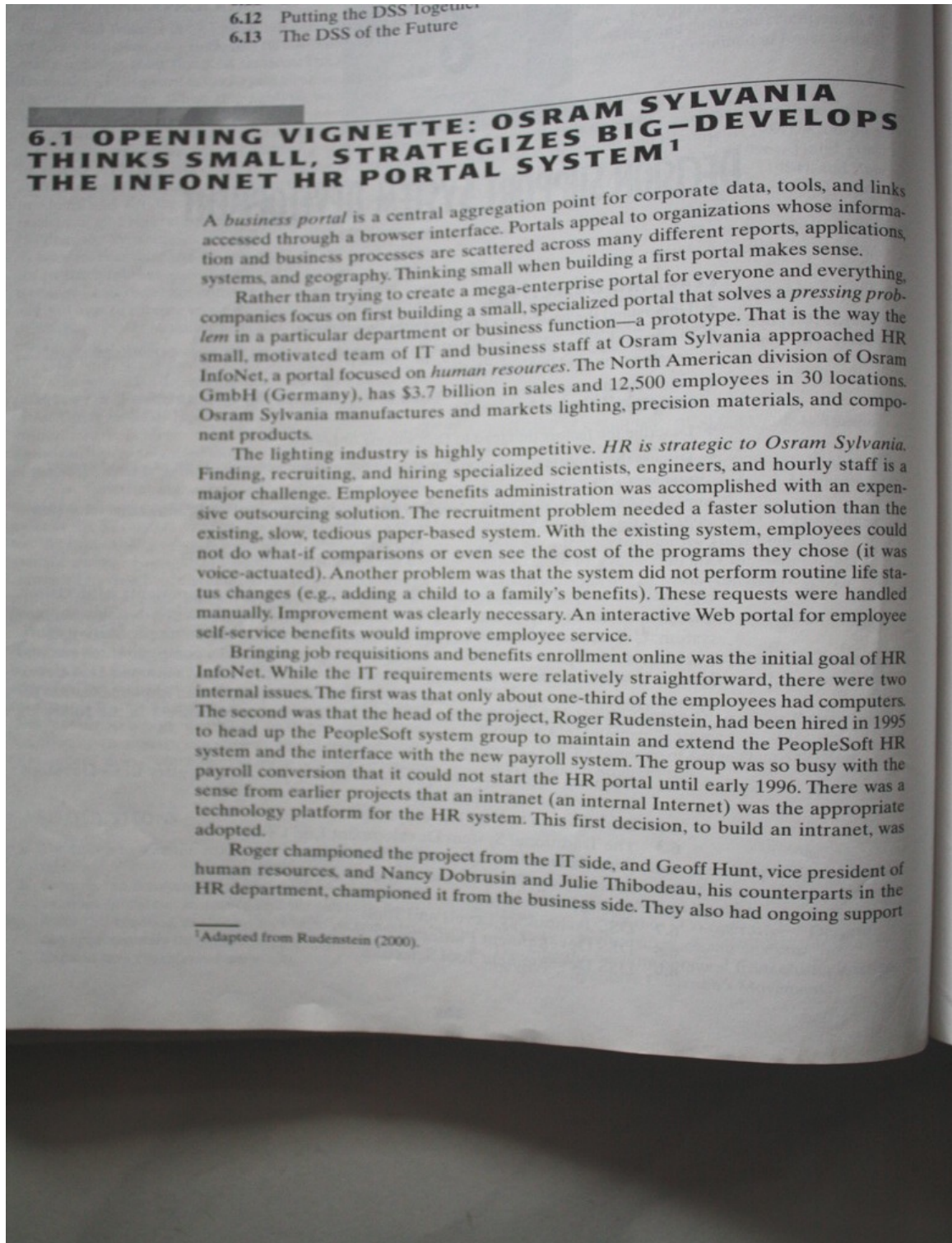


Tugas Pertemuan 9 dan 10

1. Baca Buku mengenai Osram Sylvania berpikir kecil berstrategi besar



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 system

- 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