


Assessment Of TV One Change Project For Analog Switch Off (ASO) Preparation Based On Dice Framework

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Article Info	ABSTRACT
Keywords: Digital, Change Management, Analog Switch Off, Hard Factors Of Change, DICE Framework, Duration, Integrity, Commitment, Effort.	Broadcasting technology has change from analog to digital. In 2020, Indonesia government set out the deadline of analog switch off for every television station in 2 years. In change preparation, there are 2 (two) important factors i.e hard factor and soft factor. Both factor is needed to make change implementation successful. Sirkin (2005, p. 100) state that there is aspect has to give attention in the change process i.e hard factor. Hard factor in change management are duration, integrity, commitment and effort. It call DICE Framework. As one of the most famous television channel is Indonesia, tvOne got impact from analog switch off (ASO) regulation. This thesis try to formulate how the assessment of tvOne change project for analog switch off (ASO) preparation based on hard factor in change management (DICE Framework). The purpose of the research is to provide assessment of tvOne change project that have been done as analog switch off preparation. The methode in this research is case study and using qualitative approach. Result result has shown that tvOne is ready enough to run change project for analog switch off (ASO) preparation based of hard factor in change management (DICE Framework)
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INTRODUCTION

Television is one of the technological products at the beginning of the 20th century. The series began in 1876, George Carey discovered the selenium camera which could allow someone to see electric waves. In 1884, Paul Nipkow from Germany succeeded in discovering the working principle of television. In 1888, Freidrich Reinitzeer from Austria discovered liquid crystals which would later become the raw material for making LCDs. In 1897, Karl Ferdinand Braun from Germany made the cathode ray tube (CRT) for the first time. This was the forerunner of the tube screen television. In 1939, Vladimir, assisted by Philo Farnsworth, created the first television set which was shown to the public at the World's Fair. On May 11 of the same year, a television transmitter was operated for the first time in Berlin and the world began to become acquainted with communication tools.

Apart from that, television can be classified based on how it is received, namely terrestrial TV, pay TV and mobile TV. Terrestrial TV is a free to air (FTA) system where people can watch television programs for free at home. Pay TV is a paid broadcast, where

people have to subscribe first to be able to watch television programs. Meanwhile, mobile TV is a digital broadcasting technology that allows viewers to watch television while moving (mobile). As a commercial television station, advertising is the main income for private television stations and several commercial television stations are undertaking a takeover or merger process to become a corporation. In 2010, TPI changed to MNC TV because 87% of its shares were controlled by PT Media Nusantara Citra Tbk, which is better known as MNC Media. Apart from controlling MNC TV, MNC Media also controls RCTI and GTV. PT Elang Mahkota Teknologi Tbk controls SCTV and Indosiar. CT Corp, owned by businessman Chaerul Tanjung, owns TransTV and TV7. In 2008, Lativi was bought by the Bakrie Group through PT Visi Media Asia Tbk and changed to tvOne. So the Bakrie Group has two television stations, namely ANTV and tvOne.

Based on Minister of Communication and Information Technology Regulation No. 6 of 2021 article 63, there are 5 stages of analog switch off (ASO), namely stage 1 no later than 17 August 2021, stage 2 no later than 31 December 2021, stage 3 no later than 31 March 2022, stage 4 no later than 17 August 2022 and stage 5 no later than 2 November 2022. As one of the national television stations, tvOne will also be affected by these regulations. According to Besanko (2013), "This increase in regulations not only affects how companies behave towards competitors and employees, but also how they are managed..." Wheelen (2018) states that restrictive laws and regulations constitute a political-legal force, which become part of the analysis of the social environment. Social environmental analysis is carried out when the company is preparing a company strategic plan. The company must respond to changes in regulations to maintain the company's value in the eyes of stakeholders. Companies must pay attention to all important factors in change when formulating change strategies. These important factors are divided into 2 groups, namely the soft factor group and the hard factor group. Both factors are equally important in corporate change management. This is in line with the opinion of Soderlund & Maylor (2012) who say that a combination of both, hard and soft project management approaches, is necessary for successful project implementation (Doubek, 2018, p.8).

