UNIVERSITAS INDONESIA

BUSINESS PLAN:
BUILDING AN ENTERPRISE BUSINESS SYSTEM INTEGRATOR DIVISION IN THE INFORMATION TECHNOLOGY COMPANY (CASE STUDY PT ANABATIC TECHNOLOGIES)

THESIS

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MAGISTER OF MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION
JAKARTA
DESEMBER 2010

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Submitted to fulfill one of the requirements to obtain degree of Magister Management

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STATEMENT OF ORIGINALITY

This Final Paper represents my own effort,

any idea or excerpt from other writers in this final paper, either in form of publication or in other form of publication, if any, have been acknowledged in this paper in accordance to the academic standard or reference procedures.

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PREFACE

Thank to God and praise for His gift, mercy and blessing to me to have the ability to finish my final report. This writing process finally can be finished because of receiving help from some parties in giving me information, input, experience, knowledge and motivation which are all very valuable to me. I thank with my greatness thanks to:

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7. My colleagues in MM-MBA generation 2007.
8. My colleagues in PT Anabatic Technologies.
9. The whole staffs from the Library of MM UI.

It is recognized that this paper is far from perfect. The reader may easily find some weaknesses. Therefore, any inputs from any parties are being awaited and appreciated. Finally, the writer is always expecting that this paper can be useful to all readers.

Jakarta, December 15th, 2010

Ma'mun Nurcholil

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ABSTRACT

Name : Ma'mun Nurcholil
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Title : Business Plan: Building An Enterprise Business System Integrator Division in the Information Technology Company (Case Study PT Anabatic Technologies)

This thesis discusses a business plan in developing a system integrator division in the information technology companies engaged in enterprise business solutions. The author expect from this research, author can conduct an objective assessment of achievements to date, get a lot of good information about business planning and theory surrounding competitiveness, make an assessment of the portfolio and human resources and its capabilities, and consider the appropriate strategy for this business some next year. The conclusion of this business plan turned out that their journey is so far was on the right path, but management still needs improvement. Running a business strategy with more focus portfolios election and its supporting tools, improvement and development of human resources, and plan for a gradual growth in harmony with the ability to sell and market absorption, becomes key to continuously grow and have a competitive advantage to remain a leading player in this IT field.

Key words: Business Plan, Business Strategy, Information Technology, Enterprise Business, System Integrator

ABSTRAK

Judul : Rencana Bisnis: Mengembangkan Divisi Integrasi Sistem Bisnis Enterprise pada Perusahaan Teknologi Informasi (Studi Kasus PT Anabatic Technologies)

Tesis ini membahas tentang rencana bisnis dalam mengembangkan divisi system integrator pada perusahaan yang bergerak di bidang teknologi informasi solusi bisnis enterprise. Penulis mengharapkan dari tesis ini penulis dapat melakukan penilaian objektif terhadap pencapaian hingga saat ini, mendapatkan banyak informasi yang baik tentang perencanaan bisnis dan teori seputar daya saing, melakukan penilaian terhadap portfolio dan sumber daya manusia beserta kapabilitasnya, dan memikirkan strategi yang tepat untuk bisnis ini beberapa tahun berikutnya. Kesimpulan dari rencana bisnis ini menunjukkan bahwa perkembangan saat ini sudah berada di jalan yang tepat, namun masih membutuhkan perbaikan manajemen. Menjalankan strategi bisnis dengan lebih fokus pemilihan portofolio dan alat pendukungnya, peningkatan dan pengembangan sumber daya manusia, dan rencana bagi pertumbuhan bertahap selaras dengan kemampuan untuk menjual dan penyerapan pasar, menjadi kunci untuk terus tumbuh dan mempunyai keunggulan kompetitif untuk tetap pemain terkemuka di bidang TI ini.

Kata kunci: Rencana Bisnis, Strategi Bisnis, Teknologi Informasi, Bisnis Enterprise, Sistem Integrator.

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CHAPTER 1
INTRODUCTION

1.1. Background

Information technology increasingly taking an important role in Indonesia today, because we are entering an era of information (information age). Information Technology is a technology used for data processing, including processing, obtain, compile, store, manipulate data in various ways to produce quality information, i.e. information that is relevant, accurate and timely, which is used for personal, business and government, and is strategic information for decision making.

Since the period of the 70s until now, has grown hundreds to thousands of Indonesian companies engaged in Information Technology. With the increasing development of technology in all areas of life, the more companies push to presenting of world-class technology-enabled information to be able to stay abreast of these technologies.

In Indonesia, a company engaged in the field of information technology can be categorized to companies engaged in hardware, software, and service providers (hardware, software, & services). From the supply side, firms are categorized as technology owner (Principal), Distributors, Resellers, Solution Providers, and System Integrators.

Towards the late 80s, there was a trend shift in technology from previous hardware is a major milestone, began to shift to the provision of software and solutions. The focus of the company not only provides the hardware, but including also the software and supporting solutions. In mid-2000 again there was a shift from software and solutions provider to provide integrated solutions with a focus on providing services in IT field.

This shift raises a problem of availability of human resources to master the technology, the ability of absorption of very rapid technological movements, and increased capacity. Moreover, solutions must be developed at enterprise level that more widespread and increasingly complex and thus require increased availability of human resources with specific specializations.

PT Anabatic Technologies as a company newly established in 2002, from the beginning has focused on enterprise solutions to plunge by becoming a solution provider and system integrator of the world-class principals (owners of the product) including IBM, Temenos Core Banking, Finarch, and Cisco Systems.

At first, PT Anabatic Technologies provides services to more in the portion of the provision of hardware, where hardware sales role in more than 60% revenue of the company. Following the development in the IT world and realize the change of trend at the top, PT Anabatic Technologies since 2006, began trying to shift its focus to improve the portfolio in the field of software and improve its human resource capacity in order to become a reliable system integrator company, where the main revenue source comes mainly from service (human resources), software and the last is from the hardware with the smallest portion.

One of the important portfolios for the company was IBM Software. IBM is the owner of the largest software portfolios in the world, with more than 6000 kinds of software that mostly cater to the corporate and enterprise, and not for retail (home). PT Anabatic Technologies already achieved premier-level partners, the highest level as a partner in IBM, during focus selling hardware, making it easier to develop its portfolio and sales in the field of software. For the other portfolio of enterprise class solutions such as products from Oracle, so far has been managed by its subsidiary PT Anabatic Technologies, namely Computrade Technology International/CTI. For IT solution from *Open Source,* mostly handled by X-Sis another PT Anabatic Technologies' subsidiary.

The particular importance in enterprise software is the software is the platform or framework and software are often not ready to use (appliance) that plug and play, as understood by most people about the software. Need more in-depth knowledge to understand the basics of the platform, the basic technology, and how to implement based on customer needs.

On the other hand a diverse customer needed a solution that must be handled by some software, and to be able to implement it requires the ability of system integrators that can incorporate between software with another. And there are also customers who need very specific solutions that require customization

and development of specific applications but still built on the same platform and can talk to each other with pre-existing software.

1.2. Problem Identification

In reaching the company's strategy and long-term goals, PT Anabatic Technologies need to develop and enhance a specific IT division for solution and system integrators primarily to end-to-end software solutions with the IBM software platforms. PT Anabatic Technologies must choose and focusing fields that have viewed prospectively from IBM software extensive portfolio of software offerings and develop IT solutions that fit with the trend in future customer needs, and build a team with expertise and specialization that can meet the needs of implementation of proposed solutions. And to build it all, Anabatic business plan requires a strategy that is consistent with company strategy and improve competitiveness with its peers in the industry IT solutions.

Specified problems can be determined as:

> What is the best strategic business plan to enhance a specific IT division that can improve performance Anabatic in the field of solutions and system Integrator and can compete with similar companies in the IT solutions industry?

1.3. Objective of the Research

The purpose of this study is how to build a business model of IT division system integrators with solutions based on IBM software products in enterprise-scale IT Company in Indonesia. And also find the right strategy to make IT solutions has become a major player in the same industry, in terms of achievement of the portfolio (variety of products offered) and the ability of experts to deliver every projects.

The selection of one principal (IBM Software) makes this business plan more focus and specific on the principal terms and conditions, the road map that must be executed, the software products will be offered in an integration system, and facilitate building an integrated solution because it is in one framework and the same platform.

This IT division is expected to grow and develop into a division that provides a significant contribution in supporting the growth of the company and in accordance with the vision, mission and strategy of the company in the future.

This study will also give input to PT Anabatic Technologies to build a strategic plan that will improve the performance of firms that remain in line with company strategy.

1.4. Research Methodology

This study is in business plan form focusing on development business strategy. The research methods that are used in this thesis consist of:

- Library Research

  Library research is collecting data from various sources related to the problem identification. It comes from textbook, articles from journal and internet.

- Field Research

  a. Survey

     The survey is intended to get secondary data for supporting analysis based on facts.

  b. Observation of marketing and technical operation, in the office and in the field.

1.5. Outline of the Report

The thesis covers five chapters that be composed of:

Chapter 1 : Introduction

The introductory chapter represents a general picture of the thesis. It states background, problem identification, objective of the thesis, research methodology, and outline of the report.

Chapter 2 : Theoretical Study

The theoretical study comprises theories and theoretical approach used in analyzing the problem and taking conclusion and recommendation.

Chapter 3 : Company Profile and Industry Review

The company profile and review of information technology industry describe Anabatic profile and IT industry review.

Chapter 4 : Business Plan

This chapter describes all the stages of business plan for Anabatic, specifically for IBM Software Division as System Integrator Division.

Chapter 5 : Conclusions and Recommendations

In this chapter, the writer tries to conclude the analysis study. By establish the analysis; the writer hopes to find accurate and effective strategy for this division. And in the end, the writer gives the recommendations to PT. Anabatic technologies.

CHAPTER 2
THEORETICAL STUDIES

2.1. Business Plan Theory

The planning function is the first function of any business operation to be performed; since it allows us to define what is the business will offer in the way of a product or service. It also shows how the product or services will be offered. The planning function should permit us to plan an organization that is both dynamic and flexible, and has the capability of growth built in. Thus, though this process, we can evaluate human resources needs and construct an organizational chart with these thoughts in mind.

Business Plan is a written document that clearly defines the goals of a business and outlines the methods for achieving them. A business plan describes what a business does, how it will be accomplished, who has to do it, where it will be done, why it's being done, and when it has to be completed (O'hara, 1995). Benefits of a business plan is for business activities that will be / is running stay on track which is planned, as guidance to refine the plans that are expected to become crucial to the success of a business.

According to O'hara (1995), there are five elements of a Business Plan:

a. Business Description

   A business description identifies the business goals and objectives and clarifies why we are or why we want to be in business.

b. Products and services

   This is a very descriptive explanation of all products and services. It describes what are we selling and why.

c. Sales and Marketing

   Sales and marketing are the core of your business rationale. Business plan should address several basic questions: who and how large is the market? What pricing and sales terms are we planning? And how will we market our products and services.

d. Strategic Objective

In this section we will list our objectives, the specific tactics that will use to achieve those objectives, the timeframes involved, and why we think the set of the objectives is doable and advantageous.

e. Action Program

The action plan must describe in a systematic activity / business to be done (including work schedules, etc.). In this section should be taken into account the needs that need to be met, for example: Technology; Personnel; Resource (financial, distribution, promotion, etc); External (products/services/technology required to be purchased outside company); and what are important issues that must be resolved.

Financial Management description is the most critical part of the business plan, and it will establish vital schedules that will guide the financial health of the business.

2.2. IT Portfolio Strategy

IT Portfolio management is a method for governing IT investments across the organization, and managing them for value. IT Portfolio management is a major control point in the IT management system, which consists of governance, service development, service delivery, and service operations. Portfolio management defines the decision making process so that innovation is focused on result.

Effective and efficient portfolio management manages interdependencies with the rest of the IT management system as well as interdepartmental workflow. Effective portfolio management ensures accountability by building it into the process. Efficient portfolio management minimizes waste by ensuring product and project do not receive funding or resource until the business case is sound.

It Portfolio management process includes a series of tasks designed to let organizations make the link between the IT portfolio and the organization's strategic objective and performance goals. One of the major work streams is strategic analysis.

The strategic analysis work stream translate the organization's strategic plans and performance target into missing capabilities, and assures that the resources adequately provides new capabilities and performance levels.

To make the strategic analysis phase more effective, consider using a top-down approach (Kaplan, 2005). Figure 2-1 show the top-down approach begins by clearly articulating the organization's strategy to answer three questions:

a. Where are we going? Define the long-term goals of the organization. Try to be as quantitative or explicit as possible
b. What will make us successful? Define the capabilities the organization must have to meet its goals. Try to be as specific as possible.
c. How will we get there? Define the architecture and set of initiatives (projects) required to deliver these organizational capabilities.

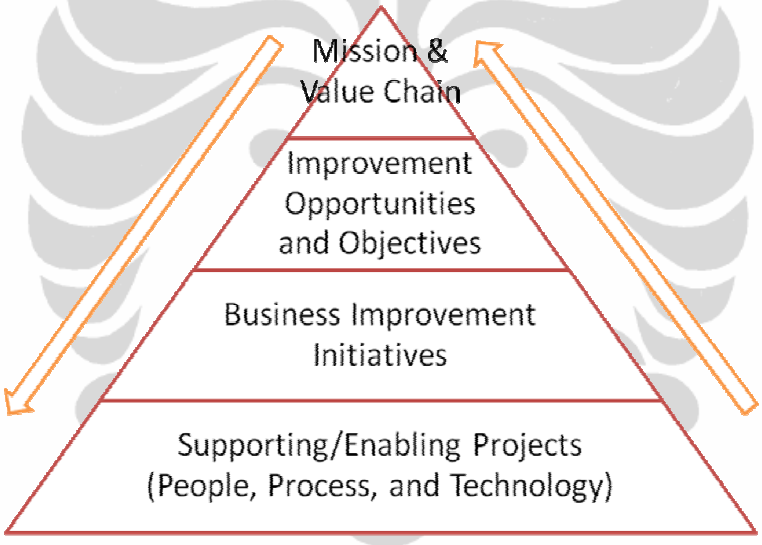

Figure 2-1 Comprehensive IT Portfolio Strategy

Source: Kaplan, 2005

Most organizations have a vision and have spent some time understanding their strategic goals. With the vision and strategic goals as the desired state, the organization can proceed to answer the second question. Another way of putting the question is to say that the organization needs to decide what organizational capabilities (product, service, performance) are required to achieve the desired state. Then it must perform a gap assessment by comparing current organizational capabilities against those required to achieve the desired state.

Next, the organization should propose business initiatives to cultivate missing capabilities. The resulting set of current and proposed initiatives is the *core strategic portfolio* (CSP), which establishes the link between business strategy and the IT portfolio. After defining CSP, the organization now has a better appreciation for what product, portfolio, and project it might do and the calculation of how many resources need to execute/enable.

2.3. Strategy Resources and Capabilities

According to Tuban (2008), three characteristics of resources give firms the potential to create a strategic advantage*:* ***value, rarity,*** and ***appropriability*****.** Firm resources can be a source of competitive advantage only when they are valuable. A resource has value to the extent that it enables a firm to implement strategies that improve efficiency and effectiveness. Resources also must be rare in order to confer strategic advantages. Appropriability refers to the ability of the firm to create earning through the resource. Even if a resource is rare and valuable, if the firm expend more effort to obtain the resource than it generates through the resource, then the resource will not create a strategic advantage.

The three characteristics described above are used to characterize resources that can create an initial competitive advantage. In order for the competitive advantage to be sustained, however, the resources must be inimitable, imperfectly mobile, and have low substitutability. *Imitability* is the facility with which another firm can copy the resource. Factors that contribute to low ***imitability*** include firm history, causal ambiguity and social complexity. ***Substituability*** refers to the ability of competing firms to substitute an alternative resource in lieu of the resources deployed by the first-moving firms in achieving advantage. Finally, ***mobility*** refers to the degree to which firm may easily acquire the resource necessary to imitate a rival's competitive advantage.

The descriptons of the two kind of characteristics above are presented in table 2-1.

Table 2-1 Key resource attributes that create Competitive Advantage

Resource Attributes	Description
Value	The degree to which a resource can help a firm improve efficiently or effectiveness
Rarity	The degree to which a resource is nonheterogeneously distributed across firms in an industry
Appropriability	The degree to which a firm can make use of a resource without incurring an expense that exceeds the value of the resource
Imitability	The degree to which a resource can be readily emulated
Mobility	The degree to which a resource is easily to transport
Substitutability	The degree to which another resource can be used in lieu of the original resource to achieve value

Source: Tuban, 2008

Information systems can contribute three types of resources: technology resources, technical capabilities, and IT managerial resources.

