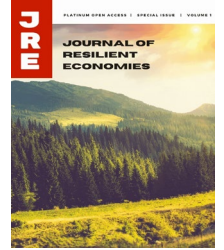




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The Benefits and Challenges of Employee Reskilling Using Agile Approach: A Case Study of Indonesian Telecommunication Company's Transformation

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Abstract

Facing strong industry pressures, an Indonesian telecommunications company formulates a transformation strategy. The company aims to perform business refocusing to exploit the growing business-to-business (B2B) market. Consequently, the employees need a reskilling program from business-to-consumer (B2C) marketing to B2B marketing. However, there are complexities and uncertainties in managing the reskilling program. From the information and technology field, agile approaches offer methodologies for managing a project amidst high uncertainties and external changes. Currently, research on how agile approaches benefit non-information technology projects such as reskilling is few. This research aims to explore the key benefits and challenges in implementing a reskilling program with an agile framework. Methodology applied in this study includes secondary data analysis, interviews and thematic analysis to gain insight from qualitative data collection. The interview results indicate that an agile approach benefits participants by vast learning opportunities, strengthening their understanding of new target markets, and gaining confidence and a new mindset in conducting B2B sales. Moreover, the challenges that must be addressed are that the generalized journey design does not effectively cater to the diverse needs of all participants, as well as difficulties in managing time to balance initial assignments and mastering product knowledge within a short timeframe.

Keywords: Agile, Scrum, Reskilling, Business Transformation, Business Refocusing, Experiential Learning

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1. Introduction

The evolution of internet enables organisations to deliver a broad range of digital services. While many digital service companies enjoy financial success, telecommunication companies experience pressures in growing their businesses. High expenditure and stagnant revenue result in declines in profitability (Basile et al., 2024). According to PwC (2023), global internet consumption is forecast to reach 9.7 billion petabytes in 2017, pushing telecommunication providers to invest in infrastructure and supporting technologies. However, internet connectivity is becoming a commodity with low prices, and telecommunication companies have less power to dictate prices than customers (PwC, 2023). With such industry challenges, telecommunications companies must resiliently transform their business strategy and operations to keep growing and sustaining the business.

An Indonesian telecommunications company has initiated a transformation programme to address industry pressures. This transformation programme includes refocusing its target market and product portfolio. The new customer targets are digital B2B service markets in Indonesia, which has been growing significantly (Xendit, 2022). Furthermore, the company now focuses on digital products and services like data analytics, the Internet of Things, and network monitoring software. These initiatives are digital product portfolios that exist through an in-house innovation process in the company's digital business department. Marketing acceleration of these products needs support from marketing staff in all regionals. Consequently, the existing marketing team needs a reskilling program regarding digital product and service knowledge and how to convey those products and services to B2B customers through account management practices.

As a part of a corporate transformation with a high degree of complexity and uncertainty, reskilling can have several challenges. These challenges include resistance from employees to learn new skills (Rusconi, 2024) and a lack of practical learning experience (Silverstein, 2020). Those challenges can hinder organisations from delivering effective reskilling processes and building the new capabilities needed to respond to changes in the industry. Therefore, organisations need to find better ways to conduct effective reskilling processes.

In managing uncertainties, digital companies have implemented agile project management to address the high uncertainties of technology projects. Furthermore, companies beyond the information technology industry have started to apply agile project management. According to Gustavsson (2016), industries such as manufacturing, education, pharmaceuticals and healthcare have implemented Agile in their projects. While companies beyond the information technology industry have started to apply agile project management, studies on the benefits of agile project management on reskilling to support corporate transformation are still limited. Therefore, this research aims to fill the gap of how agile methodology can be implemented in employee reskilling programs. It also aims to identify the main benefits and challenges participants face during these programs, which is important for organisations preparing their people ready for corporate transformation.

2. Literature Review

Reskilling

The way people work changes due to technological development or business shifts. When one of those situations occurs, skills owned by employees might not be relevant anymore. Emeritus (2024) defines reskilling as the actions of learning new skills required to perform completely different tasks. Reskilling is an alternative that companies can use to fill the skill gap between the existing internal capability and industry demand. Furthermore, Tamayo et.al. (2023) argue that reskilling not only plays role in fulfilling skill gap but acts as strategic action that must align with organisational objectives. Thus, reskilling is one of the important change management actions that can help a company gain competitiveness.

