UNIVERSITAS INDONESIA

CONTEXTUAL ADVERTISING MARKETING PLAN
internationalsnack.com

THESIS

LUCIANA
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FACULTY OF ECONOMICS
MAGISTER OF MANAGEMENT AND MASTER OF BUSINESS ADMINISTRATION DUAL DEGREES PROGRAM
JAKARTA
JULY 2012

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Submitted as partial fulfillment of the requirements for the dual degrees of Magister of Management and Master of Business Administration

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STATEMENT OF ORIGINALITY

This thesis represents my own effort; any idea or excerpt from other sources, either in form of publication or direct quotation or indirect reference, if any, have been acknowledged in this thesis in accordance to the academic standard or reference procedure.

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Has been successfully attested in the face of the Board of Examiners and accepted as part of the requirements necessary to obtain the degrees of Magister of Management and Master of Business Administration in a course of MM-MBA dual degrees program, Faculty of Economics, from Universitas Indonesia and I.A.E. de Grenoble Université Pierre-Mendès-France.

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I very much realize that this thesis may not be excellent and needs much improvement. However, I hope that this piece of writing can be benefit for other MMUI students, especially those who are interested in internet marketing.

July 2012,

Author

APPROVAL STATEMENT SHEET FOR THE PUBLICATION OF FINAL PAPER FOR ACADEMIC INTEREST

As the academic member of Universitas Indonesia, I who sign below:

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Type of Work	: Thesis

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(Luciana)

ABSTRACT

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As of 31 December 2011, there were 2.2 billion people or 32.7% of total world population using the internet. Growth since year 2000 reached 528.1% or five folds the users twelve years earlier. Major factors that draw people to turn online are the interactivity and connected environment enabled by the Web 2.0 technology and the control over information access on the internet thanks to internet search tools, such as directories and search engines. With more people shift from physical place to internet space, ready or not, marketers also need to evolve in the way they communicate with customers.

Online advertising differs from traditional advertising in terms of interactivity, capability of one-to-one marketing, targeted marketing, and push and pull nature that are enabled by sophisticated software advances and extensive database. A major break-out in online advertising was introduced by Google with its keyword-targeted advertising programs called AdWords—Google's text-based system for advertising on search engine result pages, and AdSense—appears on Google's content network of millions of web sites. By this means, two categories for text-based web advertising are enabled: Search Engine Advertising—ads that are triggered by user's search keyword and displayed on the result page of the search engine, and Contextual Advertising—ads that are placed on third-party Web pages based on its relevancies with the content of the currently viewed page.

The blog internationalsnack.com is a website about snack and snack-related piece from around the globe. It seeks opportunity to monetize the site by adopting contextual advertising business model. A number of objectives are set, including to reach critical mass and to break even within 2 years after the blog launch in July 2012. This marketing plan will mainly focus on the strategy to promote and build traffic to the site through Search Engine Optimization (SEO), Web Public Relation (Web PR) and Viral marketing tactics.

Key words: contextual advertising, marketing plan, search engine optimization

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CHAPTER 1
PREFACE

1.1. Background

By the end of 2011, world internet users reached 2.2 billion people or 32.7% of total world population. That is 528.1% growth since year 2000 (Internet World Stats, 2012). More and more people rely on the Internet for easier information access (Martin, 2008): you can search almost everything by putting keywords in search engine and hitting the search button (Deka and Lahkar, 2010). On the other side, distance is (virtually) shortened and communication is improved with tech gadgets advances (Burst Media, 2010). A survey held by Burst Media (2010) even showed so important the function is that gadget users could hardly live without their technology widgets. With faster, cheaper, more capable, and more available communication delivered by information technology and the internet, for sure, abundance of opportunities emerge, including e-business (Asghari and Gedeon, 2010; Jones and Grafham, 2007).

Matt Mullenweg introduced Wordpress—a blogging platform—to web world when he was 20 (wordpress.com); Pete Cashmore became millionaire at early 20s with his blog Mashable.com; Catherine Cook created myYearbook—a social network while she was at high school (myYearbook.com). They are all young and rich. They all build their business on the internet. With internet now available in 200+ countries worldwide (ITU, 2010) and commercial 3G service accessible in 159 economies (ITU, 2011), e-business is easily created anywhere by anyone. Target market now is not more the area surrounding your store, for instance, but also includes people from places hundreds of kilometers away. It means wider market for business.

Business on internet can also be less costly than, say, opening a food stall. You do not need to lease a stand, set equipments, or prepare inventory before starting the business. All you need is mobile broadband subscription and a device connected to the internet, while the other supporting stuffs can be found free in the web as long as you are willing to find them. Less risk.

But less risk does not mean no risk at all. Every business either start-up (Metzger, 2010) or experienced one (Golden, 2011) has its own menace. This is also true to internet business. The dotcom crash in 2000 devastated both small and big internet businesses (Moules, 2001), showing us the unforeseen burst of the internet bubble due to poor business model (Rosario, 2000). It needs extensive market research, precise marketing plan, lots of hard work and consistency to be successful in business. Passion helps you bear with all the hardship. Also "… passion will enable the person to do it best," said Itthipat Kulapongvanich, the young CEO and founder of TaoKaeNoi Food And Marketing Co., ltd., producer of nowadays popular seaweed snack (Changsorn, 2008), whose biography movie entitled Top Secret a.k.a The Billionaire inspired Author to research a snack-related business idea.

Of many online business models, one of the most popular these days is contextual advertising (Sukarto and Hianoto, 2010). The idea is to create a website with interesting content to draw visitors. Advertisements relevant with the content will then be displayed on the website (Mutum and Wang, 2011), for example restaurant ads on a blog that reviews culinary tourism. As more visitors come to the website and find pertinent ads to their needs, they will click on the ads and the website owner will be awarded certain compensation (Cunningham and Brown, 2010).

Put above elements into one: a startup with wide coverage but less risk while exploring your passion and putting it into interesting content to draw visitors then get compensated from the placed ads sounds pretty good idea for an amateur in business. This was how the idea for the blog internationalsnack.com came to mind. This thesis will focus on marketing plan to reach critical mass needed to break even within two years after the blog launch.

1.1.1. Learning Methods and Higher Education Objective

Other than above objectives, this project is also intended to understand and apply the marketing and advertising principles on actual case. Learning will be pursued through secondary research to obtain fundamental basic knowledge, primary research to sharpen business instinct, and internet research to complete above methods.

1.1.2. Basic Higher Education Program in Universitas Indonesia

This thesis project is a partial fulfillment of the requirements to graduate from the Magister of Management and Master of Business Administration dual degrees program from Universitas Indonesia and I.A.E. de Grenoble Université Pierre-Mendès-France.

1.2. Problem Formulation

- How does the blog internationalsnack.com be able to achieve critical mass within two years after launch?
- How does the blog internationalsnack.com be able to break even within two years after launch?

1.3. Methods of Research

Referring to Kotabe and Helsen (2011), research begins with problem formulation followed by data collection from secondary data sources, primary data sources and internet sources.

1.3.1. Secondary research

Data will be acquired from offline and online journals, text books, trading books, articles and blogs, and then sorted and analyzed to give proper fundamental knowledge and solve the problems.

1.3.2. Primary research

Primary data will be collected through focus group and internet observation.

1.3.3. Internet research

The internet research will use several tools:

a. Bulletin boards and chat groups

   Research will be done by posting questions to search engines, and by monitoring responses and comments in bulletin boards and chat groups.

b. Search Engine Optimization tools (SEO)

   Several tools such as keyword suggestion tool, keyword proximity tool, search engine ranking checker, duplicate content checker, etc will be used for SEO research.

1.4. Plan Outline

Outline of this marketing plan will be:

CHAPTER 1 PREFACE

This chapter describes the background, problem formulation, methods of research and the plan outline of this thesis.

CHAPTER 2 THEORETICAL ANALYSIS

This chapter defines the concepts of marketing, integrated marketing communications, advertising, online advertising, contextual advertising, travel & tourism, business model and marketing plan used in this thesis.

CHAPTER 3 BUSINESS MODEL

This chapter reviews the contextual advertising business model for the blog internationalsnack.com using the 9 Building Blocks concept that comprises of customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships and cost structure.

CHAPTER 4 SITUATION ANALYSIS

This chapter analyzes the PEST factors, market research, competition analysis and SWOT analysis.

CHAPTER 5 MARKETING PLAN

This chapter lists the objectives, strategies, tactics, actions, control and budget of the marketing plan.

CHAPTER 6 CONCLUSION AND SUGGESTION

This chapter closes the thesis with conclusion and suggestion for future research.

CHAPTER 2
THEORETICAL ANALYSIS

2.1. Marketing

Marketing centers on customers' needs, relationship (Kotler and Armtrong, 2012), conversation (Stokes, 2009), and value exchange (Middleton and Clarke, 2001), while paying attention to competitors (Kotabe and Helsen, 2010) and not forgetting clients, partners and society at large (American Marketing Association, 2007). In the end, marketing is an important tool to sell product and service and create profit (Kotler and Keller, 2012).

As suggested by Stokes (2009), marketing is about conversation. Yet, due to information technology development, ways of communication have shifted from physical place to internet space. The complexity of global marketplace and bombardment of messages to potential customers (Clow and Baack, 2010) coupled with the explosive development of new media channels enabled by the internet (Mimoun, 2008), ready or not, shove marketers to also evolve in the way they communicate with customers.

2.2. Integrated Marketing Communications

In communication process, information is transmitted and understood through the use of common symbols, either verbal or nonverbal (Clow and Baack, 2010; Gibson, Ivancevich, Donnely, and Konopaske, 2009).

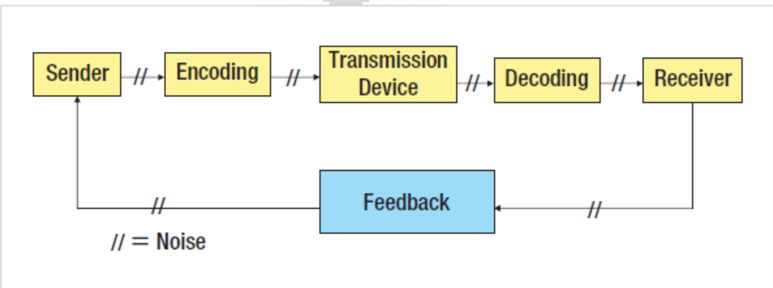


Figure 2.1: The Communication Process

(Clow and Baack, 2010, p.6)

With new media channels nowadays emerge among customers, marketers are required to adjust their communication process more sophisticatedly.

a. Customers are changing: now they are “selective, skeptical, and demanding” and.. global (Vollmer and Precourt, 2008; Mimoun, 2008)
b. Innovation is imperative and brand is the new form of competition (Schultz and Schultz, 2004)
c. A wide variety of media are available for diverse audiences (Clow and Baack, 2010)
d. And thanks to information technology today’s customer has greater control to information access and greater command over media consumption (Stokes, 2009)
e. Do not forget that younger consumers are fonder of technology too (Clow and Baack, 2010).

Integrated marketing communications (IMC) suggests that customer is the central (Schultz, Tannenbaum, and Lauterborn, 1993); that marketers start with a "360-degree view" of the customers (their preferences, buying patterns, media exposure, etc), then bring those customers to products and services that fit their needs via a mix of communication tools, avenues, and sources that they find attractive and credible (Jones, 2008). Any spent dollar on this program subsequently be measured (Clow and Baack, 2010) and matched against the impact on customers and other stakeholders (Kotler and Keller, 2006; Hutton, 1996).

Sugiyama and Andree (2011, p.87) of Dentsu Inc, the largest advertising agency in Japan, define Dentsu’s cross communication concept–a similar one to the IMC–as:

> the creation of a scenario or path for moving the target (1) based on target insight and media insight, and (2) taking into consideration both “breadth” (reach and frequency) and “depth” (degree of involvement), (3) create a “scenario” for communication (4) that effectively combines multiple Contact Points.

Taking advantage of the global opportunity, the IMC now expands beyond national scope into GIMC, or a globally integrated marketing communications program. By GIMC mechanism all marketing efforts will be coordinated vertically (across promotion tools) and horizontally (across countries) either by adapting or standardizing its approach on each target country (Grein and Gould, 1996; Clow and Baack, 2010).

When we talk about global marketing, particularly the promotion element, a huge dollar is involved. eMarketer (Reese, 2011) mentioned that $529.5 billion would be spent on advertising in 2012. On the other side research by Morgan Stanley (Meeker, Devitt, and Wu, 2010) showed that in USA in 2009, only 12% and 31% time spent on print and television against 26% and 39% ad spend disbursed. Both showed a downside trend. The stats on the internet channel showed the contrary. An increasing time spent on internet gave a 15% room of improvement for the online ad share. That was equal to approximately US$50 billion global opportunity. That also suggests marketers not to lose their share in the growing internet pie.

2.3. Advertising

Hopkins declared that “advertising is salesmanship-in-print” (1927, p.100), while Ogilvy (2004, p.6) confessed that “advertising is a business of words.” Both Hopkins (1923) and Caples (1997) believe that good advertising relies on customer facts that are gained through thorough and exact testing and tracking. John W. Blake stated in a classic booklet on advertising that “There is just one justification for advertising: Sales! Sales! Sales! Sales that are immediate, sales that are abundant, sales that are profitable.” (Caples, 1997, p.1) Kotler and Armstrong affirmed that advertising was “any paid form of non personal presentation and promotion of ideas, goods, or services by an identified sponsor.” (2012, p. 436).

We can draw conclusion from above opinions that advertising is how we communicate to customers and convince them that our product or service meet their needs valuably – even if they are not aware of the needs yet.

Kotler and Keller (2006) propose that advertising program starts with identifying the target market and buying motives, then deciding these five Ms:

a. Mission (objectives): to inform, persuade, remind, or reinforce?
b. Money (budget), determined by: stage in the product life cycle, market share and consumer base, competition and clutter, advertising frequency, and product substitutability.
c. Message (campaign): message generation and evaluation, creative development and execution, and social-responsibility review.
d. Media (media selection): reach, frequency, and impact.
e. and Measurement (evaluation): communication-effect and sales-effect researches.

Advertising agencies will come to assist companies in planning, preparing, implementing, and evaluating all or portions of this advertising program through in-house capabilities or subcontracting (Neuborne, 2004; Silk and King III, 2009)

Burnett (1993) classify advertising agencies in two categories: full-service agencies with services in creative, media, financial, support services and account management, and boutique agencies which are smaller agencies and usually offer only creative services.

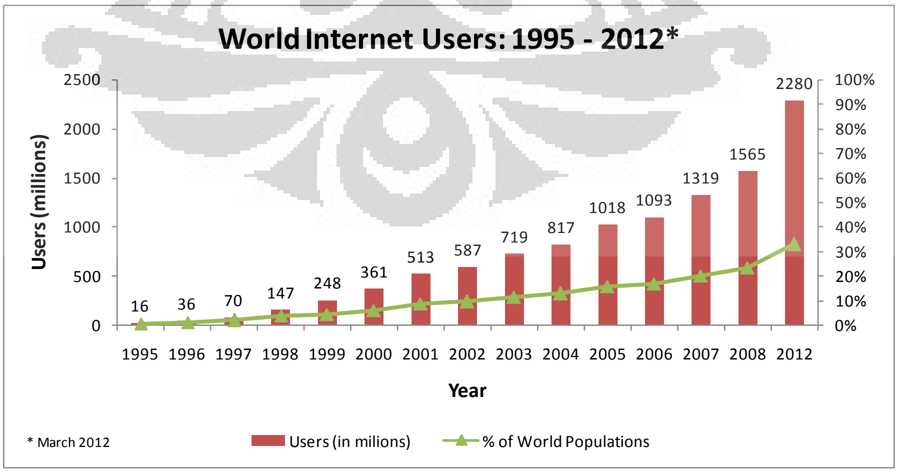
Apart of its constant aspects which are highly entrepreneurial and primarily service-driven, the advertising business now has evolved in its quest of finding advertisers to include "advertising" (referring to the overall brand development and related creative services), media strategy, planning & buying ("media buying"), public relations, direct marketing/customer relationship management ("CRM"), syndicated and custom research, event management, search engine marketing, web design, barter, and trading desk (Pivotal Research Group, 2012, p.12).

2.4. Online Advertising

2.4.1. Overview

Online advertising differs from traditional advertising in terms of interactivity, capability of one-to-one marketing, targeted marketing, and push and pull nature that are enabled by sophisticated software advances and extensive database (Dickey and Lewis, 2011).

The vast development of digital advertising is mainly driven by the massive growth of internet usage (Nasir, Ozturan and Kiran, 2011). During year 2000 to 2011 global internet economy has grown from approximately US$10.4 billion to US$78.5 billion or from 3% to 18% of total media advertising. By 2012 internet advertising revenue is projected to reach US$87.4 or 19% market share, surpassing the newspapers to become the second biggest media category globally (Magnaglobal, 2010; Monnier for Magnaglobal, 2011).



Graph 2.1: World Internet Users from 1995 – 2012

(Internet World Stats, processed by Author)

Major factors that draw people to turn to online are the connected environment (Pettigrew, Durrance and Unruh, 2002) and the control over information access offered by the internet (Stokes, 2009).

With the arrival of Web 2.0, websites have evolved from merely a service provided by the internet to store, retrieve, format, and display information into a collegial platform that enables people to collaborate, share information, and interact as an online community (Laudon and Laudon, 2012). Internet users no longer plainly wait for information provided by content providers, they also begin to supply and maintain information through a wide range of applications such as social networking, wikis, blogs, RSS, and many others (Bernal, 2010). Instead of just read, they also participate. In this virtual world they are all connected: with people across borders, and with anything and everything from laptops to interactive kiosks to automobiles. Internet has wired-up the world (Chaffey and Smith, 2008).

Beside connectivity, internet search tools such as directories and search engines also play an important role in shaping the online experience. Web directories provide categorized lists of web pages written by Web author (Tidd, 1997), while search engines use "spider" or indexing robots to read and analyze web pages across the Web and then index the page (Rappoport, 2000). They help users in finding information quickly and navigating the millions of pages on the Web (Seymour, Frantsvog, and Kumar, 2011; Krishnamurthey, 2003). Have they not existed, the internet would be very difficult to use (Hancock, 1996). Of two tools, search engine is the most popular to utilize and gives users greater control over digital media. Users will put keywords in search engines and choose the most relevant content from search results displayed (Sheehan and Young, 2011).

The interactivity aspect of search engines and Web 2.0 has transformed the internet into a conversations hub (Stokes, 2009) and at the same time gives users control to tailor their exposure to media and advertising content to their specific needs and desires (Tauder, 2006). This invokes a change in the way marketers communicate with customers.

In some respects, tracking and optimization tools allow marketers to follow and track customers' response and behavior on the Web and provide a higher degree of accountability about customers buying behavior (Sheehan and Young, 2011). On the other side, the interactive functionality of the internet permits dialog with customers through various registration processes and social networking channels and thus allows for customized or personalized advertising (Ahrens and Coyle, 2011). Another consequence to attend is the online peer reviews or electronic Word of Mouth (eWOM) between internet users. Since User-Generated Content (UGC) or Consumer Generated Content (CGC) are more trusted by peer customers and more persuasive, it is a challenge for marketers to become part of the process and engage with potential and existing online customers (Wang and Rodgers, 2011). In sum, as Kazienko and Adamski (2004) said, "The most effective online advertising serves the right message to the right customer at the right time in the right context."

2.4.2. History and Definition

Online advertising was first commenced when HotWired.com, an early web magazine, sold a banner ad at the top of its web page to AT&T in October 1994 (Telang and Bhatt, 2011). Since then and after the dot-com crash in 2001, online advertising has expanded into a wide selection of models following the development of web technology (Google Inc, 2007).

Most recent online advertising covers all kinds of advertising run on the internet, from adverts placed in emails (Brettel and Spilker-Attig, 2010), to display and video ads (Gumbel, 2001; Klejna, 2011), to eWOM ad campaigns (Van der Lans et al., 2010) and so on.

Table 2.1: Most Common Forms of Digital Advertising

Form of Digital Advertising	Description or Common Meaning
A business's website	This is the most common form of advertising on the Internet.
Banner	often employ graphics, or rotate to capture the user's attention. The user can even click-thru the web page.
Button	A button is similar to a banner, but square.
Tower	A tower is vertical display; usually down the right site side.
Intromercials	An intromercial is an animated, full-screen ad placed at the entry point of a website before the user reaches the intended content.
Search Engine Marketing	SEM includes various forms of Internet marketing displays that seek to promote websites by increasing their visibility and/or ranking in search engine results pages.
Classified Ads	Classified ads are well-suited for the interactive environment. Users can enter requests, and the computer will search for the appropriate listings.
Weblog or Chat Room Ads	Yahoo! and HotWired are examples of sites that sell advertising in chat rooms.
Contest Sponsorship	Many sites offer contests which can be sponsored by an advertiser.

(Dickey and Lewis, 2011, p.15)

The best aspect of online advertising is its trackability (Hood, 2007; Evans, 2009), and therefore measurability (Rapoza, 2010). Advertising networks or the "online advertising brokers" will track any user information such as connection type, browser, operating system, time of day and ISP and optimize ad campaign by limiting the frequency a user sees the same ad (frequency capping), controlling the order of ads shown to a user (sequencing), ensuring that ads from direct competitors not shown on the same page (exclusivity), and allowing advertiser to own the whole advertising inventory on page (roadblock). (Stokes, 2009).

The same information will also be used to target ads placement to match user needs and preference by country, city and place or geo-targeting (Aitken, 2005; Delany, 2011); browser and connection type (Stokes, 2009); day and time (McEleny, 2009); social serving according to specific user characteristics (Steel, 2007); user behavior based on previous web sites visited (Micu, 2005; CIO Insight, 2007); and keyword search queries (Smith, 2010).

2.4.3. Keyword-targeted Advertising

Google revolutionized the way digital advertising works by introducing keyword-targeted advertising programs called AdWords—Google's text-based system for advertising on search engine result pages, and AdSense—appears on Google's content network of millions of web sites (Jansen et al, 2008).

Common features of keyword advertising according to Jansen et al (2008, p.50) are as quoted below:

a. Advertiser-provided content that is, a set of advertiser hyperlinks annotated with keyword tags, titles, and descriptions.
b. Advertiser-provided bids that value traffic according to specified concepts or keywords.
c. Combined manual and automated review process to ensure that advertiser content is relevant to the target keyword.
d. Matching advertiser content to user queries received by a search engine.
e. Displaying advertiser content in some rank order in some placement alongside other algorithmic (i.e., non-sponsored or organic) search engine content.
f. Gathering data, metering clicks, and charging advertisers on the basis of consumer clicks on the displayed content (Fain and Pedersen, 2005, p. 12).

As of May 2012 Google holds 80% desktop share and 91% mobile/tablet share of search engines market worldwide (Netmarketshare, 2012). Google’s search technology stands out for the quality landing pages—the web pages users view after going from search engines—and sites returned on its search result (Chen, 2008). Web pages with more relevant content and other useful sites linking to that page will garner higher rank on Google’s search results (Chase, 2004). This will rein low quality pages such as search arbitrage websites – pages full of ads – from showing on the first result page and hurting users' faith in search engine system (Thompson, 2008).

A phenomenon of growing time spent by people online and the versatility of this textual advertising opportunity confer new abilities for marketers to reach, engage, and interact with specifically target audiences of "niche markets with specific interests, broad audiences with a single message, large or small geographic segments, and speakers of specific languages" (Google Inc, 2007, p.8).

According to Fan and Chang (2009), there are two main categories for text-based web advertising:

a. Sponsored Search Advertising or Search Engine Advertising
   Ads that are triggered by user's search keyword and displayed on the result page of the search engine.
b. Contextual Advertising or Content-Targeted Advertising
   Ads that are placed on third-party Web pages—from individual blogs to large publishers such as major online newspapers, based on its relevancies with the content of the currently viewed page.

In a nutshell, search engine marketing is about demand fulfillment, while contextual-based advertising is about demand creation (Lemonnier, 2008).

2.5. Contextual Advertising

2.5.1. Overview

Contextual advertising uses content analysis algorithms and ad placement technology to scan through the composition of a website and return ads according to the semantic or keyword similarity between the content and the ads (Ciaramita, Murdock and Plachouras, 2008). The goal is to "exploit the possibility that consumers' content preferences are indicative of their product preferences." (Zhang and Katona, 2011, p.1)

In content-based advertising, content is usually hosted by website owners (publisher) and advertising slots are allocated to advertisers on a keyword-bid system. Usually the auction service is held by major search engines and some ad networks (Smith, 2004), such as Google (with AdSense), SlideShare, Yahoo! Publisher Network, YouTube and now even Facebook.

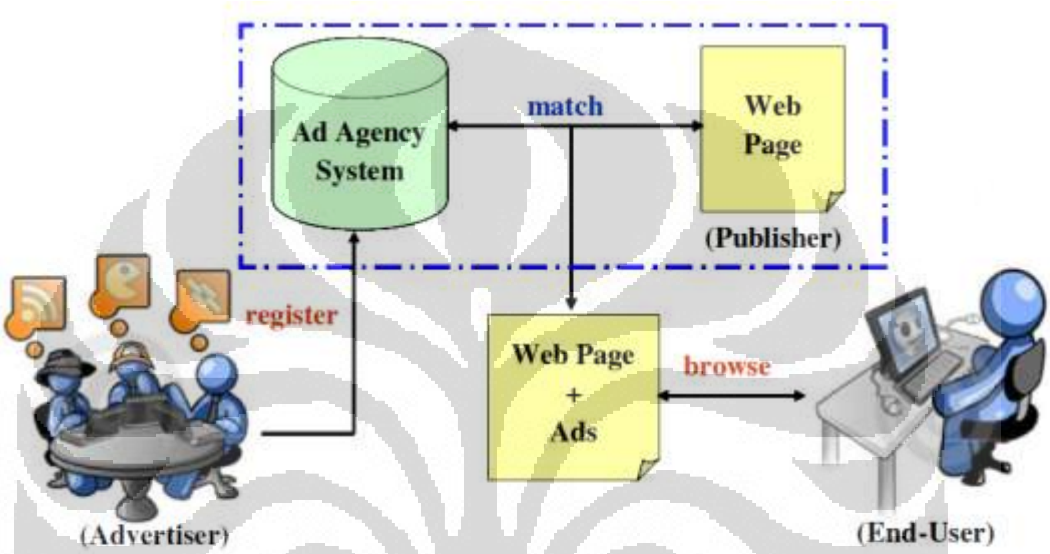


Figure 2.2: Key Players in Content-Based Advertising

(Fan and Chang, 2009)

Several concerns, though, arise over the effectiveness of contextual advertising. Of 44 - 45 per capita exposures to Internet display ads daily, only 15-20% is renowned (Media Matters, 2011); and of 20 digital ads per week recalled by consumers, only 60% is converted in the past six months, with 98% of which are by affluent consumers (Ipsos Mendelsohn, 2011).

2.5.2. The Effective Context-based Advertising

Eric Clemons (2009), Professor of Operations and Information Management at The Wharton School of the University of Pennsylvania, disagreed that online advertising will succeed, for three reasons: it is not trusted, not wanted and not needed. The problem is not with the medium, instead the message. He implied that customers prefer online reviews to online ads to decide a product. On the other side, Kelly, Kerr and Drennan (2010) in their investigation of social networking advertising, indicated that advertising is more likely to be avoided due to negative previous experiences, irrelevant product being advertised, lack of credibility of the medium, and lack of trust of advertisers. And there is also privacy leakage issue (Nelson and Katz, 2011).

Another shortcoming is also caused by inappropriate alignment in matching ads and "bad news" stories where adverts should not have been placed (New Media Age, 2004). Examples of contextual advertising mishaps are: an ad for an alcohol brand showed next to a news on underage drink driving incident, and a certain restaurant ad placed next to an article on food poisoning incident at that same restaurant (Hird, 2010). Targeting through more relevant content is also not always beneficial for advertisers in which "competing advertisers have incentives to bid for less relevant content topics in order to preempt a competitor from reaching the consumers" (Zhang and Katona, 2011, p.28).

Suasion Resources Inc—a financial marketing services provider—developed a methodology to overcome these problems from advertisers' perspective. It suggested being more focused in reaching target by excluding inappropriate sites—tool is located in the AdWords interface—from a campaign and using analytic script to track where the contextual traffic came from which advertisers can visit and check for relevance. Sites that it believed should be disqualified include such improper practices as inadequate targeted audience, industry confusion, excessive ad integration with page content or navigation, excessive ad integration with images, and ad manipulation / untargeted ads. By this method, it claimed enabled to increase contextual traffic conversion rates by as much as 67% while decreasing the cost per conversion by up to 68%.

