ANALYSIS OF INTERNAL CAPABILITIES BASED ON RESOURCE-BASED VIEW (RBV) AND VALUE CHAIN IN MAINTAINING THE EXISTENCE OF TRANSPORTATION SERVICE BUSINESS: CASE STUDY OF PT BLUE BIRD TBK .

Jeni Kamase [1*], Ackhriansyah Ahmad Gani [1], Muthia Indah Permatasari [1] , Andi Muh Adib Asharil [1], Muh Farhan Firman [1]

[1] Universitas Muslim Indonesia

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ABSTRACT

Digital disruption in the land transportation industry requires conventional business players to optimize internal capabilities to survive amid the penetration of app-based services (ride-sharing). This study aims to analyze the internal strategy of PT Blue Bird Tbk. in identifying core competencies and formulating strategies to maintain a competitive advantage. The approach used is the Resource-Based View (RBV) with the VRIO framework (Value, Rarity, Inimitability, Organization) and Value Chain Analysis. The research method uses descriptive qualitative with secondary data collection through annual reports, corporate sustainability reports, and previous scientific literature reviews. The results of the Value Chain analysis show that Blue Bird creates superior value added in operational activities (standardization of independent fleet maintenance) and human resource management (driver training and welfare systems). Furthermore, the VRIO analysis reveals that brand equity regarding safety and comfort aspects, exclusive lounge networks (such as in airports and star-rated hotels), and driver service culture are strategic resources that meet the criteria for a sustainable competitive advantage. The identified internal weakness is the high operational overhead costs of the physical fleet compared to digital asset-light competitors. This study suggests strengthening digital ecosystem integration (super-apps) and diversifying into last-mile logistics services to reduce internal inefficiencies.

Corresponding Author:
Jeni Kamase | Universitas Muslim Indonesia, Indonesia
Email: jenikamase@gmail.com

BACKGROUND

The development of digital technology has fundamentally changed the landscape of the transportation industry . The presence of application- based transportation platforms (ride-sharing) such as Gojek and Grab has created new business models that offer easy access , cost efficiency , service flexibility , and intensive use of information technology. This transformation has caused changes in consumer behavior in choosing transportation services so that conventional transportation companies face increasing competitive pressure . Competition is no longer determined only by the number of fleets or operational coverage areas , but also by the company's ability to build competitive advantages through the utilization of its internal resources and capabilities .

In Indonesia, PT Blue Bird Tbk . is one of the transportation companies that has successfully maintained its existence amidst the disruption of the industry . Since its founding in 1972 , Blue Bird has been known as a transportation service provider that prioritizes safety standards, comfort , driver professionalism , and consistent service quality . Despite experiencing pressure due to the emergence of digital- based competitors , the company has been able to maintain a certain market share through business transformation , development of the MyBluebird application , integration with various digital platforms, and diversification of transportation services . This condition shows that the company's sustainability is not only influenced by the ability to respond to changes in the external environment , but also by the strength of its internal resources .

In the perspective of strategic management , the success of an organization in maintaining competitive advantage is not only determined by the company's position in the market, but also by the ability to manage valuable , rare , difficult -to-imitate resources , and supported by an organization that is able to utilize them optimally . This view is in line with the Resource -Based View (RBV) theory which states that the main source of sustainable competitive advantage comes from a combination of the company's internal resources and capabilities (Barney, 1991). Therefore , analysis of internal resources is important to identify core competencies that can produce competitive advantages that are difficult for competitors to replicate .

In addition to identifying strategic resources , companies also need to understand how each business activity contributes to creating added value for customers . To this end , Value Chain Analysis, introduced by Porter (1985) , is a relevant approach because it is able to map primary activities and support activities that contribute to operational efficiency , service differentiation , and value creation . The integration of the Resource-Based View and Value Chain approaches allows for a more comprehensive analysis of the relationship between a company 's strategic resources and the business processes that generate competitive advantage .

