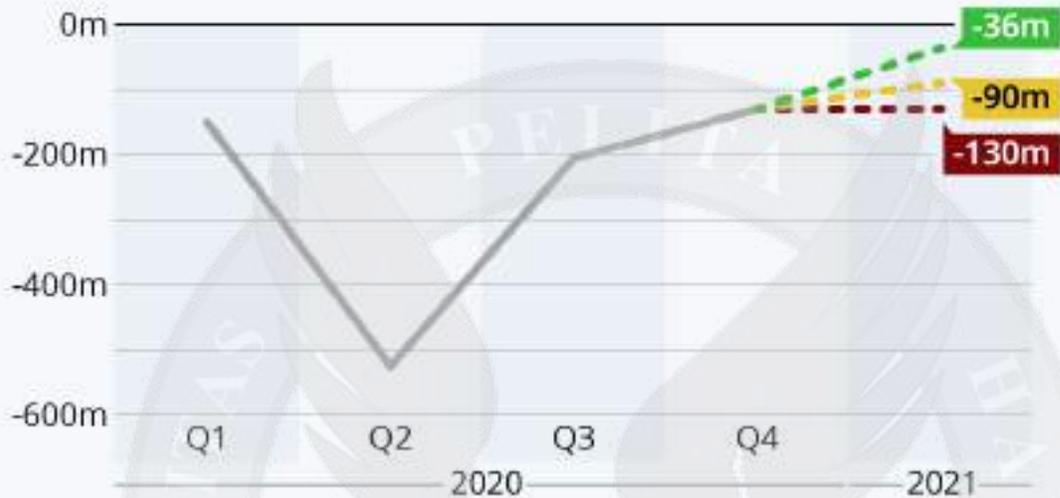


Pandemic Causes Staggering Loss of Working Hours

Estimated global working-hour losses compared to Q4 2019 (in full-time equivalent jobs)*

— Optimistic scenario — Baseline scenario — Pessimistic scenario



* Employment losses are transformed into working hours using the actual number of hours worked, while FTE estimates assume 48-hour working weeks.

Source: ILO

Figure 1, Pandemic Causes Stragging Loss Of Working Hours by (Statista Pandemic Causes Loss of Work, Richter, 2021)

EXHIBIT 2 | Talent Gaps Will Increase at All Levels

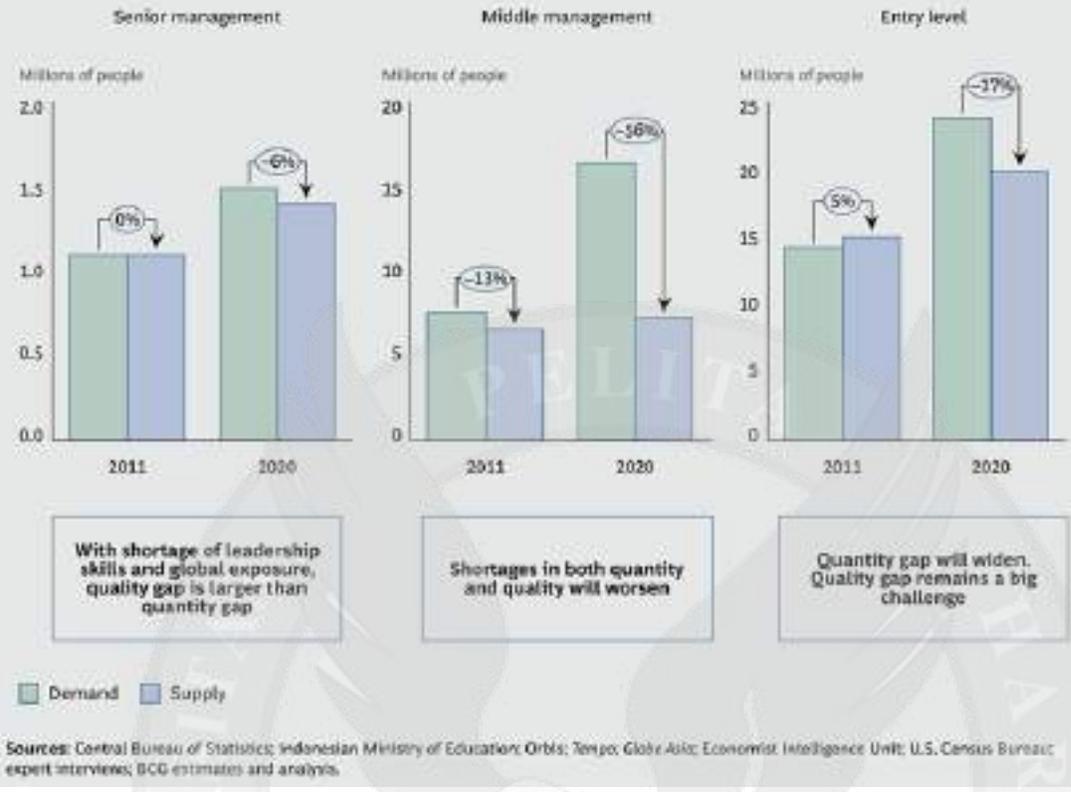


Figure 2, Talent Gap Will Increase At All Levels By (Willersdorf et al., n.d.)

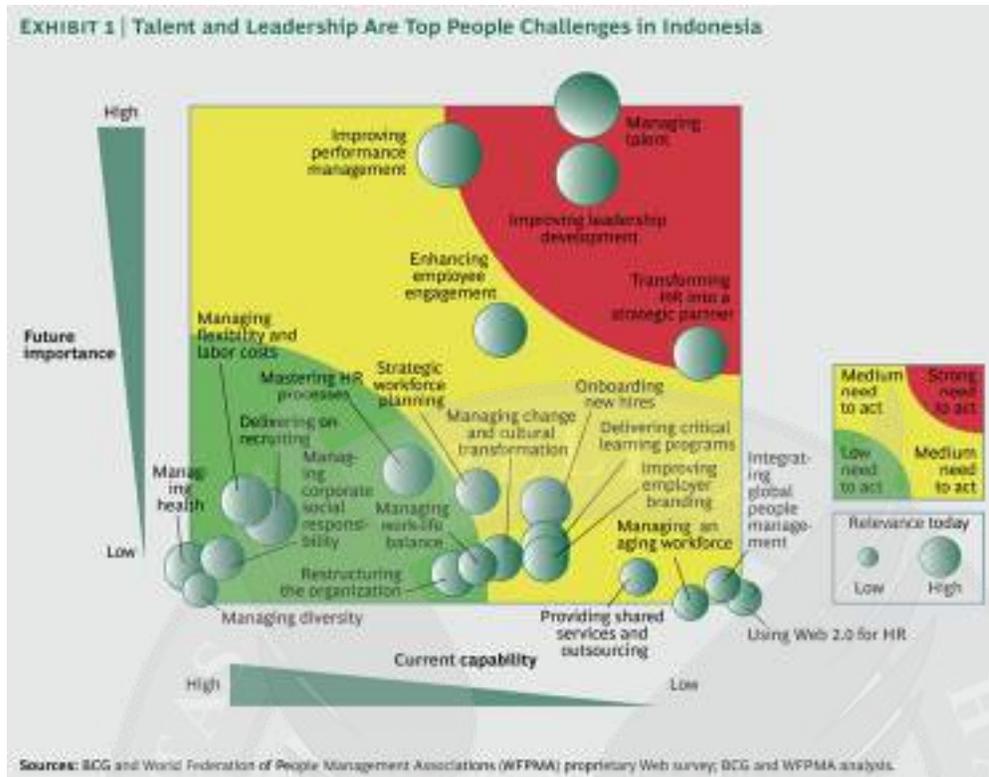


Figure 3, Talent And Leadership Are Top People Challenges In Indonesia By (The Boston Consulting Group, 2012)



