

Operational Management and UX Optimization On Lazada Mobile Top Up Page

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Abstract

This MBKM final report contains the author's overall activities during internship in Lazada's Key Account Management Digital Goods division. This report will be preceded by an introduction that covers the government's MBKM program in outline. After that, the report will be continued with the activities carried out by author, both routine and non-routine, complemented by the process to constraints and solutions. Where, author's main activity during internship in this division was to manage operations and also the final project in the form of UX optimization on Lazada mobile top up page. This report will also focus on the knowledge, abilities, and other things that author has gained during internship. Author also provide evaluations that could be useful for the next batch of MBKM programs.

Keywords: Lazada, Key Account Management, Digital Goods, Mobile Top Up, Operational Management

Abstrak

Laporan akhir MBKM ini berisi keseluruhan kegiatan penulis selama magang di divisi Key Account Management Digital Goods Lazada. Laporan ini akan didahului dengan pendahuluan yang mencakup program MBKM dari pemerintah secara garis besar. Setelah itu, laporan akan dilanjutkan dengan aktivitas-aktivitas yang dilakukan oleh penulis, baik secara rutin maupun non-rutin, dilengkapi dengan proses sampai kepada hambatan dan solusinya. Dimana, kegiatan utama penulis selama magang di divisi ini adalah mengelola operasional dan juga proyek akhir penulis berupa optimisasi UX di halaman mobile top up Lazada. Laporan ini juga akan berfokus kepada pengetahuan, kemampuan, dan hal lain yang sudah penulis dapatkan selama magang. Penulis juga menyertakan evaluasi yang kiranya dapat berguna untuk program MBKM gelombang selanjutnya.

Kata Kunci: Lazada, Key Account Management, Digital Goods, Mobile Top Up, Manajemen Operasional

INTRODUCTION

As the government's concern for all students in Indonesia, various new programs have been prepared to support the potential of students to achieve a bright future. One of the government's new programs aimed at undergraduate students throughout Indonesia is certified internships and independent studies. Certified internships and independent studies program collaborate with hundreds of companies spread throughout Indonesia. This program runs for approximately 5 months and allows students to choose between internship and independent study. To optimize the program, these two activities are equipped with mentors who will accompany each student during the program period.

Certified internships and independent studies program can be followed online, offline, or hybrid depending on the policy of each company. Even though the program can be done online, in reality many students choose companies outside their area that run this program on a hybrid or offline basis. The government also considers this and provides relief in the form of mobilization to leave and return using planes, trains, and others for students from outside the region. Thus, all students can join this program more safely and comfortably because the government has offered various facilities that make it easier for students.

With the independent campus certified internship program, the government hopes that students can learn from outside the campus to experience different things, as well as implement all the knowledge they have learned directly to the company. Students are expected to be able to explore their potential, enrich their experiences, and also gain new insights by directly becoming part of the company and feeling the atmosphere of the world of work. When students go directly to work in companies, of course there will be many skills that can be improved according to the division they choose, ranging from soft skills, such as communication, leadership, teamwork, and others, to hard skills, such as copywriting, data analysis, foreign languages, and many others. In addition, students can feel immediately given a great responsibility to handle a project that may not have been felt before. Because this internship can be followed by students throughout Indonesia, of course students can build networking with fellow interns from different backgrounds. Thus, they can exchange ideas and embrace each other to achieve success together.

One of MBKM's partners who is the author's choice for an internship for approximately 5 months is Lazada. Lazada is one of the e-commerce companies in Indonesia originating from Singapore. Lazada Indonesia itself was founded in 2012 and is now under the auspices of PT Ecart Webportal Indonesia. Lazada Indonesia has grown from only selling goods from its own warehouse to being open to third parties who want to sell their goods through Lazada. Until now, Lazada sells a variety of products, both physical products and digital products. The physical products available on the Lazada platform vary in type, such as home appliances, fashion, sports, books, electronics, health and beauty, automotive, and so on. Meanwhile, digital products that can be purchased at Lazada consist of balances, data packages, e-vouchers, and digital utilities.

