

## Appendix I. Interview Transcripts

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Table 3-1 Interview Transcripts Table

**Date of Interview:** February 15, 2018

**Setting:** Face-to-Face

**Duration:** 2:14:34

**Interviewee/s and Position:** Mr. Manuel M. Cabacaba, Jr.  
Management Information Systems Head

Mr. Dhenmark E. Arquiza  
Software Development Supervisor

**Interviewer:** Is the system both for Taters and Chimara?

**Mr. Cabacaba:** Yes, it will be for the whole of TEI.

**Interviewer:** Including stores of both Taters and Chimara, how big is the company in terms of manpower?

**Mr. Cabacaba:** This is the structure of the company. We do franchising. When we do franchising, the management is with ours. There are only a few stores that process their finances and their human resource. In terms of manpower, around 200, head office and stores, not including crew. Roughly 300 if you add them. 77 in the head office. 10 of the 77 are area managers who are under the payroll of the head office. 11 in MIS, 11 in Finance, 12 in Marketing.

**Interviewer:** How many departments do you have and what are they respectively called?

**Mr. Cabacaba:** The departments are composed of Admin, HR, Facilities Admin, Procurement, MIS, Finance, Marketing, Operations and Executive.

**Interviewer:** Is your organizational structure lateral or hierarchical?

**Mr. Cabacaba:** The new org chart is being revised but I think it is almost final. There is a change in the organizational chart. At the top is the president, Ms. Annie. Under the president there are three subsections. Finance is the only one directly reporting to the president. The head of the support, under this is Admin, Facilities Admin, HR, MIS and Procurement. And you have the head of operations, under this is Operations Department, Marketing. We will just give you a copy of our new org chart. Before, we were following a lateral org chart where everyone were on equal grounds. Now, the head of support is Ms. Elena de Castro, Ms. Annie's sister and head of operations is Sir Bryan, Ms. Annie's son. TEI is a filipino family corporation. What's nice about the company is that what the departments decide for the processes of the company can be implemented to the whole of the company. There is no resistance.

**Interviewer:** How many of the 300 employees are under Chimara?

**Mr. Cabacaba:** Chimara isn't under the umbrella of Taters. Chimara was made to be owned by the children of Ms. Annie, but of course we handle their management. Chimara and Taters are basically sister companies. Chimara has two branches, one in Greenbelt and one in Enterprise. They consist of around 20 employees which are included in the 300 employees mentioned. They also fall under this head office.

**Interviewer:** Do you have any success stories with regards to store openings?

**Mr. Cabacaba:** We were offered a place in Alabang Commerce Center by the owner a lot of times. However, we questioned its feasibility and profitability. We knew coming

into it that the venue was hard to go to as, not only that but seating capacity was low. The return of investment was not ideal. It wasn't given priority to have a store put up there. What the owner did was that he talked to his sales and audit team and told them that if Taters doesn't want to put up shop there, do not give the spot to anyone else. He had also said that he will only allow someone else to have that spot if they could beat Taters. When the CRMD found out, they persuaded Ms. Annie to try and set up shop there. If you notice it now, you will see that there are two (2) POS counters, they only allow that to happen if you reach a certain level of sales. Which means, we were selling more than what we expected.

**Interviewer:** What is the history of TEI?

**Mr. Cabacaba:** Taters started in 1994. The side story of Taters with Ayala Malls is that Ms. Annie's father is one of the Ayala Executives, he planned to retire. What's nice about the Ayala Group, they give priority to their own. For example, if they put up a new condominium, they would first ask executives if they would like avail of one of the rooms with a very good employee discount before offering them to brokers. What happened when Ms. Annie's father retired was that Ayala had told him that they could put plots in the cinema area but they will give priority to the entire executives. The thing about the cinema area is that it is a captured market. No matter how bad your popcorn is, people will buy it. So Ms. Annie's father told her why not put up a business. So that's where it started. At the time, the prime products were popcorn, drinks and peanuts. She built this company from scratch. Their family started to see the potential and started to expand. As a former executive of Ayala, they expanded to Ayala malls. Slowly they started to make manuals. She handled everything from finance and training manuals. Our safe zone are the Ayala Malls. Before about 60% of our stores are in Ayala Malls, 40% in Robinsons malls.

**Interviewer:** How do you maintain your status as a company?

**Mr. Cabacaba:** We aren't complacent. Take a look at Toys R Us, they have gone bankrupt because the amount of consumers they have decreased because of digital software. Nokia as well. Taters, however, is not like that. From time to time we innovate our products. From time to time we lead the market in terms of diversity of products and services. That's how Taters is. We incorporate the different kinds of products and those products will be the dominant flavours. Our innovations are really different. Another thing you should understand is that Taters' perception of customer service is different. Let's say that you bought popcorn, the natural flavour. You asked for salt and the crew noticed that you've been salting too much, the crew would show their concern by saying that you might find it too salty. And when you eat it, it's too salty and you ask for it to be changed. Taters would change it. Taters has a guaranteed warranty, it's written in the side of the packaging. Even if it's your fault, we'll change it. Because we are sure that until you finish our products, you will not taste anything that isn't delicious. For example, by the end of the movie you just watched and all that's left of your popcorn are bits and pieces and you find those bits and pieces tough and chewy, the crew will taste your popcorn and if they find even a hint of toughness and chewiness, we will change it for you. Even if we leave our popcorn in the warmer for the whole day and we bag it up and put it in storage, it will last two (2) to three (3) days. Shelf life is 25 days in storage. That's how Taters is, our products are different. Our market share is big. Our bread and butter is the store, if we do not support the store our business won't be successful.

**Interviewer:** Are Chef Tony's and Kettle Korn direct competitors?

**Mr. Cabacaba:** They aren't as they aren't in the cinema area. Their popcorn is what you call the mushroom type. Ours is the butterfly type.

**Interviewer:** How do you plan to expand your market share?

**Mr. Cabacaba:** People don't go to cinemas as much as they watch from home. Watch television, movies and series. We are starting to look into delivering Taters straight to your home.

**Interviewer:** Who are your biggest competitors?

**Mr. Cabacaba:** It depends on the brand. For Ayala malls it would be Ayala SnackBar. We have our own competitor in Robinson malls. For other products, Potato Corner. But if it's direct competition in the cinema area? Even McDonald's is a competitor because of their fries. Cinema concessionaires who sell popcorn are also competitors. We only have two (2) locations in SM malls.

**Interviewer:** How would you want the system react to a finished project? Would be archived? Easily accessible project history?

**Mr. Cabacaba:** Of course.

**Interviewer:** Who would have access to the project history?

**Mr. Cabacaba:** Everyone involved in the said project.

**Interviewer:** Who would be the users of the system?

**Mr. Cabacaba:** We would want to create users in the future. It would come down to leveling and permissions as to what people can access or do within the system. One root account from MIS. Admin account who are the department heads, normal users are the staff. For example, I would have a admin account as MIS. I would only be able to do anything that relates to my department. If it's a project of Marketing I can only view while Marketing can view and edit. Only MIS can make new accounts.

**Interviewer:** Would like permissions to be based on the department or based on the project?

**Mr. Cabacaba:** Per department.

**Interviewer:** Is it possible to have someone be under two (2) departments?

**Mr. Cabacaba:** No.

**Interviewer:** Can a project task be done by several departments?

**Mr. Cabacaba:** No, one task to one department. Each task has their own owners.

**Interviewer:** What if you want to add people to a project that has been initiated?

**Mr. Cabacaba:** Admin can only edit through requests.

**Interviewer:** Is TEI hiring right now?

**Mr. Cabacaba:** Yes. Actually, there are still positions that are still open. We just haven't found the right people

**Interviewer:** In terms of user hierarchy, who has the most access and what can they do?

**Mr. Cabacaba:** The three top management positions. Any changes made in a project will require the superiors approval. Any changes made by those three people is effective right away and is just registered in the project log.

**Interviewer:** Who inputs the activities and tasks in the system?

**Mr. Cabacaba:** Project owner can put the tasks or activities. At the same time, he can assign the departments to encode their activities in the system.

**Interviewer:** Who can move the deadlines of a project?

**Mr. Cabacaba:** The top management and the project owner are the only ones allowed to move the project launch date. In the event that the tasks that needs to be completed does not fit the deadline set by the project owner, the system should be able to inform the project owner that he needs to move the deadline in order for the departments to perform their tasks

**Interviewer:** We'll be needing two of the biggest projects that the system will be handling. Which projects are those?

**Mr. Cabacaba:** Store opening and department projects

**Interviewer:** We would be asking for sample forms and documents from past projects. Will you be willing to provide us those?

**Mr. Cabacaba:** That's the problem. Most projects are not documented. For store opening, the documents aren't even updated.

**Interviewer:** How do you conduct project management right now considering that you have no system.

**Mr. Cabacaba:** We use Excel and docs. Everything is done manually. The process starts with planning and gather data, produce necessary analysis then perform the project. After the project has been completed, we evaluate and determine what occurrences and problems happened in the project. What makes it well and not so well and what are the improvements

**Interviewer:** How is the planning done?

**Mr. Cabacaba:** That's where most problems start. The right activities and timelines are not properly documented therefore the chances of errors are very high. For example, when we opened this store, I produced a CapEx then forwarded it to the person who needed it. But i had no way of tracking if he already received the document and have read it. Therefore when we opened this store, some equipments were missing since he generated his own version of the CapEx. We planned then we evaluate now, we improve. We change the process. Before, only one person conducts the equipment purchasing for all departments, now each department conducts their own purchasing so that all equipments are fit to their assessment.

**Interviewer:** What are the things that we cannot discuss because its covered in our NDA?

**Mr. Cabacaba:** What your project entails is public knowledge. The processes and all that. But in situations such when we discuss strategies, suppliers, ingredients, measures, those things you have to look out for. But basically, the processes that your system will be handling is public knowledge.



**Date of Interview:** March 2, 2018

**Setting:** Face-to-Face

**Duration:** 2:05:27

**Interviewee/s and Position:** Mr. Dhenmark E. Arquiza  
Software Development Supervisor

Mr. Manuel M. Cabacaba, Jr.  
Management Information Systems Head

**Interviewer:** What are the current systems that TEI has in general that may be present in any department?

**Mr. Arquiza:** We have an accounting system, SAP. We have a payroll system for HR, Integra. We have a system for the POS, Aloha and Web POS. Aloha is a local system for manual storage of transactions per store. Web POS is the centralized version where all data from Aloha is remotely migrated to. Two systems are used for the POS because migration is expensive. If there is a new button feature, such as a new promotion or new product, we program it remotely as well. We also created a system that grinds all the data from each store into a zip file to be unzipped in the main office to be transferred to the server. The sales are sent the day after. Before acquiring Web POS, we used to do it manually via sending an Excel file, which does not really give us any validation. Right now, that process is still present but only in 13 stores.

**Interviewer:** Since you currently have some off-the-shelf systems, do you plan on acquiring more systems for other departments?

**Mr. Arquiza:** I think we are only looking into an HRIS right now. We plan on developing all the other systems needed, that is why we have a development team.