FINANCIAL DATA

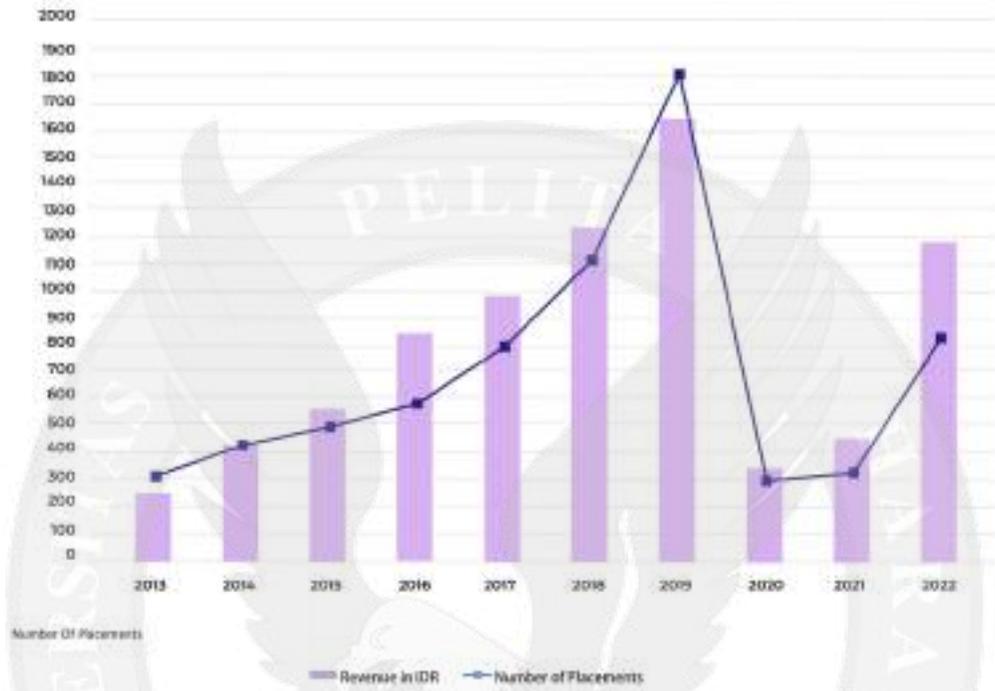


Figure 4, PT. Aurora Executive placement Consultant Financial Data

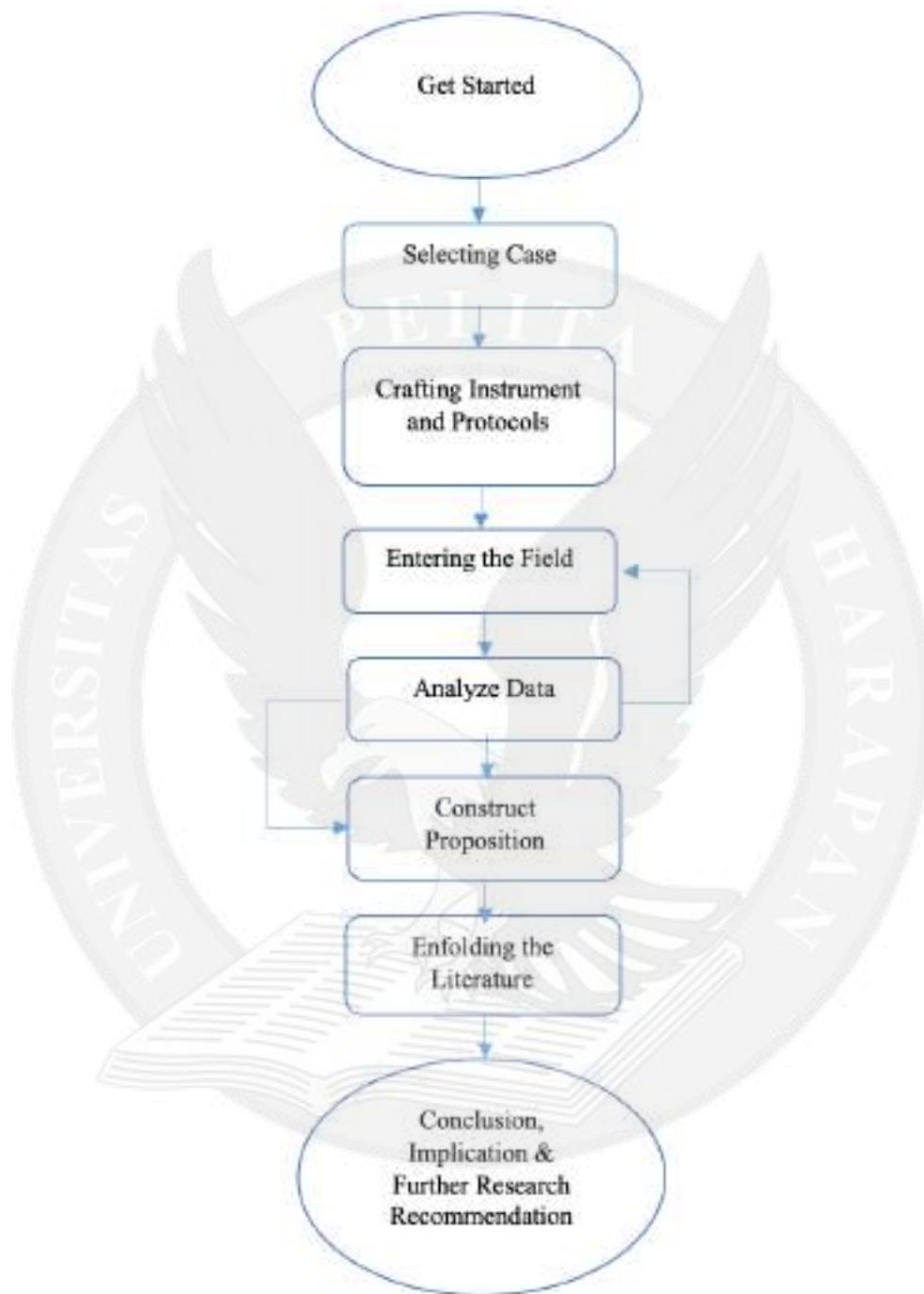


Figure 5, *The Structure of Research Design on Case Study Research* (Sourced from Eisenhardt, 1989)

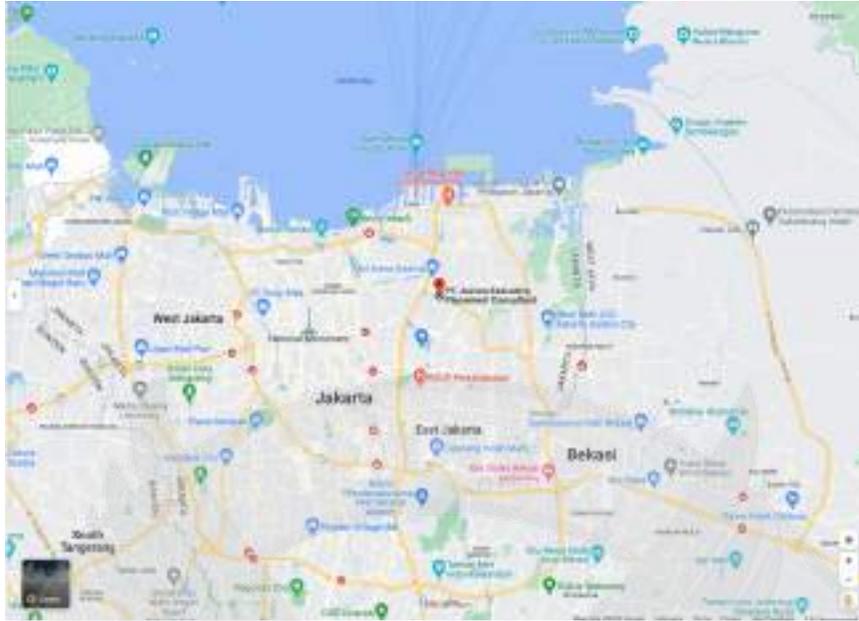
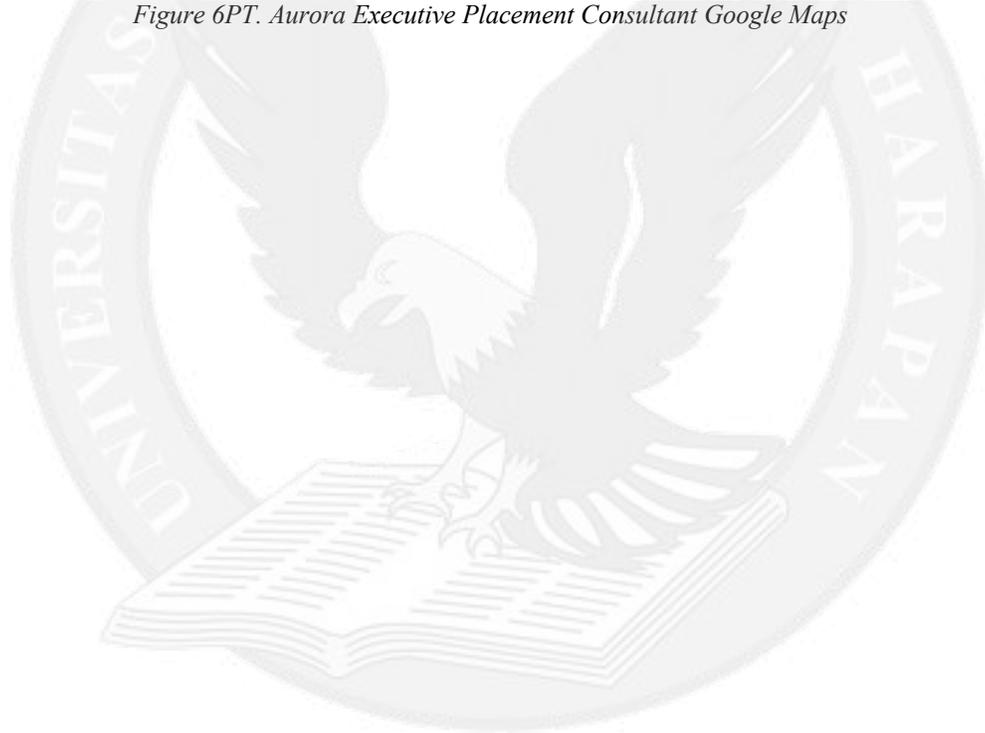


Figure 6PT. Aurora Executive Placement Consultant Google Maps



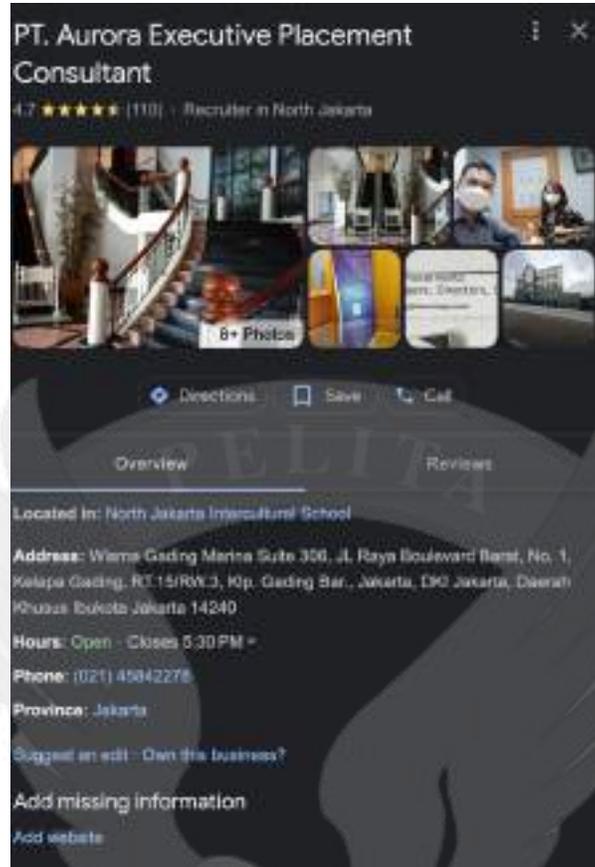


Figure 7, PT. Aurora Executive Placement Consultant Google Page

Name	Position	Age	Details
Mukesh Arora (I-1)	Founder, CEO	57-60	Mr. Mukesh is the CEO and founder of PT. Aurora Executive Placement Consultant. He is a person who started and leads the company. Mr. Mukesh is responsible for making strategic decisions, managing resources, and ensuring the success and growth of the business.
Kamna Arora (I-2)	Director	27-30	Miss Kamna is the director of PT. Aurora Executive Placement Consultant. She is responsible for overseeing the company's management, providing strategic guidance, and ensuring that the company is operating in the best interest of its shareholders.
Astrid Anastasia (I-3)	Head Recruiter	30-35	Ms. Astrid is a Head Recruiter in PT. Aurora Executive Placement Consultant. She is responsible for managing a company's recruitment efforts, developing recruitment strategies, sourcing, and identifying potential candidates, conducting interviews, and hiring employees that fit the customer's organizations culture and needs.
Salwa Filsa Salsabil (I-4)	Associate Consultant	26-28	Mrs. Salwa is an Associate Consultant in PT. Aurora Executive Placement Consultant. She assists in delivering services to clients by conducting research, analysing data, and supporting the development of recommendations to help clients solve business problems with the help of the right talent.
Prima Ekayana (I-5)	Admin Head	40-45	Mrs. Eka is the Admin Head of PT. Aurora Executive Placement Consultant. she is responsible for managing the administrative operations of the company, including overseeing support staff, developing, and implementing policies and procedures, and ensuring the efficient and effective functioning of the company. She is also one of the key people in the company.
Nadhifa Laras Hapsari (I-6)	Associate Consultant	21-25	Miss. Laras is an Associate Consultant in PT. Aurora Executive Placement Consultant. She is in an entry-level consulting position that supports senior consultants in analysing data, developing recommendations, and delivering solutions to clients in a specific industry or functional area.
Nusey L. Hanum (I-7)	Client	33-38	Mrs. Nusey is the HR Personnel & General Affair Manager in ICS Compute. ICS Compute is a quality-driven cloud consulting and cloud system integration company that aids businesses in resolving operational issues and creating the computing infrastructure of the future.
Abhishek Mehta (I-8)	Client	46-50	Mr. Abhishek Mehta is the President Director of Voith Hydro Indonesia. One of the most important commercial partners for owners of power plants is Voith Hydro. Energy storage systems and the production of hydropower are included in this. As a systems supplier, Voith Hydro offers a wide variety of products, including pumps, turbines, and measuring and control technology.

