



Developing Effective Marketing Strategies for A New MRO Company: A Case Study of Akasa Teknologi Nusantara at Soekarno-Hatta International Airport

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ABSTRACT

The aviation Maintenance, Repair, and Overhaul (MRO) industry is an important pillar in ensuring aircraft safety, operational efficiency, and regulatory compliance. This study aims to analyze the internal and external factors that influence Akasa Teknologi Nusantara in marketing their services in the MRO industry in Indonesia. This study uses data triangulation, integrating qualitative data collected through interviews as primary data, supported by statistical data collected through the Directorate General of Civil Aviation (DGCA) that validates the interview results. A thorough and comprehensive evaluation using strategic marketing formulation through analysis of PESTEL analysis framework, Porter's Five Forces, B2B Value Pyramid, and VRIO analysis to provide a holistic perspective of ATN's competitive landscape as a new entrant in the industry. In addition, STP (Segmentation, Targeting, and Positioning), 7P Marketing Mix, and Five Product Levels analysis to analyze and formulate a market entry strategy for ATN's value proposition. Safety and compliance remain of utmost importance for any aviation-related company, including ATN as an MRO service provider, as airline clients prioritize partners that meet strict aviation safety standards and certification requirements to demonstrate their compliance with regulations. The implementation plan to increase such value can be done through SEO-optimized websites and social media engagement to increase brand and industry awareness, as well as participating in aviation industry exhibitions and conventions to increase brand recognition.

Keywords: akasa teknologi nusantara, MRO industry, competitive analysis, marketing strategy, service differentiation, aviation demand.

INTRODUCTION

The global industry has already achieved Industry 5.0, which is still evolving with the introduction of newly transformed or improved technologies to advance the whole industry's activities to achieve better output and more efficient processes in terms of enhancing productivity and efficiency on aircraft operations and maintenance (Moenck et al., 2023). This idea is also supported by productivity factors which mention technological advancements, workforce quality, operational efficiency and procedural accuracy to prevent any defects and failures during and after the maintenance stage. The Maintenance, Repair and Overhaul services (MRO) generally run their operations in very complex and time-bound maintenance activities, while taking care of their list of maintenance variables, production planning, and supply chain management, whereas requiring a proactive approach to supervise the whole MRO operations (Chandola et al., 2022).

The role of MRO in the aviation industry is so crucial, ensuring the safety and efficiency of airline operations. Through service and compliance, MRO services must ensure that the aircraft is in optimal condition, that the aircraft complies with the requirements of the regulations and can be smoothly operated. The smoothly operated

aircraft may optimize the operational costs for the airlines and contribute to its sustainability (Hazanah & Hasanuh, 2022; Pasaribu & Hasanuh, 2021; Surur et al., 2020). From an airline operation perspective, the collaboration of MROs and airlines elevates the airline's fixed-asset investments and daily operations regarding maintenance. For heavy maintenance, a strategic plan has to be laid out relevant to the maintenance route for each aircraft with heavy maintenance and publish the precise service planning for each aircraft to aim for efficient and effective services towards the airlines (Gallego-García et al., 2021; Ren et al., 2017; van der Weide et al., 2022).

The growth of aircraft use also significantly affects the MRO market, Indonesia as an archipelago country utilizes air flights to cover the vastness of the country itself, for instance, the MRO market in Indonesia is growing rapidly, only one position shy below India by 10%, Indonesia projected MRO growth in the year 2025 is 9.25% (Franciscus, 2019). The market absorption of the Indonesian MRO market in 2018, was valued at around \$1 million dollar, covering 30% of the market being absorbed by Indonesia's MROs. In recent days, the post-COVID-19 pandemic is not only gradually recovering public health coverage and economic situations, but also several limitations or boundaries that have been established during the pandemic. This post-COVID-19 phenomenon triggered the willingness of people to commute and travel outside their residing city, through all the transportation options such as trains, cars and planes. Cited to the words of the Ministry of Industry of Indonesia, 70% of commercial aircraft operated in Indonesia employ foreign MROs outside Indonesia's border, and the government plans to accelerate the licensing and involvement to boost the numbers.

Those situations were even magnified by the shortage of skilled workers in the aviation industry in Indonesia and even less for licensed workers. It is estimated that only 19% of Indonesia's workforce was highly skilled, while 44% were semi-skilled and 37% were low-skilled workers, and the distribution reflects the nation's struggle to meet the demand for skilled professionals across the lists of critical industries from various sectors (World Bank, 2020). With over 700 airports and thousands of flights across Indonesia, there are only around 2,000 licensed MRO engineers, far from a sufficient number to withstand the growing demands of air travel (DGCA, 2023). The logistical supply chain is also one of the challenges that need a breakthrough, the connectivity between region and globally needs to be well established with a huge government role to provide proper connectivity which MROs will utilize for the procurement of the materials and components. However, the prospect of MRO business investments and operations remains high as air flights are still one of the main options for travel.

Previous research has explored marketing concepts and strategies in various industrial contexts, including MRO. Saleh and Miah Said (2019) highlight the importance of understanding marketing concepts that can be applied to increase a company's competitiveness. Vieira and Loures (2016) provide an overview of MRO fundamentals and strategies used in the aeronautics industry, showing that efficient maintenance can have a positive impact on the overall performance of the company. Im, Kim, and Yang (Išoraitė, 2015; Shchekhula, 2022; Zhang, 2024; Ziadie et al., 2022) examine the

effectiveness of perceived service quality in MRO transactions, finding that high service quality contributes to customer satisfaction and loyalty. In contrast to these studies, this study offers a comprehensive analysis by integrating various strategic frameworks—such as PESTEL, Porter's Five Forces, and the B2B Value Pyramid—to formulate a holistic marketing strategy for Akasa Teknologi Nusantara. This approach not only identifies current market gaps but also provides actionable strategies for entering and competing in the market, providing a new perspective in line with growing trends in the Indonesian aviation industry.

Analysing the internal and external factors that influence Akasa Teknologi Nusantara in marketing their services in the MRO industry in Indonesia is crucial to understanding the broader market context. Based on this analysis, it is important to propose an effective marketing strategy for Akasa Teknologi Nusantara to attract airline clients. In addition, it is also necessary to develop a clear and structured marketing implementation plan, so as to achieve the set goals to the maximum.

