

**HEADHUNTING DIGITAL TALENTS AND CLIENTS IN MARKETING'S
PERSPECTIVE IN BINAR ACADEMY**

AN INTERNSHIP REPORT

Presented as Partial Fulfillment of the Requirements
to Obtain the Bachelor Degree in Management Department



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2022

DECLARATION OF AUTHENTICITY

DECLARATION OF AUTHENTICITY

This statement shows that I declare the originality of the internship project research. I have not presented someone's else work in university degree, nor I have presented someone's else ideas without any acknowledgement. All the quotation are cited and list in the bibliography of this internship project research. If the future this statement is proven to be false, I am willing to accept any sanction complying with determined regulation or its consequences.

Yogyakarta, May 10, 2022



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TABLE OF CONTENT

| | |
|--------------------------------------|----|
| AN INTERNSHIP REPORT | 1 |
| DECLARATION OF AUTHENTICITY | 2 |
| ADVISORS' APPROVAL | 3 |
| BOARD EXAMINERS' APPROVAL | 4 |
| ACKNOWLEDGEMENT | 5 |
| TABLE OF CONTENT | 7 |
| ABSTRACT | 9 |
| CHAPTER 1 | 10 |
| INTRODUCTION | 10 |
| 1.1 Company Profile | 10 |
| 1.2 Background | 13 |
| 1.3 Problem Formulation | 17 |
| 1.4 Purpose of the Internship | 17 |
| 1.5 Benefit of the Internship | 17 |
| 1.5.1 Benefits for Intern | 17 |
| 1.5.2 Benefits for Company | 18 |
| 1.6 Benefit of the Internship Report | 19 |
| 1.6.1 Theoretical Benefit | 19 |
| 1.6.2 Practical Benefit | 20 |
| CHAPTER 2 | 21 |
| LITERATURE REVIEW | 21 |
| 2.1 Theoretical Review | 21 |
| 2.1.1 Inbound Marketing | 23 |
| 2.1.2 Outbound Marketing | 26 |
| 2.1.3 Customer Engagement | 27 |
| 2.1.4 Client Intention | 29 |
| 2.2 Conceptual Framework | 31 |
| CHAPTER 3 | 32 |
| METHODOLOGY | 32 |
| 3.1 Research Focus | 32 |
| 3.2 Methodology | 32 |
| 3.3 Unit Analysis | 33 |
| 3.4 Data Collection Method | 33 |

| | |
|---|-----------|
| 3.4.1 Observation | 34 |
| 3.4.2 Interview | 34 |
| 3.5 Data Analysis | 36 |
| 3.5.1 Descriptive Analysis | 36 |
| 3.5.2 Content Analysis | 39 |
| 3.6 Validity and Reliability Testing | 40 |
| CHAPTER 4 | 43 |
| RESEARCH FINDINGS AND DISCUSSION | 43 |
| 4.1 Finding | 43 |
| 4.1.1 Observation | 43 |
| 4.1.2 Interview | 44 |
| 4.1.2.1 Respondent's Data | 44 |
| 4.2 Interview Results | 46 |
| 4.2.1 Inbound Marketing | 46 |
| 4.2.2 Outbound Marketing | 49 |
| 4.2.3 Customer Engagement | 54 |
| 4.3 Discussion | 57 |
| 4.3.1 Challenges in Inbound Marketing | 58 |
| 4.3.2 Challenges in Outbound Marketing | 61 |
| 4.3.3 Customer Engagement | 62 |
| CHAPTER V | 65 |
| CONCLUSION | 65 |
| 5.1 Conclusion | 65 |
| 5.2 Benefit and Managerial Implication | 65 |
| 5.3 Limitation and Recommendation | 66 |
| REFERENCE | 68 |
| APPENDICES | 75 |
| Appendix 1. | 75 |
| Appendix 2. | 76 |
| Appendix 3. | 77 |
| Appendix 4. | 102 |
| Appendix 5. | 103 |
| Appendix 6. | 104 |

Headhunting Digital Talents and Clients in Marketing's Perspective in Binar Academy

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ABSTRACT

This study investigates headhunting digital talents and clients in marketing's perspective in Binar Academy. Binar Academy is the pioneer of digital talent factory and one step solution for digital transformation and talent development in Indonesia. This study used a qualitative method by interviewing 5 employees in the Job Connect team. This study explained the challenges of inbound and outbound marketing strategies. Also, this study described the way of the Job Connect team in engaging customers. The results of this study showed that the challenges of inbound marketing are familiarity, the quality of content, and the target market. While the challenges of outbound marketing are brand awareness, the persuasiveness of mass messages, and communication skill. Last, the way to engage customers that used in Job Connect teams are keeping the client in loop, making engagement sessions, and making an attractive content & sharing insight.

CHAPTER 1

INTRODUCTION

1.1 Company Profile

Binar Academy is a start-up company which is engaged in the information technology and services industry that was established in 2017 by Alamanda Shantika, Dita Aisyah, and Seto Lareno. Binar Academy was born to advance Indonesia's technology ecosystem through non-formal education. Taught by experienced mentors, Binar Academy focuses on empowering aspiring digital talents across Indonesia to realize their full potentials in terms of technical knowledge and leadership skills through collaboration and continuous learning. It makes the Binar Academy's vision to be the market leader in education technology digital skills platform in South East Asia. Then, the mission of this company is to reimagine the higher education landscape, and give access to the most affordable and the next digital talents.

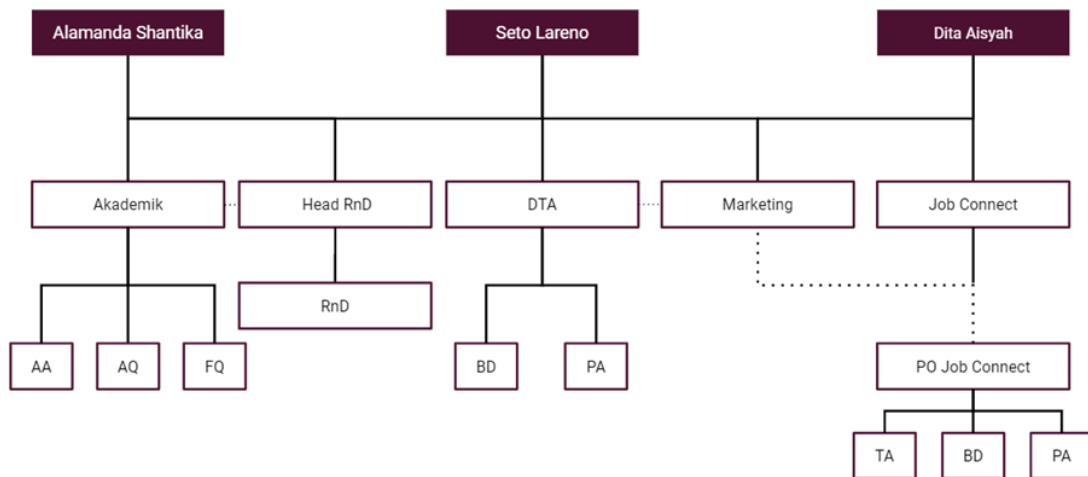
Moreover, Binar Academy develops their core values such as respect, growth mindset, positiveness, and grit. First, respect is described as an ant which has the meaning to be respectful to ourselves and others. Help the people who need help and bring hopes to people who need hopes. Second, the growth mindset is described as a snake, which means keep growing because as we can see, snakes periodically shed their skin for further growth and to remove parasites that may have attached to their old skin. As the shedding rolls, snakes show a new layer that embodies the signs of changes, maturity, and development. From that learning point, we should develop our mindset to grow. Third, positiveness is described as a frog. Frog is a symbol of evolution which is evolving from eggs, to tadpoles, to their perfect form that lives in two realms at once. Then, in their final phase of transformation, no animal in their size can take a leap as

far as a frog. That is why, this third core value is described as a frog because Binar Academy takes the lesson from that nothing significant can be achieved instantly. Keep looking at the bright sides, even the leapfrogging frogs in their younger days cannot make a single jump. Fourth, grit is described as a cockroach. A cockroach has the spirit of life that never quits if the challenges are hard to face and their willingness to adapt are a thing that makes them hard to kill. By seeing this, the lesson learned that life is a marathon, not a sprint. Be persistent to explore the unknown and discover new things every day. Those core values as Binar's foundation to overcome the existing problems in this company.

Furthermore, there are problems that this company wants to solve. First, the content mismatch between school and industry needs. In Indonesia, the universities' courses are not designed with employability skills for the future that makes Universities graduates are struggling to find work. Second, poor learning experience which is outdated learning methods that teachers used. It was because the teachers are not up-to-date with the latest digital skills. Third, high quality education is expensive. From the explanation above, Binar Academy wants to solve those problems and takes those issues as the pillars, they are employability, experience, and accessibility. Employability means a student who finished studying at Binar Academy will not find it hard to get a job because Binar offers Job Connect to find the work for students who graduated from Binar Academy. Experience means the students will have a lot of fun in studying from the Binar Academy learning method because it uses technology to access the material and the material is designed in a fun way including up-to-date digital skills material. Last, Accessibility means it is easy to access the material from Binar Academy and the price is affordable.

By seeing these problems, Binar Academy offers products such as Binar Bootcamp, Binar Insight, and Job Connect. Binar Bootcamp is a program where students can study and practice technical skills with the courses such as UI/UX, Full Stack Web Development, Android Engineering, Business Intelligence, and Product Management. Binar has a mobile application available in IOS and Android which the students can learn in a fun way on their mobile devices with silver package. This silver package is free which contains material and quiz. But, if students feel interested in continuing their study, the students can register in a premium way which is called bootcamp. This premium package contains an electronic certificate, talent's report, taught by a facilitator, and a job opportunity. For full stack web development, the duration of study is 6 months. Then, UI/UX Design, Product Management, and Android Engineering, the duration of study is 4 months. Last, Business Intelligence Analyst, the duration of study is 2 months. The second product of Binar Academy is Binar Insight. Binar Insight is a program that gives knowledge to the people who want to learn. The scheme of Binar Insight is webinar or zoom meeting. The material is given by a professional speaker related to their field. The topic is interesting topics such as digital marketing, product management, UI/UX, and many more. The third product of Binar Academy is Job Connect. Job Connect is a program which has facilitated the job for student alumni and non-alumni students to the partner companies. The scheme of job is Full time, Outsourcing, and Internship. Then the hiring partner companies that work with Binar are Mandiri, BCA, Mola TV, and many more. The problem in Job Connect is that it is hard to find the digital talent which fulfill the requirements of the client's company. Besides that, the way to approach a client's company needs some research before approaching the client's company. Marketing strategy is needed in Job Connect to find and approach digital talents or client's companies. Job Connect is handled by

the Business Development Division which has cooperation with product owner, talent acquisition lead, talent acquisition, marketing team, legal team, and finance team.



Source: Primary Data, 2022

Table 1.1 Company Structure

1.2 Background

Organizations have made talent a strategic emphasis in recent years (Guthridge *et al.*, 2008). The “talent war” is at the forefront of the business agenda as companies compete for the best leaders to lead them (Faulconbridge *et al.*, 2009). The survey of Worldwide Public Sector found that Cloud architecture design, cybersecurity design, large-scale data modeling, web/software/game development, and software operations support are among the skills that will be in high demand by 2025. Meanwhile, In Indonesia, workers with digital skills account for barely 19% of the total workforce. This survey is supported by the Minister of Communication and Informatics’ statement that in 15 years, Indonesia would require nine million digital talents, or 600,000 every year on average. From those points, the companies have to compete to find the digital talents, while the digital talents are limited (Faulconbridge *et al.*, 2009). Therefore, the

company uses the third agency which is the head-hunter company. Head-hunters act as a dual agency that offers the “Double Sale”. From the client’s standpoint, headhunters must discover the best candidate who then accepts job offers. Knowledge, skill, and trait are three characteristics that make up the perfect applicant profile (KSA). The technical characteristics established by the candidate’s performance to complete the task are known as KSA (Finlay and Coverdill, 2002).

Binar Academy is the pioneer of digital talent factory and one step solution for digital transformation and talent development in Indonesia. One product that Binar Academy offers is Job Connect. The history of Job Connect in Binar Academy was in 2017, which they named Career Hub as Head-hunter company. Then, in 2019, Career Hub changed into Binar Talent Solution. In this year, Binar Academy offers two schemes which are full time hire and outsourcing. But the problem was there were no talents. Next, in 2021, Binar Talent Solution changed into Job Connect. This year, Binar Academy has more talents.

Job Connect is handled by the Business Development division which has cooperation with product owner, talent acquisition team, marketing team, legal team, and finance team. The Business Development division has tasks such as approaching the client’s companies, negotiating with clients, collaboration with talent acquisition in discussing the client requirements to find the digital talent, and analyzing the data that is related to job connect. From the result of analyzing the data, the business development division can find the problems in job connect. Then, the business development division used the analysis to make the strategy that will be used to solve the problems. It is supported by some research about the client's company and digital talent both alumni and non alumni. Digital talents Alumni means the students who have finished the study in Binar Academy Bootcamp. Alumni will get the report of the study

result. Next, the report can be used for the Job Connect team. Binar Academy will find a job related to their studies in Client's company. Non-Alumni are people from outside the Binar Academy who want to find a job related to technology such as UI/UX, Fullstack web developer, Android Developer, IOS Developer, and many more. For those purposes, Non - Alumni have to register in Job Connect.

