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Integrity Branding for Business Sustainability: The Case of Blue Bird Taxi

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Abstract

The taxi industry is facing unprecedented challenges. This is because the traditional business model of old players in the taxi industry has been disrupted by the digital technology that startup companies have carried out. One of how Blue Bird Taxi Company remains relevant to the changes that are taking place is through the implementation of integrity branding, which emphasizes the importance of ethical and moral values in building reputation and consumer loyalty. The application of integrity branding is becoming increasingly popular because consumers emphasize ethical and sustainable business practices. This research aims to describe the implementation of integrity branding at Blue Bird Taxi Company. This study analyzes the challenges and opportunities in implementing integrity branding in the taxi industry and strategies to deal with them. Integrity branding has the potential to differentiate a taxi company from its competitors, as well as build trust and credibility with consumers. Integrity is vital because it can strengthen the company's reputation in the long term. The company will enhance the application of norms that seek to maintain the trust of its stakeholders. In providing services to external consumers, excellent service is provided. To employees as internal consumers, the company strives to fulfill the rights of employees. To the company's suppliers or partners, the company will also satisfy the company's obligations properly. To investors, the company will undoubtedly have transparency regarding organizational performance so that investors will obtain results by their rights. By identifying the main ethical and moral principles important to consumers in the taxi industry and developing an integrity branding strategy aligned with consumer values, this research provides a practical guide for taxi companies who are willing to differentiate themselves through ethical business practices and sustainability.

Keywords

Integrity, branding, ethics

1. Introduction

The taxi industry is facing unprecedented challenges. This is because the traditional business model that old players in the taxi industry have carried out has been disrupted by digital technology carried out by Startup Companies, which has caused changes in consumer preferences in choosing a taxi. Old players in the taxi industry, such as Bluebird, are also facing increasingly fierce competition from Startups engaged in application-based transportation, such as Gojek, Grab, Maxim, and others. Therefore, in an environment like this, like it or not, taxi companies must differentiate themselves from their competitors by building strong relationships with customers to survive. One of how Bluebird Taxi Company remains relevant to the changes that are taking place is through the implementation of integrity branding, which emphasizes the importance of ethical and moral values in building reputation and consumer loyalty. Integrity branding or brand integrity is a concept that is known in the field of marketing and branding. This concept refers to the ethical and moral principles in the branding process, intending to build trust and credibility with consumers. The use/implementation of integrity branding is becoming increasingly popular as consumers increasingly emphasize ethical and sustainable business practices. Integrity branding can differentiate a taxi company from its competitors by building trust and credibility with consumers. Integrity branding, which emphasizes the importance of ethical and moral values in building reputation and consumer loyalty, can be a promising strategy for a taxi company facing increasingly competitive challenges.

Bluebird is a transportation company operating in Jakarta and several major cities in Indonesia. Bluebird founder, Mrs. Mutiara Djokoetono, was inspired by a fairy tale from Europe about a girl's hope and prayer for happiness that finally came proper because of the kindness of a bluebird. Bluebird was initiated by the Golden Bird Company, later known as Chandra Taksi, as a car rental service company specifically serving foreign journalists and

other customers visiting Jakarta. At its inception in 1972, the fleet owned by this company only numbered 25 taxis. Bluebird then pioneered the imposition of metered taxi fares, equipping its air-conditioned fleet with radio communications. Not only that, but after starting to grow, this company expanded into limousine taxis, car rental businesses, and charter buses in 1979. Bluebird also launched the Silver Bird executive taxis services in 1993. After more than a decade, Bluebird Group now has four main divisions.

For many residents of Jakarta and other big cities in Indonesia, Bluebird Group is not just a taxi company but has become part of their lifestyle. If New York is known for its yellow taxis and London for its black cabs, then Jakarta has Bluebird: a fleet of blue taxis that always adorn Jakarta's busy streets (Bluebird Group, 2023). Now Bluebird Group services not only can be enjoyed in Jakarta but also in other cities in Indonesia, such as Surabaya, Bandung, Bali, Lombok, Semarang, Medan, Pekanbaru, Palembang, Bangka Belitung, Batam, Banten, Manado, Makassar, Yogyakarta, as well as business and tourism centers throughout Indonesia (Puspa, 2021).

