

IS / IT STRATEGY PLANNING IN PT GIFTCARD INDONESIA WITH WARD & PEPPARD FRAMEWORK

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ABSTRACT

This Study aims to analyze strategic plan for IT in the business GIFTCARD INDONESIA, which can provide guidance in managing IT resources to meet the needs of all business processes, supporting the development of business and improve efficiency. By using the IT Strategic Planning framework, with the input of external and internal business and IT environment. This study also use Critical Success Factor to measure current portfolio application and create future portfolio application. IT Strategic Plan that resulted from this research, defines the structure of the IT organization and the IT infrastructure to support the new development of IT services, which can be implemented in supporting the advancement of the business..

Keywords: *Ward and Peppard, IS Strategy, IT strategy, IS/IT Management Strategy, PT Giftcard Indonesia*

1. INTRODUCTION

In today's era, many organizations in some sectors such as industry, commercial, and government rely heavily on information systems (Ward & Peppard, 2002). Developing an information technology strategy that supports business strategy is critical to creating business value within organizations today (Smith, McKeen, & Singh, 2007). Having an information and competitive system within an organization will allow organizations to grow and achieve competitive advantage compared to their competitors. Further, a good information system could facilitate direct communication between companies, suppliers, manufacturers, dealers and marketing. With good cooperation they can create an interconnected value chain.

The company that has been established since 2012 is engaged in the gift card and loyalty and placed in the Menara imperium, Jl. Rasuna Said, Kuningan Setiabudi, Central Jakarta. Founded first by Mr. Taufan as founder and funded by investors from Tech in Asia. Rapid growth since 2012 as a startup company engaged in the field of gift card and loyalty, already have colleagues such as Maybank, AIA financial, Hewlett Packard, Federal Oil and many as B2B colleagues and merchants who already support products produced by PT Gift Card Indonesia like Pancious, Bakerzin, Haagen-Dazs, Wacoal and many more. Seeing the number of clients from PT Gift Card Indonesia is making IT

part to strive to provide services to clients by giving access to the Gifcard Indonesia system. The current system still has the disadvantage of un-centralized user system that allows users to have more than one account to enter into the system. For example the AVBO and GCFS applications have different user databases, so the same person has two accounts to access into the app. It makes the user management system inefficient and it is hoped that with this paper get a solution to the problem. Therefore, it is necessary to prepare an IS / IT strategy plan to help guide the organization in developing IS / IT, and for the investment issued in accordance with the expected expectations.

This Information System Strategic Planning should be well structured so that it can support the operational of the Service. Ward and Peppard3 explain Strategic planning - systematic, comprehensive analysis to develop a plan of action. So strategic planning is a series of step by step systematically by conducting a comprehensive analysis to develop action plan so as to achieve organizational goals. Strategy as well as the ability to identify and evaluate the impact of the use of Information Technology as part of business strategy formulation.

Ward and Peppard also argued that the main purpose of applying information systems within an organization is to improve operational efficiency by automating information-based data processing processes, improving management effectiveness with information systems management to meet

information requirements for decision making and improving competitiveness by changing the nature or way of business so investment information systems can be a source of competitive advantage.

The research for the compilation of strategic planning of information system of all Department Giftcard Indonesia uses Ward and Peppard framework with Value Chain analysis, analysis, SWOT analysis, PEST analysis, Mc Farlan Strategic Grid analysis and Critical Success Factor analysis. The result of strategic planning in the form of information system strategy and information technology and its management.

