

## **Marketing strategy for ASEAN tourist**

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### **ABSTRACT**

9,7 million international tourists visited Indonesia in 2015 and it is dominated by Singaporean, Malays, Thai and Pilipino. This research had purpose to identify product portfolio, market profile and suitable strategy. The method used is fish bone diagram. The findings revealed destinations for ASEAN tourists are Great Bali, Great Jakarta and Great Batam. The market insights exposed that Great Batam was the preferred by Singaporean for culinary-shopping and marine tourism. Malay tourists preferred Great Jakarta for shopping and sightseeing. Thai people enjoyed Great Bali. Pilipino loved Great Jakarta and Great Bali. In DOT strategy, Great Bali should be positioned as nature and culture tourism window dressing, Great Jakarta is strengthened to be destination feeder, while Great Batam is being the spoke for marine, culinary and shopping tourism. In BAS strategy on ASEAN markets, Wonderful Indonesia become iconic trendsetter. Digital ads campaign used. Selling approach redesigned from traditional style. In POSE strategy, engagement on favorite TV program in ASEAN and used paid-media as well as social media tactics, while endorsement for Indonesian Tourism in ASEAN market could be public figures or actors or actresses.

**Keyword:** Product Portfolio, Market Insight, DOT, BAS, POSE

Tourism turns into important economic sector in Indonesia, 9,7 million international tourists visited Indonesia in 2015 and it is dominated by Singaporean, Malays, Thai and Pilipino (ASEAN visitors). Based on Travel and Tourism Competitiveness Index 2015, Indonesia was in 50<sup>th</sup> rank and Ministry of Tourism aimed to be 30<sup>th</sup> rank by 2019. Smart work and sharp strategy definitely need be taken, not just ‘business as usual’.

Market intelligence plays an outstanding role among the marketing activities. It seeks to provide up-to-date and comprehensive information about the main trends, performance and characteristics of the tourists. To know the market you need to have answers to these questions:

- a. What is your target? What are you selling?
- b. What kind of market are you dealing with (a “new entry” market or a stable market)?
- c. What are their needs? What are they looking for? Where do they hang out?
- d. Who are your competitors? How many competitors do you have?

A good marketing strategy helps the management to use wisely the scarce resources available nowadays for tourism destinations. Thus, this research tried to figure out the following problems:

1. What are tourism product that saleable to ASEAN markets?
2. What kind of ASEAN market that being targeted by Indonesia?
3. What is the suitable and achievable strategy to attract ASEAN tourists?

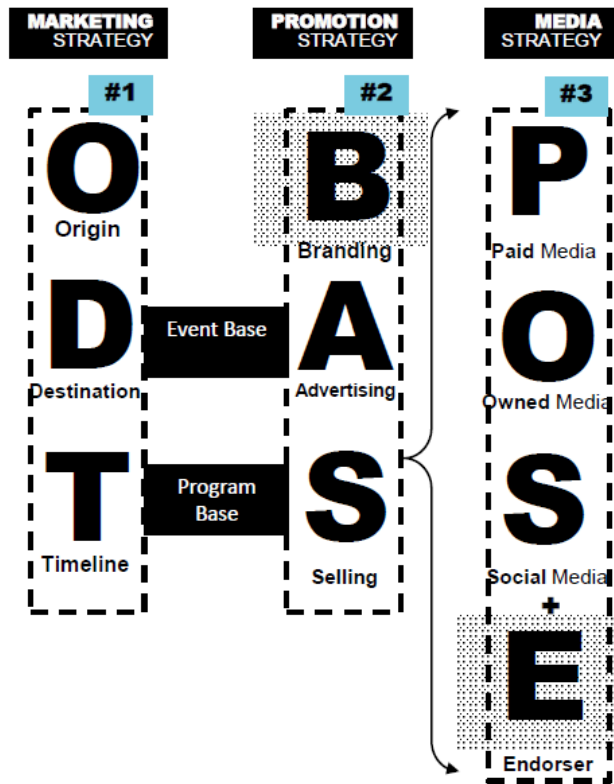
The purpose to this research are: to identify the product portfolio of Indonesia Tourism., to identify the characteristic of ASEAN markets, and to create marketing strategy for ASEAN tourists.

### **Understanding Tourism Marketing Strategy**

Marketing is a economic activity that helps to create value of products and services. Production, marketing and consumption are a chain in economy of a regions. Marketing plays as mediator between production and consumption (Cannon, 2008). It is a social and managerial process that fulfill the need and want of individual and group. Marketing is the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company is capable of serving best and it designs and promotes the appropriate products and services. (Kotler, 2012).

