Development of Standard Operating Procedures in Creative Department Implemented by Selected Shopping Malls in Kuching, Sarawak

Chong Yee Yang

Master of Arts
2018
DECLARATION OF ORIGINAL WORK

This declaration is made on the _27_ day of September, 2018.

Student's Declaration:

I, CHONG, YEE YAN, 15020081, Faculty of Applied and Creative Arts, hereby declare that the work entitled, Development of Standard Operating Procedures in Creative Department, is my original work. I have not copied from any other student's work or from any other sources except where due reference or acknowledgement is made explicitly in the text, nor has any part been written for me by another person.

27/9/2018
Date submitted

CHONG, YEE YAN
Name of the student (Matric No.)

Supervisor's Declaration:

I, Dr. Aisina Donna Lee Abdullah, hereby certify that the work entitled, Development of Standard Operating Procedures in Creative Department, was prepared by the above named student, and was submitted to the Faculty as a partial/fulfillment for the conferment of Degree of Master of Art (Creative Art), and the aforementioned work, to the best of my knowledge, is the said student's work.

Dr. Aisina Donna Lee Abdullah
Date: 27/9/2018
(Name of the supervisor)
I declare this Project/Thesis is classified as (Please tick (✓)):

☐ CONFIDENTIAL (Contains confidential information under the Official Secret Act 1972)*
☐ RESTRICTED (Contains restricted information as specified by the organisation where research was done)*
☐ OPEN ACCESS

Validation of Project/Thesis

I therefore duly affirmed with free consent and willingness declared that this said Project/Thesis shall be placed officially in the Centre for Academic Information Services with the abide interest and rights as follows:

- This Project/Thesis is the sole legal property of Universiti Malaysia Sarawak (UNIMAS).
- The Centre for Academic Information Services has the lawful right to make copies for the purpose of academic and research only and not for other purpose.
- The Centre for Academic Information Services has the lawful right to digitise the content to for the Local Content Database.
- The Centre for Academic Information Services has the lawful right to make copies of the Project/Thesis for academic exchange between Higher Learning Institute.
- No dispute or any claim shall arise from the student itself neither third party on this Project/Thesis once it becomes sole property of UNIMAS.
- This Project/Thesis or any material, data and information related to it shall not be distributed, published or disclosed to any party by the student except with UNIMAS permission.

Student’s signature [Signature] 27/9/2018 (Date)
Supervisor’s signature [Signature] 27/9/2018 (Date)

Current Address:

Tahun 94000 BAU, SARAWAK

Notes: * If the Project/Thesis is CONFIDENTIAL or RESTRICTED, please attach together as annexeure a letter from the organisation with the period and reasons of confidentiality and restriction.

[The instrument was duly prepared by The Centre for Academic Information Services]
Development of Standard Operating Procedures in Creative Department Implemented by Selected Shopping Malls in Kuching, Sarawak

Chong Yee Yang

A thesis submitted

In fulfillment of the requirements for the degree of Master of Art (Liberal Art)

Faculty of Applied and Creative Arts
UNIVERSITI MALAYSIA SARAWAK
2018
DECLARATION

I admit all the research in the thesis have followed the rule and regulation from Universiti Malaysia Sarawak (UNIMAS). All content in the thesis is original and no part of this thesis been used by any third party once it becomes sole property of UNIMAS. The thesis has not been accepted for any degree and is not currently submitted in candidature of any other degree.

Student Name : Chong Yee Yang
Matric Number : 15020087
Programme of Study : Liberal Art (Art Management)
Faculty : Faculty of Applied and Creative Arts (FACA)
Title of Thesis : Development of Standard Operating Procedures in Creative Department Implemented by Selected Shopping Malls in Kuching, Sarawak

Student Signature :______________
Date :______________
ACKNOWLEDGEMENT

Firstly, I would like to say thank you to my supervisor, Dr. Qistina Donna Lee Abdullah who always patiently checked, criticized, and commented throughout this study, as well as I also am grateful for all the valuable discussion that we had together. I also thankful for the support from my families and friends, as they had to push, pull, critique, and also for the valuable views and opinion during the study. I also would like to thank all the respondents who spent their valuable time for answering the questionnaires. Without their cooperation, this study would not be completed. Furthermore, I would like to express my gratitude to Universiti Malaysia Sarawak for providing Zamalah scholarship for me to pursue my study.
ABSTRACT

The aim of this thesis is to identify and produce a Standard Operating Procedures (SOP) for the Creative Department in shopping malls in Kuching Sarawak. The goals of the study were to identify SOP that are related or used in current practice from art organization and develop a usable SOP. Qualitative and quantitative or mix method is used in this study. Data were collected from guided interview from respective informants working in shopping malls management to gain information and SOP based on the Remington Creative Department SOP. All information will contribute to building up the new SOP. Quantitative data were gained by sending the questionnaire to the shopping malls art department and related department that contribute to producing artwork and event. Quantitative method is used to justify the SOP produced in this study. Data analysis is used to understand the respondents’ feedback and gain empirical data. The outcome of this study is useful for the students and working personnel in the art organization to understand the ways of building up a SOP in art related field. Furthermore, the information in this study can be used as academic information for the students to do future research on the topics related to Creative Department SOP in shopping malls.

