

Evaluating Knowledge Co-Creation Within One Dentsu: Collaboration and Governance in Dentsu Indonesia

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ABSTRACT

This research is based on the problem that although One Dentsu has been strategically adopted, in Indonesia this initiative has not been fully internalized in the daily working process. One of the main challenges is the absence of a systematic Knowledge Co-Creation (KCC) mechanism and a formal organizational governance structure that supports cross-functional collaboration. This research uses a qualitative approach with a single case study method. Data were collected through in-depth interviews with five respondents who are key stakeholders of strategic service units in Dentsu Indonesia, specifically those with a strategic role in One Dentsu. This research uses Knowledge Co-Creation (KCC) theory as the main framework, which includes four main phases: knowledge donating, knowledge collecting, knowledge replication, and network citizenship. Aside from that, Knowledge Governance theory is also used to evaluate how far the organizational structure supports or hinders the KCC process, as well as to identify governance strategies currently in place. The results of the research show that the KCC process in Dentsu Indonesia takes place informally and in an unstandardized manner. Every individual has a different understanding of the meaning of One Dentsu, and there is no formal training or guidance that explains how to implement it comprehensively and in detail. In practice, the implementation of cross-functional collaboration occurs spontaneously and often depends on personal initiatives rather than organizational systems.

KEYWORDS One Dentsu, Knowledge Co-Creation, Governance, Organizational governance, Cross-functional collaboration, KIBS.



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INTRODUCTION

The advertising industry has undergone significant transformation due to rapid technological advancement during the pandemic that evolved consumer behavior and increased media complexity, particularly in the era of Digital 4.0 (Kotler et al., 2017). These advancements, combined with shifts in consumer behavior accelerated during the COVID-19 pandemic and an increasingly complex and diverse media ecosystem, have driven the need for omnichannel marketing. Unlike traditional multi-channel marketing, omnichannel marketing strategies emphasize delivering seamless and integrated experiences across various consumer touchpoints. These touchpoints have transformed from traditional media such as TV, print ads, and Out of Home (OOH) to digital platforms including social media, e-commerce, and programmatic advertising (Shankar & Kushawa, 2021). Therefore, to engage modern, tech-savvy consumers, brands must navigate nonlinear and more complex purchasing journeys that span multiple channels simultaneously.

Dalam menanggapi perkembangan industri yang sangat cepat, banyak agensi periklanan kini dituntut untuk berpindah dari model operasional yang terpisah-pisah (*siloed*) ke struktur yang terintegrasi, mampu menghadirkan solusi omnichannel secara menyeluruh. Periode pandemi COVID-19 semakin mempercepat transformasi ini, karena konsumen secara dramatis berpindah ke platform digital tidak hanya untuk bekerja, tetapi juga untuk belanja serta hiburan (Pandey et al., 2020; Amankwah-Amoah et al., 2021). Penelitian menunjukkan adopsi digitalisasi dan omnichannel bukan hanya meningkat secara sementara, melainkan menjadi permanen bagi banyak perusahaan dalam berbagai sektor (Holl et al., 2024). Selain itu, integrasi saluran dan konsistensi pesan secara signifikan ditunjukkan mampu meningkatkan pengalaman konsumen, kepuasan, dan loyalitas, yang menjadi faktor penting dalam strategi periklanan yang efektif (Liu & Hassan, 2024; Butkouskaya et al., 2023). Menyadari kebutuhan untuk pendekatan terpadu menghadapi tantangan ini, Dentsu International memperkenalkan inisiatif *One Dentsu* pada tahun 2020 untuk menyatukan kapabilitasnya dalam tiga unit bisnis utama—Creative, Media, dan Data—di bawah satu payung operasional tunggal. Inisiatif ini memungkinkan agensi menyampaikan solusi pemasaran holistik yang mampu menyikapi kompleksitas kampanye omnichannel modern.

For Dentsu Indonesia, the One Dentsu initiative represents a significant opportunity to enhance its service delivery while aligning with global strategic goals. The initiative aims to unify its Creative, Media, and Data disciplines to offer clients end-to-end solutions tailored to Indonesia's unique market dynamics. As the largest economy in Southeast Asia, Indonesia presents vast opportunities but also unique challenges due to its fragmented media ecosystem, diverse demographics, and rapid digital adoption. Advertising agencies nowadays must balance traditional media strategies with the growing influence of digital platforms to effectively reach an increasingly diverse and connected audience.

