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The Strategic Role of Leaders in Optimizing Social Media to Improve MSME Team Performance and Management (Case Study of UMKM ADR Kids)

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ABSTRACT

ADR Kids MSME is a type of business engaged in online children's clothing located in Tangerang City that does not optimize marketing strategies with social media to influence sales. One of the problems experienced by MSMEs is that they have not optimized social media effectively and effective team management in project work. This research aims to improve the performance and team management of the ADR Kids MSME social media project. The results of the social media project of UMKM ADR Kids as a leader show effective performance and team management. This is based on the determination of vision and mission, division of team jobdesc, team and partner coordinators, and performance assessment through team management KPIs. The conclusion of this project is that the role of the leader to design a strategic plan to performance assessment can have an impact on team performance and management.

Keywords: Social Media Leader/Manager; Social Media Strategi; Effective Performance and Team Management

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INTRODUCTION

The Indonesian economy as one of the developing countries continues to experience economic growth and significant improvement in order to achieve prosperity for its people. One of the factors of the country's economy continues to grow and develop is the aspect of trade. Through trade, countries can access a wider market and increase economic growth.

MSMEs or Micro, Small and Medium Enterprises are one of the units in business that have an important influence on economic development and growth in Indonesia. There are several reasons why MSMEs play an important role in the economy in Indonesia, including opening up investment opportunities, reducing poverty, and opening up jobs to reduce unemployment in Indonesia.

Based on data from the Ministry of Cooperatives and SMEs, the number of MSMEs now has a contribution to GDP of 60.05 percent or worth 8,573.89 trillion rupiah. The contribution of MSMEs to the Indonesian economy includes the ability to absorb approximately 117 million workers or 97 percent of the total workforce, and absorb total employment of 99.9 percent and can raise up to 60.0 percent of total investment.

However, in reality, many MSMEs face challenges in marketing their products effectively including having limitations on good management systems, less detailed financial management systems, not understanding how to build a strong brand identity, and limitations on resources. On the other hand, there are problems that become the most challenging is not utilizing social media.

ADR Kids MSME is a type of business engaged in online children's clothing located in Tangerang City by providing products of various themes, sizes, and colors in order to attract and expand target consumers with affordable product prices.

The problem in UMKM ADR Kids is a decline in sales in e-commerce of children's clothing products, irregular expenditure of goods, and a decrease in income. UMKM ADR Kids experiences fluctuations due to sub-optimal marketing strategies which clearly make it difficult to reach target consumers and have an impact on reducing sales volume. Another cause of the problem is the lack of optimization on social media, namely Instagram.

ADR Kids MSMEs only rely on Instagram without turning it into a business account, hindering reach, insight, and target market determination. In addition, inconsistent content ideas, unattractive designs, and disorganized feeds make potential customers less interested and difficult to establish relationships with them.

With these problems, it focuses on managing and optimizing social media marketing strategies by adding platforms such as TikTok and Facebook to reach more consumers and increase sales. Therefore, the social media project of UMKM ADR Kids with the formation of a team effectively, each of which has duties and responsibilities including leader, content creator, and community engagement. The role of a leader in social media projects is to assist in the formation and strategic division of team tasks, performance supervision, team performance assessment and management to team evaluation results.

LITERATURE REVIEW

a) Microsoft Word

(Sinaga et al., 2022) One of the components in Microsoft office is Microsoft word which is a software that functions as a word processor.

b) Google Spreadsheet

(Zhilla et al., 2024) Google Sheets is one of the software in the Google Workspace ecosystem that makes it easy to create tables, calculations, and data processing.

c) Power Point

(Haliza et al., 2022) Microsoft PowerPoint is a program designed to assist in making more effective and interesting presentations, making it easier to convey information in a more visual and structured way.

d) Google Drive

(Safitri & Nasution, 2023) Google Drive is a cloud-based storage service developed from Google Docs. This service allows users to store various types of files, such as images, videos, and documents, with free access.

METHOD

System Development Life Cycle (SDLC)

According to (Hartono, 2021) in the concept of team organization management for the ADR Kids MSME social media project using the SDLC concept in the book How to easily and quickly Information Systems year. There are several stages in the SDLC concept including:

a) Planning

This stage is the first step in preparing for project activities. As a leader, what must be prepared and determined is to set a strategic vision and mission, coordinate the division of tasks and provide direction to team members.

b) Analysis

The next stage as a leader, must be able to analyze the results of content performance in the form of matrices and competitor analysis in order to enter the market.

c) Design

Next, a leader must create a time schedule as a target during the social media project.

d) Implementation

After preparing the plan to the time schedule, as a leader, you must take action so that the social media project can be carried out.

e) Maintenance

This stage is the last stage. The overall operational performance of the members can be summarized through the results of the teamwork to see the strengths and weaknesses.

