Analysis of the Implementation of the Agile Project Management Approachin the Insourcing Team at PT Telekomunikasi Selular Regional XI Malukudan Papua

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ABSTRACT: Every company is required to be more agile in order to continue to survive and grow, so it is necessary to form a leaner and more agile work team to have a big impact on the company. The implementation of the agile approach needs to be evaluated as well as the level of project success of the agile team so that it is hoped that they can work more optimally. This research aims to find out and understand the implementation of the agile approach and the level of project success in the work teams that are formed. The variables that are the initial guide in conducting research are divided into the variables contained in the agile practice guide, namely the project life cycle, creating an agile environment, delivering products in an agile environment, organizational considerations. Apart from that, the research also explored the variables contained in the dimensions of project success. This research was carried out using a qualitative approach, collecting related documents and in-depth interviews conducted on the agile team which was the object of research. Next, to test the validity of the data, a member check process was carried out using data obtained from interviewees, namely leaders and agile team members. After processing and analyzing the data, it was discovered that the team did not fully implement the agile approach, including in relation to project approach objectives, project charter and team charter, location of work team members, and dependence on parties outside the team as well as in terms of the level of project success, including project effectiveness not being achieved, business and direct success in terms of cost savings has not been achieved, and new technology, products and market shares have not been created. The gaps that occur between theory and what is implemented in the field are expected to become input for further improvements.

KEYWORDS: Agile project Management; Project Life Cycle; Project Charter; Team Charter; Location and freedom of work teams; Project Effectiveness; Project Cost Savings;

I. INTRODUCTION

Telkomsel is a company that is committed to continuing to carry out digital transformation in every sector within the company starting from people, processes, technology (PT Telekomunikasi Selular, 2022). The transformation from a telecommunications company to a digital telecommunications company is a commitment from Telkomsel. As a form of transformation in terms of people, which is based on a company culture of agility, the Regional Network Service Area Division XI Maluku and Papua formed a work team called the Insourcing Squad team. The Insourcing Team that was formed is an agile team that was formed with the aim of handling several activities that are strategic in nature, responsive to dynamic changes that occur in the field and require focused, fast handling within a predetermined and precise time period. The members of this team come from departments that are still under the auspices of the Network Service Area Regional Network Operation XI Maluku and Papua Division. A total of eight teams are as follows:

1. U60 and Low Revenue Site Area Squad.
2. Bad Spot Area Squad.
3. Corporate dan Kawasan Ekonomi Khusus (KEK) Area Squad.
4. IKC, 3T dan Non 3T Area Squad.
5. Games and Quality Score Area Squad.
6. Certification and Racing Area Squad.
7. ENOM and Cost Saving Area Squad.

The researcher's initial observations regarding the achievement of targets for each team can be seen as follows.

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Table 1. Initial Observation of Target Achievement

No	Tim Name	Target	Target Realization
1	*U60 and Low Revenue Site*	Increased productivity from Telkomsel's production equipment which has revenues below Rp. 60,000,000	Achieved
2	*Bad Spot Area*	Creation of solutions for Bad Spot areas	Achieved
3	*Corporate* dan Kawasan Ekonomi Khusus (KEK) *Area*	Creating solutions for corporate areas or companies, industry, micro, small and medium enterprises (MSMEs)	Achieved
4	IKC, 3T dan Non 3T *Area*	Solving the network service needs of areas classified as underdeveloped, frontier and outermost	Achieved
5	*Games and Quality Score Area*	Achieving Latency and Quality of Digital Games Products	Not Achieved
6	*Certification and Racing Area*	Certification for employees	Not Achieved
7	ENOM *and Cost Saving Area*	Implementation of the ENOM program	Achieved
8	*Availability*	Achievement of Site Availability	Achieved

Source: Researcher's process (2023)

The researcher conducted an initial survey through a questionnaire following the agile project management approach suitability model which consists of 9 questions, where these questions represent the 3 main categories as follows:

