

Personal Branding in the Supply Chain Sector of the Establishment of Medco Energi's Corporate Culture

Suraya Mansur^{*1}, Pujitriasih Prabandari^{#2}

^{*1}Postgraduate of Communication Studies, Universitas Mercu Buana (UMB) Jakarta Indonesia

^{#2}Postgraduate of Communication Studies, Paramadina University, Jakarta Indonesia.

Corresponding author: E-mail: my.manuscript02@gmail.com

Abstract—This study analyzes the influence of Arifin Panigoro's personal branding towards in the supply chain management sector for the the establishment of Medco Energi's Corporate Culture. Arifin Panigoro was the founder of PT. Meta Epsi Drilling Company (abbreviated as 'Medco'), an Indonesian Oil Well Drilling Service Company that has been continuously developed into an international scale company, which better known as Medco Energi. It is believed that the values held by Arifin Panigoro have contributed to the company's development and growth to become the current Medco Energi. Arifin puts the following 9 principles as his priority in doing business; intuition, equality, honesty, confidence, networks, responsible, human resources, innovation, and care. These 9 principles were then being compacted into 4 major values known as P.E.T.I (Peduli—Care, Etik—Ethics, Terbuka—Open, Inovasi—Innovation). By using a qualitative research approach through a descriptive case study method, this study gathers 8 informants that got selected through purposive sampling procedure. The result shows that the solidness and authenticity of Arifin Panigoro's personal branding were constructed naturally and unintentionally throughout his long journey in doing business. There was no measurement to his personal branding performance, yet subsequently has a strong connection towards Medco Energi's corporate culture. The study concludes that Arifin Panigoro's figure represents worker, entrepreneur, and leader with solid and authentic personal branding that has been proven from time to time. Along the process of its development, Arifin Panigoro's personal branding has been successfully documented and capitalized by MedcoEnergi that resulted the forming of P.E.T.I concept (which is more normative, concise, and pragmatic) and extended with the Arifin Panigoro's 9 Business Principles concept (which is more personal). Both concepts are the success indicators of Arifin Panigoro's personal branding in the establishment of Medco Energi's corporate culture.

Keyword; *Medco Energi's, Personal Branding in the Supply Chain, Corporate Culture, Personal Branding*

1. Introduction

As the corporate grew its focus beyond oil & gas exploration and production, MedcoEnergi has been transforming into a business conglomeration with its business portfolios including plantation, banking, fabrication, power generation, and agriculture. MedcoEnergi's operational area has also expanded abroad such as Libya, Oman, Yemen, Tunisia, as well as in the United States. With such rapid growth within three decades of time, MedcoEnergi has become one of the largest privately owned oil and gas companies in

Indonesia, [1-5].

Team development and communication. The cross-functional nature of supply chain management makes team building very important. Do you provide your team with clearly communicated expectations and goals? A record of relationship building. Relationships are fundamental to supply chain management. Collaboration with marketing, sales, information technology, and many other areas depends on you.

Aside from his political activities, Arifin Panigoro is also recognized by his passion for sports, and as a social humanitarian figure. At his sports affairs, Arifin Panigoro has been putting so many contributions towards national football and golf activities. For the record, he served as the Chairman of the Indonesian Golf Association (PGI) back in the period of 2009-2013, while he also hosted the 'Medco U-15 Cup' tournament and became the initiator of the Indonesian Premier League (LPI) national competition. Nevertheless, despite his effort to improve the unhealthy circumstances of Indonesian football conditions due to regional development budget issues faced by professional football clubs, Arifin Panigoro's involvement in LPI is often perceived negatively for his personal branding, [6].

At his social affairs, Arifin Panigoro has been actively contributed in various social and humanitarian assistance, as well as putting one of his major concerns toward environmental issues. Some of his concrete social actions to note down were including natural disaster aids for the victims of Aceh's Earthquake and Tsunami, Banjarnegara's Landslide, Pangandaran's Earthquake and Tsunami, Yogyakarta's Earthquake, Morowali's Flood, and Mount Merapi's Eruption. For the environmental concern, Arifin Panigoro took his part on reforestation activities in Maleber, [7].