2. LITERATURE REVIEW

2.1 Ward and Peppard Framework

Ward and Peppard provide a strategic framework that can be used in the strategic planning of SI and IT. The Ward and Peppard framework can be described as follows:

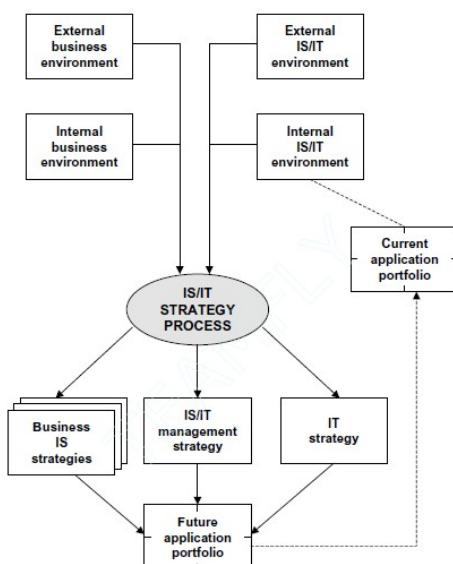


Figure 1: Ward and Peppard (2002) Framework [number]

The input stage consist of:

1. Internal business environment analysis, includes business strategy aspect now, target, resources, and process also cultural business organization values.
2. External business environment analysis, includes economy aspects, industry, and company climate competition.
3. Internal IS/IT environment analysis that includes the condition of IS/IT

organization from business perspective, how's the maturity, how's the contribution to business, human resources skill, resources and technology infrastructure, also includes how IS/IT portfolio right now.

4. External IS/IT environment analysis that include technology trend and chance to take benefit from it, also the usage of IS/IT by competitor, consumer and suppliers

Output will consist of:

1. Information System strategy, which covers how each unit / business function will utilize SI / IT to achieve its business goals, application portfolio and architectural information overview.
2. IT Strategy, which includes policies and strategies for IT technology and human resource management.
3. The IS / IT Management Strategy, which includes common elements implemented through the organization, to ensure consistency in the implementation of the required SI / IT policies.

2.2 Value Chain Analysis

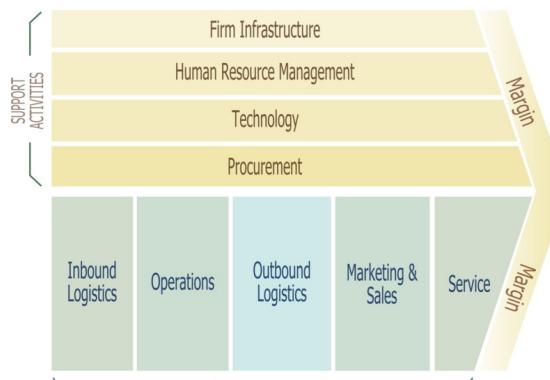


Figure 2: Value Chain Analysis [number]

Value chain is a cost analysis tool that can be used for analyze the source of organizational competitive advantage by describing activities that occur within the organization into strategic value activities. The principle of value chain is to map the whole process of work or activity within the organization into two parts, namely the main activity and supporting activities.

- Primary activities

The main activities in the company that ultimately provide customer satisfaction. These activities are not only done well, but also must be effectively connected with each other if the overall business performance is to be optimized. Main activities consist of inbound logistics, outbound logistics, operations, marketing, and services.

- Support activities

Activities that complement the main activities with various functions, namely completeness of corporate infrastructure (firm infrastructure), human resource management, technology development and purchasing / procurement. With the concept of this value chain Porter explains that every major link both the main and the supporters can add value to the resulting product. The added value generated by these activities is the price consumers will pay. If the price paid is greater than the total cost incurred by all activities, then the company will get a profit or margin.

2.3 SWOT Analysis

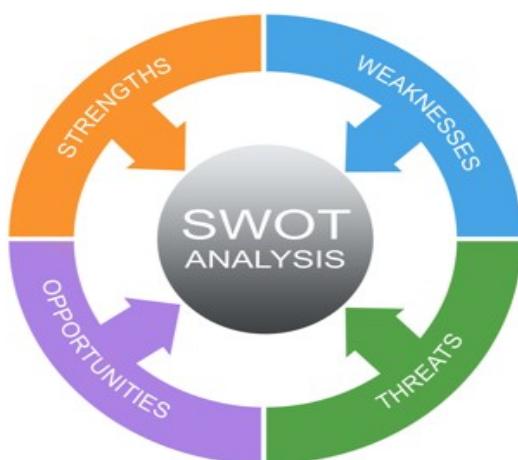


Figure 3: SWOT Analysis

SWOT Analysis is a strategic planning method used to evaluate the strengths, weaknesses, opportunities, and threats in a project or a business speculation. With SWOT analysis, it can summarize the key problem issues of the business environment and the company's strategic capabilities that most impact the company's developmental strategy (Johnson, Scholes, & Whittington, 2008, p.119).