Another strategy to yield highly relevant ads (Anagnostopoulos et al, 2007) is to extract small but informative page fragments to serve as a good proxy for the entire page. Keywords with more creatives such as shoes for "running shoes", "walking shoes", etc are better included in specific manner, and longer keywords better also have more frequent occurrence in the content to trigger "good" ads (Raghavan and Iyer (2007). A study on ad clickthrough logs by Ashkan et al. (2008) also found that commercial/navigational keywords resulted in more ad clicks for all number of displayed ads compared to commercial/informational, noncommercial/navigational and noncommercial/informational keywords.

2.5.3. Blogosphere

With the emergence of Web 2.0 applications, blog becomes popular among internet users as a communication means to interact socially (Tang and Chiang, 2010). The availability and easy to use blogging tools such as Wordpress, Blogger, and other micro blogs like Twitter and Tumblr also encourage a growing number of new bloggers every day (Tan, Na and Theng, 2011).

A blog is a website where the entries are displayed in reverse chronological order so that newest entry will show at top. It generally combines text, video, links, images, web pages, and provides news, comments, diaries, opinion, and other interesting piece of writing (Mutum and Wang, 2011).

The interactivity, real time conversation and specialization of blog are ideal in building strong-bond relationship and exchanging ideas that leads to viral information stream (Kelleher, 2006; Marken, 2005). The later is starting to play an essential part in marketing strategy to promote potential customers' interest for products and services offered by a firm, by a non-profit organization or by a person (Filimon et al, 2010).

Based on research conducted by Lu and Lee (2009) on the antecedents of blog stickiness, people are more intent to revisit a blog and stay longer due to the content quality and social influence (e.g. the fame) of the blog—regardless of how it is presented.

2.5.4. Blog Copywriting

The International Dictionary of Marketing (Yadin, 2002, p.96) defined copy as "the text of a manuscript or typescript" and "all the material to be printed in a newspaper, magazine, brochure or leaflet; including text, illustrations, graphics, halftones, ornaments and borders." The same source cited that copywriter's job was described as specializing in creating concepts and writing advertising for marketing communications. This term also applies to a writer involved in public relations work, including news releases and house journals (Yadin, 2002, p.97).

Regardless of what medium marketers write on, a good copy should meet these basic principles:

a. Be an expert on the product or service to sell, on the prospects (Sugarman, 2007), and on the competitors (Ogilvy, 1983).
b. Offer service instead of making efforts to sell: base the copy on the knowledge of human psychology and customers' side of the service until the natural result is to buy (Hopkins, 1923).
c. Always think in customers' head. The correct order according to Lance and Woll (2006) is to sell the benefits, the advantages, and then the features, not the other way around.
d. Position the product and decide what image for the brand: insert a personality to the brand (Ogilvy, 1983). Tell stories (Hopkins, 1923).
e. As in Hopkins' words (1923, p.39), "We are attracted by sunshine, beauty, happiness, health, success. Then point the way to them, not the way out of the opposite."
f. A copy should be specific with facts and figures instead of only superlative expressions. It must not lose any chance to convince the

customers in the first place. Write accurate headlines that will captivate the right people—the target customers, and filter the wrong crowd (Hopkins, 1923).

g. The headline and sub headline should grab the readers' attention to get to the first sentence then second sentence and so on. And all the copy should indicate call for immediate action (Sugarman, 2007).
h. Write the copy with abandon—do not worry about making mistakes; just let all the ideas flow (Sugarman, 2007).
i. Edit the copy, incubate and put the text aside, then refine the copy with the final look (Sugarman, 2007).
j. Use random word simulation for sideways thinking in creativity process: Select random numbers to pick a page in a dictionary and then go for a word on that page (by counting down the page). The words will then be used to suggest further words to link up with the problem or topic being considered (Bono, 1970).

When writing for the Net, some adjustments should come into attention. Online copy should be easy to read at first glance: for users to skip and skim the copy and to find the parts that are most relevant to them. Thus, layout is important (Stokes, 2009). Good copy should also avoid duplicate content and be updated frequently (Jones, 2010). Chaffey and Smith (2008, p.261) offered a mnemonic to sum web copywriting: "aim for Chunking, Relevance, Accuracy, Brevity and Scannability" (CRABS).

Copywriting for Search Engine Optimization (SEO)—optimizing page rank in search engine results—on the other side involves optimizing each page for three to five key phrases that users are likely to search on within search engines. The page should not be less than 250 words but also should not be so long that users need to scroll again and again. On that 250 word page the primary key phrase can be used up to eight times (this includes use in Meta data, headings, title and body copy) and the secondary key phrase four times. The key phrase should also be included in all image title tags and links to your optimized page so they can be read by the search engine spider (Stokes, 2009).

2.5.5. Building Traffic through Search Engine Optimization (SEO)

According to Chaffey and Smith (2008), traffic building campaign can be obtained through several techniques as search marketing, online Public Relations (Web PR), online partnership, interactive ads, opt-in e-mail, viral marketing and offline communications.

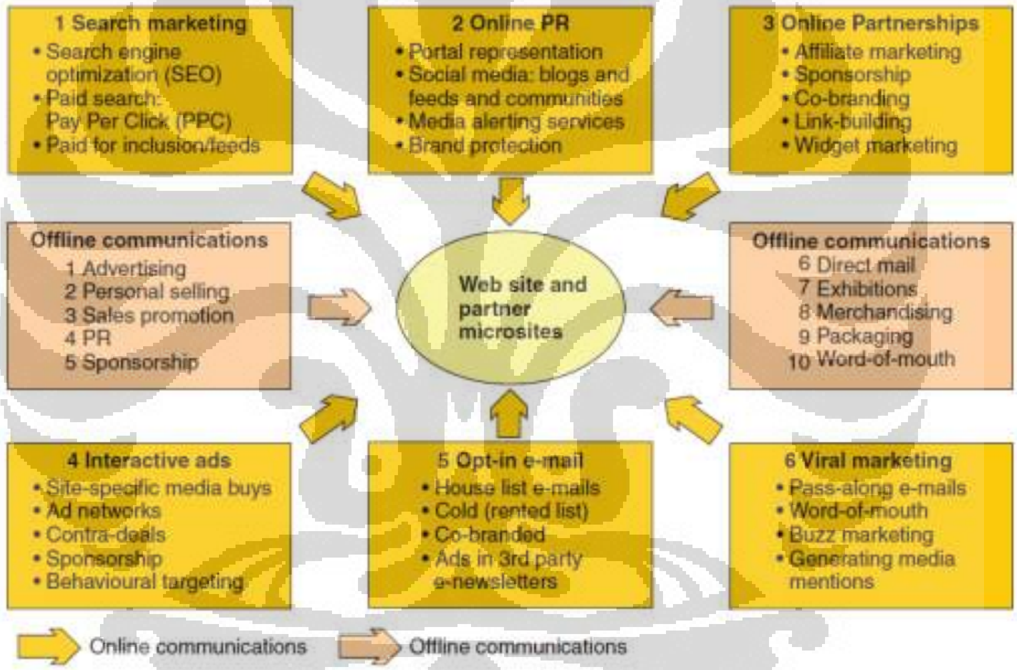


Figure 2.3: Options Available for Traffic Building

(Chaffey and Smith, 2008, p.281)

Search Engine Optimization (SEO) is the process of designing a website and its content in such a way that the search engines spider can easily find and index the page (Visser and Weideman, 2011), resulting in improved rankings of the page in the search results of major search engines (Curran, 2004) for specific keywords (Evans, 2007).

Stokes (2009) pointed out that search engines look for signals of relevance, importance, popularity, trust and authority. Generally search engine optimization can be broken down into five main areas (Stokes, 2009) plus three additional tactics (Jones, 2010) as presented on next page:

a. A search engine friendly web site structure

   This requires removing technical challenges—such as changes to the HTML code—that prevent the spider from accessing content

b. A well researched list of key phrases

   There are four things to consider when choosing a keyword: search volume, competition, propensity to convert and value per conversion.

Table 2.2: Key Phrases Research

Keyword or phrase	Search volume	Competition	Propensity to Convert	Value of Lead
Hotel	3,870	90%	2%	$18
Luxury hotels	345	80%	35%	$35

(Stokes, 2009, p.80)

c. Content optimized to target those key phrases

   This has been explained on the blog copywriting section.

d. Link popularity

   The more links from quality sites a website receives, the more trusted and more validated the website is for search engines. Examples of links can be from social media, Web PR, etc.

e. Emerging trends

   Three emerging trends for SEO according to Stokes (2009) are localization, personalized search and usage data—to signal for relevancy.

f. Using Google Analytics

Google analytics will give a complete view of every aspect of activity on your Web site and show what is working, what is not, and what needs improvement.

g. Installing SEO Plugins

SEO plugins can generate a list of SEO data and show it in your Web browser. From custom title tags to automatic sitemap generation, these plugins make doing search-engine optimization for your blog far more effective and efficient.

h. Building Community

Building online community can be done using blogs and forums.

Regardless of which approach marketers choose, building community for the website is essential in helping build trust and reach the tipping point (Jones, 2010). The tipping point of a community, however, requires several factors including the involvement of people with social talent—the messenger of the community's value, the memorable impact of the community's value that moves people into action—the message, and the power of context itself – the right place and right time (Bradley and McDonald, 2011).

Gladwell (2000) claimed that those few people with the social gifts are the connectors (those who know everyone), the mavens (those who are information specialists), and the salesmen (the persuaders). In line with that, the 90-9-1 rule implies that for 100 participants, there are 90 observers, 9 occasional contributors, and 1 creator, though this level of participation could vary between different communities (Wu, 2010). Setting a critical mass target thus, requires determination of this participation ratio based on the nature of the community, its purpose, and the estimated level of activity required for sustained community collaboration. At the point the community reaches the tipping point and achieves critical mass, "it will start taking on a life of its own." (Bradley and McDonald, 2011)

2.6. Travel & Tourism

For an international snack-related blog, travel and tourism, particularly culinary tourism, is a logic connection to relate the culinary topic and target customers. Culinary tourism especially promotes unique travel experience through authentic local foods and drinks (Smith and Costello, 2009) while links tourists to the atmosphere of local landscape and culture at destination country (Hjalager and Richards, 2002) There are four main motivations for food traveling that Karim (2007) described in his dissertation: physical motivation such as food appearance or for health purpose, cultural learning motivation, interpersonal motivation—with friends and family, and status or prestige motivation.

The whole Travel & Tourism itself has been a significant industry globally (Franco, 2010). World Travel & Tourism Council (WTTC) mentioned in its 2011 annual review that this field contributed nearly 260 million jobs worldwide—either directly in the industry or in the sectors related (WTTC, 2011). The United Nations World Tourism Organization (UNWTO)—a specialized agency of the United Nations in tourism—reported that international tourist arrivals reached a total of 980 million in 2011 and were projected to hit one billion in 2012 (2012).

In Travel & Tourism, the aspect of Web 2.0 phenomenon also influences a wide internet and technology adoption among tourists. Franco (2012) put in his dissertation that tourists mainly used the internet to research for their next destination and to check transport facilities, accommodation opportunities, restaurants, attraction, etc. PhoCusWright (Rheem, 2011) even found that 91% of US travelers at least participated in one online social network. PhoCusWright also reported that of all US online travelers, 47% were cutting edge adopters, 23% were mainstream users, and 30% were late adopters.

2.7. Business Model

Osterwalder and Pigneur defined that "A business model describes the rationale of how an organization creates, delivers, and captures value." (2010, p.14). Further, they offered a concept that was called "The 9 Building Blocks" to allow us easily describe and manipulate business models that showed the logic of how a company intended to make money.

The nine blocks cover the four main areas of a business: customers, offer, infrastructure, and financial viability. These blocks are: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships and cost structure.

2.7.1. Customer Segments

The customer segments building blocks define the different groups of people or organizations an enterprise aims to reach and serve. It can be either mass market that does not distinguish between customer segments, niche market that cater specific and specialized customer segments, segmented that distinguishes between market segments with slightly different needs and problems, diversified that serves two unrelated customer segments with very different needs and problems, and multi-sided markets that serve two interdependent customer segments.

2.7.2. Value Propositions

The value propositions building block describes the bundle of products and services that create value for a specific customer segment through a distinct mix of elements catering to that segment's needs. Value may be quantitative (e.g. price, speed of service) or qualitative (e.g. design, customer experience).

2.7.3. Channels

The channels building block describes how a company communicates with and reaches its customer segments to deliver a value proposition. Channels have five distinct phases (awareness, evaluation, purchase, delivery and after sales) that are divided or mixed into direct or indirect channels as well as owned channels or partner channels.

2.7.4. Customer Relationships

The customer relationships building block describes the types of relationships a company establishes with specific customer segments. Several categories of customer relationships exist, including personal assistance, dedicated personal assistance, self-service, automated services, communities and co-creation.

2.7.5. Revenue Streams

The revenue streams building block represents the net cash a company generates from each customer segment. There are several ways to generate revenue streams: asset sale, usage fee, subscription fees, lending/renting/leasing, licensing, brokerage fees and advertising.

2.7.6. Key Resources

The key resources building block describes the most important assets required to make a business model work. Key resources can be categorized as: physical, intellectual, human and financial.

2.7.7. Key Activities

The key activities building block describes the most important things a company must do to make its business work. Key activities can be categorized as: production, problem solving and platform/network.

2.7.8. Key Partnerships

The key partnerships building block describes the network of suppliers and partners that make the business model work. There are three motivations for creating partnerships: optimization and economy of scale, reduction of risk and uncertainty, and acquisition of particular resources and activities.

2.7.9. Cost Structures

The cost structure describes all costs incurred to operate a business model. There are two broad classes of business model cost structures: cost-driven which focuses on minimizing costs whenever possible and value-driven which is less concerned with the cost implications and instead focuses on value creation. Cost structures can have the following characteristics: fixed costs, variable costs, economies of scale and economies of scope.

2.8. Marketing Plan

This thesis project will develop a two-year marketing plan (starting July 2012) based on the SOSTAC® framework. Chaffey and Smith (2008) described SOSTAC as the abbreviation for: Situation analysis, Objectives, Strategy, Tactics, Actions and Control.

2.8.1. Situation Analysis

The complete analytical areas include demand analysis, site analysis, SWOT (Strength, Weakness, Opportunity, and Thread), PEST (Political, Economic, Social, and Technological) factors, resource analysis, market research, intermediary analysis, and competitor analysis. This thesis will only examine the PEST factors, market research, competitor analysis and SWOT analysis.

2.8.2. Objectives

There are five e-marketing objectives summarized as the 5Ss: Sell (grow sales), Serve (add value), Speak (communicate closer with customers), Save (reduce cost) and Sizzle (build the brand online) that need to be well-defined and SMART (Specific, Measurable, Achievable, Realistic and Time-related). This thesis will focus on four of the all five objectives.

2.8.3. Strategy

Marketing strategy will be focused on clear Segments, Target markets, and Positioning to help fulfilling the Overall objectives (STOP) and also by considering proper Sequence or Stages, Integration and Tools (SIT).

2.8.4. Tactics

A Gantt chart will be used to list all the e-tools used throughout the sequence or stages set out in the strategy.

2.8.5. Actions

Execution will center on traffic building actions, actions to achieve visitors' response and contingency planning should unfavorable events happen.

2.8.6. Control

The WebInsights™ diagnostics framework includes the following key metrics to assess e-marketing effectiveness: business contribution, marketing outcomes, customer satisfaction, customer behavior (web analytics), and site promotion. For this project, a set of Key Performance Indicators (KPIs) will be measured around customer satisfaction, customer behavior (web analytics), and site promotion.

2.8.7. Resources

For the time being this business will be a solo project with one person handling all and budget will source from personal expenditure. Timeframe is given two years starting from the blog launch.

CHAPTER 3
BUSINESS MODEL

3.1. Vision, Mission, and Values

The blog internationalsnack.com is a blog about snack and snack-related piece from around the globe. Its vision is to be the most preferred international snack-lover community from around the world and its mission is to introduce local snacks from around the globe along with their cultural background.

The blog internationalsnack.com links the authenticity of local foods and snacks with cultural values, culinary experience and local history. The blog targets internet user travelers and intends to provide them with information about local foods and snacks at destination, such as where to find them, what experience to expect, the story behind the snacks, or even how to make the snacks and where.

The blog features the kinds of foods and snacks through the stories of fictitious characters of Snackie & friends who tour the world in pursue of culinary experience around the world. Following their journey, readers can participate by interacting with the characters through comments and questions, providing suggestions where they should head to or what foods and snacks they should try through weekly polls and co-creating their stories. This way reader will feel more engaged to Snackie & friends' journey as well as the foods and snacks featured and stories and culture behind them.

3.2. How the Business Model Works

The contextual advertising business model for internationalsnack.com adopts the 9 Building Blocks concept by Osterwalder and Pigneur (2010).

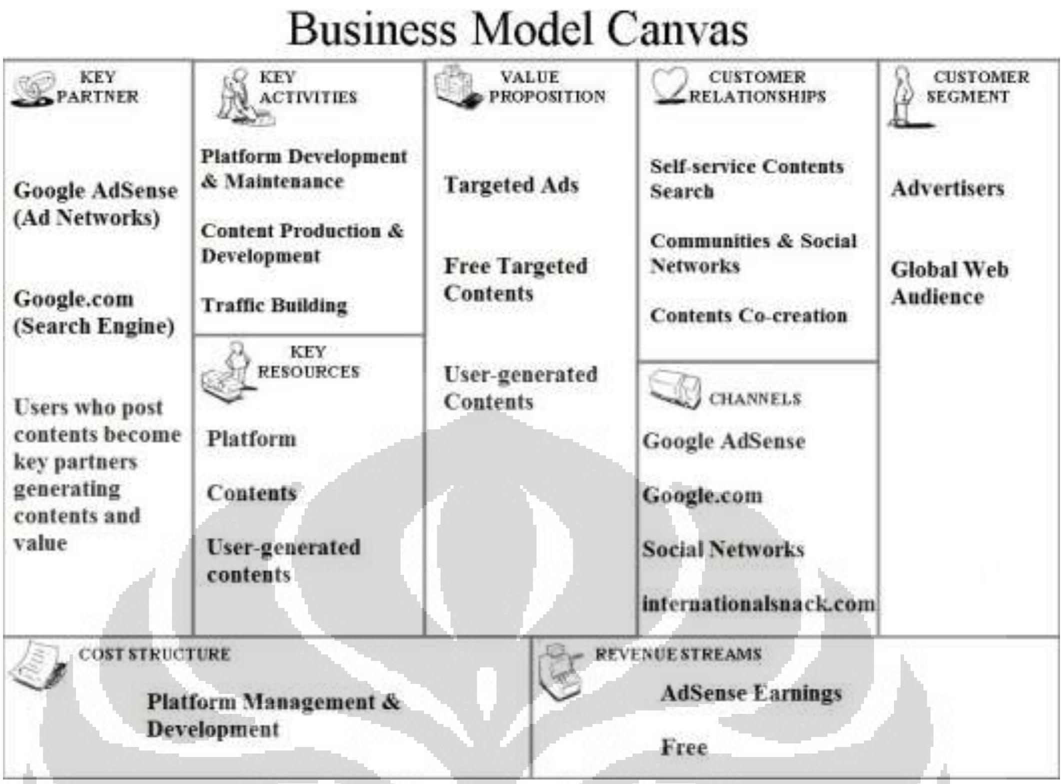


Figure 3.1: The Business Model Canvas

(Processed by Author based on concept by Osterwalder and Pigneur, 2010)

The heart of the blog internationalsnack.com's business model is its Value Proposition of providing extremely targeted text advertising globally over the Web. This is made possible by forging partnership with Google through its AdSense program—an advertising program for content providers. AdSense automatically analyzes the blog's content and displays relevant text and image ads to visitors. The model only works, though, if many audiences visit the blog and click the ads. The more traffic it generates, the more ads can be displayed and clicked and the greater the value created for advertisers.

The blog internationalsnack.com's Value Proposition to advertisers depends heavily on the number of visitors it attracts to the blog. So, the blog internationalsnack.com caters to this second group of consumer customers with free keyword-targeted contents that can be searched from Google.com and partnering with audiences to generate contents and value.

The blog internationalsnack.com delivers its Value Propositions to Advertisers through AdSense, and to Audiences through Google Search Engine, Social Networks such as Facebook and Twitter and the blog itself. The types of relationships it establishes with its Customer Segments include self-service for content search, interest-based online communities to help the publisher better understand their customers and content co-creation with customers.

As a multi-sided platform the blog internationalsnack.com has a very distinct revenue model. It makes money from one Customer Segment: advertisers, while subsidizing free offers to the other segment: global web audiences. Advertisers do not directly buy advertising space from the blog internationalsnack.com. They bid on ad-related keywords through an AdWords auction service–another Google's advertising program for advertisers. The more popular a keyword, the more an advertiser has to pay it. The substantial revenue that the blog internationalsnack.com earns from AdSense allows it to cover the platform management & development cost and continuously improve its free offers to audience.

The blog internationalsnack.com's Key Resource is its platform, contents, and user-generated contents, which powers three different services: targeted content search, advertising, and user-generated content publishing. These services are based on highly complex Google's content analysis algorithms and ad placement technology. The blog internationalsnack.com's three Key Activities can be defined as follows: building and maintaining the contextual advertising platform, producing and developing targeted content and building traffic to the blog.

CHAPTER 4
SITUATION ANALYSIS

4.1. PEST Factors

4.1.1. Political Factors

2012 Is the Year of Elections

The year in 2012 is marked with major countries' election year, some of which could result in leadership change (Riskwatchdog, 2011). Taiwan reenacted Ma Ying-Jeou to his presidency position in January (BBC News Asia, 2012), Russia welcomed back Vladimir Putin as its leader (BBC News Europe, May 2012), socialist François Hollande fetched the France presidency from Nicolas Sarkozy (The New York Times, May 2012), and presidential voting in Egypt just began on May 23 (The New York Times, 2012). We will see more elections coming in Dominican Republic (May), Greece and Iceland (June), Mexico (July), Kenya (August), China, Venezuela and Slovenia (October), United States (November), and South Korea (December) (Election Guide, 2012; BBC News Europe, 2012).

Global Trouble Spots in 2012

Meanwhile, the unresolved Arab Spring and Eurozone crisis that shocked the world in 2011 are expected to persist in 2012 (BMI, February 2012). The democratic transition as a result of the Arab Spring will make the Middle East and North Africa (MENA) region remain volatile in 2012. On the other side, what started as a European financial crisis in 2008, now transforms into test to the European unity (Friedman, February 2012). However, as the British Labour Party impresario Peter Mandelson believed (Keen, January 2012), "the current coalition government will last 'till they can bear each other no longer'" – which he expected would not happen within the next four years.

Other world's main trouble spots relate to conflict between Israel/US against Iran's nuclear program, Syria's protestors against President Bashar al-Assad, the drawing of the West's army off Afghanistan without clear-cut victory for either the West and its Afghan allies or the Taliban (Riskwatchdog, March 2012), the risk of democracy melt in Iraq, Hungary and Ukraine, the military coup high-alert in Pakistan (WalesOnline, January 2012), and the North and South Korea political transition including nuclear test threats after Kim Jong Un—the late Kim Jong Il's 29-year-old son—appointed the new North Korea's leader in April 2012 (Choe, May 2012).

The Down of Capitalism?

A growing concern also centers over the capitalism that is on trial after the overthrow of the West's superiority—the United States and Eurozone—following the 2008 global financial crisis and the recession afterwards (Keen, January 2012). We also expect multi-front trade disputes between China's and the US economy, between China and emerging countries and between emerging countries themselves in the coming future as they all try to expand exports. (Jung, January 2012).

4.1.2. Economic Factors

According to World Bank (January 2012) , the world economy has entered a dangerous period due to prolonged financial crisis in Europe, causing a constraint on capital flows to developing countries and a slower growth in several major emerging countries. This results in global growth and world trade weakening despite an augmentation in the United States and Japan economy.

The global economy is expected to expand 2.5% this year compared to 2.7% in 2011 (World Bank, 2012). Regardless of the adverse outlook, a joint survey by the World Economic Forum's Risk Response Network and Global Agenda Councils (Q2 2012) on 1,200 global experts from the public and private sectors revealed an 18% increase in confidence in the state of the global economy, up from 13% of respondents in the previous quarter.

The perceived likelihood of economic disruption also decreased 17% from initially 63% in the previous quarter.

The Eurozone Crisis

The European sovereign-debt crisis (ESDC) or the Eurozone crisis refers to a recurrent financial calamity that has made several countries in the Euro area—i.e. Portugal, Italy, Ireland, Greece, and Spain—failed in paying back their government debt (Haidar, April 2012). According to Haidar, the sovereign credit risk in these countries can only be adjusted either through economic growth, alternative process of financial austerity and/or inflation or major debt restructuring with assistance of third parties.

Due to the European common currency, a single country's default could pose a threat to the common currency and spread the crisis from one weak Eurozone country to the next (Spiegel, 2011). This forces the European leaders to form a better fiscal and political union to restore the economy soundness and save the union from possible breakup and underway recession. The solution should also include a plan to achieve necessary economic growth to service debt and lower the unemployment rate (BMI, February 2012).

In Europe, significant portions to mitigate current tensions and to move towards lasting solution have been pursued through the strengthening of the European Financial Stability Facility (EFSF), the institution of Euro Area fiscal rules and enforcement mechanisms, and access opening for banks to low-cost longer-term financing provided by the European Central Bank (ECB) (World Bank, January 2012). While the solutions are effective in temporarily reducing high-income countries' sovereign debt yields, the prospect of Eurozone credit crunch and bank collapse remains high. When it comes, emerging Europe and some Asian countries that are reliant on foreign lending are the most exposed to its effect (BMI, February 2012).

All sum, Eurozone Growth Domestic Product (GDP) in 2012 is expected to come in at -0.5% while consumer spending is set to tighten to -0.8% (WTTC, 2012), mainly due to forced austerity measures under the EU's "New Fiscal Compact." (Jung, January 2012).

The Emerging Economies Are Slowing Down

The effect of the Eurozone crisis also reaches emerging countries, especially due to capital flows contraction during the second half of 2011. Gross capital flows plunged by 45% compared to the like period in 2010, with exceptionally weak flow to China and Brazil. Coupled with the sluggish private consumption in the Eurozone and the US, this has resulted in 1.3% annualized pace export decline in the third quarter 2011 and has continued past November. Sharpest contraction was in South Asia followed by East Asia at double-digit annualized rates—but this partly due to the flooding in Thailand.

The better financial conditions compared to that of the high-income countries does not guarantee developing countries to escape crisis. In fact, government balances have deteriorated by a 2%+ and deficit by 5%+ of GDP in almost 44% and some 27 of developing countries, causing them more vulnerable against a new crisis. Both private and public parties need to prepare contingencies in facing the downturn risk in this highly uncertain environment. Overall, developing country growth is projected at 5.4%, while world trade is expected to expand only 4.7% in 2012 (World Bank, January 2012).

Deflation and Quantitative Easing

According to BMI (February 2012), Chinese Yuan could depreciate in 2012 as an effect of slower growth, leading other countries to weaken their currency as for not losing competitiveness in global export. On the other side, the quantitative easing will be a popular monetary policy this year, involving the ECB, the US Federal Reserve, the Bank of England, and the

Bank of Japan in the row. Some major emerging countries, including China, Brazil, and Indonesia will also join the course. Exception, though, apply for several countries e.g. Hungary, which mainly avoid capital flight.

Regional Outlook

Apart of its strengthening GDP by 2.4% this year, the US households' spending will only increase by 2.2%, signaling a bigger portion of saving in order to pay the debt (Altman, February 2012; WTTC, 2012). Around the neighborhood, Latin America and the Caribbean region will enjoy a slow but positive domestic demand growth, thanks to the fiscal and monetary stimulus and strong fixed investment. The Middle East and North Africa (MENA) on the contrary will remain volatile and unpredictable after the Arab Spring last year, with GDP growth is projected at 2.9% and 3.9% for Middle East and North Africa respectively. However, the oil-producing countries will enjoy a higher development through loose fiscal policies and higher oil prices (BMI, February 2012; WTTC, 2012), which started to rise in 2010 end—at the same time the Arab Spring began in Tunisia—and stayed at elevated levels since (Walsh, April 2012). Lastly, the economy for the Sub-Saharan Africa (SSA) is expected to grow by 5.1%--mainly characterized by weak external demand and deviating inflation and interest rate trends (BMI, February 2012; WTTC, 2012).

