# LAMPIRAN

1.     Contoh kuesioner

Kepada

Yth. Bapak/Ibu/responden

Saya mengucapkan terimakasih atas kesediaan Bapak/Ibu menerima kuesioner ini. Berikut ini saya kemukakan maksud dan tujuan pengisian kuesioner beserta petunjuk pengisian.

Maksud dari pengumpulan data ini untuk tesis S2-UI. Kuesioner ini dikembangkan dalam pengumpulan data *study* implementasi ERP pada perusahaan. ERP merupakan sistem informasi berbasis komputer dengan mengintegrasikan fungsi-fungsi operasional antara divisi perusahaan seperti *finance, Human Resource, logistic, SDM* dan lain sebagainya serta menggunakan *integrated and shared database*. Beberapa vendor dari ERP adalah SAP, Oracle, Baan, PeopleSoft dan J.D.Edwards.

Saya menyadari bahwa waktu bapak/Ibu sangat terbatas dan berharga. Walaupun demikian saya sangat mengharapkan kesediaan Bapak/Ibu untuk membantu penelitian saya dengan mengisi secara lengkap kuesioner berikut. Atas bantuan dan kerjasamanya, saya ucapkan terimakasih.

Hormat saya

Menaria Manurung

| Nama | : | _____ |
|---|---|---|
| Jenis Kelamin | : | ❑ Laki-laki ❑ Perempuan |
| Pendidikan terakhir | : | _____ |
| Bagian/Divisi | : | _____ |
| Jabatan/Pekerjaan | : | _____ |
| Masa kerja di perusahaan | ; | _____ tahun |

## KUESIONER SURVEY IMPLEMENTASI ERP

1. Sistem apa yang digunakan perusahaan sebelum menerapkan sistem ERP?

   ❑ MIS ❑ Intranet

   ❑ Internet ❑ CCBS (customer care and billing system)

2. **Metodologi apa yang digunakan dalam penerapan ERP?**

   ❑ ASAP (Accelerated SAP)

   ❑ Project management methodology and ERP implementation approach

   ❑ Model *lifecycle* implementasi ERP menurut Markus dan Tanis

   ❑ Model implementasi menurut Brancroft

3. Strategi apa yang digunakan dalam penerapan ERP?

   ❑ Big bang (implementasi secara keseluruhan)

   ❑ Phased/franchise strategy (implementasi secara bertahap)

   ❑ *Slam-dunk* (implementasi pada proses bisnis tertentu)

4. Berapa lama waktu yang direncanakan untuk penerapan ERP?

   ❑ 3 bulan ❑ 1 tahun ❑ lain-lain _____

   ❑ 6 bulan ❑ 3 tahun

5. Berapa lama waktu yang dibutuhkan untuk penerapan ERP?

   ❑ 3 bulan ❑ 1 tahun ❑ lain-lain _____

   ❑ 6 bulan ❑ 3 tahun

6. Berapa banyak modul ERP yang diimplementasikan?

   ❑ 3 modul ❑ 4 modul

   ❑ 5 modul ❑ 6 modul

7. Ukuran apa yang digunakan sebagai tingkat keberhasilan ERP?

   ❑ Implementasi ERP berjalan sesuai waktu yang telah direncanakan

❑ Implementasi ERP sesuai anggaran.

❑ Kemampuan sistem ERP memenuhi proses bisnis perusahaan.

❑ Integrasi data lebih *real time*.

8. Berikan nilai terhadap faktor-faktor yang berpengaruh terhadap penerapan ERP dalam daftar!

Keterangan:

1 = sangat baik

2 = baik

3 = sedang

4 = buruk

5 = buruk sekali

| No | FAKTOR | Nilai | | | | |
|---|---|---|---|---|---|---|
| | **Faktor eksternal** | | | | | |
| | Profesionalisme konsultan | | | | | |
| 1 | Kemampuan teknis | 1 | 2 | 3 | 4 | 5 |
| 2 | Kemampuan analisis infrastruktur | 1 | 2 | 3 | 4 | 5 |
| 3 | Kemampuan analisis proses bisnis | 1 | 2 | 3 | 4 | 5 |
| 4 | Kemampuan analisis sitem prosedur | 1 | 2 | 3 | 4 | 5 |
| 5 | Kemampuan analisis sistem informasi eksisting | 1 | 2 | 3 | 4 | 5 |
| 6 | Pengalaman pada proyek sejenis | 1 | 2 | 3 | 4 | 5 |
| | Sistem informasi yang *user friendly* | | | | | |
| 1 | Sistem terstruktur | 1 | 2 | 3 | 4 | 5 |
| 2 | Tampilan sesuai kebutuhan *user* | 1 | 2 | 3 | 4 | 5 |
| | Proses knowledge transfer | | | | | |
| 1 | Pelatihan sesuai dengan | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | kebutuhan perusahaan | | | | | |
| 2 | Kualitas dokumentasi | 1 | 2 | 3 | 4 | 5 |
| | **Faktor Internal** | | | | | |
| | Budaya SDM | | | | | |
| 1 | Komitmen manajemen | 1 | 2 | 3 | 4 | 5 |
| 2 | Komitmen *user* | 1 | 2 | 3 | 4 | 5 |
| | Kompetensi SDM | | | | | |
| 1 | Kemampuan manajemen | 1 | 2 | 3 | 4 | 5 |
| 2 | Kemampuan teknis | 1 | 2 | 3 | 4 | 5 |
| 3 | Kemampuan analisis | 1 | 2 | 3 | 4 | 5 |
| | Pemilihan konsultan | | | | | |
| 1 | Profesionalisme konsultan | 1 | 2 | 3 | 4 | 5 |
| | Infrastruktur teknologi informasi | | | | | |
| 1 | Hardware | 1 | 2 | 3 | 4 | 5 |
| 2 | Network/jaringan | 1 | 2 | 3 | 4 | 5 |
| | Bank data | | | | | |
| 1 | Data terstruktur | 1 | 2 | 3 | 4 | 5 |
| | Proses komunikasi | | | | | |
| 1 | Kualitas sosialisasi | 1 | 2 | 3 | 4 | 5 |
| | Sistem reward | | | | | |
| 1 | Kesesuaian sistem reward | 1 | 2 | 3 | 4 | 5 |

