

Formation of PT Bhandha Ghara Reksha logistics Indonesia's brand awareness through digital transformation

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Abstract

This research aims to understand the reasons behind PT Bhandha Ghara Reksha Logistik Indonesia's digital transformation and analyze how the company builds brand awareness through digital transformation. The research methodology employed is qualitative, using a case study approach. Data collection involves in-depth interviews, observations, and literature review. The data analysis technique used is the interactive data analysis technique by Miles and Huberman, often referred to as the data flow model, consisting of data reduction, data display, and concluding. The research findings indicate that PT BGR LI's reasons for digital transformation are to optimize services to the public and stakeholders, enabling the formation of brand awareness and fostering trust among the public and stakeholders in PT BGR LI. The way PT BGR LI builds brand awareness through digital transformation is implemented through four forms of transformation: system and service transformation, product transformation, technological transformation, and organizational culture and human resources transformation.

Keywords: Logistic, Brand, Brand Awareness, Digital Transformation

1. Introduction

The Central Statistics Agency (BPS) reports that the logistics sector (including transportation, warehousing, and courier services) has been consistently growing for three consecutive quarters since the beginning of 2022. BPS data indicates that the logistics sector experienced the highest growth compared to other sectors in the first three quarters of 2022, with growth rates of 15.79 percent, 21.27 percent, and 25.81 percent, respectively. The highest growth is observed on the production side, reaching 19.87 percent. Nofrisel, the Chairman of the ALI Expert Council, even estimates that the supply chain business will grow by 5-8 percent in 2023. This phenomenon vividly illustrates the intense competition in the logistics business in Indonesia at present. In light of this, PT Bhandha Ghara Reksha Logistik Indonesia (BGRLI) is optimizing efforts to capture the significant opportunities for growth in the logistics sector.

Since 2020, PT BGRLI has engaged in rebranding activities through digital transformation. This change represents the company's adaptation to the dynamic developments in information and communication technology. The rapid advancements in telecommunications and information technology have posed challenges for PT BGRLI, as consumer demands continue to evolve, and its core business competencies face competition from more technology-minded products. Consequently, PT BGRLI has adopted the tagline of becoming a 'Digital Logistics Company' in line with the management's directives outlined in the Long-Term Corporate Plan (RJPP) for the 2020-2024 period.

In the first year since the rebranding, PT BGR Logistics has achieved various accolades in its industry. However, upon closer examination, this positive growth has not yet positioned PT BGR Logistics as the dominant player in the courier and logistics service provider market. For instance, in 2021, when PT BGR Logistics' transformation agenda had been ongoing for

over a year, the logistics industry's market share was still dominated by other private logistics companies with a market share percentage exceeding 50% (Top Brand Index 2021).

Table 1

Brand Index Comparison (Top Brand) Subcategory: Courier Services

Brand Name	2019	2020	2021	2022
DHL	3.80	4.10	6.00	6.90
J&T	20.30	21.30	33.40	23.10
JNE	26.40	27.30	28.00	39.30
Pos Indonesia	5.40	7.70	8.50	8.50
Tiki	12.60	10.80	11.20	11.10

Source: Top Brand Award (www.topbrand-award.com)

Based on Table 1, it can be observed that PT BGRLI, which offers courier services (BGR Express), does not hold a position among the top five national Top Brands in the courier services subcategory. The courier services category is dominated by private companies such as JNE, J&T, TIKI, and DHL, which are well-known and widely used by the public. Although PT Pos Indonesia, a state-owned company, is included in the top five positions, its index score is considerably lower compared to other competitors.

This phenomenon is a strong indication that the PT Bhandha Ghara Reksa Logistics brand is not as strong as the brands held by other competitors in the logistics industry. However, the strength of a brand is crucial in the consumer decision-making process. Referring back to the long-term plan of the transformation efforts, there is an indication that PT BGR Logistics has not yet gained the trust as a company offering full delivery and logistics services, despite the redefinition and repositioning efforts that have been made.

M. Kuncoro Wibowo, the CEO of PT BGR Logistics Indonesia (2020), as stated on <https://www.bgrlogistik.id/>, has expressed that this digital transformation is also interpreted as a commitment by the company to transform into a digitally-based logistics company, both from the front end and back end, to continuously provide added value to all stakeholders. He also stated that the transformation aims to build and enhance public awareness of PT BGR LI while expanding the company's market share. This transformation is expected to create public brand awareness of PT BGR Logistics as one of the logistics service providers in Indonesia. With the transformation of a brand, various aspects of that brand will inevitably change. One of the aspects that undergoes a significant transformation is brand awareness. Aaker (2017) defines a brand as a name or symbol that is differentiating (a logo, label, packaging) intending to identify the goods or services from a specific seller or group of sellers, to distinguish them from the products and services produced by competitors. Brand awareness is interpreted as the audience's ability to recognize and recall a brand as part of a specific product category (Durianto, 2004).

