



The Future of **HUMAN INTELLIGENCE**

Balancing Emotional, Cognitive, and Technological Skills in HR Management



Dr. Elkana Timotius

Webinar IKADA UNJ Series (1 Oktober 2024)



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Areas of Expertise

- Merchandising Management
- Strategic Marketing
- Business Analysis
- Retail Store Operation
- Product Management
- System Optimization
- Brand Development
- Pricing Strategy
- Consumer Behavior
- Organizational Behavior
- Industrial Management
- Human Capital Management

Education Background

- **Institut Teknologi Nasional** (Bachelor of Industrial Engineering, 1994-1998)
- **IMNI Business School** (Master of Management in Finance Management, 2000-2001)
- **Universitas Pelita Harapan** (Master of Industrial Engineering in Technology Management, 2001-2003)
- **Universitas Negeri Jakarta** (Doctor of Management Science in Human Resources Management, 2016-2018)
- **Institut Teknologi Bandung** (Engineering Profession in Industrial Engineering, 2022-2023)

Certification

- **Asia Marketing Federation** (Certified for Professional Marketer/CPM Asia, 2013)
- **Stonebridge Associated Colleges** (Diploma in Retail Management/Dip.RetMgt, 2016)
- **Persatuan Insinyur Indonesia** (Insinyur Profesional Utama / IPU, 2020)

Professional Experiences

- **PT. Polyfin Canggih** (Controller Staff, 1998-2000)
- **PT. Interkemas Flexipack** (PPIC Senior Supervisor, 2000-2001)
- **PT. Makro Indonesia** (Assistant Merchandising Manager, 2001-2003)
- **PT. Ace Hardware Indonesia** (Buyer, 2003-2005)
- **PT. Matahari Putra Prima, Tbk** (Merchandising Manager, 2005-2007)
- **PT. Sepatu Bata, Tbk** (Product Manager, 2007-2009)
- **PT. Rodalink Indo Tama** (General Manager/Director, 2009-current)

Academic Experiences

- **Universitas Kristen Krida Wacana** (Home-based Lecturer/Assistant Professor at Department of Industrial Engineering, 2003-current)
- **President University** (Lecturer at School of Business, 2010-current)
- **Raffles College** (Local Tutor for University of Wollongong and BBA & MBA's University of Hertfordshire, 2018-current)
- **Universitas Bunda Mulia** (Lecturer at Department of Management & Postgraduate Program, 2019-current)
- **MarkPlus Institute** (Executive Facilitator and Lecturer for MMT's Institut Teknologi Sepuluh Nopember, 2022-current)
- **Universitas Pelita Harapan** (Lecturer at Department of Industrial Engineering, 2023-current)





HUMAN INTELLIGENCE

is the mental quality that consists of
the abilities to learn from experience,
adapt to new situations,
understand and handle abstract concepts,
and use knowledge to control an environment.



Creative Skills



Analytical Skills



Practical Skills



Secara global,
teknologi digital akan menggantikan
1-1,5 milyar pekerjaan manusia
sepanjang tahun 2015-2025
karena diganti dengan mesin otomatis.

(Gerd Leonhard, futurist)

Diperkirakan
65% murid SD saat ini
akan mengerjakan pekerjaan
yang sebelumnya belum pernah ada
bahkan belum terpikirkan.

(US Department of Labor Report)

A man in a dark suit stands with his back to the camera, looking down a perspective of a digital tunnel. The tunnel is formed by multiple rows of binary code (0s and 1s) that recede into the distance, creating a strong sense of depth. The background is a vibrant blue, and the overall image conveys a sense of technology and digital progress.

Teknologi digital berpotensi membuka 2,1 juta lapangan pekerjaan baru pada tahun 2025.

(World Economic Forum)

Teknologi digital berpotensi mengurangi sekitar 26 milyar ton emisi karbon dari industri elektronik, logistik, dan otomatis sepanjang tahun 2015-2015.

(World Economic Forum)

Soon or later,
technology will replace humans' job,
but human feeling cannot be replaced by technology



JUL
2023

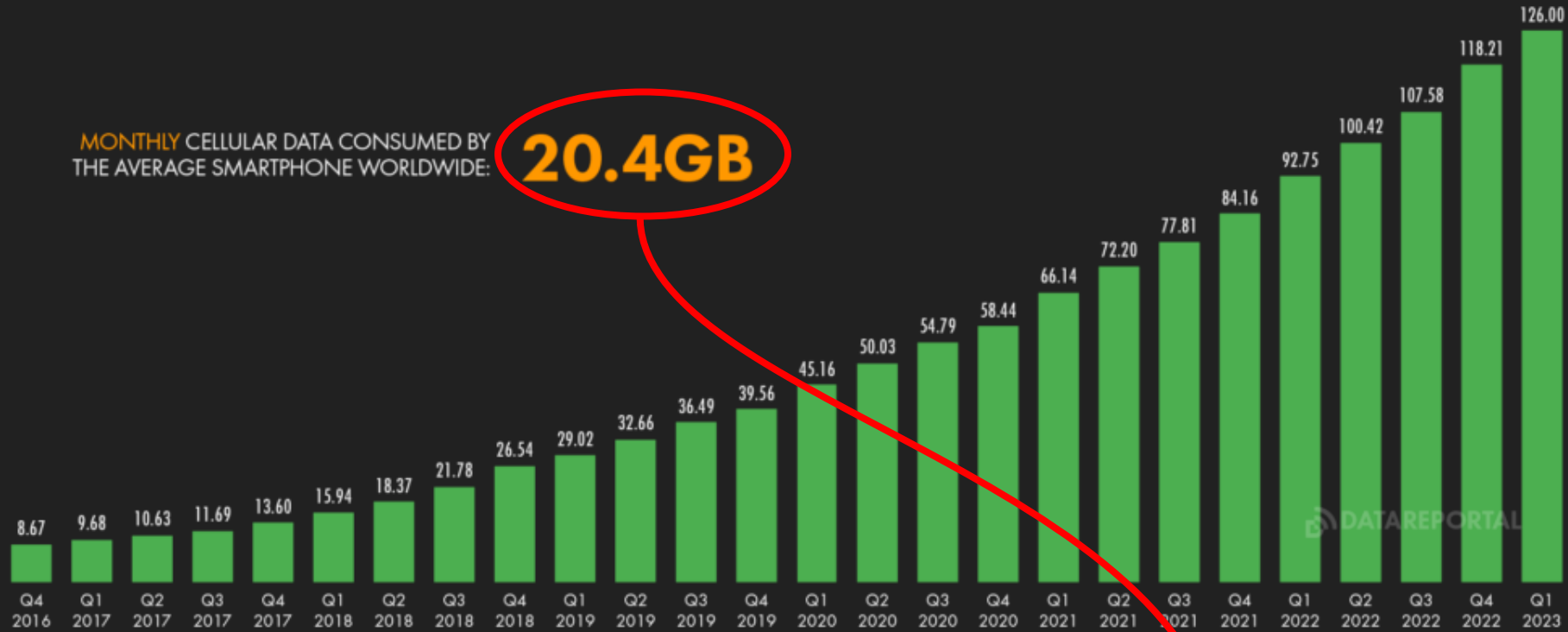
CELLULAR DATA TRAFFIC

MONTHLY AVERAGE GLOBAL MOBILE NETWORK DATA TRAFFIC (UPLOAD AND DOWNLOAD) IN EXABYTES (BILLIONS OF GIGABYTES)



MONTHLY CELLULAR DATA CONSUMED BY
THE AVERAGE SMARTPHONE WORLDWIDE:

20.4GB



289

SOURCE: ERICSSON MOBILE VISUALIZER. NOTES: GRAPH VALUES REPRESENT THE AVERAGE WORLDWIDE MONTHLY MOBILE NETWORK DATA TRAFFIC FOR EACH QUARTER, IN EXABYTES (BILLIONS OF GIGABYTES) PER MONTH. VALUES INCLUDE TRAFFIC GENERATED BY FIXED WIRELESS ACCESS (FWA) SERVICES. COMPARABILITY: BASE CHANGES.

