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Analysis of Increasing Non-Aeronautical Business Targets at Terminal 3 of Soekarno-Hatta International Airport

Danus Winarko¹, Juliater Simarmata², Primadi Candra Susanto³

¹Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, danuswinarko1981@gmail.com.

²Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, juliaters@gmail.com

³Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, primstrisakti@gmail.com

Corresponding Author: andricatur1991@gmail.com¹

Abstract: The analysis article on increasing non-aeronautical business targets at Terminal 3 of Soekarno-Hatta International Airport is in the domain of strategic management science. The aim of this research is to formulate a hypothesis regarding the interrelationship of various aspects, which will then be used as a basis for further research in the field of strategic management. This research uses a qualitative descriptive research methodology. The data used in this research comes from previous research which is still relevant to this research. Information is collected from leading scientific online platforms, such as Publish or Perish, Google Scholar, digital reference books, and the journal Sprott. The results obtained from this research are presented as follows: 1) Passenger waiting time influences the Non Aeronautical Business target at Terminal 3 of Soekarno-Hatta International Airport; 2) The passenger departure process influences the Non-Aeronautical Business target at Terminal 3 of Soekarno-Hatta International Airport; and 3) Tenant selection influences the Non Aeronautical Business target at Terminal 3 of Soekarno-Hatta International Airport.

Keyword: Non Aeronautical Business Targets at Terminal 3 of Soekarno-Hatta International Airport, Passenger Waiting Time, Passenger Departure Process, Tenant Selection.

INTRODUCTION

Terminal 3 of Soekarno-Hatta International Airport as one of the main terminals of Soekarno-Hatta International Airport has an important role in serving departing and arriving passengers. Apart from its main function as a departure and arrival point, this terminal has the ability to support the company's non-aeronautical businesses such as retail, food and beverage sales, services and entertainment. One of the main problems that must be addressed is passenger waiting time. Too little waiting time for passengers at the terminal due to the security check process and the passenger departure process taking a long time can be an unpleasant experience for passengers because passengers seem to be in a rush. This can also have a negative impact on Non Aeronautical businesses as passengers may not have the time or motivation to purchase products or use additional services when rushing to complete their

departure process. Therefore, recognizing the problems that cause waiting times that are too fast and designing methods to reduce the time for the security check process and passenger departure process can increase its attractiveness as a non-aeronautical business location.

Apart from passenger waiting time, the passenger departure process is an important component that influences the success of Non Aeronautical business at Terminal 3 of Soekarno-Hatta International Airport. A slow or inefficient departure process can cause stress and discomfort to passengers, as well as limit their time in the terminal for shopping or other services. Therefore, conducting a thorough analysis of the passenger departure process, including identifying areas experiencing congestion can help increase process efficiency and create a more pleasant environment for passengers, thereby increasing the potential for Non Aeronautical business in the terminal.

In addition, tenant selection is an important issue to consider when analyzing the expansion of Non Aeronautical business targets at Terminal 3 of Soekarno-Hatta International Airport. The selected charterer must meet passengers' requests and preferences and be able to offer products or services that are relevant to them. For example, choosing a tenant that provides high-quality and varied food and beverages may attract customers to purchase at the terminal. Likewise, selecting tenants that offer other services such as shopping centers or entertainment areas can increase passenger traffic and Non Aeronautical business opportunities at the terminal.

By focusing on these aspects, the analysis of increasing non-aeronautical business targets at Terminal 3 of Soekarno-Hatta International Airport becomes more significant. Understanding existing constraints and opportunities allows terminals to establish appropriate strategies to expand Non Aeronautical business potential, increase passenger satisfaction, and provide a more dynamic and diverse environment for visitors. In addition, the expansion of the Non Aeronautical business can significantly increase overall terminal revenue, thereby increasing the long-term growth and development of Soekarno-Hatta International Airport.

Based on the background of the problem written by the researcher, the problem formulation was determined as follows: 1) Does passenger waiting time affect the Non Aeronautical Business target at Terminal 3 of Soekarno-Hatta International Airport?; 2) Does the passenger departure process affect the Non Aeronautical Business target at Terminal 3 of Soekarno-Hatta International Airport?; and 3) Does the selection of tenants affect the Non Aeronautical Business target at Terminal 3 of Soekarno-Hatta International Airport?.