9.  Apakah perubahaan di dalam organisasi pada masa transisi dikelola dengan baik?

    ❑ Ya          ❑ Tidak

10. Apakah risiko yang mungkin terjadi pada setiap tahap implemetnasi diidentifikasi dan dikelola dengan baik?

    ❑ Ya          ❑ Tidak

11. Para pemimpin menunjukkan dukungan terhadap program perubahan melalui tindakan yang mereka lakukan.

    ❑ Setuju          ❑ Tidak Setuju

12. Kewenangan dan tanggung jawab dalam melakukan tugas menjadi lebih jelas.

☐ Setuju    ☐ Tidak Setuju

13. *User*/karyawan diberikan semangat untuk menciptakan kritik yang membangun pada program perubahan yang terjadi diperusahaan.

☐ Ya    ☐ Tidak

14. Karyawan menerima perubahan yang terjadi dalam sistem kerja.

☐ Ya    ☐ Tidak   ☐ Ragu-ragu

15. Selama ini karyawan berharap program perubahan yang dijalankan berhasil.

☐ Ya    ☐ Tidak   ☐ lain-lain _____

16. Setiap orang yang terlibat diinformasikan dengan baik dan diberikan perkembangan yang terakhir pada program-program perubahaan sebelumnya.

☐ Ya    ☐ Tidak   ☐ lain-lain _____

17. Komitmen karyawan untuk berubah menggunakan sistem baru dibentuk/dibangun daripada dipaksakan.

☐ Ya    ☐ Tidak   ☐ lain-lain _____

18. Cara kerja, kebijakan dan berbagai peraturan diubah bila perlu untuk mendukung program implementasi.

☐ Ya    ☐ Tidak   ☐ lain-lain _____

19. Perubahan dalam organisasi ditunjang oleh struktur pekerjaan, dari segi tingkat kewenangan, tugas dan tanggung jawab.

☐ Ya    ☐ Tidak   ☐ lain-lain _____

20. Para manajer membantu dalam hal menyelesaikan masalah yang terjadi selama implementasi.

☐ Ya    ☐ Tidak   ☐ lain-lain _____

| ID | | Task Name | Duration | Start | Finish | Predecessors |
|----|---|-----------|----------|-------|--------|--------------|
| 1 | | Project Preparation | 80 days | Fri 20/04/07 | Thu 09/08/07 | |
| 2 | | Proyek Dimulai | 0 days | Fri 20/04/07 | Fri 20/04/07 | |
| 3 | | Project Preparation Meeting | 14 days | Mon 07/05/07 | Thu 24/05/07 | |
| 4 | | Develop Project Policies, Standards & Methodology | 5 days | Mon 07/05/07 | Fri 11/05/07 | 2 |
| 5 | | Set up Infrastructures and project room | 7 days | Mon 14/05/07 | Tue 22/05/07 | 4 |
| 6 | | Finalize Project Structures | 2 days | Wed 23/05/07 | Thu 24/05/07 | 5 |
| 7 | | Project Kick Off Meeting | 4 days | Mon 06/08/07 | Thu 09/08/07 | |
| 8 | | ERP Overview | 1 day | Mon 06/08/07 | Mon 06/08/07 | 6 |
| 9 | | Project Methodology & Schedule | 3 days | Tue 07/05/07 | Thu 09/08/07 | 8 |
| 10 | | Blueprint | 55 days | Fri 10/08/07 | Thu 25/10/07 | |
| 11 | | TO BE Discussion | 55 days | Fri 10/08/07 | Thu 25/10/07 | |
| 12 | | Structure Organisasi | 1 day | Fri 10/08/07 | Fri 10/08/07 | 9 |
| 13 | | Hardware & System Landscape | 2 days | Fri 10/08/07 | Mon 13/08/07 | 9 |
| 14 | | General Parameter | 28 days | Mon 13/08/07 | Wed 19/09/07 | |
| 15 | | Currency | 1 day | Mon 13/08/07 | Mon 13/08/07 | 12 |
| 16 | | Date Format | 1 day | Tue 14/08/07 | Tue 14/08/07 | 15 |
| 17 | | Unit of Measure | 1 day | Wed 15/08/07 | Fri 14/09/07 | 16 |
| 18 | | Valuation Method | 3 days | Mon 17/09/07 | Mon 17/09/07 | 17 |
| 19 | | Payment Term | 1 day | Tue 18/09/07 | Tue 18/09/07 | 18 |
| 20 | | Payment Method | 1 day | Wed 19/09/07 | Wed 19/09/07 | 19 |
| 21 | | Chart of Account | 1 day | Thu 20/09/07 | Thu 20/09/07 | 20 |
| 22 | | Warehouse | 1 day | Thu 20/09/07 | Thu 20/09/07 | 20 |
| 23 | | Customer Group & Customer | 1 day | Mon 24/09/07 | Mon 24/09/07 | 27 |
| 24 | | Vendor Group & Vendor | 1 day | Tue 25/09/07 | Tue 25/09/07 | 23 |

| Task | | Rolled Up Task | | Project Summary |
| Split | | Rolled Up Split | | External Milestone |
| Progress | | Rolled Up Milestone | ◇ | Deadline |
| Milestone | | Rolled Up Progress | | |
| Summary | | External Tasks | | |