Among advertising agencies operating in Indonesia, Dentsu stands out for its distinctive initiative. Unlike other agencies, which often face bureaucratic layers and operate within limited scopes, Dentsu Indonesia has made a strategic commitment to becoming a fully integrated solutions provider. This initiative positions Dentsu as more than just an advertising agency. It underscores the company's ability to offer comprehensive, data-driven, and creative solutions that transcend traditional boundaries. By branding itself as an integrated growth solutions partner, Dentsu Indonesia not only leads the market in innovation but also sets a benchmark for modern advertising agencies.

Despite its potential, the implementation of One Dentsu in Indonesia has faced several challenges. The agency's business units—Creative, Media, and CXM—continue to operate with distinct goals, diverse workflows, and separate accountability structures, which can hinder effective collaboration and knowledge exchange. One Dentsu's success depends on how well knowledge is co-created and shared across teams, yet the governance structure governing this process remains unclear. Various key executives, including the Integrated Client President, Business Unit Heads (Creative, Media, CXM), and Strategy Leads, contribute to One Dentsu's execution, but there is no defined owner responsible for ensuring its long-term success and overseeing how knowledge is governed.

This organizational challenge aligns with Knowledge Co-Creation (KCC) theory, which suggests that effective knowledge-sharing requires clear leadership, structured collaboration, and well-defined governance (Nonaka & Takeuchi, 1995). KCC is a collaborative process

where knowledge is generated, shared, and refined among multiple stakeholders, allowing organizations to develop new insights and innovative solutions (Krogh, 2018). In the context of One Dentsu, KCC plays a crucial role in ensuring that Creative, Media, and CXM do not operate in silos but instead integrate their expertise into a seamless client offering. Without clear governance mechanisms, the risk of fragmentation persists, making it difficult for Dentsu Indonesia to fully realize the benefits of the One Dentsu model.

By applying the Knowledge Co-Creation framework, this study will provide insights into the effectiveness of Dentsu's organizational model and offer recommendations for defining optimal governance and knowledge-sharing mechanisms to ensure the long-term sustainability of One Dentsu.

This study is guided by three research questions designed to explore the challenges in implementing One Dentsu in Indonesia and the role of knowledge co-creation in its success. These questions specifically investigate how knowledge is co-created within the organization, which governance-related challenges hinder the initiative, and which mechanisms could be implemented to improve collaboration. They aim to uncover the principal barriers to operational success, focusing on leadership, collaboration, and knowledge-sharing processes.

To address these questions, the study has established four key objectives. The primary aims are to explore and analyze the process of knowledge co-creation within Dentsu Indonesia and to identify the organizational governance challenges that impede effective cross-functional collaboration. Furthermore, the research seeks to propose governance improvements that foster clearer accountability and more effective coordination throughout the knowledge co-creation (KCC) process.

Ultimately, by fulfilling these objectives, the study strives to provide actionable insights and strategic recommendations. The goal is to enhance the execution of the One Dentsu model, thereby supporting its long-term sustainability and effectiveness in the Indonesian market. The research will achieve this by focusing specifically on Dentsu Indonesia's implementation, examining the critical roles of leadership, governance structures, and knowledge co-creation mechanisms.

The scope of the research includes an in-depth evaluation of how the Creative, Media, and CXM teams collaborate under the One Dentsu framework. This involves identifying specific barriers that prevent effective integration between these cross-functional units. Finally, the study will conclude by proposing practical solutions designed to optimize these collaborative operations and overcome the identified challenges.

RESEARCH METHOD

This research used a qualitative approach through an exploratory single case study, focusing on the brand project Arita within the One Dentsu initiative framework (Mori et al., 2021). Due to confidentiality agreements, the brand name has been changed to Arita. The qualitative methodology was chosen to gain deeper contextual understanding based on direct experiences and individual perspectives involved in the initiative.

