

**“THE VRIO ANALYSIS OF CORPORATE STRATEGY IN  
FACING THE IMPLEMENTATION OF THE ASEAN OPEN  
SKIES 2015: THE CASE OF PT. GARUDA INDONESIA”**

**THESIS**

**Presented to Postgraduate Program Master of Management, Bakrie  
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of Management**



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STATEMENT OF THE AUTHOR

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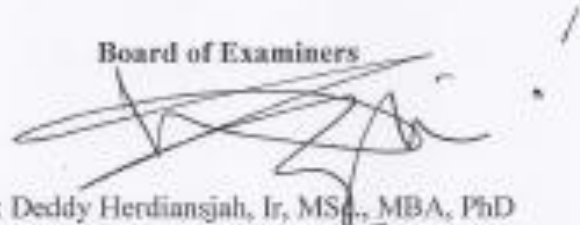
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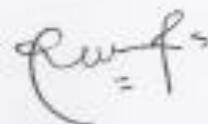
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**“THE VRIO ANALYSIS OF CORPORATE STRATEGY IN FACING THE  
IMPLEMENTATION OF THE ASEAN OPEN SKIES 2015: THE CASE OF  
PT. GARUDA INDONESIA”**

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**ABSTRACT**

*This study examines the strategy of Garuda Indonesia in facing the implementation of the ASEAN Open Sky 2015 and identifies Garuda Indonesia strategies towards the ASEAN Open Skies Policy 2015 and identifies which factors significantly influence in competition arena. The analysis is done by looking at the extent of preparation and readiness of Garuda Indonesia by VRIO frameworks & Five Porter Forces. This study is compiled from some resources and references including book, newspaper, magazines, annual report and some site in internet. Conclusion found is Garuda Indonesia's efforts in the face of the ASEAN Open Skies Implementation is in compliance with products and services refer to International standart. The results of this study is an attempt garuda Indonesia in competition arena of ASEAN Open Skies compliance by improving procurement, human capital, product and services, and prepare the infrastructure and quality in the aviation sectors. However Garuda Indonesia is already in good strategy and must practice aggressive strategy to maximize the opportunity to compete in regional or international level.*

**Keywords** : ASEAN Open Skies 2015, Strategy, VRIO Framework, Five Porter Forces, Competition

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## ABBREVIATIONS

Airline	: A business that provides schedule or chartered air transport of passenger or cargo
AOSP	: ASEAN Open Skies Policy is a form of sky liberalization that will be implemented in 2015
ASA	: Air Service Agreement normally between two nation states, also known as a bilateral air service agreement or bilateral.
ASEAN	: The Association of Southeast Asian Nations: A geo-political and economic organization of ten countries located in Southeast Asia
CAPA	: Centre for Asia Pacific Aviation
Capacity	: The number of flights or seats that could be operated between the two countries
CLMV	: Cambodia, Laos, Myanmar, Vietnam
Code-sharing	: An agreement whereby airlines permit the use of their flight code in the flight schedule of other airlines providing they have the underlying traffic rights. This allows two or more airlines to market their joint services as a single entity and each airline can sell tickets on its code-share partners either as a stand-alone flight or as a connecting service.
Connecting flight	: A flight on which passenger changes airlines at an intermediate stop to reach their final destination, wherein the previous flight segment has a different flight number
Designation	: The number and name of airlines nominated by each country in an air service agreement to operate air services between the two countries
FSC	: Full-Service Carrier A “legacy” or “full service network carrier” is an airline that focuses on providing a wide range of pre-flight and onboard services, including different service classes, and connecting flights
Frequent flyer program	: Airline marketing programs designed to win customer loyalty by awarding “points” for miles flown. Points can be redeemed for free flights or upgrades in cabin service or, in some instances, non-airline services or items