Public Relations (PR) plays a crucial role in efforts to establish a brand in the minds of consumers. The branding process conducted by PR can create an image of the brand through the experiences and feelings of the audience. Kotler (2007) even argues that PR can assist in launching new products, repositioning company products, building consumer interest in a product category, influencing specific target groups, defending products facing crises, and building a company's image to support its products. Marketing Public Relations (MPR) specifically engages in a series of communication efforts to convey credible information and create impressions regarding the company's capabilities and products/services in meeting consumer needs, desires, concerns, and interests. MPR activities are not directly aimed at increasing sales but rather at enhancing consumer knowledge about the products or services offered by the company and achieving a sense of attachment (Wulandari, 2004).

Previous similar studies have also been conducted, but most are dominated by research on transformations in the form of changes to logos, names, and other symbolic elements that are clearly visible to consumers. Research that identifies the impacts of changes to a company's assets and/or systems is still relatively limited. Recognizing the importance of transformation in fostering the formation of brand awareness at the highest level, the researcher is interested in examining this formation process, assessing the extent to which brand awareness is developed, and identifying communication patterns related to the undertaken transformation. Therefore, the researcher hopes to contribute valuable insights to both the academic and professional fields.

Brand Awareness

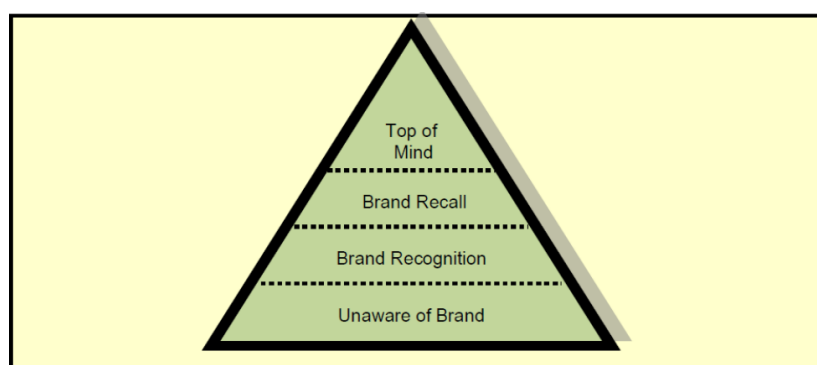
Brand awareness, in general, refers to a brand's capacity to appear in the minds of consumers when considering a particular product category, as well as the ease of recalling the brand's name (Shimp, 2003). Another definition is provided by Aaker (2017), stating that brand awareness is the initial part of building brand equity, demonstrating consumers' ability to remember or recall the brand in specific situations.

In the field of Public Relations, brand awareness is associated with the level of consumers' recognition and understanding of a brand, both in terms of visual recognition such as logos and packaging, and the recognition of values and images associated with the brand. In the PR context, brand awareness includes efforts to inform, promote, and build a positive perception of the brand among relevant audiences. The goal of PR efforts in building brand awareness is for the brand to be recognized, remembered, and associated with attributes and values desired by the company.

The Awareness Pyramid is a model or theory considered suitable for explaining the phenomenon of brand awareness. The Awareness Pyramid or Model Piramida Kesadaran was first introduced by Aaker in 1991 in his book titled "Managing Brand Equity." This pyramid differentiates brand awareness into four different levels represented below. These four levels of the awareness pyramid help build awareness of the brand among consumers.

Figure 1

The Awareness Pyramid (Adapted from Aaker)



Source: Durianto et al. (2004)

Based on the pyramid, it can be understood that brand awareness involves a progression that includes uncertain feelings about brand recognition, up to the belief that the brand is almost singular in its product class. Brand awareness is related to the strength of the brand's footprint in memory, which can be measured as the consumer's ability to identify the brand in various conditions. Therefore, brand awareness sequentially consists of four levels, starting from the lowest to the highest: unaware of brand, brand recognition, brand recall, and top of mind

(Durianto 2004).