Table 4.1: The Global Outlook in Summary

	2009	2010	2011e	2012f	2013f
Global Conditions					
World Trade Volume (GNFS)	-10.6	12.4	6.6	4.7	6.8
Commodity Prices (USD terms)					
Non-oil commodities	-22.0	22.4	20.7	-9.3	-3.3
Oil Price (US$ per barrel) [3]	61.8	79.0	104.0	98.2	97.1
Oil price (percent change)					
World Inflation (average consumer price)	2.5	3.7	4.8	4.0	3.7
Euro area	0.3	1.6	2.7	2.0	1.6
G-7 Countries [1,2]	-0.1	1.4	2.6	1.8	1.6
Developing countries	5.2	6.1	7.1	6.2	5.6
Middle East and North Africa	6.6	6.9	9.6	9.5	8.7
Sub-Saharan Africa	10.6	7.4	8.2	9.6	7.5
International capital flows to developing countries (% of GDP)					
Developing countries					
Net private and official inflows	4.2	5.8	4.5		
Net private inflows (equity + debt)	3.7	5.4	4.3	3.3	3.7
East Asia and Pacific	3.7	6.0	4.7	3.4	3.7
Europe and Central Asia	2.7	5.0	3.6	2.0	2.9
Latin America and Caribbean	3.9	6.0	4.8	4.1	4.3
Middle East and N. Africa	2.8	2.4	2.0	1.2	1.6
South Asia	4.6	5.0	3.9	3.3	3.7
Sub-Saharan Africa	4.0	3.7	3.9	3.5	4.4
Real GDP growth [5]					
World	**-2.3**	**4.1**	**2.7**	**2.5**	**3.1**
Memo item: World (PPP weights) [4]	-0.9	5.0	3.7	3.4	4.0
High income	**-3.7**	**3.0**	**1.6**	**1.4**	**2.0**
Euro Area	-4.2	1.7	1.6	-0.3	1.1
Japan	-5.5	4.5	-0.9	1.9	1.6
United States	-3.5	3.0	1.7	2.2	2.4
Developing countries	**2.0**	**7.3**	**6.0**	**5.4**	**6.0**
East Asia and Pacific	7.5	9.7	8.2	7.8	7.8
Europe and Central Asia	-6.5	5.2	5.3	3.2	4.0
Latin America and Caribbean	-2.0	6.0	4.2	3.6	4.2
Middle East and N. Africa	4.0	3.6	1.7	2.3	3.2
South Asia	6.1	9.1	6.6	5.8	7.1
Sub-Saharan Africa	2.0	4.8	4.9	5.3	5.6
Unemployment Rate					
High income	**8.0**	**8.3**	**7.9**	**7.9**	**7.8**
Euro Area	9.6	10.1	10.1	10.9	10.8
G-7 Countries	8.0	8.2	7.7	7.4	7.3
Other high income countries	5.1	5.0	4.5	4.5	4.5
Developing countries					
Developing Asia	4.3	4.1	3.6	3.5	3.5

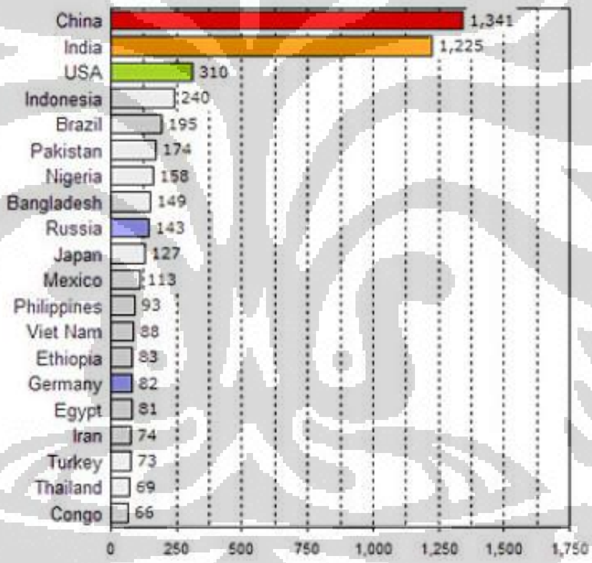
Notes : PPP = purchasing power parity; e = estimate; f = forecast.
1. Canada, France, Germany, Italy, Japan, the United Kingdom, and the United States.
2. In local currency, aggregated using 2005 GDP Weights.
3. Simple average of Dubai, Brent, and West Texas Intermediate.
4. Calculated using 2005 PPP weights.
5. Aggregate growth rates calculated using constant 2005 dollars GDP weights.

(World Bank, January 2012, p.2; International Monetary Fund, April 2012)

4.1.3. Social Factors

Demography

Current world population, according to Worldometers, is around 7,042 million and keeps increasing every second (retrieved May 25, 2012). United Nations reported that in 2010 the world population spread in Asia, Europe, Africa, Latin America and Caribbean, Northern America and Oceania by 60.4%, 10.7%, 14.8%, 8.6%, 5% and 0.5% respectively (UN, 2011), with the most populous countries are China (1,341 million), India (1,225 million), USA (310 million), Indonesia (240 million) and Brazil (195 million) (UN, 2011).



Graph 4.1: Population of the 20 Most Populous Countries in 2010

(UN, 2011)

The world urban population in 2011 mostly concentrated in developed countries like Europe, America and Australia (UN, 2012) and in all major regions, the population is projected ageing with population age 15-24 dominant in Asia and Africa (UN, 2011).

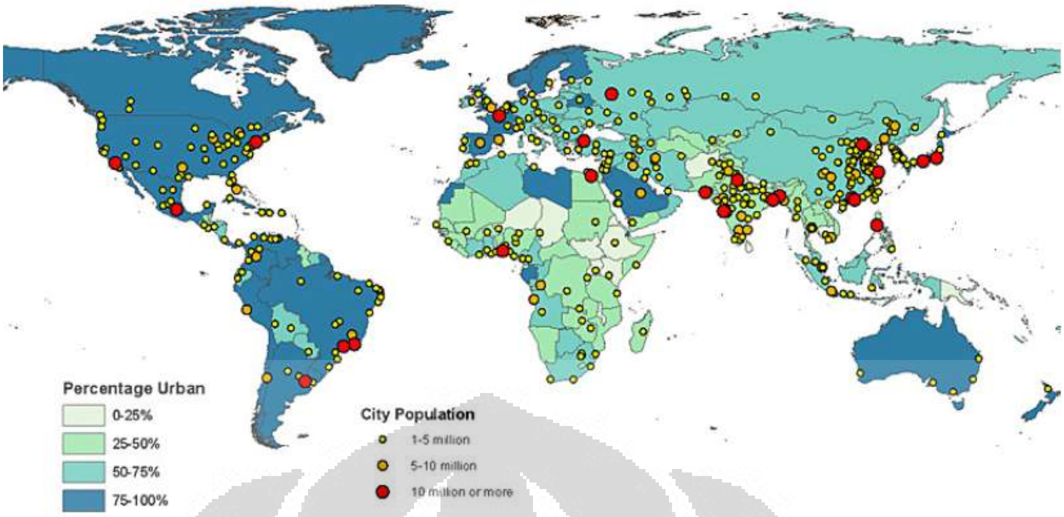
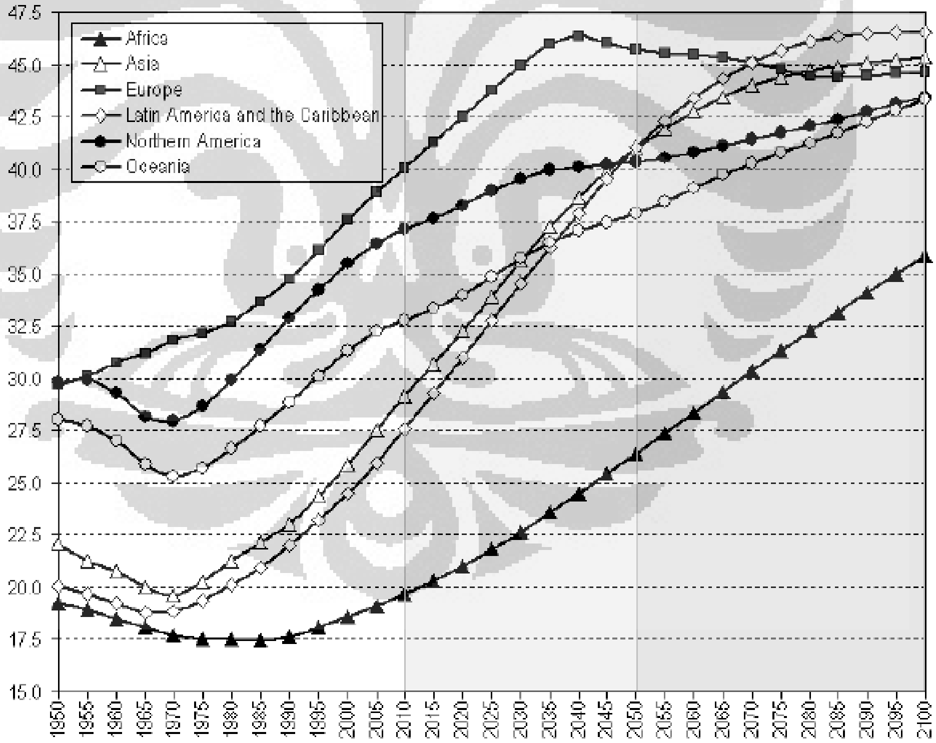


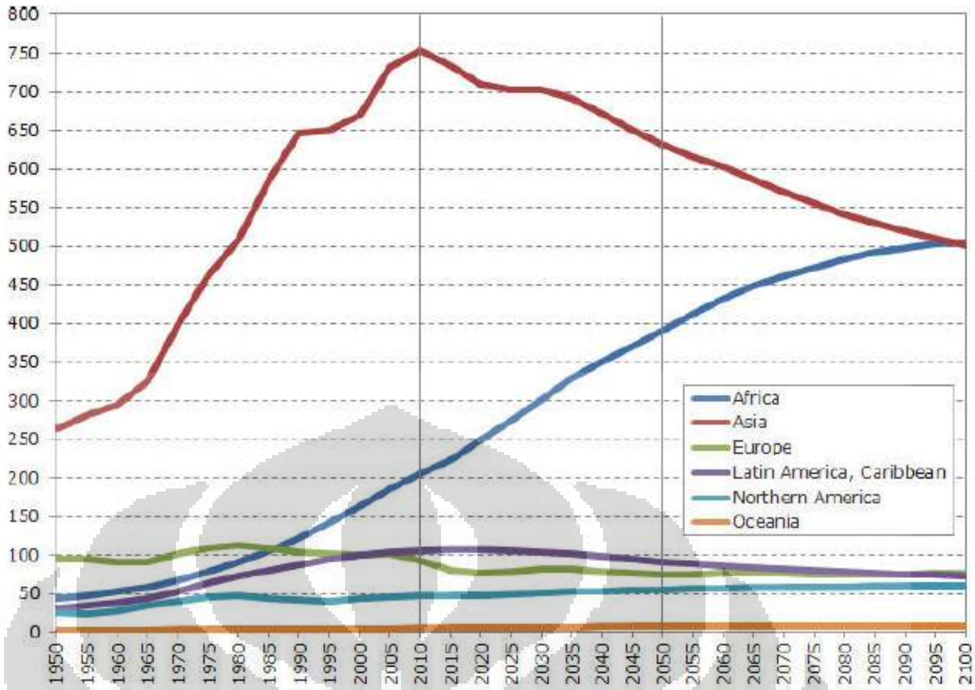
Figure 4.1: Percent of Urban Population & Agglomerations by Size Class, 2011

(UN, 2012)



Graph 4.2: Median Age of the Population by Major Region (Years)

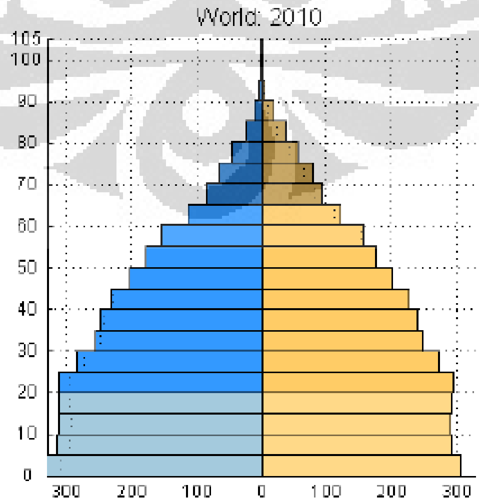
(UN, 2011)



Graph 4.3: Population Age 15-24 by Major Regions (Millions)

(UN, 2011)

World population by age groups and sex in 2010 is almost balance between male and female (UN, 2011). The World Factbook (CIA, 2012) estimated that sex ratio between male and female in 2012 is 1.01 for total population.



Graph 4.4: Population by Age Groups and Sex (Absolute Numbers)

(UN, 2011)

Natural Disaster

Throughout the year 2011 the Philippines, East China Sea and west coast South America were potential for multiple top three natural disasters, followed by the Persian Gulf, the Himalayas and areas lying from east coast China until Japan (UN, 2012). Particularly in Japan, the earthquake and tsunami on March 11, 2011 led to radiation exposure from the Tokyo Electric Power Company's Fukushima Daiichi nuclear power station. Until the time being, a number of protective and remedial actions have been implemented by the Government of Japan, municipal authorities and residents to lower radiation exposure (WHO, 2012).

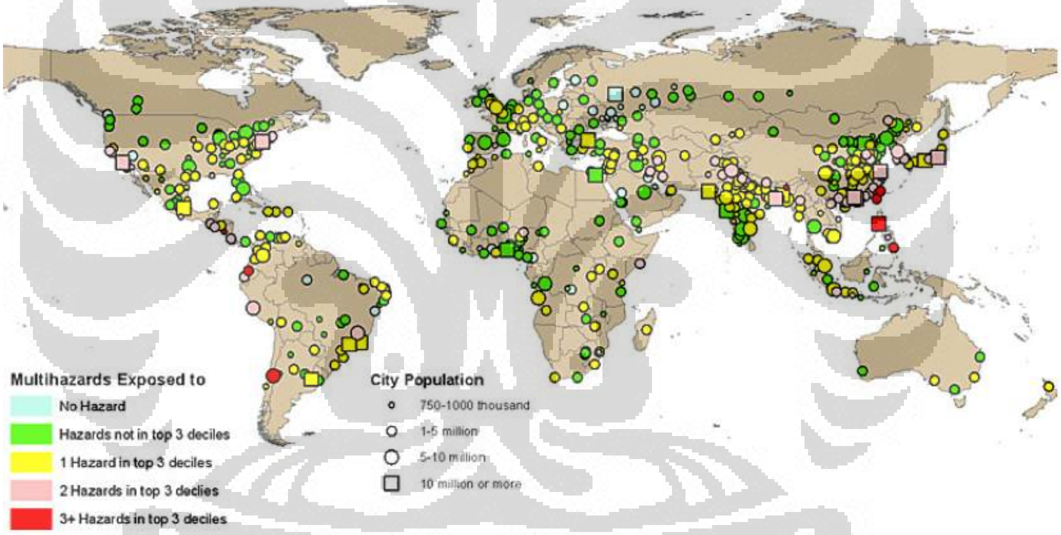


Figure 4.2: Urban Agglomerations by Size Class and Potential Risk of Multiple Natural Disasters, 2011

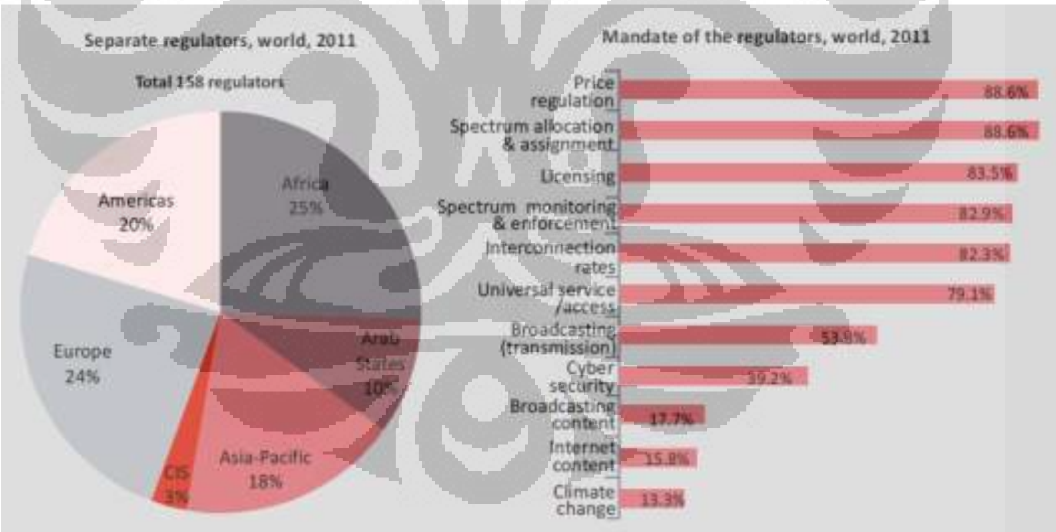
(UN, 2012)

4.1.4. Technological Factors

Political and Regulatory Environment

A growing number of information technology and broadcasting utilization over the past few years suggests a host of new regulatory policies to maintain a good course of the game (ITU, May 2012) . Based on survey by World Economic Forum (WEF) between 2010 and 2011, all of the 142 countries reviewed had placed laws relating to the use of information and communication technologies (ICT). Nevertheless, only less than half assessed were medially or well developed. These included the Euro area, the United States, the Arab countries, some Asia Pacific countries like Singapore, Hong Kong SAR, New Zealand, Australia, Republic Korea, Malaysia, China Taiwan and Japan, the emerging Latin America, and South Africa and Rwanda. This pattern correlated to that of intellectual property protection, with exception of India and Brazil. (WEF, 2012).

International Telecommunication Union (ITU) divided a number of new ICT regulations based on price, spectrum allocation and assignment, licensing, spectrum monitoring and enforcement, interconnection rates, universal service, transmission, cyber security, electronic content and climate change, as presented below (May 2012).



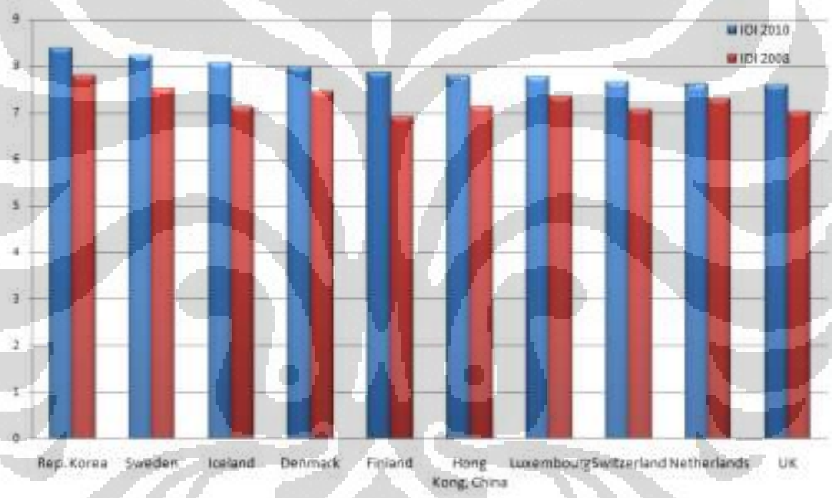
Graph 4.5: Mandate of Regulators, Worldwide, 2011

(ITU, May 2012, p.2)

Innovation Environment and Skills Set Required

The rapid growing ICT sector requires latest technologies to be in place. Survey by WEF suggested that the newest technologies were mostly available in high income countries, the Americas, India and Sri Lanka, and the Arab countries, with government support on procurement of advanced technology products especially essential in fostering technology innovation in most of developed and emerging countries (WEF, 2012).

In 2009, the International Telecommunication Union (ITU) for the first time published the ICT Development Index (IDI)—a composite index comprises of 11 indicators to monitor and compare developments in ICT by a scale from 1 to 10. The improved IDI score in all 152 countries evaluated between 2008 and 2010 validated the continuous ICT spread and growth of information technology worldwide (ITU, 2011).



Graph 4.6: ITU IDI: 2010 Top Ten Countries

(ITU, retrieved May 27, 2012)

Table 4.2: ITU IDI: 2010 Top Five per Region

Regional IDI Rank	Europe	IDI Rank	Asia & Pacific	IDI Rank	Americas	IDI Rank	Arab States	IDI Rank	CIS	IDI Rank	Africa	IDI Rank
1	Sweden	2	Korea (Rep.)	1	United States	17	UAE	32	Russia	47	Mauritius	69
2	Iceland	3	Hong Kong, China	6	Canada	26	Qatar	44	Belarus	52	Seychelles	71
3	Denmark	4	New Zealand	12	Barbados	41	Bahrain	45	Moldova	57	South Africa	97
4	Finland	5	Japan	13	Uruguay	54	Saudi Arabia	46	Ukraine	62	Cape Verde	104
5	Luxembourg	7	Australia	14	Chile	55	Oman	60	Kazakhstan	68	Botswana	109

(ITU, retrieved May 27, 2012)

Other important element to the ICT promotion is the education level in both source and market countries, in the meaning that they need to be able to operate the technologies. Adult literacy as well as secondary education enrollment rate generally comprises 70-100% of population in all countries, while lower rate is found in Timor-Leste, some African countries, the Indian subcontinent, Egypt, Tunisia, Cambodia and Middle America. Tertiary education enrollment is compared even lower, with only nineteen countries have above 70 percent penetration rate; they are Poland, Sweden, Spain, Norway, Iceland, Denmark, Russian Federation, Australia, Lithuania, Venezuela, Ukraine, China Taiwan, New Zealand, Puerto Rico, Slovenia, United States, Greece, Finland and on the top place is Republic Korea (WEF, 2012).

Electricity Production

Assuming medium standard household consumption band with annual electricity usage between 2,500 and 5,000 kWh (Eurostat, retrieved May 27, 2012), South Africa, some Arab and developed countries, and countries near northern and southern pole are among those with highest electricity production, ranging from 5,000 to more than 50,000 kWh per capita. Sufficient electricity supply will ensure sustainable ICT and broadband services delivery (WEF, 2012).

Broadband Network Coverage

In recent years, several countries have formulated national broadband plan to achieve near or complete universal broadband service (ITU, April 2012). With broadband platform a faster data transmission from one location to another and thus, faster internet connection is made possible (The OECD Observer, 2003).

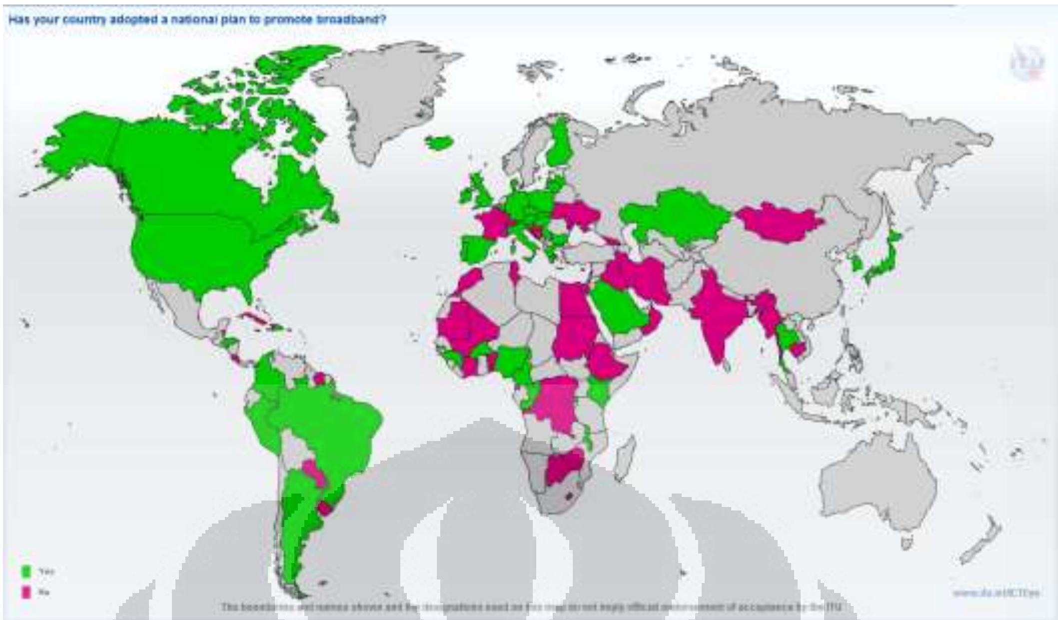


Figure 4.3: Country Adopted A National Plan to Promote Broadband, 2010

Green=Yes, Pink=No, Grey=No Data

(ITU, retrieved May 27, 2012)

Broadband plans across countries could be different according to the goals each country stipulates. Examples of selected national broadband plans are shown below.

Table 4.3: Coverage and Speed Targets of Selected National Broadband Plans

Country	Coverage Targets (as per cent of households)	Speed Targets for per cent Households
United States	100% (2012)	• 4 Mbit/s (100%) (2012) • 50 Mbit/s
Germany	100% (2014)	• 1 Mbit/s (100%) (2014) • 50 Mbit/s (75%) (2014)
Singapore	100% (2012)	• 100 Mbit/s (95%) (2012)
Australia	100% (2012)	• 12 Mbit/s (100%) (2012)
United Kingdom	100% (2012)	• 2 Mbit/s (100%) (2012)
Malaysia	75% (2010)	• (33%) 50-100 Mbit/s • (42%) 1.5 Mbit/s
Brazil	50% of urban and 25% of rural households	• 75% (512-784 kbps)
European Union	100% (2013)	• 30 Mbit/s (100%) (2020) • 100 Mbit/s (50%) (2020)

(ITU, April 2012, p.69)

By mid 2011, the overall broadband services—Digital Subscriber Line (DSL), fixed wireless broadband, cable modem and mobile broadband—have covered almost 90% population of the world (ITU, 2011).

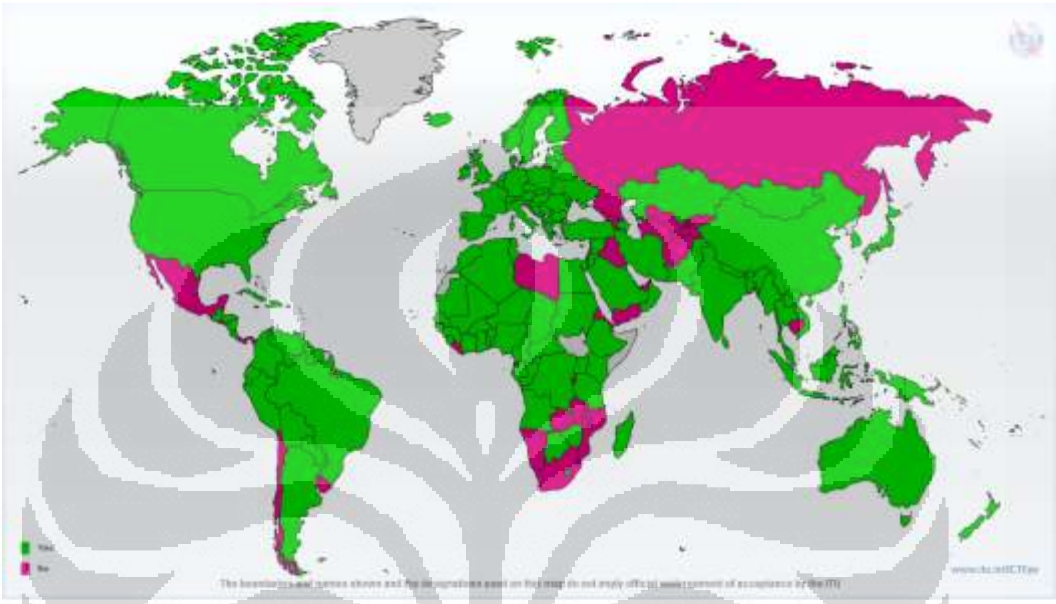


Figure 4.4: Countries Having Included Broadband in the Definition of Universal Access/Service, 2010.

Green=Yes, Pink=No.

(ITU, retrieved May 27, 2012)

Internet access using cable modems and DSL leads to about 10 - 30 times higher speeds than dial-up access (Hausman and Singer, 2001), while fixed and mobile broadband services offer a connection with downstream speeds greater than, or equal to, 256 kbit/s and are defined by 2G and 3G spectrums (ITU, 2011).

