

Chapter 6: Determining the Business Information Systems Strategy

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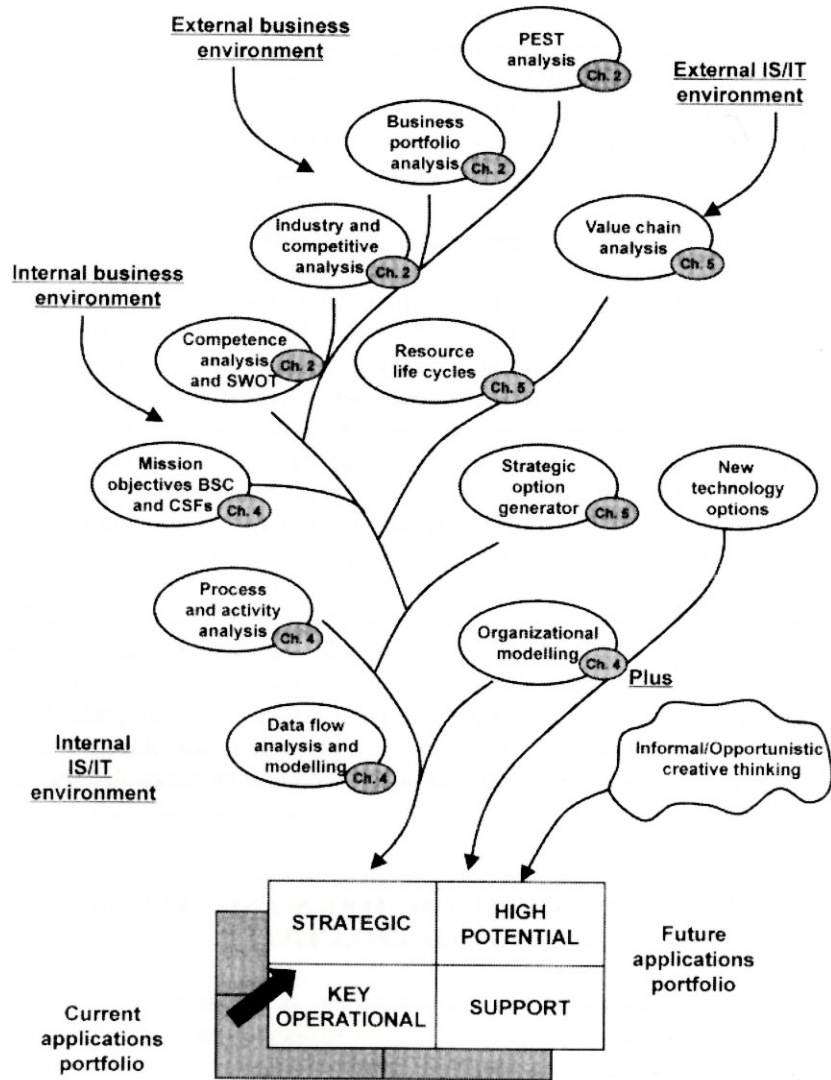