Table 1, List Of Interviewees



Figure 8, Proposition (P1) Dynamic Database (V1) Contributes To The Competitive Advantage (V12)



Figure 9, Proposition (P2) Tailor Made For Clients (V2) Contributes To The Competitive Advantage (V12)



Figure 10, Proposition (P3) Digital Transformation(V3) Contributes To The Competitive Advantage (V12)



Figure 11, Proposition (P4) Talent Matching via Social Networking (V4) Contributes To The Competitive Advantage (V12)



Figure 12, Proposition (P5) Aggressive (V5) Contributes To The Competitive Advantage (V12)

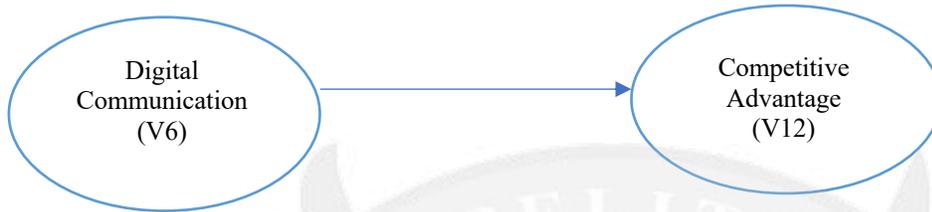


Figure 13, Proposition (P6) Digital Communication (V6) Contributes To The Competitive Advantage (V12)



Figure 14, Proposition (P7) Industry Expertise (V7) Contributes To The Competitive Advantage (V12)



Figure 15, Proposition (P8) Pay-Cut Reimbursement (V8) Contributes To The Competitive Advantage (V12)



Figure 16, Proposition (P9) Uncompromising Health Protocols (V9) Contributes To The Competitive Advantage (V12)

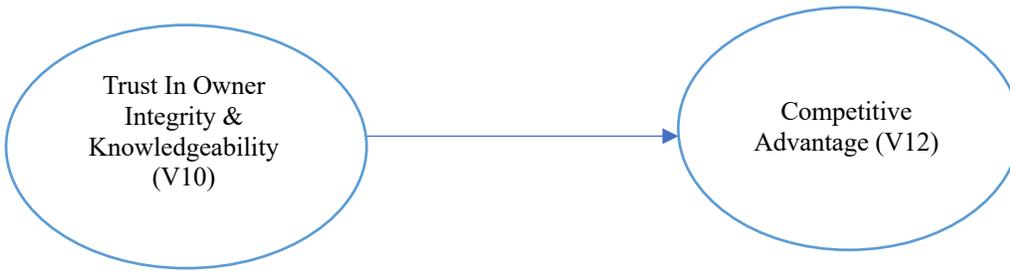


Figure 17, Proposition (P10) Trust In Owner Integrity & Knowledgeability (V10) Contributes To The Competitive Advantage (V12)



Figure 18, Proposition (P11) Assessment Tools (V11) Contributes To The Competitive Advantage (V12)

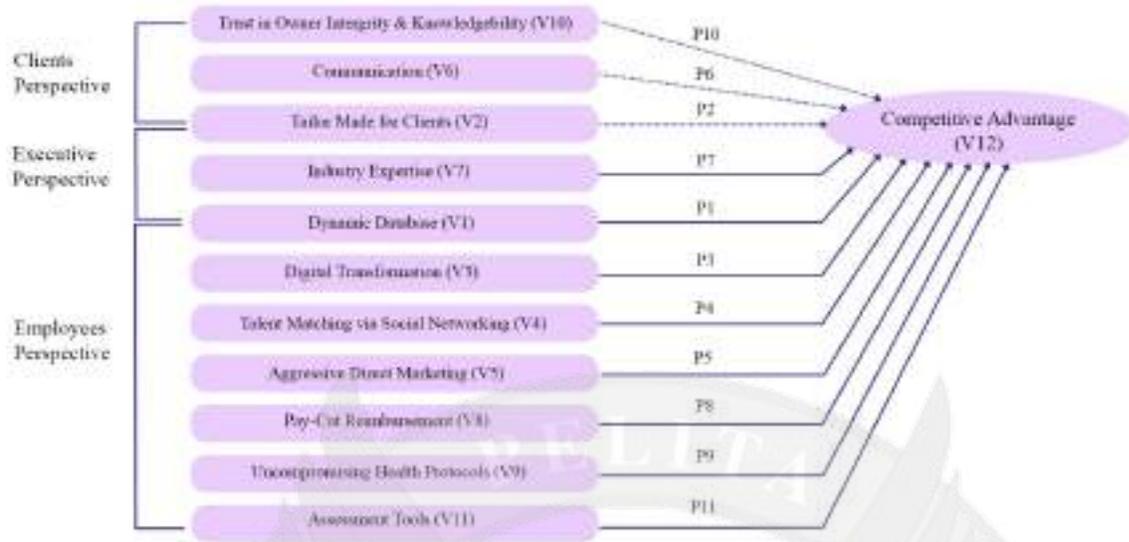
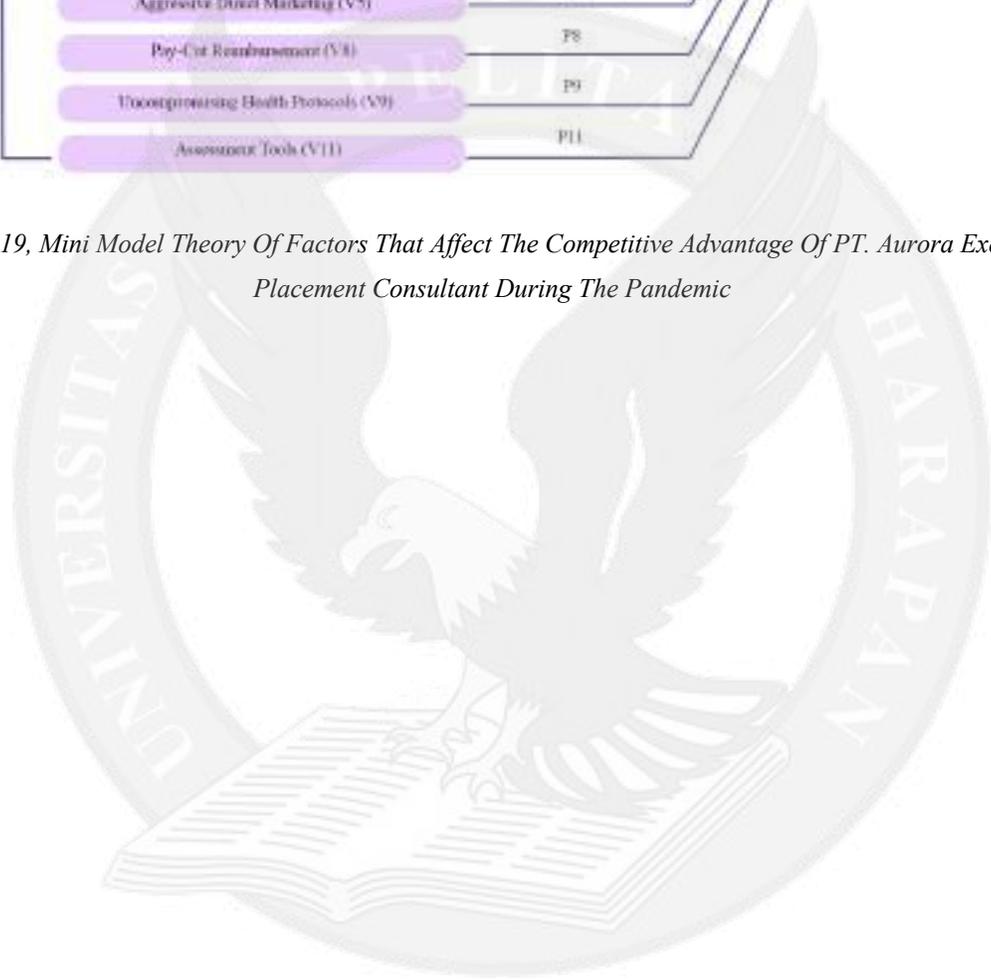


Figure 19, Mini Model Theory Of Factors That Affect The Competitive Advantage Of PT. Aurora Executive Placement Consultant During The Pandemic



Attachment

A.1 Executives Interview

A.1.1 Mr. Mukesh Arora

Interview questions for PT. Aurora Executive Placement Consultant executives .

PT. Aurora Executive Placement Consultant Questionnaire For Executives.

Name Mukesh Arora

Role In The Company: President Director

Dear respondents,

My name is Armaan Arora, and I am a final year student at Pelita Harapan University (UPH) in the International Faculty of Economics and Business, Majoring in Entrepreneurship. Factors Affecting The Competitive Advantage Of PT. Aurora Executive Placement Consultant During COVID-19 Pandemic

I'd like to ask if you are willing to participate in this study by filling out the accompanying interview.

I Mukesh Arora am willing to participate in this questionnaire.

Signature



Date April 10, 2023

This research will benefit from the information you submit, which will be kept completely confidential and used just for academic purposes. It is up to you whether you participate in this study. However, please answer the questions honestly and completely.

I'd like to express my gratitude to all the responders who took the time and effort to complete this questionnaire. I am grateful for your involvement in this study.

If you have any queries regarding the questionnaires, please contact the following email karnarman238@gmail.com:

A.1.2 Miss. Kamna Arora

Interview questions for PT. Aurora Executive Placement Consultant executives .

PT. Aurora Executive Placement Consultant Recruiters Questionnaire For Recruiters.

Name Kamna

Role In The Company: Director of Growth & Partnerships.

Dear respondents,

My name is Armaan Arora, and I am a final year student at Pelita Harasan University (UPH) in the International Faculty of Economics and Business, Majoring in Entrepreneurship. Factors Affecting The Competitive Advantage Of PT. Aurora Executive Placement Consultant During COVID-19 Pandemic

I'd like to ask if you are willing to participate in this study by filling out the accompanying interview.

I Kamna am willing to participate in this questionnaire.

Signature Kamna

Date 04/08/23

This research will benefit from the information you submit, which will be kept completely confidential and used just for academic purposes. It is up to you whether you participate in this study. However, please answer the questions honestly and completely.

I'd like to express my gratitude to all the responders who took the time and effort to complete this questionnaire. I am grateful for your involvement in this study.

If you have any queries regarding the questionnaires, please contact the following email kamnarmaan238@gmail.com.

<p>(Research Question 1) What are the strategic factors that contribute to the competitive advantage of PT. Aurora Executive Placement Consultant during the COVID-19 pandemic?</p>	<p>Mr. Mukesh (Founder, CEO)</p>	<p>Miss. Kamna (Director)</p>	<p>Category</p>	<p>Pattern & Concepts</p>
<p>What makes PT. Aurora Executive Placement Consultant stand out compared to its competitor?</p>	<p>Mr Mukesh mentions the importance of having a database, dedicated team, industry expertise client focussed approach and doing assessments for candidates.</p> <p><i>“We at PT. Aurora Executive Placement Consultant have so many advantages firstly. We have a dynamic database of about 4.5 million candidates which is constantly updated with the change in career progression of candidates. Secondly, We have a dedecated team our consulting team has an average</i></p>	<p>Miss Kamna mentions the importance of having a database and having a client focussed approach</p> <p><i>“We at PT. Aurora Executive Placement Consultant have so many advantages. Personalize as per Client’s needs, which ensures we get them exactly what they want. We do deep research into the industry, company, company values & culture and the requirements of the position to get a clear picture of what is required before we look for applicable candidates. The</i></p>	<ul style="list-style-type: none"> • Dedicated team • Deliver 3 best candidates as per the client’s criteria. • Big Database • Process & reach • Proprietary Assessment platform 	<p>The executives of PT. Aurora Executive Placement Consultant explained the competitive advantage of PT. Aurora Executive Placement Consultant which are its Dedicated team ,Deliver 3 best candidates as per the client’s criteria. Big Database. Process & reach and Proprietary Assessment platform</p>