RESEARCH METHOD

The research design for PT Akasa Teknologi Nusantara (ATN) employs a mixed-methods approach, integrating qualitative and quantitative methodologies to comprehensively assess ATN's marketing strategies in the MRO aviation industry. Qualitative data, gathered through interviews with key stakeholders, provides in-depth insights into motivations, perceptions, and operational challenges. This approach allows for a nuanced understanding of the complex dynamics within the aviation sector, particularly as ATN navigates a competitive landscape marked by established players like GMF AeroAsia and FL Technics.

Quantitative data, obtained through surveys and statistical analysis, complements the qualitative findings by offering measurable insights into market trends, such as aircraft and passenger movements at Soekarno-Hatta International Airport. The integration of these data sources enhances the reliability of the research, enabling the identification of key themes like market growth potential, supply chain challenges, and the importance of quick turnaround times. This triangulation of qualitative and quantitative data validates the findings and provides actionable recommendations for ATN's marketing strategies.

The analysis indicates significant growth potential in Indonesia's MRO market, driven by increasing air traffic and a demand for flexible, cost-effective services. Key challenges include supply chain inefficiencies and regulatory barriers, which ATN must address to remain competitive. The findings suggest that ATN should leverage its flexibility and efficiency, particularly in underserved markets, to differentiate itself and capture a larger share of the growing MRO services sector.

RESULT AND DISCUSSION

The process of assessing an organization's resources, capabilities, and overall performance to identify its strengths and weaknesses, and align its strategy with its core competencies for the company optimizations, specifically for a newly established MRO company like ATN.

A. B2B Value Pyramid Analysis

To position itself as a customer or client-centric MRO provider is what ATN is aiming for in Indonesia's MRO industry. Through the interview with the CEO of ATN, Mr. Firman Budihusodo, and Mr. Markus Fresnel as the commissioner, several insights about how they positioned themselves in the market, and which values will benefit the relationship between ATN and its clients, highlights for focusing on delivering value across multiple dimensions. By meeting the industry standards and regulations, offering cost-effective solutions, and enhancing flexibility, both on contractual and services. ATN emphasize the value proposition of table stakes, functional value, ease of doing business, and individual value for its airline clients.

1) Table stakes

Ensuring the compliance of regulations and standards is fundamental for ATN, establishing a solid foundation for its MRO service operations. ATN has to ensure that all maintenance work aligns with aviation safety and performance standards as it meets the technical specifications. Additionally, regulatory compliance is a top priority, ensuring adherence to both Indonesian and international aviation authorities. ATN also upholds ethical standards which can be proven through delivering services and business with integrity, transparency, and responsible practices. On the other hand, ATN should maintain an acceptable pricing strategy, by making their services is in reasonable and cost-competitive for the clients.

2) Functional Value

Regarding responsibilities, ATN delivers tangible operational and financial benefits to the clients. The cost reduction is based on the effectiveness of the operation, which potentially actively contributes to the clients' cost and operational efficiency. Product quality is the key focus in delivering exceptional maintenance services to maximize aircraft uptime, reliability, and safety. The integration of innovation for the MRO service operations by adopting modern maintenance techniques, including the equipment, tools and infrastructures, potentially may enhance service efficiency and effectiveness further.

3) Ease of Doing Business

The positive value for the clients to experience the ease of doing business with ATN is by making its services more accessible, flexible, and transparent. The company provides availability, of its strategic location and the availability of timeframe with time-saving operation while utilising the quality components. Promoting transparency by providing clear clauses, communications, pricing breakdowns, and real-time updates on maintenance progress to the clients to boost the trust towards ATN as a brand. The ease of doing business is quite often connected to bureaucratic hurdles, by simplifying the

process, the transactions and service engagements potentially be more efficient and quicker. The value of integration can be defined by integrating the ATN services to align with the client's programs and operations, which may help the efficiency and effectiveness of services, as it is supported by configurability and flexibility, which allows airlines to customize the type of services and its terms in sensible degree. Additionally, to bring service excellence, ATN hires capable, licensed, and experienced engineers to declare their substantial value of being the newcomer who withheld the excellence of service.

4) Individual Value

Beyond the operational and financial benefits that can be offered by ATN, it should strengthen its clients' strategic positioning. It refers to the benefits of partnering with ATN in MRO services that may enhance marketability, allowing airlines or clients to highlight partnering with a reliable MRO provider as a competitive advantage. Providing reputational assurance by consistently delivering high-quality services, and reinforcing clients' confidence in reliability and safety, which potentially forge the passengers' positive perspective towards the airlines, is a crucial value that potentially benefits both parties, ATN and clients. ATN also supports network expansion by being the bridge between the clients and the components manufacturer, so the clients have a trusted source of components as they are employing ATN services in their fleet.

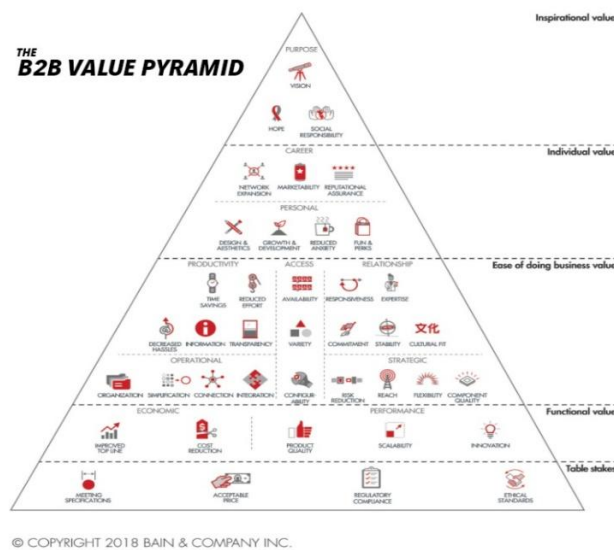


Figure 1. The B2B Value Pyramid

Table 1. B2B Value Pyramid Analysis key findings

Key Findings	Severity for ATN
Table Stakes: Regulatory compliance, ethical standards, acceptable price, meeting specifications.	High
Functional Value: Cost reduction, product quality, and innovation	High
Ease of Doing Business: Simplification, integration, configurability, flexibility, component quality, availability, time savings, expertise, transparency.	High
Individual Value: Marketability, reputational assurance, network expansion.	Medium