2.4 McFarlan Strategic Grid

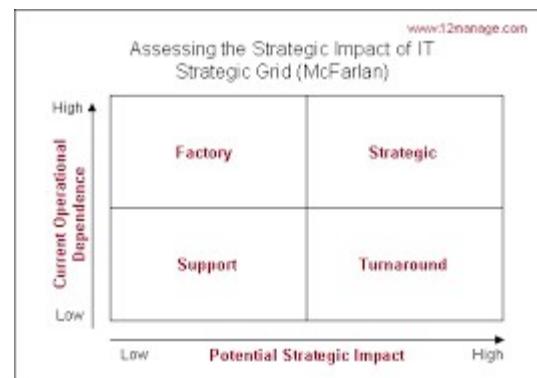


Figure 4: McFarlan Strategic Grid

McFarlan analysis is used to map current and existing applications as well as future application requirements in support of the organization's business or organization. Mapping this application with four quadrants, namely strategic, high potential, key operation, and support. The appraisal category of the app is based on its impact on the business. The results provide an overview SI contribution to the business and can be an input for SI strategy-making activities and possible future development.

2.5 Critical Success Factor

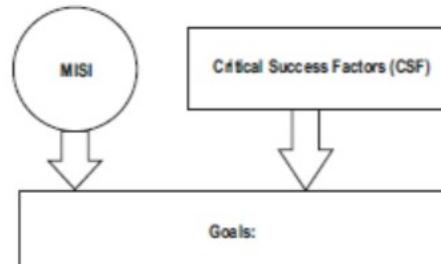


Figure 5: Critical Success Factor

Critical Success Factors can be determined if the goals or objectives of the organization have been identified. Based on CSF, the interpretation of the goals and objectives of the organization in the strategic design of information systems can be seen more clearly to determine the activities to be done and what information is needed to support it in the strategic planning of information systems. CSF acts as a liaison between the organization's business strategy with its information system strategy, where information system planning can be focused on

strategic areas, focus on proposals and evaluation of information strategy.

2.6 Porter Five Forces



Figure 6: Porter Five Forces

Michael E. Porter identifies the 5 forces that can be an important element affecting the company's performance (porter, 1985). The following 5 elements are:

- Competition among competitors.
- The threat of entrants.
- Threat of substitution product.
- Bargaining power of supplier
- Bargaining power of customer.

The first three elements can be clarified as horizontal forces, because each force works in the same business. While the latter two powers, can be classified in vertical forces because the two forces do not work in one business, but on the supply chain.

The analysis of the five competing forces in Figure 2.54 can be used to identify opportunities and threats from SI / IT for the company, by answering the following questions (Ward and Peppard, 2002, p104):

- How does SI / TI increase the entry barrier?
- How does SI / IT change the competition map?
- How does SI / IT make switching costs for customers?
- How does SI / IT change supplier power?
- How does SI / IT produce a replacement product / service?

2.7 PEST Analysis



Figure 7: PEST analysis

PEST analysis is an analysis of external business environment factors covering political, economic, social and technological fields. (Ward and Peppard, 2002)

- Political factors

Political factors such as government policy, applicable law, and formal or informal rules within the company environment, examples of tax policies and local regulations.

- Economic factors

Economic factors include all factors that affect the purchasing power of the customer and affect the business climate of a company, examples of exchange rate standards, interest rates and economic growth.

- Social factors

Social factors include all factors that can affect the needs of the customer and affect the size of the existing market share. Example of public education, population growth, social environment and work environment.

