

Artificial Intelligence-Based Knowledge Management Implementation in Operational Management: A Case Study of PT Blue Bird Tbk

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Abstract

As artificial intelligence (AI) becomes embedded in organizations' operational knowledge management amid accelerating digital transformation, empirical evidence on how AI-Driven Knowledge Management actually functions in practice remains limited, particularly within the transportation service sector. This study analyzes the implementation of AI-Driven Knowledge Management in supporting process improvement and data-driven decision support in the operational management of PT Blue Bird Tbk during 2020-2025, grounded in the Knowledge-Based View (Grant, 1996) and the SECI model (Nonaka & Takeuchi, 1995). It employs a single descriptive qualitative case study design (Yin, 2018) structured in two sequential phases: an integrative literature review to build the conceptual framework, followed by analysis of 13 secondary documents (annual and sustainability reports 2020-2025, academic publications, media coverage) and confirmatory interviews with four informants (two Regional Managers, two Operations Managers). NVivo 12 Pro was used to analyze the data, yielding 8 themes and 162 references with an inter-rater reliability of Cohen's Kappa $\kappa = 0.85$. Three concrete contributions emerge from the findings: data-driven decision-making across all managerial levels, improved fleet-assignment processes through digital dispatch, and faster information dissemination across organizational levels. Yet the AI-Driven Knowledge Management theme received zero coding across all four interview transcripts despite having 7 references from secondary documents, and SECI-cycle analysis identified two breakpoints at the externalization and combination stages. This study proposes the concept of an automation shortcut, a pattern in which AI generates operational efficiency through direct automation without first strengthening the organization's knowledge cycle, diverging from assumptions commonly held in prior literature.

Keywords:

AI-Driven Knowledge Management; Operational Management; Case Study; SECI Model.

1. INTRODUCTION

Organizations now run their operations in ways that look little like they did a decade ago: manual systems have steadily given way to processes that are integrated, data-driven, and powered by intelligent technology. Artificial Intelligence (AI) is no longer just an automation tool. It has become a strategic capability that underpins both operational effectiveness and the quality of decision-making (Raina et al., 2026), and organizations are placing growing weight on Knowledge Management (KM) as a result, since collecting data is no longer enough; organizations must also be able to turn it into knowledge that carries real value (Taherdoost & Madanchian, 2023).

The trouble is that applying KM on the operational ground is not that straightforward. Conventional KM systems were built to document and store information, not to keep pace with data that keeps growing in volume, arrives in ever more varied forms, and moves in real time as digital transformation accelerates, leaving organizational knowledge prone to fragmentation and its flow prone to bottlenecks (Ismail et al., 2025). AI fills this gap through the AI-Driven Knowledge Management approach: knowledge is captured, analyzed, stored, shared, and put to use more effectively through automated knowledge extraction, information retrieval, categorization, and summarization (Taherdoost & Madanchian, 2023; Ismail et al., 2025).

Research on AI and KM keeps expanding, yet its direction has shifted little. Most studies still rely on quantitative survey methods, whether looking at SMEs or large firms across different countries (Alharthi, 2025; Atkočiūnienė et al., 2023; Barros-Contreras et al., 2022; Cheng et al., 2024; Malhotra & Manzoor, 2025; Nakash & Bolisani, 2025; Rošulj et al., 2024), while others take the form of conceptual or literature-review work with broad, cross-sector scope (Jarrahi et al., 2023; Li et al., 2025; Prasetyo et al., 2025; Raina et al., 2026). Where case studies do appear, they tend to compare multiple organizations at once (Huang & Zhou, 2025) or target the development of specific technical systems (Amaram et al., 2026), rather than examining a single organization in depth. As a result, empirical evidence on how AI-Driven Knowledge Management contributes to knowledge sharing, decision support, and process improvement at the operational management level remains thin, particularly in the transportation service sector, where fleets are managed in real time every day and decisions must be made quickly from a constant stream of data. Recent quantitative evidence from Indonesia's transportation sector shows knowledge management practices scoring highest in intellectual capital readiness while technological transformation lags behind (Fariz & Winarsih, 2025), suggesting that KM processes may already be institutionally present even where AI-driven capabilities remain underdeveloped — a pattern this study examines qualitatively at the single-firm level. No study to date has specifically examined the implementation of AI-Driven Knowledge Management in the operational management of a single publicly listed transportation company in Indonesia; this gap is what motivates the present study.