B. VRIO Analysis

The VRIO analysis of Akasa Teknologi Nusantara (ATN), a new entrant in Indonesia's MRO industry is based on the insights gathered from the interview with ATN's internal stakeholders, which are the Chief Executive Officer (CEO) and the commissioner representative. The analysis evaluates the ATN's resources and capabilities, examining how they can provide value, rarity, imitability and organizational support in achieving competitive advantages in the industry. The key strategies that are focused on by the internal stakeholders are location, leadership approach, engineering capabilities, and service offerings for the clients. This analysis aims to identify the strengths that potentially positioned ATN in the industry's hierarchy.

1) Strategic Location

ATN's plan to open its MRO service facility at Soekarno-Hatta International Airport, Indonesia's primary aviation hub, provides significant value for the company. The airport which started its operation in 1985 serves as the country's key aviation logistical centre that potentially enhances the supply chain needs for any aviation industry, which also serves its purpose as the main gateway of Indonesia. Soekarno-Hatta International Airport itself is home to two major prominent MRO companies, which are Garuda Maintenance Facilities (GMF) and FL Technics, the cost and regulatory barriers potentially make it difficult for minor or new entrants of MRO companies to establish their facilities here. If ATN is able to strike a deal and establish their facility in this prime airport, it will be a huge leverage for them not only for minor MRO companies but also for the prominent ones, as it represents a sustainable competitive advantage.

2) Leadership Focus on Flexibility and Networking

To attract potential clients, ATN's leadership is leaning towards flexibility and networking, the same path is also chosen to maintain their relationships with the clients, by providing options for the clients, such as customizable in some circumstances but still adheres the regulations. The customizable options will allow ATN to build stronger relationships and its ability to cater growing and evolving needs of its clients. This approach may be imitated by other competitors with strong leadership, ATN's specific strategy of flexibility and network-building may stand out in a competitive market as prominent companies are usually too strict with their schedules, so ATN can provide new options as it brings ATN a temporary competitive advantage.

3) Engineering Capability of Diverse Aircraft Types

ATN plans to utilize its diverse capabilities by hiring engineers who are licensed to conduct maintenance for rotary aircraft (helicopters), narrow-body, and wide-body aircraft, this optimistic plan may place ATN in line with the prominent MRO companies. The diverse engineering capability is highly valued by airlines and operators seeking their comprehensive maintenance services. ATN may seek properly licensed engineers who are suited to the capabilities required based on the agreement and contract signed by ATN and its clients, as it poses ATN with a sustainable competitive advantage.

4) Compliance with Aviation Industry Regulations

Compliance with all industry regulations is a mandatory requirement for any MRO. ATN's adherence to these regulations ensures operational legitimacy for any of the regulations, including DGCA, European Union Aviation Safety Agency (EASA), and Federal Aviation Administration (FAA). However, it does not offer a significant competitive advantage because it is a basic expectation for MRO companies to adhere to. The compliance itself is easily replicable by competitors and results in a competitive parity.

5) Mobile Maintenance Units

The mobile maintenance units that ATN plans to offer will add significant value to its service and as a form of customization for the clients as it potentially reduces the ferry cost for the clients and provides on-site solutions, however, the maintenance options will be limited to light maintenance, due to regulatory constraints. This innovative service is quite rare in Indonesia's MRO industry since prominent companies are usually conflicted by scheduling. As a result, it gives ATN a temporary competitive advantage.

6) Flexible Maintenance Timeframes

As a new entrant, ATN's other form of flexibility is offering customizable maintenance schedule timeframes that allow the company to cater to clients with varying operational needs or in some cases, urgencies. While this is a valuable service, it is not particularly rare in the MRO industry practices as many MRO providers provide flexible options, though not as extensively. As flexibility can be potentially adopted by competitors, it provides ATN with a temporary competitive advantage.

7) Wide-body hangar Construction Plans

Plans for ATN to build a wide-body aircraft hangar will further enhance ATN's compatibilities, enabling it to serve both narrow-body and wide-body aircraft. This investment reflects the high capital investment and is quite rare in the industry as it is only accessible for the prominent MRO companies. With ATN's plan for executing this development, it will contribute to the company's temporary competitive advantage.

8) Inflatable Hangar Resource

ATN has gained access to the inflatable hangar producers if needed to offer a unique and cost-effective solution to the capacity constraints, in addition, if they are planning to open a new branch of service, they can use the inflatable hangar as the temporary hangar while the permanent hangar is being built. On the other hand, it can be used for emergency usage if needed of remote maintenance. This innovative approach provides rapid deployments and flexibility on where it should be erected, which is still none in Indonesia. While it requires specialized resources, other companies may imitate this idea, so that this solution may give ATN a temporary competitive advantage.

9) Safety and Excellence in Service

ATN's commitment to safety and service excellence is in parallel with the industry standards and crucially essential for building a trustworthy brand from clients' perspective. While safety is a fundamental requirement in the MRO industry, ATN's focus on delivering high-quality service is valuable, however, is not rare for MRO

companies to strive on the same path as ATN regarding safety and excellence in service, which brings it to provide competitive parity for ATN.

10) Participation in Aviation Conventions

Aviation conventions are conducted every year in the world, including Indonesia, as companies in the aviation industry exhibit their services to their potential clients. For ATN itself, to be a part of aviation conventions will allow them to market their services and network within the aviation industry both for airlines and other users. While valuable to increase brand awareness, this activity is not unique as other players in the industry also attend these events. The replicability by the competitors also highlights this resource to give competitive parity for ATN.