During the author's MBKM program at Lazada, author was placed in the Key Account Management Digital Goods division, especially the mobile top-up subdivision. Broadly speaking, the mobile top up subdivision has the following responsibilities:

1. Contact aggregators
2. Develop strategies
3. Manage operations for balance and data packages in Lazada application

ANALYSIS AND DISCUSSION

In doing every work or responsibility, especially in a company, of course management knowledge is needed to get the maximum results. Management is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources (Daft 2014). In order for work to be completed effectively and efficiently, several management functions need to be implemented in it. Management functions are divided into 4 and usually referred to as POLC, as follows:

1. Planning

Planning can be interpreted as determining a series of actions to achieve a desired result. Planning can be done by determining the objectives first and then developing some steps to achieve these objectives.

2. Organizing

Organizing is a process in which a team works together to achieve a mutually agreed upon objective. Organizing can be started by developing an organizational structure and then allocating human resources efficiently.

3. Leading

Leading can be defined as an activity to lead a team by providing motivation or inspiration, making decisions, building communication, and improving the knowledge and attitudes of subordinates so that company goals can be achieved.

4. Controlling

In a company, it is important to ensure that employee performance in carrying out work or projects is in line with the company objectives. Therefore, controlling, which is the activity of supervising the work of employees by evaluating and providing corrections to work, is needed.

As an intern at Lazada, author also implemented the above management functions. Author was placed in the Key Account Management Digital Goods division for the mobile top up subdivision. Broadly speaking, the mobile top up subdivision at Lazada is in charge of managing mobile top up operations and if necessary proposes suggestions or strategies for mobile top up improvements.

According to Heizer and Render (2011: 4), Operational Management (OM) is a set of activities that can generate value in a form of goods and services by converting inputs into outputs. Operational management has several functions, such as process, technical organizing, and materials planning functions. Therefore, operational management is closely related to management functions in the form of planning and organizing. The work and responsibilities of author will be divided into two parts, routine activities and non-routine activities.

Routine Activities

As a Key Account Management Digital Goods Intern at Lazada, author has to do some repetitive routine work. Some of these work include:

1. Make a financial settlement every Monday and Thursday

Every Monday and Thursday, author need to make a financial settlement in the form of a transaction summary for each aggregator and a PivotTable containing the total fees to be paid to the aggregator. The steps in doing this work are:

- 1) Access the portal or website of each aggregator (there are 4 aggregators).
- 2) Click on the "transaction" or "transaction detail" section of the respective aggregator's portal.
- 3) Select the date range for which the financial settlement will be made.
- 4) Download transaction data for each aggregator that has been filtered by date.
- 5) Tidy up the downloaded transaction data by using the 'text to column' feature and changing the date type to 'short date'.
- 6) Create a PivotTable based on that data by entering "status" in the "filters" section, "date" in the "columns" section, "price" in the "values" section and "operator" in the "rows" section.
- 7) Filter data based on "success" transaction status.
- 8) Rename the first sheet that contains raw data with "AGGREGATOR NAME - DATE" and the second sheet that contains PivotTable with "PIVOT".

- 9) Save the file with the Excel Workbook format and rename file with "Aggregator name - date".
- 10) Send e-mail to the finance department and each aggregator with the existing format. The related knowledge used in doing this work are Microsoft Excel and basic knowledge about settlement.
2. Make a telco rank data every month

Every month, author needs to create a telco rank data that contains the details of sales performance of each operator in the previous month and categorized by performance, as well as breakdown per balance and data package product based on order and Gross Merchandise Value (GMV). Aiming at the sale estimation for each merchant, the forecasting of GMV, which estimates the total sales volume over a period of time, has been playing an increasingly important role in e-commerce (Ye et al. 2022). This job was carried out with the aim of finding out which operator contributed the most to Lazada in that month, both balance and data packages. The steps in doing this job are:

