



## IMPLEMENTATION OF CORPORATE BRAND IDENTITY MATRIX IN BUILDING CORPORATE BRAND IDENTITY

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### Abstract

The purpose of this study is to implement the Corporate Brand Identity Matrix (CBIM) framework to develop their New Company (NewCo) corporate identity and find out XYZ employees' understanding of their company's brand identity. The in-depth interview (IDI) technique is used to obtain primary data with a single case study method. Respondents in this study were representatives of XYZ employees and executive management from various positions and work units. To represent XYZ employees and management, eleven respondents from various positions and work units were involved in this study. Data analysis of interview results was carried out through content analysis techniques, thematic analysis, and source triangulation analysis to formulate the results of this study. Based on the results of the study, the understanding of XYZ company's brand identity is more concentrated on marketing or external areas, especially visual identity. Furthermore, the CBIM framework for New Co was obtained, where there are several elements like the XYZ CBIM framework.

### Abstrak

Tujuan dari penelitian ini adalah mengimplementasikan kerangka Corporate Brand Identity Matrix (CBIM) untuk mengembangkan identitas mereka perusahaan New Company (New Co) dan mengetahui pemahaman karyawan XYZ atas identitas merek perusahaannya. Teknik wawancara mendalam (in depth interview/ IDI) digunakan untuk memperoleh data primer dengan metode studi kasus tunggal. Responden dalam penelitian ini adalah perwakilan karyawan dan manajemen eksekutif XYZ dari berbagai posisi dan unit kerja. Untuk merepresentasikan karyawan dan manajemen XYZ, sebelas orang responden dari berbagai posisi dan unit kerja dilibatkan dalam penelitian ini. Analisis data hasil wawancara dilakukan melalui teknik analisis konten, analisis tematik dan analisis triangulasi sumber untuk merumuskan hasil penelitian ini. Berdasarkan hasil penelitian, pemahaman identitas merek perusahaan XYZ lebih terkonsentrasi pada area pemasaran atau eksternal, khususnya identitas visual. Selanjutnya diperoleh kerangka CBIM untuk New Co, dimana terdapat beberapa elemen yang mirip dengan kerangka CBIM XYZ.

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## INTRODUCTION

Corporate brand identity must be managed by a company because it is closely related to the company's image and reputation (Devereux et al., 2020). Company image and reputation is one of the components considered by consumers in buying products or services (Balmer, 2017). Therefore, the management of a company has a big role and task in managing their corporate identity to support the formation of a good corporate image and reputation (Buil et al., 2016). The management of corporate identity becomes very important, especially in insurance companies that sell promises and trust, so that image and reputation must be maintained.

The life insurance industry is still a promising industry to work in. The penetration of this industry is still relatively low, but the growth is very fast at around 15% (McKinsey, 2016). However, in recent years, there have been cases that life insurance company cannot fulfill its promise to pay claim obligations to customers (Rastuti, 2022). One such company is insurance company XYZ. This company is unable to pay any more claims filed by nasabah due to several complex factors both from the internal and external sides (internal information, 2022). Currently, the condition of company XYZ is quite concerning related to default on claims submitted by customers. This condition certainly has a direct impact on the company's sales activities.

With the easier it is to obtain information, the default case experienced by company XYZ greatly affects the company's image and reputation. This has an impact on sales of XYZ products both from retail and corporate products. Not stopping at the external, this condition affects internal conditions, namely the level of employee *engagement* that has decreased and the rate of employee *turnover* that has increased in the last three years (internalormasi).

Company XYZ is in a rescue effort where based on the direction of shareholders, a new company has been formed to continue business activities and ensure the continuity of customer policy benefits. The company is known as *New Company (New Co)*. The new company acquires a portfolio of policies, systems and resources from XYZ using predetermined procedures (internal information). Therefore, it will be a challenge for management to position themselves in the eyes of customers after a delay *payment* case from XYZ that has an impact on the company's image and reputation. One of the ways that *New Co* can position itself in the eyes of customers is by forming a strong corporate identity (Oniszczyk-Jastrzabek et al., 2018).

In the formation of *New Co*, of course, a lot was prepared, especially the legality and fundamental aspects of the company, so that the company's brand identity has not been a major concern for *New Co*. Therefore, researchers intend to identify the brand identity of *New Co* based on an understanding of the brand identity of XYZ company. Researchers believe that by building and implementing a company's brand identity appropriately and strongly, it will have an impact on the company's image and reputation which ultimately leads to the company's profitability.