**Interviewer:** Why have you decided to develop a PMS instead of acquiring an off-the-shelf system?

**Mr. Arquiza:** Because there are some special features that off-the-shelf systems are not capable of. For example, some Web POS are created for a retail store but TEI is under the food and beverage industry. There are features that they want that off-the-shelf systems cannot capture. It is really better to create a system that was built for you.

**Interviewer:** Since you plan on integrating separate systems, why not acquire an ERP that has all your needs?

**Mr. Arquiza:** It is difficult because we already have existing systems. It is not like we can buy an ERP and that we can automatically integrate them altogether. Basically, our concern is the integration. Our end goal is to have an ERP by integrating our existing systems and developed systems.

**Interviewer:** Regarding the PMS, have you tried acquiring an off-the-shelf system?

**Mr. Arquiza:** No.

**Interviewer:** Have you considered acquiring an off-the-shelf PMS?

**Mr. Arquiza:** No, because it was really intended to be developed. We also haven't asked for



quotations or presentations.

- Interviewer:** Why do you stray away from Java programming as you mentioned in our past meeting?
- Mr. Arquiza:** Because most likely the person who will develop the systems are more familiar with PHP. Basically, compatibility with the person who will debug and who will code to enhance the system. We hired a person in PHP and web development, so our programmer will have a hard time to transfer to Java. It will also be more expensive to hire or outsource a Java expert.
- Interviewer:** What is the main difference between Task Management and Project Management? We were informed that Task Management will handle day-to-day activities, but aren't their daily activities related to projects, so there is an overlapping between the two systems?
- Mr. Arquiza:** No. Task Management handles the individual task, and day-to-day tasks of the person. They monitor if the task is accomplished. Project Management handles the project as a whole.
- Interviewer:** What are the operational tasks that are not related to a project, if you have mentioned that everything you do in TEI is a project?
- Mr. Arquiza:** Task Management would handle the day-to-day activities. It would be similar to ticketing from other stores or other departments. It only has a short time, like days. What is monitored in Task Management is the BSC of the individual. An example of this would be repairs or support. Project Management does not capture that. What is captured is the project that will happen in the future. These two won't really overlap.
- Interviewer:** What is the relevance of performance management in a PMS? Why do you need to measure the performance of an individual? Is there an incentive? Will the individual receive more projects?
- Mr. Arquiza:** It is needed for us to assess improvement. To identify where we went wrong and what did we lack on. It's more on interdepartmental KPI for the PMS. The ones who will view the PMS are top management and the managers will be looking at the Task Management.
- Interviewer:** What are the factors that you have decided to develop a PMS?
- Mr. Arquiza:** Our head will be able to answer that. But one of the advantages of developing it here is that we can customize it, and we can really follow the flow of our process.
- Interviewer:** What are the kinds of projects that you want the PMS to handle, aside from big projects like store opening?
- Mr. Arquiza:** Systems Development, Promotion, System upgrades
- Interviewer:** For other departments, do they also have a similar process wherein they use a Gantt Chart?
- Mr. Arquiza:** Yes.
- Interviewer:** What is the smallest unit for a project duration?

**Mr. Arquiza:** I haven't been exposed to many projects yet, but from what I see it is about one month on average. It reaches one week depending on the target date and if the project is urgent.

**Interviewer:** What are the most common projects that you have seen in the company?

**Mr. Arquiza:** Store Opening.

**Interviewer:** What are the projects that regularly happen?

**Mr. Arquiza:** Maybe Price increase. They do it often, following the same Gantt Chart.

**Interviewer:** Are there times wherein there is no Store Opening happen?

**Mr. Arquiza:** Yes, there may be a gap. There are also times when simultaneous store openings are happening.

**Interviewer:** Are there times wherein there are no projects currently being done?

**Mr. Arquiza:** No. If there are no projects, then we won't have work. What is nice about PMS is that we have proof that we are currently doing something. Right now, if you don't do your Gantt Chart and you were just verbally told, the project won't be documented.

**Interviewer:** On average, how many projects are simultaneously being done?

**Mr. Arquiza:** We consider price change as a project, which is done per store. If we count that, there would be 30 projects because each branch is different.

**Interviewer:** How do you formulate the project team? Is it individualized or per department? What is the basis for choosing that individual?

**Mr. Arquiza:** We have a project owner. The assignment is related by the roles of a department. The department will then distribute it to individual members. There will be a RACI chart per department and a department specialized RACI for the individuals.

**Interviewer:** Just to clarify, aside from sales from the POS, what are the other data that you gather from each store?

**Mr. Arquiza:** We have the Daily Time Record, Sales, Inventory.

**Interviewer:** How do you get the DTR?

**Mr. Arquiza:** We created an attendance monitoring system with a standard format that our system can understand. DTR is sent via email.

**Interviewer:** What system/s are you currently developing?

**Mr. Arquiza:** We are developing an online/advanced ordering system for the public.

**Interviewer:** From what we understand, PMS can handle interdepartmental projects but what about departmental projects?

**Mr. Arquiza:** It will be handled the same way. There will still be a RACI present.

**Interviewer:** Is it possible that the project is 100% within the department only and with no external involvement?

**Mr. Arquiza:** No, because of the Informed and Consulted people, such as top management.

**Interviewer:** Where do you currently store the Gantt Chart of the projects?

**Mr. Arquiza:** We have individual copies and a server.

**Interviewer:** How do you pass around the Gantt Chart Excel File?

**Mr. Arquiza:** We don't do Google Sheets. We send it file per file. There is one person who oversees it. In reality, it only serves as an individual copy to see their stand on the project. It doesn't really get monitored. A person would just be alerted that he has a target deadline.

**Interviewer:** How do you currently handle updates on a project? What if one task is delayed and you cannot start without that certain task being accomplished? How do you inform other people that you are delayed and that you are stopping them from starting?

**Mr. Arquiza:** That's our problem right now. After we deploy a project, the team goes their separate ways and don't really follow the timeline but just the target date of each task. We inform/update our supervisors. For me in MIS, we have weekly meetings or monthly meetings where we do the updates. We only do verbal updates. It gets documented upon the meeting. The trigger for updates is only when a manager asks for it. Not like if we had a PMS, where it would be readily available. We have separate Gantt Charts but we do not have one big overview.

**Interviewer:** How do you pass around necessary documents in a project?

**Mr. Arquiza:** File per file. Sometimes via Email, if needed.

**Interviewer:** For example, if I have sent an email on a file and then you have changed it as well, how do we consolidate the file.

**Mr. Arquiza:** We usually just ask each other. Normally, it's a manual process. Excel doesn't really use a version controller.

**Interviewer:** Do you have a centralized drive per project?

**Mr. Arquiza:** No. We only have individual copies. If you need a certain document, you have to approach/email the person who handles it.

**Interviewer:** What are your reports generated in a project?

**Mr. Arquiza:** Our reporting would be during the weekly meetings. We have documentation for project closure, project execution. We usually combine this, like a project summary, for an acceptance report to be submitted to the management. Updates are usually done after the project upon request.

**Interviewer:** When a project is finished, how do you close and update the Gantt Chart?

**Mr. Arquiza:** We just leave it as is. That's why projects aren't being monitored properly and evaluated as to what went wrong.

**Interviewer:** Where do you archive projects?

**Mr. Arquiza:** We have a server but i'm not sure if they store it there. I think the managers should have a copy per project. If we need a document from another department, we just ask the department for a copy and compile together. Project Analysis is difficult to do because of this.

**Interviewer:** What are the systems you currently have in TEI?

**Mr. Cabacaba:** We are building a central repository for information, which is the One Data. Technically, all systems will be integrated into this database. When it is successfully integrated, it will be our business intelligence. We will get all information here so that the management could decide on what to do with the business based on the information. The project management is also one of those systems and we will be integrating the data results coming from that output. To the management side, that will be business intelligence. To the users side, it will be all their tasks. If I access a portal, there will be a portion that we will link to project management, HR e-services, and task management. The results of task management will be thrown to the central database to get business intelligence. For example in my portal, I can see the projects that I handle in project management, I can see the tasks I personally handle and what my staff handles. I can also see my financial status through SAP. I can also see report statuses. In short, we do not have an ERP System but that is our goal.

**Interviewer:** Why did you decide on building your own ERP rather than buying one?

**Mr. Cabacaba:** If you will look at it based on cost, the cost of having an ERP is very expensive, much more expensive for customization. You will also need time for learning. The ERP will not contain your policies and procedures, that's why customization is expensive. We also don't want that we the company is the one to adapt to the system, which is false information. Right now, every department should need a system that would fit their processes. Right now, we do not have a system that will cater project management of each and every department. It is not viable that each department will have a separate project management software. We want to generate a project management system that can cater all the departments because we are really lacking on systems that could help the efficiency of every staff, monitor the task of every department, analyze the problems encountered, provide insights for improvement that is why we really need a project management system. I do not believe that any system we mention will correlate to the project management system, simply because the purpose of the project management system is far different from the requirements compared to the daily routines. For example, SAP is used by warehouse, finance, and procurement. Procurement inputs the prices of new ingredients, PO. Finance uses it for payments. Warehouse uses it for deliveries and sales orders. But what if we have a store opening? Procurement will finalize the orders, Finance will look at payments and budget compared to actual and planned, Warehouse will take care of all deliveries. Would SAP tell you when these tasks should be done and which departments are responsible for each task? What about the departments that do not use SAP, like HR. HR gives employee rosters, Operations conduct training, MIS configure equipment, Business Development passes documentation. In short, we do not really have a system that would fit the needs of each department. It is a total system that could make our company more efficient.

**Interviewer:** From what we discussed earlier with Mr. Arquiza, the system will be interdepartmental and when you drill down to the individualized tasks, it will

become task management, is that correct?

**Mr. Cabacaba:** No. It is a very separate manner. Project management only deals with projects, nothing more, nothing less. Task management deals with daily operations, issues, concerns from external customers or internal customers, requests from both internal and external customers. For example, we have price change. Price change is considered as a project and not a routine or a request because we do not do it everyday. Right now, it seems like a request because we do not have project management. The staff will email the ticketing that we have a new price change and the affected store but we cannot break that down that is why the staff has their own checklist of their own processes for each store. It is not being tracked on time because we do not have a system. An example of a request is an added button. If there is something wrong with the development of a system, that is an issue. Task management would deal with only particular departments. Everything included in an HR task management are only HR concerns. It will not interact with other departments, that is the main difference. You will also look at the timeliness, approvals needed, survey results, etc. In project management, there is no survey.

**Interviewer:** Basically, the tasks in task management will not be present in project management and vice versa?

**Mr. Cabacaba:** Yes. Say for example in a store opening, Franchise Development will deal with the mall. After receiving a lease contract, you can proceed to acquiring an SEC, and then BIR, then COR will be given to MIS. After accreditation, we will return it to Finance for e-accreditation. After downloading the POS permit, they will again return it to us to get the decal sticker. We will be the last touch to attach it to the POS before the store can use it. If you look at it, each and every one of them is a process and can be placed in task management but you will not do so because you will not be able to measure the project itself. Task management will not correlate the prerequisites of each task, the timeline of each one. Another differentiator of task management is that it tells how you handle a situation. It has a KPI. For e-accreditation, it will only take you one hour to complete but sending documents to the franchisee to be forwarded to the BIR will take three days. How will you handle receiving of documents, signing of franchisee, delivering to BIR, stuff like that. If you put it in task management, it will be tedious to put a task every step of the way. That really separates the task management from project management.

