



# Knowledge Management, for growth and sustainability.

Robust Implementation of -  
Solution Driven Company through -  
Institutionalized Knowledge Management.

A case study in **United Tractors**

- **United Tractors in Brief.**
- Knowledge Management Challenges in UT.
- UT Knowledge Management Strategy.





Base Country : **Indonesia**

Established in  
**13<sup>th</sup> October 1972**



No. of employee :  
**28.609 people**



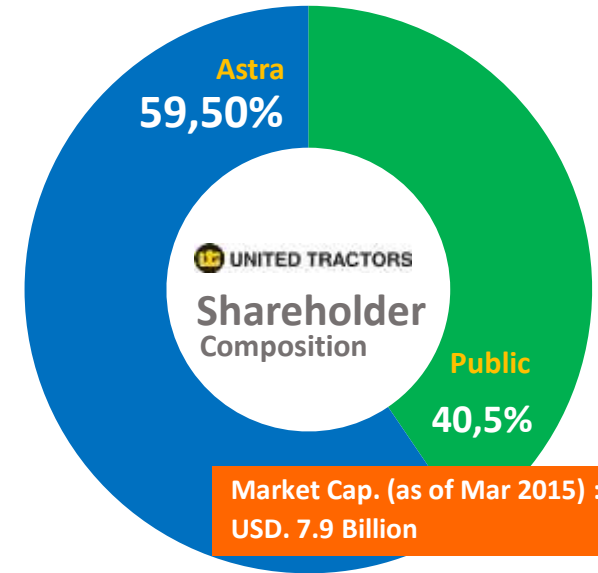
Network :

- 18 Branches.
- 17 Site support.
- 12 Rep. Offices.
- and 10 Mine offices.



4 Main Business :

- Construction Machinery.
- Mining Concession
- Mining Business.
- Construction Industry.



Market Cap. (as of Mar 2015) :  
USD. 7.9 Billion

Product Range :



Consolidate  
Revenue  
(2014)

**IDR. 54 Trillion**

**Net Income**

**IDR. 5,37  
Trillion**

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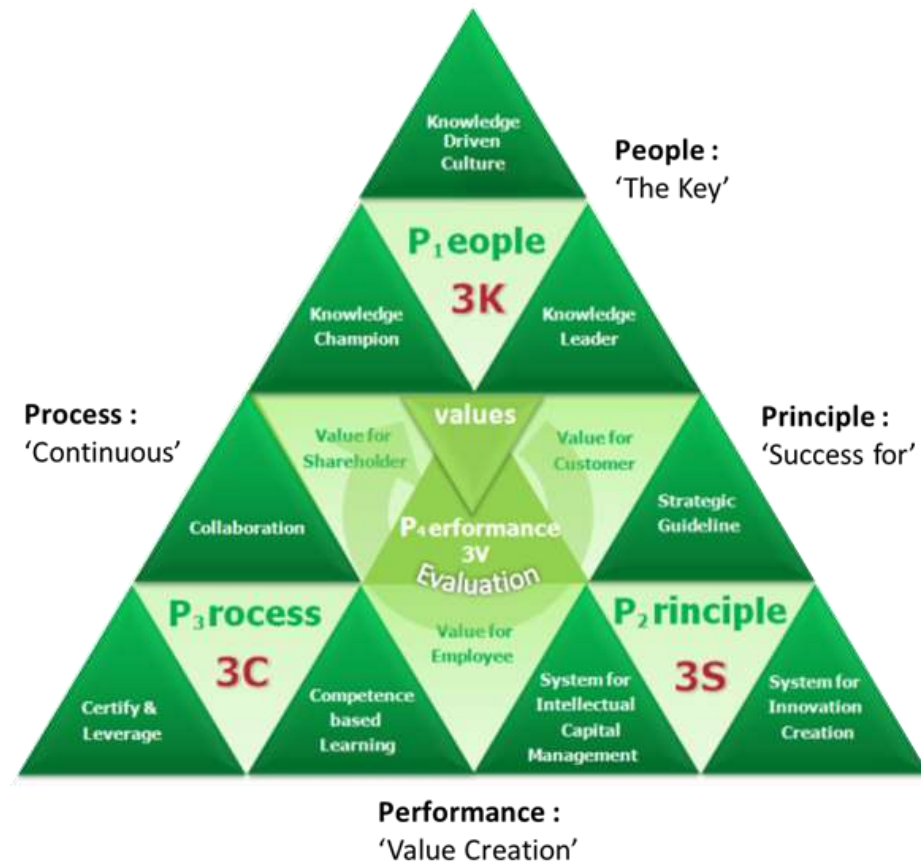


