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**Strategic Tourism Marketing
Plan for Timor-Leste**
in the Key Source Market of Indonesia



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Marketing Plan
for Timor-Leste**
in the Key Source
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Prepared for The Asia Foundation
By Bali Discovery – Tourism Consultancy Division

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Foreword

The Strategic Tourism Marketing Plan for Timor-Leste in Key Source Market of Indonesia that follows is the result of the trust given to *Bali Discovery Tours' Consultancy Division* by *The Asia Foundation* to undertake this project. The privilege of visiting Timor-Leste, viewing its natural beauty, learning more of its many attractions, and meeting key players in both the public and private sector has created a genuine affection for this relatively young nation and its people. The experience of preparing this plan has also left its authors with a feeling of strong optimism for the potential for rapid and dynamic growth in the Timor-Leste tourism sector which the recommendations and strategic steps outlined here will hopefully help bring to realization.

Acknowledgements

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Thanks is also due to Mr. Peter Semone, Chief of Party at the *USAID Tourism for All Project in Timor-Leste* and members of his team in Dili who kindly allowed ideas and perceptions to be sounded out, and provided valuable directions and suggestions. Ms. Ratna Soebrata who is assisting the USAID Project in Timor-Leste in the area of religious tourism also gave generously of her time and growing understanding of Timor-Leste.

While too many to list here one-by-one, acknowledgement and thanks must also be paid the many Timor-Leste officials interviewed and the numerous members of Indonesia's and Timor-Leste's tourism industries who gave of their time and participated in the interviews and surveys which formed the basis of this marketing study.

Any misconceptions, false starts, and mistakes that may be contained in the final marketing study that follow are the sole responsibility of its authors.

Executive Summary

The Asia Foundation's assigned task to create a *Strategic Marketing Plan for Timor-Leste in the Key Source Market of Indonesia* provided an opportunity to explore the many niche market attractions of Timor-Leste; assess the current situation and challenges to growing the Timor-Leste tourism industry; and propose a list of specific marketing steps and recommendations to accelerate the National goal of making tourism the lead economic sector.

While data on the total number of actual annual international visitors to Timor-Leste can vary and sometimes appear contradictory, whichever data source is used it's clear that the overwhelming majority of foreign visitors to Timor-Leste come from Indonesia.

Based on the synergistic effect of close proximity, shared borders, a communal and sometimes troubled history, and a commonality of language - all these factors portend that Timor-Leste and Indonesia, and in particular Timor-Leste and neighboring West Timor, will continue to share a common fate as regards their tourism futures.

The fact that the leading source of visitors come from Indonesia and nearly all of Timor-Leste's visitors enter the country through an Indonesian gateway city (excluding air passengers via Darwin on *Air North*), means it can be persuasively argued that Timor-Leste's ability to grow its tourism sector depends to a great extent on cooperation with its almost "all-embracing" Indonesian neighbor.

In the course of researching this study, a wide range of current impediments that are slowing or preventing the creation of a robust National Tourism Industry in Timor-Leste were identified that, if satisfactorily addressed with the recommendations presented herein, will very quickly boost arrival numbers to an extent that will see the official goal of 200,000 foreign visitors by 2030 easily surpassed in the early years of the next decade.

Existing Threats

But before the looming "boom" in National Tourism can occur, Timor-Leste Tourism must first face a number of existing threats. Chief among these is lack of competitive air links serving its capital of Dili. The current monopoly held by *Garuda Indonesia* via its subsidiaries of *Citilink Airlines* and *Sriwijaya Airline* have resulted in ticket prices among the highest in the world when viewed on a passenger-per-flown-kilometer comparison basis. The currently very high fare levels to fly from Bali to Dili were introduced when *Garuda* acquired *Sriwijaya Airline* in late 2018, resulting in Dili becoming a non-competitive holiday destination for visitors from Asia, Australia and Oceania. Any efforts to promote Timor-Leste tourism, including the recommendations presented here, will be doomed from the start if the round-trip cost of flying from Denpasar to Dili remains roughly the equivalent of flying round-trip between Bali and America's West Coast.

