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Competitive Strategy To Improve The Performance of Raja Haji Fisabilillah International Airport In 2023

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Abstract: This research explores competitive strategies that are suitable for Raja Haji Fisabilillah Airport in terms of efforts to improve performance. Since 2001 PT Angkasa Pura II as the airport operator has taken over this airport because the decision to take over the airport to PT Angkasa Pura II can be seen from the performance of ATS (over flying) aero revenue.) which is very large, but since the Government established the Aviation Navigation Services Business Entity, it is deemed necessary in the future for the Company to develop a good strategy for the sustainability of airports, especially RHF Airport Branch Offices. On this basis, this paper aims to find and analyze competitive strategies that are suitable for improving airport performance as part of the strategy formulation stage. The method used in this research is the SWOT Analysis method using the Tows Matrix strategy formulation, which will produce a suitable competitive strategy under the operational performance of Raja Haji Fisabilillah Airport. The results obtained from this strategy are an increase in company revenue, and efficient use of operational expenses, thereby influencing every aspect to gain a competitive advantage.

Keyword: Competitive Strategy, Raja Haji Fisabilillah Airport Performance.

INTRODUCTION

Currently, the transportation industry has an important and strategic role in supporting, facilitating, and stimulating all aspects of our lives. Because Indonesia is the largest archipelagic country in the world with more than seventeen thousand islands, air transportation is very popular in supporting economic activities in Indonesia. Air transportation can connect all regions both in Indonesia and abroad in the fastest way. Airports are like nodes in the air transportation network, which is the meeting point of several flight networks and routes. Airports have several roles as (1) Places for boarding or disembarking passengers and loading and unloading of goods and/or cargo. (2) Gateway to economic activity for equitable development, economic growth, and stability as well as harmony of national development and regional development around airports which are the entry and exit points for economic activity. (3) Place of transfer of modes of transportation in

the form of inter-modal interconnections, namely the place of transfer of air transportation modes to other modes of transportation. (4) Encourage and support industrial, trade, and tourism activities in encouraging the dynamics of national development. (5). Opening isolated areas, can open areas that are isolated because of geographical conditions or because other modes of transportation are difficult.

Aware of how important airports are in Indonesia, the government continues to develop the quantity and quality of airports. According to the Directorate General of Civil Aviation, data from the Ministry of Transportation of the Republic of Indonesia for 2022, the number of airports in Indonesia is around 340 airports. The government is gradually handing over several commercial airports which will be operated by state-owned companies which, among others, are managed by PT Angkasa Pura II. The development and maintenance of airport infrastructure is an absolute and mandatory thing for airport operators to do, to ensure that activities at the airport run well, especially as airports are very large infrastructure entities that are expected to ensure the survival and sustainability of the airport. By maximizing results, and maximizing resources, efforts to increase revenue can ultimately guarantee the costs of maintaining airport facility operations. Meanwhile, along with the increase in global aviation trends in the Asia Pacific Region, an infrastructure foundation that is managed effectively, efficiently, and reliably with international standards is very much needed to meet the needs of airport entities. This cannot be denied it requires significant funding costs.

Raja Haji Fisabilillah International Airport (TNJ), previously known as Kijang Airport, is an airport located in the capital of the Riau Islands Province, Tanjungpinang City. This airport is the second largest airport in the Riau Islands, after Hang Nadim International Airport in Batam. Initially, this airport was managed by the Directorate General of Civil Aviation, Ministry of Transportation, but since 2000, airport operations have been transferred to PT Angkasa Pura II. After 2001, the Riau Islands officially became a new province in Indonesia, resulting in very rapid development in Tanjungpinang City, and this airport was busy with several Indonesian airlines at that time. In April 2008, this airport officially changed its name from Kijang Airport to Raja Haji Fisabilillah International Airport. The name of this airport is taken from the name of Raja Haji Fisabilillah, a national hero who also received the Maha Putra Adi Pradana Star. In 2007, the government disbursed funds for the development of this airport, including adding facilities such as radar and a runway that was increased by 400 meters from the original 1,856 meters to 2,250 meters. In addition, the Airport Terminal Building was expanded, from 2,118 square meters to 8,348 square meters. With this expansion, it is hoped that it will be able to serve one million passengers.