	<p>experience of 12+ years. Candidates are more open to talk when a professional is reaching out to them. Third, We have a client focused approach, We try to determine what exact challenges each client is trying to overcome by hiring for this role. Also what the incumbent is expected to achieve in the first 6 months. That gives a lot of clarity to who is shortlisted amongst hundreds of candidates. Fourth, We have developed a range of assessment tools and techniques which cover a wide range of soft skills (leadership, teamwork, sales aptitude, employee reliability test etc) and hard skills (coding, marketing concepts, accounting, engineering tests). We also regularly establish candidate's proficiency in languages, logic and math by way of specific tailor-made tests.'</p>	<p>understanding that a client does not want to go through a thousand profiles to select a candidate. We keep it simple by first understanding exactly what the client wants and then proposing the 3 best candidates that suit those criteria. Have a database of over 4.5 million profiles & our own private expansive networks which allow us access to candidates that others do not. Focused on Clients needs and push for feedback so we can find the best fit. Detailed understanding of the landscape. We know more than most about the availability, quality and formalities of the country and industries. Often, clients will request advice on details such as Job Requirements and Compensation packages for a position as we have the market insight they do not."</p>		<p>Latent Variables</p> <ul style="list-style-type: none"> ○ Dynamic Database ○ Tailor Made for Clients ○ Assessment Tools ○ Industry Expertise
<p>(Research Question 2) How did PT. Aurora Executive Placement Consultant implement or</p>	<p>Mr. Mukesh (Founder, CEO)</p>	<p>Miss. Kamna (Director)</p>	<p>Category</p>	<p>Pattern & Concepts</p>

<p>execute the identified strategic factors during the pandemic to maintain its competitive advantage?</p>				
<p>How did PT. Aurora Executive Placement Consultant adjusted to the COVID-19 situation?</p>	<p>Mr Mukesh stated the importance of turning digital due to the pandemic all communication changed digitally payments etc.and focused mainly on health protocols for doing WFH or hybrid also reimbursment to all employess for there salaries.</p> <p><i>“In the first few months of the Pandemic, hiring came to a total halt. Enterprises in every part of the world were confused and impacted by this unprecedented Global threat. For almost a year we had less than 10% of the normal assignments. We used this time on learning new technologies and building capabilities to work from home (WFH). Which had become the new normal. The Pandemic market a key change in hiring-mix and pattern. There was great demand for tech employees who could help in digitization. Even traditional roles like Sales &</i></p>	<p>Miss Kamna stated the importance of turning digital due to the pandemic all communication changed digitally used different methods like linkdein to search for candidtaes etc.</p> <p><i>“How we adjusted to each:</i></p> <ol style="list-style-type: none"> 1. <i>Digitalization: digitized ourselves & added it is a priority when interviewing potential candidates</i> 2. <i>Hiring freezes: Regularly kept in touch with the companies so that when the hiring freeze is over, we can help them with recruitment. Sometimes advising them with no expectations of anything in return.</i> 	<ul style="list-style-type: none"> • Digitalization • Hiring freeze • Sales push • Operations pull • Less funds • Firing of stuff • Upskilling • Work from home (WFH) 	<p>With the government policy of working from home the staff at PT. Aurora Executive Placement Consultant experienced digital transformation, constricted with COVID-protocols.</p> <p>Latent Variables</p> <ul style="list-style-type: none"> ○ Digital Transformation ○ Pay-Cut Reimbursment ○ Uncompromising Health Protocols ○ Digital Communication ○ Talent Matching via Social Networking

	<p>Marketing, HR, Finance required candidates with new skills and maturity to work remotely.</p> <p>We also embarked on:</p> <ul style="list-style-type: none"> • We followed strict health protocols and social distancing. • Digital Transformation of most of our functions and processes. • Increased meeting online: with teams, clients and vendors • Marking attendance via WhatsApp every morning at 8.30 AM and Daily Report via all team members of what was worked upon and what achieved during the day. • Change in Invoicing and payments via soft copies instead of hard copies. • Collective Team Learning to adapt to the new environment. Each of our team 	<ol style="list-style-type: none"> 3. Required systematic changes: learned about each system. Adopted some if necessary. Ensured candidates had some experience or were willing to work with the systems clients used. 4. Sales push: increased our database of potential candidates for Sales 5. Operations pull got in touch with people who would do such downsizing. Did some consulting with a few clients about it. 6. Less funds: adjusted in terms of our fees, parameters when searching for candidates and more 7. Firing of staff: reached out to those who were fired, added their profiles to our database. Also noted if they were fired due to lack of performance 8. Upskilling: increased the quality of our candidate pool. Would reach out to potential candidates who in our database may not entirely fit the position on the chance that they might 		
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	<p>members gave a presentation for half an hour on the topic mastered. There was one topic learned everyday.</p> <p><i>This emerged as the single biggest challenge during the Pandemic. External & Internal.</i></p> <p><i>External challenges: The mind set of people at large changed towards work. And most were increasingly looking for 'work, life, family balance'. Also most potential candidates were not willing to change because of a sense of security in their current jobs during those times of uncertainty.</i></p> <p><i>Internal Challenges: Our process established fell short of optimum selection, shortlisting and filtering of the profiles. Our Database did not have remote access capability. Same was the case with our Assessment tools.</i></p> <p><i>We have developed new processes and acquired technologies, by using the same it allows the SOPs to be followed in any scenario: WFH, WFO or Hybrid.</i></p> <p><i>Constant feedback from client via online meetings, phone calls and emails was increased. We developed a</i></p>	<p>have (or might be willing to) upskill.</p> <p>9. Increased prioritizing of value match to a company made it easier for us to understand candidate values and do best-fit hiring</p> <p><i>We Changed to a completely digital way of working as we were all working from home. Used popular tools for video conferencing or real-time sharing documents (Zoom & Google docs, etc). Ensured everyone had company laptops and the tools to do their jobs . Integrated more Job portals and systems that the world was creating. Researched the technologies priority clients were using to better consult & recruit for them . Joined many online conferences and systems to keep up with new insights, technology & trends. Also, to get more potential clients. In the end, we got more potential clients, upskilled consultants, more tools to work with and a more comprehensive database.</i></p> <p><i>We Communicated regularly & digitally (WhatsApp & zoom). Talked to dormant clients as well so that when they are ready to start</i></p>		
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	<p>'360 Degree Feedback Loop' from the user, HR Manager and the CXOs of the client organisations.</p> <p>This has developed into the most efficient system to maintain quality and standard of candidates profiles shared.</p> <p>Almost all our activities in the work flow process have been enabled to be executed digitally, from any location from any PC, tablet or hand held devices.</p> <p>We are now trying to understand how far Artificial Intelligence will impact and/or enhance our competitive advantage. And if we can use AI to create a USP for our clients.</p> <p>We are blessed with a committed & dedicated support team who took care of this challenge. Preemptive planning and timely execution were key to our success in this area. We were amongst the first companies to start social distancing and WFH at the start of the Pandemic. Hardware, software and systems were set up in record time to avoid disruption & continuity at work.</p> <p>Our primary priority was health and well being of our team. No effort was spared in ensuring that. Some of our team members were sent to their home towns to WFH.</p>	<p>hiring again, they immediately come to us. Learned more about the clients and the tech they were using.</p> <p>Increased efficiency and effectiveness in our recruiting so client satisfaction was high. Listened to their needs and catered to them.</p> <p>We Increased use of tech and such to reach a bigger audience. LinkedIn helps “</p>		
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	<p><i>To remain lean all our teams collaborated and took a temporary pay cut. Ranging from 5% to 25%. The CXOs worked without pay for a few months & at 50% salary cut for the next few months till the business stabilised. Lucky for us, all the sacrifices made by the team helped and we were still able to generate enough revenue to stay afloat. Subsequently the pay deduction amounts were reimbursed to all employees.</i></p> <p><i>Resource allocation was done on the basis of priority to those giving maximum output.”</i></p>			
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Table 2, Executives Interview

A.2 Recruiter Interview

A.2.1 Ms. Astrid Anastasia

PT. Aurora Executive Placement Consultant Recruiters Questionnaire For Recruiters.

Name Astrid Anastasia

Role In The Company: Recruitment Consultant

Dear respondents,

My name is Armaan Anam, and I am a final year student at Pelita Harapan University (UPH) in the International Faculty of Economics and Business, Majoring in Entrepreneurship. Factors Affecting The Competitive Advantage Of PT. Aurora Executive Placement Consultant During COVID-19 Pandemic

I'd like to ask if you are willing to participate in this study by filling out the accompanying questionnaire.

I Astrid am willing to participate in this questionnaire.

Signature 

Date 20/3/2023

This research will benefit from the information you submit, which will be kept completely confidential and used just for academic purposes. It is up to you whether you participate in this study. However, please answer the questions honestly and completely.

I'd like to express my gratitude to all the responders who took the time and effort to complete this questionnaire. I am grateful for your involvement in this study.

If you have any queries regarding the questionnaires, please contact the following email kannarmaan23@gmail.com :

A.2.2 Mrs. Salwa Filsa Salsabil

PT. Aurora Executive Placement Consultant Recruiters Questionnaire For Recruiters.
Name Salwa
Role In The Company: Asiat Consultant

Dear respondents,

My name is Armaan Arora, and I am a final year student at Pelita Harapan University (UPH) in the International Faculty of Economics and Business, Majoring in Entrepreneurship Factors Affecting The Competitive Advantage Of PT. Aurora Executive Placement Consultant During COVID-19 Pandemic

I'd like to ask if you are willing to participate in this study by filling out the accompanying questionnaire

I Salwa am willing to participate in this questionnaire.

Signature [Signature]
Date 15 March - 23

This research will benefit from the information you submit, which will be kept completely confidential and used just for academic purposes. It is up to you whether you participate in this study. However, please answer the questions honestly and completely.

I'd like to express my gratitude to all the responders who took the time and effort to complete this questionnaire. I am grateful for your involvement in this study.

If you have any queries regarding the questionnaires, please contact the following email kamarmaan238@gmail.com :

A.2.3 Mrs. Prima Ekayana

PT. Aurora Executive Placement Consultant Recruiters Questionnaire For Recruiters.

Name PRIMA EKAYANA

Role In The Company: ADMIN

Dear respondents,

My name is Armaan Arora, and I am a final year student at Pelita Harapan University (UPH) in the International Faculty of Economics and Business, Majoring in Entrepreneurship. Factors Affecting The Competitive Advantage Of PT. Aurora Executive Placement Consultant During COVID-19 Pandemic

I'd like to ask if you are willing to participate in this study by filling out the accompanying questionnaire.

I am willing to participate in this questionnaire.

Signature [Signature]

Date 21-3-2023

This research will benefit from the information you submit, which will be kept completely confidential and used just for academic purposes. It is up to you whether you participate in this study. However, please answer the questions honestly and completely.

I'd like to express my gratitude to all the responders who took the time and effort to complete this questionnaire. I am grateful for your involvement in this study.

If you have any queries regarding the questionnaires, please contact the following email kamnarmaan238@gmail.com.

A.2.4 Miss. Nadhifa Laras Hapsari

PT. Aurora Executive Placement Consultant Recruiters Questionnaire For Recruiters.
Name NADHIFA LARAS HAPSARI
Role In The Company: RECRUITMENT CONSULTANT

Dear respondents,

My name is Armaan Arora, and I am a final year student at Pelita Harapan University (UPH) in the International Faculty of Economics and Business, Majoring in Entrepreneurship. Factors Affecting The Competitive Advantage Of PT. Aurora Executive Placement Consultant During COVID-19 Pandemic

I'd like to ask if you are willing to participate in this study by filling out the accompanying questionnaire.

I LARAS am willing to participate in this questionnaire.

Signature [Signature]
Date MARCH 14th 2023

This research will benefit from the information you submit, which will be kept completely confidential and used just for academic purposes. It is up to you whether you participate in this study. However, please answer the questions honestly and completely.

I'd like to express my gratitude to all the responders who took the time and effort to complete this questionnaire. I am grateful for your involvement in this study.

