



Research Paper

Strategy to Increase Passenger Attractiveness at Kertajati International Airport, West Java

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ABSTRACT: The purpose of this study is to increase passenger attractiveness of West Java International Airport (BIJB) Kertajati in West Java Province, Indonesia. The main problem is inadequate accessibility, such as the distance from West Java International Airport (BIJB) Kertajati which is still above 90 minutes, especially from Bandung and Karawang. The method used is a special case study with a SWOT analysis approach. Correspondents in this research are the leadership and management of West Java International Airport (BIJB) Kertajati. To attract passengers, strategy and positioning are determined through the analysis of External Factor Evaluation and Internal Factor Evaluation. The results of the study obtained alternative strategies, namely the SO strategy by increasing the frequency and number of new flights both domestic and international, the ST Strategy by providing socialization to the public through promotional media such as video tron, billboards and other promotional media and increasing the competence of human resources to become competent human resources and also improve information technology in serving airports, the WO Strategy through improving the quality and quantity of human resources through a measurable division of tasks and responsibilities, and the WT Strategy through the use of all existing facilities and human resources to achieve service standards, evaluation and monitoring of employee performance on a regular basis through a scheduled work programs, and conduct socialization with government agencies as a routine program for airport activities.

KEYWORDS: Attractive Airport Passengers, Evaluation of External Factors, Evaluation of Internal Factors, SWOT Analysis

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I. INTRODUCTION

West Java International Airport (BIJB) Kertajati in the Kertajati District, Majalengka Regency, West Java, Indonesia is considered very strategic to improve the economy from the mobility of inflows and outflows of people from various regions in Indonesia, as well as abroad. The reason the West Java International Airport (BIJB) Kertajati was built is because the population of West Java province has reached 49.94 million people at the end of 2020 while Husein Sastranegara Airport, Bandung, is considered very congested [1]. West Java International Airport (BIJB) Kertajati is also considered to be a logistics transportation link from two ports, namely Muara Jati Port, Cirebon and Patimban Port, Subang. From Cirebon Port to West Java International Airport (BIJB) Kertajati, it is only 59 KM away with a long distance of about 2 hours. While the distance from Patimban Port only takes 1 hour 30 minutes. West Java International Airport (BIJB) Kertajati is included in one of 13 new industrial cities in a strategic area called Rebanda. In the future, the tambourine regional engine will contribute one percent to Indonesia's economic growth for the next 10 years [2]. The government will follow up through the Presidential Regulation for the Acceleration of Infrastructure Development in West Java to become the legal basis for the central government to intervene in infrastructure development in the region [2].

West Java International Airport (BIJB) Kertajati was inaugurated in 2018. Currently the airport has a runway with dimensions of 3,000 m x 60 m and will be extend to 3,500 meters so that it can accommodate wide-body aircraft such as the Airbus A380-800. The airport serves as a buffer to help facilitate air traffic at Soekarno-Hatta International Airport in Jakarta. The airport will also operate a cargo terminal with an estimated

1.5 million tons of cargo in 2020. However, after the airport was inaugurated and operated, the West Java International Airport (BIJB) Kertajati is increasingly quiet and the interest of passengers to take flight from/to the International Airport West Java (BIJB) Kertajati is low and also at least the flight of new routes that were opened.

The actual conditions at West Java International Airport (BIJB) Kertajati indicate that there are conditions that still do not support the plan according to the master plan, including: few flight routes, low passengers, limited airport runway capacity, lack of human resources. Given the complexity of airport planning, various problems often arise that hinder the effectiveness of airport development. This condition is experienced by the management, namely West Java International Airport (BIJB) as the manager responsible for building and developing Kertajati International Airport. Based on the company profile document from BIJB, information was obtained that at the beginning of operation, there were approximately 11 flight routes to and from this airport. However, in reality, only a few routes are operating because the Seat Load Factor (SLF) passenger occupancy rate is below 30%. Airlines tend to decide not to operate because there will be losses on flight operational costs. According to the BIJB report at the end of 2018, the number of passengers at West Java International Airport (BIJB) Kertajati since operating in May 2018 until the end of 2018 was only 35,000 people. Whereas the initial stage of the terminal capacity of Kertajati International Airport can accommodate five million passengers per year.

