

## **Executive Summary**

In today's globalization era, talent war in getting potential workforce become more scarces. Choosing the right people for the right place is one of the crucial factors contributing to corporate development and it is not an easy task. Conventional recruitment and selection process done by companies normally takes long and time-consuming. Both the job seekers and employers, might lose opportunities on getting the potential candidates and hamper the process of workforce fulfillment as expected.

The presence of digital technology in the 4.0 industrial era has a significant role in providing efficiency and effectiveness of working process, includes recruitment and selection process. iHuman emerges in the software industry as an online service-based solution that integrates match-up system between the potential candidates and companies using metrics based on profiles, competencies, industrial experiences and educational backgrounds. iHuman covers holistic process of recruitment and selection from CV screening, test to interview. iHuman helps companies to obtain precise and reliable potential candidates and provides efficiency in terms of time and cost. For job seekers, iHuman gives them convenience to get a job opportunity in a company that reflects characteristics and interest compatible to their talent and potential.

iHuman competes with five competitors that have already been active in the recruitment industry by implementing different competing strategies. Competitive advantage offered by iHuman in the form of complexity of recruitment and selection process solutions and speed of recruitment process categorized into three flexible solution options which the companies can adapt to their needs. Company can choose one of the three packages from database package, half-package or full-package. Not only that. To facilitate the company as a user, the database provided by iHuman have been mapped into various types of industry according to the interest of talent, educational background and applicant experiences.

In business plan for the next 10 years, iHuman acquired NPV amount to 14,5 Billion Rupiah, which above working capital of 4,5 billion Rupiah with IRR of 40% far above WACC

21% or cost of capital 20%. iHuman also acquired PI Index above 1 and Pay Back Period fo 5 years 9 months. It can be concluded that iHuman business plan is feasible to operate. That figures obtained by taking into account the high risk of failure factor in ten years' business operation and assumption of annual average revenue growth of 27% contributed by 34% of full-package, 45% of half-package dan 21% of database package.

In the Sensitivity Analysis based on three-factors such as revenue, cost dan WACC, iHuman found that revenue gave the highest level of sensitivity to its business feasibility. Accordingly, offensive marketing strategy applied by iHuman to achieve its potential market of 95 companies within 10 years. Those companies consist of 50 selected BUMN and 45 combinations between BUMN subsidiaries and private companies. Those targets assumed to have average number of new hire employee up to 200 persons annually. On the other hand, cost factor has low sensitivity value due to some strategic implementation such as partnership with third party on selection test material supply and value-based pricing in determining iHuman selling price. Through iHuman competitive advantage, it can offer varied price from one BUMN to other BUMN depend on the needs and class or type of BUMN itself. Although iHuman price is considerably higher than the competitors, it is still relatively cheaper than the cost incurred through conventional recruitment and selection process conducted by BUMN each year.