Public Relations (PR), especially Marketing Public Relations (MPR), employs various strategies to build or enhance the company's brand awareness with the aim of becoming the audience's top choice (Wahid & Puspita 2017). Building brand awareness requires consistent and sustained efforts to achieve the highest level of awareness, which is top of mind. These efforts are expected to generate valuable value and address the logistical needs of the community.

Brand experience is the initial step in marketing communication. Through brand recognition, associations with the brand are formed and ingrained. The application of these guidelines with the right strategy can help enhance brand awareness and strengthen the brand's position in the minds of consumers. A well-known brand is considered to be more trustworthy than an unknown brand (Susanto & Wijanarko 2004).

Digital Transformation

Digital transformation refers to the 'process of using digital technology to create something new—or modify existing business processes, culture, and customer experiences to meet the evolving needs of business and the market' (Guenzi & Habel, 2020). Fitzgerald et al. (2014) define digital transformation as the use of new digital technologies (social media, mobile, analytics, or integrated devices) to drive significant business improvements (such as enhancing customer experience, streamlining operations, or creating new business models).

The transformation undertaken by PT BGR Logistics Indonesia can be seen in the adoption of new digital technologies across various aspects of the company. Based on the research article by Tanushev (2022), PT BGR Logistik Indonesia's digital transformation falls under the category of business process digital transformation, as its focus is on the service side. This digital transformation encompasses operational management, customer management, innovation processes, as well as social and regulatory processes.

Operational management reflects the internal systems of the company and includes applied technology, productivity, costs, quality, and flexibility. Customer management processes deal with the selection, acquisition, and retention of product users. Digital innovation is related to new features added by software products to physical devices ('smart products'). Social and regulatory processes encompass the consequences of merging the physical and virtual worlds along with regulations that seek to address issues arising from these social consequences.

2. Method

This research uses qualitative methods. The research approach used is a case study. Through case studies, researchers can explore complex issues by collecting detailed data from multiple sources and understanding the situation from the perspective of the actors involved. In addition, case studies allow the use of quantitative and qualitative data to comprehensively explain how and why a phenomenon occurs based on thorough data analysis (Chaurasia & Chaurasia 2011). Some characteristics of case studies include: (1) Identifying "cases" for study; (2) The case is a "bound system" bound by time and place; (3) Case studies use multiple sources of information in data collection to provide a detailed and in-depth picture of responses to an event, and (4) Using a case study approach, researchers will "spend time" describing the context or setting for a case (Creswell & Poth, 2016).

In this study, researchers used purposive sampling techniques by selecting key informants who would be resource persons, namely 6 people related to the formation of brand awareness for PT Bhandha Ghara Rekha Logistics Indonesia through digital transformation. The key informant criteria determined in this study are: (1) Directly involved in the planning, organization, and implementation of digital transformation of PT BGR Logistics Indonesia;

(2) Control and responsibility for the implementation of PT BGR Logistics Indonesia's digital transformation program; (3) Involved in corporate public activities, publications, or other communication efforts related to PT BGR Logistics Indonesia's digital transformation program; and/or (4) Playing a role in managing human resources, managing feedback, or public opinion surveys related to the formation of company brand awareness.

Data were collected through in-depth interviews, observations, and literature reviews. All data obtained is analyzed by organizing the data, sorting it into manageable units, so that important information and relevant learning can be found. Data is reduced by compiling and sorting important and relevant data based on research focus. Then the results of data reduction are presented in the form of records so that researchers can process data more easily and efficiently. This data is arranged systematically, as in the form of themes, to then draw conclusions.

3. Results and Discussion

As a state-owned enterprise (BUMN) engaged in warehousing services and various logistics-related services in Indonesia, PT Bhandha Ghara Reksa Logistik Indonesia must be able to demonstrate its existence by building brand awareness. To achieve this, PT BGR LI carried out rebranding, one of which is manifested in the form of digital transformation. PT BGR LI has its own reasons for undergoing digital transformation, similar to other large companies. The first reason PT BGR LI undertakes digital transformation is to realize the company's vision and mission. The vision of PT BGR LI states, 'To become a digital-based logistics service company with a wide network, integrated, competitive, reliable, and trustworthy solutions.' With a vision that clearly states that PT BGR LI must be a digital-based company, it drives PT BGR LI to continue innovating in systems and technology. The Head of the Operational Division of PT Bhandha Ghara Reksa Logistik Indonesia, Fuad Adi, explains: "Kami mengembangkan infrastruktur IT, sistem, bahkan SDM yaa dengan alasan mendasar untuk mencapai visi (dan) misi perusahaan. Visi sama misi kan sudah jadi goals perusahaan secara menyeluruh, jadi mau ada perubahan apapun bahkan di cabang manapun, pasti tetap harus set goals-nya visi dan misi BGR" (Interviewed on October 14, 2023).

