

# Strategic Review It Master Plan (Case Study Institute Of Primagama Education)

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**Abstrac** - Currently, the use of Information Technology in the company is increasing not only for daily operational processes, but already in the process of assisting decision-making. In fact, in some industry sectors, dependence on Information Technology has been very large as in the banking and finance sectors. However, the company also can not rashly invest in the implementation of Information Technology, because of course must take into account the cost and benefits it produces. Therefore, companies need a kind of blue print that is often referred to as the IT Master Plan as the basis of the company in implementing Information Technology. IT Master Plan essentially contains the company's strategic plan in implementing and building information systems in the Company. In it contains guidance needs of information systems such as what is required by the company.

**Keywords:** Master plan, information system, IT implementation

## Introduction

The development of Information Technology is very fast and fast almost no field of business that is not touched by IT (Information Technology). From small to large companies. Like starting from small, medium to large companies. Likewise Pegadaian that has penetrated in all areas of Indonesia with variations of transactions and business fields can not be separated from information technology in the hope that can improve the performance of companies that lead to increased revenue (revenue). Lots of benefits that can be picked from IT. The speed of information flow, the loss of geographical boundaries, the decline in costs is only a small part of the benefits.

Information Technology has become the main facilitator of today's business activities not only profit organizations but also non-profit organizations. IT has also been a catalyst for organizations in making fundamental strategic changes to structure, operation, and management.

The use of Information Technology (IT) within the company, is a supporter of information systems (SI), although the terms IT and SI are often interchangeable and blur the meaning. Information System (SI) is absolutely necessary in an organization, but it is not absolutely necessary to use technology.

IT Master Plan is a long-term planning in the development of information systems in the company, which can properly

translate the desire of the management (System Owner), users (System User) as well as changes that occur inside and outside

the organization. With the rapid development of Information Technology (short life-cycle), how difficult it is to adjust to the needs of the company without a Master Plan.

## THEORETICAL BASIS

### 2.1. PUBLIC ADMINISTRATION

The paradigm shift brings great influence in the governance of the government. One of its effects is the place of the people in the main position in measuring the success of government bureaucracy service. The best service to the people becomes something that can not be avoided anymore (Thoha, 2008: 92).

The Science of Contemporary Public Administration cited from his opinion in 1999 mentions that the paradigm of public administration science and government management has changed much of a country into a society. The term administration is defined as the government administration carried out by the government apparatus for the society. Therefore, everything that becomes and is needed by the government comes from the aspirations, needs and needs and interests of the people or society. Public administration plays a role to make the power that its locus has switched can be realized for the benefit of society (Thoha, 2008: 92) ..

### 2.2. New Public Management

One of the paradigms of public administration that emphasizes on the best service is New Public Management (NPM). The concept of NPM is a concept that wants to eliminate the inefficient monopoly of services carried out by agencies and local officials (Thoha, 2008: 75)

Bureaucratic leaders seek to increase productivity and find alternative ways of public service based on an economic perspective. They are encouraged to improve and realize public accountability, redefine the mission of the organization, streamlining bureaucratic processes and processes and procedures, and decentralize the policy-making process (Thoha, 2008: 75).

Similar to Barzelay's opinion; Boston et al; Pollit and Bouckaraert (cited by Thoha, 2008) stating that the executive leadership is required to perform accountability processes towards achieving organizational goals, creating new processes to measure productivity improvement, and reengineering systems that reflect strong commitment to public accountability (Thoha 2008: 75).

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One form of NPM embodiment appears in the administrative phenomenon over the internet (Hoadley, 2006: 262). Vision for the use of technology related to the great potential that is open due to advances in information technology. People think about the multiplication of public service functions of the authorities against citizens through the internet. Detailed information can be accessed easily every time. It should be seen as a substitute for the service that has been given by civil servants. Most of the common components no longer provide direct services but provide an administration run by the community online.

The potential impact of services will directly increase the quality and quantity of public services. Information is no longer a rare commodity but a universally accepted commodity. Direct government contacts such as dull physical visits and wasting time into public service offices no longer need to be done. Furthermore, it can eliminate ubiquitous "costs", delays in all aspects of service, the need for interpretation (which is expensive) over regulations, and so forth (Hoadley, 2006: 263).