Agility

Agile is an approach to managing projects which emphasises adaptiveness and continuous improvements. In contrast to classic project management that focuses on rigid planning and sequential execution and control, agile approach prioritises human interactions, working deliverables, collaborating with customers, and being responsive to changes during project execution (Beck et al., 2001). Projects with this approach are conducted in shorter cycles, yielding incremental deliverables with iterations. This approach enables organisations to check whether the incremental deliverables meet customers' requirements or if the external environment is rapidly changing. Dybå et al. (2014) argue that agile methodology helps project managers address project complexities and uncertainties. This is because the agile approach enables project teams to be aware of gaps between project outcomes and external situations and respond quickly to the issues.

Scrum

Among many agile frameworks, Scrum is one of the most popular agile frameworks that organisations use worldwide (Mersino, 2024). According to the Scrum Guide by Schwaber and Sutherland (2020), Scrum is a framework that covers roles, events, artifacts, and processes to guide a team in conducting agile project management. The Scrum Guide defines key scrum roles, consisting of scrum master, product owner, and developers. The scrum master is responsible to facilitate the scrum implementation and ensure the scrum methodology is conducted properly. The product owner sets the vision and roadmap of the products based on user requirements, and then breaks the whole product value down into small and valuable work units called product backlogs. The developers are a cross-discipline team that develops solutions during the project.



Figure 1- Scrum Framework Adopted from Scrum.org (2020)

Furthermore, the Scrum Guide as depicted in Figure 1, explains events that need to be performed, which are the Sprint, Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective. The cycle where project tasks are executed is called sprint. Each sprint begins with sprint planning, in which the sprint goal and priorities are set. Sprint planning determines sprint backlogs, which are list of work to be done in the sprint. Afterwards, the scrum team can proceed to the sprint activities to create valuable outputs. On each sprint day, the scrum team performs “Daily Scrum” to have every team member updated on progresses, blockers, and activity plans. A sprint cycle is then concluded with Sprint Review and Sprint Retrospective. A sprint review is a ceremony where sprint results are shown or presented and feedback from users or stakeholders, whereas a sprint retrospective gives a scrum team to evaluate how they perform, learn from it, and then make improvement plans for future sprints.

Agility in Non-Information Technology Sectors

Although the concept of agile originally emerged in the information technology sector, the application of agile has expanded to multiple sectors. A systematic literature review by Gustavsson (2016) found 21 case studies from 16 articles that analysed Agile implementation in sectors outside information technology. According to that systematic literature review, Agile has been implemented in manufacturing, education, pharmaceuticals and healthcare sectors. Most of them implements Scrum framework which has a strong emphasis on iterative planning, execution and review. Furthermore, Straçusser (2015) reports a case study about agile implementation in a construction company, particularly in research and development and employee performance improvement projects. Žužek et al. (2020) explains enablers that allows companies in non-Information Technology sectors to adopt agile approach, which are top management support, dedicated and skilled team and active participation from stakeholders.

Account Management

Account management is the process conducted by organisations to have strong relationships with customers (Godiner, 2024). People who are responsible for the account management process are called account managers. Account managers link an organisation to corporate customers, whose aim is to keep customers satisfied and contribute to business development (Rose, 2022). The regular activities of account managers include communicating with customers, understanding customers' needs, addressing the customers' needs with the organisation's products and services, and delivering support related to the product and service (Kaplan, 2023). In contrast to product-oriented sales strategy, account management

focuses on partnering with customers to help them achieve their strategic goals, such as gaining more efficiency or effectiveness in growing their businesses (Izquierdo, 2024).

3. Methodology

Research Design and Data Collection

This research implements secondary data analysis and qualitative research. The secondary data analysis examined agile frameworks and then it was adjusted into the company's internal environment. Subsequently, the model of agile reskilling program was built and executed as an experimental reskilling program. After one cycle of agile reskilling program completed, the study proceeded to the qualitative research stage.

For qualitative research, data was collected through online interviews with participants from the reskilling project. The online interview methodology was chosen for its efficiency in gathering perspectives from participants located across multiple regions. This research employed purposive sampling, as it focuses on investigating the perceptions of participants following their reskilling experience. According to Bekele and Ago (2022), purposive sampling offers researchers the flexibility to select participants who can provide insights directly relevant to the research questions.