Serving millions of passengers every month, Bluebird Group has expanded its services from regular taxis (Bluebird & Pusaka) to executive taxis (Silver Bird), limousines and car rentals (Golden Bird), bus rentals (Big Bird), logistics (Iron Bird). Logistics, industry (Restu Ibu Pusaka - Karoseri and Pusaka Niaga Indonesia), property (Holiday Resort Lombok and Pusaka Bumi Mutiara), IT and support services (Hermis Consulting - IT SAP, Pusaka Integrasi Mandiri - EDC, Pusaka GPS, Pusaka Buana Utama - Gas stations, Pusaka Bersatu - Lubricants, Indonesian spare parts - Spare parts) and heavy equipment (Pusaka Andalan Perkasa and Pusaka Bumi Transportasi). Business details are as follows:

- a. Regular Taxi. Bluebird has regular taxi services under the brands "Bluebird" and "Pusaka" in several cities in Indonesia, namely Jakarta, Depok, Tangerang, Bekasi, Bandung, Cilegon, Batam, Semarang, Manado, Medan, Padang, Palembang, Pekanbaru, Surabaya, Makassar, Bangka Belitung, and Yogyakarta.
- b. *Bluebird Kirim*. Bluebird has the Bluebird Send service as a logistics delivery service with Bluebird fleets in 16 regions. Consumers can take advantage of the Delivery service and use the fixed price feature to find-out delivery costs on the MyBluebird application.
- c. Executive Taxi. Bluebird has executive taxis under the "Silverbird" brand in Jakarta. Consumers can take advantage of luxury vehicles with comfortable and spacious interiors.
- d. Limousine and Car Rental. As a subsidiary company, PT Pusaka Prima Transport provides various vehicle rental services, namely short-term rental (hourly, daily, delivery, and pick-up) and long-term rental contracts, across 20 locations in Indonesia. The company also has long-term contract vehicle rental services for corporate companies.
- e. Company Bus Rental. PT Big Bird Pusaka has bus rental services spread across 7 locations in Indonesia, namely Jakarta, Surabaya, Bandung, Bali, Medan, Palembang, and Yogyakarta. The lease is intended for individual and corporate consumers, both domestic and international corporations.
- f. Shuttle Service. PT Trans Antar Nusabird, as a subsidiary company, offers land transportation services for inter-city passengers under the brand "Cititrans."

This research explores the application of integrity branding at Bluebird Taxi Company. Based on the explanation above, the author formulates the following research questions.

- a. What are the best practices and strategies that can be identified for implementing integrity branding at Bluebird Taxi Company?
- b. How is the implementation of the integrity branding at Bluebird Taxi Company evaluated?

2. Literature Review

2.1 Branding

Branding is a strategy to provide strength and added value to a brand while at the same time having unique value (Keller, 2013). Branding aims to make a brand perceived by the target market by what is communicated by the company. Branding gives the company a good reputation among its stakeholders. Companies not only carry out branding through various marketing communication mix tools but the essential elements accompanying it must also be carried out. This includes:

1. **The role of the leader.** The head of the company is someone who initiates the company's strategy. In this case, the leader will arrange the company's direction to become a reference in managing the company's business. This idea is then well communicated to all stakeholders. This branding also represents leaders who have concerns about improving company performance.
2. **Corporate values and culture.** Branding is also strengthened through corporate values and culture. This becomes a reference for internal employees to carry out as a reference in work.
3. **Working climate.** Work climate is external support so that the organization provides a comfortable working atmosphere for employees to work. This includes rewards and punishments applied in the organization. Company branding also needs to be strengthened through the company's work climate.