C. STP Analysis

To identify ATN's strategic positioning at Soekarno-Hatta International Airport, the STP analysis hypothetically gives insight into the market catchment that may have been or potentially acquired by ATN. The aviation industry in the region, specifically Indonesia continues to grow, parallel with the growth of demand for reliable and cost-effective MRO services, particularly among passenger carriers, cargo airlines and charters. Through STP analysis, the segmentation of the client or customers is supposed to help ATN narrow down the target market and outline the positioning strategy that leverages its strengths to gain a competitive advantage in Indonesia's MRO industry.

1) Segmentation

The services of MRO by ATN can segment the market based on three key factors:

- a) Demographic Segmentation: The primary clients for ATN include both local and international airlines. Local airlines such as Garuda Indonesia, Sriwijaya Air and Tri-MG Inter Asia Airlines require regular maintenance services, while foreign airlines like Malaysian Airlines, Singapore Airlines, and Emirates operating in Indonesia may also require MRO services for their aircraft stationed in the country.
- b) Geographic Segmentation: ATN should utilize the Soekarno-Hatta International Airport's strategic geographic location, as its role as the main gateway for Indonesia's air travel for both domestic and international airlines. High traffic of flights makes it one of the busiest airports in the world with 348 thousand aircraft movements. The amount of fleet that is inbound and outbound from the Soekarno-Hatta International Airport may attract the airlines to reduce the ferry cost, as they may station the aircraft there and be ready to operate when needed.
- c) Behavioural Segmentation: The needs for maintenance may potentially differ between airlines, ranging from scheduled maintenance, which includes routine inspections and servicing, to unscheduled maintenance which involves emergency repairs and troubleshooting any unexpected technical issues. ATN can utilize both of the requirements, offering flexible and reliable maintenance options for the solution.

2) Targeting

As Batam Aero Technics (BAT) only focuses on maintaining Lion Air Group's fleet, there is a big demand that cannot be fulfilled by the coverage of FL Technics and GMF services. This significant leverage will not only be an opportunity for ATN to seize but also to support and bring more options for the MRO industry in Indonesia. For the international flag carriers, based on the regulations, they should contract with their country of destination's MRO to comply with the operational requirements and in parallel ensure that their fleet is covered by the MRO services abroad.

3) Positioning

In establishing its presence as a newly established MRO company, ATN should listen to the pains and gains of potential clients or customers. They relate to the pricing and flexibility of the services, without withdrawing any safety and standard compliance. The flexibility itself includes the clauses, the payments, and the turnaround time, which is reasonable for balancing out the airline's operating costs.

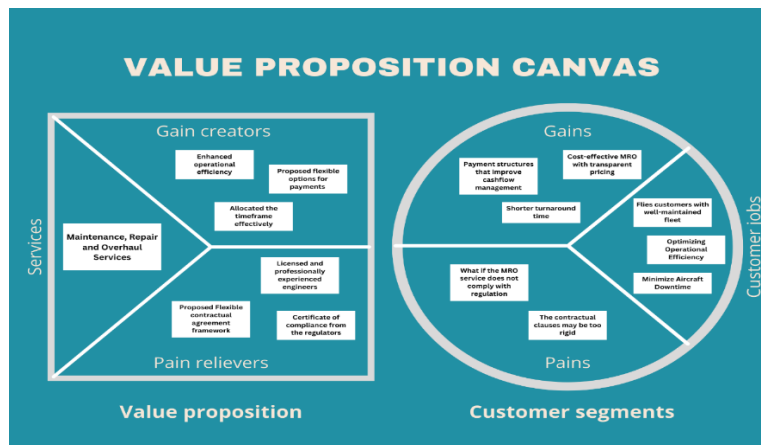


Figure 2. ATN's Value Proposition Canvas

So, to be relevant in the industry, ATN should create gains and relieve the pains for the airlines through the Value Proposition Canvas, some points can be highlighted by ATN:

- 1) Expertise: As the fundamental driving factor for airlines to choose their suitable MRO services, trust should be established and maintained. Ensuring the services that are provided are in compliance with the ruling regulations both in operation and safety which any mistakes cannot be tolerated.
- 2) Efficiency: Time is money, any time losses add more expenses. ATN should develop itself to be reliable from its clients' perspective, not only from the qualification side but also in how they provide the services to run effectively and efficiently, which may affect positively both parties, ATN and the clients. As an emerging MRO company, surely ATN still has lots of room on its schedule as then it may be its leverage in the industry, which gives them a chance to operate efficiently from the start, it can offer an effective maintenance plan to make sure no time wasted, and no budget overflowed.

3) Flexibility: As usual fundamentals of providers and customers, customers want room for negotiation which may cut their losses in purchasing or choosing the service that will cater for their needs. Giving room for the negotiation itself will result in leverage for ATN in terms of flexibility, the flexibility itself not only mentions the contract clauses but also the terms of payments and the timeframe. Still highlighting ATN as a new MRO company, the unpacked schedule may bring flexibility options for the airlines to maintain their fleet with ATN’s services.

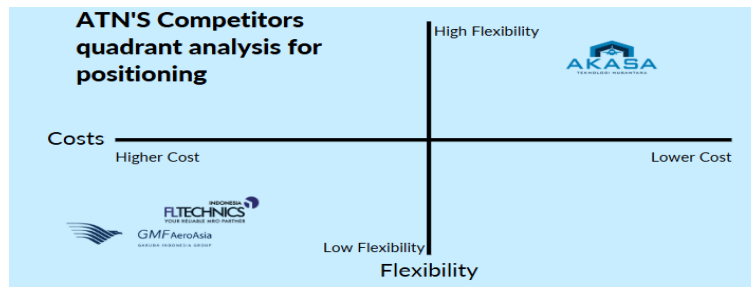


Figure 3. ATN’s competitors' quadrant for positioning.

Table 2. STP Market Positioning Analysis key findings

Key Findings	Severity for ATN
Segmentation: Local and international airlines, cargo operators, and private jet clients.	High
Targeting: Airlines that are not covered by the major MRO companies or waiting in the queue.	High
Positioning: Cost-effective, flexible, efficient, high-quality MRO	High

D. Five Product Levels Analysis

The other analysis that can be induced is the Five Product Levels Analysis. This approach classifies the products and services into five levels: the core benefit, generic level, expected level, augmented level, and potential level, which stretch from the core customer needs to future innovations, the breakdown of the framework illustrates how ATN’s services fit the industry.

