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Digital Innovation in Action: How GHR Inc.'s Approach Excels in Transforming Value Creation and Enhancing Value Proposition

Berliando Rahmadanto Pamudya [1*]
[1] Department of Management, Universitas Islam Indonesia, Indonesia
*Corresponding Author: berliando.pamudya@students.uii.ac.id

ABSTRACT

This study examines the digital transformation strategy that has been implemented by GHR Inc., an Indonesian human resources solution technology start-up, to understand its approach to value creation and value proposition in a rapidly evolving market. The utilisation of desk research and interviews in the study has revealed that the company employs a range of technologies, including GPS tracking, real-time reporting, and self-service portals, to enhance operational efficiency and the user experience. The implementation of these transformations has not only led to the optimisation of internal processes but also enabled the company to deliver more relevant, customer-centric solutions. GHR Inc. has repositioned its value proposition from a traditional HR administration tool to a real-time, data-driven strategic platform, reflecting its adaptive capabilities amid changing market needs. A data-driven innovation approach, comprising the development of a Minimum Viable Product (MVP), feature iteration, and feedback analysis, serves to strengthen the organisation's role as a proactive and sustainable HR Tech provider. Nevertheless, challenges persist, including data security risks, technological complexity, information overload, and rising customer expectations. The study's findings suggest that enhancing cybersecurity measures, collaborating with other digital ecosystems, and leveraging AI and blockchain for future value creation are recommended. This study contributes to the growing field of research on digital innovation and operational strategy, particularly within the context of HR technology. Furthermore, it provides practical insights for technology companies seeking to create sustainable and competitive value through digital transformation

Keywords: Business model innovation, Value creation, Value proposition, Value reconfiguration, Digital innovation, Digital transformation, Network collaboration, Technology ecosystem, Human resource solution, Data-driven innovation

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INTRODUCTION

People's perceptions of how different industries operate have changed significantly over the past ten years due to rapid digital transformation. In today's competitive market, companies can no longer depend solely on traditional strategies. Adaptability has become a crucial skill for businesses to master as they undergo digital transformation. The Human Resource Technology industry has experienced major changes because of this shift. These changes are driven by the increasingly complex and diverse needs of

many companies to manage their human resources more efficiently. Human Resource Tech companies have developed various digital tools to offer practical and innovative solutions to address these challenges.

Table 1. The Estimated Growth Percentage of HR Tech users in Indonesia

Year	Growth Percentage	Description
2019	-	Early adoption of HR technology in Indonesia
2020	47%	Peaks due to the COVID-19 pandemic
2021	36%	Boosting modernization in SMEs
2022	33%	Adoption of cloud-based technologies
2023	32%	The integration of analytical tools and real-time data
2024	28%	The evolution of AI and blockchain

Source: GHR Inc. (2025).

GHR Inc. is an Indonesian homegrown start-up that has successfully built a reputation in the industry, establishing itself as a leading player in Human Resource Technology services (Isnawati, 2019). GHR Inc.'s application platform offers features that help client companies manage their human resource needs, such as attendance, payroll, and digital performance evaluation and assessment. Because of these features, GHR Inc. has become widely recognized as the top choice for large organizations in Indonesia and abroad. This company's success in the HR technology industry is based on its strong operational strategies, especially in developing value propositions and creating value through digital technological transformation.

Digital transformation has changed how companies create and adapt the value they offer consumers. It is more than just about implementing new technology; it also involves changing business ideas to make products or services more useful for people (Kane et al., 2015). When real-time data can be integrated, processes can be automated, and AI-based analysis can be used to improve customer experience and satisfaction, digital transformation is considered successfully implemented. GHR Inc. exemplifies this, leveraging digital transformation to create new value for its customers. With automated real-time data processing powered by artificial intelligence, the company has demonstrated its ability to reduce administrative time and make better decisions.

Despite these advances, research on digital transformation for designing value propositions and creating new value in company operations, especially in HR Tech, remains limited. Most existing studies focus on the manufacturing and retail industries, emphasizing the use of specific technologies or software implementation. However, value creation and value propositions are essential components of a company's operations, serving as the foundation for delivering value to customers and ensuring operational efficiency. This is supported by findings that companies capable of changing their offerings through digital technology can gain competitive advantages in a constantly evolving market (Teece, 2010).

