

A Case Study on Key Success Factors of Garuda Indonesia Airlines

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ABSTRACT

The airline industry plays a vital role in stimulating social, and economic development. Thus, Garuda Indonesia implements various strategies and promotions to face the fast-changing pricing condition and the fierce competitive condition in the local and international markets. This study aims to systematically describe the characteristics of the factors improving Garuda Indonesia Airline's profitability for its further opportunity exploration and to establish some limitations it is currently facing. To understand how they fully work and to provide more suggestions for the improvements of its overall operational activities, some data will be collected and analyzed.

Keywords: Characteristics, Factors, Garuda Indonesia Airlines, Limitations, Opportunity, Strategies and Suggestions

INTRODUCTION

The Airline industry plays a vital role in stimulating social, and economic development. It provides a channel to promote exotic culture, food, and sceneries boosting local tourism and reducing the unemployment rate. Besides, the country can exchange ideas around the world, build a robust international relationship as well as increase international trade. Garuda Indonesia Airline, in this case, will be our target company as our group's research study mainly because it is considered as the best national airline in Indonesia even tops its game in South-East Asia. This 5-Star Airline is also renowned for its legendary transformation from rot to rave.

Founded in 1949, Garuda Indonesia is one of the significant airlines and national flag carriers in Indonesia (Brook, 1996). They provide both local and international flights for passengers and cargo. Garuda Indonesia has seven subsidiaries: Citilink Indonesia, Maintenance Facility Aero Asia, Aero Wisata, Abacus DSI, Garuda Angkasa, and Cargo Garuda Indonesia and Aero Systems Indonesia to consolidate the market position

(Garuda Indonesia Airlines, 2020a). Garuda Indonesia provides more than 600 daily domestic and foreign flights for its passengers as well as serves more than 90 global destinations. Besides, Garuda Indonesia works with multiple airlines for direct flights to Bali from specific areas such as Kuala Lumpur, Guatemala, Singapore, and other services from Amsterdam, through Abudhabi and Vienna to Bali and Medan and overflying Jakarta.

As one of the best companies in this competitive industry, a rational level of competition is vital to ensure their companies are always on top of their games. However, it will cause a severe competitive condition in the airline market and destroy competitors and the country. In response to this, almost every airline strategy is the fares to improve its competitiveness. However, this is an irrational way as it is unable to ensure the stability of the airlines. It is because the limited revenue could be inadequate to cover the high maintaining aircraft costs and the variable costs of the Airlines. They will face bankruptcy, and the country's income will be affected over time (Iswari, 2020)

Garuda Indonesia Airlines implements various strategies and promotions to meet the fast-changing pricing condition and the fierce competitive condition in the local and international market. In 2009, Garuda Indonesia announced a 'Quantum Leap' plan to improve its competitiveness from seven aspects, including Domestic, International, Lost-Cost Carrier (LCC), Brand, Cost Discipline, and Human Capital (Tesoro, 2000). With the ongoing efforts, Garuda Indonesia was promoted as a 5 Star Airline by Skytrax and had a competitive ascendancy over its competitors. In the same year, Garuda Indonesia became one of the members of the SkyTeam alliance (Wigdortz, 1998).

Garuda Indonesia Airlines was considered quite controversial in its industry for the past years. At the same time, the reputation of a particular company is highly crucial, and it is the 'make or break' aspect, despite having many ups and downs in their whole operating time, even as far as undergoing a complete flight ban in Europe due to its common safety issues and some financial crisis. Garuda Indonesia Airlines still successfully breaks the walls of its slightly disputed standing within its competitors and remains one of Indonesia's most popular airlines. That is why we chose Garuda Indonesia airlines as our research study.

Garuda Indonesia Airlines is also recognized internationally as the airline's company flying to different countries and continents. Known as reliable airlines, Garuda Indonesia Airlines always focus on providing the best airline service to its passengers. Undoubtedly, the airlines successfully built its international brand reputation in the past few years. Garuda International Airlines are also bringing their brand into the world's eyes by being one of the primary sponsors for Liverpool F.C., a worldwide known football club.