## Common Challenges in KM Implementation (based on KM Workshop – ITB)

### Obstacles

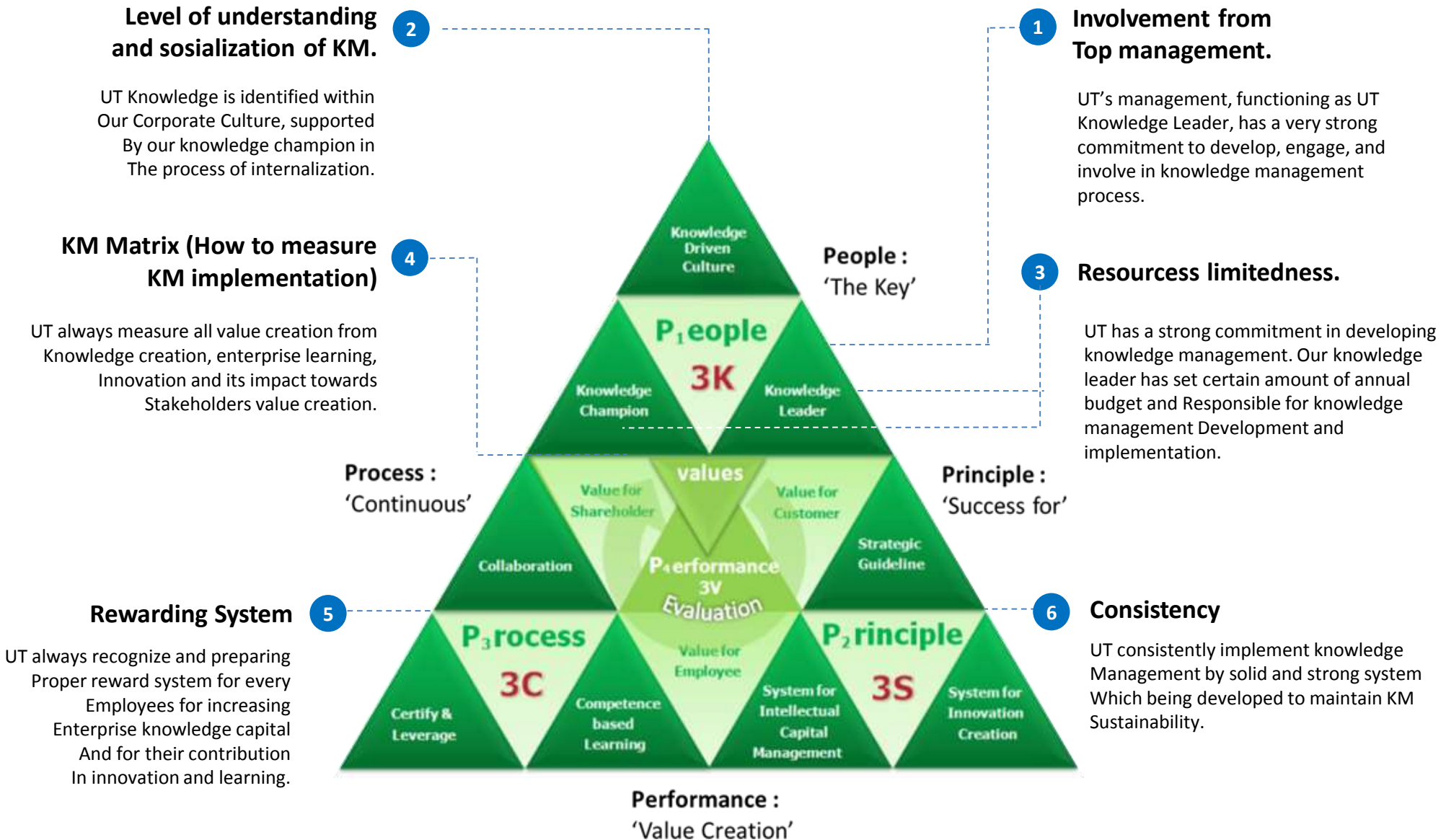
- 1 Involvement from Top management.
- 2 Level of understanding and socialization of KM.
- 3 Resources limitedness.
- 4 KM Matrix (How to measure KM implementation)
- 5 Rewarding System
- 6 Consistency

