increased sales figures during the same period (Firmansyah, 2023).



In the highly competitive car dealer industry, where numerous players vie for market share, companies must excel and differentiate themselves from their competitors. This is especially for the marketing division, which operates across multiple branches and requires seamless collaboration to succeed. In order to achieve optimal outcomes and maintain a competitive edge, the implementation of robust knowledge management practices becomes imperative (Bairizki, 2020).

The abundance of car dealers in the industry means that customers have a wide array of choices when it comes to purchasing vehicles (Reynaldi & Suprapti, 2017). To stand out in this crowded marketplace, a car dealer company must possess a deep understanding of its target market, employ effective marketing strategies, and deliver exceptional customer experiences. This is where the marketing division plays a vital role, as it is responsible for promoting the brand, attracting potential buyers, and driving sales (Chalil, 2021).

However, excelling in the marketing division is not an easy task. The division's operations span multiple branches, each with its own unique challenges and customer base. In order to achieve consistent messaging, effective campaign execution, and cohesive branding across all branches, seamless collaboration is essential. This collaboration relies heavily on the sharing of knowledge and expertise among marketing personnel.



This phenomenon is observable in the this graphic illustrating the sales outcomes across different branches of PT XYZ. It reveals a divergence between the performance of branches (Sudarsono, 2020). During the same timeframe, while one branch might portray an escalation in sales, another branch might concurrently exhibit a decline. Variations in sales outcomes among branches signify different ways of working within one organization (Puspayanti, 2015).

The author's preliminary interview with YA, the marketing manager of PT XYZ revealed that a critical gap in the company's Knowledge Management system is the absence for each region to share knowledge. This absence inhibits the transfer of successful innovations, either from directives of the head office or from independent initiatives within a region.

Consequently, even when innovations prove successful in a specific region, they remain confined and are not disseminated to benefit other regions. This siloed approach restricts the broader adoption and implementation of successful practices, hindering the collective progress and potential growth of the company across all its operational areas (Sukmawati et al., 2023).

In other words, the author found that the company's Knowledge Management system is centralized, with the head office being the primary source of knowledge and innovation.

However, there is no mechanism for the regions to share their own knowledge and innovations with each other. This results in a situation where successful innovations are often confined to the region where they originated, and do not benefit other regions.

This siloed approach can have a number of negative consequences for the company as a whole. It prevents the company from fully realizing the benefits of its successful innovations. If a successful innovation is only implemented in a single region, the company is missing out on the opportunity to improve its performance and profitability across all of its regions. Another is the siloed approach can stifle innovation. When regions are not able to share knowledge and learn from each other, they are less likely to develop new and innovative ideas.

This is where knowledge management practices come into play. Knowledge management involves the systematic gathering, organising, and sharing of knowledge within an organisation. In the context of the marketing division in a car dealer company, knowledge management helps ensure that valuable insights, market trends, customer preferences, and best practices are captured, documented, and shared effectively.

By implementing knowledge management practices, the marketing division can optimize its operations and achieve optimal outcomes. In the competitive car dealer industry, excelling in the marketing division is

crucial for success. To achieve optimal outcomes and maintain a competitive edge, implementing robust knowledge management practices is essential. By embracing knowledge management, the marketing division can improve decision-making, enhance collaboration, maintain consistent branding, utilize resources efficiently, and foster continuous learning and improvement. These benefits ultimately contribute to the company's ability to effectively compete and thrive in the dynamic car dealer industry.

Therefore, the subsequent action is to assess the readiness of knowledge management in marketing department. This evaluation is also to determine the improvement that needs to be made to be able to implement effective knowledge management.

METHODE

This research uses a mixed method that utilises both quantitative and qualitative methods. The mixed method allows the research to gather both numerical and narrative data (Hermawan, 2019)

Qualitative Data Analysis

The interview will be using a semi-structured approach. This approach allows better conversation between interviewer and participants and enables the interviewer to add follow-up question based on the responses given by the participants (Kallio et al., 2016)

The question asked during the interview aimed to explore the current condition of knowledge management at PT XYZ, the goals for implementing knowledge management, and strengths and opportunities for improvement for knowledge management.

