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## Rewind Indonesia 2023 Production Process: Communication Strategy and Cross-Functional Collaboration

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**Abstract:** In the ever-evolving digital era, the production of media content, especially on the YouTube platform, has become increasingly complex and involves many parties. Rewind Indonesia 2023, as one of the major collaborative projects, faced challenges in communication and coordination among hundreds of individuals involved. This research aims to explore the cross-functional communication and collaboration strategies implemented during the production process. The method used is descriptive qualitative by conducting in-depth interviews with the co-producer as the key informant, as well as the director and three audience members as supporting informants. The results showed that individual involvement in the project created a strong sense of belonging, while a clear decision-making structure increased team motivation and engagement. In addition, a personalized and empathic communication approach proved effective in building trust among team members, which was crucial in overcoming conflicts and disagreements. The success of the project is not only measured by the quality of the final product, but also by its impact on the audience and its reciprocity after the release of this content. As such, this research provides valuable insights for collaborative project managers in the creative industry.

**Keyword:** Fundamental Interpersonal Relation Orientation (FIRO), Creative industries, cross-functional collaboration, media production, Rewind Indonesia

### INTRODUCTION

In this digital era, we can already enjoy entertainment with various types and formats. Some of these types of entertainment are theater, music, games, sports, movies, and digital content (Cusniawati et al., 2024). The various kinds of digital entertainment media that we enjoy now are the result of media production. Nowadays, media production has become commonplace. Within one year, the creative industry in Indonesia can create so many digital works in various fields, whether in the fields of music, film, television programs, or digital

content on social media. Media production itself involves a lot of collaboration between various parties, including writers, directors, producers, cameramen, talents, and other parties needed.

One of the entertainment media closest to the general public today is social media (Nuruzzaman et al., 2024). The YouTube platform is a social media platform founded in 2005, a platform that allows users to upload, watch, and share content, both in the form of short and long videos. Not only serves as a place for entertainment, YouTube is also often used as a tool for education, marketing, communication, and cultural recognition (Wattimena, 2025)

YouTube Rewind was first introduced by YouTube in 2010, created as a celebration of the important moments that happened, especially in the world of digital content each year. The first content featured a list of the 10 most popular videos of the year. With support from Seedwell and Portal A Interactive, YouTube began producing Rewind, which was uploaded to YouTube's own channel in 2011. YouTube Rewind became an official annual event involving many famous YouTubers from around the world, until its last content, YouTube Rewind 2018: Everyone Controls Rewind, which received more than 14 million dislikes

In Indonesia, YouTube Rewind was first adapted in 2014, initiated and directed by Eno Bening with the title “YouTube Rewind Indonesia 2014”, uploaded on Eka Gustiwana's YouTube channel. Since then, YouTube Rewind Indonesia has been produced regularly almost every year. And the latest one, Rewind Indonesia 2023, is produced and directed by Chandra Liow along with Jovian Pangestu as co-producer and Adi Victory as director as well.

Rewind Indonesia 2023 is an Intellectual Property under IGNI Entertainment, an IP House founded by Chandra Liow and Ismi Pricillia Sinaga with Jovian Pangestu as the Head of Production. Released on January 12, 2024 with a duration of 17 minutes and uploaded again on the official Indonesian Creators YouTube channel. Rewind Indonesia 2023 contains performances performed by content creators in Indonesia, presented with dramatic storytelling with a deep theme on the issue of bullying, with a mash-up composition of trends and music that is so well designed that it satisfies the audience both audio and visual.

Although the project involves sponsorship and support from various parties, Rewind Indonesia 2023 is not a commercial project whose main goal is to gain financial benefits. The project focuses more on the achievements and appreciation of content creators and influential figures in the year 2023, as well as a look back at the important events that happened in it with the expected positive impact on society. As such, Rewind Indonesia 2023 serves as a platform that supports the growth of the creative industry in Indonesia, without compromising its social values.



**Figure 1 - Rewind Indonesia 2023 Video**

(Source: <https://www.youtube.com/watch?v=Q5vQawTFJ0I>)

The production of Rewind Indonesia 2023 can be seen as a cross-functional collaboration project because it involves many creative workers, such as content creators and their teams who are active on the YouTube and TikTok platforms, vendors, sponsors, and people who will be part of the production, both internally and externally. Each of them has a significant role and function, so how they communicate and collaborate will be very influential to the success of this project.



