

## CURRENT BUSINESS PROCESS IMPROVEMENT IN PT VIDIO DOT COM JAKARTA

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### ABSTRACT

*There are many problems in start-up companies, one of which is incomplete documentation and imperfections in business processes or Standard Operating Procedures (SOP). This needs to be considered and analyzed to prevent things that can harm the company and the company's operational activities. Following up on this problem, the business analysts carried out improvement projects for several divisions at PT Vidio Dot Com. By holding this project, it is hoped that it can help companies find and obtain the best form of business processes, have complete and clear documentation of every process carried out within the company, increase the effectiveness of work processes, achieve targets quickly, and prevent and overcome risks that may occur.*

**Keywords:** *business process, improvement project, SOP, business analysis*

### ABSTRAK

Permasalahan yang terdapat dalam perusahaan *start-up* cukup banyak, salah satunya adalah ketidaklengkapan dalam pendokumentasian dan ketidaksempurnaan proses bisnis atau *Standard Operating Procedure (SOP)*. Hal ini perlu diperhatikan dan dianalisis untuk mencegah hal-hal yang dapat merugikan perusahaan serta melancarkan kegiatan operasional perusahaan. Menindaklanjuti permasalahan ini, para analis bisnis melaksanakan proyek penyempurnaan kepada beberapa divisi di PT Vidio Dot Com. Dengan diadakannya proyek ini diharapkan dapat membantu perusahaan dalam menemukan dan memperoleh bentuk proses bisnis terbaik, memiliki dokumentasi yang lengkap dan jelas dari setiap proses yang dilakukan di dalam perusahaan, meningkatkan efektivitas proses kerja, mencapai target dengan cepat, dan mencegah serta mengatasi risiko yang mungkin terjadi.

**Kata kunci:** proses bisnis, proyek penyempurnaan, SOP, analisis bisnis

## 1. INTRODUCTION

### Situation Analysis

PT Vidio Dot Com is a subscription broadcasting company that provides a wide variety of quality content such as Live Streaming Channels, News, Sports, Sinetron, and Entertainment. PT Vidio Dot Com was established on October 15, 2014, in SCTV Tower 12th Floor Senayan City, Jl. Asia Afrika Lot.19 Jakarta, Indonesia. PT Vidio Dot Com was owned by Kreatif Media Karya. However, the ownership was only until 2019 because, as Roy Franedyia noted in a CNBC article on May 31, 2019, another EMTEK subsidiary, Surya Citra Media, acquired 99,99% Vidio shares equivalent to Rp 115 billion. At first, Vidio only published TV content from EMTEK's library, which is SCTV, Indosiar, KapanLagi, and content that is published by Vidio's users, which is known as user-generated content. However in 2019, Vidio started making their original series and decided to produce many original series to date on Vidio Premier, their premium subscription service, referred to as "Vidio Originals". Currently, Vidio is the largest OTT platform in Indonesia. Vidio already had around 3.000 to 4.000 active users, and there were more than one hundred thousand videos.

All companies have a vision and mission to carry out their business. Vision is the goal, the main direction that the company wants. Meanwhile, mission describes what the company does to achieve the goal and what the company provides to society (Wheelan L. *et al.* 2018, 48). Therefore, as a company, Vidio also has a vision to achieve, namely "to become the ultimate destination for Indonesian people to enjoy quality contents and live shows" and a mission which is "delight our

watchers with quality curated local and premium contents in any of their preferred connected devices."

Due to the COVID-19 pandemic, most of employees work by working from home (WFH). The working hours at PT Vidio Dot Com from Monday to Friday start at 09.00 to 18.00 with a one-hour break at 12.00-13.00. All employees use Slack application to communicate and contact each other. All employees mention "morning" before office hours at Slack group for attendance.