Project: DeiSchedule2
Date: Thu 10/07/08

Page 1

| ID | | Task Name | Duration | Start | Finish | Predecessors |
|---|---|---|---|---|---|---|
| 25 | | Asset Class & Fixed Asset | 1 day | Fri 21/09/07 | Fri 21/09/07 | 22 |
| 26 | | Bank Master Data | 1 day | Wed 26/09/07 | Wed 26/09/07 | 25;29 |
| 27 | | GL Budgeting | 1 day | Fri 21/09/07 | Fri 21/09/07 | 21 |
| 28 | | Item Group & Item | 1 day | Mon 24/09/07 | Mon 24/09/07 | 25 |
| 29 | | Barcode Processing | 1 day | Tue 25/09/07 | Tue 25/09/07 | 28 |
| 30 | | Purchasing Process | 3 days | Wed 26/09/07 | Fri 28/09/07 | |
| 31 | | Purchase Order & Return | 1 day | Wed 26/09/07 | Wed 26/09/07 | 29;13 |
| 32 | | Good Receipt & Return | 1 day | Thu 27/09/07 | Thu 27/09/07 | 31 |
| 33 | | Approval Strategy | 1 day | Fri 28/09/07 | Fri 28/09/07 | 32 |
| 34 | | Sales Process | 3 days | Mon 01/10/07 | Wed 03/10/07 | |
| 35 | | Sales Contract | 1 day | Mon 01/10/07 | Mon 01/10/07 | 33 |
| 36 | | Sales Order & Return | 1 day | Tue 02/10/07 | Tue 02/10/07 | 35 |
| 37 | | Delivery Order & Return | 1 day | Wed 03/10/07 | Wed 03/10/07 | 36 |
| 38 | | Inventory Process | 5 days | Thu 04/10/07 | Wed 10/10/07 | |
| 39 | | Stock Transfer Request | 1 day | Thu 04/10/07 | Thu 04/10/07 | 37 |
| 40 | | Stock Transfer Order | 1 day | Fri 05/10/07 | Fri 05/10/07 | 39 |
| 41 | | Good Receipt for STO | 1 day | Mon 08/10/07 | Mon 08/10/07 | 40 |
| 42 | | Good Issue & Good Receipt ( Exception ) | 1 day | Tue 09/10/07 | Tue 09/10/07 | 41 |
| 43 | | Cycle Count ( Stock Count) | 1 day | Wed 10/10/07 | Wed 10/10/07 | 42 |
| 44 | | Customer Service Process | 2 days | Thu 11/10/07 | Fri 12/10/07 | |
| 45 | | Request Service | 1 day | Thu 11/10/07 | Thu 11/10/07 | 43 |
| 46 | | Work Order Process | 1 day | Fri 12/10/07 | Fri 12/10/07 | 45 |
| 47 | | Finance & Accounting Process | 5 days | Mon 15/10/07 | Fri 19/10/07 | |
| 48 | | Invoicing AP | 1 day | Mon 15/10/07 | Mon 15/10/07 | 46 |

Project: DetSchedule2
Date: Thu 10/07/08

| Task | Rolled Up Task | Project Summary |
| Split | Rolled Up Split | External Milestone |
| Progress | Rolled Up Milestone | Deadline |
| Milestone | Rolled Up Progress | |
| Summary | External Tasks | |

Page 2

| ID | ● | Task Name | Duration | Start | Finish | Predecessors |
|---|---|---|---|---|---|---|
| 49 | | Invoicing AR | 1 day | Tue 16/10/07 | Tue 16/10/07 | 48 |
| 50 | | OutGoing Payment | 1 day | Wed 17/10/07 | Wed 17/10/07 | 49 |
| 51 | | InComing Payment | 1 day | Thu 18/10/07 | Thu 18/10/07 | 50 |
| 52 | | Bank Reconciliation | 1 day | Fri 19/10/07 | Fri 19/10/07 | 51 |
| 53 | | Interface with Add On | 2 days | Mon 22/10/07 | Tue 23/10/07 | 52;26 |
| 54 | | Form and Report Layout | 2 days | Wed 24/10/07 | Thu 25/10/07 | 53 |
| 55 | | Realization | 54 days | Mon 01/10/07 | Thu 13/12/07 | |
| 56 | | Data Preparation | 17 days | Mon 01/10/07 | Tue 23/10/07 | |
| 57 | | COA (computer organization architecture) | 3 days | Mon 01/10/07 | Wed 03/10/07 | 33 |
| 58 | | Vendor Group & Vendor | 3 days | Thu 04/10/07 | Mon 08/10/07 | 57 |
| 59 | | Customer Group & Customer | 3 days | Tue 09/10/07 | Thu 11/10/07 | 58 |
| 60 | | Item Group & Item | 3 days | Fri 12/10/07 | Tue 16/10/07 | 59 |
| 61 | | Asset Class & Fixed Asset | 3 days | Wed 17/10/07 | Fri 19/10/07 | 60 |
| 62 | | Other Master Data ( Bank, etc) | 2 days | Mon 22/10/07 | Tue 23/10/07 | 61 |
| 63 | | Configuration | 14 days | Fri 26/10/07 | Wed 14/11/07 | 62;54 |
| 64 | | Develop Interface | 14 days | Thu 15/11/07 | Tue 04/12/07 | 63 |
| 65 | | Testing Scenario | 7 days | Thu 15/11/07 | Fri 23/11/07 | 63 |
| 66 | | Unit Test & Integration Test | 10 days | Mon 26/11/07 | Fri 07/12/07 | 65 |
| 67 | | Develop Report | 4 days | Mon 10/12/07 | Thu 13/12/07 | 66 |
| 68 | | Develop User Manual | 7 days | Wed 05/12/07 | Thu 13/12/07 | 64 |
| 69 | | Final Preparation | 48 days | Fri 14/12/07 | Tue 19/02/08 | |
| 70 | | Master Data Upload test | 13 days | Fri 14/12/07 | Tue 01/01/08 | 67 |
| 71 | | Final Integration Test | 24 days | Thu 17/01/08 | Tue 19/02/08 | 70;72 |
| 72 | | End User Training | 24 days | Fri 14/12/07 | Wed 16/01/08 | 68 |

