

Talent Management Analysis of Brilio.net

Camila Isabel De Sequera Lastrilla

University of California, Davis

Author E-mail: camila.lastrilla@live.com

ABSTRACT

One of the rapidly expanding emergent digital sectors is Indonesia's digital media market. The ecosystem of numerous different businesses using digital media for commerce has grown to be very complex. Finding and keeping competent workers is crucial for businesses in the Media & Entertainment, Telecommunications, and Technology (TMT) sector to seize development prospects. In order to provide alternative media options for the younger population, Brilio was founded in March 2015. The present issues in the digital media ecosystem affect Brilio as a digital media company. These difficulties include the struggle to find and keep qualified and skilled talent. Online descriptive qualitative interviews served as the main technique of data gathering for this study. Descriptive qualitative data points were primarily collected during the interview. The researchers started by gathering descriptive data regarding Brilio's current talent acquisition procedure and tools. Afterward, the researchers gathered information about the gap, problems and difficulties that Brilio has been experiencing. Finally, the researchers gathered information and propose on the business's short-and long-term talent acquisition plans to fulfill the gap. The outcomes were put to use to establish adaptable long-term and short-term strategies to not only hire the best employees for their organization but also to build a skilled and qualified talent pool.

Keywords: *Talent Management, Digital Media, Talent Pool, HR Strategy.*



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INTRODUCTION

Situation Analysis

Nowadays, internet and digitalization are deeply immersed in our daily lives. By a simple touch, all the information accessible to man can be reached. By opening a browser in the most essential tool – a smartphone – the universe is there. Social media, E-commerce, digital media platforms are competing to innovate to provide the most convenient way to satisfy our needs. The

transition of everyday wants and needs from traditional approach to digitalization is inevitable.

It is no secret that the population of Southeast Asia are some of the most avid internet users. At any given time, there are some 415 million people online or using some sort of digital device. This is huge compared to 346 million in North America and 183 million in Western Europe, according to data compiled by Hootsuite and We

are Social, both social media management and researchers. Without a doubt, Indonesia makes up a significant portion of internet users in the world.

In January 2021, there were 202.6 million internet users in Indonesia alone. The number of internet users in Indonesia increased by 27 million (+16%) between 2020 and 2021. Internet penetration in Indonesia stood at 73.7% in January 2021. The growing number of internet users were provided by the 345.3 million mobile connections in Indonesia in January 2021. This number is increased by 4.0 million (+1.2%) between January 2020 and January 2021. The number of mobile connections in Indonesia in January 2021 was equivalent to 125.6% of the total population.

Indonesians that do use the internet, also spend a substantial amount of time staying on it. They averaged 8 hours and 36 minutes online per day, much more than the global average of 6 hours and 42 minutes. The 8 hours and 36 minutes spent online per day makes Indonesia the fifth most digitally active country behind the Philippines, Brazil, Thailand and Colombia.

The digital media industry in Indonesia is one of the emerging digital sectors that is rapidly growing. The need to be updated to the recent news domestically and also internationally made the digital media industry became more competitive. As the result of this digitalization of media, the digital media industry has become an advertising channel that is considered extremely beneficial for marketers.

The Digital Media overview of Digital Media Industry in Indonesia is summarized in Digital Media Landscape of Indonesia, that is made by Dable—the technology-based startup company established by four entrepreneurs from RecoPick of SK planet. With more than a decade of experience in technology having worked for companies like Naver and SK planet.

According to the research, the results show that 88.78% of all web media users consume news

content via smartphones. Meanwhile, almost all smartphone users (95.4%) are Android users with the majority of Google Chrome browser usage (mobile: 82.44% and PC: 64.29%). In terms of news consumption, the distribution of readers based on gender shows that the number of male readers in Indonesia is double that of female readers (33.5%). Meanwhile, the distribution of readers based on age shows that the largest readership age (38%) comes from the 25 and 34 years old, followed by the 18- and 24-year-olds (20%), and the third largest age group (17%) comes from readers aged 35 and 44 years old.

Dable also made a list of 50 top digital media company in Indonesia, which included Okezone.com, Tribunnews.com, Detik.com, Liputan6.com, Kompas.com, Brilio.net, Kaskus.co.id, fimela.com, etc.

The digital media industry is a complex ecosystem of many different companies that makes use of digital media for doing their business. Companies that make use of phones, computers televisions and so on are all part of the digital media industry. Video production, Film, advertising, marketing, e-learning, graphic designing companies are some examples that form an integral part of the digital media industry.