Another strength of Arifin Panigoro's personal branding is being obedient with the applicable rules, or existing law/policy. In his personal perspective, being obedient with the rules is one of the principals that reflect honesty and responsible, which he held the most, Panigoro (2008). For his determination on holding such principles, the Directorate General of Taxes under the Indonesian Ministry of Finance awarded him as the largest individual taxpayer in Indonesia in 2016, [8].

MedcoEnergi, as the corporation founded by Arifin Panigoro, is a professional corporate with its own established corporation culture. MedcoEnergi's corporate culture was constructed gradually, phase by phase, and took some years to finalize the suitable corporate culture to accommodate its huge scale corporation. Through [9], a

training organization under Medco Group that serves as an induction center for new employees, newly joined employees are being conveyed about the MedcoEnergi's corporate culture that was built based on Arifin Panigoro's very own business principles. There are nine business principles that are inherited by Arifin Panigoro to be applied in MedcoEnergi: to hone intuition, equality, honesty, confidence, networking, responsibility, quality human resources, innovation, and caring, [10].

The management of MedcoEnergi believes that the principles inherited directly from the founder of this corporation could be the key to a corporation's successes. Furthermore, MedcoEnergi has also instituted corporate values that came from the metamorphosis outcome of the Arifin Panigoro's nine business principles; Professional, Ethical, Open and Innovative, and these are known as PETI or PROTEIN. All these principles and corporate values are shaping MedcoEnergi's corporate culture. Newly join employees at Medco will be introduced to all of those corporate cultures previously described. Meanwhile, current employees and managers must also conduct every operational activity by applying MedcoEnergi's corporate culture [11].

Accordingly, the phenomenon about the relationship between a person's personal brand and the company founded by that person is actually pretty common in many parts of the world. Like some major companies with the global reputation are always associated with the founders or important figures behind the corporate's success. Apple Inc. is one of the examples. Apple was nominated as the most valuable brand in the world in 2015, which has always been associated with the figure of its founder, Steve Jobs. In this case, Steve Jobs' personal brands that are assertive and visionary able to form Apple's efficient and dynamic corporate culture, which ultimately contributing into the output of Apple's genuine and substantial corporate brand, [12].

In [13] explain that the organization's original culture comes from the philosophy of its founder. This particular philosophy, at certain times, gives significant influence towards listing down the criteria for the corporation's recruitment process. It is also influencing the actions taken by the top management in generating a general atmosphere in regards to determining acceptable and unacceptable behaviors within the organization. The successes for new employees in doing socialization would be much dependent through adjusting the organization's value along in the selection process that suitable with the top management preferences.

With this framework of thinking, this study will analyzes the role of Arifin Panigoro's personal brand in establishing MedcoEnergi's corporate culture by identifying values, principles and activities conducted by MedcoEnergi (as a corporation) and Arifin Panigoro (as an individual), and to answer the following question: how does Arifin Panigoro's personal branding integrate into MedcoEnergi's corporate culture? [14].

2. Literature Review

Ability to handle stress and manage crises. Disruptions are a fact of life in supply chains, and how you handle and communicate during a crisis will have a big impact on your reputation. Have carefully thought-out emergency

plans in place. Corporate communication is one of the external communication approaches that bound to be applied by most of the public relations. According to Effendy, corporate communication is attached as a part of the organizational communication scopes; while the correlation between communication science and organization lies on its observation that is focusing on human beings (stakeholders) who involved in the process of achieving the organizational goals, [15].

The advancement of corporate communications involves the extension of communication orientation, which shifted from only focusing at brand development to a combination of image, profit, and corporate characteristics, which likely include the final outcome of products and services produced. Corporate communication contributes to develop the character of corporate's brand, helps to disseminate public understanding, and delivering the communication of corporate values and commitments.