This study aims to offer a new perspective on how digital transformation integrates with altering value creation and value proposition strategies within the operational context of Indonesian start-ups like GHR Inc. Additionally, this research seeks to address a gap in current literature, which has largely neglected digital transformation as a method for creating value and redefining value propositions. Using qualitative desk research as the primary method, along with data triangulation through interviews with informants, this study intends to contribute to academic literature in operational management and digital innovation. It will also provide insights for Indonesian technology start-ups regarding the effective use of digital transformation to generate sustainable operational value. Such efforts can help companies enhance their competitiveness in an increasingly competitive market. So, how does GHR Inc.

use digital transformation as a tool to enhance value creation and improve its value proposition? And how can other companies adopt this system?

LITERATURE REVIEW

Digital Technological Transformation

Digital Technological transformation refers to a deliberate process of integrating digital technology into all parts of an organization's operations to increase customer value and improve efficiency. It involves major changes in organizational structure, business strategies, and work culture, driven by digital technology adoption (Vial, 2019). The process includes not only implementing new technology but also modifying business models and adjusting the value offered to the market. These activities often involve automating processes, leveraging big data, artificial intelligence (AI), and enhancing overall customer experience. In today's highly competitive and fast-changing digital economy, digital-driven transformation has become essential for companies.

Additionally, organizations that effectively execute digital technological transformation can gain a lasting competitive edge by aligning technology with business strategy. As Verhoef et al. (2021) highlight, a company's success in digital transformation depends on technological capabilities, organizational skills, and a flexible management approach. Organizations receptive to change view digitalization as a driver of innovation rather than just a way to boost efficiency. This aligns with the concept of 'digital maturity,' which reflects an organization's readiness to adapt to digital change (Westerman, Bonnet, & McAfee, 2014). To succeed in meaningful digital technological transformation, companies need a clear strategic vision and a customer-focused approach.

Business Model Innovation

Business Model Innovation (BMI) is an ongoing process involving changes to the key elements of how an organization creates, delivers, and captures value. Innovation in business models is essential for maximizing the benefits of technological advancements, as the business model acts as the link between technology and the market (Chesbrough, 2007). BMI is not solely about generating revenue but also about restructuring business activities and value systems, especially in response to digital disruption (Zott & Amit, 2010). Companies that can continuously adapt their business models through innovation are likely to sustain a competitive advantage amid environmental changes. However, the success of BMI also depends on an organization's willingness to shift its fundamental view of how value is created, and how well the new idea aligns with the current strategy (Foss & Saebi, 2017).

It is crucial for not only large companies but also startups and digital organizations to innovate their business models to navigate rapidly changing markets. Business model innovation can focus on generating economic, social, and environmental value, especially concerning sustainability (Bocken et al., 2014). In today's digital landscape, the process of business model innovation tends to be experimental and incremental, requiring companies to continually test new approaches (Sosna, Trevinyo-Rodríguez, & Velamuri, 2010). This involves exploring multiple business models simultaneously to identify the most effective configuration that aligns with digital market conditions and changing consumer needs.

Value Creation

Value creation is a core part of corporate strategy, essential for building lasting competitive advantages. It happens when an organization provides customers with superior economic, social, or psychological benefits compared to competitors (Lepak, Smith & Taylor, 2007). In the digital era, companies deliver value by combining speed, customization, and data analysis to meet increasingly complex customer needs. The use of digital technologies, including artificial intelligence and big data, has proven to improve

companies' understanding of consumer behaviour and enable the development of more accurate products. As a result, the process of value creation has shifted from a linear model to a more collaborative and dynamic approach.

Beyond boosting customer satisfaction, value creation must also focus on efficiency and sustainability within the company. In the digital sphere, value creation depends on effectively transforming business processes, integrating different functions, and leveraging digital networks (Amit & Zott, 2012). Firms in this sector, such as those specializing in human resource technology, typically increase their value not only by simplifying HR management but also by providing direct and self-service features that boost employee participation. Combining operational efficiency with a positive user experience is crucial for creating value, which drives business growth in the digital age.