Apart from domestic routes, this airport also serves international routes, in 2010 it served routes to Malacca, but was stopped when Sky Aviation stopped its operations. In 2016 until now several domestic and foreign airlines have started charter flights from China (People's Republic). China) to Tanjungpinang. The number of human resources at Raja Haji Fisabilillah Airport in 2023 will be 97 employees, consisting of 66 Company employees, and 31 outsourced employees. Aircraft movements from 2021 to 2022 have increased, but this has not been accompanied by cargo movements, but this has not been able to make the airport's financial performance out of negative EBITDA (Earnings before income, Tax, and Depreciation). Airport business is a capital-intensive industry, it requires a lot of money and resources to develop and improve airport facilities and infrastructure to remain competitive. The company's business performance must be positive, as a company, airport management performance is assessed by the amount of profit. One of the measurements used is EBITDA. This shows the Company's operational profitability before non-operating costs, depreciation, and amortization. By looking at the Company's EBITDA, the operational performance of an airport will be visible in real terms. An airport with negative EBITDA means there is an imbalance between airport operations and business. Of course, this will endanger the

sustainability of the airport. The negative EBITDA was mainly caused by airport revenues being lower compared to total costs. To maintain

The business continuity of KC Raja Haji Fisabilillah Airport operational costs are still subsidized by PT Angkasa Pura II Head Office, the utility of the assets owned has not yet been fully developed, as we can see in the table below, the condition is far from the capacity of the Airport. On this basis, Raja Haji Fisabilillah Airport needs to develop a strategy formulation that is suitable for improving the performance of Raja Haji Fisabilillah Airport. So up to now, the technical operational costs are still funded by the PT AP II Head Office, the operational burden can be reduced. Raja Haji Fisabilillah Airport has a very strategic, important, and relevant role in supporting the regional economy of the Riau Islands Province, so the extension must continue to be maintained, however, Raja Haji Fisabilillah Airport has experienced problems since 2013, namely the decline in the Company's performance since the establishment of AirNav Flight Navigation service management.

Raja Haji Fisabilillah Airport joined PT Angkasa Pura II in 2001, at that time the justification for joining the UPT Airport (Technical Services Unit) to PT Angkasa Pura II was because the air traffic side was very attractive and visible for the revenue the company obtained. Air traffic in 2001 amounted to 273,750 air traffic movements per year, if converted into rupiah the revenue obtained from air traffic movements at that time was Rp. 20,531,250,000,- but on the other hand the number of passengers and aircraft movements at Raja Haji Fisabilillah Airport is still very small. If you look at the 2010 KC RHF financial report, it shows that the Company's losses were caused only by the separation of Airnav and Airport. On the revenue side, before the official separation, the revenue percentage for KC RHF was: Aero ATS revenue 62%, Aero Non ATS revenue 19%, and Non Aero revenue 5%. There are 2 (Two) things that gave birth to the idea or establishment of Perum LPPNPI, namely to form a single manager of navigation services, a dual task carried out by PT Angkasa Pura I and PT Angkasa Pura II. Apart from being responsible for managing the land sector, in this case the airport with all its derivative tasks, this institution is also responsible for managing flight navigation. The second is related to Law Number 1 of 2009 concerning Aviation which was ratified in the DPR-RI plenary session on December 17 2008 and signed on January 12 2009. Law No.1/2009 is very promising for the growth of air transportation in Indonesia, because as a legal basis it has been regulated comprehensively.

UU no. 1 of 2009 is also the legal basis for following up on the findings of the International Civil Aviation Organization (ICAO) some time ago. Philosophically, the spirit of Law No. 1 of 2009 aims to separate regulators from operators so that the duties and responsibilities of each are clear, do not overlap, and are transparent. International Civil Aviation Organization (ICAO) audit of flights in Indonesia. From the audits carried out by ICAO, namely ICAO USOAP (Universal Safety Oversight Audit Program and Safety Performance) in 2005 and 2007, ICAO concluded that flights in Indonesia did not meet the minimum requirements of the International Safety Standard according to ICAO regulations. It was then recommended that Indonesia form a body or institution that specifically handles aviation navigation services. As a follow-up to this, Regulation of the Minister of Transportation of the Republic of Indonesia Number PM has been prepared. 127 of 2015 concerning the National Aviation Security Program which in this case regulates Aviation Navigation Service Providers.