### 2.3. Organization and Information Systems

The information system (SI) is a link between people, procedures and the use of technology to collect, process, store, disseminate and present information used by one or more business processes within the organization (Laudon and Laudon 2000). The information system is a combination of aggregated elements to identify the information needed and ensure that the information system strategy is aligned with the business strategy. Information Systems have a very important role in the organization that is to support the organization's business strategy to gain a competitive advantage.

While information technology (IT) is a convergence between computer technology and communications technology that causes information systems can be built and run properly (Laudon and Laudon, 2000).

The use of information technology in an organization is expected to increase productivity, speed up the process and provide information support to the management for decision making.

### 2.4. Strategy Concept

An organizational strategy can be defined as a game plan by management to gain a winning position, increasing satisfaction.

Customers and improve business performance. The organizational strategy consists of a series of competitive activities and business approaches that management implements in carrying out its organizational operations (Hartono, 2006). Organizations need an appropriate strategy for two reasons:

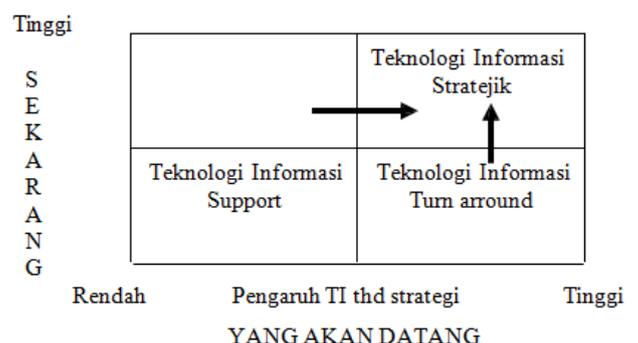
- Organizations must actively establish activities. An organizational strategy provides a method for the organization to execute its activities proactively by providing maps for conducting operational activities, guiding business, planning building customer loyalty and building sustainable competitive advantage in an ongoing way to win the competition

- Bring together the ideas and initiatives of each business unit within the organization to form integrated and coordinated planning (Hartono, 2006)

### 2.5. SI Strategy and IT Strategy

There is a difference between having an SI / IT strategy only by having an SI / IT strategy that can contribute to generating business value to a company or organization. For that we need a boundary that connects between business strategy and strategy SI / IT so as to achieve an alignment (alignment). With the Strategic Alignment this will be able to facilitate in providing the right direction in the process of Strategic Information System Planning. The following will be discussed about some alignment models that have their own characteristics.

Strategic alignment is used to explain the interaction between Business Strategy, Information Technology Strategy, Process and Infrastructure Organization, and Process and Infrastructure



Information System. A model Strategic Alignment proposed by Henderson and Venkatraman (1993) as in Figure 2.1 below:

Figure 2.1 Strategic Alignment Model (Henderson & Venkatraman, 1993)

The Strategic Alignment Model (SAM) here is used to describe the interdependence of IS and Business Strategy, then Strategic "alignment" between Business and IS as "impact" of opportunities generated SI / TI. So the ICT strategy must be articulated in accordance with the external domain, how an office is positioned in the ICT marketplace, and how the internal domain of an ICT infrastructure should be configured and managed properly. "Strategic Fit" reflects the alignment between External Domains and Internal Domains represented by Business Transformation or Technology Transformation. "Strategic Integration" connects between External components (Business and IT Strategy domain). "Operational Integration" connects the internal components (Organizational Infrastructure & Processes and IS infrastructure and processes).

"Cross Domain Alignment" traverses the relationship between two diagonal matrices:

1. Between Business Strategy and IS infrastructure and processes;
2. Between IT strategy and Organizational infrastructure and processes.

One of the most fundamental things of SAM is the successful implementation of alignment strategy needs of all four domains. Ward (2002).

#### 2.6. Information Systems Strategic Planning

Strategic Planning of Information Systems (PSSI) or in other terms Staregis SI / TI Planning conducted both private and government in general can not be separated from the integration of vision, mission and strategy of the organization. This is done solely that between what is planned must be in harmony with what is needed. Philosophically basically the same, only approaches and stages in different planning, this situation can be understood as adjusted to the scope (scope) and characteristics of an organization. Many of the methodologies used in PSSI, however, must be addressed are the same goal of aligning the SI / IT strategy with business strategy and even seeking new opportunities through innovative technology (Ward & Peppard 2003).