Marketing concept is the key to achieve organization objective and there are four pillar in marketing: target market, consumer needs, integrated marketing and profitability (Kotler, 2012). Three determinant in effective marketing are: market orientation, coordination and integration within organization and benefit gained from satisfaction either market or organization. Market orientation means market voice should be heard, served and played part. Market becomes actor in playing role as co-creation, meaning market helps organization creating wanted and needs products and services. Market decides and market selects the preferable products and services. Every behavior and attitude is observed by organization and become the source of idea in marketing. Coordination and integration refers to drive everyone in organization to participate in marking, either as producer, as distributor, as information agent or as seller. Consumer satisfaction is the aims that brings benefit and profit to organization. Tourism marketing is an activity of attracting visitors to a specific destination. Tourism marketing is not just getting people to spend their holiday, it also drives job opportunity and it promotes economic growth.

In basic marketing theory, there are three important aspects- marketing strategy, marketing tactic and marketing values. Marketing strategy refers to place product into customer using segmenting, targeting and positioning. Marketing tactic concerns about differentiation of product thru selling, differentiating and marketing mix. Marketing value is about branding than can give promise, reputation and long-term investment.

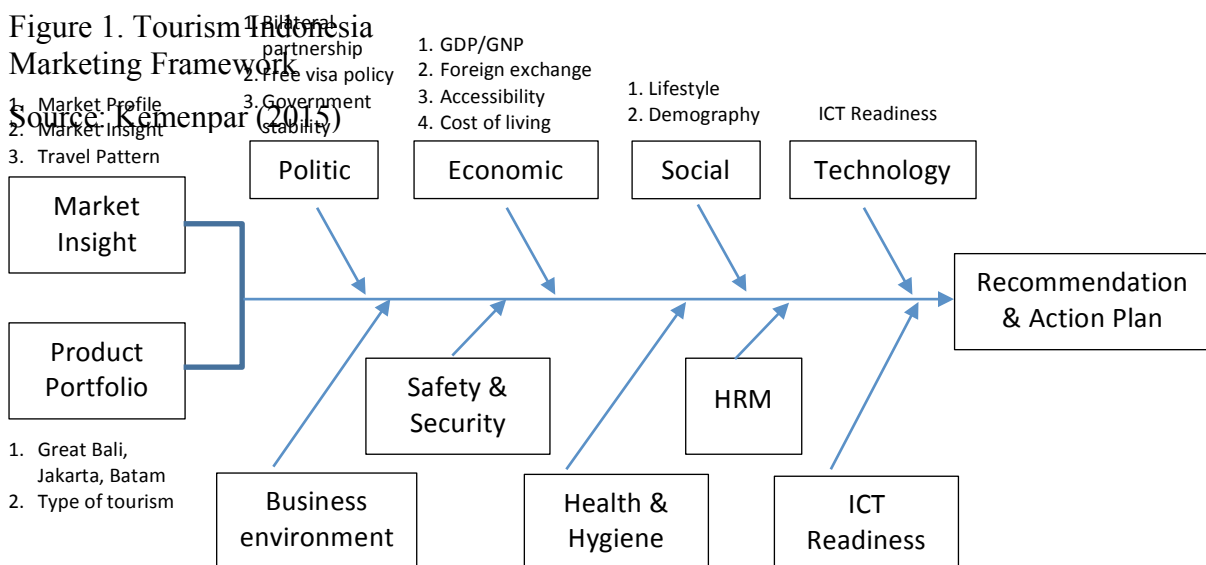


Marketing a country is not entirely new, in fact numerous country have traditionally promoted their image for tourism. However, there is a need for country to brand themselves on dimension of public diplomacy, tourism, export and foreign investment in an integrated manner. According to strategy concept from Porter (2009), achieving real and sustainable competitive advantages requires a clear understanding of what ‘competitiveness’ means and two basic types of competitive advantage combined with the scope of activities for which a corporation seeks to achieve them, lead to generic strategies for achieving above average performance. Thus, the way Indonesia as a nation set its marketing strategy should be placed as corporate strategy. Indonesia incorporated highlighted the development of brand nation with aspect stated in Tourism Competitive Index from World Tourism Organization (UN-WTO). Ministry of

Tourism Indonesia has formulated the strategies as illustrated in figure 1.

**Tourists do not buy what it is sold, but they buy what has value to them.** It is the message in everyday marketing. Thus, there is a need of marketing strategy that can sort out who are the tourist actually is, the find out what has meaning for them, what do they care about, and how does this relate to our products and services. Marketing strategy allows the organization to save money by allow the organization to use pathways and footholds that apply to limited marketing budget more effectively. Marketing strategy facilitates the ability of organization to find a correct move. It is a process of analyzing external environment aspect using PEST analysis and internal capability aspects, also defining strategy using SWOT analysis (Johnson, et.al, 2009).