In building XYZ's corporate brand identity, researchers use the *Corporate Brand Identity Matrix* framework approach developed by (Urde, 2013). Companies can usually clearly define the identity of their products, but will have difficulty when defining the company's brand identity (Greyser & Urde, 2019). A clear corporate brand identity will provide direction and direction, increase their product presence, assist in recruitment and retention of resources, and help companies when in times of crisis (Greyser & Urde, 2019). So this model is considered to help *New Co* to shape the company's brand identity because most of its resources come from XYZ which is currently affected by the crisis.

## LITERATURE REVIEW

### *Corporate Image*

According to (Dowling, 1986), corporate image is a number of meanings, beliefs, ideas, feelings and impressions of a person on an object or company, a brand, a product and others that are known and through the image one can explain, remember or connect with the image of the object. Image is defined as the impression that people or groups think and know of an object, where this impression is more than just a visible fact (Aaker & Biel, 2013). Corporate image is physical and non-physical things associated with company reputation which is the total of ideas, beliefs, knowledge, impressions and values of a company (Tran et al., 2015).

### *Corporate Identity*

Understanding of corporate identity has developed and how companies communicate their corporate identity is through behavior, communication and symbolic aspects to internal and external parties (Birkight & Stadler, 1980). In the beginning, corporate identity was synonymous with organizational nomenclature, logos, buildings or corporate buildings, and visual identification of a company (Balmer, 1995). Furthermore, corporate brand identity is not only limited to the visual or symbolic aspects of an entity, but consists of three main elements, namely the behavioral, communication and symbolic aspects of the company (Balmer, 1995). The concept of corporate identity today has never been cash, but changes along with changes in the company both internally and externally, which often causes a domino effect on corporate identity and corporate marketing activities (Balmer, 2017). Therefore, the key in corporate identity is the alignment between what is aligned with what is communicated (Fukukawa et al., 2007).

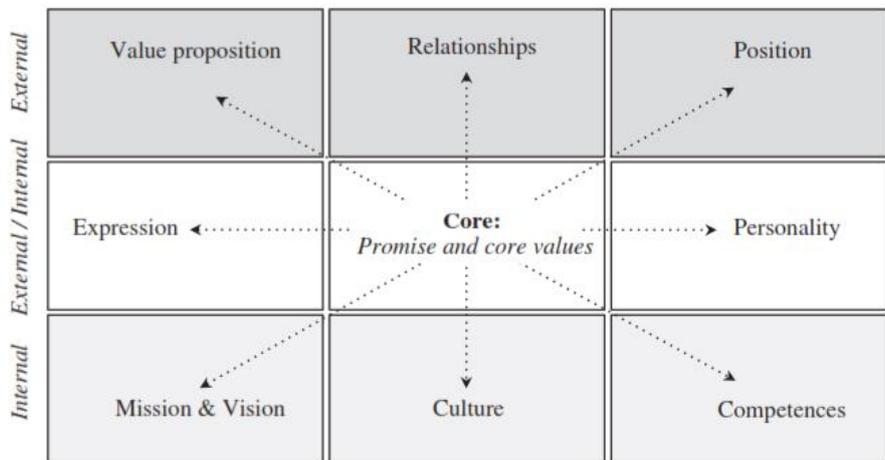
### *Corporate Brand Identity*

Corporate brand identity will usually be found in companies engaged in services (Buil et al., 2016). Overall, the basic concept of corporate brand identity still refers to the basics of brand management because brand identity not only determines the purpose and meaning of the brand, but also the ideals or directions to be followed by a company. According to (Aaker & Biel, 2013), brand identity is a unique set of brand associations that explain why the brand exists, what the brand stands for, and shows a promise to

customers from company members. In addition, in the concept of brand identity, known as *the Brand Identity Prism Model* produced by (Kapferer, 2009), where there are 6 aspects in it, namely aspects of *physique, personality, culture, self image, reflection, and relation*.

**The Corporate Brand Identity Matrix (CBIM)**

(Urde, 2013) develops the concept of corporate brand identity into a managerial framework that can be applied by companies called *the Corporate Brand Identity Matrix (CBIM)*. The framework consists of organizational components (internal), core components (internal and external), and market components (external). The matrix is also structured based on the market orientation approach and the brand orientation approach. The CBIM framework can be seen in the image below:



Source: (Urde, 2013)

**RESEARCH METHODS**

This research was conducted to identify the brand identity of XYZ and New Co. This research uses a qualitative approach with a single case study method where this approach is carried out to gain a deeper and deeper understanding of the object of research when needed to clarify ambiguous things (Holliday, 2002). According to (Yin, 2009), case studies are more recommended for research methods in gaining a more comprehensive understanding, current conditions (*ongoing*) and phenomena that cannot be controlled and require diverse sources and evidence. Case studies are also an appropriate method when research questions ask how and why (Yin, 2009).