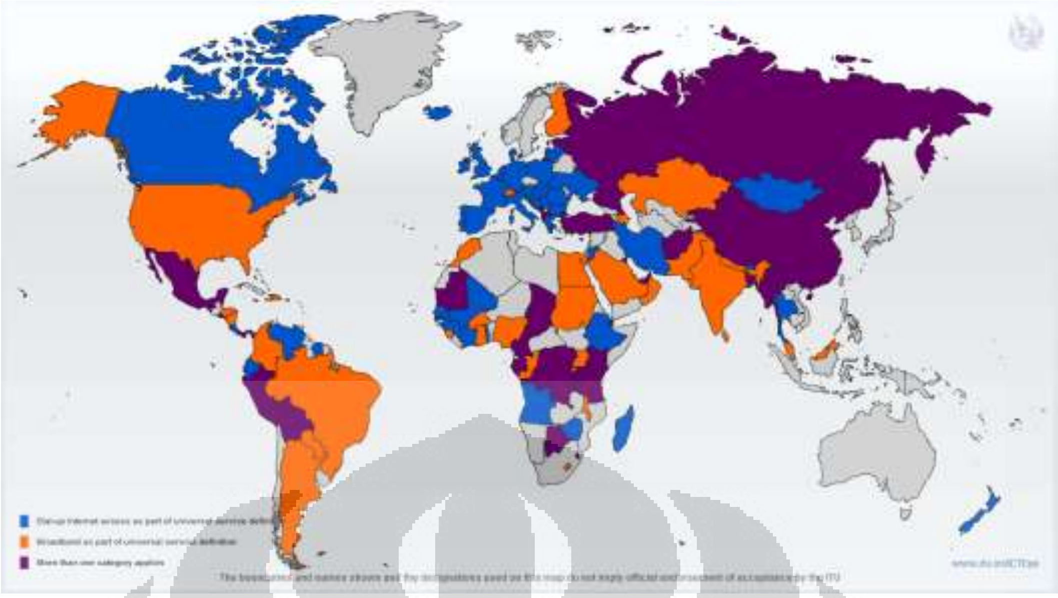


Figure 4.5: Countries Having Included Broadband in the Definition of Universal Access/Service, 2010.

Blue=Dial-up Internet Access, Orange=Broadband, Purple= 1+ Category.

(ITU, retrieved May 27, 2012)

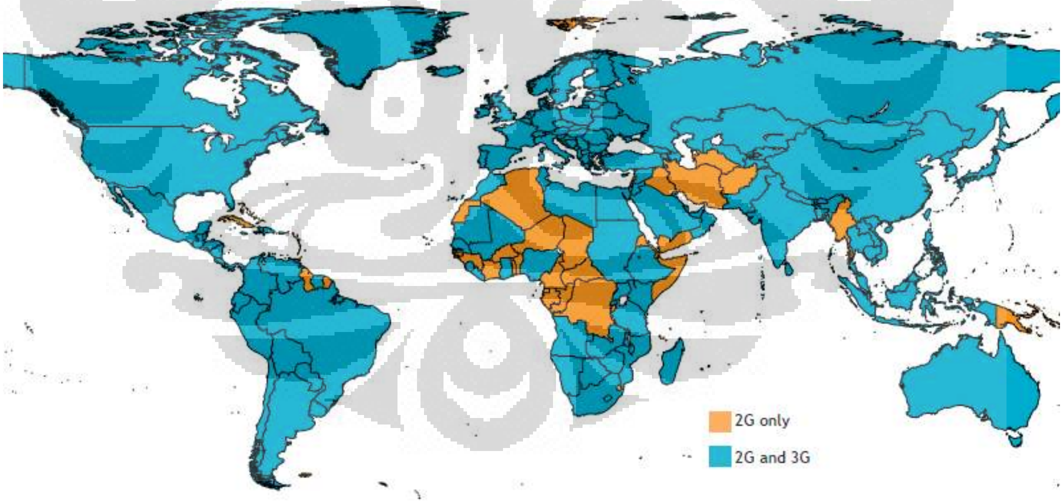
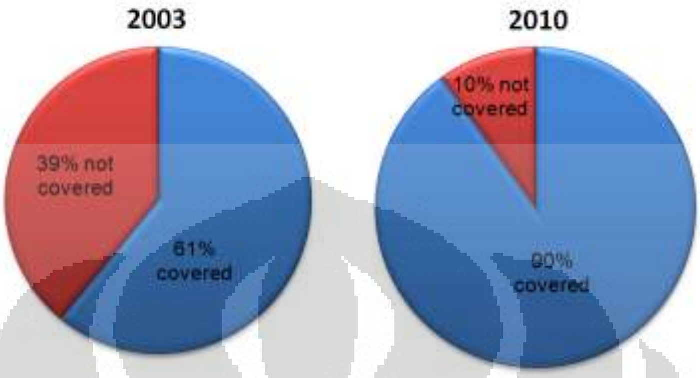


Figure 4.6: Countries That Offer 2G/3G Services Commercially, mid 2011 (est.)

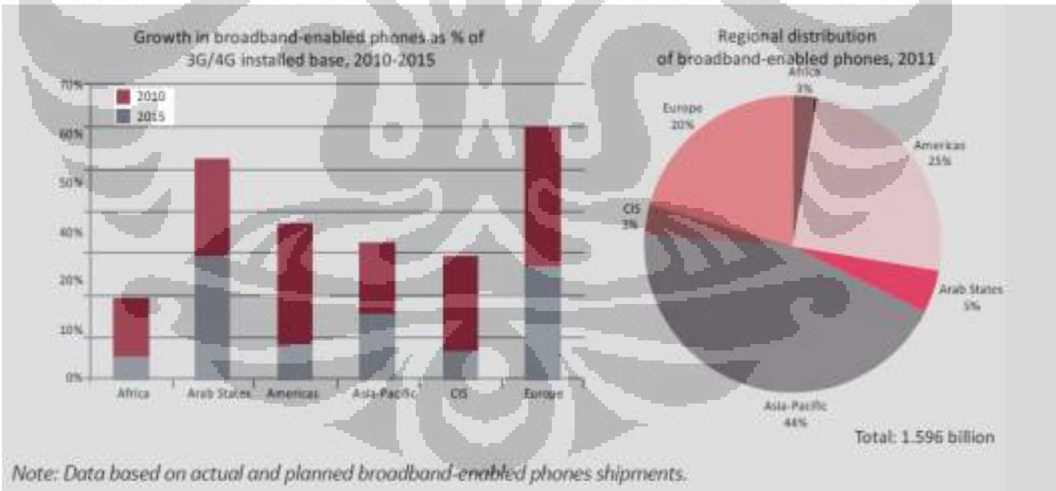
(ITU, 2011, p.4)

About 99% countries surveyed by WEF (not including countries where data was not available) have been covered by mobile network, with penetration rate ranging from 10% to 100% of country population (WEF, 2012), totaling up to 90% people worldwide that are covered by mobile cellular signal (ITU, 2011).



Graph 4.7: Percentage of the World's Population Covered by A Mobile Cellular Signal, 2003 Compared to 2010

(ITU, 2011)



Graph 4.8: Expected Growth in Broadband-enabled Phones per Region, 2011

(ITU, May 2012, p.3)

International Internet Bandwidth per Internet User

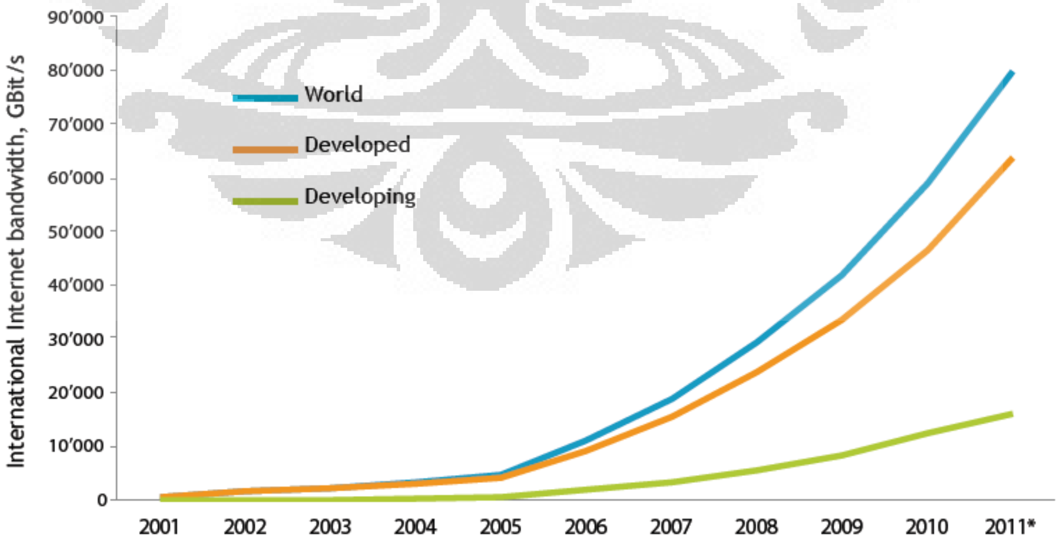
Developments in ICT increase the speed and quality of service that broadband technologies can deliver to users, and at the same time fuels bigger and bigger internet bandwidth needs to cater activities on the internet. A comparison of time needed to download online contents at different connection speeds is presented on below table.

Table 4.4: Time Needed to Download Online Content at Different Connection Speeds.

Content	Actual connection speed (hh:mm:ss)			
	256kbit/s	2Mbit/s	10Mbit/s	100Mbit/s
Google homepage (160 KB)	00:00:05	00:00:01*	00:00:13	00:00:00*
Music track (5MB)	00:02:36	00:00:20	00:00:04	00:00:00*
Video clip (20MB)	00:10:25	00:01:20	00:00:16	00:00:02*
CD / low-quality movie (700MB)	06:00:00	00:47:00	00:09:20	00:00:56
DVD / high-quality movie (4GB)	34:17:00	04:29:00	00:53:20	00:05:00

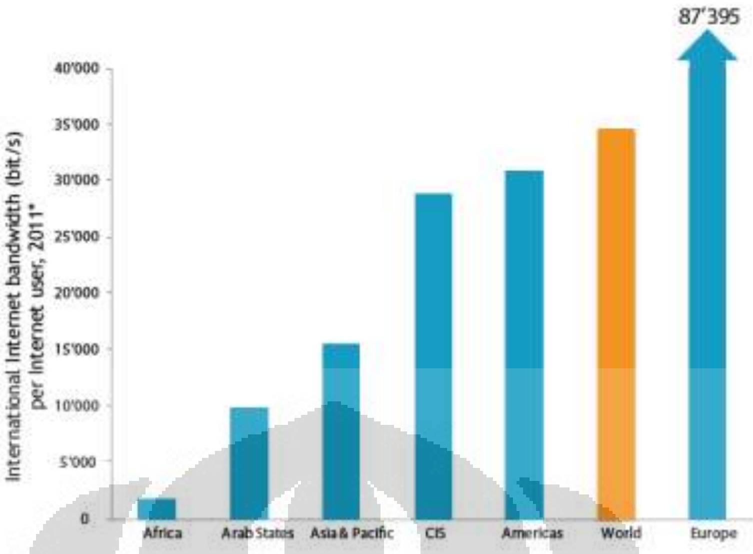
(ITU, 2011, p.91)

International internet bandwidth per internet user over the last five years grew from 11’000 Gbit/s in 2006 to almost 80’000 Gbit/s in 2011; marked with disparities between bandwidth per user in Europe with on average almost 90’000 bit/s and in Africa with 2’000 bit/s per user (ITU, 2011).



Graph 4.9: Growth in International Internet Bandwidth per User (Estimate).

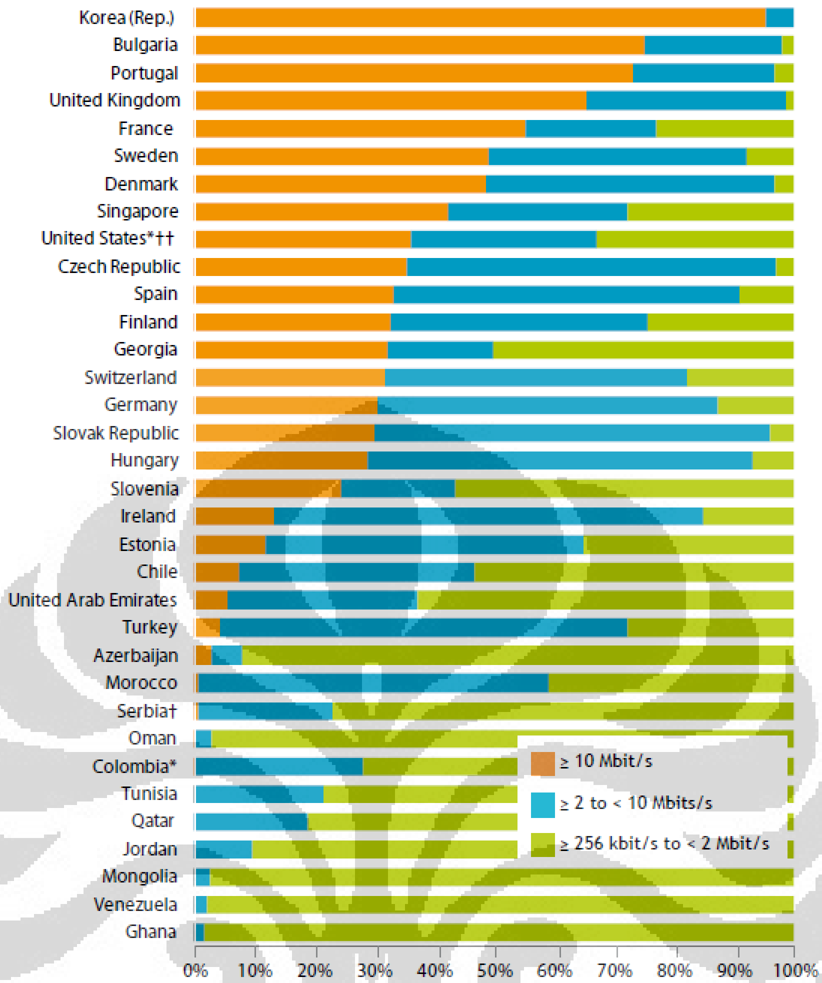
(ITU, 2011, p.3)



Graph 4.10: Disparities of International Internet Bandwidth per Internet User, by Region, 2011 (Estimate).

(ITU, 2011, p.3)

The growing information technology and broadcasting utilization also expects secure internet servers and accessibility of digital content from multiple platforms available. Referring to statistic provided by the World Bank (2011), secure internet servers are mostly available in Singapore, North East Asian countries, United States, Canada, Australia, New Zealand and high income European countries. Digital content is on average can be accessed from all countries reviewed in the survey run by WEF (2012).

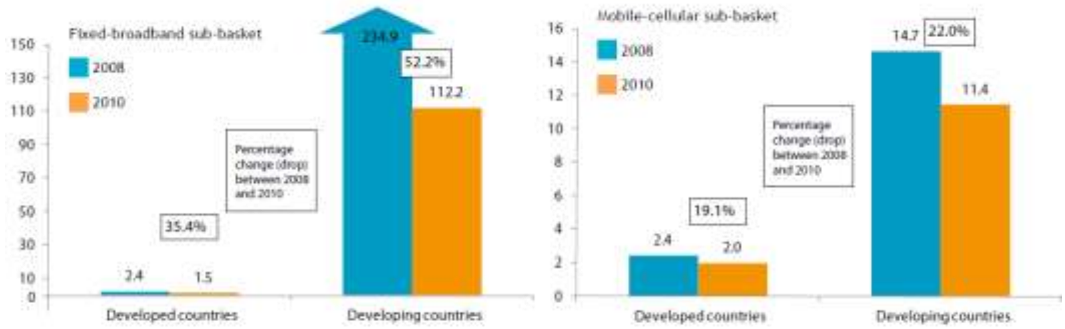


Graph 4.11: Fixed (Wired)-Broadband Subscriptions by Speed, Selected Economies, 2010

(ITU, 2011, p.6)

Affordability

The ICT have become more affordable globally as prices are low in high income economies while they also came down substantially in developing countries. In just two years from 2008 to 2010, mobile cellular price basket in developing countries dropped by 22% and fixed broadband basket fell even more significantly by over half of the preceding basket.



Graph 4.12: Mobile Cellular and Fixed Broadband Price Drop, 2008-2010

(ITU, 2011, p.7)

Table 4.5: Ten Economies with the Greatest 2008-2010 Decrease in the Mobile-Cellular Prices

Rank	Economy	Mobile sub-basket 2010	Mobile sub-basket 2008	Value change 2008-2010	Relative change 2008-2010 (%)
161	Togo	54.3	81.5	-27.2	-33.4
137	Chad	34.1	59.1	-25.0	-42.3
162	Madagascar	44.1	65.0	-20.9	-32.1
136	Tanzania	23.2	43.1	-19.8	-46.0
135	Uganda	31.8	50.4	-18.5	-36.8
159	Rwanda	36.3	53.1	-16.8	-31.6
134	Côte d'Ivoire	15.3	30.8	-15.6	-50.5
138	Kenya	17.0	31.5	-14.4	-45.9
157	Mozambique	46.2	60.4	-14.2	-23.4
160	Burkina Faso	49.9	63.2	-13.3	-21.0

Rank	Economy	Mobile sub-basket 2010	Mobile sub-basket 2008	Relative change 2008-2010 (%)	Value change 2008-2010
11	Austria	0.4	1.2	-69.4	-0.8
4	HK, China	0.1	0.1	-63.2	-0.1
63	Sri Lanka	1.1	2.6	-56.7	-1.5
48	Venezuela	2.7	5.6	-52.8	-3.0
14	Finland	0.3	0.7	-51.1	-0.4
134	Côte d'Ivoire	15.3	30.8	-50.5	-15.6
136	Tanzania	23.2	43.1	-46.0	-19.8
138	Kenya	17.0	31.5	-45.9	-14.4
15	Sweden	0.4	0.8	-44.9	-0.3
149	Ethiopia	14.9	26.5	-43.7	-11.6

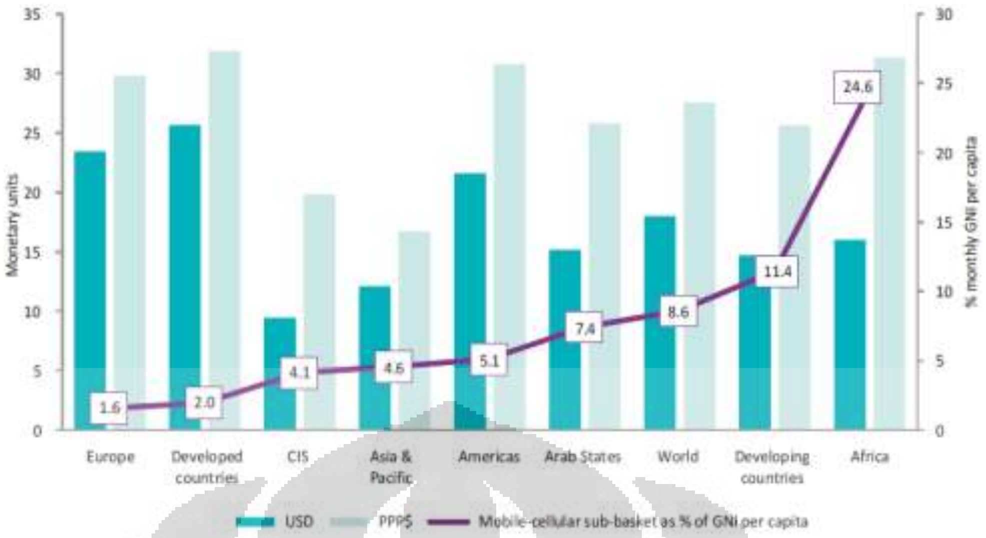
(ITU, 2011, p.70)

Table 4.6: Ten Economies with Greatest 2008-2010 Decrease in the Fixed Broadband Prices

Rank	Economy	Broad-band sub-basket 2010	Broad-band sub-basket 2008	Value change 2008-2010	Relative change 2008-2010 (%)
160	Burkina Faso	194	4'466	-4'272	-96
164	Malawi	2'408	4'881	-2'473	-51
149	Ethiopia	1'071	2'721	-1'651	-61
132	Nigeria	54	692	-639	-92
146	Swaziland	425	806	-381	-47
135	Uganda	36	375	-339	-90
157	Mozambique	60	312	-252	-81
145	Lao P.D.R.	190	435	-245	-56
150	Guinea	2'595	2'824	-229	-8
138	Kenya	60	261	-201	-77

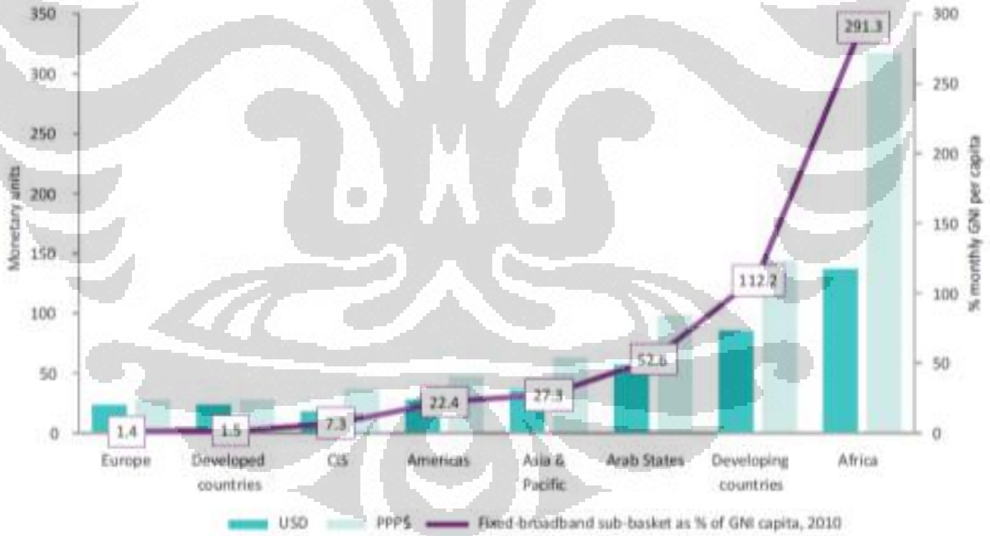
Rank	Economy	Broad-band sub-basket 2010	Broad-band sub-basket 2008	Relative change 2008-2010 (%)	Value change 2008-2010
160	Burkina Faso	194	4'466	-96	-4'272
132	Nigeria	54	692	-92	-639
135	Uganda	36	375	-90	-339
53	Azerbaijan	3	27	-88	-24
79	Bhutan	6	38	-84	-32
157	Mozambique	60	312	-81	-252
63	Sri Lanka	3	16	-81	-13
138	Kenya	60	261	-77	-201
120	Bangladesh	31	124	-75	-93
101	Moldova	5	18	-73	-13

(ITU, 2011, p.74)



Graph 4.13: Mobile-Cellular Price Basket by Region and by Level of Development, 2010

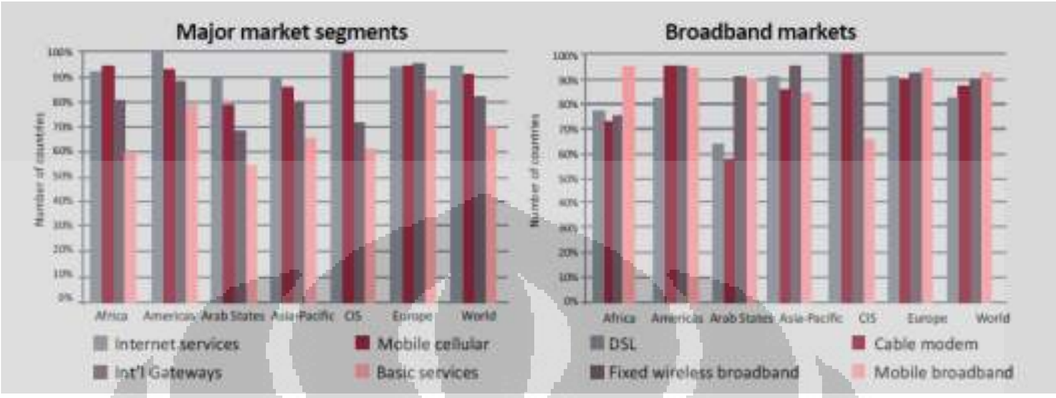
(ITU, 2011, p.71)



Graph 4.14: Fixed Broadband Price Basket by Region and by Level of Development, 2010

(ITU, 2011, p.76)

Competition between providers in the sector could be one of the drivers to the friendlier prices. Throughout 2011 various numbers of services, including internet, international gateways, mobile cellular, basic services and broadband services continued to be thrust into market (ITU, May 2012).



Graph 4.15: Competition in Selected Services, by Region, 2011

(ITU, May 2012, p.3)

In broadband markets particularly, tight competition arouse among DSL (Digital Subscriber Line), fixed wireless broadband, cable modem and mobile broadband services. Fierce competition between providers could be good indications for customer benefits: lower prices (Young, 2004), and better service quality (Das et al, 2000).

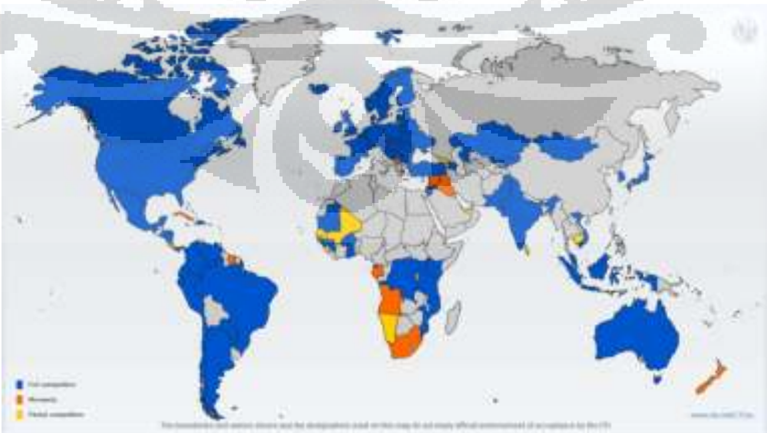


Figure 4.7: Level of Competition in Broadband Services over Cable, 2010

Blue=Full Competition, Orange=Monopoly, Yellow=Partial Competition

(ITU, retrieved May 27, 2012)

Figure 4.8: Level of Competition in DSL Services, 2010

(ITU, retrieved May 27, 2012)

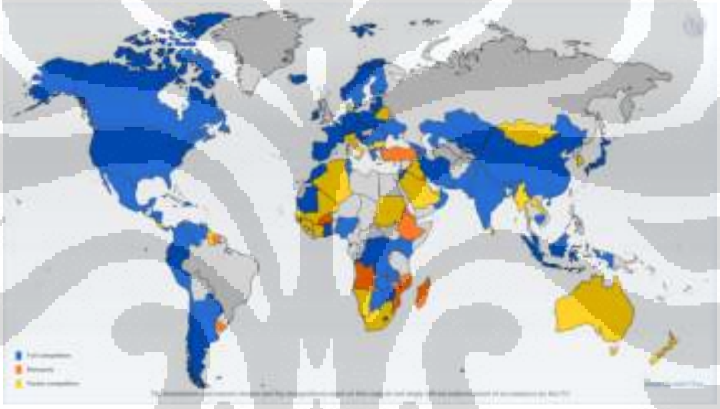


Figure 4.9: Level of Competition in Fixed Wireless Broadband Services, 2010

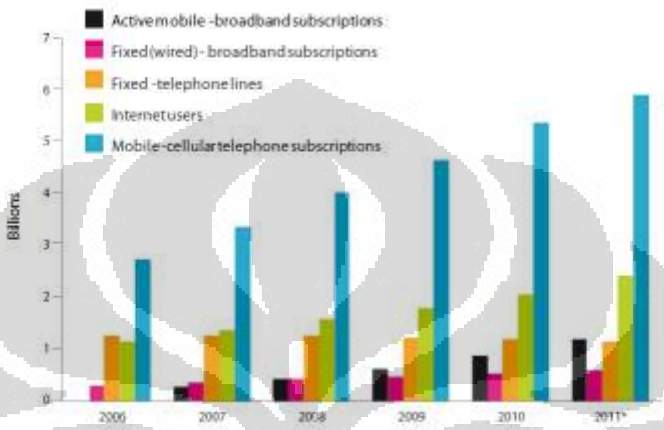
(ITU, retrieved May 27, 2012)

Figure 4.10: Level of Competition in Mobile Broadband Services, 2010

(ITU, retrieved May 27, 2012)

Broadband Subscriptions

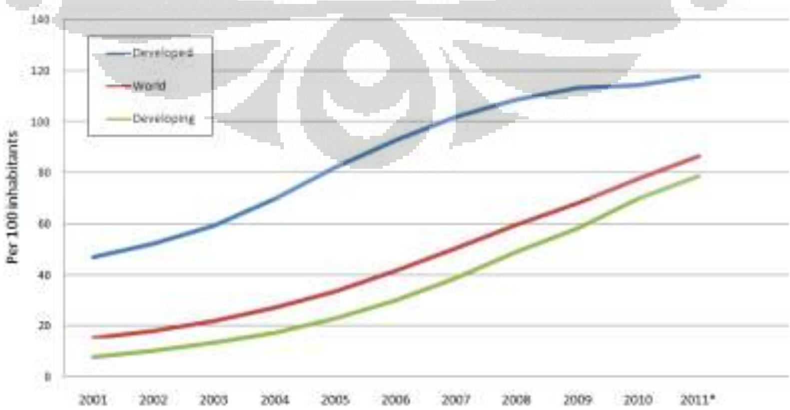
In the broadband subscriptions area, mobile cellular has the highest progress among other ICT sub-sectors. It grew twice bigger than it was in 2006, reaching almost 6 billion subscriptions in 2011 (ITU, 2011).