External environment - SWOT Analysis : Opportunities Vs Threats



## Internal capacity

Figure 2. Fishbone Diagram Tourism Marketing Strategy for ASEAN Tourists

Designing tourism marketing strategy is like compiling ideas, identifying possible causes of a problems. One tool can be used in Fishbone diagram. It identifies many possibilities causes for an effect and it can be used to structure a strategy. Fish bone bring advantages such as:

1. Helps to diagnose the root of causes.
2. Communicate the relationship between cause and effect.
3. Helps to anticipate the unwanted consequence and mitigate the risks.
4. Identify the best location for controlling.

Fish-bone diagram in this research used to map the external environment roots and the internal capability causes as illustrated in the figure 2.

### Tourism Product Portfolio of Indonesia

The government has set six targets for the next five year.

First, contribution of tourism to Growth Domestic Product (GDP) increase from 9 percent in 2014 to 15 percent in 2019/

Second, foreign income earning increase from 140 billion rupiah in 2014 to 280 billion rupiah in 2019.

Third, contribution to employment increase from 11 million in 2014 to 12 million in 2019.

Fourth, tourism competitive index increase from rank 70<sup>th</sup> in 2014 to rank 30<sup>th</sup> in 2019.

Fifth, numbers of international arrival increase from 9,4 million in 2014 to 20 million in 2019.

Sixth, numbers of domestic trips increase from 250 million in 2014 to 275 million in 2019.

With the intention of reach the targets, product portfolio set and clustered into three main tourism product which are: nature, culture and man-made with composition as follows:

<b>Alam (Nature) (35 %)</b>	1. WISATA BAHARI ( <i>MARINE TOURISM</i> ) (35%)
	2. EKOWISATA ( <i>ECO TOURISM</i> ) (45%)
	3. WISATA PETUALANGAN ( <i>ADVENTURE TOURISM</i> ) (20%)
<b>Budaya (Culture) (60 %)</b>	1. WISATA WARISAN BUDAYA DAN SEJARAH ( <i>HERITAGE AND PILGRIM TOURISM</i> ) (20%)
	2. WISATA BELANJA DAN KULINER ( <i>CULINARY AND SHOPPING TOURISM</i> ) (45%)
	3. WISATA KOTA DAN DESA ( <i>CITY AND VILLAGE TOURISM</i> ) (35%)
<b>Buatan Manusia (Man Made) (5 %)</b>	1. WISATA MICE ( <i>MICE &amp; EVENTS TOURISM</i> ) (25%)
	2. WISATA OLAHRAGA ( <i>SPORT TOURISM</i> ) (60%)
	3. OBJEK WISATA TERINEGRASI ( <i>INTEGRATED AREA TOURISM</i> ) (15%)

Figure 3 Tourism Product portfolio of Indonesia

Source: Kemenpar (2015)



Figure 4. Marketing Framework of Indonesia Tourism

Source: Kemenpar (2015)

The classification is based on Tourism Act number 10 year 2009 and is explained further by the concept of Great in Indonesia tourism marketing. The concept of Great Spirit Grand Strategy in the development of tourism in Indonesia consisted of three key success and continuous pillars – corporate philosophies, art of leadership and corporate culture spiritual shared value, which is blended as a Tourism Indonesia Incorporated. The first pillar ‘corporate philosophy’ created the great concept, an approach in spatial development, integrating dimension of infrastructures, connectivity, activities, facilities, hospitality and market preference based on point of distribution or entry port, tourism flows, business readiness, assurance and good tourism governance to optimize added values and positive impact of tourism for all stakeholder. See the framework as follows:



Figure 5. The Great Tourism of Indonesia Year 2015-2019

Source: Kemenpar (2015)

The determination of Great Tourism in Indonesia were: number of visitors, connectivity and accessibility, and tourist perception. The great concept means integrating territory as hub or main entrance of tourist and directing the visitor to surrounding potential destination. One main criteria to implement the great concept is the improvement of quantity and quality of infrastructure and transportation modes. See figure 5.

There are ten Great that has been clustered by the government, they are: Great Bali, Great Jakarta, Great Batam, Great Sumatera, Great Surabaya, Great Bandung, Great Yogyakarta, Great Kalimantan, Great Sulawesi and Great Papua. All ten-great will be equally improve as a clustered destination, in terms of attraction (activities), accessibility (connectivity) and amenities (infrastructure and tourism facilities). However, top three Greats – Great Bali, Great Jakarta and Great Batam – are the first priority to be developed, maintained and promoted. Every great area has its attraction pinpoints as can be seen in table 1.