Technical resources include the IS infrastructure, proprietary technology, hardware and software. The IS infrastructure is the foundation of IT capability delivered as reliable service shared throughout the firm. The creation of a successful infrastructure may take several years to achieve and is somewhat different for each organization. Even when the competitors might readily purchase the same hardware and software, the combination of these resources to develop a flexible infrastructure is a complex task. It may take firms many years to catch up with the infrastructure capabilities of rivals.

Technical capabilities (skill) include IS technical knowledge, IS development knowledge (experience with new technologies and experience with different development platforms), and IS operations (cost-effective operations and support). Technical IT skill includes the expertise needed to build and use IT applications. IT skills may form the basis competitive advantage to a firm in an industry where staying abreast of technology is a critical aspect of being competitive.

Managerial resources include both those related to IS and those related to IT. IS managerial resources including vendor relationships, outsourcer relationship management, market responsiveness, IS-business partnerships, and IS planning and change management.

Table 2-2 IS Resources and Capabilities

IS Resource/Capability	Description	Relationship to Resource Attributes
Technical Resources	Included infrastructure, proprietary technology, hardware and software	Not necessarily rare or valuable, but difficult to appropriate and imitate. Low mobility but a fair degree of substitutability
IT Skill	Includes technical knowledge, development knowledge, and operational skills	Highly mobile, but less imitable or substitutable. Not necessarily rare but highly valuable.
Managerial Resources	Includes vendor and outsourcer relationship skills, market responsiveness, IS-business partnership, IS planning and management skills	Somewhat more rare than the technology and IT skill resources. Also a higher value. High mobility given the short tenure of CIOs. Non substitutable.

Source: Tuban, 2008

Table 2-2 provides definitions for IS resources and capabilities and suggests the degree to which they embody the attributes described in table 2-1.

2.4. Competitive Advantages

2.4.1. Porter's Competitive Force Model

One way to analyze the strategic potential of information systems is to consider their influence on one or more of the five forces presented in Porter's Competitive Force Model, which is illustrated in Figure 2-4, where a firm face a number of threat and opportunities (Tuban, 2008). Take, for example, the strategic

impact of internet initiatives, this model suggest some ways the internet influences competition in the five factors:

a. The threat of new entrants

   Internet reduces barriers to entry, such as need for a sales force, access to channels, and physical assets. It provides a technology for driving business processes that makes other things easier to do.

b. The bargaining power of suppliers

   Procurement over the internet tends to raise bargaining power over suppliers. Suppliers can also benefit from reduced barriers to entry and from the elimination of distributors and other intermediaries standing between them and their users.

c. The bargaining power of customers

   Availability of global price and product information shifts bargaining power to customers

d. The threat of substitute products or services

   Enable new substitutes to emerge with new approaches to meeting needs and performing functions.

e. The rivalry among existing firms in the industry

   Widens the geographic market, increasing the number of competitors, and reduces differences among competitors. Makes it more difficult to sustain operational advantages. Puts pressure to compete on price.

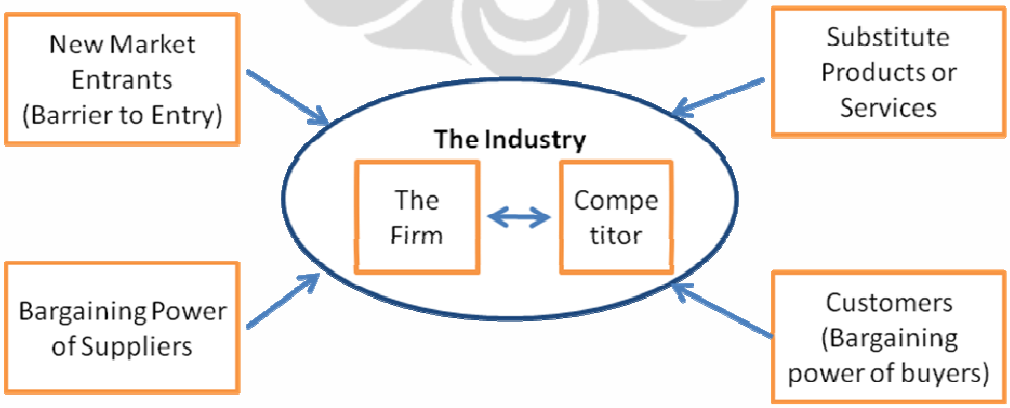

Figure 2-2 Porter's Competitive Force Model

Source: Tuban, 2008

The nature of the players in an industry and their relative bargaining power determine industry structure and the overall profitability of doing business in the industry's specific environment.

Competitive advantage can be achieved by enhancing the firm's ability to deal with customers, suppliers, substitute products and services, and new entrants to its market, which in turn may change the balance of power between a firm and other competitors in the industry in the firm's favor.

2.4.2. Strategies for competitive advantages

Porter's model identifies the forces that influence competitive advantage in the marketplace. It can provide insight into the potential impact of information system on an industry. Aside from analyzing the impacts of systems on the industry, of significant importance to managers is the development of a strategy aimed to establishing a profitable and sustainable position against these five forces. To establish such a position, a company needs to develop a strategy of performing activities differently from a competitor.

Seven strategies for competitive advantages:

a. Cost leadership strategy

   Produce products and/or services at the lowest cost in the industry. A firm achieves cost leadership in its industry by thrifty buying practices, efficient business processes, forcing up the price paid by competitors, and helping customers or suppliers reduce their cost.

b. Differentiation strategy

   Offer different products, services, or product features. By offering different, better products, companies can charge higher prices, sel more products, or both.

c. Niche strategy

   Select a narrow scope segment (niche market) and be the best in quality, speed, or cost in the market.

d. Growth strategy

   Increase market share, acquire more customers, or sell more products.

Such a strategy strengthens a company and increases profitability in the long run.

e. Alliance strategy

Work with business partners in partnerships, alliances, joint ventures, or virtual companies. This strategy creates synergy, allow companies to concentrate on their core business, and provide opportunities for growth.

f. Innovation strategy

Introduce new products and services, put new features in existing products and services, or develop new ways to produce them. Innovation is similar to differentiation except that the impact is much more dramatic. Differentiation tweaks existing products and services to offer the customer something special and different. Innovation implies something so new and different that it changes the nature of the industry.

g. Entry-barriers strategy

Create barriers to entry. By introducing innovative products or using IT to provide exceptional service, companies can create barriers to entry from new entrants.

These strategies may be interrelated. For example: some innovations are achieved through alliances that reduce cost and increase growth; cost leadership improves customer satisfaction and may lead to growth; and alliances are key to locking in customers and increasing switching costs.

2.4.3. Four Focus Strategies for Services

As competition intensifies in the service sector, it's becoming ever more important for service organizations to differentiate their products in ways that are meaningful to customers. Competitive strategy can take many different routes. Lovelock (2007:185) observes:

> The diversity of ways a business can achieve a competitive advantage quickly defeats any generalizations or facile prescriptions…First and foremost, a business must set itself apart from its competition. To be

successful, it must identify and promote itself as the best provider of attributes that are important to target customers.

It's unusually not realistic for a firm to try to appeal to all potential buyers in a market, because customers are varied in their needs, purchasing behavior, and consumption patterns, and often are too numerous and geographically widely spread. Services firms also vary widely in their abilities to serve different types of customers.

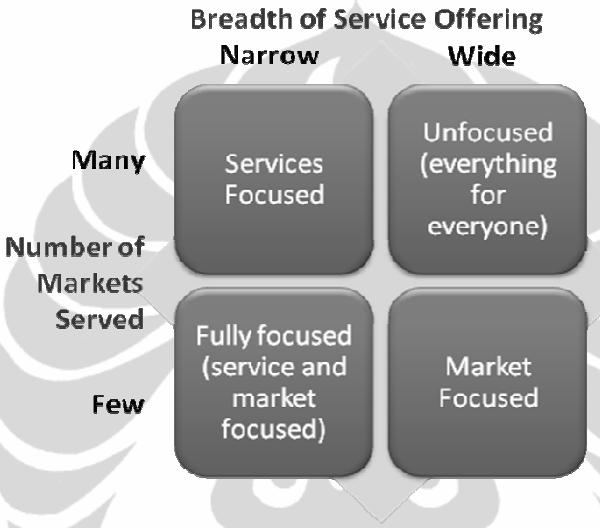

Figure 2-3 Basic Focus Strategies for Services

Source: Lovelock, 2007

So, rather than attempting to compete in an entire market, each company needs to focus its efforts on those customers it can serve best. In marketing terms, focus means providing a relatively narrow product mix for a particular market segment - a group of buyers who share common characteristics, needs, purchasing behavior, or consumption patterns. This concept is at the heart of virtually all successful services strategies among firms, which have identified the strategically important elements in their services operations and have concentrated their resources on them.

The extent of a company's focus can be described along two dimensions: market focus and services focus. Market focus is the extent to which a firm serves few or many markets, whereas service focus describes the extent to which it offers few or many services.

A fully focused organization provides a limited range of services to a narrow and specific market segment. A market focused company concentrated on a narrow market segment but offers a wide range of services. Serviced-focused firms offer a narrow range of services to a fairly broad market. Finally, many services providers fall into the unfocused category, because they try to serve broad markets and provide a wide range of services. In general, that's not a good idea, although public utilities and government agencies may be obliged to do so.

2.5. Internal, Market and Competitor Analysis

The business plan that underlie development of an effective positioning strategy is designed to highlight both opportunities and threats to the firm in the competitive marketplace, including the presence of generic competition and competition from the substitute products. Figure 2-4 identifies the basic steps involved in identifying a suitable market position and developing a strategy to reach it.

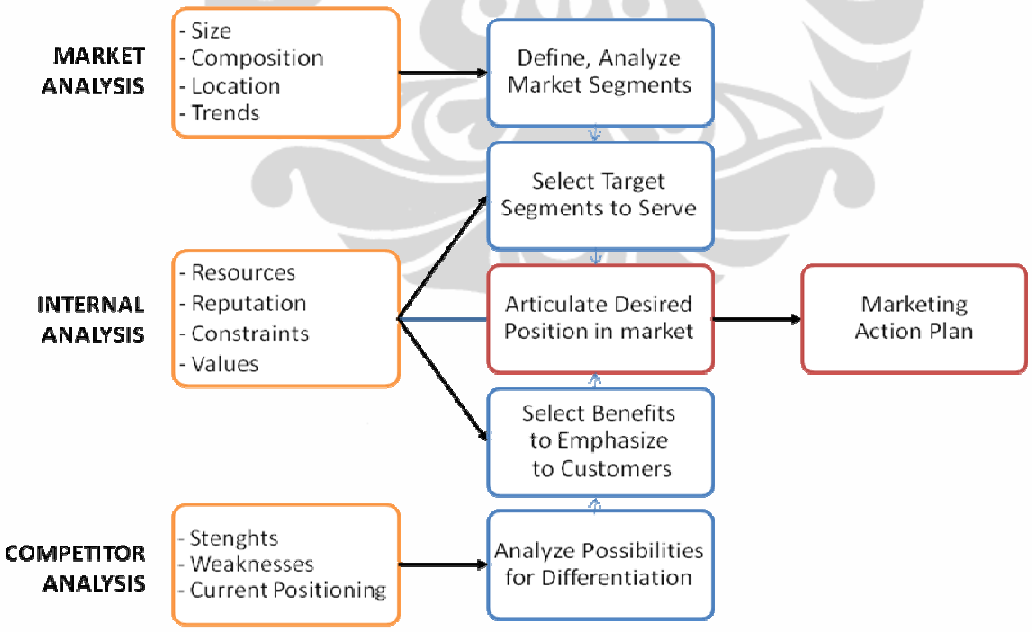

Figure 2-4 Developing a Market Positioning Strategy

Source: Lovelock, 2007

Market Analysis

Market analysis addresses such factors as the overall level and trend of demand, and the geographic location of the demand. Is demand for the benefits offered by this type of service increasing or decreasing? Are there regional or international variations in the level of demand? Alternative ways of segmenting the market should be considered and an appraisal made of the size and potential of different market segments. Research may be needed to gain a better understanding not only of customer needs and preferences within each of the different segments, but also of how each perceives the competitions.

Internal Corporate Analysis

In internal corporate analysis, the objective is to identify the organization's resources (financial, human resource, and assets), any limitations or constraints, its goal (profitability, growth, professional preferences, etc.), and how its values shape the way it does business. Using insights from this analysis, management should be able to select a limited number of target market segments that can be served with either new or existing services.

Competitor Analysis

Identification and analysis of competitors can provide a marketing strategist with a sense of their strengths and weaknesses, which in turn may suggest opportunities for differentiation. Relating these insights back to the internal corporate analysis should suggest what might be viable opportunities for differentiation and competitive advantage, and thereby enable managers to decide which benefits should be emphasized to which target segments. This analysis should consider both direct and indirect competition.

Position Outcome

The outcome of integrating these three forms of analysis is a statement that articulates the desired position of the organization in the marketplace and that of each of the component services that it offers. Armed with this understanding, planning should be able to develop a specific plan of action.

CHAPTER 3
COMPANY PROFILE AND INDUSTRY REVIEW

3.1. PT. Anabatic Technologies

PT. Anabatic Technologies is a part of Titan Group of companies and one of the foremost IT companies in Indonesia today. It is an IT system integrator company that aims to be the best IT solution provider in the region by combining available leading edge technologies with specific industry knowledge. Set up by experienced professionals with 20+ years of proven track records in IT industry, the experience is translated into grassroots comprehension about local business practice, culture and workforce learning curve – the background which is essential to the success of IT deployment.

The alliances with several world classes IT companies create another advantage whereby benchmarking and synergy of expertise are made possible.

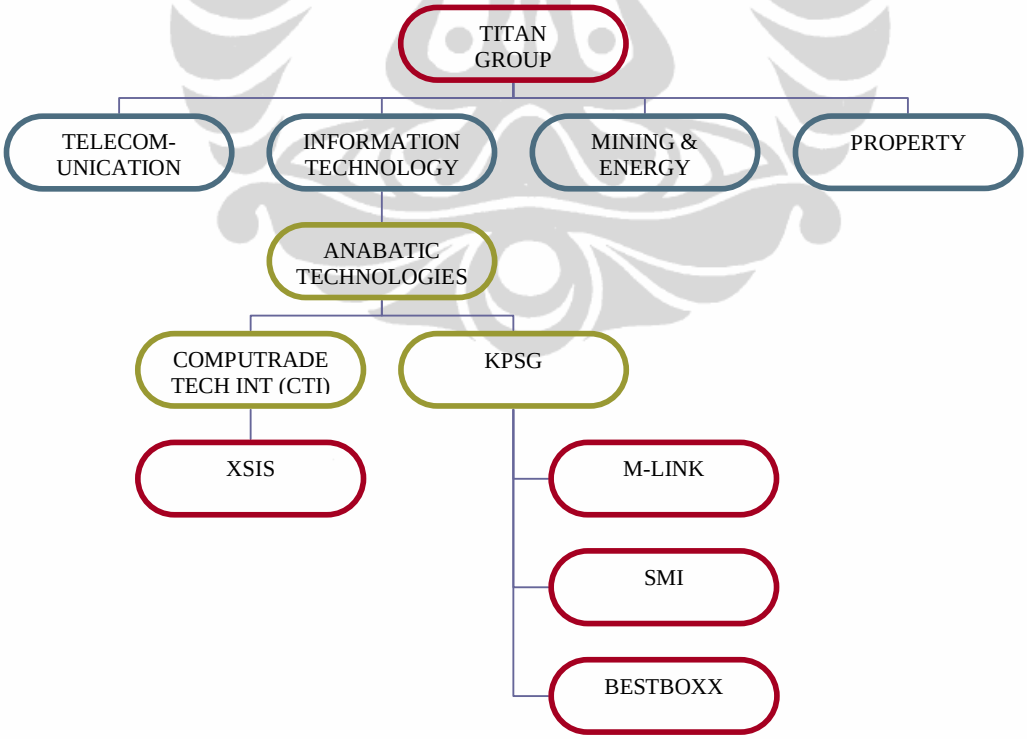

Figure 3-1 Anabatic Technologies in Titan Group

Source: Titan Group Organization Chart

3.1.1. Vision and Mission

Vision

PT Anabatic Technologies (ATI) aims to be a foremost IT company in the region and to be the most preferred business partner by its strategic customers and principals.

Mission

PT Anabatic Technologies (ATI) aspires to deliver high value and the best suitable products and services which increase customer competitive advantage and concurrently growing together with all stakeholders

3.1.2. Values

Customer Orientation

Anabatic people know how to listen. We understand it is the only way to learn about your business and the only way to deliver the individualized solutions you need to stay competitive. We know how to get the job done. We will roll up our sleeves and work with you until every promise is delivered. On time and within your budget.

Integrity

Our proven track record as an IT solution provider has empowered Anabatic in building layers of knowledge with construct an expertise blueprint versatile for industries. The experience is translated into grassroots comprehension about local business practice, culture and the workforce learning curve - the background essentials of successful implementation methodology.