Companies in the Media & Entertainment, Telecommunications and Technology (TMT) sphere view finding and retaining skilled employees as core to taking advantage of opportunities for growth. Even with increased funding, most HR departments will need a combination of innovation and new talent strategies to overcome the challenges they are facing. The 2020s are sure to see further disruption as companies continue their quest to optimize use of available resources, time and talent.

Challenges of Human Resources

The following challenges represent some of the issues facing many companies throughout the sphere and beyond, according to BDO Global:

a. Competing for a Scarce Resource

Demographic pressures, leading to a shallower talent pool, are increasingly felt by companies across the globe, intensifying the competition for skilled employees. This is something that also applies to companies in the TMT space.

b. Addressing the Millennial Question

The shifting demographics also leads to a need to combine diverse generations with different value sets and work style preferences. Boomers, Generation X'ers and Millennials each have their approach to work and ideas about work-life balance. Similar issues surround preferred communication methods and frequencies.

As a group, Millennials value professional and personal growth, a sense of purpose, high-quality management and chances of advancement. Addressing such needs should be a priority for company HR and management efforts.

c. Efficient Upskilling of Employees

In a constantly evolving market, life-long learning is a cornerstone for businesses. Finding the optimal ways of upskilling or reskilling existing employees is ranks in the top three for tech CFO's current and coming initiatives. With a looming shortfall of 4.3 million workers by 2030 in the TMT space, the same applies to media & entertainment and telecoms companies.

Organizations are often faced with a dilemma. Making time for structured training programs often encroaches on already jam-packed calendars, lowering the efficiency of both work and training. Moreover, aligning schedules for group lessons is often almost impossible. Integrating new, more flexible ways of furthering skill sets and delivering training is needed.

d. Integrating the 'Alternative' Workforce

Developing alternative workforce strategies could include training programs and formal processes for onboarding skilled freelancers via part-time or full-time contracts. Without such processes, companies may be at risk of losing valuable experience, should their preferred freelancers

find better opportunities elsewhere.

e. Staying 'Human'

Confronted by increased competition for skilled employees, changing workforce demands, the need to incorporate life-long learning, and efficient integration of alternative workforce elements, companies need to adapt their processes and strategies. Technology will invariably be part of the response to such challenges.

Keeping that human element in interactions, culture building, finding and retaining employees, as well as in daily management while integrating new technological solutions will be a challenge for HR and management throughout the coming decade.

Our Partner

Brilio was established in March 2015 to offer alternative media options targeted towards the younger population. They are part of KapanLagi Youniverse, the largest online media group in Indonesia with more than 101 unique visitors per month and producing more than 50 thousand articles per month. The current CEO of Brilio is Danny Purnomo.

As a part of KLY Group, Brilio's main focus is on entertainment and also the community segment of digital media. Their mission is to Entertain, Inform, and Empower millennials throughout Indonesia. Even though they are included as a new player in digital media industry, Brilio has ranked 12th in top 50 digital media sites in Indonesia.

Their working culture tends to be fun rather than confrontative, focusing on their core values and also their mission in creating a great content for the users. Their culture is to empathize and establish a relationship with individuals in our audience to help us prioritize their experience and enjoyment above all else. Every team member is required to always be active in the search for work perfection by always prioritizing integrity. Brilio also sees the importance of orientation towards action rather than discussion and their

company operates on these values.

Statement of Problem

The talents obtained by Brilio often do not meet the expectations of the user - an employee from Brilio who requests the job position. It has been found that talents are specifically lacking in capabilities and overall attitude. Despite having a positive 10-15 percent turnover rate, Brilio experienced an unlikely recent event: a new talent submitted his resignation just a few weeks after being hired. This indicates that there are many deficiencies in the applied talent acquisition process and these are even more exacerbated by the COVID-19 pandemic conditions which gives limitations on onboarding new talents, such as online interviews over face-to-face ones.

In addition, amidst the increasing use of online media in Indonesia, Brilio's HR department does not yet have a long-term strategy (6 months term). There is no plan to improve the talent acquisition system to cater to this expected trend of increasing digital. This raises a question for the researchers. Does Brilio not involve the HR department in making strategic decisions for the company?

Furthermore, the job vacancy posts on common job portals are more informative than on their own career site. Utilizing job portals may be more convenient in screening forms and application

volume, but the company's site is expected to be more reliable regarding available job position details.