Citing Kotler and Armstrong's work [16]; brand means names, terms, signs, symbols, designs or combinations of these elements, which purposed to make particular products or services being attached recognized from a person or a seller and to set some distinctions from the competitors. A brand is equal as a promise, to convey the buyer or consumer, about the specific quality, character, utility, and service to be featured consistently.

These days, the importance of brand is not only applicable to the company, yet there is a new trend called '*Personal Brand*'. Similar to the product's branding, the personal brand aims to build associations and expectations from certain target audience towards an individual. A personal brand is a reflection of one's ability, excellence, and reputation, [17].

In other viewpoints, Joe Heller argues that personal brand carries hope by bringing a positive promise to the market and setting the positioning of that particular individual's personal brand towards the clients' perspectives or as well the consumers' perspectives, [18]. The role of the personal brand could prominently affect the brand of a product, even could affect the company's reputation. An individual's personal brand has the ability to represent the quality of a certain corporation. As we look to the current trend, a personal brand is undeniably has a great role towards corporate branding because retrieving public's trust toward a person tends to be easier than to grasp public's trust to a company, [19].

There are eight concepts in personal brand, which are believed to be the foundation to build a strong personal brand, according to [20]: (1) The law of specialization; (2) The law of personality; (3) The law of personality; (4) The law of distinctiveness; (5) The law of visibility; (6) The law of Unity; (7) the law of persistence; (8) The law of goodwill.

In [21, 22] developed a model of Personal Branding called '*Authentic Personal Branding*', which is organic, holistic and authentic. According to Rampersad, personal branding should be sustained, authentic, consistent, and easy to remember in relation to several important criteria explained in the following passage: (1) Authenticity – be your own brand; (2) Integrity – one must firmly hold onto moral and behavioral principle; (3) Consistency – to be consistent in behaving; (4) Specialization – to focus in

specific area of specialization; (5) Authority – to be seen as an expert in a particular field, followed by exceptional talent, highly experienced, and believed as an effective leader; (6) Existence – make a bold distinction about yourself based on your brand; (7) Relevant – the message of your brand has to highlight the things considered as important by the audience; (8) Visibility – message must be broadcasted repeatedly, continuously, consistently until it is becoming the top of mind of the audience. Visibility is a continuous repetition in a long-term exposure; (9) Persistence – your brand takes time to grow and it must grow organically; (10) Goodwill – people are likely doing business with the people that they like. Your personal brand will last longer and produce better results when you are perceived positively by others; (11) Performance – personal brands should be decoded into the ‘Personal Branding Scorecard’.

In [23] also added, if there is no vision, self-knowledge, self-learning, thinking, change of mindset, integrity, happiness, passion, sharing, trust and love, then there is no *Authentic Personal Branding*. A solid and positive corporate culture is an invaluable capital for an organization. A corporation that owns positive values will be reflected by the candor characteristics of its employees and management, and seen on high motivation to achieve, high integrity, good cooperation among employees, and zero unhealthy office politicking.

The best corporation must own an excellent corporate culture. According to Robbins and Judge (2013) [23] there are seven major characters, which covers the entire nature of corporate culture: (1) Innovation and courage to take risk: to what extent do the employees are encouraged to take risk and be innovative; (2) Pay attention to details: to what extent do employees are expected to be precise towards execution, analysis, and be attentive to detail; (3) Result oriented: to what extent does management focus at the results rather than technicalities and processes in achieving the result; (4) People-oriented: to what extent does management decision put consideration about the effects of the result towards the people in the organization; (5) Team oriented: to what extent do work-related activities are designated for teamwork rather than individual work; (6) Aggressive: to what extent do the people in organization are showing aggressiveness and competitiveness rather being relaxed; (7) Stability: to what extent do organizational activities emphasize the preservation of the status quo in comparison for growth.

Traditionally, the corporate founders had major influences on the corporate's initial culture; for they had a vision of what the company would become. The relatively small size of the newly established organization made it easy for the founders to disseminate their vision to the employees. According to [23], the culture creation process could be done in three ways: (1) The founder only recruits and preserves like-minded employees who think similarly as the founder; (2) The founders indoctrinate and socialize their way of thinking and behavior to the employees; (3) The founders act as the true role model for the employee, to exemplify founders' behavior, that encourages employees to identify themselves, and thus internalize their beliefs on the founders' values and assumptions.

