



Market Penetration As A Proposed Marketing Strategy: Case Of PT. Atourin Teknologi Nusantara

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ABSTRACT

Indonesia's tourism industry has great potential for economic growth, driven by its natural and cultural richness and the increasing adoption of digital platforms, which are increasingly being introduced. As one of the players in the industry, PT Atourin Teknologi Nusantara (Atourin) faces challenges in increasing brand awareness and attracting travelers to use their services, which offer a variety of local attractions. This study aims to identify Atourin's target market, explore the factors influencing brand awareness and purchase intention, and propose effective marketing strategies to increase Atourin's presence. A mixed methodology with qualitative and quantitative approaches was conducted, combining interviews and questionnaire distribution. Data analysis used clustering to group the identified market segment, then findings of external and internal analysis using SWOT, TOWS matrix, and Ansoff matrix. Based on the findings, it is known that Atourin, as a technology-based startup in the tourism industry, certainly has strengths in the field of tourism technology and knowledge. Unfortunately, the level of awareness of the Atourin brand in the local tourist market is still low. This study recommends market penetration that focus on increasing market share with existing products in existing markets through the use of social media, increasing customer retention through loyalty programs, and strategic collaborations to strengthen Atourin's market position and drive business growth in Indonesia's digital tourism industry.

INTRODUCTION

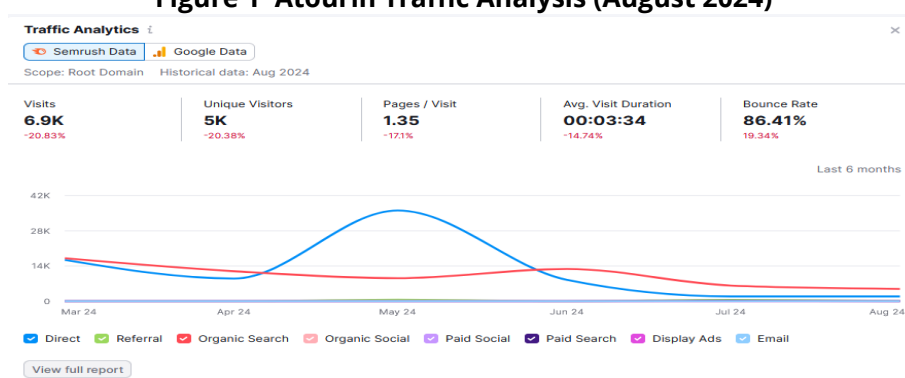
The impact of the COVID-19 pandemic on the tourism sector, which relies on travel from place to place and high levels of socialization, is undeniable. As many as 34 million people who depend on tourism and the creative economy have felt the direct impact of the decline in the tourism sector during the pandemic. (Mangeswuri, 2021). However, data from the Ministry of

National Development Planning of the Republic of Indonesia shows that the tourism sector's contribution to Indonesia's gross domestic product (GDP) for 2023 increased from the previous year to 4.1%, indicating the revival of this sector after the COVID-19 pandemic.

Satriawati et al., (2023) stated that during the COVID-19 pandemic, the tourism industry experienced a shift caused by the increasing interest in rural-based tourism that allows tourists to reconnect with nature. The shift in tourism trends can also be seen from the side of tourists as users or customers in the tourism sector shifting towards digital. One proof can be seen from the activities of tourists who have started planning pre-travel and post-travel, which are almost entirely done digitally (Cassia et al., 2021; Jayabaya et al., 2023). This is in line with the Indonesia Tourism and Creative Economy Outlook 2023/2024 report, 43.59% of experts agree that several factors are considered to accelerate the growth of the tourism sector, and one of the factors is the role of technology that supports ease of travel. This makes 76.19% of experts assess the condition of Indonesian tourism in 2023 towards recovery. Supporting the use of technology in this industry is seen with the availability of digital-based tourism service providers dominated by the use of digital media, which has gone hand in hand with the immediacy of information that helps provide customer service and promote their products and services. (Ernawati & Hananto, 2023) identified several types of digital tourism services, such as (1) Travel planning and booking websites, (2) Travel management sites, (3) Virtual tours of tourism attractions such as natural destinations, museums, and galleries, (4) Augmented reality experiences, (5) Digital marketing and social media campaigns, (6) Digital payment systems and automated payment processes, (7) Mobile applications that provide recommendations and assistance for travelers, (8) Online travel communities or forums, (9) Digital maps, (10) Digital tools for managing schedules and itineraries based on the research related to advancement in technology and digital media in tourism industry. (Femenia-Serra & Neuhofer, 2018; van Nuenen & Scarles, 2021; Verma et al., 2022).