This study bridges that gap through a two-phase qualitative case study design. The first phase builds a conceptual framework through an integrative literature review (Torraco, 2005), and the second applies that framework as an analytical lens to the case of PT Blue Bird Tbk. Three reasons guided the choice of this company: its position as Indonesia's largest taxi transportation provider, a digital transformation already visible through the MyBluebird application, Internet of Things (IoT) integration across its fleet, a digital dispatch system, and, since 2026, the use of an AI-generated heat map and dynamic fixed price (Mardiansyah, 2026); and its status as a publicly listed company under the ticker BIRD, which makes its public documents sufficiently accessible for systematic tracing and verification.

Building on this gap, the study frames its core problem as follows: how is AI-Driven Knowledge Management implemented in the operational management of PT Blue Bird Tbk, and how does it contribute to knowledge sharing, decision support, and process improvement on the ground? Where AI's contribution to this knowledge cycle is strong, and where it still falls short, is a question that remains largely unmapped empirically within transportation-sector organizations.

Building on this problem statement, the study sets out to analyze the implementation of AI-Driven Knowledge Management in supporting knowledge sharing, process improvement, and data-driven decision support in the operational management of PT Blue Bird Tbk, through a descriptive qualitative case study approach. Grounded in this gap, the study draws on three conceptual foundations.

1.1. Knowledge-Based View

Knowledge-Based View (KBV), developed by Grant (1996), positions knowledge as an organization's most important strategic resource, surpassing physical or financial assets, because its inimitability makes it the foundation for sustained competitive advantage. This perspective treats an organization's ability to integrate individual knowledge into collective capability as the core of competitive advantage.

1.2. The SECI Model

The SECI model, developed by Nonaka and Takeuchi (1995), describes organizational knowledge creation as a continuous conversion between tacit and explicit knowledge through four stages: socialization (sharing tacit knowledge between individuals), externalization (converting tacit knowledge into explicit form), combination (combining explicit knowledge into new knowledge), and internalization (absorbing explicit knowledge into an individual's tacit understanding).

1.3. Artificial Intelligence-Driven Knowledge Management

AI-Driven Knowledge Management is a knowledge management concept that leverages AI technology to support knowledge creation, knowledge storage, knowledge sharing, and knowledge application within organizations (Jarrahi et al., 2023). AI's capacity to emulate human cognitive functions such as learning, reasoning, and analytical processing has driven its growing integration into modern KM systems through machine learning, neural networks, and natural language processing (Nakash & Bolisani, 2025).

2. RESEARCH METHOD

This study uses a single-case study method with a descriptive qualitative approach (Yin, 2018), with PT Blue Bird Tbk chosen purposively as the object of study: it is Indonesia's largest taxi company, has been publicly listed (ticker BIRD) since 2014 so its public documents are accessible, and has carried out a tangible digital transformation through the MyBluebird application, Internet of Things (IoT) integration across its fleet, and a digital dispatch system. The study is organized in two phases: the first builds a conceptual framework for AI-Driven Knowledge Management through an integrative literature review (Torraco, 2005) of 15 prior studies, and the second applies that framework as an analytical lens to the PT Blue Bird Tbk case study. This division reflects an internal design strategy, so the study remains descriptive and qualitative in character throughout both phases.

Following the logic of multiple evidence sources in case study research (Yin, 2018), the primary data consist of 13 publicly available secondary documents: PT Blue Bird Tbk's annual and sustainability reports for 2020-2025 from the Indonesia Stock Exchange, an independent academic case study on the company's digital transformation (Kusnadi & Lim, 2023), and coverage from credible national media. Semi-structured confirmatory interviews with four key informants, two Regional Managers (R1, R2) and two Operations Managers (O1, O2), were conducted on 8-9 July 2026, lasting 45-60 minutes per session, and served to test and clarify the findings drawn from the documents rather than to stand as an independent primary data source.

Data coding followed a hybrid inductive-deductive process: themes were developed directly from the document content through repeated readings, then reviewed against the conceptual framework underpinning this study. All coding was carried out using NVivo 12 Pro software. Inter-rater reliability was assessed by having a research assistant independently code two sample documents; across the 23 units of analysis compared, the Cohen's Kappa coefficient was calculated manually outside NVivo using a contingency table and the formula $\kappa = (Po - Pe) / (1 - Pe)$, given that the coding comparison query feature in the non-Plus version of NVivo 12 Pro does not natively support multi-user schemes. The resulting $\kappa = 0.85$, classified as almost perfect agreement under Landis and Koch's (1977) criteria.