When an organization has achieved success, the founder's vision will be considered as the key that

determines success. At this point, the entire personality of the founders will be attached to the organization's culture. Then, to maintain such culture, [23] mention the three things that play important role: (1) Selection – to be more selective when recruiting individuals, for they need to have the knowledge, skills, and abilities to be successful in accomplishing the work within the organization, and ultimately able to fit the organization. Selection is one way to preserve the survival of organizational culture, by avoiding unsuitable individuals who might undermine the organization's values; (2) Top Management – every action taken by the top management will give major impact on organizational culture, from what top management says, how they behave, how big the risk is taken, how much freedom is given to employees, the idea of appropriate clothing, will automatically be a model for the employees; (3) Socialization: organizations need to help new employees to adapt with the existing culture, and this is what it means by socialization. It is the activity that introduces organizational values and culture through various ways such as interactive discussions, presentations, and so on. The process of socialization and metamorphosis is declared to be successful when the new employees feel comfortable with the organization and work. A successful metamorphosis will bring a positive impact on employees' productivity and their commitment to the organization, as well as reducing their tendency to leave the organization.

3. Methods

This study applies the qualitative research approach through a descriptive case study method. Participant observation, documentation, and in-depth interviews are amongst the techniques that this study used for collecting data and using triangulation method for data analysis. Furthermore, informants in this study are selected using purposive sampling method, which prioritizes richer content of information from informants to be explored deeper. There are eight (8) informants are involved in this study.

4. Results

4.1. Result

Building a personal brand is essential for professionals in all careers. You just need to look at the importance of social media in business, particularly LinkedIn. For many professionals who are involved in the supply chain, personal branding is not as high a priority as it should be. Instead, they focus on gaining new experience, building contacts in the industry, and improving their skills. Started from a long journey of doing business that formed Arifin Panigoro's solid personality and leadership, which later create significant impact, whether directly or indirectly, to the corporation that he leads. Although Arifin Panigoro's personal branding was formed naturally – *meaning, it was planned neither put specific effort to build Arifin Panigoro's personal branding* – as part of MedcoEnergi's corporate branding development, the corporate was then established and communicating Arifin Panigoro's personal branding to the employees.

Arifin Panigoro's vision about his company's future will be translated as the corporate's vision, therefore the vision can be introduced to his employees. As mentioned

by [23], the process of establishing corporate culture in MedcoEnergi was implemented through three ways: (1) Recruited and retained employees are the employees who are aligned with Arifin Panigoro's values of personal branding; (2) Through the relevant team, Arifin Panigoro's personal branding was then indoctrinated and socialized to the employees. (3) Arifin Panigoro's figure becomes the role model that is expected to encourage employees to identify themselves and internalize Arifin Panigoro's beliefs and values.

Imagine that we are building a house; MedcoEnergi strives to achieve corporate's vision and missions step by step. It began by structuring a solid foundation that would become the basis of this house. This foundation is derived from the founder's values contained in Arifin Panigoro's personal branding, which is compiled into 9 business principles, including intuition, equality, honesty, confidence, networking, responsible, human resources, innovation and caring. This corporate value becomes the compass for guidance to the employees in conducting action, of which the company expects every employee will practice 'PETI' in the workplace.

When a company already has firm corporate value, then a pole will be rigorously needed to function as a regulator. Then, more poles are getting built in the form of GCG (Good Corporate Governance) and COC (Code of Conduct). GCG or known as Corporate Governance is a collection of laws, rules, and principles those must be adhered by companies in order to drive the company's performance and generate long-term economic value for the company. In summary, GCG regulates organizational behavior. While the COC or known as the Code of Conduct is a written document that manages the behavior of the company towards its stakeholders and also oversees employees interact with their fellow colleagues.