Some of the problems that make West Java International Airport (BIJB) Kertajati empty of passengers include; (1) Inadequate accessibility, such as the distance to Kertajati West Java International Airport (BIJB) which is still more than 90 minutes, especially from Bandung and Karawang, without any toll roads or train lines; (2) West Java International Airport (BIJB) Kertajati has not been integrated with other modes, the lack of transportation facilities from West Java International Airport (BIJB) Kertajati to business centers and residential areas and vice versa; (3) Flight service users or prospective passengers prefer Husein Sastarnegara airport, Bandung and Soekarno-Hatta Airport, Cengkareng because their access is easier and faster, and (4) There is still a lack of integrated facilities and infrastructure in order to support the operation of West Java International Airport (BIJB) Kertajati, for example the availability of hotels for passengers, housing for airport workers and other supporting facilities.

In its development, Kertajati International Airport is currently still experiencing difficulties in providing optimal airport services in all aspects for passengers due to inadequate accessibility and ecosystems around the airport [3]. The current condition of Kertajati International Airport has prompted a broad vision ahead, where Kertajati International Airport not only needs to build its airport but also builds the area around the airport to support the work of the airport and its ecosystem. He added, according to a study [4], that in terms of the accessibility of prospective passengers, airport operations are also optimistic that there will be no problems. The current condition is that the Cipali Toll Road to the airport area is currently under construction and the Cisumdawu Toll Road section is under construction, which is still not completed and is expected to make its accessibility easier. This research also supports the study [5], that Kertajati International Airport with the aerotropolis concept in accordance with the airport development master plan, is expected to provide a systematic reference for operations for BIJB as a West Java International Airport (BIJB) Kertajati company.

II. RESEARCH METHODOLOGY

This research is a special case study with a SWOT analysis approach. Data collection tools using interviews, observations, and document studies. Qualitative analysis was carried out by SWOT analysis and descriptive analysis, with the following explanation: the EFE (External Factor Evaluation) matrix allows strategists to summarize and evaluate information on economic, social, cultural, demographic, environmental, political, government, legal, technological, and competitive. Regardless of the number of key opportunities and threats included in the EFE Matrix, the highest possible total weighted score for an organization is 4.0 and the lowest weighted score is 1.0. The average total weight score is 2.5. A total weight score of 4.0 indicates that an organization responds very well to the opportunities and threats that exist in its industry. In other words, the company's strategy is effectively able to take advantage of existing opportunities and minimize the potential negative effects of external threats. A total score of 1.0 indicates that the company's strategy is not able to take advantage of existing opportunities or avoid emerging threats. The IFE (Internal Factor Evaluation) Matrix is a strategy formulation tool that summarizes and evaluates the main strengths and weaknesses in the functional areas of the business and also serves as a basis for identifying and evaluating the relationships between these areas. Internal factors are factors that can be controlled by the company [6]. Internal factor audits require efforts to gather information about the organization's operations.

III. RESULTS AND DISCUSSION

Results

External Factor Evaluation (EFE) Matrix

Identification of opportunities owned by West Java International Airport (BIJB) Kertajati

First, the potential of West Java's industry is extraordinary. Industrial development in West Java is one of the priority destinations for passenger arrivals and facilitates public access in Cirebon and Sumedang. So that it can connect the dots in the West Java region. This will spur the growth of the movement of aircraft and passengers and goods at the airport to be higher, especially for domestic and international tourists. West Java is developing a metropolitan city-based area in the northern part of the eastern part of West Java covering seven regencies or cities, namely; Subang Regency, Indramayu, Sumedang, Majalengka, Cirebon Kuningan and Cirebon City [2]. He added that based on the concept of Rebana Metropolitan The Future of West Java presentation, the development of the area called Rebana (Cirebon-Patimban-Kertajati), was supported by Patimban Port, Kertajati International Airport and Cirebon Port as the Center for Regional Logistics and Connectivity [2]. Based on the 2020 West Java Governor Regulation, the realization of the Cirebon-Patimban-Kertajati Region as a motor of economic growth for the eastern-north part of West Java is based on integrated, innovative, collaborative, highly competitive, and sustainable industrial development.