The research adopted an interpretivist paradigm, which assumes that reality is socially constructed through people's interpretations and interactions. In the context of Dentsu Indonesia, where cross-functional collaboration between the three business lines—Creative,

Media, and CXM—is central to One Dentsu, understanding how individuals interpreted their roles, contributions, and organizational structure was key to addressing the research questions.

The study was guided by two theoretical frameworks: Knowledge Co-Creation (KCC) developed by Namisango et al. (2021) and Knowledge Governance as explored by Foss & Mahoney (2010) and Wijk et al. (2008). The KCC framework helped to understand real behaviors in knowledge sharing across various project phases, while the Knowledge Governance lens evaluated mechanisms, structures, and role clarity that supported or hindered those behaviors.

For data collection, a combination of semi-structured interviews and a structured checklist-based questionnaire was used. Interviews allowed open exploration of individual experiences and perspectives related to KCC and governance. The checklist, based on the KCC framework, served as a validation tool to measure the extent to which activities such as donation, collecting, gathering, and network citizenship were practiced by different roles. This dual-method approach enhanced the reliability of findings and enabled comparison between perceived and directly observed behaviors. All collected data were analyzed using thematic analysis as developed by Braun and Clarke (2006).

RESULT AND DISCUSSION

The Understanding and Implementation of One Dentsu

Based on the interview, all of the respondents agree that Dentsu Indonesia has actually determined the formal collaboration line that connects the main service line. However, when it comes to the implementation, the cross-functional collaboration often not run optimally. The practical and cultural challenges like the gap in understanding, limitations of communication, and the lack of structured supporting system, make the spirit of the consistency of the realization of One Dentsu integration become more challenging.

All respondents agree that the One Dentsu concept is a company's strategic response to the need for unifying diverse service lines and functions within Dentsu's ecosystem, which had previously operated in silos. Understanding this concept did not occur overnight, it evolved through dynamic social, organizational, and internal communication processes.

The interview findings also reveals that there is a gap between the understanding of One Dentsu and the practical in the day-to-day basis based on their personal experience and interpretation towards the concept of One Dentsu. None of respondents admit that they ever joined the formal training of One Dentsu or being aware of the existence of the global strategy of One Dentsu document. This has been emphasized by Wishnu statement:

“We haven't received the real training of One Dentsu, so we run the initiative based on our own understanding.”

The meaning that is captured from the interview findings about One Dentsu is not being formed instantly. The meaning of One Dentsu from the respondents is developed through social process, organizational, and the dynamic of internal communication.

The absence of formal reference makes One Dentsu is ran autopilot that means every individual or team did the cross-function integration based on their own intuition, experience based on their previous project, and the informal direction from their supervisor. This situation has created big variations in people's way of understanding One Dentsu and how to implement it, that in turn create the inconsistency in creating a service and strategy for the clients. Denny

also added: “Since there is no explicit direction, in the end, what’s matter for us is to make client happy and we can work with other divisions in harmony. That is enough.”

Even though it is still in the initial stage, the Head of Integrated Client is implementing one critical global practice to strengthen the implementation of One Dentsu in Indonesia, specifically in the Arita project. Eigyo team created a whatsapp group to make the knowledge and information sharing and update become easier and faster. This team consists of the PIC or head of each service line (Creative: Wishnu, Media: Denny, and CXM: Dhitami) and led by Head of Integrated Client. They created bi-weekly meeting to check on each work in progress and any other information to the whole team. This practice is the concrete manifestation of the integration spirit of One Dentsu that comes from the value of collaborations, trusts, and the fast and responsive execution.

“with Eigyo, we are able to have the team that really understand and aware of the team member that can support from other function and can directly execute the idea directly without any long approval.” Said Ridward.

The existence of Eigyo reflects the organization’s capacity in translating the global strategy into the operational practical in the more relevant way for the local market. Even though the implementation still not been fully institutionalized in the Dentsu Indonesia’s organizational structure, Eigyo gave the initial framework to build stronger and more responsive governance. It strengthens the fact that organizational transformations not always have to start from the formal structure but also can come from the collective values that is agreed and consistently done by the team.

Furthermore, this limitation also shows that there is a huge opportunity for the organization to arrange a more systematic knowledge governance. The absence of proper documentation, the minimum number of trainings, and a weak measurement mechanism and evaluation become the main challenge in implementing the sustainable cross-function collaboration.