**Interviewer:** Project tasks will not be included in task management, correct?

**Mr. Cabacaba:** Yes.

**Interviewer:** What is the smallest unit for project management?

**Mr. Cabacaba:** Days.

**Interviewer:** What is the smallest unit for task management?

**Mr. Cabacaba:** It could be by the hour. Task management will look if you have done your task on time, the timeliness of resolution. PMS will look at it as a whole and tasks should be accomplished within the given time period. PMS will not care what problems you encountered in accomplishing the activity. If there is a problem, you have to adjust right away, you ask for an approval right away that you cannot complete the task at the given deadline. In business intelligence, if we were to

look at the overall performance of a person, you will have to average the performance in tasks and in projects. Both are contributory to certain KPIs, but the process of getting the KPIs is very much different.

**Interviewer:** Have you tried acquiring an off-the-shelf PMS?

**Mr. Cabacaba:** Yes. We first looked at an online Gantt Chart. Second, we looked into MS Project which are all done manual and do not have interdepartmental relations. We also thought that it is only one module. Our number one problem with buying an off-the-shelf is database integration. Our databases are all different. Second, we have to fit it into our process. Third, we have to generate a report and KPI measure. Fourth, the learning curve. In conclusion, we did not anymore consider.

**Interviewer:** What are the departmental projects that the PMS will handle?

**Mr. Cabacaba:** Price Change for MIS, Store Opening, Trainings for HR. The Project Management and Task Management will work hand in hand but they will handle different things. Project Management cares about the timeliness of resolution of tasks while Task Management cares about everything in between. What's important for top management is to identify where the delay is caused. This is the main insight we would get from the project management system.

**Interviewer:** What are the most common projects or departmental projects, aside from what you mentioned earlier?

**Mr. Cabacaba:** Promotions for Marketing. Nationwide Promotions, New Products for Chimara, Local Store Marketing.

**Interviewer:** How long does that usually take and how often?

**Mr. Cabacaba:** I cannot say how many times in a month but definitely there is a different project done monthly.

**Interviewer:** Does that mean that there was never a time that there were no projects being done?

**Mr. Cabacaba:** Yes.

**Interviewer:** Say for example that we deploy this project management system, the employees will really open the system everyday?

**Mr. Cabacaba:** Yes. Take store opening for example. It usually takes 60-90 days that staff should check everyday. Marketing Promotions, price change, cart design. In Cart Design Projects, Operations Department will have to approach different stores and see if they are interested to avail of the new cart, marketing will have to prepare for the designs, CRMD will prepare the construction of the carts, Procurement will handle the buying of equipment.

**Interviewer:** Besides store opening, what is the most frequent project?

**Mr. Cabacaba:** There is no frequent project. The repetitive project would be price change and promotions. Each department has their own project.

**Interviewer:** What is the smallest project?

**Mr. Cabacaba:** Promotions. It is usually implemented in two days. The preparation takes about

two weeks.

- Interviewer:** Are there projects that are handled in less than or equal to a week?
- Mr. Cabacaba:** Normally, no. If it was a small issue, we would place it in task management. Weeks would be the smallest unit for projects.
- Interviewer:** How much percent of TEI projects are delayed and by how much?
- Mr. Cabacaba:** Store Opening is 100% delayed. Some are adjusted by 1-2 weeks to 2 months. Promotions are usually achieved on the target date, but the downside is that there are a lot of compromises. Product Launches has about 20% delay that is adjusted by a few weeks. We have a Suppliers Event (an event wherein we explain the direction of Taters, commitment to suppliers, requirements, quality policies, awarding) that should happen every November; because we do not have a project management system, we do not know if they are starting on the project or not. The event ended up being launched on March.
- Interviewer:** May we request for the copy of your documents on how you handle a project, such as Gantt charts used?
- Mr. Cabacaba:** That's the problem. Because we do not have a system, we only do it via informal conversations. We only talk about target dates. It would be easy for departments to request for adjustments to the project, not knowing that we also have other projects of our own to focus on. Our problem is that we do not have evidence to show that we are currently working on a different project that we should accomplish as well. Certain departments would not know where to place themselves. We can only discuss with you the process since we do not have a system that documents it.
- Interviewer:** You only know a process through experience because it is done again and again?
- Mr. Cabacaba:** Yes. We will have a business review together with the departments to offer you information.
- Interviewer:** Do you think the system they currently do is optimal or they only do it because that is what they have been doing from the start?
- Mr. Cabacaba:** They do it by requirements.
- Interviewer:** Does the price increase project also experience delays?
- Mr. Cabacaba:** From what I know, yes. Overall, the five days were met, but were executed late.
- Interviewer:** Some of the stores will have catch the company expenses since the supplies have increased?
- Mr. Cabacaba:** Yes, because the supplier has increased but TEI has not yet.
- Interviewer:** How would you put the delay in percent form?
- Mr. Cabacaba:** Minimal only, around 5%.
- Interviewer:** In the Suppliers Event, does it often get delayed through the past years?
- Mr. Cabacaba:** Not always. In the last three years, it is 35% delayed. Usually, it is delayed by a

few days. This year is the worst wherein it is delayed by months.

**Interviewer:** What do you do when you close a project, is it updated?

**Mr. Cabacaba:** Projects and tasks are not updated. If you were to have a similar project, you would have to start from scratch.

**Interviewer:** In Promotions, what is the percentage of delay and how often?

**Mr. Cabacaba:** Promotions experiences very minimal delay. We will coordinate with Marketing regarding target dates and from there, we can identify problems to which we can adjust the target dates. In that instance where you discuss a target date a few days before the target date, you will have a problem for sure. We usually are able to deliver on the second target date set because compromises have already been made. Promotions have two kinds, local store marketing done per store and nationwide marketing.

**Interviewer:** After store opening with 100% delay, what is the second largest project delay?

**Mr. Cabacaba:** Actually, that is the largest project that involves all departments. In MIS, we have projects that last a year. Our Finance department handles almost 70% of the stores. If you do not give them a project management system, how would they monitor which stores are done, have the documents been sent for checking, have the documents been signed to the president, have they discussed details with the franchisee. Before a store opening date, Finance Department will have a ton of overtime hours.

**Interviewer:** How is a project initiated?

**Mr. Cabacaba:** Projects are triggered by every department. Example, The trigger for price change is the Procurement department.

**Interviewer:** Who creates the Gantt Chart for each project?

**Mr. Cabacaba:** Supposedly, the project owners create a Gantt Chart. They consolidate different Gantt Charts and adjust with certain changes.

**Mr. Arquiza:** Do we have a versioning process for this?

**Mr. Cabacaba:** That is what's happening, because some departments do not update their processes proactively

**Interviewer:** If there was a Gantt Chart present, what happens to the Gantt Chart?

**Mr. Arquiza:** Is it updated? Do they do weekly meetings?

**Mr. Cabacaba:** There are no weekly meetings being done. Only informal updates are being done when the need arises. We do our tasks by ourselves. We have to follow-up personally and constantly. No one updates the Gantt Chart. Another problem is that who will safekeep the Excel Gantt Chart to keep it updated. Don't suggest Google Sheets. No one will reprimand me. Even if you plan it and no one will even reprimand me to finish it on time as long as I deliver on time. With a project management system that will be viewed by the top management, employees will know that they are being monitored and will be obliged to work and to make sure that each department delivers on time and does not experience a delay. You can



stop repeatedly asking if we have a Gantt chart because we do, I have already sent it to you. Do they follow the activities in a Gantt Chart? No. Does anyone monitor the Gantt Chart? No. Do we update it? No.

**Interviewer:** Since we have discussed a number of departmental projects, how much percent would you estimate those projects without a Gantt Chart?

**Mr. Cabacaba:** 95% of the projects do not have a Gantt Chart. From the 5% that has a Gantt Chart, all of them are not updated.

**Mr. Cabacaba:** I have thought of a short project! Onboarding and Offboarding. Onboarding a new hiree. We have to create a task that each department will contribute.

**Mr. Arquiza:** My onboarding only lasted one day only for HR training.

**Mr. Cabacaba:** That's incomplete. You weren't taught on how money circulates, petty cash, cash advances, etc. HR only taught you the company policies. We have currently done 90% of the onboarding and offboarding checklist of MIS. That is only within MIS alone, there are still other departments. If we nag each department to produce a process, they will only give us what is on the top of their head because we do not have proper documentation. This project management system is dynamic, right? You can implement an onboarding and offboarding checklist where you can indicate all activities and assign them to a department which then builds the documentation. On your next onboarding or offboarding, you can identify the problems encountered in the previous project and revise the process to solve the identified problems. We will request TQM to standardize it and document it. This is our problem. We always lack. Each department does not have proper documentation. Project Management System will be one of the tools that will help the process become more efficient.

**Interviewer:** What would happen if the employees do not update the project management system, since they do not even update now?

**Mr. Cabacaba:** If they do not update it online, the president of the company will reprimand them. They do not update now because the Gantt Charts are not really present, there is no way to view all projects. You cannot give the president each and every Excel Gantt Chart of each project in all departments.

**Interviewer:** What you're saying is that the employees will be obliged to update since they are being monitored?

**Mr. Cabacaba:** Yes, they are obliged to update.

**Mr. Arquiza:** In addition, if you do not update it, you will be considered as delayed.

**Interviewer:** What are the documents during pre-initiation of a project?

**Mr. Cabacaba:** Most of the time, the projects are not being planned properly.

**Interviewer:** What is the data necessary to generate a report?

**Mr. Cabacaba:** You identify each activity and prerequisite. In efficiency, you have a comparative. The process is used for comparing. Is the process correct? Is the time correct? It would be ideal if the project management system will provide the analysis on what you did wrong and where you could improve in the process.

You compute efficiency based on historical data.

**Interviewer:** What are the reports that you need to generate?

**Mr. Cabacaba:** You do not need to generate any report in project management. Reports would be everything you see on the dashboard. Can you tell me why the supplier did not deliver the products on the said date? The system will have evidence on to why this happened based on delays. Delays affect timeliness and accuracy.

**Interviewer:** What is the nature of the projects?

**Mr. Cabacaba:** The nature of the projects are stated in the name of the projects. The nature of the system is to handle projects. It is general and dynamic, it can be used by any department.

**Interviewer:** If it is a general system, what makes it fit to the company?

**Mr. Cabacaba:** The computation of KPI stated by Taters makes it tailored for us.

**Interviewer:** What are the KPIs?

**Mr. Cabacaba:** Speaking for MIS, we have timeliness of resolution, accuracy of solution, process improvement, and report generation. Process Improvement is the most important one.

**Interviewer:** Would there be an option to add KPI's for each project creation?

**Mr. Cabacaba:** All the KPI's are all the same. The only difference is how the department calculates for it.

**Interviewer:** If you add a new department, you will manually add the KPI?

**Mr. Cabacaba:** Yes. You cannot add a KPI to a non existent department.

**Date of Interview:** March 9, 2018

**Setting:** Face-to-Face

**Duration:** 00:39:05

**Interviewee/s and Position:** Mr. Dhenmark E. Arquiza  
Software Development Supervisor

**Interviewer:** What are the projects that your department does that you are the main project owners of?

**Mr. Arquiza:** Software development. We also have onboarding and offboarding, cell phones, laptops and emails but this is triggered by HR. Store Opening but this is triggered by Marketing.