Table 1. Great Tourism of Indonesia Year 2015-2019

Destination	Product Portfolio: Attraction & Activities
<b>Great Bali</b>	
<b>Provinsi Bali</b>	
<b>Danau Batur Kintamani</b>	Water (Lake) Tourism: sailing, fishing, parasailing, water skiing. Recreation: scenery. Culinary tourism. Adventure tourism: Geo-park. Heritage and culture in Trunyan village.
<b>Kuta Sanur Nusa Dua</b>	Marine tourism: sunbathing, swimming, surfing, flying fish, banana boat, diving, sea walker. Culinary tourism. Family recreation: scenery of sunset and sunrise. Shopping tourism: art market. Spa tourism.
<b>Bali Utara Singaraja</b>	Marine tourism: sun-bathing, beach walker, sailing, dolphin watching, diving.
<b>Karangasem Amuk</b>	Marine tourism: sun-bathing, beach walker, sailing, snorkeling, diving, wreck-ship. Spa.
<b>Menjangan Pemuteran</b>	Marine tourism: snorkeling, diving, wreck-ship. Ecotourism.
<b>Taman Nasional Bali Barat</b>	Ecotourism. Marine tourism: snorkeling, diving, wreck-ship.
<b>Tulamben – Amed</b>	Marine tourism: snorkeling, diving, wreck-ship. Culture tourism: pilgrim. Shopping tourism.
<b>Bedugul</b>	Water tourism: water sport, water ski, canoeing. Culture and heritage tourism. Shopping and culinary tourism: fruit markets.
<b>Nusa Penida</b>	Marine tourism: snorkeling, diving, sun bathing, swimming Ecotourism: exotic animal observation. Culinary tourism: ayam betutu, bubur ledok
<b>Ubud</b>	Culture and heritage tourism: Pura, Tari Kecak, Museum. Shopping and culinary tourism: duck rice, art markets. Adventure tourism: water-rafting.
<b>Besakih – Gunung Agung dsk</b>	Culture and heritage tourism: pura Besakih

Destination	Product Portfolio: Attraction & Activities
<b>Provinsi NTB</b>	
<b>Gunung Rinjani</b>	Adventure tourism: trekking Ecotourism: Geo park Gn Rinjani
<b>Pantai Selatan Lombok</b>	Marine tourism: beach walker, surfing. Culture tourism: Bau Nyale ritual.
<b>Gunung Tambora</b>	Adventure tourism. Ecotourism.
<b>Gili Tramena</b>	Marine tourism
<b>Pulau Moyo</b>	Marine tourism: snorkeling, diving. Ecotourism. Culture and heritage tourism: megalith traditional village.
<b>Provinsi NTT</b>	
<b>Pulau Komodo</b>	Ecotourism. Adventure tourism. Marine tourism.
<b>Nemberala – Rotendao</b>	Marine tourism: surfing. Culture and heritage tourism: musik Sasando.
<b>Waikabubak – Manupéh Tanah Daru</b>	Culture and heritage tourism: traditional village of Tarung and Waitaba. Marine tourism : surfing.
<b>Ende – Danau Kelimutu</b>	Ecotourism. Adventure tourism
<b>Pulau Alor – Kalabahi</b>	Marine tourism: beach walker, diving, snorkeling, yachting. Village tourism: tradition village Takpala.
<b>Jawa Timur</b>	
<b>Ijen – Baluran</b>	Ecotourism Adventure tourism
<b>Great Jakarta</b>	
<b>Provinsi DKI Jakarta</b>	
<b>Kota tua – Sunda Kelapa</b>	Culture and heritage tourism (museum, old port of Sunda Kelapa). Shopping and culinary tourism. City tourism.
<b>Kepulauan Seribu</b>	Marine tourism. Culture and heritage tourism: Onrust fort. Ecotourism. Culinary tourism. Sport tourism: water sport. MICE tourism: incentive travels.
<b>Provinsi Banten</b>	
<b>Ujung Kulon</b>	Ecotourism. Adventure tourism.
<b>Tanjung Lesung</b>	Integrated tourism area. Marine tourism.
<b>Provinsi Jawa Barat</b>	
<b>Puncak</b>	Ecotourism: tea plantation. Shopping and culinary tourism. MICE tourism. Adventure tourism: river trekking.
<b>Gunung Gede Pangrango</b>	Ecotourism

