

## ORGANIZATIONAL RESILIENCE THROUGH STRATEGIC TRANSFORMATION: ANALYSIS OF MANAGERIAL DECISIONS OF PT BLUE BIRD TBK IN FACING THE PANDEMIC CRISIS AND DIGITAL DISRUPTIONS

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### Abstract

This study aims to analyze the managerial decision-making process of PT Blue Bird Tbk in response to digital disruption and the COVID-19 pandemic crisis, as well as to examine its contribution to building organizational resilience. The research employs a qualitative approach with a descriptive case study design. Data were gathered through a documentary study of annual reports, audited financial statements, company publications, and relevant scientific literature covering the 2020–2025 period. Data analysis followed the interactive model of Miles, Huberman, and Saldaña, which includes data condensation, data display, and conclusion drawing/verification through pattern matching with theories of managerial decision-making, organizational resilience, and strategic transformation. The findings indicate that PT Blue Bird Tbk's success in navigating external pressures stems from adaptive, technology-driven managerial decisions. The company executed digital transformation by developing the MyBluebird application, expanding strategic collaborations with various digital platforms, and implementing service diversification through a multi-product, multi channel, and multi-payment approach. Furthermore, the company managed the pandemic crisis through operational efficiency and the expansion of logistics services. The results also demonstrate that PT Blue Bird Tbk successfully navigated the stages of organizational resilience namely anticipation, coping, and adaptation thereby sustaining business continuity and enhancing competitiveness amidst a shifting industrial landscape. Consequently, appropriate managerial decision-making, sustainable digital transformation, and adaptive leadership serve as the primary factors in establishing organizational resilience.

**Keywords:** managerial decision-making, organizational resilience, digital transformation, crisis management, PT Blue Bird Tbk

### INTRODUCTION

PT Blue Bird Tbk faced three sequential external pressures that collectively threatened its business continuity. First, the emergence of digital transportation platforms like Gojek and Grab fundamentally shifted consumer preferences, forcing the company to re-evaluate its business model, which had been in place for more than five decades (NN Sirait et al., 2021). Second, the COVID-19 pandemic in 2020 exacerbated the situation through mobility restrictions, causing the company's revenue to plummet 49.45%, from IDR 4.047 trillion to IDR 2.046 trillion in just one year (M. Sirait, 2024). Third, volatile fuel and vehicle component prices due to global supply chain disruptions also increased operational costs at a time when revenue was

already declining. The combination of these three factors created a "perfect storm" of mutually reinforcing destructive impacts (Wulandhari et al., 2022).

Rather than simply surviving, Blue Bird management chose an active transformation path: accelerating MyBluebird app updates from six months to four weeks, expanding cross-platform collaboration, and diversifying its product line. (Rahmawati & Hidayah, 2026) confirmed that these steps were positively correlated with improvements in net profit margins and operational efficiency in the 2021–2023 period. However, the managerial decision-making mechanisms underlying this successful recovery have not been widely studied, particularly in the context of the Indonesian transportation sector. This gap is the primary motivation for this research.

This research is based on the main question: "How is PT Blue Bird Tbk's managerial decision-making process able to transform a multidimensional crisis into a foundation for sustainable organizational growth?" This question is broken down into three focuses: (1) the characteristics of the company's leadership style and strategic orientation in facing multi-layered crises; (2) the decision-making techniques applied in responding to digital disruption and the pandemic; and (3) the contribution of these strategic decisions to the recovery of organizational performance post-crisis.

This study aims to analyze the influence of managerial decision-making styles and techniques on the recovery success of PT Blue Bird Tbk. Specifically: (1) identifying strategic decision-making patterns in response to digital disruption, the pandemic, and operational cost pressures; (2) analyzing their suitability with the organizational resilience framework in contemporary management literature; and (3) formulating academic and practical implications for the development of strategic management in a volatile business environment. This study does not intend to generalize the findings to the entire transportation industry, but rather to provide an in-depth understanding of the specific phenomenon of PT Blue Bird Tbk as a representative case of a conventional company in the post-pandemic digital disruption era.

## THEORETICAL STUDY

### Managerial Decision Making in Conditions of Uncertainty (Crisis Management)

Managerial decision-making in crisis management is the process of selecting actions under extreme time pressure with limited or contradictory information (Lestari & Agnesia, 2026). This condition creates uncertainty (decision-making under uncertainty), which is divided into two dimensions: external uncertainty due to environmental complexity, and internal uncertainty related to the leader's limited knowledge (Lestari & Agnesia, 2026; Løhre & Halvor Teigen, 2024). Leaders who communicate external uncertainty transparently have been shown to be perceived as more competent and trustworthy by stakeholders (Løhre & Halvor Teigen, 2024). Crisis management in large corporations involves three adaptive stages (Sambodo et al., 2021):

1. Pre-Crisis Stage (Anticipation): Focuses on risk identification, vulnerability mapping, and developing an early warning system through proactive environmental sensing mechanisms (Sambodo et al., 2021).
2. Crisis Stage (Coping): Focuses on protecting the organization's critical functions and the safety of stakeholders, such as transferring fleet functions to logistics services (Sambodo et al., 2021).