Graph 4.16: Global ICT Developments, 2001-2011 (Estimate).

(ITU, 2011, p.2)

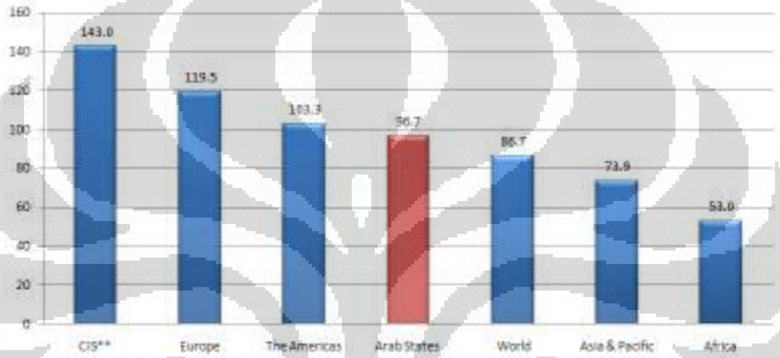
For every 100 inhabitants in the world, there are 87 people that subscribe to mobile cellular, as well as 79% people from developing countries (ITU, 2011).



Graph 4.17: Mobile-Cellular Subscriptions per 100 Inhabitants, 2001-2011 (Est.)

(ITU, 2011)

The Commonwealth of Independent States (CIS)—a regional organization formed by former Soviet Republics unions after the breakup of Soviet Union (Alma-Ata Declaration, 1991), the Europe and the Americas lead the mobile cellular penetration among regions. In these regions, people at least possess one or more mobile phones, as signaled by incursion rate exceeding 100%. This high diffusion also signifies that mobile phones are not luxury goods anymore.



Graph 4.18: Mobile-Cellular Subscriptions per 100 Inhabitants 2011 (Estimate).

(ITU, 2011)

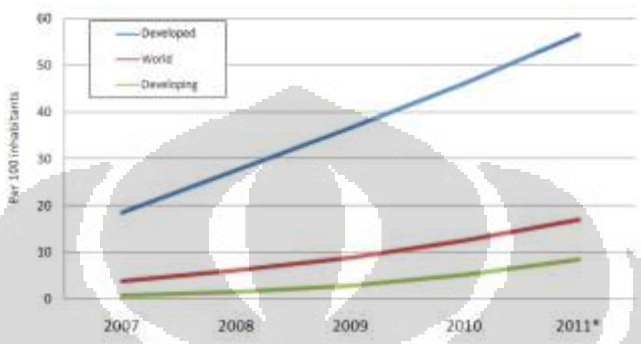
The top ten countries with highest cellular penetration rate are presented beside. The average rate for all these countries is 174.74%, meaning each people in these countries holds two mobile phones or more (WEF, 2012).

Table 4.7: Mobile Telephone Subscriptions per 100 Populations: Top Ten Countries, 2010

Country	Value
Hong Kong SAR	195.6
Saudi Arabia	187.9
Montenegro	185.3
Panama	184.7
Vietnam	175.3
Suriname	169.6
Russian Federation	166.3
Oman	165.5
Kuwait	160.8
Finland	156.4

(WEF, 2012)

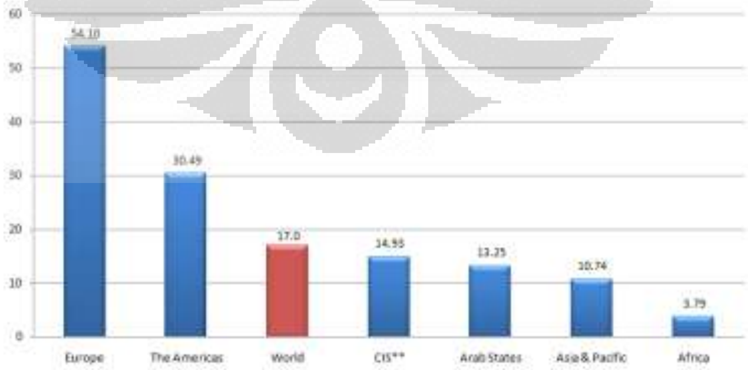
Mobile broadband follows suit on second place in the subscriptions ranks. In just four years since 2007, active mobile broadband subscriptions have reached almost 20% penetrations, grew 45% annually and is twice as many as fixed-broadband subscriptions.



Graph 4.19: Active Mobile-Broadband Subscriptions per 100 Inhabitants (Est.)

(ITU, 2011)

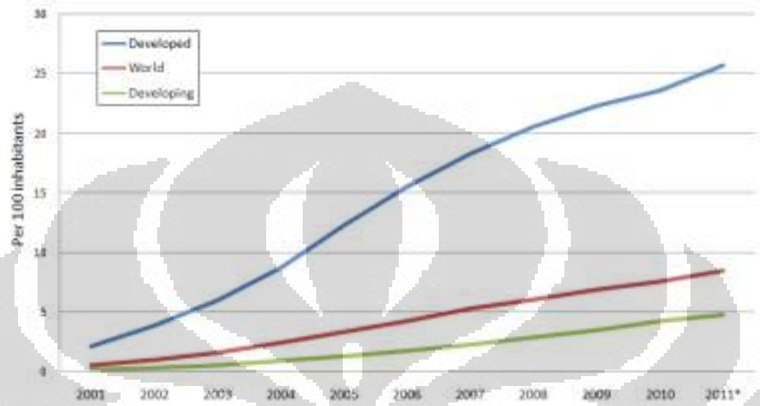
Mobile broadband are highly used in Europe and the Americas, showed by penetration rate reaching a little over 50% and 30% in both countries respectively (ITU, 2011). Top 10 countries with highest mobile broadband subscriptions penetration are Republic Korea, Sweden, Japan, Finland, Israel, Australia, Norway, United States, Singapore, Denmark (WEF, 2012).



Graph 4.20: Active Mobile-Broadband Subscriptions per 100 Inhabitants (Est.)

(ITU, 2011)

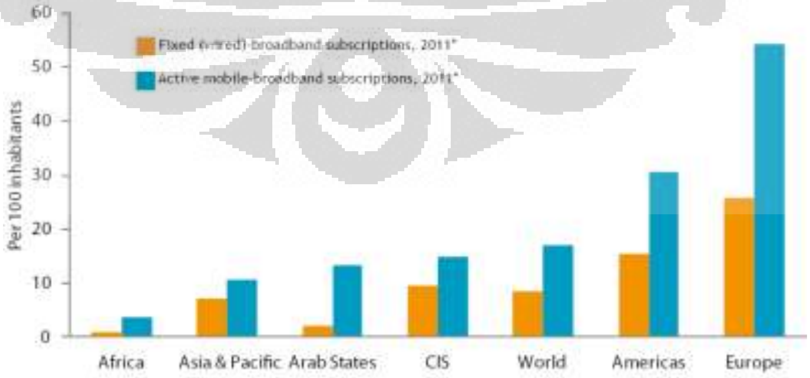
Fixed broadband subscriptions also grew but in a slower pace compared to the other two subscriptions. Ten years after it first debuted, fixed broadband subscriptions only reached a little below 10% penetration in 2011, with most users came from Europe and Americas.



Graph 4.21: Fixed (Wired)-Broadband Subscriptions per 100 Inhabitants (Est.)

(ITU, retrieved May 27, 2012)

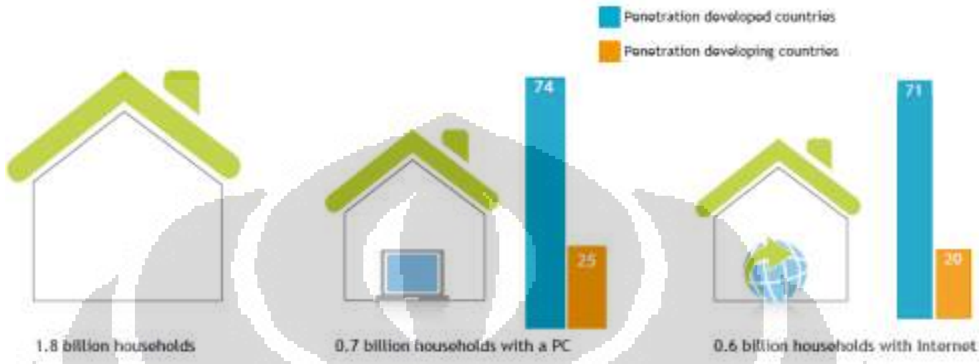
Top ten countries with highest fixed broadband subscriptions rate are Netherlands, Switzerland, Denmark, Republic Korea, Norway, Iceland, France, Luxembourg, Sweden and Germany (WEF, 2012).



Graph 4.22: Fixed (Wired)-Broadband Subscriptions per 100 Inhabitants (Est)

(ITU, 2011, p.5)

Proportion of households with internet access has grown from one fifth in 2006 to one third of total 1.8 billion households worldwide in 2011. Around 71% homes in developed countries were connected to internet, compared to 20% in developing countries.

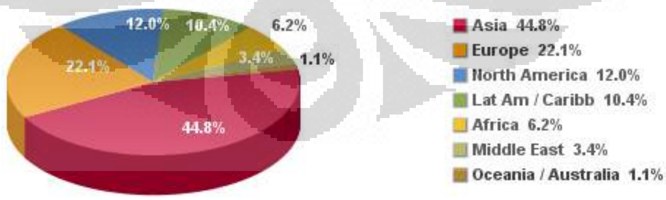


Graph 4.23: Proportion of Households with Internet Access

(ITU, 2011, p.2)

Internet User Profiles

According to Internet World Stats (2011), by 2011 total internet users in the world reached over 2 billion, representing one third of the world population. Almost half of the users are in Asia, followed by Europe and North America by 22.1% and 12% of the total internet users.



Graph 4.24: Internet Users in the World: Distribution by World Regions-2011

(Internet World Stat, 2011)

China by so far is the biggest internet country in the world, with total 513.1 million users by 2011, correspond to 38.4% of its entire people. Second and third place are United States and India with 78.3% and 10.2% penetration.

Table 4.8: Top Internet Countries per Region, 2011

Region	Country	Internet Users	Penetration
Asia	China	513,100,000	38.40%
	India	121,000,000	10.20%
	Japan	101,228,736	80.00%
	Indonesia	55,000,000	22.40%
	South Korea	40,329,660	82.70%
Europe	Germany	67,364,898	82.70%
	Russia	61,472,011	44.30%
	United Kingdom	52,731,209	84.10%
	France	50,290,226	77.20%
North America	United States	245,203,319	78.30%
	Canada	27,757,540	81.60%
Latin America	Brazil	79,245,740	39.00%
	Mexico	42,000,000	36.90%
Africa	Nigeria	45,039,711	29.00%
	Egypt	21,691,776	26.40%
Middle East	Iran	36,500,000	46.90%
Oceania	Australia	19,554,832	89.80%

(Internet World Stats, 2011)

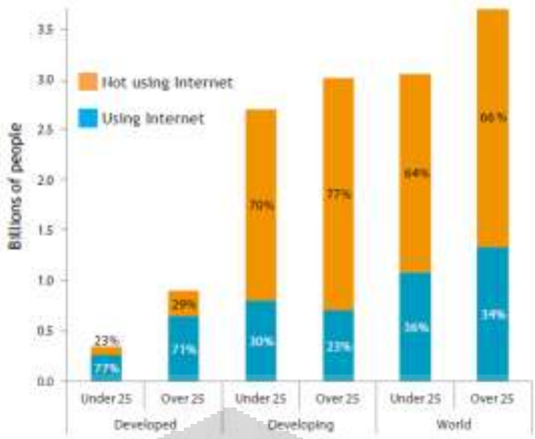
English, followed by Chinese and Spanish are the three languages most used in the web, representing 58.8% of total users worldwide.

Table 4.9: Top Ten Languages Used in the Web (Number of Internet Users by Language), 31 May 2011.

TOP TEN LANGUAGES IN THE INTERNET	Internet Users by Language	Internet Penetration by Language	Growth in Internet (2000 - 2011)	Internet Users % of Total	World Population for this Language (2011 Estimate)
English	565,004,126	43.4 %	301.4 %	26.8 %	1,302,275,670
Chinese	509,965,013	37.2 %	1,478.7 %	24.2 %	1,372,226,042
Spanish	164,968,742	39.0 %	807.4 %	7.8 %	423,085,806
Japanese	99,182,000	78.4 %	110.7 %	4.7 %	126,475,664
Portuguese	82,586,600	32.5 %	990.1 %	3.9 %	253,947,594
German	75,422,674	79.5 %	174.1 %	3.6 %	94,842,656
Arabic	65,365,400	18.8 %	2,501.2 %	3.3 %	347,002,991
French	59,779,525	17.2 %	398.2 %	3.0 %	347,932,305
Russian	59,700,000	42.8 %	1,825.8 %	3.0 %	139,390,205
Korean	39,440,000	55.2 %	107.1 %	2.0 %	71,393,343
TOP 10 LANGUAGES	1,615,957,333	36.4 %	421.2 %	82.2 %	4,442,056,069
Rest of the Languages	350,557,483	14.6 %	588.5 %	17.8 %	2,403,553,891
WORLD TOTAL	2,099,926,965	30.3 %	481.7 %	100.0 %	6,930,055,154

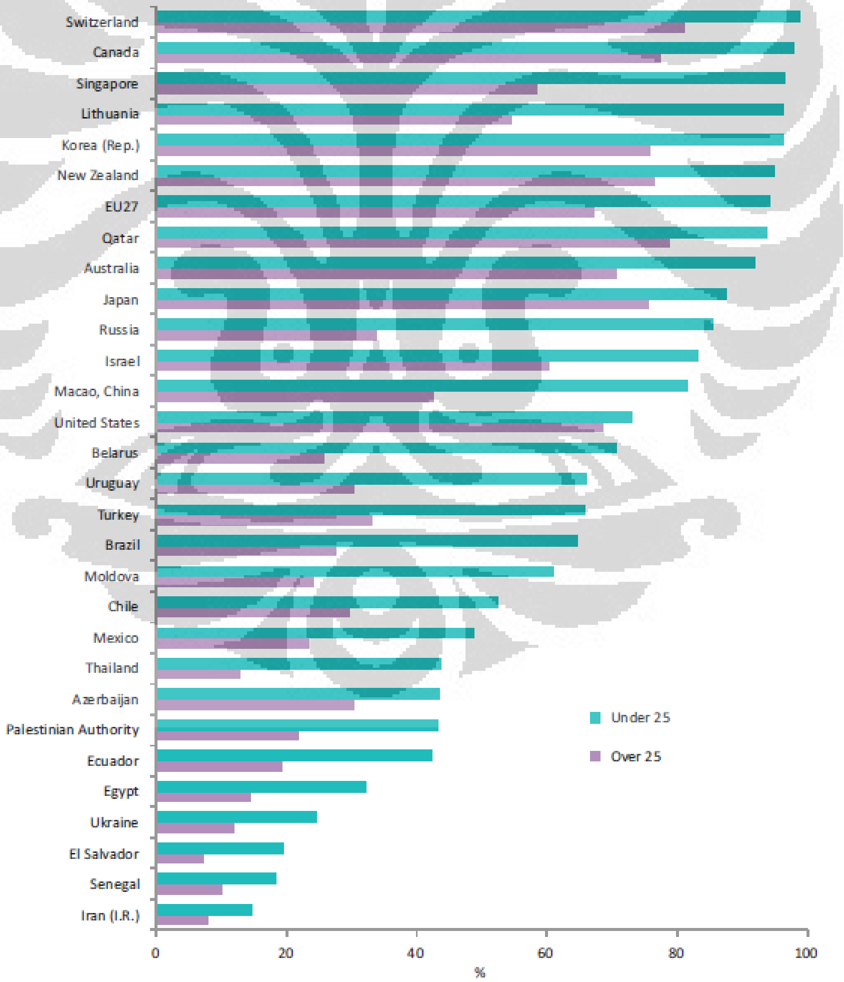
(Internet World Stats, 2012)

In most countries, more users tend to be under 25. Around 77% of those under 25 are online in developed countries, compared to 30% of those in developing countries.



Graph 4.25: Internet Users by Age and by Development Level, 2011 (Estimate).

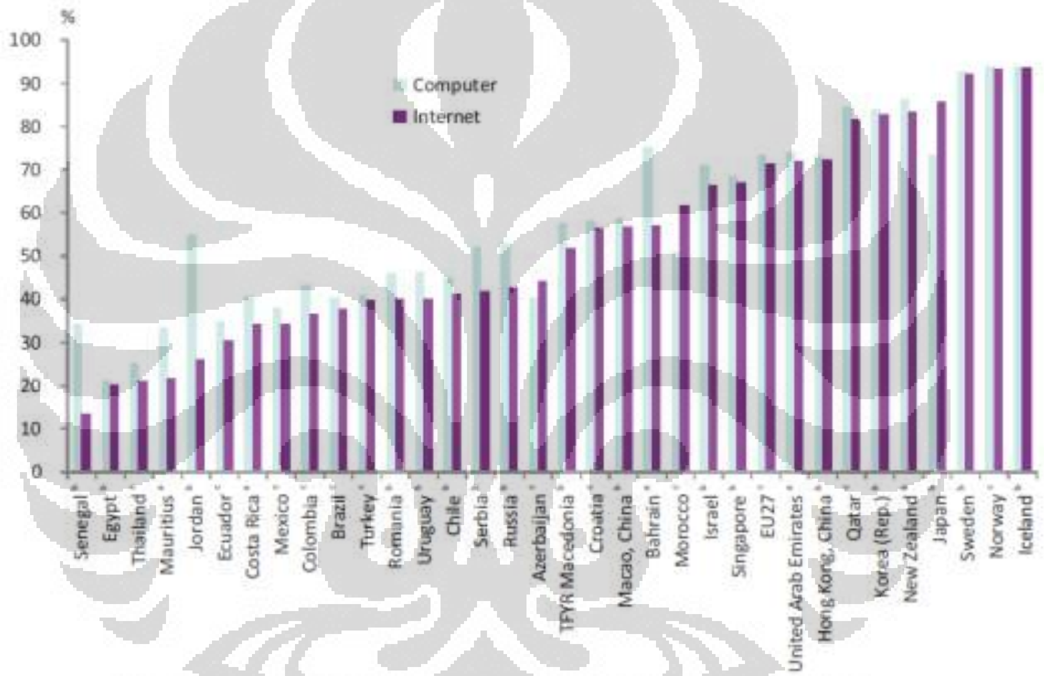
(ITU, 2011, p.1)



Graph 4.26: Proportion of Individuals Using the Internet, by Age Group.

(ITU, 2011, p.128)

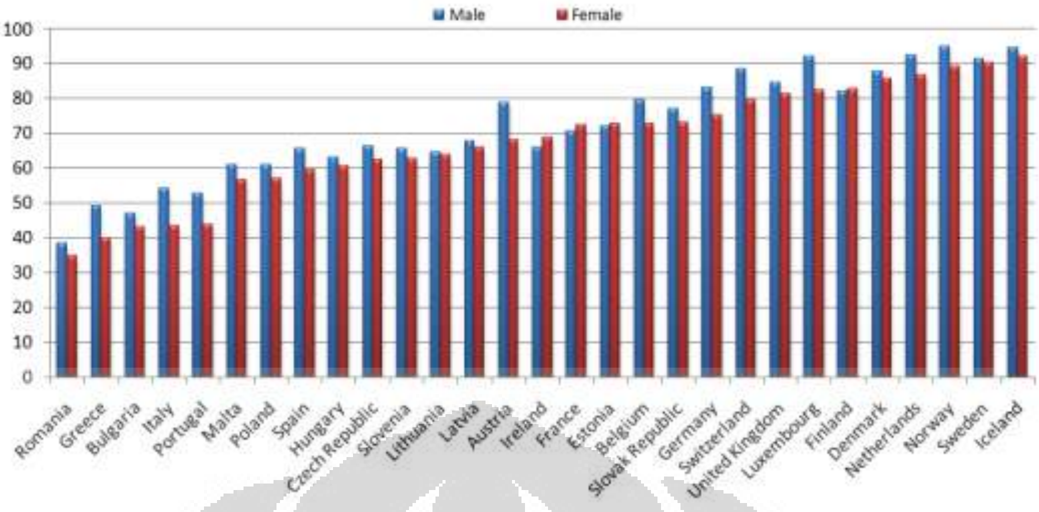
In countries like Azerbaijan, Morocco and Japan, percentage of people online are higher than people using computer, indicating the prevalence of mobile devices as media other than computer to access Internet. Considering the high penetration of mobile cellular subscriptions and the fast growing active mobile broadband subscriptions, we can expect that more people will go online through mobile phones, Personal Digital Assistants, smartphones, and other mobile devices in the future.



Graph 4.27: Percentage of Individuals Aged 15 to 74 Using Internet and Computer, Latest Available Year

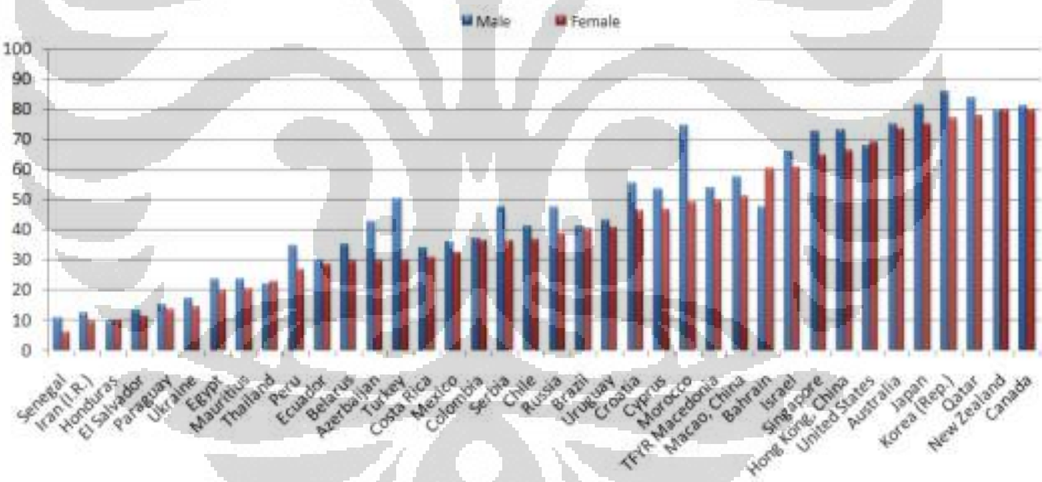
(ITU, 2011, p.109)

Women's access to internet is generally lower than men's, in both European and non European countries. This possibly is due to women earning less and having lower educational levels that lead to income disparities between genders. Lack of awareness of what advantage is offered by the Internet could also play an important role (ITU, 2011).



Graph 4.28: Percentage of Internet Users, by Gender, European Countries, Latest Available Year (2008-2010).

(ITU, retrieved May 27, 2012)

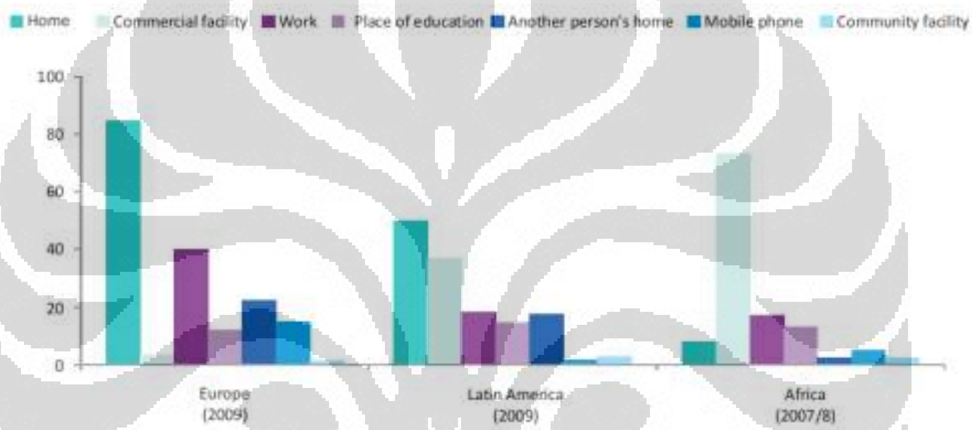


Graph 4.29: Percentage of Internet Users, by Gender, Non-European Economies, Latest Available Year (2008-2010).

(ITU, retrieved May 27, 2012)

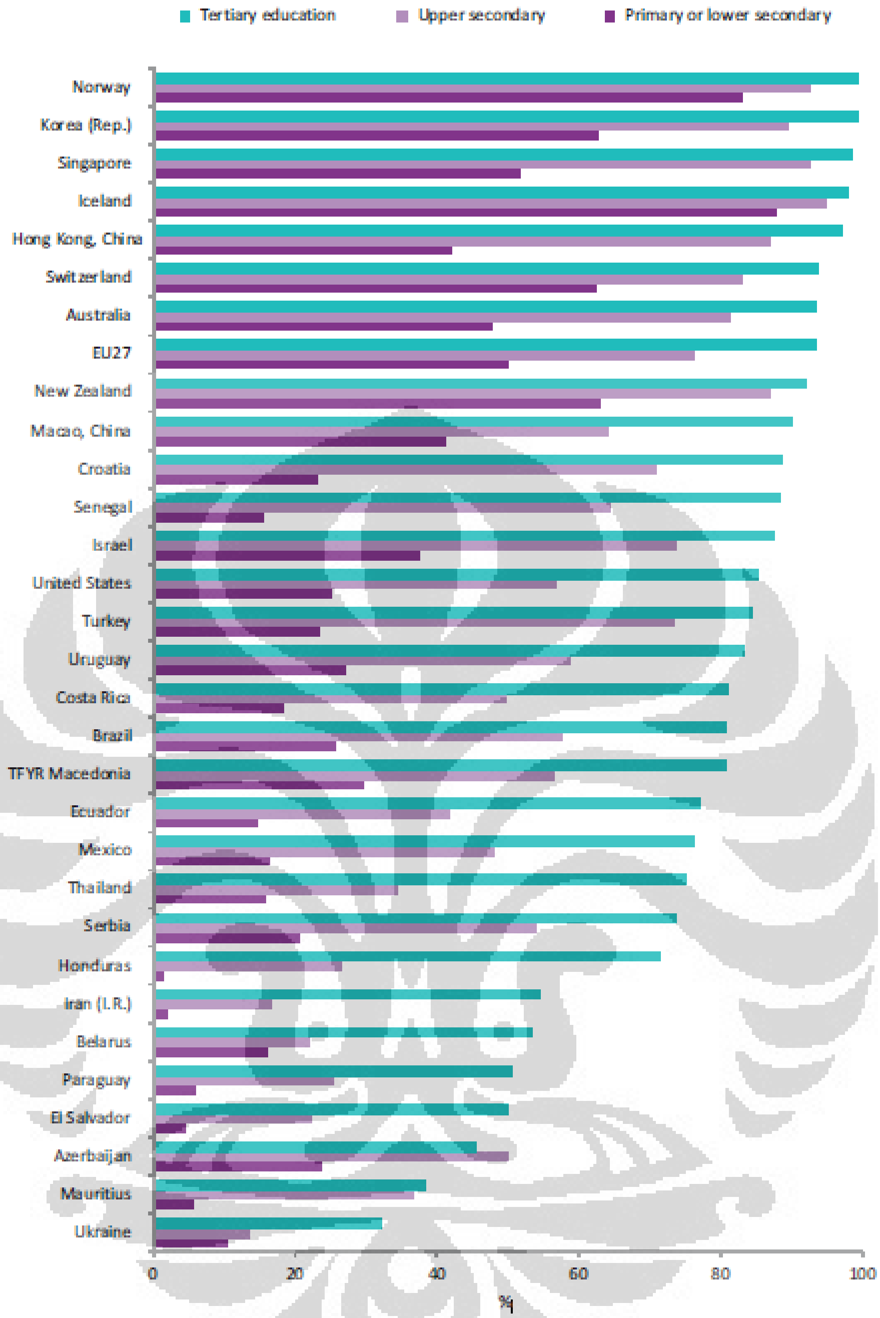
Level of education also plays a role in driving people to access the internet. Statistic by ITU showed that people with tertiary education level are likely to be online, with internet user penetration rate exceeding 50% in most countries evaluated. Higher educational level also leads to higher distribution income, which means internet access is more affordable to attend; and greater computer literacy to operate internet without difficulties.