### Solution (UT Strategy)



UT Knowledge Management System : UT 'K' Diamond

# Knowledge Management Challenges in UT.



# UT 'K' Diamond 1st Pillar : People 'The Key'

1

Driven by Strong Corporate Culture

Culture Enhance KM **± 400**  
**Culture cells**  
(Corp. Culture Internalization Team)



2

Supported by solid internal facilitators

**± 500**  
**Knowledge Agent** in all Over area.

Facilitator (Agent) Influences the Development of Knowledge Management

3

Great commitment from all leader's



**±4.800**  
**Training Hours**  
From all Leaders

Leaders are critical enablers for the sustainable Knowledge management execution.



# People 'The Key' : Driven by Strong Corporate Culture

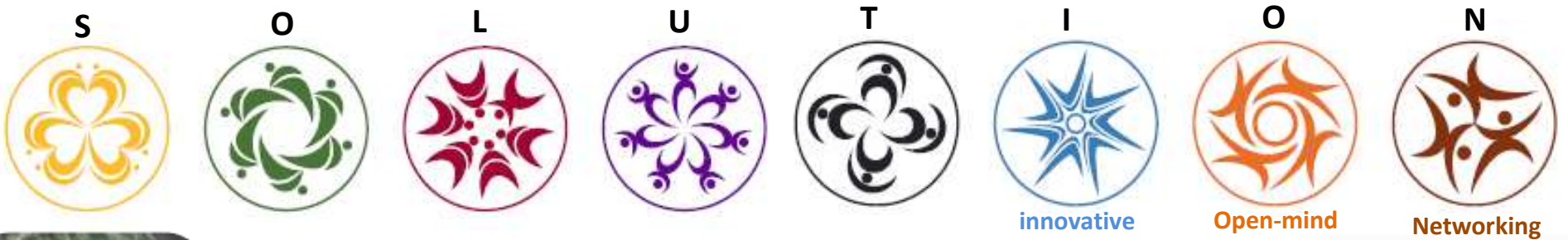
## 'SOLUTION' Jamboree Program



## 'SOLUTION is OUR SOUL' Sharing



## SOLUTION Character Building Program



## SOLUTION Cells activities

## Convention of corporate culture Innovation



# People 'The Key' : Leader Comitment

## Leader Strong Involvement in Sharing and Training



1

## Strategic guideline as foundation



Knowledge Management And Innovation, is our Key to Winning the "Next Level"