Teamwork

A challenge is best viewed with different point of view. Anabatic has a diverse range of employees from different backgrounds and skills. This diversity along with a solid teamwork ensures the best solution delivered to our customers.

Excellence

Benchmarking to the best of standard is not a matter of ability or knowledge. We see it as the stand we make in every commitment to all

partners, surpassing all expectations and limits. We are truly always think the better ways in our solutions.

Learning

As we actualize the commitment of learning organization, we believe that corporate growth can be sustained and Anabatic can continue to attract and retain the best talents in the industry. Meanwhile, knowledge acquisition is fully promoted. Our engineers must comply with technical certification levels predetermined by our world class alliances in Indonesia and overseas. We also conduct a carefully developed managerial training to build "well rounded" members who are also technically capable, and demonstrate mature emotional intelligence.

Source: PT Anabatic Technologies Profile, http://www.anabatic.co.id

3.1.3. Strategic Partnership

IBM

IBM, as a global company, strives to lead in the creation, development and manufacture of the industry's most advanced information technologies, including computer systems, software, networking systems, storage devices and microelectronics. IBM translates these advanced technologies into value for their customers through its professional solutions and services businesses worldwide.

With a long history since IBM established its presence in Indonesia in 1937, IBM will continue its business partnership with its business partners and dealers in Indonesia. By delivering the latest technology and deploying the best skills to Indonesia, IBM can contribute to the development of Information Technology industry in Indonesia.

SAP

Founded in 1972 as System Application Products in Data Processing, SAP is recognized leader in providing collaborative business solutions for all types of industries and for every major market. SAP AG in 2008 revenues: €11.567

billion, with total SAP employees 51,536 (Dec, 2008) and around 82,000 companies already run SAP software. SAP providing more than 25 industry solutions. 12 million users in 120+ countries team with us to integrate their business processes, extend their competitive capabilities, and get a better return on investment at a lower total cost of ownership.

Expand Networks

Expand Networks is the pioneer and leader in helping organizations simplify their IT infrastructure while delivering remote offices fast, reliable and secure access to networked applications. This results in improved user productivity and cost-effective IT management. Expand offers COMPASS, a multi-service integrated platform that ensures superior performance for any application over any network. From its headquarters in Roseland, NJ and its global locations, Expand Networks (www.expand.com) serves more than 1,450 enterprise customers including: American Express, Bacardi USA, BMW, Continental Airlines, Carr America, Colgate, Elizabeth Arden, Reed Exhibitions, Target and United States Department of Defense.

CISCO Systems

Cisco Systems, Inc. is the worldwide leader in networking for the Internet. Today, networks are an essential part of business, education, government and home communications, and Cisco's Internet Protocol-based (IP) networking solutions are the foundation of these networks.

Cisco was founded in 1984 by a small group of computer scientists from Stanford University. Since the company's inception, Cisco engineers have been leaders in the development of Internet Protocol (IP)-based networking technologies. Today, with more than 47,000 employees worldwide, this tradition of innovation continues with industry-leading products and solutions in the company's core development areas of routing and switching, as well as in advanced technologies such as IP Communications, Wireless LAN, Network Security, Video Systems and Application Networking Services.

TEMENOS

TEMENOS is a leading global banking software company with a firm foundation and strong financials. The Company's core processing products encompass all banking segments; Private, Wholesale, Universal, and Retail from small to large scale banks.

TEMENOS has a global presence through 39 offices in 5 continents with an international client base of 500+ financial Institutions. Working together with strategic alliance and key business partners, TEMENOS is the provider of choice for the world's leading banks.

FinArch

Financial Architects (FinArch), is a niche specialist developing financial management software for banks and financial institutions. With offices in the major financial centers worldwide servicing a global customer base, FinArch has built a strong reputation as a vendor of or partner for financial, risk and compliance solutions. The company's new generation of financial management and business intelligence software, Financial Studio, is the first fully integrated Finance Resource Planning (FRP) solution.

The company's strength is demonstrated by the size and diversity of its customer base. Financial institutions around the world - including many of the leading names in the industry - use Financial Studio to drive their financial management activities. These forward thinking organizations have been able to rapidly implement tactical solutions, gaining quick returns on investment, while also meeting their overall strategic objectives.

3.1.4. Awards

CTI Golden Achievement Award 2009
IBM Information Management Software Champion 2009
CTI Golden Achievement Award 2008
IBM Software High Value Partner 2008
IBM Business Partner Recognition 2008
IBM BP 2nd Q 100% Achiever 2008

IBM 100% Achiever 2007

IBM Best Sales Growth 2007

CTI Golden Achievement Award 2007

IBM Software Information Management Top Sales 2007

CTI Golden Achievement Award 2006

IBM Software Best Contributor 2006

IBM Software Top Sales 2006

IBM Software Websphere Top sales 2006

IBM BP 2nd Q Recognition Best Contributor 2003

IBM BP 4th Q Recognition Best Contributor 2003

3.1.5. Organizational Structure

Anabatic Technologies has lead by BOD including managing director, technical director and finance director. Anabatic Technologies has divided into several departments in supporting function and sales & marketing function. Each department is lead by head of departments or general managers as shown in Figure 3-2.

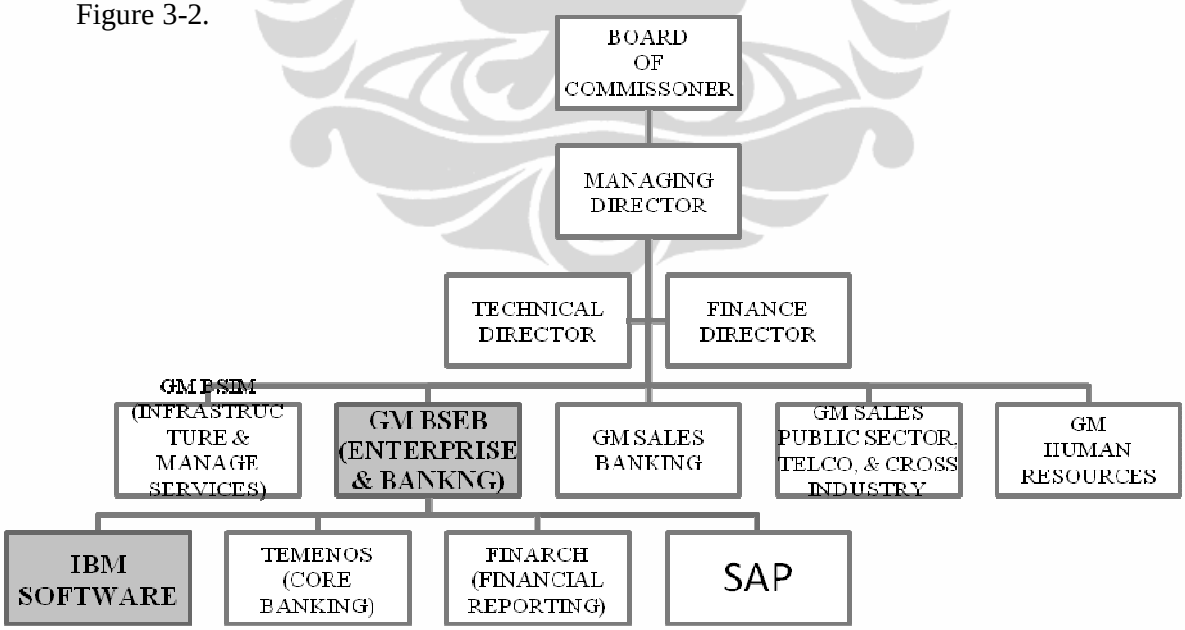

Figure 3-2 Anabatic Organizational Structure

Source: PT. Anabatic's Organization Chart

Supporting functions are consisting of human resources department, finance, accounting, and purchasing department, marketing department, and legal and external affairs department. Sales departments are divided into two: Banking and Non Banking which focuses on three industries: Public Sector, Telecommunication, and Cross Industry.

Technical Consultant and divided into two divisions, namely Business Solutions Enterprise and Banking System (BSEB) and Business Solution Infrastructure and Manage Services (BSIM). Most software solutions are in group BSEB, such as IBM Software, TEMENOS Core Banking, SAP, and FinArch Financial Reporting. Hardware solutions and related infrastructure are in the BSIM group, namely the IBM Hardware, Cisco, Expand Networks, and so on.

3.2. PT Anabatic Technologies Solutions

3.2.1 Enterprise IT Infrastructure

A robust IT infrastructure is vital for the development of any company. Anabatic gives customer services in meeting today's global challenges, from server to storage, network to security, the right tools for their IT infrastructure that is more reliable, more available, and can be built in a more flexible manner can enable to get their applications or products into production earlier.

Identity Management

Provisioning users with access to the right systems, applications and data can be a challenge when multiple native interfaces must be used. This challenge is magnified when the number of users increases dramatically. Using IBM Tivoli Access Manager for e-business provides a centralized approach to authenticating and authorizing access to web and other applications that they host. The single point of authentication also makes it easy to enable advanced logon controls for most of applications, including smart cards, certificates, and multifactor or step-up authentication. Together, these capabilities can help manage growth and complexity, control escalating management costs and address the difficulties of

implementing security policies across a wide range of web and application resources.

High Availability Solution

Nowadays, Business and Information Technology are running hand-in-hand to give the competitiveness and productivity. In other words, Information Technology is very vital for the business continuity to give benefits to the customer. IT downtime (both planned and unplanned) is surely not acceptable, since it can generate loss, not only the revenue, but also the image of the company and trust. Anabatic deliver the high availability solution span clustering, high availability to disaster recovery in various platform (OS/400, AIX, Windows, Linux). It is not only how to install and configure the solution, but also share the best practice day-to-day operation, monitoring and switch over / switch back. The solution includes MIMIX HA, IBM AIX HACMP, DoubleTake, etc.

System Storage

Anabatic offers IBM system storage as the market leader in the industry using Innovative technology, open standards, excellent performance, a broad portfolio of proven software, hardware and solutions. New storage devices are being designed to improve systems and operational management to reduce complexity, and to address operational risk, security and availability challenges. IBM system storage offers proven hardware that drives real results for every-sized business.

System Management

Nowadays, computer systems in business area are getting more complicated. System management constantly gets the importance of the complex system to increase its availability and tracking capability. This solution can give the flexibility and the integration of the system. System management helps IT to predict and diagnose the failure of a system. Access of management information, management events about the system, devices, and applications are provided by system management. The network resources are the most important area of system management.

Network

A faster network will become more dynamic when communication between users runs smoothly. Different devices people use can become barriers in the process. Unified Communication seeks to break down these barriers so that people using different type of communication, media and devices can still communicate thus enhancing productivity. Anabatic has WAN optimization solution, unified communication and proven quality of routers and switches to amplify user′s productivity.

Security

IBM Internet Security System offers preemptive protection that is tightly integrated with existing IT business processes to protect the entire infrastructure - from the gateway to the core to the most remote endpoints. This multi-function protection product unifies anti-virus, firewall, virtual private network, intrusion detection and prevention, application protection, anti-spam and content filtering technologies on a single engine.

3.2.2. Enterprise Business Systems

Understanding customers business is crucial in a successful implementation. Anabatic acknowledges the needs and ensure customer required solutions are delivered by using a business model perspective to manage enterprise performance as a whole. For making sound business decisions, strategic information availability is mandatory. This strategic information resulted from a strategic management which is supported by business analytics. What makes a good business process cycle comes from a well executed strategy at the operation level, which must be supported by both financial and management report. All of which is made possible by an integrated system, build on service oriented architecture based foundation that as well covers a management of people and access to information.

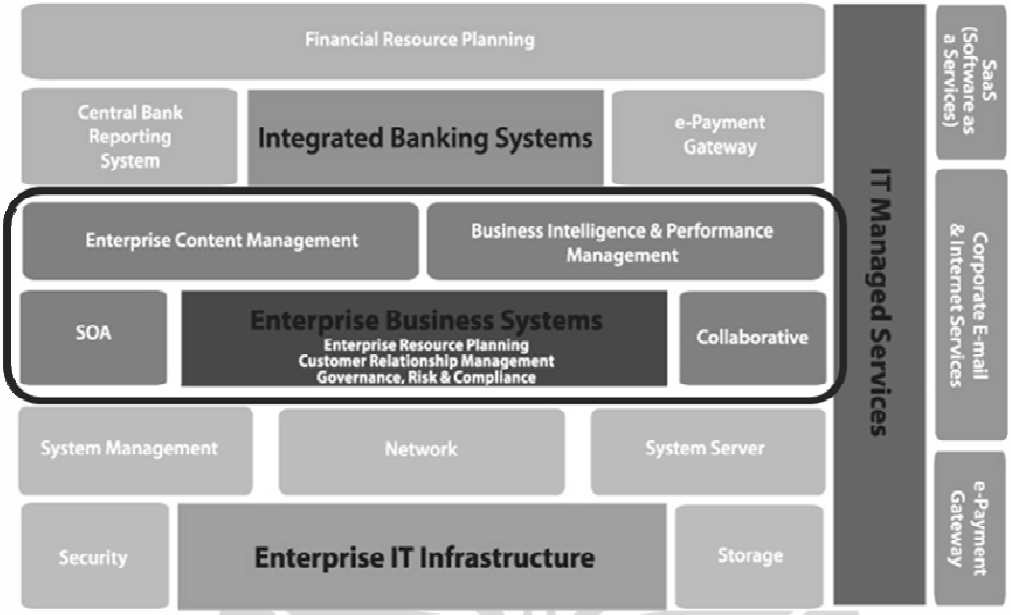

Figure 3-3 Anabatic Technologies Solutions

Source: PT Anabatic Technologies

Enterprise Resource Planning

Complete process integration will assist customers in adapting the industry's ever changing requirements. In reality, there are still a lot of companies with different systems and procedures catering for their own needs. To achieve an optimal result, this mindset has to change and an integrated system is the way forward. This system for core business processing leads to an operational excellence, by consolidating all of the company's departments and functions. The efforts to integrate independent system are a huge undertaking for any enterprise. Anabatic had capabilities to integrated ERP with different system.

Customer Relationship Management

Customer relationship management (CRM) is a widely-implemented strategy for managing a company’s interactions with customers, clients and sales prospects. Customer Relationship Management help customer build a plan that concerned primarily with what customer desires and delivering their demand, thus achieving higher profits and more customer.

Enterprise Content Management/Document Management System

Enterprise Content Management is the technology used to capture, store, preserve and deliver content and documents and content related to organizational processes. Anabatic using IBM FileNet P8 provides the first unified content, process and compliance environment that offers maximum operational flexibility, accelerates application deployment and lowers total cost of ownership.

Business Intelligence

Anabatic Technologies helps customers move from solution of information delivery, integration and data integrity, to a broad data and technical foundation that provides a higher order of analytics. The solution combines data warehouse and business intelligence software to support database and forecasts to help organizations make better decision for the future. Business intelligence has complete capabilities including business, production and dashboard reporting, score carding, deep comparative analysis, process-oriented event management, and data management, all in a single modular product.

Collaborative & Knowledge Management

Anabatic provides end-to end IBM Lotus Domino implementation services, installation to application development as part of its solutions. Domino Collaboration solution such as SameTime, Domino Documentation Manager, and Lotus Workplace Collaborative Learning etc. Anabatic provides WebSphere Environment Setup services to implement a WebSphere Portal installation specific to the requirements.

Service Oriented Architecture

In an IT environment that has a variety of technologies, program application and information integration are the ideal solutions that can improve customer company's effectively and efficiency. SOA gives the solution using their legacy system so the implementation doesn't have a high risk in its business process transformation.

3.2.3. Integrated Banking Systems

Anabatic solution specialized to Banking Sector Industry.

Core Banking System

Temenos core banking system provides banks with a single, real-time view of the client across the enterprise, enabling them to maximize returns while streamlining costs. Teenos provide functionality to the Retail, Corporate and Correspondent, Universal, Private Wealth Management, Islamic, Microfinance and Community banking sectors.

Financial Resource Planning

Financial services a robust system that can cover the latest issue of financial challenges and requirements, such as International Financial Report Standard (IFRS) and Basel II.

Central Bank Reporting System

Anabatic Central Bank Reporting (CBR) application is a web based application that provides interface between bank's core banking system and Bank Indonesia Reporting application.

3.2.4. IT Managed Services

IT Managed services is the practice of transferring day-to-day related IT management or operation responsibility as a strategic method for improved effective and efficient operations.

Corporate Email & Internet Services

Server monitoring and computer troubleshooting

E-mail Service

Helpdesk for Technical Support

Internet Connection Services

e-Payment Gateway

E-Payment brings the promise of faster, better and more consistent information flows as goods move across markets and boundaries. Payment process and checking approval can be done within a single click.

SaaS (Software as a Service)

Software as a Service is a solution to reduce that time, effort, and cost. At the moment, SAP and Temenos are the options Anabatic offer with SaaS Concept.