People living in rural areas tend to use internet less than those in urban areas. This difference is relatively small in high-income countries, while at the same time often substantial in developing countries. In these countries, internet is mostly accessed from commercial internet facilities and schools, compared to internet use at home in more developed countries (ITU, 2011).



Graph 4.30: Location of Internet Use, Latest Available Year

(ITU, 2011, p.120)



Graph 4.31: Percentage of Individuals Using the Internet, by Highest Educational (ITU, 2011, p.112)

Data collected by ITU from 47 different countries suggests that people mostly use internet for communication means—like sending and receiving e-mails, education and learning purposes, obtaining information and accessing news, posting information and instant messaging and entertainment purposes. However, types of activities carried out on the internet could vary across countries and are also greatly influenced by the type and quality of internet connection available in those countries (ITU, 2011).

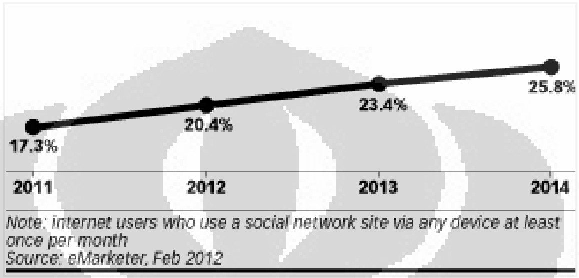
The State of Social Networks

Only recently, online interaction through social networks has been receiving wide attention (ITU, 2011). Of 142 countries reviewed by WEF (2012) in 2010 and 2011, all countries have ever used virtual social networks (e.g., Facebook, Twitter, LinkedIn) for professional and personal communication and 74 of them used social networks regularly.

ComScore (2011) stated that by October 2011, social networking sites reached 82 percent of the world's online population or 1.2 billion users worldwide and ranked #1 as the most popular online activity around the world. Nearly one-fifth of time spent online spent on social media, with 53% penetration in China to 98% in U.S, and 85 percent or more penetration in other 41 markets surveyed by comScore. The growth in social networking was also fueled by mobile devices use. A range from 17.8% (in Germany) to 35.4% (in U.K.) of social networking or blogging activity was accessed via mobiles, particularly smartphones.

Among the countries active in social networking, Israel emerged as the most engaged market with 11.1 average hours spent per visitor, followed by Argentina, Russia, Turkey, Chile, Philippines, Colombia, Peru, Venezuela and Canada. The worldwide average hours per visitor on social networking were 6.5 for females and 5.0 for males, suggesting that women were more social than men. Time spent for social networking in Latin America was on average 7.6 hours per user, in contrast with slightly less than 3 hours in Asia Pacific region ComScore (2011). Yet Asia Pacific represented 33% of the total unique visitors to social networking, followed by Europe (30%), North America (18%), Latin America (10%) and Middle East and Africa (9%) (Shaw, February 2012).

Social networking went through age groups; with users 55 and older signify the fastest growing segment. In addition, the increasing social networking activity opposite to the decline in instant messaging and email suggested that social networking could become the most important communication channel across all age in the future (comScore, 2011).



Graph 4.32: Social Network User Penetration Worldwide (% of Population)

(eMarketer, March 2012)

According to eMarketer (March 2012), in 2012 there will be 1.43 billion people or 63.2% of internet users that visit a social network at least once a month. Among social networking sites in the vast majority of countries, Facebook will stay on the lead with 55% global penetration (Shaw, February 2012) and 27.4% growth from 2011 (eMarketer, March 2012), followed by Twitter, LinkedIn and Google+ (Compete, January 2012).

Figure 4.11: Top 5 Facebook Countries, Ranked by Users, 2012

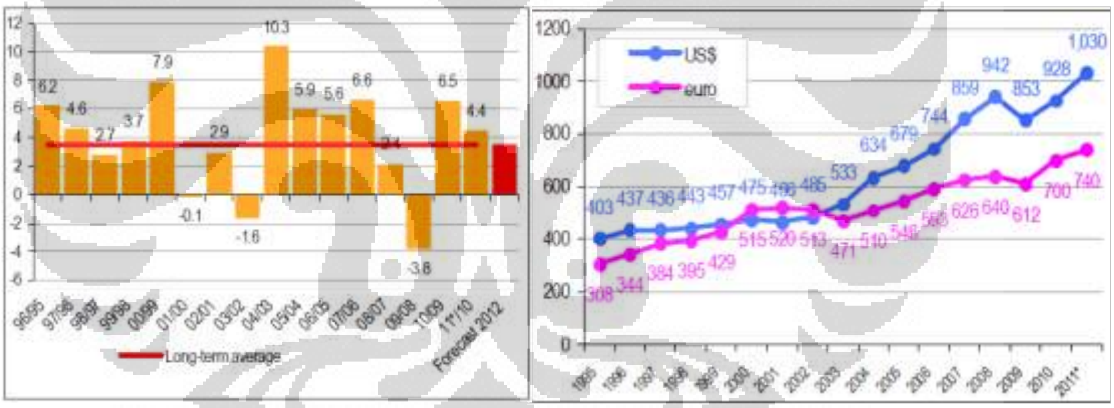
(eMarketer, March 2012)

4.2. Market Research

4.2.1. Tourism Market

Overview

World travel has successfully overcome the unforeseen political and natural challenges in 2011 and gave a positive figure for last year's performance. Based on review of 150 countries around the world monitored by United Nations World Tourism Organization (UNWTO)—a specialized agency of the United Nations and the leading international organization in the field of tourism, worldwide arrivals for 2011 increased by 4.6% to 982 million from 939 million in 2010, while international tourism receipts grew by 3.8% to an estimated US$ 1,030 billion from US$928 billion in 2010 (UNWTO, May 2012).



Graph 4.33: International Tourist Arrivals, World (% change) and International Tourist Receipts, World (billion).

(UNWTO, March and May 2012)

International Tourism Arrivals—2011 Results

Apart of the delayed global economic recovery, major political developments in Middle East and North Africa after the Arab Spring, as well as the devastating earthquake and tsunami that hit Japan in March, Europe (+6%) reached the highest growth in international tourist arrivals by region, while South America (+10%) was the best performer among other subregions. Additionally, growth was higher in advanced economies (+5%) than in emerging ones (+3.8%) (UNWTO, January 2012) .

Top performers in country level have been reported to be Saudi Arabia (+60%), Bhutan (+39%), Georgia (+39%), Sri Lanka (+31%), Palau (+27%), Myanmar (+26%), the Former Yugoslav republic of Macedonia (+25%), Azerbaijan (+23%), Uruguay (+22%), Cambodia (+20%), Thailand (+20%), Vietnam (+19%), Republic of Moldova (+18%), Maldives (+18%), Estonia (+16%), Algeria (+16%), Madagascar (+15%), Finland (+14%), New Caledonia (+14%), Singapore (+13%) and Romania (+13%). On the other side, negative growth was accounted by Syria (-41%), Egypt (-32%), Tunisia (-31%), Lebanon (-24%) and Japan (-28%) (UNWTO, March 2012).

International Tourism Arrivals Start Strong in 2012

Of 109 countries reported for one or more months in 2012, 89 countries or 82% have recorded positive growth, with double-digit growth for 33 countries (30%), while 20 countries or 18% have accounted a decline. Worldwide, international tourist arrivals in January and February 2012 are estimated to grow by 5.7% to 131 million from 124 million in the same period of 2011.

Best performer by region was Africa (+>7%), followed by Asia and the Pacific (+7%), the Americas (+6%), Europe (+5%) and the Middle East with negative growth (-1%), while subregion growth was led by South East Asia and South Asia (both at +10%).

Continued expansion in Sub Sahara Africa (+7%) along with clear rebound in North Africa (+8%), particularly due to recovery in Tunisia (+53%), boosted the growth in Africa. North East Asia (+6%) also recorded strong increase due to revival in Japan (+10%). South America (+8%) and Central America (+7%) continued to drive the development in the Americas, while the unexpected result in Europe was directed by augmentation in Central and Eastern Europe (+8%) as well as Northern Europe and Western Europe (both at +6%).

Overall, increase in international arrivals in 2012 is projected between 3% and 4% to reach one billion for the first time.

Top 10 Destinations and Top 10 Spenders

During 2011, top 10 country destinations in terms of total international arrivals were France, United States, China, Spain, Italy, Turkey, United Kingdom, Germany, Malaysia and Mexico. On the other side, top 10 spenders for 2011 were Germany, United States, China, United Kingdom, France, Canada, Russian Federation, Italy, Japan and Australia.

Outbound Tourism Also Grew Well in 2011

Despite difficult political and economic situation, worldwide travel industry grew well in 2011. Increase in European and Asian travelers reached 4% and 6%, while South America outbound travel showed a double digit growth. European traveled more but shorter and cheaper trips. On the other side, the rising purchasing power of the large and relatively well-off middle classes and the fast growth of low-cost airlines have driven Asian to travel more and further ahead of Europeans and Americans, but with shortest trips (IPK International, 2011) . However, according to WTTC (2011) international traveling within the same region accounted for around 70% compared to traveling across region. Outbound travel from the USA was stagnant while South America performed well as local economies and currency remained solid and strong. Leisure travel continued to dominate outbound travel around the world by more than 70%, compared to business travel and visiting friends and relatives. And the internet clearly became the world’s favorite place to book travel with online bookings now account for nearly half of bookings (IPK International, 2011).

Table 4.10: International Tourist Arrivals by Country of Destination

International Tourist Arrivals by Country of Destination

			Full year							Change			Monthly/quarterly data (% change over same period of the previous year)									
Rank			Series	2000	2005	2008	2009	2010	2011	09/08	10/09	11/10	Series	2012*					2011			
'11	'10								(million)			(%)		YTD	Q1	Jan	Feb	Mar	Q1	Q2	Q3	Q4
		World		***673***	***799***	***918***	***882***	***939***	***982***	***-3.9***	***6.4***	***4.6***		**5.7**		**5.4**	**6.1**		**3.7**	**6.6**	**4.4**	**3.3**
1	1	France	TF	77.2	75.0	79.2	76.8	77.1	79.5	-3.1	0.5	3.0	TCE	7.6		6.2	8.9		2.5	1.8	1.2	4.0
2	2	United States	TF	51.2	49.2	57.9	55.0	59.8	62.3	-5.1	8.8	4.2	TF	8.0		7.4	8.8		1.6	6.2	5.5	3.1
3	3	China	TF	31.2	46.8	53.0	50.9	55.7	57.6	-4.1	9.4	3.4	TF	3.5		-0.2	7.5		2.5	3.4	2.7	5.1
4	4	Spain	TF	46.4	55.9	57.2	52.2	52.7	56.7	-8.8	1.0	7.6	TF	2.6	2.6	4.6	0.8	2.5	1.6	10.4	8.5	6.1
5	5	Italy	TF	41.2	36.5	42.7	43.2	43.6	46.1	1.2	0.9	5.7	TF	3.8		5.5	2.0		2.4	7.8	8.2	1.3
6	7	Turkey	TF	9.6	20.3	25.0	25.5	27.0	29.3	2.0	5.9	8.7	TF	-5.3	-5.3	1.3	-6.7	-8.3	14.6	11.6	7.1	4.0
7	6	United Kingdom	TF	23.2	28.0	30.1	28.2	28.3	29.2	-6.4	0.4	3.2	VF	4.1	4.1	10.6	2.8	-0.7	2.8	7.3	1.2	0.5
8	8	Germany	TCE	19.0	21.5	24.9	24.2	26.9	28.4	-2.7	10.9	5.5	TCE	7.7		9.4	6.2		9.0	6.9	2.7	5.6
9	9	Malaysia	TF	10.2	16.4	22.1	23.6	24.6	24.7	7.2	3.9	0.6	TF						-3.7	-4.8	4.7	5.4
10	10	Mexico	TF	20.6	21.9	22.6	21.5	22.3	23.4	-5.2	3.8	n/a	TF	0.6		-1.5	3.0		2.5	5.6	0.2	-0.6
11	11	Austria	TCE	18.0	20.0	21.9	21.4	22.0	23.0	-2.6	3.0	4.6	TCE	5.0	5.0	-2.2	13.9	4.0	1.2	7.3	5.4	6.0
12	13	Russian Federation	TF	19.2	19.9	21.6	19.4	20.3	22.7	-10.0	4.4	11.9	VF						13.0	14.5	9.3	11.6
13	14	Hong Kong (China)	TF	8.8	14.8	17.3	16.9	20.1	22.3	-2.3	18.7	11.1	TF	8.6	8.6	14.3	3.5	7.5	5.7	11.4	14.8	12.1
14	12	Ukraine	TF	6.4	17.6	25.4	20.8	21.2	21.4	-18.3	1.9	1.0	TF						-1.9	1.6	1.6	1.6
15	16	Thailand	TF	9.6	11.6	14.6	14.1	15.9	19.1	-3.0	12.6	19.8	TF	7.1	7.1	7.7	2.0	12.0	14.0	53.3	25.7	0.0
16	22	Saudi Arabia	TF	6.6	8.0	14.8	10.9	10.9	17.3	-26.2	-0.4	59.8	TF						36.5	120	67.2	22.1
17	17	Greece	TF	13.1	14.8	15.9	14.9	15.0	16.4	-6.4	0.6	9.5	TF	-11.1		-2.8	-20.1		13.1	14.2	8.3	3.9
18	15	Canada	TF	19.6	18.8	17.1	15.7	16.1	16.0	-8.2	2.3	-0.8	TF	5.2		1.8	8.5		-4.5	1.7	-1.7	0.8
19	19	Poland	TF	17.4	15.2	13.0	11.9	12.5	13.4	-8.3	4.9	7.1	TF						8.2	7.8	4.8	8.4
20	20	Macao (China)	TF	5.2	9.0	10.6	10.4	11.9	12.9	-2.0	14.7	8.4	TF	8.5	8.5	15.4	1.2	9.3	-0.7	6.7	16.2	11.0
21	21	Netherlands	TCE	10.0	10.0	10.1	9.9	10.9	11.3	-1.8	9.7	3.8	TCE	7.5		7.5			0.0	7.7	2.1	4.4
22	25	Singapore	TF	6.1	7.1	7.8	7.5	9.2	10.4	-3.7	22.3	13.4	VF	14.6	14.6	13.5	14.5	15.8	15.7	14.1	14.7	8.4
23	23	Hungary	TF	3.0	10.0	8.8	9.1	9.5	10.3	2.8	5.0	7.8	TF						7.3	7.7	9.6	5.4
24	26	Croatia	TCE	5.3	7.7	8.7	8.7	9.1	9.9	0.3	4.8	9.0	TCE	13.8	13.8	15.8	-6.3	24.0	-0.1	13.5	7.5	10.6
25	27	Korea, Republic of	VF	5.3	6.0	6.9	7.8	8.8	9.8	13.4	12.5	11.3	VF	22.0	22.0	28.6	21.6	17.3	2.8	5.3	17.5	18.0
26	18	Egypt	TF	5.1	8.2	12.3	11.9	14.1	9.5	-3.1	17.9	-32.4	VF	32.0	32.0	-28.6	257.1	73.2	-45.3	-35.4	-24.0	-29.2
27	24	Morocco	TF	4.3	5.8	7.9	8.3	9.3	9.3	5.9	11.4	0.6	TF	-6.9		-9.1	-4.7		6.5	6.2	-4.0	-3.1
28	29	Czech Rep	TF	4.8	9.4	10.1	8.8	8.6	8.8	-12.6	-2.5	1.7	TCE						2.5	12.1	4.0	4.4
29	28	Denmark	TF	3.5	9.2	9.0	8.5	8.7	..	-5.2	2.3	..	TCE(1)	2.6		4.7	0.6		11.1	16.8	4.4	2.9
30	30	Switzerland	THS	7.8	7.2	8.6	8.3	8.6	8.5	-3.7	4.0	-1.1	THS	-3.7	-3.7	-3.8	-5.1	-2.5	0.5	3.2	-4.5	-2.2
31	33	South Africa	TF	5.9	7.4	9.6	7.0	8.1	8.3	n.a.	15.1	3.3	TF	11.4		11.4			7.1	-1.3	2.2	5.2
32	34	Untd Arab Emirates(2)	THS	3.1	5.8	7.1	6.8	7.4	8.1	-4.0	9.1	9.4	THS(2)						10.8	4.9	13.6	8.9
33	36	Indonesia	TF	5.1	5.0	6.2	6.3	7.0	7.6	1.4	10.7	9.2	TF	11.0	11.0	18.9	4.3	10.1	6.4	6.4	11.7	12.0
34	35	Belgium	TCE	6.5	6.7	7.2	6.8	7.2	7.5	-4.9	5.5	3.8	TCE	6.6		6.6			3.2	7.3	1.9	2.5
35	38	Portugal	TCE	5.6	5.8	7.0	6.4	6.8	7.2	-7.5	4.9	7.3	TCE	1.2		3.3	-0.6		3.2	15.4	10.6	0.4
36	39	Ireland	TF	6.6	7.3	8.0	7.2	6.5	..	-10.4	-9.4	..	TF*	-1.2	-1.2	-16.7	0.2	9.1	8.7	17.1	7.8	-3.2
37	40	Bulgaria	TF	2.8	4.8	5.8	5.7	6.0	6.3	-0.7	5.4	4.6	VF	0.2	0.2	4.0	-4.1	0.4	8.1	7.1	1.5	4.8
38	42	India	TF	2.6	3.9	5.3	5.2	5.8	6.3	-2.2	11.8	8.9	TF	9.5	9.5	9.2	6.5	13.3	10.8	10.7	8.1	6.7
39	31	Japan	VF	4.8	6.7	8.4	6.8	8.6	6.2	-18.7	26.8	-27.8	VF	9.5	9.5	-4.1	-19.3	92.4	-13.3	-50.3	-31.4	-13.5
40	43	Taiwan (pr. of China)	VF	2.6	3.4	3.8	4.4	5.6	6.1	14.3	26.7	9.3	VF	22.3	22.3	14.8	15.8	33.8	9.8	0.0	11.2	16.4
41	46	Vietnam	VF	2.1	3.5	4.2	3.7	5.0	6.0	-11.5	34.8	19.1	VF	24.5	24.5	24.8	29.4	18.7	11.4	28.2	6.3	30.8
42	41	Australia	VF	4.9	5.5	5.6	5.6	5.9	5.9	0.0	5.4	-0.2	VF	4.1	4.1	4.8	-0.5	8.6	-0.3	2.2	-2.5	0.3
43	44	Argentina	TF	2.9	3.8	4.7	4.3	5.3	5.7	-8.4	23.6	6.3	TF						10.3	10.1	6.8	-0.8
44	45	Brazil	TF	5.3	5.4	5.1	4.8	5.2	5.4	-4.9	7.5	5.3	TF									
45	32	Syria	TF	2.1	3.6	5.4	6.1	8.5	5.1	12.2	40.3	-40.7	VF						-5.4	-45.9	-51.5	-52.4
46	47	Sweden	TCE	3.8	4.9	4.7	4.9	5.0	5.0	2.7	2.0	1.6	TCE(3)	4.5		0.6	7.9		0.1	10.4	-2.5	2.1
47	37	Tunisia	TF	5.1	6.4	7.0	6.9	6.9	4.8	-2.1	0.0	-30.7	TF	52.8	52.8	74.6	39.0	47.4	-44.1	-36.2	-29.0	-16.6
48	49	Dominican Rp	TF	3.0	3.7	4.0	4.0	4.1	4.3	0.3	3.3	4.4	TF	7.9	7.9	5.0	9.5	9.0	2.9	4.7	3.2	7.4
49	51	Finland	TF	2.7	3.1	3.6	3.4	3.7	4.2	-4.5	7.2	14.2	TCE(2)	16.0		12.6	20.6		11.9	17.1	11.6	11.9
50	53	Kazakhstan	TF	1.5	3.1	3.4	3.1	3.4	4.1	-9.5	8.8	20.6	VF						22.3	61.0	-25.0	36.6

(UNWTO, May 2012, Annex-8)

Table 4.11: International Tourist Expenditure (US$ billion).

International Tourism Expenditure (US$ billion)

Rank '11	'10		Full year US$ 2000	2005	2007	2008	2009	2010	2011* (billion)	Monthly/quarterly data series. Local currencies, current prices (% change over same period of the previous year) Series	09/08	10/09	11*/10	2012* YTD	Q1	Jan	Feb	Mar	2011* Q1	Q2	Q3	Q4
		World	475	679	859	942	853	928	1,030													
1	1	Germany	53.0	74.4	83.1	91.0	81.2	78.1	84.3		-5.9	1.3	2.8	9.5	9.5	4.0	13.8	10.9	1.1	-0.6	6.1	2.8
2	2	United States	65.4	69.9	77.1	80.5	74.1	75.5	79.1	sa	-7.9	1.9	4.8	8.8	8.8	5.5	11.0	10.1	1.1	8.6	4.8	4.8
3	3	China	13.1	21.8	29.8	36.2	43.7	54.9	72.6	$	20.9	25.6	32.2						30.2	30.3	51.8	17.2
4	4	United Kingdom	38.4	59.6	71.4	68.5	50.1	50.0	50.6	sa	-13.6	0.5	-2.4						-2.9	-1.1	-5.9	0.2
5	5	France	22.6	31.8	38.2	41.1	38.4	38.5	41.7		-1.5	5.7	3.0	-0.4		-0.9	0.1		8.7	0.0	10.1	-7.0
6	6	Canada	12.4	18.0	24.7	27.2	24.2	29.6	33.0		-3.3	10.0	7.2						4.6	9.5	11.5	3.1
7	9	Russian Federation	8.8	17.3	21.2	23.8	20.9	26.6	32.5	$	-12.1	27.2	22.1						21.4	24.7	21.8	20.5
8	8	Italy	15.7	22.4	27.3	30.8	27.9	27.1	28.7		-4.3	2.0	0.8	-6.3		-5.8	-6.9		8.0	-0.5	-1.5	-0.3
9	7	Japan	31.9	27.3	26.5	27.9	25.1	27.9	27.2		-18.4	4.0	-11.2	-1.4		-5.1	1.9		-5.2	-19.8	-11.7	-8.7
10	10	Australia	6.4	11.3	14.7	18.4	17.6	22.2	26.9		2.5	7.3	8.0	8.8	8.8	3.1	9.3	16.7	8.3	10.4	7.5	5.9
11	13	Belgium	9.4	15.0	17.5	19.8	20.4	18.9	22.3		9.0	-2.6	12.5						5.9	13.3	11.3	19.8
12	18	Brazil	3.9	4.7	8.2	11.0	10.9	16.4	21.3	$	-0.6	50.7	29.5	13.2	13.2	12.7	31.7	-1.1	42.3	48.1	34.5	2.6
13	15	Singapore	4.5	10.1	13.2	16.4	15.8	18.6	21.1		-0.4	10.2	4.5						3.9	5.4	4.9	3.8
14	12	Netherlands	12.2	16.2	19.1	21.7	20.7	19.6	20.5		0.4	-0.2	-0.4						-2.6	-0.7	1.2	-1.1
15	14	Korea, Republic of	7.1	15.4	22.0	19.1	15.0	18.8	19.5	$	-21.1	24.9	3.6	-0.5	-0.5	-8.7	11.1	-0.7	9.0	12.7	2.6	-8.4
16	16	Hong Kong (China)	12.5	13.3	15.0	16.1	15.7	17.5	19.1		-3.1	12.0	9.6						9.5	13.0	9.0	7.1
17	11	Saudi Arabia	..	9.1	20.2	15.1	20.4	21.1	18.2		35.0	3.5	-14.1						-2.0	-30.1	-0.1	-19.6
18	17	Spain	6.0	15.1	19.7	20.3	16.9	16.8	17.3		-12.6	4.8	-1.9	-5.7		-6.8	-4.7		0.1	-4.4	-2.4	-0.8
19	20	Norway	4.6	9.7	12.1	13.8	12.0	13.7	16.3		-2.6	9.1	10.4						9.8	15.5	8.1	8.4
20	21	Sweden	8.0	10.5	13.6	14.7	11.9	13.3	15.8		-6.1	4.8	7.4						5.4	18.5	4.2	2.9
21	19	Iran	0.7	3.7	6.8	7.6	9.1	14.2	..	$	19.2	55.8	..									
22	24	India	2.7	6.2	8.2	9.6	9.3	10.6	13.7		8.8	6.9	32.9						19.5	46.8	26.7	40.5
23	22	Untd Arab Emirates	3.0	6.2	11.3	13.3	10.3	11.8	13.2		-22.1	14.2	11.8									
24	23	Switzerland	5.4	8.8	10.1	10.9	10.9	11.1	12.5		0.6	-1.9	-4.4						-3.5	-6.5	-6.9	0.9
25	25	Austria	6.3	9.3	10.6	11.4	10.8	10.2	10.5		0.3	-0.3	-2.4						-16.2	0.4	-3.8	12.3
26	29	Malaysia	2.1	3.7	5.6	6.7	6.5	7.9	10.3		2.0	11.6	23.8						19.4	14.7	20.1	40.3
27	26	Taiwan (pr. of China)	8.1	8.7	9.1	9.1	7.8	9.4	10.1	$	-14.4	20.0	8.1						11.2	10.2	15.0	-4.0
28	27	Denmark	4.7	6.9	8.8	9.7	9.0	9.1	9.9		-2.8	6.2	3.8						3.9	6.7	2.3	2.2
29	32	Kuwait	2.5	4.5	6.6	7.6	6.2	6.4	8.1		-12.5	3.4	21.8									
30	28	Poland	3.3	5.5	7.8	9.9	7.4	8.6	8.0		-2.2	14.7	-8.9						-7.3	-15.0	-13.8	5.3
31	31	Mexico	5.5	7.6	8.4	8.5	7.1	7.3	7.8	$	-16.4	2.1	6.7	0.2		-1.7	2.2		5.2	12.2	6.6	3.3
32	30	Ireland	2.5	6.1	8.6	10.4	8.8	7.7	7.7		-10.8	-7.3	-4.9						-13.0	4.7	-8.2	-1.4
33	33	Indonesia	3.2	3.6	4.9	5.6	5.3	6.4	7.3	$	-4.3	20.3	13.8						15.2	16.7	10.7	13.1
34	36	Thailand	2.8	3.8	5.1	5.0	4.4	5.5	5.7		-9.0	15.0	-1.2						0.7	-11.0	6.7	-0.7
35	34	Nigeria	0.6	0.2	5.6	9.8	5.0	5.6	5.6	$	-48.7	11.5	0.0						-20.6	-20.6	15.8	15.8
36	37	Argentina	4.4	2.8	3.9	4.6	4.5	4.9	5.5	$	-1.5	8.6	13.1						12.1	7.4	10.9	22.2
37	35	South Africa	2.1	3.4	3.9	4.3	4.1	5.6	5.2	sa	-3.7	18.1	-6.9						4.0	6.5	-12.2	-21.3
38	38	Turkey	1.7	2.9	3.3	3.5	4.1	4.8	5.0	$	18.3	16.4	3.1	-25.9		-25.5	-26.3		20.8	13.3	-20.0	3.6
39	39	Lebanon	..	2.9	3.1	3.6	4.0	4.7	..	$	12.6	18.0	..									
40	40	Finland	1.9	3.1	4.0	4.5	4.4	4.2	4.7		2.7	2.1	6.1						-2.8	17.1	9.0	0.0
41	41	Czech Rep	1.3	2.4	3.6	4.7	4.1	4.1	4.6		-1.9	0.6	3.8						11.1	13.6	-3.1	-3.2
42	43	Ukraine	0.5	2.8	3.3	4.0	3.3	3.7	4.5	$	-17.2	12.4	19.2						18.9	21.5	23.3	11.4
43	42	Portugal	2.2	3.1	3.9	4.3	3.8	3.9	4.1		-7.7	8.9	0.7	2.4		4.1	0.6		2.4	1.6	-1.7	0.8
44	44	Luxembourg	1.3	3.0	3.5	3.8	3.6	3.5	3.8		0.7	3.1	1.5						0.4	3.0	0.7	2.2
45	45	Philippines	1.6	1.3	1.7	2.1	2.7	3.4	3.6	$	31.2	26.6	6.7						2.3	9.9	4.8	9.7
46	46	Israel	2.8	2.9	3.3	3.4	2.9	3.4	3.5	$	-15.4	17.4	3.6						-15.9	18.4	-0.4	15.2
47	47	New Zealand	1.2	2.7	3.1	3.0	2.5	3.0	3.4		-4.7	4.3	3.5						4.4	6.2	3.3	0.6
48	48	Greece	4.6	3.0	3.4	3.9	3.4	2.9	3.2		-9.5	-11.1	5.1	-26.1		-19.0	-35.7		3.4	-5.3	26.4	-5.7
49	49	Hungary	1.7	2.3	2.5	3.1	2.7	2.4	2.5		1.9	-8.9	-1.3						1.5	-7.3	-5.3	8.9
50	50	Egypt	1.1	1.6	2.4	2.9	2.5	2.2	2.2	$	-12.9	-11.8	-1.7						-15.2	-10.3	-0.9	16.0

(UNWTO, May 2012, Annex-12)

Emerging versus Traditional Markets

The traditional markets have been the backbone of tourism industry for decades, with top three of traditional markets—Germany, United States and United Kingdom—account for 20% of global travel demand. On the other side, the emerging Brazil, Russia, India and China (BRIC) are "the new kids on the block and are shaking up the travel and tourism sector" with 12% share in the total international tourism arrivals in 2010 (TII, 2011, p.3).