| | | |
|---|---|---|
| Task | | Rolled Up Task |
| Split | | Rolled Up Split |
| Progress | | Rolled Up Milestone ◇ |
| Milestone | ◆ | Rolled Up Progress |
| Summary | | External Tasks |

Project Summary
External Milestone ◇
Deadline

Project: DetSchedule2
Date: Thu 10/07/08

Page 3

Studi komparasi metode..., Menaria Manurung, FT-UI, 2008
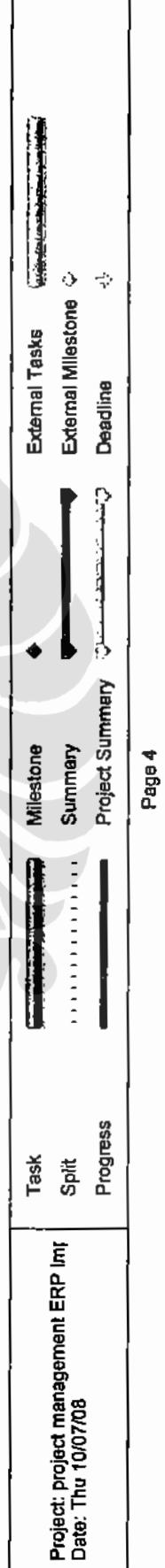
| ID | ❶ | Task Name | Duration | Start | Finish | Predecessors |
|----|---|-----------|----------|-------|--------|--------------|
| 73 | | Master Data Final Upload | 7 days | Thu 17/01/08 | Fri 25/01/08 | 72 |
| 74 | | Cut Over Simulation | 7 days | Mon 28/01/08 | Tue 05/02/08 | 73 |
| 75 | | Go Live & Support | 34 days | Wed 06/02/08 | Mon 24/03/08 | |
| 76 | | Balance Upload | 34 days | Wed 06/02/08 | Mon 24/03/08 | |
| 77 | | Balance Item & Fixed Asset | 6 days | Wed 08/02/08 | Wed 13/02/08 | |
| 78 | | Balance AP | 2 days | Wed 06/02/08 | Thu 07/02/08 | 74 |
| 79 | | Balance AR | 2 days | Fri 08/02/08 | Mon 11/02/08 | 78 |
| 80 | | Balance GL | 2 days | Tue 12/02/08 | Wed 13/02/08 | 79 |
| 81 | | Confirm Balance Item & Fixed Asset | 6 days | Thu 14/02/08 | Thu 21/02/08 | |
| 82 | | Balance AP | 2 days | Thu 14/02/08 | Fri 15/02/08 | 80 |
| 83 | | Balance AR | 2 days | Mon 18/02/08 | Tue 19/02/08 | 82 |
| 84 | | Balance GL | 2 days | Wed 20/02/08 | Thu 21/02/08 | 83 |
| 85 | | Support Go Live | 22 days | Fri 22/02/08 | Mon 24/03/08 | 84 |
| 86 | | Sistem Go Live | 0 days | Mon 24/03/08 | Mon 24/03/08 | 85;72 |

Project: DetSchedule2
Date: Thu 10/07/08

| | | | |
|--|--|--|--|
| Task | | Rolled Up Task | Project Summary |
| Split | | Rolled Up Split | External Milestone |
| Progress | | Rolled Up Milestone ◇ | Deadline |
| Milestone | | Rolled Up Progress | |
| Summary | | External Tasks | |

Page 4

| ID | | Task Name | Duration | Start | Finish | Predecessors |
|---|---|---|---|---|---|---|
| 1 | | **Planning and initiation** | **48 days** | **Wed 28/05/08** | **Fri 01/08/08** | |
| 2 | | **Project charter** | **28 days** | **Wed 28/05/08** | **Fri 04/07/08** | |
| 3 | | **starting project** | **0 days** | **Wed 28/05/08** | **Wed 28/05/08** | |
| 4 | | **organization plan** | **11 days** | **Wed 28/05/08** | **Wed 11/06/08** | |
| 5 | | identification of core team | 3 days | Wed 28/05/08 | Fri 30/05/08 | 3 |
| 6 | | identification of steering committee | 1 day | Mon 02/06/08 | Mon 02/06/08 | 5 |
| 7 | | identification of executive sponsors | 1 day | Tue 03/06/08 | Tue 03/06/08 | 6 |
| 8 | | core team vacation schedules | 4 days | Wed 04/06/08 | Mon 09/06/08 | 7 |
| 9 | | resource matrix | 2 days | Tue 10/06/08 | Wed 11/06/08 | 8 |
| 10 | | **Issue management plan** | **5 days** | **Thu 12/06/08** | **Wed 18/06/08** | |
| 11 | | development of issue log | 3 days | Thu 12/06/08 | Mon 16/06/08 | 17;9 |
| 12 | | identify issue log users | 2 days | Tue 17/06/08 | Wed 18/06/08 | 11 |
| 13 | | **scope management plan** | **5 days** | **Wed 28/05/08** | **Tue 03/06/08** | |
| 14 | | conversion requirements | 2 days | Wed 28/05/08 | Thu 29/05/08 | 3 |
| 15 | | interface requirements | 2 days | Fri 30/05/08 | Mon 02/06/08 | 14 |
| 16 | | reporting requirements | 1 day | Tue 03/06/08 | Tue 03/06/08 | 15 |
| 17 | | **risk management plan** | **3 days** | **Wed 04/06/08** | **Fri 06/06/08** | 16 |
| 18 | | **procurement plan** | **12 days** | **Thu 19/06/08** | **Fri 04/07/08** | |
| 19 | | system integrator preparation | 2 days | Thu 19/06/08 | Fri 20/06/08 | 12 |
| 20 | | hardware procurement | 4 days | Mon 23/06/08 | Thu 26/06/08 | 19 |
| 21 | | software procurement | 3 days | Fri 27/06/08 | Tue 01/07/08 | 20 |
| 22 | | system integrator procurement | 3 days | Wed 02/07/08 | Fri 04/07/08 | 21 |
| 23 | | **communication plan** | **2 days** | **Mon 09/06/08** | **Tue 10/06/08** | |
| 24 | | core team meeting schedule | 1 day | Mon 09/06/08 | Mon 09/06/08 | 17 |
| 25 | | steering committee meeting schedule | 1 day | Tue 10/06/08 | Tue 10/06/08 | 24 |
| 26 | | executive sponsorship meeting schedule | 0 days | Tue 10/06/08 | Tue 10/06/08 | 25 |

