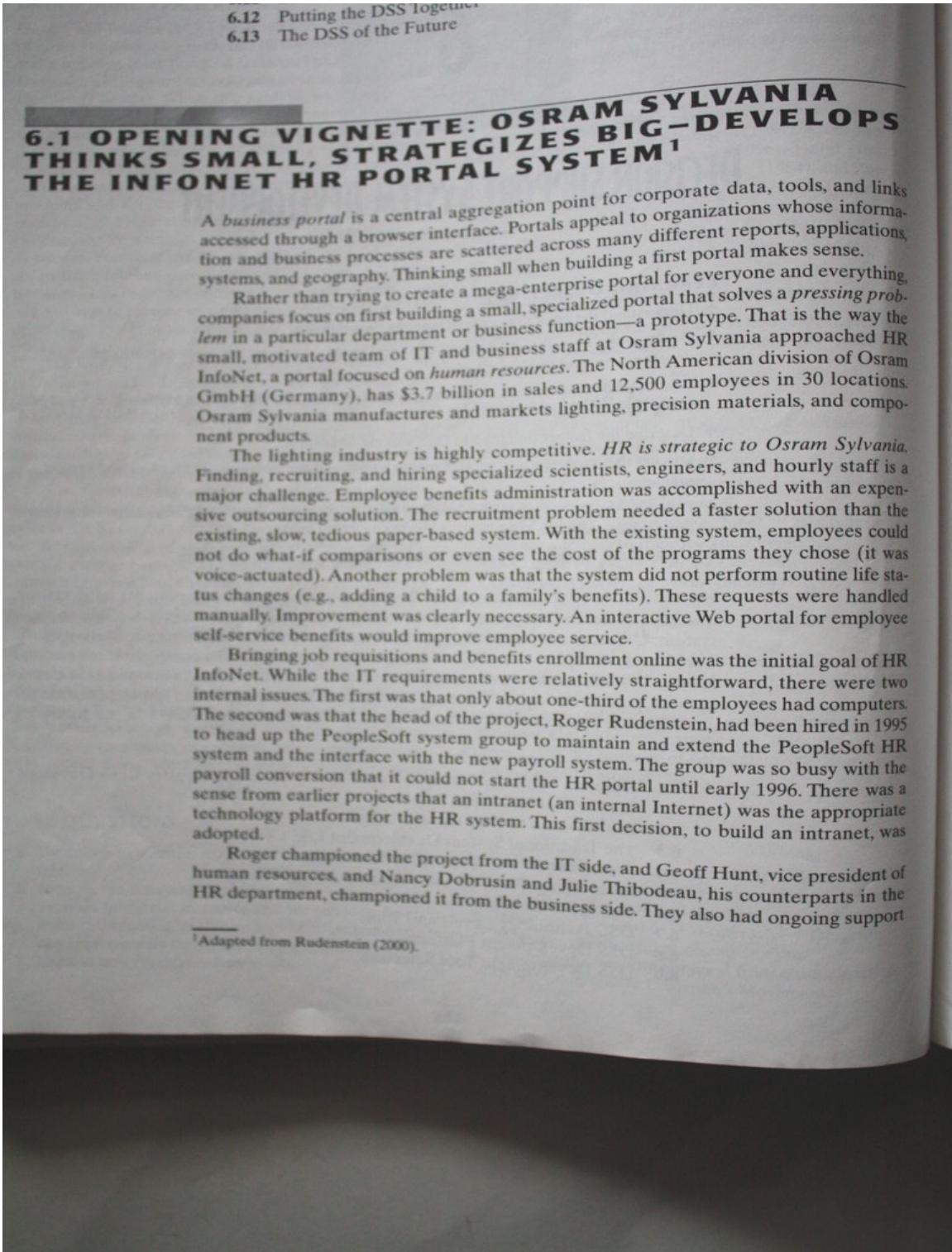


## Tugas Pertemuan 9 dan 10

### 1. Baca Buku mengenai Osram Silvania berpikir kecil berstrategi besar



6.1 OPENING VIGNETTE: OSRAM SYLVANIA THINKS SMALL, STRATEGIZES BIG—DEVELOPS THE INFONET HR PORTAL SYSTEM<sup>1</sup>

A business portal is a central aggregation point for corporate data, tools, and links accessed through a browser interface. Portals appeal to organizations whose information and business processes are scattered across many different reports, applications, systems, and geography. Thinking small when building a first portal makes sense.

Rather than trying to create a mega-enterprise portal for everyone and everything, companies focus on first building a small, specialized portal that solves a pressing problem in a particular department or business function—a prototype. That is the way the small, motivated team of IT and business staff at Osram Sylvania approached HR InfoNet, a portal focused on *human resources*. The North American division of Osram GmbH (Germany), has \$3.7 billion in sales and 12,500 employees in 30 locations. Osram Sylvania manufactures and markets lighting, precision materials, and component products.

The lighting industry is highly competitive. *HR is strategic to Osram Sylvania.* Finding, recruiting, and hiring specialized scientists, engineers, and hourly staff is a major challenge. Employee benefits administration was accomplished with an expensive outsourcing solution. The recruitment problem needed a faster solution than the existing, slow, tedious paper-based system. With the existing system, employees could not do what-if comparisons or even see the cost of the programs they chose (it was voice-activated). Another problem was that the system did not perform routine life status changes (e.g., adding a child to a family's benefits). These requests were handled manually. Improvement was clearly necessary. An interactive Web portal for employee self-service benefits would improve employee service.