PT Atourin Teknologi Nusantara, also known as Atourin, is a technology company focused on the tourism sector that offers one-stop solutions for travelers through its website and app. As a tourism marketplace, Atourin faces stiff competition from competitors that are considered more established and offer more products (e.g. traveloka, tiket.com, etc.) and service providers that provide complete tourism-related information. Based on the results of observing secondary data with the Semrush tool, as of August 2024, in the six months from March to August 2024, Atourin's website traffic has decreased by 20.83%, totaling 6.9 thousand visits.

Figure 1 Atourin Traffic Analysis (August 2024)



Sources: Semrush, 2024

Atourin needs to build trust among travelers and tourism service providers, especially in reaching domestic and international tourists, by offering tourism products in areas that are not widely known, considering that Indonesia is an archipelago with a large geographical area. They continue to strive to introduce the various types and uniqueness of Indonesia's local attractions, especially tourist villages. The need for more awareness and interest in the diversity of local attractions for tourists is one of the obstacles in facing competition in the tourism sector.

Therefore, Atourin needs a marketing strategy to increase its existence as an Indonesian tourism service provider. As a tourism service provider, Atourin needs to understand its target market. This understanding is crucial in identifying the market size, mapping the competitive landscape, and analyzing the factors determining the company's success. Kotler & Armstrong, (2018) state that an effective marketing strategy centers on understanding customer needs and wants.

LITERATURE REVIEW

This research described some theories and approaches that supported it and were used as references based on the variables analyzed for it. It uses strategy theories, including marketing strategy, consumer analysis through STP, and internal and external analysis theories.

Strategy

Hitt et al., (2017) also conveyed that a company can achieve strategic competitiveness by formulating and implementing a specific value with a strategy. This aligns with Wandebori, (2019), who defines strategy as an integrated collection of commitments, actions, and decisions to explore superior competencies in gaining competitive advantage and strategies.

Segmenting, Targeting, Positioning

Segmentation helps companies divide a large and diverse market into smaller segments that can be reached more efficiently and effectively with products and services that suit their unique needs. cited Keegan and Green (2008) that define targeting as evaluating segmentation and focusing on marketing strategies after selecting market segments. (Wijaya & Sirine, 2016). A strategic marketing framework outline in which companies identify diverse consumer needs and segments, focusing on those they can effectively serve. Positioning entails strategically crafting a company's offerings and image to establish a distinct position within the target market's perception. (Kotler & Keller, 2016)

Marketing Mix

As consumers' behavior changes, the marketing mix is also developed into 7P (Anjani et al., 2019; Harrington et al., 2017) consisting of (1) Product, the goods and service combination that the company offers to the target market; (2) Price is the amount of money customers must pay to obtain the product; (3) Place includes company activities that make the product available to target consumers.; (4) Promotion refers to activities communicating the product's merits and persuading target customers to buy it. ; (5) People element is the role of human resources in delivering goods and services that can affect consumer perceptions (Kukanja et al., 2017); (6) Process covers all aspects of the business itself (Komari et al., 2020); (7) Physical Evidence. However, digitalization is increasingly prevalent, and sales through social media are very prevalent, but the existence of valid company buildings and locations greatly influences marketing.

