

DAFTAR ISI

LEMBAR PENGESAHAN	ii
LEMBAR PERNYATAAN ORISINALITAS	ii
ABSTRAK	iii
ABSTRACT	v
KATA PENGANTAR	vii
DAFTAR ISI.....	viii
DAFTAR GAMBAR	xvi
DAFTAR TABEL.....	xviii
DAFTAR ISTILAH.....	xx
DAFTAR SINGKATAN	xxi
Bab I.....	1
Pendahuluan.....	1
I.1 Latar Belakang	1
I.2 Rumusan Masalah	3
I.3 Tujuan Penelitian	3
I.4 Batasan Penelitian	3
I.5 Manfaat Penelitian	4
I.6 Sistematika Pelaporan	4
Bab II Landasan Teori.....	6
II.1 Kajian pustaka	6
II.1.1 Enterprise Architecture	6
II.1.2 Framework Enterprise Architecture.....	7
II.1.3 The Open Group Architecture Framework (TOGAF).....	8
II.1.3.1 ADM	9
II.1.3.2 ADM guidline & techniques	11
II.1.3.3 Architecture Content Framework	11
II.1.3.4 Business Process Model Notation (BPMN) dan Enterprise Architecture Profile (EAP).....	12
II.2 Alasan pemilihan Framework.....	13
II.3 Posisi Penelitian.....	14

Bab III	17
Metodologi Penelitian.....	17
III.1 Konseptual Model	17
III.2 Sistematika Penelitian	18
Bab IV	29
PERSIAPAN DAN IDENTIFIKASI.....	29
IV.1 Deskripsi Objek Penelitian.....	29
IV.2 Gambaran Perusahaan	29
IV.3 Visi dan Misi Perum Perhutani	33
IV.3.1 Visi	33
IV.3.2 Misi.....	33
IV.3.3 Tata Nilai Perusahaan.....	33
IV.4 Value Chain.....	34
IV.5 Rencana Strategi.....	34
IV.6 Gambaran Kondisi Eksisting.....	36
IV.7 Rencana Kerja dan Anggaran Perusahaan	37
IV.8 Permasalahan Eksisting Perusahaan	38
Bab V	40
ANALISIS DAN PERANCANGAN	40
V.1 Preliminary Phase	40
V.1.1 Scope the Enterprise Organizations Impacted	40
V.1.2 Confirm Governance and Support Frameworks	43
V.1.3 Define and Establish Enterprise Architecture Team and Organization	44
V.1.4 Identify and Establish Architecture Principles	46
V.1.5 Tailor the TOGAF Framework and, if any, Other Selected Architecture Framework(s).....	49
V.1.6 Implement Architecture Tools	50
V.2 Architecture Vision	50
V.2.1 Establish the Architecture Project	50
V.2.2 Identify Stakeholders, Concerns, and Business Requirements.....	50
V.2.3 Confirm and Elaborate Business Goals, Business Drivers, and Constraints	54
V.2.4 Evaluate Business Capabilities	55

V.2.5 Assess Readiness for Business Transformation	56
V.2.6 Define Scope.....	56
V.2.7 Confirm and Elaborate Architecture Principles, including Business Principles	57
V.2.8 Develop Architecture Vision	57
V.2.9 Define the Target Architecture Value Propositions and KPIs.....	58
V.2.10 Identify the Business Transformation Risks and Mitigation Activities	58
V.2.11 Develop Statement of Architecture Work; Secure Approval	58
V.3 Business Architecture	58
V.3.1 Select Reference Models, Viewpoints, and Tools	58
V.3.1.1 Determine overall modeling process	58
V.3.1.2 Identify required service granularity level, boundaries, and contract	59
V.3.1.3 Identify Required Catalogs of Business Business Building Blocks	59
V.3.1.4 Identify Required Matrices.....	59
V.3.1.5 Identify Required Diagrams	59
V.3.1.6 Identify types of Requirement to be Collected.....	60
V.3.2 Develop Baseline Business Architecture Description	60
V.3.2.1 Process Flow Diagram Baseline	60
V.3.2.1.1 Penjualan	60
V.3.2.1.2 Perencanaan pemasaran.....	61
V.3.2.1.3 Perencanaan penjualan	62
V.3.2.1.4 Pengelolaan pelanggan	63
V.3.2.1.5 Pengelolaan mitra	64
V.3.2.1.6 Penilaian kinerja penjualan	65
V.3.3 Develop Target Business Architecture Description	66
V.3.3.1 Requirement Catalog Business Architecture.....	67
V.3.3.2 Proses flow diagram target	67
V.3.3.2.1 Penjualan	67
V.3.3.2.2 Perencanaan Pemasaran	68