RESULTS AND DISCUSSION

Results

4.1 Planning

a. Establish Strategic Vision and Mission

As a basis for running the project, a leader analyzes the vision and mission so that

the team gets the right direction and clarity during the implementation of the ADR Kids MSME social media project. The vision and mission of the ADR Kids MSME social media project are as follows.

- Vision: Assisting ADR Kids MSMEs in optimizing social media to increase sales.
- Mission: Realizing quality creative content, optimizing social media platforms, optimizing social media platforms, creating service and loyalty to consumers, utilizing analytical data, and building effective team skills capacity.

b. Discussion and Coordination of Jobdesc members

After establishing the team's vision and mission, a leader analyzes the capabilities of its members before distributing their tasks and responsibilities. This aims to ensure that each individual gets a role that suits their abilities, so they can work optimally. The following are the results of the coordination of the distribution of job descriptions of team members.optimal.

- Andre: Serves as a team leader, team coordinator and MSME partner, creating content plan templates, matrices, creating routine activities, and team evaluation.
- Gisela: In charge of content creation, analyzing ideas and content planning, creating graphic and video content, live streaming talent, and creating captions and hashtags.
- Nurul: In charge of community engagement, preparation of monthly reports, preparation of advertising schedules and reports as well as ROI, analysis and production of sales reports.

c. Directing and Informing

The last stage, providing direction to team members regarding task information and targets from each jobdesc that has been set. It is intended that each team member has an understanding of the work they do during the implementation of social media projects. The following targets have been directed and set by the leader.

- Andre : Holding meetings every week with the team, and monthly with partners, creating content planning templates for 8 month periods and updates every quarter, creating time schedules from the beginning to the end of the project, creating matrices templates from social media engagement results and updates every quarter, and creating KPIs to assess team performance during the quarter period.
- Gisela : Provision of content every week and execution of campaigns every 1 month, types and styles of content, creation of content briefs every monthly period, and carrying out live streaming Monday, Wednesday, and Friday.
- Nurul : Filling and creating social media reports every one-month period, calculating and reporting advertising costs and ROI every one-month period, and creating financial reports every one-month period.

4.2 Analysis

After determining strategic planning, the next step is to analyze social media performance in the form of metrics and conduct competitor analysis.

a. Collection using Matrics

After I collected the results, I as a social media leader/manager accumulated them into metrics for performance and social media. In Instagram metrics during the running of the media project managed to reach 15,519 accounts, the number of interacting accounts was 490, the number of likes was 447, the number of comments was 3 comments, shares were 30, and reached followers or followers as many as 506 followers. Next, on Tiktok social media during the project, the number of followers or followers reached 504 followers, then video views reached 14,621, and overall likes were 2,364, comments reached 29, and shares were 112. And, finally, on Facebook social media from the overall content results reached 15,263 reach, then the followers or followers side was 114, followed by the number of impressions 15,904, and 280 the number of interactions from the audience.

b. Competitor Analysis

As the leader of the social media project team of ADR Kids MSME, I must understand the market situation, especially in competitor strategies so that the strategies that have been prepared can enter the market. Therefore, I analyzed how to deal with competitors according to (Kotler et al., 2018) by means of identification, competitor assessment, and attack strategies

- Klik MDS: Performing strategies with a combination of content color design, creative and interesting types of content, Tiktok social media live streaming.
- Andrew Kidz: Strategize with creative and engaging types of content.
- Mibabyhopp: Strategizing with social media optimization and posting on schedule.
- Kelio.Kids: Provide discounts every month such as flash sales, price vouchers and so on and advertise on social media.

4.3 Design

In the next stage, as the leader of the ADR Kids MSME social media project, I collaborated with the team to develop a time schedule which acts as a guide for activity planning and time management. This aims to make every step taken more organized and ensure that the estimated time for the project can be utilized optimally. Time schedule consists of several stages, namely:

- Planning: The first stage is planning, this stage is the initial planning part of the social media project, the core of this stage is analyzing the problems of MSMEs, forming work teams, and agreeing cooperation with partners.
- Analysis: In the analysis phase, the team evaluated previous social media projects as a knowledge base. Next, platforms and tools were analyzed to determine the most suitable social media, supported by content support elements. The analysis also included target outcomes and customer journey to understand the market and competition.