Destination	Product Portfolio: Attraction & Activities
	Adventure tourism
<b>Great Batam</b>	
<b>Provinsi Kepulauan Riau</b>	
<b>Kawasan Nongsa – Pulau Abang</b>	City tourism. Shopping and culinary tourism. MICE tourism. Integrated tourism area. Sport tourism: golfing.
<b>Pulau Natuna</b>	Marine tourism: yachting, diving, sailing. Culinary tourism.
<b>Lagoi</b>	Marine tourism: yachting, sailing. Integrated tourism area.
<b>Provinsi Nangro Aceh Darusallam.</b>	
<b>Pulau Weh</b>	Marine tourism: yachting, diving, sailing. Ecotourism
<b>Provinsi Sumatera Utara.</b>	
<b>Toba</b>	Water (lake) tourism. Culture and heritage tourism. MICE tourism. Shopping and culinary tourism.
<b>Teluk Dalam, Nias</b>	Adventure tourism Marine tourism Culture and heritage tourism: megalith village of Gomo
<b>Tangkahan</b>	Ecotourism. Adventure tourism.
<b>Provinsi Riau</b>	
<b>Rupat</b>	Marine tourism. Culture and heritage tourism.
<b>Provinsi Sumatera Barat</b>	
<b>Bukittinggi</b>	City tourism. Culture and heritage tourism. Shopping and culinary tourism. MICE tourism.
<b>Siberut</b>	Marine tourism : bentang laut, pesisir Ecotourism and Adventure tourism
<b>Danau Singkarak</b>	Water (lake) tourism. Shopping and culinary tourism: Bilis fish. Sport tourism: tour de Singkarak.
<b>Kerinci Seblat</b>	Ecotourism Adventure tourism
<b>Danau Maninjau</b>	Water (lake) tourism. Shopping and culinary tourism: Bilis fish. Sport tourism: cycling.

Source: Data Compilation (2015)

With product portfolio, in 2015 Indonesia was in ranks 50th overall while its growing tourism industry reaching over 8.8 million international visitors in 2014 thanks to national prioritization of the industry (15th) and continued investment in infrastructure—the mobile



network now covers all areas of the country, air transport infrastructure has been expanded to reach 39th position with ground transport at 77th. These developments support Indonesia's main competitive advantages: price competitiveness (3rd) and rich natural resources (19th), including biodiversity (ranking 4th on the Total known species indicator) and several heritage sites (10th). Given its dependence on natural resources, however, Indonesia is not placing enough emphasis on environmental sustainability (134th). Deforestation (97th) is endangering species (129th), and only a minimal fraction of the water used is treated (117th). There are also concerns relating to safety and security, specifically the business cost of terrorism (104th).

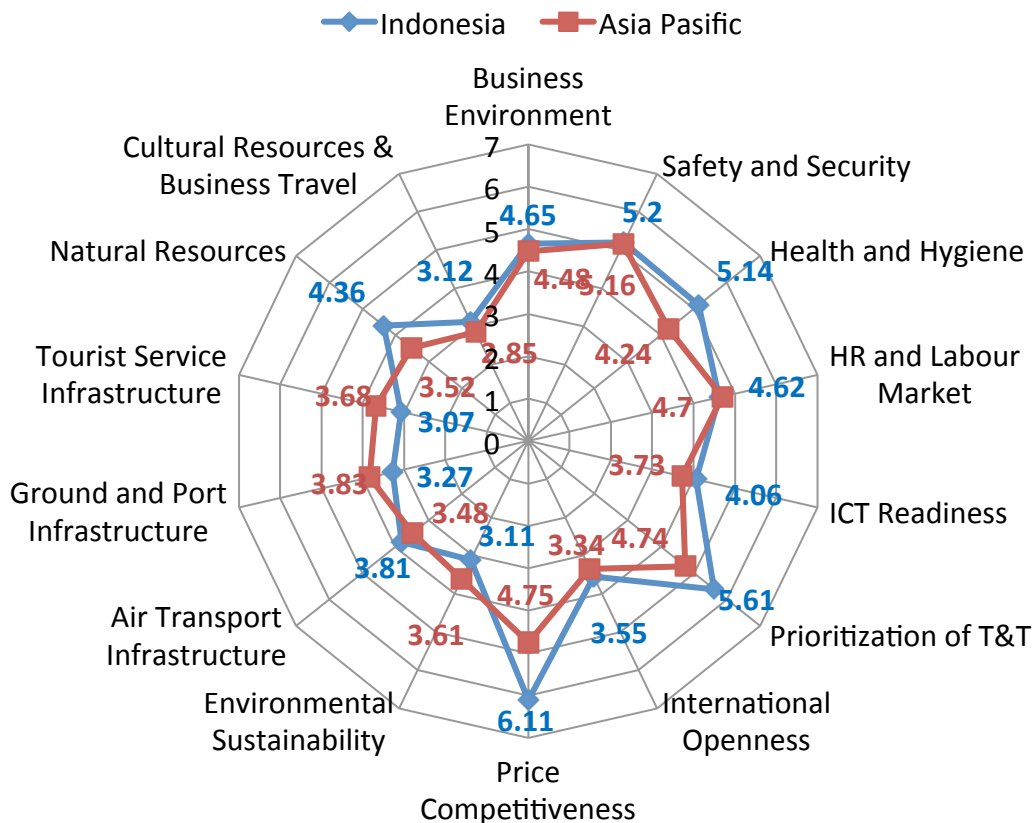


Figure 6. Travel and Tourism Index comparison between Indonesia and Asia Pacific in 2015