4. **Internalization of values to employees.** Branding is not only to be communicated to external parties of the company but also to be communicated to employees. This is important if the company is engaged in services. The interaction between employees and consumers in service companies will look stronger. Good service will further strengthen consumer confidence in the company.
5. **Company products.** Consumers have a preference for making choices at companies that provide good service. Branding on the company's products is essential if the company is in a highly competitive industry.
6. **Support services.** Support services are the company's efforts to provide the best to consumers. These support services can strengthen consumer branding perceptions that companies pay better attention to consumers.

2.2 Integrity

Integrity is an individual or collective ability to strengthen moral awareness, moral deliberation, character, and moral conduct, which are part of determining a decision (Petrick & Quinn, 2000). Individuals and groups who uphold high integrity will try to find solutions to support a good system. Petrick and Quinn (2000) argue that integrity includes four dimensions of integrity capacity, namely:

1. *Moral awareness.* This concept shows sensitivity in making decisions that impact the surrounding environment—individuals and organizations; in making decisions pay attention to the feelings of other people and wider stakeholders. The existence of a robust system builds individual abilities to have moral awareness, including moral sensitivity towards humans and the surrounding environment.
2. *Moral deliberation.* This is related to deciding by considering all the risks that might occur. In addition, decision considerations also pay attention to the long term.
3. *Moral character.* This moral character of integrity is expected to show that a person can have the ability to be trusted by others and show empathy, concern, compassion, and fairness to others. This character is expected to be a consideration in making decisions. Sometimes, the sensitivity of conscience needs to be sharpened to make good decisions for the wider community.
4. *Moral conduct.* This moral behavior shows that a person can be a role model or reference for others. A person with integrity will be able to show that he can be an example for those around him. Leaders also need to show this to become role models for employees in the company.

Strengthening integrity within the organization aims to support business activities so they can run well. Integrity supports the organization's ability to provide services to all stakeholders who have given it trust. This is, of course, for example, for investors, who will continue to be willing to invest.

2.3 Integrity Branding

Branding refers to the corporate perspective and has a strategic benefit. Branding is an organizational value aligned with brand values (Schroeder, 2017), including product value. Branding at the corporate level has a brand culture that reflects organizational values. Branding at the corporate level can contribute to the strength of product brands, especially intangible attributes. Corporate brands will support product performance. In technical terms, this corporate brand will become marketing activities and supporting company programs (Burghause and Balmer, 2015).

Branding is also essential for gaining a competitive advantage nationally and internationally (Sujchaphong, 2017). Companies with specific branding need to strengthen the organization's brand into the organization consistently and strengthen organizational values in all elements of the organization, including internal employees. This is part of internal branding so employees can be committed to supporting corporate values (Punjaisri & Wilson, 2011). Employees who understand corporate values will carry out these values and fulfill consumer demands according to what the organization promises to consumers (Sujchaphong et al., 2020).

Strengthening branding at the organizational level requires leadership support (Sujchaphong et al., 2020). The leader's role is to demonstrate commitment to carrying out corporate values. The expected leadership character is a leader who supports business change transformation. They are considered individuals who can make changes in the organization to achieve better performance. Organizational programs also support this strengthening through training and implementing better and consistently applied work standards. This includes procedures that must be established for external consumers to ensure consistency in what is conveyed to internal employees and external consumers. Companies that act as market leaders in an industry certainly want to maintain their position. This is supported by the company's ability to provide products and services to the target market and by the value of integrity. This value strengthens the perceptions of stakeholders on the company and the product or service brands offered. This aspect of integrity is maintained not only by products or services but also related to supporting services. This strategy is expected to create stakeholder confidence that the company will provide benefits following what has been paid by consumers or partners in other stakeholders.

Integrity is vital because it can strengthen the company's reputation in the long term. The company will enhance the application of norms that seek to maintain the trust of its stakeholders. In providing services to external consumers, excellent service is provided. To employees, as internal consumers, the company strives to fulfill the rights employees possess properly. To the company's suppliers or partners, the company will also satisfy the company's obligations properly. To investors, the company will undoubtedly have transparency regarding organizational performance so that investors will obtain results following their rights.