Based on the compilation's timeline, before the nine principles of Arifin Panigoro were established, the customs, traditions and general procedures that used to be done by Arifin Panigoro are summarized in 4 (four) values called 'PETI', which are professional, ethical, open, and innovative. A statement by Mr. Radityo emphasized that both the 9 business principles and PETI have equal essence. Despite it was PETI who got officiated on the first place, but the 9 business principles were considered as pioneers, as well as the representations of Arifin Panigoro's personal branding.

"Much less reflected. Indeed, we have not integrated presenting them. There are 9 business principles, and we also got value, so how should we map them. Nevertheless, both are essentially the same. The 9-business principle and value (PETI) are the same currency...despite the 9 business principles appear later. Meaning, essentially they emerge first, as they are attached all along with Arifin Panigoro's personality until PETI came up."

The development of values that transpired toward PETI and the 9 business principles to become corporate culture is actually in line with what had been explained by Budihardjo (2014), as he put into a statement that a strong and positive corporate culture is an invaluable capital for an organization. Corporations who own positive values are reflected in the characteristics such as having openness relationships between the employees and management, exhibit high motivation for achievement, high integrity,

good cooperation among employees, and zero unhealthy office politicking.

Moreover, the forming of PETI, [24] explained it further that PETI is the corporate culture that refers to 4 (four) existing basic values of Arifin Panigoro's personal branding, which had been summarized due to several considerations.

"We did not use to have corporate values like this (PETI). Then, at one time, the company came up with discourse to establish corporate values. I was involved in the formulating process, there were used to be seven values. But we thought, seven were too much, so we subtracted them into four. Indeed, PETI is closely related to corporate's vision and mission, in a professional tone. In my opinion, there is nothing about entrepreneurship there, even though it is Arifin Panigoro's character. What makes him distinct from other figure is his techno-entrepreneurship style. He used to enter the oil business through a technological approach. That (techno-entrepreneurship) becomes his branding." [25-27]

The value of PETI was being developed by gathering inputs from the managerial ranks through aligning and synchronizing the value of Arifin Panigoro's personal branding and other additional values retrieved from the professional experience of those managers. The process of drafting PETI was done a moment later after of the notorious national reformation in 1998, simultaneously with the transformation of MedcoEnergi's logo that facilitated by a leading British branding consultant, Landor Associates, which has established in the 1940s.

"When PETI was about to be established, there was interview and field observation conducted. We hire a consultant named Landor from England. PETI was then introduced simultaneously as the MedcoEnergi logo was transformed, just after Indonesia reformation movement. Landor conducted interviews with some resourceful sources, and they all admitted the name of Arifin Panigoro is always identical with Medco."

Furthermore, to internalize and maintain the corporate culture as elaborated above, according to [23] there are three elements that hold important roles, which have been implemented by MedcoEnergi, as confirmed by Cisca Alimin through an interview, those elements are selection, top management, and socialization

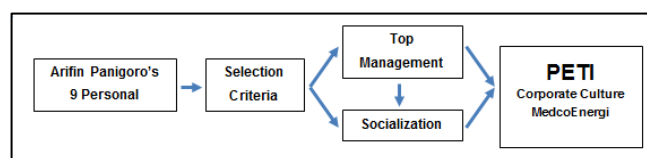


Figure 1. Internalization of Arifin Panigoro's Personal Branding into MedcoEnergi's Corporate Culture

The above figure is outlining the following details:

(1) **Selection**; The selection is conducted during the recruitment to seek individuals who not just have the knowledge, skills, and ability required to successfully achieve the target of work within the organization, but they seek individuals who share a similar way of thinking and value the established corporate culture. The values in the 9 business principles were then being applied as the criteria in selecting the new employee throughout the recruitment process. For example, at the initial interview,

the candidate will be asked several case studies and demanded to come up with problem-solving proposal to the case. If the candidate's answer reflects the value of PETI, then the candidate will be forwarded to the next phase of the recruitment process.