Project: project management ERP Im
Date: Thu 10/07/08

Task  Milestone  External Tasks
Split  Summary  External Milestone
Progress  Project Summary  Deadline

Page 1

| ID | | Task Name | Duration | Start | Finish | Predecessors |
|---|---|---|---|---|---|---|
| 27 | | **Training matrix & plan** | 8 days | Mon 07/07/08 | Wed 16/07/08 | |
| 28 | | Identify core team training requirements | 2 days | Mon 07/07/08 | Tue 08/07/08 | 22 |
| 29 | | core team training schedule | 3 days | Wed 09/07/08 | Fri 11/07/08 | 28 |
| 30 | | schedule end user training & facility | 3 days | Mon 14/07/08 | Wed 16/07/08 | 29 |
| 31 | | **current state assessment** | 2 days | Wed 16/07/08 | Fri 18/07/08 | |
| 32 | | monthly & daily processing cycles | 0 days | Wed 16/07/08 | Wed 16/07/08 | 30;37 |
| 33 | | current reporting requirements | 1 day | Thu 17/07/08 | Thu 17/07/08 | 32 |
| 34 | | current interface requirements | 1 day | Fri 18/07/08 | Fri 18/07/08 | 33 |
| 35 | | **change management strategy** | 3 days | Wed 11/06/08 | Fri 13/06/08 | |
| 36 | | change network charter & kickoff packet | 2 days | Wed 11/06/08 | Thu 12/06/08 | 26 |
| 37 | | change management assessment | 1 day | Fri 13/06/08 | Fri 13/06/08 | 36 |
| 38 | | project management packet | 2 days | Thu 19/06/08 | Fri 20/06/08 | 12 |
| 39 | | project team kickoff packet | 2 days | Mon 23/06/08 | Tue 24/06/08 | 38 |
| 40 | | steering committee charter & kickoff packet | 2 days | Mon 21/07/08 | Tue 22/07/08 | 34 |
| 41 | | **project plan** | 19 days | Mon 07/07/08 | Thu 31/07/08 | |
| 42 | | hardware installation | 10 days | Mon 07/07/08 | Fri 18/07/08 | 22;38 |
| 43 | | software installation | 8 days | Mon 21/07/08 | Wed 30/07/08 | 42 |
| 44 | | kickoff meeting schedule | 1 day | Thu 31/07/08 | Thu 31/07/08 | 43 |
| 45 | | sponsorship plan | 1 day | Fri 01/08/08 | Fri 01/08/08 | 44;40 |
| 46 | | **Design** | 87 days | Fri 13/06/08 | Mon 13/10/08 | |
| 47 | | prepare for design workshop | 8 days | Mon 04/08/08 | Wed 13/08/08 | 45 |
| 48 | | conduct & document design workshops | 10 days | Thu 14/08/08 | Wed 27/08/08 | 47 |
| 49 | | build design document | 27 days | Thu 28/08/08 | Fri 03/10/08 | 48 |
| 50 | | complete interface matrix, reporting matrices, and conversic | 8 days | Wed 23/07/08 | Fri 01/08/08 | 40 |
| 51 | | complete processing schedule, security matrices, and archiv | 22 days | Mon 04/08/08 | Tue 02/09/08 | 50 |
| 52 | | prioritize and design system modifications | 14 days | Wed 03/09/08 | Mon 22/09/08 | 51 |

| | | | | | |
|---|---|---|---|---|---|
| Project: project management ERP Imp | Task | | Milestone | | External Tasks |
| Date: Thu 10/07/08 | Split | | Summary | | External Milestone |
| | Progress | | Project Summary | | Deadline |