Various previous studies have examined the competitive strategies of transportation companies from various perspectives , such as digital transformation , service innovation , service quality, and customer satisfaction . However , most of these studies have focused more on external factors , such as market dynamics , changes in consumer behavior , or the influence of digital technology developments . Studies that specifically integrate the Resource-Based View (RBV) approach with Value Chain Analysis to evaluate the internal capabilities of conventional transportation companies are still relatively limited . As a result , there is not much research that is able to comprehensively explain how a company's strategic resources are configured through business activities to produce sustainable competitive advantage .

Based on these conditions , this study has an urgency to analyze the internal capabilities of PT Blue Bird Tbk . through the integration of the Resource-Based View (RBV) approach using the VRIO framework and Value Chain Analysis. This approach is expected to be able to identify strategic resources that are the company's core competencies , map value creation activities in the business chain , and reveal internal strengths and weaknesses that affect the company 's sustainability amidst increasingly dynamic transportation industry competition .

Thus , this study aims to analyze the internal capabilities of PT Blue Bird Tbk . based on the Resource-Based View and Value Chain perspectives in order to identify strategic resources , evaluate value creation activities , and formulate managerial implications that can support the sustainability of the company's competitive advantage in facing disruption in the digital- based transportation industry .

LIBRARY REVIEW

Strategic Management and Internal Environmental Analysis

Strategic management is a series of managerial decisions and actions that determine a corporation's long -term performance , including strategy formulation , implementation , and evaluation (Wheelen et al., 2015). As it develops , organizational success is determined not only by how management responds to external market dynamics , but also by the company's ability to identify and optimize its internal potential (David & David, 2017). Internal environmental analysis acts as an instrument to correct organizational weaknesses while exploiting the strengths embedded in each functional line of business (Hitt et al., 2020) .

In the highly volatile service and transportation industries , internal analysis is crucial . Changing consumer preferences and technological disruption can rapidly shift the external competitive landscape . Therefore , the ability to objectively measure internal capacity and capabilities will assist management in formulating precise defensive and offensive strategies , ensuring the company 's operations remain relevant to market needs (Wheelen & Hunger , 2012) .

Resource-Based View (RBV) Approach

The Resource-Based View (RBV) approach, popularized by Barney (1991), views organizations as bundles of unique resources and capabilities . Unlike the industrial - organizational (I / O) view , which emphasizes external market position , the RBV assumes that sustainable competitive advantage is rooted within the firm itself (Rothaermel, 2021) .
RBV theory is based on two pillars of fundamental assumptions (Barney, 1991):

1. Resource Heterogeneity : Firms in the same industry are never truly identical because they have different combinations of assets and capabilities .
2. Resource Immobility : Some resources are static and cannot change hands or be easily imitated by competitors in the short term , especially intangible assets .

In the context of service industries such as transportation , intangible assets such as brand reputation , customer loyalty , managerial expertise , and employee service culture are often the main determinants of competitive advantage . This is because physical assets (such as vehicles) can be easily purchased in the open market by anyone , but work culture and social trust require a long - term investment to build (Barney, 1991) .

VRIO Framework

To test the extent to which internal resources or capabilities can generate a defensive competitive advantage against competitor attacks , Barney (1991) formulated an evaluation tool called the VRIO framework . This tool examines each internal element through four structured question dimensions (Rothaermel, 2021) :

1. Value : Are these resources able to help the company take advantage of external market opportunities or mitigate the impact of environmental threats ?
2. Rarity : Is the resource controlled by only a small number of existing competing companies?
3. Inimitability : Would competitors who lack the resource face massive cost , legal , historical, or social complexity barriers if they tried to copy or acquire it ?
4. Organization (Organized): Are the company's organizational structure , control systems , culture , and compensation aligned to exploit the full potential of those resources ?

If a capability fulfills these four criteria cumulatively , then the capability can be legitimately categorized as a core competence that produces sustainable competitive advantage for the corporation .

Value Chain Analysis

If the VRIO framework is used to identify the existence of strategic assets , then Value Chain Analysis developed by Michael Porter (1985) is used to map how these assets are configured in the chain of business activities to generate value (value creation).