While Garuda Indonesia Airlines has a rough start since its establishment, it finally tasted the sweetness in 2009. It was nominated as the most improved airline in that particular year as it owns a caliber management staff. Besides, Garuda Indonesia was also certified as a 5-star airline by Skytrax in terms of seats, amenities, food and beverages, cleanliness, etc. Therefore, Garuda Airlines is one of the favorite international airlines as it is considered dependable airline services. Although Garuda Airlines was established in Indonesia, the airlines are also one of the favorite airlines in Australia. Garuda Airlines is frequently welcomed by Sydney, Melbourne, and Perth as it offers a direct flight to Bali, a famous travel destination for Australians. Garuda

Indonesia Airlines doesn't give up during their hard time and always seek solutions to overcome it (Putra & Kusumastuti, 2019)

Garuda Indonesia Airlines has a rather humble beginning despite its rising fame. They started in wartime where Indonesia was battling for its independence from the Dutch (Donnan, 2003). As time goes by, some political, social, technological, and economic factors contribute to the rising of Garuda Indonesia airlines and make it for the name it stands today. As for this research study, these factors were identified, and several limitations and suggestions were provided to improve the overall business activities for Garuda Indonesia Airlines.

Although Garuda Airlines took a long way to get to its status today, it still has its fair share of room for improvement regardless of this day and age. Upon researching, we noticed some flaws from its recent general operations and would like to suggest modifications to maximize their business activities.

RESEARCH METHOD

This research explains the factors (independent variables) of the success (dependent variables) of Garuda Airlines. An online survey questionnaire was conducted to create a methodology, and 105 respondents purposively selected from different countries with various social backgrounds participated to get the most accurate results.

The respondents were asked 13 different questions regarding their opinions on the success factors of Garuda Airlines. Furthermore, we randomly chose two respondents to have a short interview session for further investigation. The full processed interview analysis was recorded as a reference. It is necessary to evaluate the reliability and validity of the research. We systematically described the characteristics of the factors that improve Garuda Indonesia Airlines' profitability, explore further chances or opportunities, and establish some limitations it is currently facing.

The analysis methods this study used were quantitative analysis and qualitative analysis. Qualitative research is a research strategy that indicates the relationship between theory and examinations, which usually focuses on how ideas were generated (Bryman & Bell, 2007). Quantitative research is the numerical method for measuring the data expressed in numbers and graphs.

We presented the study by using primary and secondary data. Primary data are the data collected with several methods, such as online surveys and interviews with experienced respondents from Garuda Indonesia Airlines. At the same time, secondary data are the data collected by other researchers. We mainly use secondary online data to do our research, like Garuda's official website, online research journals, and some educational blog posts included on the reference page. This is to produce knowledge about the cause of every factor that contributes to a particular phenomenon.

A well-designed survey was carefully monitored to validate our research. On the other hand, in a qualitative ethnography, we strive to aim our objective to produce real-world knowledge about the consequences of behavior, business structures of the specific company (Saunders, Lewis, & Thornhill, 2007), Garuda Indonesia Airlines. As this methodology is less experimental and more on the interpretive side, we need to

consider how our participation and perception of things might have influenced the results.

Interviews are one of the main methods of gathering information in the study review. Researchers widely use an interview as it is an appropriate method to collect in-depth information on people's opinions, thoughts, experiences, and feelings. It helps to ascertain the accuracy of the provided facts and information about the respondents. Interviews refer to two-way conversations intended for collecting research information. Interviews are face-to-face interactions between interviewers and respondents. Interview methods have a better response rate than others. It can directly obtain the data after the interview section. We have interviewed five persons, who have Garuda Indonesia Airlines services, to share their opinions and thoughts.

One of the methodologies used in our research is online research using online journal articles. A journal is a collection of essays presenting the most recent study published in print or online format or both for reference for further investigation. Moreover, we use Google Scholar as an additional medium to find related journal articles about Garuda Indonesia Airline. These helped us to understand better the requirements needed for the research topics. The journal article widened our views about the research. These are because there is a different angle of the issues explored both qualitatively and quantitatively to get the result and conclusion.

With primary data collected from the questionnaire, the factors affecting dependent variables are services, branding, corporate finance strategy, alliance with a global network, and fleet quality. This methodology is illustrated in Figure 1.

