

ABSTRAK

Dalam laporan ini membahas tentang analisis proses mengelola perubahan pada implementasi *Financial and Contract Accounting* di PT Pos Indonesia Bandung yang bertujuan untuk mengetahui tentang bagaimana perusahaan mengelola perubahan yang terjadi pada saat transformasi sistem yang terjadi. Serta bagaimana perusahaan mengelola semua permintaan perubahan, perubahan darurat, perubahan yang diterima atau ditolak dan proses dokumentasi atas perubahan yang terjadi. Teori yang digunakan adalah COBIT 5 untuk menunjang analisis yang dilakukan. Semua data diperoleh dari hasil wawancara dan observasi yang dilakukan dalam analisis. Temuan analisis dalam mengelola perubahan adalah semua perubahan yang terjadi dikeola dengan standar yang ada diperusahaan serta rapat-rapat yang dilakukan untuk pengambilan keputusan.

Kata kunci :

SAP, *Financial and Contract Accounting*, COBIT 5, Wawancara, Observasi, Mengelola Perubahan, Analisis, Rapat

ABSTRACT

In this report discusses the analysis of the process of managing changes to the implementation of the Financial and Contract Accounting at PT Pos Indonesia Bandung which aims to find out about how companies manage the changes that occur during the transformation of the system occurs. As well as how the company manages all requests for changes, emergency changes, the changes are accepted or rejected and the process of documentation of the changes that occur. The theory used is COBIT 5 to support the analysis conducted. All data obtained from interviews and observations made in the analysis. The findings of the analysis in managing the changes are all changes that occur dikeola with existing standards in the company and conducted meetings for decision making.

Keywords :

SAP, Financial and Contract Accounting, COBIT 5, interview, observation, Managing Change, Analysis, Meetings

DAFTAR ISI

| | |
|--|------|
| LEMBAR PENGESAHAN | i |
| PERNYATAAN ORISINALITAS LAPORAN PENELITIAN | iii |
| PERNYATAAN PUBLIKASI LAPORAN PENELITIAN | iv |
| PRAKATA | v |
| ABSTRAK | vi |
| ABSTRACT | vii |
| DAFTAR ISI | viii |
| DAFTAR TABEL | x |
| DAFTAR GAMBAR | xi |
| DAFTAR SINGKATAN | xii |
| DAFTAR LAMPIRAN | xiii |
| | |
| BAB 1. PENDAHULUAN | 1 |
| 1.1 Latar Belakang Masalah | 1 |
| 1.2 Rumusan Masalah | 2 |
| 1.3 Tujuan Pembahasan | 2 |
| 1.4 Ruang Lingkup Kajian | 2 |
| 1.4.1 Framework COBIT 5 | 2 |
| 1.5 Sumber Data | 3 |
| 1.6 Sistematika Penyajian | 3 |
| BAB 2. KAJIAN TEORI | 5 |
| 2.1 <i>Enterprise Resource Planning (ERP)</i> | 5 |
| 2.2 <i>SAP ERP</i> | 5 |
| 2.2.1 <i>SAP ERP Foundation Extension</i> | 6 |
| 2.2.2 <i>SAP ERP Financial</i> | 6 |
| 2.2.3 <i>SAP ERP Procurement and Logistic</i> | 7 |
| 2.2.3.1 <i>ERP Sales and Service</i> | 7 |
| 2.2.3.2 <i>ERP Procurement and Logistic</i> | 8 |
| 2.2.4 <i>SAP ERP Product Development and Manufacturing Process</i> | 8 |
| 2.2.5 <i>SAP ERP Corporate Process Service</i> | 9 |
| 2.3 <i>SAP Module Overviews</i> | 9 |
| 2.3.1 <i>SAP Financial Accounting</i> | 10 |
| 2.3.2 <i>SAP Financial Chain Management</i> | 12 |
| 2.3.3 <i>SAP Controlling</i> | 14 |
| 2.3.4 <i>SAP Material Management</i> | 16 |
| 2.3.5 <i>SAP Sales and Distribution</i> | 18 |
| 2.3.6 <i>SAP Logistic Execution</i> | 19 |
| 2.3.7 <i>SAP Production Planning</i> | 20 |
| 2.3.8 <i>SAP Quality Management</i> | 22 |
| 2.3.9 <i>SAP Plant Maintenance</i> | 26 |
| 2.3.10 <i>SAP Project System</i> | 28 |
| 2.3.11 <i>SAP Human Resource</i> | 30 |
| 2.4 <i>SAP Financial and Contract Accounting (FICA)</i> | 31 |
| 2.5 <i>COBIT</i> | 33 |
| 2.5.1 <i>COBIT5</i> | 34 |
| 2.5.2 <i>AI6 Manage Change</i> | 36 |