Beyond any issue of air ticket prices, the current situation in which almost all commercial and tourism access to Timor-Leste remains solely in the hands of a single foreign-owned airline makes the diversification of air access to Dili a matter of national security, ranking in priority before all others. The recent case of having air fares to Dili nearly tripled with little or no consultation with Timor-Leste's government or tourism stakeholders, has created the legitimate concern that financially troubled *Garuda* could just as easily curtail or cancel flight services to Dili. There is news in recent

weeks of *Garuda Indonesia* cancelling or curtailing flight schedule to destinations in other locales across Eastern Indonesia. Frightening to contemplate, such a move involving Dili would have a wide-ranging and devastating effect of Timor-Leste's economy.

While beyond the scope of this study, the third factor posing a threat to any plans to develop national tourism or other economic sectors is the continuing threat to "good governance" posed by the long standing constitutional crisis afflicting Timor-Leste that was aptly described by President Francisco Guterres as "*serious institutional crisis*." The dissolution of Timor-Leste's Parliament in January 2018 and the subsequent inability to form a truly effective coalition government has set decision making and national policymaking adrift.

Perhaps nowhere else is this continuing "*institutional crisis*" more felt or evident than in Timor-Leste's tourism sector. Without a reigning Tourism Minister, tourism stakeholders in Timor-Leste are without public sector leadership or a strong voice in the continuing confusion and polemic over visa rules and regulations.

The Indonesian Market

This study mainly explores issues connected with access to Timor-Leste by land, sea, and air while proposing concrete marketing initiatives intended to grow tourism arrivals. All this, however, will amount to little more than "*window dressing*" unless the threats posed by an undiversified and non-competitive air access and a confused national visa policy are not first addressed and resolved as a matter of priority.

This study examines the range of Indonesian sources markets and their respective potential for travel to Timor-Leste. These markets are comprised of native Indonesians living in major metropolitan centers; expatriates living in Bali and other areas of Indonesia with the potential of taking a Timor-Leste holiday; and foreign holidaymakers visiting Bali who could be persuaded to undertake a "Beyond Bali" extension to Timor-Leste.

Via interviews with leading Indonesian tour operators promoting Indonesia to international tour operators, the study also explores challenges posed to marketing Timor-Leste travel via major tour operators and travel agents.

In each case and where the data permits, an effort is made to quantify the potential size of each market and identify the respective purchasing behavior of each of these market segments.

Detailed historical and current data on travel patterns in Indonesia and the region are presented in order to see what lessons can be learned from tourism practice in similar locales in developing their tourism market.

Two Nations, One Island

The governments of Indonesia and Timor-Leste have resolved to link their tourism fortunes in the joint marketing of both east and west Timor under the slogan of "*Two Nations, One Island*." Memorandums of Understanding have been formulated and are slowly taking shape in concrete programs. The East Nusa Tenggara (NTT) government announced in late June 2019 that it will soon open a trade office in Dili.

NTT and Eastern Indonesian tourism is booming, supported by the rapid expansion of Indonesian air networks and aggressive Indonesian marketing programs such as the “10 New Bali’s”.

Air Access

The current threat to expanding and diversifying air access to Timor-Leste is examined within the context of the rapid growth underway regionally in the airline sector. A detailed comparison showing the cost of air travel to Dili conclusively shows that the current monopolistic hold of the *Sriwijaya Airline* and *Citilink Indonesia Cartel* has rendered Timor-Leste tourism, at least temporarily, non-competitive against other destinations in the region.

The emerging role the *Lion Air Group* in the development of Kupang as a regional air hub and the ambitions of the Province of Nusa Tenggara to make its capital of Kupang an international transportation hub handling some 3 million passengers by 2019 is examined to identify strategic opportunities beneficial to both West Timor and Timor-Leste.

Physical and carrying capacity issues connected with Timor-Leste’s main airports are also briefly reviewed.