External Analysis

Explore the external factors, with the general environment, comprising dimensions in the broader society that influence an industry and its firms. (M. Hitt et al., 2017). According to Hitt, the general environment refers to the macro environment or larger societal factors that impact an industry and its business. The concept is organized into seven dimensions: Political/Legal, Economic, Demographic, Sociocultural, Technological, Global, and Physical. The industry environment is the factors that directly affect a firm and its competitive actions and responses. Hitt et al. (2017) explained that Firms use the five forces model by Porter, (1990) to identify the attractiveness of an industry (as measured by its profitability potential) and the most advantageous position for the firm to take in that industry, given the industry's structural

characteristics. Moreover, Wandebori, (2019) explains that four components need to be analyzed regarding competitors: objectives, assumptions, strategies, and capabilities. In addition, strategic group analysis is for companies with similar strategic dimensions to competitors in the industry. Furthermore, Hitt (2017) explains four components that are also linear that need to be analyzed on competitors.

Internal Analysis

Internal analysis through resources consists of tangible and intangible factors, as well as value chain analysis, a key internal analysis component that provides a systematic framework for examining a firm's activities to create and deliver this value (Porter, 1985). As Hoskisson (2019) described, the value chain comprises two primary categories of activities: primary and support activities.

Brand Awareness

Brand awareness is the first stage of brand development; the key brand development and brand objective at this stage is to create an identity and deep awareness. (Kotler & Keller, 2016). Brand awareness is the capacity of a given customer to recognize or recall the brand that belongs to a particular product (Holliman & Rowley, 2014). Brand awareness involves two main elements: recall and recognition (Azzari & Pelissari, 2020).

SWOT Analysis

Kotler and Keller (2017) also mentioned that SWOT analysis is a comprehensive assessment to review a company's strengths, weaknesses, potential opportunities, and existing threats. SWOT analysis can be tailored to various levels of complexity, from basic assessments to in-depth evaluations. By analyzing an organization's strengths, weaknesses, opportunities, and threats (SWOT), the framework helps firms align their goals with strategic implementation (Pearce & Packer, 2013). As cited in Wandebori (2019), Wheelen et al., (2001) emphasize that the TOWS matrix effectively illustrates the alignment of external opportunities and threats with a company's internal strengths and weaknesses, generating four sets of strategic alternatives.

Ansoff Matrix

Initiated by Igor Ansoff (1957), the Ansoff Matrix, also known as the Product-Market Expansion Grid, is a strategic planning tool usually used to analyze and plan growth strategies. It consists of four quadrants in a matrix, which help position the business according to the approach being taken. (Kurniawan et al., 2020)



Source: Oxford College of Marketing (2016).

Market Penetration strategy is carried out to increase the current customer base and increase consumer purchases; in this strategy, the company offers the product that is already on the market, and the market share offered is the same. The Market Development indicates a new market share for existing products and is offered back to potential buyers who have different characteristics or habits from the previous market share. Strategy Product Development offers a new concept or product to existing market segments. This step is taken to develop products in

the production sector and variants and to enable potential buyers to have a better experience. Lastly, Diversification is the riskiest of the four strategies in Ansoff's matrix. It involves introducing a new product into a new market, meaning it starts offering something entirely new to an entirely new group of people. (Robinson, Edwards, & Bishop, 2019; Kurniawan, et al; 2020).

METHODS

A comprehensive research methodology incorporated qualitative and quantitative approaches to understand the phenomenon better. The data was gathered from both primary and secondary sources. Primary data refers to information collected directly from interviewing internal respondents, namely the Atourin COO and Marketing Communication team. The primary data obtained was to examine the company's perspective on consumer analysis and internal analysis consisting of firm resources and value chain, and other interviews were conducted by interviewing potential customers as external respondents. Secondary data is collected from published sources (Taherdoost, 2021) through literature study techniques, where the data obtained comes from various information media such as books, articles, journals, news, and related official reporting archives. As part of the quantitative approach, a survey was conducted for this research in addition to the data collection.