Regarding the weaknesses in change projects that focus too much on soft factors in change, Sirkin (2005, 100) argues that: "In the change process there are aspects that need to be considered, namely hard factors. First, the organization is able to measure these change factors both directly and indirectly. Second, these factors can be communicated easily. Third, organizations can influence these factors quickly." Pattington (1996) and Pollack (2007) acknowledge that similar ideas are supported by hard aspects in the context of project management which is increasingly used to manage organizational change initiatives (Staiger, 2018, p.2). These hard factors are duration, integrity, commitment and effort (DICE) (Sirkin, 2005, p.98). Organizations can identify potential problems that hinder change by assessing these 4 hard factors and making several adjustments to ensure a smooth change process. In the event that the tvOne organization is impacted by the analog switch off regulations, a change team has been appointed within tvOne. This team is also part of the VIVA Group Digital Transformation Team chaired by Arief Yahya, where VIVA is the holding company for tvOne

METHODS

The research uses the case study method, in which researchers carry out in-depth exploration of events, programs, activities, processes in one or more people. Qualitative is a research approach where research is not only on the object being observed but reaches something different behind it. A qualitative research approach can provide a high level of flexibility and give rise to the freedom to obtain first-hand information. Research is carried out on natural objects, which grow as they are, without being manipulated by the researcher or researcher it will be difficult to influence the dynamics of the object. The researcher is a human instrument in qualitative research using a participant observation and in-depth interview approach during the data collection process.

Case studies have 2 forms, namely single case studies and multiple case studies. The difference between the two forms of case study is in the number of case subjects studied. Researchers used a single case study in this research considering that only one case was discussed. In this research, researchers will assess the tvOne change project in preparation for analog switch off, based on the DICE framework. There are five important components of research design used, namely study question, proposition, units of analysis, the logic linking data to the propositions, and the criteria for interpreting the findings.

RESULTS AND DISCUSSION

Discussion of the Duration Factor

Sirkin (2005, p. 98) states that “continuous review of long-term change projects will be more successful than short-term change projects that are not reviewed. The review period will depend on needs and how often reviews must be carried out.

”As for how much of the review process should be carried out while a change project is underway, Sirkin (2005, p. 100) states that “organizations should review changes formally, at least once every two months, because in our experience, change initiatives become increasingly problematic over time. between reviews exceeding 8 weeks.” In fact, the review process needs to be scheduled more frequently than 8 weeks, depending on how long the project can run on track without going off the specified path. As Sirkin (2005, p. 101) states that “more complex projects should be reviewed more frequently, more familiar initiatives may be assessed every 6 to 8 weeks.”

The change team is required to report the progress of the change to the company's highest leadership. From there, company leaders will ensure whether the change team is working according to established procedures. Leaders must also ensure that achieving milestones can truly have an impact on the company. Organizational leaders also need to discuss the problems faced by the change team in achieving milestones and determine how these achievements will affect the next stages of the change project. Co-leaders of the change team must have the power to recognize potential risks. If necessary, leaders must determine alternative solutions, agree to provide different resources or even suggest new stages of change.

Referring to the description above, it can be concluded that the review process in the analog switch off change project at tvOne has a clear evaluation mechanism and refers to targets that must be achieved according to the stages and phases that have been determined. Besides that, the review process itself is created to trigger internal discussions on the change team so that the change project stages remain on track and make corrections when necessary. Even though the time interval between reviews is not the same, the duration of the review is not more than 2 months.

Discussion of Integrity Factors

Referring to Beer (2001, p. 91) states that: the experience of many companies implementing change programs, it is found that employees experience additional workload with the aim of ensuring daily work can be completed well. Because the change team has heavy tasks and responsibilities and has to handle many activities, resources, work pressures, external stimuli and challenges that are sometimes invisible, the team must be cohesive and directed/led well. Based on this, it is important for companies carrying out change projects to pay attention to the workload carried by the change team, to ensure the change team remains focused and can complete the work of carrying out changes well. In the tvOne analog switch off change project there are joint arrangements between department heads or work units involved in the change team regarding the staff and employees involved in the change team and the timing, duties and responsibilities of each individual in completing the analog switch off change project. Each member of the change team is required to be fully involved in change activities analogous to switching off without leaving the agreed daily tasks or work. This is where the role of the HR Department is in managing the workforce involved and setting their responsibilities so that the staff and employees involved in the change team do not experience burn-out.

