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Optimizing Project Monitoring System in Holding Companies: A Strategic Framework for Sustainable Improvement

Mengoptimalkan Sistem Pemantauan Proyek di Perusahaan Induk: Kerangka Strategis untuk Peningkatan Berkelanjutan

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ABSTRACT

PT Pupuk Indonesia Holding Company (PIHC) is the largest fertilizer producer in Indonesia and one of the largest in Asia. PIHC plays a significant role in supporting agricultural demands. PIHC also increase its efficiency while still maintaining focus on sustainability. PIHC is currently managing several projects from its subsidiary that focusing in conservation on energy and production enhancement. PIHC manage its assets and investment. This study aims to optimize the project monitoring system in holding company through the development of a sustainable strategic framework. PIHC faces challenges in its project monitoring system such as inconsistent reporting formats, delayed information regarding project updates, and reliance on manual monitoring methods. The study adopts a qualitative approach using data collection method like in-depth interviews, internal document review, and literature studies. The findings from this study suggest that the implementation of an integrated digital dashboard and standardized reporting formar improved monitoring efficiency and support data-driven decision-making.

Kata Kunci : management assets, monitoring, project, dashboard, holding company

INTRODUCTION

Fertilizer industry in global world has plays critical role in supporting agricultural productivity and food security. With the fertilizer demand growth, a company must ensure operational efficiency, sustainability and technological improvement to stay relevant to the industry. The Indonesian fertilizer is also the key contributors to national food security, with PIHC as the largest State-Owner Enterprise (SOE) in the sector. The fertilizer industry faces challenges such as raw material cost, energy conservation, improving production capacity.

As the largest fertilizer producer in Indonesia PIHC managing several subsidiaries ranging from Sumatera, Borneo and Java Island. As a holding company PIHC plays a strategic role in overseeing investment projects across site location in Indonesia. PIHC applied project monitoring to ensure that the implementation of each project is aligns with planning, cost efficiency, and timeline targets. However, current monitoring practices face significant challenges. Initial internal observation in this study reveal problems like inconsistent reporting standards. These gaps hinder PIHC to implement fast and accurate decision-making systems.

RESEARCH METHOD

This study employs a qualitative research approach. The research using qualitative research for this reason:

1. PIHC operate in unique environment with complex project structure. Qualitative research enables in-depth understanding of specific challenge, capturing insight that are not easily quantifiable.
2. This research aims to develop strategic framework tailored to specific needs of small department in PIHC. Project monitoring itself require adaptability and continuous improvement, qualitative method iterative approach suited to understand best practice in the dynamic nature of monitoring activities

Data analysis method utilized in this research adheres to a qualitative method, the research collect data from interview, internal document and literature reviews to gain understanding of project monitoring with PIHC. Based on (Braun & Clarke, 2006) thematic analysis is a "foundational method for qualitative analysis". The main purpose of this approach is to search for themes or pattern, that occurs across a data set in interviews, observations, document etc (Saunders & Lewis, 2019). Thematic analysis particularly effective for identifying patterns and themes within qualitative approach. Thematic analysis offers a systematic yet flexible approach. Therefore, thematic analysis selected as method analysis for this research.

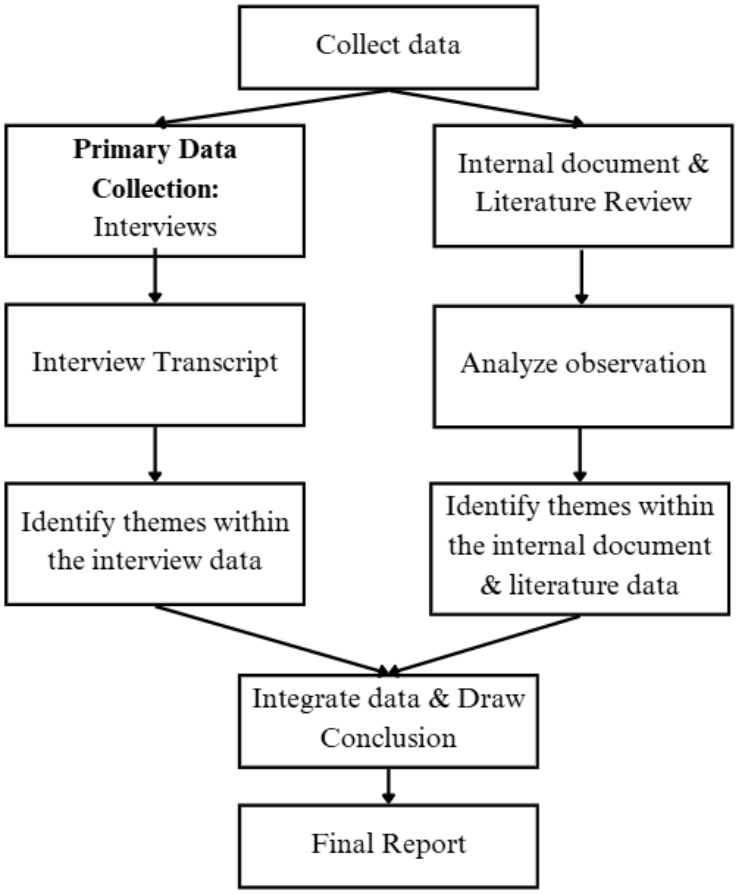

Figure 1. Data Analysis Framework

Data for the study were collected through:

1. In-depth interview
2. Internal document review
3. Literature review

Data collection involved one primary source and two secondary sources. First, the in-depth interview as primary source collected through interviews with the internal employee of PIHC. The employee is the members from the Planning and Monitoring Investment Department (PPI) at PIHC who are directly involved in project monitoring activities. Second, internal document such as monthly monitoring reports, project investment guideline, and meeting minutes were analyzed to understand the formal procedures in the company. Third, literature and case studies from other companies were reviewed to compare monitoring practices and to support the theoretical foundation for the proposed recommendation.

RESEARCH ANALYSIS

From the interviews identified three major issues in the current project monitoring system:

1. Incosistent reporting: each of subsidiaries prepares its report and formart differently, complicates the consolidation process and increasing the workload for the holding company.
2. No real-time information: monitoring is conducted periodically, resulting in data outdated and unfit fot preventive actions
3. Manual monitoring: heavy reliance in powerpoint presentation and virtual meeting as monitoring tools.

Interviewee proposed the development of an integrated digital dashboard that could:

1. Display project data in real-time.
2. Served as centralized database for project encyclopedia.

These findings are supported by existing study (Duarte-Vidal et al., 2021), which suggests that digitalization enhances project monitoring efficiency, transparency, and decision-making. And the study (Umar et al., 2024) stated that while manual reporting provides a hands-on approach to monitoring, it is labor-intensive and prone to human error.

CONCLUSION

Project Monitoring in PIHC face challenge including inconsistent reporting, information delays, and manual method that caused inefficiencies. This study concludes that the main solution is the implementation of an integrated digital dashboard and standardized reporting formats. It is recommended that the company initiate this pilot project involving expertise like IT team, and external developers to develop the new system.

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