The main key that affects Binar's revenue are clients, jobs open, and the digital talents process. If clients increase, jobs open will increase. Therefore, Binar can process a lot of digital talents. To find the clients, the Job Connect team uses two strategies which are Inbound Marketing and Outbound Marketing. First, inbound marketing is focused on a specific goal, such as increasing readership or revenue, and it is applicable to any marketing plan (Lehnert et al., 2021). Inbound marketing connects a target audience by connecting them with relevant content via natural channels such as search engines and social media sharing (Marketing Schools, 2020). Second, outbound marketing, often known as conventional marketing, is a tactic used by businesses to reach out to a large audience in the hopes of receiving feedback (Dakouan & Benabelouahed, 2019). Outbound marketing is the method to convey a message to a broad audience in order to turn them into customers. Outbound marketing methods include direct mail, events, billboards, cold calling, newspapers, and radio. Moreover, outbound marketing with modern technology uses pay per click advertising and spam emails (Marketo.com, 2020). In the Job Connect team, inbound marketing is run by the Marketing team but still under supervision of the Business Development division, while outbound marketing is run by the Business Development division. Furthermore, in a B2B environment, customer engagement refers to company engagement. To measure the value of marketing efforts and establish marketing strategies focused on the customer engagement process, Business to Business (B2B) firms have to comprehend

the drivers and results of customer engagement (Pansari and Kumar, 2017). Furthermore, customer engagement is a psychological process that drives customers to buy a service or product again and again (Bowden, 2009). Therefore, Job Connect teams keep a good relationship with customers.

However, there are several problems that arise in the Job Connect Services. Each funnel has their own problems. First, the problems which often arise in connection are the difficulties to find the qualified digital talent which can fulfill the client's requirements. As in the field, Job Connect services in Binar Academy offer digital talent in tech skills such as front-end, back-end, full stack web development, business intelligence, and many more. Those technical skills need some specific technical skills, for example figma for product management or go lang for full stack web development. The specific skills that are required by the client, sometimes it is hard to find. Besides that, the years of their professional experience is crucial in the client's requirements. Those factors will affect the company's purchase intention to job connect services. Second, the Job Connect team often had difficulties in approaching the clients. The problems which often arise such as the clients are refused the digital talent that we are offered, the clients are not interested with Job Connect services, and the clients are not needed the digital talents yet. Moreover, to engage clients, the Job Connect team needs good negotiation skills and strategy skills. Approaching clients can be done through LinkedIn, Email, Whatsapp, and etcetera. Therefore, those problems will be discussed in this research paper. The next section described the literature review. Third section described the research methodology and is followed by a discussion of the results' findings. The end of the paper explained limitations, future recommendations, and conclusion.

1.3 Problem Formulation

Job Connect faces a few challenges that will be discussed more in this internship report. The following are some specific issues that will be investigated in this internship report:

1. What are the challenges faced by Job Connect in finding qualified digital talent and clients as the inbound marketing activity?
2. What are the challenges faced by Job Connect in approaching their potential clients as the outbound marketing activity?
3. How can Job Connect manage their customer engagement strategy to increase their client intention?

1.4 Purpose of the Internship

In accordance with the problems that have been elaborated above, the specific objectives of this internship report are:

1. To describe the challenges faced by Job Connect to finding qualified digital talent and clients as the inbound marketing activity.
2. To describe the challenges faced by Job Connect in approaching their potential clients as the outbound marketing activity.
3. To describe the Job Connect team manage their customer engagement strategy to increase their client intention.

1.5 Benefit of the Internship

1.5.1 Benefits for Intern

The benefits of internship in Binar Academy for intern include as following:

a. Soft Skills

The benefits of internship in Binar Academy for interns are developing the soft skills include communication, public speaking, expanding the knowledge about technology industry, and more.

b. Hard Skills

The benefits of internship in Binar Academy for interns are developing the skills in Microsoft office such as microsoft word, microsoft excel, microsoft powerpoint, and more. Also, the writer learns for the first time about Hubspot.

c. Business Skills

The benefits in business skills include learning how to do good presentation, negotiation, and sales skills. Also, interns learn about the core of business in Binar Academy.

1.5.2 Benefits for Company

The benefits of internship in Binar Academy for intern include as following:

a. Database

Interns in the Business Development division helps in managing databases. The writer helps in managing around 4 or more databases. These activities help Business Development members in reducing their work loads.

b. Help Talent Acquisition Division

Interns in the Business Development division helps the talent acquisition division which makes talent resumes. Talent resumes is the

resume for digital talent that will be sent to the client. But before sending, talent acquisition makes the talent resumes first.

c. Help Marketing Division

Interns in the Business Development division also help the marketing division in thinking of a new concept of marketing strategy, social media content to attract more clients.

d. Research

Interns in the Business Development division do some research for finding deeper information about headhunters, technology industry, and more. Those information will be presented to the mentor and collected in powerpoint. Interns will dig for more information to get a new insight. In the final project, interns will be presented to all internal members of Binar Academy including the stakeholders. From those, Binar Academy internal members will get new insight for developing the company. For example, the new insight that the writer recommends to the company is to release the advanced bootcamp with the aim Binar Academy can get the alumni which are senior level or people who had senior experiences. This recommendation is used by Binar Academy that will be implemented in January 2022.

1.6 Benefit of the Internship Report

1.6.1 Theoretical Benefit

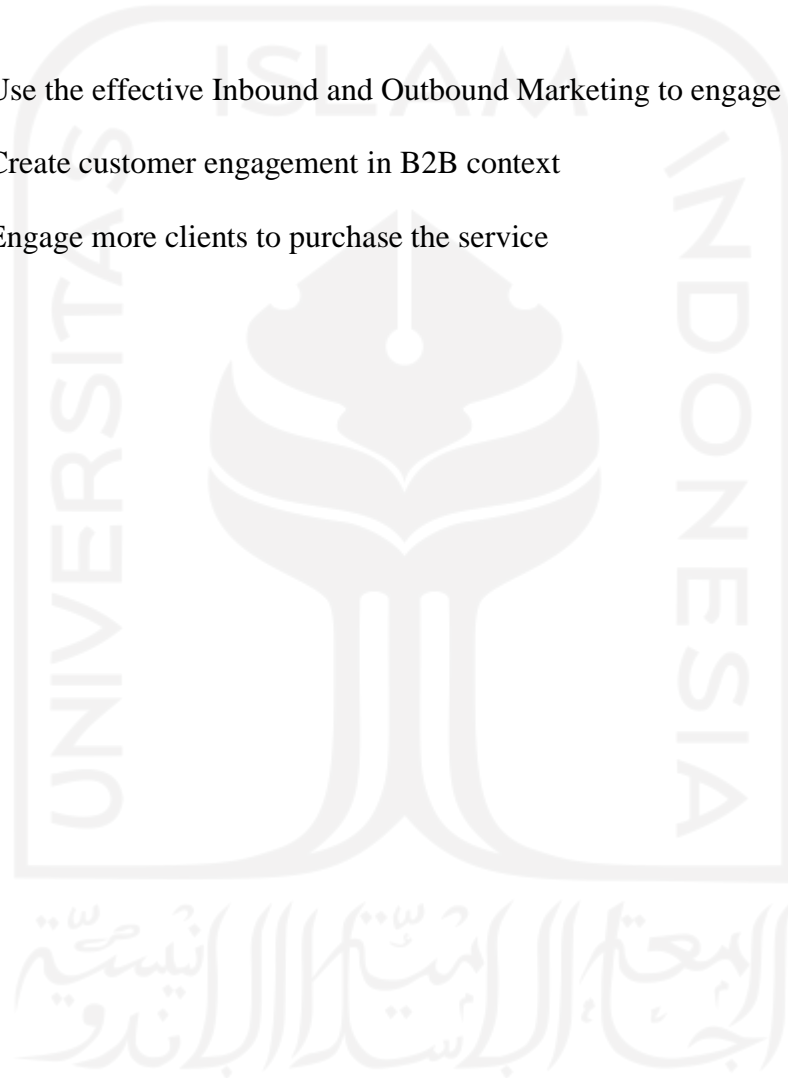
This research provides an explanation of the importance of Inbound Marketing and Outbound Marketing that affect the Customer Engagement

toward purchase intention. This research also provides the explanation of the B2B process in headhunting companies based on marketing perspective.

1.6.2 Practical Benefit

This internship report has benefited Job Connect teams to get new insight to solve the problems, such as:

- Use the effective Inbound and Outbound Marketing to engage more clients
- Create customer engagement in B2B context
- Engage more clients to purchase the service



CHAPTER 2

LITERATURE REVIEW

2.1 Theoretical Review

There are many sectors that require personnel with IT-related knowledge, skills, and abilities to digitalize their products, services, and processes. Therefore, recruitment plays a critical role throughout digital transformation. As a result of their workforces' lack of digital skills, many pre-digital organizations are looking to hire digital talent (Gilch & Sieweke, 2021). There is a notable growth in IT-operations-oriented abilities in the job profiles investigated here. IT jobs largely associated with network infrastructure, operational security, and service availability, it seems to have seen a major surge in demand during the crisis. The German government is searching for more IT operations than IT change posts during the epidemic. In comparison to the previous year, the number of IT operations-related job openings climbed by more than 25% on average (Koch et al., 2021).

In Indonesia, workers with digital skills account for barely 19% of the total workforce. This survey is supported by the Minister of Communication and Informatics' statement that in 15 years, Indonesia would require nine million digital talents, or 600,000 every year on average. Therefore, the companies have to war to find the digital talents, while the digital talents are limited (Faulconbridge et al., 2009). To solve this problem, there is executive recruitment. Executive recruiting is the process of recruiting and selecting candidates through person-to-person contact by a professional recruiter who acts as a middleman between the employer (also known as potential client) as well as the candidates for a job opening (Britton et al., 2000). The term "agency theory" refers to a type of interaction between two (or more) parties in

which the agent is employed or assigned to make choices on the principal's behalf (Ross, 1973). The interaction between the headhunter and the client or employer has been described using this idea (Britton & Ball, 1999). Head-hunters act as a dual agency that offers the “Double Sale”. From the client’s standpoint, headhunters must discover the best candidate who then accepts job offers. Knowledge, skill, and trait are three characteristics that make up the perfect applicant profile (KSA). The technical characteristics established by the candidate’s performance to complete the task are known as KSA (Finlay and Coverdill, 2002).

Binar Academy is the pioneer of digital talent factory and one step solution for digital transformation and talent development in Indonesia. The one product that Binar Academy offers is Job Connect. In Job Connect, Binar Academy acts as Headhunter Company. Headhunting, often known as executive search, is one of a growing number of recruitment consulting services available to businesses today. While some headhunting businesses specialize in this, others aim to provide a far broader range of services to the people. Headhunting researchers have requirements such as an inquisitive mind, thinking laterally, a comprehensive understanding and knowledge of industries and job functions, and advanced communication skills (Webb, 1990). Headhunters strive to establish a positive reputation with their clients and potential candidates. Then appear to be few long-term sources of trust on developing long-term partnerships, at least in terms of economic concerns (Finlay and Coverdill, 2002). Job Connect is developing B2B Business. Businesses that sell their products or services primarily to other companies (e.g., a manufacturer agreements with a distributor, or a distributor agreements with a retailer) are referred to as business-to-business (B2B) companies. Then, the Business - to - business (B2B) industry refers to a company which sells a product or service principally to companies (Kumar & Raheja, 2012). Marketers

in the B2B model frequently require the same skills as general managers, as they must select the most important customers or customer segments, design products and service packages to satisfy those customers, develop marketing plans for them, set prices, and provide the necessary follow-up service to keep them happy (Zimmerman & Blythe, 2013).

Marketing Strategies would be influential in customer engagement. Customer engagement in the B2B context refers to company engagement. To measure the value of marketing efforts and establish marketing strategies focused on the customer engagement process, Business to Business (B2B) firms have to comprehend the drivers and results of customer engagement (Pansari and Kumar, 2017). Furthermore, customer engagement is a psychological process that encourages customers to repeat purchase of service or product (Bowden, 2009).

This paper will explain in advance toward headhunting's marketing strategy which are inbound marketing and outbound marketing. Then, this paper will explain company engagement and purchase intention.

2.1.1 Inbound Marketing

Inbound marketing is a marketing style which requires a thorough audience selection and audiences' behavior of communication through a high quality marketing content (Patruti, 2016). Inbound marketing was explained for the first time by Halligan & Shah (2012), that a long time ago, marketers used traditional marketing which spent a lot of money to advertise the products or services on television to reach large audiences. Also, the marketers sent mass messages to approach the clients. Thus, people are annoyed by mass messages. In the development of time, there is the development of technology which makes it easier to communicate. People used the internet in many aspects such

as to find information, to shop, and more. Therefore, marketers need to adapt. Moreover, Halligan & Shah (2012) explains that inbound marketing can be used to grow the prospects of products and services in the market by generating leads.

Inbound marketing is focused on a specific goal, such as increasing readership or revenue, and it is applicable to any marketing plan. The creation of a functional and realistic buyer persona is the first stage in establishing an inbound marketing strategy. Companies aiming at a bigger audience may need to create multiple personas to be able to differentiate between the various personalities and viewpoints of their target audience. The buyer persona, a fictional portrayal of the target audience, is critical in connecting with them. It's a buyer persona that resembles the firm's most likely clients in terms of personality and interests. The buyer persona tries to figure out what matters to them, how they receive their information, and what obstacles they experience in reaching their objectives (either personally or strategically) (Lehnert et al., 2021).

The characteristics of inbound marketing such as the content of marketing strategy is interactive, targeted to potential customers, and more. Thus, customers come to the company because the content is interesting for the customers (Mandevska, 2018).

Furthermore, in explaining the marketing funnels, there are two models that relate with this research paper. The first one is the McKinsey Model, the model is called customer decision journey. This model describes the journey of the customers in considering their decisions before purchasing the product or service. In this model, the marketing funnel such as awareness, familiarity, consideration, purchase, and loyalty. The first thing to do, marketers should

spread brand awareness toward the customers. It will gain attention from the customers. Then, the customers will become familiar with the brand. Thus, the customers take the brand as their consideration when buying the product or service. In addition, customers become loyal to the brand when the customers are satisfied with the product or service. Therefore, the marketers should make a strategy to gain awareness in the first step. The way to gain awareness, the marketers could do is by making interesting content, advertising, communicating with persuasive messages, and etcetera (Sellers, A., 2021). Then, the second model is the AIDA model. The AIDA model is almost the same as the McKinsey Model, but the difference is the marketing funnel. Marketing funnel in AIDA models such as Attention, Interest, Desire, and Action. In theory, the customers would pass through each stage of the marketing funnel. During the journey through these marketing funnels, the customers develop their feelings toward the brand whether the customers like or dislike. These feelings are the emotion of them to show to act the brands that influence the customers in making purchase decisions (Court, et *al.*, 2009). However, the marketing channel also took part in marketing strategy. One of the channels is social media. The social media role as a marketing channel has benefit toward the company, whether building the relationship with customers, increasing purchase intention, or etcetera. For instance, based on this previous research on Instagram, the bigger Instagram's role in online marketing, the higher consumer trust, and vice versa. Thus, the larger the consumer perception of Instagram's utility in online marketing, the higher consumer purchase intention, and vice versa (Astuti & Putri, 2018). In addition, Based on the previous research, the finding describes the more frequent and greater consumer participation in social

media marketing of the brand, the more likely a customer is to have purchase intention toward the product or service. Therefore, social network marketing played an important role in spreading brand awareness to the customers (Saputro & Hidayat, 2020).

