

Rancangan Model Scaled Agile untuk Meningkatkan Efisiensi Rilis Produk: Studi Kasus Pengembangan Aplikasi ABC pada Bank Digital XYZ = Scaled Agile Design Model to Enhance Product Release Efficiency: Case Study of ABC Application Development at Digital Bank XYZ

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Abstrak

Bank Digital XYZ sebagai salah satu inisiator bank digital di Indonesia mengembangkan aplikasi ABC untuk nasabah usaha mikro kecil menengah (UMKM). Aplikasi ABC dikembangkan oleh beberapa tim dengan mengadopsi metode Scrum. Hipotesis awal menunjukkan beberapa praktik Scrum tidak terlaksana secara baik sehingga Sprint Goal sering tidak tercapai dan berdampak langsung pada keterlambatan rilis yang sering terjadi. Persentase ketercapaian Sprint Goal tidak lebih dari 47% dan keberhasilan rilis tepat waktu hanya 31,82%. Penelitian ini bertujuan memberikan rancangan Scaled Agile untuk meningkatkan efisiensi rilis aplikasi ABC. Penelitian ini menggunakan metode kuantitatif dan kualitatif untuk mengevaluasi implementasi Scrum dan menghasilkan sebuah rancangan Scaled Agile. Data dikumpulkan melalui wawancara dan kuesioner yang berlandaskan Scrum Maturity Model untuk mengukur tingkat kematangan implementasi Scrum. Data kuesioner dihitung menggunakan Key Process Area (KPA) Rating dari Agile Maturity Model. Rekomendasi praktik disusun berdasarkan Scrum Guide 2020 dan beberapa praktik Scaled Agile. Penelitian ini menggunakan empat domain Scaled Agile, yaitu produk, arsitektur, koordinasi, dan peran. Hasil penelitian menunjukkan tim Scrum ABC memiliki tingkat kematangan 2 dengan 44 praktik perlu diperbaiki yang menghasilkan 17 masalah umum yang perlu rekomendasi. Rekomendasi dan situasi tim Scrum ABC diidentifikasi berdasarkan domain untuk menemukan komponen rancangan Scaled Agile. Komponen disusun untuk menghasilkan rancangan Scaled Agile yang secara umum menggambarkan proses koordinasi antar peran yang meliputi produk hasil koordinasi dalam skala kecil dan besar. Hasil akhir penelitian ini berupa rancangan Scaled Agile yang telah tervalidasi oleh beberapa anggota tim Scrum ABC dan telah disesuaikan dengan kebutuhan tim. Proses validasi terkait dengan redundansi koordinasi, penambahan peran, dan proses koordinasi kumulatif. Implementasi secara bertahap dan konsisten diharapkan dapat memperbaiki efisiensi rilis produk ABC.

.....XYZ Digital Bank as one of the initiators of digital banks in Indonesia has developed an ABC application for micro, small and medium enterprise (MSMEs) customers. The ABC application was developed by several teams by adopting the Scrum method. The initial hypothesis shows that some Scrum practices are not implemented properly so that the Sprint Goal is often not achieved and has a direct impact on release delays that often occur. The percentage of achieving the Sprint Goal is not more than 47% and the success of the release on time is only 31.82%. This study aims to provide a Scaled Agile design to improve the efficiency of ABC application releases. This study uses both quantitative and qualitative methods to evaluate Scrum implementation and produce a Scaled Agile design. Data was collected through interviews and questionnaires based on the Scrum Maturity Model to measure the maturity level of Scrum implementation. Questionnaire data is calculated using the Key Process Area (KPA) Rating from the Agile Maturity Model. Practice recommendations are based on the 2020 Scrum Guide and several Scaled Agile

practices. This study uses four domains of Scaled Agile, namely product, architecture, coordination, and roles. The results showed that the ABC Scrum team had a maturity level of 2 with 44 practices that needed improvement which resulted in 17 general problems that needed recommendations. The ABC Scrum team's recommendations and situations were identified by domain to find the components of the Scaled Agile design. Components are structured to produce a Scaled Agile design which generally describes the process of coordination between roles which includes the results of coordination on a small and large scale. The result of this research is a Scaled Agile design that has been validated by several members of the ABC Scrum team and has been adapted to the team needs. The validation process is related to coordination redundancy, adding roles, and cumulative coordination processes. Gradual and consistent implementation is expected to improve the efficiency of ABC product releases.