According to (Rifqi, Miftah, 2018), the Indonesian Aviation Navigation Service Provider Institute has become one of the navigation service providers in Indonesia since the ICAO recommended that Indonesia should change its aviation navigation service system to a single provider through USOAP 2007, which then, with this change brought Indonesia has been recognized by ICAO member countries that currently Indonesian aviation is much better than before. Looking at the Business Income of the Raja Haji Fisabilillah Branch Office, initially before the separation from AirNav Indonesia, the Business Income in 2001 was IDR

20,531,250,000,- but now we can see that the Business Income in 2022 (Audited) is IDR 10,790,233,000,-, here it is clear that we can conclude the phenomenon of decreasing Business Income after the separation from the institution that specifically handles aviation navigation services, PT Angkasa Pura II experienced a very significant decline in financial performance. So, the focus of this research is to find an appropriate appropriate business strategy for PT Angkasa Pura II Raja Haji Fisabilillah (TNJ) Branch Office. It is hoped that the focus of this research will produce a proposed business strategy, which generally covers marketing management, technical operations management, financial management, and human resources. so that an appropriate or suitable strategy is needed to improve the Company's performance.

According to (M, Gunari, BF, & Rilansari, V, 2021), stated that the tourism development strategy with trends such as providing infrastructure needs is based on completing the projected needs of tourists by taking into account the increasing economic growth of the tourism sector (Lestari, L, Dewanti, & Priyanto, S 2020) that the factors that influence the development of air transportation consist of airport facilities, government support, operating flight operators, number of passengers, flight schedules and frequency, ticket prices and connectivity with other routes. (Rizal, M, Ahadian, ER 2019) that the increase in population over the next 5-10 years will also have an impact on increasing the number of flight frequencies. (M, & Ali, H, 2019) in improving services to passengers, it is necessary to develop access road infrastructure in the environment and outside the airport as well as develop shopping centers to make it easier for passengers to meet their needs. (Susanto et al., 2023) Management strategy can be used as innovation for management. Formulate policies in managing the company to become a company that can generate profits.

According to (Wheelen and Hunger, 2012) Corporate strategy is a company's specific strategic decisions that influence every aspect of the organization to gain the company's competitive advantage. This includes overall business activity decisions. (Setyawati et al., 2020) The concept of low-cost carrier airlines is much sought after by passengers and similar airline companies can gain large profits for the company's sustainability. Managers must consider the outside or external environment of the organization when developing strategies and structures to achieve them. This method can impact an organization's structure as follows: An organization's strategy determines its actions, which includes the basic organizational architecture. Strategy has a significant impact on the selection and implementation of technology, as well as the selection of appropriate personnel to carry out all these tasks. Strategy defines the environment, which has an impact on its structure (Yunus, 2016).

METHOD

The data analysis method that explains how a competitive strategy is suitable for improving the performance of Raja Haji Fisabilillah Airport is to use: SWOT Analysis, (1). This can determine the Company's strengths, weaknesses, opportunities, and threats, as how the level of capability of the Raja Haji Fisabilillah Branch Office is seen from an opportunity perspective, as is known, the Raja Haji Fisabilillah Airport Terminal was inaugurated in 2014, the airport facilities are located in very good condition and equipped with modern facilities if seen from the perspective of opportunities, Raja Haji Fisabilillah Airport provides connectivity between the outermost islands in the Riau Archipelago Province because the aviation fuel refueling depot is only in Raja Haji Fisabilillah and Hang Nadim (2). Currently, it can be said that the Company's position is in a condition where it is growing, but due to the weak competitive position of Raja Haji Fisabilillah Airport, it is necessary to evaluate and analyze the market seriously. If you look at the nearest airports (Hang Nadim or Changi), the steps taken to formulate the best actions to increase competitiveness are to continue running your business, so the appropriate strategy is a stability strategy.