- Technological Factor

Technological factors include everything that can help in facing business challenges and support the efficiency of business processes, for example technology research and development activities, automation, technology transfer rates, technology expiration rates.

PEST is used to assess the market of a business unit or organizational unit. The direction of PEST analysis is the framework for assessing a situation, and assessing a strategy or position, company direction, marketing plan, or idea. Where this analysis is enough to affect the company, because through this analysis can be taken a new opportunity or threat for the company.

2.8 Related Research

Research and research topics on strategic planning systems and information technology have been widely carried out by researchers in Indonesia, following previous studies that are relevant to the research that the authors do:

2.8.1 Research 1

Author: Nurul Arofah

Problem: The measurements made by Pertamina have not yet arrived at how to harmonize IT contributions to the achievement of organizational performance. Whereas performance measurement on information technology should provide benefits to Pertamina in order to know for certain the contribution of the IT Department in achieving the vision and mission of the organization.

Methods: IT Balanced Scorecard.

Outcome: There are six strategic objectives used by the IT division. Of the six strategic objectives, there is one strategic goal for the perspective of corporate contribution, and one strategic goal for the user perspective, two strategic objectives for the operational excellence perspective and two strategic objectives included in the perspective of future orientation.

2.8.2 Research 2

Author: Mardhalia Saitakela

Problem: Unintegrated Unit

Methods: Enterprise architecture planning and balanced scorecard.

Outcome: Recommended guidelines for the development and development of SI with EAP stages and performance measurement so as to determine steps and support long-term organizational plans

2.8.3 Research 3

Author: Indra Silanegara, Bayu Adhi Tama, Diat Nurhidayat, M. Harris

Problem: The absence of information and information technology systems at the Jakarta State Polytechnic

Method: Ward and peppard framework

Outcome: The results achieved are recommendations for the IS / IT application portfolio that should be owned by the Jakarta State Polytechnic

3. RESEARCH METHOD

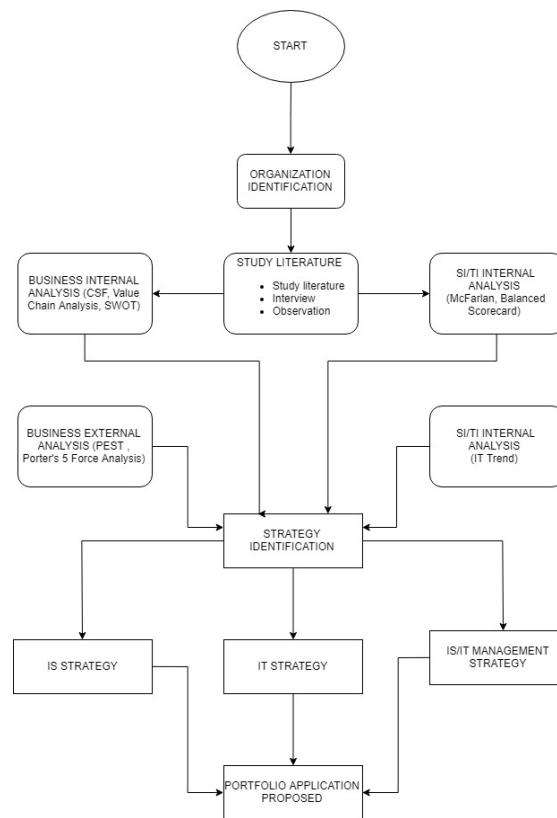


Figure 8: Research Methodology

This study used descriptive qualitative method. Data obtained by way of observation and interview to respondents. Respondents are stakeholders in the Giftcard Indonesia. Secondary data obtained from documents or written reports contained in each work unit.

The research stages consist of stages of data collection, analysis process and output stage. Analysis of research data was done using Ward and Peppard framework. Stages of research along with the explanation can be described as follows:

3.1 Gathering Data

To get the right data and correct it is necessary a method in the effort of collecting data. Among the many available methods, which will be used for this research is to search the documents (literature) as secondary data which this document will get from

PT Giftcard Indonesia in the form of a Strategic Plan document (Vision, Mission, Strategy Plan and Institution Objectives) Organizational Structure, Duties, Functions and Strategies.