**Interviewer:** Is that project constantly done?

**Mr. Arquiza:** Yes. It's either a new system or updating and optimizing of a system.

**Interviewer:** When the system is implemented, are you open to a structured system that you can't shortcut as it will oblige your department to do weekly updates and will make your work more tedious?

**Mr. Arquiza:** I think it will be used because it is being supported by top management. We are also having a difficult time with preparing and updating the gantt chart because for one, there is no gantt chart. With the system, all you have to do is input activities and it would develop a gantt chart.

**Interviewer:** From the projects that you mentioned, what are the most common projects that you do?

**Mr. Arquiza:** Software development because we can't not have a project. If there's no trigger of updating or making a new system, we take the initiative to update current systems.

**Interviewer:** How often do you do your projects? Is there a common time frame per project?

**Mr. Arquiza:** Every three (3) months we migrate Aloha to Web POS. Three (3) stores per six (6) months of migrated data.

**Interviewer:** What are the activities done when managing a project? Planning, assigning tasks and monitoring these tasks.

**Mr. Arquiza:** Upper management gives us the project and we meet with all concerned departments. After the meeting, we distribute all tasks to concerned parties. In the first meeting we discuss requirements, what they want in the system. In the second meeting we assign tasks and ideas to consolidate a plan and time frame. It usually takes two (2) to three (3) meetings.

**Interviewer:** What about monitoring of tasks?

**Mr. Arquiza:** It's done per department, no more meetings done in between. They only overlap when the project is about to finish.

**Interviewer:** What does the project owner do, are they not monitoring the tasks to be done?

**Mr. Arquiza:** Technically there is no project owner, just project managers per department. What happens is that they just ask but it's hardly done and only at the crunch

time of the project.

- Interviewer:** How does software development start? The step by step process of it.
- Mr. Arquiza:** What I do is that I gather details about the system. We talk with the team, brainstorm how to do the system. Come up with the design of the requirements and documentation like gantt chart and project charter and then we start developing.
- Interviewer:** How do you do testing?
- Mr. Arquiza:** Internally and externally. Internally, within the department. Externally, survey type with people who don't know anything about the system, these are people outside of the MIS department. After testing I do documentation again. Updating of charter and then another meeting. Then I would have it closed and then deployment.
- Interviewer:** How is training done?
- Mr. Arquiza:** That's done in surveying, it's also done to the actual users. So we train them at the same time.
- Interviewer:** What happens if the system is going to be used by a lot of users?
- Mr. Arquiza:** We conduct mass training. We usually do it if there is a meeting here in the head office, it's usually be a basic training of how to use the system. The training isn't done hands on.
- Interviewer:** How is the support done?
- Mr. Arquiza:** We make a manual.
- Interviewer:** How do you deploy the system?
- Mr. Arquiza:** We schedule it that the whole system will be deployed at these places.
- Interviewer:** How many people does it take to make the system?
- Mr. Arquiza:** Usually one (1) to three (3) people. It doesn't require the whole department.
- Interviewer:** How long does the project usually take?
- Mr. Arquiza:** Around two (2) months for an added module. I always allot three (3) months for one (1) person, around two (2) months for or three (3) or four (4) people.
- Interviewer:** What are the difficulties when managing projects?
- Mr. Arquiza:** When there are multiple projects. All three (3) of my members are doing different projects right now.
- Interviewer:** Why did they do all projects at once, why not focus on one first?
- Mr. Arquiza:** That's what I'm doing right now. However, right now, all projects are needed and are high priority. I determine which projects are really needed or not.
- Interviewer:** Do you think the PMS will help you resolve the difficulties you are experiencing?

**Mr. Arquiza:** Yes. With the PMS I will be able to monitor all the projects I'm handling. We don't have that right now. It would be a nice solution to our project. It will help me see which projects to do first. It will also help as other departments can see our workload and see actual proof that we cannot deliver their system on time.

**Interviewer:** From your experience here in Taters, have any of your projects experienced any delay? And how long?

**Mr. Arquiza:** Yes, lots of delay. With software development, I've had a project that was delayed by a month. When I first got in, my team had told me that their project was okay. So I didn't really monitor it but apparently it wasn't. That one month is still ongoing, that project hasn't been completed yet.

**Interviewer:** Has there ever been a project that has been on time?

**Mr. Arquiza:** Yes, there have been,

**Interviewer:** What is the percentage of projects that have delays?

**Mr. Arquiza:** 75% delay.

**Interviewer:** What are the KPIs that you monitor per project?

**Mr. Arquiza:** I monitor the timeliness of the project, if we reach the the given deadline.

**Interviewer:** How would you say your system is accurate in software development?

**Mr. Arquiza:** We find out with the surveys we have in our UAT. As well as the schedule, if we meet our given deadlines.

**Interviewer:** What do you do in closing a project?

**Mr. Arquiza:** Documentation wherein the client would sign that the project was delivered but they don't do it. I will implement it in future projects. Closing of the project should be done as it shows the client department that we have met their initial requirements. If this isn't done, there wouldn't be an end to the project as they could always ask for more added features. Without this, the scope just gets bigger and bigger and the project never ends.

**Interviewer:** How long does deployment last? And how do you do it?

**Mr. Arquiza:** It usually lasts until five (5) days, including instructions. Five (5) days for all stores. Sometimes some stores go back for questions that they can't understand. We do remote deployment. All systems we do are web-based. We do allot certain days per store. Four (4) hours to explain to the users over the phone, usually two (2) stores a day. We always make a manual that's done and released before the deployment.

**Interviewer:** How would the username be in the PMS?

**Mr. Arquiza:** We use their email for all systems.

**Interviewer:** Are all developments done in-house?

**Mr. Arquiza:** Yes.

**Interviewer:** What does the admin department do?

**Mr. Arquiza:** Handling every management meetings, inventory. Admins are just involved in a project, but they don't have projects.

**Date of Interview:** March 9, 2018

**Setting:** Face-to-Face

**Duration:** 00:14:12

**Interviewee/s and Position:** Mr. Neil Bryan Angel  
Marketing Operations Head

Ms. Patricia Barron  
Marketing and Customer Relations Assistant

**Interviewer:** What projects does the department handle? Or you handle?

**Mr. Angel:** We do market research, and feed data to the creatives. We also do surveys, and we support other departments. Like for RND, we do market acceptance, and we talk to people. For creatives, we do market research in terms of competitor through net or field work. Brand awareness is also part of our research. For business development, we check market behavior, buying power, etc.

**Interviewer:** How often do you do those projects, like every month, or do you have a certain timeline that you follow, or is it incidental?

**Mr. Angel:** Market research for competitors is incidental, but for brand awareness there's a schedule and it's every month. For market acceptance, everytime that we're launching a new product only so it's incidental as well.

**Interviewer:** How does the planning or managing the market research project work?

**Mr. Angel:** We usually, check the net if it's here in the office, if not, we do fieldwork and go to different areas and check on competitors. We focus on the competitors and the trends and behaviors of the people buying to them.

**Interviewer:** What are the resources used during the project in terms of material and manpower?

**Mr. Angel:** For market research, we use everyone in our section. For technology, the usual. We have physical stuff like forms for documentation.

**Interviewer:** How do you do the responsibility assignment in your section?

**Mr. Angel:** For our team, we have two people doing fieldwork to do the brand awareness and market acceptance survey. Tricia's job is to disseminate everything that we have researched to our stores.

**Interviewer:** In the past five years, has project implementation ever been delayed?

**Mr. Angel:** Yes, it happens, But! The delay is reasonable and more on uncontrollable factors, for example, suppliers, physical deliveries. Right now, Gantt Chart is very important for us, from there we monitor and we can work backwards, example, 1 month before the actual date we do something to avoid delays.

**Interviewer:** So you have Gantt Charts?

**Mr. Angel:** Yes, for every campaign.

**Interviewer:** If we may ask, are you able to follow the Gantt Chart?

**Mr. Angel:** To be honest, but definitely, what we look at is if you were able to meet the deadline. Gantt Chart became more of a guideline.

**Interviewer:** Is the Gantt Chart mandatory for your project? Can you not proceed with the project without the Gantt Chart?

**Mr. Angel:** In our section, yes, supposedly.

**Interviewer:** How long is the delay usually, if there's delay?

**Mr. Angel:** For launches, usually days at most a week. Delay in process, at most week. In certain projects, you really have to visit the Gantt Chart, there are projects that you have to realign again.

**Interviewer:** In percentage, how often is the delay?

**Mr. Angel:** There are times where projects are combined together, instead of, different timelines

**Interviewer:** How do you compute and monitor your KPIs (accuracy, timeliness, process improvement, and reporting) within a project?

**Mr. Angel:** In our section, we measure it per task/activity and not per promo bases.



**Date of Interview:** March 9, 2018

**Setting:** Face-to-Face

**Duration:** 00:32:30

**Interviewee/s and Position:** Ms. Alexandra Huang  
Training and Organizational Development Specialist

**Interviewer:** What are the most common projects your department handles?

**Ms. Huang:** We have a lot. The few ones I know are the training, organizational development (OD) and employee engagement.

**Interviewer:** Would you say training and is the biggest or most frequent project you do?

**Ms. Huang:** Well, right now I think it's the function that HR needs a lot of improvement. The projects we are currently working on is the Training Needs Analysis (TNA). We're trying to figure out the gaps between the competency of the people and the ideal one. However, we are still working on the competency framework.

**Interviewer:** How are the activities done while managing the project? Like planning, assigning of tasks and monitoring of tasks.

**Ms. Huang:** Taters is very detailed with the processes they have. When I got here, I followed their processes but I did try to change some of them as they are outdated. We do use gantt charts, but I'm not using it yet. For monitoring, we have direct communication with the people we report to. For me, I report to the Ms. Ellen. While the rest report to Ms. Shy.

**Interviewer:** What is the step-by-step process done in training?

**Ms. Huang:** With training, it's already standardized since it's food and bev. They have canned modules that they been using and they update it when needed. When a store is to be opened, we usually start with basic technical training which are employee orientation, HR policies and food safety and sanitation modules and all the confidential files that we have. We also have advanced technical training but this for managers and team captains or supervisors. These have leaderships skills and reporting. We evaluate them with an evaluation survey. As for performance, it's through appraisal which happens every six (6) months. We also have the behavioral assessment for the trainees.

**Interviewer:** How do you do the gantt chart and what is the training process?

**Ms. Huang:** The gantt chart is an excel file. New project, new gantt chart. If it's a new store, it starts with recruitment. She will hire and ideally, a month before the opening they should undergo training.

**Interviewer:** What is your trigger for training?

**Ms. Huang:** It's usually the operations.

**Interviewer:** You mentioned that ideally a month before opening they should undergo training. Does that actually happen?

**Ms. Huang:** It depends on how rushed the opening is. Sometimes new malls have deadlines. Most of the time it happens. It would matter on how different departments usually communicate it. There are times when there isn't any communication that a new store would be opened so we rush training.