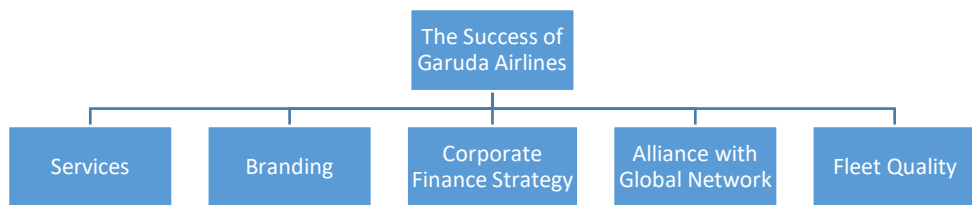


Figure 1. Research Methodology

RESULTS AND DISCUSSION

Based on our case study's research analysis, we managed to complete our research using primary and secondary resources. For our primary resources, online surveys and interviews have been used. As for secondary resources, we used online journals and several websites as our direct references.

Here is a simple rundown of the survey results we managed to obtain. The 105 respondents came from different countries, such as Malaysia, Indonesia, and India. They also came from various backgrounds of gender, age, societal status, and more.

To accumulate the most accurate results, we purposely chose most of our respondents who have experience with the airlines. We noticed from our survey results that the majority of the respondents (64.1%) believed the success of Garuda Airlines comes from its high-quality service. We interviewed two randomly selected respondents to consolidate this statement with extra description. Moreover, with other online materials, the rest of the critical factors of Garuda Airline's success have also been identified and thoroughly researched with the following results.

Interview Analysis

It is essential to gain more precise and accurate knowledge and information from the public to learn more deeply regarding our research topic 'the key success of Garuda Airlines.' Thus, we have conducted interviews with two of our many respondents from the general public. We purposely choose respondents familiar with airlines, especially Garuda Airlines, to get the most precise results. We are grateful for the time and effort that Mrs. Ng Thiew Leng and Mr. Tan Boon Peng (see Table. 1) had given us to complete this interview.

Table 1. Respondent's Information

Name of respondents	Details
Ng Thiew Leng	<ul style="list-style-type: none">- 53-years old- Lives in Penang, Malaysia- Finished high school- Sales executive in Nicom Steel company
Tan Boon Peng	<ul style="list-style-type: none">- 57-years old- Lives in Pahang, Malaysia- Bachelor Degree in Linguistics (USM)- Manager in Genting Casino

Below is the analysis that has been done on every question given.

Are you familiar with Garuda Airlines and how do you stumble across this airline in the first place?

Mrs. Ng has agreed to this question and highlighting that she had flown with Garuda Airline about five years ago during a short vacation with her family to Jakarta, Indonesia from Kuala Lumpur. She said she would give it a try for herself since she heard about their outstanding in-flight service from several advertisements, and her experience with them was astounding.

On the other hand, Mr. Tan had also agreed to these questions saying that he was on a business trip with a colleague of his, but it was not his idea to fly with Garuda Airlines in the first place but, it's a requirement of their company.

What is the highlight of your whole experience with Garuda Airlines?

Mrs. Ng highlighted that her in-flight experience with Garuda Airlines was beyond her expectation. Incredible hospitality from the cabin crews plus lavish entertainment leaves her satisfied, although it is just a short flight period.

Mr. Tan said it's a pleasant surprise that Garuda Airlines offers a five-star, full service even though it's not a long trip from Sydney, Australia. Their foods were solid and diverse, and he had a blast with their entertainment selections.

Do you have any complaints about Garuda Airlines?

Mrs. Ng has no general complaint about Garuda Airlines except for their airfare being slightly higher than the average airfares.

Mr. Tan complained about Garuda airline's unprecise departure/arrival time during his trip to Sydney and would encourage them to be on time since he was on an urgent business trip at the time.

He also complained about the lack of international landing stations, and it is a significant weakness for Garuda Airline as it is not very convenient for frequent international travelers.

In your opinion, what factors do contribute to the success of Garuda Airlines the most?

Mrs. Ng agreed that Garuda Airline's success is mostly because of the astounding service quality that leads them to the Skytrax five-star award and would live up to its name even for today's standard.

