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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 Indonesian Maintenance, Repair, and Overhaul (MRO) industry faces significant challenges, as only 30% of domestic aircraft maintenance demand is fulfilled locally, with 70% of commercial aircraft seeking services abroad. This creates substantial market opportunities for new entrants but also presents complex competitive dynamics that require strategic market entry approaches. This research aims to develop a comprehensive marketing strategy for ATN to effectively penetrate the competitive Indonesian MRO market by identifying key differentiators and strategic positioning opportunities. The study employs a mixed-method case study approach, utilizing qualitative data through in-depth interviews with ATN executives, airline representatives, and industry experts, complemented by quantitative analysis of DGCA statistical data on aircraft movements and market trends. The research methodology integrates multiple analytical frameworks including PESTEL analysis, Porter's Five Forces, B2B Value Pyramid, VRIO analysis, STP (Segmentation, Targeting, and Positioning), and the 7P Marketing Mix to provide comprehensive strategic insights. Key findings reveal four critical differentiators for ATN's market positioning: safety and compliance excellence, rapid turnaround times, operational efficiency optimization, and service flexibility. The research demonstrates that ATN can achieve competitive advantage through strategic partnerships, emphasis on core values (FEQSCO framework), and implementation of an integrated marketing approach focusing on underserved market segments. The study contributes to B2B marketing literature in the aviation industry by providing empirical insights into new entrant strategies in highly regulated, capital-intensive sectors. Practical implications include actionable recommendations for market entry, brand positioning, and sustainable competitive advantage development in emerging aviation markets.

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 in aircraft operations and maintenance (Moenck et al., 2024). This idea is also supported by productivity factors which include 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 involving very complex and time-bound maintenance activities, while managing a list of maintenance variables, production planning, and supply chain management, thus requiring a proactive approach to supervise the whole MRO operations (Goncalves & Kokkolaras, 2018, 2019; Hodges & Mo, 2018; Hoff et al., 2023; Li et al., 2020; Oyekan et al., 2020).

The role of MRO in the aviation industry is crucial, ensuring the safety and efficiency of airline operations. Through service and compliance, MRO providers must ensure that the aircraft is in optimal condition, complies with regulatory requirements, and can be smoothly operated. A smoothly operated aircraft may optimize operational costs for airlines and contribute to sustainability (Rodrigues and Lavorato, 2016). From an airline operations perspective, the collaboration between MROs and airlines elevates the airline's fixed-asset investments and daily maintenance operations. For heavy maintenance, a strategic plan must be developed that is relevant to the maintenance route for each aircraft requiring such service, along with precise service scheduling, to achieve efficient and effective services for the airlines (Qin and Ng, 2023).

The growth in aircraft usage also significantly affects the MRO market. Indonesia, as an archipelagic country, extensively uses air transport to cover its vast area. For instance, the MRO market in Indonesia is growing rapidly, only 10% behind India, with Indonesia's projected MRO growth of 9.25% in 2025 (Franciscus, 2016). The market absorption of the Indonesian MRO sector in 2018 was valued at approximately one million dollars, with 30% of the market demand absorbed by Indonesia's MROs. In recent times, the post-COVID-19 pandemic period is not only gradually recovering public health and economic conditions but also easing several limitations or boundaries that were established during the pandemic. This post-COVID-19 phenomenon has triggered people's willingness to commute and travel outside their residence cities via all transportation options such as trains, cars, and planes. According to the Ministry of Industry of Indonesia, 70% of commercial aircraft operated in Indonesia employ foreign MROs outside of Indonesia's borders, and the government plans to accelerate licensing and involvement to boost these numbers (Fadilah, 2024).

These issues have been further magnified by the shortage of skilled workers in Indonesia's aviation industry, with even fewer licensed personnel available. It is estimated that only 19% of Indonesia's workforce is highly skilled, while 44% is semi-skilled, and 37% low-skilled, reflecting the nation's struggle to meet demand for skilled professionals across critical industries in 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 sufficient to meet the growing demands of air travel (DGCA, 2023). The logistical supply chain is also a significant challenge requiring breakthroughs; connectivity regionally and globally must be well established, with a substantial government role in providing proper infrastructure that MROs can utilize for procuring materials and components. Despite challenges, the prospects for MRO business investments and operations remain high, as air travel continues to be a primary transportation choice (Tripathi and Katare, 2023).