Although employees who completed the reskilling are placed to the company's B2B operation, they do not necessarily work in customer facing roles. Some of them are responsible for solution design and supporting activities. The purposive sampling approach helps with the inclusion of employees who interact with customers in their daily jobs. The sampling method allows the study to collect relevant information from employees who apply skills and knowledge gained from reskilling program in their roles.

Furthermore, ten participants were interviewed during the qualitative research stage. The sample size was determined based on the principle of data saturation. Saunders et al. (2018) define data saturation as the point at which no new information or themes emerge from additional data collection. Hennink and Kaiser (2022) state that data saturation in interviews can typically be achieved within a range of 9–17 participants. In this study, data collection was completed upon reaching data saturation after the tenth interview.

The interview was conducted using a semi-structured method. With this method, interview questions are set in advance, but additional questions may be asked if clarifications on interview responses are required (Taherdoost, 2022). The questions focused on asking participant's reactions to reskilling programs that were conducted with an agile approach. The first question is asking about what benefits that participant gained from the reskilling with agile. The second question is asking about what challenges that participant found during reskilling with agile. In the end of the interview, participants are asked about things that could improve reskilling experience. All questions are open-ended questions. Open ended questions allow researchers to obtain in-depth responses and new insights as respondents have chances to provide comprehensive answers (Hyman & Sierra, 2016). The questions help the study to explore participants' perception on given reskilling program.

Data Analysis

The data analysis process began after data from interviews were successfully collected. Thematic analysis is used for data analysis. According to Kiger and Varpio (2020), thematic analysis is a process of describing qualitative data and making interpretation that involves coding and theme construction. A theme represents a pattern of obtained data that has significance to the research question (Maguire & Delahunt, 2017). The thematic analysis comprises six important steps, starting from data familiarisation, code generation, theme-finding, theme reviews, theme naming and definition, and reporting (Kiger & Varpio, 2020). In terms of theme-finding, this study applied inductive approach. According to Jones (2022), the data determines themes as codes are not predetermined by researcher. The main purpose of applying inductive approach is to gain important findings that emerge from recurring pattern of raw data without limitations of predefined codes (Thomas, 2003). Applying these analytical steps results in a clearer understanding of participants' perceptions of the benefits and challenges of the reskilling program.

Ethical Considerations

Ethical considerations were applied during the collection of primary data through interviews. These included voluntary participation, maintaining anonymity, and safeguarding privacy and confidentiality. Participation in the interview sessions were entirely voluntary. The research purpose was explained to participants in the beginning of each interview session. Participants were free to withdraw the consent at any time. Anonymity was kept throughout data analysis and reporting stages by excluding personal identifiers from all analysis processes and reporting. Additionally, all interview data were securely stored in private, access-controlled storage, to ensure that only authorized personnel could access the information.

4. Findings And Discussions

Adaptation of Agile during Implementation

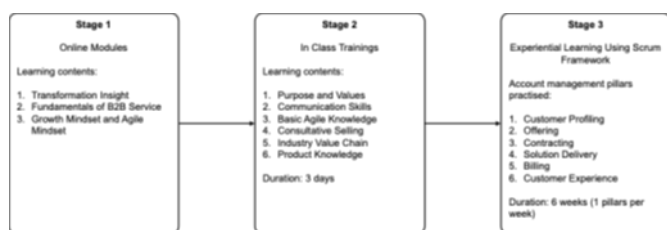


Figure 2- Program Structure

The reskilling program was conducted through multiple delivery methods, as seen in Figure 2. Firstly, online learning was delivered to give foundational knowledge about company transformation objectives, the new skills that participants would learn, which are fundamentals of B2B service and growth and agile mindsets. It was followed by in class learning to allow participants to deepen their new skills and knowledge through engagement with facilitators. In class sessions included materials about purpose and values, communication skills, basic agile knowledge, consultative selling, industry value chain and product knowledge. The implementation of agile methodology was applied to the experiential learning after participants completed a set of classical training.