Source: World Economic Forum (2015)

Thus, based on product portfolio and competitiveness, Indonesia has strengths and weaknesses as follows:

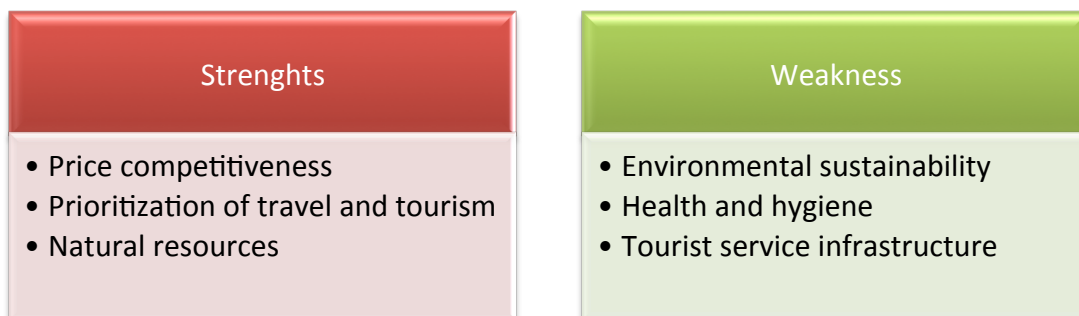


Figure 7. Strengths and weaknesses of tourism product Indonesia

## **ASEAN Tourism Market Insight**

Among ASEAN countries, Singapore, Malaysia, Thailand and Philippines are the top origin country for Indonesia tourism. Here are the profile of Singaporean, Malays, Thais and Philippines tourists in Indonesia

### **Singaporean**

Singaporean love to travel to Indonesia, since the distance between countries is reachable, particularly to Batam. Batam is the closest destination which can be reach in 30 minute by ferry. 92 percent of Singaporean preferred to stay in star hotels and villas. They came to Indonesia as repeaters and they got information from internet (84 percent) and social media (67 percent). Singaporean are gadget freaks and social media lovers. During the visit, Singaporean enjoyed shopping, sightseeing, health and beauty, and culinary. They spent average US\$ 154 per person per day and in total could reach US\$1.049 per visit with average length of stay of maximum 3 days, during weekend. Singapore tourist mostly came for combination between holidays and business since their jobs were mostly professional (47 percent). The peak season for Singaporean was March, June, November and December and 69 percent visit Indonesia through Batam.

### **Malay**

Jakarta is the main choice port of entry for Malays tourist, but, Jakarta is only the transit area, the main destination is Bandung and other city in Java. They also enjoy Bali for holiday. They stayed in hotels and got information from website and friend or relative recommendation. Malays tourists bought ticket and accommodation voucher through online. They thought online transaction were more secure and convenience.

Coming to Indonesia was not first experience for Malays tourist, since 77 percent Malays tourist were repeaters. They really enjoyed shopping, sightseeing and visit friends or relative. Indonesia is the trend setter for Malaysia especially for textile and clothing, They were willing to take first flight to destination in Indonesia for shopping.

Malaysia tourism spent US\$145 per day per person or in total of US\$1.003 per visit. It was lesser to Singaporean as Malays tourist is a tough bargainer. The main motivation to Indonesia were holiday and average age of visitors were 34-44 years old, worked in management and administration. The preferred port of entry were Jakarta and Bali and the peak season for Malays tourist are May, November and December.

### **Thais**

Even though Thailand has variety of attraction, Thais still traveled to Indonesia. The destination preferred were: Jakarta, Bali and Yogyakarta. They stayed in Hotel and they searched information from website and social media. They were mostly repeaters and enjoyed sopping and sight-seeing with active activities.

Thais spent US\$155 per day per person and in total around US\$1.390 per visit with the average length of stay of six days. Their profession background were management and administration thus their mostly purpose of visit to Indonesia were bleasure (business and pleasure).

### **Pilipino**

Batam, Jakarta and Bali were the main entrance for Pilipino. They chose hotels as place to stay during holiday. Facebook and website were the source of information for holiday and they has been visited Indonesia for several times. 54 percent of Pilipino tourist were repeaters. Shopping, sightseeing and beach activities were their choices during visiting Indonesia. They spent around US\$153 per day per person with average length of stay of five days. Pilipino tourist enjoyed solo travel to beach and marine areas, they were not beginner and they are adventurous traveler with age of 35's.