Value Proposition

The concept of a value proposition in this context refers to a promise a company makes to customers, explaining why its products or services are better than other options. The key to a successful value proposition is its ability to align with customer-defined goals and communicate the company's strategy for achieving them (Lanning & Michaels, 1988). In today's digital age, this approach has become increasingly important as customers expect more personalized, faster, and data-driven services. By updating their value proposition with a digital strategy, companies can deliver a more differentiated customer experience, which includes various communication channels, the integration of artificial intelligence, and the use of intelligent recommendation systems.

Furthermore, Osterwalder et al. (2014) use the Value Proposition Canvas model to help companies understand the relationship between products or services and customer needs. In the digital age, changing value propositions can also be achieved through technology that enhances the alignment between the offered product or service and the user's needs. For example, the adoption of self-service features and data analysis within applications can boost their value by providing benefits like convenience, efficiency, and easier evidence-based decision-making. By adopting this approach, companies can build customer loyalty and strengthen their competitive edge.

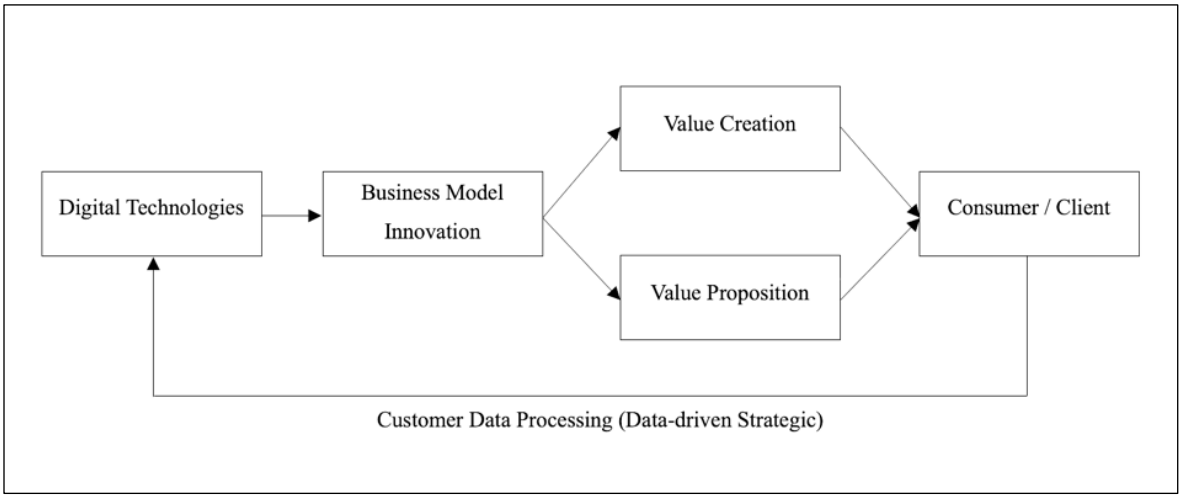

Figure 1. The Flow of Digital Transformation Utilisation in Value Creation and Proposition

RESEARCH METHOD

Desk research was the main method used to gather data for this study. The results from online secondary data searches, mainly from the GHR Inc. website, were cross-checked with relevant theory and detailed interviews with stakeholders to improve and confirm the validity and accuracy of the findings. Desk

research involves using existing secondary data, such as scientific articles, company reports, and trustworthy online sources (Stewart & Kamins, 1993). The process usually begins with identifying data from relevant sources, followed by collecting, screening, and analyzing the data to ensure the information is accurate and pertinent to the research topic.

In the first phase, key concepts examined included digital technology transformation, business model innovation, value creation, and value proposition configuration, as well as their application in the context of HR technology company operations management. Data collected from various sources, including scientific literature and company reports, will serve as the theoretical foundation and provide a comprehensive overview of best practices in the technology sector. To ensure all secondary data used in the research remains relevant, a series of interviews was conducted with senior executives of GHR Inc. These interviews were specifically designed to act as a triangulation method to validate the findings from desk research.

Triangulating data from interviews and relevant theories is crucial for verifying research results against practical company insights. Using interviews helps gather firsthand information from sources that may not be reflected in existing secondary data (Patton, 1999). This approach aligns with the theoretical framework, emphasizing the importance of triangulating case study data through interview results. It allows researchers to confirm findings from other sources and gain deeper contextual insights (Yin, 2018).