It means:

We are developing IT infrastructure, systems, and even human resources with the fundamental goal of achieving the company's vision and mission. The vision and mission serve as the overall goals of the company, so any changes, even in any branch, must still align with the goals of BGR's vision and mission (Interviewed on October 14, 2023).

The second reason for PT BGR LI to undertake digital transformation efforts is to strengthen the company's image. This reason is explicitly conveyed by Senior Manager Government Relation of PT BGR LI, Muhammad Haris. According to him, advanced changes in systems and technology will drive the provision of excellent services, with the expectation of forming a positive perception in the minds of stakeholders, especially the community and customers. Efforts to strengthen the image will change the company's brand position in society.

The third reason is to maintain long-term relationships with stakeholders and customers of PT Bhandha Ghara Reksa Logistik Indonesia. Through digital transformation efforts, PT BGR LI is committed to maintaining cooperation with stakeholders and sustaining relationships with customers continuously. For example, collaborating with several information technology service providers to support changes in the company's system and creating new applications or features that facilitate customers, both in seeking information and

using PT BGR LI services. As stated by Ruslan (2005), transformation (in the context of rebranding) that reflects the principles of marketing public relations must be able to create marketing relationships between the company and stakeholders, especially consumers, to ensure the success of achieving change goals.

The fourth reason PT Bhandha Ghara Reksa Logistik Indonesia undergoes digital transformation is to gain and enhance customer trust. Trust is a crucial factor for the sustainability of PT BGR LI. With the establishment of trust, the company can continue to collaborate and even realize new collaborations or services. Through digital transformation, PT BGR LI hopes to gain the trust of potential customers who are the target market and enhance the trust of existing customers. Building consumer trust is an essential aspect of building and strengthening the brand. Moreover, promises presented by a brand serve as stimuli to shape consumer perceptions of the brand in line with what the company expects (Diyanti, 2012).

The fifth reason for PT Bhandha Ghara Reksa Logistik Indonesia is the desire to increase profit (financial gain). Increased profit can be obtained through expanding market share. Former CEO of PT BGR LI, M. Kuncoro Wibowo, in his interview at the 2020 media gathering event, once expressed that expanding market share is one of the indirect goals of digital transformation. Research by Bazhenov et al. (2020) also shows that each stage of digital environment evolution through the introduction and radical (fundamental) use of modern technology transforms consumer markets for both goods and services. By expanding market share, PT BGR LI can create new, more responsive consumers, ultimately expanding sales potential. This is consistent with research by (Sergey et al., 2020), which concludes that as a result of the primary digital environment transformation into a fully digital environment, the effectiveness of marketing tools increases exponentially. To maximize results, companies must create effective communication activities by truly knowing exactly who is included in their brand or product segment. Therefore, companies must carefully select existing segments to focus their activities on specific segments.

The last reason PT BGR LI undergoes digital transformation is to create customer loyalty. Loyalty is essentially the ultimate goal of all the changes made by PT BGR LI. Achieving customer loyalty indicates that brand awareness has been formed and has a direct impact on company sales (Tanushev, 2022). Tanushev (2022) in his article titled 'Digital Transformation: The Impact on Corporate Strategy' also writes the following:

“Influenced by these factors, companies are formulating a data-driven digital transformation strategy, but it is not considered crucial for the business. The brand is their fundamental asset and its particular focus is to sustain customer loyalty.”

The meaning of this statement is that the brand becomes the most crucial asset compared to other factors, and the focus is on maintaining customer loyalty. Therefore, making changes to the brand (rebranding), such as the digital transformation carried out by PT BGR LI, is a significant and important step for the company's sustainability and success.