Seeing the market characteristic in ASEAN tourist, it was identified the opportunities and threats as follows:

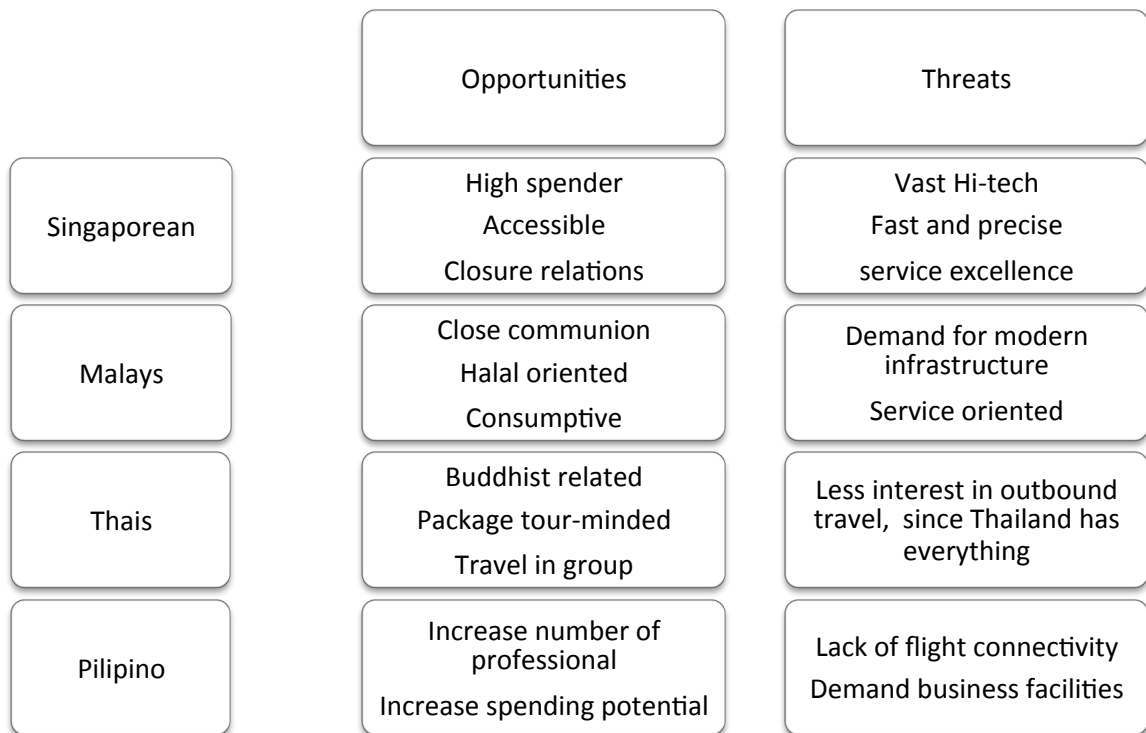


Figure 8. Opportunities and threats of Indonesia in ASEAN Markets

Source: Data Compilation (2015)

### Designing Marketing Strategy for ASEAN Tourists

After the market insight, it was identified new marketing strategies that focused and suitable with ASEAN markets particularly Singaporean, Malays, Thais and Pilipino.

1. Marketing Strategy, consisting of DOT (Destination, Origin, Time).

DOT means: each destination is suitable for different origin market in desirable time of holiday and time to do marketing campaign. Here are DOT strategies for Singaporean, Malays, Thais and Pilipino:

Table 2. DOT Strategies for ASEAN Markets

Destination	Great Bali, Great Jakarta, Great Batam			
Origin	Singaporean	Malays	Thais	Pilipino
Time	March, June, December	Mei, November, December	April, May, June,	May and December

Source: Data Compilation (2015)

2. Promotion strategies, consisting of BAS (Branding, Advertising, Selling).



BAS is formulated with a focus on strengthening the position and branding in ASEAN markets. It is aimed to position Indonesia as a wish list destination country for ASEAN traveler. Branding is a promise and when the content implemented, it become reputation and branding is long-term investment. Nation or country branding so called Wonderful Indonesia is long term, Advertising is a medium and short term investment, thus, the result of ads campaign can be seen two or three years' time ahead. Selling is a short-term action which gained quick output and outcome.

Massive worldwide marketing communication campaigns through the channels of international media (printed, electronic and online) and outdoor media (such as buses, taxis, MRT, bus station, train and shopping center) with images of tourism destination in Indonesia.

Table 3. BAS strategies for ASEAN Markets

Branding	Wonderful Indonesia for international market including ASEAN markets
Advertising	- TVC Wonderful Indonesia with TV slot in 26 station i.e. local TV, CNN, CNBC, NatGeo, Discovery Channel, Fox Channel, BBC, etc., total of 38.165 spots, - 16 international printed media, - 16 online-media i.e. Google, You Tube, Yahoo, Baidu, Trip Advisor, etc., - 961 spots of outdoor media.
Selling	Trade fair, sales mission, international festival, familiarization trip.