If you have any queries regarding the questionnaires, please contact the following email kannarmaan238@gmail.com :

<p>(Research Question 1) What are the strategic factors that contribute to the competitive advantage of PT. Aurora Executive Placement Consultant during the COVID-19 pandemic?</p>	<p>Ms. Astrid (Head Recruiter)</p>	<p>Mrs. Salwa (Associate Consultant)</p>	<p>Mrs. Eka (Admin Head)</p>	<p>Miss. Laras (Associate Consultant)</p>	<p>Category</p>	<p>Pattern & Concepts</p>
<p>In your opinion what are the biggest strength, weakness, opportunity, and threats (SWOT) in the company and the candidate search SOP (standard operating procedure) that makes PT. Aurora Executive</p>	<p>Ms Astrid states the company's strengths are its database and good brand image. Its weakness is the unclear division of responsibilities between junior and senior teams. The company has opportunities to acquire clients from different industries and startups. However, it also faces threats from competition, particularly from</p>	<p>Mrs. Salwa states The company's strengths are its good database and networking. Its weakness is the unclear responsibilities between consultants, executives, and team leaders. The company has opportunities to gain wider insight and understanding of a wide range of industries and positions. However, it also faces threats from competition, particularly in hiring top talent.</p>	<p>Mrs Eka states The company's strengths are its database and good relationships with clients. Its weakness is the lack of an integrated system and a manual data-based system. The company has opportunities to develop its portal for maximum use. However, it also faces threats from external recruitment competitors,</p>	<p>Miss Laras states The strength of PT. Aurora Executive Placement Consultant is its potential clients, many databases compiled by each client x consultant, and good communication among consultants. Its weaknesses include the hindrance of work for those with restricted LinkedIn accounts and not having its platform, leading to many candidates being approached by other head-hunters. The company has</p>	<ul style="list-style-type: none"> • Database • Good Relationships 	<p>Latent Variables</p> <ul style="list-style-type: none"> ○ Dynamic Database

<p>Placement Consultant have a competitive advantage over competitors.?</p>	<p>startup recruitment consultants.</p> <p><i>“The strength of the company is The database of the company and The good brand image of the company. The weakness of the company is Unclear division of responsibilities for position help within the junior and senior teams. The opportunities of the company are To be able to get more clients from different industries and startup companies and finally the threats are There are many competitors from Start-up in recruitment consultants.”</i></p>	<p><i>“The strength of the company is, Good Database and Networking. The weakness of the company is The responsibilities between consultants, executives, and team leader. The weakness of the company is the responsibilities between consultants, executives, and team leader. The opportunities of the company are Wider Insight and Understand wide range of industries and positions and finally the threats are Many competitors trying to hire the top talent.”</i></p>	<p>consultant's inability to understand client requests, and client-specific requirements and budget that cannot be changed.</p> <p><i>“The strength of the company is, The Database and Have Good relationship with client). The weakness of the company Belum mempunyai system yang terintegrasi (do not have an integrated system) and Data based manual system. The opportunities of the company are Pengembangan portal yang dimiliki untuk di manfaatkan maksimal (own</i></p>	<p>opportunities to use shortlist ai to speed up the process. However, it also faces threats from competition from other head-hunters who are aggressively promoting themselves.</p> <p><i>“Strength PT. Aurora Executive Placement Consultant, Memiliki banyak client yang potensial(Have many potential clients) sama Memiliki banyak database yang disusun masing-masing client x consultant (Has many databases compiled by each client x consultant) Sama Sesama consultant memiliki good communication. (Fellow consultants have good communication.) Weakness nya Karena banyak yg menggunakan LinkedIn, dan tidak premium, banyak yang accountnya restricted pekerjaan terhambat (Because many use</i></p>		
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		<p>portal development for maximum use). Threats buat Aurora Dari luar perusahaan, banyak recruitment lain yang gencar macam promosi (from outside the company, many other recruitments are incently in promotion), Dari dalam, kadang ketidak mampuan consultan dalam mcmahami permintaan client (from within, the consultant sometimes inability to understand client requests) and Dari client specific requirement & budget yang tidak dapat di rubah ditambah (form client specific requirements & budget that cannot be changed / added).”</p>	<p>Linkedin, and not premium, many whose accounts are restricted work is hampered) and Tidak memiliki platform sendiri jadi banyak kandidat yang double approach dengan headhunter lain (It doesn't have its own platform so many candidates have a double approach with other head-hunters.) Opportunities nya buat PT. Aurora Memiliki shortlyst ai yang bisa langsung lihat nomor kandidat mempercepat process (Having hotst ai who can immediately see candidate numbers speeds up the process.). Threats buat company ada banyak headhunter lain yang lelah gencar "promosi nya. (Many other headhunters were tired of his "promotions".)”</p>		
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(Research Question 2) How did PT. Aurora Executive Placement Consultant implement or execute the identified strategic factors during the pandemic to maintain its competitive advantage?	Ms. Astrid (Head Recruiter)	Mrs. Salwa (Associate Consultant)	Mrs. Eka (Admin Head)	Miss. Laras (Associate Consultant)	Category	Pattern & Concepts
<p>What techniques does the company use for prospecting?</p> <ul style="list-style-type: none"> • Personal database (company) • Websites/o 	<p>Ms Astrid states the company uses websites and online databases like LinkedIn for prospecting, as well as candidate replies to job postings through platforms like Jobstreet, JobsDB, and email.</p> <p><i>"I think the company techniques that we use for prospecting are</i></p>	<p>Mrs Salwa states the company uses online sources such as websites and databases like LinkedIn, and candidate replies to job postings via platforms like Jobstreet, JobsDB, and email for prospecting.</p> <p><i>"I think the company techniques that we use for prospecting are Websites/online databases (like LinkedIn) and Candidate replies to job</i></p>	<p>Mrs Eka Perusahaan menggunakan sumber online seperti situs web dan database seperti LinkedIn, balasan kandidat terhadap postingan pekerjaan melalui platform seperti Jobstreet, JobsDB, dan email, serta referensi untuk mencari calon pelanggan.</p>	<p>Miss Laras states the company uses a variety of techniques for prospecting, including the Personal Database, websites, and online databases such as LinkedIn, candidate replies to job postings via platforms like Jobstreet, JobsDB, and email, as well as references.</p>	<ul style="list-style-type: none"> • Company Techniques 	<p>Latent Variables</p> <ul style="list-style-type: none"> ○ Talent Matching via Social Networking ○ Digital Trans

<p>online databases (like LinkedIn)</p> <ul style="list-style-type: none"> • Candidate replies to job postings (like Job street, jobs DB, email replies) • References • Other 	<p>Websites/online databases (like LinkedIn) and Candidate replies to job postings (like Job street, jobs DB, email replies)”</p>	<p>postings (like Job street, jobs DB, email replies).”</p>	<p>“Menurut saya, teknik perusahaan yang kami gunakan untuk mencari calon pelanggan adalah Situs Web/database online (seperti LinkedIn), balasan Kandidat untuk posting pekerjaan (seperti Job street, jobsDB, balasan email) dan Referensi. {I think the company techniques that we use for prospecting are Websites/online databases (like LinkedIn), Candidate replies to job postings (like Job street, jobsDB, email replies) and References.}</p>	<p>“I think the company techniques that we use for prospecting are all of them The Personal Database, Websites/online databases (like LinkedIn), Candidate replies to job postings (like Job street, jobsDB, email replies) and References.”</p>	<ul style="list-style-type: none"> • Effective Techniques 	<p>formation</p>
<p>What technique is most effective</p>	<p>Ms Astrid states LinkedIn is preferred for finding candidates who meet specific</p>	<p>Mrs Salwa states LinkedIn is preferred for finding candidates with specific qualifications and industries,</p>	<p>Mrs Eka states currently, LinkedIn is considered more effective in finding</p>	<p>Miss Laras states that LinkedIn is considered the most effective for finding candidates as it allows for</p>	<ul style="list-style-type: none"> • Effective Techniques 	

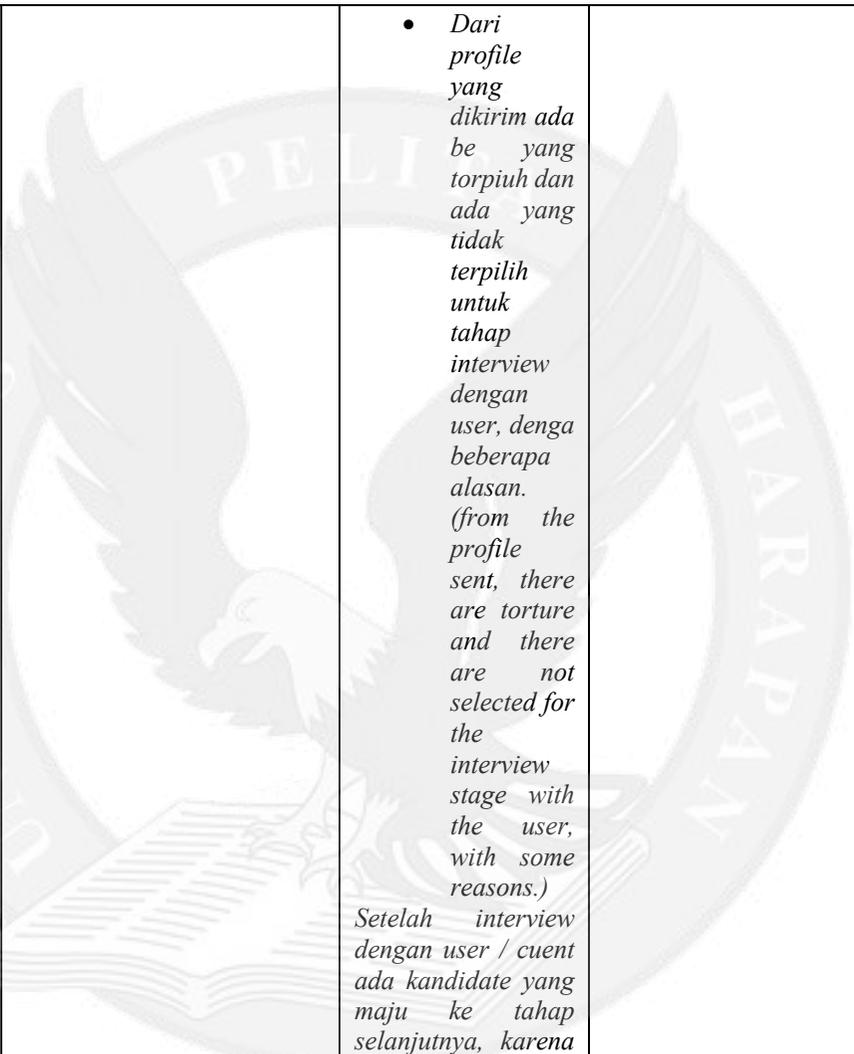
<p>(above) and why?</p>	<p>qualifications and special requests from clients such as industry, education, ethics, and more.</p> <p><i>“LinkedIn. Because some of the positions I hold have certain qualifications, and special requests from the client such company Industries, education, ethics, etc. and through LinkedIn I can find candidates who fit these qualifications.”</i></p>	<p>as it allows for more detailed searching and wider reach. Additionally, the communication on LinkedIn is two-way.</p> <p><i>“LinkedIn. Because some of the positions I worked for have Specific qualifications and Industries. So should be more details to hunting the candidates. We can reach wider, and the Communication is two ways”</i></p>	<p>the right candidates who meet the specific requirements.</p> <p><i>“untuk saat ini LinkedIn lebih effective dalam pencarian kandidate yang tepat duan sesuai dengan yang dibutuhkan.(the brook for this time LinkedIn is more effective in searching the right candidates according to that needed.)”</i></p>	<p>specific searching based on client requirements.</p> <p><i>“The most affective I would say is LinkedIn because we can search the candidate specifically based on clients’ requirements.”</i></p>	<ul style="list-style-type: none"> •Networking 	
<p>How did you filter out quality people during the COVID-19 pandemic?</p>	<p>Ms Astrid states the company tries to reach candidates through various digital means such as phone, email, and direct messages on LinkedIn, as it is easier in the digital era. The pandemic has not had a significant impact on this process.</p>	<p>Mrs Salwa states In the digital era, it is easier to reach candidates by matching the client's requirements with the candidate's experience.</p> <p><i>“Because we live in digital era So we can reach candidates Easier. Just</i></p>	<p>Mrs Eka states The company provides facilities such as smartphones and laptops to support candidate searching for job purposes.</p> <p><i>“Kita dapat melakukan pencarian kandidate</i></p>	<p>Miss Laras states Candidates are filtered based on their latest position and reasons for leaving their previous company.</p> <p><i>“We filtered based on their latest position and their reasons why leaving latest company “</i></p>	<ul style="list-style-type: none"> •Digital Communication 	