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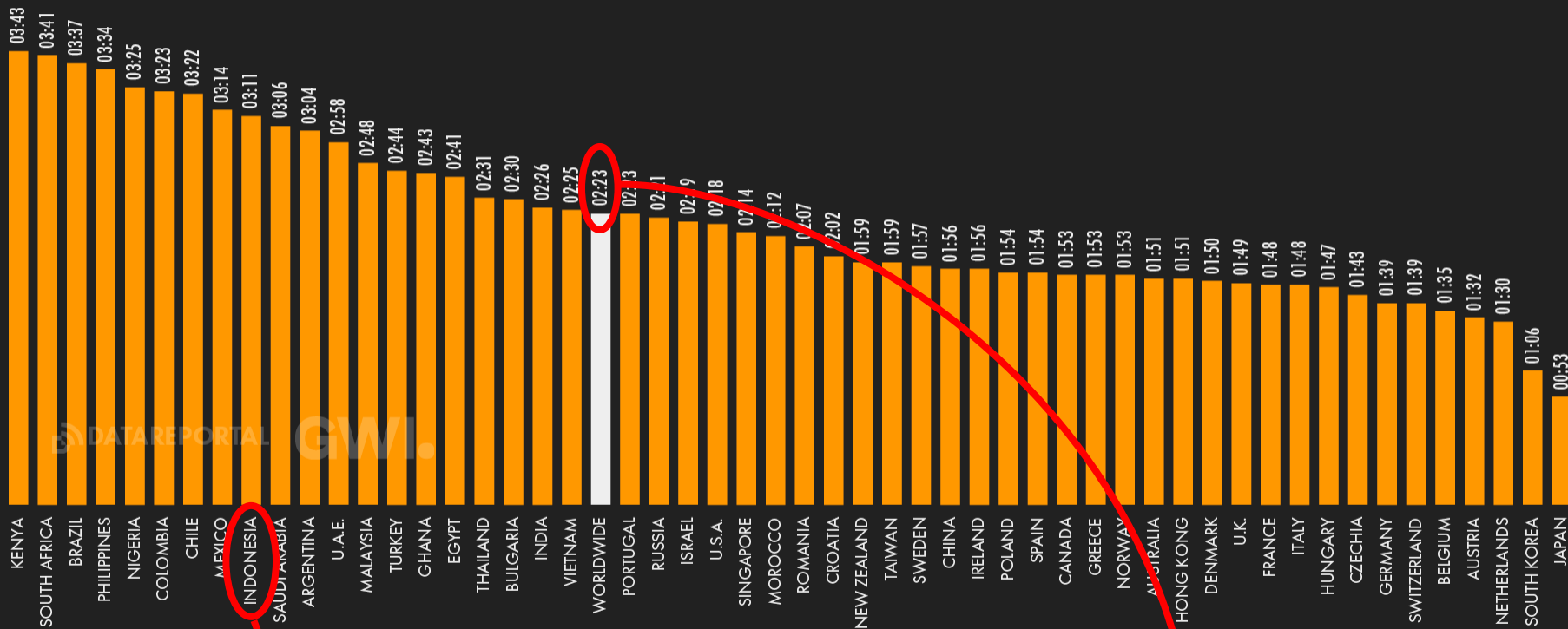
Meltwater

- Penduduk di dunia rata-rata menghabiskan kuota data sebesar 20 GB/bulan, kebutuhan kuota data akan terus meningkat signifikan seiring dengan terus meningkatnya kebutuhan koneksi internet.

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DAILY TIME SPENT USING SOCIAL MEDIA

AVERAGE AMOUNT OF TIME (IN HOURS AND MINUTES) THAT INTERNET USERS AGED 16 TO 64 SPEND USING SOCIAL MEDIA EACH DAY



227

SOURCE: GWI (Q3 2023). FIGURES REPRESENT THE FINDINGS OF A BROAD SURVEY OF INTERNET USERS AGED 16 TO 64. SEE [GWI.COM](https://www.gwi.com). COMPARABILITY: METHODOLOGY CHANGES. SEE [NOTES ON DATA](#).

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- Pengguna media sosial di dunia menghabiskan waktu selama **2 jam 23 menit** setiap harinya.
- Di Indonesia, pengguna media sosial menghabiskan waktu **3 jam 11 menit** setiap harinya, **terlama ke-9 di dunia**.

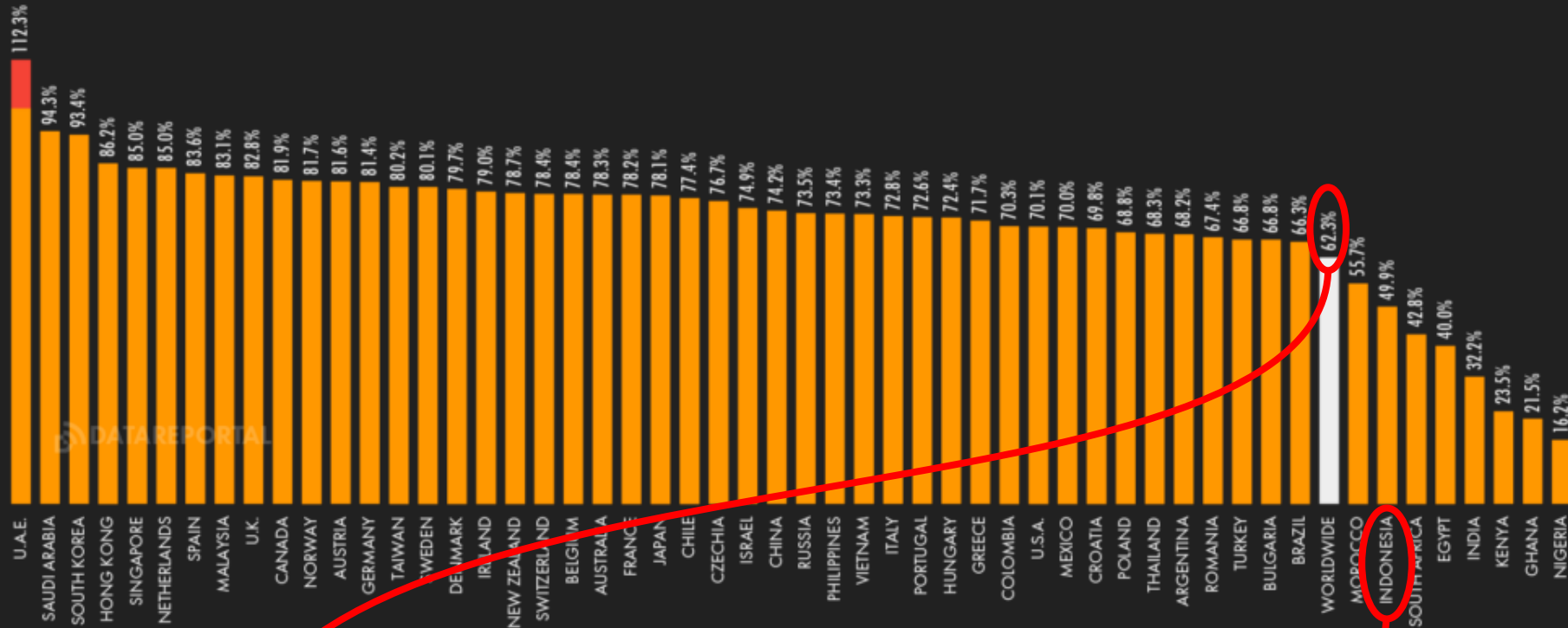
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SOCIAL MEDIA USE vs. POPULATION

ACTIVE SOCIAL MEDIA USER IDENTITIES AS A PERCENTAGE OF TOTAL POPULATION (NOTE: USER IDENTITIES MAY NOT REPRESENT UNIQUE INDIVIDUALS)



GLOBAL OVERVIEW



215

SOURCES: KEPIOS ANALYSIS; COMPANY ADVERTISING RESOURCES AND ANNOUNCEMENTS; CNNIC; BETA RESEARCH CENTER; OCDH. NOTE: FIGURES BASED ON THE AD REACH OF THE MOST USED SOCIAL MEDIA PLATFORM(S) IN EACH COUNTRY. ADVISORY: SOCIAL MEDIA USER IDENTITIES MAY NOT REPRESENT UNIQUE INDIVIDUALS. COMPARISONS WITH POPULATION MAY EXCEED 100% DUE TO DUPLICATE AND FAKE ACCOUNTS, DIFFERENT REPORTING PERIODS, AND DIFFERENCES BETWEEN CENSUS COUNTS AND RESIDENT POPULATIONS. COMPARABILITY: SOURCE AND METHODOLOGY CHANGES; BASE REVISIONS. SEE NOTES ON DATA.