Purpose of the Study

The primary purpose of this qualitative study is to produce solutions that are effective in improving the shortcomings in Brilio's current talent acquisition process. Taking into account the conditions of the pandemic and the challenges in the world of digital media, Brilio requires a strategy that can adapt to the development of technology to acquire talents without compromising the whole system.

Significance of the Study

The significance of this study is to be able to provide a fresh perspective on a very relevant industry and the people that are in it. It is important to study the issues surrounding human resources and talent management especially in the recruitment and interview process in order to provide a unique contribution or impact in this field.

PROBLEM SOLVING

Task Assessment

In order to provide the best possible solution to the problem of underskilled talent not matching expectations after the user interview, the researchers mapped the current implemented talent acquisition process scheme at Brilio below:

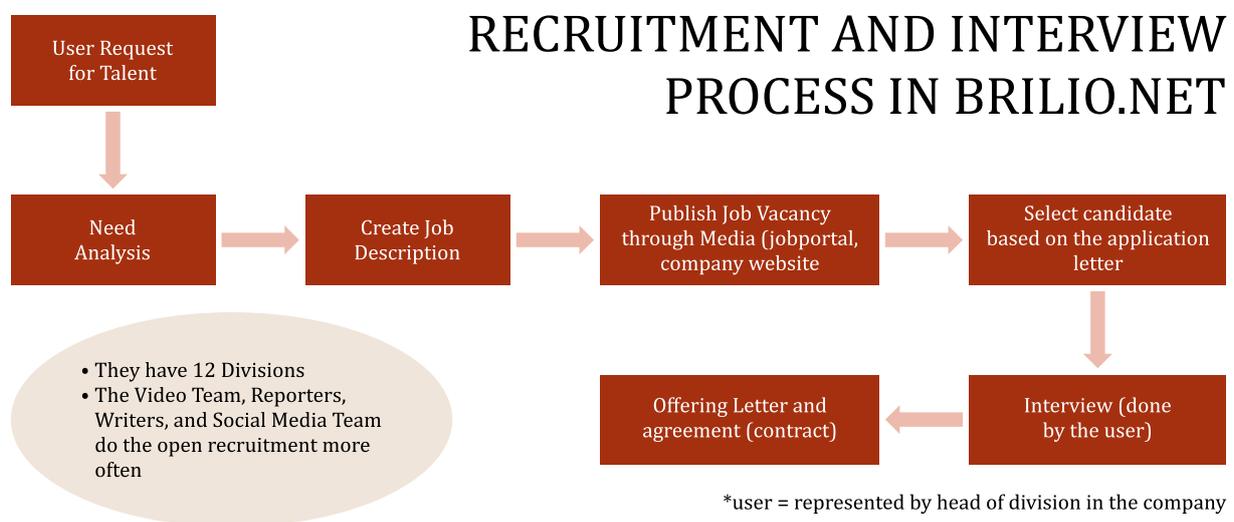


Figure 1. Brilio Talent Acquisition

As seen in the figure above, non-form assessment is done only by the user through an online interview. The HR department does not conduct any form of assessment to reconfirm talents' capabilities nor attitudes. This raises a concern as it was revealed to the researchers that there was no process or method to validate the talents' skills before hiring. Hiring talents is costly, and today's executives know outstanding talent is one of the most important drivers toward organizational success (Pulakos & Kantrowitz, 2004).

To solve this gap in the talent acquisition process, the researchers proposed a solution called the "Task Assessment". This involves a form of job trial assessment that will be conducted in between the application screening and user interview in the entire process.

The "Task Assessment" is an achievement-based assessment that will test the efficiency and accuracy of a candidate upon completing a task within a certain period. The role of the HR Department in the "Task Assessment" step is to collect the data from the user's preferences of skill qualifications and then applying these to the given task. The HR Department will evaluate a minimum passing grade for each task. Only qualified candidates who have passed the task assessment are eligible to proceed to the user interview. Finally, the user-submitted qualifications, the passing grade and results will be compiled into a database for future use. The database will make it convenient for the HR Department to quickly retrieve data should there be an opening with the same required qualifications from the user. Furthermore, all or parts of the task assessment may include multiple desirable qualifications and be replicated for several positions.

As this has many advantages, it also comes with shortcomings. One of them is the possibility of third party involvement in the task completion. It may be difficult to apply, but a strict monitoring system is required and adjusted accordingly. Overall, the researchers believe that this "Task

Assessment" will be a helpful tool in filtering our qualified over underqualified talent in the hiring process.