In 2010, for the first time China (US$ 54.9 billion) entered the top three international tourism's top spenders, overtaking United Kingdom (US$ 50 billion). Another BRIC—Russian Federation—was ranked nine among the top ten, with strongest growth, up 27% to US$ 26.6 after a 12% drop in spending in 2009 (UNWTO, 2011). The ranks did not much change in 2011, with China (US$ 72.6) still ranked three and Russian Federation (US$ 32.5) moved up to rank seven (UNWTO, May 2012).

All for all, these new markets have changed the face of the travel & tourism consumer, forcing the industry to focus greater attention on their product needs and marketing approach such as Mandarin speaker staffs and menus catering for Chinese consumers. Additionally, the ageing Western population with time and money to spare also has an important influence in nowadays products and marketing development (WTTC, 2011).

The emerging market travelers in a whole are:

- new wealthy millionaires and well-off middle classes—46.7 million middle class households in India and 23% of China by 2010,
- young and curious about travel—average age of 29, 25.1 and 34.5 years for Brazil, India and China, compared to 44, 39 and 45 years for Germany, UK and Japan,
- educated—"India has the 2nd highest number of individuals with tertiary level education (124.4 million), China captured the 3rd place

with just over 100 million and Russia is in 4th place with 91 million." (TII, 2011, p.2),

- and internet savvy—total online users from BRIC made up approximately 35% of the worldwide internet users by 2011.

On the other side, traditional markets have wide and even distribution of income, though they are currently experiencing slow economic growth. These markets are also old and ageing, experienced in traveling, highly educated with a lust for the exotic, and well established online travel markets.

Where and How Travelers Decide to Go

Emerging market travelers tend to travel from east to west for shopping, sightseeing, and for experiencing a destination. Many of these new riches enjoy the status from international travel and are quick to boast about their trips to their colleagues. The more they travel, the wealthier they will feel (TII, 2011).

On the contrary, traditional market travelers tend to travel from north to south in search of sun, sand and sea and to visit a destination (TII, 2011). Based on findings by PhoCusWright (Schetzina, 2010), German travelers prefer to be in control of all aspects of their travel decisions and are more confident with destination where as much as information is available to ensure their trip experience; French travelers are mostly overwhelmed by unique destinations and activities that tickle their interest; while U.K. and U.S. travelers enjoy mainstream areas and attractions, including hotels and resorts—especially those that reviewed by traveler review websites.

Four in ten leisure trips in the above traditional markets were independently selected. At least one leisure destination was chosen by 61% of German travelers, 63% of French travelers, 65% of U.K. travelers, and 50% of U.S. travelers. Six in ten German were influenced by personal wish to visit this destination. When not choosing their own destination, all travelers from four countries mostly go to visit friends or family who live there (Schetzina, 2010).

Travelers in U.S. tend to book in advance activities that they consider most important to the trip, such as sporting events, skiing and other snow activities. Nearly four in five travelers are increasingly dependent on mobile devices to access information while traveling, while two-thirds say that they will research and book activities using mobile devices in the future (Schetzina, 2011).

Rich versus Poor

According to IPK International (2011), there are 1.4 billion adults worldwide or 30% of the global adult population that have sufficient disposable income to be able to travel abroad. Of this cluster, there are about 700 million outbound trips taken a year, with 31% of the trips are undertaken by lower income groups and twice of it by higher income groups.

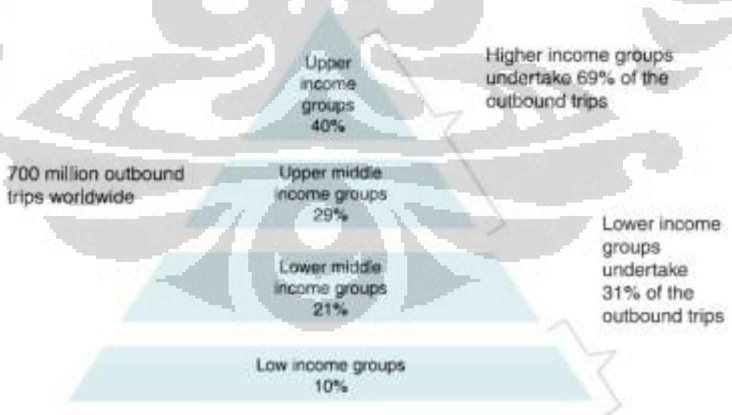
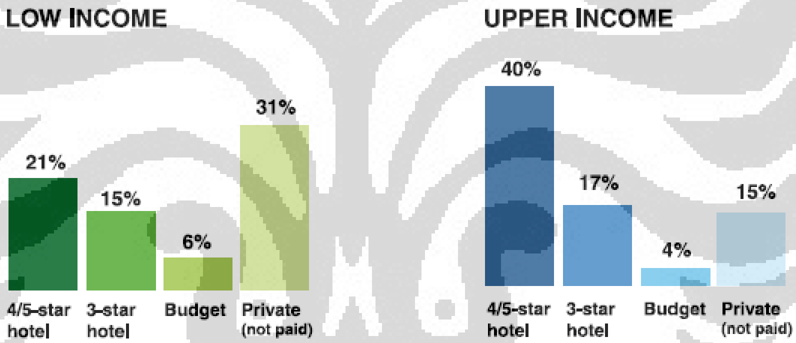


Figure 4.12: Income Groups vs. Outbound Trips

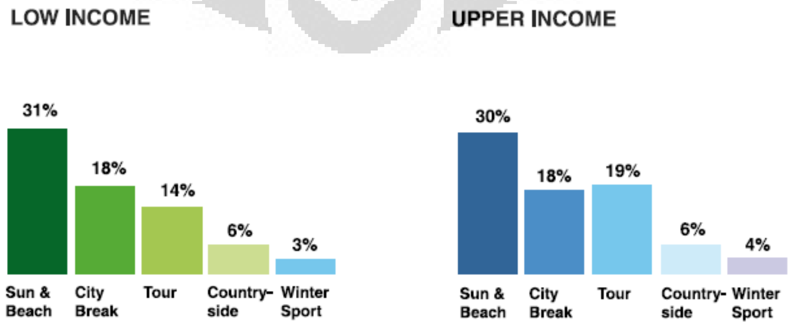
(IPK International, 2011, p.23)

About 50% of Asian outbound travelers fall into the upper income category compared to 43% in the Americas and 39% in Europe, reflecting a large number of less well-off European that can afford to go on foreign holidays. In general, well-off European travelers tend to be aged between 30 and 59; 62% of them spend on average €930 per trip and person; prefer to stay in high-grade accommodation; and 15% go on long-haul holidays. On contrary, low-income travelers are frequently under 29 or over 60, more prices sensitive, prefer to stay in private and mid-range accommodation and spend on average €590 per trip—yet 9% of them spend €1,500 or more on a trip and as many as 21% of low-income travelers stay in 4/5-star hotels, whilst 11% go on long-haul holidays. Both groups, still, have the same preference for type of vacation, mainly sun & beach holidays, followed by city breaks and tours.



Graph 4.34: Type of Accommodation: Poor vs. Rich, 2010

(IPK International, 2011, p.25)



Graph 4.35: Main Type of Vacation: Poor vs. Rich, 2010

(IPK International, 2011, p.25)

4.2.2. Culinary Travelers

According to study by Mandala Research (2011), nearly all culinary travelers are looking for unique experience. Thus, focusing on the destinations' unique environmental and cultural elements will be an ace to attract these kinds of travelers.

Graph 4.36: International Culinary Travelers

(Mandala Research, 2011, slide 7 – 8)

4.2.3. Digital Travelers

Overview

The internet has transformed research, booking and reviewing parts of travel into online. Travelers of all ages tailor their own itineraries, compare prices, become much more informed about available products and services when they make their travel decision and take parts in product reviews on social media such as TripAdvisor.

Globally, it is estimated that more than 50% of leisure trips and 40% of business trips are booked online; with highest market sources tend to be countries that have high internet penetration levels and usage of credit cards. (WTTC, 2011). However, in 2012 we will see more emerging markets become the new rich and catching up high growth in online travel penetration—contributing higher annual growth online sales (Quinby, Rheem, & Sileo, February 2012, slide 32) .

Table 4.12: Online Travel Facts and Figures, 2010

Country	(%) of population online	Mobile penetration (%)	(%) of travel booked online	Value of online travel market (US$ bn)
China	32	58	18	11
India	4	36	25	4
Brazil	38	92	20	4
USA	74	91	40	93
UK	74	129	47	26

(WTTC, 2011, p.22)

There are also more and more travelers who use their smartphones to manage their entire travel experience, from information and booking, through use at the destination to post-trip activities (IPK International, 2011). Research for Travelport in the USA suggests that, by 2012, 34% of smart-phone users and 31% of mobile internet users in the USA will exploit these channels to research travel, and 18% and 16% respectively will use them to make bookings (WTTC, 2011).

Social networks increasingly gain popularity as place for travelers to share their experience. About 70% and 79% of U.S. online travelers participated in at least one online social network in 2010 and 2011 (Schetzina and Rheem, 2011). Consequently, there is a shift of travel marketing communications into brand strategy to accommodate these social travelers. Marketers are expected to focus in terms of themes and experiences and not geographically (IPK International, 2011).

The Discretionary Travelers

PhoCusWright (Rheem, February 2012) points discretionary travelers as those who have the most sophisticated shopping needs—know what they like and dislike, are experienced enough to choose their own holidays and plan the travel online, and tend to be trendsetters to point to where the market is headed. Discretionary travelers comprise of 18% of the 82% internet reach in Germany, 23% of the 85% internet reach in U.K., 19% of the 79% internet reach in U.S., 13% of the 41% internet reach in Brazil, 20%

of the 43% internet reach in Russia and 10% of the 8% internet reach in India.

Discretionary travelers in Brazil, Russia and India are on average younger compared with those in Germany, U.K. and U.S.—on average thirties compared to forties. Additionally, they travel mostly for business purpose than for leisure as the three traditional markets and are early users of new technologies. Except for Brazil, with remarkable travel expenditure at $5,049, these emerging countries tend to spend less on annual leisure trips than the three traditional markets (Rheem, February 2012).

German, British and Russian discretionary tourists travel further than the other three markets. Around 35% to 57% travelers from the six countries stay in upscale (four or five-star) lodging. Russia has the lowest level of online booking (63% for air, 56% for hotel) and there are on average 3.6 to 5.2 websites typically used by the six countries to shop for travel products. However, less U.S. travelers own smartphones (57%) as well as less Russian travelers use facebook (47%) compared to the other countries reviewed (Rheem, February 2012).

Both developed and emerging markets search destination information from websites via computer and recommendations from friends or family, and prefer general search engines to plan trips, except for U.S. who prefer Online Travel Agencies (OTAs). Developed markets tend to make travel decision further in advance than emerging markets. Airline tickets are mostly booked through supplier websites, yet for U.S. and India OTAs are more common. OTAs in both developed and emerging countries also show stronger position for hotel booking preference compared to hotel websites (Rheem, February 2012).

Pieces of Confusion

Overload information and pricing volatility as a result of yield management, however, could cause confusion and fuel frustration when planning and making online travel decisions. Summarizing information at high level with flexible, layered search parameters for consumers to drill more detailed as well as condensed snapshots of fresh and accurate information could help cut the navigability and relevancy issues. In addition, tools that support consumers to benchmark and compare prices can help tackle the booking anxiety (Rheem, February 2012).

When Travelers Going Mobile

Over half of the discretionary travelers reviewed by PhoCusWright (Rheem, February 2012) are smartphone owners, indicating the growing importance of mobile Web in supporting travel-related decisions that may be executed through other channels. ComScore (Hotelmarketing, 2011) reported that mobile devices, including smartphones and tablets, accounted for 7% of worldwide traffic on the Web, where 37% of which took place over a Wi-Fi connection.

U.S. and emerging markets as well as seven of ten European travelers show levels of interest in using informational and operational mobile features for travel-related activities (alerts, check-in, etc.). Yet, European and U.S. travelers are less encouraged when it comes to travel planning—shopping or booking—through mobiles (Rheem, February 2012). Three of every five U.S. smartphone owners age 13 and older as well as two of every five smartphone owners in Europe also used their mobile devices to access social networking or blog destinations (Marketing Charts, 2011).

The number of European mobile travelers seems to augment in the future following the new EU Roaming rules—for mobile users travelling in the EU—pave the way into force on 1st July 2012 (EyeforTravel, April 2012). However, the number of variants within platforms and operating systems between powerhouse brands like Apple, Google, and RIM will remain a prominent challenge for marketers in terms of optimizing the mobile Web for different systems and keeping up to date with mobiles' capabilities that are constantly changing (Rheem, 2010).

The Social Travelers

A considerable 65% of respondents surveyed by Amadeus (2011) used social media for travel related purposes. Asia had the highest penetration rate among all regions, followed by Latin America, Europe, North America and Middle East. In country level, China (92%), Hong Kong (85%), Singapore (81%), Chile (78%), Mexico (78%) and UK (77%) were on top, whilst Japan (42%) and France (46%) were at the bottom of travel-related social media use.

The dominion of social networks as source of information for both user and company-generated content (such as pricing and room descriptions) might not be quite as distinct in emerging markets as it is in developed ones. Travelers in developed markets are more accustomed to use other websites like OTAs, supplier sites, etc, in contrast to seek company-generated content on their social networks as in emerging markets. However, with the advent of Facebook's "like" and "follow" buttons, there is a shift in information quality rating. Once relied on professional ratings (stars, diamonds, etc.), travelers now able to receive recommendations—a connection to personal reference—from friends' "like" and "follow" to company brand's facebok fan page (Rheem, February 2012).

Among the most popular travel-related activities through social networks are sharing pictures and videos, followed by getting friends' recommendations about local activities in destination, searching for travel reviews and getting friends' advice about where to go on vacations (Rheem, February 2012).

4.2.4. Travel Communities

A major part of discretionary travelers use search engines and social networks to explore information about destination (Rheem, February 2012). Some top travel websites according to Alexa.com (retrieved June 12, 2012) are tripadvisor.com, lonelyplanet.com and wikitravel.org for guides and directories category; virtualtourist.com, travelpod.com and travelblog.org for travelogues category; and foodandwine.com for culinary tourism category.

TripAdvisor

TripAdvisor provides information on hotels, flights, packages and restaurants with reviews from travelers with star ratings. The site is based in US with reach to more than thirty countries around the world. The site also has exactly thirty country-based subdomains as of 2012. Most of the audiences come from Google search engine, expedia.com, Facebook and Yahoo search engines and go to Google search engine, expedia.com, Facebook and booking.com after leaving tripadvisor.com. Pageviews/user is around 4 pages per month and users usually spend around 4 hours on site per month (Alexa.com, retrieved June 12, 2012).

Visitors to TripAdvisor are allowed to share their travel experience and stories, write a review or article, share pictures, as question in the forum and create a trip list by becoming member to the site. It also provides free mobile application and interaction on Facebook (tripadvisor.com, retrieved June 12, 2012).

According to Alexa traffic rank, TripAdvisor ranks 252 globally, with 88,161 sites linking in and 19 reviews for the site. Most of the audiences search TripAdvisor by using keywords “tripadvisor” and “trip advisor” (Alexa.com, retrieved June 12, 2012), while TripAdvisor itself optimizes its landing pages using keywords like “hotels”, “travel”, “rates hotel”, “trip” and destination-related keywords (Keywordspy.com, retrieved June 12, 2012).

Lonely Planet

Lonely Planet offers travel advice, detailed maps, travel news, popular message boards and health information. It also lists information and updates regarding the popular guidebooks by Lonely Planet. The value proposition of Lonely Planet is it offers value travel which matches the needs of backpacker or independent tourists. The site is based in Australia with reach to 33 countries around the world. Most of the audiences come from and go to Google search engines, Facebook, Yahoo search engine and Wikipedia after leaving the site. Pageviews/user is around 3 pages per month and users usually spend around 3 hours on site per month (Alexa.com, retrieved June 12, 2012).

Visitors can participate in weekly photo competition and post questions and poll on the forum. It also provides free mobile, newsletter, blogs and magazine as well as following their Twitter (lonelyplanet.com, retrieved June 12, 2012).

According to Alexa traffic rank, Lonely Planet ranks 1,233 globally, with 38,238 sites linking in and 6 reviews for the site. Most of the audiences search Lonely Planet by using destination-related keywords, “lonely planet” and “map” (Alexa.com, retrieved June 12, 2012), while Lonely Planet itself optimizes its landing pages using destination-related keywords (Keywordspy.com, retrieved June 12, 2012).

Wikitravel

Wikitravel is a project to create a free, complete, up-to-date and reliable world-wide travel guide written and edited by Wikitravelers from around the globe. The site is open editing by any reader. The site is based in Canada with reach to 33 countries around the world. Most of the audiences come from and go to Google search engines, Wikipedia, Facebook and Yahoo search engine after leaving the site. Pageviews/user is around 2 pages per month and users usually spend around 2 to 3 hours on site per month (Alexa.com, retrieved June 12, 2012).

According to Alexa traffic rank, Lonely Planet ranks 2,815 globally, with 20,379 sites linking in and 5 reviews for the site. Most of the audiences search Lonely Planet by using keywords like "wikitravel", destination-related keywords and destination + activity related keywords (Alexa.com, retrieved June 12, 2012), while Wikitravel itself optimizes its landing pages using destination-related keywords (Keywordspy.com, retrieved June 12, 2012).

VirtualTourist

VirtualTourist is an interactive site aimed at sharing travel knowledge. It provides travel guides and hotel reviews by fellow travelers and real locals and includes chat, forums, travelogues, photos and maps through participation of the readers. It also has Facebook fan page and Twitter account and organizes members meet-up (Alexa.com and virtualtourist.com, retrieved June 12, 2012).

The site reaches 34 countries around the world. Most of the audiences come from Google and Yahoo search engines and go to Google and Yahoo search engines, Facebook, booking.com and tripadvisor.com after leaving the site. Pageviews/user is around 2 pages per month and users usually spend around 1 to 2 hours on site per month (Alexa.com, retrieved June 12, 2012).

TravelPod

TravelPod is a travel blogging service which lets visitors share their travels online. It includes resources, chat and links. The site reaches 34 countries around the world. Most of the audiences come from Google search engines, Facebook, reddit.com and go to Google search engines, Facebook, reddit.com, booking.com and imgur.com after leaving the site. Pageviews/user is around 2 pages per month and users usually spend around 1 to 2 hours on site per month (Alexa.com and travelpod.com, retrieved June 12, 2012).

According to Alexa traffic rank, TravelPod ranks 5,418 globally, with 14,512 sites linking in to the site. Most of the audiences search TravelPod by using destination-lodging related keywords and keywords like “travel pod” and “travel blog” (Alexa.com, retrieved June 12, 2012), while TravelPod itself optimizes its landing pages using hotel and air flight names (Keywordspy.com, retrieved June 12, 2012).

TravelBlog

TravelBlog is a travel blogging service with photos and travelogues from around the world. It allows visitors to join and share their own experiences as well as participate on the forums, Facebook, Twitter, or subscribe the RSS feeds. The site is based in UK with reach to 28 countries around the world. Most of the audiences come from and go to Google search engines and Facebook after leaving the site. Pageviews/user is around 2 to 3 pages per month and users usually spend around 2 hours on site per month (Alexa.com and travelblog.org, retrieved June 12, 2012)

According to Alexa traffic rank, TravelBlog ranks 7,660 globally, with 12,380 sites linking in to the site. Most of the audiences search TravelBlog by using destination + travel blog related keywords and keywords like “travel blog” (Alexa.com, retrieved June 12, 2012), while TravelBlog itself optimizes its landing pages using camera name, destination-related keywords and “travel blog” (Keywordspy.com, retrieved June 12, 2012).

Food & Wine Online

Food & Wine Online is a website dedicated to recipes/menus, wine reviews, and articles about innovations in the food world. It also features chats with food experts. It provides blogs, magazines, e-books, subscriptions, events, and a number of social networks. The site is based in US with reach to 10 countries around the world. Most of the audiences come from and go to Google and Yahoo search engines, Facebook, pinterest.com and outbrain.com after leaving the site. Pageviews/user is around 5 pages per month and users usually spend around 2 to 3 hours on site per month (Alexa.com and foodandwine.com, retrieved June 12, 2012)

According to Alexa traffic rank, Food and Wine Online ranks 9,605 globally, with 9,952 sites linking in to the site. Most of the audiences search Food and Wine Online by using keywords like “food and wine” and food and wine-related keywords (Alexa.com, retrieved June 12, 2012), while Food and Wine Online itself optimizes its landing pages using keywords like “food and”, “and food”, “wine and”, “and wine” and so on (Keywordspy.com, retrieved June 12, 2012).

4.3. Competition Analysis

4.3.1. Search Engine Optimization

Top rank travel sites such as tripadvisor.com, lonelyplanet.com, wikitravel.org, virtualtourist.com, travelpod.com, travelblog.org and foodandwine.com mostly use selected high impact keywords to optimize their websites’ ranks on the search engine results. As analyzed above, high impact keywords could range anything from destination-related keywords to the name of the website itself.

However, selecting keywords alone does not put their websites at the top ranks of the search results page. It needs capitalization of relevant contents with keywords, number of sites linking in and reviews on the sites that gives power to those sites to rank high on most of their category search results page. The deeper the density of the keywords as well as the higher number of sites linking in and reviews on their sites, the higher the sites rank globally.

Optimizing the keywords on page level is another competition. By data retrieved on June 3, 2012, Google.com showed a total of 199,000,000 results for keyword “snack”, in contrast to only 3,350,000 searches made per month using the same keyword (KeywordToolExternal, retrieved June 3, 2012). It means the supply is about 59 folds the demand.

Table 4.13: Top Rank Sites on Google Search Results Page for Keyword "Snack"

Domain	Organic Keywords	Organic Competitors
en.wikipedia.org	45,789,075	968
en.wikipedia.org	45,789,075	968
nymag.com	475,346	1,026
snacknyc.com	59	447
kindsnacks.com	597	983
familyfun.go.com	108,953	888
allrecipes.com	689,447	919
snack.blogs.com	52	937
kidshealth.org	405,155	787
snackhealthysnacks.com	22	-

(Keywordspy.com, retrieved June 4, 2012)

Some of these domains (Wikipedia, nymag, familyfun, allrecipes and kidshealth) have been optimized with numerous organic keywords (>100,000), and huge numbers of reviews and sites linking to them (>12,000). When they have lower number of organic keywords (22-59) and sites linking to the websites (22-88), the other domains (snacknyc, snack.blogs and snackhealthysnacks) optimize their landing page with repetitive use of word “snack” (up to 14 “snack” counts from total 166 words) to be able to crawl up the top search results ranks (Alexa.com, retrieved June 3, 2012).

Another analysis using keywords “snack story” and “local snack” (Google.com and Alexa.com, retrieved June 10, 2012) showed similar pattern of combined linking sites, number of keyword counts per total words in a page and keyword optimization in website or landing page title.

Table 4.14: Top 5 Google Search Results for Keyword "Snack Story"

Landing Page	Alexa Rank	Linking Sites	Reviews	Words	Keywords
www.snackstory.com/	N/A	N/A	N/A	541	0
http://www.bbc.co.uk/languages/german/lj/restauran	49	431855	38	227	2
snacksandstories.blogspot.com/	8,821,720	23	N/A	1136	6
http://www.delish.com/food-fun/snack-food-history	8409	3644	N/A	2469	7
http://www.kindsnacks.com/our-story	159,665	1501	N/A	547	4

(Google.com, Alexa.com, retrieved June 10, 2012, processed)

Table 4.15: Top 5 Google Search Results for Keyword "Local Snack"

Landing Page	Alexa Rank	Linking Sites	Reviews	Words	Keywords
www.cybersnacks.net/	2,601,191	59	N/A	305	7
en.wikipedia.org/wiki/Taiwanese_cuisine	6	2,200,431	185	972	38
http://.../local-snack-food-maker-donates-police-bicycle	302,762	1,189	N/A	465	4
www.beijingholiday.com › Beijing Travel Guide › Beijing Shopping	405,265	246	N/A	622	14
www.travelchinaguide.com/cityguides/xian/dining.htm - United States	15,900	5,502	4	961	12

(Google.com, Alexa.com, retrieved June 10, 2012, processed)

Selecting right keywords to tail the website as well as its individual landing pages, thus is not easy due to the high competition on search engines results page ranks. It needs clear cut objectives and strategy to be listed on the first search results page and win internet users' attention.

4.3.2. Google AdSense Program for Contextual Advertising

Using AdSense program from Google, site publisher can monetize his or her website's traffic by placing AdSense JavaScript code into the site's source code. Once AdSense account is activated, Google starts screening the content of the website to decide the best matched ads to place. Every ad clicked by visitors coming to the site will then generate certain earnings for the site owner (www.google.com/adsense, retrieved June 10, 2012).

Earnings per-click could vary between $0.03 - $50.00, depending on the popularity and competition of the keywords. The amount of earnings one can get from AdSense again fluctuates according to type of AdSense ads that Google allocates based on the site's content and keywords, the amount of click per-ad as a result of the site's Search Engine Ranking (SER) and traffic levels and number of AdSense ads relating to the keywords (Awo, 2012).

On average most AdSense sites make $0.5 per click with approximately 1,000 impressions per day and 1% Click-Through-Rates (CTR) value—number of clicks on ads divided by the number of impressions of a given site then divided again by 100. That makes approximately $5.00 a day or $150.00 a month (Awo, 2012).

Table 4.16: Monthly AdSense Earnings (est.)

Keyword	CPC	Volume	Actual AdSense CPC (est)	Monthly Earnings (est)
Food	1.42	165000	0.24	150.00
Snack Food	2.2	1000	0.37	1.00
Local Food	1.25	1900	0.21	1.50
Snack	2.18	5400	0.37	7.00

(http://www.revenuewoo.com, retrieved June 10, 2012)

Different keywords could have different composition of volume search, Cost per Click (CPC), % traffic, % value and number of ads available for the keywords, as shown on below organic keywords example of www.delish.com.

Table 4.17: Organic Keywords for www.delish.com

No.	Keyword	Pos.	Volume	CPC	Traffic%	Value%	Ads	Results
1	coupons for	3	1,220,000	$1.44	1.77	4.47	101	719,000,000
2	for valentine	10	2,240,000	$0.58	1.3	1.32	28	192,000,000
3	pot chicken	1	301,000	$0.39	1.09	0.75	17	112,000,000
4	ideas party	6	1,220,000	$1.00	0.71	1.24	66	1,340,000,000
5	for valentines	3	368,000	$1.06	0.53	0.99	14	163,000,000
6	recipes for	16	1,830,000	$0.57	0.53	0.53	37	612,000,000
7	fried chicken	15	1,830,000	$0.42	0.53	0.39	19	38,500,000
8	party cocktail	1	110,000	$0.78	0.4	0.55	36	225,000,000
9	halloween ideas	10	673,000	$0.49	0.39	0.34	14	126,000,000
10	recipe chicken	20	2,240,000	$0.41	0.33	0.23	77	123,000,000

(Keywordspy.com, retrieved June 10, 2012)

4.4. SWOT Analysis

4.4.1. Strengths

- Good knowledge and experience on local snack business
- Experienced in internet research
- Good English proliferate
- Networking
- Going concern

Intended for global audiences, the publisher of internationalsnack.com has long experience in local snack business as well as internet research. Thus, the publisher has quite knowledge on customer behavior and will be able to gather respectful data and sources to provide quality information about international snacks, destinations and cultures. The publisher also establishes network with IT and internet practitioners to support knowledge sharing and problem solving relating to technical matters of the blog. The blog also has good sustainability because it is not built on debt, instead it is financially independent.