At the same time, theoretical triangulation is vital for comparing and enriching understanding from different conceptual perspectives. This approach enhances the reliability of the research and helps prevent oversimplification of meaning that can occur with a single approach (Flick, 2004). Therefore, theory and interviews are not only analytical tools but also essential components in validating complex findings, especially when combining empirical and conceptual data.

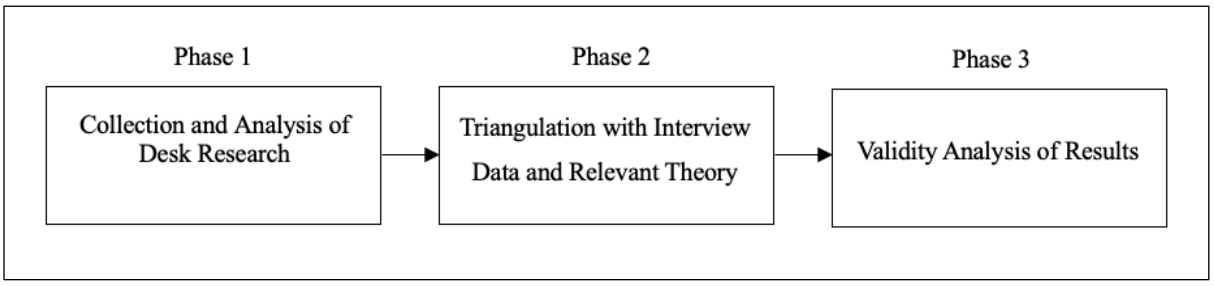

Figure 2. Research Process Flowchart

The primary data collection method utilised a semi-structured interview with the Head of Marketing at GHR Inc., held in June 2025. The interview, conducted online via video call, lasted for approximately 55 minutes, and focused on an in-depth exploration of the company's digital transformation strategies and their practical implications. The selection of this individual as a source of information was based on their strategic function in the initiation of digital innovation and the development of value propositions at GHR Inc., particularly through the collaborative processes between the marketing, operations, and product teams. The subject was directly involved in the formulation of the firm's customer-facing strategies, which are in alignment with the themes of this research.

The interview protocol was structured around four thematic categories: (1) the implementation of digital transformation, (2) value creation and innovation processes, (3) the challenges and risks encountered during transformation, and (4) strategic responses to these challenges. The following example questions are provided for illustrative purposes: How has GHR used data to shape its product features? What internal barriers were faced during technology adoption? How does the company manage rising customer expectations in a digital context?

In order to ensure triangulation, the findings from the interview were cross-validated with secondary sources such as company reports, official websites, and scientific literature. The employment of empirical insights and theoretical frameworks ensures methodological robustness, thereby enabling the study to address the research objectives from both conceptual and practical dimensions.

RESULTS AND FINDINGS

GHR Inc. is a digital platform specialising in human resource management technology. This software was recently upgraded to form GHR Inc., a mobile-based HR management technology designed to cater to the flexibility requirements of users, particularly those in small and medium-sized enterprises (SMEs). Through advanced features such as GPS-based attendance tracking, automated payroll, and real-time performance reports, GHR Inc. has assisted numerous client companies in minimizing administrative errors and enhancing HR management productivity. The platform has been adopted by approximately 2,000 companies across Indonesia and Southeast Asia, spanning various industries including manufacturing, retail, services, and education.

One of GHR Inc.'s most significant contributions to the enhancement of value creation in the market is the integration of advanced digital technology, known as the self-service employee portal. This feature enables employees of user companies utilising the application to autonomously manage absence requests, monitor their absences, and access payroll information. This facility has been designed to enhance operational efficiency and overall user experience, creating an indirect impact on customer satisfaction and sales of the technology developed by GHR Inc.

This innovation is evidenced by the steady growth in the number of companies utilising services provided by GHR Inc. over recent years. As shown in the table, corporate users rose from 800 in 2019 to 3,400 in 2024, with a steady growth rate. It is noteworthy that the year 2020 witnessed a 50% surge, which was subsequently followed by consistent annual growth in the subsequent years. This upward trend suggests the market is positively receiving GHR Inc.'s digital solution, showing adoption and growing reliance on its platform. The platform's adoption rates are growing, validating its importance in managing changing user demands.