(2) **Top management** (founder, the board of directors, commissioners, and management); Top management should act as the role model of corporate culture for the effort in internalization towards newly recruited employees. Any proclamation in favor of top management will give a major impact on the established corporate culture. Therefore, the role models should be able to maintain their words and actions in line with the value of PETI. When the role model is set, followers will form their habit accordingly. This strategy is applicable to the newly recruited employee to imitate the role model. MedcoEnergi also generates the 'Speak Up' program, a policy that outlines restrictions and permits related to gifts and entertainment, conflict of interest, investigation, and audits of compliance, and a particular contact and emails to report an occurred violation within the company.

(3) **Socialization**; MedcoEnergi is socializing their values and culture through various activities such as induction training, company meetings, introductory presentations to new employees, and so on. This socialization process is carried out to foster the metamorphosis of a new employee to fit in with the corporate culture and hopefully will have a positive impact related to their productivity, commitment, and loyalty to the company. The internalization process of MedcoEnergi's corporate culture was confirmed by Mr. Aldi, who got invited and attended the induction training when he first joined the company. In addition to the induction training, this particular informant was also received corporate culture reinforcement during the internal audit process.

"When I just joined the company, I attended the induction program...these days the induction program is conducted half a day, and will be introduced to PETI. Yes, we got urged to read about it every year... and yes, currently there is an assigned senior manager for internal audit to give knowledge sharing about PETI.

At the same occasion, Widjajanto shared his opinion on how the internalization has succeeded well in MedcoEnergi. "Theoretically, the induction program is necessarily needed to be conducted for employees. But the best lesson is never transmitted within the classroom, rather the courage of Medco management to open up the opportunities and exposures for its employees to experience their own dynamics in maintaining business principles from our founding father. For example, Medco has been very obedient in establishing business lines in area that is obliged to use local content and developing CSR as something that Arifin Panigoro has always been emphasizing in, the principle of 'giving back to community.' Other example of Arifin Panigoro's bravery in the act of 'buying' forestry areas around the catchment area of the Sarulla geothermal project, where he came up with initiative to educate local citizens to stand against illegal logging. In terms of business, Arifin Panigoro's action seemed to give an optimal guarantee to secure the availability of water, which required as an important material in the magma dome inside the crater of the earth,

in order to support its geothermal seepage (hot water vapor) process by simultaneously maintaining forest sustainability. Going back to these events, I often see Arifin Panigoro voluntarily disbursed his personal funds to support such initiative ... and goes beyond the company."

The socialization and internalization process of MedcoEnergi's corporate culture is carried out by the two in-charged departments, Human Capital and Corporate Secretary. The process is carried out regularly through various ways and several media, in the hope that the employees will comfortably be applying the corporate value on a daily basis, as disclosed by Radityo.

"There are two departments who are in charge to carry out the internalization, Human capital (HC) and Corporate Secretary (Corsec). The Corsec handles the booklet and outlining all the definitions and all indicators contained within the corporate value. The Corsec is also responsible for making flyers and distribute it on the intranet. As for the HC, we responsible to introduce the corporate culture and values at the time when new employees join the company."

An informant named Heri Respatio was giving further explanation about the socialization and internalization as follows.

"Socialization is carried out both online and offline. The online channels are including website, intranet, speech from the founder, CEO statement, corporate values video, wallpaper for the PC, screen saver, run text, pop up message, and everything that will remind us about the corporate values. The offline medium features induction training, leadership training, agent of change training, internal meeting, and external meeting. All these channels and activities are aiming for Awareness and Understanding. As for the internalization, there is an annual GCG signing, CoC Commitment, and so on. And each company's division will be compared one with another in regards to the practice of corporate value. The objective of Internalization is to get value acceptance and buy-in by the employees."

5. Discussion

Corporate Culture socialization and internalization is continuously conducted by MedcoEnergi. The goal is to make employees understand and accept these corporate values, as well as practicing and applying in work environment and activities on a daily basis. The company expects that employees will carry out corporate value without feeling burdened and supervised, as the values are already embedded within themselves.