	<p>“We tried to reach Candidates by phone /email / direct message from LinkedIn. Because we live in the digital era, so everything is easier. The Pandemic doesn't really have a big effect.”</p>	<p>Match the client's requirement and candidate's experience.”</p>	<p>dengan fasilitas yang diberikan perusahaan melalui smart phone atau laptop sebagai penunjang pekerjaan. (we can do a candidate search with the facilities provided by the company through smart phone or laptop as job support)”</p>			
<p>Each stage where you let go of a potential candidate has its own set of challenges. Please specify the challenges you face at each:</p> <ul style="list-style-type: none"> • Primary research • In depth research (such 	<p>Ms Astrid states The company filters candidates based on client requirements including age, gender, experience level, education background, location, and budget. Resumes are reviewed for detailed information on job descriptions, certifications, technical skills, and achievements.</p> <p>Communication skills, soft skills, and work culture fit are evaluated in the next step. The company attempts to</p>	<p>Mrs Salwa states he company adjusts to client requirements and filters candidates based on age, education, experience level, location, and budget. Resumes are expected to provide detailed information on job descriptions, certificates, training, and technical skills, but some candidates have less attractive CVs due to lack of information. Soft skills and communication skills are evaluated to match client expectations and work culture. The company tries to match candidates as closely as possible to client expectations but sometimes</p>	<p>Mrs Eka states the process of candidate selection, which involves filtering based on job, experience, etc. Candidates' resumes are evaluated for job responsibilities and experience. Some candidates are not selected for an interview, and some may withdraw their applications.</p> <p>Finally, some candidates advance to the next stage based on their qualifications and</p>	<p>Miss Laras states why candidates withdraw from job opportunities, such as personal concerns, frequent job changes, lack of motivation, and unsuitable location or company culture. It also mentions that clients may not shortlist candidates due to unfulfilled requirements or unsuccessful assessments.</p> <ul style="list-style-type: none"> • “Kerna candidate withdraw kerna personal concerns. (the candidate withdraws due to 	<ul style="list-style-type: none"> •Client Requirements •Background Checks •CV Details 	

<p>as resume)</p> <ul style="list-style-type: none"> • After conversing with the candidate • After proposing to the client • After Client interviews 	<p>match the candidate as closely as possible with the client requirements, but sometimes profiles are not suitable. Candidates are asked about technical skills, personality, and communication in this step, and client feedback is used to determine if they are a good match for the position, particularly for managerial roles where strong leadership is expected.</p> <ul style="list-style-type: none"> • <i>“For the initial stage, we adjust with client requirements, we filter the candidates by Age, Gender, Experience level, Education background Location and budget. Mostly we</i> 	<p>there are unsuitable profiles. Candidates are evaluated for technical, personality, and communication skills, and for managerial positions, strategy and leadership are also assessed.</p> <ul style="list-style-type: none"> • <i>“For the initial and stage, we adjust the client qualifications candidate. We can filter by age, background education experience level, location, budget.</i> • <i>From the resume, we can see more detail such as detail Job description from current and previous company, Free 32 of 93 the certificates he has, what training he has done and his technical skills. Sometimes some candidates don't have detail job description and the</i> 	<p>are considered for the position.</p> <ul style="list-style-type: none"> • <i>“Untuk langkah awal, setelah menerima jd yang dimerikan oleh client, pelajari dan memulai pencarian kandidat dengan memfilter dari jabatan, undour, pengalaman kerja dsb. (for the first step, after receiving the jd that was given by client, learn and start a candidate search by</i> 	<p><i>personal concerns.)</i></p> <ul style="list-style-type: none"> • <i>Terlalu sering pindah company dan jnngka waktunya sebentar. (Changing companies too often and the timeframe is short.)</i> • <i>Kandidate tidak memiliki kemauan yang kuat untuk pindah dan mencari pekerjaan baru. (Candidate does not have a strong will to move and find a new job.)</i> • <i>Kandidate withdraw kerna lokasi teralu jauh, tidak cocok dengan company culture, tidak mendaptan benefit yang sesuai. (Candidates withdraw because the location is too</i> 		
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	<p>must let go a potential candidate because the client budget doesn't match with their current salary.</p> <ul style="list-style-type: none"> From the resume we expected to get more detailed information about the candidate, such as his job description from their current company. Certification & Training his owned, technical skills and achievements be that has been obtained. But sometimes the candidate resume /cv 	<p>CV looks less attractive.</p> <ul style="list-style-type: none"> we can usually see his/her communication skills, the language used (ex. English), exploring soft skills and adjusting to the client's work culture. We have tried to match as close as possible to the client's expectations, but sometimes there Send that aren't are some profiles that we Suitable from the client's point of view. (ex. minimal experience, job description, candidate's appearance. <p>Usually after meeting with users, candidates are asked technically, personality and communication are match or not with user Or for managerial position asked about strategy and leadership."</p>	<p>filtering from job, undour, work experience etc.</p> <ul style="list-style-type: none"> Biasanya dapat dilihat dari cv/resume yang dikirimkan oleh candidate. kadang candidate mencantumkan details pekerjaan tanggung jawab yang dimiliki dan pengacandan di posisi yang dilawi. (usually, can be viewed from the cv/resumes sent by the candidate. sometimes 	<p>far away, doesn't match the company culture, doesn't get the appropriate benefits.)</p> <p>Client tidak menshortlisted candidate kerna requirmentnya belum terpenuhi [Kurang good looking, kurang good cumunication skill.] atau tidak lulus pskotes, MCU, DLL.(The client doesn't shortlist job candidates whose job requirements haven't been met [Not good looking, not good communication skills.] or haven't passed the psychological test, MCU, etc.)"</p>		
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	<p><i>doesn't have that detail information, so often we let go of the candidate due to lack of information (CV looks less Attractive).</i></p> <ul style="list-style-type: none"> <i>In this Step, usually we can see his/her communication skills, his expectation, his experience with the position and we can explore soft skills and match the qualification the candidate has to the client expectation, work culture and industries.</i> <i>On this step, we have tried</i> 		<p><i>candidates include details of job responsibilities have and holded in the position that are in lawi.)</i></p> <ul style="list-style-type: none"> <i>Terkadang setelah interview kandidate tidak yakin / ragu untuk mengambil keputusan untuk pindah ke tempat baru. (sometimes after an interview candidate are unsure / ragu untured to decide to move to a new place.)</i> 			
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	<p><i>to match the candidate as close as possible with client requirements. But sometimes there are some -profiles that we send that aren't suitable from the client point of view. (Ex: minimal experience, candidate appearance industry background, etc).</i></p> <p><i>In this step, usually candidate is asked more technically skills about the position, personality, and communication. Client will give feedback Is he/her match or not with the user expectation. If the position for managerial Level, the candidate will be</i></p>		<ul style="list-style-type: none"> • <i>Dari profile yang dikirim ada be yang torpiuh dan ada yang tidak terpilih untuk tahap interview dengan user, denga beberapa alasan. (from the profile sent, there are torture and there are not selected for the interview stage with the user, with some reasons.)</i> <p><i>Setelah interview dengan user / cument ada kandidate yang maju ke tahap selanjutnya, karena</i></p>			
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	<i>expected to have a strong Leadership.”</i>		<i>dinyatakan, dianggap quaufikasi kandidate tersebut sesuai dengan yang dibutuhkan. terkadang ada sandicate yang withdraw dikarenakan alasan tidak cocor dan lain. (after an interview with user / client there are candidates who advanced to the next stage because it was stated, the candidate's quadfurcation was considered as required. sometimes there are candidates who withdraw because of incorrect and other reasons.)”</i>		
What new resources do you think will be helpful in the candidate search post COVID-19?	Ms Astrid states that a potential employer is asking for references from previous companies where the candidate may have been laid off from.	Mrs Salwa states that LinkedIn is the most effective for managerial/specific positions, but for operations or finance positions, it's better to use a job portal like Job Street.	Mrs Eka states that LinkedIn & Job portal is helpful during Covid-19 “LinkedIn & Job portal”	Miss Laras states that LinkedIn and Job Street are good platforms to find job candidates because they have an "open to work" feature, which makes it easy to know if a candidate is seeking new opportunities. Job Street is particularly useful as	<ul style="list-style-type: none"> •Employee Reference •Searching on Portals

	<p>“Employee reference from layoff companies”</p>	<p>“For now, I still think that LinkedIn is the most effective for managerial / specific position. But for operations or finance It's better to use job portal like Job Street.”</p>		<p>candidates who apply for job ads are likely open to new opportunities and can be easily contacted.</p> <p>“LinkedIn and job street, because they had "open to work" features (for LinkedIn) so we can easily know that candidate seeking for new opportunities. For job street, if they are applied on our job ads, means they need new job or open for new opportunity and we Can easily contact them.”</p>		
<p>How would you change the SOP in terms of candidate search for an easier, more effective process?</p>	<p>Ms Astrid states she won't change a thing.</p> <p>“I wouldn't change anything “</p>	<p>Mrs Salwa states that the changes of Responsibility can adjust the position/ level</p> <p>“Responsibility can adjust the position/ level “</p>	<p>Mrs Eka states that they have added search tools like "shortlist" to help with the candidate search.</p> <p>“Untuk saat ini kita sudah menambah tools pencarian seperti shortlyst yang dapat membantu pencarian (for now we have added search tools like</p>	<p>Miss Laras states To find a candidate's phone number, the company can use Shortlist to directly contact them.</p> <p>“We can use shortlist if we want to find candidate's phone number. so, we can directly contact them.”</p>	<p>• Search Tools</p>	

			<i>shortlist that can help search)</i>			
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Table 3, Recruiters Interview



A.3 Customer Interview

A.3.1 Mrs. Nusey L. Hanum

Interview questions for PT. Aurora Executive Placement Consultant customer .

PT. Aurora Executive Placement Consultant Recruiters Questionnaire For Clients.

Name

Dear respondents,

My name is Armaan Arora, and I am a final year student at Pelita Harapan University (UPH) in the International Faculty of Economics and Business, Majoring in Entrepreneurship. Factors Affecting The Competitive Advantage Of PT. Aurora Executive Placement Consultant During COVID-19 Pandemic

I'd like to ask if you are willing to participate in this study by filling out the accompanying interview.

I ... Nusey L. Hanum..... am willing to participate in this questionnaire.