Long-term Strategy: Talent Workshop

Brilio can take advantage of the positively increasing digital media business trend at this time. The need to grow is desired by all businesses, including Brilio. In particular, talent acquisition should also be in line with the plan to improve upcoming developments. Therefore, the researchers have proposed a solution to grow the current talent pool called the "Talent Workshop".

The "Talent Workshop", similar to any other workshop, will include intense skill development in a short period of time. The purpose of this workshop is to create Brilio's own talent pool. The workshop will be held periodically either online or offline depending on conditions such as environment, budget, amount of information in the workshop and more. The skills taught in the workshop may refer to the task assessment database along with the passing grade results of previous recruits. Talents that passed the workshop will receive certificates that can be utilized later on by Brilio in the hiring process. This will help in easily matching the certified applicant to the users' requested qualifications in effect enabling the HR Department to form a future talent pool.

Furthermore, Brilio could also cooperate with academic institutions to hold the workshops. Not only it will increase application volume, but it will also strengthen Brilio's positioning among the academics. Workshops could also be held publicly cooperating with renown figures and companies. In the long run, this strategy has many applications and will conveniently allow the HR Department to hire the right talent.

Website Improvement

The solution to the lack of job position information on the career site is to simply improve the current postings. Common job portals are considered preferable for HR due to the ease of managing

the incoming application forms and the huge volume of talents. The researchers believe talents tend to browse the company career site to gain detailed information of the company and the job descriptions. Thus, it is imperative to be more informative than job portals is imperative to attract these talents.

RESEARCH METHODOLOGY

A descriptive qualitative research approach for this study was chosen because descriptive qualitative methods are especially useful in constructing and analyzing descriptive explanations from our research partner, Brilio. Furthermore, the researchers together with their partner hope to uncover the underlying issues within the current talent acquisition process through analysis from collected qualitative data.

Data Collection

Due to the COVID-19 pandemic situation, the primary source of data for this study was limited to an online interview.

For this study, qualitative online interview was the primary method of data collection. The interview was conducted mainly to collect three qualitative data points. First, the researchers collected descriptive information on Brilio's current talent acquisition process and tools used. Second, the researchers collected data on the issues and challenges that Brilio has been facing. Lastly, the researchers collected data on the company's strategies on talent acquisitions for the short and long term. These three data points were collected through a Zoom meeting online video interview.

The research partner was Brilio HR representative, Ms. Chaerunnisa. She was interviewed thoroughly. Ms. Nisa responded truthfully and honestly to the interview questions and gave pertinent information to the subject topic. The researchers found that the information acquired from this interview was accurate and enough to complete their report.

The following were the questions asked:

- a. How is the recruitment and interview process in Brilio.net?
- b. What are the challenges faced by the HR team by the current procedure?
- c. How could talents discover your job recruitment?
- d. How far is the HR involvement in talent acquisition process?
- e. Is there any differences regarding the process before and after COVID-19 pandemic?
- f. Which department do the open recruitment more often? And why?
- g. Is there any long-term strategy for HR team in Brilio?

Data Analysis

The analysis of this study occurred in three phases. First, the transcript of the interview was reviewed and used as basis for analyzing and reconstructing Brilio's talent acquisition process. Data and analysis was used in mapping all the current issues and challenges accordingly. Next, the researchers performed a SWOT analysis and took into account the current problems of Brilio and the digital media environment in order to formulate possible solutions.

- a. Strengths
 - Brilio's small HR department makes streamlining procedures easy and fast.
 - The interview is performed by a user who submits a request for the available job position.
 - Brilio currently has a positive 10%-15% turnover rate, meaning current company culture is favorable to existing talents.
- b. Weaknesses
 - Brilio has a currently inefficient talent acquisition process (only 2 out of 10 interviewees meet requirements).
 - The information on posted job vacancies are not consistent depending on the website.
 - The Brilio HR department has no long-term strategy at the moment.
 - There is no upskilling training program for existing talents.

c. Opportunities

- The digital media platform is a fast-growing industry that sees positive growth in the future.
- The Brilio concept is attractive to millennials.
- The number of youth using the digital media and have access to smartphones is increasing.

d. Threats

- Larger companies acquire majority of experienced talents.
- There is a scarcity of experienced talent available that meet the needs of the company.
- Globalization of other media companies put Brilio in their shadow.