There are two methods from collecting the data, which is:

- Interview

Interviews are the main way to collect data or information in qualitative research, where the researcher will get verbal information from the respondents. In this study, the authors use unstructured interviews that use questions more freely and freely, without being bound by the arrangement of questions that have been prepared previously. The reason, with this technique allows the interview can take place open to obtain more information.

The interview technique used in this research is open interview. Researchers ask directly to selected informants, the parties who are at the top level of management are considered able to provide an overview and information used to answer the problems that exist in this study.

- Study of literature

The study of literature is to find reference theory relevant with cases or problems found. These references can be searched from various sources, offline or online. The output of this literature study is the collection of relevant references with the formulation of the problem. The goal is to strengthen the problem as well as the theoretical basis in conducting the study and also become the basis for conducting research.

Data collected at this stage include internal business conditions, external business conditions, internal division information system conditions and external information system conditions

3.2 Data Analysis

Stages of data analysis in the form of information system strategy with use the following analysis:

1. Analysis SWOT used to analyze strength, weakness, opportunities, and threats of organizational Giftcard Indonesia.

2. PEST Analysis used to map outside factors that affect the business organization.
3. Value Chain Analysis used to map activities in Giftcard Indonesia into two categories that are primary and secondary categories.
4. McFarlan Grid used to map information system application based on its contribution to business process of Giftcard Indonesia.
5. CSF Analysis used to identify factors that affect business process organization.

4. RESULT AND DISCUSSION

4.1 Internal Business Environment analysis

This step uses the SWOT method to identify the strengths, weaknesses, opportunities, and threats made by PT Giftcard Indonesia anywhere will be poured into the SWOT matrix. The second method is to use value chain method to find information about existing technology. At this stage it is called to identify companies that form conclusions that can be used for existing business processes. At this stage that will be analyzed is the problem that exists, and what is step to increase competitive of the company.

4.1.1 Value Chain Analysis

- Inbound logistics
In the business process PT GiftCard Indonesia cooperates with vendors to manufacture the giftcard card. But for items in the online store tada.id stored in storage warehouse. PT Giftcard Indonesia uses Automated Warehousing as a data collection system that deals with automatic storage, retrieval and removal. The use of this system can reduce costs in warehouse activity in the long term.
- Operations
Activities related to the processing of input into output / finished products. Any activity required to convert inputs supplied by logistics into the final product form. It includes machinery, packaging, assembly, and equipment maintenance. One of the tools used is the GCFS application which is the second application that supports the management process and recording every transaction that occurs in the distribution process of the card. Order status to order status can be viewed through this application, so it is more organized and neater. Also useful for reporting to C-levels to monitor and analyze business processes that occur in PT Giftcard Indonesia.

- **Outbound Logistic**

Activities undertaken to deliver the product into the hands of consumers. Includes activities involving the physical collection, storage, and distribution of final products to customers. Includes storage of finished goods in warehouses, raw material handling, and order processing. GCFS applications also have features to know the delivery status of goods so that customers can also monitor web-based tracking of their order items. It also makes it easy for admin operations to know the delivery status of the product.

- **Marketing dan sales**

Activities related to the direction of consumers interested in buying the product. Includes completed activities to provide the means by which customers can buy products and influence them to do so. To effectively market and sell products, the company develops professional advertisements and campaigns, chooses the right distribution network, and selects, develops, and supports their sales force.

In the implementation of its business process, PT Giftcard Indonesia has a sales and marketing team that works to market tada and tada360 products to companies that want to give gift cards as a form of loyalty to employees.

- **Services**

Activities that maintain or increase the value of the product. Includes activities designed to increase or maintain the value of the product. The company engages in a number of service-related activities, including installation, repair, training, and after-sales service to customers.