Table 2

Reasons for PT Bhandha Ghara Reksha Logistik Indonesia to undergo Digital Transformation and Its Forms of Digital Transformation

Reasons for Digital Transformation	Forms of Digital Transformation
1. To realize PT Bhandha Ghara Reksha Logistik Indonesia's vision and mission	1. Transformation of systems and services
2. To strengthen PT Bhandha Ghara Reksha Logistik Indonesia's image	2. Product transformation
3. To maintain long-term relationships with stakeholders and customers of PT Bhandha Ghara Reksha Logistik Indonesia	3. Technological transformation
4. To gain and enhance customer trust	4. Cultural and Human Resources (HR) transformation
5. The desire to increase profit (financial gain)	
6. To create customer loyalty	

Source: Research, 2023

With all the reasons that PT Bhandha Ghara Reksha Logistik Indonesia has for undergoing digital transformation, the main goal to be achieved is to build brand awareness by redefining the brand and repositioning the company in society. In other words, PT BGR LI has a desire to revitalize the public's perception of a brand whose performance is considered poor, creating a new and favorable image for the company. To achieve this goal, PT Bhandha Ghara Reksha Logistik Indonesia undergoes several forms of digital transformation as follows.

Firstly, PT BGR LI undergoes a transformation of systems and services. Transformation in the field of systems and services began in early 2019. PT BGR LI collaborated with PT Sygma Metrasys Solution, a subsidiary of PT Telekomunikasi Indonesia (Persero) Tbk, to implement the SAP S/4HANA Enterprise Resources Planning (ERP) system. SAP S/4HANA is a system developed by SAP SE, a leading enterprise software company. SAP S/4HANA is designed to help businesses digitize their operations, improve efficiency, and remain competitive in a rapidly changing business landscape. In addition, PT BGR LI also built an IT system to meet customer needs, namely the Warehouse Integrated Application (WINA) and Fleet Integrated and Order Monitoring Application (FIONA). These are applications used to manage warehouses online so that the movement of goods in the warehouse, stock at locations, and available space for utilization can be monitored at any time to maximize warehouse usage. To monitor the implementation of these systems and applications, BGR LI uses a command center, with the expectation that customers will receive optimal service quality.

The transformation of this system helps the company improve productivity, efficiency, and overall quality. Company productivity increases due to real-time data collection and processing, enabling immediate correction of unintended errors through the system. Efficiency is enhanced, particularly in terms of cost, as the company can reduce costs through the use of new materials, service miniaturization, and the implementation of just-in-time delivery systems. Quality can be maintained and improved through continuous quality control facilitated by a command center, minimizing product defects or errors in warehouse services. PT BGR LI hopes that the digital system transformation will build trust among customers and potential clients in using the company's logistics services.

In terms of customer service, PT BGR LI specifically undergoes transformation by revamping its website and establishing a contact center for customers. The new website is designed to be more visually appealing, informative, and easily accessible compared to the old one. The contact center, named Halo BGR 1500-693, is available to the public every day,

making it easier to provide direct information and minimizing information errors as it comes directly from the company.

These service transformations are the company's efforts to connect with the community and customers. According to Wulandari (2004), PT BGR LI's service transformation is part of Marketing Public Relations (MPR) activities. The company specifically engages in a series of communication efforts to convey credible information and create impressions about the company's capabilities and the products/services offered to meet customer needs (Wulandari, 2004).

The second transformation undertaken by PT Bhandha Ghara Reksa Logistik Indonesia is product transformation. The form of product transformation involves the launch of applications accessible to the public via smartphones. Among these applications are "Warung Pangan" (Food Stall), "Mitra Warung Pangan" (Food Stall Partner), and "BGR Access." Warung Pangan is an application that facilitates buying and selling of food commodities in the digital era. The uniqueness of the Warung Pangan application lies in the fact that food products supplied from the source region are sold in their original areas, thereby cutting logistics costs, which are often a constraint. The latest update to this application includes an additional face recognition feature. Mitra Warung Pangan is a supporting application for Warung Pangan, assisting business players in obtaining food supplies from state-owned enterprises (BUMN) that provide food ingredients. This application is created to support national food resilience for more optimal absorption of food and basic necessities. BGR Access is a waste integrated solution logistics service application that allows people to dispose of or sell their old and unusable electronic items for recycling by BGR. This initiative simultaneously provides economic benefits, environmental conservation, and additional income for the community. In facilitating its processes, BGR Access collaborates with Grab and Triplogic to act as pickers from customers and deliver items to BGR Access partners.

Digital transformation in products empowers users, including customers, by providing detailed information about the product, its features, functions, upgrade options, and maintenance conditions. Customers and/or potential customers can easily and quickly compare offerings from various manufacturers in terms of specifications, quality, price, and learn reviews and ratings from customers who have already purchased the product. This new reality poses a challenge to companies not only to market their products but also to build trust relationships with consumers by influencing their thoughts and emotions from the idea of purchase, research, ordering, payment, to support in using the (Tanushev, 2022).