Land Access

With nearly 40% of foreign tourist arrivals to Timor-Leste arriving overland via border check points between West Timor and Timor-Leste, improving cumbersome and oftentimes comical immigration procedures are judged to be of at least equal importance to improving the road infrastructure over the 10-12 hour 400-kilometer road journey between Kupang and Dili.

Following the recent example set by Indonesia’s impressive achievements in creating a national highway system, there can be little doubt that the social-economic well-being of everyone living along the Kupang-Oecusse-Atambua-Dili overland corridor would be incalculably enhanced by the development of a modern highway connecting these points. Moreover, the many natural and historic attractions existing on the Kupang to Dili road served by a viable road network would prove a natural conduit to be promoted to the more than 9 million Indonesians taking an international journey each year.

A modern road connection covering the 286-kilometer distance between Oecusse and Dili would do much to end the economic isolation of the Timor-Leste enclave.

Suggestions on how Timor-Leste might incentivize airlines to fly to Dili are also enumerated in the discussion of air access.

Sea Access

Despite being an island nation, visitor access to Timor-Leste by sea is largely negligible. Options and suggestions are put forward on ways for Timor-Leste to tap into Indonesia’s vibrant maritime trade. Attention is also paid to exploit the Nation’s geographical placement in order to garner a larger share of the international cruise ship and yacht tourism markets.

The report also underlines our genuine concerns that the growing number of international cruise ships visiting Dili could suffer a sudden and rapid decline if something is not done to improve the quality of the cruise ship passenger experience whilst visiting Dili.

Details on major port development projects now underway and recommendations on easily attainable steps that would enhance Dili's attractiveness as a port-of-call for international cruise ships are discussed.

Australia

Although outside the scope of the study which is to focus on Indonesian sources for tourism, Australia's role as the second largest source of foreign tourists to Timor-Leste and Dili's geographical positioning "between" Indonesia and Australia prompted a brief examination on the tourism possibilities of Dili serving as an intermediate mid-way stop for a portion of the more than 1.3 million Australians travelling to Indonesian annually.

Marketing Initiatives

An extensive list of marketing strategies and initiatives to promote Indonesian travel to Timor-Leste are detailed as the concluding part of the study.

Chief in importance among the recommendations is the enhancement of the current official website for Timor-Leste that has been pioneered by *The Asia Foundation*. Because of a pervasive lack of product knowledge on Timor-Leste travel existing in Indonesia and the rest of the world, the study proposes the website be modified and given a central role in Timor-Leste tourism promotion in the following ways:

- Be allocated a permanent home in Dili with appropriate funding for its upkeep and management.
- Be made the most comprehensive resource on travel information related to Timor-Leste with sample itineraries suitable to every niche market, hyperlinks to all Timor-Leste tourism stakeholders with websites, and information on access by land, sea, and air.
- Be made a repository of complete and accurate information on visa policies, procedures for applying for passenger ship visits, details on how to apply for a yacht visit, and including details on the requirements for temporary import of vehicles used by tourists visiting Timor-Leste.
- That monitoring supervisors be employed specifically to manage content on the website and administer the business generated by the site's visitors. These supervisors, using a ticket assignment tracking system, could delegate and monitor tourist enquiries to local stakeholders, and channel suggestions and complaint to the appropriate parties in Timor-Leste for further disposition.

The Unrealized Potential of Timor-Leste Tourism Sector

Timor-Leste the world's youngest nation, declared its independence from Indonesia on May 20, 2002. Peace now prevails in this small nation of 15,007 square kilometers with a population of 1,167,242 that is surrounded by Indonesian territory and the Timor Sea.^{8,7} The Country shares a 228-kilometer-long land border with Indonesian West Timor with Timor-Leste filling the eastern half of Timor Island. Located and landlocked within West Timor is Oecusse - an exclave on the northwestern side of Timor Island. To the south, Timor-Leste is separated from Australia by the petroleum-rich Timor Sea.