1. Cultural category.
   a. Is there understanding and support from management or senior management (sponsor) in using an agile approach for the project that the insourcing squad team is participating in?
   b. Does management/senior management (sponsor) believe that the team can realize their vision and desires into a successful product/service/output, with continuous support and feedback from both parties?
   c. Is the team given the authority to make their own decisions about how to handle the work?
2. Team category.
   a. How big is the core team size of each Insourcing Squad team?
   b. Does each party involved understand the agile concept, have they been or are they often involved in agile projects so that they can support projects or activities within the Insourcing Squad team to run smoothly?
   c. Does each team member have direct access on a daily basis to at least one of the team's product users or company representatives to ask questions and get suggestions or criticism (feedback)?
3. Project category.
   a. How often do management/stakeholder directions change regarding the needs to be achieved through the insourcing squad team every month?
   b. Using an assessment that considers the possible losses from the impact of defects, what failures could occur?
   c. Can products/services/outputs from team activities be created and evaluated partially or gradually? Can management be present at any time to provide feedback regarding the product/service/output stages produced in stages?

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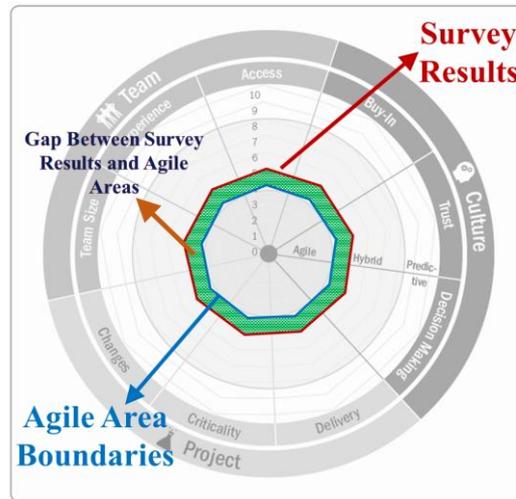
Figure 1. Insourcing Squad Team Agile Conformity Assessment Radar Chart

This research aims to:

1. Find out the level of implementation of the agile project management approach from the Insourcing squad team.
2. Knowing the project success of the Insourcing Squad team which is implemented based on 5 dimensions of project success.
3. Recommendations for implementing the appropriate agile project management approach that should be implemented by the company.

II. LITERATUR REVIEW

Strategic Management

Strategic management is a set of managerial decisions and actions that help determine the long-term performance of an organization. This includes environmental scanning (both external and internal), strategy formulation (strategic or long-term planning), strategy implementation, and evaluation and control. One of the most important drivers of business success is the leader's ability to design and implement strategies for the company (Wheelen, Hunger, Hoffman, & Bamford, 2018). According to Wheelen and Hunger, strategic management has 4 basic elements, Environmental Scanning, Strategy Formulation, Strategy Implementation, Evaluation and Control.
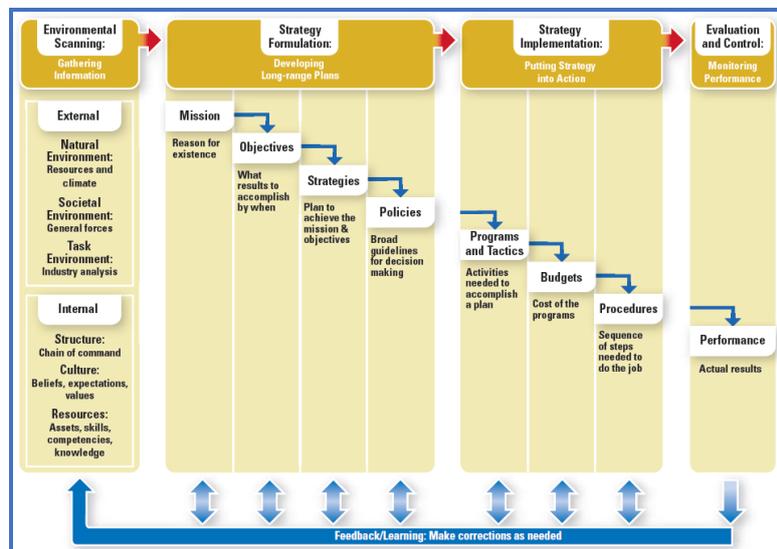
Figure 2. Strategic Management Model (Wheelen et all, 2018)