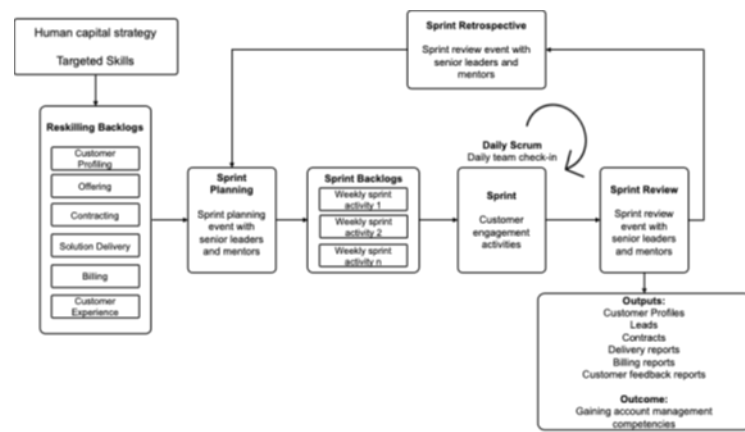


Figure 3- Scrum Adaptations in Experiential Learning, Adopted from Scrum.org (2020)

The experiential learning journey was executed with several scrum adaptations. These sessions were conducted with weekly sprints over six weeks. In contrast with sprints in the product development context, the sprints in this reskilling program required participants to practice delivering digital product and services to business customers in their regions. In this Scrum adoption (as depicted in Figure 3), backlogs were determined by human capital strategy and targeted skills to support corporate transformation. Reskilling backlogs consisted of six account management pillars, including customer profiling journey in which participants needed to identify the value chain of customer prospects and talk to them. Then, participants could understand the strategic goals and pain problems of customers. It is followed by practising subsequent pillars of account management, including managing offers, contracts, delivery, billing, and customer experience according to the customers' requirements.

Participants are divided into groups consisting of four to five members. Account management mentors were allocated to sprints as the key learning process. Participants practised one account management pillar in one week sprint. The sprints were started with sprint planning ceremonies, where participants made detailed action plans for the entire week. Participants were required to conduct a daily scrum every day. On the last working day of the week, participants gathered with stakeholders such as executive vice presidents, senior managers of enterprise business, and internal experts on sprint review and retrospective events to showcase their weekly progresses. In these sessions, the team showed the outputs and outcome of each sprint. Additionally, the sprint review and retrospective events allowed participants to receive feedback from senior management, convey the challenges they faced, and ask for support.

Table 1 Roles in The Reskilling Program

Team	Roles
Project Management Team	<ul style="list-style-type: none"> Ensuring the reskilling program meets objectives Coordinating different teams to support the reskilling program
Subject Matter Experts	<ul style="list-style-type: none"> Delivering course contents related to the reskilling program Acting as facilitators in the classical learning Giving feedback to participants regarding weekly progresses
Product Mentors	<ul style="list-style-type: none"> Supporting participants regarding product knowledge and related business processes (fulfillment, assurance and billing)
Account Management Mentors	<ul style="list-style-type: none"> Supporting participants regarding building relationship with business customers through account management processes
Senior Leaders	<ul style="list-style-type: none"> Giving feedback to participants regarding weekly progresses Ensuring the experiential learning aligns with business strategy Giving support needed by participants during experiential learning

The company's management allocated several roles, as seen in Table 1. The entire team was involved in all scrum ceremonies, from sprint planning to sprint review and retrospectives. The project management team played a role as a connector between different related units for the reskilling program with an agile approach. This team administered the reskilling project from the planning stage and execution to the evaluation stage. Moreover, subject matter experts conveyed learning materials according to the program objectives. The subject matter experts delivered the lecture on classical learning and feedback to participants on sprint review events. This team consisted of people with functional and teaching skills and experience, allowing participants to learn from them and gain new skills and knowledge. In addition, product mentors helped participants with product knowledge. Product mentors in this project included product owners from digital business departments. Participants consulted with this team during the experiential learning, especially when addressing business customer's problems.

Furthermore, account management mentors and the regional senior management team played a crucial role in the reskilling program. Account management mentors gave guidance and mentorship to the participants in learning to approach business customers. Account management mentors consisted of experienced account managers in the company. They accompanied participants in the entire reskilling journey, especially in sprint planning, daily scrum, sprint review and sprint retrospective. In addition, the regional senior management teams were involved in the reskilling program. They attended sprint reviews and retrospectives every week to give constructive feedback to participants. Involving management team also ensured that the reskilling program were in line with business strategy and helped them collect support needed by participants.

Perceived Benefits of Reskilling with Agile Approach

Based on interviews, participants perceive that the reskilling program with an agile methodology benefits their learning process, as shown in Table 2. The participants had many learning opportunities to improve from stage to stage. The regular scrum

ceremonies like sprint planning, daily scrum, sprint review, and sprint retrospectives allowed the participants to monitor and control their learning progress in more structured ways. Participant 1 said "By attending sprint review, sprint planning and daily scrum with mentors, I feel that I can monitor and control our daily progresses. Even we can learn from mentors and peers about steps to perform B2B marketing activities."