On the other hand, Mr. Tan argues that despite its outstanding top-quality service, he thinks the rising of Garuda Airlines is mostly since it is Indonesia's national airline. It has a lot of routes in Indonesia's local district.

In your opinion, do you have any suggestions to improve Garuda Airlines other than their airfare?

Despite Garuda Airline's immense fame in its quality services, Mrs. Ng suggests it does not advertise itself as much as the other airlines because most people she knows are not familiar with Garuda airline. It mostly focuses on its local and south-east Asia flying route.

Mr. Tan proposes Garuda Airlines must expand its airline routes to more countries so that it is more convenient for frequent international travelers like him. Plus, Mr. Tan hopes Garuda Airline will improve their security and safety check cause Garuda Airlines isn't famous for its safety after all.

In your opinion, what do you think about Garuda Airlines in terms of their technological factors?

Mrs. Ng says, generally speaking, Garuda Airlines has a significant improvement in their technologies. Since the introduction of their online booking systems, it has been a lot easier for her.

Mr. Tan also says there is not a considerable technological-wise problem. Still, he would like to see them incorporate more advanced technologies in the future since he is a frequent flyer with Garuda airlines.

Do you think Garuda Airlines will continue to strive amid the Covid-19 global pandemic?
Mrs. Ng gave a firm agreement regarding this statement. She agrees that Garuda Airlines is one of the most competitive airline companies out there. Despite the global pandemic, there is still growing demand in the tourism sector. She is optimistic about the survival of Garuda Airlines in the future, as long as it uses the right strategies to overcome this situation.

The same goes for Mr. Tan as he is slightly concerned but mostly confident with Garuda Airline's whereabouts in the future. Although social media apps like Webex, Microsoft team, Zoom, and more are used commonly nowadays, some form of business face-to-face interaction must still occur at some point, and the airline industry still plays a significant role in achieving this.

What steps do you think Garuda Airline take is the most effective in coping with this pandemic situation?

Mrs. Ng suggests that she heard from the news that Garuda Airlines had layoff a quarter of its employees to survive. It is sad news, but it is still a crucial and necessary step to take.

Mr. Tan also had heard from the news regarding the recent transformation of Garuda Airlines by transporting commodities overseas. This is the right way for them to lessen their financial burden.

Summary of the Findings

As you can see from the previous findings, we decided to use two different approaches to study the research. An interview and online survey questionnaires had been conducted for two groups of people.

The interview was conducted to learn more about the respondent's experience and their opinions in a more personal matter. By conducting this interview, we can acknowledge the advantages and weaknesses Garuda Indonesia Airlines unfortunately still holds. We purposely chose Mr Tan and Mrs Ng as our interview respondents since the results will be more relevant and valid as both of them were experienced with Garuda Airlines. The results show mostly positive in terms of their flight experience, cultural branding, security, and its in-flight service. One of the major complaints by one of the respondents is the lack of international flying routes, as Garuda Airlines mostly focuses on its local station. This is arguably one of the major weaknesses of Garuda Airlines as it causes major inconvenience for frequent international passengers.

As for the online survey questionnaire, about 105 responses were recorded via Google Forms. The respondents consisted of people from different age groups, cultural backgrounds, nationalities, and social statuses. This is to collect opinions of different types of respondents rather than focusing on a specific group of people. This result in a large variance between each of the response presented below.