### **Partner Problems and Solutions**

As is known, finance and accounting department is a supporting department that is often involved in several other divisions' business processes. This department will record all transactions and documents that occur in the company. From the involvement of this department, there are several business processes and documentation of other divisions that are not perfect and need to be improved. If this imperfect business process and documentation continues, this will be detrimental to the company. This can also help companies in the audit process, realize or detect errors, and prevent other things that harm the company. Following up on this, business analysts teams held improvement project to analyze and determine how each division conducts documentation and how they run business processes, whether these business processes are in accordance with the company. In addition, this project is expected to assist companies in finding and obtaining the best form of business processes and partners in finding the best solutions to solve existing problems. The project's objectives are: (i) have clear documentation of every process carried out within the company; (ii) improve the effectiveness of work processes, (iii) achieve targets quickly, (iv) prevent and overcome risks that may occur.

## **2. PKM IMPLEMENTATION METHOD**

This PKM was conducted at PT Vidio Dot Com for 5 months, from 23 August 2021 to 31 January 2022. On this occasion, the author was trusted to examine the Content Support division, especially Content Management, SVOD Traffic, SVOD Quality Control and Localization, and the Programming Team, namely Sport. In the process of improving the current workflow or SOP, several flows must be passed:

1. Collected data by interviewing related divisions to find out their current business processes. Business analysts scheduled an interview to know other divisions' current processes. By interviewing them, business analysts also asked the track record and other supporting documents to understand the process better.
2. Made a flowchart of the current process that has been obtained from the interview. After understanding the process, business analysts would construct it in a flowchart. Business analysts contacted the division via Slack if the process was unclear to verify it.
3. Prepared current process decks for related divisions and then ask them to review. Once the flowchart was done, business analysts prepared the current process deck consisting of the divisions' organizational structure, its current flowchart, and walkthrough, which explained the flowchart.
4. Revised the current process deck. Business analysts sent the current process deck to related divisions to confirm its rightness. If there was any feedback from related divisions regarding a wrong flow or things not under the procedure, business analyst corrected them.
5. Provided improvement or feedback from the final review of the currently existing process. Once the related divisions confirmed the final review, business analyst improved the current process to prevent and solved business risks that may occur.
6. Prepared a proposal or improvement deck by creating a new flow.

The improvement given also had to be prepared in the flowchart and in the improvement deck to be asked and reported to the mentor first.

7. Created a track record in Smartsheet.

Understanding current business processes and track records of related divisions was essential to build a new track record in Smartsheet, so that division's documentation became complete and structured.

8. Prepared a handbook about how to use the track record.

A handbook is a guideline for divisions to use the track record. If they do not know how to use it and solve the problem in Smartsheet, they might see it in the handbook.

9. Presented the proposal or improvement deck to the Deputy CEO and related divisions.

10. Once everything was ready, it would be presented the new work process or SOP to the management level for asking the approval and related divisions for preparing themselves for the new SOP.

11. Socialized process of new workflow/SOP and track record to related divisions.

The end of the improvement project was to socialize the process and track record to related division. Business analysts scheduled a workshop to present and explain the new track record.

To carry out this project required knowledge used to analyze business risks and build a new system. The knowledges used are, first, flowcharts. A flowchart summarizes how business processes and documents flow in an organization. It is also used to analyze how to improve business processes and document flow in this improvement project. The second one is System Development Life Cycle (SDLC). System developments consist of five steps which are system analysis, conceptual design, physical design, implementation and conversion, and operations and maintenance (Romney, Marshall and Steinbart 2020). These SDLC steps are used to build a new track record in Smartsheet software. Third, the process in improvement project are related with risk management, which is an activity to identify company risks that will affect company value, formulate and implement company strategies to maximize company value (Prowanta 2019). By using risk management theory, business analysts can identify risks to anticipate the occurrence of risks. If these risks are not anticipated and not managed properly, it will harm the company.

All processes mentioned above should be done step by step and sequentially. In this improvement project, the process also could go back and forth according to confirmation and feedback from related divisions and mentor. That was the reason why this project takes time. On the other hand, each process that passed through must be reported to mentor once a week to explain all tasks have been done. When reporting it, mentor would give feedback about the works and needed to revise based on that feedback.

### 3. RESULTS AND DISCUSSION

Below is the detailed process and improvement given of each division which becomes the author's responsibilities:

1. Content Management

Content management is a part of Content Support division whose has a crucial part in Vidio. Content Management is a sub-division whose primary responsibilities are to manage content owned by Vidio and publish or upload content based on requests from other divisions.

