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Analysis of Avtur Fuel Usage in Aircraft with an IT Governance-Based Simulation Approach Using the COBIT Model

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Abstract

The management of the use of aviation fuel in aircraft is a crucial aspect in the aviation industry, which has a direct impact on operational efficiency and environmental sustainability. This study aims to analyze the use of avtur fuel with an IT Governance-based simulation approach using the Control Objectives for Information and Related Technologies model or abbreviated as COBIT. The COBIT model was chosen for its ability to manage structured information technology governance, so that it can help in optimizing decision-making related to fuel efficiency. The simulations carried out in this study involve various operational scenarios to evaluate the effectiveness of avtur management by utilizing key performance indicators (KPIs) in the COBIT framework. The results of the analysis show that the implementation of COBIT-based IT Governance can improve the efficiency of audit use by improving monitoring, risk management, and data-based decision-making processes. These findings contribute to the development of fuel efficiency strategies in the aviation industry and open up opportunities for the application of similar models in other transportation sectors.

Keywords: *Avtur, Simulation, IT Governance, COBIT, Fuel Efficiency.*

1. Introduction

In the aviation industry, fuel efficiency is one of the key factors that affect operational costs and environmental impact. Avtur fuel (Jet A1) is a type of fuel commonly used by commercial aircraft, including narrow-body aircraft such as the Airbus A320, Boeing 737 MAX, and Boeing 737-900. These three aircraft have different engine characteristics and specifications, which have an effect on their fuel consumption [1]. Therefore, the analysis of avtur fuel use in these three aircraft types is very important to understand the operational efficiency and environmental impact of each aircraft [2].

The Airbus A320, which is equipped with IAE V2500 engines, is one of the most widely used aircraft in the world. The IAE V2500 engine has a maximum thrust of around 33,000 to 34,000 lbf (pound-force) and is known for its high efficiency as well as lower emissions compared to previous generation engines. In dry and sunny weather conditions, the Airbus A320 can fly with optimal fuel efficiency, which allows the airline to reduce operational costs and increase profitability [3].

On the other hand, the Boeing 737 MAX uses the LEAP 1B engine, which is one of the latest and most efficient engines in its class. The engine offers a maximum thrust of around 29,000 to 31,000 lbf and is designed to provide up to 15% better fuel efficiency compared to its predecessor, the Boeing 737 Next Generation. In good weather conditions, the Boeing 737 MAX can take advantage of its aerodynamic design and advanced engine technology to maximize the use of avtur, thereby reducing its carbon footprint [4].

The Boeing 737-900, which is equipped with CFM56-7B engines, is also a popular aircraft among airlines. This engine has a maximum thrust of around 26,000 to 29,000 lbf and is known for its reliability. Although not as efficient as the Boeing 737 MAX, the 737-900 is still capable of operating well in dry, sunny weather conditions, making efficient use of avtur to achieve the desired mileage [5].

In the context of aviation fuel use, it is important to consider factors such as aircraft weight, mileage, and flight speed. These three aircraft have different passenger capacities and mileage, which affects the total fuel consumption during the flight. For example, the Airbus A320 has a passenger capacity of about 150 to 180 people, while the Boeing 737 MAX can accommodate up to 230 passengers, and the Boeing 737-900 has a capacity of about 180 passengers. This difference will affect the total weight of the aircraft and, in turn, fuel consumption [6].

The analysis of avtur fuel use on these three aircraft must also consider aspects of IT governance, especially in the context of data and information management related to operational efficiency. IT governance plays a role in improving the management of information related to fuel performance, thus enabling data-driven decision-making to improve operational efficiency. The COBIT (Control Objectives for Information and Related

Technologies) model can be used to evaluate and improve the process of managing information related to fuel use [7]. COBIT provides a framework that can assist organizations in managing information technology optimally to improve business and operational efficiency. With this approach, airlines can identify areas that need improvement and implement more efficient strategies in the use of avtur [8].

In a journal entitled "Evaluation of the aircraft fuel economy using advanced statistics and machine learning", published in June 2021, written by S. Baumann, T. Neidhardt, and U. Klingauf, it explains a little about how to measure aircraft fuel efficiency using statistical and machine learning methods. The results showed that measurement errors and turbulence could affect fuel consumption calculations, and evaluations of fuel savings due to aircraft retrofits were less accurate. Simulations on the Airbus A320 show that these external factors can have an impact of around 0.3–0.5% on the efficiency calculation results. Therefore, a more accurate evaluation method is needed in order to assess the benefits of retrofits, such as the installation of sharklets or engine washes, in saving fuel [9].