PT Giftcard Indonesia provides training to client's HR to provide product introduction and training on how to use the product. Also provide a FAQ service directly to the admin who served as a customer service at PT Giftcard Indonesia

4.2 EXTERNAL BUSINESS ENVIRONMENT ANALYSIS

This stage is to analyze the external environmental conditions of PT Giftcard Indonesia business by using porter's five forces analysis. The goal is for PT Giftcard Indonesia to survive and adjust the business development in Indonesia and so IT department can be calculated to the extent

that its ability to support the business activities of PT Giftcard Indonesia.

4.2.1 Porter's five forces analysis

- **Rivalry Among Existing Firms**

PT GIFTCARD INDONESIA is currently the only platform that offers gift cards and loyalty companies and has no competitors for now. That is one of the advantages that can be used to expand the business and widen the network in Indonesia.

- **Threats of new Entrants**

The last few years indeed PT Giftcard Indonesia is a gift card company that leads and one step ahead of other companies, now there are some companies that start to see gift card as a product that is offered to consumers but only in the form of b2c business to customer, while PT Giftcard Indonesia itself has penetrated into the world of b2b and also b2c. Examples are gift cards already do cooperation to many offices such as AXA, AIA, Maybank etc.,

- **Threats of Substitute products**

Basically PT Giftcard Indonesia product is a card that can be used for daily necessities transactions as well as for shopping needs. Generally TADA card function is the same as the vouchers issued by most companies engaged in the sale of goods such as Indomart, Alfamart, Hypermart, etc.. Companies that I mentioned above also issued a voucher in the form of a card or digital that can be used to shop in their respective stores. Uniquely PT Giftcard also sells the company's voucher card in their online web, for example PT Giftcard also sells hypermart voucher cards, also Indomaret in various nominal forms.

- **Bargaining power of buyers**

At this point PT Giftcard has no advantages or disadvantages because the sold is a card that has a fixed price, and the same if customers buy voucher cards from hypermart that cost the same. But the favorites from PT Giftcard Indonesia for B2B (business to business) is if the employees of PT AIA Financial for example work maximally so get points from the company and the employee can exchange

points into the value of rupiah that can be used in buying goods.

- Bargaining power of supplier

Same with points for the bargaining power of buyers, PT Giftcard Indonesia has no weaknesses or advantages in terms of its own products, because it can be said that PT Giftcard is a supplier for TADA card, TADA360 which is the first product introduced in Indonesia.

4.3 IS/IT INTERNAL ENVIRONMENT ANALYSIS

4.3.1 IT Department

IT departments are divided into 2 parts that have specific tasks for each part, namely:

- a. Software Development

Responsible for application development and ongoing maintenance of applications on PT Giftcard Indonesia. The application also works to facilitate all divisions in controlling the performance and business processes of PT Giftcard Indonesia. As a Core business of PT Giftcard Indonesia, IT departments have a very important role for the business process. In the software development process, there are some things that become points for the achievement of a goal set through business process analysis.

- b. Infrastructure

This section is responsible for the infrastructure and support of PT Giftcard Indonesia, such as server maintenance, maintenance of EDC machines in offline gift shop partner PT Giftcard Indonesia. Also for maintenance of operational devices and admin finance used in head office at PT Giftcard Indonesia

4.3.2 MCFARLAN CURRENT PORTFOLIO

STRATEGIC	HIGH POTENTIAL
• AVBO	• Basecamp
• GCFS	• GLPI
• GCFS MARKETING	
• GCFS PURCHASING	
• ATHTEK NETWALK	
• HR (TRELLO)	
• EDC MONITORING	
• ACCOUNTING (SAGE)	
• Slack App	
KEY OPERATIONAL	SUPPORT

Figure 9: Current Portfolio

PT Giftcard Indonesia implements LAN and WIFI for the internal head office network, and all computers are connected in one network. PT Giftcard Indonesia does not have server as hardware but PT Giftcard Indonesia hire server ie amazon web service. For most hardware used is EDC (Electronic Data Capture) as a means of payment on offline store using TADA and TADA360 cards. Apart from that it is just a computer used admin finance and operational to do pre-order and order for card from client request. Also has a monitor in every office space for meetings and also to monitor transaction graphs to be noticed by all employees.