**Figure 2 - Rewind Indonesia 2023 Production Process**  
(Source: <https://www.youtube.com/watch?v=EjkdoT6563s>)

Along with the success of Rewind Indonesia 2023, the creative industry in Indonesia is growing rapidly. However, on the other hand, it turns out that there are still cross-functional collaboration projects that are not maximized and even fail. One such project is YouTube Rewind Indonesia 2018. A project that is quite controversial and full of criticism because it has a conflict that occurs between several YouTube content creators in Indonesia behind the creation of this project. This project can be said to be less than optimal because it is not well received by most audiences. There are still some editing leaks in the final result that reduce the quality of this project. However, even though it is considered less than optimal, the 2018 YouTube Rewind Indonesia project can still be completed to the final stage, namely distribution. This is what makes researchers interested in choosing the production process of Rewind Indonesia 2023 to be the main topic of research, as the point of view of a production team that succeeded with its management collaboration project.

This research aims to find out the communication and coordination strategies used by the Rewind Indonesia 2023 production team from pre-production, production, post-production, to distribution. This research focuses on how the Rewind Indonesia 2023 production team communicates and coordinates involving hundreds of people, including crew and talent.

## **METHOD**

The research methods applied in this research are descriptive qualitative methods and case studies. Qualitative research is research that produces descriptive data in the form of written or spoken words from people and behaviors that can be observed. Meanwhile, a case study is a research strategy that investigates contemporary phenomena in the context of real life, especially when the boundaries between the phenomenon and its context are not clear (Yin, 2014). The purpose of using these two methods is so that the phenomenon under study can be described in a deep and comprehensive way by exploring and understanding its complexity. It does not only focus on data collection, but also on interpretation and understanding the meaning of the data obtained (Ardiansyah et al., 2023).

The data analysis technique used is Data Triangulation. Data Triangulation is one type of triangulation in research that aims to increase the validity and reliability of research results by collecting data from different sources, times, or locations (Alfansyur & Mariyani, 2020).

In this study, data will be collected by conducting in-depth interviews with resource persons consisting of two internal production teams, namely Jovian Pangestu as a co-producer who is a key informant, and Adi Victory as a director who is a supporting informant. In addition, interviews were also conducted with other supporting informants, namely three audiences who followed the development of YouTube Rewind Indonesia from the beginning. In addition to interviews, the researcher will conduct observations, and analysis on documentation, which in this context is on content relevant to the process of creating Rewind Indonesia 2023 and its final results. By comparing and checking the consistency of data from various sources, the researcher can ensure that the findings are more accurate and reliable.

## RESULT AND DISCUSSION

The Rewind Indonesia 2023 production process provides deep insight into the dynamics of collaboration in the context of the creative industry, which can be analyzed through the lens of Media Production Theory, which includes several stages including pre-production, production, post-production, and distribution (Pradekso et al., 2021). By applying Media Production Theory in this research, the process of in-depth analysis of communication and cross-functional collaboration in the Rewind Indonesia 2023 project can be carried out effectively.

### 1. Pre-Production

Pre-production is a crucial stage in the production process of Rewind Indonesia 2023, where all ideas and concepts begin to be formulated. In an interview, Jovian Pangestu, co-producer, explained that team involvement at this stage is crucial to create a sense of ownership and alignment of goals. Every team member is invited to provide input and ideas, thus creating an inclusive environment. This is in line with FIRO theory, which emphasizes the importance of the need for inclusion in the group. When individuals feel valued and recognized, they are more motivated to contribute actively.



Figure 3 – Pre-Production Initiator meeting of *Rewind Indonesia 2023*

(Source: <https://www.youtube.com/watch?v=iviytSoG7Yk>)

During pre-production, the team conducted in-depth research on what trends were relevant and what the hype level of these trends was. This process involves intensive discussions and brainstorming, where each team member has the opportunity to express their views through presentation methods. All the collected trends will be sorted out and eventually put together into a complete script. Not only the script, a still-o-matic is also prepared to illustrate how the scenes in the script will be shot. Thus, the need for control in the context of FIRO is fulfilled, because each individual feels they have control over their contribution to this project.

Strong engagement during pre-production not only creates a solid foundation for production, but also builds trust among team members. An open and transparent communication approach allows team members to share ideas and feedback constructively. This creates a positive and supportive atmosphere, which is crucial for overcoming challenges that may arise in the later stages.