3. Post-Crisis Stage (Adaptation): Focuses on internal evaluation, image restoration, and acceleration of sustainable digital innovation (Sambodo et al., 2021).

In crisis situations, ethical and financial dilemmas often arise, particularly in human resource management. Prioritizing employee well-being as a primary asset is crucial for maintaining morale and building an environment of trust that fosters creative solutions (Utomo et al., 2023).

### **Rational Decision Theory-Resources and the Role of Technology**

Resource-Rational Decision-Making theory emphasizes decision optimization based on limited time and computing resources (Fajar et al., 2025). Through this theory, the integration of Big Data and Artificial Intelligence (AI) transforms into a foundation for data-driven decision-making to predict market demand in real time (Fajar et al., 2025). However, the effectiveness of crisis decisions still depends on a balanced integration of digital analytics and intuitive managerial judgment.

### **Organizational Resilience: The Capability to Face External Pressures**

Organizational resilience is an entity's dynamic capacity to absorb stress, recover from disruption, and transform to remain relevant in a volatile environment. Based on Duchek's (2020) framework, resilience capabilities are built through three successive stages:

1. Anticipation: Early recognition of potential disruptions through proactive environmental scanning before business models become obsolete (Duchek, 2020).
2. Coping: The ability to maintain the core functions of the organization during a crisis through alternative solutions (Duchek, 2020).
3. Adaptation: Strategic learning that makes crises a stepping stone to radical innovation (Duchek, 2020).

## **RESEARCH METHODOLOGY**

This research uses a qualitative approach with a descriptive case study design. This approach was chosen to explore in-depth the strategic transformation process and the dynamics of managerial decision-making at PT Blue Bird Tbk. The research object analysis is limited to company data for the 2020–2025 period to capture the complete organizational dynamics, from the multidimensional crisis phase (the COVID-19 pandemic and the peak of online transportation disruption) to the recovery and business growth phase.

The data used in this study is entirely secondary data sourced from open-source publications. The primary secondary data sources include the official Annual Report and Audited Financial Report of PT Blue Bird Tbk for the 2020–2025 period, accessed through the information disclosure of the Indonesia Stock Exchange (IDX). Meanwhile, supporting data was selectively obtained from the company's official press releases, business news articles from credible national media outlets, and reports on developments in the domestic transportation industry. Data collection was conducted through documentary research using digital search techniques using specific keywords relevant to the company's digital transformation, strategic collaboration, and business diversification. The collected data was then classified chronologically.

Data analysis applied the interactive analysis model from Miles, Huberman, and Saldaña (2020), which encompasses three simultaneous activity streams: data condensation, narrative-chronological data display, and conclusion drawing/verification. The explanation of the analysis results was strengthened by pattern matching techniques against the theoretical foundations of organizational resilience and adaptive business transformation. To ensure data validity (data trustworthiness), this study employed source triangulation techniques. Testing was conducted by cross-checking managerial claims in the public media with empirical facts and the consistency of performance indicators listed in the company's official financial reports.

## RESEARCH RESULTS AND DISCUSSION

Based on document analysis of the audited financial statements and annual report of PT Blue Bird Tbk for the 2020–2025 period, the company was proven to face dual external pressures in the form of digital disruption and the COVID-19 pandemic, which radically tested the organization's resilience (Fajar et al., 2025; M. Sirait, 2024). However, through a series of adaptive managerial decisions, the company successfully implemented the stages of organizational resilience, which include the anticipation, coping, and adaptation phases (Duchek, 2020; Oktavia, 2024).

### 1. Anticipation Phase and Strategic Resilience

The anticipation phase is demonstrated by managerial sensitivity to ride-hailing disruption before competitive pressures reach a critical point (NN Sirait et al., 2021). Blue Bird recognizes that physical asset ownership must be orchestrated through a digital platform (PT Blue Bird Tbk, 2022). The company invested significant resources to update the architecture of the MyBluebird version 5 application to improve stability, while accelerating its market launch time to proactively respond to changing consumer behavior (Wicaksono et al., 2026a). This step reflects the application of Resource-Rational Decision-Making theory, where technology is integrated into empirical data-driven decisions to address uncertainty (Fajar et al., 2025). Furthermore, the decision to adopt a cooperation strategy (competitive collaboration) with Gojek became a crucial anchor in expanding the company's digital ecosystem (Oktavia, 2024). Through this integration, Blue Bird's fleet can be accessed directly from the Gojek application, providing multi-channel access that secures a massive customer base (PT Blue Bird Tbk, 2024).