2.1.2 Outbound Marketing

Outbound marketing is a traditional marketing which is based on interruption marketing where people have to stop in actioning the behavior to pay attention to the marketing messages or deal with it in other ways (Rancati et al., 2015). Thus, Outbound marketing is a marketing method in which a company promotes its products or services by providing information to customers who aren't looking for them (Goodwin, 2013). On the simple understanding, outbound marketing is traditional marketing wherein a firm contacts a potential client (Ehrens, 2014).

Moreover, according to Halligan & Shah (2012), the important task of marketers is to get the word out about giving the information of the product or service in order to attract customers to buy the product or service. Therefore, a long time ago, marketers needed to use traditional marketing (outbound marketing) to approach the customers. Outbound marketing aims to start a dialogue about a product or service by quickly disseminating information about it through a range of classic marketing techniques. Outbound marketing seeks to reach customers through broad media advertising and in-person interactions (Marketing Schools, 2020).

The outbound marketing techniques such as email blast, direct mail, advertising, and more. The characteristics of outbound marketing are expensive costs, large target audience, and more (Mandeveska, 2018). However, the

technique might be very broad (TV advertising), very intimate (face-to-face encounters), or "impersonally personal" (depending on the location) (cold-calling or blanket emails). Sales leads are created through each outbound approach and then followed up on by internal sales staff (Marketing Schools, 2020).

2.1.3 Customer Engagement

In a B2B environment, customer engagement refers to company engagement. To measure the value of marketing efforts and establish marketing strategies focused on the customer engagement process, Business to Business (B2B) firms have to comprehend the drivers and results of customer engagement (Pansari and Kumar, 2017). Furthermore, customer engagement is a psychological process that drives customers to buy a service or product again and again (Bowden, 2009).

In this research paper, customer engagement is related to inbound marketing and outbound marketing. First, Inbound marketing is focused on a specific goal, such as increasing readership or revenue, and it is applicable to any marketing plan (Lehnert et al., 2021). Inbound materials will automatically be more engaging to an audience that has become accustomed to the interactive content of the Internet. Inbound marketing connects a target audience by connecting them with relevant content via natural channels such as search engines and social media sharing (Marketing Schools, 2020). Social media become one the channel in marketing strategy. The social media role as a marketing channel has benefit toward the company, whether building the relationship with customers, increasing purchase intention, or etcetera. For instance, based on this previous research on Instagram, the bigger Instagram's

role in online marketing, the higher consumer trust, and vice versa. Thus, the larger the consumer perception of Instagram's utility in online marketing, the higher consumer purchase intention, and vice versa (Astuti & Putri, 2018). In addition, Based on the previous research, the finding describes the more frequent and greater consumer participation in social media marketing of the brand, the more likely a customer is to have purchase intention toward the product or service. Therefore, social network marketing played an important role in spreading brand awareness to the customers (Saputro & Hidayat, 2020).

Second, Outbound marketing is the method to convey a message to a broad audience in order to turn them into customers. Traditional marketing methods such as direct mail, events, billboards, cold phoning, newspapers, and radio are generally connected with outbound marketing. Outbound marketing, on the other hand, can be used with more modern technology such as pay-per-click advertising and spam emails (Marketo.com, 2020). Outbound marketing is interruption-based marketing, which is defined as the traditional paradigm of product promotion in which individuals are required to stop what they are doing in order to pay attention to the marketing message or deal with it in some other way (Rancati et al., 2015). Outbound marketing is a strategy in which a company advertises its products and services by providing information to customers even if they are not looking for them (Goodwin, 2013). Many Internet users find forms of "outbound marketing" such as advertisements and embedded videos to be more unpleasant than interesting, as demonstrated by the Ars Technica experiment. This is due to the fact that these are all examples of content that the user does not select (Marketing Schools, 2020).

2.1.4 Client Intention

Business to Business marketing (B2B Marketing) refers to the products or services marketing to other companies or organizations. In general, B2B marketing has content which tends to be more informative and simple than B2C marketing. On the other hand, in the development of era, B2B marketers B2B marketers frequently sell to purchasing committees that include a variety of critical stakeholders. Thus, the capacity of B2B marketers to map out committees and reach out to buyers with relevant, targeted information has improved dramatically. Any person who has power or influence over purchase decisions is the target of B2B marketing initiatives (Kearns, 2022).

Moreover, this research paper will explain Client Intention in the term of B2B marketing. Client Intention refers to the client intention to purchase the services. According to Keller (2001), Purchase intention is a customer's desire to purchase a product or services after evaluating the product or service. Purchase intention can be measured by the plan that has been prepared by the customer for a product or service that is likely to be purchased (Till & Busler, 2000).

In terms of B2B, brands can be useful instruments for establishing and maintaining client relationships such as managing business flow to control customers in generating repeat sales, which boosts future revenue inflows and lower cash-flow risk (Guenther & Guenther, 2019). To measure the value of marketing efforts and establish marketing strategies focused on the customer engagement process, Business to Business (B2B) firms have to comprehend the drivers and results of customer engagement (Pansari and Kumar, 2017).

In addition, in this context, there is inbound and outbound marketing

that affect client intention to purchase the services. First, Inbound marketing can be used effectively to attract customers and improve sales, it must be thoroughly planned (Lehnert et al., 2021). The advantage of Inbound marketing is that it reaches consumers who have already taken the first step toward making a purchase (Hubspot, 2016). Inbound marketing methods that delight customers ensure that they are pleased, satisfied, and supported even after they make a purchase. These techniques entail your employees acting as consultants and specialists who can help clients at any time. When it comes to pleasing customers, social media listening is another crucial strategy. Followers on social media may leave feedback, ask questions, or share their experiences with products or services through one of their profiles. Respond to these encounters with information that assists, supports, and encourages followers, demonstrating that you are paying attention and caring about them (Hubspot, 2016).

Second, Outbound marketing, often known as conventional marketing, is a tactic used by businesses to reach out to a large audience in the hopes of receiving feedback. In order to receive an effective response and generate more sales and incomes, an outbound strategy is used, which is mostly centered on the dissemination of the message and publicity, without researching the target. (Dakouan & Benabdelouahed, 2019).

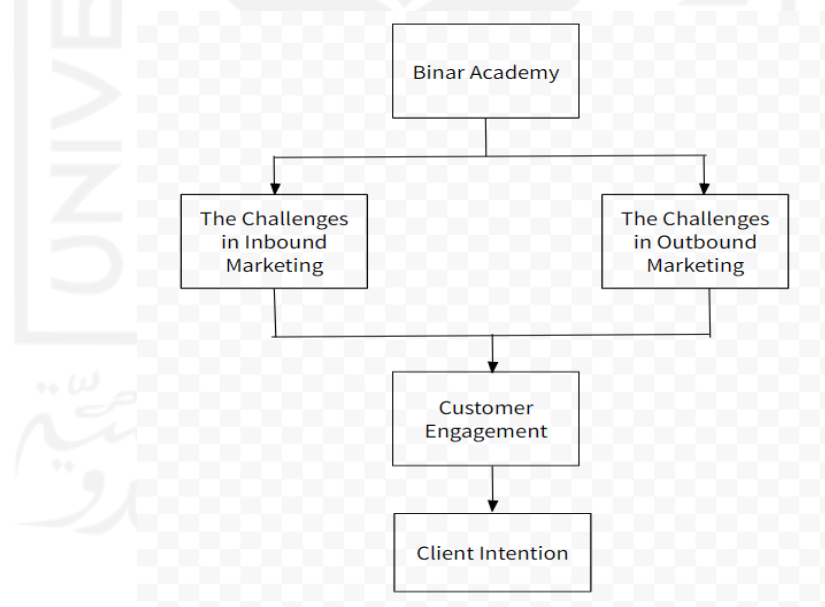
According to Vernuccio & Ceccotti (2015), Outbound marketing tactics emphasize high conversion rates, the importance of programs and newsletters in increasing brand awareness, and the integration of web presence into print advertisement. When using Outbound marketing, people who are interested in business's products and services tend to respond to the business advertisement.

Then, those people have the intention to purchase the products or services (Marketo.com, 2020).

Outbound marketing's purpose is lead creation, therefore it's crucial for companies trying to grow their customer base. Outbound marketing has also been shown to be particularly effective in B2B marketing and/or transactions involving higher-end products (Marketing School, 2020).

2.2 Conceptual Framework

This research will analyze headhunter companies from a marketing perspective which is inbound and outbound marketing. Inbound and Outbound marketing used to overcome the challenges in the market. These marketing strategies aim to get the opportunity of customer engagement which at last can affect client intention. The illustrator of conceptual framework in Table 2.1.



Primary Sources, 2022

Table 2.1 Conceptual Framework

CHAPTER 3

METHODOLOGY

3.1 Research Focus

In this research paper, the research focus is headhunter companies in the marketing perspectives. Headhunter company is a company which acts as a third party that offers double sales. Double sales means the headhunter company has to find the right candidates to fulfill the client's needs and make sure the candidates accept the offer (Finlay and Coverdill, 2002). Then, marketing perspectives refers to inbound marketing strategy, outbound marketing strategy, customer engagement, and client intention.

3.2 Methodology

This research paper used qualitative methodology. Qualitative methodology is research methodology which focuses on identifying actual core meanings and fresh insights while addressing marketing objectives using methodologies that allow the researcher to deliver comprehensive interpretations of market occurrences without relying on numerical measurement (Zikmund & Babin, 2006). Sekaran & Bougie (2016) stated that qualitative data is collected by primary and secondary sources which are individual, focus groups, internet, company record, and more. Its purpose is to investigate the data collection process using specific research methodologies such as in-depth interviews, focus groups discussion, and content analysis (Hennink et al., 2020).

Besides that, this research used descriptive analysis and content analysis to explain in more detail about this research focus topic. Descriptive analysis is a method

to examine a human group status, a subjek, a set of conditions, a system of thought, and a phenomena. It aims to describe a picture or painting systemically as well as the relationship between the phenomena being investigated (Nazir, 2011). While, content analysis is a research technique to make inferences which can be replicated and shahih by taking into account the context of data (Krippendorf, 2004).

3.3 Unit Analysis

The unit of analysis is a unit which needs to be analyzed that indicates people or things who are related with the research. It should have data which is needed in the research (Zikmund & Babin, 2006). The unit of analysis is the entity to be achieved as the main focus in this research (DeCarlo, 2018). The unit of analysis in this research is the employee in Job Connect services in Binar Academy. Job Connect is the one of the services that Binar Academy offers to other companies. The service includes finding the digital talent for the other company who needs it. The number of employees that being interview is 5 employees with different positions.

3.4 Data Collection Method

The primary goal of research is to get data, data collection procedures are the most strategic phase in the research process (Bryman, 2012). The purpose of the data collection method is to get the information needed to meet the research objectives (Sekaran & Bougie, 2016). In qualitative research, data is gathered through a variety of methodologies. This research conducted environmental observations and working practices of workflow of Job Connect services at the internship program in Binar Academy. Also, this research conducts in-depth interviews with the research subjects who are involved in the Job Connect team.

3.4.1 Observation

Observation is an essential data collection method in the research process, especially the research process with a qualitative approach (Poerwandari, 1998). Observation is a complex process which is composed of various biological processes and psychological processes (Sugiyono, 2014).

In this internship report, the researcher had work practice in the Business Development division. The researcher observes and works in the field of Business Development. The activities include business flow, managing databases, helping other divisions, do the research, LinkedIn Outbound, marketing inbound content, and more. It aims for the researcher to have the opportunity to deepen observation and experience firsthand the techniques carried out in the work field, especially Job Connect services.

3.4.2 Interview

Interviews is a communication method which includes conversations, questions and answers that are directed to achieve the research objective (Poerwandari, 1998). An interviewee and an interviewer are involved in a research interview. The interviewer manages the interaction and asks questions, while the interviewee responds to the questions. When in-depth information on people's opinions, beliefs, experiences, and feelings is required, interviews are an effective strategy (Easwaramoorthy & Zarinpoush, 2016). Informants should be given the opportunity to choose where and when the interview will take place in order to accomplish an effective interview, because the most effective sequence for any respondent is decided by his or her preparedness and willingness. Another necessity for a successful interview is the use of creative

interviewing techniques. It requires trust and compassionate interactions, as well as attentive and creative listening. (Denzin, 2009).

The subject of this research are the people who are involved in Job Connect services such as Business Development Lead, Business Development member, Product Owner of Job Connect, Marketing member, and Talent Acquisition. A list of questions or topics to cover might be used as an interview guide (Bryman, 2012). The guidance of interviews in this research contained a list of questions, which were related to inbound marketing and outbound marketing, customer engagement in B2B context, and also the purchase intention in the workflow of Job Connect. The full list of interviewees may be found in table 3.1 below.

| No | Name | Code | Position | The Media of Interview |
|----|------------------|------|-----------------------------|--|
| 1. | Haris Pranoto | H1 | Product Owner | Google Meet |
| 2. | Citta Pramono | C2 | Business Development Lead | Slack - Special Application of chat in Binar Academy |
| 3. | Rais Ramdhany | R3 | Business Development Member | Slack - Special Application of chat in Binar Academy |
| 4. | Shaffa Tasyani | S4 | Marketing | Slack - Special Application of chat in Binar Academy |
| 5. | Amalia Ramadhani | A5 | Talent Acquisition | Google Meet |

Source: Primary Data, 2022

Table 3.1 Study interviewees

3.5 Data Analysis

In this research, the data will be analyzed by using two methods such as descriptive analysis and content analysis.