The Indonesian MRO industry faces a critical service gap, with only 30% of domestic aircraft maintenance demand fulfilled locally, forcing 70% of commercial aircraft to seek maintenance abroad (Fadilah, 2024). This situation represents a significant economic loss for Indonesia and highlights the urgent need for new MRO providers to enter the market. The shortage of skilled MRO engineers, with only 2,000 licensed professionals serving more than 700 airports nationwide, exacerbates this challenge (DGCA, 2023). Furthermore, post-COVID-19 recovery has accelerated air travel demand, with domestic passenger numbers increasing by 42% in 2023, intensifying pressure on existing MRO capacity.

Previous studies in the MRO sector have primarily focused on operational efficiency and technological advancements (Rodrigues and Lavorato, 2016; Qin and Ng, 2023), with limited attention to marketing strategy development for new entrants in emerging markets. While Chandola et al. (2022) examined productivity factors in MRO operations, there remains a significant research gap in understanding how new MRO companies can effectively penetrate established markets dominated by incumbent players. Existing literature lacks comprehensive frameworks for market entry strategies specifically tailored to the Indonesian aviation context, particularly regarding the unique challenges faced by new entrants at major aviation hubs like Soekarno-Hatta International Airport.

This study addresses these gaps by providing the first comprehensive analysis of marketing strategy development for a new MRO entrant in the Indonesian market. The research novelty lies in its integration of multiple strategic frameworks (PESTEL, Porter's Five Forces, VRIO, B2B Value Pyramid) specifically adapted for the MRO industry context, combined with empirical insights from key industry stakeholders. Unlike previous studies that focus on operational aspects, this research develops a holistic marketing approach that considers both internal capabilities and external market dynamics.

The primary objective is to develop an effective marketing strategy for PT Akasa Teknologi Nusantara (ATN) to successfully enter and compete in Indonesia's MRO market. Specific objectives include: (1) analyzing internal and external factors affecting ATN's market entry; (2) identifying key differentiators and competitive advantages; (3) developing strategic positioning and targeting approaches; and (4) formulating an integrated marketing implementation plan. The research benefits include providing ATN with actionable strategic guidance, contributing to academic literature on B2B marketing in aviation, and offering insights for other new entrants in emerging aviation markets.

The research aims to analyze the internal and external factors faced by Akasa Teknologi Nusantara (ATN) in marketing its services within Indonesia's MRO industry, focusing on strategic marketing within the competitive landscape of Soekarno-Hatta International Airport. The study seeks to propose a marketing strategy for attracting airline clients and an implementation plan to achieve the company's objectives. It examines both internal and external factors, including brand positioning, competitive analysis, and customer acquisition, using Kotler's marketing models. The geographical focus of the research is the area surrounding Soekarno-Hatta International Airport, Indonesia's main aviation hub, with a strategic focus on MRO marketing for newcomers in the industry.

RESEARCH METHOD

This study employed a mixed-method case study research design to comprehensively analyze PT Akasa Teknologi Nusantara's (ATN) marketing strategy development in the Indonesian MRO industry. The research design integrated qualitative and quantitative methodologies to ensure comprehensive analysis and data triangulation. Qualitative methods included in-depth semi-structured interviews with key stakeholders, providing context-specific insights into industry dynamics and strategic considerations. Quantitative data encompassed statistical information from the Directorate General of Civil Aviation (DGCA) regarding aircraft movements, passenger growth, and market trends at Soekarno-Hatta International Airport.

Primary data collection was conducted through structured interviews with multiple stakeholder groups: (1) ATN's internal team, including CEO Firman Budihusodo and Commissioner Markus Fresnel, providing insights into company capabilities and strategic intentions; (2) airline representatives to understand customer needs and pain points; and (3) industry experts to gain broader market perspectives. Interview protocols were developed based on theoretical frameworks and lasted 60–90 minutes each, focusing on market dynamics, competitive positioning, and strategic opportunities.

Secondary data sources included DGCA statistical reports, industry publications, and company documents to supplement primary findings. The integration of these diverse data sources through triangulation methodology ensured the reliability and validity of the research conclusions (Whitenton, 2021).