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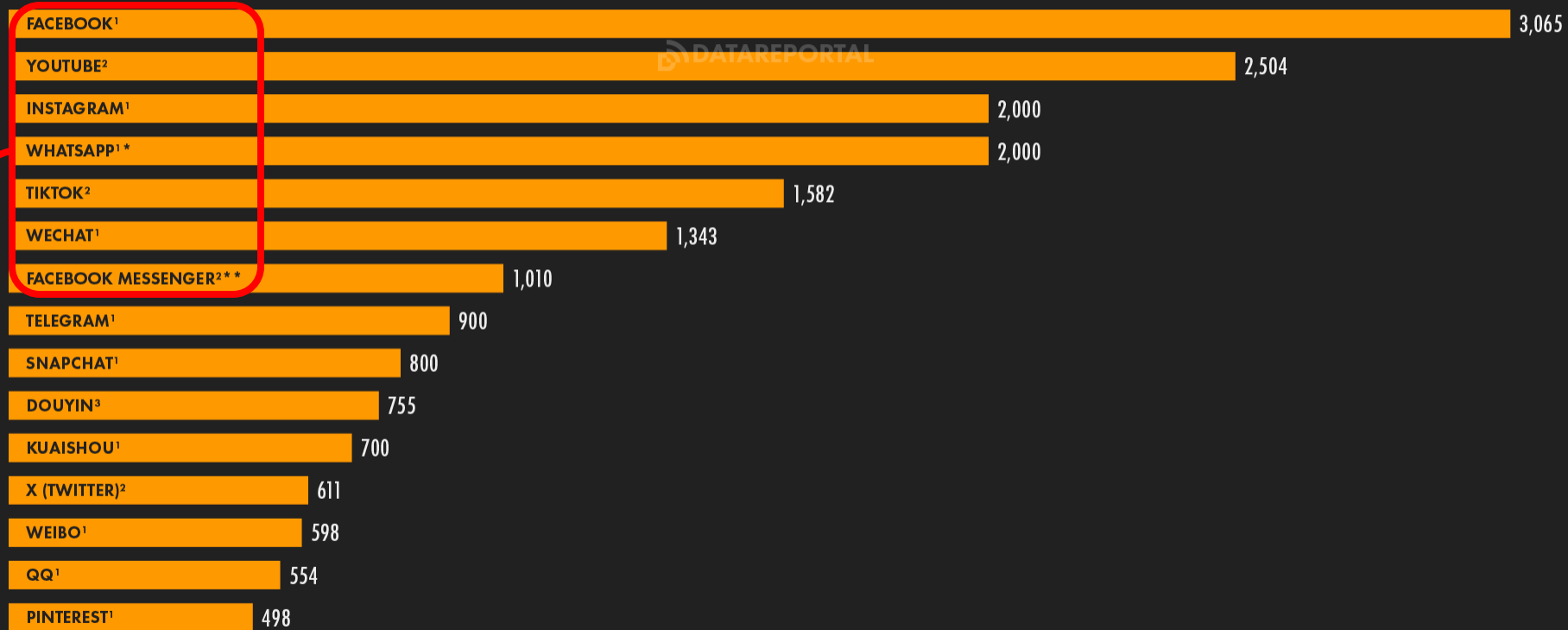
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- Rata-rata **62%** penduduk di setiap negara menggunakan media sosial.
- Di Indonesia, **50%** penduduknya menggunakan media sosial.

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THE WORLD'S MOST USED SOCIAL PLATFORMS

RANKING OF SOCIAL MEDIA PLATFORMS BY GLOBAL ACTIVE USER FIGURES (IN MILLIONS) (NOTE: USERS MAY NOT REPRESENT UNIQUE INDIVIDUALS)



201

SOURCES: KEPIOS ANALYSIS OF (1) COMPANY ANNOUNCEMENTS OF MONTHLY ACTIVE USERS; (2) PLATFORMS' ADVERTISING RESOURCES; (3) IIMEDIA. **ADVISORY:** USERS MAY NOT REPRESENT UNIQUE INDIVIDUALS. **COMPARABILITY:** (*) THESE PLATFORMS HAVE NOT PUBLISHED UPDATED USER FIGURES IN THE PAST 12 MONTHS, SO FIGURES MAY BE LESS REPRESENTATIVE. (**) SOME FACEBOOK MESSENGER AD FORMATS ARE CURRENTLY UNAVAILABLE IN AUSTRALIA, CANADA, FRANCE, AND THE UNITED STATES, SO THE FIGURE SHOWN HERE MAY UNDER-REPRESENT THE PLATFORM'S OVERALL AUDIENCE. SEE [NOTES ON DATA](#).

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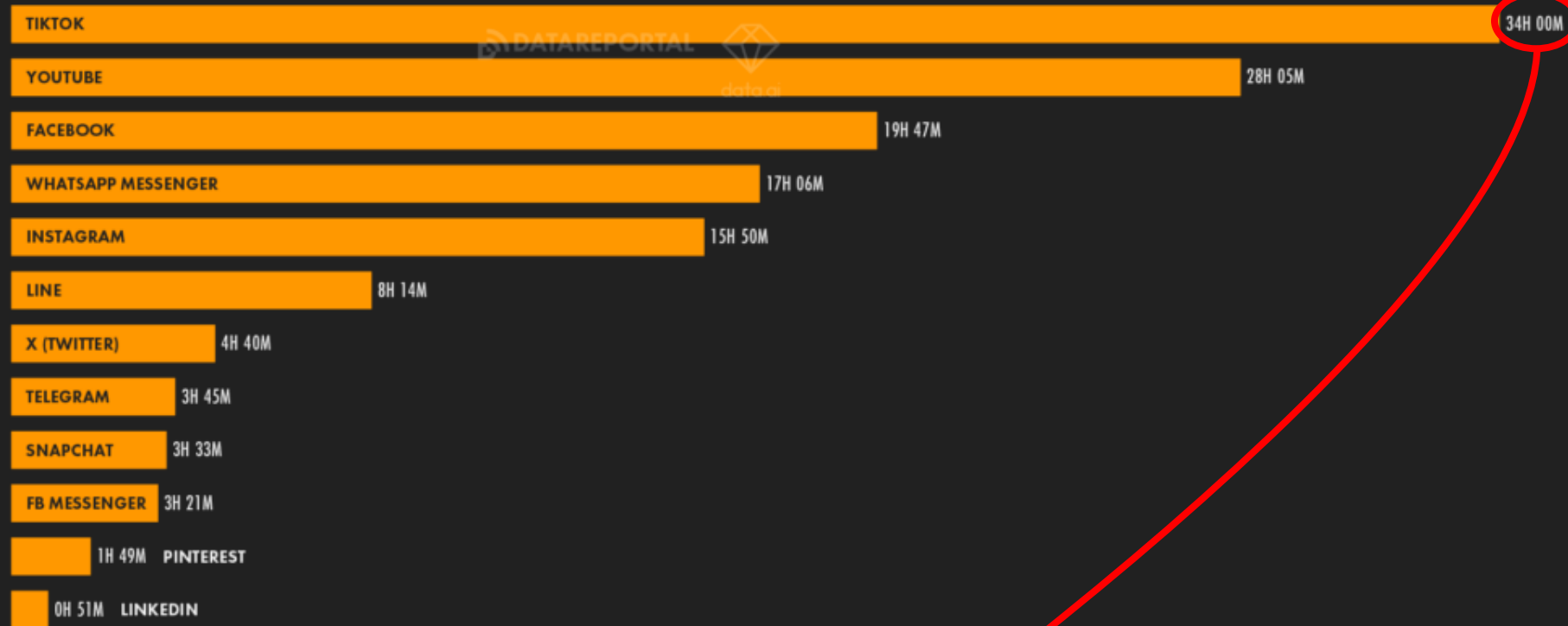
Meltwater

- Media sosial yang paling banyak digunakan penduduk dunia, adalah:
Facebook (3 miliar orang), **YouTube** (2,5 miliar orang), **Instagram** (2 miliar orang), **WhatsApp** (2 miliar orang), **Tiktok** (1,5 miliar orang), **Wechat** (1,3 miliar orang), dan **FB Messenger** (1 miliar orang).

