



## **PROPOSED COMPETITIVE STRATEGY TO IMPROVE RAJA HAJI FISABILILLAH INTERNATIONAL AIRPORT PERFORMANCE**

Nurul Karina Utami & Harimukti Wandebori  
Institut Teknologi Bandung, Bandung, Indonesia.  
*Corresponding Email:* karina\_utami@sbm-itb.ac.id

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### **Abstract**

Airport business is a capital intensive industry. It needs many funds in developing and improving airport facilities and infrastructure to keep on competitive. Raja Haji Fisabilillah International Airport is one of the airports operated by Indonesia airport management, PT Angkasa Pura II (Persero). For years, the airport financial performances are in critical condition. The operational expenses are much higher than their revenues.

The objective of this research is to define the competitive strategy for Raja Haji Fisabilillah Airport so that the airport can improve its performance. The research was started from environmental scanning, strategy formulation, and strategy implementation and evaluation. After conducting internal and external environment scanning using SWOT analysis, then the information is evaluated by the IE Matrix, Grand Strategy Matrix, and Porter's Generic Strategy.

The research finding revealed that the competitive position of Raja Haji Fisabilillah International Airport in the market was weak, so the airport has to implement intensive strategies to improve its competitive position.

A recommendation business strategy that is suitable for RHF Airport's current condition is creating a General Aviation business. This business is a product that was never implemented by airport competitors, and it can grab different segments of customers. In addition, this business does not require significant investment because the existing airport facilities are sufficient.

**Keywords:** Airport, Business Strategy Formulation, Competitive Strategy, External Analysis, Internal Analysis.

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