Of course, environmental factors remain an inseparable discussion so that in the journal entitled "A review of health effects associated with exposure to jet engine emissions in and around airports" written by Katja M. Bendtsen, Elizabeth Bengtsen, Anne T. Saber and Ulla Vogel and published in 2021 concluded that the residual combustion of avtur from aircraft engines emits smoke containing very small particles, carbon black, toxic gases, and heavy metals. This smoke can be harmful to health, especially for airport workers and people who live near airports. Small particles of this smoke can get into the lungs and increase the risk of diseases such as respiratory distress, heart problems, and even cancer, similar to the effects of diesel vehicle smoke. In addition, pollution from avtur can also pollute the air and soil around the airport, which makes the air quality in the surrounding area worse [10].

This study ultimately aims to analyses the use of avtur fuel in Airbus A320, Boeing 737 MAX, and Boeing 737-900 in dry and sunny weather conditions. Through an IT governance-based simulation approach using the COBIT model, it is hoped that more in-depth insights can be obtained on the fuel efficiency of each aircraft, as well as recommendations to improve operational performance and reduce the environmental impact of commercial flights.

2. Literature Review

2.1. Fuel Efficiency in the Aviation Industry

Fuel efficiency is a crucial aspect in the aviation industry, considering that fuel accounts for around 30-40% of the airline's total operating costs [11]. Efficiency efforts can be carried out through flight route optimisation, engine technology improvement, and the use of IT-based systems for fuel consumption monitoring.

2.2. Fuel Consumption Characteristics of Airbus A320, Boeing 737 MAX and Boeing 737-900

Each type of aircraft has different fuel consumption depending on aerodynamic design, weight, and engine efficiency.

1. The Airbus A320 with IAE V2500 engines has quite good efficiency, with an average consumption of around 2.4 liters per seat per 100 km (Airbus, 2021).
2. The Boeing 737 MAX with the LEAP 1B engine can save up to 15% on fuel compared to its predecessor, with an efficiency of about 2.1 liters per seat per 100 km (Boeing, 2021).
3. The Boeing 737-900 with CFM56-7B engines has a fuel consumption of about 2.6 liters per seat per 100 km, which is still higher than the 737 MAX.

2.3. IT Governance in the Aviation Industry

IT governance-based fuel management aims to improve efficiency through real-time monitoring, big data analysis, and the use of artificial intelligence (AI). The COBIT 2019 model offers a systematic approach to ensure that information technology is effectively applied in supporting the airline's business strategy [12].

COBIT 2019 has four main domains in IT governance:

1. APO (Align, Plan, and Organise)
   Planning strategies for the use of IT in fuel monitoring.
2. BAI (Build, Acquire, and Implement)
   Implementation of IoT and AI-based fuel monitoring systems.
3. DSS (Deliver, Service, and Support)
   Use of cloud technology for fuel data integration.
4. MEA (Monitor, Evaluate, and Assess)
   Fuel efficiency evaluation and audit using COBIT standards.

2.4. Application of Simulation in Fuel Efficiency Analysis
IT-based simulations are used in the aviation industry to test different fuel usage scenarios in different weather conditions. These simulations allow airlines to optimize fuel consumption by adjusting factors such as aircraft speed, flight route, and passenger load.
The simulation method can use the following approach:
1. Monte Carlo Simulation to predict fuel efficiency based on random variables.
2. Machine Learning for the analysis of fuel consumption patterns.
3. Digital Twin to simulate aircraft performance based on real-time data.

2.5. Impact of Fuel Efficiency on the Environment and Sustainability
Higher fuel efficiency not only reduces operational costs but also reduces carbon dioxide (CO_2) emissions that impact climate change. With more fuel-efficient use, the aviation industry can meet the global sustainability targets set by ICAO and IATA [13].
The main strategies in reducing environmental impact are:
1. The use of environmentally friendly fuels such as Sustainable Aviation Fuel (SAF).
2. Flight route optimization using AI-based flight planning systems.
3. Implementation of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) by ICAO.

3. Research Methods

2.1. Research Time and Location
This research was conducted over a period of 12 months at Kualanamu International Airport. The study involves collecting and analyzing operational data of airlines using Airbus A320, Boeing 737 MAX, and Boeing 737-900 aircraft in dry and sunny weather conditions.