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TIME SPENT USING SOCIAL MEDIA APPS

AVERAGE TIME PER MONTH THAT GLOBAL USERS SPENT USING EACH PLATFORM'S ANDROID APP BETWEEN 01 JULY AND 30 SEPTEMBER 2023



238

SOURCE: DATA.AI INTELLIGENCE. SEE **DATA.AI**. **NOTE:** FIGURES REPRESENT AVERAGE NUMBER OF **HOURS** SPENT PER USER, PER **MONTH** USING EACH PLATFORM'S MOBILE APP ON ANDROID PHONES BETWEEN 01 JULY AND 30 SEPTEMBER 2023. FIGURES DO **NOT** INCLUDE DATA FOR CHINA, SO FIGURE FOR TIKTOK DOES **NOT** INCLUDE DOUYIN. **COMPARABILITY:** WORLDWIDE, ROUGHLY 70% OF CONNECTED SMARTPHONES RUN THE ANDROID OPERATING SYSTEM.

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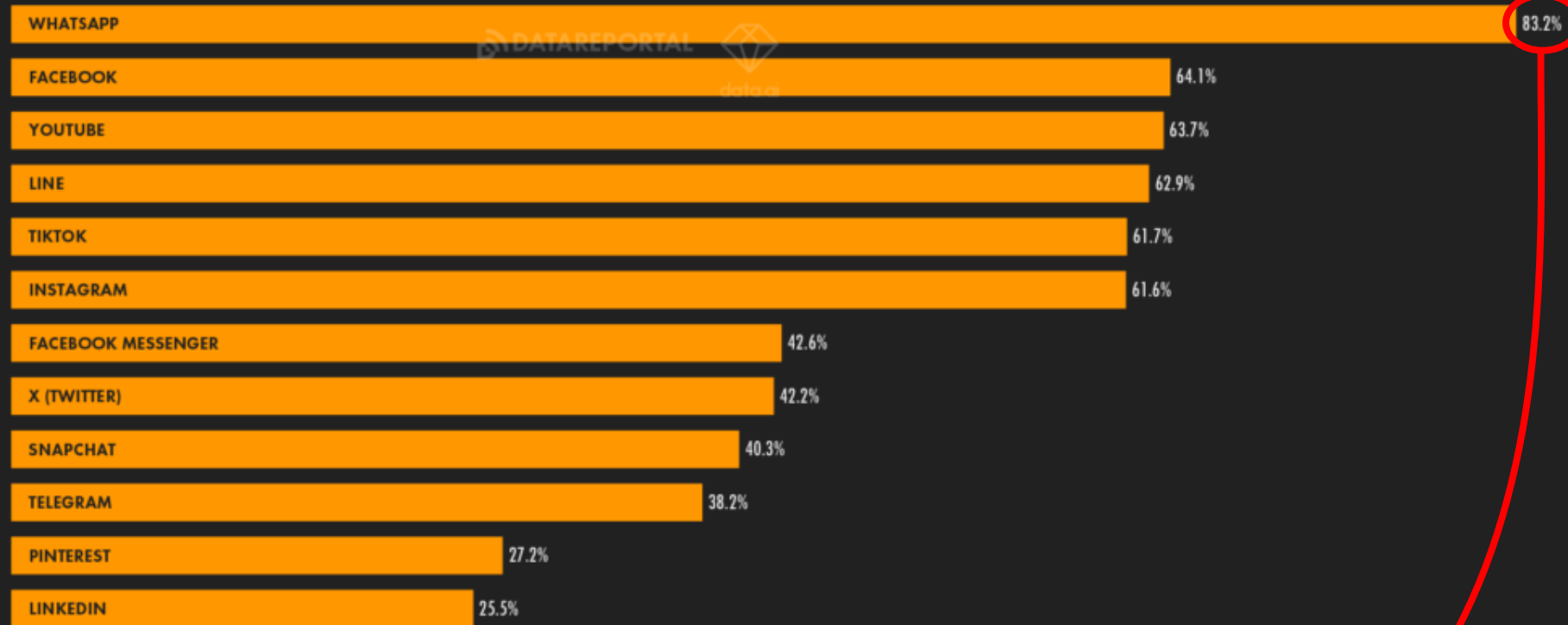
Meltwater

- Walaupun Tiktok bukan yang paling banyak dilihat orang, namun Tiktok paling lama durasinya saat diakses, rata-rata **Tiktok dilihat selama 34 jam/bulan** disusul oleh **YouTube 28 jam/bulan**, **Facebook 19 jam/bulan**, **WA Messenger 17 jam/bulan**, dan **Instagram 15 jam/bulan**

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DAILY USE OF SOCIAL MEDIA APPS

PERCENTAGE OF DAYS BETWEEN 01 JULY AND 30 SEPTEMBER 2023 THAT MONTHLY ACTIVE USERS OF THE RESPECTIVE ANDROID APP OPENED THAT APP



239

SOURCE: DATA.AI INTELLIGENCE. SEE DATA.AI. NOTE: VALUES REFLECT THE AVERAGE NUMBER OF ACTIVE DAYS PER MONTH AMONGST USERS WHO OPENED THE RESPECTIVE PLATFORM'S ANDROID APP AT LEAST ONCE DURING THE RESPECTIVE CALENDAR MONTH. DATA REPRESENT MONTHLY AVERAGES FOR THE PERIOD BETWEEN 01 JULY AND 30 SEPTEMBER 2023. FIGURES DO NOT INCLUDE DATA FOR CHINA. FIGURE FOR TIKTOK DOES NOT INCLUDE DOUYIN. COMPARABILITY: WORLDWIDE, ROUGHLY 70% OF CONNECTED SMARTPHONES RUN THE ANDROID OPERATING SYSTEM.

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- Walaupun Whatsapp bukan yang paling lama durasinya saat diakses, namun Whatsapp paling sering diakses oleh setiap orang, **83% media sosial yang diakses adalah Whatsapp** diikuti oleh Facebook 64%, dan YouTube 63%.