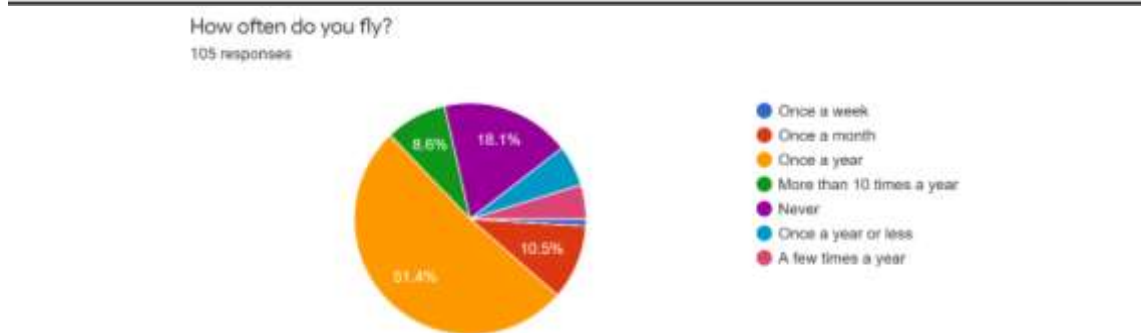


Figure 2. Flight Frequency

From Figure 2, we can see that 51.4% of respondents fly with Garuda Airlines once a year, 10.5% of them fly once a year. Another 8.6% of the respondents fly more than 10 times a year and 5.7% of them fly at least once a year or less. The rest of the respondents had never flown with Garuda Airlines before. This indicates most of the results were collected mostly from experienced Garuda Airlines passengers. This statement is even further proven by the results from Figure 3 that points out 79% of the respondents are familiar with Garuda Airlines. Approximately 44.6% of them were first introduced to Garuda Airlines by other people’s recommendations, another 26.1% encounter various advertisements from newspapers and television. Finally, about 25% of the respondents knew Garuda Airlines from several social media platforms, such as Facebook, and YouTube (see Figure 4). This result indicates Garuda Airlines was not keen on promoting itself on various social media accounts, and it needs to improve and putting more effort into its marketing to let more people acknowledge and appreciate its brand.

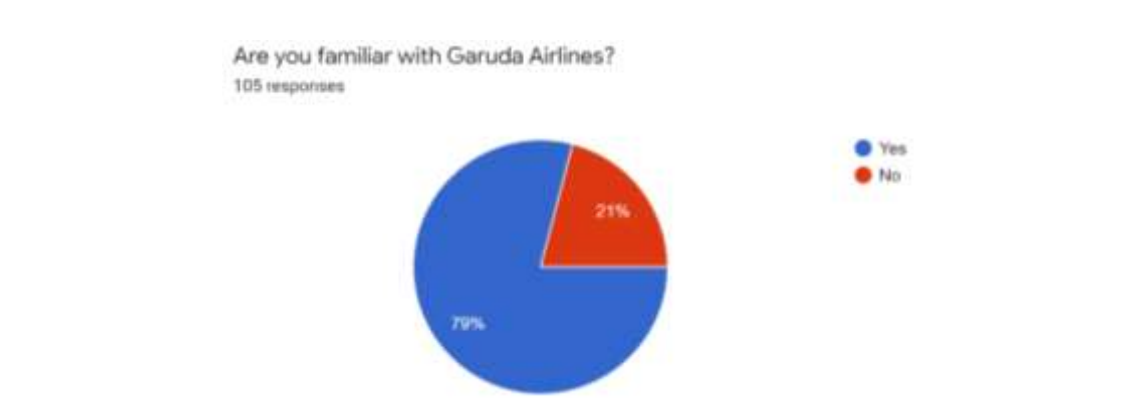


Figure 3. Respondents’ Familiarity with Garuda Airlines

If yes, how do you stumble upon Garuda Airlines in the first place?
92 responses

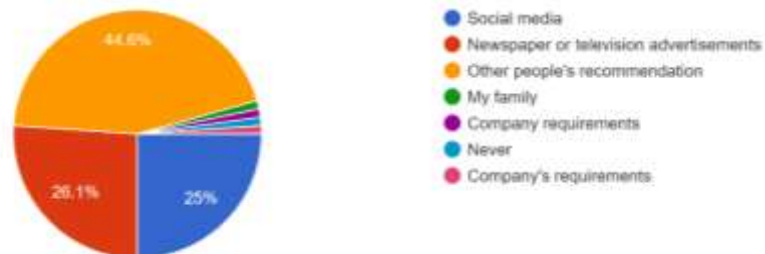


Figure 4. How the Respondents Stumble upon Garuda Airlines

On the other hand, Figure 5 showed that 73.5% of the respondents agreed that better airfare is one of the most important considerations when it comes to deciding on an airline. A total of 69.6% of the respondents agreed that in-flight service is a major deciding factor, which Garuda Airlines is most famous for its excellent service. Accurate departure and arrival time come in third place while others such as flight connections and safety check are not as important as the dominant factors. Lastly, Figure 6 indicated that there are several ways to improve Garuda Airlines overall operations. Most of the respondents agreed Garuda Airlines should put more effort into their marketing specifically in advertisements since it is still considered underrated compared to other airline companies in Asia. Promotional packages should also be introduced from time to time to attract more passengers and finally, by incorporating several advanced technologies in their service not only can maximize their general operations, yet it could also make Garuda Airlines one of the competitive airline companies out there.