The process to carry out the improvement project for Content Management team took much time. Started when business analyst conducted three interview sessions, presented current process deck to Content Management to be reviewed and gave feedback, until revised the deck based on feedback, and approved by mentor and the team which can be seen on Figure 1.

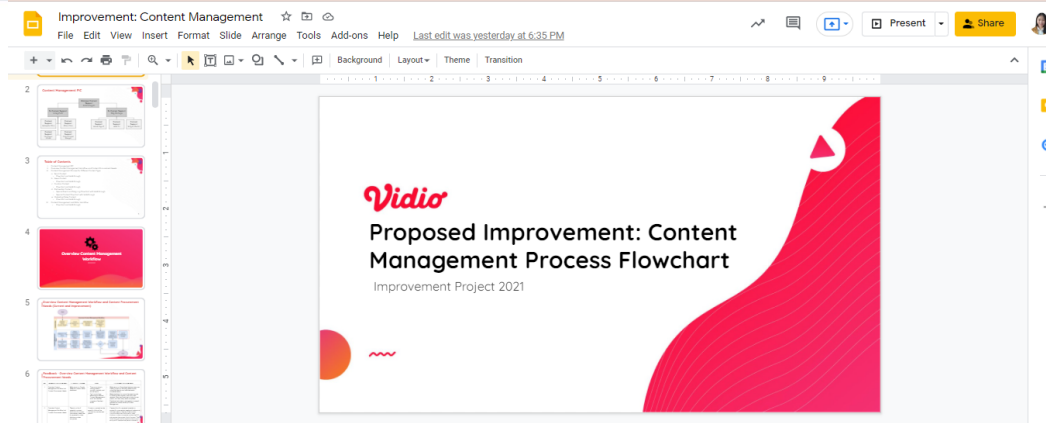


Figure 1. Content Management Deck  
Source: Author, 2022

Next, business analyst focused on preparing user-friendly track record as an improvement. Moreover, on that track record, gave automation to facilitate work and filling track record. Another improvement given was changing the way to upload request. This improvement was to avoid risk, which is lack of control over incoming requests and miss to upload. Notice that other divisions had a different way to request content to be uploaded, such as via email, WhatsApp, email, google sheet. Therefore, business analysts created a Smartsheet Form for all divisions which is useful as an entry point for other teams to request content uploads. When a new request comes in, the Content Management would be notified on email automatically. Business analyst also set notification emails that will be sent to them every morning automatically. This purpose is used to remind the content that must be uploaded every day to avoid forgetfulness.

Other than that, business analysts improved the way Content Management informs related divisions about their request's progress manually. This manual process was time-consuming and complicated because too much media was used for informing. Because of that, business analyst created automation on the track record, so requestors will receive an email regarding their request progress with one click from Content Management. This process is considered to be efficient. Other than that, Content Management provided material needed for other divisions who need material content for procurement needs, but when they distributed the content, they haven't listed it, therefore, business analysts created a form to request material from Content Management to list all content distribution. Notice that content is as the Vidio's asset.

Besides track record, business analyst also created a database, report, and dashboard in Smartsheet. A dashboard controls the team's work by showing the progress, how many tasks are received, how many tasks are done by one person, and how many tasks are completed. A dashboard also helps management see all track records and works made by Content Management.