Second, the growth potential of international air transportation. International aviation conditions are increasingly developing, opening opportunities for Indonesia with its strategic geographical position so that it has a higher potential for growth in air transportation across the Asia Pacific region. Just as Kertajati International Airport will be opened as a hajj embarkation airport, judging by the large number of pilgrims from West Java. So West Java pilgrims can fly directly from Kertajati International Airport without having to go through Soekarno Hatta International Airport.

Third, the transition from Husein Sastranegara International Airport. Commercial flights from Bandung's Husein Sastranegara International Airport are confirmed to be gradually diverted to West Java International Airport (BIJB) Kertajati Majalengka. This is because Husein Sastranegara International Airport has reached the maximum limit for commercial flights.

Fourth, the integration of transportation modes. The mutual integration of land, sea, air, and rail transportation modes is a basic need for users of transportation services. This will be an added value for airport service users because it will provide convenience to their destination. This convenience needs to be supported by appropriate intermodal facilities at the airport so that transportation users become comfortable and easily reach their destination.

The threats of West Java International Airport (BIJB) Kertajati

First, inadequate access. The lack of strategic access to Kertajati International Airport is a very important threat that causes commercial airlines to be reluctant to open flight routes to and from Kertajati International Airport. The location of Kertajati International Airport is in a less strategic position because people who want to go to Bandung prefer to use the land route without having to go through Kertajati.

Second, the availability of other modes to get to Kertajati. The availability of various modes of choice for people to get to Kertajati, such as buses and private cars, is a challenge in an effort to increase passenger interest in Kertajati International Airport. The existence of this choice causes the passenger capacity not to be fulfilled to the maximum, causing airlines to be reluctant to add or open new routes.

Third, the limited government support to develop tourism objects. What threatens the attractiveness of airport passengers in an effort to increase the number of passengers is the limited support from the government to develop tourist attractions around the Kertajati area, Majalengka. With the opening of tourist attractions with easy access, this can attract increasing the number of passengers to Kertajati International Airport or vice versa.

Identification of opportunities and threats owned by West Java International Airport (BIJB) Kertajati is explained through External Factor Evaluation (EFE) with weights, ratings and scores (Table 1).

Table 1: Matrix of External Factor Evaluation (EFE)

External Factors		Weight (a)	Rating (b)	Score (axb)
Possibility	1 West Java's big industrial potential	0.20	4	0.80
	2 International air transport growth potential	0.10	4	0.40
	3 Husein Sastranegara International Airport Transition	0.10	4	0.40
	4 Integration of transportation modes	0.10	4	0.40
Threat	1 Insufficient access	0.15	4	0.60
	2 There are other modes of transportation from/to Kertajati	0.20	3	0.60
	3 Limited government support to develop tourism objects	0.10	3	0.30

External Factors	Weight (a)	Rating (b)	Score (axb)
Total	1		3.60

Overall, the total weight score is 3.60 in table 1, which on a scale of 1 to 4 is very above the average (midpoint) 2.5, so it can be said that West Java International Airport (BIJB) Kertajati has a very large and good opportunity and can avoid external threats in an effort to increase passenger interest, which is currently increasingly empty of passengers at the airport. However, there are some things that need to be improved because the highest weight is 4.0, such as mode integration. The threat with the highest weight (0.20) is considered a very important factor for the attention of West Java International Airport (BIJB) Kertajati.

The strengths of West Java International Airport Kertajati

First, the high growth of the Hajj pilgrims from West Java. The enthusiasm of prospective pilgrims from West Java is quite high, seen from the data on the Cost of Hajj Organizers (BPIH). The West Java regional office of the ministry of religion noted that many prospective pilgrims had already paid off the BPIH. For this reason, there is a potential that is the strength of Kertajati International Airport as an embarkation for Hajj between those from West Java.

Second, the status and role as an international airport. West Java International Airport Kertajati has been designated as an International Airport. Therefore, Kertajati International Airport has fulfilled the requirements to carry out international flights in terms of service facilities at the airport to air side facilities.

Third, the potential for Wide Body aircraft movement with the stipulation of West Java International Airport Kertajati as an International Airport, this airport can use Wide Body aircraft which have the potential for cargo activities, making it easier to increase the development of the logistics industry in West Java Province.