1) Core Benefit

ATN ensures the aircraft's airworthiness and operational reliability by providing safety, compliance, and efficient MRO services while minimizing downtime.

2) Generic Product

ATN’s fundamental service includes:

- a) Line Maintenance: Routine inspection and minor repairs at the airport.
- b) Base Maintenance: Deeper maintenance work, including airframe and structural repairs and system overhauls.
- c) Component MRO: Repair and overhaul of aircraft components.
- d) AOG (Aircraft on Ground): Emergency services to get the aircraft back in operation.

- e) NDT (Non-Destructive Testing): Advance inspection methods such as ultrasonic, eddy current, radiographic, et cetera to detect structural defects without damaging aircraft components.
- f) Borescope Inspection: A high-precision inspection of internal components including engines, using specialized optical instruments to detect wear, cracks, and foreign object damage (FOD).

3) Expected Product

These are the expectations that airlines and clients have when choosing MRO service providers:

- a) Compliance with aviation regulations (DGCA, EASA, FAA et cetera).
- b) Executed by skilled and certified engineers
- c) Use of OEM (Original Equipment Manufacturer) approved parts and equipment.
- d) Transparent pricing and service agreements.
- e) Quick turnaround time (TAT) commitment.

4) Augmented Product

The differentiation that can be offered by ATN to the clients are:

- a) Flexible Payment Options: Tailored payment plans for clients. This product is based on the concern of the airlines about their financial situations that may lead them to delay the payment, the earlier agreement about more flexible payment terms is not only giving the clients room to breathe but also to give a heads up for ATN to manage their financial effectively.
- b) Customizable Contracts: Adaptable service agreements based on fleet size and type of MRO operations. The customizable options for the contract mention the work list of maintenance services, this idea was also mentioned by both of the internal stakeholders of ATN with the aim of giving effective and relevant maintenance services.
- c) Digital Monitoring and Predictive Maintenance: AI-based system for predictive analytics. According to the interview with ATN's commissioner, innovation in data gathering and processing is unavoidable, ATN will put their effort to utilize AI-based predictive analysis based on the big historical data that gained from their services.
- d) On-Demand Mobile MRO Services: Rapid-response teams for off-site repairs. Based on the issue brought up by the airline stakeholders through the interview, airlines, specifically Tri-MG Intra Asia, who operates their fleet in the eastern part of Indonesia which is relatively far away from the coverage of current MRO, highlights the need for mobile MRO to extend the coverage of MRO services throughout the archipelago.

5) Potential Product

Several innovations and expansions can be explored further by ATN, such as:

- a) Partnerships with OEMs and Airlines: Joint ventures for exclusive maintenance contracts and procurements.

- b) Green MRO Solutions: Use of eco-friendly materials and processes to reduce carbon footprint, this includes the use of recycling in the operations.
- c) Big Data and Real-Time Status Integration: Smart maintenance systems with real-time aircraft health monitoring.
- d) MRO Training and Certification Program: Establishing an aviation maintenance training centre, to maintain quality services and produce more legitimate engineers for the MRO industry.

Table 3. Five Product Levels key findings

Key Findings	Severity for ATN
Core Benefit: Ensuring airworthiness, operation reliability and efficiency.	High
Generic Product: Line & base maintenance, component maintenance, AOG, NDT, and Borescope inspection	High
Expected Product: Compliance, transparency, certified engineers, quick turnaround time, and uses of quality parts and components.	High
Augmented Product: Flexible payment, AI predictive maintenance, mobile MRO, customizable contract.	High
Potential Product: OEM partnerships, green MRO, big data and real-time status integration.	Medium

E. 7Ps Marketing Mix Analysis

As a strategic framework, it is expected to help businesses effectively position their products and services in the market by addressing seven key elements: product, price, place, promotion, people, process, and physical evidence (Işoraité, 2015; Shchekhula, 2022; Zhang, 2024; Ziadie et al., 2022). Implementing the 7Ps approach ensures a well-rounded marketing strategy for ATN, which is tailored to the needs and demands of airlines and aviation stakeholders in the aviation industry. The 7Ps framework helps ATN differentiate itself from its competitors and enhance its brand presence to attract more clients and build sustainable business relationships.

- 1) Product (Service): ATN strives to offer a wide range of services, including aircraft line and base maintenance, component repair, engine overhaul, aircraft painting, and interior refurbishment. The services are planned to cater for the demands, they may be added up perpetually depending on the demands and the capability licenses, which aim to provide customizable maintenance services to the clients.
- 2) Price: Being flexible in pricing which leads to cost-effective solutions for the clients is the core pricing strategy adopted by ATN, by also providing a transparent pricing structure. The flexibility itself includes flexible payment options, flexible terms of payment, and value-based pricing for specialized services to maintain efficient and effective pricing.
- 3) Place: Planned to establish itself at Soekarno-Hatta International Airport, is a big leverage for ATN to its potential clients to declare themselves though being a new entrant of the industry, but manage to establish themselves at Indonesia’s busiest airports, alongside the two of the big players of Indonesia’s MRO industry which are GMF and FL Technics. In addition, mobile maintenance services, allow the

flexibility of access to locations for airlines to service some specified maintenance operations.

- 4) Promotion: Operating in a B2B (Business-to-Business) ecosystem, engaging directly towards the airline operators through targeted outreach. ATN plans to participate in aviation expos, conferences, and trade shows. In addition, a direct approach by presenting its services to potential clients is also considerable, to raise brand awareness and differentiation from its competitors.
- 5) People: To serve with excellence and exceptional results, ATN will employ highly trained and certified engineers with expertise. ATN will also invest in skilled customer support teams and on-site airline representatives as its commitment to comply with the regulations. ATN will also make sure that continuous employee training programs are implemented to maintain compliance, and service quality to fulfil the expectations.
- 6) Process: ATN prioritizes streamlining maintenance workflows to ensure the effectiveness of the operation and efficiency in turnaround times, to minimize aircraft downtime which is part of the pain for the clients. ATN shall integrate their progression report system of digital documentation and tracking systems in parallel with the clients' representatives for operational transparency and adhere to the international aviation safety regulations, which are DGCA, EASA, and FAA.
- 7) Physical Evidence: ATN shall showcase its capabilities through the widebody hangar that it plans to build as a certified maintenance facility. In addition, the proof of certification and license for both the company and engineers may attract the potential clients' perspective about the company's legitimacy in conducting MRO services towards their fleet.