Company leaders or company owners who determine the company's vision and mission for the future by strengthening aspects of integrity. This means that the company is fully committed to providing services to all stakeholders following what has been promised. This can be realized in the vision, mission, corporate values, slogans, rules, and norms, which are communicated continuously and consistently to all elements within the company. The company also has strict rewards and punishments so that this can be applied to all employees. This integrity branding cannot be built in the short term, but the company needs time in the long term.

Integrity branding has the potential to differentiate a taxi company from its competitors, as well as build trust and credibility with consumers. This study explores the impact of implementing integrity branding for taxi companies through a case study approach to the Bluebird Taxi Company. By identifying the main ethical and moral principles important to consumers in the taxi industry and developing an integrity branding strategy aligned with consumer values, this research will provide a practical guide for taxi companies wishing to differentiate themselves through ethical business practices and sustainability.

3. Methods

This research uses a qualitative case study approach, focusing on Bluebird Taxi Company. Data will be collected through in-depth interviews with representatives of the Bluebird Taxi Company. The data collected from the interview process will be analyzed to inventory the impact of implementing integrity branding so that it can be developed to become a development model for other taxi companies.

4. Results

Bluebird's performance shows improving indicators. During the pandemic, Bluebird experienced a decline in performance of IDR 66 billion from January 2021 to September 2021. This pandemic factor is indeed the primary determinant of Bluebird's performance. This is due to reduced consumer demand for transportation. They carry out activities at home by implementing a Work from Home policy. This policy directly impacted Bluebird's performance. Namely, the need for taxis experienced a sharp decline. But in the fourth quarter of the same year, 2021, Bluebird's performance slowly improved. Bluebird gets an increase in profit, although small.

Bluebird's persistence in running a business has been initiated by the founder of Bluebird—Mrs—Mutiar Siti Fatimah Djokosoetono, or Mrs. Joko, who founded Bluebird in 1972. The initial initiation of the business was not due to Mrs. Joko's position as a businessperson but because she was only a housewife. Bluebird was established more driven by economic pressure after the death of Bu Joko's husband. The business started with selling eggs, then continued the sale of batik. In the end, Mrs. Joko used the two cars inherited from her husband to earn extra income to support a family of three children. The two taxis are used as a mode of transportation for taxis. PT Bluebird Tbk (Bluebird) was legally established on March 29, 2001, based on the Deed of Notary Dian Pertiwi, SH No. 11, approved by the Minister of Justice and Human Rights of the Republic of Indonesia following Decree No. C-00325HT.01.01.TH.2001 dated 26 April 2001.

The name Bluebird was inspired by the European country's "Bird of Happiness" fairy tale. This has the meaning that birds can bring happiness. The purpose of establishing Bluebird is to create and share joy in developing the country. In addition, Bluebird seeks to create a consumer mobility experience, such as transportation through the Bluebird fleet. This consumer mobility experience strived to be positive and make consumers happy.

Besides creating happiness, Bluebird also aims to contribute to supporting the development process in Indonesia. The transportation sector operates very vitally to support human mobility in their respective performance. This transportation sector also helps the convenience of consumers to meet their needs. In essence, Bluebird plays a vital role in moving the wheels of the economy in Indonesia. Indonesia has geographical conditions in the form of islands that create separate and broad locations. Therefore, Bluebird is expanding the market by opening companies in several cities in Indonesia, namely Surabaya, Bandung, Bali, Lombok, Semarang, Medan, Pekanbaru, Palembang, Bangka Belitung, Batam, Bantam, Manado, Makassar, Yogyakarta, and other cities that are the heart of the business and tourist destinations across the country. In line with the expansion of the company's operating area, Bluebird also has a broader business portfolio.