2

## Innovation System

**17.320**  
**Innovation**  
**Projects**  
(2006 – 2014)

Innovation Is  
The Most  
Important  
Factor For  
Growth

3

## Human Capital System

**UT**  
**Human**  
**Resources**  
**Management**

Human capital system and innovation are determinants of competitive advantages



Expert Track and Mentoring System



Supported Competence Based learning

# Principle 'Success for' : Innovation System

## Innovation Sharing, Training, and Workshop



## Innovation Genba with Board of Directors



## Innovation Competition and Awarding



# UT 'K' Diamond 3rd Pillar : Process 'Continuous'

1

Certify and leverage



2

Competence based Learning

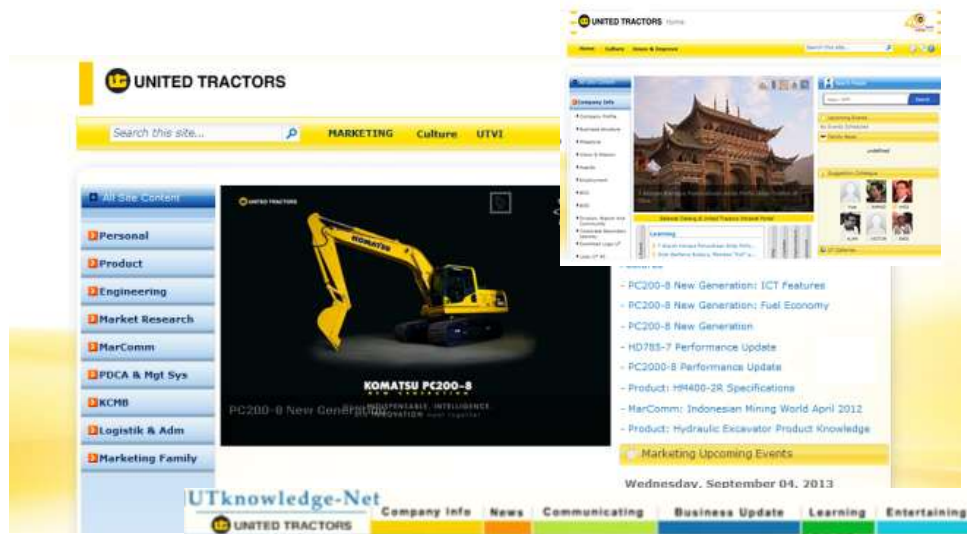


3

Collaboration



# Process 'Continuous' : Collaboration



Offline Collaboration (Internal and External Sharing)