- Design: Next, at the Design stage, my team and I collaborated to design a design template by determining colors, content plan, as well as content concepts and design mockups.
- Implementation: The implementation phase was where my team and I started creating and sharing content regularly on each social media platform every month according to the content schedule. This was followed by advertising and live streaming.
- Maintenance: The last stage is Maintenance, which is the maintenance of every strategy and arrangement that has been established so that it can run optimally. At this stage, we focus on evaluating the results of social media projects as well as overall maintenance of the strategies that have been implemented.

4.4 Implementation

After designing the strategy and setting the schedule for the ADR Kids MSME social media project, this stage is a form of implementation that I do as a leader in directing and ensuring the smooth implementation of the project throughout the activities.

a. Partner Process and Negotiation

In carrying out the social media project of ADR Kids MSMEs, I as a leader am responsible for coordinating the team and partners in discussing and agreeing on cooperation, designing activity plans, and compiling results reports. All activities that we carry out are always adjusted to the agreements that have been made with partners. To get cooperation with UMKM ADR Kids partners by going through several stages, including:

- **Agreement Process With Partners**

In the process of getting the results of the agreement or agreement with the partner, I communicated with the partner owner with a request to conduct a social media project during the 8-month period of the project. I communicated with the partner via chat to ask permission to allow his business to be used as the object of a social media project for his problem, namely increasing sales. Therefore, my team and I asked for permission to send sales reports for our future consideration through the implementation of supervision and improvement.

- **Conducting Partner Negotiations**

Furthermore, as a leader, we negotiate with partners to formulate agreements regarding future projects. The negotiation stage discusses the issues that we will do during the social media project. The result of this negotiation stage is that we reached an agreement on Instagram, TikTok, and Facebook. The content presented is not only limited to information and education, but also includes product knowledge, testimonials, and closer interaction with the audience. To increase engagement, we held live streams every Monday, Wednesday and Friday, while ads ran once a week for a minimum of two days. The feed is designed to match the logo color. In addition, performance reporting will be done on a monthly basis.

- **MSME Partner Cooperation Approval**

As a result of the agreement, my team and I made a letter containing a social media project cooperation agreement from May to December agreed upon by my team and MSME partners. The purpose of the cooperation agreement is to establish the relationship between the team and the partner and avoid conflicts that may occur during the running of the social media project.

- **Application Letter for Product Use Permit**

And finally, my team and I made a letter of request for permission to use the product that would be used for taking photos/images. The purpose of making a letter of request for permission to use the product is to obtain official permission from the owner of the ADR Kids MSME so that we can use it in content creation, documentation, reporting and other activities.

b. Oversight and Engagement Management

During the social media project of ADR Kids MSME, supervising the team members is very necessary to help ensure that the social media project. Therefore, as a leader, I have supervised the team to show the value of strategy in working on social media projects. The form of supervision was made from the period of May - June to November - December on each team member.

- Andre: Was responsible for seven main tasks, all of which were completed. The tasks include the creation of Time Schedule, Content Plan and Pillar Templates, Content Set Up and Schedule Templates, Content Report Templates, Metrics Templates, as well as the creation of KPIs and Monthly Routine Activities. In addition, completing the task of updating all templates at the start of the period until the end of the monthly period.
- Gisela: Have completed all tasks, which include creating Content Brief, content creation, campaign execution, and archiving or storing content results until the end of the monthly period.
- Nurul: Completed three tasks, namely filling in the Content Report, creating the Monthly Content Results Report, and the Sales Report until the end of the monthly period.

All tasks in this period were completed with a status of "COMPLETED," indicating that the team worked effectively in completing their responsibilities according to the set schedule.

c. Maintain Team and Management Relations

In ADR Kids' MSME social media projects, I focus on building good relationships with teams, partners and audiences. Effective communication and close cooperation ensure the strategy runs smoothly and has a positive impact. Every week, my team and I held regular discussions to evaluate progress, strategize content, and overcome obstacles together. Visits to MSME partners were made at the beginning of the project, every two months, and at the end of the project to build trust and understand their needs. In addition, live streaming three times a week and monthly campaigns are regularly conducted to introduce products and strengthen relationships with audiences.

d. Performance Analysis and Results Reporting as a Leader

As a team leader, it is important to monitor and evaluate members' performance so that tasks are completed and targets are achieved. Team effectiveness can be measured by Key Performance Indicators (KPIs). I implemented KPIs from quarter I to quarter III to measure achievements and identify aspects that need improvement. Here are the results of the performance measurement using team KPIs.