Page 2

| ID | | Task Name | Duration | Start | Finish | Predecessors |
|---|---|---|---|---|---|---|
| 53 | | prepare for testing | 7 days | Tue 23/09/08 | Wed 01/10/08 | 52 |
| 54 | | finalize project plan for development and implementation | 2 days | Thu 04/09/08 | Fri 05/09/08 | 55 |
| 55 | | issue design book | 1 day | Wed 03/09/08 | Wed 03/09/08 | 50;51 |
| 56 | | execute communication plan | 1 day | Fri 13/06/08 | Fri 13/06/08 | 36 |
| 57 | | execute sponsorship plan | 1 day | Mon 06/10/08 | Mon 06/10/08 | 49 |
| 58 | | organization impact analysis | 5 days | Tue 07/10/08 | Mon 13/10/08 | 56;57 |
| 59 | | obtain sign-off | 0 days | Mon 13/10/08 | Mon 13/10/08 | 58;54;53 |
| 60 | | **Development** | **106 days** | **Tue 14/10/08** | **Tue 10/03/09** | |
| 61 | | Mengembangkan configurate application | 15 days | Tue 14/10/08 | Mon 03/11/08 | 59 |
| 62 | | develop report | 5 days | Tue 04/11/08 | Mon 10/11/08 | 61 |
| 63 | | develop interface programs | 21 days | Tue 04/11/08 | Tue 02/12/08 | 61 |
| 64 | | build conversion programs | 13 days | Wed 03/12/08 | Fri 19/12/08 | 63 |
| 65 | | develop procedures | 7 days | Tue 11/11/08 | Wed 19/11/08 | 62 |
| 66 | | construct system test packages | 4 days | Mon 22/12/08 | Thu 25/12/08 | 64 |
| 67 | | develop system security | 8 days | Fri 26/12/08 | Tue 06/01/09 | 66 |
| 68 | | execute communication plan | 1 day | Wed 07/01/09 | Wed 07/01/09 | 67;65 |
| 69 | | change discussion guides | 2 days | Thu 08/01/09 | Fri 09/01/09 | 68 |
| 70 | | execute sponsorship plan | 2 days | Mon 12/01/09 | Tue 13/01/09 | 69 |
| 71 | | system testing | 7 days | Wed 07/01/09 | Thu 15/01/09 | 67 |
| 72 | | integration testing | 7 days | Fri 16/01/09 | Mon 26/01/09 | 71 |
| 73 | | conversion testing | 7 days | Tue 27/01/09 | Wed 04/02/09 | 72 |
| 74 | | volume test | 1 day | Thu 05/02/09 | Thu 05/02/09 | 73 |
| 75 | | stress test | 3 days | Fri 06/02/09 | Tue 10/02/09 | 74 |
| 76 | | backup/recovery test | 4 days | Wed 11/02/09 | Mon 16/02/09 | 75 |
| 77 | | obtain user acceptance | 2 days | Tue 17/02/09 | Wed 18/02/09 | 70;76 |
| 78 | | finalize rollout and post implementation support project plan | 3 days | Thu 19/02/09 | Mon 23/02/09 | 77 |

Project: project management ERP imp  
Date: Thu 10/07/08

| Task | | Milestone | ◆ | Summary | | External Tasks | |
| Split | | Summary | | Project Summary | | External Milestone | ◇ |
| Progress | | Project Summary | | | | Deadline | ⇩ |

Page 3

| ID | | Task Name | Duration | Start | Finish | Predecessors |
|---|---|---|---|---|---|---|
| 79 | | execute communication plan | 1 day | Tue 24/02/09 | Tue 24/02/09 | 78 |
| 80 | | execute sponsorship plan | 1 day | Wed 25/02/09 | Wed 25/02/09 | 79 |
| 81 | | policy & procedure development | 1 day | Thu 26/02/09 | Thu 26/02/09 | 80 |
| 82 | | traint-the-trainer | 5 days | Fri 27/02/09 | Thu 05/03/09 | 81;77 |
| 83 | | training testing, delivery & evaluation | 3 days | Fri 06/03/09 | Tue 10/03/09 | 82 |
| 84 | | rollout communication plan | 2 days | Wed 25/02/09 | Thu 26/02/09 | 79 |
| 85 | | obtain sign off | 0 days | Tue 10/03/09 | Tue 10/03/09 | 84;83 |
| 86 | | **Implementation & end user training** | **73 days** | **Thu 05/02/09** | **Mon 18/05/09** | |
| 87 | | training design/development | 7 days | Wed 11/03/09 | Thu 19/03/09 | 83;85 |
| 88 | | convert data | 13 days | Thu 05/02/09 | Mon 23/02/09 | 73 |
| 89 | | rollout communication | 5 days | Fri 20/03/09 | Thu 26/03/09 | 87;88 |
| 90 | | go "live" | 22 days | Fri 27/03/09 | Mon 27/04/09 | 89 |
| 91 | | post implementation support & review | 10 days | Tue 28/04/09 | Mon 11/05/09 | 90 |
| 92 | | determine review method, gather data and conduct review | 5 days | Tue 12/05/09 | Mon 18/05/09 | 91 |
| 93 | | obtain sign-off | 0 days | Mon 18/05/09 | Mon 18/05/09 | 92 |

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|---|---|---|---|---|
| Task | | Milestone | ◆ | External Tasks |
| Split | | Summary | | External Milestone ◇ |
| Progress | | Project Summary | | Deadline |