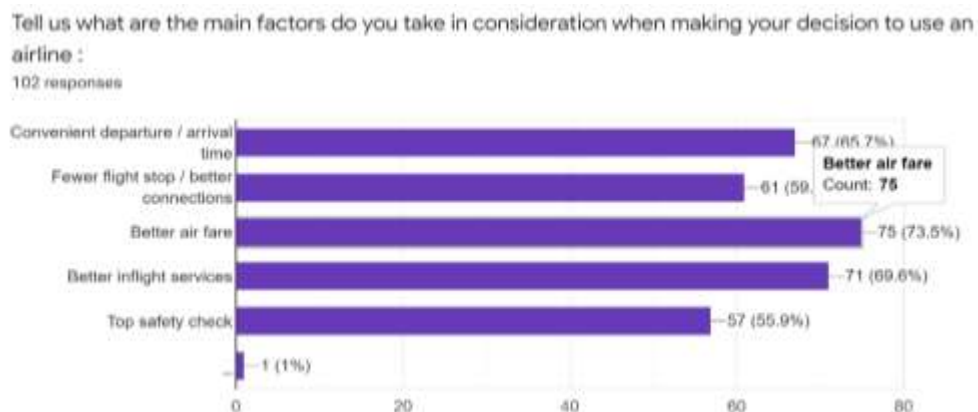


Figure 5. Main Reasons of Airlines Preference

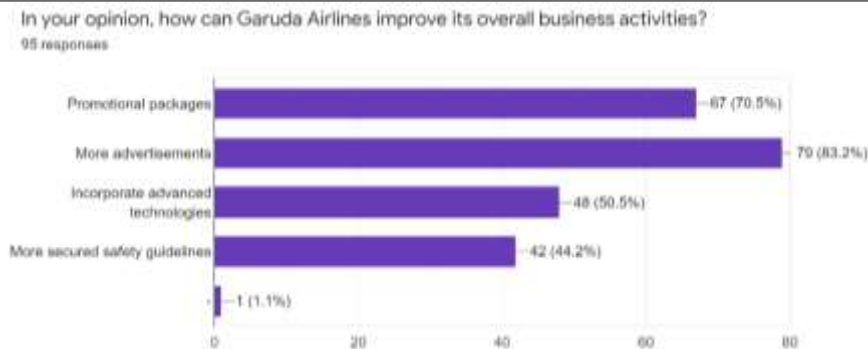


Figure 6. Suggestions for Garuda Airlines Improvement

Using the results we obtained, several major contributing factors to the success of Garuda Indonesia Airlines can be determined. They are service, branding, corporate finance strategy, strategic alliance with a global network, and fleet quality.

Since the successful 'Quantum Leap' transition of Garuda Indonesia Airlines, it had earned itself the 'World's Best Cabin Crew' title from Skytrax. It is their fourth consecutive year to be regarded this award since 2014. Moreover, as our survey data showed that there is approximately 64.1% of our 105 respondents voted for Garuda Airline's most satisfactory quality service as one of their best-known elements, Garuda Airlines is best known for its amicable and hostile in-flight service from the cabin crew.

Unique branding is also a significant element for one company to stand out from the vast aviator industry (Muslim & Qur'anis, 2017). In addition to marketing, it is also a determining factor in the success of a company (Deshpande, et al., 2020). The research shows a relatively high percentage of frequent flyers (79%) are familiar with Garuda Airlines. One of the interview respondents points out that the core factor contributing to this is Garuda Airlines' more localize branding. It focuses heavily on spreading Indonesia's local hospitality. From its visual representation to their services, it is expressed with their country's national emblem.

During the research, we have noticed 65 respondents highly agreed that financial aspects had the most influence on the success of Garuda Airlines compared to the other elements. Garuda Airlines always targets increasing its financial performance by implementing strategies in its financial performance, operational excellence, and customer experience. The plan is implemented through the '5 Quick Win Priority' program by maximizing fleet cost, route optimization, reducing cost, subsidiary value, management system (Garuda Indonesia Airlines, 2020b).