Bringing job requisitions and benefits enrollment online was the initial goal of HR InfoNet. While the IT requirements were relatively straightforward, there were two internal issues. The first was that only about one-third of the employees had computers. The second was that the head of the project, Roger Rudenstein, had been hired in 1995 to head up the PeopleSoft system group to maintain and extend the PeopleSoft HR system and the interface with the new payroll system. The group was so busy with the payroll conversion that it could not start the HR portal until early 1996. There was a sense from earlier projects that an intranet (an internal Internet) was the appropriate technology platform for the HR system. This first decision, to build an intranet, was adopted.

Roger championed the project from the IT side, and Geoff Hunt, vice president of human resources, and Nancy Dobrusin and Julie Thibodeau, his counterparts in the HR department, championed it from the business side. They also had ongoing support

<sup>1</sup>Adapted from Rudenstein (2000).

from Michelle Marshall and the corporate communications department throughout the process.

The team adopted the strategy *think small, strategize big*. Resources were minimal for developing HR InfoNet. There were no dedicated staff, no funds to hire consultants, and *no budget*, despite the fact that this was a crucially strategic project. Roger targeted a solution that they could make workable. *Think small* meant that it was necessary to conserve both money and precious time. *Strategize big* meant that the development platform and solution architecture would have to handle future applications as well as current solutions as the portal grew in capability (scalable). It was almost a given that in-house technology was to be used. This cut down on IT staff training and licensing.

After a few suggestions from several coworkers, and some evaluation of potential systems, the team adopted the Lotus Notes/Domino Server. They developed their experience by *just doing it*. Within three months, they had successfully deployed a portal application for posting job requisitions in LotusScript and Notes/Domino databases with agents. This validated the technology, and so they continued with the next application, allowing employees to examine and correct their benefits online. For employees without computers, they developed kiosks that used standard browsers with special security features. Hourly employees were given network IDs and training.

The next step of the job requisition application process was to create an intranet-based workflow to allow managers to describe job openings and route them to the correct HR person using online forms. These postings can now be submitted directly to the corporate Web site. After successfully creating the initial HR InfoNet portal, they expanded it to include more HR benefits and compensation information.

In early 2000, the portal allowed employees to view their benefits, compare the costs of different programs, access information to help make their benefits decisions, change benefits enrollment, and perform many HR management duties, such as developing plans for salary reviews, management bonus programs, head count reports, and retirement packages. By then, the portal served as the focal point for the firm's job postings, requisitions, and hiring workflow, as well as the interface with HR benefits for all employees.

Employee feedback on the new HR capabilities has been extremely positive. Recruiting cycle time has improved, and HR productivity is higher. HR benefits administration is much more user-friendly, and even kiosk users have embraced the system. By taking benefits administration in-house, the company saves \$500,000 annually—an excellent return on the project.

Instead of thinking big and trying to solve every problem at once, which is how traditional systems analysis works, the team used a focused approach, tackling the *key problem* first and then moving on to the next one. This evolutionary development (iterative development) is known formally as prototyping. Thinking big can lead to million-dollar budgets, hiring staff, preparing thousands of pages of specifications, and so on. And a large project is much less likely to succeed than a small project. Instead, they *strategized big* by developing a plan and technology strategy to achieve some quick successes, while offering a solid foundation on which to build the future. The *think small, strategize big* prototyping approach led to a major success for the HR InfoNet portal at Osram Sylvania. We present their practical insights into applying this philosophy in DSS in Focus 6.1.

Success leads to success, and so the team is developing more applications within and like HR InfoNet. HR InfoNet proved the validity of the portal concept. The team will continue to develop new applications in succession planning, performance man-

agement process (PMP), and time and attendance. Over three years, Osram Sylvania estimates a 251 percent return on investment (ROI) and a savings of \$1.5 million.

#### ❖ QUESTIONS FOR THE OPENING VIGNETTE

1. What was the strategic business need? What were the benefits of the completed HR InfoNet system? Explain.
2. Why was it important to have an IT champion, a functional business (HR) champion, and an executive champion involved in the project?
3. Who were the users? What decisions did the system assist the users in making?
4. How were the users involved in the system development? How was management involved?
5. Do you feel that if the development team had “thought big,” that is, tried to design and develop a total solution over a long period of time, they would have

#### DSS IN FOCUS 6.1

2. Dari bacaan no.1 di atas, terapkanlah metode SDLC(PADI) dalam proses pengembangan sistem
  - Pembuatan specialized business portal untuk menyelesaikan masalah tertentu
    - Prototype
    - Interactive, Web-based
    - Human Resource portal
  - Sedikit berpikir, banyak membuat strategi
    - Fokus pada inti masalah
    - Buat rencana untuk mencapai keberhasilan kecil yang cepat
  - Intranet-based portal untuk hiring, job postings, benefits, bonuses, retirement information
3. Tentukan teknologi dan hardwarenya.

Teknologi DSS:

- Programming languages
- Sistem query

Hardware DSS:

- PC
- Multiprocessor