Although this model was originally designed for the manufacturing industry , Porter (1985) emphasized that the value chain concept is adaptive for application to the service industry by contextualizing operations . The company's internal activities are divided into two large groups:

Primary Activities

Activities that are directly related to the creation of services , delivery of services to consumers, and after- sales handling :

1. Inbound Logistics: In the transportation industry , these activities include fleet procurement management , spare parts availability management , and fuel supply systems .
2. Operations : Includes standardization of vehicle maintenance in workshops , base management (pool), driver assignment schedules , and roadworthiness controls for consumer safety .
3. Outbound Logistics : Focuses on consumer accessibility in reaching services , such as exclusive base point placement , booking application integration , and easy pick-up points .
4. Marketing and Sales: Brand communication strategy , rate management , loyalty promotion , B2B corporate , and building a reliable service image in the public eye .
5. Service : Complaint handling , lost and found system , customer relationship maintenance , and compliance with consumer convenience regulations .

Support Activities

Activities that function to provide input , infrastructure and technology so that all main activities can run smoothly :

1. Firm Infrastructure : Management governance , centralized operational control systems , financial management / accounting , and corporate legality .
2. Human Resource Management : Driver recruitment process , service ethics training , welfare guarantee management , and instilling a work culture .
3. Technology Development : Development of digital applications , integration of mapping systems (GPS), IoT in fleets, and adoption of modern payment systems .
4. Procurement : Partnership relationship with automotive Brand Holder Agents (APM) to obtain efficiency in purchasing fixed assets .

Through the integration of Value Chain Analysis, service companies can identify which specific activities contribute most to reducing operational costs (cost advantage) or which activities are the main drivers of service differentiation (differentiation advantage).

RESEARCH METHODS

This research was designed using a qualitative approach with a descriptive method through a case study strategy . The qualitative descriptive method is used to provide an in - depth , detailed, and systematic explanation of the phenomenon of internal capability management in organizations (Sugiyono , 2018). The case study strategy was applied because this research focuses on a single, specific and contemporary unit of analysis , namely PT Blue Bird Tbk ., in order to dissect the anatomy of internal resources and its core competencies in facing market disruption (Yin, 2018).

The data underlying all analyses in this study is secondary data . Secondary data is supporting data not obtained directly through field interviews , but rather comes from official documents collected and published by other parties (Sekaran & Bougie, 2016). The secondary data analyzed includes :

1. Annual Report and Sustainability Report of PT Blue Bird Tbk . for the last three years , obtained through information disclosure on the Indonesia Stock Exchange (IDX) and the company's official website .
2. Similar Scientific Works: Accredited journal articles , strategic management textbooks, and business analysis articles from credible media that discuss the dynamics of the land transportation industry and the existence of Blue Bird.

Data Collection Techniques

Data collection techniques were conducted through documentation and library research . Researchers searched , filtered , and reviewed digital data and written documents relevant to the operational value chain and strategic asset ownership of PT Blue Bird Tbk . The data inclusion criteria used were source validity , information timeliness , and document alignment with the focus of the company 's internal strategy study .

The data analysis process was carried out interactively and continuously , referring to the Miles, Huberman, and Saldaña (2014) model, integrated with formal strategic management analysis tools . The data analysis stages are outlined as follows :

1. Data Reduction: Researchers summarized and sorted raw data from Blue Bird 's annual report , discarded irrelevant information , and focused attention on aspects related to HR governance (drivers) , application technology investment , base access rights , and operational workshop management .
2. Data Display: The reduced data is then systematized into two internal environmental analysis instruments :
    a. Value Chain Mapping : Grouping Blue Bird 's insurance / service business activities into primary activities and support activities to see the value creation process .
    b. VRIO Matrix : Tests each of Blue Bird's intangible and tangible assets based on Value , Rarity, Inimitability, and Organization indicators to map its competitive advantage position .
3. Synthesis of Strengths and Weaknesses : The visualization results of the Value Chain and VRIO matrix are combined to formulate conclusions regarding the internal Strengths and Weaknesses of the corporation objectively .
4. Conclusion Drawing: Drawing final conclusions regarding the effectiveness of Blue Bird's internal strategy and formulating applicable managerial suggestions .