One of the critical successes of Garuda Airlines is its existing plan of expansion with international other coalition, such as Skyteam cooperation. As Indonesia's national flight carrier, Garuda Airlines strives to be the country's top company and aims to expand its operations internationally. Therefore, Garuda Airlines had signed an agreement with Skyteam in 2012 to expand its flight carrier. According to Skyteam's press release, Garuda Airlines, has the most potential and continuously emerging market. With their alliances, they offered additional coverage and improved connections to the Asia Pacific region (Munir, Prasetyo, & Kurnia, 2011).

Garuda Airlines' aircraft-quality has been vastly improved over recent years. In 2016, Garuda Airlines expanded its flight capacity as part of the fleet revitalization development program by bringing in 17 aircraft, consisting of four ATR 72-600s, four A330-300s B777-300ER, and eight A330-200s in just a year (Garuda Indonesia Airlines, 2020c). It was a significant quantity purchase decision for an airline company, and yet Garuda Airlines successfully managed to take it well in the next few years. With this rapid expansion, Garuda Airlines has many wider potential opportunities to expand its fleet connections worldwide than other local airline companies. Thus, this makes it undeniably one of the critical successes of Garuda Airline company.

PEST Analysis

PEST analysis is a management method whereby an organization can access major external factors that influence its operation to become more competitive in the market (Sammot-Bonnici & Galea, 2015). We used this analysis to investigate the external factors that will negatively affect Garuda Indonesia Airlines operational activities. It shows how political, economic, social, and technological environments potentially affect the overall business.

Politics	Economy
1. Different countries have different rules and regulations when it comes to the aviation industry. This ensures minimum severe deaths or incidents occur. However, it is a significant obstacle for airlines to corporate, thus, making the company started losing its potential customers in high-security areas.	1. Airlines is constantly under pressure to cope with the ever-increasing fuel price. Therefore, big airline companies like Garuda Airlines, are generally facing a difficult time maximizing their profits. 2. In the global pandemic, most of the airline's companies had a hard time operating as usual because of the informalities, including Garuda Airlines. Therefore, airline companies generally facing a huge financial problem to maintain their everyday business activities. 3. Labor demands are becoming a significant economic issue to cope with. Employees are likely to demand more raises in the future.
Social	Technology
1. Nowadays, people are much more aware of the importance of environmental impact. The sudden change of mindset led many airline companies to think of ways to improve their overall operation activities, including their carbon footprints, energy sources, and much more similar subjects to maintain their customer's	1. In recent years, automation had started to see its light of days in transportation, and no doubt it would someday change the airline industry. 2. Because of the heavy reliance on petrol as the aircraft's fuel, the overall costs will heavily fluctuate with the global fuel price change (Lestari, Husnun, Rafi, Indah, 2018)

<p>flow and support.</p> <p>2. The change in the ways we communicate also has a significant impact more on the airline industry. The help of various kinds of social media apps, like Webex, and Zoom, allowed us to work from home or communicate with others, even overseas. This will further impact the airline's company's profit in the future since it does not require us to travel so often anymore.</p>	
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Market Opportunities Analysis

Garuda Indonesia was promoted as a 5 Star Airline by Skytrax and had a competitive ascendancy over its competitors with the ongoing efforts. In the same year, Garuda Indonesia became one of the members of the SkyTeam alliance. To further investigate this matter, a SWOT analysis was conducted. SWOT analysis is a technique to assess the company's strengths, weaknesses, opportunities, and threats to evaluate the internal and external before making a business decision and reduce the underlying risk.

In recent years, the development of tourism has brought a lot of benefits to the country. Thus, many countries rolled out strategies and committed to the development of the tourism industry. The tourism industry and transportation both are complementary relationships. The accessibility of transportation facilitates the tourism industry, while the tourism industry thrives on stimulating transport to generate more services. In this case, Garuda Indonesia Airlines has a significant opportunity in the future that can develop the benefits to them.

