

## CHAPTER V

### CONCLUSION AND RECOMMENDATION

#### 5.1 Conclusion

1. Improvement of business process for pre-project and BoM has been done based on BPR framework. Improved flow was established and shall be used to fulfil the gap into improvement:
  1. Integrated communication between pre-project and fix project management (post).
  2. No more overlapped job or one man show as GBR has been mapped and it is shown in the process flow.
  3. Decreasing loss
2. IT platform has changed from legacy to new system. It can be seen from:
  1. BoM master data (data base) available that can be used in different project.
  2. All items that compile product/ BoM is well arranged and recorded via MCON in every level.
  3. Easy to identify and shorten time to find the material.
  4. MCON can save a lot of material with the same description but different configurations with reference to the drawing of which project is using the MCON. MSTK is already a clear standard material and initial specification and has only one number for one material specification (it can be raw material or assembling material).

5. All engineers will use a single BoM structure that composes a product to facilitate the identification and collaboration between functions (standardize).

## **5.2 Lesson Learned**

1. From people variable in questionnaire and interview, all employees were not in the state of confirming the commitment to apply based on plan given that caused them not to follow closely on the project's schedule in fact from the questionnaire and interview are seen the employees eager to gain more knowledge but there's no strong commitment from managers to stick for that.
2. Performance variable in questionnaire shows the lowest value as well as performance components in strategic alignment variable in interview session shows that organizational alignment was not adequate.
3. From Culture variable, Global has provided knowledge source to employees but local knowledge is not yet done. People store their knowledge in their mind/ explicit knowledge or in their own local hard disk. It is related to lack of communication among functions.

## **5.3 Recommendation**

1. Strong commitment from top management to all employees, specifically to ask all employees to sign the commitment on paper. Top management should determine all employees' work load allocation in their IO (Individual Object which should not only for project core team), e.g.: Business work 70%, Mandatory learning to support the business 30%. By

having this IO, Line Managers need to re-map their team's skill and provide the training needed while Change Management/ Communication need to do campaign to encourage employee to utilize KM usage.

2. Performance via strategic alignment needs to be reviewed and mapped (to get it goals on winning the market by supporting the organizational ways of working) by restructuring the organizational alignment.
3. There should be Change Management/ Communication to encourage employee to speak up and share the knowledge among functions. The knowledge should be stored in KM for unlimited time in the global intranet where all employee can access.