Finally, to further sharpen the possible solutions, the researchers compared the formulated solution with alternative solutions from references specifically regarding work samples method (Rodrigues & Rebelo, 2009). The researchers found that the formulated solution: the “Task Assessment” and “Workshop” method are highly suitable and adjustable for Brilio’s current situation.

Limitations

Three limitations have been applied to this study. First, only Ms. Nisa from Brilio HR was interviewed. Second, the data collection was only done once. Third, environmental and situational effects of the COVID-19 pandemic will have an effect on the current state of affairs of the company. This will be significantly different from the Brilio reviewed from the moment it became huge in Indonesia, in March 2020 and more currently until March 2021.

RESULT AND DISCUSSION

Results

At first glance, the “Task Assessment” and “Workshop” solutions seem ideal in answering the problem of talent assessment and the need of future talent pool of Brilio. But both of these solutions will be relatively difficult to implement

without adequate action. The researchers believe that there are a few preliminary requirements that need to be met in order to facilitate the application of the solutions sustainably:

1. Increase the number of HR Personnel

Currently, the Brilio HR department consists of two persons. One of them is responsible for talent acquisition and may swap roles if necessary. The “Task Assessment” solution, database management and monitoring will basically increase the responsibility of HR and will require one extra person. In addition, the “Workshop” solution will also require additional manpower to create, plan and implement and will require two extra persons. These extra responsibilities may be too much for two persons to handle thus the researchers propose to increase the number of HR personnel by 3 people to meet these needs.

2. Required Management Support

These solutions are both short and long-term solutions. The main focus is to make it easier for HR to filter and hire the right talent. If done properly, the HR department will have huge impact on the company’s growth in the future. Above all, the full support of management is critical to the program’s sustainability.

3. Sustainable and Flexible HR Long-term Strategy

The researchers are aware that the digital industry is changing rapidly following trends. Digital media companies often re-adjust their strategies to adapt with the current ever-changing situations. Therefore, the HR strategy should be flexible and sustainable to be aligned with the overall strategy of the company. By implementing the “Workshop” solution to create a talent pool, Brilio have assured their future. Since they have a database of trained and certified people, it will be easy and fast to hire the right persons when needed. The “Workshop” solution is flexible and could be adjusted in terms of criteria or skills to fit with the on-going company’s strategy.

CONCLUSION AND RECOMMENDATION

Conclusion

Brilio, as a digital media company, is subject to the current challenges in the digital media environment. These challenges include the competition for skilled and qualified talent. It is imperative that companies develop short-term and flexible long-term strategies to not only filter the best talent to join their companies, but also create a skilled and qualified talent pool ready for hiring.

Furthermore, the current COVID-19 situation has accelerated the use of digital media which has provided great opportunities for Brilio to develop their talent acquisition process further. However, Brilio is still faced with a problem of hiring underskilled employees. This is a representation of the underlying issues in their talent acquisition process and perhaps hidden internal issues in underperforming departments with underqualified employees.

By utilizing the “Task Assessment” solution, Brilio is expected to have more control in their hiring process and reducing greatly the chance of absorbing a bad recruit. This will be not only a great filtering tool, but also an opportunity to collect relevant data for future prospects.

Finally, the conducting the proposed periodical talent “Workshop” solution, Brilio will be able to not only scout potential talent for future hire but also create opportunities for individuals to grow and meet the qualifications of the job. This

is an incredibly sustainable solution that not only benefits the company, but also the digital media community as a whole. Brilio can create and fine tune their own talent pool with a vast variety of qualified individuals.

The performance of a company lies in the people that run it. Like a well-oiled machine, a company must have all its parts working for their purpose in order for the whole unit to run efficiently. This all starts with the acquisition of the right parts. By having an efficient talent acquisition and recruitment process, Brilio will be able to improve the quality of the workforce and in turn, increase the overall performance of their company.

Recommendations

- a. Conduct an additional interview with a representative from the management department to gain their perspective on Brilio’s hiring process.
- b. Acquire data of hiring and acquisition process from other similar companies’ HR Departments for comparison purposes.
- c. Conduct additional interviews with Brilio’s newly hired recruits to gain their perspective on the hiring and onboarding process.
- d. Conduct quantitative research to determine the quality of Brilio’s talent management process numerically.
- e. Analyze the short and long-term strategies of successful digital media companies operating in a similar space to that of Brilio.

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