The emergence of strategic planning of IT / IT is driven by business-driven needs for the organization's long-term profitability, and is inseparable from the frequent problems which Ward and Griffiths (1996) attributed to:

1. Loss of business opportunity (business opportunity), system and technology investment does not support business objectives.
2. Weaknesses in system integration and ineffective information management resulting in duplication of effort, inaccuracy and incomplete information to manage the business.
3. Priority not based on business needs, resource level is not optimal, and project plans are always changing.
4. Inadequate technological strategies, choice mismatch and wasting of money.

## WRITING METHODOLOGY

### A. Research Methodology

The research includes descriptive qualitative. The use of descriptive type is intended as a problem-solving procedure by describing or describing the state of the subject or the object in the perusal (person, institution, community and others). Research to describe phenomena or events that exist in the implementation of IT Plan.

### B. Method of collecting data

Methods The data collection used is qualitative by using descriptive analysis that is done by interview and observation directly in the field, by interviewing directly related parties concerning Primagama educational institution.

### C. Data analysis

1. Analysis of data used are:
2. Observing the IT plan to be implemented in Primagama.
3. Describe the extent to which the application of IT plan.

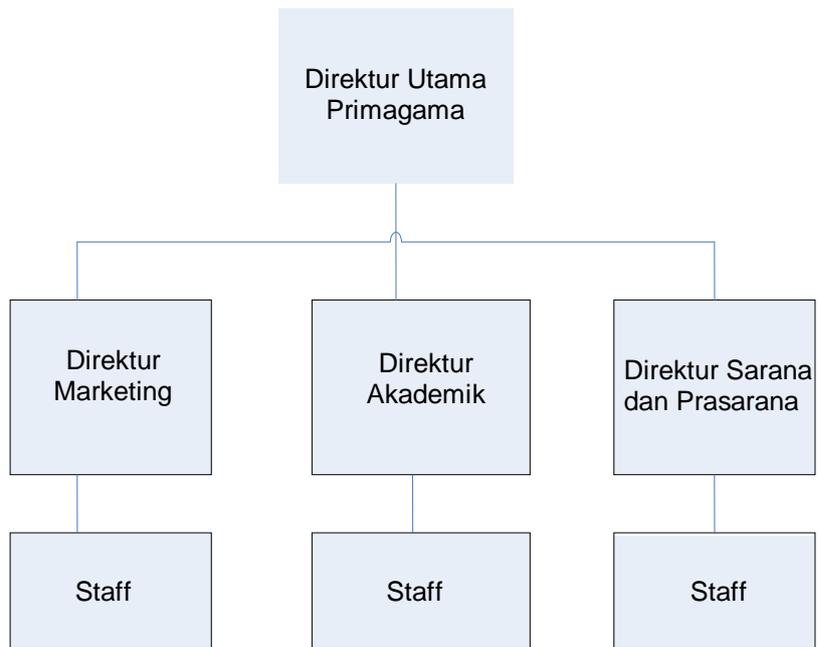
## RESEARCH RESULT AND DISCUSSION

### 4.1 Overview of Research Objects

Primagama has been established for 28 years, during the 28 years of primagama has experienced a very rapid development starting from branches opened in many areas, the number of student interests who follow the activities of guidance in primagama.