Central Bank Reporting System

Anabatic Central Bank Reporting (CBR) application is a web based application that provides interface between bank's core banking system and Bank Indonesia Reporting application.

3.3. Industry Review

'*Telematica*' Industry (Information and Communication Technology - ICT) is currently an industry that is growing rapidly in the world with a growth of 6.9% per year. In 2004 the world telecommunications market reached U.S. $ 533 billion, while the Asian ICT market recorded U.S. $ 42 billion with a growth of 23% per year. Market sector in Indonesia was only about U.S. $ 1.3 billion with growth in 2004 and 2005, respectively 9.8% and 22.1%, which is estimated at U.S. $ 0.5 billion to U.S. $ 0.75 billion absorbed by the banking sector (CSRreview-2010).

ICT industry consists of groups of goods and services, including industrial computers, industrial peripherals, communication equipment industry, software industry (software), Animation and Multimedia industry. ICT industry is supported by the electronics industry for the supply of semiconductors, components and modules for the industrial computer and peripherals. For developing countries, software and services in general have a greater opportunity because the relative do not require large investments in research and production

support equipment. This is mainly due to more software based on knowledgeable workforce.

The bulk composition of Indonesian ICT industry is an industry consulting services that achieve 50-65 percent of the composition of existing industry. The second position is the multimedia software industry is estimated at 30-40 percent, while the hardware industry is only 50-10 percent of the total Indonesian ICT industry. Market share of hardware in Indonesia is the largest, amounting to 979.9 million dollars, followed by consulting services industry amounted to 211.7 million U.S. dollars and the software industry amounted to 110.3 million U.S. dollars with the production value amounted to USD 40.3 trillion and export value amounted to 2.8 billion U.S. dollars and are able to absorb 58 thousand people of labour force (CSRreview-2010).

In the field of software specifically for enterprise corporation is mostly by the vendor of the software giant of the world, namely Oracle, IBM, Microsoft, and SAP. In line with government policy to use open source in government, then open source software is also starting to break into enterprise applications.

3.4. Vendor Review

3.4.1. IBM Indonesia

International Business Machines (IBM) is an American multi-national computer, technology and IT consulting corporation headquartered in Armonk, New York, United States. IBM is the world's third largest technology company and the second most valuable global brand (after Coca-Cola). IBM is one of the few information technology companies with a continuous history dating back to the 19th century. IBM manufactures and sells computer hardware and software (with a focus on the latter), and offers infrastructure services, hosting services, and consulting services in areas ranging from mainframe computers to nanotechnology.

IBM has been well known through most of its recent history as the world's largest computer company and systems integrator. With almost 400,000 employees worldwide, IBM is second largest (by market capitalization) and the second most profitable information technology and services employer in the world according to the Forbes 2000 list with sales of greater than 100 billion US dollars. IBM holds more patents than any other U.S. based Technology Company and has eight research laboratories worldwide. The company has scientists, engineers, consultants, and sales professionals in over 200 countries. As a chip maker, IBM has been among the Worldwide Top 20 Semiconductor Sales Leaders in past years.

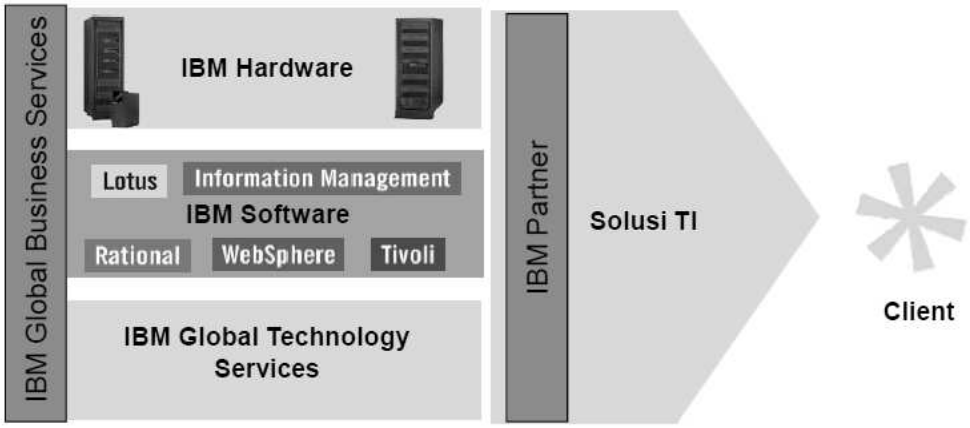

Figure 3-4 IBM Portfolio

Source: IBM Indonesia Presentation

The history of IBM Indonesia begins with Watson's Java NV Bedriffsmachine which was established on 26 May 1937. In 1953, Watson Java NV changed its name to IBM Indonesia Ltd., NV. At this time, IBM Indonesia has its headquarters in Jakarta and branch offices in Medan, Bandung, and Surabaya. In 2003, IBM Indonesia established a subsidiary called PT IBM Information Technology Services to improve services and support for consumers. After 72 years of existence, some things have changed, but the value and the objective remains the same, namely a focus on customer satisfaction to build solutions for customers, IBM Indonesia in collaboration with several distributors, software houses, and hundreds of resellers.

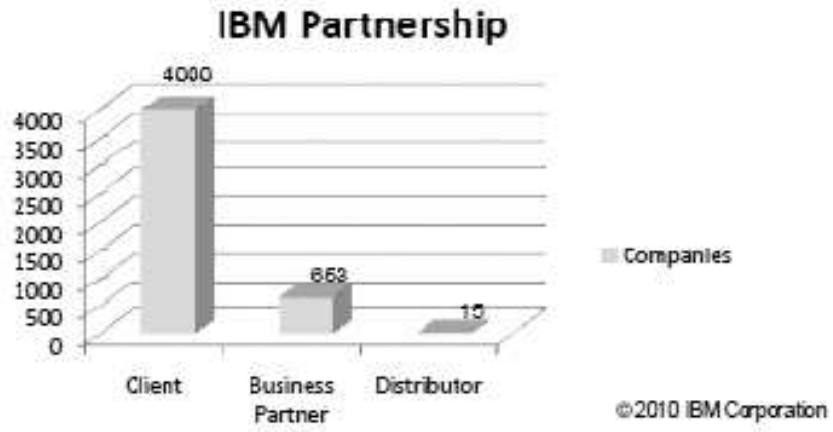

Figure 3-5 IBM Indonesia Partnership

Source: IBM Indonesia Presentation

3.4.2. IBM Software Indonesia

IBM software is divided into five brands, namely *Tivoli* for software related to infrastructure and identity; *Rational* for application development platform; *Websphere* for middleware that serves as a bridge between the application is ready to wear (front-end) and the core engine of industry; *Lotus* for collaboration and web servers; and *Information Management*, where the entire management of structured and unstructured data are regrouped in it.

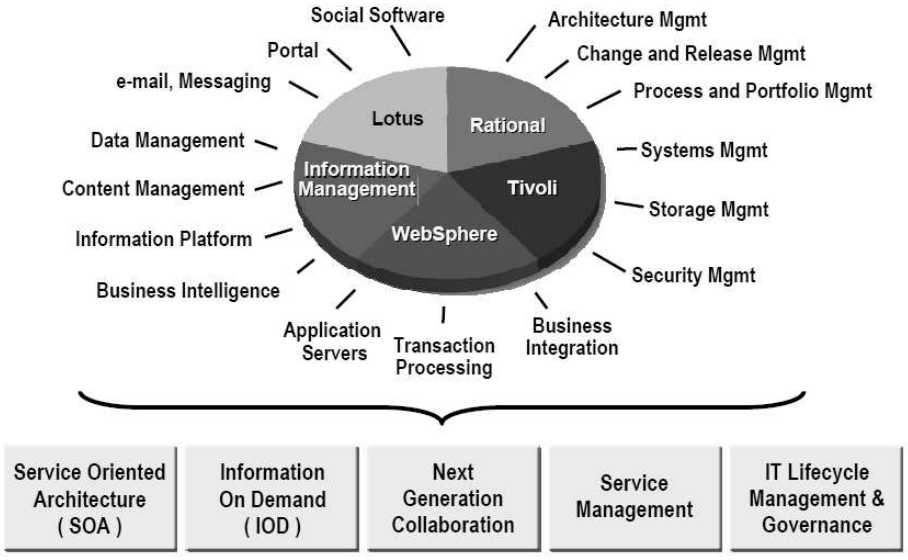

Figure 3-6 IBM Software Group 5 Pillar Brand

Source: IBM Indonesia Presentation

IBM's leadership has translated to share leadership in the market—each of IBM software business units rank first or second in terms of market share in their markets driven by our investment in high growth product segments.

Table 3-1 IBM Software Position in Market

Business Unit and Key Product Segments	IBM Share Position
WebSphere	#1
Integration Server	#1
Web Application Server	#1
Portal Server	#1
Information Management	#2
Enterprise Content Management	#1
Information Integration (incl MDM)	#1
Database Engines & Tools	#2
Lotus	#2
Collaboration	#2
Tivoli	#2
Security Management	#1
Storage management	#3
Rational	#1
Software Configuration Mgmt	#1
Software Lifecycle Mgmt & Governance	#1

Source: IBM Indonesia Presentation

Gartner Magic Quadrant or Forrester, a leading rating agencies and research, rate the performance of IBM software and put most of these products on the position of leader and strong. Figure 3-7 show some position of IBM products in world market.

Figure 3-7 IBM Software Position in Gartner & Forrester

Source: IBM Indonesia Presentation

In Indonesia, the largest market IBM's software sales are on a business enterprise such as banking, industry, military, government, public sector, health, etc. The particular importance in enterprise software is the software is the platform or framework and software are often not ready to use (appliance) that plug and play, as understood by most people about the software. Need more in-depth knowledge to understand the basics of the platform, the basic technology, and how to implement based on customer needs. For implementation, IBM should work with business partners to implement the solution at the customer.

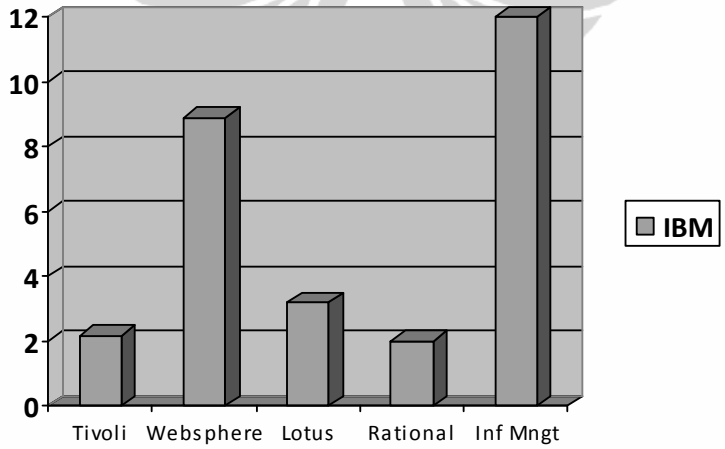

Figure 3-8 IBM Software Revenue 2009 (in Million US$)

Source: Compile from IBM Software Conference 2010 for BP's Executive

Base on figure 3-8, IBM Software Revenue Indonesia reached US. $ 25 M in 2009, with most revenue comes from the Information Management brand, followed by Websphere, Lotus, Tivoli and Rational.

The main competitor of IBM software is Oracle, followed by Microsoft and several other vendors such as SAP, Software AG, etc. Although the solutions are often not taken the enterprise class, but open source is also a tough competitor. For each brand and solution in it has its own competitor. Table 3-1 shows an example of IBM competitor's solutions.

Table 3-2 Example of IBM Software Competitor

Enterp Solution	IBM Product	Competitors
Database	Infosphere DB2	Oracle, Microsoft SQL Server, MySQL
Datawarehouse	Infosphere Warehouse, Solid DB,	Oracle Warehouse, SQL Server, Teradata,
BI	Cognos	OBIEE (Oracle), MS Sharepoint BI, QlickView, SAP BO, Microstation
Doc. Mgmnt System	FileNet	Documentum, Elo, MS Sharepoint, Oracle
SOA	Websphere SOA	Oracle SOA, MS SharePoint,

Source: IBM Software Presentation

3.5. Market and Competitor Review

3.5.1. Anabatic Market Review

Since its establishment, Anabatic started to move from Banking, Telecommunications and Public Sector, especially the Ministry of Finance. As growth and the increasing number of solutions offered, Anabatic started to spread in the same sector but to the broader region. This growth is also a part of the policy strategy, increased sales force and partnering relationships with other companies to make sales. Expansion is done by exploring the market potential for IT spending in large numbers in accordance with Anabatic ability of the financial side, solution and implementation.

In accordance with company strategy plan which sharpened since 2007, so at this time Anabatic restrict sales only in the sector are considered to be beneficial and in accordance with the solutions they have. Tends to be the largest sector of Anabatic: Banking & Finance Industry, Telecommunication Industry, Public Sector Industry (Government) and Cross Industry. In Cross Industry Anabatic focus only on Drugs and Food & Beverages Industry.

3.4.2. Anabatic Competitor Review

In the information technology business Anabatic compete with all IT companies in Indonesia, especially big players like *Metrodata, Multipolar, Berca, Binareka,* etc., in providing the best solution for the customer. In terms of annual revenue (consolidated statements) Anabatic estimated to have put himself in the top 10 IT companies in Indonesia.

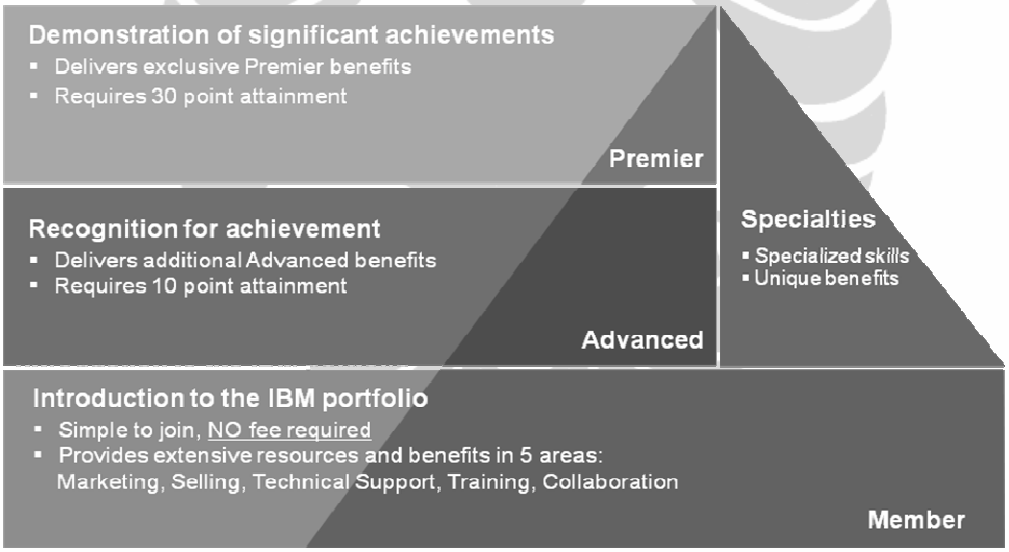

Figure 3-9 Level of IBM Software Partner

Source: IBM Indonesia Presentation

To be able to provide solutions to IBM software, a company must be registered as a business partner of IBM and perform the necessary requirements so that they can become key partners / preferred partner to be recommended to customers. Figure 3-9 shows there are three levels of levels of IBM software

Business Partner that is Member, Advanced and Premier. In the Member there are hundreds of companies, while there are only 9 companies at the advanced level and 12 companies at the Premier level including Anabatic.