METHOD

Literature Examination In preparing the article, methodologies such as systematic literature review (SLR) and library research were used. The methods underwent qualitative evaluation, and their accessibility was verified through scientific web sources including Mendeley and Google Scholar (Susanto et al., 2023). A systematic literature review (SLR) is a rigorous and methodical process that involves identifying, assessing, and examining all related research literature with the goal of answering a specific research question. When conducting qualitative analysis, it is important to apply the literature review consistently according to methodological assumptions. Investigative in nature, qualitative analysis is carried out primarily for this reason, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Following are the research findings by considering the context and problem formulation:
Increasing non Aeronautical Business Target

Increasing Non Aeronautical business objectives is an initiative to increase revenue and business activities at airports outside the aviation or Non Aeronautical sector. It covers a wide range of establishments, including retail, food and beverage, services, and entertainment, with

the goal of diversifying terminal revenue streams beyond fares and aviation-related activities. Overall, increasing Non-Aeronautical business objectives is an important strategy to maximize revenue potential and improve the passenger experience at the airport. Terminals can create an attractive environment for visitors by paying attention to the needs of airport users, selecting tenants and services carefully, and focusing on improving the quality and variety of products and services (Aghitsni & Busyra, 2022).

The indicators or dimensions contained in increasing the Non Aeronautical Business target include: 1) Runway Use Level: This indicator measures the amount of runway use at the airport. The increase in aviation business objectives can be seen from the increasing use of runways, which indicates increased flight activity at the airport; 2) Additional Facilities and Infrastructure: This indication includes new or improved airport facilities and infrastructure that support aero business activities, such as passenger terminals, aircraft aprons, hangars, and so on. Increasing aviation business goals can be realized in investment and infrastructure development to increase airport capacity and efficiency; and 3) Passenger Traffic Growth: This indicator shows an increase in the number of passengers using the airport. The increase in aviation business objectives will be reflected in increased passenger traffic which indicates increased aviation activity and the use of airports as air transportation hubs (Jung & Grimme, 2022).

The variable for increasing Non Aeronautical Business targets has been researched by previous researchers, among others: (Sari et al., 2018), (Karma, 2019), (Agustian et al., 2023).

Passenger Waiting Time

Passenger waiting time is the amount of time travelers spend at the airport or terminal before or after their flight. This includes time spent before departure, such as check-in, security, and waiting for a flight, as well as time spent after arrival, such as waiting for baggage or onward transit. Passenger waiting periods can range from a few minutes to hours, depending on factors such as aircraft departure time, arrival time, passenger volume, and the efficiency of airport procedures. Therefore, passenger waiting time is an important aspect of the airport travel experience. Airports can improve their operational efficiency, increase customer satisfaction, and strengthen their position as a desirable and reliable transit location for air travelers by effectively recognizing and controlling wait times (Erlangga et al., 2016).

The indicators or dimensions contained in passenger waiting time are as follows: 1) Check-in Waiting Time: The time required for passengers to complete the check-in procedure, starting from queuing to getting a ticket or boarding card; 2) Gate Waiting Time: This refers to the time passengers spend in the gate area or departure gate before their flight, including the boarding process; and 3) Baggage Waiting Time: This is the time travelers spend waiting for their luggage to arrive after the plane lands (Tukuboya & Prakosawati, 2022).

Passenger waiting time variables have been studied by previous researchers, including: (Tius, 2022), (Erlangga et al., 2016), (Tukuboya & Prakosawati, 2022), (Novianty et al., 2021), (Pahala et al., 2021), (Majid et al., 2021), (Susanto & Setyawati, 2019), (Harahap et al., 2020), (Suryawan et al., 2024), (Supardi et al., 2023), (Widiyanto et al., 2023), (Rasyid et al., 2021), (Susanto, 2021).