- Quarter I: The ADR Kids social media team has performed well against the set KPIs. Andre, as Leader, achieved 100% of his target, demonstrating effective planning and supervision. Gisela, as Content Creator, achieved 73%, with opportunities to improve content production and campaign effectiveness. Nurul, who handles Community Engagement, also achieved 73% and needs to improve consistency in report preparation to meet targets on time.
- Quarter II: In the second quarter, the ADR Kids social media team showed positive progress although there are still challenges that need to be addressed. Andre (Leader) achieved 86%, with success in content planner and metrics updates, but there is still one evaluation period outstanding. Gisela (Content Creator) achieved 87%, especially in live streaming, but content production and campaigns still need to be improved. Nurul (Community Engagement) achieved 81%, with good achievements in sales reports, but needs to improve timeliness in preparing monthly reports and advertisements.
- Quarter III: In the third quarter, the ADR Kids social media team made good progress. Andre (Leader) achieved 100%, ensuring the social media strategy is on track. Gisela (Content Creator) achieved 82%, with increased engagement through live streaming, but content production and campaigns still need to be improved. Nurul (Community Engagement) achieved 77%, with good achievements in profit and loss and ROI reports, but needs to improve timeliness in advertising reports and monthly reports.

4.5 Maintenance

After project implementation, the leader conducts performance evaluation assessments of team members in accordance with KPIs and evaluations together in the first quarter to the third quarter. This evaluation aims to overcome and prevent mistakes. The following are the results of the teamwork of the ADR Kids MSME social media project from quarter I to III.

- Quarter I: In the first quarter evaluation, Andre achieved 100% KPI, successfully completed his assignment despite some difficulties, and was advised to deepen his understanding of the features. Gisela achieved KPI 73%, successful in account and content creation, but needs to improve discipline in time management. Nurul also achieved KPI 73%, responsible for financial reports, but needs to be more disciplined in filling out reports for the smooth running of the team..
- Quarter II: In the second quarter, Andre achieved a KPI of 86%, successfully analyzing and updating content plans and KPIs, but still procrastinates frequently and needs to improve his time management and decision-making

skills. Gisela achieved a KPI of 87%, with achievements in social media campaigns and live streaming, but still struggles to adapt content to the brief and maintain consistency of uploads. Regular meetings are conducted to improve coordination. Nurul achieved KPI 81%, with success in financial reports and ROI, but needs to improve understanding of partner reports and discipline in filling out reports..

- Quarter III: In the third quarter, the team's performance made positive progress, although there were still challenges in time management, coordination, and technical understanding. Andre achieved 100% KPI, but needs to be more proactive in coordination and decision-making. Gisela achieved KPI 82%, with good achievements in content and campaigns, but still needs to improve consistency of uploads and understanding of algorithms. Nurul achieved KPI 77%, successfully completing reports, but still experiencing delays and difficulties in understanding partner financial reports. Improved discipline and communication are expected to improve team performance.

Discussion

The social media project of ADR Kids MSME has been ongoing for eight months since content began publishing on various platforms. The decline in sales experienced by ADR Kids was due to a lack of social media optimization, which hindered the expansion of market reach. The role of the leader in the social media project team has a positive and significant effect in managing strategic planning, division of tasks and responsibilities, coordination between the team and partners, direction and supervision of the team, and evaluation of problems to improve team performance and management during the social media project of ADR Kids MSME.

CONCLUSION

From the results of the ADR Kids MSME social media project, conclusions can be drawn according to the evidence displayed as follows:

1. As a social media project leader, you must have the ability to design strategic plans, be able to coordinate the division of team tasks, and provide clear directions and goals that have an impact on the team to work effectively and according to the time line that has been set.
2. As a leader, analyzing data through team performance measurement and social media with metrics can assess the contribution of content operations. In addition, competitor analysis also helped the team design an attack strategy to compete.
3. The preparation of a time schedule helps the performance and management of the team in a precise and structured manner until the end of the project.
4. Maintaining team and partner relationships fosters communication and collaboration to ensure a productive work environment.
5. Monitoring and assessing team performance through the implementation of KPIs is able to see achievements that are in line with expectations while identifying aspects that still need to be improved.

6. And as a leader, must emphasize the importance of good teamwork, problems that occur in the team and motivate the team, as well as other innovative activities in the ADR Kids MSME project to increase product sales.

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