

Evaluasi kematangan implementasi scrum pada proses pengembangan perangkat lunak: studi kasus PT XYZ = Scrum maturity evaluation of software development proces: a case study in PT XYZ

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Abstrak

PT XYZ merupakan perusahaan rintisan yang menjual produk-produk alami melalui situs web dan aplikasi mobile mereka. Proyek perangkat lunak di PT XYZ diimplementasikan menggunakan metode agile dan kerangka kerja Scrum agar tanggap dengan kebutuhan pasar dan pelanggan. Nyatanya, proses pengembangan perangkat lunak masih mengalami keterlambatan dalam perilisan karena rendahnya tingkat ketercapaian target untuk sprint. Dampak yang ditimbulkan adalah tidak tercapainya Objective and Key Result (OKR). Berdasarkan wawancara dengan narasumber dari PT XYZ, yaitu anggota tim Scrum yang terdiri dari Product Manager, Technical Lead, Senior Software Engineer, dan QA Analyst menunjukkan bahwa akar permasalahan yang dihadapi perusahaan erat kaitannya dengan proses implementasi Scrum, terutama acara dan artefak Scrum. Permasalahan tersebut menjadi pemicu penelitian ini untuk melakukan evaluasi terhadap implementasi Scrum di perusahaan. Evaluasi implementasi Scrum dilakukan dengan menggunakan kerangka kerja Scrum Maturity Model (SMM) dan metode penilaian Standard Capability Maturity Model Integration Appraisal Method for Process Improvement (SCAMPI) kelas C. Hasil penilaian menunjukkan bahwa implementasi Scrum di PT XYZ masih berada pada tingkat kematangan 1 karena terdapat sebuah goal di tingkat kematangan 2 belum fully achieved, yaitu goal basic Scrum management dengan nilai 71,43% largely achieved. Setelah melakukan penilaian, penelitian ini menghasilkan 3 rekomendasi untuk artefak Scrum, 4 rekomendasi untuk acara Scrum, 2 rekomendasi untuk komponen pendukung Scrum, dan 5 rekomendasi untuk akar permasalahan penelitian. Penelitian ini juga menyertakan langkah-langkah perubahan yang dapat dilaksanakan perusahaan untuk memperbaiki alur proses Scrum terkait acara dan artefak Scrum. Rekomendasi dan langkah-langkah perubahan diharapkan mampu untuk meningkatkan ketercapaian target sprint sehingga memungkinkan perilisan proyek perangkat lunak yang tepat waktu dan mencapai nilai bisnis yang diharapkan perusahaan.....PT XYZ is a start-up company that sells natural products through its website and mobile application. The software project at PT XYZ is implemented using agile methods and the Scrum framework to respond to the market and customer needs. In fact, the software development process is still experiencing delays in release due to the low rate of achieving targets for sprints. The impact is not achieving the Objective and Key Result (OKR). Based on interviews with representatives from PT XYZ, namely members of the Scrum team consisting of Product Manager, Technical Lead, Senior Software Engineer, and QA Analyst, it shows that the root problems faced by the company are closely related to the Scrum implementation process, especially Scrum events and artifacts. These problems are the trigger for this research to evaluate the implementation of Scrum in the company. Evaluation of Scrum implementation is carried out using the Scrum Maturity Model (SMM) framework and the Standard Capability Maturity Model Integration Appraisal Method for Process Improvement (SCAMPI) Class C assessment method. The results of the assessment show that the implementation of Scrum at PT XYZ is still at maturity level 1 because there is a goal at maturity level 2 that has not been fully achieved, namely the basic Scrum management goal with a value of 71.43% (largely achieved). After conducting the

assessment, this research resulted in 3 recommendations for Scrum artifacts, 4 recommendations for Scrum events, 2 recommendations for Scrum supporting components, and 5 recommendations for the root causes of the research. This research also includes change steps that companies can implement to improve the Scrum process flow regarding Scrum events and artifacts. Recommendations and change steps are expected to be able to improve the achievement of the sprint targets to enable the timely release of software projects and achieve the expected business value of the company.