This study used in *depth interview (IDI)* using semi-structured questions in obtaining primary data adapted from research (Urde, 2013). The question guide used can be seen in Table 1.

**Table 1. Interview Questions**

Element	Indication Questions
Proportion of Value (Value Proposition)	<ol style="list-style-type: none"> <li>1. What is the main thing that XYZ company offers to customers?</li> <li>2. Why people should buy product XYZ</li> <li>3. When it becomes <i>New Co</i>, what are the main things it will offer to customers? Will it be the same as what XYZ offers?</li> <li>4. Why should people buy <i>New Co</i> products?</li> </ol>
Relationship (Relationship)	<ol style="list-style-type: none"> <li>1. What kind of relationships does XYZ build with <i>stakeholders</i>?</li> <li>2. When it becomes a new company, does <i>New Co</i> also want to build relationships with <i>stakeholders</i>? Or is there a different relationship?</li> </ol>
Position (Position)	<ol style="list-style-type: none"> <li>1. Does XYZ have its own position in the market, in the minds of our customers?</li> <li>2. Currently XYZ's reputation is not in good shape, when <i>New Co</i> will be, what kind of position is desired in the market, in the mind or in the day of other customers / potential customers?</li> </ol>
Personality (Personality)	<ol style="list-style-type: none"> <li>1. Currently, what character does XYZ have as a life insurance company before the <i>delay payment</i> condition?</li> <li>2. Reflecting on XYZ, what kind of character or combination of characters does <i>New Co</i> want or will build later? Will it refer to XYZ characters?</li> </ol>
Core (Core)	<ol style="list-style-type: none"> <li>1. What key promises or values does XYZ promise as a brand?</li> </ol>

Element	Indication Questions
	2. As a new company, what is the main promise or value that <i>New Co</i> wants to build? Will it be the same as what XYZ offers?
Expression ( <i>Expression</i> )	1. What is special about company XYZ in communicating or expressing itself so that its existence is recognized by others? 2. As a new company, how do you communicate or express yourself so that your existence is recognized by others?
Vision and Mission ( <i>Vision and Mission</i> )	1. What is the vision and mission of XYZ company? In your opinion, how is the implementation of the vision and mission if it is related to the current condition of the company? 2. As a new company later, what will be the vision and mission of <i>New Co</i> ? Will it be the same as XYZ's vision and mission? Should the vision and mission in <i>New Co</i> be distinguished from the old one?
Culture	1. What is the work culture at XYZ? Tell us more about the culture in XYZ? How is the implementation of work culture at XYZ? 2. When later in a new company, is the current culture appropriate to bring? Does it need to change the current work culture to be implemented in <i>New Co</i> ? 3. The company's values (main values) that characterize, which ones do you think need to be maintained and which ones don't?
Competence ( <i>Competencies</i> )	1. What are the main advantages of XYZ and what makes XYZ different from competitors? 2. Do these advantages also apply to <i>New Co</i> ? Is there perhaps another advantage that <i>New Co</i> wants to highlight to become the <i>Company's competitive advantage</i> ?

Adapted from (Urde, 2013)

Participants in this study were XYZ employees or management as well as employees who are closely related to the *New Co*. formation team. Researchers mapped the proportion of interviewees based on job title and employee placement area with details as follows:

**Table 2. Details of Research Participants**

No	Position Level	Work Unit	Number (of people)
1	President Director	Main Directory	1
2	Head of Division / level	<i>Regional Agency</i>	1
3	Head of Department / level	<i>Project Management</i>	1
4		<i>Learning Center</i>	1
5		<i>CBSC Manager</i>	1
6		Actuarial Company	1
7	Officer / Staff	Corporate Strategy	1
8		Business Development Strategy	1
9		<i>Corporate Business Executive</i>	1
10		Corporate Communication	1
11		<i>Agency Development Executive</i>	1
<b>Sum</b>			<b>11</b>

Source: Data processed by researchers (2022)

In addition to primary data, researchers also used secondary data obtained from internal company documents as well as literature relevant to this study. In conducting data analysis, researchers use several analytical techniques that are often used in qualitative research, namely: content analysis, thematic analysis and source triangulation analysis.