RESULTS AND DISCUSSION

Analysis

In digging through a deeper understanding regarding both internal and external situations surrounding the aviation Maintenance, Repair and Overhaul (MRO) industry, chapter 4 discusses the findings of the research, including the data collection, which leads to the result of qualitative and quantitative data gathering. The elaboration of the research findings will examine the factors in understanding the substances that alter the market situation of the MRO industry in Indonesia.

Data Findings

In conducting this thesis research, the secondary data collection from PT Angkasa Pura Indonesia as the operator of Soekarno-Hatta International Airport was not possible, due to the company's ongoing transition process which merges the PT Angkasa Pura I and PT Angkasa Pura II. This transition has greatly affected the access to historical and operational data about aircraft movements, passenger movement, and cargo movement, in addition to the interview with the General Manager of Soekarno-Hatta International Airport, making it challenging to obtain direct data and information from the company. Due to the limitation, alternative available and legitimate sources were explored to fulfil the data for the research.

External Analysis

PESTEL Analysis

To support the idea of establishing their service at Soekarno-Hatta International Airport for Akasa Teknologi Nusantara (ATN), the analysis of PESTEL may provide a comprehensive and general understanding of factors externally and enable ATN to strategically position itself effectively. Through examining political, social, technological, environmental, and legal influences, the framework of the PESTEL analysis offers valuable insights as the outcome, into the external environment that could impact both ATN's operations and growth. The result itself will highlight potential opportunities and risks as ATN's guide in aligning its strategies with the market demands and regulatory expectations.

A. Political Factors

The Indonesian government actively supports modernization in sectors like aviation through initiatives such as "Making Indonesia 4.0," which aligns with ATN's focus on technology-driven solutions, enhancing its access to funding and partnerships (Ministry of Industry, 2023). Safety and compliance in the MRO industry are regulated by stringent frameworks, but recent government efforts to streamline complex licensing procedures at Soekarno-Hatta International Airport may ease entry for new MRO providers, while frequent policy changes could increase compliance costs (Fadilah, 2024). Indonesia's political stability, despite the recent presidential regime transition, is crucial for securing long-term contracts and investments in the aviation sector, though shifts in policies may present both risks and opportunities

(Rachmawati et al., 2024; Yüksel, 2012). Additionally, Indonesia's non-aligned political stance facilitates international relations, where bilateral agreements, like the open skies policy, could increase demand for local MRO services, providing ATN with opportunities for expanded international partnerships and a broader client base (IATA, 2023).

B. Economic Factors

Indonesia’s MRO market is projected to grow at an annual rate of 9.25% by 2025 (Franciscus, 2016), driven by the recovery of air travel post-COVID-19, with domestic passenger numbers increasing by 42% in 2023 compared to 2022, highlighting a rising demand for reliable MRO services (IATA, 2023). ATN can leverage this growth by expanding its client base and offering timely, high-quality services to airlines with growing maintenance needs. However, inflation may increase the cost of materials, labor, and operational expenses, requiring ATN to adopt adaptive pricing and efficient cost management strategies to stay competitive (Nugroho et al., 2019). The dominance of established MRO companies like GMF AeroAsia, FL Technics, and Batam Aero Technics (BAT), with BAT's exclusive partnership with Lion Air Group, poses challenges for new entrants like ATN, who can differentiate themselves by specializing in niche markets and forming strategic partnerships (Chandola et al., 2022). Additionally, foreign exchange volatility affects the cost of imported aviation components critical for MRO operations in Indonesia, making effective financial planning and supplier diversification key for ATN’s stability and competitive pricing (Yusuf et al., 2021).

C. Social Factors

Indonesia faces a critical shortage of highly skilled employees, with only 19% of the workforce classified as highly skilled, including MRO engineers. To address this, MRO companies like ATN must invest in training programs to build a competent workforce, enhancing operational efficiency and aligning with Indonesia’s broader goal of a competitive aviation sector (World Bank, 2020; Santoso & Rahayu, 2020). Additionally, the lack of awareness about career opportunities in the MRO industry limits the talent pool, highlighting the importance of collaboration with educational institutions to strengthen ATN’s recruitment pipeline (Hakim et al., 2023). The post-pandemic recovery has led to increased air travel and MRO demand, with heightened traveler focus on safety, offering ATN the chance to emphasize its commitment to the highest safety standards, which aligns with the needs of airline clients (Fadillah, 2024). Furthermore, corporate social responsibility (CSR) plays a crucial role in enhancing brand image and strengthening relationships with stakeholders, especially in the aviation industry, where public perception significantly influences brand reputation (Chernev, 2019; Wijaya et al., 2023).