Thirdly, PT Bhandha Ghara Reksa Logistik Indonesia undergoes technological transformation. The intended technological transformation involves the rejuvenation or updating of equipment and other physical assets to support overall transformation. PT Bhandha Ghara Reksa Logistik Indonesia revitalizes old warehouses into modern ones in various cities such as Medan, Lampung, and Palembang, revitalizes cold storage warehouses in DKI Jakarta, and builds infrastructure for smart warehouses for Fast Moving Consumer Goods (FMCG) products.

The focus of modern warehouse revitalization is on the packaging units of fertilizer to enhance service provision to customers. On the other hand, the revitalization of cold storage warehouses is a follow-up to the collaboration between PT BGR LI and Classic Fine Foods. The main activities of both warehouse revitalizations involve expanding the warehouse and updating supporting physical assets. By revitalizing the warehouse and its assets, PT BGR LI is able to increase its warehouse capacity by 2-3 times compared to before. This revitalization also enhances the loading productivity of the company. PT BGR LI recorded a 300% increase in productivity in 2021 due to this transformation. Additionally, warehouse revitalization can reduce warehouse rental costs by more than 5 million per year.

Flexibility can also be improved through technological transformation by automatically adjusting technology equipment to produce various types of products (Küstners et al., 2017). These trends manifest in manufacturing, where machines can be programmed automatically based on personal identification, needs identification, rights to execute specific customized operations, and access to instructions provided based on the workers' training levels. Real-time data is then visualized on computers, tablets, or smartphones. This transformation accelerates response times when quality deviations are detected and enables the creation of a decision database that can be analyzed and applied in the future.

The fourth form of transformation undertaken by PT Bhandha Ghara Reksa Logistik Indonesia is cultural and Human Resources (HR) transformation. In this area, PT BGR LI implements a new corporate culture designed by the Corporate Culture BGR team and establishes a Training Center located at the BGR LI Headquarters. The company recognizes that HR is one of its most significant assets. This transformation is carried out to cultivate a workforce with a positive, competitive mindset that can contribute to productive performance. Furthermore, cultural transformation is aimed at shifting from behavior to character to build solidarity and a reliable team.

In 2021, PT BGR LI actively implemented Competency-Based Human Resources Management (CBHRM). CBHRM is a feature in the BGR Logistics Employee Information System (SISKA) developed by the Human Capital Division in collaboration with the Information System BGR LI. This program consists of Competency Assessment (CA), Performance Appraisal (PA), and Talent Management (TM), which facilitate management as a basis for decision-making in nurturing outstanding and competitive talents in the company.

The strengthening of the HR sector by PT BGR LI aims to instill a new mindset, namely, being customer-oriented and achieving service excellence. As Tanushev (2022) states, fundamentally, digital transformation is a process of adopting a new mindset and corporate culture to implement the latest digitized technological advancements

4. Conclusion

Digital transformation by PT Bhandha Ghara Reksa Logistik Indonesia is motivated by various reasons. These reasons include realizing the company's vision and mission, strengthening the company's image, maintaining long-term relationships with stakeholders and customers, gaining and enhancing customer trust, increasing financial profit, and creating customer loyalty. Based on these reasons, PT Bhandha Ghara Reksa Logistik Indonesia redefines and repositions its brand through transformation to build brand awareness.

The digital transformation activities undertaken by PT Bhandha Ghara Reksa Logistik Indonesia are responses to technological advancements and challenges within the company. The transformation is manifested in the form of system and service transformation, product transformation, technological transformation, as well as cultural and human resources transformation. These various forms of transformation are implemented through the adoption of Enterprise Resources Planning (ERP) systems, changes to the company's official website, the development of several application products, physical asset revitalization, and the establishment of a new corporate culture and training center supported by collaborations with other companies.

Based on this research, the researcher proposes several recommendations to the company, including: (1) PT Bhandha Ghara Reksa Logistik Indonesia should consider establishing a dedicated Public Relations (PR) department to ensure that public relations tasks are handled by experts, making activities more effective and optimizing public relations efforts; (2) PT Bhandha Ghara Reksa Logistik Indonesia should develop more innovative promotion or marketing strategies by utilizing Integrated Marketing Communication; (3) the Human Capital division of PT Bhandha Ghara Reksa Logistik Indonesia, which plays a role in

public relations, should organize specific events or publicity through various media, especially new media such as social media, to disseminate information about the digital transformation and specific products/services offered by the company to the target market.

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