Figure 6.1 The inputs and tool kit

Cara menggunakan tools

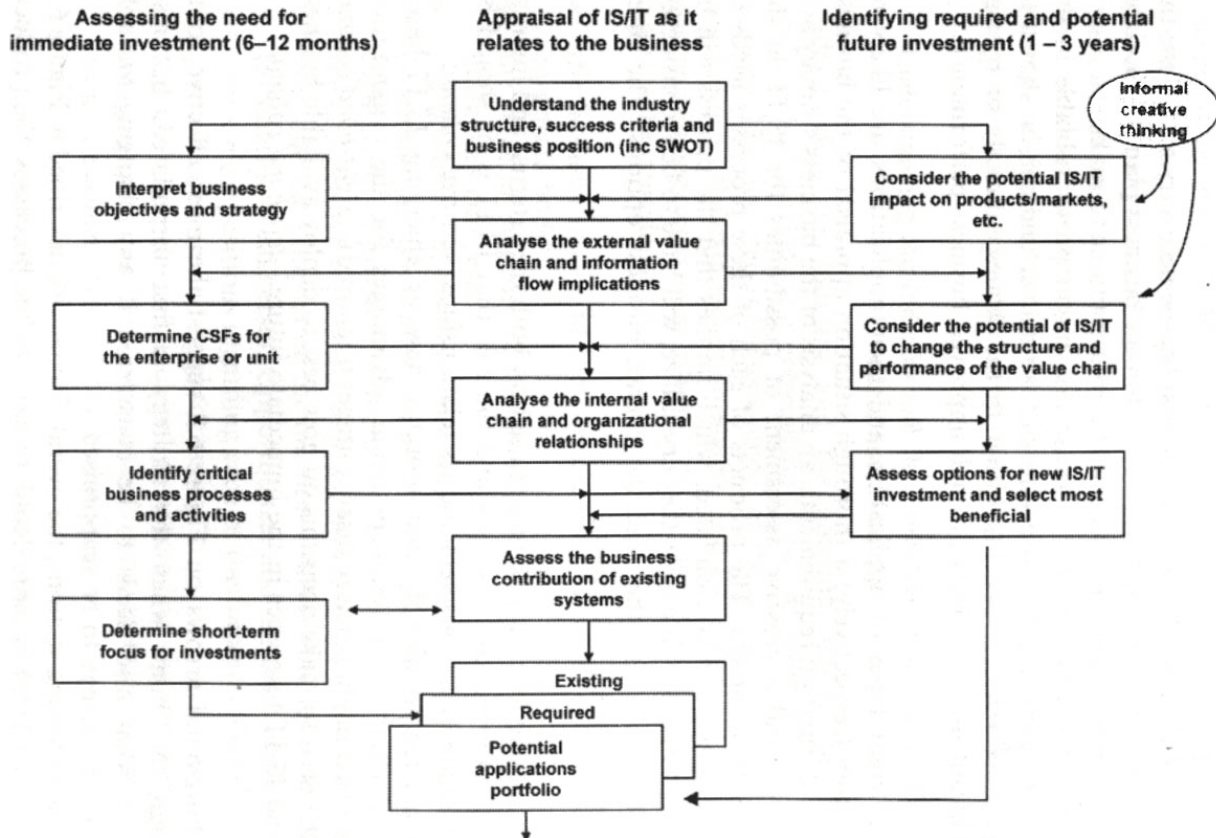


Figure 6.2 Overall framework for determination of the business IS strategy

Tahap 1: Identifying How IS/IT could Impact the Strategy

Understanding Industry & Potential Impact of IS/IT on Products & Markets

Berusaha memahami bisnis secara menyeluruh.

- maturitas pasar?
- Portofolio produk?
- Competitive force (misalnya: dengan Porter Five Forces)
- SWOT analysis: attack, defend
- Key competence analysis: customer, product & operations

Interpreting Business Objective & Strategy

- berdasarkan gabungan dari what the organization "might do" (environment), "wants to do" (vision), "must do" (to survive), and "can do" (based on resources).
- Balanced Scorecard
- IS/IT may change organization's objectives due to its potential impact

Analyzing External Value Chain

- Hasil analisisnya adalah, paham terhadap keterkaitan informasi pada seluruh pemain dalam sebuah rantai industri.

- Jadi, kita bisa melihat potensi IS/IT baru secara eksternal → bisa mengubah objective

Determine CSF

- consolidation of objectives and relevant CSF

Determine Strategic Potential

- How key business process relate to the industry value chain.
- To what extent the organization should extend external value chain?
- CSF dalam tahap ini akan menjelaskan seberapa penting melakukan hal di atas.
- Seberapa mungkin mengembangkan sistem untuk meraih keunggulan tersebut tergantung pada:
 - efektifitas sistem internal
 - kesiediaan dari supplier & customer untuk bertukar informasi

Overall product tahap 1 adalah “opportunity” & “threats”. Pada tahap selanjutnya akan lebih pada analisis internal.

Tahap 2: Establishing the Relative Priorities for IS/IT Investment

Analysing the Internal Value Chain

- How do we do it better?
- Select primary business process
- How does each function contribute to fulfill primary role?
- position each CSF into the value chain to identify which activities, needs most attention to improve/sustain business.

Identify Critical Business Process

- When a number of activities are associated with a CSF, they must be assessed collectively in term of reducing cost and/or enhancing value.
- High value adding activity can be made more effective with IS/IT, as long as it relates directly to business CSF.
- Low added value activity can benefit only by “cost reduction” of IS/IT.
- If an activity doesn't add value and not associated in any CSF, it may no be an important process!

Assessment of New Options for Investment

- dari berbagai option IS/IT kini kita bisa melihat potensinya, baik jangka panjang atau jangka pendek.
- What could IS/IT do for the organization?
- Pilihan mana yang paling menguntungkan (“cepat balik modal”)?

Determine Future Application Portofolio

- high potential: worth evaluating further
- strategi: the ide relates directly to the business strategy
- current analysis: akan melahirkan key operational & support