Timor-Leste's 13 municipalities (districts) are subdivided further into 65 administrative districts, 422 villages, and 2,225 hamlets. The districts can contain between three and seven sub-districts and are comprised of Bobonaro, Liquiçá, Díli, Baucau, Manatuto, and Lautém on the north coast; Cova-Lima, Ainaro, Manufahi, and Viqueque on the south coast; Ermera and Aileu that are landlocked districts; and Oecusse-Ambeno, the functional exclave surrounded by the Savu Sea and the Indonesian province of West Timor.

Economically, Timor-Leste is one of Asia's poorest nations with the *Asian Development Bank (ADB)* estimating 42% of its citizens are living below the poverty line.⁹ The situation is even worse in the isolated enclave of Oecusse where 63% are estimated by the *ADB* to live below the poverty line. Some 42% of Timor-Leste's population is under 15 years of age with 69% less than 30 years of age.¹⁰

According to the *World Bank*, hunger and malnutrition remains a serious problem in some more remote parts of Timor-Leste.¹¹

The *ADB* estimates the tourism receipts in Timor-Leste grew from US\$31 million in 2010 to US\$73 million in 2017 when the *UNWTO* estimates 74,000 total visitors visited Timor-Leste on tourist or transit visas.¹²

The *ADB* figures for 2017 report that \$73 million Timor-Leste earned in international visitor receipts represented an amount equal to 2.3% of GDP. Compared with the Timor-Leste economy as a whole, this is a rapid growth in tourism earnings from the US\$31 million recorded in 2010.¹³

With tourism revenue amounting to less than 3% of the gross domestic product (GDP),¹⁴ not surprisingly, tourism and agriculture are both designated as key sectors targeted for economic growth in Timor-Leste.

On the presumption that many of the strategic steps recommended in this report can be put in place and what has been termed by Timor-Leste President Francisco Guterres as the "serious institutional crisis"¹⁵ is soon remedied, we believe 200,000 Indonesian visitors to Timor-Leste can be readily achieved well before 2025. This would mean the official tourism goal of 200,000 total visitors from all source markets by 2030 can be substantially surpassed and dwarfed together with targeted foreign exchange goals of US\$150 million and direct job creation of 15,000.

Our optimism regarding the untapped potential of Timor-Leste's tourism sector is based on the international travel boom now underway worldwide and the dynamic tourism growth underway in neighboring Indonesia where 20 million foreign visitors

are targeted to visit by the end of 2019.¹⁶ Infrastructure and access improvements underway in Indonesia's nearby Nusa Tenggara Province can only bode well for developing tourism in Timor-Leste, providing the government is poised to act and exploit some of the opportunities outlined in this report.

If “*necessity is the mother of invention*” Timor-Leste's government must play an enabling role to ensure that national tourism can get a larger share of the rapid tourism development happening in the region. Tourism and agriculture are arguably the only readily viable sources of supplemental income available to Timor-Leste; earnings that are desperately needed to fill the declining foreign exchange revenues once generated from the National gas and petroleum sectors.

Current tourism projections contained in the *Asian Development Banks* reports estimates the *average length of stay (LOS)* for a foreign visitor is 5 days with a *per diem* spend of US\$150 per person per day.¹⁷ ADB projections vary slightly with a shorter LOS of just 4 days but a somewhat higher average tourist spend per day of US\$219.¹⁸

Both of these figures roughly equate with average spends reported across the region and NTT.¹⁹ Separating the number of actual tourists as a part of the total visitors is somewhat problematic, but this is not unique to Timor-Leste. Given the low-base of current visitors as a starting point, we subscribe to the *World Tourism Organization (WT)* straight-forward approach of viewing all foreign arrivals simply as “visitors” - with the opportunity to mix pleasure and business during a single visit:

“Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called *visitors* (which may be either *tourists* or *excursionists*; residents or non-residents) and tourism has to do with their activities, some of which imply tourism expenditures.” – *World Tourism Organization – Basic Glossary* ²⁰