Table 4. 7Ps Marketing Mix key findings

Key Findings	Severity for ATN
Product: Comprehensive MRO services, that offer flexibility, with customizable offerings	High
Price: Flexible pricing, and value-based contracts.	High
Place: Soekarno-Hatta International Airport & mobile maintenance coverage.	High
Promotion: B2B networking, aviation conventions, direct client engagement.	Medium
People: Skilled workforce, continuous training, client relationship management.	High
Process: Streamlined workflows, digital reporting system, and regulatory compliance.	High
Physical Evidence: Wide-body hangar plan, certifications, and compliance record.	High

F. Solution and Proposed Implementation Plan

1. Solution

Akasa Teknologi Nusantara's (ATN) entrance to the MRO industry is open, despite the prominence of bigger MRO service companies, such as GMF AeroAsia, FL Technics, and Batam Aero Technic (BAT). To differentiate itself from its competitors, ATN has to establish itself in the market by emphasising safety and compliance, quick turnaround

time, operational efficiency, and flexibility which are answering the pain stated by the airlines' representative through the interview process of this research.

To establish its differentiation, the highlighted leverage must be introduced in every line of marketing strategies of ATN, with its core of providing safety and compliance towards the aviation regulations, reducing aircraft's downtime with quick turnaround time, ensuring operational and cost efficiency, and offering flexibility for the clients. This breakthrough is in accordance with the aspirations defined by the airlines through the interviews, as it will serve as ATN's strategic pillar in positioning itself as a preferred MRO service provider for clients as it is establishing itself at Soekarno-Hatta International Airport.

a) Safety and Compliance

ATN recognizes and adheres to the aviation and safety regulations, not merely as requirements, but as a core of its operational guidelines. By strictly adhering to the standards set by the Directorate General of Civil Aviation (DGCA), the European Union Aviation Safety Agency (EASA), and the Federal Aviation Administration (FAA), ATN declares itself as a trustworthy MRO service provider. The company has to put its commitment towards certification and licensing, which ATN will need to secure every substantial certification, ensuring its operations meet both local and international aviation regulatory standards. The operation itself must be supported by a highly skilled workforce, including mechanics and engineers who are not only licensed and certified but also experienced in the aircraft maintenance field, this idea will allow ATN to conduct the maintenance operation with precision and quality.

In executing the maintenance operation, advanced safety protocol must be properly established, in aim for the safety of the whole operation. The implementation is supported by rigorous control measures like thorough supervision to maintain safety standards and reduce any potential risk of workforce accidents. The audit of safety operations must be conducted regularly to both of the protocols established by ATN which is its sign of compliance with the regulation, and the level of awareness for the mechanics and engineers towards the regulations.

b) Quick Turnaround

Time is a critical factor in business, including the aviation industry, specifically for airline clients, whose operations are mainly run by schedules. As the MRO service provider, the prolonged maintenance operation may lead to revenue loss for the airline clients. ATN, however, can differentiate itself by offering significantly reduced queue times which resulted in reduced turnaround times (TAT), ensuring airline clients can return their aircraft to operation swiftly with their well-maintained aircraft. One of the leverages that can be utilized by ATN as they plan to establish their service at Soekarno-Hatta International Airport itself is its strategic location. Operating at Soekarno-Hatta International Airport enables ATN to provide immediate and convenient service to both domestic and international airlines, the location itself has been declared as Indonesia's main aviation gateway for decades and withstand with its predicate as Indonesia's busiest airport, the number two never came close. The certainty of the immense number of air

traffic makes Soekarno-Hatta International Airport the airlines' place of origin and destination.

To provide a quick turnaround time, an optimized workflow process must be established, with a rather low utilization rate earlier on, ATN has a chance to properly set the optimized workflow early, which in the future the already streamlined maintenance procedures may reduce the operation timeframe for the aircraft. To support the optimized workflow, the predictive maintenance technology can be utilized by ATN, through AI-driven analytics through the big data gathered from the historical maintenance, to anticipate addressing maintenance issues effectively and potentially cut down the downtime for inspections, the usage of the technology itself will be adhered to the regulations. The rapid response deployment unit from ATN to the specified airport to conduct light maintenance tasks may bring huge potential leverage for entering the industry. The on-demand mobile MRO service will grant access the airline clients to the more efficient maintenance solution to cut down the aircraft's downtime, which they may also not require to add additional cost to ferry their aircraft, which may be stationed away from Soekarno-Hatta International Airport.

c) Efficiency

Efficiency is a crucial element for ATN that possibly benefits not only the clients but also ATN itself. From the airline perspective, the efficiency provided by ATN allows airline clients to optimize maintenance expenditures while receiving excellent services. To provide this benefit, the formulation of cost-effective pricing models is crucial, in terms of offering competitive rates through strategic cost management and value-based pricing. This formulation requires transparency of the work list and components towards the clients while eliminating any unnecessary costs for the maintenance operation.

The efficient budgeting relies on how effective the maintenance operation that conducted by ATN, on how the operation and its resources can be optimized. Implementing lean maintenance practices plays a huge role in ATN's efficiency, the considerable options such as designing the hangar which gives more daylight intrusion to reduce the lighting cost, optimizing the workload with the available workforces, integrating the service with AI-driven maintenance data analytics and forecasting also one of the options to enhance decision-making for providing aircraft's effective work list in leaning the maintenance practices.