Project: project management ERP Im
Date: Thu 10/07/08

Page 4

| ID | ⓘ | Task Name | Duration | Start | Finish | Predecessors |
|----|---|-----------|----------|-------|--------|--------------|
| 1 | | **Plan** | **15 days** | **Sun 18/05/08** | **Fri 06/06/08** | |
| 2 | | Plan Pre-Engagement with the Customer | 0 days | Sun 18/05/08 | Sun 18/05/08 | |
| 3 | | Review documentation from Sales | 4 days | Mon 19/05/08 | Thu 22/05/08 | 2 |
| 4 | | Conduct initial alignment meeting with the customer | 1 day | Fri 23/05/08 | Fri 23/05/08 | 3 |
| 5 | | Prepare Engagement Plan | 5 days | Mon 26/05/08 | Fri 30/05/08 | 4 |
| 6 | | Prepare Customer Questionnaire | 2 days | Mon 26/05/08 | Tue 27/05/08 | 4 |
| 7 | | Deliver Pre-Engagement document to Customer | 1 day | Mon 02/06/08 | Mon 02/06/08 | 5 |
| 8 | | Conduct final alignment meeting with the Customer | 1 day | Tue 03/06/08 | Tue 03/06/08 | 7,6 |
| 9 | | Plan Pre-Engagement with the internal team | 3 days | Wed 04/06/08 | Fri 06/06/08 | 8 |
| 10 | | **Requirement Study** | **43 days** | **Mon 09/06/08** | **Wed 06/08/08** | |
| 11 | | Review infrastructure | 10 days | Mon 09/06/08 | Fri 20/06/08 | 9 |
| 12 | | **Review and document current business process** | **33 days** | **Mon 23/06/08** | **Wed 06/08/08** | |
| 13 | | **General Parameter** | **6 days** | **Mon 23/06/08** | **Mon 30/06/08** | |
| 14 | | Currency | 1 day | Mon 23/06/08 | Mon 23/06/08 | 11 |
| 15 | | Data format | 1 day | Tue 24/06/08 | Tue 24/06/08 | 14 |
| 16 | | Unit of Measure | 1 day | Wed 25/06/08 | Wed 25/06/08 | 15 |
| 17 | | Validation Method | 1 day | Thu 26/06/08 | Thu 26/06/08 | 16 |
| 18 | | Payment Term | 1 day | Fri 27/06/08 | Fri 27/06/08 | 17 |
| 19 | | Payment Method | 1 day | Mon 30/06/08 | Mon 30/06/08 | 18 |
| 20 | | Chart of Account | 1 day | Tue 01/07/08 | Tue 01/07/08 | 19 |
| 21 | | Warehouse | 1 day | Tue 01/07/08 | Tue 01/07/08 | 19 |
| 22 | | Customer Group & Customer | 1 day | Thu 03/07/08 | Thu 03/07/08 | 26 |
| 23 | | Vendor Group & Vendor | 1 day | Fri 04/07/08 | Fri 04/07/08 | 22 |
| 24 | | Asset Class & Fixed Asset | 2 days | Wed 02/07/08 | Thu 03/07/08 | 21 |
| 25 | | Bank Master Data | 3 days | Tue 08/07/08 | Thu 10/07/08 | 23,28 |
| 26 | | GL Budgeting | 1 day | Wed 02/07/08 | Wed 02/07/08 | 20 |

Project: CheapDynamicsRemoteImple
Date: Thu 10/07/08

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| Task | | External Tasks | |
| Split | | External Milestone | ◇ |
| Progress | | Deadline | ⇩ |
| Milestone | ◆ | | |
| Summary | | | |
| Project Summary | | | |

**Universitas Indonesia**

| ID | | Task Name | Duration | Start | Finish | Predecessors |
|----|---|-----------|----------|-------|--------|--------------|
| 27 | | Item Group & Item | 1 day | Fri 04/07/08 | Fri 04/07/08 | 24 |
| 28 | | Barcode Processing | 1 day | Mon 07/07/08 | Mon 07/07/08 | 27 |
| 29 | | **Purchasing Process** | **3 days** | **Tue 08/07/08** | **Thu 10/07/08** | |
| 30 | | Purchasing Order & Return | 1 day | Tue 08/07/08 | Tue 08/07/08 | 28;11 |
| 31 | | Good Receipt & Return | 1 day | Wed 09/07/08 | Wed 09/07/08 | 30 |
| 32 | | Approval Strategy | 1 day | Thu 10/07/08 | Thu 10/07/08 | 31 |
| 33 | | **Sales Process** | **3 days** | **Fri 11/07/08** | **Tue 15/07/08** | |
| 34 | | Sales Contract | 1 day | Fri 11/07/08 | Fri 11/07/08 | 32 |
| 35 | | Sales Order & Return | 1 day | Mon 14/07/08 | Mon 14/07/08 | 34 |
| 36 | | Delivery Order & Return | 1 day | Tue 15/07/08 | Tue 15/07/08 | 35 |
| 37 | | **Inventory Process** | **5 days** | **Wed 16/07/08** | **Tue 22/07/08** | |
| 38 | | Stock Transfer Request | 1 day | Wed 16/07/08 | Wed 16/07/08 | 36 |
| 39 | | Stock Transfer Order | 1 day | Thu 17/07/08 | Thu 17/07/08 | 38 |
| 40 | | Good Receipt for STO | 1 day | Fri 18/07/08 | Fri 18/07/08 | 39 |
| 41 | | Good Issue & Good Receipt ( Exception ) | 1 day | Mon 21/07/08 | Mon 21/07/08 | 40 |
| 42 | | Cycle Count ( Stock Count) | 1 day | Tue 22/07/08 | Tue 22/07/08 | 41 |
| 43 | | **Customer Service Process** | **2 days** | **Wed 23/07/08** | **Thu 24/07/08** | |
| 44 | | Request Service | 1 day | Wed 23/07/08 | Wed 23/07/08 | 42 |
| 45 | | Work Order Process | 1 day | Thu 24/07/08 | Thu 24/07/08 | 44 |
| 46 | | **Finance & Accounting Process** | **5 days** | **Fri 25/07/08** | **Thu 31/07/08** | |
| 47 | | Invoicing AP | 1 day | Fri 25/07/08 | Fri 25/07/08 | 45 |
| 48 | | Invoicing AR | 1 day | Mon 28/07/08 | Mon 28/07/08 | 47 |
| 49 | | OutGoing Payment | 1 day | Tue 29/07/08 | Tue 29/07/08 | 48 |
| 50 | | InComing Payment | 1 day | Wed 30/07/08 | Wed 30/07/08 | 49 |
| 51 | | Bank Reconciliation | 1 day | Thu 31/07/08 | Thu 31/07/08 | 50 |
| 52 | | Interface with Add On | 2 days | Fri 01/08/08 | Mon 04/08/08 | 51;25 |