Indonesia and Bali as a Source Market for Timor-Leste Tourism

Bali continues to fulfill its role as the “gateway to Indonesian tourism” – a title that applies both in terms of being the most popular destination for foreign visitors to Indonesia and the #1 domestic tourism destination for Indonesians taking a holiday. Of the 15.81 million foreign tourists that came to Bali in 2018, some 6.5 million (41%) entered via Bali.²⁷ Meanwhile, 9.76 million domestic travelers came to Bali in the same year, comprising 62.7% of the total 15.81 domestic and international visitors, that landed at Bali’s Ngurah Rai Airport in that year.²⁸

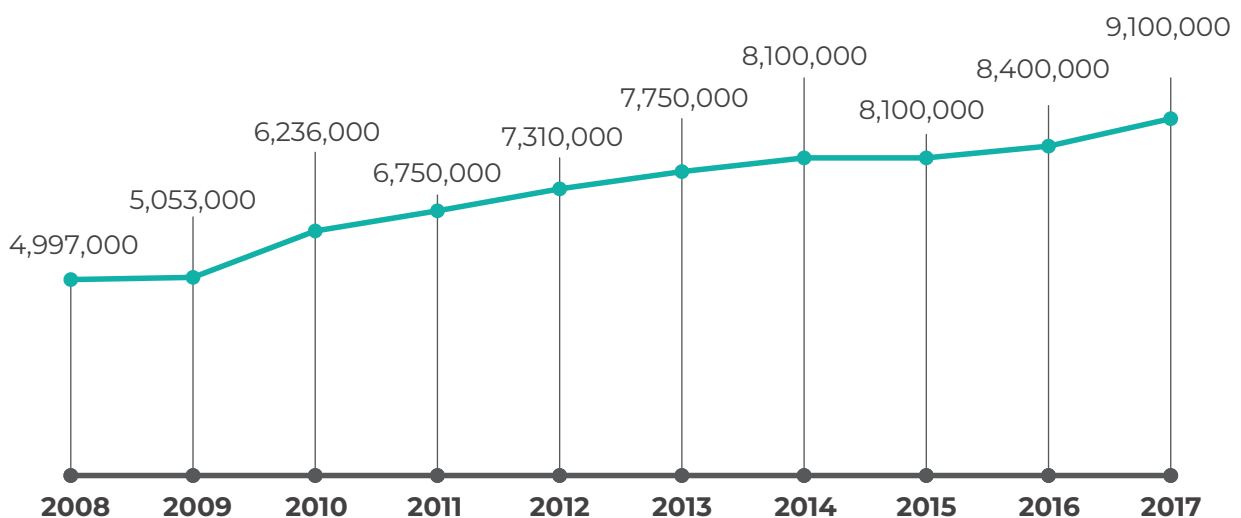
A. Indonesians Traveling Abroad

With the removal in January 2009 of an exit tax of Rp. 1 million charged to every Indonesian resident traveling abroad, a record number of Indonesians now hold a valid passport and are actively traveling overseas on holiday and business. In 2017, the *Directorate General of Immigration* processed 3,093,000 passport applications, up slightly from 2,032,000 in 2016 and 2,878,099 in 2015.²⁹

Indonesian passports are valid for 5 years.

Kompas.travel reports that more Indonesians than ever before are now traveling abroad with 9.1 million going abroad in 2018, an 8.3% increase from the 8.4 million who traveled in 2016.³⁰