The development of Primagama begins as the number of students who join this institution each year. This encourages the founders to believe that this institution can grow rapidly. The existence of learning guidance institutions is getting stronger with the presence of Law Number 2 Year 1989 on National Education System. One of the things emphasized in Law No. 2 of 1989 is related to the responsibility of the implementation of education, namely that basically the burden of the implementation of education is not only borne by the government, but also on families and communities. Primagama Institution ultimately formed the Primagama Foundation by notarial deed Daliso Rudianto, SH number 123 in 1985. Then the legal aspects of the existence of Primagama Educational Institution became more firmly rooted after obtaining permission from Depdikbud with Decree No: 054 / I 13 / MS / Kpts / 1999. The Primagama Education Institute is the copyright holder of the "PRIMAGAMA EDUCATIONAL EDUCATION INSTITUTE" based on Law no. 6 of 1982 on Copyright jo. UU no. 7 of 1987 on Amendment to Law no. 6 of 1982 on Copyright on July 3, 1995 and has been registered at the Directorate of Copyright, Patents and Marks with Registration Number 014127. With a clear status, Primagama since 1987 continues to be developed in other cities. During the period of 1993 to 1997 the number of branches has increased to 132 branches. If averaged, annually there are additional 5-6 new branches Then in 2001/2002 there was a spectacular addition of the addition of 56 branches. Total until July 2002 Primagama has 168 independent branches and franchise branches spread over 83 cities in 27 provinces (data as of July 1, 2002).

**Organizational structure**



**Central Organizational Structure**



From the picture above there is a difference between the central and branch organization structure which is not directly related, this is because the business system of Primagama is franchise or buy name, so every branch has control with each branch, but this is not fully due to There is still a central intervention starting from the book thing that is used is primagama special book, besides in case of its financial report still existence of report submitted to center because of system for profit with center party.

The rapid development of this institution can not be separated from: (1) the sincerity of its managers; (2) the strong image of the name / brand of Primagama as a learning guidance institution; (3) high trust by students, teachers, government schools, corporate parties and the wider community of given quality. (Data source: Survey Report of Marketing Department, Academic Year 2000/2001).

Tabel 3.1 Primagama Program Packages

PROGRAM	TARGET PROGRAM	MATA PELAJARAN	SARANA BELAJAR
3-4-5 SD	- Sukses Ulangan Harian - Sukses Ujian Semester - Peningkatan prestasi akademik di sekolah	- Bhs Indonesia - Matematika - Sains - PPKn - Bhs. Inggris	- Modul Panduan Belajar - Paket Pengayaan Smart - Paket Prediksi Smart - Suplemen - Evaluasi Belajar Rutin
6 SD	- Sukses Ulangan Harian	- Bhs Indonesia - Matematika	- Modul Panduan

	- Sukses Ujian Semester - Sukses di UASBN - Diterima SMP favorit - Peningkatan prestasi akademik di sekolah	- IPA - PPKn - Bhs. Inggris	Belajar - Paket Pengayaan Smart - Paket Prediksi Smart - Suplemen - Evaluasi Belajar Rutin
7-8 SMP	- Sukses Ulangan Harian - Sukses Ujian Semester - Peningkatan prestasi akademik di sekolah	- Matematika - Fisika - Biologi - Bhs. Inggris	- Modul Panduan Belajar - Paket Pengayaan Smart - Paket Prediksi Smart - Suplemen - Evaluasi Belajar Rutin
9 SMP	- Sukses Ulangan Harian - Sukses Ujian Semester - Sukses di UAN - Diterima SMA favorit - Peningkatan prestasi akademik di sekolah	- Bhs Indonesia - Matematika - PPKn - IPA - IPS - Bhs. Inggris	- Modul Panduan Belajar - Paket Pengayaan Smart - Paket Prediksi Smart - Suplemen - Evaluasi Belajar Rutin
10-11 SMA	- Sukses Ulangan Harian - Sukses Ujian Semester - Peningkatan prestasi akademik di sekolah	- Matematika - Kimia - Fisika - Biologi - Bhs Inggris	- Modul Panduan Belajar - Paket Pengayaan Smart - Paket Prediksi Smart - Suplemen - Evaluasi Belajar Rutin
12 SMA-IPA	- Sukses Ulangan Harian - Sukses Ujian Semester - Sukses di UAN - Diterima di prodi favorit - Peningkatan prestasi akademik di sekolah	- PPKn - Bhs Indonesia - Matematika - Fisika, Kimia, Biologi - Bhs Inggris	- Modul Panduan Belajar - Paket Pengayaan Smart - Paket Prediksi Smart - Suplemen - Evaluasi Belajar Rutin - Paket Listening Bhs