Moreover, the sprint review and retrospective events gave participants moments to reflect on their learning process. They could identify what aspects that go well and do not go well. Participant 2 stated "I think sprint review helped us structure our learning. Every progress was recorded, including what was achieved and what was not achieved. Then, we would know what we should do next according to feedback discussed in sprint review." Participant 3 also receives similar benefits. By attending sprint review, we could understand our weaknesses in a particular week, so we could evaluate our performance when visiting customers or conducting customer engagement events. Also, we could get feedback from senior leaders during the event". Those reflection moments helped keep the positive actions and avoid the same mistakes in the following sessions. In addition, the insight gained to develop their new skill not only came from subject matter experts but also from mentors, senior management, and progress made by other participants.

Table 2 Perceived Benefits

No	Themes	Findings
1	Learning Opportunities	Scrum methodology enables respondents to reflect on their learning progresses. The program has a structured practical learning mechanism that allow participants to gain practical skills through field visit, mentoring, and scrum ceremonies. Learning not only occurs from the experience of a particular group but also from other groups' experience that is presented in scrum review and retrospective events.
2	Market Understanding	Respondents gained better understanding of B2B market in their respective regionals. By doing field visit and direct engagement with customers, respondents could identify the industry value chains, business models, and issues faced by prospective customers.
3	Confidence Level	Respondents get more confident to work on B2B marketing activities after completing the reskilling process. They gain better communication skills and become more resilient as an account manager. Confidence level improvement come not only from the experiential learning but also from internal networking sessions with mentors and senior management of B2B business that they engaged throughout the reskilling program.
4	Mindset Shift	Respondents can shift their selling mindset from product-based selling to relationship-based selling. Product-based selling method emphasises on giving products as general solution for general problem. After the reskilling program, respondents change their mindset to be focusing on customers' problems and opportunities to grow. They start to think holistically in helping customers to grow.

The next key benefit perceived by participants is that the reskilling program enabled them to understand new target markets. During sprints, participants visited several prospective business customers and got to know their value chains. Participant 4 said “We could understand customers’ value chain and propose solution that could solve a specific problem in that value chain. If I did not join this program, I would just submit generic proposals sporadically to several customers”. Participant 1 said “In sprint planning, we could map out the total available market in the province of Southeast Sulawesi. There are many customer segments such as banking, mining, or government sectors. Then, we looked at available network facilities around the potential market. After that, we could get a list of serviceable market. We also could identify whether those market are our existing customers and developed further engagement strategies”.

Furthermore, participants were given tasks to delve into issues that the prospective customers are facing and their needs to grow the business. This benefit came from their experience visiting customers in person. At the beginning of the program, they were not asked to deal with a contract. Instead, they were asked to get to know the customers’ key person, build connections, and identify problems and opportunities that can advance their businesses. Therefore, participants’ customer and industry knowledge got stronger.

Participants were more confident about being assigned to the B2B role after completing the reskilling program. The confidence level increased because they were put into the real working situation of performing B2B business, particularly in an account management team. Participant 6 says “I was getting used to meet new people. It is an important starting point for an account manager. We must have willingness to meet people that we have not met before. I think the sprint stage was a fundamental exercise to meet new customer and listen to their problems. If I did not join this program, I would have more difficulties in doing my current job that requires me to face customers”. Participant 5 states “The sprint planning activity helped me prepare a customer profile before visiting a potential customer. It helped me have an effective discussion with potential customers, for instance, if I know that the potential customer has five outlets in Greater Jakarta Area, I can confidently talk about that business operation. As a result, that potential customer would be more interested to me because we have a good understanding about his or her business, not just selling a product”.

Participants got opportunities to communicate directly with people from prospective organisations. The customer visit activities were not always smooth. There were challenges, such as difficulties in setting a schedule with the target organisation’s key people. However, facing these challenges built their mental resilience and made them learn how to prioritise customer visits and engagement. In addition, the increased confidence level is a result of engaging with existing B2B teams, including mentors and senior management, whom they met in the sprint review and retrospective event. Participant 7 says, “I could get the chance to meet account managers in B2B departments and mentors. I got so much insight from informal engagement with them”. Internal networking and engagement with internal B2B teams positively influence participants’ confidence levels because participants can ask for guidance and learn about internal procedures related to B2B marketing.