Passenger Departure Process

Passenger departure procedures are a series of actions or stages that must be completed by passengers before they can board a plane for air travel. This procedure begins when passengers arrive at the airport and ends when they board the plane. It consists of activities such as check-in, security checks, and the boarding process. Passenger departure procedures are an important aspect of the air travel experience and make a significant contribution to aviation safety and security. Therefore, terminals and airlines aim to provide adequate facilities

and services, as well as efficient operations, to ensure passengers travel comfortably and safely. Therefore, a thorough understanding of the passenger departure process is essential to optimize the travel experience and ensure smooth airport operations (Novianty et al., 2021).

The indicators or dimensions contained in the passenger departure process are as follows:

- 1) Smooth Boarding: This refers to the ease and speed of the aircraft boarding process, including zone settings and clear announcements.
- 2) Delay Handling: This refers to the airport's ability to handle flight delays by providing accurate information and alternatives to affected customers.
- 3) Aircraft Readiness: This indicator assesses the readiness of the aircraft to depart, including the maintenance and preparation process before boarding passengers (Putra et al., 2020).

Variables in the passenger departure process have been studied by previous researchers, including: (Puspitasari, 2021), (Sumantri et al., 2022), (Saragih & Dyahjatmayanti, 2022), (Hartono et al., 2020), (Susanto & Keke, 2020), (Susanto et al., 2021).

Selection of Tenant

Tenant selection is the process of selecting and obtaining tenants or occupiers to occupy commercial space in a particular location, such as a retail center, mall, or airport terminal. This process includes searching, evaluating and selecting prospective tenants who are deemed to suit the characteristics and demands of the location. Choosing the right tenant is very important because it can directly affect the business and image of the location. A suitable tenant will provide products or services that visitors and potential customers want, thereby increasing interest and traffic to the space. On the other hand, poor tenant selection can result in a mismatch with the target market or audience, a negative impact on the location's image, and even the bankruptcy of the tenant's business. Thus, tenant selection is an important stage in the administration and development of commercial properties. With the right tenants, the area can become a desirable destination for tourists and potential customers, while supporting long-term business and revenue growth (Simarmata et al., 2019).

The indicators or dimensions contained in tenant selection are as follows: 1) Brand Attractiveness: This indicator considers the reputation of prospective tenants and brand attractiveness in persuading visitors or potential consumers to shop or use their services; 2) Product or Service Quality: This refers to the quality of the product or service provided by a prospective tenant, including factors such as price, innovation and benefits that can attract potential visitors or customers; 3) Financial Stability: This indicator assesses the financial stability of prospective tenants and the company's performance, including their ability to pay rent and carry out activities on site; and 4) Growth Potential: This consists of the prospective tenant's business growth potential at the location, as well as future expansion or diversification opportunities (Simarmata et al., 2020).

Tenant selection variables have been studied by previous researchers, including: (Agustian et al., 2023), (Simarmata et al., 2017), (Yulihapsari et al., 2023), (Susanto et al., 2023).

Previous Research

Based on the findings above and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

| No | Author (Year) | Research Results | Similarities with this article | Differences with this article | Basic Hypothesis |
|----|-------------------------|--|--|--|------------------|
| 1. | (Erlangga et al., 2016) | The level of check-in counter service and passenger waiting time | The influence of passenger waiting time on | The influence of service levels on Non | H1 |

| | | influence the Non Aeronautical Business target | Non Aeronautical Business targets | Aeronautical Business targets | |
|----|-------------------------------|---|--|---|----|
| 2. | (Sumantri et al., 2022) | The passenger departure process and facilities influence the Non Aeronautical Business target | The influence of the passenger departure process on Non Aeronautical Business targets | The influence of facilities on Non Aeronautical Business targets | H2 |
| 3. | (Agustian et al., 2023) | Location selection and social media promotion influence the Non Aeronautical Business target | The influence of tenants on Non Aeronautical Business targets | The influence of social media promotion on Non Aeronautical Business targets | H3 |

Based on the findings above and previous research, the research discussion is formulated as follows:

The Influence of Passenger Waiting Times on Non-Aeronautical Business Targets at Terminal 3 of Soekarno-Hatta International Airport