V.3.3.2.3 Perencanaan Penjualan	68
V.3.3.2.4 Pengelolaan Pelanggan.....	69
V.3.3.2.5 Pengelolaan mitra	70
V.3.3.2.6 Penilaian kinerja penjualan	71
V.3.3.3 Business Footprint Diagram.....	72
V.3.3.4 Organization/Actor Catalog	74
V.3.3.5 Role Catalog	79
V.3.3.6 Business Service/Function Catalog	86
V.3.3.7 Business Interaction Matrix.....	88
V.3.3.8 Product lifecycle Diagram.....	93
V.3.3.9 Functional Decomposition Diagrams	94
V.3.3.10 Business service/ information diagram	95
V.3.3.11 Actor/Roles Matrix.....	97
V.3.4 Perform Gap Analysis	97
V.3.5 Define Candidate Roadmap Components.....	99
V.3.6 Resolve Impacts Across the Architecture Landscape.....	99
V.3.7 Conduct Formal Stakeholder Review	99
V.3.8 Finalize the Business Architecture	99
V.3.9 Create Architecture Define Document	99
V.4 Information Systems Architectures	100
V.4.1 Data Architecture.....	100
V.4.1.1 Select Reference Models, Viewpoints, and Tools.....	100
V.4.1.1 Determine overall modeling process	100
V.4.1.2 Identify Required Catalogs of Business Business Building Blocks.....	100
V.4.1.3 Identify Required Matrices.....	101
V.4.1.4 Identify Required Diagrams	101
V.4.1.5 Identify types of Requirement to be Collected.....	101
V.4.1.2 Develop Baseline Data Architecture Description	102

V.4.1.2.1 Data Entity/Data Componet Catalog	102
V.4.1.3 Develop Target Data Architecture Description.....	102
V.4.1.3.1 Requirement Catalog Data Architecture	102
V.4.1.3.2 Data Entity/Data Componet Catalog	103
V.4.1.3.3 Data Entity/Business Function Matrix	106
V.4.1.3.4 Application/data matrix	108
V.4.1.3.5 Conceptual Data Diagram	109
V.4.1.3.6 Logical Data Diagram	111
V.4.1.3.7 Data Dissemination Diagram	113
V.4.1.4 Perform Gap Analysis	114
V.4.1.5 Define Candidate Roadmap Components	120
V.4.1.6 Resolve Impacts Across the Architecture Landscape	120
V.4.1.7 Conduct Formal Stakeholder Review.....	120
V.4.1.8 Finalize the Data Architecture.....	120
V.4.1.9 Create Architecture Define Document	120
V.4.2 Application Architecture	120
V.4.2.1 Select Reference Models, Viewpoints, and Tools.....	120
V.4.2.1.1 Determine overall modeling process.....	120
V.4.2.1.2 Identify Required Catalogs of Business Business Building Blocks.....	121
V.4.2.1.3 Identify Required Matrices.....	121
V.4.2.1.4 Identify Required Diagrams	121
V.4.2.1.5 Identify types of Requirement to be Collected.....	122
V.4.2.2 Develop Baseline Application Architecture Description	122
V.4.2.3 Develop Target Application Architecture Description	122
V.4.2.3.4 Application Architecture Requirement	122
V.4.2.3.4 Application portfolio catalog.....	123