Signature

Date

This research will benefit from the information you submit, which will be kept completely confidential and used just for academic purposes. It is up to you whether you participate in this study. However, please answer the questions honestly and completely.

I'd like to express my gratitude to all the responders who took the time and effort to complete this questionnaire. I am grateful for your involvement in this study.

If you have any queries regarding the questionnaires, please contact the following email kamxarmaan238@gmail.com:

A.3.2 Mr. Abhishek Mehta

Interview questions for PT. Aurora Executive Placement Consultant customer .

PT. Aurora Executive Placement Consultant Recruiters Questionnaire For Clients.

Name

Dear respondents,

My name is Armaan Arora, and I am a final year student at Pelita Harapan University (UPH) in the International Faculty of Economics and Business, Majoring in Entrepreneurship. Factors Affecting The Competitive Advantage Of PT. Aurora Executive Placement Consultant During COVID-19 Pandemic

I'd like to ask if you are willing to participate in this study by filling out the accompanying interview.

I Abhishek Mehta, President Director Voith Hydro Indonesia willing to participate in this questionnaire.

Signature
ABHISHEK MEHTA

Date 16 April 2023.....

This research will benefit from the information you submit, which will be kept completely confidential and used just for academic purposes. It is up to you whether you participate in this study. However, please answer the questions honestly and completely.

I'd like to express my gratitude to all the responders who took the time and effort to complete this questionnaire. I am grateful for your involvement in this study.

If you have any queries regarding the questionnaires, please contact the following email kamtarmaan238@gmail.com:

<p>(Research Question 1) What are the strategic factors that contribute to the competitive advantage of PT. Aurora Executive Placement Consultant during the COVID-19 pandemic?</p>	<p>Mrs. Nusey (Client)</p>	<p>Mr. Abhishek (Client)</p>	<p>Category</p>	<p>Pattern & Concepts</p>
<p>How did you first hear about PT. Aurora Executive Placement Consultant?</p>	<p>Mrs. Nusey found PT. Aurora Executive Placement Consultant on the internet.</p> <p><i>"I've found out about PT. Aurora Executive Placement Consultant by searching it on the internet (Google)."</i></p>	<p>Mr Abhishek stated he learned about PT Aurora Executive Placement Consultant from a senior executive in the industry who had used their services while working for an Indian multinational company in Jakarta.</p> <p><i>"I got reference of PT Aurora Executive Placement Consultant from a Senior Executive known to me from the industry who was working with Indian Multinational and stationed in Jakarta. His company had used PT Aurora services."</i></p>	<ul style="list-style-type: none"> • Marketing • Searching 	<p>Latent Variables</p> <ul style="list-style-type: none"> ○ Aggressive Direct Marketing ○ Trust In Owner Integrity & Knowledgeability ○ Digital Transformation

<p>What was the reason for choosing our executive search services over our competitors?</p>	<p>Mrs. Nusey states the management fee of the recruiter consultants at PT Aurora was competitive and negotiable, and they were known for their kind and fast responses.</p> <p><i>“The management fee was quite competitive, yet able to be negotiated, included kind and fast response from the recruiter consultants”</i></p>	<p>Mr Abhishek stated PT Aurora provides budget headhunting solutions and the owner, Mr. Mukesh Arora, has a good understanding of Indian and Indonesian business practices as well as cultural nuances, which aids in better matching employee skills to a company's need for suitable manpower.</p> <p><i>“PT Aurora provides budget headhunting solutions, and its owner Mr Mukesh Arora has a deep understanding of Indian and Indonesian Business practices along with cultural nuances. This helps in better matchmaking of employee's skills and company's requirement of suitable manpower.”</i></p>	<ul style="list-style-type: none"> • Competitive • Negotiable Prices • Solutions • Good Matchmaking 	
<p>During the Pandemic was our services tailored to your needs?</p>	<p>Mrs. Nusey states the job offer was not able to be finalized due to the expected salaries from prospective candidates being above the hiring budget.</p> <p><i>“Yes, however we weren't able to meet the job offer, to finalize the hiring process. Due to the expected salaries from the prospect candidates were above our hiring budget.”</i></p>	<p>Mr Abhishek states During the pandemic, PT Aurora conducted online interviews and responded more quickly by taking market feedback into account.</p> <p><i>“During pandemic PT Aurora organized the interviews online and”</i></p>	<ul style="list-style-type: none"> • Organized • Feedback • Budget 	

		<i>provided swifter response through market feedback.”</i>		
(Research Question 2) How did PT. Aurora Executive Placement Consultant implement or execute the identified strategic factors during the pandemic to maintain its competitive advantage?	Mrs. Nusey (Client)	Mr. Abhishek (Client)	Category	Pattern & Concepts
How would you rate the quality of our communication throughout the search process?	Mrs. Nusey states communication was good, and she would give it 8/10 <i>“If I was to rate it I would give PT. Aurora Executive Placement Consultant a rating of 8 from 10”</i>	Mr. Abhishek states The communication between PT Aurora and the hiring company is professional, purposeful, and swift. The company manages the communication between the hiring company and candidates professionally and saves time through its set of SOPs. The CVs are curated with a summary, making them easy to understand with minimal effort. However, the hiring company suggests having a ranking system for the candidates based on	<ul style="list-style-type: none"> • Communication • Followed SOP • Summarized CV 	Latent Variables <ul style="list-style-type: none"> ○ Tailor Made for Clients ○ Assessment Tools ○ Industry Expertise ○ Digital Communication

		<p>the initial assessment done by PT Aurora while sending the CV lot. Overall, they are satisfied with the performance.</p> <p><i>“Communication is swift, professional, and purposeful. Through set of SOPs, PT Aurora manages the communication between Hiring Company and candidates in a very professional manner which saves time and effort. Curated CVs with a summary helps to understand the CVs with minimal efforts. Overall very satisfied with the performance. An area of focus could be to have some ranking system of the candidates based on first assesment done by PT Aurora while sending the CV lot to the hiring company.”</i></p>		
<p>Did you find our search process efficient and effective?</p>	<p>Mrs. Nusey states it was efficient and effective</p> <p><i>“Yes very much so”</i></p>	<p>Mr Abhishek states it was efficient and effective</p> <p><i>“Yes it has been very effective and efficient for us.”</i></p>	<ul style="list-style-type: none"> • Effective Process 	

<p>Were the candidates presented to you aligned with your expectations and requirements?</p>	<p>Mrs. Nusey states it was aligned with her expectation</p> <p><i>"Yes it was aligned with my expectations"</i></p>	<p>Mr Abhishek states The requirements mostly match, and in cases where they don't, PT Aurora is quick to realign and take corrective measures. There was an instance when a candidate hired through PT Aurora didn't meet the expectations, and they performed a background check to find out the candidate had similar issues in the past. This helped in deciding to find a suitable replacement without further issues.</p> <p><i>"Mostly yes and whenever it didn't match the team at Aurora placement is quick to align on the requirements again take corrective measures. One such instance was when we hired a candidate which was unable to meet our expectation early on, PT Aurora performed the background check and helped to ascertain the candidate had issues in the past company on similar counts. This helped in taking a decision to find suitable replacement without further deterioration of situation."</i></p>	<ul style="list-style-type: none"> • Correct Measures • Aligned Expectation 	
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<p>How satisfied were you with the overall search experience compared to our competitors?</p>	<p>Mrs. Nusey states she was satisfied with the company and would give 8/10</p> <p><i>“Yes I was satisfied I would give PT. Aurora Executive Placement Consultant a rating of 8 from 10”</i></p>	<p>Mr Abhishek states has used three agencies so far and has been satisfied with PT Aurora, hoping to continue doing business with them in the future.</p> <p><i>“We have so far used 3 agencies and overall we are very satisfied with PT Aurora, and we do hope to continue doing business in future with PT Aurora”</i></p>	<ul style="list-style-type: none"> • Satisfaction 	
<p>Would you recommend our company to others?</p>	<p>Mrs. Nusey states she would recommend the company</p> <p><i>“Yes, sure”</i></p>	<p>Mr Abhishek states he will be happy to recommend Pt Aurora</p> <p><i>“Yes we will be happy to do that.”</i></p>	<ul style="list-style-type: none"> • Recommendation 	

Table 4, Clients Interview

A.4 Field Notes

NO.	Events	Date & Time	Location	Activities
1	Field Notes 1	January 10, 2023, 11:30am	Head Office Gading Marena	The marketing team of PT. Aurora Executive Placement Consultant taught me how they engage with different candidates and clients form a different platform of social media.
2	Field Notes 2	January 12, 2023, 8:30am	Head Office Gading Marena	The Executives of PT. Aurora Executive Placement Consultant shows me the importance of keeping up to date with latest News, Market trends & Association of Southeast Asian Nations (ASEAN) labour laws. Mr Mukesh always emphasise that every day you must keep learning his favourite quote is $1.01^{365} = 37.8$, and $0.99^{365} = 0.03$. \ If we make something one percent better every day for a year, we make it 37 times better. so we must keep learning every day. Because I keep learning one percent my knowledge is ahead of the competitors he said.
3	Field Notes 3	January 16, 2023, 8:30am	Head Office Gading Marena	Employees of PT. Aurora Executive Placement Consultant is on a biweekly meeting with the admin head and Director of the company to discuss how the progress of their clients' needs is going.
4	Field Notes 4	February 13, 2023, 9:30am	Head Office Gading Marena	The recruiters of PT. Aurora Executive Placement Consultant taught me how they engage with different candidates for different positions.
5	Field Notes 5	February 19, 2023, 10:30am	JCC Kemayoran	The marketing team of PT. Aurora Executive Placement Consultant engagement of new clients in events.
6	Interview with Miss. Nadhifa Laras Hapsari	March 14, 2023, 10:30am	Head Office Gading Marena	Both the interviewer and the interviewee were physically present for the interview session, which took place in a meeting room of the head office. There were no issues, and the session proceeded smoothly.
7	Interview with Mrs. Salwa Filsa Salsabil	March 15, 2023, 10:30am	Zoom Call	Due to physical accessibility issues for both the interviewer and the interviewee, the interview was done through a Zoom Video Communications platform. There were no issues, and the session proceeded smoothly.
8	Interview with Ms. Astrid Anastasia	March 20, 2023, 3:30pm	WhatsApp Call	Due to the limitations of both the interviewer and the interviewee being physically present, the interview was conducted through WhatsApp Call. Since the interviewee requested a quick interview, the session was ad hoc. The session was not adequately prepared because it was impossible to record because it started abruptly and because both sides' networks were unclear, which affected the

				session's outcome. Due to the interviewee's urgent personal requirements, the session had to end early as well.
9	Interview with Mrs. Prima Ekayana	March 21, 2023, 2:30pm	Head Office Gading Marena	Both the interviewer and the interviewee were physically present for the interview session, which took place in a meeting room of the head office. There were no issues, and the session proceeded smoothly.
10	Interview with Miss. Kamna Arora	April 03, 2023, 12:30pm	Partners Office Bukit Gading Mediterania EB2	Both the interviewer and the interviewee were physically present for the interview session, which took place in a meeting room of the head office. There were no issues, and the session proceeded smoothly.
11	Interview with Mr. Mukesh Arora	April 10, 2023, 4:30pm	Head Office Gading Marena	Both the interviewer and the interviewee were physically present for the interview session, which took place in a meeting room of the head office. As Pak Mukesh is the CEO he wanted a quick interview because he had urgent matter to deal with .
12	Interview with Mrs. Nusey L. Hanum	April 15, 2023, 9:25pm	WhatsApp Call	Due to the limitations of both the interviewer and the interviewee being physically present, the interview was conducted through WhatsApp Call. Since the interviewee requested a quick interview, the session was shortened.
13	Mr. Abhishek Mehta	April 16, 2023, 8:40pm	Zoom Call	Due to physical accessibility issues for both the interviewer and the interviewee, the interview was done through a Zoom Video Communications platform. There were no issues, and the session proceeded smoothly.