The impact of passenger waiting times on Non-Aeronautical business targets at Terminal 3 of Soekarno-Hatta International Airport is very important. Passenger waiting time includes the time required to complete the various stages of their departure from the airport. This includes waiting periods at check-in, gate, and baggage after landing. All of these waiting time characteristics have a direct impact on passengers' experience at the airport, which can influence their decision to use Non-Aeronautical facilities in the terminal. First and foremost, check-in wait times have a major impact on Non-Aeronautical business goals. If the check-in process takes too long, passengers may become annoyed and uncomfortable. They may feel rushed or anxious, reducing their desire to purchase or use terminal services. In addition, long waiting periods can limit passengers' ability to visit non-aeronautical facilities because they are busy with the departure process.

Additionally, waiting times at the gate have a significant impact. When passengers have to wait in the gate area before a flight, they may be looking for ways to pass the time. This may involve purchasing food or drink, browsing the shops, or using services provided near the gate. As a result, the longer passengers have to wait at the gate, the more likely they are to utilize the non-aeronautical facilities at the terminal. Apart from that, the waiting time for baggage collection when the plane lands also has an impact on non-aeronautical business purposes at the terminal. If passengers have to wait a long time to get their luggage, they may not have the time or energy to purchase or use terminal facilities. They may leave the airport immediately and travel to their destination rather than stay and spend time in a Non Aeronautical facility.

The impact of passenger waiting times on non-aeronautical business destinations at Terminal 3 of Soekarno-Hatta International Airport can also be seen from various main indicators, such as runway use, new infrastructure, and increased passenger traffic. If passenger waiting times can be reduced or managed more efficiently, the overall passenger experience at the airport will improve, thereby increasing their desire to use Non-Aeronautical facilities in the terminal. For example, by reducing check-in times and waiting at gates, passengers may have more time and energy to spend their money in terminal shops or restaurants. This can increase revenue from Non Aeronautical tenants and make the terminal as a whole more customer friendly. In addition, by minimizing baggage waiting time, passengers will tend to

linger at the airport and use non-aeronautical facilities rather than leaving immediately after landing their plane.

Therefore, Soekarno-Hatta International Airport Terminal 3 facility management must strictly monitor and regulate passenger waiting times to fulfill Non-Aeronautical business objectives at the facility. This could include implementing new technology or procedures to speed up the check-in process, restructuring gate layouts or infrastructure to increase efficiency, and increasing cooperation between airlines and baggage carriers to reduce baggage waiting times. By improving the overall passenger experience at the airport, Terminal 3 of Soekarno-Hatta International Airport can increase customer interest and involvement in Non-Aeronautical facilities, thereby supporting the growth and success of Non-Aeronautical businesses in terminal 3.

Passenger waiting time influences the Non Aeronautical Business target at Terminal 3 of Soekarno-Hatta International Airport, this is in line with previous research including: (Tius, 2022), (Erlangga et al., 2016), (Tukuboya & Prakosawati, 2022).

The Influence of the Passenger Departure Process on Non-Aeronautical Business Targets at Terminal 3 of Soekarno-Hatta International Airport.

The impact of the passenger departure process on Non-Aeronautical business targets at Terminal 3 of Soekarno-Hatta International Airport is a significant factor that influences the overall passenger experience at the airport. The passenger departure process consists of a series of processes and activities that passengers complete before boarding the aircraft, which can influence their willingness to use non-aeronautical services at the terminal. Several main factors in the passenger departure process influence Non-Aeronautical business objectives at Terminal 3 of Soekarno-Hatta International Airport, including ease of boarding, handling delays, and aircraft readiness.

First and foremost, boarding comfort plays an important role in the impact of the passenger departure process on Non-Aeronautical business objectives. If the plane boarding process is fast and precise, passengers will feel more comfortable and satisfied with their experience at the airport. On the other hand, if boarding procedures take too long or are disorganized, passengers may feel frustrated and less motivated to use non-aeronautical facilities in the terminal. As a result, better boarding comfort can increase passengers' interest in spending time in terminal shops, restaurants or other services, thereby supporting Non-Aeronautical business goals.