Therefore, the context of One Dentsu implementation in Indonesia clearly describes the dynamic between the idealism of global strategy and the reality of operational in the local market. While in one side, the integration strategy offers the holistic approach to create values for the clients, on the other side, the success of the real implementation depends on the readiness of the organizational culture, supportive governance, and the alignment of understanding between the internal actors. The next analysis will further explore on how the KCC process is done in this situation, and how the practice like Eigyo can give more inspiration into the development of formal mechanism that is stronger and inclusive.

Knowledge Co-creation in Project Brand Arita as The Implementation of One Dentsu

Based on the interview and checklist questionnaire survey, the Knowledge Co-Creation process has become the part of Dentsu Indonesia’s day-to-day business process. It also occurs as the nature of the advertising industry as part of Knowledge Intensive Business Service. However, based on the analysis, the One Dentsu succeeded in become the catalyst of the KCC. It forms the mindset off all of the employee to provide the integrated solution to the clients and as the foundation of cross-functional working habit.

To have a clear view of the current working flow especially in the project Arita:

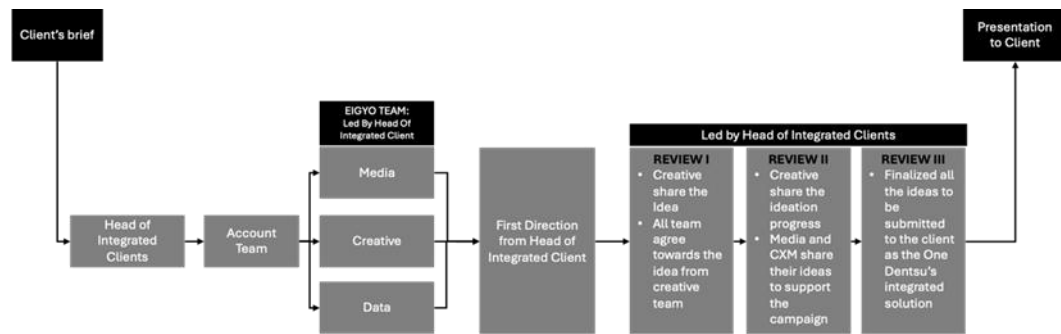


Figure 1. Project Brand Arita Work of Flow, Source: Author

When we analyze using the KCC framework, the Dentsu's working flow especially that has been maturely formed in Arita project are really align with the KCC framework.

Knowledge Donating

Knowledge donating phase refers to the individual willingness to proactively share their knowledge to their cross-functional partner. In the context of One Dentsu, knowledge donating is reflected in the informal cross-functional communication as spontaneous discussion during meeting with the client or the information exchange through personal message using digital platform. Most of the respondents admitted that the spirit of the collaboration is quite high as mentioned by Wishnu:

"We're totally used to sharing, like merely ask: 'Do you have new insight for this client?' and usually we instantly receive some feedback even though it is beyond their responsibilities (to give him update about the newest client's insight, ed).

However, there are still big challenges lies on the formalization aspects. There haven't any structured or formal incentive that can motivate the knowledge sharing as the part of the organizational culture. This practice still depends on the personal initiative and the interpersonal relations that has been shaped from the previous project. As Ridward add:

"If they don't know each other, usually they also won't ask each other. So the knowledge sharing is not yet systematic."

It explained that even though the willingness of knowledge donation exists, the process is still very situational and is done within unclear and written framework. However, as seen through the questionnaire checklist, this phase is where Dentsu already familiar with. It has become a part of Dentsu's working flow.

Knowledge Collecting

Knowledge collecting is the individual capability to actively seek and absorb the knowledge from other function. Respondents mostly stated that they need to do "informal mapping" towards person that they consider to be an expert in certain topic that they can directly approach to and ask for their help. However, this phase is where Dentsu still lacking as seen through the result of checklist questionnaire that Knowledge Collecting phase is considered as the most important phase while the frequency of people that actually doing it is not high enough to meet the level of importance. Through the interview, Denny also explained: "Usually we already know who are good with data or who had experienced with the certain industry. But again, that is based on their experience not a formal system."