Table 5 Field Notes

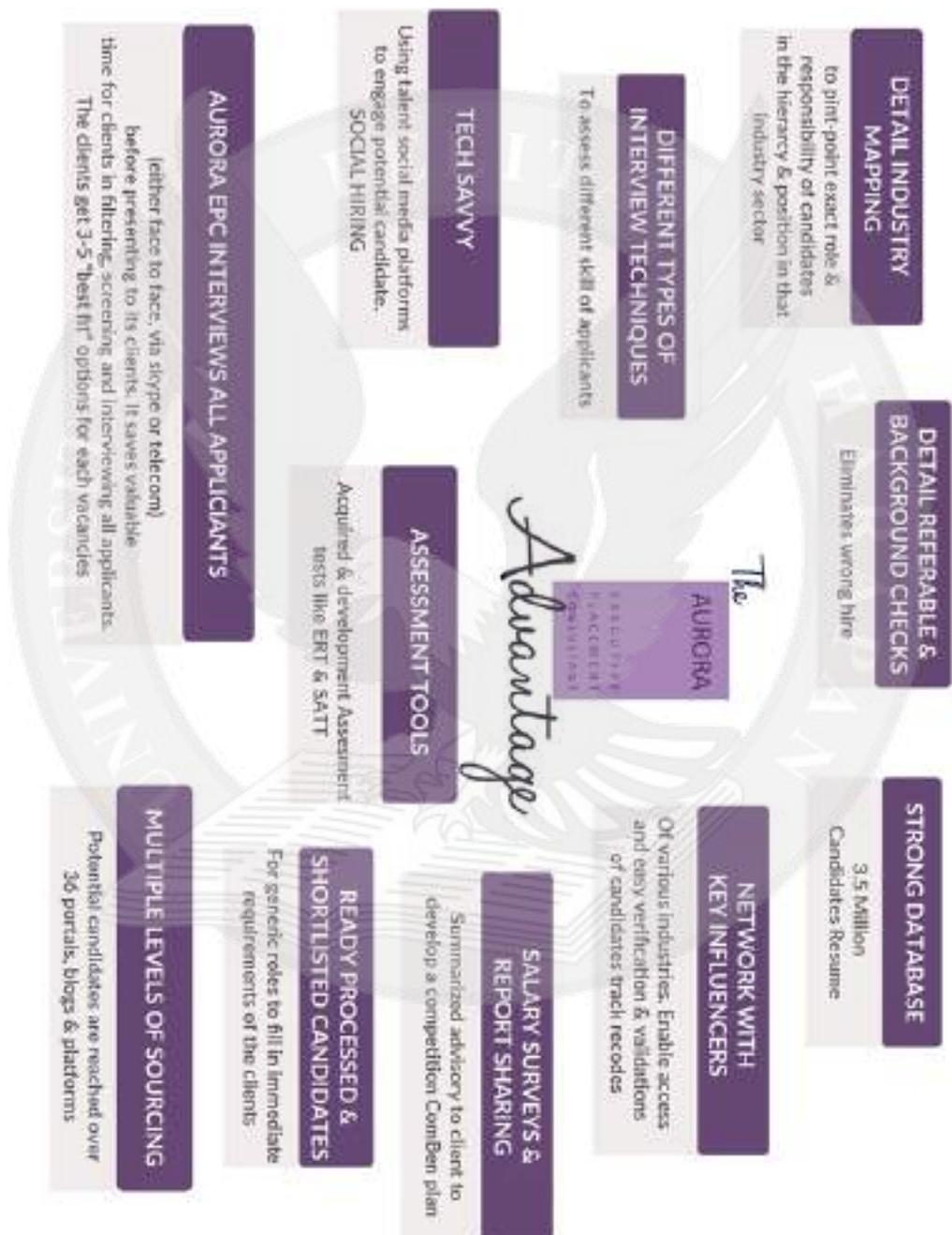
A.5 Other Data (SWOT)

Strengths	Weaknesses
<ul style="list-style-type: none"> • Huge Talent pool: 3.5 million Resume in database • Committed & dedicated team • Experts in Recruitment proven track records • Time saving: pre-screened related & interviewed candidate client does not have to go through all job applications • Clients HR team can focus on other HR tasks • Head-hunting from competitions in feasible • Ready candidate available in case of emergency recruitment • Speed: Aurora has filled in vacancies within 24Hours • Stringent referable & background check techniques • Comprehensive, detailed professional work • Extensive search & coverage of talent in Indonesia. • Advisory in developing competitive recruitment of candidates available • Plays important role in “Bridging the gap” between co.’s salary package offends & candidate’s expectation. • Tie-up with university/institute such as London school of public relation, La Salle college for direct sourcing of talent • Strong industry network • Highly profitable: beyond a certain number of placement • Low fixed cost • Controlled expenses: office located in not expensive SCBD area 	<ul style="list-style-type: none"> • Expensive, as compared to internal recruitment • Focus on senior & top level roles also the middle. Falls short in entry level & junior roles. • Limited bandwidth & apace labor-insensitive • Most reseal & consulting work skill done manually. Less work with automation. • Not scalable. Grown is limited to increase time available. • Strong hiring does not garneted talent rotation. • Replacement garneted only for 3 months’ clients may misuse candidate resume sent after 6-8 months • Database is Dynamic. Need to be updated every month • After reaching a certain level of experience, team member prefers to work from client ride • Weak marketing efforts: new clients mainly term word of mouth • Website could have been much better. Needs a complete • Limited capital. Less holiday power in case of intense competition
Opportunities	Threats
<ul style="list-style-type: none"> • Indonesia has big dearth of talent. Need for such recruitment company • Talent gap in the marketing increasing hence strong growth • New technology & software marketing process faster • Anchor to launch other HR services & products “1-stop Full services HR” • Indonesia is attraction distribution of investors: more influence of companies • Opportunity to create “portal” to recruitment/ start-ups requirements 	<ul style="list-style-type: none"> • Increasing cases of fraud misrepresentation in resume • Competition from LinkedIn & Google appearing to external recruiters • External third party “states have little say in actual selection at user level. • Increased competition: more than 20 new entrants in Indonesia markets and 5 tech startups for recruitment in Indonesia • Biggest MNCs take too much time processing candidates 6 to 10 months, talent loses interest • Indonesia market getting noticed by biggest recruitment brands. They are opening offers • Venerable to compotator advance digital media

To summarize, the following key inputs will give a Performance Advantage to Organizations in Indonesia:

1. Get a Talent Advantage: create workplace where people want to be, build trust and long-term happy employment opportunities.
2. Develop Leadership at all levels: Each employee is a spokesman for the company. Be it a salesperson, purchase manager, or even a janitor.
3. Set Clear and Specific expectations: Like SMART Goals.
4. Align employee's personal objectives with Corporate Objectives.
5. Develop a Corporate Culture & value system: companies may change products, markets, or industry sectors. Culture defines how everything is done. It instils pride and a sense of belonging in employees.
6. Communicate: explain how they are all connected to the big picture and how their performance affects others individually, or the organization.
7. Hire only those who are hungry for success and growth.
8. Create employees vested interest in the success of the company.

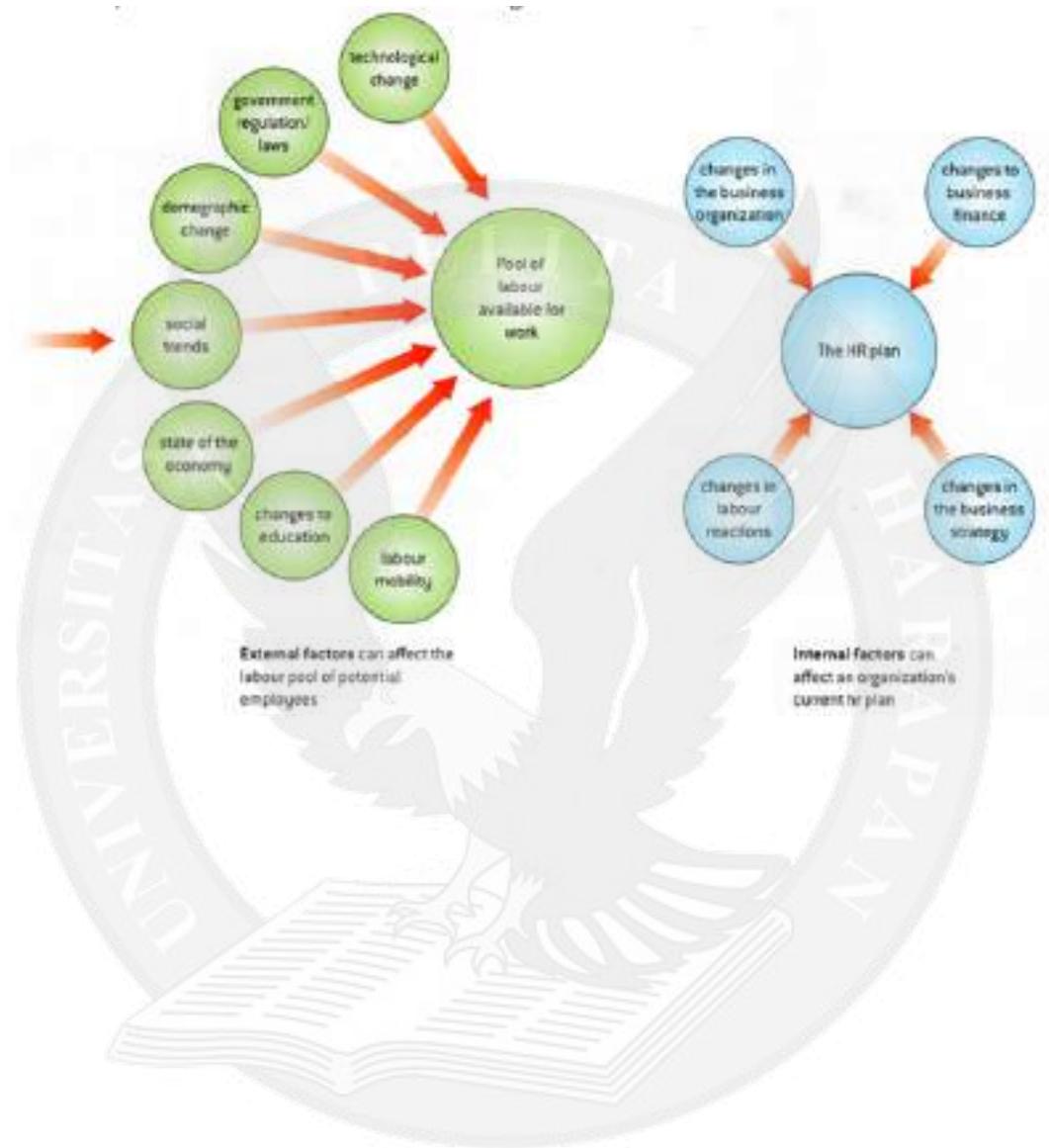
A.6 Other Data (The Methods Followed by PT. Aurora for Talent Acquisition)



A.7 Other Data (Candidate is Screened & Assessed Individually)



A.8 Other Data (External & Internal Factors Affecting The HR Plan)



A.9 Other Data (Aurora's Strategic Objectives for Talent Plan)



A.10 Other Data (Aurora's Website & Social Media)