A change team has been formed from tvOne HR which represents all elements of the department or work unit needed to achieve the target time for the analog switch off change project. Each individual in the change team was selected because they had competence and were considered capable and willing to carry out the task of changing the analog switch off. The selection of individuals who enter as members of the change team is handed over to each key person who was previously appointed by the Change Team Chair. Key persons are leaders in each department or work unit needed in the analog switch off change project.

Based on interviews with key informants, work rules and procedures have been developed, especially in relation to the division of work of staff and employees involved in the change team. Although not in detail, everything can be coordinated considering the quite intense reviews and quite frequent coordination activities both between work units and within work units within the change team. This is supported by the average length of time working in the change team is long enough so that the change team members already know each other beforehand. Discussing the performance assessment of change teams, Sirkin (2005, p. 101) states that: "top management publishes the team performance assessment parameters and how the evaluation corresponds to performance assessments generally applicable in the organization." The performance assessment is used as an

evaluation tool and also as a basis for providing special incentives for serving on the change team.

Performance measurement in change teams is more focused on achieving time targets. This is in line with the target time given by the government to television stations. Incentives are given specifically to change team members for playing a role in the analog switch off change project and achieving time targets according to the timeline. The HR Department provides performance assessments as a basis for leadership to determine the amount of incentives for each member of the change team.

Discussion of Commitment Factors

The ongoing analog switch off change project at tvOne has full support from the top leadership of the company. This support is realized in the form of allocating resources, including financial resources, although in stages. In terms of resources in the form of funds, limited funds are often an obstacle to change projects. In this regard, Kim (2003, p. 5) advises that: "successful leaders will concentrate their limited financial resources in places that really need change and have the greatest chance of successful change." In the context of the analog switch off change project at tvOne, leadership support was demonstrated by the provision of funds. Viva as the parent of tvOne has budgeted capex in 2021 of 100 billion to prepare for the analog switch off (Nabhani, 2021, p.1).

Even though Viva also has another television station, namely ANTV, it still shows the commitment of tvOne's top leadership to support the analog switch off change project. Not to mention the operations of the change team, one of the incentives for the change team members, also shows the leadership's commitment to the analog switch off change project.

Apart from financial commitments, leaders also show their commitment by forming a change team. Human resources are needed who have the capacity to complete the analog switch off change project. Reorganization or rotation is needed so that the routine work of change team members can be replaced. Apart from rotation, it also results in the recruitment of new workers to back up routine activities left behind by change team members. Additional labor means increasing labor costs which can reduce company profits. This proves the leadership's commitment to completing the analog switch off change project. One way to encourage employees to work in accordance with the organization's vision, according to Cowley (2007, p. 26) can be done by: "showing the involvement of the organization's senior leaders in both formal and informal information channels and communicating specifically certain information by considering the results expected, time tables and employee changes."

The formation of the analog switch off project change team has an impact on the management of employees at the lower level. The HR manager determines employee management after the change team is formed. He is the one who proposes who can be a member of the change team, taking into account the impact on the work unit whose staff are members of the change team. He was the one who made the anticipation so that the impact would be minimal for the work units left behind. As a middle manager, the HR Manager plays an important role in bridging the desires of top management so that the success of the change project can be ensured with employee staff who tend to avoid

change. Apart from middle managers who are affected by the changes, staff who carry out daily operations are also affected. Referring to the opinion of Kotter (2006, p. 7) which states that: "employees need to be encouraged to try new approaches, develop ideas and leadership abilities." In other words, the more people involved in developing the ideas in question, the more successful the change will be.

Staff and employees who were directly affected provided support for the analog switch off change project. The support of staff and employees emerged because they understood the reasons for changing the analog switch off, which reasons were conveyed by the leadership at every opportunity. Staff and employees know that there are government regulations regarding analog switch off, so this further strengthens their support for the company to carry out the analog switch off change project. Staff and employees also understand the benefits of this change project, especially the benefits that will be received by the company and tvOne employees. And they also understand the risks if the company does not change the analog switch off.