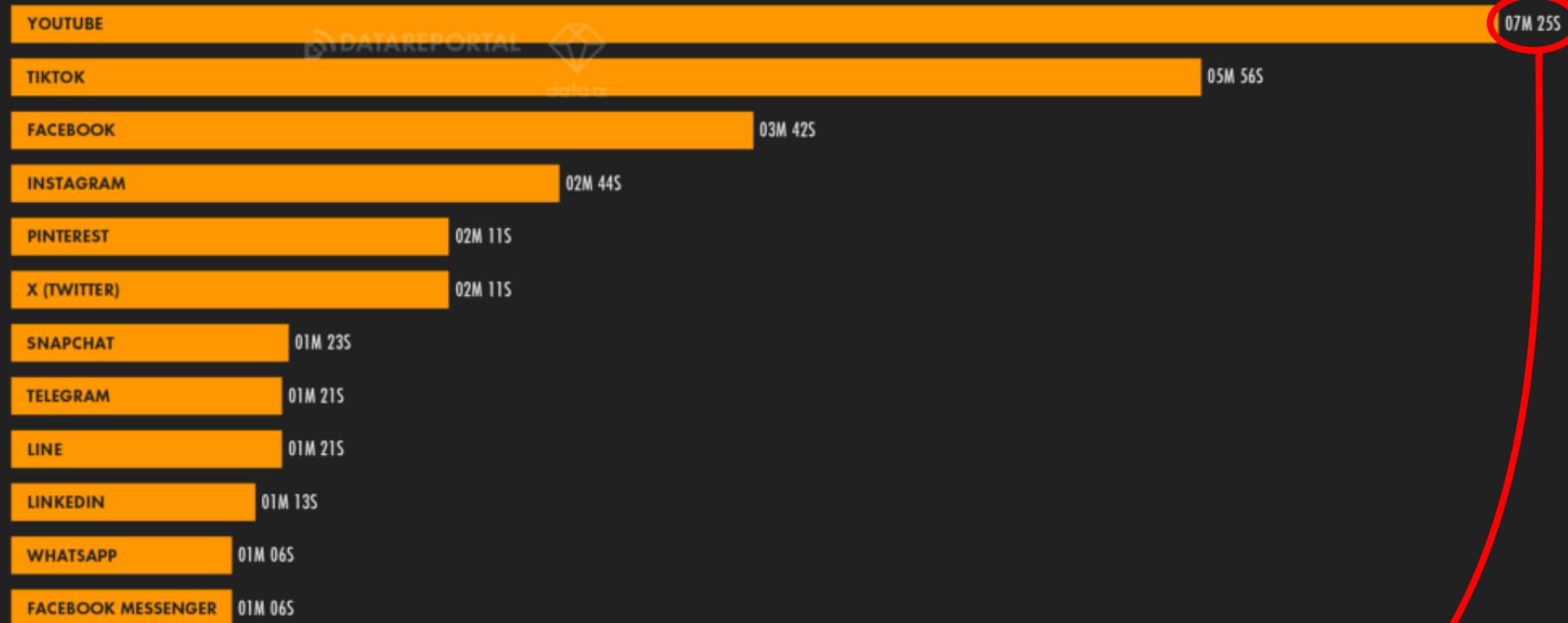
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SOCIAL MEDIA APP SESSION DURATION

AVERAGE SESSION DURATION (IN MINUTES AND SECONDS) EACH TIME A USER OPENS THE RESPECTIVE PLATFORM'S ANDROID APP



GLOBAL OVERVIEW



241

SOURCE: DATA.AI INTELLIGENCE. SEE **DATA.AI**. **NOTES:** FIGURES REPRESENT THE AVERAGE AMOUNT OF TIME THAT USERS SPENT USING THE RESPECTIVE PLATFORM'S ANDROID APP EACH TIME THEY OPENED THAT APP BETWEEN 01 JULY AND 30 SEPTEMBER 2023. FIGURES DO **NOT** INCLUDE DATA FOR CHINA. FIGURE FOR TIKTOK DOES **NOT** INCLUDE DOUYIN. **COMPARABILITY:** WORLDWIDE, ROUGHLY 70% OF CONNECTED SMARTPHONES RUN THE ANDROID OPERATING SYSTEM.

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- YouTube merupakan media sosial yang paling lama saat diakses oleh setiap orang, rata-rata selama **7 menit setiap kali YouTube diakses**, disusul oleh **TikTok 5 menit, Facebook 3 menit, dan Instagram 2 menit**.

JUL
2024

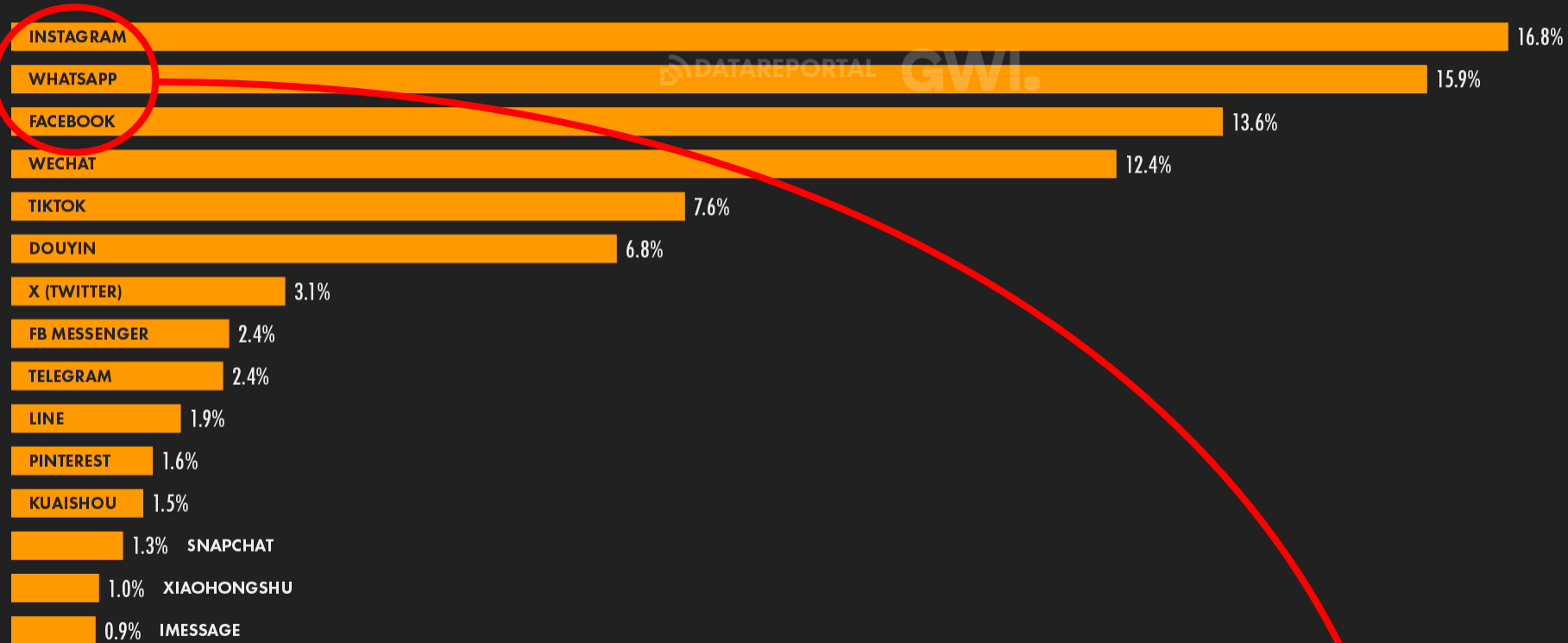
FAVOURITE SOCIAL MEDIA PLATFORMS

PERCENTAGE OF ACTIVE SOCIAL MEDIA USERS AGED 16+ WHO SAY THAT EACH OPTION IS THEIR "FAVOURITE" SOCIAL MEDIA PLATFORM

NOTE: YOUTUBE IS NOT AVAILABLE AS AN ANSWER OPTION IN THE SURVEY QUESTION THAT INFORMS THIS CHART



GLOBAL OVERVIEW



280

SOURCE: GWI (Q1 2024). NOTES: ONLY INCLUDES INTERNET USERS AGED 16+ WHO HAVE USED AT LEAST ONE SOCIAL MEDIA PLATFORM IN THE PAST MONTH. SURVEY RESPONDENTS COULD CHOOSE FROM OTHER OPTIONS NOT SHOWN ON THIS CHART, SO VALUES MAY NOT SUM TO 100%. YOUTUBE IS NOT AVAILABLE AS AN ANSWER FOR THIS QUESTION IN GWI'S SURVEY. WE REPORT GWI'S VALUES FOR TIKTOK IN CHINA SEPARATELY AS "DOUYIN", AS PER BYTEDANCE'S CORPORATE REPORTING OF USER NUMBERS FOR EACH PLATFORM. COMPARABILITY: CHANGES IN AUDIENCE COMPOSITION AND SURVEY METHODOLOGY. SEE NOTES ON DATA.