The main challenge of knowledge collecting is time limitation and the lack of cross-function communication structure. Dhitami also added that the short deadline often makes the

cross-function discussion session only occurred when it highly needed not in day-to-day working life:

“Most of the time other team reached us when it’s urgent. We expect that we can sit together (to discuss) from the very beginning.”

This situation shows that knowledge collecting process has not become a formal routine that is supported by the organizational system and still depend on the level of urgency of each project and also the interpersonal relationship between the employees, even though this phase is considered to be very critical for the company’s working process.

Knowledge Replication

Knowledge replication refers to the ability to do the documentation, store, and spread the knowledge until it can be used for the project. In the practice, this aspect is minimally implemented in Dentsu Indonesia. Almost all the respondent agreed that there is no consistent documentation system to record the whole project to trace how the knowledge is being co-created. It is also reflected on the questionnaire checklist that even though they consider this phase is important for the company but only 18% admitted that they do it in a very frequent amount of activity. As also mentioned by Wishnu:

“If we succeed in one project, no one actually record the insight. Then tomorrow we’ll start again from the beginning.”

The dependency on individual memory and the absence of the knowledge repository system makes the knowledge replication process can’t run optimally. As the result, the lessons from the previous project cannot be transferred systematically to new project.

Network Citizenship

Network Citizenship reflects the individual proactive behavior in motivating the cross-functional collaboration and strengthen the internal network to collective success. Based on the interview, this phase can become an engagement phase that resulted from the three previous phases (Knowledge Donation, Knowledge Collecting, Knowledge Replication). Because the main focus of this stage is about how the knowledge that has been developed and collected can be shared and revitalized in future work processes that become a habit and build stronger relationship among the functions. However, some of respondents especially they are in the senior level, shows that the initiative to unify the team and build the cross-functional relation is important but still be done through spontaneous action. This is also shown through the checklist result that employee do not see this phase as a very important phase by only 22% consider it is very important and only 5% do it in a very frequent number of activities. As mentioned by Ridward explained:

“If you ask me where to start, it should be as I mentioned earlier. The lowest hanging fruit to execute One Dentsu, I think it has to comes from capability, and relation or trust (between each team) must be there.”

However, there are no formal incentive programs from the company to encourage that behavior that makes everyone not really see the importance of this phases in their day to day working process, especially for cross-functional collaboration. It means that even though the network citizenship exists, the practice is run based on the individual initiative and yet to be part of the organizational strategy. For them, this phase is a natural process resulted from the time duration they work together.

After analyzing each phase of KCC that run-in project Arita, we can formulize the process as below:

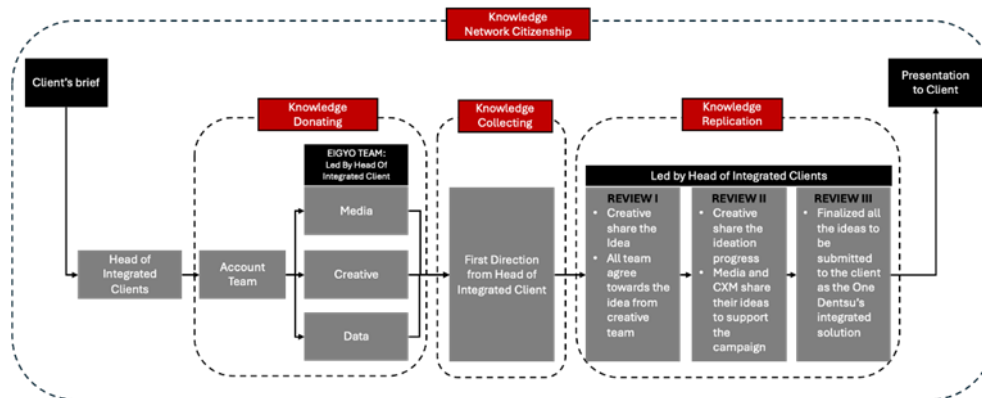


Figure 2. Arita Project Work of Flow based on KCC perspective.
(Source: Author)

We can see from the figure 2 that four of the KCC processes are done on the project Arita. However, the implementation is still based on their personal knowledge and experiences. The challenge is how to duplicate this type of project management to the other project to create a successful One Dentsu implementation.