Bluebird Group develops business in passenger transportation and land transportation services, including bus rental, vehicle rental, and taxi service provision (regular and executive). In 2012, Bluebird incorporated a strategy of restructuring share ownership in several land transportation service providers. This restructuring of share ownership allows Bluebird to manage 15 subsidiary companies expected to support Bluebird's performance in the transportation industry. The existence of these subsidiaries can support Bluebird's business activities in workshops and assembling. To survive in the long term, the company has core values that must always be upheld. There are fundamental values that determine Bluebird's long-term success. Bluebird was able to survive and thrive because Bu Djoko created noble values. This value has been passed down from generation to generation by the vigorous efforts of the company owner. The heritage values are caring, integrity, excellent service, and a growth mindset. First, the value of caring means that as part of Bluebird, the company wholeheartedly takes care of service, namely family, having empathy, looking after one another, and especially protecting the environment. Second, the value of integrity means that the company always values honesty. Honesty is the key to success. In addition, this honesty is also reflected in how Bluebird works, relying on transparency, discipline, hard work, and accountability. Third, the company targets driver expertise for passenger experience and satisfaction. Bluebird is committed to providing excellent service by focusing on high-quality work, a reliable workforce, and operational excellence while respecting the needs of passengers by listening, serving, accompanying, and innovating wholeheartedly. Fourth, Bluebird is determined to provide and deliver the best from all parties in the company by working in agile, precise, creative, and innovative ways. The company draws on experience to navigate and overcome challenges and face an uncertain future together.

Professionalism is also the focus of the company's value, in which all elements of the organization provide excellent and extra customer service. Professionalism is believed to support the long-term sustainability of the company. Credibility is the future of Bluebird. Professionalism is not only in the form of words but manifested in the actual actions of employees towards company customers. Bluebird continues to apply Mrs. Joko's iron fist but silk gloves principle.

Bluebird is almost 51 years old, so this shows proof of Bluebird's ability to be able to survive in crisis conditions, digital era competition, and the covid pandemic. This 51-year-old shows that business implementation is trying to be aligned with values based on honesty and transparency that characterize Bluebird's business goals commercially. Bluebird considers the value of integrity to increase competitiveness and also business sustainability. All employees at various levels strive to maintain integrity. Violating the importance of integrity is believed to be able to damage the existing business order to harm business continuity.

Bluebird's position as a go-public company listed on the stock exchange also demands the importance of the value of integrity. Bluebird conducted an initial public offering (IPO) in 2014. The listing and initial public offering were carried out after Bluebird received an effective statement from the Financial Services Authority (OJK) on October 29, 2014. The shares were effectively offered on November 5, 2014. Shares Bluebird provided as many as 76,500,000 shares to the public with a nominal value of IDR 100 per share and an offering price of IDR 6,500 per share. This strategy is expected to support business development plans and strengthen Bluebird's position as a market leader in the transportation industry, including passenger and ground transportation.

This condition of going public requires Bluebird to carry out business activities in transportation by focusing attention on all stakeholders. This starts with the government, internal employees, consumers, communities, and investors. Stakeholder trust is a priority for running a business well. The aspect of trust from stakeholders is the support for providing the best service. Bluebird can develop into a mobility service provider company that provides security, an excellent fleet, excellent service, and a team with integrity. The company strives to remain present and become an icon in this country. This icon aims to create a good perception of all consumers who will use this mode of transportation, including foreign tourists who come to Indonesia. By driving the Bluebird, consumers will be guaranteed safety and comfort.

The value of integrity in Bluebird is strengthened by implementing good corporate governance. This is considered to support business continuity. Bluebird is committed to implementing the principles of good corporate governance (GCG) following the regulations set by the applicable government regarding the rules of the Limited Liability Company Law Number 40 of 2007; OJK Regulation Number 21/POJK.04/2015 concerning the Implementation of Public Company Governance Guidelines, as well as OJK Circular Letter No. 32/SEOJK.04/2015 concerning Guidelines for Public Company Governance. The application of integrity through the application of regulations has positive implications for the sustainability of the organization in the long term. Applying GCG principles can empower Bluebird to conduct business activities by avoiding violations that can harm all company stakeholders.