RESULTS AND DISCUSSION

PT Blue Bird Tbk . is a leading transportation service provider in Indonesia known for its iconic blue bird logo . Founded in 1972 , the company operates a fleet of thousands that includes regular taxis (Bluebird), executive taxis (Silverbird), limousine and car rental services (Goldenbird), and tourist buses (Bigbird). Facing the era of digital disruption , Blue Bird adopted a multi - channel strategy, where the booking process no longer relies solely on conventional methods (stopping on the road and physical bases) , but also through the MyBluebird application and ecosystem integration with third- party digital platforms (such as Gojek). This transition demonstrates strategic flexibility that relies on the readiness of the company's internal capabilities .

Blue Bird Value Chain Analysis

Value chain analysis is used to map how Blue Bird configures its service operational activities to create superior cost efficiency and value added for consumers compared to its competitors.
Primary Activities

1. Inbound Logistics: This activity focuses on the management of mobile assets (fleet) and spare parts . Blue Bird implements a centralized procurement strategy that collaborates directly with leading automotive Brand Holder Agents (APM) (such as Toyota). The company also manages large -scale independent spare parts warehouses in each operational area , thus providing procurement cost efficiencies (economies of scale) and ensuring the availability of vital components without dependence on third parties .
2. Operations : Blue Bird's core operational competency lies in standardizing maintenance through a network of in-house workshops at each base (pool). Every fleet that ends operations is required to undergo daily physical checks , automatic washing , and rigorous periodic servicing to ensure roadworthiness . A selection process , defensive

driving training , and multi - layered driver qualifications are also pillars of operations to ensure customer safety .

3. Outbound Logistics : Blue Bird secures customer accessibility by placing taxi pools and stands at strategic and premium locations . These include international airport arrival areas , star-rated hotels , major shopping malls , and the central business district (CBD). Exclusive access to these physical locations provides an upstream distribution channel that standard app- based ride- hailing services cannot freely access .
4. Marketing and Sales: Blue Bird's marketing strategy is based on positioning the brand as synonymous with safety , comfort , and fare certainty through standardized taximeters that are regularly audited by the Metrology Center . In addition to offering a cashless payment scheme via the MyBluebird application , the company also works on the corporate market segment (B2B) through a postpaid voucher system that provides accounting certainty for corporate clients .
5. Service : Blue Bird's primary distinguishing feature in the public eye is its responsive customer service . The company has a highly organized lost and found system . Thanks to GPS - based taxi number tracking and driver integrity , lost items have a very high probability of being returned , creating long - term customer retention .

Support Activities

1. Firm Infrastructure : Has a strong centralized control management system (Central Dispatch System) to coordinate orders efficiently as well as transparent financial governance as a public company (Tbk) .
2. Human Resource Management : Blue Bird implements a family-like philosophy in managing its drivers , who are viewed as internal partners , not simply as independent instruments . The company provides accommodation , free health clinic facilities , and even educational scholarships for the drivers ' children . This approach minimizes employee turnover .
3. Technology Development : Ongoing development of the in -cab IoT platform , integration of digital taximeters with satellite navigation systems , enhanced functionality of the MyBluebird app , and investment in the electric vehicle (EV) fleet for long -term energy efficiency .
4. Procurement : Long -term partnership with financial institutions to fund periodic fleet renewal (maximum fleet life of 5 years) to maintain the physical performance of taxis at their best.

Analisis VRIO (Resource-Based View)

To evaluate whether the resources and capabilities mapped in the value chain are capable of becoming a foundation for defense in facing competition with application -based transportation, testing was carried out using the VRIO framework presented in Table 1.

Table 1. VRIO Analysis Matrix of PT Blue Bird Tbk .