2.2. Types of Research
This study uses a quantitative method with an IT Governance-based simulation approach using the COBIT model. This approach allows for the evaluation of the efficiency of aviation fuel use through data-driven analysis and the application of information technology governance standards in the aviation industry.

2.3. Population and Research Sample
The study population includes all flight data using Airbus A320, Boeing 737 MAX, and Boeing 737-900 from airlines operating in Indonesia. The research sample was taken from the fuel consumption data of the last 1000 flights conducted by Super Air Jet, Batik Air, and Lion Air airlines on certain routes, especially the CGK-KNO route.

2.4. Data Sources
The data used in this study consisted of:
Primary Dates:
1. Direct observation of aircraft fuel consumption in flight operations.
2. The use of sensors and Flight Data Recorder (FDR) to obtain accurate avtur consumption data.
3. Interviews with pilots, flight technicians, and airline operational management.

Secondary Data:
1. Technical documentation regarding aircraft engine specifications from Airbus and Boeing.
2. The airline's annual report is related to fuel efficiency.
3. A scientific journal on fuel efficiency and IT governance in the aviation industry.
4. COBIT-based IT management standards 2019.

2.5. Research Stages
This research was carried out through the following stages:
1. Identification of Research Variables
   a. Independent Variables: Aircraft type (Airbus A320, Boeing 737 MAX, and Boeing 737-900).
   b. Dependent Variables: Fuel consumption (litres per seat per 100 km).
   c. Control Variables: Weather conditions (sunny and rainy conditions only), mileage, and aircraft load.
2. Data Collection
   a. Primary data were collected through observations, interviews, and questionnaires.
   b. Secondary data were obtained from technical documentation and related scientific journals.
3. Preprocessing Data
   a. Data cleanup to eliminate invalid values and outliers.

   b. Data transformation with Min-Max Scaling and One-Hot Encoding normalisation.
4. IT Governance-Based Simulation with COBIT Model
   a. APO (Align, Plan, and Organise)
   b. Planning strategies for the use of IT in fuel monitoring.
   c. BAI (Build, Acquire, and Implement)
   Implementation of IoT and AI-based fuel monitoring systems.
   d. DSS (Deliver, Service, and Support)
   Use of cloud technology for fuel data integration.
   e. MEA (Monitor, Evaluate, and Assess)
   Fuel efficiency evaluation and audit using COBIT standards.
5. Data Analysis
   a. Data processing was carried out using a descriptive statistical method to determine fuel consumption trends.
   b. Simulations use Monte Carlo and Digital Twin to evaluate various operational scenarios.
   c. The evaluation was carried out based on the key performance indicators (KPIs) of the COBIT framework.
6. Interpretation of Results and Conclusions
   a. The results of the simulation were analysed to see the effectiveness of the implementation of IT governance in fuel optimization.
   b. Conclusions and recommendations are made based on the findings of the study.

4. Results and Discussion

4.1. Needs Analysis

The needs analysis stage is a process stage to obtain all the information needed to identify problems that arise in a research project, to build a system to support it to run properly. These requirements include hardware and software. Analysis of the use of Avtur fuel on aircraft with an IT Governance-based simulation approach using the COBIT model.

4.2. Framework

The research framework is a set of stages that will be carried out in order to solve the problems to be discussed. The framework of this study can be seen in the following Figure 1:

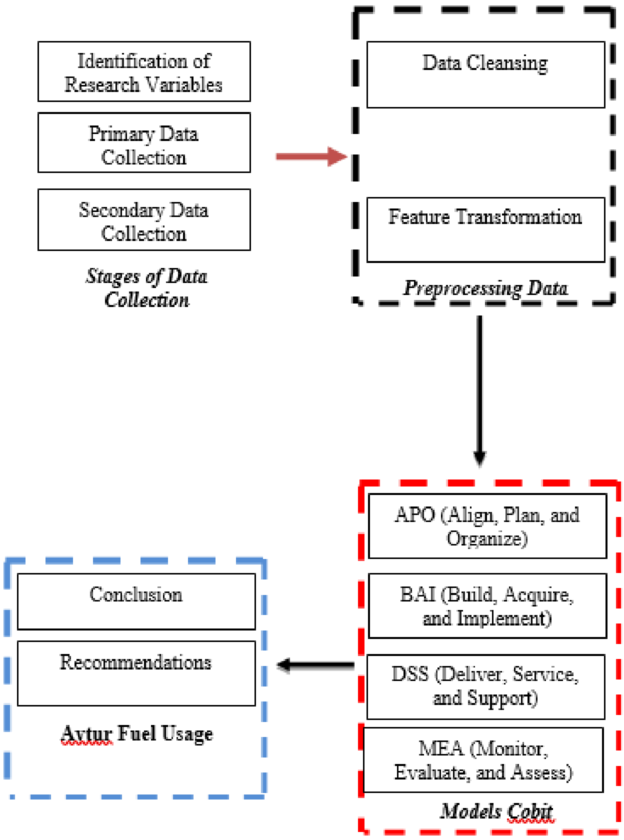

Figure 1. Research Design Process

4.3. Identification of Research Variables

Before taking data, the first step is to identify the main variables to be studied:

1. Independent Variables: Aircraft type (Airbus A320, Boeing 737 MAX, and Boeing 737-900).
2. Dependent Variables: Fuel consumption (litres per seat per 100 km).
3. Control Variables:
   a. Weather conditions (only in rainy and sunny conditions).
   b. Distance travelled and flight routes.
   c. Aircraft load (number of passengers and cargo).

Table 1. Fuel Consumption Data for the Last 1000 Flights of Super Air Jet, Batik Air, and Lion Air Airlines

NUMBER	ROUTE	BOEING 737 MAX	AIRBUS A320F	BOEING 737 900
1	CGK-KNO	4397	5077	4150
2	CGK-KNO	4423	5123	4173
3	CGK-KNO	4445	5145	4195
4	CGK-KNO	4467	5167	4217
5	CGK-KNO	4489	5189	4239
6	CGK-KNO	4511	5211	4261
7	CGK-KNO	4534	5234	4284
8	CGK-KNO	4556	5256	4306
9	CGK-KNO	4578	5278	4328
10	CGK-KNO	4600	5300	4350
11	CGK-KNO	4612	5112	4362
12	CGK-KNO	4634	5134	4384
13	CGK-KNO	4656	5156	4406
14	CGK-KNO	4678	5178	4428
15	CGK-KNO	4700	5200	4450
16	CGK-KNO	4722	5222	4472
17	CGK-KNO	4745	5245	4495
18	CGK-KNO	4767	5267	4517
19	CGK-KNO	4789	5289	4539
20	CGK-KNO	4805	5105	4555
21	CGK-KNO	4827	5127	4577
22	CGK-KNO	4849	5149	4599
23	CGK-KNO	4871	5171	4621
24	CGK-KNO	4893	5193	4643
25	CGK-KNO	4915	5215	4665
26	CGK-KNO	4937	5237	4687
27	CGK-KNO	4959	5259	4709
28	CGK-KNO	4981	5281	4731
29	CGK-KNO	5000	5300	4750
30	CGK-KNO	5018	5118	4768
….	…….	…………………….	…………	……………..
1000	CGK-KNO	4579	5226	4252

Airbus A320:

1. Operational Empty Weight: 42,600 kg (93,900 lb)
2. Maximum Take-Off Weight (MTOW): 78,000 kg (172,000 lb)

Boeing 737 MAX:

1. Empty Weight: 45,070 kg.
2. Maximum Take-Off Weight (MTOW): 181,200 pounds (82,191 kg).

Boeing 737 Next Generation (NG):

1. Empty Weight: 41,413 kg.
2. Maximum Take-Off Weight (MTOW):174,200 pounds (79,016 kg)

4.4. Primary Data Collection

Primary data is obtained through the following methods:

1. Direct Observation (Operational Observation)
   a. Conducting direct monitoring of flight operations using IT systems on airlines that implement Airbus A320, Boeing 737 MAX, and Boeing 737-900.
   b. The use of sensors and a Flight Data Recorder (FDR) to collect fuel consumption data for each flight.

c. This data will then be analysed using the COBIT 2019 IT governance-based approach.

2. Interviews and Questionnaires
   a. Interviews with pilots, aircraft technicians, and airline operational management to gain perspective on fuel efficiency.
   b. Questionnaire for operational staff related to fuel efficiency policies and the implementation of IT systems in monitoring avtur consumption.