Agile Project Management

Agile is a descriptive mindset approach to project management that focuses on early delivery of business value, continuous improvement of the product being created and the processes used to create the product, flexibility of scope, team input, and delivery of a well-tested product that reflects customer needs (Layton, Ostermiller, & Kynaston, 2020). Agile is the ability to create and respond to change. It is a way of dealing with, and ultimately succeeding in, an uncertain and turbulent environment. Agile is a mindset informed by the values and principles of the Agile Manifesto. These values and principles provide guidance on

how to create and respond to change and how to deal with uncertainty (Agilealliance, 2018). The advantages and disadvantages of the Agile method approach (CIAS, 2021) are as follows:

1. The advantages are that the software development process is shorter and requires fewer resources, changes can be handled more quickly according to the client's needs and providing feedback to the development team during the program creation process is easier to provide.
2. The disadvantage is that it is not suitable to be implemented if there is no team commitment to complete the project together, not suitable for very large teams or more than 20 people, each development team must be ready for changes at any time

Agile Practice Guide

Referring to the agile practice guide issued by the Project Management Institute, there are several things that serve as a guide for understanding how agile a team is, namely as follows:

1. Project Life Cycle selection
2. Creating and agile environment
3. Delivering and agile environment
4. Organizational Considerations
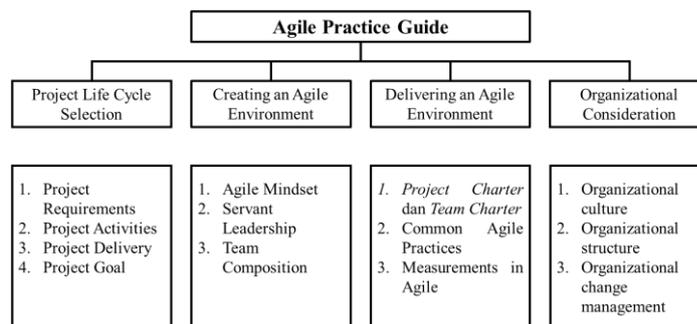
Figure 3. Agile Practice Guide (Project Management Institute, 2017)

Dimensions of Project Success

The success of a project has 5 basic dimension groups (Shenhar & Dvir, 2007), namely as follows:

1. Project efficiency.
2. Impact customers
3. Impact on team.
4. Business and direct success.
5. Preparation for future.
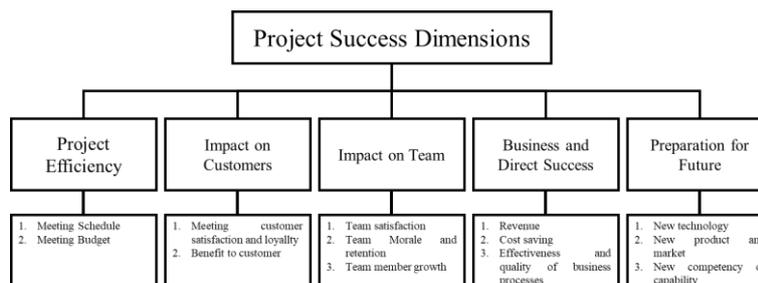
Figure 4. Project Success Dimensions (Shenhar & Dvir, 2007)

III. METHODOLOGY

In this research, researchers collected data from the Insourcing Squad team of PT Telekomunikasi Selular Regional XI Maluku and Papua in 2022. The data was collected, compiled, explained and analyzed without being accompanied by a hypothesis. Researchers conducted individual interviews with several employees involved to see the employees' points of view. This research uses qualitative methods by collecting data in the form of interviews with employees who are members of the Insourcing Squad team. The strategy in this research uses a case study where the researcher conducts in-depth interviews regarding the problems that exist in the Insourcing team of PT Telekomunikasi Selular Regional XI Maluku and Papua in 2022, and carries out analysis in solving problems using existing theories as well as through individual analysis units, where the researcher conduct in-depth interviews with each employee to find out what employees expect from the company without the intervention of researchers. The research was conducted in the data time period from October 2022 to April 2023. The research process goes through several stages:

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1. First stage

The first stage is to collect data through in-depth interviews with interviewee in accordance with research question guidelines that have been prepared based on research theory studies and then converted into conversation or verbatim scripts. List of interviewee's as follows:

No	Interviewee	Code	Role	Location and Date	Duration
1	Kurniawan Widhi Atmadji	NS01	*Team Leader*	*Zoom Meeting*, 19 April 2023	01:05:46
2	Farid S. Alim	NS02	*Team Leader*	*Zoom Meeting*, 29 Juli 2023	01:02:53
3	Heri Suryanto	NS03	*Team Leader*	*Zoom Meeting*, 15 Juli 2023	01:05:39
4	Basrogogo Sumbayak	NS04	*Team Member*	*Zoom Meeting*, 24 April 2023	00:47:28
5	Bayu Topalaguna	NS05	*Team Member*	*Zoom Meeting*, 14 Mei 2023	00:55:52
6	Iwan Kusumah	NS06	*Team Member*	*Zoom Meeting*, 05 Mei 2023	00:45:50
7	Luther A.L. Ganisi	NS07	*Team Member*	*Zoom Meeting*, 20 Mei 2023	01:08:01

List of research question as follows:

No	Sub Variabel	Research Question
1.	**Agile Practice Guide**	
1.1 Project Life Cycle Selection		
1.1.1	Project Requirement	According to the interviewee, do the needs (requirements) of agile teams tend to remain fixed or change (dynamic) according to what is happening in the field?
1.1.2	Project Activities	According to the interviewee, was this project completed in one go, or was it completed in the simplest version then perfected before handing over, or was the completion completed in stages and broken down into the smallest parts?
1.1.3	Project Delivery	According to the interviewee, is the delivery of project results done once at the end or is it delivered in stages?
1.1.4	Project Goal	According to the interviewee, does this project prioritize management (cost efficiency) or accuracy of solutions or speed of delivery of results, or the value that will be received by customers by delivering results or products or services to customers and also feedback from customers?
1.2 Menciptakan lingkungan yang *agile*		
1.2.1	Agile Mindset	According to the resource person, what is an agile mindset and how can an agile mindset influence the success of an agile team?
1.2.2	Servant Leadership	According to the interviewee, is this implemented by every leader of the agile team? What is an example of its implementation in the field?
1.2.3	Team Composition	According to interviewee: 1. How many members are on the agile team that the interviewee is part of? 2. Is each member on the team cross-functional? 3. Is the team self-managing? 4. Do team members need special skills to complete each job? 5. What kind of skills are needed in the agile team?
1.3 Penyerahan produk dalam lingkungan yang *agile*		
1.3.1	*Project Charter*	Are project charter and team charter available before the project is

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No	Sub Variabel	Research Question
	dan *Team Charter*	executed?
1.3.2	Common Agile Practices	Some Agile practices that are generally carried out are: 1. Retrospectives 2. Backlog Preparation 3. Backlog refinement 4. Daily Standups 5. Demonstration Reviews According to the interviewee, are agile practices generally applied in the Insourcing team? If so, is the implementation consistent? If not, what kind of practices apply in the team?
1.3.3	Measurement in Agile	In general, there are 2 ways to measure activities that have been completed by an agile team, namely by using burndown or burnup charts. According to interviewees, which graph is most often used?
1.4 Organizational Considerations		
1.4.1	Organizational Culture	Is the environment of safety, honesty, and transparency that is the standard culture of agility created in the company?
1.4.2	Organizational Structure	1. Is every team member in the same geographic location? 2. What is the current condition of the company's organizational structure? Is it dynamic, metrics, or functional? 3. Do other departments involve more in the implementation? 4. How to allocate resources to the team? 5. Is some part of the team's work handled by vendors or partners?
1.4.3	Organizational Change Management	Does the change from a predictive approach to an agile approach receive support from all elements in the company?