D. Technological Factors

The adoption of Industry 5.0, integrating Artificial Intelligence (AI) and advanced diagnostic tools, has the potential to enhance ATN's service efficiency and safety standards, with predictive maintenance reducing downtime for airlines and positioning ATN as an innovative MRO provider (Moenck et al., 2024). Additionally, ATN's unique service offerings, such as Non-Destructive Testing (NDT) and mobile maintenance solutions, position the company as a flexible and innovative player in Indonesia's MRO market, allowing it to adapt to evolving industry demands and improve service reliability (FAA, 2023). Furthermore, digital transformation, particularly the use of big data analysis, offers a competitive edge by improving operational efficiency, decision-making, and customer satisfaction, supporting ATN's strategic goals of enhancing service delivery and reducing turnaround times (He et al., 2021).

E. Environmental Factors

The global emphasis on sustainability requires ATN to adopt eco-friendly practices, such as reducing carbon emissions and waste, in line with industry trends and regulatory expectations (Gupta & Benson, 2011). Compliance with international standards like ICAO's CORSIA is critical for ATN, ensuring competitiveness and avoiding penalties (ICAO, 2023). Implementing energy-efficient hangar designs, solar panels, and effective waste management systems will demonstrate ATN's commitment to sustainability. Additionally, optimizing resources through recycling, reducing water usage, and utilizing renewable energy enhances operational efficiency and corporate reputation, while also mitigating climate risks such as extreme weather events (Lee, 2014; IPCC, 2022). Furthermore, adopting eco-friendly innovations, such as green-powered maintenance equipment and biodegradable cleaning agents, and collaborating with industry players on shared sustainability initiatives, can position ATN as a forward-thinking MRO provider (Smith et al., 2023; OECD, 2022).

F. Legal Factors

Aviation companies, including ATN, must comply with strict regulations set by the Directorate General of Civil Aviation (DGCA), ICAO, and IATA, covering operational safety, maintenance standards, and staff certifications. Compliance with these regulations is crucial for avoiding fines, maintaining operational licenses, and upholding customer trust (DGCA, 2023). ATN must also adhere to health and safety standards, including proper handling of hazardous materials and workplace safety protocols, to ensure service quality and prevent accidents, thereby strengthening its reputation as a reliable and safety-conscious MRO provider (ICAO, 2023). Furthermore, managing complex contractual obligations with airlines, suppliers, and government bodies is essential for ATN to minimize disputes, streamline operations, and build long-term partnerships (Wijaya et al., 2023). These factors contribute to

ATN's ability to navigate regulatory and legal challenges while maintaining operational integrity.

Porter's Five Forces Analysis

Akasa Teknologi Nusantara is entering Indonesia's MRO industry which is dominated by well-established domestic and regional players. The industry is crucial for maintaining the safety, efficiency, and longevity of aircraft, making it a highly regulated and capital-intensive business. The growing aviation market in Indonesia and its increasing fleet size, surface the opportunities for new entrants that can offer differentiated services. The analysis of Porter's Five Forces framework hypothetically helps ATN to assess its competitive position and its strategies.

The MRO industry in Indonesia presents high entry barriers due to the required capital investment, strict regulatory requirements, and established brand trust, making it challenging for new entrants like ATN (DGCA, 2023). Suppliers, particularly foreign OEMs, dominate the market for certified components, limiting negotiation space for MRO companies, which can mitigate this by diversifying its supply chain and forming long-term agreements with alternative manufacturers (Yusuf et al., 2021). Customers, including airlines and private clients, hold substantial bargaining power due to the availability of multiple service providers, both locally and regionally, with price sensitivity being a key factor in decision-making; ATN can reduce this power by offering differentiated services such as faster turnaround times and flexible contracts (Wijaya et al., 2023). While the threat of substitutes is relatively low due to strict safety regulations, alternatives like in-house airline maintenance and regional competitors exist; ATN can mitigate this by emphasizing cost benefits and convenience (Fadillah, 2024). The industry rivalry is high, with strong competition from established players such as GMF AeroAsia and FL Technics, making differentiation through specialized services like mobile maintenance and flexible payment terms crucial for ATN's success (Chandola et al., 2022).