Ensuring the availability of supply is crucial in achieving maintenance efficiency, the timely access towards the components, tools, and parts will potentially reduce the buffer time in maintenance procurements. ATN has the obligation to establish strong relationships and partnerships with the Original Equipment Manufacturers (OEMs) to achieve optimal prices and the assurance of the availability of supply, additionally, the backup plan should be considered, which is related to establishing access to the alternative suppliers.

d) Flexibility

The Understanding that clients have unique operational requirements is something that ATN is aware of, and flexibility is the big leverage that can be provided. The flexible solutions that cater to a variety of maintenance demands should be constructed as ATN's foundation in defining its values. This client-centric approach may enhance ATN's attractiveness to airlines seeking the adaptable and responsive MRO service providers. Being flexible in negotiating the contract, based on the interview results, is one of the aspirations of the airline representatives. Providing room for customization potentially enhances the relationship between the client and ATN, whereas the clients can tailor their service agreements based on fleet size, maintenance scope, and operational urgency. The other arrangements that can be mentioned in the contract may include the warranty for the services to provide trust for the clients as the new entrants in the industry.

In addition, one of the aspirations is also regarding the payment terms, which is crucial for both parties as it is connected to their financial stabilities which may affect their operations. The importance of payment terms is paramount but negotiable, the flexible terms of payment may help the clients to prepare their maintenance expenses further, and the options themselves will be included in the contract, which aims to accommodate the airline's financial structures, furthermore, it will help ATN to strategically consider their financial structures to run the business earlier on, rather than the late payments that may be occurred from stiffer payment terms. Adaptive scheduling may provide a sense of flexibility towards ATN's potential clients since the prominent MRO players have a long queue of service, which leads to another source of aircraft downtime for the clients. Providing the adjustable schedule to fill in the occupancy rate of ATN's services, will allow the clients to reduce the aircraft downtime to be serviced by ATN. Another benefit for ATN, it can strategically maintain its capacity, including the expansion potential with its controlled capacity.

To expand the coverage of service and support the value of on-demand mobile MRO services, ATN can utilize its access to the inflatable hangar infrastructure, which can be built in a few weeks for a temporary hangar or maintenance shelter for emergency and remote maintenance, this potential can expand ATN's service reach beyond the fixed facilities. Moreover, the use of an inflatable hangar may pivot its market bargain as the first-ever MRO company who utilize this infrastructure. By integrating those four core values, Safety and Compliance, Quick Turnaround, Efficiency, and Flexibility, ATN theoretically can establish itself as a worthy competitor in Indonesia's MRO industry. Moving forward, ATN still have room to refine its value proposition as it adjusts to the industry and gains more insights from the clients.

2. Implementation Plan

Entering Indonesia's MRO industry requires a strategic focus on differentiations that will bring leverage for ATN to attract potential clients. With the current MRO players only covering about 30% of the demand, the opportunity for Akasa Teknologi Nusantara to breach the industry is wide open and aims to carve out its market share by emphasizing four core values, which are Flexibility, Efficiency, Quick Turnaround, and Safety & Compliance (FEQSCO). The 'Four Pillars' directly addresses the key pain points aspired by the airline representatives through the research interviews, as it positioned ATN to become a responsive and innovative MRO service provider. This marketing implementation plan outlines how ATN can introduce its leverage towards the potential client effectively and establish its presence in Indonesia's Aviation industry.

a) Elevating ATN's Brand Presence with FEQSCO

To promote the value of Safety and Compliance, Quick Turnaround, Efficiency, and flexibility as their leverage in the industry, the tagline "FEQSCO: Where speed meets safety, efficiency meets compliance" can be introduced through all marketing materials and will be consistently highlighted across all communication channels. The tagline "FEQSCO: Where speed meets safety, efficiency meets compliance" was chosen to communicate ATN's commitment to providing services based on the four pillars that define its value proposition. In the aviation industry, specifically the MRO sector, speed and safety are often seen as priorities against each other, whereas one of them needs to be sacrificed to enhance the other. However, ATN aims to accommodate and harmonise these service elements by ensuring rapid turnaround time (TAT) while maintaining strict safety protocols and compliance standards. Efficiency and compliance are similarly balanced to provide cost-effective maintenance operations by any means adhering to regulatory requirements. ATN must position FEQSCO as a reinforced foundation for ATN in providing their MRO services, which potentially builds up its differentiation and credibility from their potential clients' perspectives.

A robust digital presence will be developed through an SEO-optimized website, the access to the website will give the potential clients another degree of security, while the website itself is managed professionally. The content provided must highlight the four pillars of FEQSCO in terms of its differentiation from the competitors in the industry, the proof of certification, license and compliance also needs to be mentioned on the website to proclaim that ATN adheres to the regulations and its regulatory bodies. The website not only showcases the FEQSCO and ATN's professionalism but also engaging content like blog articles, infographics, and educational videos about the aviation industry, with the aim to raise awareness of the aviation industry itself. The social media, like LinkedIn, YouTube, and Instagram content integration with the website will enhance the chance of establishing brand awareness for ATN, and it will benefit ATN in both ways, for the potential clients to get to know ATN as a brand and its services and to encourage Indonesians to work in the aviation industry with extending their knowledge about the sector.

To further brand awareness specifically in the aviation industry, ATN should participate in both local and international aviation conventions, such as MRO Asia-Pacific Aviation Week, Aviation Festival Asia, and Indonesia Aero Summit. These exclusive conventions and expos are hosted to raise awareness for the aviation industry and provide a stage for any players in the aviation industry to introduce their brand, their innovation, and showcase their milestones. The events will give ATN opportunities to introduce its services to potential clients while highlighting FEQSCO to them. For the next step, being included in the sponsorship of aviation-related events, seminars, and training programs will lay a concrete foundation for its market presence while emphasising its commitment to safety and compliance.

b) Engaging Clients through FEQSCO-Centric Partnerships

The business-to-business (B2B) partnership is built up upon strategic vision on both or more parties, ATN can formulate an offering towards its potential clients on exclusive pilot programs. This program aims to showcase ATN's flexibility in contract clause negotiation, efficient operations, and quick turnaround services. ATN will host exclusive client meetings and demonstrations where airline representatives can experience first-hand how ATN's MRO services fit their preferences in choosing their desired MRO services. These engagements will include a live showcase of ATN's ability to reduce turnaround times while maintaining high safety standards and regulatory compliance.