**Interviewer:** Do you use any software when training?

**Ms. Huang:** We use Google Classroom. But we are trying to improve on it. It's just recent that we transitioned into e-learning. So they are also transitioning from traditional learning to e-learning. Right now, it's just that. For videos, it's GoAnimate. It's pretty basic.

**Interviewer:** Are training done here in the head office?

**Ms. Huang:** It depends. If it happens here, we're the ones who facilitate it. But if it happens outside, there are times that if the store is far, operations does it.

**Interviewer:** How many manpower is used during training? Does it involve the whole department?

**Ms. Huang:** For training and OD, it's me and most of the time I work with the operations group, usually one (1) per store. We set a schedule. These are training for onboarding. If it's other training like leadership trainings, we usually get a resource speaker to do it.

**Interviewer:** The leadership training is done for the head office?

**Ms. Huang:** For managers in both the head office and the stores. This is held here in the head office and everyone else goes here.

**Interviewer:** What are the difficulties you experience when managing projects?

**Ms. Huang:** The interdepartmental communication. We're still in the process of trying to fix the process. Right now, the communication is direct.

**Interviewer:** In your time here in Taters, has the project implementation ever been delayed?

**Ms. Huang:** No because they have to be on time. However there have been a lot of training. The quality of the training is always compromised as well as the length of the training, if we have to reach a deadline. We give them a week to go through the materials.

**Interviewer:** What are the materials you use in the Google Classroom training?

**Ms. Huang:** Powerpoint and a video that Marketing makes which is very helpful.

**Interviewer:** Do you make the materials per training or do you reuse them?

**Ms. Huang:** We make them again because it's a different product.

**Interviewer:** How do you evaluate their learning?

**Ms. Huang:** Through the exams and the evaluation form.

**Interviewer:** What is the worst case of training grace period that was given to you?

**Ms. Huang:** They launched a product and then shortly after launched a promo. Very short time in between. It's harder when you monitor e-learning. The time constraint is really a challenge.

**Interviewer:** How do you monitor your KPIs?

**Ms. Huang:** The training, to be honest, I don't have any KPIs. We're still making it. But as of

now, it's usually through the surveys. In general for the department, it would be number of errors, number of complaints, financial.

**Interviewer:** How open are you to adapting to the PMS?

**Ms. Huang:** Yes. Of course.

**Interviewer:** How is offboarding done?

**Ms. Huang:** In the stores, it's hard to monitor because they just go. But here in the head office, it's pretty normal like other companies. Someone resigns, computation of back pay.

**Interviewer:** If employees from the store leave, how long should a replacement be sent?

**Ms. Huang:** Right now, recruitment would contact the manpower agency. Supposedly, after one (1) week after the request, we should provide three (3) candidates. And after a week, the chosen candidate should be onboarded. And if you ask what the compromise would be, it would be the quality of the candidate.

**Interviewer:** If you know that the new hiree had bad quality training, do you follow up on the training?

**Ms. Huang:** Of course, it's needed.

**Interviewer:** Do you have retraining? Like a refresher course.

**Ms. Huang:** I haven't really experienced that here but I am willing to do it if it's needed. Stores have area operation managers to guide them though we have experience that after the training, they served a product that wasn't up to standard and unfortunately, it was served to the president of the company. It usually goes back to training. But as of now, we've been talking with Marketing and R&D and the operations that training should be given two (2) weeks rollout. And that a month before you release a product, you should tell me that and give me all the materials I need. Your system would really help as I would now when products are to be released.

**Interviewer:** So, as much as possible you want to be informed of a new product as soon as possible?

**Ms. Huang:** Yes, so I can prepare the required materials. The difficult part of training is that your priority is to train your people but you never have enough time to prepare and conduct the actual training.

**Interviewer:** Do you always have meetings for new product launches?

**Ms. Huang:** Sometimes.

**Interviewer:** What about trainings here in the head office?

**Ms. Huang:** Onboarding, yes. It's really basic training. But we do have leadership trainings.

**Date of Interview:** March 12, 2018

**Duration:** 01:00:54

**Interviewee/s and Position:** Ms. Shy Roco  
HR Supervisor

Mr. Mark Sabroso  
Occupational Health Nurse/Benefits Associate

Ms. Alexandra Huang  
Training and Organizational Development Specialist

**Interviewer:** What are the projects that the HR department are currently handling? Or future projects that you will handle?

**Mr. Sabroso:** On my section, its a continuous project that captures engagement, wellness and safety. It's a one year long project

**Ms. Roco:** Onboarding. I will discuss the process for head office onboarding. Store employees onboarding are not much of a problem since we have manpower agencies that handle those. In a yearly basis, it should be, each department, will conduct a meeting and determine if there is a need for manpower. Either a position needing to be filled or a new position should be created or a replacement so we can determine the vacancies for the following year. Priority for recruitment is categorized into three - 30, 60 or 90 days. If the position is rank and file, such as fresh grads, onboarding can be as short as two weeks. Normally, we do the filling out of the requirements days before the first day of the new hiree. So that on the first day, they are able to work right away. After which, we introduce them here in the office, more than that, we send an email to everyone and all the stores about a new hiree. We then assign them a buddy so that they won't feel lonely and be able to guide them as they start fresh. Then finally, contract signing on the first day. The reason why we do this on the first day because there are instances that the new hiree doesn't start and just ditch the process

**Interviewer:** How about offboarding?

**Ms. Roco:** Offboarding is less tedious vs onboarding. First, the employee will file their resignation letter to their immediate supervisor. We follow the 30 days rule. After which, the letter will then be passed to the HR. We then announce that the employee is offboarding through email to inform everyone. We then issue an acceptance letter as proof acknowledgement that they have received the resignation letter. The, the employee is given an exit interview form to schedule when they want to conduct the exit interview. Usually, one week before the actual employee leaves, we conduct the exit interview. Employees are categorized based on their position. If rank and file, Sir Mark will be conducting the exit interview but if supervisory or managerial, I will be conducting the exit interview. After which, they will be endorsed to compensation and benefits to set the back pay. The purpose of the announcement is to inform everyone in TEI that this person is leaving so any matter that involves them should be settled. That's part of the process of clearance. During the exit interview, we want to capture the reason for leaving and their suggestions for process improvement of TEI. We also want to know if they were happy during their stay and their observation of TEI as a company. The project will end once a check is already

issued only then will the the offboarding process end. There's also an option if the employee wants to route his documents. It would faster of course since they know their accountability.

- Ms. Huang:** Are we going to see that? The checklist? In the system. The progress of the process?
- Interviewer:** Yes. The essence of the system is the visibility of the timeline of the project across all concerned departments.
- Mr. Sabroso** Will the attention of the other departments be called if their prerequisites are done?
- Interviewer:** Yes. A notification will be sent to the department stating that they can start their process now and/or they can perform their task simultaneously.
- Ms. Roco:** For the system, will there be any manuals provided?
- Interviewer:** Yes. We will provide a user manual and from what we understand, we will have multiple interactions to ask for your feedback with regards to the system.
- Interviewer:** For the projects that we discussed earlier, how do you plan and how do you assign responsibilities and how do you monitor the activities and tasks
- Ms. Roco:** Right now, onboarding, the HR department is divided into four roles and during onboarding, we already have established which activity we will be handling since it was assigned to us due to our job roles here in TEI. We already have a checklist that contains the task of onboarding and the person assigned to each task since its a repetitive process.
- Interviewer:** How do you monitor that are tasks are finished? Do you check on a daily or weekly basis?
- Ms. Roco:** Daily. I have this notebook that contains all the tasks of each person and when it should be finished. It is handwritten in a notebook.
- Interviewer:** If a system is used, would you be willing to transfer to this handwritten practice to using that system?
- Ms. Roco:** Actually, we have an online calendar as well that we use. Their tasks are there and is indicated when it's supposedly due. I just use my notebook as reference and for easier mobility.
- Interviewer:** With those systemized process, was there ever a time that a delay has occurred?
- Ms. Roco:** Yes, sometimes. For example we forget to ask a new hiree their payroll application or we forgot to forward it to the bank. With that experience, for process improvement, we made an onboarding kit that consists of all the forms that the new hiree should fill out. Because before, during onboarding, only then we gather all the forms the last minute which raises the chance of forgetting something. That's why we made the kit only after that experience.
- Interviewer:** So after that process improvement, nothing gets forgotten anymore?
- Ms. Roco:** Ever since, none. It started just last year.

**Interviewer:** When you had a delay, how long did the delay take on average?

**Ms. Roco:** Acceptable is around three days. But for external causes, it usually takes a week of delay.

**Ms. Huang:** Sometimes also, we experience delay when instructions are changed or our usual process is changed. Requests from the top management tends to reflect these delays and we have no choice but to follow.

**Interviewer:** When the top management modifies a process, do they consult the supervisors of the department if what they're asking is feasible?

**Ms. Roco:** What we noticed here in TEI is when a process improvement is needed in the department, the supervisor alone can just implement it without any consent or approval but if the process improvement will affect other departments, then the top management will have to approve before implementation but right now, none of those are being implemented. That's why we have our consultant right now to help us with our process improvement.

**Interviewer:** As of recent memory, what is the percentage of delay. Say for example out of the last ten projects, how many were delayed?

**Mr. Sabroso:** 30% percent

**Ms. Roco:** As of right now, 30% delayed

**Interviewer:** On those projects you have met the deadline, were there any compromises on the project in order for you to finish on time?

**Ms. Roco:** A lot of compromises are made every time

**Interviewer:** Are there any projects that have no compromise?

**Mr. Sabroso:** Yes there are. For example are projects that are repeatedly done on a monthly basis. Those projects are already controlled and are already established therefore no compromises are needed to be don in order to meet the deadline.

**Interviewer:** Have you ever experienced difficulty in managing those projects?

**Ms. Roco:** Approval is one of the difficult things to get. Sometimes the simplest format of the reports may hinder a project from being approved. Sometimes also is the timing. So it would be better in the system that once a project has started, you can no longer edit the process.

**Mr. Sabroso:** It's nice that we are implementing a project timeline. Cause it reminds us of the tasks that are needed to be performed and when it should be performed. Sometimes, when projects are implemented all at the same time, we tend to forget some tasks since we can't keep track of it and the progress. The system is also nice so that the top management knows that the delay is on their end and they are aware of the projects that each department is currently handling which will suggest that they cannot accommodate new projects at that time

**Ms. Huang:** It's actually nice that you can't edit the process once the project have initialized. Cause it will also measure the effectivity of the process of the timeline of the project.

**Interviewer:** What are the KPIs for your department and how do you capture and compute it?

**Ms. Roco:** As mentioned, we use KPIs to help us in our BSC. We have the financial perspective, accuracy in terms of reporting, targets, timeliness, number of errors that will fall on completeness that will fall under accuracy.

**Interviewer:** When you're doing the projects stated above, do you create or use gantt charts?

**Ms. Roco:** We don't. We just follow our checklist.

**Interviewer:** Based on how the system will be implemented, what are your thoughts on the implementation and what you feel about that your system will be more systematic?

**Ms. Roco:** Of course, look forward to it because right now, we don't have any tool to aid in managing our projects. It will also be friendly to the environment as we're also reducing paper consumption and at the same time, reducing consumption of resources. It's very timely also that you're implementing this system as we also have the consultant helping with process improvement.