In support of its operational activities PT Giftcard Indonesia using hardware specifications (hardware) is quite close to the development of IT technology today. For application software (software) used PT Giftcard Indonesia is an application built by the division of IT itself.

Most of the existing applications in PT Giftcard Indonesia are in the key operational category as they are used to support the company's business activities and are used locally to ensure that the business processes running on PT Giftcard Indonesia run well and can be monitored and controlled. Basecamp applications into the High Potential category because this application can be accessed by all divisions. This application can improve human resources in PT Giftcard Indonesia, especially the IT department working in the field of software development. Basecamp application can also be functioned as a means to share knowledge and knowledge. So far, PT Giftcard Indonesia has used Basecamp application to share knowledge about the product, the latest news about the

development of cooperation to client companies. Also can be seen progress the agreement between the marketing team and the company that will establish cooperation.

4.4 IS/IT EXTERNAL ENVIRONMENT ANALYSIS

Analysis of External Environments SI / TI is done through analysis of system trends and information technology that is developing and widely used today.

4.4.1 IT Trend that use by Competitor

Information Technology trend at e-commerce on this year are:

- Super-fast delivery
- Robot chat
- Smartphone utilization
- Customer loyalty
- More payment method

4.5 IS STRATEGIC PLAN

IS strategy plan goal is to produce IS and technology in it. The solutions used to support PT Giftcard Indonesia's vision, mission, goals and business activities. The SI solution is identified at this time Porter Five Forces, CSF and IT Trend Technology analysis.

4.5.1 IS Strategic planning solution Porter's five forces analysis.

From list factors identified from the analysis, the threat of newcomers is one of the most important and potentially threatening factors to PT Giftcard Indonesia. Threats of New entrants is startup companies who want to try their opportunity in the gift card and loyalty industry. In today's era, startup companies have become a common thing because now is the era for startup with the support of the Government of Indonesia so this becomes a matter of great concern by PT Giftcard Indonesia. If PT Giftcard Indonesia is not able to survive business stability and lack innovation, it is possible that PT Giftcard Indonesia will be unable to compete with startup companies.

4.3.2 IS Solution identification based on CSF ANALYSIS

Based on CSF analysis of PT Giftcard Indonesia, the most critical factor is customer satisfaction and learning growth. So the authors provide a proposal for information strategy solutions that is by

developing and implementing Knowledge Management System at PT Giftcard Indonesia. Benefit of knowledge management system implementation are:

- Reducing cost and time
- Improving knowledge asset
- Ability to adapt
- Improving productivity

4.3.3 IS Solution based on IT TREND

To anticipate this threat, a strategy that PT Giftcard Indonesia can survive and can create innovation is to improve the current IS / IT system. The strategy that researchers propose for PT Giftcard Indonesia is by developing ERP application system.

Benefit of ERP implementation:

- Better business integration and data accuracy
- Management and plan information system
- Improvement productivity and efficiency
- Making procedure standardizations

4.3.4 McFarlan strategic future application

After identifying all solutions, then the solutions are described in the McFarlan portfolio grid. This portfolio application will show an analysis of all current and current applications of PT Giftcard Indonesia. The portfolio of upcoming applications can be seen in the table below:

STRATEGIC	HIGH POTENTIAL
<ul style="list-style-type: none"> • CRM • User Management System application • Smart Help Desk & GPS Tracking • AVBO (Processor) • GCFCS • ERP 	<ul style="list-style-type: none"> • Basecamp
<ul style="list-style-type: none"> • GCFCS MARKETING • GCFCS PURCHASING • EDC MONITORING • ACCOUNTING (SAGE) • Slack App • Knowledge Management System (KMS) 	<ul style="list-style-type: none"> • GLPI • HR (TRELLO)
KEY OPERATIONAL	SUPPORT