RESULTS AND DISCUSSION

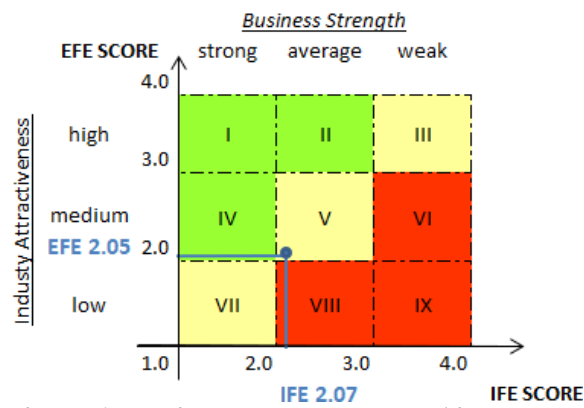
In relation to the research findings, the first is to identify anything related to the decline in the performance of Raja Haji Fisabilillah Airport, such as: After the formation of this aviation navigation management business entity, with the separation of aero over flying revenues, 62% of Aero ATS revenues were no longer part of PT Angkasa Pura II's income. Company revenue from the Non-Aero side is not yet optimal. The population of Tanjungpinang is still small. Tourism demand is not yet optimal

In connection with the second research finding, what efforts are carried out by airport managers in terms of carrying out operational, technical, and commercial efficiency, including being active in implementing the ramp safety campaign (RSC). They are collaborating with the Riau Islands Provincial Tourism Office and the Tanjungpinang City Tourism Office to collaborate in increasing the number of tourism visits to the Riau Islands. Inviting MSME entrepreneurs to carry out business activities at Raja Haji Fisabilillah Airport.

In connection with the third research finding, it is a suitable strategy for the Raja Haji Fisabilillah Branch Office to increase income and efficiency of business expenses, such as: Periodic maintenance activities. Synergy in carrying out operational needs. Preparation of airport facilities to welcome additional flight frequencies for foreign tourists. Synergy between stakeholders in order to drive tourism events and promote local wisdom. Empowerment and promotion program for SMEs in the Raja Haji Fisabilillah Airport environment.

From this analysis, the following formulation was produced: Internal Factor Evaluation Matrix (IFE). The IFE Matrix is a strategic tool used to evaluate a company's internal conditions and reveal its strengths and weaknesses. In the IFE matrix, weights are based on industry, which is the company's vision and mission. The importance weight shows the level of possible influence of each variable to make Raja Haji Fisabilillah Airport successful in the airport industry. The total weight of all factors (Strengths and Weaknesses) must be equal to 1. The assessment score ranges from 1 to 4. This is based on the company which is a factor influencing Raja Haji Fisabilillah Airport. The strength score is 3 or 4, while the weakness score is 1 or 2. The weighted score is the product of the weight and rating. Raja Haji Fisabilillah Airport's total IFE Matrix score is 2.07. Furthermore, RHF's total strengths score was 1.01, and its total weaknesses score was 1.06. It can be concluded that the strength of RHF airport is potential.