Internal Resources / Capabilities	Value	Rarity	Inimitability	Organization	Competitive Implications
Brand Equity atas Aspect Keamanan (Safety)	Of	Of	Of	Of	Sustainable Competitive Advantage

Exclusive Base Access Rights (Airport & Hotel)	Of	Of	Of	Of	Sustainable Competitive Advantage
Driver Service Culture & Integrity	Of	Of	Of	Of	Sustainable Competitive Advantage
Internal Workshop Network & Fleet Standardization	Of	No	No	Of	Competitive Parity
Mobile Booking Application (MyBluebird)	Of	No	No	Of	Competitive Parity

Narrative Discussion of VRIO Analysis Results:

1. Brand Equity Safety and Comfort: Amidst growing consumer concerns about security standards in online - based transportation (such as the authenticity of driver accounts), Blue Bird's reputation as a " definitely safe " taxi has become a valuable and rare intangible asset . New competitors need decades and massive social capital to build an equivalent level of trust , resulting in Sustainable Competitive Advantage .
2. Exclusive Base Access Rights : Prime parking and pickup rights at international airports and luxury hotels are strategic capacities that are rare and inimitable due to physical space limitations and legal constraints . These assets act as market safeguards that generate Sustainable Competitive Advantage .
3. Driver Service Culture : Blue Bird drivers' uniform character of honesty and neatness is formed through a centralized internal training program (social complexity). Competitor companies that rely on mass- scale independent drivers without strong organizational ties will find it very difficult to replicate this standardization of behavior , resulting in Sustainable Competitive Advantage .
4. Mobile Application (MyBluebird) : While valuable for facilitating consumer transactions , application technology is no longer a rare or difficult - to - replicate commodity . All transportation service providers now have similar digital platforms , placing this technology 's capabilities at competitive parity .

Internal Analysis Synthesis : Strengths and Weaknesses

Strengths :

1. Strong Brand Credibility : To be the gold standard for safe and reliable land transportation in Indonesia .
2. Premium Base Monopoly : Ownership of exclusive access to high -profit - margin pickup points (such as airport arrival areas).
3. Healthy Organizational Culture : Strong partnership relationships with drivers create high work loyalty and stable HR retention .
4. Fleet Physical Standardization : Quality control of vehicle units through independent workshops ensures uniform mechanical comfort for consumers .

Weaknesses :

1. High Fixed Cost (Overhead) Structure : As a conventional physical asset owner (heavy-asset), Blue Bird bears the burden of vehicle depreciation , workshop maintenance costs, periodic taxes , and corporate insurance that are very large compared to pure ride-sharing companies .
2. Rigidity in Determining Service Rates: The binding of upper and lower tariff regulations set by the government limits Blue Bird's freedom to freely apply adaptive dynamic pricing when demand spikes occur in the market .

CONCLUSION

Based on the results of the internal environmental analysis at PT Blue Bird Tbk . by integrating the Resource-Based View (RBV/VRIO) framework and Value Chain Analysis , several main conclusions can be drawn as follows :

1. Value Chain Efficiency and Standardization : Through Value Chain analysis , Blue Bird has proven its ability to create superior value creation in daily operational aspects through a network of independent workshops (in-house workshops) that guarantee the uniform physical condition of the fleet . In addition , investment in supporting activities in the form of family - based HR management has succeeded in fostering driver loyalty and reducing turnover rates .
2. Core Competencies as a Shield for Disruption : The VRIO matrix test results confirm that Blue Bird has a sustainable competitive advantage derived from intangible assets . These assets include brand equity for safety assurance , a culture of honest driver service, and ownership of exclusive base access rights at premium locations (airports and five -star hotels). These three capabilities are valuable , rare , and very difficult for independent ride-sharing drivers to replicate in the short term .
3. Cost Structure Weaknesses : As an asset-heavy company , Blue Bird faces internal vulnerabilities in the form of high fixed costs (overhead) for maintenance , depreciation, and insurance of its physical fleet . This is exacerbated by the rigidity of tariff determination due to government regulations , thus limiting the company's ability to win dynamic price competition in the digital market.

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