Keywords: Remington Creative Department, Standard Operating Procedure (SOP), Creative Department
Pembangunan Prosedur Operasi Standard untuk Jabatan Kreatif di Pusat Membeli Belah Terpilih di Kuching, Sarawak

ABSTRAK

Kata kunci: Prosedur operasi standard Remington Creative Department SOP, Prosedure Operasi Standard (SOP), Jabatan Seni
TABLE OF CONTENTS

DECLARATION i

ACKNOWLEDGEMENT ii

ABSTRACT iii

ABSTRAK iv

TABLE OF CONTENT v

LIST OF TABLE xi

LIST OF FIGURES xii

LIST OF ABBREVIATIONS xiii

CHAPTER 1: INTRODUCTION 1

1.1 Background 1

1.2 Definition 6

1.2.1 Standard Operating Procedure (SOP) 6

1.2.2 Creative Department 6

1.2.3 Shopping Mall 7

1.2.4 Remington Creative Department 7

1.3 Research Scope 7

1.3.1 Place 7

1.3.1.1 Boulevard Shopping Mall, Kuching 7

1.3.1.2 Summer Mall 8

1.3.2 Shopping Mall Organization 8

1.3.3 Creative Department Personnel 8
1.3.4 SOP in Creative Department

1.4 Problem Statement

1.4.1 Miscommunication or misunderstanding of the position and responsibility

1.4.2 Limitation of a structured SOP in the Creative Department

1.5 Research Questions

1.5.1 What is the working personnel working responsibility or role in an SOP?

1.5.2 How to analyze the elements existed in a structured SOP?

1.5.3 How to set up a structured SOP framework for Creative Department?

1.6 Research Objective

1.6.1 To identify the roles, responsibilities and accountabilities of individuals or team member and cross functions in an SOP framework.

1.6.2 To analyze the elements existed in a structured SOP

1.6.3 To suggest a SOP for Creative Department in shopping malls for efficient workflow

1.7 Research Outcome

1.7.1 To enable each Creative Department to work in a more efficient manner

1.7.2 New knowledge

1.8 Limitation Research

1.8.1 Miscommunication between the researcher and the staffs

1.8.2 Limited information from secondary data for research

1.8.3 The use of recording device

1.9 Methodology

1.9.1 Qualitative

1.9.2 Quantitative
CHAPTER 4: METHODOLOGY

4.1 Introduction 54
4.2 Research Design 55
4.3 Content Analysis from Preliminary Analysis Interview 56
4.4 Classification of Items 61
4.5 Development of Questionnaire 62
4.6 Sampling 64
4.7 Sampling Technique 65
4.7 Development of questionnaire 62
4.8 Data Collection Procedure 66
4.9 Development of Instrument 67
4.10 Pilot Test 68
4.11 Summary 68

CHAPTER 5: PROPOSED SOP FRAMEWORK 69

5.1 Introduction 69
5.2 Shopping Mall SOP 69
5.2.1 The Hills Shopping Mall SOP 69
5.2.2 Summer Mall SOP 72
5.3 Similarities of the Shopping Malls SOP