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- Walaupun bukan media sosial yang paling banyak, paling lama, atau paling sering digunakan, tetapi **17% pengguna media sosial menyukai Instagram**, diikuti oleh **Whatsapp (16%)**, dan **Facebook (14%)**.

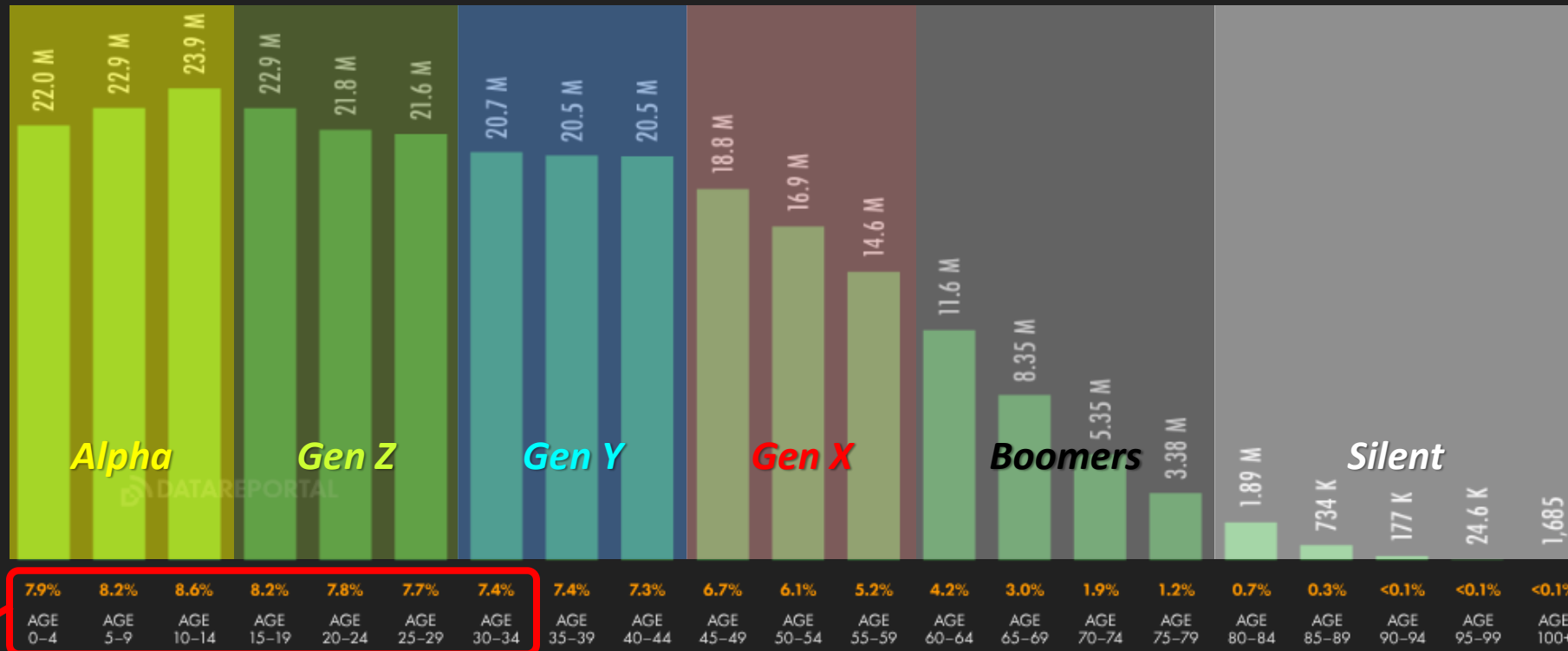
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AGE DISTRIBUTION OF THE POPULATION

THE NUMBER OF PEOPLE IN EACH AGE GROUP, AND ASSOCIATED SHARE OF THE POPULATION



INDONESIA



21

SOURCES: EXTRAPOLATIONS OF DATA PUBLISHED BY THE UNITED NATIONS AND LOCAL GOVERNMENT AUTHORITIES. **NOTES:** PERCENTAGE VALUES BELOW EACH BAR REPRESENT THE RESPECTIVE AGE GROUP'S SHARE OF THE TOTAL POPULATION. WHERE LETTERS ARE SHOWN NEXT TO FIGURES ABOVE BARS, "K" DENOTES THOUSANDS (E.G. "123 K" = 123,000), "M" DENOTES MILLIONS (E.G. "1.23 M" = 1,230,000), AND "B" DENOTES BILLIONS (E.G. "1.23 B" = 1,230,000,000). WHERE NO LETTER IS PRESENT, VALUES ARE SHOWN AS IS. **COMPARABILITY:** SOURCE CHANGES AND BASE REVISIONS. FIGURES MAY NOT CORRELATE WITH VALUES PUBLISHED IN OUR PREVIOUS REPORTS.

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- Indonesia didominasi oleh penduduk berusia muda, 55% penduduk di Indonesia berusia 0-34 tahun (155 juta orang).

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DEVICE OWNERSHIP

PERCENTAGE OF INTERNET USERS AGED 16 TO 64 WHO OWN EACH KIND OF DEVICE



ANY KIND OF
MOBILE PHONE



99.4%

YEAR-ON-YEAR CHANGE
-0.1% (-10 BPS)

SMART
PHONE



99.3%

YEAR-ON-YEAR CHANGE
-0.1% (-10 BPS)

FEATURE
PHONE



9.5%

YEAR-ON-YEAR CHANGE
-32.6% (-460 BPS)

LAPTOP OR
DESKTOP COMPUTER



57.8%

YEAR-ON-YEAR CHANGE
-6.3% (-390 BPS)

TABLET
DEVICE



14.6%

YEAR-ON-YEAR CHANGE
-19.8% (-360 BPS)

GAMES
CONSOLE



14.6%

YEAR-ON-YEAR CHANGE
-18.4% (-330 BPS)

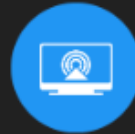
SMART WATCH OR
SMART WRISTBAND



17.8%

YEAR-ON-YEAR CHANGE
-6.3% (-120 BPS)

TV STREAMING
DEVICE



6.8%

YEAR-ON-YEAR CHANGE
-19.0% (-160 BPS)

SMART HOME
DEVICE



7.8%

YEAR-ON-YEAR CHANGE
-17.9% (-170 BPS)

VIRTUAL REALITY
DEVICE



5.6%

YEAR-ON-YEAR CHANGE
-11.1% (-70 BPS)

23

SOURCE: GWI (Q3 2023). FIGURES REPRESENT THE FINDINGS OF A BROAD SURVEY OF INTERNET USERS AGED 16 TO 64. SEE [GWI.COM](https://www.gwi.com). NOTES: PERCENTAGE CHANGE VALUES REPRESENT RELATIVE CHANGE (I.E. AN INCREASE OF 20% FROM A STARTING VALUE OF 50% WOULD EQUAL 60%, NOT 70%). "BPS" VALUES REPRESENT BASIS POINTS, AND INDICATE ABSOLUTE CHANGE. COMPARABILITY: METHODOLOGY CHANGES. SEE [NOTES ON DATA](#).