In addition to the integrity aspect in the Blue Corps Program, which is interesting here, the integrity aspect is applied at all levels of work. This aspect of integrity is associated with the conformity between what was promised and what was stated with the actions taken. This is a moral principle that needs to be colored in every work. The

application of integrity can be found in employees who work in Bluebird workshops. They are parties that do not meet directly with external consumers. However, they follow proper work procedures and ensure all machine devices operate correctly. The running of the machine properly is also part of the service to the end consumer. The car can run well without any obstacles on the road, making it easier for consumers to be transported from one place to another. Likewise with other departments in Bluebird, for example, the marketing communications department. They have job descriptions to communicate information to external consumers. This information must be correct so that external consumers can understand it. Bluebird disseminates information correctly to generate trust in consumers and even other stakeholders.

Internalization of information to the internal side of the organization is also part of strengthening internal branding. This internal branding is a way to promote the organization's image, especially to members of the organization or human resources in it. Bluebird has carried out internal branding to support human resources in understanding and displaying Bluebird's image in guaranteeing quality services according to the promised brand image—the image as a whole to all members of the organization. Through brand internalization, Bluebird can influence the attitudes and behavior of human resources to align with the brand image promised and aspired to by stakeholders.

Bluebird has operations in 18 cities with various unit divisions. Each division has a division head as a leader. Each division plays an active role in ensuring that business activities supporting integrity can be carried out correctly. Continuous socialization from the internal communication team is also carried out with the entire Bluebird extended family. This constant socialization is carried out so that there is a common understanding regarding aspects of integrity. Integrity is also taught to drivers. Bluebird drivers also experience changes from time to time, or there are additional drivers from time to time. Every time there is a new driver, there is a new employee; Bluebird consistently implements a program of values and integrity continuously. Integrity is expected to be applied to all aspects of organizational life.

Bluebird also uses developing communication media channels such as social media. Bluebird tries to keep up with the latest tracks to convey the correct information to the right target market. Channel selection also needs to be considered regarding the audience because the communication channels will differ for company employees and taxi drivers. Employees who have joined Bluebird also need to be continuously communicated with to be aware of the latest conditions and consistently remember Bluebird's values. The journey of employees in learning integrity needs to be understood. When they start to enter, there will be an introduction to employees' values during the onboarding period. Along the way, employees can participate in programs to understand and remember the importance of integrity implemented at Bluebird.

Related to monitoring the implementation of integrity, Bluebird has a system for that. This system functions to carry out supervision carried out by internal audit. The Audit Committee is part of the Board of Commissioners, whose job is to streamline the oversight function carried out by the Board of Commissioners regarding the performance of the Board of Directors in managing Bluebird related to financial reports, the effectiveness of the audit function both internal and external, risk management and compliance with regulations. This audit committee follows the Company's Audit Committee Charter based on Financial Services Authority Regulation No. 55/POJK.04/2015 concerning the Establishment and Guidelines for Implementing Audit Committee Work.

Monitoring results are reported to the principal director or CEO to follow up on the report results. In addition to supervision from audits, Bluebird has also developed a whistleblowing mechanism. This Whistleblowing helps Bluebird to find out if there is a breach of integrity. The application of integrity must be maintained and colored in daily behavior. Bluebird also conducts a consumer satisfaction survey. Consumer satisfaction is evaluated by distributing consumer satisfaction level surveys every year. Bluebird can determine customer satisfaction, which can be monitored through the customer satisfaction index (Customer Satisfaction Index or CSI).