At the beginning, the data obtained were analyzed using content analysis (*content analysis*) and thematic analysis (*thematic analysis*). Both of these methods are often used to analyze qualitative data (Humble & European, 2022). Content analysis is a research technique to make conclusions that can be replicated and valid of a text or sentence related to the field or research conducted (Krippendorff, 2018). In this study, content analysis was carried out by analyzing word for word in the sentences of the interview results to describe the meaning and meaning of the participants' sentences.

Furthermore, researchers conduct *thematic analysis*, where this technique is widely used in organizations to analyze qualitative data (Javadi & Care, 2016). Automated analysis is also recommended to find themes and concepts for the interview data obtained (Rubin & Rubin, 2011). In this study, researchers conducted thematic analysis by analyzing repeated words in the participants' iap set answersto then group the words or findings according to the context / theme of the study.

Furthermore, to further ensure the validation of the data obtained, researchers use triangulation analysis techniques. Triangulation is basically a technique carried out by researchers to ensure that the phenomenon under study can be well understood and obtain a high level of truth if approached from various points of view (Rahardjo, 2010). Triangulation analysis is carried out to avoid bias in data collection and analysis (Alfansyur & Kajian, 2020). The triangulation analysis used in this study is source triangulation. The researcher wanted to know how the internal understanding of XYZ employees and management on XYZ's brand identity and how *New Co.*'s brand identity, where the researcher conducted interviews with employees and management (from various sources) to obtain this understanding. Furthermore, researchers check cross data (*cross check*) to find and explore the truth of the information obtained (Alfansyur & Kajian, 2020). To avoid subjectivity in this study, researchers and colleagues conducted data analysis together to obtain a common and objective understanding.

**RESULTS AND DISCUSSION**

Interviews were conducted with eleven people with a composition of one President Director and ten employees of XYZ company spread from the position of Division Head to Staff. Based on internal company documents related to corporate identity, information was obtained that the things contained in the document were only in the form of the company's visual identity such as logos, advertising media and things related to correspondence attributes. Adopting the thinking (Devereux et al., 2020), it can be concluded that XYZ's corporate identity is more centered on external concepts, namely marketing concepts or visual identities. This is different from what is conveyed by (Balmer, 1995), that corporate identity consists of 3 main elements not only consisting of symbolic or visual aspects, but also consisting of communication aspects and behavioral aspects. In addition, corporate identity must also be built and aligned with corporate goals and strategies (Balmer, 201: 7).

**Internal Understanding of XYZ Corporate Brand Identity**

Based on the results of interviews with participants, an internal understanding of XYZ's corporate brand identity was obtained through the following CBIM framework:

<p><b>Value Proposition</b></p> <p>SOEs Product Solutions Excellent Service Investment Based Insurance</p>	<p><b>Relationship</b></p> <p>Long-term Belief Mutualism Commitment</p>	<p><b>Value Proposition</b></p> <p>Top of Mind (current) SOE market leader Pioneers of conventional insurance</p>
<p><b>Expression</b></p> <p>Logo Advertisement Partners Transformation</p>	<p><b>Core</b></p> <p>Belief Commitment</p>	<p><b>Personality</b></p> <p>Heritage Customer focus</p>
<p><b>Vision and Mission</b></p> <p>Become a healthy and resilient life insurance company</p>	<p><b>Value Proposition</b></p> <p>MORALS</p>	<p><b>Value Proposition</b></p> <p>SOEs SOE corporate market Human capital</p>

**Figure 2. XYZ Enterprise CBIM Framework**

Source: Processed by researchers (2022)

In general, participants have the same similarity in answering questions in each element. Based on the results of the interview, it can be seen that participants can clearly explain what are the elements of the company's vision and mission and the elements of XYZ's corporate culture. This indicates that there is a good understanding of the XYZ corporate concept. This understanding can be a good provision and can be developed by management to form the concept of corporate brand identity (Greyser & Urde, 2019).

Furthermore, the core element, is the main element that is the heart of CBIM (Urde, 2013). Based on the results of the interview, almost all participants stated that the core elements of CBIM XYZ are trust and commitment. These two core elements are the main keys of an insurance company. At this time, XYZ cannot keep its promise to pay claims to customers, but the commitment of XYZ and its shareholders to be able to provide optimal solutions for customers is the main strength of XYZ's CBIM core elements.