The probability sampling approach with a simple random sample model was chosen because the intended respondents are highly homogenous where the members of the research are randomly chosen to participate in the study, and each individual has an equal chance of being selected (Bhardwaj, 2019; Golzar & Noor, 2022). The Slovin approach is used to determine the number of samples. The population used is based on Total Domestic Tourist Trips by Origin of Java Island Province by 2023, with a 7% margin of error. The requirement is that it be Indonesians who are interested in and have used online tourism services providers.

$$n = \frac{622.281.045}{622.281.045 \cdot (0.07)^2 + 1} = 205$$

The sample calculation shows that 205 respondents were needed, and 210 respondents were obtained. The questionnaire was distributed using the quantitative method from the second to the fourth week of October 2024. The author uses the SPSS method to process data for consumer analysis, using clustering to help segment potential customers and gain insight into brand awareness of the brand. Furthermore, this research focuses on formulating a marketing strategy to increase brand awareness for Atourin using descriptive analysis tools by using two perspectives: the company's external General Environment, Industry Analysis by Porter's Five Forces, competitor analysis, and the internal analysis then employs resources and value chain analysis. It generates a SWOT analysis based on internal and external analysis, becoming the TOWS matrix and in line with the Ansoff Matrix as the marketing strategy approaches as a business solution.

RESULTS

Segmentation, Targeting, And Positioning

The market segmentation process used demographic, geographic, and psychographic factors, as well as behavior toward tourism activities, in accordance with Cohen's explanation of tourist typology. Then, three market segmentation clusters were formed for Atourin. The respondents were then grouped into segments with similar characteristics, such as demographics, behavior, or preferences, especially in tourism activities. The ANOVA results show that the clusters formed significantly differ in several variables, especially those related to employment, income, domicile, and preferences in planning trips.

Figure 2 ANOVA Results

	Cluster		Error		F	Sig.
	Mean Square	df	Mean Square	df		
Umur	.248	2	.393	207	.633	.532
Jenis Kelamin	.234	2	.207	207	1.129	.325
Pendidikan Terakhir	.592	2	1.135	207	.522	.594
Pekerjaan Pokok	42.234	2	1.990	207	21.222	.000
Penghasilan per bulan	18.094	2	1.469	207	12.321	.000
Domisili saat ini	1981.116	2	2.280	207	868.907	.000
Dalam merencanakan perjalanan, aspek mana yang menjadi prioritas utama Anda?	23.307	2	2.137	207	10.907	.000
Seberapa besar pengaruh hal-hal seperti melepas penat dari rutinitas sehari-hari, dan mencari pengalaman baru (termasuk menjelajahi budaya baru dan bertemu orang baru) memotivasi Anda untuk berpergian?	5.257	2	.964	207	5.455	.005
Seberapa suka Anda berpergian ke destinasi wisata yang populer dan terkenal?	4.712	2	1.082	207	4.356	.014

. Sources: Data Proceed, 2024

Segmentation Analysis based on the factors used for Atourin results are formed into 3 clusters where each cluster created has differences for each segment, the three clusters in detail are shown on Table 1.

Table 1 Atourin Segmentation

Category	Modern-Explorers	Budget-Conscious Travelers	Traditional Travelers
Demographic	<ul style="list-style-type: none"> The age bracket is 18-34 Education level: Bachelor's Degree Occupation: Employee and self-employed Income bracket: Rp 2,000,000 - Rp 4,999,999 and Rp 8.000.000 - Rp 10.999.999 	<ul style="list-style-type: none"> The age bracket is 25-34 Education level: high school and Bachelor's Degree Occupation: Student and self-employed Income bracket: Rp 2,000,000 - Rp 4,999,999 	<ul style="list-style-type: none"> The age bracket is 25-34 and up Education level: high school Occupation: Employee Income bracket: Rp 2,000,000 - Rp 4,999,999 and Rp 5.000.000 - Rp 7.999.999
Geographic	Focuses on Urban Areas with high populations on Java Island.	It focuses on urban areas with high populations but low incomes	Focuses on Urban Areas with high populations
Psychographic and Behavioral	Individual mass, Explorer; They prioritize the activities option when planning trips and travel with family, friends, and partners.	Drifter; They prioritize Amenities, especially food, when planning trips, and they travel with family and partners.	Organized mass; Interacting with the local community and learning about their culture is essential. Being able to unwind from their daily routine and seek new experiences are essential motivators for them.