Knowledge Governance in One Dentsu Implementation along KCC Process

This section will analyze the Knowledge Governance (KG) strategy that implicitly being implemented in Dentsu Indonesia in managing the Knowledge Co-Creation (KCC) process in cross-functional project. According to Pemsel, Muller, & Soderlund (2016) theory, there are three main approaches in KG strategy: authority-based, culture-based, and supporter-based. This strategy describes how organization manage the distribution of responsibilities, decision making, and the collaboration mechanism and the knowledge exchange across team. Based on the interview, One Dentsu's cross-team collaboration practices that enable the KCC to happen, is rely on these three pillars: 1) Central Leadership, which provides strategic direction; 2) Focused Resourcing, which ensures targeted and efficient allocation of talents and assets; and 3) Collaboration Based on Needs, which fosters agile and situational team formation responsive to project-specific challenges.



Figure 3. Cross-function Collaboration's Pillars
(Source: Author, NVIVO)

However, In the context of Dentsu Indonesia, even though it is not explicitly stated or formalized in the organizational structure, the interview findings showed that the most closely

aligned strategy with the current practice is supporter-based strategy, as those three pillars above are a product of the multiple and continuous learning from the company's projects.

Supporter-based strategy is indicated by the high flexibility, bottom-up approach, and the empowerment of individuals or team that is voluntarily develop the collaborative mechanism. This model depends on the personal's initiative and the informal social network among the member of the organization. Based on the interview, the collaboration process and knowledge sharing mostly occurs informally, through personal network, spontaneous collaboration, and the encouragement from the central leader of the integrated team like Head of Integrated Client. There is no formal system or written policy that clearly distribute the responsibilities in cross-functional project, however there is a natural dynamic that encourage the active involvement from certain individuals.

"we're usually use our own initiative, If we're aware that we have the common project, then we directly reach out." (Denny)

"The most important thing is we know who we must reach out to, we can do by ourselves for the rest." (Wishnu)

"Since there is no formal SOP, then we are learning by doing based on the previous project." (Dhitami)

These findings indicates that Dentsu highly relies on the work pattern that depends on the personal relation, previous experiences, and unwritten understanding. This type of KG strategy give room for the fast and flexible collaboration, especially within the dynamic industry like advertising agency. However, this approach also has the potential to create the gap in understanding, work duplication, and the unclear role within each KCC phase.

There are some weaknesses in the implementation of supporter-based strategy in Dentsu Indonesia, some of them are:

1. The absence of formal policy and SOP that defines specific role within each KCC phase, that has the potential to create confusion between function'
2. There are no formal training or on-boarding that explain the One Dentsu principal, that cause the understanding towards the integration still diverse based on individual assumption
3. The absence of incentive system and performance evaluation that appreciate the contributions in knowledge sharing or cross-function collaborations. As a result, the role of network citizenship has not become the culture of the organization.

Nevertheless, there are some opportunities, that strengthen and refine the supporter-based strategy without eliminate its flexibilities. One of relevant approach is to adopt the principal of light governance mechanism that enable the working structure to remain adaptive yet have a clear direction. Models like RACI (Responsible, Accountable, Consulted, Informed) can be the transitional solution that provide clarity on who responsible in each KCC phase without burdening the structure with new bureaucracy.

The implementation of RACI in One Dentsu can clarify certain points:

1. Who responsible to actively doing knowledge donating (e.g: team who have the data or case study from the previous similar project)
2. Who can be contacted to for the consultation function in the collecting process
3. Who responsible to ensure that the result documentation and the knowledge replication
4. Who has to decide who has to be added in the cross-functional information

In other words, currently Dentsu Indonesia implements the KG strategy that close to supporter-based that relies on informal information network and personal initiative. This strategy allows the flexibility and creativity within the project execution; however, it leaves a big challenge in term of standardization and scalability process. Therefore, it is importance for the organization to consider the hybrid approach that introduce the light governance elements that is effective for the process.

Strengthening this KG strategy also play important role in supporting the effectiveness of the One Dentsu implementation. Without any supporting governance structure, the integration initiative like One Dentsu is risk to remain as a jargon without any consistent realization in the practical level. Therefore, the refinement of the KG strategy is currently not only about efficiency but also impact to the sustainability of its long-term initiative strategy.