3. RESULTS AND DISCUSSION

3.1. Overview and Theme Distribution

PT Blue Bird Tbk is Indonesia's largest land transportation provider, listed on the Indonesia Stock Exchange under the ticker BIRD since 5 November 2014. The 2020-2025 period marks a post-pandemic recovery phase that unfolded alongside an accelerating digital transformation: net revenue fell 49.4% in 2020 due to the pandemic before gradually recovering to reach IDR 5.71 trillion by 2025, alongside an expansion of digital capabilities that ran from an IoT system replacing the taximeter (2020) to the use of an AI-generated heat map and dynamic fixed price (2026) (PT Blue Bird Tbk, 2020, 2024, 2025; Mardiansyah, 2026). An independent study by Kusnadi and Lim (2023) confirms that this transformation is a continuation of the digital foundation laid since the company's ERP implementation in 2003, rather than a new phenomenon triggered by the pandemic.

Thematic analysis produced 8 themes with a total of 162 references drawn from 13 source documents, distributed unevenly as shown in Table 1.

Table 1. Reference Recapitulation by Theme from NVivo 12 Pro Analysis

No	Theme	Number of References	Number of Source Documents
1	Digital Transformation	33	11
2	Knowledge Management Process	27	9
3	Artificial Intelligence Technology	23	11
4	Process Improvement	22	12
5	Operational Management	20	9
6	Decision Support System	19	10
7	Knowledge Sharing	11	5
8	AI-Driven Knowledge Management	7	5
Total		162	13



Figure 1. Distribution of References Across 8 Themes from NVivo 12 Pro Analysis

3.2. Gap between Corporate Narrative and Operational Reality

The most significant finding from this distribution concerns the Artificial Intelligence Technology and AI-Driven Knowledge Management themes, since this is where the gap between corporate narrative and conditions on the ground is most visible. In the company's official documents, the language around artificial intelligence evolved in stages: in 2021 AI was still described as a long-term investment plan, in 2023 the company claimed to be using an AI System for fleet-placement optimization and won a Top Digital Innovation Award for it, and by 2025 AI had become an explicit part of the information technology roadmap. Yet when this was put to the four informants, their answers consistently pointed to the same limit. Informant O1 noted that data analytics could already reveal demand patterns and peak hours by zone, but added, in essence, that anything resembling AI capable of automatic prediction and generating its own recommendations was honestly not there yet. Informant R1 offered a similar account: the data is available, but its interpretation is still done manually by managers. This pattern is echoed in a confirmation from Kompas.id (2023), in which a Vice Director of Engineering stated that Indonesia's infrastructure and human-resource readiness was “not yet sufficient” for more advanced AI deployment.

This gap is sharpest in the AI-Driven Knowledge Management theme, which carries the fewest references of any theme (7 references from 5 documents). A more telling finding is that not one of those 7 references originates from an interview transcript; all come from secondary documents. This theme's structural absence from the interview data, not a matter of incidental omission but a consistent pattern across every managerial level and region studied, stands as one of the study's most important empirical findings, since it shows that AI-Driven Knowledge Management as narrated in corporate documents has not yet become part of day-to-day operational thinking.

The linkage map across all eight themes, shown in Figure 2, indicates that Digital Transformation holds the largest share of references (33) as the overarching frame feeding three derivative themes: Artificial Intelligence Technology, Operational Management, and Knowledge Management Process. These three derivative themes converge on AI-Driven Knowledge Management and Decision Support System, which, together with Knowledge Sharing at the final layer, feed into Process Improvement as the theme with the second-highest reference count (22).