| | | | |
|-----------------------|--|-------|----|
| 2.5.3 | <i>Process Description</i> | | 37 |
| 2.5.4 | <i>Process Purpose Statement</i> | | 37 |
| 2.5.4.1 | <i>Process Goal and Metrics</i> | | 39 |
| 2.5.4.2 | <i>RACI Chart</i> | | 40 |
| 2.5.4.3 | <i>Control Objective</i> | | 42 |
| 2.5.4.3.1 | <i>Evaluate, Prioritise and Authorise Change Request</i> | | 42 |
| 2.5.4.3.2 | <i>Manage Emergency Changes</i> | | 45 |
| 2.5.4.3.3 | <i>Track and Report Change Status</i> | | 46 |
| 2.5.4.3.4 | <i>Close and Document the Change</i> | | 47 |
| BAB 3. | HASIL ANALISIS | | 48 |
| 3.1 | Rencana Analisis Terhadap Proses Mengelola Perubahan | | 48 |
| 3.2 | Sejarah | | 50 |
| 3.3 | Struktur Organisasi | | 52 |
| 3.4 | Visi, Misi, dan Motto | | 53 |
| 3.5 | Direktorat | | 53 |
| 3.5.1 | Direktorat Keuangan | | 54 |
| 3.5.2 | Direktorat Pemasaran dan Pengembangan Bisnis | | 54 |
| 3.5.3 | Direktorat Operasi Surat Pos dan Logistik | | 54 |
| 3.5.4 | Direktorat Teknologi dan Keuangan | | 55 |
| 3.5.5 | Direktorat Sumber Daya dan Umum | | 55 |
| 3.6 | Hasil Analisis | | 56 |
| 3.6.1 | <i>AI6 Manage Change</i> | | 56 |
| 3.6.2 | <i>Data Collection</i> | | 57 |
| 3.6.2.1 | <i>Penjelasan Level 1 Performed</i> | | 58 |
| 3.6.3 | <i>Data Validation</i> | | 63 |
| 3.6.4 | <i>Evaluation</i> | | 65 |
| BAB 4. | SIMPULAN DAN SARAN | | 66 |
| 4.1 | Simpulan | | 66 |
| 4.2 | Saran | | 67 |
| DAFTAR PUSTAKA | | | 68 |
| Riwayat Hidup Penulis | | | 69 |
| LAMPIRAN A | | | A1 |
| LAMPIRAN B | | | B1 |
| LAMPIRAN C | | | C1 |

DAFTAR TABEL

| | |
|---|----|
| Tabel 2.1 <i>IT Related Goal and Related Metrics</i> | 38 |
| Tabel 2.2 <i>Process Goal and Metrics</i> | 39 |
| Tabel 2.3 <i>RACI Chart</i> | 41 |
| Tabel 2.4 <i>BAI06.01 Evaluate, prioritise and authorise change request</i> | 44 |
| Tabel 2.5 <i>BAI06.02 Manage emergency changes</i> | 45 |
| Tabel 2.6 <i>BAI06.03 Track and report change status</i> | 46 |
| Tabel 2.7 <i>BAI06.04 Close and document the changes</i> | 47 |
| Tabel 3.1 <i>Data Collection</i> | 57 |
| Tabel 3.2 <i>Data Validation</i> | 64 |

DAFTAR GAMBAR

| | |
|--|----|
| Gambar 2.1 <i>Process Financial</i> | 12 |
| Gambar 2.2 Diagram <i>Financial Chain Management</i> | 13 |
| Gambar 2.3 Bagan <i>SAP Controlling</i> | 15 |
| Gambar 2.4 Bagan <i>Material Management</i> | 16 |
| Gambar 2.5 Proses Bisnis <i>SAP Sales and Distribution</i> | 18 |
| Gambar 2.6 Bagan <i>Logistic Execution</i> | 20 |
| Gambar 2.7 Bagan <i>Production Planning</i> | 21 |
| Gambar 2.8 Bagan <i>Quality Management</i> | 23 |
| Gambar 2.9 Aliran Proses <i>Quality Management</i> | 25 |
| Gambar 2.10 Bagan <i>Plant Maintenance</i> | 26 |
| Gambar 2.11 Hirarki Objek Proyek <i>SAP</i> | 29 |
| Gambar 2.12 Proses Bisnis yang Terkait <i>SAP HR</i> | 30 |
| Gambar 2.13 <i>Governance and Management Key Areas</i> | 34 |
| Gambar 2.14 <i>COBIT 5 Process Reference Model</i> | 36 |
| Gambar 3.1 Rencana analisis terhadap proses pengelolahan perubahan ... | 48 |
| Gambar 3.2 Struktur Organisasi | 52 |

DAFTAR SINGKATAN

| | | |
|-------------|---|--|
| <i>ERP</i> | = | <i>Enterprise Resource Planning</i> |
| <i>SAP</i> | = | <i>System Application and Product</i> |
| <i>FICO</i> | = | <i>Financial and Contract Accounting</i> |
| <i>FI</i> | = | <i>Financial Accounting</i> |
| <i>FSCM</i> | = | <i>Financial Supply Chain Management</i> |
| <i>CO</i> | = | <i>Controlling</i> |
| <i>MM</i> | = | <i>Material Managemet</i> |
| <i>SD</i> | = | <i>Sales and Distribution</i> |
| <i>LE</i> | = | <i>Logistic Execution</i> |
| <i>PP</i> | = | <i>Production Planning</i> |
| <i>QM</i> | = | <i>Quality Management</i> |
| <i>PM</i> | = | <i>Plant Maintenance</i> |
| <i>PS</i> | = | <i>Project System</i> |
| <i>HR</i> | = | <i>Human Resource</i> |
| <i>R</i> | = | <i>Responsible</i> |
| <i>A</i> | = | <i>Accountable</i> |
| <i>C</i> | = | <i>Consulted</i> |
| <i>I</i> | = | <i>Informed</i> |
| <i>N</i> | = | <i>Not Achieved</i> |
| <i>P</i> | = | <i>Partially Achieved</i> |
| <i>L</i> | = | <i>Large Achieved</i> |
| <i>F</i> | = | <i>Fully Achieved</i> |

DAFTAR LAMPIRAN

| | |
|------------------|----|
| LAMPIRAN A | A1 |
| LAMPIRAN B | B1 |
| LAMPIRAN C | C1 |