 - 1) Download the monthly transaction data from Lazada Telco Dashboard.
 - 2) Lookup item ID from raw data to product mapping to find the type of product, whether it's balance or data package, and look for the product name for each transaction using the Vlookup formula.
 - 3) Create two different types of Pivotable. The first Pivotable is used to sort operators based on the total Gross Merchandise Value (GMV) and the second Pivotable based on the total orders for the month.
 - 4) Create two kinds of tables. The first table contains the GMV contribution and the percentage of each operator. The second table contains the order contribution and the percentage of each operator.
 - 5) Sort each table by GMV and order contribution from largest to smallest.
 - 6) Create bar chart and pie charts from each table.
 - 7) Create a second Pivotable by placing "type" and "operator" in the "filters" section, "product name" in the "rows" section, "sum of unit price" and "count of transaction status" in the "values" section.
 - 8) Select "balance" first in the "filters" section of the Pivot Table.
 - 9) Select each operator in the "filters" section of the Pivotable to find out the contribution of GMV and order per balance product for each operator.
 - 10) Create a table that contains a breakdown of GMV and order contribution per balance product for each operator, then sort from largest to smallest.
 - 11) Select "data" in the "filters" section of the Pivot Table.
 - 12) Select each operator in the "filters" section of the Pivotable to find out the contribution of GMV and order per data product for each operator.
 - 13) Create a table that contains a breakdown of GMV and order contribution per data product for each operator, then sort from largest to smallest.

The knowledge gained from this work is Microsoft Excel, such as the use of sort and filter, Vlookup, PivotTable, and chart.
3. Upload or edit products whenever there is a change

During internship at Lazada, author is responsible for managing Lazada's mobile top up operations, such as upload new balance and data package products, edit prices or product descriptions if changes occur, and add or edit product mapping. Product mapping is a file containing all balance and data package products owned by Lazada, complete with Stock

Keeping Unit (SKU), product code from aggregator, aggregator price, and platform selling price for each product. There are some steps in doing this work, as follows:

- 1) Open the Lazada seller center website.
- 2) Click the 'edit product' section.
- 3) Click the 'add product' section if there is a new product to add and fill in all product information.
- 4) Record new product SKUs that appear after submitting products to the product mapping file.
- 5) To edit the price or product description, type the product name in the seller center search field and click 'edit'.

The knowledge that author get from this work are manage product from website and Microsoft Excel.

Non-Routine Activities

Apart from routine work, author also did non-routine work. Non-routine work is work that is only done a few times and not in the same period of time:

1. Pending time optimization

Optimization is an effort to improve activities with the aim of minimizing losses or maximizing profits in order to achieve goals properly within a certain period of time (Andri Rizki Pratama 2013, 6). In simple terms, optimization can be defined as a series of processes to optimize what is already running or already exists. Thus, pending time optimization is an effort to optimize pending time in Lazada to make it more effective.

a. Problem to be solved

This project was carried out to solve the pending time problem which so far was considered too fast, 3 hours. With such a fast pending time, the transactions that are being processed or pending will be automatically canceled.

b. Project background

The difference in status can cause material and non-material losses. If the status at Lazada is failed and the status at the aggregator is success, of course it will cause material losses because Lazada has refunded some money to the customer, but must still pay to the aggregator. On the other hand, if the status on Lazada is success and the status on the aggregator is failed, this will result in non-material losses because the data needs to be recapitulated and takes a long time. Thus, this project is intended to change the pending time from 3 hours to 12 hours. The pending time which is currently 3 hours is quite detrimental because after 3 hours the transaction will be canceled automatically, so that differences in transaction status above can easily occur.

c. Target

After this project is implemented, it is hoped that pending transactions can be minimized, so that losses can be reduced.

d. Process

The process of implementing this project are as follows:

- 1) Download raw data for a certain month from Lazada Telco Dashboard.
- 2) Download and combine transaction records from each aggregator.
- 3) Lookup the transaction status from aggregator to raw data file.
- 4) Move both transaction status from all aggregators and Lazada to one sheet.