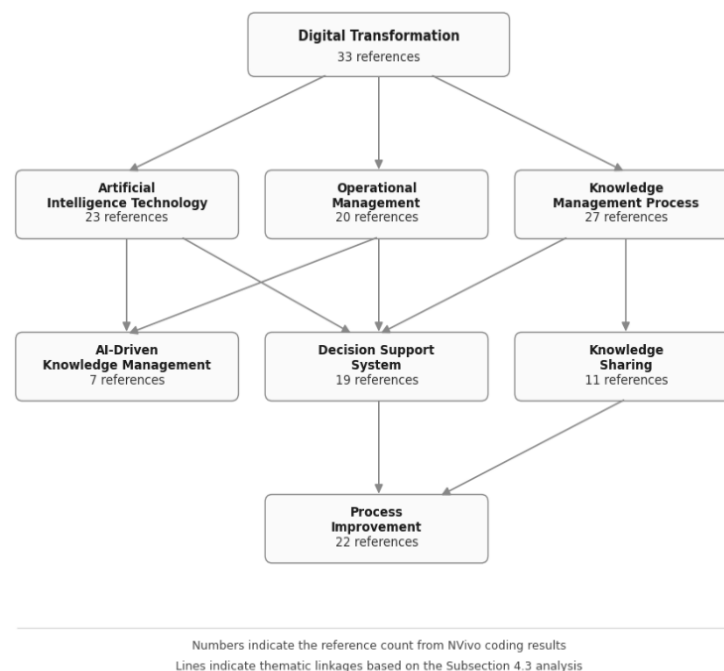


Figure 2. Theme Linkage Map for AI-Driven Knowledge Management Implementation

3.3. Breakpoints in the SECI Cycle

Read through the lens of the SECI cycle (Nonaka & Takeuchi, 1995), this weak position of AI-Driven Knowledge Management can be explained by two breakpoints. At the externalization stage, managers' experiential knowledge fails to convert into anything the system retains; operational data does enter automatically through IoT, but the meaning behind that data does not follow it in. Informant R1 put it this way: they can see the numbers, but understanding why the numbers look the way they do still means asking O directly. At the combination stage, operational data and vehicle technical data still run on separate platforms, so integration has to be done by hand, as Informant R2 described having to manually compile data from several sources before arriving at a complete picture. When even this basic integration is still done manually, AI lacks a sufficient foundation to generate useful recommendations. A Matrix Coding Query further shows that the difference in thematic emphasis between Regional and Operations Managers is fairly narrow across most themes, yet the AI-Driven Knowledge Management theme remains consistently at 0% coding at both managerial levels.

Synthesizing these findings against the study's objective reveals the following pattern. The state of operational knowledge management sits at a substantial transition point: digital infrastructure has advanced significantly, yet two challenges absent from every official document reviewed persist on the ground, namely the data fragmentation between operational and vehicle-technical systems, and a readiness gap among human resources, particularly senior drivers as a source of field data. AI's role in supporting operational knowledge management is better described as a descriptive-analytics enabler than as a system that generates knowledge on its own. AI-Driven Knowledge Management's contribution to knowledge sharing is indirect, since faster information dissemination stems from the broader digitalization of communication infrastructure rather than from AI capabilities actively managing knowledge distribution; even Bluebird Academy, the company's largest knowledge sharing platform, has yet to explicitly address digital and AI literacy.

The contribution of AI-Driven Knowledge Management to decision support and process improvement is best read through an analytics maturity ladder: the descriptive analytics level is already fully operational (managers can monitor fleet utilization and demand patterns in real time), the diagnostic analytics level still requires manual interpretation, while the predictive and prescriptive levels remain unrealized within the study period; the system still shows what happened rather than predicting what will happen or recommending what action to take. The most concrete process improvement appears in the digital dispatch system, which shifted driver assignment from manual communication to a fully automated process, reducing both customers wait time and managers' coordination burden.

3.4. The Automation Shortcut

To answer the study's objective directly: the implementation of AI-Driven Knowledge Management at PT Blue Bird Tbk has contributed to process improvement and data-driven decision support, but not through the path the literature describes. In theory, AI should first strengthen an organization's knowledge cycle before producing operational improvements. What happens on the ground is different: AI functions directly as an

automation and reporting tool, and from there generates operational efficiency without first going through an explicit process of knowledge creation or management, as illustrated in Figure 3.