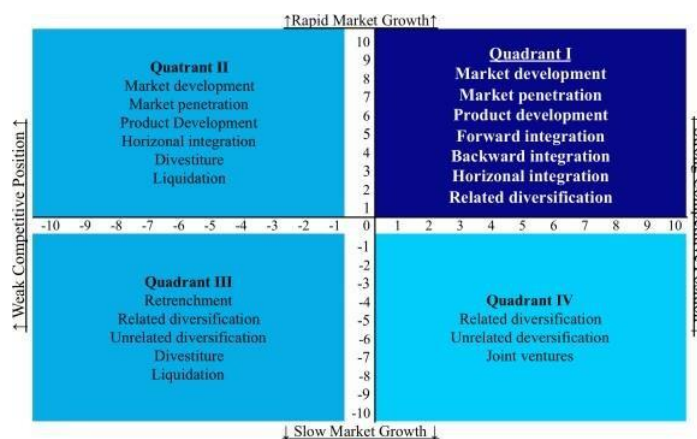
External Factor Evaluation Matrix (EFE). EFE is a strategic tool used to evaluate a company's external environment and analyze the available opportunities and threats that the company may face. The weights in the EFE matrix indicate the relative importance of these factors to being successful in the airport industry. The sum of the weights given to these factors must be equal to 1.0. Assigning a rating between 1 and 4 to each key external factor is to indicate how effective the company's current strategy is in responding to those factors. The ranking is based on the effectiveness of RHF Airport's strategy. Both threats and opportunities can receive a score of 1 to 4. That the total EFE Matrix score is 2.05. However, the total opportunity score is 1.61, and the total threat score is 0.44. The opportunity value which is higher than the threat indicates that RHF Airport still has opportunities to develop its business. The total weight score for Internal Factor Evaluation (IFE) is 2.07, while for External Factor Evaluation (EFE) it is 2.05, which makes Raja Haji Fisabilillah Airport in quadrant V.



Picture 1 Matriks Internal - External Airport RHF

Based on the Internal - External Matrix of Raja Haji Fisabilillah Airport, the suitable strategy for RHF Airport is Hold and Maintain Strategy. When the position is in quadrant V, the company's tactical strategy should focus on market penetration and product development. Because RHF Airport's performance is not good, the company must diversify to improve its performance. Meanwhile, the growth strategy that RHF Airport can implement is horizontal integration. Airports must diversify by creating more product and service variants efficiently. However, RHF Airport is in an industry that has moderate to low attractiveness so the strategy implemented is consolidation. The goal is relatively defensive, which is to avoid losing more sales and profits. Raja Haji Fisabilillah Airport must expand its market, improve facilities and technology through internal and external development through partnerships with other parties in the same industry.

The grand strategy matrix is a company strategy which is the matching stage in the strategy formulation process. This matrix is used to determine which grand strategy is suitable for the company. This matrix is based on two dimensions, namely: competitive position and market growth. The grand strategy matrix offers viable strategies for companies listed in order of attractiveness in each quadrant. Evaluation of internal factors and evaluation of external factors is the basis for knowing business strategy using this matrix.



Picture 2 Matrix Big Strategy

Quadrant I (growth strategy) The characteristics of companies in this quadrant are a strong competitive position and market growth so the company must concentrate on current markets and products.

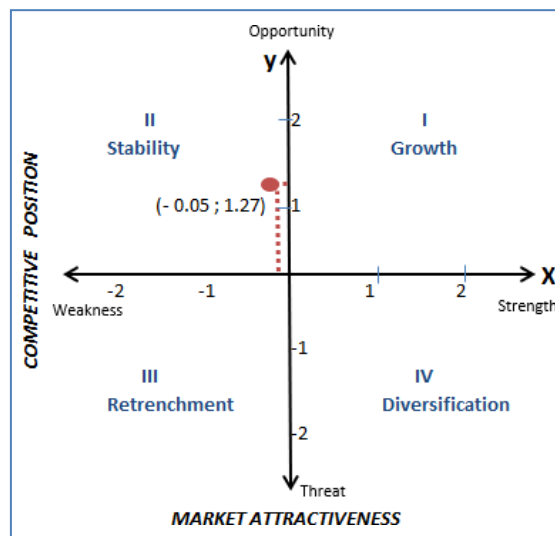
Quadrant II (stability strategy) Companies in this quadrant have a growing industry, but do not have sufficient competitive strength. The strategic decision to continue running the business at this time is that the company must evaluate its business to gain competitive strength.

Quadrant III (saving strategies). The company's position in this quadrant is that it has slow market growth and a weak competitive position. The strategic decision is to reduce the company's level of activity or even liquidate or divest the business.

Quadrant IV (diversification strategy) The company's position is that it has slow market growth, but the company has a strong competitive position. Companies in this quadrant have the opportunity to enter new markets or business opportunities and create new products for new markets.