Source: Data Processed, 2024

Brand Awareness

The analysis of brand awareness for Atourin reveals that only 19 out of 210 respondents are familiar with the brand it shows by choosing 5 on the Likert scale which indicates as often for the question "How often have you seen or heard of Atourin?" and a nearly equal percentage 61 out of 210 (have never heard of it. This indicates that while Atourin has made some inroads in terms of brand recognition, a substantial portion of the potential market remains untapped. Furthermore, when considering marketplace tourism options, only 15 out of 210 respondents do consider Atourin, while more than half, 130 out of the total respondents, do not think of Atourin when they are thinking of the tourism marketplace. However, A significant majority of respondents (57%) expressed at least some level of willingness to purchase from Atourin and nearly half of the respondents (61.5%) believed that Atourin's products and services would meet their needs, reinforcing the potential for conversion into actual purchases. The combination of a high willingness to purchase and a strong belief in the brand's ability to fulfill needs suggests a positive outlook for Atourin's future sales and market penetration.

External Analysis

Table 2 General Environment Analysis For Atourin

Elements	Category Analysis
Political and Legal	The Indonesian government actively encourages the sector's growth, including by improving infrastructure and regulations. In addition, Atourin has been listed as a Wonderful Indonesia Co-Branding partner.
Economic	The Indonesian government is aggressively promoting tourism, including developing digital tourism.
Demographic	The number of people of productive age is quite large, means the potential for domestic tourists is also large.
Sociocultural	Indonesia's increasing number of Internet users opens up greater market opportunities for technology-based tourism products and services.
Technological	Indonesia's uneven digital infrastructure has limited Atourin's ability to expand its target market of national travelers.
Global	The entry of foreign players into the domestic market tightened competition in the Indonesian domestic market
Physical Environment	Indonesia's natural and cultural wealth is the main attraction for domestic and foreign tourists.

Source: Research data

Analyzing the industry analysis aspect, which consists of Porter's five forces approaches, the digital tourism industry in Indonesia is exciting but highly competitive. Huge opportunities come from rapid market growth, high internet penetration, and government support. Given the projected rapid growth of the digital tourism market in Indonesia, Atourin's potential revenue growth in this industry is also quite high. The results obtained indicate a favorable landscape where opportunities surprise potential threats, with 7 opportunity points and 5 threat points.

This indicates that Atourin is in a positive and supportive external environment where opportunities outweigh potential threats.

Internal Analysis

Based on the results of the analysis of both tangible and intangible resources, Atourin has strong resources in various fields, the company faces financial and organizational challenges. An extensive network of partners across 22 provinces in Indonesia, registered trademarks and logos, and a core team of experienced and subject matter experts are valuable assets of the company and demonstrate the company's commitment to innovation and digital transformation. The reputation as a pioneer in the tourism industry and the partnership with Wonderful Indonesia further strengthens the company's position in the market. However, funding limitations and potential overlap of duties need serious attention. It is important for the company to find solutions to these weaknesses in order to maximize the potential of its resources.

The value chain analysis shows that Atourin has a number of significant strengths. Focusing on local destinations and attractions in Indonesia is key, which is strengthened through close partnerships with village communities, local businesses, and government agencies. This enables the company to offer authentic travel experiences and positively impact local communities. The company's operations are supported by an easy-to-use digital platform with consistent content management and strict partner management, guaranteeing a smooth and quality user experience. In addition, a secure payment processing system enhances customer trust and convenience. The implementation of a strong marketing strategy, including collaboration with travel bloggers, influencers, and media, strategic promotions, and participation in exhibitions, has been effective in increasing visibility and reaching the target market. Nonetheless, there are some areas for improvement. Reliance on Meta platforms for digital marketing, especially Instagram, poses a risk in the event of algorithm or platform policy changes. In addition, the company needs to develop loyalty programs and build rating-based communities to improve customer retention and encourage advocacy.