Porter's Five Forces Analysis Key Findings:

1. Threat of New Entrants: High entry barriers due to licensing, capital investment, and brand trust (High).
2. Bargaining Power of Suppliers: Foreign OEMs dominate component supplies, necessitating the diversification of the supply chain (High).
3. Bargaining Power of Customers: Airlines have multiple options, with a cost-sensitive and standardized market (High).
4. Threat of Substitutes: Airlines with in-house maintenance and outsourcing to regional competitors pose a medium threat (Medium).
5. Industry Rivalry: Strong competition from major MRO service providers like GMF AeroAsia and FL Technics (High).

Internal Analysis

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.

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.

The B2B Value Pyramid analysis for ATN highlights several critical factors contributing to its success in the MRO industry. Table stakes are the foundational elements that ATN must maintain, such as regulatory compliance, adherence to ethical standards, and offering reasonable, competitive pricing while meeting aviation safety and performance standards (High). Functional value is provided through cost reduction, product quality, and the integration of innovation in maintenance techniques, which ensures operational efficiency and enhances service delivery (High). Ease of doing business is another high priority, focusing on making ATN's services accessible, flexible, transparent, and aligned with clients' needs, offering time savings and expertise while simplifying processes (High). Finally, individual value, which involves enhancing clients' marketability and providing reputational assurance, holds medium significance for ATN, as it helps build client trust and supports network expansion (Medium).

B2B Value Pyramid Analysis Key Findings:

1. Table Stakes: Regulatory compliance, ethical standards, acceptable price, meeting specifications (High).
2. Functional Value: Cost reduction, product quality, and innovation (High).
3. Ease of Doing Business: Simplification, integration, configurability, flexibility, component quality, availability, time savings, expertise, transparency (High).
4. Individual Value: Marketability, reputational assurance, network expansion (Medium).

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.

ATN's competitive positioning in the MRO industry is strengthened by several key resources and capabilities. Its strategic location at Soekarno-Hatta International Airport provides a sustainable competitive advantage due to its accessibility and importance in the aviation industry. ATN’s leadership focuses on flexibility and networking, giving it a temporary edge, while its engineering capability to service diverse aircraft types further strengthens its position. Compliance with aviation regulations, although essential, offers competitive parity. ATN's mobile maintenance units and flexible maintenance timeframes provide temporary advantages, catering to client needs for on-site solutions and customizable schedules. Investments in a wide-body hangar and inflatable hangars offer a temporary edge, while a commitment to safety and service excellence ensures competitive parity. Participation in aviation conventions increases brand visibility but provides no distinct advantage, as competitors also engage in similar activities.

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.

ATN’s market strategy is shaped by effective segmentation, targeting, and positioning. Segmentation involves targeting local and international airlines, cargo operators, and private jet clients, with services tailored to the needs of different market segments, including scheduled and unscheduled maintenance. Targeting focuses on airlines that are not covered by major MRO companies like GMF or FL Technics, or those waiting in line for service, offering ATN a significant opportunity to fill the gap in the MRO market in Indonesia. Positioning emphasizes ATN’s competitive advantages: cost-effective, flexible, efficient, and high-quality MRO services, with flexibility in contracts, payment terms, and turnaround times, which are particularly appealing to airlines looking to reduce operational costs. ATN's ability to offer expert services with high efficiency and flexibility will help establish its presence in the market, positioning it as a reliable choice for airlines in need of dependable and customized MRO solutions.

STP Market Positioning Analysis Key Findings:

1. Segmentation: Local and international airlines, cargo operators, and private jet clients (High).
2. Targeting: Airlines that are not covered by the major MRO companies or waiting in the queue (High).
3. Positioning: Cost-effective, flexible, efficient, high-quality MRO (High).

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.