3.5.1 Descriptive Analysis

Descriptive analysis qualitative is a technique of qualitative analysis which analyzes, describes, and resumes all of the various conditions and situations from various data collected through the result of interview or observation regarding the problems studied that occur in the field (Wirartha, 2006).

The researcher employed the descriptive analysis approach to interpret the data in this study according to reality, which will be described descriptively. The researcher also used the previous research to support the questionnaire in the interview guide. The questionnaire that used in the interview as the following:

1. Is the inbound marketing strategy effective to get both clients and digital talents?
2. What are the challenges in using inbound marketing strategy?
3. Is the outbound marketing strategy effective to get clients?
4. What are the challenges in using outbound marketing strategy?
5. Is it important to keep relationships with the clients? Why?

The previous studies did the research regarding headhunters. Headhunting researchers have requirements such as an inquisitive mind, thinking laterally, a comprehensive understanding and knowledge of industries and job functions, and advanced communication skills (Webb, 1990).

Headhunters strive to establish a positive reputation with their clients and potential candidates, there appear to be few long-term sources of trust on which to develop long-term partnerships, at least in terms of economic concerns (Finlay and Coverdill, 2002). Headhunters, especially Binar Academy that offer Job Connect services are developed B2B marketing. Businesses that sell their products or services primarily to other companies (e.g., a manufacturer agreements with a distributor, or a distributor agreements with a retailer) are referred to as business-to-business (B2B) companies. Then, the Business-to-business (B2B) industry refers to a company which sells a product or service principally to companies (Kumar & Raheja, 2012).

Inbound marketing can be used effectively to attract customers and improve sales, it must be thoroughly planned (Lehnert et al., 2021). The advantage of Inbound marketing is that it reaches consumers who have already taken the first step toward making a purchase (Marketing Schools, 2020). From that previous research, this supports the questionnaire in the form of ***“Is Inbound Marketing effective to get both clients and digital talents?”***. It aims to know whether Inbound Marketing is effective to get both clients and digital talents in Job Connect services. Further, there are the challenges in inbound marketing activity such as content material, no planning for marketing plan for long term, the process needs long times, the technical barriers, and more (Laire, 2018). Therefore, it becomes the questionnaire in the form of ***“What are the challenges in using inbound marketing strategy?”***.

Furthermore, Outbound marketing is a traditional marketing which is based on interruption marketing where people have to stop in actioning the behavior to pay attention to the marketing messages or deal with it in other ways

(Rancati et al., 2015). Thus, Outbound marketing is a marketing method in which a company promotes its products or services by providing information to customers who aren't looking for them (Goodwin, 2013). On the simple understanding, outbound marketing is traditional marketing wherein a firm contacts a potential client (Ehrens, 2014).

Moreover, outbound marketing tactics emphasize high conversion rates, the importance of programs and newsletters in increasing brand awareness, and the integration of web presence into print advertisement (Vernuccio & Ceccotti, 2015). These studies support the questionnaire in the form of ***“Is Outbound Marketing effective to get clients?”***. Then, the characteristics of outbound marketing are expensive costs, large target audience, and more (Mandevska, 2018). So, the questionnaire in the form of ***“What are the challenges in using outbound marketing?”***.

Moreover, given understanding about the antecedents and results of customer engagement is critical for B2B companies to design marketing strategies based on the customer engagement process and accurately assess the return on marketing investments (Panasri, A. & Kumar, V., 2017). Engagement is a psychological process that encourages customers to repeat purchase of service or product (Bowden, 2009). These previous studies support the questionnaire in the form of ***“Is it important to keep relationships with the clients? Why?”***.

In the end, the researchers want to examine the explanation that will answer all of the research problems formulation. Departing from these questions, the researchers hope that the questionnaire will produce the answers that are expected to examine and explain this research problem.

3.5.2 Content Analysis

Content analysis is a systematic technique to analyze and process the important messages contents that want to convey or describe something through observation, document analysis, and open communication behavior from the chosen communicator (Suprayogo, 2001). Given this research is a type of qualitative research that uses content analysis. Therefore, the content analysis method used is an integrative analysis method that is more conceptual in nature to find, identify, process, and analyze the data in order to understand the value, significance, and relevance of the message content (Bungin, 2003). Krippendorff (2004) added that content analysis is not only trying to describe the content of messages, but also trying to describe the symbolic phenomena in the communication field. The content analysis divided into several things as following:

1. The idea regarding the content of messages
2. The idea regarding the channel
3. The idea regarding the awareness communication system such as interpersonal dependency, relation, structural, social level, and etcetera
4. The idea regarding communication system that are global and complex (e.g. some of widespread use of communication technology)

The Content Analysis was applied by identifying the groupings and sub-groupings of the four variables that are related to this research such as Inbound Marketing, Outbound Marketing, Customer Engagement, and Client Intention. The benefit of groupings to help process the data and finding the red thread to

examine and describe the pattern which have similarities toward each other's subject.

3.6 Validity and Reliability Testing

Even though this research uses qualitative methods, this research also has to test validity tests and reliability tests to make sure the data is valid and not biased. Reliability and validity tests which are conceptualized as an instrument to evaluate the trustworthiness, accuracy, and quality of the qualitative paradigm which assess in the form of credibility, transferability, and dependability (Utsman, 2017). Credibility in qualitative research refers to internal validity in the form of quantitative research. Then, transferability refers to the external validity. Next, dependability refers to the reliability in the form of quantitative research. Last, conformability refers to the objectivity in quantitative research (Afiyanti, 2008). Furthermore, according to Kyngäs *et al.* (2020), the following five variables contributed to trustworthiness of content analysis in assessing the quality of qualitative research:

1. Credibility

The credibility of research whose findings are based on reliable sources is referred to as credibility. Its goal is for the reader to believe the researcher's explanations of the research findings (Kyngäs *et al.*, 2020). In this research, the researcher studied various studies related to headhunter activities, inbound and outbound marketing, customer engagement, and client intentions. Therefore, the researcher examined this research using the previous studies as a guide. Besides that, the researchers also observe the field of headhunter companies through

working experience during internship in Binar Academy as Business Development.

2. Dependability

The quality of measurement metric in collecting data and processing data analysis is referred to as dependability (Kyngäs et al., 2020). In this research, the researcher collected the data through interview and observation to get the depth explanation to examine this research.

3. Confirmability

Kyngäs et al. (2020), define confirmability as a data collecting measurement that corresponds to the quality of research results in this study. In this research, the researcher had interviewed the representative in the Job Connect Team.

4. Authenticity

The ability of researcher to assess the research without plagiarizing it is referred to as authenticity (Kyngäs et al., 2020).

Therefore, the researcher added the quotation and reference of previous studies that were used in this research.

5. Transferability

The capacity of research findings to be implemented in the future studies is referred to as transferability (Kyngäs et al., 2020). In this research, the researcher examined the studies in the field of headhunter companies using marketing perspectives. This research is conducted

using the reliable explanation of the research objectives, the observation of the topic being researched regarding the problem that occurs in the work field, and also the examination of the data collection with data analysis methods.



CHAPTER 4

RESEARCH FINDINGS AND DISCUSSION

This chapter describes all the research findings of the data collection. The data of this research is explained in the discussion that elaborate with analysis of each data. The data collection is taken from observation and interviews.

4.1 Finding

In the finding, data collection is taken from observation and interviews. Those data collections support analysis in this research.

4.1.1 Observation

In this internship report, the researcher had work practice in the Business Development division. The researcher observes and works in the field of Business Development. The activities include business flow, managing databases, helping other divisions, do the research, LinkedIn Outbound, marketing inbound content, and more.

Based on the observation, Binar Academy as headhunter company used two marketing strategies which are inbound marketing and outbound marketing. Inbound marketing contains social media content and white papers. While, outbound marketing contains approaching clients through LinkedIn, E-mail, and WhatsApp. However, in the business process of Binar Academy, inbound and outbound marketing run side by side.

Moreover, the Job Connect team has more than 4 databases to manage all the data. That data includes client's data, business flow's data, the report,

digital talent's data, and more. These data function's to control all of the processes in the work areas.

4.1.2 Interview

An interview is a channel of communication in which information is gathered. An interviewee and an interviewer are involved in a research interview. The interviewer manages the interaction and asks questions, while the interviewee responds to the questions (Easwaramoorthy & Zarinpoush, 2016).

In this part, the researcher interviewed the members of the Job Connect team regarding the Product Owner of Job Connect, Business Development Lead, the member of Business Development, Marketing member, and Talent Acquisition. The interviews are conducted by two media platforms such as google meet and slack - the application that Binar Academy uses to chat between other members.

Moreover, the interview contents are in the form of outbound and inbound marketing strategy, customer engagement, and client intentions. However, there are several other discussions that flow along with the interview.

4.1.2.1 Respondent's Data

The respondents are chosen based on their position which are related with this internship research. Then, all of the respondents cooperated with one another as a team which is called the Job Connect team. Therefore, the writer chose them as interviewees to support this research study. The respondent's data are explained in table 4.1.

| No | Name | Code | Position | Reason | Additional Information |
|----|----------------|------|-----------------------------|---|--|
| 1. | Haris Pranoto | H1 | Product Owner | The job description of product owners is monitoring all of the activities in Job Connect Services. | |
| 2. | Citta Pramono | C2 | Business Development Lead | The leader of the business development division which has responsibility to manage all activities including outbound marketing, finding the client, holding discussion across the division, and more. | Citta Pramono is also the person responsible for being the writer's mentor during the internship in Binar Academy. |
| 3. | Rais Ramdhany | R3 | Business Development Member | Partner with Citta Pramono in running business development activities. | |
| 4. | Shaffa Tasyani | S4 | Marketing | Shaffa handles the marketing division. Shaffa helps Citta and others to make copywriting, marketing content, inbound marketing, and more that are related to Job Connect Services. | |
| 5. | Amalia | A5 | Talent | Amalia is | Those |

| | | | | | |
|--|---------------|--|-------------|--|--|
| | Ramadhan i | | Acquisition | responsible for finding digital talent, interviewing the digital talent's candidate, building relationships with digital talent, and more. | activities are related with this research to discuss the topic of digital talent's perspectives. |
|--|---------------|--|-------------|--|--|

Source: Primary Data, 2022

Table 4.1 Respondent's Data

4.2 Interview Results

The findings from interviewees in this research studies will be written in this section. The result includes three parts which are the challenges in Inbound Marketing, the challenges in Outbound Marketing, and the way customer engagement increases a client's intention to purchase the Job Connect Services.

4.2.1 Inbound Marketing

Most respondents stated that the Familiarity with Job Connect Services is an important way to attract potential customers to come to Job Connect teams. The respondents mentioned in Table 4.2.

| No | Respondent | Answer |
|----|------------|--|
| 1. | C2 | Our Inbound Marketing mostly comes to our services from WhatsApp, the customers come from Binar's website. Then, Binar's Customer Service will forward it to me. Thus, Inbound Marketing is the most effective way because they will come to us by themselves which means they really need our |

| | | |
|----|----|---|
| | | services. Then, maybe they are more familiar with our services, so they trust us. |
| 2. | R3 | In my perspective, Inbound Marketing is useful to increase brand awareness. |
| 3. | S4 | More precisely in Inbound Marketing to get awareness and get potential leads. So far, the Marketing B2B team has leveraged LinkedIn as a publication channel, whether it is organic or advertisement. The reason is because in Binar Academy, the Instagram platform the audience tends to B2C. |

Source: Primary Data, 2022

Table 4.2 Familiarity in Inbound Marketing

In addition, the Quality of Contents in Inbound Marketing is also another way to attract potential customers. The more interesting and valuable contents, the more potential customers who come to Job Connect Services by themselves.

The respondent's feedback is mentioned in Table 4.3.

| No | Respondent | Answer |
|----|------------|--|
| 1. | H1 | From my experience in Inbound Marketing, the more valuable content in Inbound Marketing, the more leads will come to the services. For instance, we can make whitepaper (research). The more |

| | | |
|----|----|--|
| | | educational the contents, the more companies will come to your services. |
| 2. | S4 | One thing that needs to be considered in Inbound Marketing is the relevance between the problem and the solution. For instance, we raise the content of how pandemic Covid-19 affects the companies that suffered losses, then we offer training for companies to develop their employees in more advanced ways. Doesn't it connect? The answer is no, right? Therefore, the biggest challenge in B2B Marketing is that the result is not instantaneous. We need patience. To make interesting content we need to work our brain out on how to make content, not only the interesting one but also the relevant one. |

Source: Primary Data, 2022

Table 4.3 The Quality of Content in Inbound Marketing

Inbound Marketing can be used as the tools to approach the specific target market. So, the respondents mentioned in table 4.4.

| No | Respondent | Answer |
|----|------------|--|
| 1. | R3 | Inbound Marketing is quite influential for those who have not been reached in outbound, especially in Job Connect Services, because in |

| | | |
|----|----|---|
| | | Inbound Marketing we can target specifically based on our criteria or research before taking an action. |
| 2. | A5 | We used inbound or outbound marketing from a digital talent's perspective, it depends on the position. If we need a senior position, we use outbound marketing to approach them directly. In contrast, if we need a junior position for fresh graduates, we can use social media, job platforms, and LinkedIn. However, in Binar Academy, we need junior positions the most, so we mostly use the inbound marketing the most. |

Source: Primary Data, 2022

Table 4.4 Define Specific Target Market in Inbound Marketing

4.2.2 Outbound Marketing

The most respondents stated that the persuasiveness of mass messages is the challenge in approaching clients in outbound marketing. The respondent's feedback is mentioned in table 4.5.