Project: CheapDynamicsRemoteImple
Date: Thu 10/07/08

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|---|---|---|---|
| Task | | Milestone ◆ | External Tasks |
| Split | | Summary | External Milestone ◇ |
| Progress | | Project Summary | Deadline ⇩ |

**Universitas Indonesia**

| ID | | Task Name | Duration | Start | Finish | Predecessors |
|----|---|-----------|----------|-------|--------|--------------|
| 53 | | Form and Report Layout | 2 days | Tue 05/08/08 | Wed 06/08/08 | 52 |
| 54 | | Developing and realizing solution | 69 days | Thu 07/08/08 | Tue 11/11/08 | 53 |
| 55 | | Develop Customization | 45 days | Thu 07/08/08 | Wed 08/10/08 | 53 |
| 56 | | QA/Testing Customization | 7 days | Thu 09/10/08 | Fri 17/10/08 | 55 |
| 57 | | Prepare User Acceptance Test Scenarios | 7 days | Mon 20/10/08 | Tue 28/10/08 | 56 |
| 58 | | Develop Training Materials | 5 days | Wed 29/10/08 | Tue 04/11/08 | 57 |
| 59 | | Import Sample Master files for Testing Purpose | 10 days | Mon 20/10/08 | Fri 31/10/08 | 56 |
| 60 | | System-wide Test and Verification | 7 days | Mon 03/11/08 | Tue 11/11/08 | 59 |
| 61 | | Deploy | 19 days | Wed 05/11/08 | Mon 01/12/08 | |
| 62 | | Installation to Testing Server | 6 days | Wed 12/11/08 | Wed 19/11/08 | 60 |
| 63 | | User Acceptance Testing | 3 days | Wed 05/11/08 | Fri 07/11/08 | 58 |
| 64 | | Update System and Materials | 8 days | Thu 20/11/08 | Mon 01/12/08 | 63;62 |
| 65 | | Resolving Outstanding Issues | 7 days | Tue 02/12/08 | Wed 10/12/08 | |
| 66 | | Work with key users to resolve known issues | 7 days | Tue 02/12/08 | Wed 10/12/08 | 64 |
| 67 | | Public Training | 8 days | Mon 10/11/08 | Wed 19/11/08 | |
| 68 | | Provide Public Training to End Users | 8 days | Mon 10/11/08 | Wed 19/11/08 | 63;58 |
| 69 | | Go Live Preparation | 54 days | Thu 11/12/08 | Tue 24/02/09 | |
| 70 | | Master Data Upload test | 13 days | Thu 11/12/08 | Mon 29/12/08 | 66;68 |
| 71 | | Final Integration Test | 24 days | Tue 30/12/08 | Fri 30/01/09 | 70 |
| 72 | | Master Data Final Upload | 7 days | Mon 02/02/09 | Tue 10/02/09 | 71 |
| 73 | | Final Update Systems and Documents | 10 days | Wed 11/02/09 | Tue 24/02/09 | 72 |
| 74 | | Go Live | 12 days | Wed 25/02/09 | Thu 12/03/09 | |
| 75 | | Balance Upload | 12 days | Wed 25/02/09 | Thu 12/03/09 | |
| 76 | | Balance Item & Fixed Asset | 6 days | Wed 25/02/09 | Wed 04/03/09 | |
| 77 | | Balance AP | 2 days | Wed 25/02/09 | Thu 26/02/09 | 73 |
| 78 | | Balance AR | 2 days | Fri 27/02/09 | Mon 02/03/09 | 77 |

Project: CheapDynamicsRemoteImple
Date: Thu 10/07/08

| Task | | Milestone | ♦ | External Tasks | |
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| Progress | | Project Summary | | Deadline | ⇩ |

Page 3

| ID | ❶ | Task Name | Duration | Start | Finish | Predecessors |
|----|---|-----------|----------|-------|--------|--------------|
| 79 | | Balance GL | 2 days | Tue 03/03/09 | Wed 04/03/09 | 78 |
| 80 | | **Confirm Balance Item & Fixed Asset** | **6 days** | **Thu 05/03/09** | **Thu 12/03/09** | |
| 81 | | Balance AP | 2 days | Thu 05/03/09 | Fri 06/03/09 | 79 |
| 82 | | Balance AR | 2 days | Mon 09/03/09 | Tue 10/03/09 | 81 |
| 83 | | Balance GL | 2 days | Wed 11/03/09 | Thu 12/03/09 | 82 |
| 84 | | Cut off Old System, Run solo with new system | 0 days | Thu 12/03/09 | Thu 12/03/09 | 83 |
| 85 | | **Support and Maintenance** | **24 days** | **Fri 13/03/09** | **Wed 15/04/09** | |
| 86 | | Closing, System Assessment, Sign Off | 2 days | Fri 13/03/09 | Mon 16/03/09 | 84 |
| 87 | | Support on-site for all modules | 22 days | Tue 17/03/09 | Wed 15/04/09 | 86 |
| 88 | | proyek selesai | 0 days | Wed 15/04/09 | Wed 15/04/09 | 87 |

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|---|---|---|---|---|---|
| Task | | Milestone | ◆ | External Tasks | |
| Split | | Summary | | External Milestone | ◇ |
| Progress | | Project Summary | | Deadline | ⇩ |

Project: CheepDynamicsRemoteImple
Date: Thu 10/07/08

Page 4