To determine the position of the RHP airport, the SWOT quantification calculation uses the IFE and EFE weight values, with the following details: Internal analysis coordinates (x-axis) = $\sum \text{strength} - \sum \text{weakness} = 1.01 - 1.06 = -0.05$

External analysis coordinates (y-axis) = $\sum \text{opportunities} - \sum \text{threats} = 1.61 - 0.44 = 1.17$, Coordinates of Raja Haji Fisabilillah Airport (- 0.05; 1.27) (- **0.05**; **1.27**)



Picture 3 Matrix Big Strategy Quadrant RHF Airport

Based on the matrix above, the current position of Raja Haji Fisabilillah Airport is in Quadrant II, namely the stability strategy. Companies in quadrant II are characterized by a weak competitive position in a growing market so they need to seriously evaluate their approach to the market. The opportunity is lagging here because their industry is growing, but they are competing ineffectively. Companies need to find out why the company's current approach is not effective, then the next step is for companies to formulate the best actions to increase their competitiveness. For these conditions, intensive strategies, as opposed to integrative or diversified strategies, may be used as the first option to consider. However, if the company does not have a competitive advantage, horizontal integration is another good alternative. The final option, divestment or liquidation, may be considered so that another business can be acquired.

Company strategy in increasing company revenue refers to certain strategic decisions of the company, this influences every aspect of the organization to gain competitive advantage. This includes overall business activity decisions. Per PT Angkasa Pura II's Long Term Company Plan (RJPP) 2019-2024, PT Angkasa Pura II's Corporate Strategy for the Raja Haji Fisabilillah Airport Branch Office has several direction strategies/growth strategies, including: The company's business growth strategy includes organic and non-organic strategies. Maximizing existing business using an organic strategy. Organic strategy is carried out through mergers, acquisitions, or partnerships. Portfolio Strategy, PT Angkasa Pura II has established a portfolio strategy that refers to the 3A concept, namely: First, airports as the main production tool to generate airport business income. Second, Airlines hold a vital position because the continuity of our business depends on them third, Arena, where

companies can capture potential new revenue models or new business opportunities. The parenting strategy is a strategy implemented by PT Angkasa Pura II as the parent of its subsidiary. The parent is obliged to control the planning, budget, and strategy of the subsidiary. PT Angkasa Pura II carries out parenting strategies by determining the subsidiary's core business, calculating the subsidiary's capacity, and mapping the subsidiary's core competencies.

The following are several functional strategies for Raja Haji Fisabilillah Airport: Marketing strategy, Relation to pricing, sales, and distribution of products. Commercial business units must create and develop tourism product information, this is useful for attracting customers and then increasing airport revenue. Develop new routes; Airport facilities are generally in good condition. Moreover, Raja Haji Fisabilillah Airport has a capacity that allows narrow body aircraft to enter, with the aim of increasing flight frequency at Raja Haji Fisabilillah Airport. Cooperate with travel agents and tourism agencies one of the main focuses is to collaborate with travel and tourism agents to attract more customers. They can promote Tanjungpinang's tourism potential and then direct them to come via Raja Haji Fisabilillah Airport. Providing incentive schemes to airlines to increase the number of airlines; Incentive schemes such as landing fee discounts for airlines will be stimulated to increase the frequency of their flights at Raja Haji Fisabilillah Airport. Improve connectivity in partnership with other modes of transportation; Partnering with alternate transportation will eliminate competition and open up opportunities to share the market. Moreover, this collaboration provides consumers with easier access to and from the airport. Operational strategies are needed to obtain practical and efficient business processes for companies to provide the best performance to customers. This is based on continuously evolving customer needs and requirements. Review and eliminate unnecessary Standard Operational Procedures (SOP); Raja Haji Fisabilillah Airport must review its ineffective airport SOPs. Activities carried out that do not provide significant benefits from either the airline or passenger perspective must be reduced or eliminated. Simplifying operational procedures may be able to increase customer satisfaction while cutting operational costs. Changes in Passenger Flow; Based on the Customer Survey Index (CSI) conducted by PT Angkasa Pura II, it was found that more than 50% of passengers had arrived at the airport in less than 30 minutes. Management must create the right flow for such characteristics of passengers to conduct non-aero business at the airport terminal to attract passengers. Raja Haji Fisabilillah Airport can streamline its operations based on flight data and passenger flow to speed up the time from arrival to security process to optimize productive passenger waiting time. Improve the level of service to customers; PT Angkasa Pura II is always committed to always improving the level of service to service users and airlines, if the service provided is satisfactory, then service users will be loyal to using airport services. Improve safety and security management systems; Airports are gateways that connect people from one place to another. Safety and security management systems are essential to provide insight into customer security. Passengers don't want to go to dangerous or unsafe places. Increasing runway capacity and other airport infrastructure; By increasing the runway capacity, wide-body aircraft can land at the airport. This will increase the number of passengers and goods operating at the airport.