| No | Respondent | Answer |
|----|------------|--|
| 1. | C2 | For a long time, actually outbound didn't have many clients, but right now, we can see the clients from outbound marketing since there are |

| | | |
|----|----|--|
| | | dedicated PIC (Person In Charge) which manage LinkedIn Outbound that were quite successful. |
| 2. | R3 | As far, Outbound Marketing performance is better than last month. The point of Outbound Marketing is to use copywriting to make the messages clear and point, so the client will directly understand the messages. |
| 3. | S4 | In Outbound Marketing, Business Development teams approach potential clients directly. The data of clients is obtained from the advertisement results based on industry background, position, and more. Normally, I as a content specialist help to make copywriting for them. So, the Business Development team can approach potential clients using copywriting. |
| 4. | A5 | In finding digital talents, Talent Acquisition used both inbound and outbound marketing. If we need a senior position, we approach them directly. |

Source: Primary Data, 2022

Table 4.5 The Persuasiveness of Mass Messages in Outbound Marketing

In Outbound Marketing, the Job Connect team needs communication skills such as presentation skills, negotiation skills, background knowledge skills, and more. The respondents mentioned in table 4.6.

| No | Respondent | Answer |
|----|------------|--|
| 1. | H1 | To approach clients, we need communication skills such as presentation skills, and persuasif clients too. Also, we have to have a strong background knowledge, it might be about the law of labor in Indonesia, also the ethics that are applied in Indonesia which will affect the client's trustworthiness toward Binar Academy. |
| 2. | S4 | If you say it is effective to the stage of becoming a customer only using inbound marketing, I think it might be possible but it will take a long time. Because actually in the process of getting clients to become our customers, there are many hands in making this work. For example, the Business Development team approaches the clients. They had negotiations with the clients. Therefore, Inbound and Outbound Marketing are run side by side because actually in the process of getting clients to become our customers, there are many hands in making this work. For example, the |

| | | |
|--|--|---|
| | | Business Development team approaches the clients. They had negotiations with the clients. Therefore, Inbound and Outbound Marketing are run side by side. |
|--|--|---|

Source: Primary Data, 2022

Table 4.6 Communication and Negotiation Skills in Outbound Marketing

In addition, Brand awareness is the challenge in Outbound Marketing too. The respondents mentioned in table 4.7.

| No | Respondent | Answer |
|----|------------|---|
| 1. | H1 | In Outbound Marketing, the amount of leads is not too much, because all of it depends on awareness. Actually, it is easy to use outbound marketing. We can use websites to get the database and emails of clients. Those datas helped us to approach one by one. To get those data, we can pay around one million or more. But, the quality of leads sometimes is not too good from Outbound Marketing. |

Source: Primary Data, 2022

Table 4.7 Brand Awareness in Outbound Marketing

The interviewees pointed out that familiarity, the quality of contents, and also defining specific target customers are the challenges in Inbound Marketing. While, the persuasiveness of mass messages, awareness, and communication skills are the challenges in Outbound Marketing. Table 4.8 summarizes the content analysis based on the interviews.

| Variables | Description | Respondents | | | | | Total |
|--------------------|-------------------------------------|-------------|----|----|----|----|-------|
| | | H1 | C2 | R3 | S4 | A5 | |
| Inbound Marketing | Familiarity | | v | v | v | | 3 |
| | The Quality of Content | v | | | v | | 2 |
| | Define Specific Target Customer | | | v | | v | 2 |
| Outbound Marketing | Brand Awareness | v | | | | | 1 |
| | The Persuasiveness of Mass Messages | | v | v | v | v | 4 |
| | Communication Skills | v | | | v | | 2 |

Source: Primary Data, 2022

Table 4.8 Content Analysis of the Challenges in Inbound Marketing and Outbound Marketing

4.2.3 Customer Engagement

Most respondents stated that keeping the client in loop is the great way to build a good relationship with the clients. The respondents mentioned in Table 4.9.

| No | Respondent | Answer |
|----|------------|---|
| 1. | R3 | Of course, It is very influential. Therefore, maintaining a good relationship with the clients by treating them politely and chatting or speaking with them professionally. |
| 2. | S4 | There is always the chance of retention. For that, we should build a good relationship with the clients and keep them in loop. So, whenever we have interesting news, we can contact them. Thus, they feel a part of us. |
| 3. | A5 | In the perspective of digital talents, the relationship between talent acquisition and digital talents more likely says no more. It likes giving information about Binar's free event to digital talents. Sometimes the digital talents ask about Binar's event. I think the more frequently we get in contact with digital talent, it is more than enough to keep the relationship with digital talents. |

Source: Primary Data, 2022

Table 4.9 Keeping the Client in Loop in Customer Engagement

In Binar Academy, the Job Connect team often makes engagement sessions with the clients. The purpose is to make reports and keep the relationship with the clients mentioned in Table 4.10

| No | Respondent | Answer |
|----|------------|--|
| 1. | H1 | We run various ways to do customer engagement sessions, before Covid-19 such as visiting client's companies to have the report about the performance of digital talents. Sometimes we meet at a meeting point to build a relationship. Then, every month, we have to report to the clients to minimize if the talent's performance is not in good conditions. If that happens, we discuss together and figure out the solutions. |
| 2. | C2 | It is very influential to have a good relationship with clients to make them repurchase our services. We run the engagement session in routine. We had experienced many times when running the engagement session, the clients told us that they have new needs which we can help them with. |

Source: Primary Data, 2022

Table 4.10 Making Engagement Session in Customer Engagement

Another way to engage the customer is to make an attractive content & share insight. The respondents mentioned the following.

| No | Respondent | Answer |
|----|------------|---|
| 1. | C2 | Other ways to engage clients that we can make interesting content, share insight, make an event, and more. This way creates the value proposition that other companies didn't have. it will make them consider purchasing the product or services in Binar Academy rather than other companies. |
| 2. | S4 | Another way to make clients have interest in our services is understanding their problems. Starting from their problems, we could figure out what they needed. We try to provide what they need. Also, we are always up to date with the trend in the workplace to make us up to date with the solution that we can offer to clients. |

Source: Primary Data, 2022

Table 4.11 Making an Attractive and Sharing Insight in Customer Engagement

The interviewees pointed out that there are various ways to engage customers. Building good relationships with the customers will make the customers repurchase the Job Connect Services. Furthermore, keeping the client in loop, making engagement sessions, and making an attractive content also sharing insight are also effective ways to engage customers. Table 4.12 summarizes the content analysis based on the interviews.

| Variables | Description | Respondent | | | | | Total |
|---------------------|--|------------|----|----|----|----|-------|
| | | H1 | C2 | R3 | S4 | A5 | |
| Customer Engagement | Keeping the Client in Loop | | | v | v | v | 3 |
| | Making Engagement Session | v | v | | | | 2 |
| | Making an Attractive Content & Share Insight | | v | | v | | 2 |

Source: Primary Data, 2022

Table 4.12 Content Analysis of the Way to Engage Customers

4.3 Discussion

In the discussion, the data collected in the finding and interview results will be explained and elaborated with previous research studies. The data of finding is obtained from observation and interviews. Interview sessions were conducted with five (5) respondents who are responsible for Product Owner of Job Connect, Business Development division, Talent Acquisition division, and Marketing division. The table of content analysis was developed to analyze the interview results in these research studies. The data will be classified into three (3) categories, they are the challenges in Inbound Marketing, the challenges in Outbound Marketing, and the way to engage customers. The explanation will be mentioned as the following.

4.3.1 Challenges in Inbound Marketing

The challenges in Inbound Marketing are familiarity, high quality of content, and define specific target customers. First, the most respondents stated that familiarity is the challenges in Inbound Marketing. This statement is supported from previous research, there are two models that are related to this research paper. The first one is the McKinsey Model, the model is called customer decision journey. This model describes the journey of the customers in considering their decisions before purchasing the product or service. In this model, the marketing funnel such as awareness, familiarity, consideration, purchase, and loyalty. The first thing to do, marketers should spread brand awareness toward the customers. It will gain attention from the customers. Then, the customers will become familiar with the brand. Thus, the customers take the brand as their consideration when buying the product or service. In addition, customers become loyal to the brand when the customers are satisfied with the product or service. Therefore, the marketers should make a strategy to gain awareness in the first step. To gain customer's awareness, the marketers could make interesting content, advertising, communicating with persuasive messages, and etcetera (Sellers, A., 2021). Then, the second model is the AIDA model. The AIDA model is almost the same as the McKinsey Model, but the difference is the marketing funnel. Marketing funnels in AIDA models are Attention, Interest, Desire, and Action. In theory, the customers would pass through each stage of the marketing funnel. During the journey through these marketing funnels, the customers develop their feelings toward the brand whether the customers like or dislike. These feelings are the emotion of them to act the brands that influence the customers in making purchase decisions (Court,

et al., 2009). Those models supported the most respondents' responses that familiarity is the important factor in influencing the customers decision willingness to purchase the products or services. Most of the customers in Binar Academy come to Binar because they are familiar with Binar Academy, which makes them trust Binar Academy. Therefore, the most customers who come to Job Connect are the customers who are already familiar with Binar Academy.

Furthermore, other research studies stated the marketing channel also took part in marketing strategy. One of the channels is social media. The social media role as a marketing channel has benefit toward the company, whether building the relationship with customers or increasing purchase intention. For instance, based on this previous research on Instagram, the bigger Instagram's role in online marketing, the higher consumer trust, and vice versa. Thus, the larger the consumer perception of Instagram's utility in online marketing, the higher consumer purchase intention, and vice versa (Astuti & Putri, 2018). In addition, based on the previous research, the finding describes the more frequent and greater consumer participation in social media marketing of the brand, the more likely a customer is to have purchase intention toward the product or service. Therefore, social network marketing played an important role in spreading brand awareness to the customers (Saputro & Hidayat, 2020).

Second, the challenge in Inbound Marketing is the quality of content. The two of respondent stated that the quality of content is the challenge in Inbound Marketing. This result is supported by previous study, Inbound marketing is a marketing style which requires a thorough audience selection and audiences' behavior of communication through a high-quality marketing content (Patruti, 2016). The more interesting and valuable contents, the more

potential customers come to Job Connect Services by themselves. Based on observation and work experience, inbound marketing in Job Connect contains social media content and white papers.

Third, the challenge in Inbound Marketing is defined the specific target customer. The two of respondent stated that defined the specific target customer is the challenge in Inbound Marketing. This statement is supported by previous study, inbound marketing is focused on a specific goal, such as increasing readership or revenue, and it is applicable to any marketing plan. The creation of a functional and realistic buyer persona is the first stage in establishing an inbound marketing strategy. Companies aiming at a bigger audience may need to create multiple personas to be able to differentiate between the various personalities and viewpoints of their target audience. The buyer persona, a fictional portrayal of the target audience, is critical in connecting with them. It is a buyer persona that resembles the firm's most likely clients in terms of personality and interests. The buyer persona tries to figure out what matters to them, how they receive their information, and what obstacles they experience in reaching their objectives (either personally or strategically) (Lehnert et al., 2021). From the results, defining the potential target customers is the challenge in Inbound Marketing both in finding digital talent's perspective and finding new clients. Before approaching the digital talent or clients, the team has to deeply dive the research to make sure the Job Connect team approaches the potential clients. The characteristics of inbound marketing such as the content of marketing strategy is interactive, targeted to potential customers, and more. Thus, customers come to the company because the content is interesting for the customers (Mandevska, 2018).

4.3.2 Challenges in Outbound Marketing

The challenges in Outbound Marketing are the persuasiveness of mass messages, communication skills, and brand awareness. First, the most respondents stated that the persuasiveness of mass messages is the challenges in Outbound Marketing. This statement is supported from previous research, outbound marketing is a traditional marketing which is based on interruption marketing where people have to stop in actioning the behavior to pay attention to the marketing messages or deal with it in other ways (Rancati et al., 2015). Thus, Outbound marketing is a marketing method in which a company promotes its products or services by providing information to customers who aren't looking for them (Goodwin, 2013). On the simple understanding, outbound marketing is traditional marketing wherein a firm contacts a potential client (Ehrens, 2014). Marketers are needed to use traditional marketing (outbound marketing) to approach the customers. In addition, outbound marketing aims to start a dialogue about a product or service by quickly disseminating information about it through a range of classic marketing techniques. Outbound marketing seeks to reach customers through broad media advertising and in-person interactions (Marketing Schools, 2020). Based on the observation, the Job Connect team, especially Business Development, used outbound marketing by approaching clients on LinkedIn. The team used copywriting which was made by the Marketing division, then the business development team sent the mass messages with copywriting to many potential clients.

Second, the challenge in Outbound Marketing is communication skill. The two of respondent stated that communication skill is the challenge in Outbound Marketing. communication skills are needed to persuade potential

clients to purchase Job Connect services. The Business Development team negotiates until the potential client signs the contract. The previous studies agreed that sales leads are created through each outbound approach and then followed up on by internal sales staff (Marketing Schools, 2020). Based on the observation, there is communication technique called as sales pitching. Sales pitching need a good communication in short time to explain and persuade people to pay attention to us. Therefore, the respondents stated that communication skill is important to engage customers.

Third, the challenge in Outbound Marketing is brand awareness. The two of respondent stated that brand awareness is the challenge in Outbound Marketing. one of respondents stated that the clients come to Job Connect services because of the client's awareness about Job Connect services. According to Vernuccio & Ceccotti (2015), Outbound marketing tactics emphasize high conversion rates, the importance of programs and newsletters in increasing brand awareness and the integration of web presence into print advertisement. When using Outbound marketing, people who are interested in business's products and services tend to respond to the business advertisement. Then, those people have the intention to purchase the products or services (Marketo.com, 2020).

4.3.3 Customer Engagement

The way to engage customers in the Job Connect Service are keeping the client in loop, making engagement session, and making an attractive content & share insight. First, the three of respondents (3) stated that keeping the client in loop is very important to make clients retention to Job Connect services. This statement is supported from previous research, in a business to business (B2B)

environment, customer engagement refers to company engagement. To measure the value of marketing efforts and establish marketing strategies focused on the customer engagement process, Business to Business (B2B) firms have to comprehend the drivers and results of customer engagement (Pansari and Kumar, 2017). Furthermore, customer engagement is a psychological process that drives customers to buy a service or product again and again (Bowden, 2009). Moreover, in terms of B2B, brands can be useful instruments for establishing and maintaining client relationships such as managing business flow to control customers in generating repeat sales, which boosts future revenue inflows and lower cash-flow risk (Guenther & Guenther, 2019).