Discussion of Effort Factors

When a company decides to undertake a change effort, sometimes the company does not know or is unaware of how to deal with the change, while employees are already busy with their daily routines and responsibilities. Sirkin (2005, p.104) stated in his journal that: "based on staffing stables, people in organizations work more than 80 hours a week. If, at the height of responsibility, line managers and staff had to face changes to their work or to the systems they use, they would resist." Resistance will appear in the form of a strong rejection of the increasing work demands on staff and employees. Looking at the results of interviews with key informants, staff and employees, there was no resistance from staff and employees. This happens because there is policy synchronization between top management and middle managers.

Top management provides direction, information and motivation regarding changes in television technology which is the background for the analog switch off rule. Then the middle manager translates these directions into more technical ones, especially in managing the workforce, including managing daily operational activities with the aim of not placing too much of a burden on the staff and employees involved in the change team. Coupled with the incentives provided to staff and employees who are members of the change team, resistance becomes support for the leadership to make the analog switch off change program a success.

The demand to provide additional effort from leadership is felt as a normal thing by staff and employees involved in the change team. This additional effort is a consequence of the joint decision to make the analog switch off change. Regarding the percentage of improvement efforts, it is not too much of a concern. The priority is achieving performance targets at each stage of the analog switch off change project. This measurement will provide workload relief for staff and employees, they can find out whether their additional efforts are less than achieving performance targets. If this has not been achieved then they must increase their work efforts. This is slightly different from the expectations of top management, who wants an increase in work effort of up to 100%.

There are interesting findings in this study, apart from the 4 hard factors of change. These findings refer to an interview with Key Informant 2 who stated that the change from analog to digital is actually the same as changes in other technological equipment. tvOne is in an industry that involves a lot of technology so is used to change.

"The change team leader has the capacity. This change from analog to digital is actually the same as changes to other technological equipment, but because of its enormous scope and impact, this change has attracted the attention of many parties such as the government. Because we are in an industry that involves a lot of technology, it's actually normal, just like other changes. So within us, there are many people who can do it. The manager or supervisor level is used to making adjustments if there are changes in technology." (Results of interview with Key Informant 2 on March 21 2024).

This statement raises findings about how tvOne manages every technological change that often occurs. Frequent changes in technology will certainly give rise to organizational habits to carry out innovations. And if these habits can be managed well, it will create a culture of innovation at tvOne. However, if it is not managed well, the response to technological changes will only be ad hoc and it will be difficult to produce competitive value for tvOne. Cancialosi (Jakarta Consulting, 2024) said that the elements of an innovation culture consist of environment, talent and process. Talent includes implementing training and development programs for innovation, establishing and managing innovation performance and building teams that have diverse backgrounds. The frequency with which tvOne faces technological changes which are then responded to by forming a change team shows that tvOne has talent, which is one element of a culture of innovation. Of the 3 elements of innovation culture according to Cancialosi, one element has been commonly implemented by tvOne. Just manage the remaining 2 elements. These findings can be used as a basis for subsequent research related to managing change at tvOne and a culture of innovation that can become tvOne's competitive advantage.

CONCLUSIONS

From research regarding the TV One change project in preparation for analog switch off (ASO) based on the hard factors in the change, it can be concluded that TV One is quite ready to carry out the analog switch off (ASO) preparation change project assessed from the hard factors in the change (duration), integrity, commitment, effort) such as: (1) There is a regular review process, (2) If there is a problem, there is a solution from the Board of Directors when the review meeting is held, (3) There are special criteria or requirements when selecting members of the change team, (4) Team members already understand the rules and work procedures of the analog switch off (ASO) process as a clear work program, (5) There has been a workload calculation and there is an evaluation of team members who complete their tasks even though there is a slight work overload, (6) There is an assessment of individual performance in preparing the analog switch off (ASO) which is the basis for calculating the change team's incentives, (7) All staff provide support for changes to the analog switch off (ASO), (8) Middle managers can be problem solvers if obstacles arise, (9) There is attention to the workload of employees affected by changes, (10)

Company regulations are not an obstacle when distributing human resources to suit changing needs.

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