### CBIM *New Co*. Framework

Based on the results of interviews with participants, a CBIM framework for *New Co* was obtained which can be seen in Figure 3 below.

<p><b>Value Proposition</b> Enjoyable insurance Trusted &amp; professional co. Technology-based</p>	<p><b>Relationship</b> Belief Mutualism Professional Communicative</p>	<p><b>Value Proposition</b> Good reputation Modern &amp; transparent Trusted &amp; professional co. Market leader</p>
<p><b>Expression</b> Logo Partners</p>	<p><b>Core</b> Trusted Commitment Protection Technology-based</p>	<p><b>Personality</b> Modern Open Insurance Indonesia</p>
<p><b>Vision and Mission</b> Giant insurance companies Indonesia's insurance market leader Sustainable company</p>	<p><b>Value Proposition</b> AKHLAK (adoption and combination)</p>	<p><b>Value Proposition</b> Captive market Millennial Bilingual communication</p>

**Figure 3.** *New Co* Corporate CBIM Framework

Source: Processed by researchers

Overall, the CBIM element that *New Co* wants to build is a high expectation for XYZ employees for the experience and lessons learned at XYZ regarding *delay payments*. The main focus is to shape the value proposition where *enjoyable insurance* is carried into *New Co*'s main value proposition. The heritage concept at XYZ will be abandoned by *New Co*, where based on the results of interviews with participants, *New Co* wants to escape the shadow of XYZ and become an open and *modern* company. This can also be seen from the *draft of New Co's* logo and building which is very different from XYZ.

### Comparison of CBIM and *New Co* Frameworks

When compared, some elements of CBIM *New Co* have similarities with elements of CBIM XYZ, namely cultural elements, core elements and relationship elements. The core elements that have similarities are trust and commitment. This becomes the same because the basic business of insurance is trust and commitment (Taroreh et al., 2015). Cultural elements become identical in both companies, namely AKHLAK. Cultural elements become the same because of the direction of shareholders of both companies that are still within the Ministry of State-Owned Enterprises (BUMN) to become AKHLAK culture. Furthermore, the elements of relationships that have similarities are relationships of trust and mutualism. A comparison of the CBIM framework for the two companies can be seen in Figure 4.