- 5) Filter transaction status from raw data and aggregator transaction recap to "success-failed" and "failed-success".
- 6) Count how many differences in status between "success-failed" and "failed-success" transaction using the 'count' formula.

e. Constraints

The constraint that occurred in carrying out this project was that there was too much data because it included a transaction recap for 1 month, so that errors often occurred or did not respond to Microsoft Excel, so that previous work could be lost. Apart from the data reaching hundreds of thousands of rows, the data also includes the Vlookup formula which makes the file even heavier.

f. Solutions

As a solution so as not to cause an error when I want to save the data, the author first copies the 'transaction status' column which contains the Vlookup and then pastes it as value, so that only the contents are left without including the formula.

g. Result

The result obtained from this work is that the pending time which was previously 3 hours can be extended to 12 hours, so that pending transactions will not change their status to 'failed' in 3 hours, but 12 hours. Thus, it is hoped that the difference in status between Lazada and the aggregator can be minimized, as well as the losses incurred.

h. Knowledge

The skill and knowledge used in working on this project are Microsoft Excel's ability to create pending transaction data and communication skills, including negotiation in requesting pending time change.

2. User experience optimization through order flow improvement

User experience is concerned with developing high-quality interactive systems, products and services that fit with people and their ways of living (Benyon 2019, 5).

- a. Problem to be solved

Order flow optimization is a project that is expected to improve the user experience when ordering mobile top up products, especially from landing page. In the landing page, there are usually several selected products from various operators. However, when users click on one of the products from the landing page, they will only be directed to the main digital goods page which contains all digital goods products.

- b. Project background

Inappropriate order flow can cause a bad user experience and will even result in losing potential buyers. When Lazada users enter the landing page and click on one of the selected products available on it, they are directed to the digital goods homepage. So, the user has to look for the desired product again and of course it will take time. When compared to other competitors, Lazada's order flow is still not good enough so it needs to be improved.

- c. Target

From this project, it is hoped that order flow at Lazada for mobile top up purchases can be improved. Thus, users who click on the product can be directed to that product without the need to look for the product again. Thus, it is also hoped that the user experience can get better

- d. Process

The process to do this project is as follows:

- 1) Analyze and compare competitor's order flow with Lazada
- 2) Take a note of Lazada order flow deficiencies
- 3) Make a Powerpoint for presentation containing deficiencies that need to be corrected, examples of order flows from competitors, and suggestions
- 4) Present the results to Lazada Singapore Product Development via meet

e. Constraints

In carrying out this project, the constraint that author had to face was that author needed to prepare the detailed but easy-to-understand presentation material and also present the material clearly in English to Product Development Singapore. Thus, the objective of this project can be achieved and there is no miscommunication.

f. Solutions

To overcome the above obstacle, author made a presentation framework first, which consisted of an opening, problem to be solved, comparison with competitors, suggestion or improvement, and closing. In addition, author also included supporting images that are needed and highlights some parts of the image to make it easier to explain the material.

g. Result

The result achieved from this project is that the order cycle from the mobile top up landing page has changed from the one that previously directed to the digital goods homepage to the mobile top up homepage. So, users can directly enter a telephone number and select the desired package.

h. Knowledge

The skill and knowledge used in working on this project are Microsoft PowerPoint's ability to make a simple but clear presentation and also presentation skill on how to deliver the presentation in a good way and detail.

Participation in Institution

In addition to doing routine and non-routine work, Lazada also provides various other events that can be followed to increase the participation of interns in the office. These activities include:

1. Lazada Grow Courses

This activity is in the form of courses provided by Lazada for interns. Where, there are several course topics that must be followed, such as Microsoft Excel courses, privacy, code of business conduct, and cybersecurity awareness training. Each course has several modules in it, in the form of videos, animations, and quiz. With this course, interns are increasingly equipped with broad and diverse knowledge, and are expected to be useful for the future.

2. Warehouse Visit

This activity is intended for all internships at Lazada. Where, interns will go to Lazada warehouse located in Cimanggis for one day using the provided bus. The purpose of this activity is so that interns can see the contents and atmosphere of the Lazada goods storage area.

MBKM Evaluation

Overall, the MBKM program has been running very well, both from the government and MBKM partner. However, in every program, of course, evaluation is still needed so that the

program can run better in the future. Thus, author has provided evaluation materials that may be useful in the future, both for the government and MBKM partner.