V.4.2.3.5 Interface Catalog	123
V.4.2.3.6 Application/organization matrix.....	124
V.4.2.3.7 Application/role matrix	125
V.4.2.3.8 Application/function matrix	125
V.4.2.3.9 Application Interaction Matrix	126
V.4.2.3.10 Application communication Diagram	126
V.4.2.3.11 Application and User Location Diagram.....	127
V.4.2.3.12 Application use-case diagram	128
V.4.2.4 Perform Gap Analysis	130
V.4.2.5 Define Candidate Roadmap Components	131
V.4.2.6 Resolve Impacts Across the Architecture Landscape	131
V.4.2.7 Conduct Formal Stakeholder Review.....	131
V.4.2.8 Finalize the Application Architecture	131
V.4.2.9 Create Architecture Define Document	131
V.5 Technology Architecture	131
V.5.1 Select Reference Models, Viewpoints, and Tools	131
V.5.1.2 Determine overall modeling process	132
V.5.1.3 Identify Required Catalogs of Business Business Building Blocks.....	132
V.5.1.4 Identify Required Matrices.....	132
V.5.1.5 Identify Required Diagrams	132
V.5.1.6 Identify types of Requirement to be Collected.....	133
V.4.2.2 Develop Baseline TechnologyArchitecture Description	133
V.4.2.2.1 Technology standard catalog.....	133
V.4.2.2.2 Technology portfolio catalog	134
V.4.2.3 Develop Target Technology Architecture Description.....	134
V.4.2.3.1 Technology Architecture Requirement	134
V.4.2.3.2 Technology portfolio catalog	135

V.4.2.3.3 Application/Technology Matrix	136
V.4.2.3.4 Environment and Locations Diagram.....	137
V.4.2.3.5 Platform Decomposition Diagram.....	138
V.4.2.4 Perform Gap Analysis	138
V.4.2.5 Define Candidate Roadmap Components.....	140
V.4.2.6 Resolve Impacts Across the Architecture Landscape.....	140
V.4.2.7 Conduct Formal Stakeholder Review	140
V.4.2.8 Finalize the Technology Architecture	140
V.4.2.9 Create Architecture Define Document	140
V.6 Opportunities & Solution	140
V.6.1 Determine/Confirm Key Corporate Change Attribute	140
V.6.2 Determine Business Constraints for Implementation	142
V.6.3 Review and Consolidate Gap Analysis Results from Phases B to D	143
V.6.4 Review Consolidate Requirements Across Related Business Functions	147
V.6.5 Consolidate and Reconcile Interoperability Requirements	149
V.6.6 Refine and Validate Dependencies	150
V.6.7 Confirm Readiness and Risk for Business Transformation.....	150
V.6.8 Formulate Implementation and Migration Strategy	151
V.6.9 Identify and Group Major Work Packages.....	151
V.6.10 Identify Transition Architectures.....	153
V.6.11 Create the Architecture Roadmap & Implementation and Migration Plan	154
V.7 Migration Planning	155
V.7.1 Confirm Management Framework Interactions for the Implementation and Migration Plan	155
V.7.2 Assign a Business Value to each Work Package	156
V.7.3 Estimate Resource Requirement Requirement, Project Timings, and Availability/ Delivery Vehicle	158
V.7.4 Prioritize the Migration Projects through the Conduct of a Cost/Benefit Assessment and Risk Validation.....	159

V.7.5 Confirm Architecture Roadmap and Update Architecture Definition Document.....	160
V.7.6 Generate the Implementation and Migration Plan.....	160
V.7.7 Complete the Architecture Development Cycle and Document Lesson Learned.....	161
Bab VI Kesimpulan dan Saran	162
VI.1 Kesimpulan	162
VI.2 Saran.....	163
DAFTAR PUSTAKA	164
LAMPIRAN.....	166