Second, handling delays have a big influence on non-aeronautical business objectives at Terminal 3 of Soekarno-Hatta International Airport. Flight delays can cause inconvenience and confusion for passengers, making them rethink their plans while at the airport. If the plane is delayed, passengers may have more time to use the terminal's non-aeronautical facilities. However, if delay handling is inadequate or inconvenient, passengers may become frustrated and less likely to spend time at the airport. As a result, effective delay handling can increase passenger interest in using non-aeronautical facilities while supporting non-aeronautical business goals.

Third, aircraft readiness has an impact on non-aeronautical business objectives at Terminal 3 of Soekarno-Hatta International Airport. If the plane is ready to depart on time, passengers will feel more confident and comfortable during the process. On the other hand, if the aircraft experiences mechanical or other readiness problems that disrupt flight schedules, passengers may feel anxious or worried, which can reduce their interest in using non-aeronautical facilities at the terminal. As a result, increasing aircraft readiness can increase passenger happiness and confidence, thereby encouraging non-aeronautical business goals.

Airport managers can take strategic steps to improve the passenger experience and support the growth of Non-Aeronautical businesses at Terminal 3 of Soekarno-Hatta

International Airport by considering the impact of the passenger departure process which includes ease of boarding, handling delays and aircraft readiness. This can involve investments in systems and technology that improve boarding efficiency, flight crew training to handle delays more effectively, and routine aircraft maintenance to ensure operational readiness. By improving the overall passenger experience during the departure process, Terminal 3 of Soekarno-Hatta International Airport can make this terminal more attractive to visitors while supporting the growth of Non-Aeronautical companies.

The passenger departure process influences the Non Aeronautical Business target at Terminal 3 of Soekarno-Hatta International Airport, this is in line with previous research including: (Puspitasari, 2021), (Sumantri et al., 2022), (Saragih & Dyahjatmayanti, 2022), (Ansell & Graham, 2016), (Wandelt & Wang, 2024), (Putri, 2020), (Fageda et al., 2023), (Tanriverdi & Lezki, 2021).

The Influence of Tenant Selection on Non-Aeronautical Business Targets at Terminal 3 of Soekarno-Hatta International Airport

The selection of tenants at Terminal 3 of Soekarno-Hatta International Airport has a major impact on the airport's non-aeronautical business ambitions. Tenant selection considers a variety of factors, including brand appeal, product and service quality, financial stability, and development potential. Tenant selection has a direct impact on passenger interest and engagement with the Non-Aeronautical facilities within the terminal, which determines runway use, additional infrastructure and growth in passenger traffic.

First and foremost, the brand appeal of the selected tenant has a significant impact on the Non Aeronautical business objectives at Terminal 3 of Soekarno-Hatta International Airport. Tenants with strong, well-known brands tend to arouse tourists' curiosity and attention. Passengers may be more likely to purchase products or services from well-known and reputable companies, thereby increasing revenue from Non-Aeronautical companies within the airport. In addition, good brand appeal can provide a good impression of the terminal as a whole, thereby increasing its reputation and popularity among passengers and tourists.

Second, the quality of the products and services provided by tenants has quite a big impact. Passengers are more likely to look for high-quality products or services that suit their specific needs. If Terminal 3 tenants at Soekarno-Hatta International Airport provide high quality goods and satisfactory service, passengers will most likely buy or use the service. Good quality products and services can also increase customer satisfaction and offer a pleasant experience, encouraging them to return or recommend the facility to others.

Additionally, the financial stability of the selected tenant is an important consideration. Tenants with good financial stability are more reliable in the long term and have a greater likelihood of continuing their operations at the terminal. This ensures that terminal managers and passengers can rely on tenants to operate and supply their products or services constantly. Financial stability can also help attract potential investors and corporate partners, thereby driving the overall growth and development of the terminal.