ATN's MRO services are structured across five product levels, each contributing to its competitive edge in the industry. Core benefits focus on ensuring aircraft airworthiness, operational reliability, and minimizing downtime, which is critical for airline operations (High). Generic products include essential services like line and base maintenance, component MRO, AOG, NDT, and borescope inspection, all vital for maintaining aircraft safety and performance (High). Expected products align with industry standards and client expectations, such as regulatory compliance, skilled engineers, OEM-approved parts, transparency in pricing, and quick turnaround times (High). The augmented product offers differentiation through flexible payment options, AI-based predictive maintenance, mobile MRO services, and customizable contracts, which are designed to meet the specific needs of clients and enhance service delivery (High). Potential products include partnerships with OEMs, green MRO solutions, big data integration, and an MRO training and certification program, which can further expand ATN's service capabilities and market position (Medium).

Five Product Levels Key Findings:

1. Core Benefit: Ensuring airworthiness, operational reliability, and efficiency (High).
2. Generic Product: Line & base maintenance, component maintenance, AOG, NDT, and borescope inspection (High).
3. Expected Product: Compliance, transparency, certified engineers, quick turnaround time, and use of quality parts and components (High).
4. Augmented Product: Flexible payment, AI predictive maintenance, mobile MRO, customizable contracts (High).
5. Potential Product: OEM partnerships, green MRO, big data and real-time status integration (Medium).

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. 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.

ATN's marketing mix is designed to establish a competitive presence in the MRO industry. The product offering includes a comprehensive range of flexible and customizable MRO services, including line and base maintenance, component repair, engine overhaul, and more, tailored to meet client needs (High). Pricing is flexible, with value-based contracts and transparent payment options that offer cost-effective solutions (High). Place focuses on a strategic location at Soekarno-Hatta International Airport, coupled with mobile maintenance services to increase accessibility for airlines across the region (High). Promotion involves direct B2B engagement, participation in aviation expos, and targeted outreach to raise brand awareness and differentiate ATN from competitors (Medium). People are a key asset for ATN, with a focus on employing skilled, certified engineers and providing ongoing training to maintain service excellence and regulatory compliance (High). Process emphasizes streamlined workflows, digital reporting, and adherence to international aviation safety regulations to ensure operational efficiency and transparency (High). Lastly, physical evidence includes ATN's planned wide-body hangar, certifications, and compliance records, showcasing its legitimacy and capabilities (High).

7Ps Marketing Mix Key Findings:

1. Product: Comprehensive MRO services offering flexibility and customizable offerings (High).
2. Price: Flexible pricing and value-based contracts (High).
3. Place: Soekarno-Hatta International Airport & mobile maintenance coverage (High).
4. Promotion: B2B networking, aviation conventions, direct client engagement (Medium).
5. People: Skilled workforce, continuous training, client relationship management (High).
6. Process: Streamlined workflows, digital reporting system, and regulatory compliance (High).
7. Physical Evidence: Wide-body hangar plan, certifications, and compliance record (High).

Solution and Proposed Implementation Plan

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.

ATN's approach to establishing itself as a strong competitor in Indonesia's MRO industry is built around four core values: Safety and Compliance, Quick Turnaround, Efficiency, and Flexibility. In terms of Safety and Compliance, ATN prioritizes strict adherence to regulations from DGCA, EASA, and FAA, ensuring high-quality operations and reducing risks, supported by a skilled and certified workforce. The company also commits to regular safety audits and maintaining an advanced safety protocol throughout its operations. For Quick Turnaround, ATN leverages its strategic location at Soekarno-Hatta International Airport, optimizing workflows and utilizing predictive maintenance technology to reduce downtime, while offering mobile MRO services to further enhance turnaround times. Efficiency is achieved through lean maintenance practices, transparent pricing, and strategic partnerships with OEMs to ensure timely access to parts, reducing maintenance procurement delays and cutting operational costs. Lastly, Flexibility is a major advantage for ATN, offering customizable contracts, adaptable payment terms, and adjustable maintenance schedules, catering to the unique needs of clients. Additionally, ATN's innovative use of inflatable hangars for remote or emergency maintenance extends its service coverage, further enhancing flexibility. By integrating these core values, ATN is positioned to offer a competitive and client-centric MRO service while continuously refining its approach based on industry insights and client feedback.