Based on the internal analysis results, it can be understood that Atourin has fulfilled the core capabilities to achieve sustainable competitive advantage. This is indicated by the value skills that Atourin has, which make it easy for customers to find information and book tour packages through a user-friendly digital platform, establish strategic partnerships with various tourism stakeholders, and develop tourist village products to market share. Atourin's ability to be aware of technological developments, such as using big data and AI for service personalization and an extensive network of partnerships with local actors, also meets the rare aspect. However, it can still be improved again. With an innovative, open, and customer-focused organizational culture, the unique combination of technology, expertise, and business processes meets the difficult-to-imitate aspect for other competitors. In addition, Atourin's position as one of Indonesia's pioneers of tourism digitization by focusing on developing tourist villages, thus establishing a strong brand reputation, expertise in sustainable tourism, and a wide distribution network. Also, something irreplaceable for Atourin.

DISCUSSION

To resolve the issues faced, researchers try to solve them by analyzing them systematically based on the findings obtained. 11 strengths, 7 weaknesses, 7 opportunity, and 5 threat points are gained from the internal and external analysis. After assessing the capabilities, limitations, potentials, and challenges the company faces in developing an optimal strategic plan, we conducted an Ansoff Matrix analysis to identify strategies for Atourin based on the SWOT analysis and TOWN Matrix results.

Figure 3 SWOT Analysis Results

	<p>Strength(s)</p> <ol style="list-style-type: none"> 1. Extensive partner network 2. Comprehensive product of tourism activities 3. Experienced core team and experts in their fields. 4. Wonderful Indonesia Co-branding partner. 5. User-friendly digital platform, 6. Have a secure payment processing system. 7. Utilized digital channels 8. Reliable technology infrastructure 9. AI development 10. Focuses on sustainability and the SDGs for long-term growth 11. Growing market 	<p>Weakness(es)</p> <ol style="list-style-type: none"> 1. Limited funding 2. Potential overlap of tasks and lack of efficiency 3. Dependence on Meta for digital marketing, especially Instagram 4. Does not yet have an explanation of the loyalty program, community by rating 5. No permanent HR division 6. Consumer engagement 7. Dependence on Technology
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Government Support in Indonesia digitalization of tourism 2. Economic growth 3. Increasing number of potential domestic tourists. 4. Shifting tourism trends, especially to quality tourism 5. High availability of Indonesia's natural and cultural resources as tourist attractions. 6. Low Bargaining power of supplier 7. Low threat of substitute product 	<p>SO Strategies</p> <ul style="list-style-type: none"> • Capitalize on economic growth and government support to develop comprehensive tourism products and reach a wider market (S1, S2, S4, O2, O3, O4) • Use technology to improve operational efficiency, develop new products and services, and enhance customer experience. (S3, S9, S10, O3) • Targeting the international market by utilizing Wonderful Indonesia co-branding, by offering tour packages that focus on sustainability and SDGs in line with quality tourism trends (S4, S10, O4) 	<p>WO Strategies</p> <ul style="list-style-type: none"> • Develop a comprehensive loyalty program and engagement strategy to improve customer retention (W4, O3) • Increase manpower to optimize technology utilization and improve service quality. (W2, O2, O4) • Utilize other digital media to increase consumer engagement and strengthen brand awareness. (W4, O4)
<p>Threat(s)</p> <ol style="list-style-type: none"> 1. Uneven digital infrastructure in Indonesia 2. Entry of foreign players into the domestic market 3. High threat of New Entrants 4. High Bargaining power of buyers 5. High Rivalry among competing firms 6. Natural disasters 	<p>ST Strategies</p> <ul style="list-style-type: none"> • Intensify the introduction of unique products to compete with competitors in increasing market share by optimization AI (S7, S9, T2, T5) • Capitalize on competitive advantages and a strong reputation to counter threats from new entrants and intense competition. (S4, T3, T5) 	<p>WT Strategies</p> <ul style="list-style-type: none"> • Seek external funding or investment to strengthen technological capabilities and overcome resource limitations in the face of competition and market threats. (W1, T2, T3, T5) • Strengthen organizational structure and HR management to improve efficiency and reduce dependence on specific individuals. (W2, W5, T3, T5) • Improve service quality and customer experience to reduce the risk of losing customers due to high competition and bargaining power. (W4, W6, T4, T5)