Source: Data Compilation (2015)

Wonderful Indonesia. TV commercial Wonderful Indonesia is template for maximum 30 second. Several TVC was made based on portfolio of product such: Wonderful Indonesia: Nature, Wonderful Indonesia: Diving, Wonderful Indonesia: Adventure, Wonderful Indonesia: Culture and Heritage, Wonderful Indonesia: Culinary and so on. Another Wonderful Indonesia TVC is made based on Great Destination such as Wonderful Indonesia: Jakarta, Wonderful Indonesia: Bali, and so on.

Offline promotional activities such as: international tourism fair, sales mission as well as familiarization trips also become part of the strategies of hard selling.

3. Media strategies, consists of POSE (Paid media, Owned media, Social media, Endorser).

POSE means that it is necessary to choose proper media campaign, including develop market and promotion media through information communication and technology (ICT) and e-tourism to enhance the branding of Wonderful Indonesia.

Paid Media or publicity is all kind of media paid to promote Indonesia. It could be above the line such as: printed, TVC, outdoor and inflight video, as well as below the line such as: flyers, brochures, web link, posters, crowd-sourcing, and channel communication.

Owned Media used is website and website and linkage, roadshows, Newsletter, associations' websites, Embassies circular, Screen Monitors, Air and seaports screen, partner offices for banners, side events and exhibition.

Social Media is used to freely attract crowd, comment and recommendation such as: Facebook, Twitter, Path, Pinterest and Instagram.

Endorser is famous and favorite public figure who has aimed to promote Indonesia as tourism destination. Actors and actress either international or national are expected to attract their fans to aware the beautiful destination. Hiring endorse is counted as investment in promotion since the endorser has power to mobilize people to visit a destination.

Table 4. POSE Strategies for ASEAN Market

	Singaporean Market	Malays	Thais	Pilipino
Paid Media	Channel News Asia, Channel 5, Channel 8, Channel U, CNBC, Fox Channel	ASTRO TV, TV3, DIVA TV, Sport channel, Fox Channel , ONBC	National TV Channel, Diva TV	DIVA TV and Sport Channel
Owned Media	www.indonesia.travel			
Social Media	Facebook, Twitter, Path, Pinterest and Instagram We-Chat			
Endorser	Actor and Actress i.e. Nadia Hutagalung, Jackie Chan, etc.			

Source: Data Compilation (2015)

In conclusion, product portfolio saleable to ASEAN market are Great Bali, Great Jakarta and Great Batam with type of tourism: adventure, marine, ecotourism, heritage, culinary and shopping, city-village tourism, MICE and sport-tourism. Those entire destinations have strengths on natural resources, travel and tourism priority, affordability, international openness and man-power, whilst the weaknesses were inadequate tourism infrastructure, lack of ICT readiness and health-hygiene issues. The market insights exposed that Great Batam was the preferred by Singaporean for culinary-shopping and marine tourism. They flied and sail to Indonesia. Singaporeans were gadget freaks and searched information thru internet. The opportunities for Singapore markets were shopaholic and kinship preference, while the challenges for them were high-techs, fast and furious, demand on service excellence. Malay tourists preferred Great Jakarta for shopping and sightseeing. They had passion in family-relative's bonding, care for Syariah and consumptive. There were challenges for Indonesia in providing wide-ranging infrastructure and service excellence for Malay visitors. Thai people enjoyed Great Bali. They flied for culinary-shopping and pilgrim. Thais were Buddhist-conscious, only travelling in a group and package tour. They were actually not outbound vacationers. Pilipino loved Great Jakarta and Great Bali even though flights to that destination were limited. Recently their purchasing powers increased, perfect for shopping and nature tourism. The effective marketing strategies for ASEAN market were hard-hitting marketing DOT strategy, aggressive promotion BAS strategy, and forceful POSE approach. In Destination-Origin-Timeline (DOT) strategy, Great Bali should be positioned as nature and culture tourism window dressing, Great Jakarta is strengthened to be destination feeder, while Great Batam is being the spoke for marine, culinary and shopping tourism. Perfect timing for marketing action is February, May and November. In Branding-Advertising-

Selling (BAS) strategy on ASEAN markets, Wonderful Indonesia with iconic trendsetter sets. Digital ads campaign used for instance netizen, blog and TV streaming. Selling approach redesigned from traditional style for instance festival, roadshow and famtrips to technology-based selling such as mobile-apps, Online Travel Agent (OTA) and travel aggregator. In Paid-media, Owned-media, Social-media and Endorser (POSE) strategy, engagement on favorite TV program in ASEAN, such as Star world and FOX channel, are used as paid-media. Facebook, Instagram, Path and WhatsApp, are examples of social media tactics, while endorsement for Indonesian Tourism in ASEAN market could be public figures or actors or actresses.

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