Here are profiles of the competitors at the **Premier level:**

a. PT Multipolar, Tbk

   Focus: IM-Infosphere, Tivoli, Websphere

   Since 2001 Multipolar has been intensively offering total IT solutions - ranging from hardware, software to consultancy - to serve other market segments such as manufacturing, telecommunication, government, utility, distribution and retail

b. PT Computrade Technology International

   Anabatic subsidiaries. Focus as a distributor of hardware devices and Oracle solutions. Not count as competitor.

c. PT Mitra Infosarana (MIS)

   Focus: hardware, Lotus, Tivoli, Websphere

   We were established in Indonesia to market and support leading edge Vendor software which would run on IBM product platform, as well as market quality OEM hardware which would be complementary to IBM systems. We was formed in February 1992 as a Joint Venture company between PT. USI Jaya (IBM Indonesia) and its Business Partners. As IBM restructured in ASEAN in 1999, PT USI/IBM gave up its ownership in its joint venture companies, including MIS. However, we still remain as the IBM/Lotus Business Partner.

d. PT Adicipta Inovasi Teknologi (AdIns)

   Focus: IM-Infopshere, Cognos, FileNet, Websphere SOA

   Advance Innovations is an Internet Solution Company with the mission to deliver business solutions through innovative integration of technologies with creativity. The company's vision is to become a leading provider of Internet solutions services by creating software-manufacturing industry using Internet as backbone. Advance Innovations offers a complete range

of Internet development services to help companies presence more effectively through the World Wide Web.

e. PT. Binareka Tatamandiri

Focus: Hardware, system x & system Z

Established in 1987, started as a business partner of IBM Indonesia, began as IBM's re-marketer providing Business computer systems and Partner supports to government and private companies throughout Indonesia, such as various industries, banking, automotive, insurance, universities, harbour, hotels and many others.

f. PT Inticom Berlian Mustika

Focus: Power I, System Z (Hardware), Lotus

PT. Intikom Berlian Mustika is an IT solution company. With motto 'Partner To Lead', we go forward with the customer.

g. PT. Metrodata Electronics (ME)

Focus: System X, Power i, system Z (Hardware)

PT. Metrodata e-Bisnis (MEB) is a subsidiary of METRODATA Group, founded as a part of METRODATA's business strategy to be the world class Information Technology (IT) distributor.

h. INFOSYS TECHNOLOGY

Focus: System X, system Z (Hardware)

Infosys Technology is an IBM Business Partner that focus on hardware reseller.

i. Prisma Global Solusi

Focus: Lotus Domino

Prisma is an IBM Business Partner that consists of professional, trained, experienced and energetic resources. We are committed to provide wide-ranging services for their customers.

j. PT. Niagaprima Paramitra

Focus: Tivoli

PT. Niagaprima Paramitra one of Business Partner IBM Software and we are Information Technology Solution Provider. We also become Distributor of Expand Accelerator, and Distributor of LanDesk Software.

k. PT. Reka Piranti Prakarsa

Value Added Distributor for IBM Software. Not count as competitor.

And the following is a list of companies that are in an **Advanced Level**:

a. PT Codephile Rekadaya Mandiri

Focus: Lotus Domino, Webpshere SOA

PT Codephile Rekadaya Mandiri, simply known as "Codephile", is located in Jakarta, Indonesia. Solution focus in following areas : - Messaging, workflow and collaboration - Portal and Content Management System - Document Management - Banking and financial market support system

b. Avnet Datamation Solutions PT

Focus: Power P, Storage, System X (hardware)

Founded in November 1994, we have a mission to provide reliable, advance & affordable Computer Products through Corporate Channels. As a local partner BisInfo wish to be the best partner in IT business We build Partnership with Leading Vendors and Focus to Indirect Channels and also on the other hand we always improving our self to have Innovative Service and giving Value-Add for Channeling.

c. Mitra Integrasi Informatika PT

Focus: Power P, System X (hardware), Lotus Domino

PT Mitra Integrasi Informatika is one of a leading System Integrator in Indonesia. With over 15 million USD in revenue, the company is a provider of IT solutions of various hardware, software and network. Becoming a Lotus Business Partner and IBM Software Partner in 1997, the company has played active role in promoting Lotus and IBM Software products in the region.

d. PT. Optus Solution

Focus: IM-Infosphere, IM-Cognos

Optus Solution is founded by business consultants and IT experts in Business Performance area. Our consultants have in-depth experiences of best-practice development and implementation to ensure maximum return to our customers.

e. PT. Simian Technologies

Focus: IM-Infosphere, IM-Cognos

Expertise in application integration (EAI) and Business Intelligence services.

f. PT. SSK Indonesia

Focus: IM - Cognos

SSKI specialize in assisting major organizations to improve their enterprise performance through the introduction of world class financial performance management (FPM) and business intelligence (BI) solutions covering the areas of planning, budgeting, forecasting, financial consolidations and reporting, management reporting and analysis, and financial and operational performance analytics.

g. PT Interna Prima

Focus: IM - Cognos

Budgeting, Planning, Forecasting and Decision Making tools are our focus deliveries. Interna Prima has knowledge and expertise in FPM (Financial Performance Management). Their clients are diversified in various industries including plantation, mining, financial services, banking, entertainment and government institutions. Interna Prima is IBM Cognos and SAP Business Partner.

h. PT Summitra Solusindo

Focus: IM - Infosphere, IM - Cognos

PT Summitra Solusindo was incorporated in early 1990 to provide business software solutions and advanced software tools. It is part of the SUMMIT Group that has its head office in Singapore. Summitra Solusindo, with its many years of experience in the provision of computerized solutions, is fully committed to deliver high-quality and field-proven DW & BI solutions to its customers in Indonesia.

i. PT Solusi Integrasi Utama

Focus: IM-Infopshere, IM-Cognos, Tivoli

Solusi is one of the leading IT and business services companies, an affiliation with Pt. Syslog Infostem Ofimat founded in 1984. Solusi

intensively offering total IT solutions – ranging from hardware, software, infrastructure to consultancy.

Based on competitor data above, drafted a competitor classification based on a portfolio of product offerings (products offered get from the curriculum vitae of each company based on the Certificate they have). Summary of classification are presented in Table 3-3. Discussion of these competitors will be done in the next chapter.

Table 3-3 Anabatic's competitor portfolio

No	Portfolio	Company	Level
1	IM- Infosphere	Multipolar Mitra Infosarana (MIS) Adicipta Inovasi (AdIns)	Premier
		Optus Solution Simian Technologies Summitra Solusindo Solusi Integrasi Utama	Advance
2	IM-ECM/DMS	Adicipta Inovasi (AdIns)	Premier
3	IM-BI	Adicipta Inovasi (AdIns)	Premier
		Optus Solution Simian Technologies SSK Indonesia Interna Prima Summitra Solusindo Solusi Integrasi Utama	Advance
4	Webpshere	Multipolar Adicipta Inovasi (AdIns)	Premier
		Codephile	Advance
5	Lotus Portal	Mitra Infosarana (MIS)	Premier
6	Lotus Domino	Inticom Berlian Mustika Prisma Global Solusi	Premier
		Codephile Mitra Integrasi Informatika	Advance
7	Tivoli	Multipolar Mitra Infosarana (MIS) Niagaprima Paramitra	Premier
		Solusi Integrasi Utama	Advance
8	Rational		

Source: www.ibm.com/partnerworld

CHAPTER 4
BUSINESS PLAN

4.1. Business Description

4.1.1. System Integrator

A Systems Integrator is a company that specializes in bringing together component subsystems into a whole and ensuring that those subsystems function together, a practice known as System Integration**.** In IT, system integrators integrate multiple systems for inputting, processing, interpreting, storing, and categorizing data. For example, a systems integrator may build an IT solution integrating an Oracle-based inventory tracking system, an IBM FileNet Document Management System, an Alliance Universus (Unified Messaging Platform), a Microsoft CRM system, a group of Panasonic scanners, and a Rimage storage system to produce an overall solution for the customer. The whole products are known as the enterprise applications.

Today's firms are finding that they can become more flexible and productive by coordinating their business processes more closely and integrating these processes so they focus on efficient management of resources and customer services. Enterprise applications are designed to support organization-wide process coordination and integration (Laudon & Laudon, 2006). These enterprise applications consist of enterprise systems, supply chain management systems, customer relationship management systems, and knowledge management systems. Each of these enterprise applications integrates a related set of functions and business processes spanning to enhance the performance of the organization as a whole.

Enterprise systems are large-scale, integrated application-software packages that use the computational, data storage, and data transmission power of modern information technology to support processes, information flows, reporting, and data analytics within and between complex organizations. Enterprise systems create an integrated organization-wide platform to coordinate key internal

processes of the firm. The value and the challenge of enterprise systems can be found in the integration they force on firms' information and business process. Enterprise application software consists of a set of interdependent software modules that support basic internal business processes for finance and accounting, human resources, manufacturing and production (including logistics and distribution), and sales and marketing. The software enables data to be used by multiple functions and business processes for precise organizational coordination and control (Laudon & Laudon, 2006).

Enterprise systems promise to integrate diverse internal business processes of a firm into a single information architecture, and that integration can have a very large payback if firms install and use enterprise software correctly. Enterprise systems can produce value both by increasing organizational efficiency and by providing firm wide information to help managers make better decision.

4.1.2. Anabatic as a System Integrator Company

PT Anabatic Technologies as a company newly established in 2002, from the beginning has focused on enterprise solutions to plunge by becoming a solution provider and system integrator of the enterprise applications from world-class principals/vendors including IBM, SAP, TEMENOS Core Banking, FinArch, and Cisco Systems.

At first, PT Anabatic Technologies provides services to more in the portion of the provision of hardware, where hardware sales role in more than 60% revenue of the company. Following the development in the IT world and realize the change of trend in the world, PT Anabatic Technologies since 2006, began trying to shift its focus to improve the portfolio in the field of software and improve its human resource capacity in order to become a reliable system integrator company, where the main revenue source comes mainly from service (human resources), software and the last is from the hardware with the smallest portion.

In a step to become a system integrator company, PT Anabatic Technologies started to build its solution portfolio by signing up as a business

partner and start to become *Reseller* (VAR = Value Added Reseller) of product issued by the vendor. At this stage, the implementation can be done by the vendor or another company designated by the vendor.

After having technical resources that could understand the product and how to implement it, PT Anabatic moved into implementer or *Solution Provider*, where not only sell but also responsible for implementing the product at the customer until after the warranty period. The next phase is to move into *Support Provider* or company that is responsible for supporting the work and the product after the warranty period and entered the maintenance period (where customers buy / renew annual maintenance packet).

Independent Software Vendor (ISP) is the final stage of the dream of every company's system integrator, in which not only implement the vendor's solution, but also build the solution (product) itself on the platform used, and packaging to the customer as the company's own product. The Company reserves the right to provide their own prices for products they produce, and vendors even provide special pricing for its products are packaged in such solutions. The company will receive additional revenue from its software, which hardly cost more to sell to another customer.

Figure 4-1 Company phase of software implementation

Source: IBM Indonesia Presentation

To become a system integrator, Anabatic must understand and have a growing portfolio of solutions, learn from the experience of implementing solutions, and have sufficient resources in terms of technical and functional resources. Anabatic went into the service provider *system integrator* who understand customer needs and provide all the needs of existing solutions, not just hardware but software and services. This solution is an end-to-end and in accordance with customer needs.

In terms of revenue, with more competitive companies in the market, the largest margin obtained in the services (human resources) are often obtained gross profit may reach 30-40% of revenue. While the portion profit margin of the software is only around 7-15% and even smaller portion of hardware ranging from 3-10%. And if Anabatic had to build their solutions (ISV), it will gain additional revenue, which is repeated with a more rapid process of implementation (the second/the next implementation is cheaper than the first time).

As mentioned in the previous chapter, the IBM software implementation team as part of system integrator team, is very important for the growth of PT Anabatic Technologies in general, especially in relation of the journey to become the leading provider of products and services, which in turn will build a Software portfolio of Anabatic alone on the standards and open-platform. To achieve the level of system integrators and even the future level of the Independent Service Provider, it takes skill to build teams and mastery of technology from one of the largest providers of products and services in the world, by starting to learn towards industry needs, how to address challenges and solutions provide IT solutions that match customer needs.

4.1.3. Condition Existing

PT Anabatic Technologies have been implemented in software and solutions since 2002, but the divisions that separate specialized system integrators newly formed in 2005 since Anabatic separates Banking solution portfolio to enter the TEMENOS, and subsequent developments are also separate entry of ERP solutions with SAP's portfolio in 2008.

System Integrator Division which is under the Enterprise Business System Group, which later became more focused on implementation of IBM's software portfolio, in their daily life, cannot be separated from other major portfolios, such as Oracle and Microsoft. Often also have to integrate with open source applications built by third parties, customers, or Anabatic own. Group Policy to separate other portfolio likes Oracle to Anabatic' subsidiaries, in its implementation can lead to collaboration and cooperation when it comes to multi-portfolio solution.

Table 4-1 Anabatic's IBM Software Portfolio by Year

2005	2006	2007	2008	2009
Lotus Domino				
IM - Data Management/DB2				
Tivoli - Storage & Security Management				
	Lotus Collaboration			
	Websphere Application Server			
		IM -Document Management System/ECM		
			IM - Business Intelligence/COGNOS	
			Rational - Life Cycle Management	
			IM-Infosphere Warehouse	
				Websphere SOA

Source: PT. Anabatic Technologies

At first Anabatic owned portfolio is still limited in three brands, as can be shown in table 4-1.The addition of a portfolio in the first place because of the opportunity with a project that will run, or requests from customers that need the solutions, and not from the previous strategy. Anabatic portfolio planning began in 2007 where Anabatic try the courage to take portfolio of ECM / DMS from the current FileNet's recent acquisition by IBM, became the first Indonesian Business Partner who has the ability of the solution from vendor IBM. Despite facing many competitors, but still a blue ocean in the IBM software Indonesia market itself.

This action was followed by taking a portfolio of Business Intelligence and Data warehouse infrastructure such integration and ETL Tools of IM-Infosphere portfolio in 2008, and the addition of Websphere portfolio in 2009.

In terms of human resources, number of employees increased rapidly from the current Anabatic standing with the number 35 people. In the year 2005 has reached 80 people with a number of technical personnel by 14 people in this division. Turnover of people sometimes occur but are slowly increasing the amount of resources to 26 people in 2008 and 32 in 2009.

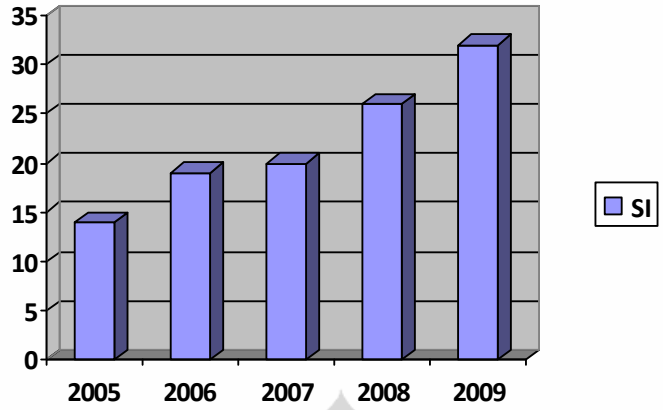

Figure 4-2 System Integrator Division Technical Resources

Source: PT. Anabatic Technologies

Figure 4-2 show the number of human resources at IBM's software division since 2005 is increasing from year to year.

4.2. Products and Services

In the enterprise solutions industry, which led the technology that has been proven (release - not a product in testing phase, known as beta) is the owner of the technology, which usually is a giant technology companies. This companies that developed the research for the new technologies, develop new products, which are in line with the needs or will be required by customer.

In marketing its products, technology owners (vendors) educate the customer and market and promote the value proposition, by announcing the product through major media channels, organize seminars, etc. In promoting the product, vendor asks distributors and implementers to invite their customers to follow the latest technological developments that are expected to be adopted by customers in the coming 1-5 years.

Customers also need information on technological developments such as understanding that the technology used becomes obsolete very quickly with a short cycle (4-8 years). To select a solution from the best vendor, they can use the rating agencies such as Gartner and Forrester to get a best solution that offered comparison with the desired needs.

To achieve the desired growth, first Anabatic must choose what will offer solutions that match customer needs, and target industry in general. In this case, the results from Gartner's survey in 2008 of the CIO Agenda for the purchase of technology trends can be a consideration in choosing a solution that will be offered.

Table 4-2 Gartner 2008 survey CIO Agenda

CIOs continue to invest in core technologies that can drive distinctive solutions

To what extent will each of the following technologies be a top 5 priority for you in 2008?	2008	2007	2006	2008 Unweighted budget change
Business intelligence	1	1	1	11.2%
Enterprise applications (ERP, SCM, CRM, etc.)	2	2	**	8.0%
Servers and storage technologies	3	5	9	8.5%
Legacy modernization, upgrade or replacement	4	3	10	5.8%
Security technologies	5	6	2	8.5%
Technical infrastructure	6	8	12	4.7%
Networking, voice and data	7	4	8	6.8%
Collaboration technologies	8	10	4	7.8%
Document management	9	9	**	7.9%
Service-oriented architecture (SOA, SOBA)	10	7	6	6.7%

** New question for 2007

Source: IBM Indonesia Presentation

In general, almost all of the above solutions by table 4-2 can be offered by a product of IBM hardware and software, except for point 2, Enterprise Application (ERP, SCM, CRM, etc). Here Anabatic have other solutions such as SAP (ERP), TEMENOS (Core Banking), and FinArch (Financial Analytic). Server and storage (3), Legacy modernization (4), Technical Infrastructure (6), and Networking (7) are mostly solution using hardware and infrastructure as biggest part of solutions. The rest are solutions that mostly using software as main solution: Business Intelligence (1), Security Technologies (5) Collaboration (8), Document Management (9) and SOA (10); they are what we will discuss in this business plan.

To simplify the choice of solutions, Anabatic should focus on four industry customer and try to analyze the needs of the customer.