Second, three of respondents (3) also stated that making engagement session is the way to engage customers in the Job Connect Service. This statement is supported from previous research, the activities in the engagement session include reporting the performance of digital talents, sharing insight, and more. The respondents stated that engagement sessions might make the job connect team know the client's new needs. This way could make the Job Connect team offer any help that might make the client's repurchase Job Connect services. To measure the value of marketing efforts and establish marketing strategies focused on the customer engagement process, Business to Business (B2B) firms have to comprehend the drivers and results of customer engagement (Pansari and Kumar, 2017). The combination of inbound marketing and outbound marketing runs well and effectively to engage more audiences (Dakouan & Benabdelouahed, 2019). Thus, Job Connect teams keep the relationship with clients by having engagement sessions every month.

Third, two of respondents (2) also stated that making an attractive content and share insight is the way to engage customers in the Job Connect Service. This way creates the value proposition that other companies didn't have. It will make them consider purchasing the product or services in Binar Academy rather than other companies. Based on the observation, Job Connect making an attractive content & share insight to attract more customers by using social media and other channels. In other words, making an attractive content & sharing insight also increase brand awareness of Job Connect Service. This statement is supported from previous research, in terms of B2B, brands can be useful instruments for establishing and maintaining client relationships such as managing business flow to control customers in generating repeat sales, which boosts future revenue inflows and lower cash-flow risk (Guenther & Guenther, 2019). Based on the observation,

CHAPTER V

CONCLUSION

5.1 Conclusion

This research study examines several findings from three categories such as the challenges in inbound marketing, the challenges in outbound marketing, and the way to engage customers.

First, the challenges in inbound marketing are the followings:

1. Familiarity
2. The quality of content
3. Define the specific target market

Second, the challenges in outbound marketing are the followings:

1. Brand awareness
2. The persuasiveness of mass messages
3. Communication skill

Third, the way to engage customers in Job Connect team are the followings:

1. Keeping the client in loop
2. Making engagement session
3. Making an attractive content & Sharing insight

5.2 Benefit and Managerial Implication

This research is expected to give benefit toward others because it could utilize the knowledge regarding headhunter companies from a marketing perspective. Both Inbound and Outbound Marketing strategies are run side by side. However, an Engagement Session is important because it might lead clients to have intention to

repurchase the services. As a result, headhunter companies have to pay attention to the strategies they used to attract clients and the way the companies build a strong relationship with clients to make clients feel comfortable with the company's services. Thus, the client will repurchase the services in the future.

5.3 Limitation and Recommendation

This research still has limitations. It is expected that the future researchers will continue to research about this topic. The limitations are that the literature regarding headhunters in marketing's perspective is still limited. Furthermore, Binar Academy is a startup company in information technologies industries of which employees are still limited, so the result of discussion is not too deep.

Moreover, the researcher would give some recommendation to Binar Academy as follow;

1. Binar Academy could add interesting and valuable content posted on social media, for example the stories of alumni about their stories when they learned in Binar Academy, also their achievement after studying at Binar Academy.
2. Binar Academy could make an advanced bootcamp to get the senior digital talent that is needed by clients.
3. Binar Academy could add feedback from clients for content in social media. It aims to make the other companies believe the services that Binar Academy offer, especially job connect services that have good qualities.
4. For Outbound Marketing, Binar Academy should have the target about a number of clients that should be approached in a day. For example, in a day, the Business Development division should approach 10

companies. If the Business Development division constantly approaches 10 companies in a month, the Business Development division could approach around 300 companies in a month. This could give the probability to increase clients and also broaden awareness of Job Connect services.



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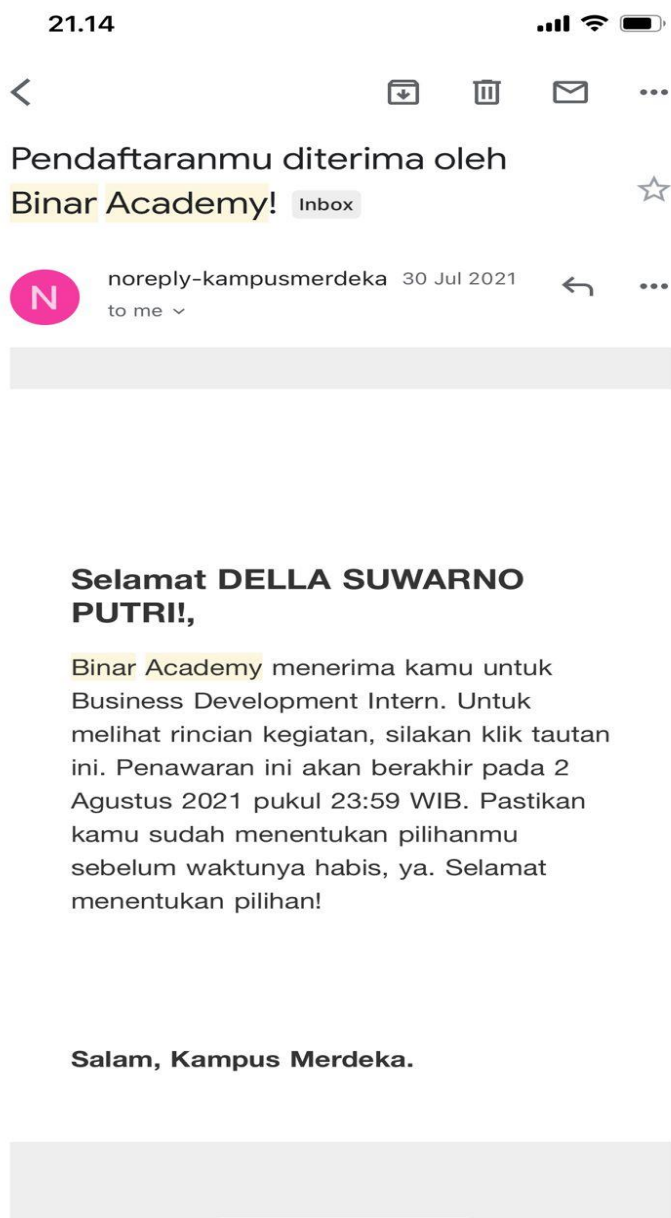
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APPENDICES

Appendix 1.

The Statement of Acceptance of The Internship Program at Binar Academy



Appendix 2.

The Company's Confidentiality Letters for Internship Program



THE BREEZE BSD, BLOK L30
JL. GRAND BOULEVARD
BSD GREEN OFFICE PARK
CISAUK SAMPORA 15345

binar.co.id

PERNYATAAN DAN PERSETUJUAN

Yang bertanda tangan di bawah ini memberikan keterangan bahwa,

Nama : Della Suwarno Putri
Nomor Induk Mahasiswa : 18311112
Universitas : Universitas Islam Indonesia
Fakultas : Fakultas Bisnis dan Ekonomi
Program Studi : Management International Program
Posisi Magang : Business Development Intern

Sehubungan dengan kegiatan kampus merdeka untuk memperoleh sejumlah informasi dari PT Lentera Bangsa Benderang (Binar Academy) untuk keperluan penyelesaian laporan tugas akhir kampus merdeka, dengan ini saya menyatakan setuju dan sepakat untuk melakukan hal-hal sebagai berikut:

1. Memperlakukan seluruh informasi dan/atau dokumen yang diberikan oleh Binar Academy sebagai Informasi Rahasia termasuk namun tidak terbatas dalam bentuk cetak maupun digital.
2. Tidak mengungkapkan dan/atau menyebarkan seluruh informasi yang diberikan oleh Binar Academy.
3. Melakukan segala tindakan yang diperlukan untuk melindungi kerahasiaan dari, dan menghindari pengungkapan atau penyalahgunaan dari seluruh informasi yang diberikan oleh Binar Academy.
4. Hanya akan menggunakan seluruh informasi yang diberikan oleh Binar Academy untuk kepentingan akademis yang terbatas pada pembuatan tugas akhir/atau pelaksanaan ujian tugas akhir
5. Bersedia membayar ganti rugi atas segala tindakan saya yang mengakibatkan terungkapnya dan/atau tersebar luaskannya beberapa dan/atau seluruh informasi yang diberikan oleh Binar Academy kepada pihak ketiga tanpa adanya persetujuan tertulis terlebih dahulu oleh Binar Academy.

Demikian surat pernyataan dan persetujuan ini kami buat untuk dipergunakan dengan sebagaimana mestinya.

Menyetujui,
Business Development Lead

Citta Pramono

Yogyakarta, 21/12/2021
Mahasiswa Peserta MBKM

Della Suwarno Putri

Appendix 3.






Daily Log Internship






Company Name : PT Lentera Bangsa Benderang (Binar Academy)




Student Name : Della Suwarno Putri





College Origin : University of Islamic Indonesia/ Management International Program





Supervisor : Citta Pramono






| No | Date | Work Hours | Description | Supervisor's Signature |
|----|------------|------------|---------------------------------------|---|
| 1. | 23/08/2021 | - | Pre-Onboarding |  |
| 2. | 30/08/2021 | 3 hours | Administration and Onboarding Session |  |
| 3. | 31/08/2021 | 1 hours | Binar Application Feedback |  |
| 4. | 1/09/2021 | 2 hours | Material of CV Review |  |
| 5. | 2/09/2021 | 1 hours | Tea Time with Founders |  |





| | | | | |
|-----|-----------|------------------------|---|---|
| 6. | 3/09/2021 | 2 hours | Material for Interview |  |
| 7. | 6/09/2021 | 1 hours 15 minutes | Initial Meeting Mentor and Mentee, Discussing job description. |  |
| 8. | 7/09/2021 | 3 hours 44 minutes | Stand up Call, research about headhunter and digital talent, job connect ongoing project alignment, finance alignment, and working session. |  |
| 9. | 8/09/2021 | 8 hours and 35 minutes | Job connect Innovation and administration alignment, research about headhunter and digital talent, and mentoring session |  |
| 10. | 9/09/2021 | 5 hours 45 minutes | Stand up Call, research remote working, legal alignment, cohort analysis alignment, |  |






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| | | | research about headhunter company, and make questions for interview to know Talent Acquisition Lead, Talent Acquisition, and Product Owner. | |
| 11. | 10/09/2021 | 5 hours 21 minutes | Customize Rate Card and PKS, job connect Ongoing Project Alignment, Study about product owner, TA Lead, and TA, B2B Marketing Alignment, and make talent resume |  |
| 12. | 13/09/2021 | 7 hours 21 minutes | Research remote working, customize rate card and pks, update database, research bootcamp company |  |
| 13. | 14/09/2021 | 8 hours 40 minutes | Stand up Call, job connect Ongoing alignment, research |  |





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| | | | bootcamp company, update database, legal alignment, mentoring session | |
| 14. | 15/09/2021 | 7 hours 55 minutes | Update database, research remote working |  |
| 15. | 16/09/2021 | 7 hours 27 minutes | Stand up Call, Research remote working, legal alignment, make talent resumes |  |
| 16. | 17/09/2021 | 7 hours 19 minutes | Update monthly report, job connect ongoing alignment, interview Talent Acquisition (Kak Amel), interview Talent Acquisition Lead (Kak Vina), B2B marketing alignment, update database, research remote working |  |
| 17. | 20/09/2021 | 8 hours 29 minutes | Update monthly report, research article about |  |






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| | | | remote working, update database, make resume for the result of research. | |
| 18. | 21/09/2021 | 7 hours 43 minutes | Stand up Call, academic hiring alignment, prepare presentation, help kak Gabby to edit Talent's report, interview product owner of Job Connect (Mas Haris), Mentoring Session. |  |
| 19. | 22/09/2021 | 8 hours 28 minutes | Update data on airtable, innovation and administration alignment |  |
| 20. | 23/09/2021 | 8 hours 25 minutes | Stand up Call, research job connect, legal alignment |  |
| 21. | 24/09/2021 | 8 hours 10 minutes | Research company who have job connect, academic hiring alignment, research job |  |





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| | | | connect. | |
| 22. | 25/09/2021 | 2 hours | MBKM - BCG Internship Mentoring Session |  |
| 23. | 27/09/2021 | 5 hours 30 minutes | Understanding the roles of job position (Backend, Frontend, etc), prepare deck presentation |  |
| 24. | 28/09/2021 | 8 hours 10 minutes | Stand up Call, job connect Ongoing alignment, understand the result of research, legal alignment, prepare deck presentation, mentoring session |  |
| 25. | 29/09/2021 | 4 hours 50 minutes | Research company |  |
| 26. | 30/09/2021 | 4 hours 20 minutes | Stand up call, update database, research company, legal alignment, job |  |




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| | | | connect innovation and administration alignment | |
| 27. | 1/10/2021 | 6 hours 54 minutes | Job connect Ongoing Project alignment, discussion with mentor, research company, b2b Marketing alignment |  |
| 28. | 4/10/2021 | 7 hours 58 minutes | Stand up call, research company, job connect alignment, prepare deck for mentoring |  |
| 29. | 5/10/2021 | 8 hours 4 minutes | Stand up call, job connect on going project alignment, prepare deck, legal alignment, finance alignment, mentoring session |  |
| 30. | 6/10/2021 | 5 hours 13 minutes | Revise ICP Framework, make rate cards and pks, study about cohort |  |






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| | | | databases. | |
| 31. | 7/10/2021 | 7 hours 23 minutes | Stand up call, cohort practice, legal alignment. |  |
| 32. | 8/10/2021 | 7 hours | Job connect on going alignment, cohort practice, help kak Vina for quick research, b2b marketing alignment, join webinar about managing stress. |  |
| 33. | 10/10/2021 | 2 hours | MBKM - BCG Internship Mentoring Session |  |
| 34. | 11/10/2021 | 7 hours 10 minutes | Cohort practice, prepare deck presentation about cohort, make rate card and pks |  |
| 35. | 12/10/2021 | 8 hours 49 minutes | Stand up call, job connect ongoing alignment, update database, legal alignment, prepare deck |  |