As the country continuously develops, social life progresses. The proportion of the affluent population is improving from year to year, showing that the people's standard of living is rising. People begin to believe their traveling will benefit the entire life. The immense number of international tourist arrivals worldwide of 1.46 billion proves that people prefer outdoor activities and voyages all over the globe. Thus, Garuda Indonesia carried out various promotions to fulfill value-seeking passengers. Plus, the government rolled out its "10 New Balis" program that included include Mandalika in Nusa Tenggara, Thousand Islands in Jakarta, Tanjung Lesung in Banten, Tanjung Kelayang in Bangka Belitung, Borobudur Temple in Central Java, the Bromo Tengger Semeru National Park in East Java, Labuan Bajo in East Nusa Tenggara, Wakatobi in Southeast Sulawesi and Morotai in North Maluku (Jakarta Globe) to promote its local tourism.

The 'Strategic Plan of the Ministry of Tourism' was unveiled and aimed to draw 20 million foreign tourists. The government made a 300-million-dollar loan from the World Bank in May 2018 to support the plan and ensure the infrastructure, essential services, and roads are well equipped in the destination attraction. All of these fantastic chances had guarantee Garuda Indonesia Airlines a bright future in the upcoming years.

According to our research results, more than half of our respondents (58.3%) irregularly fly with Garuda Airlines even though most of them are frequent flyers. This shown that Garuda Airlines is not their first choice for other airlines such as AirAsia. An interview respondent points out that the number one factor contributing to this is Garuda Airline's

lack of advertisements. Another result shows that 44.6% of the respondents first familiarize themselves with other people's recommendations. This indicates that most people are not familiar with it because it did not publicize as much as the other airlines do. Unquestionably, Garuda Airlines focuses on a more localized airline brand associated heavily with their national routes. However, to expand its brand name globally, it should incorporate international standards with its localized branding to attract more foreign customers.

Also, we noticed that 42.3% of the respondents suggested Garuda Airlines improve its airfare to attract more customer flow. To compete with a low-fare carrier such as AirAsia, Garuda Airlines should also introduce their low-cost carrier that uses the business model that centered on 'cutting costs to give the consumers a low-price product with the bare essentials (TTS, 2014). Services such as priority boarding, reserved seating, and high-end entertainment should be gradually reduced for a specific group of consumers. Besides, initiating a more subtle and cost-efficient model such as a standardized aircraft fleet that reduces training and maintenance costs, cutting down non-essential costs, and communizing online check-in service will help Garuda Airlines lessen their airfare cost tremendously, thus, reducing the airfare costs in general.

Indicating an airline company's success is not just solely focusing on their general services, management system, nor their financial status. In the long run, we need to see whether a company can sustain itself in the future. The general aviation industry runs heavily on non-environment-friendly operations from the aircraft's power source to the standard utilities. For instance, a study shows that more than five million tons of cabin waste are created in a single year solely from the airline industry (IATA, 2020). Therefore, to achieve real success, Garuda Airlines needs to work towards lasting and longevity in the foreseeable future.

Sustainability demands sustainable efforts upon environmental issues. Reducing single-use plastic, regardless of in-flight utilities, to introducing paperless operation, reduces carbon emissions enormously. On the other hand, in general, people and society had started to emphasize the significance of a green environment. Thus, Garuda Airlines should also focus on developing new environmental-friendly technologies such as biodegradable fuel, automation pilot, artificial intelligence, incorporating robotics, biometric usage, and more to catch up with the latest subsequent trend.

CONCLUSIONS

In conclusion, the general key success factors of Garuda Airlines are services, branding, corporate finance strategy, strategic alliance with a global network, and fleet quality. Garuda Airlines succeeds tremendously in its services. Therefore, it is renowned for its local hospitality in the aviation industry. Developing a niche and confined branding is also its unique way of presenting Garuda Airlines as Indonesia's national flight carrier.

Its effective corporate finance strategies had led the company to its supreme fame it deserves today. With its five-year 'Quantum Leap' transformation, Garuda Airlines would continuously strive in the ongoing time. Furthermore, Garuda Airline's collaborations with the Skyteam alliance gave a massive boost for both of the parties largely contributing to the company's success. Lastly, Garuda Airlines top of the game's

fleet quality also is one of the many factors that add to Garuda Airline's favorable outcome that we know today.

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