5.3.1 Similarities of Standard Operation Procedures in The Hills Shopping Mall and Summer Mall

5.4 Formation of SOP framework

5.4.1 Step 1: Identify the items needed in the framework

5.4.2 Step 2: Identify type of format used

5.4.3 Step 3: Inserting items into the flowchart

5.5 Proposing SOP for Creative Department

5.6 Summary

CHAPTER 6: FINDINGS AND ANALYSIS

6.1 Introduction

6.2 Reliability analysis

6.3 Section A: Demographic

6.4 Section B: Brand Manager

6.5 Section C: Creative Department Manager

6.6 Section D: Art Director

6.7 Section E: Overall Statement

6.8 Types of analysis and measure

6.8.1 Factor Analysis

6.9 Variables in the SOP

6.10 SOP Element

6.11 Scree plot

6.12 Varimax Rotation
LIST OF TABLE

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 1</td>
<td>Content Analysis</td>
<td>56</td>
</tr>
<tr>
<td>Table 2</td>
<td>Identification On Item</td>
<td>61</td>
</tr>
<tr>
<td>Table 3</td>
<td>Respondents Profile</td>
<td>82</td>
</tr>
<tr>
<td>Table 4</td>
<td>KMO and Bartlett’s Test</td>
<td>92</td>
</tr>
<tr>
<td>Table 5</td>
<td>Factor analysis of Dependant Variable: SOP framework</td>
<td>96</td>
</tr>
<tr>
<td>Table 6</td>
<td>Factor analysis using Varimas method for Dependant Variables:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>SOP frame work</td>
<td>98</td>
</tr>
<tr>
<td>Table 7</td>
<td>Number of questions and description</td>
<td>101</td>
</tr>
<tr>
<td>Table 8</td>
<td>Correlated questions with the correlation result</td>
<td>102</td>
</tr>
<tr>
<td>Table 9</td>
<td>The alteration of statements</td>
<td>104</td>
</tr>
</tbody>
</table>
# LIST OF FIGURE

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1</td>
<td>Remington Creative Department Framework, 2014 (Design Process)</td>
<td>44</td>
</tr>
<tr>
<td>Figure 2</td>
<td>Remington Creative Department Framework, 2014 (Routing Process)</td>
<td>48</td>
</tr>
<tr>
<td>Figure 3</td>
<td>Remington Creative Department Framework, 2014 (Process for 4- to 6-Colour Packages)</td>
<td>49</td>
</tr>
<tr>
<td>Figure 4</td>
<td>Remington Creative Department Framework, 2014 (Press Proof Process)</td>
<td>51</td>
</tr>
<tr>
<td>Figure 5</td>
<td>The Hills Shopping Mall SOP</td>
<td>71</td>
</tr>
<tr>
<td>Figure 6</td>
<td>The Summer Mall SOP</td>
<td>74</td>
</tr>
<tr>
<td>Figure 7</td>
<td>Proposed SOP for shopping mall</td>
<td>79</td>
</tr>
<tr>
<td>Figure 8</td>
<td>Perception from respondent on the Brand Manager responsibilities</td>
<td>84</td>
</tr>
<tr>
<td>Figure 9</td>
<td>Respondents perception on Creative Department Manager’s job Responsibility</td>
<td>86</td>
</tr>
<tr>
<td>Figure 10</td>
<td>Respondents perception on Art Director’s job responsibility</td>
<td>88</td>
</tr>
<tr>
<td>Figure 11</td>
<td>Productivity performance influence of Brand Manager towards Creative Department and Art Director</td>
<td>90</td>
</tr>
<tr>
<td>Figure 12</td>
<td>Scree Plot</td>
<td>97</td>
</tr>
<tr>
<td>Figure 13</td>
<td>New Proposed SOP framework</td>
<td>116</td>
</tr>
</tbody>
</table>
# LIST OF ABBREVIATION

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/c</td>
<td>4 type of colour process</td>
</tr>
<tr>
<td>AD</td>
<td>Art Director</td>
</tr>
<tr>
<td>AOC</td>
<td>Air Operators Certificate</td>
</tr>
<tr>
<td>BM</td>
<td>Brand Manager</td>
</tr>
<tr>
<td>CD</td>
<td>Compact Disc</td>
</tr>
<tr>
<td>CDM</td>
<td>Creative Department Manager</td>
</tr>
<tr>
<td>CPR</td>
<td>Creative Project Request</td>
</tr>
<tr>
<td>DCA</td>
<td>Department of Civil Aviation</td>
</tr>
<tr>
<td>FDA</td>
<td>Food and Drug Administration</td>
</tr>
<tr>
<td>FELDA</td>
<td>Kuala Lumpur Federal Land Development Authority</td>
</tr>
<tr>
<td>HMTRI</td>
<td>Hazardous Materials Training and Research Institute</td>
</tr>
<tr>
<td>HRD</td>
<td>Human Resource Department</td>
</tr>
<tr>
<td>HRP</td>
<td>Human Resource Planning</td>
</tr>
<tr>
<td>PAC</td>
<td>Public Account Committee</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
</tr>
<tr>
<td>UPC</td>
<td>Universal Product Number</td>
</tr>
<tr>
<td>WOM</td>
<td>Word of mouth</td>
</tr>
</tbody>
</table>
CHAPTER 1

INTRODUCTION

1.1 Background

Art is a form of expression of a person to portray a certain image or feeling through artworks like paintings and sculptures. Art has started long ago and is still ongoing until today. According to Ocvirk, Stinson, Wigg, Bone, and Cayton, (2009), art has existed since the prehistoric times and it can be seen at several places such as the cave painting at Chauvet cave in Ardeche valley France, Pech Merle near Cabrerets France, LaasGeel cave painting in the northwestern Somalia region, and Cave of El Castillo in Spain. The paintings on the caves are the examples of art before civilization.