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- Penduduk di Indonesia yang berusia 16-64 tahun, **99%-nya memiliki *smartphone/mobilephone*** sedangkan yang **memiliki komputer sebanyak 57%.**

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DAILY TIME SPENT WITH MEDIA

THE AVERAGE AMOUNT OF TIME EACH DAY THAT INTERNET USERS AGED 16 TO 64 SPEND WITH DIFFERENT KINDS OF MEDIA AND DEVICES



INDONESIA

TIME SPENT USING
THE INTERNET



7H 38M

YEAR-ON-YEAR CHANGE
-1.0% (-4 MINS)

TIME SPENT WATCHING TELEVISION
(BROADCAST AND STREAMING)



2H 41M

YEAR-ON-YEAR CHANGE
-7.3% (-12 MINS)

TIME SPENT USING
SOCIAL MEDIA



3H 11M

YEAR-ON-YEAR CHANGE
-3.8% (-7 MINS)

TIME SPENT READING PRESS MEDIA
(ONLINE AND PHYSICAL PRINT)



1H 26M

YEAR-ON-YEAR CHANGE
-8.4% (-7 MINS)

TIME SPENT LISTENING TO
MUSIC STREAMING SERVICES



1H 31M

YEAR-ON-YEAR CHANGE
-6.8% (-6 MINS)

TIME SPENT LISTENING TO
BROADCAST RADIO



0H 32M

YEAR-ON-YEAR CHANGE
-1.3% (-<1 MIN)

TIME SPENT LISTENING TO
PODCASTS



0H 54M

YEAR-ON-YEAR CHANGE
-2.9% (-1 MIN)

TIME SPENT USING
A GAMES CONSOLE



1H 12M

YEAR-ON-YEAR CHANGE
-4.2% (-3 MINS)

25

SOURCE: GWI (Q3 2023). FIGURES REPRESENT THE FINDINGS OF A BROAD SURVEY OF INTERNET USERS AGED 16 TO 64. SEE [GWI.COM](https://www.gwi.com). **NOTES:** PEOPLE MAY CONSUME DIFFERENT MEDIA CONCURRENTLY. TELEVISION INCLUDES BOTH LINEAR (BROADCAST AND CABLE) TELEVISION AND CONTENT DELIVERED VIA STREAMING AND VIDEO-ON-DEMAND SERVICES. PRESS INCLUDES BOTH ONLINE AND PHYSICAL PRINT MEDIA. BROADCAST RADIO DOES NOT INCLUDE INTERNET RADIO. **COMPARABILITY:** METHODOLOGY CHANGES. SEE [NOTES ON DATA](#).

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- Penduduk di Indonesia yang berusia 16-64 tahun, mengakses internet selama 7 jam/hari dan media sosial selama 3 jam/hari, waktu untuk menonton TV hanya selama 2 jam/hari.

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TOP WEBSITES: SIMILARWEB RANKING

SIMILARWEB'S RANKING OF THE MOST VISITED WEBSITES, BASED ON WEBSITE TRAFFIC BETWEEN DECEMBER 2022 AND NOVEMBER 2023



#	WEBSITE	TOTAL VISITS (MONTHLY AVE.)	UNIQUE VISITORS (MONTHLY AVE.)	AVERAGE TIME PER VISIT	AVERAGE PAGES PER VISIT
01	GOOGLE.COM	85.59 B	2.44 B	10M 45S	8.6
02	YOUTUBE.COM	33.04 B	1.45 B	20M 09S	11.4
03	FACEBOOK.COM	17.09 B	1.15 B	10M 22S	8.6
04	INSTAGRAM.COM	6.47 B	911 M	8M 11S	11.0
05	TWITTER.COM	6.41 B	764 M	10M 40S	9.9
06	BAIDU.COM	4.99 B	206 M	5M 04S	8.0
07	WIKIPEDIA.ORG	4.52 B	741 M	3M 55S	3.1
08	YAHOO.COM	3.44 B	294 M	8M 44S	5.5
09	YANDEX.RU	3.35 B	150 M	9M 15S	9.2
10	WHATSAPP.COM	2.93 B	360 M	15M 47S	1.7

#	WEBSITE	TOTAL VISITS (MONTHLY AVE.)	UNIQUE VISITORS (MONTHLY AVE.)	AVERAGE TIME PER VISIT	AVERAGE PAGES PER VISIT
11	XVIDEOS.COM	2.80 B	347 M	8M 47S	9.0
12	PORNHUB.COM	2.45 B	342 M	8M 30S	8.6
13	AMAZON.COM	2.42 B	335 M	7M 14S	9.6
14	XNXX.COM	2.27 B	269 M	7M 28S	11.1
15	TIKTOK.COM	2.07 B	696 M	3M 38S	7.6
16	YAHOO.CO.JP	2.05 B	67 M	9M 07S	6.4
17	LIVE.COM	2.04 B	207 M	7M 53S	8.5
18	DOCOMO.NE.JP	1.82 B	87 M	5M 48S	4.8
19	REDDIT.COM	1.77 B	185 M	8M 34S	6.4
20	LINKEDIN.COM	1.69 B	244 M	7M 30S	7.7

87

SOURCE: SIMILARWEB. RANKING AND VALUES BASED ON TRAFFIC BETWEEN DECEMBER 2022 AND NOVEMBER 2023. **NOTES:** VALUES IN THE "UNIQUE VISITORS" COLUMN REPRESENT THE NUMBER OF DISTINCT "IDENTITIES" ACCESSING EACH SITE, BUT MAY NOT REPRESENT UNIQUE INDIVIDUALS, AS SOME PEOPLE MAY USE MULTIPLE DEVICES OR BROWSERS. VALUES FOR "TOTAL VISITS" AND "UNIQUE VISITORS" REPRESENT MONTHLY AVERAGES. FIGURES ENDING IN "B" ARE IN BILLIONS; FIGURES ENDING IN "M" ARE IN MILLIONS; FIGURES ENDING IN "K" ARE IN THOUSANDS. TIME SHOWN IN MINUTES AND SECONDS. **ADVISORY:** SOME SITES FEATURED IN THIS RANKING MAY CONTAIN ADULT CONTENT, VIRUSES, MALWARE, OR OFFENSIVE CONTENT. READERS SHOULD **AVOID VISITING UNKNOWN DOMAINS**.

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- Secara global, Google merupakan website yang paling sering diakses setiap harinya, rata-rata **Google diakses sebanyak 85 miliar kali/bulan**, disusul oleh **YouTube 33 miliar kali/bulan**, **Facebook 17 miliar kali/bulan**, **Instagram 6 miliar kali/bulan**, dan **Twitter 6 miliar kali/bulan**.

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TOP WEBSITES: SIMILARWEB RANKING

SIMILARWEB'S RANKING OF THE MOST VISITED WEBSITES, BASED ON WEBSITE TRAFFIC BETWEEN DECEMBER 2022 AND NOVEMBER 2023



#	WEBSITE	TOTAL VISITS (MONTHLY AVE.)	UNIQUE VISITORS (MONTHLY AVE.)	AVERAGE TIME PER VISIT	AVERAGE PAGES PER VISIT	#	WEBSITE	TOTAL VISITS (MONTHLY AVE.)	UNIQUE VISITORS (MONTHLY AVE.)	AVERAGE TIME PER VISIT	AVERAGE PAGES PER VISIT
01	GOOGLE.COM	1.97 B	111 M	9M 06S	8.3	11	TOKOPEDIA.COM	103 M	24.2 M	7M 37S	6.9
02	YOUTUBE.COM	814 M	63.9 M	19M 29S	11.2	12	YANDEX.COM	85.4 M	12.7 M	8M 01S	11.3
03	FACEBOOK.COM	432 M	51.9 M	8M 23S	7.6	13	XNXX.COM	77.1 M	8.97 M	6M 51S	12.6
04	INSTAGRAM.COM	222 M	34.7 M	8M 13S	11.4	14	HOTSTAR.COM	77.1 M	21.0 M	6M 20S	5.4
05	WHATSAPP.COM	191 M	29.8 M	16M 05S	1.7	15	TIKTOK.COM	71.3 M	24.1 M	3M 33S	7.6
06	SHOPEE.CO.ID	184 M	52.4 M	6M 11S	4.7	16	WIKIPEDIA.ORG	68.4 M	21.5 M	3M 46S	2.6
07	TWITTER.COM	177 M	25.5 M	12M 02S	13.1	17	OPENAI.COM	67.6 M	9.67 M	5M 47S	5.9
08	DETIK.COM	155 M	28.9 M	4M 31S	3.0	18	LAZADA.CO.ID	64.5 M	27.9 M	4M 35S	3.3
09	KOMPAS.COM	143 M	35.6 M	3M 57S	2.5	19	HEYLINK.ME	62.2 M	10.7 M	3M 12S	2.1
10	TRIBUNNEWS.COM	138 M	37.2 M	3M 55S	2.7	20	CNNINDONESIA.COM	55.1 M	18.6 M	1M 28S	2.0