No	Sub Variabel	Research Question
2. Dimensions of Project Success		
2.1 Project Efficiency		
2.1.1	Meeting schedule	Does it meet the target completion time given to the Insourcing team?
2.1.2	Meeting budget	Does the Insourcing team meet the budget targets?
2.2 Impact on Customer		
2.2.1	Meeting customer satisfaction	Can the output produced by the team functionally meet customer needs?
2.2.2	Benefit to customer	Does the output produced by the team functionally improve customers' lives and businesses?
2.3 Impact on Team		
2.3.1	Team Satisfaction	What is the impact or influence of satisfaction on the team while undergoing a project using an agile project management approach?
2.3.2	Team member growth	What is the impact or influence of the growth of team members while undergoing a project using an agile project management approach?
2.3.3	Team morale and retention	During the project, do team members tend to stay or change?
2.4 Business and Direct Success		
2.4.1	Revenue	How does the output of an agile team impact company revenue?
2.4.2	Cost Saving	How does the output of an agile team impact the company's cost savings?

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No	Sub Variabel	Research Question
2.4.3	Effectivenesss and quality of business process	How does the output of an agile team impact the company's business processes?
2.5 Preparation for future		
2.5.1	New Technology	How can an agile team create new technology, so that it becomes a consideration for maintaining the existence of an agile team?
2.5.2	New product and market	To what extent can an agile team create new products and new market shares so that it becomes a consideration for maintaining the existence of an agile team?
2.5.3	New competency and Capability	How can an agile team create new capabilities so that it becomes a consideration for maintaining the existence of an agile team?

2. Second stage.

The second stage is internal validation by testing the credibility of the data that has been taken using the member check method. At this stage the researcher sorts the required data from the interview script and then creates a temporary resume from the script which is the essence that is closely related to the researcher's questions. In the validation process there are 3 conditions, namely:

a. Confirmed data is correct according to previous information from interviewees.

b. The confirmed data is correct according to the information from the interviewees, however there are changes that do not reduce the meaning of the previous data.

c. The confirmed data is wrong and has changed and is different from the previous meaning.

3. Third stage

The third stage is data processing that has been validated. Data that has gone through an internal validation process is then processed by looking at the suitability between theory and implementation with the aim of finding gaps between them.

4. Fourth stage

The fourth stage is the final stage where the overall data will be reduced to a conclusion from the results of interviews with interviewees and will be presented in the data processing process.

IV. RESULT AND DISCUSSION

After comparing implementation and theory, conclusions and recommendations for improvement of each variable are produced.

Variabel	Sub Variabel Summary	Variabel Summary	Recomendation
1. Agile Practice Guide			
1.1	**Sub Variabel 1.1.1 :** 1. Five of the interviewees (NS01, NS02, NS03, NS04, NS05) said that the team's project needs were dynamic, changing, there was no right pattern, adapting from time to time, accommodating various input. 2. Two of the interviewees (NS06 and NS07) said that the needs of agile teams tend to be fixed, which is a characteristic of a scalable approach. **Sub Variabel 1.1.2 :** 1. Four interviewees said	The project life cycle variables of the Insourcing team are: a. In general, dynamic project needs. b. In general, project activities are carried out in simple or gradual versions, and repeated until they are correct or perfect. c. In general, the delivery of results is carried out in stages or in the smallest parts. d. In general, the goal of the project is the accuracy of the solution.	Of the four sub-variables that have gaps with theory and need to be improved are the project objectives, namely the value that will be received by customers through frequent delivery of results and also customer input.

Variabel	Sub Variabel Summary	Variabel Summary	Recomendation
	that project activities were carried out in simple versions or stages, and repeated until correct or perfect (NS01, NS03, NS05, NS07). 2. Three interviewee said that project activities were carried out in stages (NS02, NS04, NS06		
	Sub Variabel 1.1.3 : 1. Six interviewee said that the submission of results was carried out in stages or in the smallest parts (NS01, NS02, NS03, NS04, NS05, NS07). 2. One interviewee said the handover was at the end (NS06).		
	Sub Variabel 1.1.3 : 1. Six interviewees said that the submission of results was carried out in stages or in the smallest parts (NS01, NS02, NS03, NS04, NS05, NS07). 2. One interviewee said the handover was at the end (NS06).		
	Sub Variabel 1.1.4 : 1. One interviewee said the characteristic of the project objective was cost savings (NS06). 2. Five interviewees stated the project objective characteristics of solution accuracy (NS01, NS02, NS04, NS05, NS07). 3. One interviewee said that the characteristics of the project goal were customer value through frequent delivery of work results and		

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Variabel	Sub Variabel Summary	Variabel Summary	Recomendation
	feedback (NS03).		
1.2	**Sub Variabel 1.2.1 :** 1. Not based on the final result. 2. Consider input 3. An open mind (open mindset) 4. Flexible, agile, adaptive and adaptable 5. Break the rules 6. Don't use old patterns and try something outside of old habits.	The variables for creating an agile environment are as follows: 1. Insourcing Team Members understand and comprehend the agile mindset. 2. Insourcing Team members understand and understand and apply servant leadership. 3. Number of team members 2-9 people, cross-functional, self-managing, and requires special skills.	This variable has been met and is recommended to be maintained.