Art is also a type of craftsmanship that involves both skills and knowledge of the person who produces it. The artworks produced by the artists will be displayed to the public at places such as art galleries, cafes, hotel lobbies and so forth. Audience’s emotional encounters can be seen through their observation of the artworks. Since audiences tend to have high expectations on almost everything, a great piece of art is one that can give them a pleasant feeling. This is known as a visual treatment to the audience (Darley and Helth, 2008).

Visual treatment is a type of psychological influence on a person that provides a feeling of relaxation to their mind. By observing a beautiful artwork, a positive emotional response will indirectly be inflamed as the artwork inspires the audience in such a way. Artworks can also cause audience to feel sentimental if it relates to the audience’s past. This is why art plays an important role in everyone’s everyday life as art evokes the inner feelings
of every person that comes across it. Artwork such as interactive art expresses the audience’s response and feeling when they interact with it (Darley and Helth, 2008).

Most of the art elements have been placed in different places according to their particular design. Places with art elements will attract audience as these places give them pleasure. Places that are decorated with art elements such as hotels, art galleries and shopping malls are among the frequently-visited places. The areas that are enclosed with art elements in the surroundings tend to deliver a pleasant feeling to the visitors and audience as well as make them feel comfortable. For example, hotels usually display paintings on every wall along the pathway in every level. It is to provide a sense of leisure to the visitors. “… Art exists because it contains meanings, which enables the communication of human experiences” (Kossdapow, Scoble, & Waller, 2005, p.314), and thus shopping malls always adopt various eye-catchy art decorations for every seasonal occasions. Shopping malls need to be consistent in varying their artworks, which includes the decorations, alongside any festival or seasons that follow. The purpose of the artworks is not only to be displayed but also to create an atmosphere that provides the visitors with the feeling of enjoying the celebrations. These instances can be seen in the United States of America and Dubai. The malls are decorated with beautiful art decorations to attract the attention of their respective visitors.

In Malaysia, there are many shopping malls being built due to the economic growth. According to Jakobsen (2015) The Economist Intelligence Unit country report for Malaysia stated that the economy is to remain on a steady growth path in 2014 to 2018. It is also expected that the real Gross Domestic Product (GDP) expansion to accelerate to 5.7 percent this year, up to 4.7 percent in 2013 and it is proven that major cities in Malaysia such as Kuala Lumpur, George Town, Johor Bahru, Kota Kinabalu, and Malacca City are holding the highest rate of growth in terms of economy and population in the year 2014. The increase in
pattern is in line with the increase of human population in that area where most people visit shopping malls for the purpose of relaxation and to escape from their busy life routine. Shopping malls in Kuala Lumpur nowadays are usually being decorated to fulfill the visitor’s pleasant needs. This can be seen in malls such as in Pavilion, Suria KLCC, Mid Valley Megamall, Berjaya Times Square and many more. The shopping malls are decorated with beautiful artworks or large decorations that will attract visitors to visit the mall. This then leads to the visitors spending their time in the mall with family and friends specially to click some pictures with the decorations, apart from shopping. It is also a type of therapy for the mind for those who want to release their stress and relax. Apart from the therapy, music is also played to create a harmonious environment for the visitors especially during the festive seasons like Hari Raya Aidilfitri, Chinese New Year, and Christmas.

Therefore, art is a very important aspect as a beautiful part in people’s everyday life. It is a medium for people to express their feelings and outpour their creativity. Nowadays, the management of most shopping malls considers art as one of the most important element in creating an environment pleasant to their visitors. Besides that, art is part of the marketing strategy for the management to promote their shopping malls. The Creative Department in a shopping mall is established to play an important role of coming up with the best decoration in the shopping malls.

In shopping malls, the Creative Department is in charge of the decorations of every event in the mall as outsourcing would be very costly to the company. The Creative Department is responsible for attracting visitors to visit the shopping mall by brightening up both the internal and external atmospheres of the mall. The Creative Department is a department that is in charge of the company advertisement, event management, and seasonal
decoration. This department also ensures good impressions and attracts the attention of the visitors.