## 2. SVOD Traffic, SVOD Quality Control and Localization

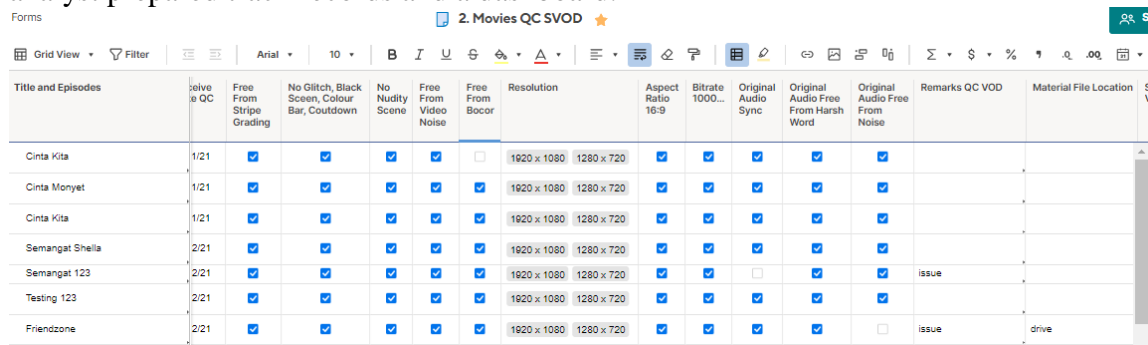
SVOD Quality Control is one of the sub-division of Content Support team in Vidio. Its responsibility is to perform quality control for content before uploading to the Vidio platform. At first, Quality Control team did the administration process from SVOD administration. As a result, the QC team did not focus on their primary task, which resulted in a longer quality control timeline due to this administrative process. To overcome this issue, SVOD Traffic came to process all SVOD administration tasks. Meanwhile, responsibility of Localization is contacting a vendor to perform subtitling and dubbing for content.

At first, business analysts prepared current process deck and track record on Google Sheet to construct the form. When current process deck approved by mentor and sent it to SVOD Quality Control, the team gave feedback and noticed if there was a new sub-division called SVOD Traffic that explained above so that the author has to revise all things that have been prepared. Preparing the track record for these three divisions was quite challenging and complicated because business analyst should combine and create the workflow on the track record. Moreover, some errors occurred several times. Therefore, business analysts must fix these errors which need to take a long time.

Several improvements were also given for these teams: first, adding key performance indicator (KPI) for quality control which can be seen on Figure 2. It would be challenging to track and see what quality control has already done and what issue occurred without KPI. In other words, there was no complete documentation. Second, creating a dashboard and report for the team to control the team's work by showing the progress, how many tasks are done by one person, and how many tasks are complete. Before improvement, the team created a report on Google Sheet and no dashboard was prepared. Third, before improvement, a request for subtitling or dubbing to a vendor was made by sending content materials on Google Drive via email without attaching any legal agreement, such as *Surat Perintah Kerja (SPK)* which can be seen on Figure 2. Without any SPK, there would be no legal proof of the request work and there was no legal protection of all rights resulting from the agreement. As a result, on the new track record made by business analyst, there will be SPK attached when sending an email to the vendor. Forth, the current process to request for subtitling or dubbing was done without any approval from Chief Content. Therefore, business analyst made approval automation on track record so that Chief Content may give approval and feedback regarding vendor that will be used.

### 3. Sport (Programming)

Sport team is under programming division whose responsibility to provide sport content held by Vidio. This team arranges all sport contents from the acquisition until it is ready to be published in Vidio platform. Capturing Sport SOPs is started by interviewing Sport Manager, Curation Sport Team, and other divisions who have a relationship with Sport team so that business analyst might get a big picture of the process. After constructing the process, business analyst prepared track records and a dashboard.



Title and Episodes	Free From Stripe Grading	No Glitch, Black Screen, Colour Bar, Countdown	No Nudity Scene	Free From Video Noise	Free From Bocor	Resolution	Aspect Ratio 16:9	Bitrate 1000...	Original Audio Sync	Original Audio Free From Harsh Word	Original Audio Free From Noise	Remarks QC VOD	Material File Location
Cinta Kita	1/21	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	1920 x 1080 1280 x 720	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
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Figure 2. SVOD Quality Control Tracker  
 Source: Author, 2022

## 4. CONCLUSION



The improvement project conducted by business analyst concluded that it worked well. The employees were active, enthusiastic, and willing to be involved in this project. They are eager to learn about the new system created by the business analyst team. This is because this project really helps them in carrying out their work so that it becomes effective and efficient. Apart from that, the level of satisfaction that mentor gives is satisfied which excess standard regarding the result of the project. It means that the project was successfully implemented.

### **Acknowledgement**

With the implementation of this PKM, the authors would like to thank all employees of PT Vidio Dot Com, the chairman and vice chairman of the Trisakti School of Management, and the committee for the National Seminar Series at Tarumanagara University for providing the opportunity to publish the results of our paper.

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