4.4.2. Weaknesses

- No existing customer database
- Brand is not yet known
- Lack of experience in Search Engine Optimization (SEO)
- Poor web technical skill
- Lack of firsthand experience in most of target travel destinations, thus relying on secondhand data/source
- Duplication possibility due to secondhand data

Several weaknesses arise though. Since the blog internationalsnack.com was newly founded in early 2012, it has not yet proper customer database and the brand is not yet known. The publisher also has just started practicing web technical skill as well as Search Engine Optimization, so is still lacking. Further, the publisher has not yet traveled to many countries.

The publisher will produce and develop contents based on data from internet research instead of first-hand experience; this will increase the risk to content duplication due to secondhand data.

4.4.3. Opportunities

- Tourism is a growing industry. International tourism arrivals are projected to reach one billion in 2012, with positive growth in almost all destinations.
- Nearly all culinary travelers are looking for unique experience. Thus, focusing on the destinations' unique environmental and cultural elements will be beneficial to attract these kinds of travelers.
- Globally, it is estimated that more than 50% of leisure trips and 40% of business trips are booked online.
- Explosive use of mobile devices and social media as travel information sources across age groups. Use of mobile devices will be fueled even more once the new EU Roaming rules are in force in July 2012.

Based on above analysis, there is a good opportunity to create culinary travel based contents as well as mobile website and social network that focus on destinations' background.

4.4.4. Threats

- The unresolved crisis as well as high prospect of Eurozone credit crunch and bank collapse are daunting emerging countries' growth and could create another global economic crisis
- Stagnancy in US outbound market
- Mobile Web complexity due to different variants within mobile devices platforms and operating systems between powerhouse brands like Apple, Google, and RIM
- The massive competition to get to the top ranks of search results page

The publisher needs to overcome above threats to grab the opportunities.

4.4.5. SWOT Analysis Matrix

Based on above SWOT analysis, four basic strategies are formulated for the purpose of attacking, defensive, building strengths for attacking and building strengths for defensive.

The attacking strategy will leverage the local snack knowledge as well as international snack research to present detailed but easy to read content on a mobile friendly website and social networks, such as Facebook and Twitter. The blog itself will start covering snacks from the publisher's home country to other countries. It will focus on the bonding between the snacks and the countries.

The blog will also provide tricks to enjoy the snacks economically as defensive strategy to adapt with the budget travel trends. The publisher, however, will still seek deeper research and consultation from experts/practitioners trough forum and community to deal with mobile web complexity and SEO competition.

A strength building for attacking strategy will then be concentrated on participation in popular travel-related communities and forums to establish close relationship and interaction with prospect customers in order to build preliminary customer database and to increase brand awareness among the prospects. The blog will also invite customers' generated content to overcome the lack of first-hand experience and to increase originality.

On the other hand, the strength building for defensive strategy will include promoting brand in travel e-communities as well as benchmarking to competitors' strategy and their approach to customers. The publisher will also need to research SEO & technical knowledge to get the feel to stay uphold in the competition.

Table 4.18: SWOT Analysis

SWOT	Strengths - S 1. experienced on local snack business 2. Experienced in internet research 3. Good English proliferate 4. Networking 5. Going concern	Weaknesses - W 1. No customer database 2. Unknown brand 3. Poor SEO experience 4. Poor web technical skill 5. Dependence on secondhand data 6. Exposure to duplication
Opportunities - O 1. Positive arrivals in almost all regions 2. Travelers looking for unique experience 3. Growing digital travelers 4. Mobile devices are everywhere 5. Social networking popularity	**SO Strategies - attacking strategy** Start from local snack, then other countries Focus on bonding with destinations Detailed but easy to read content Mobile friendly web design Create own social networks	**WO Strategies - build strengths for attacking strategy** Participate in travel e-communities Research competitors' customers Social networking with customers Invite customers' generated content
Threats - T 1. Low global consumer confidence 2. Stagnancy in US outbound market 3. Mobile web complexity 4. Massive SEO competition	**ST Strategies - defensive strategy** Cover cost-saving trick section Research mobile web and SEO tricks Consult tricks with experts/practitioners	**WT Strategies - build strengths for defensive strategy** Promote brand in travel e-communities Research SEO & technical knowledge Benchmark to competitors' strategy Win competitor's customers to be ours

(processed by Author)

CHAPTER 5
MARKETING PLAN

5.1. Marketing Objectives

"Concentrate all your thoughts upon the work at hand. The sun's rays do not burn until brought to a focus." —Alexander Graham Bell

Just like bomb squad needs high concentration while doing their jobs, marketing needs precise objectives in order to formulate razor sharp strategies (Chaffey and Smith, 2008). This marketing plan specifically focuses on objectives that can be summarized as sell, serve, speak and sizzle.

Sell – Grow Sales

Benchmarking to the fact presented by Awo (2012), the blog internationalsnack.com is projected to sell on average Click-Through-Rate of 1% for a site with $0.5 value of Earning-per-Click and 500 impressions a day within a year after launch and 1,000 impressions a day within two years after launch.

Serve – Add value

The blog internationalsnack.com expects to provide customers with extra benefits online. It also expects to deliver useful information to meet customers' needs through online dialogue and feedback. For that purpose, the blog internationalsnack.com targets to reach 1,000 impressions per day within two years after launch.

Speak – Get closer to customers

With no existing customer database and low awareness of the blog among target customers, it is essential that the blog internationalsnack.com starts to reach target customers either through PR, two way dialogues through blog comments, web announcement, e-mail, polls, chat rooms or social networks, to introduce and promote the blog and at the same time learn about the customers. Thus, this marketing plan targets to survey at least 250 prospects or visitors a day within a year after launch and 500 prospects or visitors a day within two years after launch.

Sizzle – Extend the brand online

As competition is more tensed and internet market is more crowded, unique value proposition should always be upgraded to provide new and fresh experience for customers and distinguish the site from other websites. The blog internationalsnack.com is projected to add at least two new significant enhancements to the visitors' online experience per year.

5.2. Marketing Strategies

5.2.1. Target Markets

According to Professor Peter Doyle (Chaffey and Smith, 2008), market segmentation is important because people are heterogeneous. Different customers will want different thing and are prepared to pay different prices. Thus, clear targeting and customized approach or solutions will be needed to serve the right value to customers.

The blog internationalsnack.com targets on two distinct but interdependent groups of customers: the Advertisers and the Global Web Audiences.

Advertisers

The kind of advertisers that is targeted by the blog internationalsnack.com are those advertisers that provide travel-related products and services and bid for destination-related or food and snack-related keywords in AdWords auction service.

Global Web Audiences

In line with the Advertisers customers, the audiences that are targeted by the blog internationalsnack.com are digital travelers who search destination-related contents as well as digital culinary travelers who search snack and food-related contents through Google search engine. The blog internationalsnack.com is also aiming on attracting discretionary travelers who visit the top 7 travel sites: tripadvisor.com, lonelyplanet.com, wikitravel.org, virtualtourist.com, travelpod.com, travelblog.org and foodandwine.com; or other travel online communities

5.2.2. Positioning

Prof. Doyle (Chaffey and Smith, 2008) also expressed the importance of brand positioning in the minds of a target group of customers. It needs a differential advantage that makes the customers prefer our product to competitors'. The blog internationalsnack.com is positioning itself as a multi-sided platform that serves its Global Web Audiences with integrated online information source on foods and snacks from around the world and connects between the Audiences and its other Customers: the Travel Advertisers through keyword-targeted ads that match the contents of the blog.

5.2.3. Online Value Proposition

internationalsnack.com – It's snack!

There are three Value Propositions provided by the blog internationalsnack.com: targeted ads, free targeted contents and user-generated contents.

Targeted Ads

Through the AdSense service provided by Google, the blog internationalsnack.com will be able to provide extremely targeted text advertising according to the semantic or keyword similarity between the content and the ads. The service is attractive to advertisers because it allows them to tailor online campaigns to specific consumers' content preferences in the hope it is indicative of their product preferences.

Free Targeted Contents

The blog internationalsnack.com offers free and easy to read contents about snack and snack-related piece from around the globe. It links the authenticity of local foods and snacks with cultural values, culinary experience and local history to serve travelers looking for unique experience. It also provides information, such as where to find the foods and snacks, what experience to expect, the story behind the snacks, or even how to make the snacks and where.

The blog will feature the kinds of foods and snacks through the stories of fictitious characters Snackie & friends who tour the world in pursue of culinary experience around the globe. There also will be snack-related pieces from around the globe, including quotes, jokes, songs, cost-saving tips & tricks, etc that readers can share among themselves or distribute to other people.

User-Generated Contents

The blog internationalsnack.com also invites user-generated contents to increase user retention as well as content originality by collaboration. Readers can participate on comments and questions, weekly polls on where Snackie & friends should head to or what foods and snacks they should try, and best of all: readers can co-create Snackie & friends' stories. This way readers will feel more engaged to Snackie & friends' journey as well as the foods and snacks featured and stories and culture behind them.

5.2.4. Sequence or Stages

To catch the opportunity of growing mobile devices and social networks users, the blog internationalsnack.com is developed as an integrated two-way interactive site with the sequence of following e-tools: Website in the form of blog – web PR in the form of social networking – viral marketing via mobile devices.

Contents will firstly be posted on blogs and reposted on social networks; readers will then comment or post questions on comment panel on each post or interact and discuss the contents on the social networks. There will be polls and stories co-creation held on the social network. Readers may find interesting snack-related quotes or songs or jokes to share with their friends; readers may also participate in stories co-creation and buzz the pieces with their friends, through e-mails, messengers, social networks, or others that can be accessed using mobile devices.

Referring to marketing services levels by Chaffey et al. (2003), the blog internationalsnack.com is projected to be simple interactive site, where visitors can make queries to retrieve information.

5.2.5. Integration

Considering multi channel media used for promoting the blog internationalsnack.com, including social networks, e-mails, messengers and the website itself, an integration strategy is needed to determine the best combination of channels, strategies and e-tools into one brand voice to customers. This can be realized through integrated customer database that centralize customers' information from all channels and by analyzing different customers' reaction to each combination applied. Establishment of standard systems, operations and processes will also be essential to ensure consistent brand communications to customers.

As for the website itself, a certain design should be maintained so that content categories reflect keywords optimization of the main site, keywords within categories and individual posts are shown up clearly in header and title of the post, links to the blog be clearly labeled as blog across run-of-site, and a sitemap is setup to integrate all of the website elements for easier query and website indexing.

5.2.6. Tools

The blog internationalsnack.com will focus on reaching the target by integrating physical tools, social media tools, SEO tools and other pertinent tools.

Physical tools

Trend of internet access tools starts shifting from PCs to mobile devices, such as laptops and the recently popular smartphones. With Wi-Fi access point now available in major airports and city café, wireless access to the web is made easier. Smartphones will also become more integrated into many customers' lives in the coming future, thanks to their small, user friendly, fast and multifunction benefits. With single smartphones, now users can access internet, interact using instant messenger, enjoy entertainment, shop via mobile applications, while not leaving the classic phone and SMS functions. To cater this phenomenon, the blog internationalsnack.com will be designed to be compatible with mobile devices.

Social Media tools

The rise of Web 2.0 technology that enables user-generated contents and interactions has been the major driver to the massive social media growth in the market. Among social networks which stand out in the market, the blog internationalsnack.com will utilize Facebook, Twitter and Wordpress powered blog. These media are also supported with other tools, such as RSS feed for content subscription using email that can be placed in any blog, Facebook's like, share and follow button, and integration option between social media such as Facebook and Twitter, Wordpress and Facebook, even Yahoomail and Facebook.

Search Engine Optimization tools

Search engines have transformed the way people search information and navigate on the internet. Users now simply input some keywords in the search engines to generate results. With massive use of search engines nowadays, online marketing strategists are racing to leverage the search engines to bring their brand in front of target customers. This is made possible with the keyword-targeted advertising program pioneered by Google. Search Engine Optimization practices become ubiquitous with the support of keyword research tools, keyword suggestion tools, SEO plugins to automatically track and manage SEO strategy, and web analytics such as Google analytics to track customers' behavior visiting the site.

Other Pertinent Tools

Other form of services available on the internet include online survey forms, and free privacy policies for websites.

5.3. Marketing Tactics

A mix of tactical plan is to be implemented from January 2012 to June 2014. These tactics are developed based on the SWOT analysis strategies; they are attacking tactics, defensive tactics, strength building for attacking tactics and strength building for defensive tactics.

Attacking Tactics

The blog internationalsnack.com will start with local Indonesian snack then extend to foods and snacks from other countries. Criteria for country selection will be based on polls, current trends and current world events. The contents will focus more on unique experience and the bonding between snacks and destinations. All contents in the blog will range from 250 - 500 words per post to ensure easy reading experience while not forgetting detail and quality of the contents. The blog will apply theme and design that compatible with mobile devices. It will also make use of its Facebook and Twitter accounts to get closer with its audiences.

Defensive Tactics

Each post of the blog will provide tricks to enjoy the snacks economically to get by the budget travel trends nowadays. On the other hand to make up with the poor technical skill, the publisher will research and seek consultation from mobile web and SEO experts/practitioners in forums that specialize in mobile web complexity and SEO competition

Strength Building for Attacking Tactics

The publisher will do guerrilla marketing by participating in various travel e-communities, including the top 7 travel sites and forums (tripadvisor.com, lonelyplanet.com, wikitravel.org, virtualtourist.com, travelpod.com, travelblog.org and foodandwine.com) to establish close relationship and interaction with prospect customers and to increase brand awareness among the prospects. The publisher will build preliminary customer database based on findings of their behavior, needs and desires. The publisher will also participate (if possible) in competitors' website while researching their customers. The blog internationalsnack.com will boost the use of social networking to interact and collaborate with customers through discussion, questions, polls, user-generated contents and co-created stories. This way the blog internationalsnack.com can overcome the lack of first-hand experience and to increase its contents originality

Strength Building for Defensive Tactics

Both guerrilla marketing and research on SEO and technical knowledge will be combined with benchmarking to competitors' strategy and winning competitors' customers to be the blog's audiences (if possible).

Table 5.1: Gantt Chart for Tactics in Year 2012

No	Activity	2012											
		1	2	3	4	5	6	7	8	9	10	11	12
1	Domain & Web Hosting Purchase e-tools: Domain, Web-hosting, Paypal												
2	Website Design e-tools: Wordpress software, Wordpress templates, Wordpress plugins												
3	Topic Research e-tools: ebooks, e-articles												
4	Theoritical Analysis & Focus Group e-tools: ebooks, e-articles, blogs, chatrooms												
5	Market & AdSense Research e-tools: ebooks, e-articles, blogs, social networks, keyword research tools, Google.com												
6	Search Engine Optimization Research e-tools: keywords research tools, keywords suggestion tools, wordtrackers tools, website trackers tools, Google search engines, SEO plugins												
7	Travel community participation e-tools: travel websites, social networks, emails												
8	World events research e-tools: travel websites, ebooks, e-articles, e-magazines												
9	Snack & Destination Research e-tools: travel websites, ebooks, e-articles, e-magazines												
10	Content Writing & Promotion e-tools: blogs, social networks, messenger, SEO plugins, RSS Feeds, Social Networks' Share Like and Follow buttons												
11	Web analysis & customers tracking e-tools: Google Analytics												
12	Customers online surveys & polls e-tools: survey & polls plugins												
13	Monthly Reporting (incl. Financial Reporting) e-tools: Google Analytics, survey & polls plugins												
14	Google AdSense submission e-tools: Google AdSense												
15	Database Backup & Security Scan e-tools: File Transfer Protocol (FTP) and anti virus programs												

Table 5.2: Gantt Chart for Tactics in Year 2013 and 2014

No	Activity	2013												2014					
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6
1	Domain & Web Hosting Purchase e-tools: Domain, Web-hosting, Paypal																		
2	Website Design e-tools: Wordpress software, Wordpress templates, Wordpress plugins																		
3	Topic Research e-tools: ebooks, e-articles																		
4	Theoritical Analysis & Focus Group e-tools: ebooks, e-articles, blogs, chatrooms																		
5	Market & AdSense Research e-tools: ebooks, e-articles, blogs, social networks, keyword research tools, Google.com																		
6	Search Engine Optimization Research e-tools: keywords research tools, keywords suggestion tools, wordtrackers tools, website trackers tools, Google search engines, SEO plugins																		
7	Travel community participation e-tools: travel websites, social networks, emails																		
8	World events research e-tools: travel websites, ebooks, e-articles, e-magazines																		
9	Snack & Destination Research e-tools: travel websites, ebooks, e-articles, e-magazines																		
10	Content Writing & Promotion e-tools: blogs, social networks, messenger, SEO plugins, RSS Feeds, Social Networks' Share Like and Follow buttons																		
11	Web analysis & customers tracking e-tools: Google Analytics																		
12	Customers online surveys & polls e-tools: survey & polls plugins																		
13	Monthly Reporting (incl. Financial Reporting) e-tools: Google Analytics, survey & polls plugins																		
14	Google AdSense submission e-tools: Google AdSense																		
15	Database Backup & Security Scan e-tools: File Transfer Protocol (FTP) and anti virus programs																		

5.4. Marketing Actions

5.4.1. Traffic Building

A mixture of techniques will be applied to reach the targeted traffic of 500 impressions per day within a year after launch of the blog internationalsnack.com, and 1,000 impressions per day within two years after launch of the blog.

Search Engine Optimization

Under this technique, the blog internationalsnack.com will be optimized to get high position on the Google search results page for selected keywords by creating human and machine friendly snack-related contents, submitting the site to Google.com, generating external links from social networks or other websites and blogs, structuring the navigation within the blog and generating external reviews.

Search Engine Optimization is started with choosing topic article/content to write, followed by research on the topic, including participating in the prevailing online community, then selecting keywords most used by target audience to search the particular topic.

In SEO, keywords selection plays a very important role in determining whether or not the site reach top ranks in search engine results page. Thus, keywords research will be conducted each time before writing a content to determine high impact key phrases for particular topic covered in the content. High impact keywords or phrases are those with highest volume search inputted by users into search engines, yet they usually have higher level of competition with hundred millions of results competing for around ten top rank positions in search engine results page.

A number of free and paid keyword research tools are available on the internet, including Google Keyword Suggestion tool (Google.com), Keyword Spy tool (Keywordspy.com), Word Tracker tool

(Wordtracker.com), Keyword Competition tool (Compete.com) and Search Engine Marketing powered keyword tool (SEMRush.com).

Next step in SEO will be optimizing the title tags, meta description tags, meta keyword tags, header tags, image and content of the landing page—page where visitors are directly delivered to from the search engines—with the selected keywords or key phrases. Except for content, the other optimization is done in the source code of the landing page. To ensure Google bots are indexing the site, some more tasks will have to be done, including submitting the website to Google.com, validating the HTML of the site and structuring the URLs correctly.

A search engines friendly website will also require good website structure, with sitemap and proper company information and privacy policy page. Content should also be human-friendly in addition to machine-friendly, avoid duplicate content and be current or regularly updated.

Aside from keywords-optimized site and contents, Google also ranks sites based on reviews the site gets and number of external links to the site. It is the same concept with citation; the higher the review and links to the sites, the higher the site's reputation is, and thus, the higher the credibility and useful information Google expects is provided by the site, related to those particular keywords. Reviews and links can be built by establishing link partnership with other websites, or participating in community and naturally generating reviews and links from there.

Lastly, installing SEO plugins and using Google Analytics will be essential for most of above SEO tasks, including finding new keywords visitors use to find the site, track visitors' region, demography and behavior on internet, and other analytics functions.

Web PR

The web PR action will mainly be built for the purpose of customers' information collections and database establishment, increasing brand awareness among target audience, and building reputation and good relationship with related parties.

The action will firstly start by participating in popular travel communities on internet to test the market and analyze consumer behavior. Through interaction and dialogues with fellow members, good relationship and brand awareness can be built. Another step will be then to invite fellow participants to the blog internationalsnack.com. The blog-form of the website as well as social networks use like Facebook and Twitter will ensure preserved user-generated element of the site.

Viral Marketing

The stickiness tactics by delivering snack-related story and inviting user co-creation contents will promote reader-engagement and brand establishment among the audiences. Contents will include snack-related stories, jokes, poems, songs or news—short enough and interesting enough—to drive readers to share them with fellow audiences or distribute to other parties via messenger or other communication forms available using mobile devices and social networks.

5.4.2. Achieving Visitors' Response

Regular online surveys and polls will be conducted to capture user enquires and analyze customers' needs. Specific themed polls will also be conducted to invite visitors' participation in deciding travel destinations to cover as well as kinds of foods and snacks to feature in Snackie and friends' adventure. Visitors are also welcomed to share their thoughts and comments as well as their experience with particular foods and snacks by submitting their photos while eating the foods or snacks to the blogs, Facebook fan page, or Twitter (through third party image service provider).

5.4.3. Contingency Planning

Regular database backup will be performed regularly as a part of contingency planning in case of viruses, mail bombs, hackers, hijackers and more. Comments moderation and continuous review during campaign execution will also be carried out to ensure smooth and safe users' interactions. Worst case will be to start over with available data back-up.

5.5. Marketing Control

5.5.1. Customer Satisfaction

Customer satisfaction will be measured regularly through online surveys and polls. Typical criteria to measure will include content satisfaction, popular content, site usability, performance/availability, contact satisfaction, opinions, attitudes and brand impact (Chaffey, 2003).

5.5.2. Customer Behavior (Web Analytics)

Google analytics will be installed to track visitors' behavior, particularly on where they come from, what they are viewing, visitors' profiles, segmentation, usability, clickstreams and site actions (Chaffey, 2003).

5.5.3. Site Promotion

Site promotion aspect will be assessed on attraction efficiency, referrer efficiency, search engine visibility and link building and opt-in e-mail (Chaffey, 2003).

5.6. Marketing Budget

5.6.1. Important Assumptions

This budget is made with assumption no internet subscription fee nor domain & webhosting fee increase over the next two years. It is assumed that by 2013, the blog internationalsnack.com will already be active for AdSense program. Traffic is assumed to be 500 and 1,000 impressions per day during 2013 and 2014, with on average Click-Through-Rate of 1% and $0.5 value of Earning-per-Click.

5.6.2. Projected Cash Flow

Items	2012		2013		2014	
	Jan	Feb-Dec	Jan	Feb-Dec	Jan	Feb-Jun
Capital	5,200,000	2,200,000	300,000			
Earnings from AdSense			750,000	8,250,000	1,500,000	7,500,000
Total Cash In	**5,200,000**	**2,200,000**	**1,050,000**	**8,250,000**	**1,500,000**	**7,500,000**
Netbook (@ IDR 3,000,000)	3,000,000					
USB Modem (@ IDR 1,000,000)	1,000,000					
Internet Simcard (@ IDR 150,000)	150,000					
Internet Subscription (@ IDR 200,000)	200,000	2,200,000	200,000	2,200,000	200,000	800,000
Domain + Websholing (@ IDR 850,000)	850,000		850,000		850,000	
Total Cash Out	**5,200,000**	**2,200,000**	**1,050,000**	**2,200,000**	**1,050,000**	**800,000**
Balance	-	-	-	6,050,000	450,000	6,700,000

5.6.3. Projected Balance Sheets

As of end 2012

Assets		Liabilities	
Fixed Assets		Capital	5,000,000
Netbook	3,000,000		
USB Modem	1,000,000		
Internet Simcard	150,000		
Intangible Assets			
Domain + Webhosting	850,000		
Total Assets	**5,000,000**	**Total Capital**	**5,000,000**

As of end 2013

Assets		Liabilities	
Current Assets		Capital	11,050,000
Cash	6,050,000		
Fixed Assets			
Netbook	3,000,000		
USB Modem	1,000,000		
Internet Simcard	150,000		
Intangible Assets			
Domain + Webhosting	850,000		
Total Assets	**11,050,000**	**Total Capital**	**11,050,000**

As of end of June 2014

Assets		Liabilities	
Current Assets		**Capital**	12,150,000
Cash	7,150,000		
Fixed Assets			
Netbook	3,000,000		
USB Modem	1,000,000		
Internet Simcard	150,000		
Intangible Assets			
Domain + Webhosting	850,000		
Total Assets	**12,150,000**	**Total Capital**	**12,150,000**

5.6.4. Projected Profit and Loss

Items	2012		2013		2014	
	Jan	Feb-Dec	Jan	Feb-Dec	Jan	Feb-Jun
Earnings from AdSense			750,000	8,250,000	1,500,000	7,500,000
Total Earnings	-	-	**750,000**	**8,250,000**	**1,500,000**	**7,500,000**
Internet Subscription (@ IDR 200,000)	200,000	2,200,000	200,000	2200000	200,000	800000
Total Expenses	**200,000**	**2,200,000**	**200,000**	**2,200,000**	**200,000**	**800,000**
Balance	**(200,000)**	**(2,200,000)**	**550,000**	**6,050,000**	**1,300,000**	**6,700,000**

5.6.5. Projected Break-Even Point

As of mid 2014, total cash received from AdSense earning is projected to be IDR 18,000,000, exceeding the total cash out of IDR 12,500,000. Based on projected cash flow, break-even point is expected to be around February 2014, with projected total earning from AdSense is IDR 12,000,000 and projected total cash out is IDR 11,900,000.

CHAPTER 6
CONCLUSION AND SUGGESTION

6.1. Conclusion

As of 31 December 2011, there were 2.2 billion people or 32.7% of total world population using the internet. Growth since year 2000 reached 528.1% or five folds the number twelve years earlier. Major factors that draw people to turn online are the interactivity and connected environment enabled by the Web 2.0 technology and the control over information access on the internet thanks to internet search tools, such as directories and search engines.

In accordance to Web 2.0 availability, user-generated contents through social networks have become a major trend nowadays. This trend is also fueled by the ubiquitous mobile devices use. With more people shift from physical place to internet space, ready or not, marketers need to evolve in the way they communicate with customers.

Online advertising differs from traditional advertising in terms of interactivity, capability of one-to-one marketing, targeted marketing, and push and pull nature that are enabled by sophisticated software advances and extensive database. A major break-out in online advertising was introduced by Google with its keyword-targeted advertising programs called AdWords—Google's text-based system for advertising on search engine result pages, and AdSense—appears on Google's content network of millions of web sites. By this means, two categories for text-based web advertising are enabled: Search Engine Advertising—ads that are triggered by user's search keyword and displayed on the result page of the search engine, and Contextual Advertising—ads that are placed on third-party Web pages based on its relevancies with the content of the currently viewed page.

The blog internationalsnack.com is a website about snack and snack-related piece from around the globe. It closely features various snacks from around the world: names, origin, where to find, stories behind the snacks, perhaps even how to make them, through the stories of fictitious characters of Snackie & friends. This way readers will be more engaged to the snacks featured and feel as if Snackie & friends's culinary experience is their own experience. Readers can also participate and interact through comments and questions and also co-create the stories.

The blog internationalsnack.com seeks opportunity to monetize the site by adopting contextual advertising business model. A number of objectives are set, including to sell on average Click-Through-Rate of 1% for a site with $0.5 value of Earning-per-Click and 500 impressions a day within a year after launch and 1,000 impressions a day within two years after launch; to survey at least 250 prospects or visitors a day within a year after launch and 500 prospects or visitors a day within two years after launch; and to add at least two new significant enhancements to the visitors' online experience per year.

To reach these objectives, the blog internationalsnack.com targets on internet users who search snack-related contents through Google search engine and discretionary travelers who visit the top 7 travel sites: tripadvisor.com, lonelyplanet.com, wikitravel.org, virtualtourist.com, travelpod.com, travelblog.org and foodandwine.com; or other travel online communities.

The attacking strategy will leverage the Author's strength on local snack knowledge as well as international snack research to present detailed but easy to read content on a mobile friendly website and social networks, such as Facebook and Twitter. Additionally, the research will edge on economize side of enjoying the snack. This strategy, however, will seek deeper research and consultation with Author's IT network to deal with mobile web complexity and SEO competition.

A strength building strategy will then be concentrated on participation in the top 7 travel sites or other travel communities and forums to establish close relationship and interaction with prospect customers in order to distinguish their behavior, needs and desires and to increase brand awareness among the prospects. Benchmark to competitors' strategy and their approach to customers will be conducted to stay uphold in the competition.

A mixture of techniques, including Search Engine Optimization, web PR and Viral marketing will be applied to reach the targeted traffic; combined with actions to achieve visitors' response and contingency planning should unfavorable events happen. Control will be measured on customer satisfaction, customer behavior analysis and site promotion aspect. Budget is projected to break even in February 2014, with projected total earning from AdSense is IDR 12,000,000 and projected total cash out is IDR 11,900,000.

6.2. Suggestion

An implication for further research will center on high impact keyword research, visitors information analysis collected from online surveys and polls, and online behavior targeting study in accordance with visitors' behavior tracked by SEO plugins and Google Analytics.

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