Bluebird also faces challenges in implementing integrity for the entire Bluebird extended family. Bluebird implements a reward and punishment mechanism. Bluebird realizes that to be able to make employees, especially car drivers, Bluebird also provides training so they can provide excellent service to passengers. For drivers, Bluebird also has a code of ethics mechanism to regulate it. For drivers who perform well, there will be appreciation every month through Roadstar. This driver has a good performance in serving consumers, which also shows the integrity of the driver. This driver can offer good attention to consumers so that consumers feel safe and comfortable while driving. Sometimes, drivers also provide services beyond consumers' expectations as Bluebird drivers. Especially some time ago, during the pandemic, drivers carried out their duties to take consumers. They always continue to serve well, despite concerns that consumers will be affected by Covid. There are standards and procedures to help consumers that lead to the creation of happiness, comfort, and safety in driving. These standards start from the consumer ordering a taxi, on the way, and to the destination. Bluebird drivers are taught about this standard to create trust in consumers. This service quality is the key to integrity, meaning that what is communicated to internal consumers is the same as what is shared externally.

Strengthening internal branding related to integrity is believed to be carried out first. This is related to companies engaged in the service sector. Organizational managers must first communicate internally with employees because they will interact directly with consumers, especially motorists. They will now be in daily life together with consumers. The company's goal is because the company has a solid orientation to consumers as a determinant of organizational performance. However, Bluebird also realizes that not all consumers must be the target market. Bluebird needs to focus on consumers who are considered potential for the organization.

Branding Bluebird as a company engaged in the transportation sector is a manifestation of Bluebird's mission, namely achieving customer satisfaction and developing and maintaining itself as a market leader in each category. Bluebird provides reliable and high-quality services with efficient use of every resource in land transportation and is supported by a complete team. The quality is not only in the form of service but also the quality of the car itself because this is essential in driving consumers. Bluebird also strives to provide grades aligned with existing business developments and changes.

5. Discussion

Integrity is one of Bluebird's strengths in maintaining good relations with stakeholders. Branding integrity in Bluebird is a strategy to provide a more significant advantage over Bluebird's competitors. This is Bluebird's positioning in the transportation industry, which has a point of difference. This positioning makes Bluebird perceived as a transportation company with advantages in comfort, safety, and happiness in driving, following the meaning of Bluebird, which Bu Joko created. Bluebird has become a company that has gone public. Thus, Bluebird strives to become a company with a good reputation in the eyes of all stakeholders.

Based on the interviews, Bluebird realizes that to implement good branding integrity, there are some essential elements to consider. First is the role of the leader. The leadership of Bluebird, which Mrs. Joko initiated as the founder of Bluebird, has become a reference for managing the company. It's a good idea to do the transportation business by strengthening the value of happiness, a vital matter to be communicated to all stakeholders. The values spoken to all stakeholders are caring, integrity, excellent service, and a growth mindset. In this case, leaders, including the BOD, carry out Bluebird's directives to manage Bluebird's business. Branding related to strengthening these values is a representation of BOD to have concern for business continuity. Bluebird branding is also good because the work climate supports it. This work climate is external support so that Bluebird can create a comfortable working atmosphere for all Bluebird employees. This working atmosphere is demonstrated by reward and publication mechanisms. This work climate, as a supporter of branding, is internalized to all internal employees first. Branding is not only communicated to Bluebird's external parties, but internal employees must understand because Bluebird is engaged in transportation services. Good service will further strengthen consumer confidence in Bluebird. Bluebird realizes that Bluebird branding is essential because Bluebird faces competitive competition, especially in the application-based transportation industry. Consumers have a preference for choosing a transportation company that provides better service. Bluebird also strengthens its service to consumers by providing support services to strengthen Bluebird's branding perception as a company that pays better attention to consumers.

Bluebird, through the pillars of Blue Corps, strives to strengthen integrity. This integrity is an individual and collective ability that determines decision-making at the personal and corporate levels. In line with Petrick and Quinn (2000), Bluebird values integrity related to moral awareness. Bluebird's worth of integrity is caring. This shows that all Bluebird employees, in making decisions, must pay attention to other people and wider stakeholders. Bluebird has an extensive system for building individual abilities to have moral awareness, including sensitivity through training and dissemination of Bluebird values. Related to moral character, Bluebird also values empathy and compassion. This integrity character is expected to create the trust of others. There is a sensitivity of conscience to make decisions that can benefit the general public. Bluebird believes that this dimension of integrity can properly support Bluebird's business activities. This integrity supports Bluebird's ability to provide services to all stakeholders who have placed their trust in Bluebird. Especially investors will be willing to invest in Bluebird.