## 2. Production

The production stage is where all the plans and ideas that have been conceived during pre-production are realized into real content. In the interview, Adi Victory explained that he has an assistant to director (ATD) whose job is to bridge the communication between the director and each department head. This makes the communication that runs during the production process well-structured. In addition to structured communication, clear roles of each team member are also key to maintaining a smooth process. The director's openness to each team member and talent represents the need to be open (affection) in FIRO theory. In the interview, Adi Victory explained that when there is a talent who has not been able to bring out his talent to the fullest, Adi as a director will openly provide space and whispers of support for the talent, so that he finally managed to reach his maximum talent. In addition, Adi also tries to get to know each team member well, and create a positive and supportive working atmosphere.



**Figure 4 - Rewind Indonesia 2023 footage shooting process**  
(Source: <https://www.youtube.com/watch?v=EjkdoT6563s>)

During production, the team faced various challenges, including schedule adjustments and filming location arrangements. Adi and his team had to adapt to changing situations and find solutions to problems that arose. In this case, the ability to manage conflicts and disagreements became very important. Open discussions and mutual understanding helped the team to overcome obstacles, allowing the production process to run smoothly. This shows that despite the challenges, a good collaborative approach can overcome the problems that arise.

The successful production of Rewind Indonesia 2023 was not only determined by technical quality, but also by strong team dynamics. The involvement of all team members in the production process creates a deep sense of ownership of the project. As such, each individual feels motivated to give their best, and the end result is content that is engaging and relevant to the audience.

## 3. Post-Production

Once the production stage is complete, the post-production process begins, where all the elements that have been recorded are organized into a cohesive whole. In the interview, Adi explained that he is directly involved in assisting the editing process to ensure that the final result matches the vision that has been set. Adi Victory as director ensures that the final

result of the editing process is in accordance with the still-o-matic that has been created during the pre-production process. This involvement reflects the importance of effective communication in maintaining content quality. This is a form of the need for control, where Adi Victory as director does not let go of his hands and still oversees the final process until the project is completed.



**Figure 5 - Timeline editing of Rewind Indonesia 2023**  
(Source: <https://www.youtube.com/watch?v=EjkdoT6563s>)

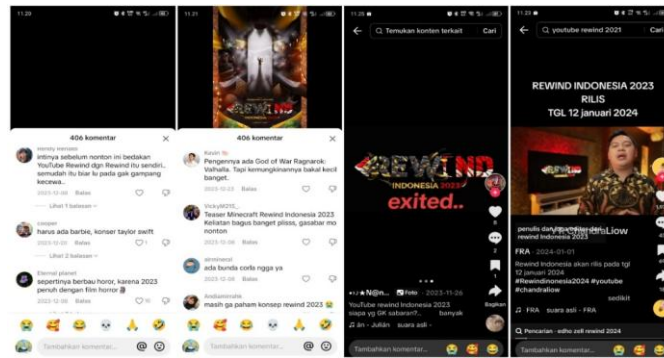
#### 4. Content Distribution

Content distribution is a crucial step that ensures that work is accessible to a wider audience. In the interview, Adi emphasized the importance of the right distribution strategy to reach the audience. The team utilized various social media platforms, including Instagram and TikTok, to promote Rewind Indonesia 2023. On Instagram and TikTok, especially on Chandra Liow's personal account as the main producer and director, there are frequent teases in the form of logo teasers, poster teasers, and release countdowns that aim to increase the hype of Rewind Indonesia 2023 itself.



**Figure 6 - Announcement of the countdown to the release of Rewind Indonesia 2023**  
(Source: <https://www.youtube.com/watch?v=EjkdoT6563s>)

This is part of the team's effort to reach the audience in a more interesting and relevant way. As evidenced by the number of comments that appeared on each teaser post and the number of content creators discussing Rewind Indonesia 2023, it shows that audience involvement in the distribution process is very important, especially to maintain the hype generated. This strongly reflects the need for inclusion that exists in the FIRO context. By creating positive interactions between creators and audiences, the team can build deeper relationships and increase audience loyalty to the content produced.