Table 2. GHR User Growth (2019–2024)

Year	Number of User (Company)	Growth Percentage
2019	800	-
2020	1.200	50%
2021	1.600	33%
2022	2.000	25%
2023	2.600	30%
2024	3.400	31%

Source: GHR Inc. (2025)

GHR Inc.'s Digital Business Model for Creating and Promoting Value.

GHR Inc. has adopted a strategic approach based on data analysis to create services that provide innovative solutions to various challenges faced by customers, while delivering tangible benefits to them. In the dynamic and constantly evolving field of human resources technology, this company's success is significantly influenced by its capacity to generate novel value and to adapt its value proposition in a manner that ensures its relevance to the perpetually changing market demands. The technological transformation they have undertaken is not merely about digital adoption; rather, it must

be implemented at the level of the company's overall strategy. This underscores the notion that a profound comprehension of customer requirements and the capacity to adapt continuously are fundamental factors in redefining the company's value proposition.

GHR Inc.'s decision-making process commences with the initial step of gathering knowledge about the market and its consumers, a process termed market and customer insight research. The company collects and analyses various data, including user feedback and comments, market trends, competitor activities, and the direction of preferences expected by stakeholders regarding consumer behaviour. GHR Inc. has adopted a consumer-focused approach, which has enabled the company to identify various operational issues. This consumer data-driven approach enables the company to identify gaps in existing solutions and explore opportunities to develop new services that align more closely with market needs.

Following the identification of consumer needs, GHR Inc. progresses to the phase of data-driven innovation. At this stage, the company employs direct operational data, obtained from user interactions with the application, such as usage patterns and consumer behaviour, to analyse potential service improvements. This analysis process is not only technical, but also incorporates an in-depth examination of the strategic impact on users. To ensure a comprehensive analysis, this process is carried out collaboratively by various functional divisions, including product, business, and technology teams. This innovative approach, driven by substantial data analysis, facilitates enhanced efficiency in product development and optimises decision-making processes within business contexts.

The concept for a novel service has been formulated and continues to progress towards the prototyping and iteration stage. At this stage, the service that has been created and developed will first undergo testing through an initial version containing basic functions in line with the intended purpose, to obtain feedback from a selected group of users. This iteration is frequently designated as the Minimum Viable Product (MVP). Before the launch of a location-based attendance service, an MVP version was used to measure satisfaction and response. The product division team has adopted a process of rapid prototyping and iteration, complemented by A/B testing, to assist customer identification of the most suitable service configuration for their needs and operational efficiency.