Dentsu actually already has the formal and written guide on how to implement the One Dentsu on day-to-day practice in producing and handling the integrated solution clients (Dentsu, 2024). However, while the structure is only describing the general working phases, this document is also not well-delivered within the internal employee in every market, especially in this case is in Dentsu Indonesia. One thing that is important from the practices guide is there must be an Integrated Client Leads that will be the project leader that will also formulize the solutions from each service line to be the integrated solution for the client.

Challenges That Organizations Faces in Consistently Implementing the KCC Process

This chapter discuss the main challenges that hinders the consistency and effectivity of the implementation of Knowledge Co-Creation in Dentsu Indonesia. This finding comes from in-depth interview with the key stakeholders in every function/service line and is supported by the theories related to knowledge sharing, governance, and cross-functional collaboration.

One of the main challenges is the absence of clearly defined role in each KCC process. As discussed before, Dentsu still not have the formal system that determine who should be responsible to do the knowledge donating, collecting, or replication. This condition is worsened by the working culture that still depend on the spontaneous and personal relation instead of the formal procedure that is based on the proper documentation. This absence of the formal structure makes there are no standardized process of doing KCC across team and create the ambiguity in defining the responsibilities among the member of the cross-functional collaboration team. From the interview, we clearly see that to make sure that One Dentsu can be well-implemented, if there is a strong leader who can lead the project, to understand client's business, help them in defining their problem while also determine agency's capabilities to propose it as a solution.

"I personally never get direction for who should do what within the cross-functional project. Usually, it depends on each individual initiative." (Wishnu)

"if there is a collaboration project, then we start our discussion. There is no SOP of how to do it as our reference." (Denny)

The other challenge is the lack of well documentation and the knowledge replication between projects. The knowledge gained from one project is often not documented or shared systematically to another project. This causes an inefficiency learning process that comes from a repeated learning process and also can eliminate the value or lesson-learned from the previous project. This knowledge kept being personal and not transformed to become a collective asset of the organization. In many cases, solution replication can only be done by the same person

who has the similar experience from the previous project. It creates a high dependency on the individual not on the system.

Besides, the minimum amount of training and the value strengthening of One Dentsu integration value become the significant issue. Respondents admitted that their understanding towards One Dentsu are mostly shaped by their practical experience not from the formal training. As the result, the understanding of One Dentsu is diverse between each individual in the organization. This condition created a various interpretation on the implementation level and cause the inconsistency on cross-functional collaboration.

“at the first time I heard One Dentsu, I thought it’s just the campaign positioning. I didn’t know that there will be an application on the structure and the cross-function collaboration should work” (Dhitami)

The other key challenge is related to time and workload. Most of the time each of employee is busy with their own responsibilities in their function that makes it difficult for them to allocate their time for the refinement of the cross-functional collaboration. This hinders the knowledge collecting and decrease the quality of the cross-function integrated solution. In the overload working condition, the collaboration is often done reactively rather than proactive that decrease the effectivity in the strategic decision making.

“Workload of each function is already tight, then the collaboration becomes forced, not organic.” (Denny)

Besides, the absence of reward system or formal appreciation to the contribution of each cross-functional collaboration hinders the motivation for the active participation in KCC process. Without the appropriate incentive, the participation in the KCC process will not be prioritized and not internalized into the working culture.

“...it is not guided by the formal guideline from the management. We need the playbook).” (Denny)

Ultimately, the organizational structure has not yet fully integrated between business unit that become the strategic challenge. Even though there is a push for the integration through One Dentsu, structurally and operationally, there are still remaining barriers from the legacy structure. It makes the coordination and communication between unit has not been optimal and it slows down the cross-functional decision-making process.

Overall, these challenges shows that even though there is a management commitment towards the integration value and KCC, there are still rooms for improvement to make the implementation become more effective and consistent. Therefore, it needs strategic approach that is not only strengthen the formal role and organizational structure, but also need to adopt incentive system, continuous training, and systematic documentation, as part of comprehensive knowledge governance.

Business Solution: Strategy to Strengthen the One Dentsu Implementation through Knowledge Co-Creation and Knowledge Governance.