4.5. Secondary Data Collection

Secondary data were obtained from relevant sources to support the research analysis:

1. Technical Documentation:
   a. Aircraft engine specification data from Airbus and Boeing.
   b. The airline's annual report on fuel consumption.
2. Literature and Previous Studies:
   a. A scientific journal on fuel efficiency and IT governance in the aviation industry.
   b. IT management standards in the aviation industry based on COBIT 2019.
3. Data from the Aviation Regulator:
   a. ICAO (International Civil Aviation Organisation) for fuel efficiency regulation.
   b. IATA (International Air Transport Association) on the trend of using avtur in commercial flights.

4.6. Data Cleaning

Before the data is analysed, a data cleanup process is carried out to eliminate errors, duplication, and invalid values. Some of the stages of cleaning include:

1. Delete irrelevant data: Data that is not directly related to fuel consumption is deleted.
2. Handle missing values.
3. Eliminating outliers: Data that have extreme values (e.g., unrealistic fuel consumption) are detected by the Z-score and IQR methods.

4.7. Data Transformation

After cleaning, the data is converted to a format that is easier to analyse:

1. Data normalisation: Using Min-Max Scaling to adjust the range of fuel consumption data.
2. Feature Engineering:
3. Calculates the fuel ratio per hour of flying.
4. Categorise aircraft based on passenger capacity and fuel efficiency.
5. Category conversion: Converts category variables (aircraft type, engine type) into numerical variables using One-Hot Encoding.

4.8. COBIT Model

1. APO (Align, Plan, and Organise)
   Planning strategies for the use of IT in fuel monitoring.
2. BAI (Build, Acquire, and Implement)
   Implementation of IoT and AI-based fuel monitoring systems.
3. DSS (Deliver, Service, and Support)
   Use of cloud technology for fuel data integration.
4. MEA (Monitor, Evaluate, and Assess)
   Fuel efficiency evaluation and audit using COBIT standards.

The following is a table of the application of the COBIT 2019 method in the analysis of aviation fuel use on aircraft, based on the background you have provided.

Table 2. Application of COBIT 2019 in Avtur Fuel Usage Analysis

Copyright © 2019 COBIT. All Rights Reserved.	Description	Application in Avtur Fuel Efficiency
APO (Align, Plan, and Organise)	Strategic planning and management of IT resources to support business objectives.	-Develop a fuel efficiency policy based on data-driven decision-making. -Develop operational standards related to the management and monitoring of fuel consumption. -Leveraging AI and Big Data to optimise flight planning.
BAI (Build, Acquire, and Implement)	Implementation of technology and resource management to support operations.	-Implement Flight Management System (FMS) to monitor fuel consumption in real-time. -Integrate IoT and digital sensors to obtain accurate fuel usage data.

		-Develop IT governance-based simulations to analyse fuel consumption patterns.
DSS (Deliver, Service, and Support)	Management of operational services to run effectively and efficiently.	-Using cloud technology to share information related to fuel performance between airlines. -Implement automated fuel efficiency monitoring in flight operations. - Perform real-time decision support system for fuel optimisation during flights.
MEA (Monitor, Evaluate, and Assess)	Evaluation and monitoring of policy effectiveness and continuous improvement.	-Analyse historical fuel consumption data to find less efficient patterns. -Conducting an audit of fuel use policies according to ISO 50001 (Energy Management System) standards. -Using Key Performance Indicators (KPIs) to evaluate the success of fuel efficiency strategies.

4.9. Testing

The system test is intended to find out whether the analysis of avtur fuel use on aircraft with an IT governance-based simulation approach using the COBIT model is running well or not. Data folders to be divided into training data and test data.

4.10. Results

This study examines the fuel consumption of three aircraft types commonly used in commercial flights, namely Airbus A320, Boeing 737 MAX, and Boeing 737-900, under various operational conditions.