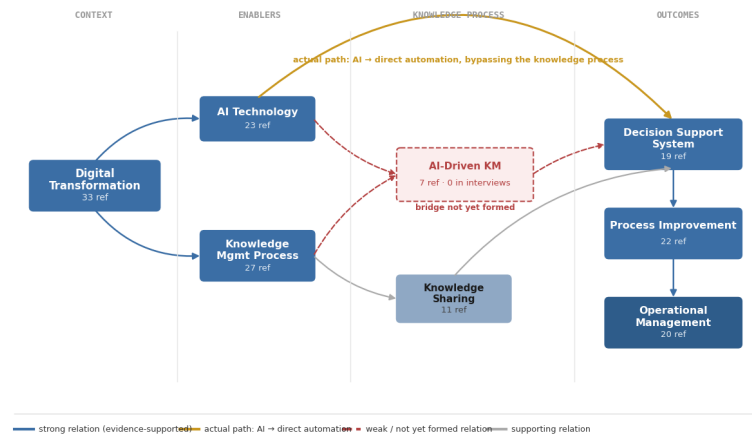


Figure 3. Automation Shortcut: Comparing Literature Assumptions Against Actual Conditions

This study terms this pattern the automation shortcut, and proposes it as a proposition worth investigating further in similar organizational contexts undergoing digital transition. The finding diverges from the assumptions of three conceptual reference studies: Huang and Zhou (2025) found that in multinational firms, digital intelligence enables the comprehensive automated capture of knowledge, including tacit knowledge, whereas at PT Blue Bird Tbk automation has so far only reached the level of basic data and has not extended to managers' experiential knowledge. Alharthi (2025) found a statistically positive relationship between knowledge dissemination and business intelligence systems, consistent with this study's findings but through a different concrete mechanism. Barros-Contreras et al. (2022) found that knowledge integration contributes to organizational performance, but this study adds that such benefits are only fully realized once the underlying challenge of data integration itself has been resolved. What sets this study apart from all three is the question of sequence: the three reference studies assume AI's benefits flow through a strengthened knowledge process first, whereas at PT Blue Bird Tbk operational improvement has, in fact, preceded the strengthening of that knowledge cycle.

3.5. Limitations

This study is limited by its reliance on managerial informants (two Regional Managers and two Operations Managers) rather than frontline staff such as drivers. This choice reflects the study's unit of analysis: the research question concerns how AI-Driven Knowledge Management is implemented and governed at the operational management level, where decisions about data integration, system adoption, and knowledge codification are made. Drivers were not positioned to speak to these managerial decisions directly, though they plausibly hold tacit knowledge about field conditions that could illuminate the externalization breakpoint identified in Section 3.3 — specifically, whether the meaning behind operational data that fails to convert into explicit organizational knowledge originates partly at the driver level rather than solely at the managerial level. Future research incorporating driver perspectives, as noted in the Conclusion, would help clarify this.

The reliance on document analysis as the primary evidence source, with interviews serving a confirmatory rather than independent function, reflects a deliberate design choice consistent with the multiple-evidence-source logic of case study research (Yin, 2018): secondary documents provide the auditable, longitudinal record of the company's formal AI and KM narrative across 2020–2025, while confirmatory interviews test whether that narrative holds against managers lived experience. This design necessarily limits the depth of experiential insight interviews alone could offer; a primary-interview-driven design, or a larger informant pool across additional managerial layers, would likely surface richer detail on how individual managers navigate the SECI breakpoints identified in Section 3.3.

4. CONCLUSION

This study shows that the implementation of AI-Driven Knowledge Management at PT Blue Bird Tbk during 2020-2025 has made a tangible contribution to process improvement and data-driven decision support, through three concrete changes: data-driven decision-making across all managerial levels, improved fleet-assignment processes through digital dispatch, and faster information dissemination across organizational levels. That contribution did not, however, follow the path the literature assumes, namely a prior strengthening of the organizational knowledge cycle. Thematic analysis of 162 references drawn from 13 documents shows that the AI-Driven Knowledge Management theme received zero coding across all four interview transcripts despite

having 7 references from secondary documents, and SECI-cycle analysis identified two breakpoints at the externalization and combination stages. These conditions reflect that AI at PT Blue Bird Tbk operates directly as an automation and reporting tool, generating operational efficiency without first strengthening the explicit creation and management of organizational knowledge, a pattern this study terms the automation shortcut. For PT Blue Bird Tbk, these findings point to the need for integrating operational and vehicle-technical data systems as a development priority, expanding the Bluebird Academy program to cover digital and AI literacy, and building AI capabilities starting from functions with the most mature data, such as predictive fleet placement. For future research, a multi-case design spanning several transportation companies, access to drivers as informants, and longitudinal work comparing conditions before and after deeper AI capabilities are in place would enrich understanding of how this automation shortcut develops or shifts over time. The automation shortcut concept proposed here is offered as an initial theoretical proposition that calls for further testing in other organizational contexts undergoing a similar digital transition.

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