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 aspirated 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 ATN's core values of Safety and Compliance, Quick Turnaround, Efficiency, and Flexibility, the tagline "FEQSCO: Where speed meets safety, efficiency meets compliance" will be highlighted across all marketing materials and communications. This tagline reflects ATN's commitment to harmonizing speed and safety, efficiency and compliance, and offering cost-effective maintenance while meeting regulatory standards. ATN will establish a robust digital presence with an SEO-optimized website that underscores these pillars, showcasing certifications, licenses, and compliance. Engaging content like blog articles, infographics, and videos will raise awareness about the aviation industry and ATN's role within it. Additionally, participating in both local and international aviation conventions, such as MRO Asia-Pacific Aviation Week and Aviation Festival Asia, will provide ATN with a platform to introduce its services and reinforce its brand. Sponsoring aviation-related events and seminars will further solidify ATN's commitment to safety and compliance.

B. Engaging Clients through FEQSCO-Centric Partnerships

ATN will focus on building strategic B2B partnerships by offering exclusive pilot programs to potential clients, showcasing its flexibility in contract negotiations, efficiency, and quick turnaround services. Personalized presentations and demonstrations will be offered to airline representatives, with opportunities to experience ATN's services firsthand. Account managers will provide consultations to ensure that ATN's MRO services cater to each client's unique maintenance needs, further emphasizing the flexibility and efficiency of ATN's services.

C. Driving Sales with FEQSCO-Backed Promotions

To attract early adopters, ATN will offer introductory discounts and special launch pricing, along with complimentary maintenance assessments and diagnostic reports. Customized contracts with flexible payment terms will highlight ATN's adaptability and reinforce its core value of flexibility. Additionally, ATN will promote its on-demand mobile MRO services and the use of inflatable hangars, offering flexible maintenance solutions and reducing aircraft downtime. The rapid response unit and inflatable hangar infrastructure will be marketed as innovative, flexible, and cost-effective solutions that distinguish ATN from competitors.

D. Tracking Success and Refining FEQSCO Strategies

ATN will regularly collect client feedback through surveys and feedback sessions to ensure continuous improvement in its services. Marketing performance metrics, such as website traffic, social media engagement, and lead conversion rates, will be tracked to assess the effectiveness of marketing efforts. ROI on events, sponsorships, and promotional campaigns will also be evaluated, ensuring that ATN's marketing strategies remain aligned with industry trends and client needs. By refining its approach based on data insights and client feedback, ATN can adapt to market shifts and further strengthen its value proposition.

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 IV.13 below.

Table 1. ATN's marketing implementation plan.

Implementation Area	**Strategy**	**Justification**	**Success Factors**
Brand Presence	Develop SEO-optimized website, social media engagement,	Enhances credibility, attracts clients, and showcases the	Strong digital presence, consistent branding,

	participate in industry expos	FEQSCO framework	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

This study analyzed PT *Akasa Teknologi Nusantara*'s (ATN) marketing strategy for entering Indonesia's *Maintenance, Repair, and Overhaul* (*MRO*) industry, focusing on establishing facilities at *Soekarno-Hatta International Airport*. Combining qualitative interviews with key stakeholders and quantitative statistical data, the research assessed competitive pressures and strategic opportunities using frameworks such as PESTEL, Porter's Five Forces, VRIO, and the 4P Marketing Mix. Operating in a regulated and competitive market dominated by established players like GMF AeroAsia and FL Technics, ATN's strategy centers on four core values—flexibility, efficiency, quick turnaround, and strict compliance (FEQSCO)—offering flexible payment terms, customizable contracts, and adaptive scheduling to build client trust and long-term partnerships. The implementation plan includes brand promotion, client engagement, sales growth, and performance tracking to support sustainable market penetration. Key contributions include a tailored marketing framework for new *MRO* entrants, empirical insight into Indonesia's aviation industry, integration of strategic tools for market entry, and practical recommendations for policymakers and stakeholders. For future research, investigating the integration of artificial intelligence, sustainable and eco-friendly maintenance practices, and workforce development within the Indonesian *MRO* sector is suggested to address evolving industry demands and enhance competitiveness.

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