Table 1. Interview will be conducted with

No	Interviewee	Position
1	YA	Manager
2	DN	Team Leader
3	HE	Team Leader

Quantitative Data Analysis

The questionnaire used in this research in the APO Knowledge Management Assessment Tool. The questionnaire will be distributed to employees at the marketing department (with a total population of 55 employees) through an online form using Bahasa. A minimum of 50 employees or must complete the questionnaire. Respondents who take this assessment must work a minimum of 1 year to ensure that they know enough about the company and can answer most of the questions in the survey. The questionnaire is divided into two sections. The first section will contain respondent's demographic data of gender, age, education, level and years of service (Young, 2020). The second will contain items from the APO Knowledge Management Assessment. The APO Knowledge Management Assessment Tool consists of 42 questions to cover seven categories. Each category has six questions rated from 1 (performing poorly or not at all) to 5 (performing very well) with a maximum score of 30 points and a maximum total score of 210.

RESULTS AND DISCUSSION

The target of the questionnaire is the marketing division which has an important role for creating and executing strategies to promote products and maintain relations with customers, with the primary objective is to increase sales growth (Rofi'i, 2019).

Within the marketing division, as of October 2023, there existed a total of 55 employees spread to five region 96.4% of the total employees, constituting 53 individuals, have actively participated to fill the questionnaire between November 27 until December 5, 2023. The marketing division comprises three distinct position levels: manager, team leader, and sales representative. Each of these positions was represented among the questionnaire respondents (Kasturi, 2020).

Out of the total respondents, 47.2% identify as male, while 52.8% identify as female. This indicates a relatively balanced gender representation among the respondents.

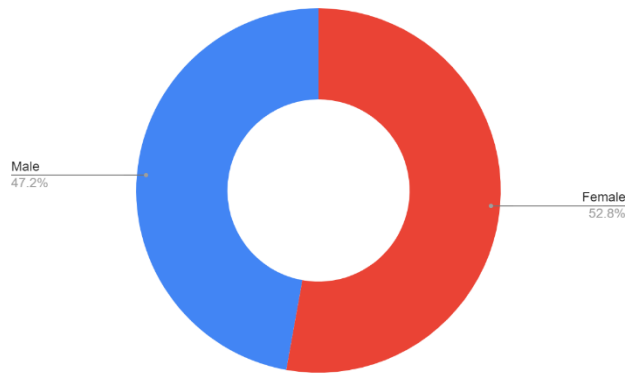


Figure: Respondent by Gender

The respondents exhibit a diverse range of employment tenure within the organization. Approximately 11.1% of the respondents have been with the company for more than 15 years. Another 11.1% have worked at the company for 10-15 years. The largest group of respondents, comprising 27.8%, has been with the company for 5-10 years. Finally, 38.9% of the respondents have been with the company for less than 5 years, indicating a steady influx of new talent and fresh perspectives.

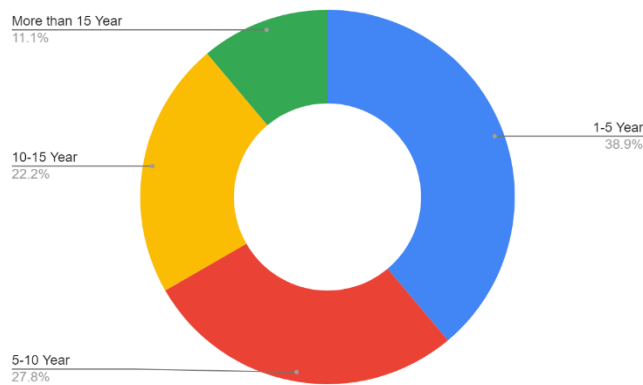
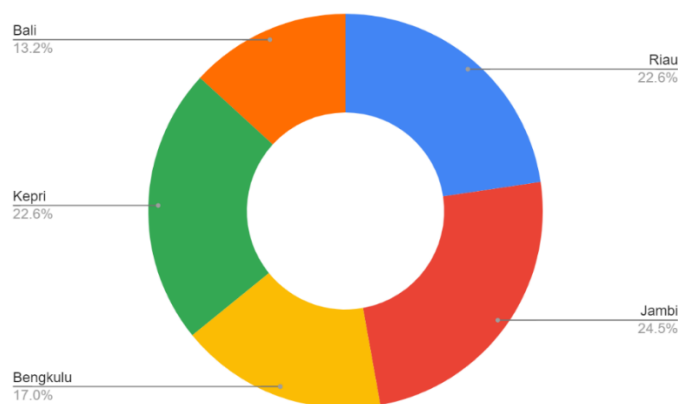


Figure: Respondent by Working Period

The contributor of the survey comes from five regions. The largest contribution comes from Jambi that reaches 24.5%. Then followed by Kepri and Riau with the same percentage, 22.6%. Then Bengkulu gave 17.0% for fulfilling the survey. And the least contribution comes from Bali that only participate 13.2%.