39

SOURCE: SIMILARWEB. RANKING AND VALUES BASED ON TRAFFIC BETWEEN DECEMBER 2022 AND NOVEMBER 2023. **NOTES:** VALUES IN THE "UNIQUE VISITORS" COLUMN REPRESENT THE NUMBER OF DISTINCT "IDENTITIES" ACCESSING EACH SITE, BUT MAY NOT REPRESENT UNIQUE INDIVIDUALS, AS SOME PEOPLE MAY USE MULTIPLE DEVICES OR BROWSERS. VALUES FOR "TOTAL VISITS" AND "UNIQUE VISITORS" REPRESENT MONTHLY AVERAGES. FIGURES ENDING IN "B" ARE IN BILLIONS; FIGURES ENDING IN "M" ARE IN MILLIONS; FIGURES ENDING IN "K" ARE IN THOUSANDS. TIME SHOWN IN MINUTES AND SECONDS. **ADVISORY:** SOME SITES FEATURED IN THIS RANKING MAY CONTAIN ADULT CONTENT, VIRUSES, MALWARE, OR OFFENSIVE CONTENT. READERS SHOULD AVOID VISITING UNKNOWN DOMAINS.

we
are
social

Meltwater

- Selain website global, pengguna internet di Indonesia banyak mengakses website lokal untuk berbelanja dan mencari informasi, di antaranya: **shopee.com, detik.com, Kompas.com, tribunnews.com, tokopedia.com, lazada.co.id, dan cnnindonesia.com.**

Improving Performance



Pengalaman?

Pengalaman?

A woman with dark, curly hair and a white t-shirt is shrugging her shoulders with a questioning expression. Two speech bubbles are positioned around her head, one on the left and one on the right. The background is a solid yellow color.

Hard Skills?

Soft Skills?

A woman with dark, curly hair and a white t-shirt is shrugging her shoulders with a questioning expression. Two speech bubbles are positioned around her head, one on the left and one on the right. The background is a solid yellow color.

Work Hard?

Work Smart?

A woman with dark, curly hair and a white t-shirt is shrugging her shoulders with a questioning expression. Two speech bubbles are positioned around her head, one on the left and one on the right. The background is a solid yellow color.

Passionate?

Experienced?

A woman with dark, curly hair and a white t-shirt is shrugging her shoulders with a questioning expression. Two speech bubbles are positioned around her head, one on the left and one on the right. The background is a solid yellow color.

*Business
Oriented?*

*Expertise
Orientated?*

A woman with dark, curly hair and a white t-shirt is shrugging her shoulders with a questioning expression. Two speech bubbles are positioned around her head, one on the left and one on the right. The background is a solid yellow color.

Specialist?

Generalist?

A woman with dark, curly hair and a white t-shirt is shrugging her shoulders with a questioning expression. She is positioned in the center of the frame against a solid yellow background. Two white speech bubbles with black outlines are present: one on the left and one on the right. The left bubble points towards her left shoulder, and the right bubble points towards her right shoulder.

Past Behavior?

Future Behavior?

A woman with dark, curly hair and a white t-shirt is shrugging her shoulders with a questioning expression. Two speech bubbles are positioned around her head, one on the left and one on the right. The background is a solid yellow color.

Mystery?

Mastery?

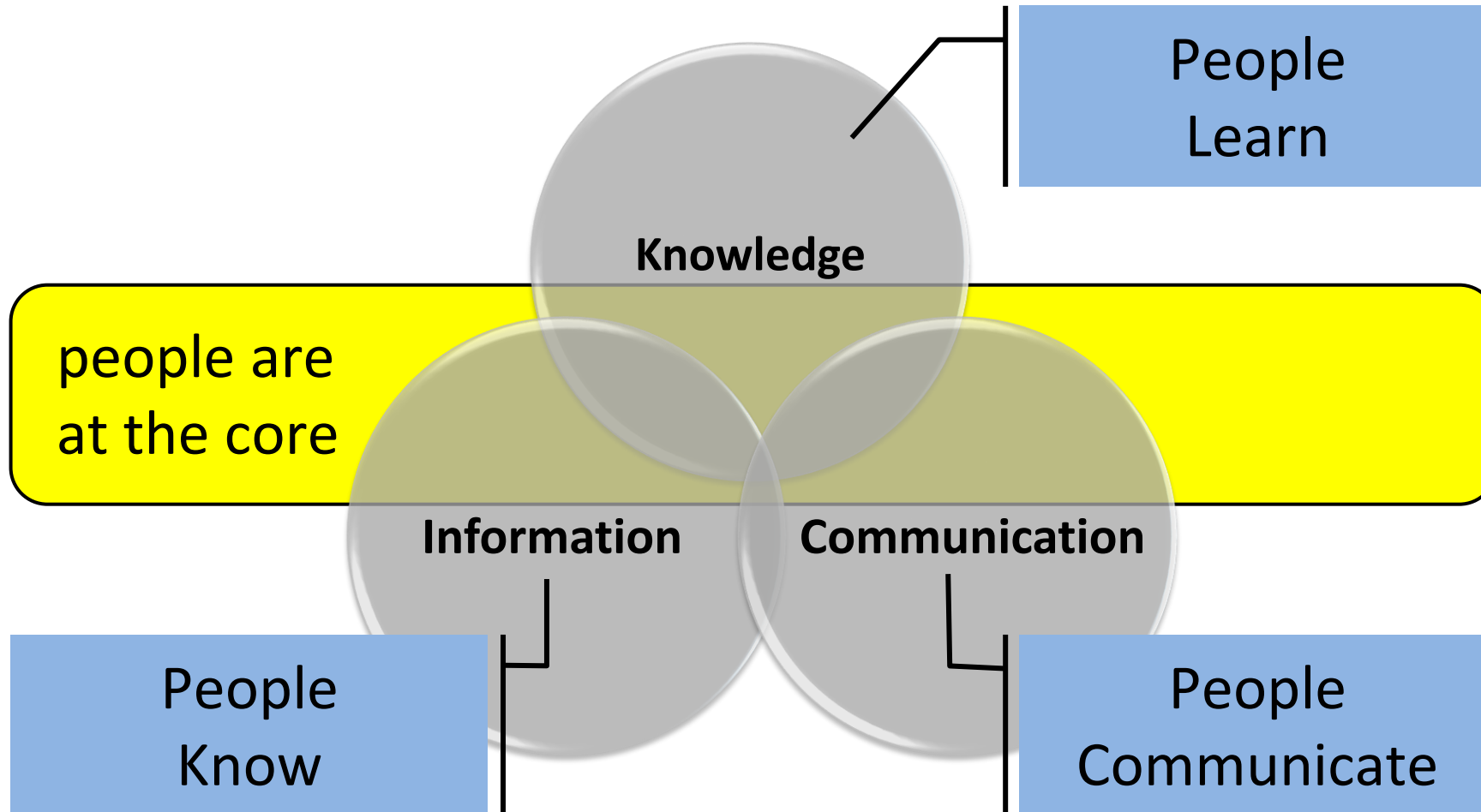
HR must **change!**

*...because the world of business
has been dramatically changing*

- ✓ Agile
- ✓ Borderless
- ✓ Collaboration
- ✓ Digital Disruption
- ✓ Efficient & Effective Orientation
- ✓ Flexible Working Hours



The Framework of Human Resources in the Digital Era





you can't
SPELL
hero
without **HR!**



You're not a SUPERMAN



We're a SUPERTEAM



YOU DON'T Build a Business YOU BUILD PEOPLE

and then people build the business...





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