			Inggris
12 SMA-IPS	- Sukses Ulangan Harian - Sukses Ujian Semester - Sukses di UAN - Diterima di prodi favorit - Peningkatan prestasi akademik di sekolah	- PPKn - Bhs Indonesia - Matematika - Ekonomi, Sejarah, Sosian dan Geografi - Bhs Inggris	- Modul Panduan Belajar - Paket Pengayaan Smart - Paket Prediksi Smart - Suplemen - Evaluasi Belajar Rutin - Paket Listening Bhs Inggris
Privat	Sesuai dengan kebutuhan belajarnya		

## 4.2 Discussion

### 1) 4.2.1 Vision and mission of Primagama Business strategy

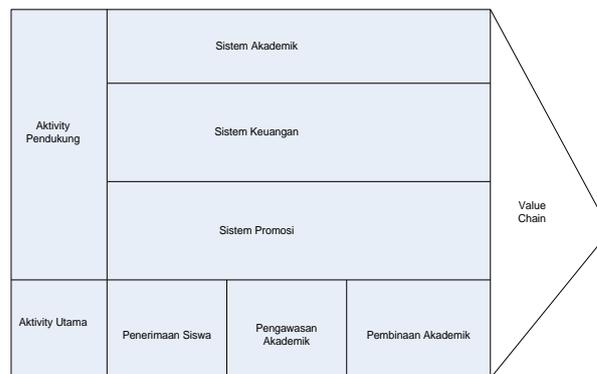
In general, the company's vision is generated from the founders of the company, which is nothing but an aspiration to be realized in the long run.

The corporate mission which is generally a description of the realization of stakeholder interests in Primagama are prepared as follows:

- Become a leading national-scale learning guidance institution in achievement (meeting the interests of the organization, owner & consumer).
- Being a place for employees to build common prosperity and together build prosperity (meeting professional interests).
- Become a company capable of being a reliable and reliable business partner (meeting the interests of the organization & business partners).
- Become a place for every human being to be creative, work, and develop themselves (fulfilling the interests of consumers, professionals & owners).
- Become a national education asset and community pride (meeting the interests of government & society).

### 4.2.2 Information Technology Primagama

In the context of business competition in the global era, information technology must be strategic so that the goal is not only efficiency but also effective and an integral part of organizational strategy. It must go through the process of "turn around" so as not to happen "technology gap", through the gradual development of data capturing, data analyzing to become information for internal managerial decision-making and impact to the external environment, described as follows:



Pic 3.2 Mapping IT in Primagama Business Process

As a learning counseling institute that has a wide network of branch offices and in order to enter the era of information technology, Primagama has developed internet network technology that will connect between branch offices and can be accessed by users, both students, parents, schools, and the general public.

In addition, each Primagama branch has an information system called SIBK (Computer Based Information System) where the data still use the centralized system SIBK is used for finance and registration, while for academic system it can develop according to the needs of each branch. SIBK is a system provided by central parties for each branch of primagama this facilitates in terms of financial reports and results are deposited to the central party. In addition to SIBK information system of a branch can be developed as in the Cakung branch of East Jakarta that has been using the Academic information system by using software program value (raport) students during the period.

For students there is a technology offered such as DMI (Dermatoglipic Multiple Intelligence) is a technology that is offered for students and the public if you want to know how the right and left brain work and the ability of the left and right brain of students and the public. In addition in terms of website development primagama primagama has launched a website to try out online that can be used by students primagama and also general.

### 4.2.3 Value Chain in Primagama IT System

The value chain model approach shows specific activities in the organization's activities where competitive strategies are most appropriate to implement and where the use of information systems has a strategic impact. The main activity is related to the purpose of existence of an organization, while support activities are related to the internal activities of the organization in support of the main activities.

Gambar 3.3 Value Chain Primagama

The diagram above shows how the concept of value chain implemented in an organization. The main activities related to the main activities related to education are student enrollment of academic supervision and coaching in the academic field.

Through strategic planning of information technology derived from Primagama strategic planning as a whole, the stages determined in Primagama formation, information system management development strategy can be implemented in accordance with the above value chain concept.

### 4.2.4 IT System Infrastructure

Infrastructure that is utilized using Personal computer (PC) based architecture, with internet network system. Form a portal website as well as SIBK Information system.