Weaknesses of Kertajati Airport

First, Operational and Management costs that exceed Revenue. The high operational and management costs of the airport are not commensurate with the revenue from West Java International Airport Kertajati. This is because until now there is still little interest in passengers. For this reason, it is necessary to increase the attractiveness of passengers to West Java International Airport Kertajati.

Second, the limited quality and quantity of human resources for the operator of West Java International Airport Kertajati is an obstacle in increasing the attractiveness of the airport's passengers. The quality of the airport operator's human resources must have the quality of education that is adjusted to the cultural changes that occur. If the quality and quantity of human resources have been met, it will help optimize the West Java International Kertajati Airport as an international airport.

Third, the limited flight routes, the interest of airlines to open new routes because they do not want to take the risk of loss due to the lack of passenger interest, but this must have mutual agreement from all parties. There must be an incentive policy for airlines by not providing landing fees, parking fees and increasing promotions through social media and mass media.

Identification of the strengths and weaknesses of West Java International Airport (BIJB) Kertajati is explained through Internal External Evaluation (EFE) with weights, ratings and scores (Table 2).

Table 2: Matrix of Internal Factor Evaluation (IFE)

Internal Factors		Weight (a)	Ratings (b)	Score (axb)	
Strength	1	High growth of pilgrims from West Java	0.15	4	0.60
	2	Status and role as an International airport	0.20	3	0.60
	3	Wide Body aircraft movement potential	0.10	3	0.30
Weakness	1	Operational and Management Costs that exceed Revenue	0.15	3	0.45
	2	Limited quantity and quality of human resources	0.10	2	0.30
	3	Limited flight routes	0.20	4	0.80
Total			1.00		3.05

From the results of Table 2, it can be seen that the two most important factors in optimizing the West Java International Airport (BIJB) Kertajati are the growth of prospective pilgrims. The two most important factors also have the power to optimize the West Java International Airport (BIJB) Kertajati. However, there are problematic weaknesses, namely the three factors that really need to be considered, namely high operational costs, limited quality and quantity of human resources and limited flight routes.

Overall, the total weight score is 3.05 which on a scale of 1 to 4 is above the average (3.05 midpoint). Indicates that there is a wide scope for improvement in services, procedures and strategies. The Internal Factor

Evacuation Matrix provides important information for strategy formulation. From the results of Table 2 West Java International Airport (BIJB) Kertajati needs to optimize revenue by increasing passenger interest in flying at Kertajati International Airport and the need to improve the quality of human resources and the number of human resources both socializing to airline staff and also to managing human resources.

Analysis Based on SWOT Matrix

The SWOT Matrix is an important matching tool that helps managers develop four types of strategies: SO Strategy (strengths-opportunities), WO Strategies (weakness-opportunities), ST (strengths-threats) Strategies and WT (weaknesses-threats) strategies.

Table 3: Matrix SWOT Analysis

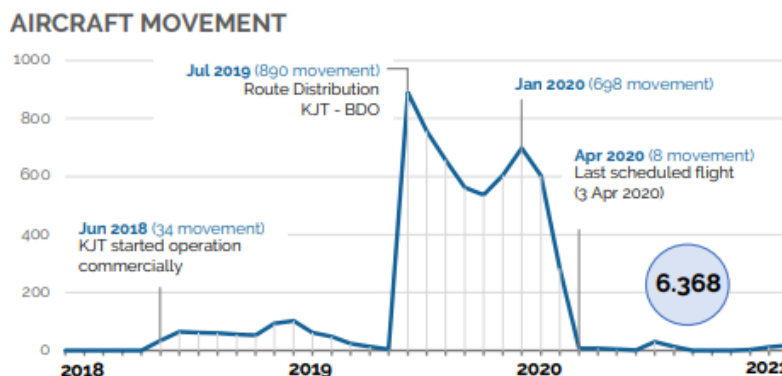
INTERNAL	S-Strength	W-Weakness
	<ol style="list-style-type: none"> High growth of pilgrims from West Java Status and role as an international airport Potential for wide body aircraft movement 	<ol style="list-style-type: none"> Operational and Management Costs that exceed Revenue Limited quantity and quality of human resources Limited flight routes
EXTERNAL		
O Possibility	SO Strategy	WO Strategy
<ol style="list-style-type: none"> West Java's big industrial potential. International air transportation growth potential. Husein Sastranegara International Airport transition. Asean Open Sky Policy. Integration of transportation modes. 	<ol style="list-style-type: none"> Adding new flight frequencies and routes, both domestic and international. Expansion and complete access. Closed Husein Sastranegara Airport for civil aviation. 	<ol style="list-style-type: none"> Increase control over the upper or lower limit rates imposed by airlines to the public. Improving the quality and quantity of human resources through a measurable division of tasks and responsibilities. Increase airport operating hours.
T Threat	ST Strategy	WT Strategy
<ol style="list-style-type: none"> Inadequate access. There are other modes of transportation from/to Kertajati. Limited government support to develop tourism objects. 	<ol style="list-style-type: none"> Provide socialization to the public through promotional media such as billboards and other promotional media. Provides easy and affordable transportation access to and from airport locations. Increasing the use of information technology in serving airport users. 	<ol style="list-style-type: none"> Optimizing all existing facilities and human resources to achieve service standards. Conducting socialization with local government agencies as a routine program of activities. Provide permission and convenience for advanced transportation providers as transportation access to and from the airport.