Work/Project Evaluation

During the MBKM internship at Lazada, there are several achievements resulting from the work or projects that author worked on, including:

- a. Knowledge
 - 1. Able to explain the process used to implement organizational strategy.
 - 2. Able to understand theoretical concepts in the field of management and business knowledge in identifying problems and formulating solutions to company problems to deal with business competition and changes in the business world environment.
 - 3. Able to explain concepts, theories, methods of management function analysis tools (POAC) and organizational functions (marketing, HR and finance) in various types of organizations.
- b. Attitude
 - 1. Behave according to spiritual, social and professional demands in organizational life and in the business world.
 - 2. Responsible professionally and ethically towards the achievement of individual work results.
 - 3. Develop self ethics and professional personality in the world of work, business and social life.
- c. General skills
 - 1. Able to work in team and group in one unit and across functions by maintaining and developing cooperative networks within and outside the company organization.
 - 2. Able to use refined Indonesian language rules in presenting information and expressing ideas clearly, both orally and in writing, to stakeholders.
 - 3. Able to apply logical, critical, systematic and innovative thinking in the context of the development or implementation of management science and technology that pays attention to applying humanities values according to their area of expertise.
 - 4. Able to understand the concept of communication in the form of collaboration, interpersonal, team, meeting, listening skills and non-verbal communication and etiquette in business.
- d. Special skills
 - 1. Able to formulate management functions (planning, organizing, staffing, directing, controlling, and evaluating) at various managerial levels and various types of local, national and international organizations.
 - 2. Able to implement effective and productive cooperation in teams and groups, build effective communication between colleagues, between leaders and subordinates to achieve organizational goals.
 - 3. Able to comply with the provisions, procedures, policies that apply within the organization for the implementation of organizational control activities.

MBKM Program Evaluation

The MBKM program has been quite effective so far because it can provide students with a place to develop their existing potential and also provide new experiences that may be difficult to obtain elsewhere. The MBKM program also forms the readiness of students before working later.

In terms of efficiency, the MBKM program is actually quite efficient. However, it is a bit unfortunate that this program was postponed for almost 1 month, so that student internship time is decreasing. Thus, there are changes to the timeline and other things.

CONCLUSIONS

The MBKM program aims to encourage students' potential. With the MBKM program, students are given the opportunity to explore their potential by going directly to the dream company. Not only experience working directly, but MBKM participants are also provided with useful learning provisions for the future.

An internship at Lazada for 5 months gives author valuable experience and lessons that author might not be able to get elsewhere, including:

1. Work together with colleagues from different subdivisions to complete a project or job.
2. Do the presentation to Lazada Singapore Product Development by using English. This experience gives author confidence in making presentations and also helps author in carrying out conversations in English.
3. Analyze competitors to make improvements in the Lazada mobile top up page.
4. Learn more about Microsoft Excel, e-commerce, and marketing through courses that have been given via video.

The MBKM batch 3 program is good enough in opening up opportunities for students to develop themselves. However, there are some limitations that are felt by students and can be noted by the government, including:

1. The timeline for MBKM program is still unclear and often changes suddenly in the middle of the program, such as the registration time being extended for almost a month, so the internship start period must also be postponed.
2. There is MBKM partner who has problems from batch 2, but is still registered as partner in batch 3. The partner is not responsible and transfer students unilaterally from internship to independent study.
3. There are still relatively few internship vacancies outside the Jakarta area, so many students need to migrate to Jakarta to follow the internship program.
4. Some mobilization tickets were given suddenly, resulting in a lack of preparation.
5. The types of MBKM partner companies are still relatively less varied, so they may not be suitable for some students from various majors.

There are several inputs or suggestions regarding this MBKM program so that similar programs can be better in the future:

1. The program timeline must be carefully considered so that there are no changes in the middle of the program.
2. Partners or companies that work with this program must be carefully selected.
3. The government must strive for equal distribution of job vacancies in cities other than Jakarta.
4. The government needs to ensure that the mobilization tickets for the departure and return of students are given in advance or not suddenly.
5. The government can add to the list of partners or companies from a more diverse industry.

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