	Sub Variabel 1.2.2 :
	 1. According to NS01, NS02, NS03, NS04, NS06, and NS07 servant leadership is applied by:
	   a. Facilitate and provide the support needed.
	   b. Invite discussion.
	   c. Together carry out the project.
	   d. Become a communication bridge with other stakeholders.
	   e. Direct the team to work more agile.
	   f. Respond to changes and analyze quickly
	 2. According to the NS05 interviewee, servant leadership is not yet visible.		

	Sub Variabel 1.2.3 : 1. According to interviewees, the number of team members is between 2 and 9 people. 2. According to NS01, NS02, NS03, NS04, NS05, NS07 cross-functional agile teams. Meanwhile, according to NS06, agile teams are not cross-functional.		

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Variabel	Sub Variabel Summary	Variabel Summary	Recomendation
	3. All interviewees said the agile team was self-managing. 4. According to NS01, NS02, NS05, NS07 agile teams need special skills. Meanwhile, according to NS03, NS04, NS06, agile teams do not need special skills.		
1.3	**Sub Variabel 1.3.1:** Project Charter and Time Charter are not available throughout the project. **Sub Variabel 1.3.2 :** 1. According to NS01, NS02, NS03, NS04, NS06, NS07, agile practices are generally carried out in different ways, but not periodically. 2. According to NS05, agile practices have not been implemented. **Sub Variabel 1.3.3 :** 1. According to NS02, NS03, NS04, NS05 and NS06, and NS07, activity measurement in agile has been carried out using either burnup or burndown charts. 2. According to NS01, measurements are only in the form of a checklist.	Product delivery variables in an agile environment are as follows: 1. Unavailability of project charters and team charters from the Insourcing team. 2. Agile practices are generally carried out in different ways, with periods that suit the team's habits. 3. In general, activity measurement is in accordance with the agile approach which uses burndown or burnup charts.	Of the three sub-variables that have gaps with theory and need to be improved, they are project charter and team charter, where in every project these two things are very necessary.
1.4	**Sub Variabel 1.4.1 :** The entire team felt that a safe, honest and transparent culture was implemented within the team, supporting each other, discussing and sharing. **Sub Variabel 1.4.2 :** 1. All interviewees said the agile team was in a different location, with a matrix company structure, from internal. 2. According to NS02,	Organizational consideration variables are as follows: 1. A safe, transparent and honest culture is implemented in the agile team. 2. The team is not in the same location, the team is fulfilled internally, and the company structure is a matrix. 3. Involve other departments and	Of the three sub-variables that have gaps with theory and need to be improved are teams that are not in one location, and are very dependent on other departments or partners in project implementation.

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Variabel	Sub Variabel Summary	Variabel Summary	Recomendation
	NS03, NS04, NS05, NS06, NS07, agile teams involve other departments, and also involve partners or vendors. 3. According to NS01 the agile team has not involved other departments and has not involved partners or vendors.	partners 4. There is support from management.	
	Sub Variabel 1.4.3 : Management supports changes to the project approach using an agile approach.		
2. Dimensi kesuksesan proyek			
2.1	**Sub Variabel 2.1.1 :** 1. According to NS01, NS02, NS04, NS05, and NS07, the project handled by the agile team did not meet the specified time target. 2. According to NS03, NS06, the project handled by the agile team met the specified time target.	Project efficiency variables are as follows: 1. Generally not meeting schedule targets. 2. In general, this project does not deal with budgets or budgets.	Both sub variables have gaps with the theory which concludes that this project is not yet effective and needs to be improved.
	Sub Variabel 2.1.2 : 1. According to NS01, NS02, NS03, NS04, NS05, and NS07, projects handled by agile teams do not manage the budget. 2. According to NS06, the project handled by the agile team met the budget target.		
2.2	**Sub Variabel 2.2.1 :** According to all inteviewees, projects handled by agile teams have an impact on meeting customer needs, including providing insight, input, increasing latency, cost savings, and others.	The impact variables on customers are as follows: 1. Projects handled by agile teams have the impact of meeting customer needs. 2. Generally improve business and customers' lives.	This variable has been met and is recommended to be maintained.
	Sub Variabel 2.2.2 : 1. According to		