Figure 10: Future Portfolio

4.4 IT Strategic Plan

After analyzing the internal and external environment of PT Giftcard Indonesia by using several analytical methods and the resulting IT strategy are:

- Develop User management system
- Develop Knowledge management system based on Slack App
- Develop ERP System

4.4.1 User Management System

The User Management System application is required because every client / company that cooperates must have two accounts to be able to use the services of PT Giftcard Indonesia. For example to be able to pre-order or order, client must login into GCFS application to do order record, then login into AVBO application to order (order / pre-order) gift card, TADA and TADA360 card. The purpose of this application is to centralizing existing users to login into the two applications only by using one account only.

4.4.2 Knowledge Management System

Knowledge Management System applications are needed because each division has taking long time to make decisions about problems that have already occurred. With the application of knowledge management system is expected that the problems - problems that can be solved with the following expectations:

- Increase time effectiveness and efficiency in making decisions
- Increase response to customer
- Increase process and efficiency workflow
- Increase innovativeness
- Increase assets of knowledge
- Capability to adapt

4.4.3 Enterprise Resource Planning

ERP system is needed because the data collection system owned by PT Giftcard Indonesia is not perfect to be monitored. ERP allows PT Giftcard Indonesia to monitor sales activities such as decreasing sales turnover, on time delivery, delay in customer payment, and rate of return of goods, increase of production cost and other cost. Controls stock levels, increases stock costs, and regulates cash flow, up to immediate information on profit / loss and other financial statements.

4.5 IS/IT Management Strategic Plan

Application of existing technology needs to be supported by competent IT human resources in their field. With the existence of new technology and adequate human resources will make a guarantee for the increasing of business process so that can improve service at work units that exist in PT Giftcard Indonesia. The following are HR proposals and their qualifications for SI / IT solutions.

No	Human Resource
1.	System Analyst
2.	Senior Developer
3.	Business Analyst
4.	Product Manager

Figure 11: Human Resource Proposal

- System Analyst

System analysts are designing new IT solutions to improve business efficiency and productivity. The Job can be for an external client or internal client (such as a department within the same organization). Working closely with the client, the analyst examines business models and data flows, discusses their findings with clients, and designs the right IT solutions. They generate design sketches and solicit new IT systems, determine which operations will be run by the system, and how the data will be viewed by the user, assign the design to the client and once approved, work closely with the client team to implement the solution.

- Senior Developer

Developer is a trained programmer, they not only solve problems, but also build a product. They do so in accordance with the principles of design and implementation of software engineering, including such things as performance, maintainability, scalability, durability, and ideally the security is included as well.

- Business Analyst

Business Analyst is a person who is part of business operations and works in conjunction with Information Technology to improve the quality of delivered services, sometimes assisting in Integration and Testing of new solutions in companies, agencies and organizations. Business

analysts can also support the development of training materials, participate in their implementation, and provide post-implementation support. This may involve the development of a project plan and often requires project management skills.

- Product Manager

Product Manager is someone who is a part of business operations and works related to Technology. An important function of product manager in technology application development is to connect between IT team and Product team. A Product Manager is fully responsible for product activity from pre-production activities to making sure the product development process gets to the point where it is delivered to the user.

5. CONCLUSION

IT Investment in PT Giftcard Indonesia has been done to support business goals, but there are still many things that can be done to improve efficiency in business processes that impact on ineffective information management and development of systems that are not integrated. With the design of strategies with the analysis using the ward & peppard method is expected to solve the problems in the application of SI / IT that happens is:

- The information system that is not yet integrated will be completed with the construction of an interconnected and integrated system, so that data and reports from each division of ongoing business processes can be provided in real time which will be used as an analytical tool to improve performance and business process efficiency
- With the development of IS / IT strategic planning that creates the integration and addition of functionality of existing information systems, including the knowledge management system is expected every employee from all divisions can share information and knowledge to improve work efficiency.

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