Furthermore, participants change their mindset about selling. Previously, in B2C business, the selling process is dominantly done with product-based selling. Product-based selling emphasises the specification of the product. From the reskilling program,

participants can better understand the difference between product-based selling and relationship-based selling. Participant 5 says, “Before I learnt in this program, I just asked about what internet product that a customer has used and then promote our newest product. I did not ask what they need, I just gave a brochure and business card. Now, my purpose of customer visit is getting to know the customer and asking what areas that has not been fulfilled. I would also discuss about how that potential customers can succeed through digital technology, for example getting more cost efficiency”. The focus changes from offering products to becoming a partner for customers to solve their problems and to help customers grow their businesses. Moreover, participants understand that a business deal cannot happen in just one engagement. They now understand that building relationships are an important thing in B2B business, position themselves as a partner, and then talk about products or solutions when customer trust is earned

Challenges during the Reskilling Program

Although this reskilling methodology brings several benefits, participants faced key challenges (as seen in Table 3) during the program. Several participants felt it was very difficult to start experiential learning because the role was different from their regular jobs. Participant 2 said “We were afraid of starting new conversation with potential customers, such as school headmasters because we had not done it in our previous assignments. We were confused about how to start a conversation and make them comfortable with our visit. It was impossible to do hard selling on the first meeting, so we had to find topics to discuss during the visit”. Furthermore, several participants think that the reskilling program only focused on creating new account managers. Meanwhile, not all participants were feeling comfortable with meeting prospective customers. They felt that opening discussions or new topics to build a business relationship is not their natural skills.

Table 3 Challenges Faced by Participants

No	Theme	Findings
1	Difficulty Level	Several respondents found that it was difficult to start account management practices, especially in engaging with prospective customers for the first time. However, a respondent felt that they have possessed basic skills needed for account management job, and this respondent expects a more advanced level materials and activities to grow.
2	Time Management	Respondents found it difficult to manage time to do regular tasks and experiential learning in the same week. They thought that the same obstacles happened in mentor groups.
3	Product Knowledge	Respondents were introduced to new digital products in surface level. They thought that mastering all product knowledge in short time is a challenge.

Interestingly, one respondent thinks that the journey was too easy. Participant 7 states, “I think the curriculum was good, but for me who already have the basic knowledge, the journey was less

challenging. It would be effective if organiser conducted a placement test for levelling purpose so that the learning program can be adjusted according to participants' level". Even though this respondent managed consumer products, the respondent played a role as a connector between the sales, fulfilment, assurance, and other supporting teams. Therefore, the respondent is used to communicate with different group of people. This person has a high confidence level to begin a new role after corporate transformation. Given their capability and confidence level, this respondent thought that the reskilling materials and journey were giving little new skills for conducting customer engagement. This participant thought that more advanced topics were needed to boost personal growth.

Moreover, many participants think that it was difficult to balance the experiential training program and their existing workload. Each sprint took five days in a week. Only some departments had backup team members when a certain employee joined the reskilling program. Participant 9 states, "I still had works to be done from in my existing role. Sometimes, I had to do overtime to prepare reports for sprint review events". This issue not only occurred in the participants group but also in the account management mentors' group. So, many employees needed to do multiple tasks at the same time. They needed to do overtime to keep up with tasks in the usual job and the reskilling program. The time management issue impacted the learning process, especially in the beginning phase of the reskilling program.

Lastly, participants think that mastering product knowledge, especially digital products, during the six-week reskilling period was challenging. The company has several product portfolios, starting from digital connectivity, digital platforms, and digital products and services. Respondents already had adequate understanding of connectivity products since many of them served this portfolio to consumer business. However, digital platforms and digital services are new for respondents. Participant 5 says, "I have to admit that I still struggle with product knowledge. Now I am fluent in connectivity services, but outside of that, I have to admit that we have so many products and services. Furthermore, our subsidiaries have some more services. I could not confidently answer potential customers' questions regarding services beyond connectivity". During the reskilling program, a respondent was aware of a new digital platform, such as an Internet of Things platform. However, the understanding of use cases ready for service was limited. Participant 10 says, "We cannot imagine how it works because we did not see the trial and implementation of that platform". So, they were not very confident in introducing new digital products to prospective customers and focused on connectivity instead.