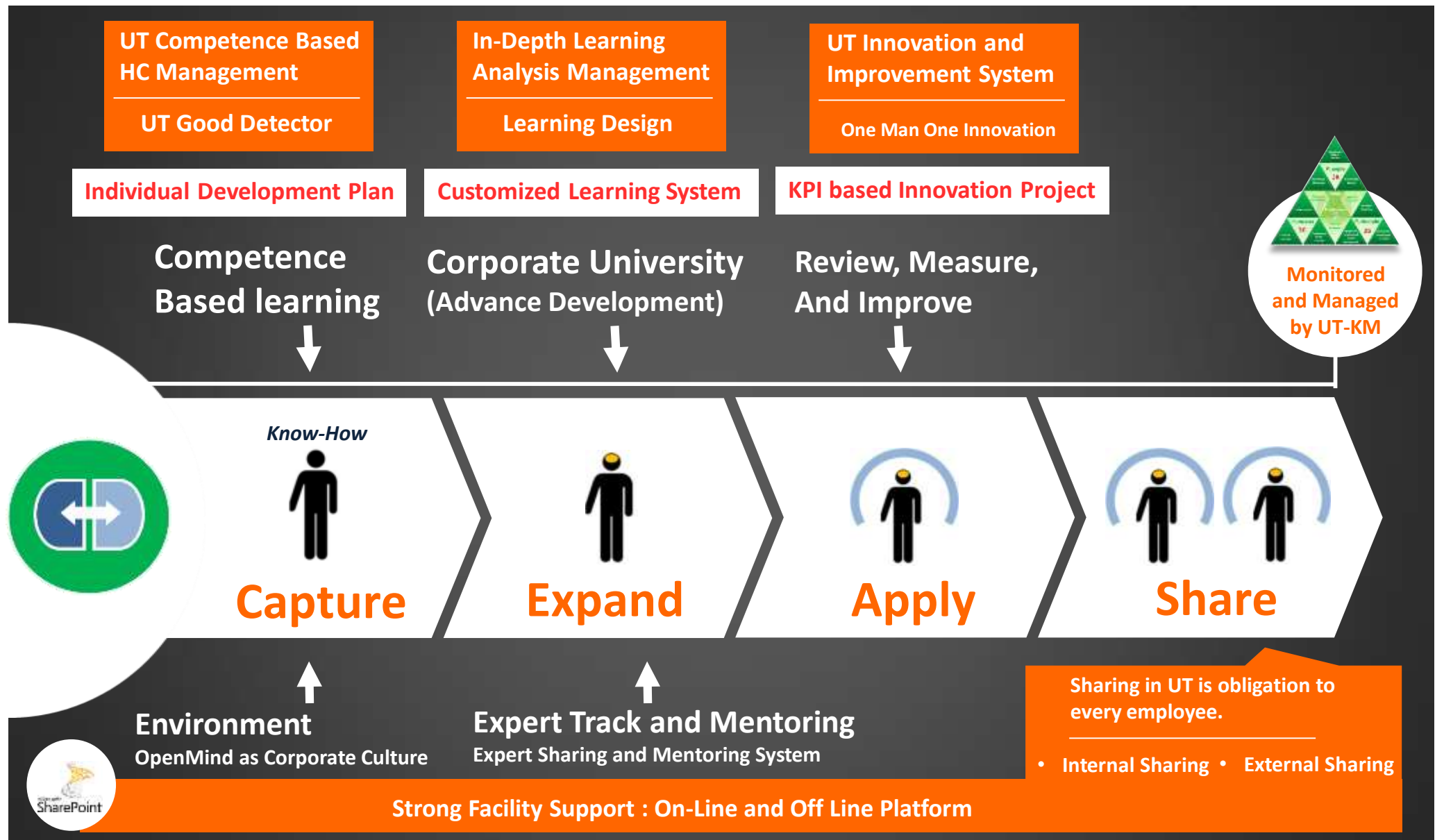
Online Collaboration

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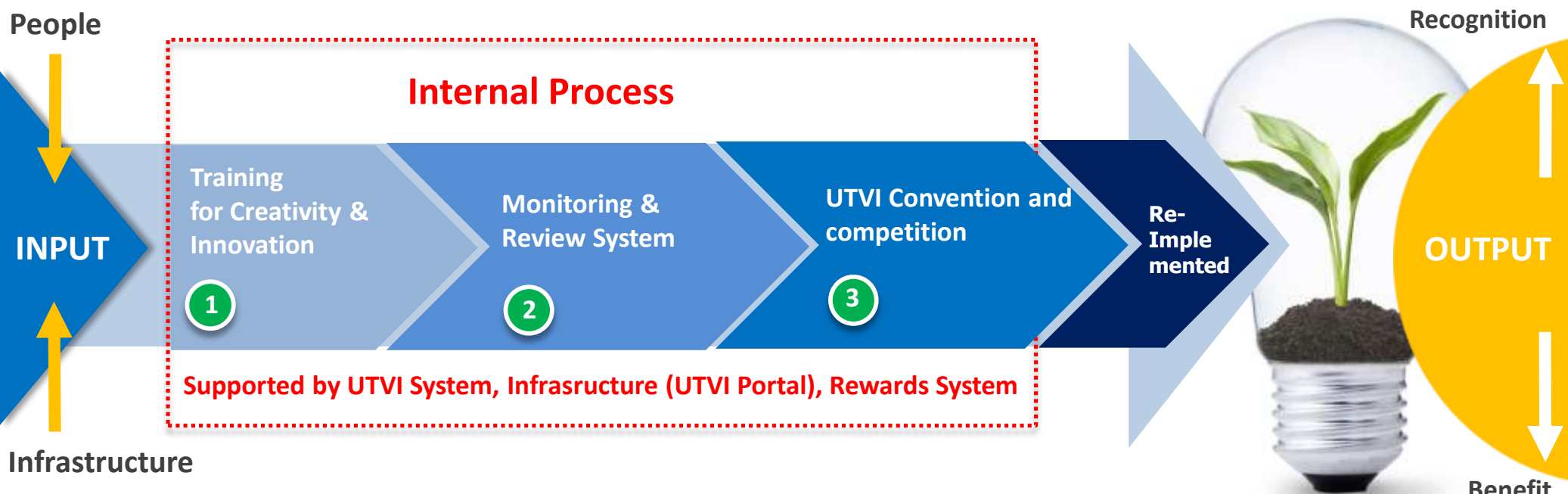
# Core Competence Acceleration for Agility.

## People Development Acceleration, for market shifting quick adaptation.



# Robust Innovation and Improvement Creation

Re-inventing and innovating UT internal process, system, and product.



**Infrastructure**

## 1 Innovation Training & Workshop (WINA)



## 2 Innovation Monitoring & Review



## 3 UTVIC & Anugerah Adibrata



2014 Result :

NQI :  
IDR. 845 Bio

Number of  
Projects :  
4.432 projects.