4.2.1. Product Analysis by Industry Sector

General description below comes from field data and from the history of the work already done in previous years and the projects tender held by the related industry.

a. Banking Sector Industry

Banking is the largest IT buyer in Indonesia. In general, large and foreign banks already have a Core system (Enterprise Core Banking). However, in developing its business, needed support solutions that help banks speed up decision making and analysis of the data he had. The main solution is needed is a Data warehouse / Data warehouse and Business Intelligence banking / analytical as a source of data mining and analysis of customer data and business. Another solution is the Service Oriented Architecture (SOA) who will integrated core system with another system like CRM or ATM, Portal & Collaboration for internal portal and support, Document Management System based on workflow engine, and last Enterprise Architecture Tools and Lifecycle management tools for control business process and governance.

b. Public Sector Industry

Public Sector is the main buyer in the field of hardware, but still limited in IT spending in the field of enterprise solutions. The limited competence of the solutions available and is still lack of penetration of the device, making the public sector is often still focuses on the revitalization of the device and operating system, and the software in the field of office automation. On the other side of the government policy to further emphasize the use of open-source software interpreted as ‘software is not paid’ or free software, make their development hampered.

For the public sector who are serving the public, then the largest solution is related to the core solution in terms of collecting the database, then processing and evaluation that requires a solution database / Data warehouse and business intelligence.

The law also encourages the disclosure of information Public sector to begin to look to use Document Management System and open information policy forced to build a portal and collaboration solutions.

c. Telecommunication Industry

Such as banking, telecommunications is the sector which most IT literate and spend a large amount in IT to increase competitiveness in one of the most competitive sectors. The requirement is for Network and Infrastructure, transactional, high-capacity data, core Telco, Data warehouse, middleware / SOA, business intelligence, and ERP applications like CRM and Document Management Systems.

d. Cross Industry

Cross Industry is the most extensive market but with the most diverse needs. Almost all solutions can be offered here, but the ERP and CRM are often the main requirement, which is then supported by other solutions such as DWH and BI.

Of the four industry sectors above, the chosen solution to most needs will be sought in the market trend and that is:

a. Business Intelligence/Analytic
b. Data Management (Database/Data warehouse) – including infrastructure
c. Document Management System
d. Service Oriented Architecture (SOA) & Connectivity
   (Integration with other application) – Middleware
e. Collaboration & Portal
f. Security and Storage Management

The solution below is a solution as part of the infrastructure (Server and storage, Legacy modernization, Technical Infrastructure) required:

a. Application Server (part of infrastructure)

In addition, there are solutions which form the basis of enterprise development solutions and how to control the modernization of the existing system:

b. Enterprise Architecture/ BPM
c. Lifecycle Management/Governance

Because of this discussion will focus more on the IBM software product, then the solution of the 6 above plus 3 additional solutions, we will try to map with IBM software products described in figure 3-6 and table 3-1 on the previous discussion. It has been explained that IBM's software consists of 5 brands and has a lot of solutions for every brand. However, tables 3-1 have presented the solutions for each brand which has a first or second position in market share. Only these products are selected in determining solutions that will be taken by Anabatic.

Table 4-3 below is a summary of needs and solutions / software that is owned by IBM.

Table 4-3 Solution Portfolio by brand

No	Brands	Solutions
1	Information Management	Data Management: DB2 & Infosphere Warehouse Data Integration: Infosphere MDM Business Intelligence: Cognos Document Management System/ECM
2	Websphere	Service Oriented Architecture (SOA) Connectivity/Integration Application Server
3	Lotus	Collaboration
4	Tivoli	Security Management Storage Management
5	Rational	Enterprise Architecture Life Cycle Management

Source: IBM Software Presentation

In order to achieve sales of software and services in these areas, we will clarify what products will be selected, resource plan will be developed and target achievement.

4.2.2. Resources Analysis by Vendor and Delivery

Basically, implementing an enterprise solution requires a deeper understanding of customer needs and the ability of the software itself. The particular importance in enterprise software is the software is the platform or framework and software are often not ready to use (appliance) that plug and play, as understood by most people about the software. Need more in-depth knowledge to understand the basics of the platform, the basic technology, and how to implement based on customer needs.

Implementation is done by using several methodologies, such as waterfall, prototyping, or a combination of several methodologies. Implementation performed by lowering a complete team in accordance with the requirements of the job. Implementation is done in project form, in one or several phases, and periods ranging from 2 to 8 months for each phase. The size of the project depends on the timeframe, scope, budget, and the number of resources involved. Ease or complexity of a project depends on how critical the system for operating customers. If the job is the first work to implement a solution or have recurring is also a consideration.

The table 4-4 below indicates the need for resources to implement projects based on size of the projects.

Table 4-4 Project's Resource Allocation

Resources \ Project	V. Small	Small	Medium	Big	V. Big
Solution:					
PM/Team Leader	-	1	1	1-3*	1-5**
Solution A/ System A	1	1	1-2	1-3	2-6
Functional	1	1	2	2-3	4-8
Technical:					
Software/ Developer	1-2	1-3	3-4	5-10	6-20
Hardware		1	1-2	2-4	3-6
Others*				1-5	1-10
Total	**3-4**	**5-7**	**8-11**	**12-40**	**17-**

Source: PT. Anabatic Technologies

)* Others: data input, operator, etc

)** 1 PM + 1-2 team leader

Some projects can be run in serial or parallel as well. Resource will work in accordance with the timeline set up by the project manager, and not all the resources to follow projects from start to finish. Someone involved in more than one project is a common thing happening, where resource usage is coordinated arrangements between the Project Manager under the supervision of Project Manager Officer (PMO) and General Manager of the group.

In chapter 3 has been described that requires an IBM Business Partner to have a certified technical and sales resources before getting the right to become a Reseller or Solution Provider from each sub-brand. IBM requires a minimum of 2 people and 1 person technical sales for each sub-brand that was taken. Simple calculation if you want to carry all the brand as a solution to be offered by each brand to take a sub-brand / solution, where every resource select speciality and not overlapping each other then it takes a minimum of 15 people (10 technical and 5 sales) to bring the overall brand.

Table 4-5 Resource Allocation in 2009

Role	2009
Solution Architect	1
Project Manager	4
IM – ECM/DMS	4
IM – Business Intelligence	4
IM – Data Mngmt	9
Lotus	2
Websphere	2
Tivoli	4
Rational	2
Total	**32**

Source: PT. Anabatic Technologies

In 2009, the number of resources on IBM's software division is 32 people, spread across the entire brand. In the table above, functional and system analyst distributed and counted in the category of brands / sub-brand they held. This

refers to the Anabatic policy that requires each resources of IBM software division have at least a certificate of expertise in brand / sub-brand.

4.3. Sales and Market Analysis

4.3.1. Sales and Market Analysis by Industry Sector

The biggest share of revenue PT Anabatic Technologies consecutive come from Banking sector, Public Sector, Telecommunication sector, and Cross Industry. Banking accounted for nearly 60% of revenue in the year 2009 for all solutions offered Anabatic.

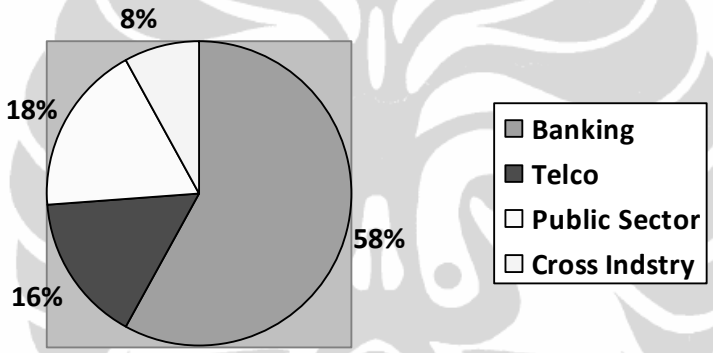

Figure 4-3 Anabatic Revenue by Sector (2009)

Source: PT. Anabatic Technologies

In the banking sector, large Government banks that become Anabatic customers are Bank Mandiri, Bank BNI, Bank Syariah Mandiri, Bank BTN, Bank BRI Syariah, and Bank Jabar Banten. And private banks such as OCBC Bank NISP, Bank BTPN, Bank Andara, Bank Companion, Tokyo Mitsui Bank, and Bank BCA.

In the Public Sector, Ministry of Finance in all directorates are a regular customer. Other departments such as Ministry of Health, Department of Justice and Human Rights, Ministry of Home Affairs, and several government agencies such as the BPKP, the Supreme Court and the Attorney General. For the telecommunications sector, nearly all the big players are the customers Anabatic, including PT Telekomunikasi Indonesia, Telkomsel, Indosat and XL.

And last for cross industry sector, only in the field of food & beverages and health related that became the main focus Anabatic.

From the composition of hardware, software and services of the solutions offered, since 2005 the percentage of revenue from hardware looks a tendency to fall while software and services tends to increase. In general the percentage comparisons of hardware, software, and services in 2009 close to 1: 1: 1.

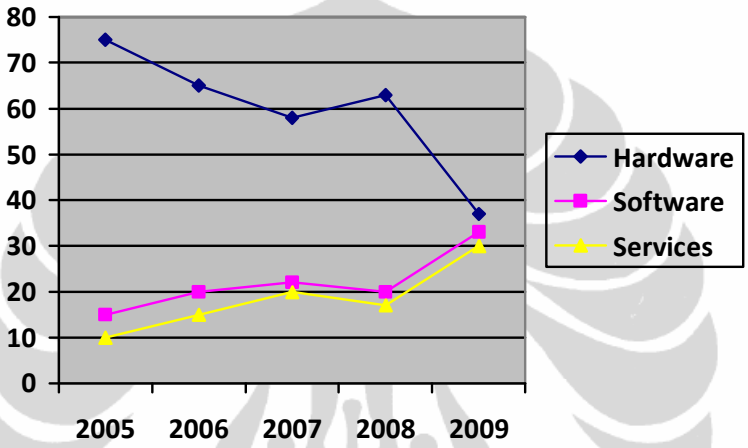

Figure 4-4 Anabatic Revenue (%) year 2005-2009

Source: PT. Anabatic Technologies

Looking at the chart above will be found anomalies in 2008 are not in tune with the trend is happening. These anomalies occur because of cases where Anabatic obtain project contracts from one large bank in Indonesia to replace the device server to core banking. The value of the contract itself reached US$ 18M which causes in the field of hardware revenue increased dramatically. It can be noted that in order to get a project like this does not happen often because the procurement of core banking server for iSeries class is held only once 4 years, and currently almost all major banks are using core banking and change the character of regular (annual increase) and not in a very big project like this.

For comparison of solutions based on product revenue from vendors who became Anabatic's principal, is presented in figure 4-5 below. Revenue that

counts is the total solution in which it includes in its software and services. For solutions that involve only the hardware alone (not using any software) are not included in this figure.

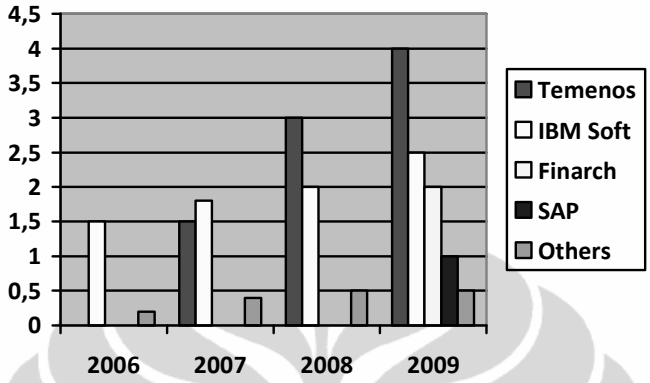

Figure 4-5 Anabatic revenue for all Portfolios

Source: PT. Anabatic Technologies

Sales of IBM's software currently are in second place, which tends to always increase from year to year, with growth ranging from 30% per year. Previously, IBM Software always occupies the first position prior to the entry of Temenos products. This happens because the sale of Temenos Core Banking for every project is a big project for medium or long term (3-4 phase) period of implementation. So that the revenue obtained is much greater even though the project is carried out less than IBM Software.

In third place FinArch take a position with a striking growth in 2009. This is also thanks to the foresight Anabatic read the emergence of markets in which the Banking sector needs to give a special report to the Central Bank with the Basel II standards so that hence the birth of needed for Financial Reporting software. It should be noted that the implementation of a product like this often involve foreign/vendor resources and reduce the gross profit from the revenue services.

In the following sections will be discussed in greater depth revenue of IBM's software division is derived from the portfolio of solutions that Anabatic offered.

4.3.2. Sales and Market Analysis by Brand

Based on IBM's Software division revenues in 2009, it is known that the greatest contribution comes from the brand Information Management, where most of Anabatic solution to be there, including Business Intelligence, Document Management System, and Data Management (Database and Data warehouse. In general the income per brand is almost close to the income from vendors (IBM Software) itself in figure 3-8.

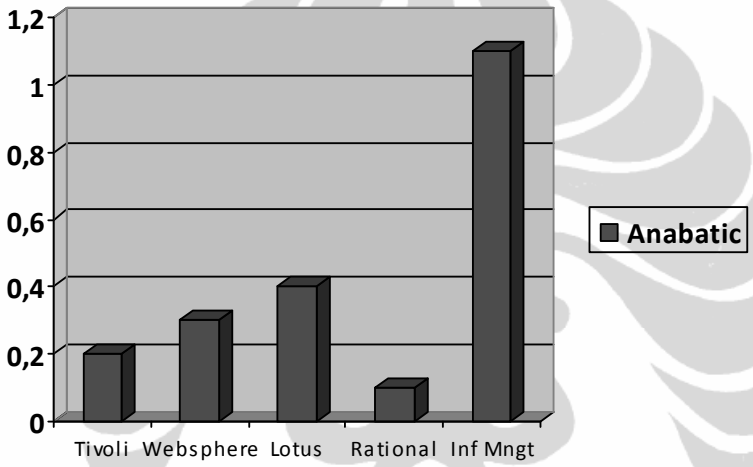

Figure 4-6 Anabatic's IBM Software Revenue 2009

Source: PT. Anabatic Technologies

One difference with the percentage of principal income is derived from the second position of the Lotus brand, where sales exceeded the Websphere brand that occupies the third position. When explored further, in figure 4-6 can be seen that the sales per industry sector, telecommunication sector spends more on the Lotus brand in the middle of the tendency of the banking sector dominated in almost every brand.

Field data found that the benefit is obtained from the proximity Anabatic compared to other competitors against one customer in the Telecommunications sector who make a purchase / renewal of software licenses so that sales increased during the year. This may be rarely found in the following year.

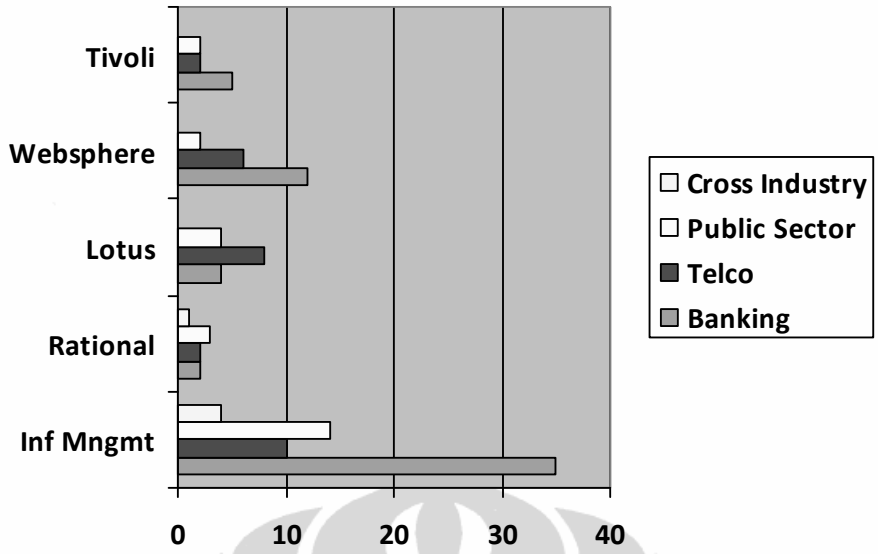

Figure 4-7 Matrix revenue industry per brand, 2009

Source: PT. Anabatic Technologies

In general, sales of IBM Software solutions more concentrated in the banking sector, telecommunications sector and public sector, and the smallest is in cross industry sector. The data collected in the field showed that the largest sales in the cross-industry sector come from ERP solutions (SAP) and hardware in the first and second place. Solutions of IBM software occupies third place with a number that are not too significant.

Banking occupies first place with the main solution of Banking Data Warehouse (BDW). This solution is usually offered in full package starting from the database, data management, ETL tools and business intelligence as analytical and reporting tools. Another solution is Document Management System which has market in the Public Sector, Banking, and cross industry.

Websphere SOA and connectivity that has been speculated since the year 2006 in the Indonesian IT market and started a trend since the year 2008, has not been a major revenue source for Anabatic in 2009. Delays in the provision of human resources who seriously wrestle this technology, the critical nature of the project, and difficult implementation, are the thing that makes backwardness. Looking ahead, the banking sector and public sector represents a huge market for this solution. On the other hand, challenges from competitors, other vendors such as Oracle, are a discourse that must continue to be observed.