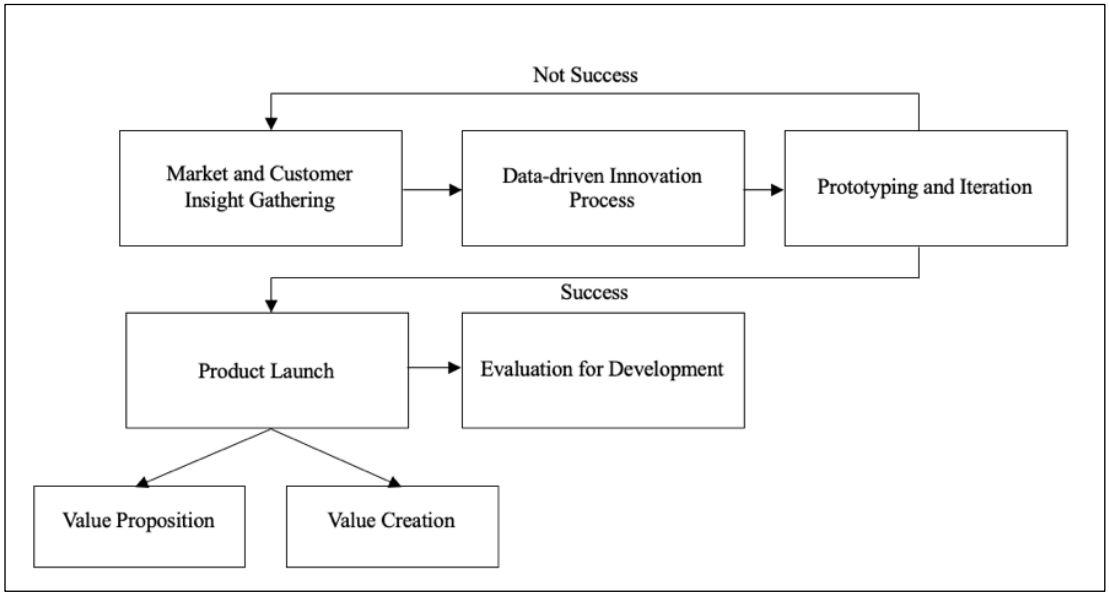

Figure 3. GHR Inc.'s Business Model Innovation Scheme through Digital Technology Transformation

The value creation and delivery process implemented by GHR Inc. is characterised by dynamism, with a strong emphasis on continuous learning and adaptability. To evaluate service performance and identify areas for enhancement, the operations and marketing teams undertake regular feedback

collection from customers. In parallel with this, the company is pursuing strategic opportunities through the application of cutting-edge technology to provide greater value to consumers in the future. This approach demonstrates that the success of digital transformation is not solely reliant on technological innovation but also on the implementation of structured and adaptive strategies. In this manner, GHR Inc. endeavours to establish a sustainable competitive advantage in the face of the evolving market dynamics.

Thematic Insight from GHR Inc.'s Digital Innovation Strategy.

Based on triangulation of the interview data and desk research, several key themes were identified to explain how GHR Inc. utilises digital transformation to reshape value creation and value proposition.

Customer-Centric Digital Design.

A fundamental aspect of GHR Inc.'s approach pertains to their unwavering dedication to the development of a customer-centric platform. As stated by the Head of Marketing at GHR Inc. *"The development of each new feature is initiated by user feedback. For instance, it was observed that human resources managers were allocating excessive time to the manual compilation of attendance data. Consequently, a GPS-based tracking system was developed to address this issue."*

This finding is consistent with the theory of value co-creation (Grönroos & Voima, 2013), which states that users should be regarded not only as recipients but also as active co-creators of value. The development of GPS and real-time data tools was not a solitary process; rather, it was based on continuous user engagement.

Data-Driven Value Creation.

A further theme that emerged from the research was the reliance of GHR Inc. on data-driven innovation. The company employs behavioural user data to iterate Minimum Viable Products (MVPs), facilitating continuous refinement based on real-world usage. *"Prior to the implementation of the location-based attendance system, a preliminary version was subjected to a trial with 20 companies. The feedback provided a significant shift in the design of the dashboard"* (Head of GHR Inc. Marketing Division, 2025).

This approach aligns with the iterative learning model in business model innovation (Sosna, Trevinyo-Rodríguez, & Velamuri, 2010), characterised by experimentation and customer validation as key drivers of innovation. This transformation is evidenced by the adoption of A/B testing and rapid prototyping, which point to a transition from a static service delivery model to one that is agile, involving continuous value exploration.

Table 4. The Implementation of Technology in GHR Inc.'s Value Creations

Tech Innovation	Role	Benefits
GPS Tracking	Monitor employee attendance, including their location when sign-in is processed.	Optimising attendance accuracy and supporting flexible work systems.
Real-Time Reporting	Provide data reports directly to the HR manager of the user company.	Allows faster and more efficient decisions regarding changes.
Data Analytics	Tool for analysing employee performance based on collected data.	Improving HR strategies to become effective with employee needs.
Artificial Intelligence	Tools for predicting trends in HR management	Anticipating future HR trends and risks

Source: GHR Inc. (2025)

Strategic Repositioning of Value Proposition.

GHR Inc. has also exhibited an intentional transition from being a conventional HR administration instrument to a strategic partner providing intelligent solutions. "Our objective is not merely to provide automation, but rather to assist our clients in comprehending performance trends and anticipating future requirements in terms of workforce" (Head of GHR Inc. Marketing Division, 2025).

Table 3. GHR Inc. Value Proposition Strategy Roadmap (2023–2025)

Year	Value Transformation Strategy
2023	Enhance real-time reporting services and develop basic analytical tools.
2024	Integration with external parties to provide tax and accounting services.
2025	AI features are being added to predict performance trends and develop digital onboarding processes for client companies.