## Miximizing market insight, transforming business, for customer ultimate delight

### Customer Private Gathering



**Customer Gathering : All Branch**  
(Seizing Customer Knowledge; focus to Analyze area differences)

### Launching New Innovative Solution



**Share UT New Innovative Solution**  
(Educate market – reaching customer delight)

### Join Inspection and Innovation



**Join project to create best fit solution for Customer.**

### Join Training and Sharing



**Collaborative learning between UT and Customer**

**Capturing  
Deep Customer  
Knowledge**  
(market insight  
and future trend)

Develop Potential Leader, to prepare "Towards UT 2020" vision.

## Creating competent future leaders

UT Leadership Development Program



<p><b>Knowledge</b></p>					<p><b>Leader (Wisdom)</b></p>
<p><b>Mandatory Leadership Program</b></p>	<p><b>UT Corporate University :</b></p> <ul style="list-style-type: none"> <li>• Training</li> <li>• Project</li> <li>• Perspective Enrichment</li> <li>• Forum &amp; Sharing</li> </ul>	<p><b>UT Corporate University :</b></p> <ul style="list-style-type: none"> <li>• Young Leader Acceleration Program.</li> <li>• P2K program : - Integrated Evaluation.</li> </ul>	<p><b>UT Human Capital :</b></p> <ul style="list-style-type: none"> <li>• Mentoring Program.</li> <li>• 1 to 5 program.</li> <li>• Project Assignment</li> </ul>	<p><b>UT Human Capital :</b></p> <ul style="list-style-type: none"> <li>• BOD sharing.</li> <li>• Rotational Program.</li> </ul>	<p><b>UT Human Capital and UT Corporate University :</b></p> <ul style="list-style-type: none"> <li>• Executive Gathering.</li> <li>• Leadership Motivation Series.</li> <li>• Entrepreneurial Leadership.</li> <li>• Executive leadership diggest.</li> </ul>

## Securing our people competency, facing the borderless era

### LSP-ABI (Lembaga Sertifikasi Profesi Alat Berat Indonesia)

- Established on 5 April 2012.
- Main responsible to certify the profession of mechanic and heavy equipment operator.
- Supported by Institute of Badan Nasional Sertifikasi Profesi (BNSP).



- 20 competencies
- Cluster schemes
- 91 assessors
- 183 assessees
- 9 permanent TUK

LSP-ABI has several main tasks, such as :

- Develop competence schemes.
- Prepare and set-up assessors.
- Conduct competency test.
- Deliver competencies certification.
- Conduct and accreditation of Tempat Uji Kompetensi (TUK).

# Result : Values for shareholders

## Shareholders



- A. Stock price growth :**
- **UT (UNTR) : 14%**
  - **While Industry (Average) : -51%**
- B. Market Capitalization :**
- **UT (UNTR) : 84 Trillion**
  - **While Industry (Average) : 1,2 T**
- C. Dividen yield**
- **UT (UNTR) : 3.15 (growth 36%)\***
  - **Mining Sector : 1.89 (growth 10%)**

## Customers



### Capitalizing on Integrated Value Chain to Give The Best Services to The Customers

- **Excellent product support to UT's customer. (Highest CSI Index)**
- **Giving the best services to all Customers. (Recognition)**
- **Synergy to give best service.**

*(\*) as of April 2014*

## Indonesia



- A. Contribution for country devisa :**  
Through export based extractive Industry (Coal, CPO, Pulp, etc.)
- B. Contribution for indonesia development (construction sector)**
- C. UT always commit to give significant CSR for National Prosperity.**

## Company



**We managed to maintain our market leadership in Indonesian Heavy Equipment Industry and Mining Contractor Business.**

**“Kemampuan untuk mengembangkan diri  
adalah pembeda antara pemimpin  
atau bukan”**

*– Founder of United Tractors –*

Diambil dari

**Buku Bakti Kami Membangun Negeri  
4 dekade perjalanan United Tractors**

# Thank You



**PT. United Tractors, Tbk.**  
**7 times winner of Indonesian MAKE Award and  
the first Indonesian company which listed its name  
on Asia-Pacific MAKE hall of fame (5 consecutive winner)**