Lastly, the growth potential of select tenants plays an important role. Tenants with high development potential can benefit from the terminal by increasing revenue and passenger interest. Expansion or diversification of non-aeronautical businesses at the terminal can be facilitated by the growth of the tenant industry. Soekarno-Hatta International Airport Terminal 3 can create a dynamic and attractive environment for passengers and visitors by attracting tenants with growth potential, which will help increase passenger flow and utilization of Non-Aeronautical facilities in the terminal.

Terminal 3 management at Soekarno-Hatta International Airport can boost non-aeronautical business objectives by selecting tenants carefully and strategically. Terminals can create an attractive atmosphere for passengers and tourists by attracting tenants with good

brand appeal, high-quality products and services, strong financial stability and promising growth prospects. This will increase customer interest and participation in the airport's Non Aeronautical facilities, resulting in terminal expansion and development as well as improving the overall passenger experience.

Tenant selection influences the Non Aeronautical Business target at Terminal 3 of Soekarno-Hatta International Airport, this is in line with previous research including: (Agustian et al., 2023), (Simarmata et al., 2017), (Yulihapsari et al., 2023), (Subekti, 2019), (Sihombing & TEWENG, 2021).

Conceptual Framework

A conceptual framework has been established based on research findings, previous investigations, and the above-mentioned discourse:

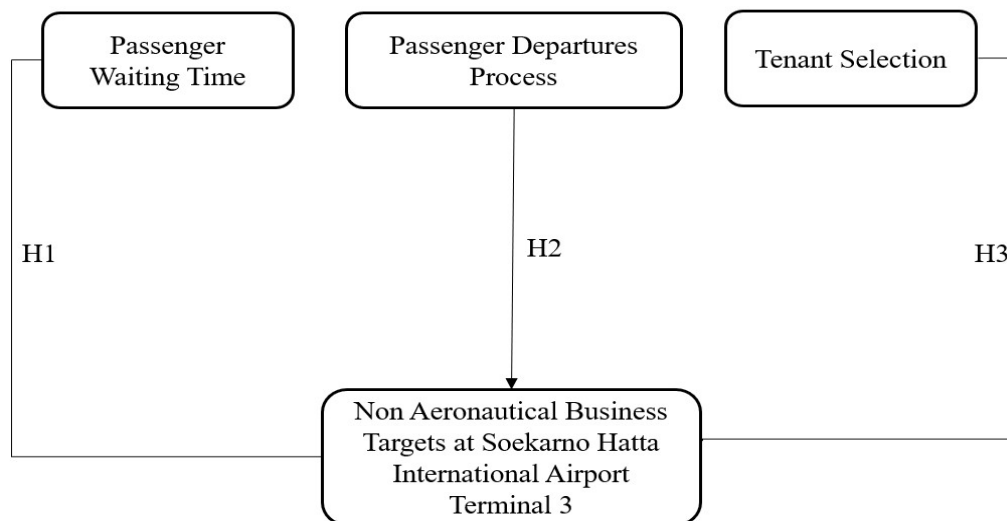


Figure 1. Conceptual Framework

Based on Figure 1 above, passenger waiting time, passenger departure process and tenant selection influence the Non Aeronautical Business target at Terminal 3 of Soekarno-Hatta International Airport. However, apart from the variable passenger waiting time, passenger departure process and tenant selection which influence the Non Aeronautical Business target at Terminal 3 of Soekarno-Hatta International Airport, there are other variables which influence it, including:

1. Number of Airport Visitors: (Novianty et al., 2021), (Ricardianto et al., 2021), (Durrah et al., 2018).
2. Number of Tenants: (Iradawati, 2019), (Sivanandi, 2022), (Kurniawan et al., 2022).
3. Tenant Image: (Haninda, 2020), (Iradawati, 2019), (Putri, 2020).

CONCLUSION

Based on the problem formulation, results and discussion above, the conclusions of this research are:

1. Passenger waiting time influences the Non Aeronautical Business target at Terminal 3 of Soekarno-Hatta International Airport.
2. The passenger departure process influences the Non Aeronautical Business target at Terminal 3 of Soekarno-Hatta International Airport.
3. Tenant selection influences the Non Aeronautical Business target at Terminal 3 of Soekarno-Hatta International Airport.

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