4.4. Strategic Objective

4.4.1. Choosing Strategy using Competitive Advantage Analysis

In the field of service, Anabatic and system integrators division is only focused on 4 sectors limited: Banking, Public Sector, Telecommunication, and Cross Industry sectors, but gives large revenue for the company. These four sectors spent more than 50% of IT spending in Indonesia. Out there, known as a global business (GB), there are very many large companies but have not known the amount of their IT spending. On the other hand, to enter to this sector has a lot of trouble to setting sales team, supervision of each account, and make the resulting solution should be very diverse. This is avoided by Anabatic.

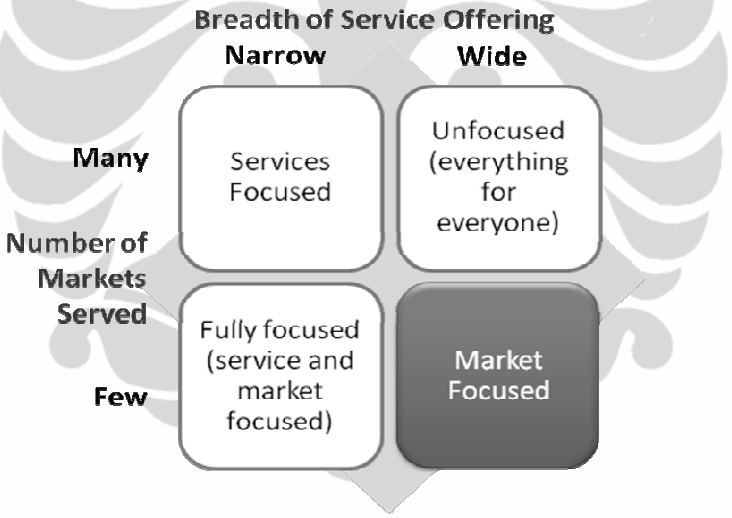

Figure 4-8 Anabatic Focus Strategy for Services

Source: Lovelock, 2007

When we look at the four basic strategies for services at figure 4-8, then Anabatic choose to minimize the market but provides a broad solution. In the figure above Anabatic in the position of Market Focused A market focused company concentrated on a narrow market segment but offers a wide range of services.

The strategy adopted to be a main strategy for competitive advantage:

a. Become the first who select a new solution and provide added value to the solution so that it becomes different, better solution and by working closely with the Principal/vendor closely to create barrier to entry.

   For Examples: FileNet Document Management System as a main solution of Anabatic. Anabatic is the first company who adopt this solution and with the partnership requirements that are not easily for everybody to become eligible business partner, at present there is only 2 BP which have competence in this field. Anabatic as the first and had more experience to implement this solution in banking, public sector and cross industry can benefit by offering competitive prices, offers the sharing of implementation experience to the customer, and focus to the solution. Anabatic only compete with companies from other vendor.

   Anabatic use cost leadership strategy combine with entry-barrier and alliance strategy with principal.

b. Several times implement the same thing, makes software that is built on the platform can be made generic, and of course the finished solution can be bundled with the solution offered. Some solutions in the public sector such as mail delivery base on DMS use this methodology, thereby reducing implementation costs and accelerate the implementation process.

   The strategy used is the innovation strategy.

c. Anabatic chose to focus on four industry sectors, but try to offer various solutions in these sectors. Solutions in the customer's needs always grow following the movement of the IT world and Anabatic try to always have a solution up to date and in accordance with the characteristics of the customer. By partnering with the software giant IBM, it is easy for Anabatic to get the latest updates, search and explore solutions to suit customer needs. Anabatic trying to continue to add his portfolio along the solution that is related to the previous solution, required by the customer and an investment medium / long term in accordance with company strategy.

   Here Anabatic using growth strategy to grow into larger and more selling products that enhance the company's strength and profitability in the future.

4.4.2. Choosing the Right Portfolio with IT Portfolio Strategy

According to Kaplan (2005) on the theory of IT Portfolio Management, to create a comprehensive IT Portfolio strategy requires process includes a series of tasks designed to let organizations make the link between the IT portfolio and the organization's strategic objectives and performance goals. One of the major work streams is of strategic analysis. The top-down approach begins by answering the organization's strategy that began with the vision and mission and value of the organization.

Base on its vision, Anabatic aims to be a foremost IT company in the region and to be the most preferred business partner by its strategic customers and principals. And his mission is aspires to deliver high value and the best products and services Suitable. Region here means not only in Indonesia but in Southeast Asia or even the Asia Pacific. This means that in coming years Anabatic will open branches in the region and might become a public company for transparency. Certainly is not an easy thing to reach the company's strategy. Figure 4-9 show how Anabatic Strategy to become a big player in region.

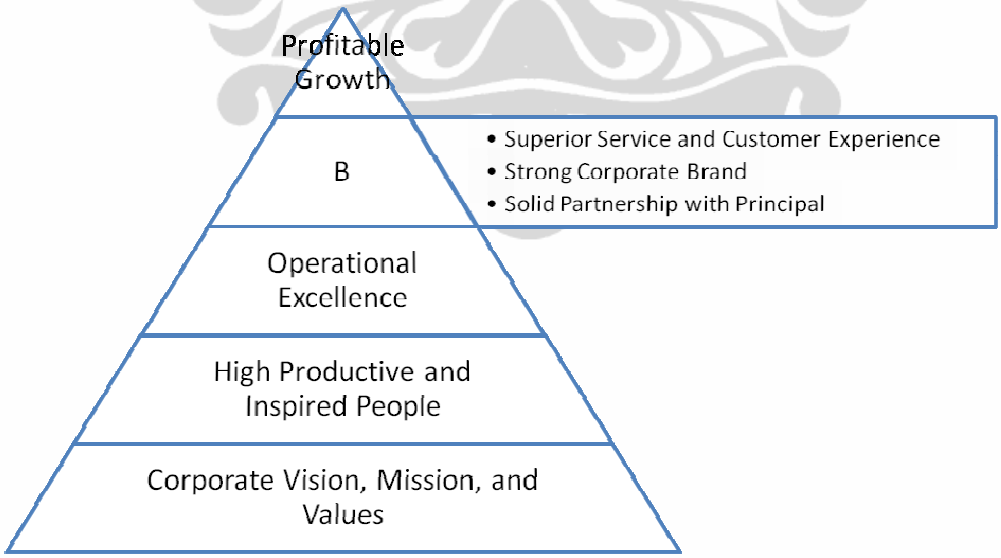

Figure 4-9 Anabatic's Corporate Strategy

Source: PT. Anabatic Technologies.

Settling into the management should continue to be done, improving the quality of resources, quality of delivery and implementation of the project should

continue. Portfolios of what they have, will be developed or added (or subtracted) to achieve the strategy objectives. Anabatic has continuously grown and have realized the importance of portfolio of solutions as the spearhead. IBM Software is an important portfolio of Anabatic. Based on market analysis, IBM trend, which identified an important portfolio and become the main choice, was selected to be:

a. Information Management – Infosphere
b. Information Management – Business Intelligence and Analytical
c. Information Management – Document Management System/DMS/ECM
d. Websphere – SOA & Connectivity
e. Lotus – Collaboration & Portal
f. Tivoli – Security & Storage Management

Table 4-3 shows the main portfolio choice and will continue to be developed by Anabatic. Here if we look at sales trends principal at figure 3-8 (and compare with figure 4-6), then we can conclude that Anabatic was on the right path, where the chosen solution is the solution required by the market.

Some other solutions like Rational is still needed, but rather as the foundation of the development of solutions. Applications that control the product life cycle and governance required for Anabatic own (internal processes) to control the quality of implementation and delivery. Supporting solutions such as Portfolio Management Tools are also needed for the Project Management Officer mainly due to the increasing number of projects running, which still will be hard to track and control the projects.

Of the total portfolio is chosen, there is still limps like Websphere resources team that show in table 4-5 that only 2 from 32 technical, where resource development strategy is needed to cover this shortage. At this time Anabatic sufficient resource capability, which means the necessary development steps and additional resources are planned, increasing the capabilities and certifications, field experience, and more willing to take support for projects that are critical for the customer.

In supporting the realization of the above strategy, with increased portfolio and a growing number of resources, will give difficulties in management. Some things Anabatic can do when growth occurs are:

a. Finalize the internal business processes for ease of work, communication and collaboration between team and brand.
b. Increasing the capacity of every human resources, and maintaining this resource scarcity, which we will be discussed in the next section.
c. Management tools is required to control project delivery and implementation; such as Project and Portfolio Management Tools or Resources Management Tools.

All of the above explanation can be summarized in figure 4-10 base on IT Portfolio Strategy (Kaplan, 2005).

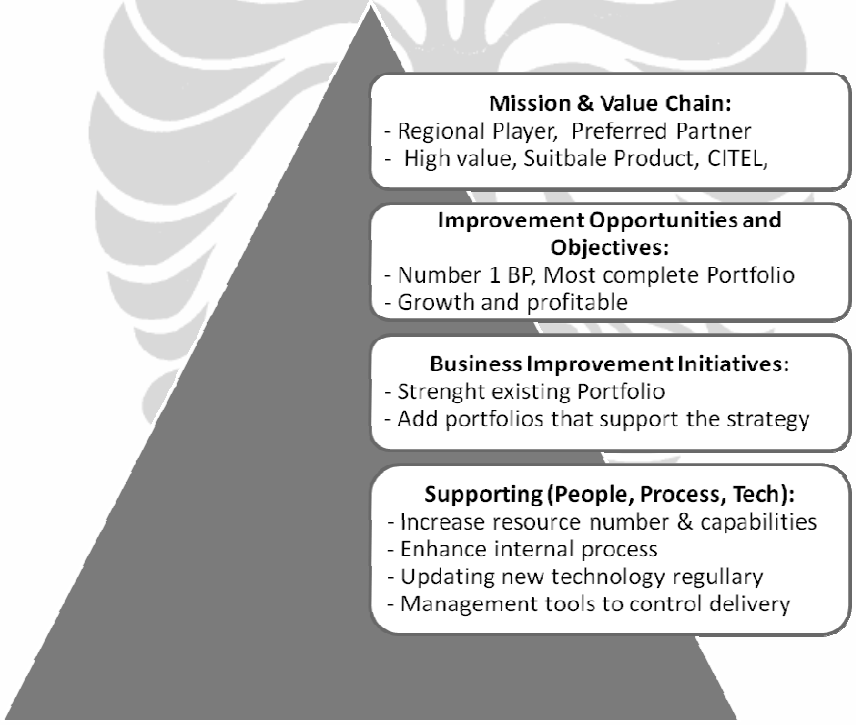

Figure 4-10 Anabatic IT Portfolio Strategy based on Kaplan (2005)

Source: Kaplan, 2005, modified

Observing the growth of the IT world in the future to be conducted due to the very rapid movement of IT industry so that the portfolio we have now will become obsolete and must be replaced by a new portfolio.

What about the movement of competitors? From Anabatic Competitor portfolio review in table 3-3, it was clear that IBM Business Partners, who focus on the areas of software and enter in almost all the existing brand, is not a lot. There are only 3 premier-level Companies who have enough portfolios, that is Multipolar, Mitra Infosarana and Adicipta Solusi. Of the three, no one has a complete portfolio like Anabatic, which makes Anabatic an advantage in the face of their customer. This means that only Anabatic the only company that currently has the largest portfolio of solutions. These advantages should be observed as an opportunity to continue to be a trusted solution provider, or even create a company deemed not focus or do not have competence in the field are taken. Only time until these companies realize the situation and pursue to be the main competitor system integrators.

To address this problem resource development strategy must observe with greater depth.

4.4.3. Built a Strong Competitive Team with Strategic Resource and Capabilities

We have chosen market strategy and portfolios strategy which will be developed in the future, but whether there are adequate resources and have the competence to achieve company goals? What is the composition of existing resources, and how the real needs that must be owned by Anabatic in order to delivery projects well.

At this time IT resources and IT Skill in Anabatic more under the age of 30 years, were mostly recruited freshmen graduate from many universities. IT employee turnover is reach 10% per year, with an average work for 2-4 years before deciding to move to another company. Managerial resources are usually filled by people who had experienced more than 7 years in IT field and have been done many different projects. The average age of 30 years, has technical and managerial skills as well as communication, negotiation, leadership, etc.

According to Tuban (2008), technical resources with IT skills can be

categorized as less imitable or substitutable and high mobility (IS Resources and Capabilities). While managerial resources such as Project Manager, Brand Leader, Solution Architect (concurrent channels); is high mobility and rare position than the technology and IT Skill resource, for their understanding of IT and managerial skills.

Table 4-6 Anabatic Resource & Capabilities in 2009

No	IS Resources/Capability	Role	2009
1	Technical Resources	Deloper (All Brand)	11
2	IT Skills	IM-DMS/ECM	2
		IM-Business Intelligence	2
		IM-Data Mngmt	4
		Lotus	2
		Websphere	2
		Tivoli	4
3	Managerial Resources	Solution Architect	1
		Project Manager	4
Total			32

Source: PT. Anabatic Technologies

Table 4-6 above shows Anabatic team composition based on tables 4-5 and compare to capabilities strategy from table 2-2 (Tuban, 2008).

In developing the technical resources with IT skills required substantial time. The fresh graduates in Indonesia are usually not equipped with an understanding of the world and enterprise solutions. At least take 3 months to learn the basic materials, such as the introduction of the enterprise, understanding the product, the Java programming language, etc. Deepening can be done with the training that was held by the vendors and distributors, online classes, and closed with certification taking skills.

For those who have the ability will be involved into the project already or will run, under the guidance of mentors who are more senior. This project will be forging one's ability and showed talent in the IT field where he will be more focused or become a specialty.

In the early stages of each person is given the opportunity to choose two different fields to sharpen the technical capabilities, and on the next occasion he is

allowed to choose only one or even both to be explored. Taking more specialities would make companies be more beneficial because it allows movement of people when a project requires a specific skill. On the other hand the cost incurred will be more and will be lost if the employee left the company. Human Resources Division has a contract mechanism to detain a person in the company, but it does not really help if the determination was made or has reasonable grounds.

Back to the election of the portfolio, from table 4-6 shows that, for delivery in Lotus and WebSphere brands only available 2 people who understand the solution well. This situation contrasts with the data presented that the revenue in second place came from Lotus, and the future strategy of Anabatic will be developed Webspshere solution that will be the trend with big revenue. Table 4-2 shows that for middle-class project takes at least 3-4 people, for sufficient technical personnel for delivery the project. That is still short of 1-2 persons for each brand.

Table 4-7 Anabatic Ideal Resource & Capabilities in 2010

No	IS Resources/Capability	Role	Ideal
1	Technical Resources	Developer (All Brand)	5
2	IT Skills	IM-DMS/ECM	4
		IM-Business Intelligence	4
		IM-Data Management	6
		Lotus	4
		Websphere	4
		Tivoli	4
		Rational	2
3	Managerial Resources	Solution Architect	2
		Project Manager	5
Total			40

Source: PT. Anabatic Technologies, calculation

Table 4-7 presents an ideal picture of the needs for resources in which each brand has sufficient resources to middle-class project delivery. Resource developers separately reduced by increasing its capacity so it can hold a particular brand.

Future revenue growth will affect the needs of human resources. Revenue growth will mean additional projects to deliver by the company. And that growth is the need for additional human resources in the area of solutions and project manager. If one assumes a manager can handle 7-8 people, it takes at least 5-6 people to present and even more in the future.

Similarly, for technical personnel, will require proportionally more resources based on revenue that can be delivery by each person. Because every person has the maximum revenue (based on the rate x man-days) then increase revenue target based on the revenue budget will increase the amount of resource that must be met by the company.

On the other hand, employee turnover and waiting time (preparation to be able to deliver) must be considered to make resource planning better. This explanation will be presented in more detail in the action program.

4.5. Action Program

4.5.2. Revenue & Budget Projection

A good strategy is applied to achieve the objectives. Growth will be achieved through targeted revenue projections to be achieved. Based on revenue growth 2005-2009, presented a projection of revenue from hardware, software, and services. Estimation process is done by a combination of movement composition trend of sales of hardware, software, and services, combined needs of the number of resources in the implementation of targeted solutions with average revenue that can be given by the number of such growth.