Based on the findings and challenges that has been identified from the previous chapters, the business solutions offered is focused on the organizational structural strengthening and the working mechanism in order to make the KCC process can run systematically, measurable, and sustainable. The solutions are rooted to the Knowledge Management theory (Nonaka & Takeuchi, 1995), knowledge Governance (Foss & Mahoney, 2010), and the collaborative

organizational principals in the context of Knowledge-Intensive Business Services (Den Hertog, 2000; Bettencourt et al., 2002).

One of the main recommendations is the use of RACI Matrix (Responsible, Accountable, Consulted, Informed) as the main tools to clarify the role and responsibilities in each of KCC phases. RACI Matrix is the management methods that is widely spread in the project governance to avoid the role ambiguity and push the accountability. (PMI, 2017). In the context of knowledge management, the use of this matrix is important to ensure that every individual understand their contribution during KCC process that covers four phases: Knowledge Donating, Knowledge Collecting, Knowledge Replication, and Network Citizenship (Foss, Husted, & Michailova, 2010).

RACI Matrix is the framework that help the organization to clarify the role in the project or certain working process. RACI stands for:

- Responsible: People or team that do the task
- Accountable: People that fully responsible for the final result
- Consulted: People whose opinions are needed to complete a task or project
- Informed: People that need to be informed regarding the progress or result of the project.

The example of proposed RACI matrix to improve KCC matrix are:

Table 1. Proposed RACI model

KCC activity	RESPONSIBLE	ACCOUNTABLE	CONSULTED	INFORMED
Knowledge Donating	Account Team	Head of Integrated Client	Media, Creative, CXM Leads	HRBP, CEO
Knowledge Collecting	Function Leads	Head of Integrated Client	Account Team, Data Team	GM, CEO
Knowledge Replication	Project Manager	Function Leads	Head of Integrated Clients	CEO
Network Citizenship	All Team Members	HRBP	Head of Integrated Client	GM, CEO

(Source: Author)

The implementation of this RACI matrix is to synchronize the cross-functional collaboration and to ensure each of individual can understand their contribution in the KCC process. However, the important note is that this matrix is still a recommendation that requires a formal validation from Dentsu's management. The real implementation requires further discussion and the collective refinement from all of the lead of service lines.

Beside RACI, there are also other proposed solutions:

- a. Collaborations Toolkit for Cross-Functional Project: this toolkit will cover the practical guide, standardized communication form and digital supporting tools like checklist,

template for project requirements mapping. This recommendation can facilitate the knowledge exchange and to minimize the miscommunication across function.

- b. Incentive for The Integrated Project and Evaluation for The Collaboration Performance: the incentive system and the measurement of the contribution for collaborative project has to be included in the performance evaluation as part of the individual's KPI. The success of the knowledge governance not only depend on the structure but also to the incentive program that can motivate the collaborative mindset (Foss et al., 2010)
- c. Internal training and KCC Orientation Program: this training has to describe the One Dentsu concept and role of each function within the KCC process while also develop the collaborative working culture and knowledge exchange.
- d. Forming One Dentsu Integration Task Force: this team consists of representative of every key function and led by the Head of Integrated Client. Their task is to supervise and guide the implementation, give feedback, and ensure the KCC practice can be adaptive to any project and client's needs.

These business solutions are designed to response the empirical conditions that found from the fields also reflects the theoretical approach in the feasible framework.

CONCLUSION

The knowledge co-creation process at Dentsu Indonesia currently relies on informal, unstructured efforts driven by individual initiative, facing significant challenges in organizational governance that hinder the success of One Dentsu implementation. Unclear roles and responsibilities reduce the effectiveness of cross-functional collaboration, as the organizational structure lacks formal accountability, job distribution, evaluation systems, and incentives to support knowledge sharing. This reflects a knowledge governance approach dependent on collective culture and values but lacking formal policies to sustain collaboration. To enhance the quality and sustainability of knowledge co-creation, the study suggests developing formal toolkits detailing activities and responsibilities, establishing cross-functional task forces for strategic projects, implementing contribution metrics into KPIs, strengthening documentation systems, and providing continuous training to ensure consistent application of One Dentsu principles. Future research could investigate the impact of these formal governance mechanisms over time and explore how technology-enabled solutions can further support structured knowledge co-creation in integrated agency settings.

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