**Date of Interview:** March 12, 2018

**Setting:** Face-to-Face

**Duration:** 00:37:25

**Interviewee/s and Position:** Mr. Jiggy Villamin  
Advertising and Promotions Head

**Interviewer:** What are the projects that your department handles?

**Mr. Villamin:** My section under the Marketing department handles all promotional projects. From nationwide promotions to partnerships with other entities such as Food Panda, etc. All creative projects of both Taters and Chimara. I also handle corporate parties and sponsorships. We also handle social media interactions. All advertising and client interactions.

**Interviewer:** What are the most common projects that you do?

**Mr. Villamin:** Nationwide promotions and product launching

**Interviewer:** What are the activities that needs to be done for nationwide promotions?

**Mr. Villamin:** It starts with the conceptualization of either the promo or the product. With the help of sales, then R&D. They feed us the information we need to come up with the product or the promo. After which we develop the promo or the product based in the information provided to us. Then I assign the materials that is needed by the stores and online then I cascade them to my artists. I have a team of artists to do all the videos, menu changes, banners and whatnot. From there, we have it produced then we distribute it to the stores in time for launch.

**Interviewer:** How do you plan that? Do you have a sit around with the team? Or is it automatically assigned to specific members of the team?

**Mr. Villamin:** We have a one time brainstorming and assignment sessions during the first part of the project. After that, it's actually my job to see if the project is progressing. So i note them down including the deadlines and remind the artists of the tasks and it's imminent deadline.

**Interviewer:** Is that on a daily basis? The monitoring of task

**Mr. Villamin:** Yes

**Interviewer:** What is the method of you taking down of the tasks and the corresponding deadlines?

**Mr. Villamin:** It's handwritten right now. We used to have a software called Glip. It's a platform that provides a chat platform to provide communication across team members. What Glip doesn't have is the ability to track. It's really just conversational.

**Interviewer:** What is the step by step process when conducting a promotion and new product launching project?

**Mr. Villamin:** It's a very complicated process \*diagramming\*

**Interviewer:** What triggers a project conceptualization?

**Mr. Villamin:** Marketing timeline. Quarterly project



**Interviewer:** Does your fiscal year start on Jan 1?

**Mr. Villamin:** Yes. Jan 1 - Dec 31

**Interviewer:** Is it a choice of either a promotion or product launch?

**Mr. Villamin:** Sometimes it's both but at least one per quarter

**Interviewer:** What are your difficulties in terms of managing the projects?

**Mr. Villamin:** Workload management is actually a challenge for me. Because not only do I act as the project manager for promotions, I also handle all promotions. I also handle all partnerships that we have. It would be nice really if there is a monitoring system that's clear so I could see the overview of each project. I can monitor all the deliverables and their due dates. For example, I don't have to remind my team members that something is due the next day. There should be an alarm or warning that this is due the following day. That would really be helpful

**Interviewer:** Based on your knowledge, were there projects that have been delayed?

**Mr. Villamin:** Of course. A reason that a project would be delayed is that if a new project overshadows the old one. In the event that a new project is introduced, more often than not, the older project will be extended. Another could be lack of communication. A lot of projects experience delay because they lack communication between departments. For example, we want to launch a new product, I told procurement about it but they never got back to me. So a lot of projects are shelved due to this reason.

**Interviewer:** How often are the project delayed in percentage?

**Mr. Villamin:** 30% delayed

**Interviewer:** How long is the duration of a product launch project?

**Mr. Villamin:** Ideally, around 3 to 4 months lead time. From concept to launch. Project end is on the launch as you turn it over to Store Operations dept. Actual, two months. So it's very compressed.

**Interviewer:** On that note, is the quality of the project compromised?

**Mr. Villamin:** I wouldn't say so since it's all about prioritizing. So in the span of compressing of the bigger projects, we then forego the smaller projects.

**Interviewer:** What are the KPIs that are specific to your department and how is it measured and computed?

**Mr. Villamin:** The basics of it. We have individual then when combined, it becomes the performance assessment of everyone. On the individual level, there's the project. You measure it on a scale of 1 to 10 - accuracy, completeness and timeliness.

**Interviewer:** What are your thoughts of the PMS based from our discussion today and how open are you a systematic change in doing projects here in TEI?

**Mr. Villamin:** Yeah, go. Very open. If it works, if its better. Yes, very willing. No problem.

**Mr. Villamin:** Yes, it's tedious. I understand. But remember, it's "You measure twice, you cut

once” if all your preparation is done right, then there won’t be any problems implementing the project. I know i’ve been having problems with project management and its because I lack the preparation. Our process right now is very loose. But if what, it would only take ten minutes of my time every day just to set that, but it would ensure me that I will get my deliverables on time, that’s not really the problem. And at least, with that, I can monitor the timeline and tasks. Right now it’s just all in my head.

**Date of Interview:** March 15, 2018

**Setting:** Face-to-Face

**Duration:** 00:59:49

**Interviewee/s and Position:** Mr. Glenn Peregrin  
Area Operations Head

**Interviewer:** We would like to know what are the projects in your department?

**Mr. Peregrin:** Our special project is store opening. There's four of us in the operations team and we also handle cross-auditing in different stores including Visayas and Mindanao. Basically, for store opening, we are part of the pre-operating procedures from planning of the stores, requisition of staff, training of employees, approving of floor plan, so we're handling that. Once the stores open, we stay there for two weeks to oversee the operations. Then we come back after a month to audit. Actually, before we leave the stores, we conduct full audit and come back after four months to see how the store is going. So basically that's one.

**Interviewer:** Are you the project owner of store opening?

**Mr. Peregrin:** No, since we have a Franchise Dev, which is Sir Jonathan, who is in charge of store opening. He coordinates with all the departments, since it is really interconnected with each other. Sir Jonathan has a big Gantt Chart of activities, since there are some activities that is a prerequisite of another activity.

**Mr. Peregrin:** We also consider training and another project for the operations team, although the HR should actually be the one to conduct trainings, the operations team does it instead since we are the ones expert on the operation side. So when it comes to standard operating procedures, equipment operations, and materials management, we are the ones who conduct them. Normally, we have two weeks of training that includes how we handle catering, special events, production planning of anything related to financial statement, total quality management. So we make a training plan for them, and the HR department is responsible for the lodging and food. We also supervise the on-the-job training which is included in the two weeks training. So our training is divided into two parts, the basic technical training, so, one and a half months prior to opening, we conduct classroom training, normally it runs for five days and after that on the job training, and we deploy them in the store. If there are stores that would open simultaneously then we conduct advanced training immediately, if not, then we defer the advance technical training at the moment.

**Interviewer:** Have you ever experience difficulties in handling projects?

**Mr. Peregrin:** Projection of stocks is one of our problems, since we don't have past data. There was one time, that we were charged, because there were untouched hotdogs and the managers of that store overlooked the expiry date. And since we are on top of that store, it is our command responsibility, whether we like it or not. Another difficulties are issues with contractors, miscommunication, mostly problems that are beyond our control.

**Interviewer:** In terms of store opening, what percentage is the delay in your team?

**Mr. Peregrin:** I can't consider it as delay, since we are the last touch. But, if you're asking the degree of delay where the operations team has to suffer, the delay depends on the previous processes, and the operations team is just always on standby.

**Interviewer:** What KPIs are involved in your department and how do you capture or compute for it?

**Mr. Peregrin:** According to our approved balanced scorecards, KPIs for our projects is not being measured. Our KPIs are more on the direct impact of the existing stores. We tried including KPIs for our projects, including the trainings, but then we consulted with Sir Joel, Ma'am Annie, they told us that it's not part of our team and should be part of HR since they were just "outsourced" by HR.

**Interviewer:** What are your thoughts in the new system that will be implemented? Are you open for change in the process?

**Mr. Peregrin:** One of the advantage of Taters is that we are open to change. I can say for the four of us in operations, we see the importance of improvement.

**Date of Interview:** March 15, 2018

**Setting:** Face-to-Face

**Duration:** 00:18:49

**Interviewee/s and Position:** Mr. Noel Tiongco  
Facilities Administration Head

**Interviewer:** What are the projects under the facilities admin?

**Mr. Tiongco:** More on repairing of store, and store equipments repair

**Interviewer:** What is the most common project that you do?

**Mr. Tiongco:** In stores, equipments, but we are only particular about the equipments that were from our supplier, like our modified warmer, for example. We are also part of events like catering, so all the equipments that will be used for that catering will be managed by us, and we have ingress and egress for every event. We monitor if any equipment will be used in an event or not. For store opening, we are more on the preparation of equipments and the logistic side. For renovations, we only handle the one's here in the headquarters and not the stores.

**Interviewer:** How do you do the planning for your projects? How do you assign task to people? How do you monitor it?

**Mr. Tiongco:** From store, they forward a requisition for material and itinerary. Then I schedule the people, the driver. Day before of event, we check prior to loading if all materials and equipments are complete. We have a checklist based on the equipment requisition of the store.

**Interviewer:** Do you experience difficulties in handling your projects?

**Mr. Tiongco:** We experience difficulties if projects happen at the same time. Especially now that we only have one driver, but we fix the scheduling and routing of the driver. The communication between the store and marketing is also a problem, sometimes the store accepts events without the marketing knowing.

**Interviewer:** How do you do the scheduling of events?

**Mr. Tiongco:** The client sets the schedule, when you need to set up, etc. We plot it in our schedule board (whiteboard).

**Interviewer:** What if same event at the same time?

**Mr. Tiongco:** We usually hire 3rd parties logistics to help.

**Interviewer:** Do you ever reject events?

**Mr. Tiongco:** We can't. The marketing is the one rejecting event requests from clients. So right now, the marketing department gets our schedule for the whole month, and they will accept or reject events based on their schedule.

**Interviewer:** Do you experience delay in your projects, like the event, for example?

**Mr. Tiongco:** So far, we only got delayed once, because of communication problems with the store.

**Interviewer:** Do you have KPIs that you monitor in your projects?

**Mr. Tiongco:** Accuracy of equipments, timeliness based on the schedule, and completeness and condition of the equipments that we lend, based on the checklist.

**Interviewer:** We want to know your thoughts with the new proposed system

**Mr. Tiongco:** That is okay, since right now, we are really looking for a better process. Like using Glip for example.

**Date of Interview:** March 15, 2018

**Setting:** Face-to-Face

**Duration:** 00:52:35

**Interviewee/s and Position:** Mr. Manuel M. Cabacaba, Jr.  
Management Information Systems Head

**Interviewer:** Can you expound more on the KPIs?

**Mr. Cabacaba:** All the systems we are making will have KPI, all those KPIs will be consolidated to make a BSC, that BSC will be presented to the management.

**Interviewer:** How are we going to get KPI, if they don't have any?

**Mr. Cabacaba:** We will show the top management that there are KPIs in the different departments. There's data but they don't realize that there is KPI in that data. We will put KPIs.

**Interviewer:** As a company, where is TEI headed? Any objectives/goals that you want to achieve?

**Mr. Cabacaba:** The target is to open at least five new stores a year. Franchise dev focuses on Taters and the Business dev focuses more on Chimara. For Chimara, we're planning to open at least four this year.