Data communication system used is file transfer system with e-mail and / or messaging facility. Then developed with file transfer system via intranet site from Branch Office to Branch Office and Head Office.

In terms of IT systems infrastructure is still not fully integrated, there is still a separate and not connected to the internet so only a few branches that can be connected directly in a centralized network.

## 4.3 SWOT Analysis

To identify and determine the steps and position of the company in the context of business competition, SWOT analysis is widely used. This analysis uses study parameters from both internal and external aspects. SWOT analysis is short for Strength (strength), Weaknesses (Opportunities), Opportunities (Opportunities) and Threat (Threat). This analysis is used primagama to be used for long term plan (Strategic Plan) diantaranya:

- Internal Variables

Factor of Operation and marketing, Financial Factor, Organizational Factor and Human Resources, Factor of Infrastructure of Information Technology, Internal Control Factor.

- External Variables

Economic Factors, Political Factors and Governance, Social Factors And Culture Factors Technology.

If made in bentuk weight of technological factor is in the last sequence this is because in the management Primagama not dependent fully on high technology because the process bisnisnya still simple.

### B. 4.3.1 Primagama External Business Analysis

#### C. • Macro Environmental Analysis :

Tabel 3.2. Macro Environmental Analysis

Perubahan Lingkungan Makro	Dampak terhadap Bisnis	Peluang atau ancaman yang muncul
<b>Ekonomi:</b> Kebutuhan Konsumen akan mutu Pendidikan yang semakin baik	Banyaknya perminatan lembaga bimbel dengan kualitas baik dan terjamin	<b>Peluang:</b> Menambah jumlah paket yang ditawarkan sesuai dengan peminatan masyarakat
<b>Politik:</b> Perubahan undang-undang pendidikan terutama yang berhubungan dengan kebijakan UAN dan SMPTN.	Perubahan yang drastis dalam menentukan strategi yang harus diambil.	<b>Ancaman:</b> Berkurangnya minat siswa dalam mengikuti bimbel
<b>Teknologi:</b> Perkembangan teknologi yang berbasis pendidikan	Pembaharuan dari segi teknologi yang berhubungan dengan teknologi seperti Optical Mark reader (OMR) Opscan 3 dan Opscan 5 NCS yaitu suatu alat yang digunakan untuk mengoreksi lembar jawab komputer	<b>Peluang:</b> Kepercayaan Siswa dalam keakuratan hasil yang diperoleh setiap melakukan tes try out.

### Micro Environmental Analysis

#### 1. Competition

The condition of competition between educational institutions is not too high or low enough, it is proved that there are still many people who choose Primagama education institution, although there are other guidance institutions that are quite competitive for primagama like Nurul Fikri (NF), and other institutions Which does offer a very affordable price.

#### 2. New Arrivals Threat

Although currently Primagama institution is still fairly reliable in terms of graduation UAN, and SMPTN, did not rule out the future will be other institutions that have good quality guidance at a more affordable price than in Primagama.

### 4.3.2 Recommendation

Based on the results of the analysis described above, it can be prepared recommendations based on the following groups:

- Designing SI Strategies There is always the latest innovation in educational quality improvement based on technology as it has taken online based try outs and other innovations.

- Technology Standardization of procurement of hardware and Internet network for all branches in order to facilitate easier connection to the center, improvement in supporting technology in teaching institutions that can facilitate the learning process.
- Human Resources The development of computer-based systems to online network system so as to facilitate the relationship between branches. Keeping the quality of teachers based on CBC so that public trust is guaranteed.

### **5.1 Conclusions**

From the above explanation can be concluded:

1. Information systems that have been built with sectoral and partial approaches should be done immediately with an integral and synergic design between subsystems. So as to be compatible with Primagama's business strategy.
2. SIBK (Computer Based Information System) is a Information System-based technology that still requires development related to the development of public interest so that the appropriate quality offered with supporting technology in addition, facilitate the creation of report results will always be diserhakan to the central party.

### **5.2 Suggestions**

1. The need for increased network between branches and centers so as to facilitate in terms of setting the academic system used.
2. Maintain the quality of education with the support of technology so as to provide a fixed space so that will still be able to survive with newcomers.

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