Source: Data Processed, 2024

Following are the results of strategy identification using the Ansoff Matrix approach. Market Penetration focuses on aggressive marketing and sales strategies, so the suitable strategies based on the TOWS Matrix are that Atourin can capitalize on economic growth and government support to promote comprehensive tourism products and reach a wider market. Website and content optimization is crucial to increase visibility on search engines. Implementing informative title tags, meta descriptions, and attractive calls to action can increase the website's effectiveness. In addition, content development in the form of articles, blogs, and videos about sustainable tourism and tourist villages integrated with Atourin products can attract market interest and increase brand awareness. Atourin could explore other social media platforms relevant to the target market, such as TikTok, YouTube, and X. Then, Atourin needs to strengthening technological capabilities is an important step in facing competition and market threats. Atourin can seek external funding or investment to support technology-based product innovation and development. Atourin need to improving service quality and customer experience is crucial to minimize the risk of losing customers. Atourin needs to be proactive in collecting and responding to customer feedback to improve service quality and meet customer expectations continuously, Atourin can develop a comprehensive loyalty program and engagement strategy to retain existing customers. By implementing these strategies, Atourin can increase brand awareness, expand market share, and strengthen its position in the Indonesian tourism industry.

Market Development: To enter new markets with existing products, either by geographical expansion, targeting new customer segments, or seeking new distribution channels, Atourin could target the international market by utilizing Wonderful Indonesia co-branding, offering tour packages focusing on sustainability and SDGs in line with quality tourism trends.

Product Development aims to offer new products to the existing market. Product innovation and differentiation are key; suitable strategies include using technology to improve operational efficiency, develop new products and services, and enhance customer experience. This could be done by creating a *customer relationship management* (CRM) system for task automation and *customer service* and intensifying the introduction of unique products to

compete with competitors and increase market share by optimizing AI, chatbot, live chat, and omnichannel to provide fast and responsive customer service.

Diversification involves entering new markets with new products. It is the riskiest strategy but has the potential for great results. Atourin could diversify its products by offering merchandise or souvenirs that are typical of the tourist destinations it promotes. Other strategies include hiring a photographer to become a personal photographer for every tourist who visits the destination to capture the moment. Classes for tour guides who have registered with Atourin can also be provided.

CONCLUSION

This research found that Atourin has a low brand awareness level due to search engine optimization that has not been maximized. However, Atourin has great potential to grow by capitalizing on its technology and tourism knowledge strengths. The research identified two main target markets for Atourin's end-users: Traditional Travelers who want cultural interaction and authentic experiences and Modern Explorers who seek unique activities and rely on online information. Market interest in Atourin is influenced by internal factors, such as innovative technology and strong partnerships, as well as external factors, such as government support and economic growth.

In order to improve its services and competitiveness in the dynamic tourism market, Atourin needs to implement several marketing strategies based on the market penetration quadrant of the Ansoff Matrix. Atourin could aim to leverage its one-stop-solution services and gain a competitive advantage in the market. The proposed strategy focused on how Atourin could increase its brand awareness, which impacted increasing market share within the existing market using the current product offerings.

SUGGESTION

This research aims to propose a marketing strategy for Atourin, as one of the players in the digital tourism industry in Indonesia to increase their brand awareness. Based on the findings and conclusions, the researcher provides several implementation plans for the market penetration strategy for the company. Then, from this study, it was found that several variables or aspects, both internal and external, greatly affect the company's competitive advantage. Therefore, suggestions that can be given for future research are related to maintaining the success and development of the company, such as exploring partnerships with suppliers, especially with locals, as part of destination management for tourist villages and improving sustainability and the concept of local empowerment tourism, implementing strong financial management practices to ensure sustainable growth and profitability, future research can also be related to providing solutions to the gaps that occur in this study.

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