

Executive Summary

As a developing country, Indonesia is still growing with a steady rate. One of the result of this growth is the increase of luxury goods consumption, which is proportional with the increase of income. These past couple of years, the market has been crowded with new shopping centers, new retail brands, and also countless restaurants. Even with the aggressive development on retail landscape, it still can not keep up with the demand. One of the sure signs of this condition is simply how full the shopping centers all around Jakarta are during the weekend.

All of these new retail landscape also directly affect the demand of blue collar worker in the industry. In a medium sized shopping center, there are simply thousands of people working during the operational hours. One of the largest group working in there are the frontliners and their supervisors. They are the ones who directly help potential customers with their transaction whether it be in restaurants or in the stores. Even though the demand of this type of blue collar worker has been fulfilled despite of the rapid growth of the industry, there are still unfulfilled demand in terms of their service level. This demand comes from two groups of people, manager of the business and also the end consumer. Due to the unfulfillment, there are a lot of customer complaints and dissatisfaction during their interactions with the frontliners. Looking into the market, there has not been any company who has distinguish itself to train and develop this group of workers.

Nowadays, service level that end consumers received when they go to a specific stores and or restaurant is important. The experience serves as an integral part of customer loyalty and brand building. Not to mention the importance of positive word of mouth in this competitive market where every customers matters.

As an answer to the challenge in the industry, PT. Merah Putih Integrasi will provide services on frontliner's recruitment, training, and management. Its strategies have been carefully crafted to make sure it becomes the first organization who will manage to transform a group of young

people to become skilled workers who have integrity and excellent service quality for retail and restaurant industries. With focus differentiation strategy, the strength of PT MPI will be the brand itself. In positioning and building the brand image, human resources and operational functions will dominantly occupy the organization's time and investment.

Through instilling ACES (Achievements, Customer Focused, Enthusiasm, and Serve with Integrity) and continuous learning process on delivering high quality service to end consumer, PT MPI's frontliners will be able to deliver above average performance compared to others. Based on that, PT MPI will perform the stated services to clients by charging around 21% above minimum pay on each of frontliners requested. PT MPI is confident to be able to assign 2,200 frontliners in 2013 and 10,000 frontliners in 2017. This business growth is driven by acquiring new clients and supported by the strength the PT MPI brand.

PT MPI's biggest investment are the people, land, and office building. In total for five years, the organization will need a total of 8 billion rupiah invested from shareholders in the form of shares. The calculated MIRR is 27.9%, which is still higher than the cost of capital, 23.2%, with a payback period of 5 years. It will start having a positive net profit in the third year of operation. The NPV for the first five years of business is 9.9 billion rupiah.