Discussion

SO Strategy, ST Strategy, WO Strategy, and WT Strategy

The SO strategy uses strengths by taking advantage of opportunities: 1) Adding new flight frequencies and routes both domestically and internationally, 2) Expanding and completing airport access, and 3) Closing Husein Sastranegara Airport for civil flights.

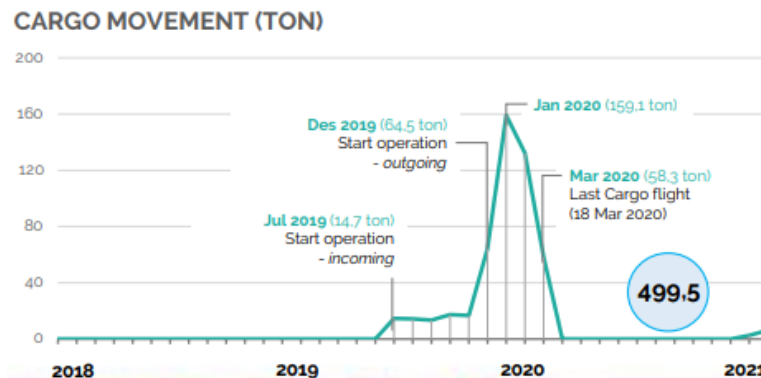
As an international airport that is projected to be able to share the flight load with Husein Sastranegara Airport, Kertajati International Airport has begun to be targeted as a community hub to flight to several regions in Indonesia. This airport seeks to provide awareness and socialization to the entire range of people who have the potential to flight to various regions in the archipelago, while also continuing to explore international routes. Since 2018-2021 based on the last schedule flight, Kertajati International Airport has reached 6,368 aircraft movements (Figure 1).



Source : [2]

Figure 1: Aircraft Movement (2018-2021)

West Java International Airport (BIJB) Kertajati since July 2019 until the 1st quarter of 2020, Cargo Movement activities have reached 499.5 Tons (Figure 2). So, in 2021 West Java International Airport (BIJB) Kertajati is targeted to become a Logistics Aviation Center.



Source: [2]

Figure 2: Cargo Movement

ST strategy, using strength to avoid threats; 1) Providing socialization to the public through promotional media such as billboards and other promotional media, 2) providing easy and affordable transportation access to and from airport locations, 3) increasing the use of information technology in serving airport users.

The promotion is carried out, because there are around 15 million local residents from Subang, Purwakarta, Sumedang, Cirebon, Indramayu, Majalengka, and Kuningan in West Java Province and Tegal and Brebes in Central Java Province who have the potential to choose Kertajati as their flight destination. Promotional activities have also been carried out where PT BIJB together with the Tourism and Culture Office of West Java Province ensured that the hotel was ready to provide discounts of up to 40 percent for passengers traveling through West Java International Airport (BIJB) Kertajati, Majalengka. Memory of Understanding have been made for hotel owners under the auspices of the Indonesian Hotel and Restaurant Association (PHRI) in West Java, Cirebon Regency, Indramayu Regency, Majalengka Regency, and Kuningan Regency (Ciayumajakuning) [7].