Creative Department in the company provides knowledge and ideas on the decorations about any upcoming festival or season to the human resource department. The Head of Department reserves the right to approve or disapprove any ideas before it goes to the human resource. The organization will produce a Standard Operating Procedure (SOP) for their own department as a guideline for them to perform their work because Creative Department operates differently from the other departments. The Creative Department is an independent department that follows the SOP that is created by the Head of Department.

The differences between the Creative Department and other departments in the company are the tasks assigned and how they complete it. In terms of daily task, the Creative Department employees will make sure all the decorations for each season is on course. In each season, the Creative Department will come up with an idea on how to make the surrounding of the company to look attractive. In some of the events, the Creative Department will produce decorations for the visitors to experience and create moments for them. For instance, in December 2013, Mid Valley Megamall had been decorated and showcased with a Snow Castle, Snow Ball, and Christmas trees in the mall. Thus, it was all about creating a Christmas-like environment to the visitors.

The Art and Creative Department utilizes all primary sections of the building for the purpose of decoration. Customers’ satisfaction will be achieved when visitors or customers enter the building and feel relaxed by the surrounding in which will make them wanting come back for more visits. The Creative Department also plays a vital role in attracting visitors and
promoting the shopping mall to the public. The Creative Department promotes the latest event via websites and other online communication tools as a technique of viral marketing.

Besides promoting the place, Creative Department also helps the clients by giving them consultation on how to promote and advertise their products. For example, preparing layout design for ads and making a mock up for their client. Then the client will choose a suitable layout and the Creative Department will work on the design in visual form for the customer. These usually happen in a shopping mall as the Creative Department will be responsible for the client’s product.

SOP (Standard Operation Procedures) is a set of guideline to be followed by the staffs of an organization in order to perform more systematically and efficiently in their tasks. Some of the SOP shown is illustrations of processes, flow chart and checklist. SOP is suitable to be used as a standard guideline for newly recruited employees in an organization because it comprises all the details on code of norms and practices. SOP also highlights the authority limit of each hierarchy level and how much authority is being delegated to each respective department. Every organization’s SOP should be adhered at all times to ensure safety and productivity.

In usual practice, an organizations’ employer will refer to SOP as a guideline for them to aid the employees in terms of improving their productivity. A comprehensive SOP manual also serves as self-guide and reference document for personal use. SOP with a step by step instruction enables employees to perform in work by following the instructions and achieving the targeted performance that has been set by the organization. Instructions in the SOP on the other hand also establish mutual understanding among employees. With mutual understanding among employees, the company is able to share the same expectation of the outcome.
Shopping malls in Kuching have established their own Creative Department and their SOP. Lack of SOP tend to mislead the organization and may not facilitate employees with best performance to finish the task on time. Thus, it is essential for the Creative Department to completely use and follow the SOP as well as ensuring the management in the arts department is efficient in work. “SOPs are not training materials, instead they provide an organizational blueprint for operational safety and efficiency” (Griffin, 2010, p.114).

1.2 Definition

In this study, there are three main areas investigated, which include Standard Operating Procedure (SOP), Creative Department and the shopping mall. The definitions for each area are:

1.2.1 Standard Operating Procedure (SOP)

Standard Operation Procedure is “a set of written instruction that describes the right and proper way to perform certain activities that are to be conducted by an organization” (Bhandari and Joensson, 2009, p.258).

1.2.2 Creative Department

The Creative Department is ‘headed by an art manager who is responsible for the way an advertisement looks. While copywriting department prepares the initial layout of ad- copy, this department gives an aesthetic look to the ad-copy. Thus, this department is responsible for the physical appearance of the advertisement.’ (Trehan and Trehan, 2010, p. 200).
1.2.3 Shopping Mall

The shopping mall is ‘…typically located along busy streets. It is usually comprised of a supermarket, a variety store, numerous food restaurants and some small stores. Then community shopping centers emerged, with one or two small departmental stores, more on specialty stores, couple of restaurants and several apparel stores…’ (Lamb, Hair and Daniel, 2008, p.122).

1.2.4 Remington Creative Department

This department is the one that is responsible for designing the Remington product packaging. This department comes up with their own SOP to enhance the working performance. The SOP contains working position and type of process in their SOP.

1.3 Research Scope

Research scope is the extent of the research conducted for a particular study. The scope includes place, shopping mall organization, SOP, and informants.

1.3.1 Place

Two shopping malls have been selected based on their agreement to participate in the study and also based on its large population of visitors:

1.3.1.1 Boulevard Shopping Mall, Kuching

Kuching Boulevard Shopping Mall is located at Jalan Datuk Tawi Sli, 93250 Kuching, Sarawak. The mall was opened on 1st June 2012. According to its website, the area where it is built, “has a catchment area of over 230,000 populations…”