The personalized presentation can be conducted in the client's location, but ATN can suggest a broader range of presentations, underlining their FEQSCO value if the presentation can be conducted in its hangar. The content of presentations itself must present their breakthrough in Indonesia's aviation industry, this can support the idea that ATN strives for the paramount service offerings. In addition, their innovation and alternative options that are offered on the table compared with the competitors may help ATN to gain leverage from the client's perspective. A personalized outreach approach will be implemented through dedicated account managers who will provide access for consultation for clients, ensuring flexible offering of MRO services that accommodate their unique maintenance requirements and needs.

c) Driving Sales with FEQSCO-Backed Promotions

In service promotion, as the new entrants, ATN can offer introductory discounts and special launch pricing to attract early adopters to give the potential clients an experience regarding ATN's flexibility, which may establish a constructive relationship between the two parties, while ATN is emphasizing its ability to deliver quick, cost-effective, and compliant maintenance solutions. The first-time clients will receive complimentary maintenance assessment and diagnostic reports to showcase ATN's commitment to safety and efficiency, this can be supported by customized contracts and payment terms. The customized contracts will be a key selling point alongside the flexible payment terms, reinforcing ATN's flexibility in formulating agreements based on several considerations of negotiation, such as fleet size, maintenance requirements, and urgency. Flexible billing cycles and deferred payment options will be provided to accommodate the clients' financial structures, ensuring ATN's value of FEQSCO's flexibility.

To further expand the service coverage, ATN will promote its on-demand mobile MRO services, allowing clients to receive proper maintenance support at various airports. A rapid response unit will be deployed for specified airports to conduct maintenance services reducing aircraft downtime while ensuring safety and compliance. The innovative inflatable hangar infrastructure may give leverage for ATN to conduct this service based on its quick installation process, and ATN has an opportunity to market it as an industry-first flexible maintenance option, further supporting ATN's flexibility, quick turnaround time, and efficiency.

d) Tracking Success and Refining FEQSCO Strategies

As a new entrant, the feedback from the clients is as worthwhile as its innovation, the mechanism of clients' feedback will be implemented through structured surveys and feedback sessions with the representative of the clients. Ensuring the continuous assessment of ATN's ability to meet FEQSCO-driven objectives, while also ensuring ongoing improvements and adjustments towards its turnaround times, cost efficiency, safety protocols, and flexibility. The metrics of the marketing performance will be tracked and investigated, including website traffic, social media engagements, lead conversion rates, and surveys from the clients. The ROI on events, sponsorships, and direct promotional efforts will also be monitored to optimize the marketing strategies in introducing their services and the value proposition of FEQSCO. Based on data insight and client feedback, it will help ATN to adjust the necessary changes for their marketing strategy to align with the industry trends and clients' need to prove their value of flexibility through adaptability with the market shifts.

G. Justification of Implementation Plan

Based on the marketing implementation plan, potentially can assist ATN in aiming to establish a strong presence as a new entrant in the MRO services industry by leveraging its four value propositions of FEQSCO. The strategy itself can be justified by the potential market opportunity, whereas Indonesia's MRO industry covers only 30% of the local demand, creating a significant gap that ATN can fill by offering differentiated services towards potential clients. The brand differentiation itself mentions FEQSCO's role in positioning ATN as a unique MRO service provider by balancing speed with safety, efficiency with compliance, and addressing key client concerns.

The competitive advantage can be achieved through the digital content boost, industry-derived events, and strategic partnerships, ATN aims to penetrate the market both in direct and indirect approaches to the clients and social media users as well as educate and raise the awareness of the aviation industry's working opportunities. The direct approach aimed to engage the potential clients through personalized B2B partnerships with flexible options, including the mobile MRO services that widen the coverage of the MRO services and cater to specific airline needs. Measuring both marketing and operational performance through data-driven marketing to gain insights into its continuous performance, including the client's level of satisfaction. The marketing implementation itself has to be strongly justified and adapted to the marketing shifts to

make sure that the strategy and ATN’s values stay relevant, which can be elaborated in Table 5 below.

Table 5. ATN’s marketing implementation plan.

Implementation Area	Strategy	Justification	Success Factors
Brand Presence	Develop SEO-optimized website, social media engagement, participate in industry expos	Enhances credibility, attracts clients, and showcases the FEQSCO framework	Strong digital presence, consistent branding, participation in key industry events
Client Engagement	Exclusive pilot programs, personalized presentations, dedicated account managers	Builds relationships and trust with airlines through direct engagement	High client satisfaction, strong partnership agreements, repeat business
Sales & Promotions	Introductory discounts, complimentary assessments, flexible payment terms	Encourages early adoption and emphasizes ATN’s flexibility and cost-effectiveness	Conversion of initial clients into long-term contracts, positive client testimonials
Service Expansion	Mobile MRO services with rapid response teams and inflatable hangar infrastructure	Reduces aircraft downtime and differentiates ATN with innovative solutions	Operational efficiency, rapid deployment capability, cost-effectiveness
Performance Tracking	Client feedback, performance metrics, ROI analysis	Ensures strategy alignment with market trends and continuous service improvement	Data-driven decision-making, agile adjustments based on feedback, continuous service enhancement

CONCLUSION

Based on the results and discussion, it can be concluded that Akasa Teknologi Nusantara (ATN) has the opportunity to market MRO services in Indonesia by utilizing competitive advantages through the core values of Flexibility, Efficiency, Quick Turnaround, and Safety & Compliance (FEQSCO). By implementing a client-focused and stakeholder-engaging marketing strategy, ATN can build a reputation as a reliable and competitive MRO service provider. Despite facing challenges from established players and strict regulations, ATN can capitalize on the growing demand for MRO services as well as the current capacity shortage in the industry.

Recommendations for ATN include increasing brand presence through digital marketing and participation in industry events, building client-centric partnerships with pilot programs and account managers, and offering attractive promotions to attract new customers. In addition, it is important to track marketing performance with the right metrics in order to adapt strategies to industry trends and evolving client needs. For future research, it is recommended to focus on optimizing the efficiency of MRO services through new technologies such as AI and big data analytics, as well as green solutions and skills training to attract a skilled workforce.

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