Financial Strategy, Strategies for maximizing the company's financial value include Proposed adjustments to airport tariffs through a proposed increase in Passenger Service Charge tariffs to the government with an increase in LOS (Level of Service); Increasing passenger service fees and aircraft fees is the easiest way to increase Raja Haji Fisabilillah Airport revenue. Invite local governments, airlines or private companies to invest in Raja Haji Fisabilillah Airport; Revitalization of the airport cost management system. Human Resource Management Strategy Human resources are an important factor that supports the Company's sustainability, including the following efforts: Carry out employee business acumen activities and programs; By improving employee business acumen, employees can be

more efficient in their work. They will also be able to understand different business actions which can help them make better and more logical decisions. Shifting supporting business activities by employing outsourcing personnel; The most significant cost of Raja Haji Fisabilillah Airport is employee costs. Because employee welfare follows BUMN employment standards, Raja Haji Fisabilillah Airport needs to carry out cost leadership by replacing permanent employees with outsourced employees to support work. Supervision is still carried out by permanent employees. Continuous training and renewing employee certificates.

Airport operating procedures change a lot, so there must be continuity of training for operations staff to adapt their skills to changes in operational procedures. To gain sustainable profits, companies must develop their core competencies. Core competencies differentiate RHF airports from their competitors. There are four main criteria for capabilities that a company needs to gain competitive advantage, namely valuable, rare, expensive to imitate, and non-substitutable. Based on the internal analysis of RHF Airport in the previous chapter, it was found that the airport's strengths are adequate terminal facilities, skilled employees, a strong service portfolio, and a good reputation. To create a sustainable competitive advantage, the core competencies that must be maintained and developed by RHF Airport are as follows: Increasing human resource capabilities through training, benchmarking to similar industries, etc.; Developing intelligent integrated systems in business processes; Prioritize 3S (service, safety, security) and 1C (compliance) in every airport operational activity; Develop strategic partnerships through alliances, acquisitions, and pursue licensing arrangements to build the company's strengths in core areas; Continue to innovate to create new products.

CONCLUSION

Raja Haji Fisabilillah Airport has a very strategic, important, and relevant role in supporting the regional economy of the Riau Islands Province, so the extension must continue to be maintained, however, Raja Haji Fisabilillah Airport has experienced problems since 2013, namely the decline in the Company's performance since the establishment of AirNav Flight Navigation service management. , that Raja Haji Fisabilillah Airport experienced a decline in performance due to the following factors: (1). The Company's income is still unable to support the operational activities of Raja Haji Fisabilillah Airport. (2). Aircraft movements, number of passengers, and cargo movements are still not optimal. (3). The Company's operational expenses are very high (4). The population in the Bintan Islands based on the results of the 2022 population census is still relatively small. (5). Tourism growth is still minimal.

In connection with this, to overcome the problems that are currently occurring, the following steps are taken: (1). Efforts to increase income through collaboration between stakeholders to increase the number of tourists in the Riau Islands. (2). Efforts to propose adjustments to airport service rates at Raja Haji Fisabilillah Airport. (3). Operational expense efficiency efforts. The right competitive strategy is a stability strategy so that the company can exist and survive in 2024, including implementing a business strategy, in accordance with the master strategy design of the Holding Company's Long Term Plan and the PT Angkasa Pura II Company Budget Work Plan.

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