Source: GHR Inc. (2025)

This illustration exemplifies a value proposition reconfiguration (Bohnsack & Pinkse, 2017), whereby the company redefines its market role by embedding AI-powered forecasting and integrating with tax/accounting services. This evolution is consistent with the theoretical framework that posits the pivotal role of dynamic capabilities, such as the transformation of offerings using data, in achieving competitiveness within a given context (Teece, 2010).

Scalability through Tech-Enabled Efficiency.

A pivotal consequence of digital transformation is the attainment of operational scalability. The number of company users increased from 800 to 3,400 between 2019 and 2024. This growth was primarily driven by advancements in automation, which reduced the need for manual input. The self-service portal, for instance, empowers employees to manage their own leave and payslips, thereby reducing the workload of the Human Resources department and increasing the accuracy of data processing.

The company's success in scaling while maintaining user satisfaction demonstrates the contribution of technological efficiency to operational value creation (Amit & Zott, 2012). The outcomes of this study demonstrate the capacity of digital tools to directly enhance productivity and reduce costs for both GHR Inc. and its clients.

DISCUSSION

Responding Strategically to Digital Transformation Challenges.

As GHR Inc. continues to expand its digital infrastructure, it encounters complex organisational and technical challenges that require deliberate, adaptive responses. These challenges encompass an increased system complexity, the risk of data overload, heightened concerns over data security, and rapidly evolving customer expectations. In contrast to the conventional approach of addressing these issues as discrete technical challenges, GHR employs a cross-functional strategy that integrates strategic planning, user-centric design, and robust risk governance.

In order to address the issue of system complexity, GHR proceeded with a restructuring of its platform architecture, dividing it into a series of modular components. The Head of Marketing at GHR Inc. has stated that *"Each function, such as attendance or payroll, is now regarded as a discrete service layer.*

This approach facilitates the process of updating the system and mitigates the propagation of errors". The present study posits that the adoption of a modular approach to digital transformation facilitates agile innovation and mitigates development bottlenecks. This assertion is consistent with the theoretical framework that emphasises the importance of scalable architecture in such contexts (Verhoef et al., 2021).

Information overload, a common side effect of digitalization, is mitigated through prioritization tools embedded in the platform. In order to avoid overwhelming users with excessive data, GHR developed customised dashboards. "The presentation of 100 metrics was discontinued. The company has now adapted its dashboards to meet the specific requirements of each client" (Head of GHR Inc. Marketing Division, 2025). This user-centred approach to simplification has been demonstrated to facilitate enhanced decision-making processes and aligns with the prevailing argument concerning the necessity for clarity in data presentation (Eppler & Mengis, 2004).

In terms of cybersecurity, GHR has proactively adopted multi-layered security protocols. These include end-to-end encryption, regular penetration testing, and compliance with ISO 27001 standards. As explained by The Head of Marketing at GHR Inc., "The organisation conducts quarterly security audits and encrypts personal records both at rest and in transit". It is evident that these endeavours are in accordance with the assertion that trust in data management is imperative for the adoption of digital platforms (Smith, Dinev, & Xu, 2011).

In order to satisfy the mounting expectations of consumers, GHR incorporates a select group of clients into the early stages of product development through the implementation of co-design initiatives. "We facilitate the participation of our most valued clients in the early stages of product development, a practice that fosters collaborative problem-solving and minimises the necessity for subsequent revisions following the launch of the product" (Head of GHR Inc. Marketing Division, 2025). This collaborative model has been demonstrated to enhance service fit and loyalty, thus aligning with the principles of co-creation theory (Grönroos & Voima, 2013).

Sustaining Competitive Advantage through Organizational Agility.

GHR Inc.'s comprehensive digital strategy is shaped by its capacity to reconfigure resources and respond to continuous market shifts. This finding is consistent with the dynamic capabilities framework, which posits that the ability of an organisation to maintain a competitive advantage is contingent upon its capacity to effectively adapt to changing environmental factors (Teece, 2010).