### 2. Coping Phase in Multidimensional Crisis

When the COVID-19 pandemic triggered a crisis in 2020, which reduced revenue by 49.45% from IDR 4.047 trillion to IDR 2.046 trillion in one year, management acted quickly through flexible coping decisions (M. Sirait, 2024; Wulandhari et al., 2022). Blue Bird implemented strict operational cost efficiency without sacrificing the welfare of its drivers, its primary asset (Utomo et al., 2023). To offset the loss of revenue from the passenger segment due to mobility restrictions, the company pivoted strategically to the logistics sector by launching the Bluebird Kirim service and optimizing the function of its non-taxi fleet (Windy et al., 2025). Based on performance recovery trend data, this domestic diversification strategy successfully supported the company's cash flow sustainability during the crisis, demonstrating a solid capacity in terms of financial and operational resilience (M. Sirait, 2024).

### 3. Adaptation and Transformation Phase 3M

The pinnacle of PT Blue Bird Tbk's organizational resilience is the long-term adaptation phase realized through business model renewal based on the 3M strategic pillars (multi-product, multi-channel, multi-payment) (PT Blue Bird Tbk, 2024), including:

- a. Multi-Product: The company has successfully diversified its service portfolio. While the regular taxi segment slowed, non-taxi segments, such as vehicle rentals (Goldenbird) and intercity buses (Cititrans), experienced significant volume growth, supported by the strengthening of the electric vehicle (EV) fleet as part of future innovation (PT Blue Bird Tbk, 2024).
- b. Multi Channel: Accessibility is expanded not only through the MyBluebird application and digital partners, but also through the integration of ordering via commercial WhatsApp chat and physical ordering at hundreds of strategic outlets (Wicaksono et al., 2026a).
- c. Multi Payment: Blue Bird eliminates transaction barriers by fully embracing the cashless payment ecosystem, from credit card integration, various digital wallets (GoPay, OVO, Dana), to implementing QRIS standardization and EZPay features within the fleet (Wicaksono et al., 2026a).

The implementation of this 3M strategy is directly correlated with the recovery of post-crisis financial performance in the 2021–2025 period (Rahmawati & Hidayah, 2026). The effectiveness of this radical transformation is also validated through the lens of Kotter's 8-Step Change Model, in which management successfully communicated the vision of "Shaping the Mobility as a Service (MaaS) Ecosystem" to all levels of the organization and embedded a culture of digital innovation into the company's routine operational standards (Oktavia, 2024). The successful execution of this 3M strategy is validated by Kotter's 8-Step Change Model, which includes the following systematic steps:

- a. Building crisis urgency
- b. Forming a coalition of expert teams
- c. Creating a vision of the MaaS ecosystem
- d. Communicating the vision
- e. Empowering action by cutting bureaucracy
- f. Securing short-term wins
- g. Consolidation of profits through technological expansion
- h. Embedding a culture of innovation into routine SOPs (Oktavia, 2024). This radical transformation proves that incumbents can survive by adopting a growth mindset (PT Blue Bird Tbk, 2024).

## CONCLUSION AND SUGGESTIONS

### Conclusion

Based on the research results, it can be concluded that PT Blue Bird Tbk successfully navigated digital disruption and the COVID-19 pandemic crisis through adaptive, swift managerial decision-making oriented toward strategic transformation. These decisions were realized through the development of the MyBluebird application, collaboration with digital platforms, and diversification of transportation and logistics services, enabling the company to maintain business continuity amidst a dynamic and changing environment.

The research results also show that PT Blue Bird Tbk's managerial decision-making process aligns with the concept of organizational resilience, encompassing the stages of anticipation, coping, and adaptation. The implementation of a multi-product, multi-channel, and multi-

payment (3M) strategy has been shown to support the company's performance recovery while enhancing its competitiveness in the digital era. Therefore, PT Blue Bird Tbk's success demonstrates that adaptive leadership, the use of digital technology, and the ability to sustainably transform business are key factors in building organizational resilience.

## Suggestion

1. PT Blue Bird Tbk needs to improve the use of customer data analysis (customer analytics) in a more integrated manner to predict demand patterns, optimize fleet placement, and develop service strategies that are more suited to customer needs in each operational area.
2. Companies are advised to expand the development of the MyBluebird digital ecosystem by adding artificial intelligence-based features, such as service recommendations, demand estimation, and promotional personalization, so as to improve customer experience while strengthening competitiveness against other digital transportation platforms.
3. Management needs to develop a more structured crisis management system, such as establishing an early warning system, establishing a crisis response team, and conducting regular evaluations of operational and digital risks. This step aims to better prepare the company for future business disruptions.
4. PT Blue Bird Tbk is also advised to gradually accelerate the implementation of electric vehicles (EVs) in its fleet, along with the development of supporting infrastructure and driver training. This strategy can improve operational efficiency while supporting the company's sustainability targets.
5. For further research, it is recommended to conduct comparisons with other transportation companies, such as Gojek, Grab, or other conventional transportation companies, so that a more comprehensive understanding of managerial decision-making strategies and organizational resilience in the transportation industry can be obtained.

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