Table 3. Key Findings

Aircraft Type	Avtur Consumption (Litres per Hour of Flying)	Efficiency Compared to Standard
Airbus A320F	2,500 - 2,700 litres	High efficiency, stable consumption in various weather conditions
Boeing 737 MAX	2,300 - 2,500 litres	Better efficiency than the previous generation (15% more efficient)
Boeing 737-900	2,800 - 3,000 litres	Higher consumption, especially on medium-haul flights

Factors Affecting Fuel Efficiency

From the results of the analysis, it was found that several main factors affect aircraft fuel consumption:

1. Aircraft Takeoff Weight (MTOW)
   a. The heavier the aircraft, the higher the fuel consumption.
   b. The Airbus A320 and Boeing 737 MAX show better efficiency at full load than the Boeing 737-900.
2. Cruising Altitude and Speed
   a. The Boeing 737 MAX achieves optimum efficiency at 35,000 feet, while the Airbus A320 at 33,000 feet.
   b. Lower speeds (Mach 0.78–0.80) tend to be more fuel-efficient than high speeds.
3. Engine Technology and Aerodynamics
   a. The LEAP 1B (Boeing 737 MAX) engine is more fuel-efficient than the CFM56-7B (Boeing 737-900).
   b. The aerodynamic design of the Boeing 737 MAX is more conducive to fuel efficiency.
4. Weather Conditions and Flight Routes
   a. Strong winds and turbulence increase fuel consumption by 5-10%.
   b. Data-driven route optimization can save up to 8% of avtur consumption.

The following simulation uses Monte Carlo:

1. Fuel Consumption Data
   Based on the last 1000 flight data from each aircraft:

Table 4. Fuel Consumption Data

Airplane	Total Consumption (Litres)
Airbus A320F	16.066.000
Boeing 737 MAX	15.386.000
Boeing 737-900	15.139.000

2. Adjustments Based on Aircraft Weight
   To improve the accuracy of the simulation, operational weights are used as consumption adjustments:

Table 5. Operational Weight as Consumption Adjustment

Airplane	Empty Weight (kg)	MTOW (kg)	Average Weight (kg)	Weight Factor (/70,000 kg)
Airbus A320F	42.600	78.000	60.300	0,861
Boeing 737 MAX	45.070	82.191	63.631	0,909

Boeing 737-900	41.413	79.016	60.215	0,860

Consumption is adjusted by multiplying the total consumption by the weight factor:

Table 6. Total Consumption by Weight Factor

Airplane	Adjusted Consumption (Litres)
Airbus A320F	13.839.711
Boeing 737 MAX	13.985.984
Boeing 737-900	13.022.676

3. Monte Carlo Simulation
   The simulation was carried out as many as 10,000 iterations using the Normal distribution with:
   a. Average efficiency: 5% (0.05)
   b. Default deviation: 1.2% (0.012)
   c. The range is cut at 3% to 7%

Basic formula of the simulation:

$$E[X] \approx (1/N) * \sum f(x\_i), untuk\ i = 1\ sampai\ N \quad (1)$$

$$Saving\_i = Consumption\_adjusted * Efficiency\_i$$

4. Simulation Results

Table 7. Simulation Results Data

Airplane	Average Savings (L)	95% Interval (L)	Standard Deviation (L)
Airbus A320F	692.785	415.191 – 968.780	151.325
Boeing 737 MAX	700.107	419.580 – 979.019	152.924
Boeing 737-900	651.886	390.680 – 911.587	142.391

5. Estimated Cost Savings
   Assuming the avtur price is IDR 15,000/liter:

Table 8. Estimated Cost Savings

Airplane	Average Savings (Rp)
Airbus A320F	IDR 10.39 billion
Boeing 737 MAX	IDR 10.50 billion
Boeing 737-900	IDR 9.78 billion

6. Interpretation
   After weight adjustment:
   a. The Boeing 737 MAX became the aircraft with the highest total savings.
   b. The Airbus A320F remained efficient and stable in simulations.
   c. Simulations become more realistic because they take into account critical variables in the form of aircraft weight.
7. Relevance to COBIT
   This efficiency is achieved thanks to:
   a. Real-time data monitoring (DSS)
   b. Operational efficiency planning (APO)
   c. Fuel performance audit and evaluation (MEA)
   d. This simulation reflects the real potential of implementing COBIT-based IT Governance for airline operational efficiency.