**Interviewer:** What is the operational feasibility of implementing the PMS? How likely will it be deployed?

**Mr. Cabacaba:** If I had any doubts, even 1% doubt that it won't be deployed, I won't ask you to do that in the first place. I'm assuming every department that you asked told you that they don't have any system and they want to have it for change improvement. Does those answers really create doubt in your minds that the system won't be deployed? That it won't be beneficial?

**Interviewer:** How will you help your staff to adjust to the PMS?

**Mr. Cabacaba:** How do we train a new employee to use a new employee, how do we train newly hired managers, how do you think we were able to do that? We give them documents, identify trainings, conduct skill test, monitor pre and post evaluation. And since it's the top management who wants it, the top management will force us to use a system that they like.

**Interviewer:** Will trainings be conducted by us?

**Mr. Cabacaba:** No, we will conduct training. You guys will turn over the documents, projects, manuals to us.

**Interviewer:** How often do you measure KPIs? After a project, monthly, yearly?

**Mr. Cabacaba:** KPIs should be measured on a daily basis, because in any turn of a problem, you know what to do. At any event, that your task is being questioned, you have something to show. Purpose of KPI is to let you know what your job is, and you know what and when you need to do it. You should know it up to the last point. For example, I'll give you a performance evaluation at this point, the main basis will be the balanced scorecard, and your BSC is based from your KRA and KPI.

So, if you're going to do that monthly, and I asked for it now, what will you do then?

**Interviewer:** How do you analyze KPI?

**Mr. Cabacaba:** First, we've standardized which KPI should be measured. We also standardized it based on a scientific method. If you weren't able to meet your target, identify the root cause of not meeting the target KPI. Now, we propose a new solution and implement the solution and measure KPI again then compare with it the previous result. Sometimes, the computation is wrong. So that's how we analyze, we analyze the process, measure, and do comparative.

**Interviewer:** How do we measure the accuracy?

**Mr. Cabacaba:** A problem shouldn't have been repeated, once it already happened.



**Date of Interview:** March 24, 2018

**Setting:** Email

**Interviewee/s and Position:** Mr. Manuel M. Cabacaba, Jr.  
Management Information Systems Head

**Interviewer:** In estimate, how many projects are handled per year?

**Mr. Cabacaba:** Considering store opening of 5 per year it will create 35 projects (all dept). A promotion per month will create 36 projects (3 dept.) Price change twice a year will have 10 projects (5 dept.) and a minimum of 2 per month will have 168 projects (all dept.), so with rough est. of 249 projects per year.

**Interviewer:** Are departments required to submit a KPI report to upper management regularly or only when requested?

**Mr. Cabacaba:** All department have KPI, the basic parameters to measure are timeliness, accuracy and completeness. Though there are cases that some might have different ways of measuring those KPI. Having said, all department should submit their BSC to management and present it to our monthly Hoshin meeting. As advised to all departments that all BSC/KPI results must be provided at any point it is requested meaning all staff should have daily submission and monitoring (ideally) to supervisors and the same to sup and managers.

**Interviewer:** What is the process if the person responsible for a certain task is on leave/absent/AWOL? Are they replaced? If yes, how?

**Mr. Cabacaba:** Every employee must file leave of absence whether SL or VL. Sup will manage the task and might assign it to other staff. For AWOL case, the sup. Will take over the task to validate and verify any on-going or pending task. Add'l process to mitigate this type of issues is to perform "buddy-buddy system" wherein one staff must have the same knowledge and skill of the other to takeover the job functions on such cases/event.

**Interviewer:** What is the average number of projects handled by one person?

**Mr. Cabacaba:** This varies on the position of the staff. Marketing for example, they don't have daily task but instead all task are considered as project, Finance on the other hand have daily tasks and few projects that they can be involved with unless the manager itself will initiate a project for them.

**Interviewer:** How many products are launched per year on average?

**Mr. Cabacaba:** The product launch varies to R&D section of marketing, last year they've launched five diff products.

**Interviewer:** How many promotions are launched per year on average?

**Mr. Cabacaba:** They have a quarterly campaign, monthly activities and monthly local store marketing.

**Interviewer:** Is the Marketing Timeline (Quarterly launching) only for nationwide promotions?

**Mr. Cabacaba:** They have all year round campaign (for nationwide and selected store) as well as additional campaign based on local store marketing (local store marketing – LSM, refers to individual store campaign with specific sales and customer target.)

**Interviewer:** What is the process for terminating and retiring employee?

**Mr. Cabacaba:** If you are referring to terminating an employee we are following DOLE process, you may refer to labor code. If you are referring to department procedure of withdrawing employee in the event of resignation or termination, each department have their individual processes which is part of what we call “off-boarding” procedure. Resigned, AWOL or terminated employee will have the same internal process of withdrawing.

**Interviewer:** Who requests for the project charter and for it to be updated?

**Mr. Cabacaba:** Project charter is not being requested, it is required to be submitted prior to starting any projects. Project charter is being used by MIS only as its main function is to see the overall plan and value of the development efforts of MIS. Project owner/lead will be the one who will update this document but staff will need to submit their accomplishment and pending to project owner.

**Interviewer:** Is the schedule stated in the Project charter followed?

**Mr. Cabacaba:** It should be followed otherwise the document is useless which is the current status as of now.

**Date of Interview:** April 7, 2018

**Setting:** Email

**Interviewee/s and Position:** Mr. Manuel M. Cabacaba, Jr.  
Management Information Systems Head

**Interviewer:** How will the Project Management System (PMS) interface with existing systems, and eventually to the ERP?

**Mr. Cabacaba:** We will create the API to get necessary data for information processing. We will create a new portal that will consolidate all information to be used by everyone to determine process improvement and decision making based on data facts.

**Interviewer:** Will the SAP system be integrated in the planned ERP?

**Mr. Cabacaba:** Not entirely. We are planning to have some injections to SAP on float status and finance team will be the one to place validation as to what they think as necessary. Integration approval will be based from the need of Finance thus, we don't have finality yet.

**Interviewer:** Is there any existing system that will be integrated in the planned ERP or only the ones that are currently being developed?

**Mr. Cabacaba:** As of now only WebPOS is planned to be integrated with SAP. SAP integration is costly and we need to do integrate data that are necessary for our operations. MIS is not planning to create our own ERP, instead we are planning to create a business intelligence tool and performance management system. All current and future developments will be integrated with our BI.

**Interviewer:** What are the differences of requirements from one store opening to the other?

**Mr. Cabacaba:** Stores vary from kiosk and inline type. They also vary on products to be sold and available spaces. They have different sales projections and target. All these are needed to be analyzed for us to decide what type of stores to open. Variable changes affects the processes per store opening.

**Interviewer:** Other than the database of the PMS and Task Management System(TMS), what else will connect both systems?

**Mr. Cabacaba:** The system mentioned are considered as "data entry point system". We normally won't integrate those with each other but instead we will connect all data entry point system to our BI then create calculations to provide performance management results (KPI/KRA) for all employees. We will create a portal in which all system links are integrated as one portal for all.

**Interviewer:** Aside from the Dashboard, what else will be shared in the ERP?

**Mr. Cabacaba:** As mentioned, we will not be creating our own ERP nor acquire one in the future. Few integration with SAP will be done, those that are related to Financial. BI and perf. mgmt sys. Are our main goal. All data will be gather on one server.

**Interviewer:** Aside from unified access, what other values can the combination of all system bring to the company?

**Mr. Cabacaba:** The company will be able to see the current (or possible real time) performance of the company (financial, customer, internal process and learning and growth

perspective). Management will be able to create decision based on the sales and market trend, historical and actual store/company performance. The company will be able to determine which dept. or processes that needs improvement. Determine why KPI targets are not met. Get critical information the time mgmt. needed the most. Determine actions to be taken to prevent or mitigate potential problems.

**Interviewer:** Aside from User accounts, what specific data will connect the PMS to the TMS?

**Mr. Cabacaba:** Our BI and Perf. Mgmt Sys. Will be the ones that will be connected to these systems.

**Date of Interview:** April 10, 2018

**Setting:** Face-to-Face

**Duration:** 01:13:33

**Interviewee/s and Position:** Mr. Manuel M. Cabacaba, Jr.  
Management Information Systems Head

**Interviewer:** What is the similarity between the task management and the project management?

**Mr. Cabacaba:** The task management and project management does not have any similarity. It will work as a data entry point for the BI that we want to make.

**Interviewer:** What are the different permits with regards to the store opening? Can you give specific instances.

**Mr. Cabacaba:** Documentary requirements all would require business permits, certificate of registration, and SEC, those are common. However, the requirements for those varies. For example, Cagayan de Oro requires you to have a certificate of a plan for network infrastructure. Each municipality would have their own requirements. For an example, one municipality would require an ECE to a the plan just for the business permit. If I'm opening a kiosk, and would not need a network, then the signature of an ECE is not needed anymore. So if you have a kiosk you have different requirements and if you have an in-line store you have additional requirements.

SM City Cebu and SM Seaside Cebu have different requirements. SM City Cebu will not require you to have POS in kiosk, so in our SM City Cebu branch we use an official receipt for cost cutting, SM Seaside on the other hand requires you to have a POS. Depending also on the location, the products to be sold also varies.

**Interviewer:** How do you know the specific number of days needed to complete a task?

**Mr. Cabacaba:** All processes that are indicated were estimated based on the experiences that we had before. There's a chance that that process might change. So the problem now is that we don't see how it affects us. The time is not constant and it varies per project.

**Interviewer:** What is the project threshold per person? What is their capacity to handle projects?

**Mr. Cabacaba:** All projects have a specific time. Each person would have its certain activity, from there there's buffer time for your tasks. For example, a staff would need to acquire POS, you are given 5 days since that's the usual time the supplier can afford, but your task is just really to email and then wait for the POS to be delivered. So the threshold would vary depending on the weight of the work.

**Interviewer:** How does the approval of activity works?

**Mr. Cabacaba:** Everytime a main activity gets completed, the main responsible person for that main activity should approve. That lessens the approval of all activities, and that

also creates integrity in the system data since someone is checking.

**Date of Interview:** April 17, 2018

**Setting:** Face-to-Face

**Duration:** 02:17:09

**Interviewee/s and Position:** Mr. Ulysses March Hornachos  
Software Developer/Programmer

Mr. Manuel M. Cabacaba, Jr.  
Management Information Systems Head

**Interviewer:** The notifications will also have a redundancy via email

**Mr. Hornachos:** We've had instances wherein our emails are marked as spam, especially when it's repetitive and the bulk. Try looking up on it, I think there is a limit to 500 emails per hour per domain. After that, we couldn't send emails the whole day.

**Interviewer:** The project logs will have all movement of the users.

**Mr. Hornachos:** In the logs, you could also have the logging in and out on date and time for history because if ever someone alters a project, you can monitor who has the last touch.

**Interviewer:** This is our rough design for the database structure.

**Mr. Hornachos:** Do you have a query to add a new department?

**Interviewer:** We have an admin account that MIS can handle where you can add new departments. We were also informed by Sir Choie to use email as the login.

**Mr. Hornachos:** That's what I told him not to use because it's too long but if that's what he wants.

What is this project owner?