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| | | | presentation, mentoring session | |
| 36. | 13/10/2021 | 6 hours 36 minutes | Update database Q2, job connect innovation and administration alignment, intern project |  |
| 37. | 14/10/2021 | 7 hours 25 minutes | Stand up call, update database, legal alignment |  |
| 38. | 15/10/2021 | 6 hours 57 minutes | Update database, job connect Q3 alignment, Job Connect ongoing project alignment, b2b marketing alignment, townhall alignment |  |
| 39. | 18/10/2021 | 8 hours 10 minutes | Make analysis Q3 Report, job connect alignment, prepare deck presentation, make rate card |  |





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| 40. | 19/10/2021 | 6 hours 15 minutes | Stand up call, job connect ongoing project alignment, prepare deck presentation, mentoring session |  |
| 41. | 20/10/2021 | - | National Holiday (Maulid Nabi) |  |
| 42. | 21/10/2021 | 7 hours 55 minutes | Stand up call, help kak gabby to research, update database, project team b intern. |  |
| 43. | 22/10/2021 | 7 hours 13 minutes | Sent the result of research to kak Gabby, Job connect ongoing project alignment, research Business Intelligence, B2B marketing alignment, update database. |  |
| 44. | 23/10/2021 | 3 hours | MBKM - BCG Internship Mentoring |  |






| | | | Session | |
|-----|------------|--------------------|--|---|
| 45. | 25/10/2021 | 7 hours 30 minutes | Potential Project Alignment, Finishing Deck presentation, research material, update cohort database |  |
| 46. | 26/10/2021 | 10 hours | Standup call, check cohort database, jc ongoing project alignment, updating hubspot & update cohort, legal alignment, prepare deck presentation, mentoring session |  |
| 47. | 27/10/2021 | 7 hours 30 minutes | Call with kak Amel, Research assignment, data academic hiring, update cohort database |  |
| 48. | 28/10/2021 | 7 hours 45 minutes | Call with kak gabby, finishing project team b, legal alignment, update cohort database, konsul with kak gabby, |  |






| | | | stand up call | |
|-----|------------|--------------------|--|---|
| 49. | 29/10/2021 | 7 hours | Sharing session, doing assignment for kak Vina, B2B marketing alignment, ongoing project alignment, checking database & updating cohort database |  |
| 50. | 1/11/2021 | 6 hours 5 minutes | Fill standup sheet, update cohort and hubspot, research for mentoring session |  |
| 51. | 2/11/2021 | 7 hours 30 minutes | Stand up call, j ongoing project alignment, update cohort, legal alignment, finance alignment, catchup for data research, cohort practice, mentoring session |  |





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| 52. | 3/11/2021 | 6 hours 5 minutes | Fill standup sheet, weekly alignment okr, update & checking cohort database, research linkedin |  |
| 53. | 4/11/2021 | 5 hours | Stand up Call, JC Alignment, Legal Alignment, LinkedIn Approach, Project Team B, Data research academic hiring, |  |
| 54. | 5/11/2021 | 5 hours 55 minutes | List of linkedin approach, jc ongoing project alignment, B2B Marketing alignment, revise project team b deck |  |
| 55. | 6/11/2021 | 3 hours | MBKM - BCG Internship Mentoring Session |  |
| 56. | 8/11/2021 | 6 hours 30 minutes | JC Potential Project alignment, editing deck, |  |





| | | | finding company in TIA | |
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| 57. | 9/11/2021 | 6 hours 45 minutes | Standup Call, JC Ongoing project alignment, legal alignment, preparing list company for mentoring session, mentoring session |  |
| 58. | 10/11/2021 | 5 hours | Update cohort database, Research hampers on jakarta, have consultation with kak Citta |  |
| 59. | 11/11/2021 | 4 hours 55 minutes | Standup call, Linkedin Approach alignment, legal alignment, project team b, continue research, make sales pitch deck |  |
| 60. | 12/11/2021 | 4 hours 30 minutes | Update cohort database, jc ongoing project alignment, b2b marketing |  |





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| | | | alignment, bersinar: Reimagining life post covid- 19 | |
| 61. | 13/11/2021 | 2 hours | Mentoring Session with Karinka (Workplace Ethics) |  |
| 62. | 15/11/2021 | 5 hours | JC potential project alignment, jc alignment, update cohort database, update hubspot |  |
| 63. | 16/11/2021 | 5 hours 25 minutes | Standup call, jc ongoing project alignment, call with mas Haris, review sales pitch, update cohort, update hubspot, mentoring session |  |
| 64. | 17/11/2021 | 3 hours 30 minutes | Legal alignment, update cohort database, update hampers in gdrive |  |



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| 65. | 18/11/2021 | 7 hours | Standup call, PA alignment, 1:1 with Dwiki, finish deck for project team b, update daily cohort, review pks for mentoring session |  |
| 66. | 19/11/2021 | 7 hours | B2b marketing alignment, jc ongoing project alignment, update cohort, update hubspot |  |
| 67 | 20/11/2021 | 2 hours | MBKM - BCG Internship Mentoring Session |  |
| 68. | 22/11/2021 | 5 hours | Review pks for mentoring session, think idea of marketing content, jc potential project alignment |  |
| 69. | 23/11/2021 | 3 hours 45 minutes | Standup call, jc ongoing project alignment, legal alignment, mentoring |  |




| | | | session | |
|-----|------------|--------------------|--|---|
| 70. | 24/11/2021 | 2 hours | Update cohort |  |
| 71. | 25/11/2021 | 3 hours 15 minutes | Standup call, legal alignment, PA alignment, update cohort, DD Video Project Alignment |  |
| 72. | 26/11/2021 | 4 hours | Jc ongoing project alignment, b2b marketing alignment, update cohort, make video for dutadigital. |  |
| 73. | 29/11/2021 | 3 hours | Update cohort, research for mentoring session |  |
| 74. | 30/11/2021 | 8 hours 30 minutes | Standup call, jc ongoing project alignment, legal alignment, finishing deck presentation, mentoring session, update cohort, update |  |





| | | | hubspot | |
|-----|-----------|--------------------|--|---|
| 75. | 1/12/2021 | 8 hours | Update & Checking cohort database, revise deck, JC alignment, research bootcamp, research linkedin |  |
| 76. | 2/12/2021 | 6 hours 28 minutes | Standup call, legal alignment, pa alignment, call with kak citta, update cohort, research competitor (bootcamp), research and analyze for BD final project |  |
| 77. | 3/12/2021 | 7 hours | Ongoing alignment, B2B marketing alignment, Zoom bersinar, research JC & DTA, research bootcamp, update cohort |  |
| 78. | 4/12/2021 | 2 hours | MBKM - BCG Internship Mentoring Session (Team |  |




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| 79. | 6/12/2021 | 5 hours | research bootcamp, update cohort, make an abstract for BD final project |  |
| 80. | 7/12/2021 | 9 hours | Standup call, ongoing project alignment, finish deck, update cohort, talent resume, mentoring session |  |
| 81. | 8/12/2021 | 6 hours | Finance Alignment, Legal Alignment, PA Alignment, Continue to find an idea about the final project. |  |
| 82. | 9/12/2021 | 6 hours 5 minutes | Standup Call, Finishing & Revising deck about bootcamp and job services, update cohort, fix the project team b deck, make talent resume, |  |

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| | | | project team b alignment. | |
| 83. | 10/12/2021 | 4 hours 15 minutes | JC Ongoing project alignment, Intern farewell, update cohort, prepare deck project team b for mentoring session |  |
| 84. | 11/12/2021 | 3 hours | Mentoring Session with Dita Aisyah and BCG |  |
| 85. | 13/12/2021 | 8 hours 50 minutes | JC Potential project alignment, JC Alignment non alumni, B2B Marketing alignment, project team b consultation with BCG, update cohort, search article, |  |
| 86. | 14/12/2021 | 8 hours 15 minutes | Standup Call, Update cohort database & Hubspot, On going project alignment - Alumni, On |  |

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| | | | going project alignment - Non alumni, legal alignment, make video for farewell intern project, mentoring session, make a brief bd for izza (team b) | |
| 87. | 15/12/2021 | 6 hours 10 minutes | Update Cohort, Sent Evaluation Cohort & Hubspot to kak Citta, Fill Attendance List, Have Consultation with Kak Elni regarding DTA, Fill Talenta in December |  |
| 88. | 16/12/2021 | 8 hours 30 minutes | Stand up Call, Legal Alignment, PA Alignment, Project Team B, Final Presentation - Kampus Merdeka, Update Cohort & Hubspot |  |

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| 89. | 17/12/2021 | 7 hours 30 minutes | On going project alignment Alumni & Non Alumni, Update Cohort and Hubspot, finish final deck presentation (individu), Make Final Report for Kampus Merdeka |  |
| 90. | 20/12/2021 | 7 hours | Update Cohort, Update Hubspot, Revise Final Deck (Adding kak Citta's Feedback), JC Potential Project Alignment |  |
| 91. | 21/12/2021 | 7 hours 15 minutes | Stand up Call, On going project alignment Alumni & Non Alumni, Legal Alignment, Mentoring Session, Checking Cohort & update. |  |

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| 92. | 22/12/2021 | 7 hours | Revise Deck (after presentation in mentoring session), Linkedin Approach, update cohort and hubspot. |  |
| 93. | 23/12/2021 | 8 hours | Stand up call, legal alignment, pa alignment, update cohort and hubspot, continue making final report for kampus merdeka |  |
| 94. | 24/12/2021 | 6 hours 15 minutes | On going project alignment Alumni & Non Alumni, update cohort, update hubspot, update airtable. |  |
| 95. | 27/12/2021 | 6 hours | JC potential project alignment, update cohort, update hubspot, consultation with kak citta, finish report for |  |

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| | | | kampus merdeka, telegram list. | |
| 96. | 28/12/2021 | 8 hours 30 minutes | Standup call, On going project alignment Alumni & Non Alumni, town hall meeting, legal meeting, retrospective, update cohort, sent revise deck to kak citta, finishing log activity & Talenta, finishing final report for kampus merdeka (asking for sign to kak citta & Supervisor in UII), fill JC Official and new partners. |  |
| 97. | 29/12/2021 | 7 hours | Linkedin Approach, update cohort and hubspot, check databases |  |
| 98. | 30/12/2021 | 5 hours | Standup call, legal alignment, |  |

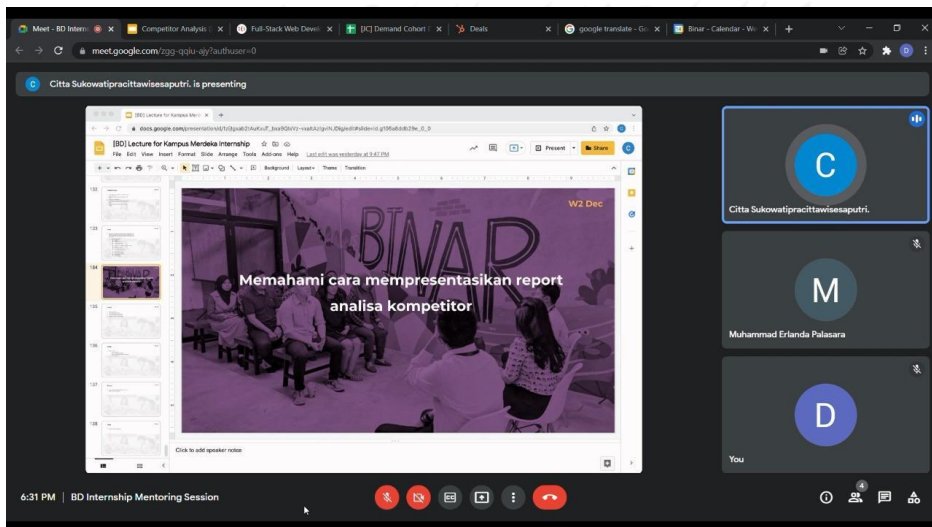
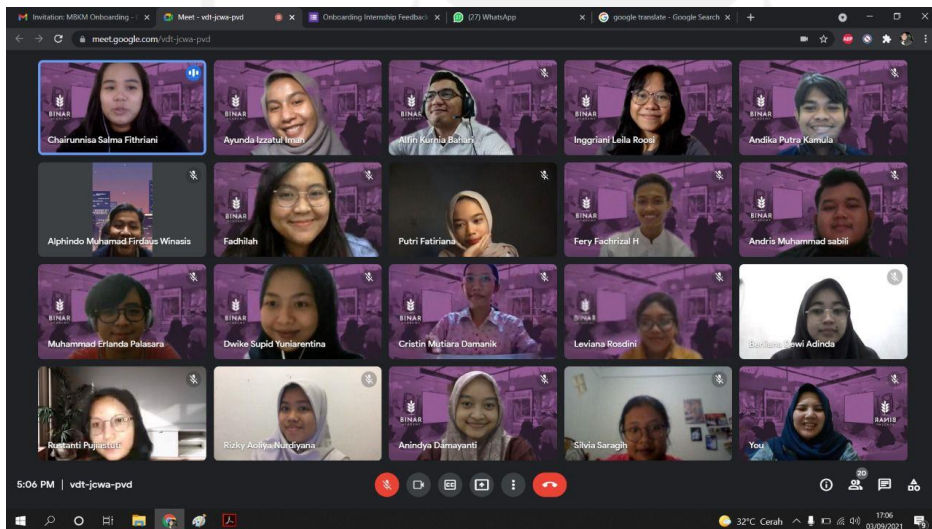
| | | | | |
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| | | | pa alignment | |
| 99. | 31/12/2021 | - | Holiday (Binar Holiday Officially) | <i>Sattap</i> |



Appendix 4.

Documentation Pictures

Note: Some of the documentation is confidential.



Appendix 5.

Internship Certificates



Appendix 6.

Qualitative Interview

1. Haris Pranoto - Product Owner of Job Connect Services

Time set: Chatting in Slack Application

Della: Halo, Mr. Haris, let me introduce myself, my name is Della Suwarno Putri. I am a business development intern. May I interview Mr. Haris about a thing or two things that are related to the Job Connect Services process in Binar Academy?