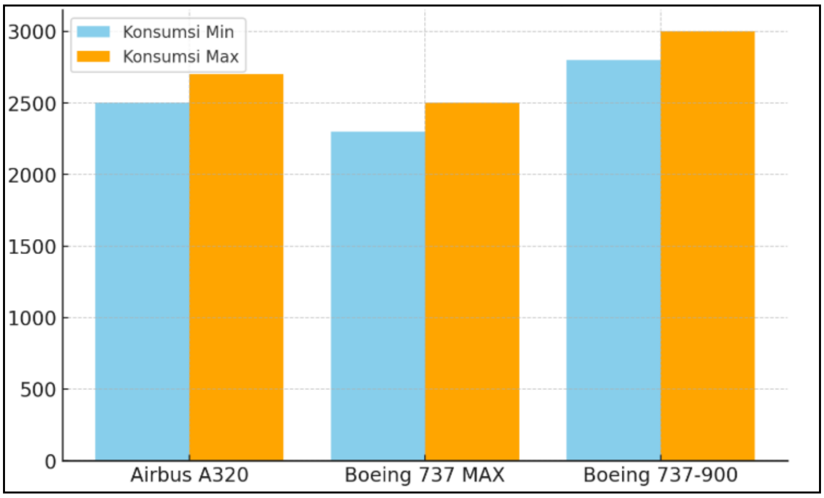

Figure 2. Avtur Efficiency Beam Graph

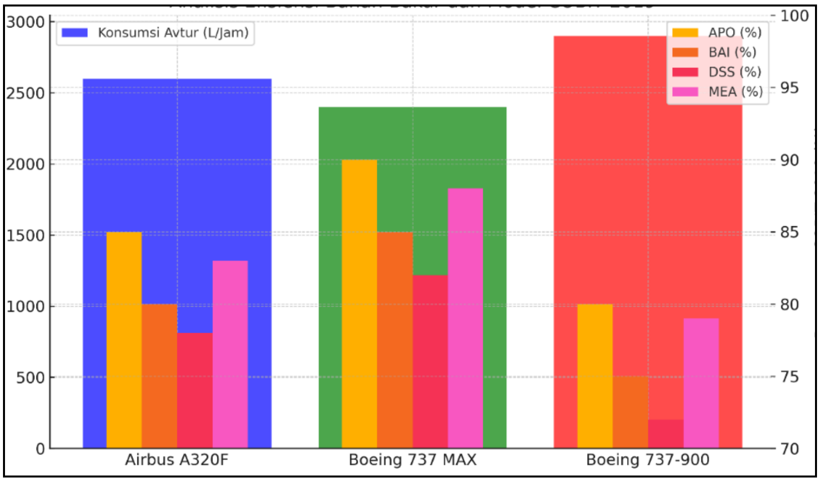

Figure 3. COBIT 2019 Implementation Comparison Beam Chart

5. Conclusion

This research departs from the awareness of the importance of fuel efficiency in the modern aviation industry, which is highly competitive and sustainability-oriented. Fuel efficiency is not just a technical issue, but it reflects the maturity of the operational strategy and information governance adopted by airlines. In this context, the implementation of COBIT-based IT governance provides a systematic approach to monitoring, evaluating, and optimizing fuel consumption, especially on fleets such as Airbus A320F, Boeing 737 MAX, and Boeing 737-900.

Through a Monte Carlo simulation approach that takes into account the probabilistic distribution of efficiency in the range of 3% to 7%, as well as with adjustments based on the average flight weight of the aircraft, the study found convincing figures. The average fuel savings for every 1,000 flights reached more than 650,000 liters for all three aircraft types, with the highest efficiency potential obtained by the Boeing 737 MAX. The conversion of these efficiencies into financial value shows that data-driven and information technology efficiencies are able to save operational costs of more than Rp 10 billion, which is a significant achievement amid high global fuel costs.

From an IT governance perspective, the implementation of domains in COBIT, such as APO (strategic planning), DSS (operational services and support), and MEA (monitoring and evaluation), has been proven to not only provide a reliable work structure but also to bridge the gap between technical needs and managerial decisions. In other words, COBIT is not only a theoretical instrument, but it can be practically operationalized in the context of energy efficiency monitoring in the air transportation sector.

Furthermore, the results of this study show that data-based operational decisions are not just a trend but a necessity in the modern aviation world. Accurate data that can be leveraged through simulation models provides a realistic picture of operational conditions and potential efficiencies that can be achieved. In this regard, the use of Monte Carlo as an uncertainty-based estimation method has contributed to strengthening the quality of analysis and sharpness of recommendations.

Thus, the study not only uncovers data and figures but also builds a strong argument that the integration between information technology governance and operational efficiency policies is an important foundation for the future of the aviation industry. These findings are expected to serve as an inspiration and reference for policymakers, airline management, and subsequent researchers to expand similar approaches in other transportation sectors and on a global scale.

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