Moreover, there is an activity called 'Medco Way Campaign', where employees are being invited to the Agent of Change Training Program. At this event, employees are selected to be the role models for other employees in applying PETI values in the company. Selected employees came from, at least, the level of a supervisor who has a subordinate. Once the employees have successfully graduated from this Agent of Change Training Program, they will be in charge of ensuring their subordinates are implementing PETI. Agent of Change will also responsible to do some coaching whenever there is a problem occurred in regards to applying PETI. As the number of Agent of Change increased, the company is

expecting PETI values can be internalized better. Thus, employees are expected to know, to understand, and to practice the value of PETI every day in their working activities and environment.

As for the employees who do not have subordinate, they will be given a Corporate Culture Awareness Training. The main objective is similar to Agent of Change Training Program, to make the employees know, understand and practice the values of PETI in their daily work. There is also a Morning Coffee agenda, where Arifin Panigoro gathers young employees whose age under 35 years old, to discuss face to face about any occurring issues. The goal is to make employees get to know Arifin Panigoro better while observing and listening

directly at the way he acts and behaves based on the values he believes in.

After carried out corporate value socialization and internalization, measurement is conducted to review the effectiveness of all these activities. The goal of this measurement is to evaluate the corporate culture and corporate value implementation process, whether the implementation in employees' behavior has achieved its maximal objective or not. The measurement is using survey and assessment to evaluate. The goal is to see the effectiveness and also to grasp the extent of employee engagement on PETI. The evaluation is also useful to get the idea of Medco's image through the employees' perspectives.

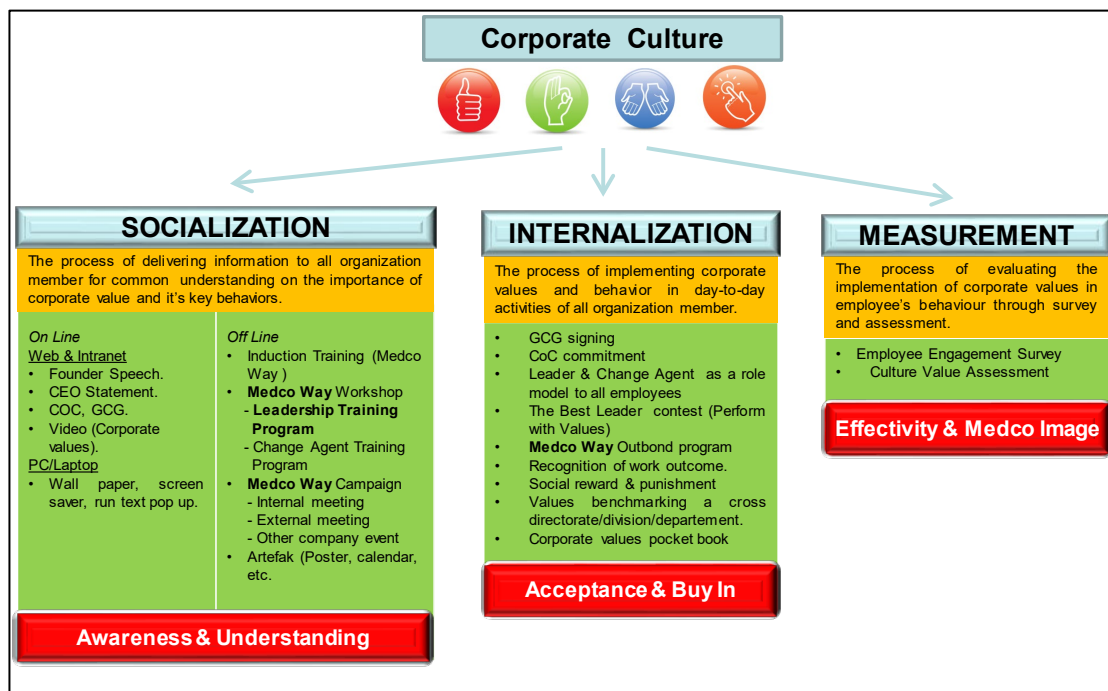


Figure 2. MedcoEnergi's Corporate Culture and Communication Strategy, Internalization, and Measurement