To determine the average maturity assessment score, a comprehensive approach was adopted. The individual scores of each of the 53 respondents were meticulously gathered and consolidated. Subsequently, the sum of these individual scores was calculated, yielding the overall aggregate score. Finally, this aggregate score was divided by the total number of respondents, resulting in a precise representation of the average maturity assessment score (ASMARA, 2017).

Table 2. Category

Category	Score
KM Leadership	25.35
Process	25.69
People	25.67
Technology	25.56
Knowledge Process	24.94
Learning & Innovation	25.00
KM Outcomes	25.33
Total Amount	177.54
Level	Refinement

Considering that the contribution of each region is not the same for the overall average score, the score calculation is also carried out for each region

Table 3. Region Level Based On Score

Region	Score	Level
Riau	180.16	Refinement
Jambi	192.00	Readiness
Bengkulu	177.33	Refinement
Kepri	181.91	Refinement
Bali	139.85	Introduction

There is a gap of 52.15 points between the region with the highest KM value and the region with the lowest KM value. Even these two regions are at two different levels.

The comprehensive data analysis presented in previous chapters has shed light on the current state of knowledge management (KM) within the marketing division. While valuable knowledge exists within the team, its effectiveness is hampered by significant gaps in the KM maturity level. To address these shortcomings and unleash the full potential of the marketing division, a strategic approach to knowledge management is crucial (Hasibuan, 2023).

The adoption of the SECI process, introduced by Nonaka in 2007, recognizes that knowledge has two types: tacit and explicit. Because of this, different methods are needed for each type. This leads to the creation of adapted processes for knowledge that include ways to both create and share explicit and tacit knowledge (Uslima, 2018).

Table 4. Socialization and Externalization

Socialization (Tacit-Tacit)	Externalization (Tacit-Explicit)
1. Mentoring	1. Documentation
2. Communities of practice	2. Video recording
Combination (Explicit - Explicit)	Internalization (Explicit - Tacit)
1. Knowledge repository	1. Learning management system
2. Knowledge review	2. Learning by doing

CONCLUSION

PT XYZ's Knowledge Management Maturity Level is at the "Refinement" stage, with a score of 177.54. This indicates that the company is actively engaged in evaluating and improving its knowledge management processes. However, it suggests that there is still room for optimization and effectiveness. The survey results highlight that the Knowledge Process category has the lowest score among the surveyed areas. This signals a specific area of opportunity for improvement, emphasizing the need for focused initiatives to enhance knowledge processes within the organization. The highest-scoring category in the survey is the Process category. This suggests that PT XYZ has established robust and effective processes within its knowledge management framework. While commendable, the emphasis on Process also implies that other dimensions, particularly Knowledge Process, require attention for holistic knowledge management optimization. Given the identified need for improvement in the Knowledge Process category, there is clear potential for PT XYZ to develop and implement targeted knowledge management initiatives. These initiatives should specifically address the challenges and gaps identified within the Knowledge Process dimension to elevate the overall effectiveness of knowledge management practices.

The recommended approach for knowledge management development is the adoption of the SECI process. This strategic framework, encompassing Socialization, Externalization, Combination, and Internalization, aligns with the identified areas of improvement. By integrating elements such as mentoring, communities of practice, documentation, video recording, knowledge repositories, and learning management systems, PT XYZ can systematically enhance its knowledge management practices across the organization. Within the SECI process, emphasis should be placed on Socialization and Externalization, particularly for transferring tacit knowledge into explicit forms. Strengthening mentoring programs, fostering communities of practice, and leveraging documentation and video recording will facilitate more effective knowledge sharing and externalization. Internalization and Combination processes are crucial for converting explicit knowledge into tacit forms and creating a comprehensive knowledge repository. Implementing learning management systems, knowledge reviews, and learning-by-doing strategies will contribute to a holistic approach in these areas, ensuring that knowledge is not only transferred but also deeply integrated into daily practices. Given the Refinement level of the current Knowledge Management Maturity, PT XYZ needs to continue its commitment to evaluation and improvement. Regular assessments and adjustments to the knowledge management initiatives, especially those addressing the Knowledge Process category, will contribute to ongoing maturity and effectiveness.

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