**Figure 7 – Audience’s Enthusiasm of Rewind Indonesia 2023**  
(Source: <https://www.tiktok.com>)

Once the content is well distributed, it naturally elicits a wide variety of feedback from the audience. This is an integral part of the distribution process as the team not only relies on the number of views or likes as an indicator, but also pays attention to the comments and responses from the audience. This shows that successful distribution depends not only on how much content is shared, but also on how well it resonates with its audience. By utilizing audience feedback, the team can continuously improve the quality of content produced and create a continuous cycle between content production by creators and content consumption by the audience. The involvement of the audience in providing feedback not only strengthens the relationship between the creators and the audience, but is also very influential in increasing awareness so that it can reach audiences who previously did not know what Rewind Indonesia 2023 was. This strong attachment creates a deeper sense of belonging, which ultimately contributes to the overall success of the project.



**Figure 8 – Audience reaction via their TikTok account**  
(Source: <https://www.tiktok.com>)

### 5. Obstacles, Challenges and Solutions of Rewind Indonesia 2023 Collaborative Project

In any collaborative project, conflicts and differences of opinion are natural. Based on interviews with the co-producer and director, there were no major conflicts or disagreements during the Rewind Indonesia 2023 project. The biggest challenge that usually occurs during the project is only the alignment between the director's expectations to work on each scene and the budget that can be given by the co-producer, which is sometimes not comparable. This certainly makes each of them have to rack their brains, where the director has to rack their brains for how alternative scenes are suitable to replace scenes that are not realized, and on the other hand, the co-producer also has to rack his brains to find where else he has to get funds to realize the scenes that will be worked on in the future.

Jovian Pangestu explained that discussion is the main way to resolve these differences. Discussions and bargaining would occur so as to reach an agreement that what should be

prioritized in the next scene, between the idea or the budget. Not only discussion has an important role in handling this conflict, but also mutual understanding between the two parties which results in a calm and level-headed discussion. This is good conflict management, based on open dialog and mutual understanding, which can prevent further miscommunication. The ability to manage conflict in this case strongly reflects the fulfillment of the need for inclusion, where the production team was able to collaborate effectively despite differences of opinion.

Although there were not many conflicts in this project, there are still things that can be evaluated from this project to improve the quality of content in the next Rewind project. Jovian Pangestu explained that during post-production, they evaluate the results that have been achieved. This discussion is done non-formally through small chats between producers and directors in between work when they meet. This makes the post-production process much more focused. It emphasizes that feedback from the audience is very important to improve the quality of future content. It shows that the success of a project is not only measured by the final product, but also by its impact on the audience. The involvement of the audience in providing feedback creates a deeper connection between the creator and the audience, which in turn increases the sense of ownership of the content produced.

Overall, the application of FIRO Theory in analyzing the production process of Rewind Indonesia 2023 shows that effective communication strategies and cross-functional collaboration are essential in achieving project success. Individual involvement, a good planning process, efficient coordination methods, and constructive conflict handling are key factors in creating interesting and relevant content. The outcome of this project not only had a positive impact on the audience, but also inspired the younger generation to continue working in the creative industry. By understanding and applying the FIRO principles, future collaborative projects can be worked on more effectively by fulfilling the three interpersonal needs of each team member involved, which in turn will improve the quality of the final result.

## CONCLUSION

The production process of Rewind Indonesia 2023 highlights how important each stage, from pre-production to distribution, is in creating quality and relevant content. In the pre-production stage of Rewind Indonesia 2023, the creative team conducted research and brainstorming to formulate content ideas, followed by collaboration with the production team to finalize concepts through script development and still-o-matic. The involvement of all team members created a sense of ownership and alignment of goals. During production, coordination between directors, producers and department heads is crucial to maintain smooth flow, with effective communication helping to overcome challenges such as budget misalignment. After the production process, editing is done under the direct supervision of the director and producer to ensure still-o-matic conformity. The distribution stage was crucial, with a well-thought-out publicity strategy through Instagram and TikTok, which successfully built hype and engaged the audience. As a result, the project reached No.1 trending on YouTube with over 3.2 million views in its initial release, demonstrating the effectiveness of the production team's strategy from post-production to distribution.

Overall, the success of Rewind Indonesia 2023 is not only determined by the quality of the final product, but also by how the production team collaborates effectively at every stage, from pre-production, production, post-production, to distribution. By fulfilling the needs in the FIRO theory, the production team can create an environment that supports collaboration and innovation, which ultimately results in content that is not only of high quality, but also inspires the younger generation to continue working in the creative industry.



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