The company's integration of technological, organisational and customer-facing innovations reflects a holistic approach to transformation. The organisation's strategic agility is evident in its ability to strike a balance between innovation and operational stability, as well as in its commitment to empowering interdisciplinary teams to experiment and learn. Furthermore, it has a well-established process of continuously incorporating user feedback into its product design, which is a key element of its overall strategy. These practices emphasise the significance of:

1) The necessity for intersectoral collaboration among marketing, operations and product teams is paramount.
2) The process of learning through the utilisation of Minimum Viable Products (MVPs) and user trials is known as iterative learning.
3) The integration of risk management into the domain of technology governance is imperative to ensure optimal outcomes.
4) The primary objective here is to ensure that the evolving characteristics of the product align consistently with the expressed requirements and needs of its intended customers.

In contrast to the conventional approach of conceptualising digital transformation as a one-time implementation of tools, GHR adopts a more nuanced perspective. It treats digital transformation as an evolving process, emphasising responsiveness, experimentation, and customer orientation as pivotal to value creation. This perspective provides a practical roadmap for other digital firms aiming to build resilience and relevance in a saturated tech-driven market.

CONCLUSION

In the context of contemporary market dynamics, characterised by perpetual transformation, GHR Inc.'s adoption of digital transformation strategies offers a valuable lesson. The organisation's approach to value creation and the realignment of its value proposition for consumers is noteworthy. A relevant example of this can be found in the use of a customer-centric approach in every service innovation process. Their success in developing GPS attendance tracking and other features depends on understanding their customers' business operations.

In creating new value, GHR employs real-time data-driven innovation as a pivotal component in shaping sustainable value. Big data analysis allows the company to identify new services and make decisions based on evidence. This allows the company to create services to help users manage their human resources. However, GHR must also address the growing challenges of data security risk management, which are increasingly common with digital technology.

In forthcoming years, standards for the HR Tech industry will be subject to modification, driven by the user demand for a more personalised service experience and a cloud-based platform. Users will increasingly require HR services that can be accessed at any time and from any location, on any device, when required. In this context, the ability to demonstrate flexibility will become a critical factor for companies aiming to adapt swiftly to these evolving demands, thereby securing a competitive edge within a highly saturated market.

Finally, it is important to note that the future of the HR technology sector will not be determined solely by technological advances but also by companies' ability to create and adapt the value they provide to consumers. This value is derived from knowledge based on the use of data to provide relevant value to users. GHR Inc. is a prime example of successful digital technology adoption, focusing on rapid adaptation, effective risk management, and continuous learning and innovation. Companies that incorporate these elements into their digital transformation efforts will lead the market in the complex digital era.

Despite the invaluable insights provided by the study, it must be recognised that certain limitations exist. The research is focused on a single case study of GHR Inc., which may limit the generalisability of the findings to broader HR Tech contexts. In addition, due to the fact that merely a single interview was conducted, the resulting qualitative insights, while being abundant, are limited in scope. It is recommended that future research endeavours focus on expanding the current sample size, with the incorporation of multiple case studies or perspectives from users. Such an expansion would serve to enhance the external validity of the findings and offer a more comprehensive understanding of the digital transformation process within analogous industrial contexts.

RECOMMENDATIONS

Based on desk research and interviews, GHR Inc. should consider the following recommendations to maximise the use of digital transformation for the creation of relevant and efficient value creation and value propositions. The primary recommendation is that GHR should be capable of implementing data-driven innovation comprehensively, thereby establishing the capacity to collect, analyse, and utilise data as the foundation for strategic processes such as decision-making. In line with this, the company should

collaborate with other digital ecosystems to develop more integrated and attractive solutions for users. Expansion via collaboration with fintech or other tech companies could help GHR Inc. build a digital ecosystem.

Digital transformation will become essential for value creation and realigning offers to consumers in the future as HR Tech adopts AI and big data. This aligns with developments in AI technology, which will be crucial for critical HR management processes such as identifying trends in employee performance, designing effective training strategies, and anticipating early turnover risks. Emerging technologies, including blockchain, have the potential to enhance transparency and security in the management of HR data, particularly concerning digital payroll and employment contracts.

Investment in internal and external data security and risk management must also be improved. Mistakes like data leaks can be fatal for a digital technology company. They can affect the company's reputation and legal consequences. Protecting company data must be a priority without affecting the user experience. In the digital technology business, customer satisfaction and loyalty are determined by ease of use, fast response times, and personalisation.

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