Branding, according to Bluebird, is a strategic thinking orientation. This is trying to be aligned with the Bluebird brand as a product. Schroeder (2017) believes that branding is an organizational value that needs to be adjusted to the product brand value. Branding at the corporate level Bluebird has a brand culture that reflects organizational values, which include caring, integrity, excellent service, and growth thinking. This corporate value will support the performance of the Bluebird brand as a service in its daily technical activities. This value is Bluebird's competitive advantage. This branding is also consistently strengthened within the organization and reinforced internally. This process is internal branding so that Bluebird employees show commitment to supporting Bluebird's values. Employees understand these values and apply them in their daily operations.

The leader in Bluebird also strengthened the integrity of branding. This is in line with the opinion of Sujchaphong et al. (2020), who said that maintaining branding at the organizational level requires leadership support.

The leader, in this case, the Bluebird family, and all existing corporate leaders, have shown a commitment to implementing Bluebird values. Leader supports the transformation of business change, especially in this case; Bluebird has carried out many business digitization programs. Leaders support training programs and implementation of work standards and monitoring through consistent internal audits, which are reported in the Annual Financial Report.

Bluebird realizes its role as a market leader; of course, it will maintain its position as a market leader in the long term. The value of integrity is essential because it will create trust among stakeholders. Services, including support services, also strengthen this aspect of integrity. This strategy is expected to develop long-term customer and partner satisfaction and loyalty. In addition, this integrity can maintain Bluebird's reputation in the long term. Bluebird seeks to strengthen government norms and rules. In providing services, Bluebird strives to provide excellent service. Bluebird also aims to fulfill the rights of internal employees, including supply partners. Building integrity branding, Bluebird takes a long time. Bluebird leaders determine the company's vision and mission to strengthen integrity. Bluebird is committed to optimizing services for all stakeholders, as promised.

6. Conclusion

It cannot be denied that in recent years, Bluebird Taxi Company has faced tough challenges. Transportation can run its operations much more efficiently. This is marked by the emergence of new players in the field of transport, which offer convenience in transactions because they are based on technology, coupled with the support of relatively large initial capital, as well as by carrying out a new management pattern in the form of partnerships with the drivers, creating startup companies in the transportation sector. The turbulence experienced by Bluebird Taxi Company was exacerbated by the sluggish global business conditions due to the Covid-19 Pandemic, all of which impacted the decline in the company's overall performance from January 2021 to September 2021.

However, since the beginning of the fourth quarter of the same year (2021), the Bluebird Taxi Company has slowly managed to turn things around. "The process never betrays the results" is an apt saying which describes the current condition of the Bluebird Taxi business. It was noted that Bluebird Taxi recorded quite astonishing profits until the end of 2021 and continued throughout 2022. The phenomenal achievement of the Bluebird Taxi Company is, of course, a collective effort from all stakeholders. The implementation of integrity branding, which is supported by hard work, consistency, and strong commitment, to continuously improve and strengthen the "positioning" of Bluebird Taxi in the eyes of consumers, is the principal capital that keeps Bluebird Taxi relevant amid changes that are happening so fast, like right now. Integrity branding is a joint effort of all elements of the organization, which emphasizes the importance of ethical and moral values in building reputation and consumer loyalty through implementing the right strategy to face increasingly fierce competition.

Consistency in implementing integrity branding is a differentiator that has succeeded in increasing the performance of the Bluebird Taxi company so far. Continuous dissemination and communication to all elements of the organization is an essential key to successfully implementing integrity branding, which has become the main focus of management. There is no tolerance for its application. Everyone gets their fair share, according to their contribution to the organization.

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