**Interviewer:** The one who created the project.

**Mr. Hornachos:** Shouldn't the ID be the user ID?

**Interviewer:** Yes, it is.

**Mr. Hornachos:** I would suggest that whatever the column is in one table, you could use it for the other table so you won't be confused. You will get to the point where there are so much queries and you need to automatically know which table it falls in.

Can you put a date in a request. Whenever there is a created by, updated by, approved by, there should always be a date attached to it.

**Interviewer:** Okay, will add. Should we remove the timestamp?

**Mr. Hornachos:** The problem with timestamp is that sometimes the system date is wrong. That's why you should always initiate Asia time in PHP. Timestamp is only used as

backup date, like logs. Since you don't need to declare a time. Don't use Datetime type, just use varchar but the format should be date and time so you can separate it afterwards. You will basically separate the functions of SQL to avoid errors. MySQL has a tendency to glitch. You should also be careful with your cases. The database structure will eventually keep changing as you develop.

What is this dependencies table?

**Interviewer:** It's where we store the pre-requisites and post-requisites of a task.

**Mr. Hornachos:** Okay. What are your statuses for requests?

**Interviewer:** Approved, Pending, and Denied

**Mr. Hornachos:** When it is disapproved, you should have remarks.

**Interviewer:** Okay, we will add a remarks table.

**Mr. Hornachos:** The passwords should be encrypted, okay?

**Interviewer:** What type of encryption do you prefer?

**Mr. Hornachos:** Use PHP's password hash. It also has password\_verify.

How will you store the documents?

**Interviewer:** We'll link them so it's easier to retrieve and store.

**Mr. Hornachos:** We advise it to store it in the server.

How will the dependencies work?

**Interviewer:** One task will store each of its dependencies individually. The dependencyID is just a unique ID, the prereq is the pre-requisite of the current task, and the current task is the post-task. We assumed that not all pre-reqs are continuous with each other and that you can have multiple pre-requisites for one task.

**Mr. Hornachos:** Okay that could work.

**Interviewer:** Sir, we have a question about template tables. We're not sure if we should create a separate table for templates since it will have the exact same columns that of projects.

**Mr. Hornachos:** You won't have a problem with backend in saving it, more on front end. You can still just duplicate the table.

**Interviewer:** We also have a question about notifications. Should we query on login every time or create a notifications table?

**Mr. Hornachos:** You can create a notifications table that will enter during the process. You can

also add a read and unread column for it, like Facebook style. Notifications has a lot of if statements.

What is your threshold for showing notifications?

**Interviewer:** None. It will just continuously list. We'll also attach it to a user.

**Mr. Hornachos:** What you need is for it to keep checking. Do you know Cron job?

**Interviewer:** No, what is it?

**Mr. Hornachos:** Cron Job runs in the background and it is used to check at a certain time interval. It's like a scheduler. That's the best way for notifications to avoid it to check every log in only.

**Interviewer:** I think what we discussed before is at the end of day, you can declare a task delayed at around 7pm.

**Mr. Hornachos:** On your next meeting with Sir Choie, you should discuss what should be notified so you don't have to notify every little thing.

You should also use the IDs as reference when retrieving data.

**Interviewer:** Overall, is the database okay and headed to the right direction?

**Mr. Hornachos:** Yeah. I can't say that it will be the final database you'll use. It will still develop over time. What's important is the connectivity and the naming conventions, make them consistent all throughout.

**Interviewer:** \*Explanation of Conceptual Framework\*

**Mr. Cabacaba:** Knowledge Transfer is included in the timeline, right? You could provide training to know how to modify things.

**Interviewer:** Yes po, we'll also provide user and technical manuals.

**Mr. Cabacaba:** Okay good.

**Interviewer:** What can you request for change?

**Mr. Cabacaba:** Example would be you weren't the actual performer that is your job, change performer. Mostly it's change in time and responsibility. We have uncontrollable delays which should be handled by the system with RFC, but with approval.



**Date of Interview:** June 28, 2018

**Setting:** Face-to-Face

**Duration:** 2:35:28

**Interviewee/s and Position:** Mr. Manuel M. Cabacaba, Jr.  
Management Information Systems Head

Mr. Dhenmark E. Arquiza  
Software Development Supervisor

**Interviewer:** When are the Saturdays that you work?

**Mr. Cabacaba:** First and Fourth of the month

**Interviewer:** How do you classify projects?

**Mr. Cabacaba:** Ongoing, Planned, and Delayed

**Interviewer:** Do you currently use project categories?

**Mr. Cabacaba:** No

**Interviewer:** What are the project details that you take down? Right now, we have project title, project details, start date, and end date in the system during project creation.

**Mr. Cabacaba:** That's about it.

**Interviewer:** Will you allow the user to create a project with no tasks, but just the details?

**Mr. Cabacaba:** No

**Interviewer:** What is your preference in inputting Project and Activity/ Task Durations?

**Mr. Cabacaba:** Start date and end date with a period

**Interviewer:** How do you count the total number of days of a project or activity/task?

**Mr. Cabacaba:** We count the start date and end date, along with holidays and weekends. It is up to the user to adjust the proper duration.

**Interviewer:** Can multiple users be assigned to a Main Activity, Sub Activity, and Task?

**Mr. Cabacaba:** Task is 1:1 while Main and Sub activities can be multiple

**Interviewer:** What are your insights on the colors in My Projects?

**Mr. Cabacaba:** It's nice. We can have blue for My Projects to make room for red as delayed.

**Interviewer:** How do you want the progress to be computed?

**Mr. Cabacaba:** Main activities are based on sub activities, sub activities are based on tasks, tasks are either complete or incomplete only

**Interviewer:** When is RFC applicable?

**Mr. Cabacaba:** During the project duration

**Interviewer:** What are the usual requests for RFC?

**Mr. Cabacaba:** Dates and Responsibility

**Interviewer:** Do you have an overall report that you submit to a supervisor/head?

**Mr. Cabacaba:** We don't have reports. Can you make the dashboard printable.

**Interviewer:** Here we have My Projects

**Mr. Arquiza:** Can we have view options, such as list and grid. You can make a template for us to base from so we could import data from excel onto the system.

**Interviewer:** Here we have the Gantt Chart

**Mr. Arquiza:** You can also make a modal to show the dependencies of a task when clicked. Don't wrap the texts, just make it static but when you hover over it, it should show the full text.

**Interviewer:** Here we have Documents of a Project

**Mr. Arquiza:** Some are not technically inclined, and making them go through nested backs are a hassle. Have a page to view all documents of all projects.

**Interviewer:** Here we have Task Delegation

**Mr. Cabacaba:** Can you make the whole RACI open-ended since the accountable ones are not always automatically the immediate supervisor. Just because it's my department, it doesn't mean that I cannot assign others from a different department. Our RACI assignment has all departments and employees in the department as well as forwarding to other departments through the department head.

**Interviewer:** Who are in charge for change request approvals?

**Mr. Cabacaba:** Supervisors, department heads, and project managers can approve/deny a request.

**Interviewer:** This is where you complete a task and mark it as complete.

**Mr. Cabacaba:** If the task is delayed, make the reason required.

**Date of Interview:** July 26, 2018

**Setting:** Face-to-Face

**Duration:** 2:22:23

**Interviewee/s and Position:** Mr. Manuel M. Cabacaba, Jr.  
Management Information Systems Head

Mr. Dhenmark E. Arquiza  
Software Development Supervisor

**Interviewer:** Do you upload documents during planning or only when the project has started?

**Mr. Cabacaba:** Yes, during planning as well.

**Interviewer:** Who can be accountable, consulted, and informed in the RACI?

**Mr. Cabacaba:** Accountable should always be higher than Responsible. You can also assign other departments to a task.

**Interviewer:** What is the threshold of the time frame wherein a change request should be approved?

**Mr. Cabacaba:** 2 days max. After that, constant notification to avoid delays.

**Interviewer:** What is the threshold of the time frame wherein a task should be delegated?

**Mr. Cabacaba:** Same. 2 days max. Constant notification after that.

**Interviewer:** If RFC is change performer, do you prefer to re-delegate during approval?

**Mr. Cabacaba:** Yes. Delegation is required on approval.

**Interviewer:** During project creation, will dates be drilled down or drilled up?

**Mr. Cabacaba:** Drill down for it to have more control.

**Interviewer:** What happens if a task is accomplished and delayed?

**Mr. Cabacaba:** Notifications are sent to the post-requisite tasks' RACI and the project owner. Dates should not adjust automatically.

**Interviewer:** \*System Demo\*

**Mr. Cabacaba:**

- Project creations has too much spaces
- Color code Gantt Chart by department
- Delayed tasks in Gantt chart shouldn't make the whole bar red
- Add days delayed in Tasks to do
- Remove recently added tasks
- Log in and out in system logs
- PCAP for comprehensive logs

**Date of Interview:** August 20, 2018

**Setting:** Email

**Interviewee/s and Position:** Mr. Manuel M. Cabacaba, Jr.  
Management Information Systems Head

**Interviewer:** What do you consider a big amount of delay for tasks?

**Mr. Cabacaba:** Unforeseen technical issues that requires time like trial and error or research and development

**Interviewer:** What do you consider a big amount of delay for projects?

**Mr. Cabacaba:** Pre-requisite task that are crucial.

**Interviewer:** What is the protocol when a task has reached/exceeded the big delay?

**Mr. Cabacaba:** It is to inform the next process being affected and the Person assigned in the RACI and inform the Project Lead.

**Interviewer:** When are the executives informed on the big delay?

**Mr. Cabacaba:** If a delay is crucial or if a decision requires executive approval.

**Interviewer:** What do they do about it?

**Mr. Cabacaba:** Decision will be made like approved time adjustment, extend the deadline/target date or approved alternative solutions.

**Interviewer:** What do they ask from those of the RACI of the delayed task?

**Mr. Cabacaba:** The accountable will seek consultation to decision makers and inform those that are needed to be informed.

**Interviewer:** How do you classify a critical task?

**Mr. Cabacaba:** Critical task are task that can hamper, delay, stop/park the project, requires decision from executives, with cost implications, issues with Government, conflict with contracts, etc.

**Interviewer:** How do you prioritize tasks and projects?

**Mr. Cabacaba:** Task are prioritized based on probability of critical nature. Projects are prioritized based on impact to customers and value based on opex/capex savings or process efficiency and speed.

**Interviewer:** When a task is delayed, who will be notified?

**Mr. Cabacaba:** Notify the next process being affected and the Person assigned in the RACI and inform the Project Lead.

**Interviewer:** What is the estimated average number of projects someone can be assigned as the

**Mr. Cabacaba:** Project manager or project lead may have variable number of projects handled since all task needed are distributed to other concerned departments. Currently all

projects are manageable thus we cannot provide the benchmark for its limit or average. Let's put it this way, as of today we don't have a proper documentation of each project for nationwide or per department, so all existing projects are handled by managers.

**Interviewer:** What is the estimated average number of projects an employee can be a part of?

**Mr. Cabacaba:** The same statement above. This system that you are creating will give us concrete data on manpower performance since we will be able to determine the time each employee is providing per project/task.

**Interviewer:** What is the estimated average number of tasks an employee can be assigned responsibility to?

**Mr. Cabacaba:** The same statement above.