5. Recommendations

Before participants begin the in-class and experiential learning, it is recommended that participant profiling be conducted. Participant profiling may incorporate placement test results, history of prior assignments, and personal attributes like personality, traits, and learning preferences. The placement test can measure the initial confidence level and capabilities in switching to B2B marketing positions. In addition, prior assignments of participants should be analysed to investigate the experience gaps to work in the targeted position. Personal attributes should also be included in the training journey to ensure they match corporate objectives and participants' preferences. Then, the course material, journey, and team and mentor arrangement can be adjusted accordingly.

Additionally, organiser should ensure that participants can focus on the reskilling program. As reskilling programs can impact day-to-day operations, clear communication and coordination with the leaders of business unit is needed. The importance and urgency of the reskilling program must be conveyed to business unit leaders. In addition, the reskilling program can be divided into several batch to give more flexibilities regarding participation scheduling.

To address challenges in mastering product knowledge, the company should give additional learning activities that cover detailed use cases of digital products and services. Instead of assigning product owners as facilitators, it is recommended that the learning facilitators should be from existing account management team that has previous experience in digital products and services to business customers. Success stories and challenges in selling digital products and services to business customers should be delivered. The delivery methodology can be a virtual class or in-person sharing session. The expected outcome of this strategy is to enhance the fundamental product knowledge and make a new account management team ready to replicate digital product and service use cases.

6. Limitation and Further Research

The research is limited to the implementation of an agile framework in a reskilling program in the context of switching market focus from B2C marketing to B2B marketing. The study was conducted in a telecommunication company in Indonesia. In addition, the research is conducted on perception and reaction levels, which do not cover the impact on future performance or other organisational metrics. The recommendations given in the subsequent discussion are limited to the ideation.

Further research is needed to explore the benefits and advantages of employee reskilling with agile methodology in other industries or in other countries with different working cultures. For further research, authors recommend exploring the benefit of agile approach to participants' performance. Analysing the impacts on organisation's overall performance is also highly suggested. Also, a more thorough research, design, and feasibility analysis is needed to test the significance of those recommendations.

7. Conclusion

In conclusion, a transformation program requires people in an organisation to acquire new skills and knowledge to do new tasks in a new organisation's operation. In this case, a transforming telecommunication company in Indonesia initiated a reskilling program to prepare for accomplishing new objectives, which are exploiting the Indonesian B2B market. In addition, the company aspired to grow the revenue contribution of digital products and services to the growing B2B market. Inspired by the agility and adaptiveness of agile methodology in the software development industry, this study investigates how agile can be incorporated into a reskilling program, the perceived benefits, and the challenges faced by participants.

The study shows that a reskilling program can adopt an agile framework, particularly during the experiential learning stage. The Scrum framework was applied throughout the reskilling program. The journey was broken down into six weeks, consisting of sprint planning, the sprint itself, daily scrum, sprint review and sprint retrospective. The scrum role was modified in this reskilling program. Besides reskilling participants, the program involved a

project management team, subject market experts, product mentors, account management mentors, and senior leaders. Although reskilling with agile framework is not fully similar with agile implementation in the information technology and digital product development field, the ceremonies and way of working that is promoted in the scrum framework can benefit participants in absorbing new skills.

The key benefits gained include the opportunity to improve the learning progress. Continuous evaluation in scrum ceremonies helped participants reflect on things they should have improved. Practicing new skills in real environment and learning from other participants' experiences are two significant things that benefit the participants in the program. Furthermore, the reskilling program improved the ability to understand the new target market. Participants also perceived that the reskilling program enhance their confidence level in performing their new roles in B2B business units. Besides, they shifted their mindset from focusing on products or solutions to focusing on building good relationships with customers.

Participants faced several challenges, including difficulty level, time management, and mastering product knowledge. Some respondent felt that the reskilling program was hard, but a particular respondent saw the program was less challenging. Participant profiling is recommended to build a more personalised learning journey. Moreover, participants found it difficult to balance the time for doing experiential training and daily operation at the same time. Coordination and communication with business unit leaders is needed in finding a more balanced approach. Arranging the reskilling program into several smaller batch can give flexibility for employee groups that have schedule conflicts. The last challenge is mastering a wide range of product knowledge in short period. Additional learning activity is needed to address this challenge. One methodology that can help is conducting knowledge sharing from the account management team, which has success stories in delivering digital product and services to business customers.

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