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Variabel	Sub Variabel Summary	Variabel Summary	Recomendation
	interviewees, NS01, NS02, NS03, NS04, said that projects handled by agile teams have an impact on improving business and customers' lives, including providing insight or feedback, increasing latency, developing knowledge, and helping customers' businesses in the future. 2. According to interviewees NS05, NS06, NS07, said that projects handled by agile teams have not had an impact on improving business and customers' lives.		
2.3	**Sub Variabel 2.3.1 :** According to all interviewees in carrying out projects, agile teams have not received satisfaction in carrying out projects, especially in terms of preparation and project duration. **Sub Variabel 2.3.2 :** According to all interviewees, in carrying out projects, agile teams grow by learning new ways, networking, leadership, teamwork and problem solving, and problem execution. Sub Variabel 2.3.3 : According to all interviewees, the agile team was loyal and persistent.	The impact variables to the team are as follows: 1. In carrying out the project the team has not received satisfaction. 2. In carrying out the project the team experiences growth. 3. In carrying out the project the team is loyal and persistent.	This variable has been met and is recommended to be maintained.
2.4	**Sub Variabel 2.4.1 :** 1. According to interviewees NS01, NS02, NS03, NS04, NS05 the output of the agile team produces revenue. 2. According to interviewees from	Business and success variables directly focus on increasing revenue and increasing the effectiveness of business processes, while the output of the Insourcing team is not yet fully oriented towards cost savings	Of the three sub-variables that have gaps with theory and are recommended to be improved are cost savings.

Variabel	Sub Variabel Summary	Variabel Summary	Recomendation
	NS06 and NS07, the output of the agile team does not produce revenue.		
	Sub Variabel 2.4.2 : 1. According to sources NS01, NS02, NS03, NS04, NS05, NS07 the output of the agile team does not result in cost savings. 2. According to source NS06, the output of the agile team results in cost savings.		
	Sub Variabel 2.4.3 : All interviewees said that the output from agile teams had an impact on increasing the effectiveness of business processes.		
2.5	**Sub Variabel 2.5.1 :** According to all interviewees, no new technology has been created.	Future preparation variables are not yet oriented towards the emergence of new technology, as well as new products and market shares, but the output of the Insourcing team creates new capabilities.	Of the three sub-variables that have gaps with theory and are recommended to be improved, they are new technology and new products and market share.
	Sub Variabel 2.5.2 : Menurut seluruh narasumber belum ada produk dan pangsa pasar baru yang tercipta.		
	Sub Variabel 2.5.3 : 1. According to interviewees NS02, NS04, NS06, NS07 the output of the agile team does not produce any new capabilities. 2. According to interviewees NS01, NS03, NS05, the output of the agile team has not produced new capabilities.		

V. CONCLUSION

Conclussion

The level of implementation of the agile project management approach which is based on agile approach guidelines requires improvement in order to meet agile conditions, including:

a. The goal of the project approach is to increase the value that will be received by customers through frequent delivery of results and customer input.

b. Providing a project charter and team charter before the start of a project.

c. The location of the Insourcing team should be in the same location
d. Reduce dependency on parties outside the Insourcing team in carrying out project activities

The level of project success of the Insourcing team, which is measured based on 5 dimensions of project success, still requires improvement in order to achieve project success, namely as follows:

a. The effectiveness of the project in terms of time targets and budget targets has not been achieved.
b. Business and direct success in terms of cost savings have not been maximized in terms of cost savings.
c. Preparation for the future, namely from the output produced by the agile team, new technology and new market share have not yet been created.

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