In regards to the measurement process, Heri Respatio explained: *"The final thing to do is measurement to what extent do employees are engaged. By using the employee engagement survey, we found a relatively low turnover. The low turnover caused by productive human resources who are passionate to work in Medco. The next step is (corporate) culture and value assessment, which has been done twice. Both subjects are interrelated; when the culture value assessment is good, then the employees must already engage. But if the culture value assessment is bad, we will see less engagement from the employees."*

Additionally, Radityo puts some more comments about measurement: *"The new measurement process is culture value assessment. Through this assessment, there will be one employee that is rated about the extent of their reference to the value of corporate culture. When the result has not shown the dominant level amongst the workers, then treatments are still necessary to carry out again. This means, the implementation has been done, yet the application is not perfect. No, we will need to follow up after we identify the facts and things we need to improve."*

In the assessment of employees' KPI (Key Performance Indicator) that conducted twice a year,

MedcoEnergi incorporated PETI as one of the assessment aspects with a 25% weight. PETI is included in the Behavior category. There are three aspects being considered: 'performance' which is derived from professional; 'teamwork' which is derived from being open, and 'continuous improvement' which is derived from innovation. With the inclusion of PETI into this KPI then PETI is not just a mere slogan but also an expectation to be initiated and applied on a daily bases by all employees [25].

The results of this study are supported by research conducted by [18] which state that the leadership style and organizational culture positive and significant impact on career development at the ministry of religious Teachers of Jambi Province. The second research is conduct by [15] which state that individual spirituality significantly related to job satisfaction and organizational commitment. An individual who experience a good relationship with Allah, and know what the purpose in life is are more satisfied and committed toward their job. The Third Research is conduct by [7] which state that transformational leaders, the formation of a culture of learning and the improvement of adaptability skills can promote the establishment of a learning organization. The fourth

research is conducted by [8] which states that the actual culture and the preferred culture are significantly different. The actual organization of the dominant culture tends toward hierarchy, while the lecturers' preferred culture tends toward clan culture. This research discussed branding was supported by some previous researches, there are; [20], [1], [19], [14], [24], [9].

6. Conclusion and Recommendation

6.1. Conclusion

Other senior executives in the supply chain will have an impression or opinion about who you are. They will form these impressions or opinions in a number of different ways. In other words, other supply chain professionals will know who you really are. Arifin Panigoro's figure represents worker, entrepreneur, and leader with solid and authentic personal branding that has been proven from time to time. Solid means that Arifin Panigoro is recognized as a figure with such qualified personality that meets all the criteria of strong personal branding based on the principles described in the Eight Laws of Personal Branding. Authentic means that he is someone who works beyond profit orientations, rather a person with dreams, goals in life, values, passion, competence, uniqueness, excellence, specialization, characteristics, and his own passion, thus well-suited to most of the values explained in 'Authentic Personal Branding', which making Arifin Panigoro become the 'living evidence' of the Eight Laws of Personal Branding.

The internalization was done systematically by selecting employees who own the synchronize values with both concepts – in socializing (e.g.; the induction program), while the top management becomes the implemented role model for newly recruited employees. The evidence of this communication process and branding internalization was applied through several tools, such as on the books about Arifin Panigoro titled, "Guidelines for Implementation of Good Corporate Governance and Behavioral Guidelines at MedcoEnergi", as well as conducting the Induction Program training for MedcoEnergi's new employees. Additionally, these values are also being featured on the Key Performance Indicator (KPI) for each employee.

6.2. Recommendations

There are, at least, 3 (three) approaches to be considered. First, to add 'above the line' communication in order to strengthen MedcoEnergi's branding through national media, using communication materials that suitable with Arifin Panigoro's personal branding themes. Second, to foster social activities ('below the line'), which already conducted by Medco Foundation and each CSR departments of MedcoEnergi's Business Units within the framework of sustainable corporate social responsibility with expected outcome and wider beneficiaries. Third, to regularly provide knowledge management about Arifin Panigoro's Personal Branding for scholars and corporate practitioners to be discussed further and take some lesson-learned.

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