<p><b>Proposisi Nilai</b></p> <table border="1"> <tr> <th>XYZ</th> <th><i>New Co</i></th> </tr> <tr> <td> <ul style="list-style-type: none"> <li>BUMN</li> <li>Solusi Produk</li> <li>Pelayanan Prima</li> <li>Asuransi Berbasis Investasi</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>Enjoyable Insurance</li> <li>Trusted &amp; Professional Co.</li> <li>Berbasis Teknologi</li> </ul> </td> </tr> </table>	XYZ	<i>New Co</i>	<ul style="list-style-type: none"> <li>BUMN</li> <li>Solusi Produk</li> <li>Pelayanan Prima</li> <li>Asuransi Berbasis Investasi</li> </ul>	<ul style="list-style-type: none"> <li>Enjoyable Insurance</li> <li>Trusted &amp; Professional Co.</li> <li>Berbasis Teknologi</li> </ul>	<p><b>Hubungan</b></p> <table border="1"> <tr> <th>XYZ</th> <th><i>New Co</i></th> </tr> <tr> <td> <ul style="list-style-type: none"> <li>Jangka Panjang</li> <li>Kepercayaan</li> <li>Mutualisme</li> <li>Komitmen</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>Kepercayaan</li> <li>Mutualisme</li> <li>Profesional</li> <li>Komunikatif</li> </ul> </td> </tr> </table>	XYZ	<i>New Co</i>	<ul style="list-style-type: none"> <li>Jangka Panjang</li> <li>Kepercayaan</li> <li>Mutualisme</li> <li>Komitmen</li> </ul>	<ul style="list-style-type: none"> <li>Kepercayaan</li> <li>Mutualisme</li> <li>Profesional</li> <li>Komunikatif</li> </ul>	<p><b>Posisi</b></p> <table border="1"> <tr> <th>XYZ</th> <th><i>New Co</i></th> </tr> <tr> <td> <ul style="list-style-type: none"> <li>Top of Mind (sant ini)</li> <li>Pemimpin Pasar BUMN</li> <li>Pionir Asuransi Koovesnional</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>Reputasi yang Baik</li> <li>Modern &amp; Transparan</li> <li>Trusted &amp; Profesional Co.</li> <li>Pemimpin Pasar</li> </ul> </td> </tr> </table>	XYZ	<i>New Co</i>	<ul style="list-style-type: none"> <li>Top of Mind (sant ini)</li> <li>Pemimpin Pasar BUMN</li> <li>Pionir Asuransi Koovesnional</li> </ul>	<ul style="list-style-type: none"> <li>Reputasi yang Baik</li> <li>Modern &amp; Transparan</li> <li>Trusted &amp; Profesional Co.</li> <li>Pemimpin Pasar</li> </ul>
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<p><b>Visi &amp; Misi</b></p> <table border="1"> <tr> <th>XYZ</th> <th><i>New Co</i></th> </tr> <tr> <td>Menjadi perusahaan asuransi jiwa yang sehat dan tangguh</td> <td> <ul style="list-style-type: none"> <li>Perusahaan Asuransi Raksasa</li> <li>Pemimpin Pasar Asuransi Indonesia</li> <li>Sustainable Company</li> </ul> </td> </tr> </table>	XYZ	<i>New Co</i>	Menjadi perusahaan asuransi jiwa yang sehat dan tangguh	<ul style="list-style-type: none"> <li>Perusahaan Asuransi Raksasa</li> <li>Pemimpin Pasar Asuransi Indonesia</li> <li>Sustainable Company</li> </ul>	<p><b>Budaya</b></p> <table border="1"> <tr> <th>XYZ</th> <th><i>New Co</i></th> </tr> <tr> <td>AKHLAK</td> <td>AKHLAK (Adopsi &amp; Kombinasi)</td> </tr> </table>	XYZ	<i>New Co</i>	AKHLAK	AKHLAK (Adopsi & Kombinasi)	<p><b>Kompetensi</b></p> <table border="1"> <tr> <th>XYZ</th> <th><i>New Co</i></th> </tr> <tr> <td> <ul style="list-style-type: none"> <li>BUMN</li> <li>Pasar Korporasi BUMN</li> <li>Human Capital</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>Captive Market</li> <li>Milenial</li> <li>Komunikasi Bilingual</li> </ul> </td> </tr> </table>	XYZ	<i>New Co</i>	<ul style="list-style-type: none"> <li>BUMN</li> <li>Pasar Korporasi BUMN</li> <li>Human Capital</li> </ul>	<ul style="list-style-type: none"> <li>Captive Market</li> <li>Milenial</li> <li>Komunikasi Bilingual</li> </ul>
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**Figure 4.** Comparison of CBIM XYZ and *New Co* Frameworks

Source: Diolah researcher

## CONCLUSION AND ADVICE

### Conclusion

Based on the results of research and discussion, it was concluded that the concept of XYZ corporate brand identity is more focused on marketing or external areas. The vision, mission and culture elements of CBIM XYZ can be answered firmly and clearly by the participants, which indicates that there is a strong understanding of the corporation so that it can be developed to become a strong corporate brand identity. Overall, the CBIM element that New Co. wants to build on, is a high expectation for XYZ employees for the experience and lessons learned. *New Co* as a new company wants to escape the shadow of XYZ to become a *modern* and open company. This can be seen from the *draft* logo and building that will be used by *New Co*.

Some elements of CBIM *New Co* such as cultural elements, core elements and relationship elements have similarities with CBIM XYZ elements. Basically, participants want the good rights that already exist in XYZ can continue to be the brand identity of the *company New Co*. However, shortcomings in XYZ such as governance and risk management principles must be strengthened to be able to create a strong corporate brand identity.

### Suggestion

This research has suggestions and managerial implications for the CBIM framework that has been identified for *New Co*, namely that this framework can be proposed and implemented by documenting the CBIM framework into legal internal documents. Furthermore, the document can be socialized and executed. Some ways that can be done to ensure that the company's brand identity that has been produced can be applied, namely:

- a. Management can focus first in the formation and internalization of cultural elements because these elements become the basis in the formation of corporate brand identity (Balmer, 1995).
- b. The CBIM framework is socialized and internalized to employees through internal programs/internal training. Socialization also needs to be done to external parties through marketing activities carried out in the form of behavior (Balmer, 1995).
- c. The CBIM framework can be reduced to corporate strategy and *Key Performance Indicators* (KPIs) down to the individual level to ensure that all elements of the company contribute to realizing the company's brand identity.
- d. System renewal, technology and strengthening in the governance and risk management sector need to be carried out and become a major concern.

With its limitations, further research in order to expand participants by involving *expert* participants in the field of corporate brand identity and can conduct *focus groups* as one of the research methods to obtain a sharper CBIM framework.

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