The construction of the Cisumdawu Toll Road is planned to be completed by the end of 2021, which will shorten the distance from Bandung to West Java International Airport (BIJB) Kertajati from 2.5 hours to 45 minutes. Currently, the completion of the Cisumdawu Toll Road is still ongoing and will become the main accessibility to Kertajati International Airport, the ease of transportation will continue to be improved. The free government bus service is an option for people who want to go to Kertajati International Airport, especially residents of the city of Bandung. This study supports previous research that discusses accessibility, based on the results of the study [8], the accessibility problem of Kertajati International Airport is an urgent problem that must be addressed immediately. Because, these problems can have a systemic impact. Accessibility problems are considered to cause economic and business losses for airlines and pose serious obstacles to the development of West Java International Airport (BIJB) Kertajati in the future.

Accessibility through other land transportation, it is planned to build a railway transportation that connects Bandung and Cirebon via West Java International Airport (BIJB) Kertajati [1]. WO strategy, using opportunities to overcome weaknesses, 1) Increasing supervision of the upper or lower limit rates imposed by airlines to the public, 2) Increasing the quality and quantity of human resources through a measurable division of tasks and responsibilities.

WT strategy, minimize weaknesses and avoid threats; 1) Optimizing all existing facilities and human resources to achieve service standards, 2) Conducting socialization with government agencies as a routine activity program, and 3) Providing permits and facilities for advanced transportation providers as transportation access to and from the airport.

To optimize facilities, the commercial area continues to be increased, such as the addition of food tenants, banking, prayer rooms, and several public facilities. Kertajati International Airport has embraced 12 travel partners as advanced transportation providers serving nine regions in West Java, such as the cities of Bandung, Tasikmalaya, Kuningan, Cirebon, Purwakarta, Sumedang, Majalengka, Indramayu, and Karawang [7]. Discounts are also provided by travel companies that transport passengers to Kertajati, by shuttle directly transporting passengers to the terminal. To achieve goods services to the cities of Balikpapan, Makassar, Medan, several agents in the province of West Java to date have been able to guarantee the tonnage of aircraft (5

tons/day) [2]. In addition, the destinations to these cities can reach all domestic and international destinations so that the tonnage of outgoing cargo will be large and the tonnage of incoming cargo is predicted not to be too small.

This research is in line with the Kertajati International Airport research by [5], which proposes the formulation of a strategy based on a resource-based approach with an evaluation analysis of external factors, and internal factors which then determine the strategic direction using a matrix of threats, opportunities, weaknesses, strengths. This research is in line with several previous studies such as those studied by [8]–[11], which discusses the concept of a futuristic airport by creating an airport concept that has natural nuances, an open airport and integrated with aerocity. Currently Aerotropolis will be implemented at West Java International Airport (BIJB) Kertajati and has been included in the Masterplan with a planned area of 3480 hectares. This plan is also in line with previous research that discussed the Aerocity concept [12]–[14] They explained that one of them was the need to establish a Public Service Agency for handling airports and the management of the West Java International Airport which was formed by the West Java Provincial Government to handle the surrounding area so that the Aerocity concept could be realized. Partnership between the Government and Business Entities is also possible, both in facilities to the airport and supporting facilities.

IV. CONCLUSION

The results of the SWOT analysis obtained alternative strategies, namely, the SO Strategy by increasing the frequency and number of new flights both domestically and internationally, the need for land and air side development to anticipate the growth of cargo and logistics flights and also the need to improve the quality of airport services. ST Strategy is to provide socialization to the community through promotional media such as video tron, billboards and other promotional media and to increase the competence of human resources to become competitive human resources and also improve information technology in serving airports. Soon an access road will be built connecting West Java International Airport (BIJB) Kertajati to various accesses, especially the province of West Java. Connectivity must be opened immediately by building transportation facilities that connect West Java International Airport (BIJB) Kertajati in an efficient manner.

WO Strategy through improving the quality and quantity of human resources through the division of tasks and responsibilities that are measurable. Increase supervision of the upper/lower fares imposed by airlines. The WT Strategy is to increase the attractiveness of passengers from all existing facilities and human resources to achieve service standards, evaluate and monitor employee performance on a regular basis through scheduled work programs, and conduct socialization with government agencies as a routine program for airport activities. It is necessary to grant permits and facilities for advanced transportation providers to access transportation from and to the airport.

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