Haris: Hai Del, sure. Please set a meeting in my calendar.

Della: Alright Mr.

Time Set: In Google Meet

Della: Hello Mr. Thank you for giving me the opportunity to interview you.

Haris: With my pleasure, what is your thesis about?

Della: It is about headhunter company in the marketing's perspective mas

Haris: Alright then, please ask questions as many as you wanted to ask

Della: Thank you sir. First, I would like to ask regarding Job Connect Services. In Binar Academy, which one is effective to use between inbound marketing or outbound marketing?

Haris: From the data, we run both inbound marketing and outbound marketing, but the most effective from referral. The second, inbound marketing which is better in getting customers. For the past six months, we just strengthened inbound marketing for the last 3 months, the rest we strengthened outbound marketing.

Della: If we want to approach clients, what skills are needed?

Haris: To approach clients, we need communication skills such as presentation skills, and persuasif clients too. Also, we have to have a strong background knowledge, it might be about the law of labor in Indonesia, also the ethics that are applied in Indonesia which will affect the client's trustworthiness toward Binar Academy.

Della: If we want to engage a client, do we need to follow up the client to build the relationship?

Haris: It is very necessary. We run various ways to do customer engagement sessions, before Covid-19 such as visiting client's companies to have the report about the performance of digital talents. Sometimes we meet at a meeting point to build a relationship. Then, every month, we have to report to the clients to minimize if the talent's performance is not in good conditions. If that happens, we discuss together and figure out the solutions.

Della: Mr. Haris, what is your activity as product owner of job connect services? Is it just monitoring the process or approaching the clients?

Haris: My job is just monitoring the process of Job Connect

Della: What do you think is the most effective approach, inbound marketing or outbound marketing?

Haris: From my experience in Inbound Marketing, the more valuable content in Inbound Marketing, the more leads will come to the services. For instance, we can make whitepaper (research). The more educational the contents, the more companies will come to your services. While in Outbound Marketing, the amount of leads is not too much, because all of it depends on awareness. Actually, it is easy to use outbound marketing. We can use websites to get the database and emails of clients. Those datas helped us to approach one by one. To get those data, we can pay around one million or more. But, the quality of leads sometimes is not too good from Outbound Marketing.

Della: Alright, that is all of my questions. Thank you for the time Mr. Haris.

Haris: With my pleasure.

2. Citta Pramono - Business Development Lead

Time set: Chatting in Slack Application

Della: Hello Mrs. Citta. I am currently working on a thesis about Job Connect Services in Binar Academy. May I interview Mrs. Citta about a thing or two that are related to the Job Connect Services process in Binar Academy?

Citta: Hi Del, Sure!

Della: Thank you Mrs. Citta. First, I would like to ask regarding inbound marketing in Job Connect Services. Does Inbound Marketing at Binar Academy really affect in getting the clients? If yes, in what form Mr. Rais? (for instance, LinkedIn advertisements, social media, and etcetera).

Citta: Our Inbound Marketing mostly comes to our services from WhatsApp, the customers come from Binar's website. Then, Binar's Customer Service will forward it to me.

Della: Then, what about outbound marketing Mrs. Citta?

Citta: For a long time, actually outbound didn't have many clients, but right now, we can see the clients from outbound marketing since there are dedicated PIC (Person In Charge) which manage LinkedIn Outbound that were quite successful. Hopefully in the future, we will have a new partner acquisition who can help find clients on social media platforms.

Della: So, what is the most effective way between inbound marketing or outbound marketing in getting the clients? Or are both of them important? If I may know what is the reason behind that?

Citta: Actually both of them are important because we can not always depend on the clients who come by themselves to our job connect services. If we want to develop our services, we have to put effort into finding clients and directly approaching them.

Della: In the context of contract signed, which one is the most effective, inbound marketing or outbound marketing? Or are both of them important? If I may know what is the reason behind that?

Citta: I think Inbound Marketing is the most effective way because they will come to us by themselves which means they really need our services. Then, maybe they are more familiar with our services, so they trust us.

Della: If we have established a good relationship with the client, will it affect the client's intention to use our services in the future?

Citta: It is very influential to have a good relationship with clients to make them repurchase our services. We run the engagement session in routine. We had experienced many times when running the engagement session, the clients told us that they have new needs which we can help them with.

Della: What are some ways to engage clients that make them interested in our job connect services?

Citta: Other ways to engage clients that we can make interesting content, share insight, make an event, and more. This way creates the value proposition that other companies didn't have. it will make them consider purchasing the product or services in Binar Academy rather than other companies.

Della: Last question, does the business development of a job connect team participate in marketing job connect, for example, like collaborating with other teams such as marketing team? Or all inbound marketing and outbound marketing run by the business development team?

Citta: Yes, we are working with a marketing team, but for LinkedIn outbound, the process is still maintained by the business development team. While, for making content, marketing will help us.

Della: That is all of my questions. Thank you so much for your time.

Citta: With my pleasure, Del.

3. Rais Ramadhany - Member of Business Development

Time Set: Chatting in Slack Application

Della: Halo Mr. Rais, let me introduce myself, my name is Della Suwarno Putri. I am a business development intern. May I interview Mr. Rais about a thing or two that are related to the Job Connect Services process in Binar Academy?

Rais: Hi Del, of course.

Della: Thank you Mr. Rais. First, I would like to ask regarding inbound marketing in Job Connect Services. Does Inbound Marketing at Binar Academy really affect in getting the clients? If yes, in what form Mr. Rais? (for instance, LinkedIn advertisements, social media, and etcetera).

Rais: Inbound Marketing is quite influential for those who have not been reached in outbound, especially in Job Connect Services, because in Inbound Marketing we can target specifically based on our criteria or research before taking an action.

Della: Then, what about outbound marketing Mr. Rais?

Rais: As far, Outbound Marketing performance is better than last month. The point of Outbound Marketing is to use copywriting to make the messages clear and point, so the client will directly understand the messages.

Della: So, what is the most effective way between inbound marketing or outbound marketing in getting the clients? Or are both of them important? If I may know what is the reason behind that?

Rais: Both of them are important. Based on my personal experience, inbound marketing is useful to increase brand awareness. While outbound marketing can go directly to what we want.

Della: In the context of contract signed, which one is the most effective, inbound marketing or outbound marketing? Or are both of them important? If I may know what is the reason behind that?

Rais: Based on the contract signed, there is no measurement to see both inbound or outbound marketing because it all depends on the client. It is the client signs quickly or there are other processes to do.

Della: If we have established a good relationship with the client, will it affect the client's intention to use our services in the future?

Rais: Of course, It is very influential. Therefore, maintaining a good relationship with the clients by treating them politely and chatting or speaking with them professionally.

Della: Last question, what are some ways to engage clients that make them interested in our job connect services?

Rais: First impression when we are doing a presentation, how I did speak clearly to them, and make them comfortable with us.

Della: Alright, that is all. Thank you so much for your time Mr. Rais.

Rais: Sure, you are welcome.

4. Shaffa Tasyani - Member of Marketing Division

Time Set: Chatting in Slack Application

Della: Hello Mrs. Shaffa, let me introduce myself, my name is Della Suwarno Putri. I am a business development intern. May I interview Mrs. Shaffa about a thing or two that are related to the Job Connect Services process in Binar Academy?

Shaffa: Hai Del, of course.

Della: Thank you Mrs. Shaffa. First, I would like to ask regarding inbound marketing in Job Connect Services. Does Inbound Marketing at Binar Academy really affect in getting the clients? If yes, in what form Mrs. Shaffa? (for instance, LinkedIn advertisements, social media, and etcetera). May I know the reason behind it?

Shaffa: That's right, more precisely in Inbound Marketing to get awareness and get potential leads. So far, the Marketing B2B team has leveraged LinkedIn as a publication channel, whether it is organic or advertisement. The reason is because in Binar Academy, the Instagram platform the audience tends to B2C. Then, LinkedIn is still the best alternative to get attention from B2B's audience. We keep posting on the Instagram platform, but it just fluctuates. Periodically, we take advantage of LinkedIn.

Della: Then, does all of the process in Outbound Marketing run by the business development team?

Shaffa: In Outbound Marketing, Business Development teams approach potential clients directly. The data of clients is obtained from the advertisement results based on industry background, position, and more. Normally, I as a content specialist help to make copywriting for them. So, the Business Development team can approach potential clients using copywriting.

Della: So, what is the most effective way between inbound marketing or outbound marketing in getting the clients? Or are both of them important? If I may know what is the reason behind that?

Shaffa: In my perspective, both of them are important, running side by side. Why? because the client's channel can come from anywhere. It can be from inbound marketing, outbound marketing, or other channels like webinar or partnership.

Della: What do you think about the effectiveness of inbound marketing or outbound marketing in getting clients to sign the contract to the Binar Academy?

Shaffa: If you say it is effective to the stage of becoming a customer only using inbound marketing, I think it might be possible but it will take a long time because actually in the process of getting clients to become our customers, there are many hands in making this work. For example, the Business Development team approaches the clients. They had negotiations with the clients. Therefore, Inbound and Outbound Marketing are run side by side.

Della: How to make inbound marketing successful?

Shaffa: In what form can this be successful? hehe. If it is successful to get the client, it has been answered in the question above. If it is successful in raising the awareness, it takes a lot of research and deep dives around the company's needs and what they are looking for.

Della: If we have established a good relationship with the client, will it affect the client's intention to use our services in the future?

Shaffa: Of course! There is always the chance of retention. For that, we should build a good relationship with the clients and keep them in loop. So, whenever we have interesting news, we can contact them. Thus, they feel a part of us.

Della: What are some ways to engage clients that make them interested in our job connect services?

Shaffa: We need to understand the client's problems. Starting from that, we try to understand what they need. Then, provide all of the things to fulfill their needs. Last,

always up to date with the trend in the workplace. So that we can also be up to date with the solutions we offer.

Della: Last question, what are the important things that need attention in running an inbound marketing strategy? Then, what are the challenges of inbound marketing?

Shaffa: One thing that needs to be considered in Inbound Marketing is the relevance between the problem and the solution. For instance, we raise the content of how pandemic Covid-19 affects the companies that suffered losses, then we offer training for companies to develop their employees in more advanced ways. Doesn't it connect? The answer is no, right? Therefore, the biggest challenge in B2B Marketing is that the result is not instantaneous. We need patience. To make interesting content we need to work our brain out on how to make content, not only the interesting one but also the relevant one.

In my perspective, the biggest challenge in B2B marketing is that the results are not instant. We need a lot of patience! Because usually companies are not that interested. It could be because of the complicated bureaucracy, the budget doesn't exist, or it is as simple as that because you don't need it.

Then, just like making content in general, we really need to work our brains out on how to make content not only interesting, but also relevant. Whether it is developing content using other methods (For instance, via video), or trying to explore on other channel (For example, via email)

Della: That is all of my questions. Thank you for your time.

Shaffa: Sure, you are welcome.

5. Amalia Ramadhani - Member of Talent Acquisition

Time Set: Chatting in Slack Application

Della: Hello Mrs. Amalia, let me introduce myself, my name is Della Suwarno Putri. I am a business development intern. May I interview Mrs. Shaffa about a thing or two that are related to the Job Connect Services process in Binar Academy?

Amalia: Hi Del, Sure. I think it is better to chat by google meet.

Della: Sure, I will set the meeting and send you the invitation in google calendar.

Amalia: Alright then, see you.

Della: Thank you and see you.

Time Set: In Google Meeting

Della: Halo Mrs. Amalia, thank you for the opportunity and your time.

Amalia: With my pleasure, Del. What do you want to ask about?

Della: First of all, I would like to know about talent acquisition. Does talent acquisition deal with talents or also with clients?

Amalia: It depends on the company, sometimes we can deal with talent, sometimes we can deal with clients. When I was working in Glints, I directly deal with the clients, but in Binar Academy, I deal with talent because all of the clients were handled by Citta.

Della: Alright, do you ever use inbound marketing or outbound marketing in finding talents?

Amalia: Yes, I do. We use both of them. It depends on the position that the clients are looking for. If we need a senior's position, we approach them directly. While, for a fresh graduate's position, we can use social media, job platforms, and LinkedIn.

Della: Which one is used the most between inbound marketing and outbound marketing?

Amalia: In Binar Academy, we need junior positions the most, so we mostly use the inbound marketing the most. We can use social media, job platforms, and LinkedIn. So we can post a job application, then they will apply for it.

Della: Is there any effort to maintain a relationship with talents or clients?

Amalia: In the perspective of digital talents, the relationship between talent acquisition and digital talents more likely says no more. It likes giving information about Binar's free event to digital talents. Sometimes the digital talents ask about Binar's event. I think the more frequently we get in contact with digital talent, it is more than enough to keep the relationship with digital talents.

Della: Do you ever approach talent, then the talent immediately agrees to be processed further?

Amalia: Yes, actually before we offer the position to them, we ask them what kind of industry they prefer and what kind of location, whether they want to work in Jakarta or outside Jakarta. Knowing their preferences, we can provide an opportunity. So that they can increase the opportunity. Therefore, they can accept it immediately.

Della: What if the talent suddenly refuses the offer?

Amalia: Let's first ask the reason why, if their answer is concrete, we give 2 opportunities, it can be like negotiating a partner with a client or looking for another kind of client.

Della: How to improve negotiation skills?

Amalia: I think it is because of the experience. The more often we negotiate, usually the more they know what they want. One of the keys to negotiation requires communication and we can also manage our emotions to remain stable. So we can avoid conflict.

Della: Oh iya, Mr. Haris ever mentioned referral. What is that?

Amalia: Referral program is the process of sharing recommendations to other people. People who recommend it can get the money.

Della: Last question, what is the biggest obstacle in recruiting digital talent?

Amalia: One of the obstacles is because humans. Humans can be said to be dynamic. So, there is a high possibility of changing your mind in a short time. Therefore, it can be very challenging because the headhunter itself has a target.

Della: That's all of my questions. Thank you very much for your time.

Amalia: You are welcome! If there are any further questions, you can text me again.

Della: Alright, thank you.

Amalia: Bye.