Table 4-8 SI Division Revenue Projection in Numbers (in Millions)

Revenue	2010	2011	2112	2013
Hardware	1,41	1,51	1,70	1,90
Software	1,60	2,03	2,59	3,23
Services	1,70	2,27	3,11	4,37
Total	4,71	5,81	7,40	9,50

Source: Calculation

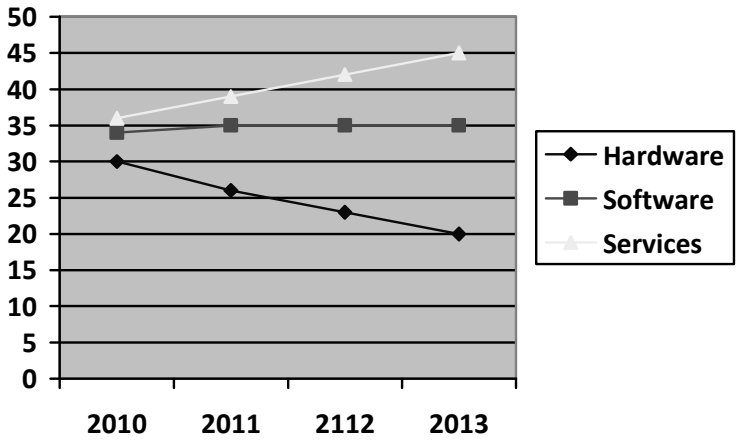

Figure 4-11 SI Division Revenue Projection in percentage

Source: Calculation

Figure 4-11 and table 4-8 projecting revenue growth in the next 4 years. Where hardware is still growing by an average of 10%, the software range from 25%, but the service began slowly increased 34% (from previous 30%) to 41% in 2013. This high growth will be described in detail in section 4.5.3.

Although the sales package solution offered by this division include hardware, software, and services, specifically for hardware are not considered to be the achievement of Key Performance Indicators SI division, because in addition to not including the portfolio, the implementation exercise will be conducted by other divisions, so that will be calculated as KPI that division.

Revenue projection based on the brand, look at the trend growth in the previous year as illustrated in figure 4-4 (excluding anomaly that occurred), and projections for software and services to the next four years are presented in figure 4-12 below.

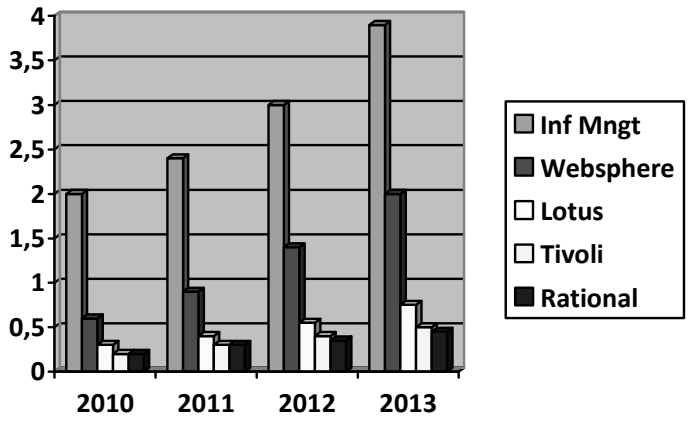

Figure 4-12 SI Division Revenue Projection by Brand Revenue (Calculated by software & services)

Source: Calculation

4.5.3. Portfolios Projection

Portfolio selected by the SI Division were portfolios that is quite complex because it involves five pillar brands and dozens of products in 6 selected major portfolios and 3 additional portfolios. Having adequate human resources and has the capability to implement the overall portfolio is a process that is not easy and requires time, so focus on the chosen portfolio is already a hard work.

This portfolio has been selected to be supported adequate human resources and WebSphere portfolio is less fulfilled so that the addition resources and strengthening the capabilities there are priorities that must be done, while reinforcing to all brands.

Portfolio under Rational pillar is interesting to observe, but before providing the resources there, to be seen whether the two Rational solutions that had future trend has considered selling value and can actually be a solution to customer needs. Doing more research on the product, and look at customer needs, and explore the market is a matter that must be performed at least in the next year before investing too much in this portfolio.

Interestingly observed that the principal itself is planned to separate the previous solution under Information Management, to be separate solutions / separate brand. This proves the more magnitude of this pillar and the increasing number of proposed solutions. Need a special oversight of the solution end-to-end data management and increase resource capable of handling solutions.

Another thing that must be observed is the cloud computing trend that is increasing in recent years. SI Division should start getting ready to work with divisions to build SaaS (Software as a Services) solutions that offer solutions that have been sold in the form of lease.

Oversee portfolio of competitors is also important. Microsoft began to rise with enterprise solutions with a more competitive price, and Oracle databases preferred among the government compared to DB2 database. Open Source solutions to the enterprise began to squirm more and more easily integrated, will be a threat.

Seeing all existing conditions and based on the IT portfolio strategy in which the future of this SI Division does not depend on the brand (but more to the solution), it was time to start to focus on the selected solutions above, but begin to develop the ability to integrate with products from another brand. It takes commitment and the seriousness of the long term, because it affects the development of human resources and capabilities.

4.5.4. Resource Projection

Based on analysis of resource requirements and capability, the need for projects to be implemented and revenue targets to be achieved, then compiled growth projections of human resources. HR reached 25% growth per year is adjusted to the needs of each brand, positioning, and plan projects that will run (the composition of each project).This projection is based on the portfolio remains which of course would change if there growth portfolio that require special technical on these portfolios.

Table 4-9 SI Division Resources Projection by Position

No	Posisition	2010	2011	2012	2013
1	**Solution Architect**	2	2	3	4
2	**Project Manager**	4	5	5	6
3	**IM – ECM/DMS**	6	8	9	12
4	**IM – BI**	6	6	8	12
5	**IM – Data Mngmt**	10	12	14	16
6	**Lotus**	3	3	4	6
7	**Websphere**	3	6	8	12
8	**Tivoli**	4	5	6	6
9	**Rational**	2	3	4	6
	Total	**40**	**50**	**61**	**80**

Source: Calculation

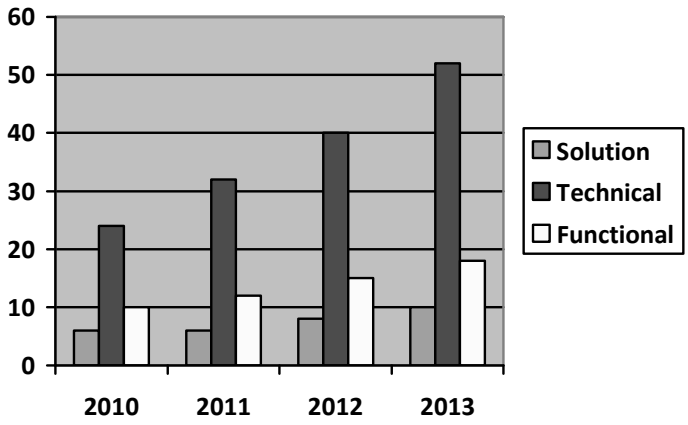

Figure 4-13 SI Division Resources Projection

Source: Calculation

Basically, a resource has a working day for approximately 220 days a year of work, which if he was working on a project with a certain rate and work days are considered, then the company will earn revenue from the rate x days of work. Based on the calculation of average, minimum of a resource in a year to record revenue between 120-180 days, which means one's ability contribute to the company's working day ranged between 50% -80% of the working day has. Total revenue is donated each person will vary depending on rate, the project entered, and the duration of the project.

Table 4-10 below is a calculation of revenue and budget projections in terms of services for human resources that are targeted by 2010. Rate is the

average selling price per day in all sectors, and COGS is calculated based on average cost the company issued to the employee. Of the revenue that will be achieved, COGS reach 50% of revenue, gross profit 50%, and every employee contributes approximately 40,000 U.S. $ per year. This calculation also becomes the basis for calculating revenue in section 4.5.1.

Table 4-10 Target Services Revenue in 2010

No	Posisition	Men	Rate	COGS	Days	Total Rate	Total COGS	Gross Profit
1	**Solution Architect**	2	400	200	150	120.000	60.000	60.000
2	**Project Manager**	4	350	175	150	210.000	105.000	105.000
3	**IM – ECM/DMS**	6	300	150	150	270.000	135.000	135.000
4	**IM – BI**	6	300	150	150	270.000	135.000	135.000
5	**IM – Data Mngmt**	10	250	125	150	375.000	187.500	187.500
6	**Lotus**	3	250	125	150	112.500	56.250	56.250
7	**Websphere**	3	250	125	150	112.500	56.250	56.250
8	**Tivoli**	4	250	125	150	150.000	75.000	75.000
9	**Rational**	2	250	125	150	75.000	37.500	37.500
	Total	**40**				**1.695.000**	**847.500**	**847.500**

Source: Calculation

CHAPTER 5
CONCLUSION AND RECOMMENDATION

5.1. Conclusion

In reaching the company's strategy and long-term goals, PT Anabatic Technologies need to develop and enhance a specific IT division for solution and system integrators. This SI Division primarily focus to end-to-end software solutions with the IBM software platforms, which will provide significant revenue for the company. To achieve the above objectives, PT Anabatic technologies must see and evaluate the ability of resource that is owned, portfolios that have been developed, current growth, and create an IT planning in the form of a business plan.

PT Anabatic Technologies must choose and focusing fields that have viewed prospectively from IBM software extensive portfolio of software offerings and develop IT solutions that fit with the trend in future customer needs, and build a team with expertise and specialization that can meet the needs of implementation of proposed solutions. And to build it all, Anabatic business plan requires a strategy that is consistent with company strategy and improve competitiveness with its peers in the industry IT solutions.

In this business plan, first will evaluate the own portfolio, compared with future trends and analyze it based on the needs of every sector of industry that became the focus of PT Anabatic Technologies. The analysis results also in comparison with the sales and market analysis on the product. So in the end obtained and found portfolios that has broad market and a large, attractive, trends, and provide opportunities for develop and provide competitive advantage.

In the second step is analysis of the resource that is owned, strengths and weaknesses of existing resources against the portfolio of owned and how resource planning based on resources analysis and capabilities strategy and requirements into the future.

From the overall analysis has been done Anabatic known that actually has been in the right path, but management still needs improvement. Preferred Portfolio is a portfolio that has been and will be targeted in the future, but human resources are not yet available in sufficient and have the desired capability.

Anabatic the company has decided to use a focused market strategy, with a combination of cost leadership strategy, Innovation and growth as key strategies for growth. We have already become the largest provider of portfolio compared to its competitors, then that should be done is to build a competitive team with a planned resource management. Resources that are young can be a strength or weakness, but with proper management and use of tools can reduce this problem.

With proper strategy, this division could grow by an average of 30% per year supported by growth in human resources and focus on the existing portfolio, while still watching the emergence of other portfolios as well as the movement of the IT world. Looking ahead is expected to this SI Division to be able to grow with the solution without relying on a particular vendor.

5.2. Recommendation

With Anabatic position that is still leading and most as the implementer of the IBM solution, it needs to be considered to continue to develop this division. This plan required organizer and a leader who understands how to maintain its growth with stable, while the competitors will start to grow up and start taking the role.

Portfolios also continue to grow, for it required careful planning and adaptable portfolio due to this effect on market conditions and technological developments.

Anabatic needs to plan and synergize all human resources planning for ease of use in the field. Scheduled and skills roadmap for qualification and quality of human resources. It was common knowledge that the problem of employee turnover, hijacked, this must be taken to ensure no shortage of skills required at the time of implementation.

Increasing number of resources and solutions implementation of course need a reliable project management. Project and Portfolio Tools is absolutely

necessary, the software that serves to control and plan resources, employment, and the time required in the course of the project.

It should be done internally in close cooperation with Sales force to reach the market, although sales do not include the discussion here, but need to build enough sales force for a pipeline in accordance with the target to be conducted. Marketing Division can organize events in collaboration with principals to invite the prospect customer.

Cooperating closely with principals is also cooperation with other partners in Asians could be a way to achieve company goals. On the other hand the customer as the spearhead and there should not be abandoned because it often projects come from existing customers and costs far lower than acquiring new customers.

With increasing competition from a brand as well as from other products, it is necessary to continue to examine strategies and competition situation, with plans in the future to make the system integrators that are not fixated on one brand. This is very helpful to develop Anabatic own solutions as ISV and began to pioneer the trend toward SaaS in cloud computing.

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Appendix 1

Actual and Projection SI Division Revenue

Component	Actual					Projection				Ref
	2005	2006	2007	2008	2009	2010	2011	2112	2013	
Hardware*	75%	65%	58%	63%	37%	30%	26%	23%	20%	Presentage
	1,66	1,64	1,66	1,92	1,52	1,41	1,51	1,70	1,9	Million
Software	15%	20%	22%	20%	33%	34%	35%	35%	34%	Presentage
	0,33	0,51	0,63	0,61	1,36	1,60	2,03	2,59	3,23	Million
Services	10%	15%	20%	17%	30%	36%	39%	42%	46%	Presentage
	0,221	0,3795	0,574	0,5168	1,236	1,70	2,27	3,11	4,37	Million
Total	**2,21**	**2,53**	**2,87**	**3,04**	**4,12**	**4,71**	**5,81**	**7,40**	**9,5**	**Million**

*Hardware in Solutions package (Hardware+Software+Services)

Appendix 2

Projection Service Revenue

YEAR 2010

No	Posisition	Men	Rate	COGS	Days	Total Rate	Total COGS	Gross Profit
1	**Solution Architect**	2	400	200	150	120.000	60.000	60.000
2	**Project Manager**	4	350	175	150	210.000	105.000	105.000
3	**IM – ECM/DMS**	6	300	150	150	270.000	135.000	135.000
4	**IM – BI**	6	300	150	150	270.000	135.000	135.000
5	**IM – Data Mngmt**	10	250	125	150	375.000	187.500	187.500
6	**Lotus**	3	250	125	150	112.500	56.250	56.250
7	**Websphere**	3	250	125	150	112.500	56.250	56.250
8	**Tivoli**	4	250	125	150	150.000	75.000	75.000
9	**Rational**	2	250	125	150	75.000	37.500	37.500
	Total	**40**				**1.695.000**	**847.500**	**847.500**

YEAR 2011

No	Posisition	Men	Rate	COGS	Days	Total Rate	Total COGS	Gross Profit
1	**Solution Architect**	2	400	200	160	128.000	64.000	64.000
2	**Project Manager**	5	350	175	160	280.000	140.000	140.000
3	**IM – ECM/DMS**	8	300	150	160	384.000	192.000	192.000
4	**IM – BI**	6	300	150	160	288.000	144.000	144.000
5	**IM – Data Mngmt**	12	250	125	160	480.000	240.000	240.000
6	**Lotus**	3	250	125	160	120.000	60.000	60.000
7	**Websphere**	6	250	125	160	240.000	120.000	120.000
8	**Tivoli**	5	250	125	160	200.000	100.000	100.000
9	**Rational**	3	250	125	160	120.000	60.000	60.000
	Total	**50**				**2.240.000**	**1.120.000**	**1.120.000**

YEAR 2012

No	Posisition	Men	Rate	COGS	Days	Total Rate	Total COGS	Gross Profit
1	**Solution Architect**	3	425	210	170	216.750	107.100	109.650
2	**Project Manager**	5	375	185	170	318.750	157.250	161.500
3	**IM – ECM/DMS**	9	325	160	170	497.250	244.800	252.450
4	**IM – BI**	8	325	160	170	442.000	217.600	224.400
5	**IM – Data Mngmt**	14	275	135	170	654.500	321.300	333.200
6	**Lotus**	4	275	135	170	187.000	91.800	95.200
7	**Websphere**	8	275	135	170	374.000	183.600	190.400
8	**Tivoli**	6	275	135	170	280.500	137.700	142.800
9	**Rational**	4	275	135	170	187.000	91.800	95.200
	Total	**61**				**3.157.750**	**1.552.950**	**1.604.800**

YEAR 2013

No	Posisition	Men	Rate	COGS	Days	Total Rate	Total COGS	Gross Profit
1	**Solution Architect**	4	425	210	180	306.000	151.200	154.800
2	**Project Manager**	6	375	185	180	405.000	199.800	205.200
3	**IM – ECM/DMS**	12	325	160	180	702.000	345.600	356.400
4	**IM – BI**	12	325	160	180	702.000	345.600	356.400
5	**IM – Data Mngmt**	16	275	135	180	792.000	388.800	403.200
6	**Lotus**	6	275	135	180	297.000	145.800	151.200
7	**Websphere**	12	275	135	180	594.000	291.600	302.400
8	**Tivoli**	6	275	135	180	297.000	145.800	151.200
9	**Rational**	6	275	135	180	297.000	145.800	151.200
	Total	**80**				**4.392.000**	**2.160.000**	**2.232.000**

Appendix 3

Projection Resources Allocation

No	Posisition	2010	2011	2012	2013
1	**Solution Architect**	2	2	3	4
2	**Project Manager**	4	5	5	6
3	**IM – ECM/DMS**	6	8	9	12
4	**IM – Business Intelligence**	6	6	8	12
5	**IM – Data Mngmt**	10	12	14	16
6	**Lotus**	3	3	4	6
7	**Websphere**	3	6	8	12
8	**Tivoli**	4	6	6	6
9	**Rational**	2	3	4	6
	Total	**40**	**51**	**61**	**80**