



## PREPARING PT ANGKASA PURA II (PERSERO) FUTURE USING SCENARIO PLANNING APPROACH

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### Abstract

Indonesia is the largest market in the Southeast Asia Region for the aviation industry, with over 40% of the total population of Southeast Asia. The country ranks as the second fastest growing aviation industry in the world, after China, in terms of aircraft orders and business value. Then, does this potential imply the performance of airport operators? How is APII's performance as the largest airport operator in Indonesia? What is the performance of infrastructure development in AP II? The company developed a strategy to anticipate future changes over the next ten years (2020 - 2030) in the form of the Company's Long Term Plan. This scenario planning approach is to strengthen the company's strategy to survive amid disruptions and challenges in the next ten years.

To identify the main driving forces can be divided into two main areas, the micro environment and the macro environment. Based on interviews, several problems and keywords that were mentioned by respondents during the interview were collected. This keyword is a description of the problem that might be a source of change in the future. To be able to classify the problem, keywords are categorized into seven driving forces: market, regulation, infrastructure, technology, society, economy and politics.

The scenario planning in this study was developed based on the most important driving forces as the axis, namely the economy and infrastructure. The two axes divide the quadrant into four different scenarios that develop and represent what the industry will face in the future. The development of scenarios also involves the consideration of respondents during the interview. The first quadrant is defined as a Time Bomb in its construction, with high economic growth, but low infrastructure progress. The second scenario is called Cultivation where both driving forces have high growth in numbers. In the third scenario, the name of the scenario is Airport Frenzy, where economic growth is low, but infrastructure growth is high. Dark ages were chosen as the fourth scenario, where both the driving forces of both the economy and infrastructure support were at a low level.

**Keywords:** Challenges, Disruption, Driving Forces, Strategic Planning, Sustainable.

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