International Departures from Indonesia

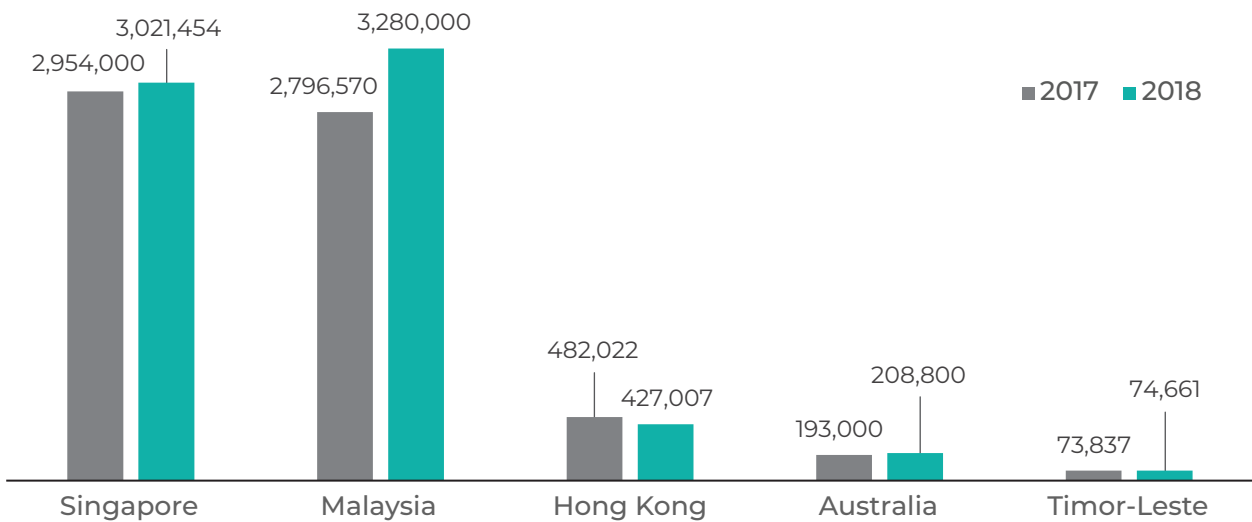


Source: OECD. STAT (Organization for Economic Co-operation and Development) & Bisnis Indonesia

Outside the approximate 1 million Indonesians who use their passports for *Hajj* and *Umroh* religious pilgrimages to Saudi Arabia, most Indonesians traveling internationally do so to destinations in the region, a travel decision aided greatly in recent years by the enhanced affordability provided by the large number of low-cost regional carriers that include: *AirAsia*, *AirAsia Indonesia*, *Jet Star Asia*, *Citilink*, *Scoot*, *Lion Air*, *Dragon Airways*, *Malindo Air*, and *Silk Air*.

Indonesia air travelers prefer regional destinations with Singapore and Malaysia ranking highest in order of preference. Made increasingly sophisticated by the experience of international travel and the expanding network reach of low-cost airlines, Indonesians are now venturing further afield to destinations such as Hong Kong, Vietnam, and Japan.

Indonesian Visitors to Key Regional Destinations



Source: Compiled from Respective National Tourist Promotion Boards & Timor-Leste Government

B. Indonesians and Foreigners Traveling Via Bali to Timor-Leste

Bali is not only the gateway for Indonesian tourism, but also the gateway to Eastern Indonesia or “*Bali and Beyond*” tourism for all of Indonesia’s who travel from amongst its population of 264 million.

In fact, often overlooked when considering the source of Bali’s unrivaled success as Indonesia’s leading tourism destination is the fact that the #1 source of all inbound visitors to the Island are domestic travelers from other Indonesian islands. More than 60% of all Bali visitors is comprised of Indonesians traveling domestically. As a result, Bali’s “high season” or “peak season” occurs during peak Indonesian travel periods, such as *Idul-Fitri*, Chinese New Year, Christmas-New Years, and Indonesian school holidays.

Recommendations Promoting Tour Packages to Bali Holidaymakers:

Web-based marketing. Included in the marketing plan strategies are recommendation for the establishment of a Timor-Leste tourism representative based in Bali to actively promote travel beyond Bali to wholesalers and travel operators promoting “add ons” and extensions to holiday makers visiting Bali. One of the job briefs for the Bali-based representative would include seeking banner exchanges or low cost placement option in leading Bali websites suitable for the referral of travel to Timor-Leste.

The exchange and purchase of advertising banners pointing people to the improved and enlarged <https://www.timor-leste.tl/> should be website and social media sites frequented by tourist visitors to Bali. This would not only include Facebook and Instagram, but also banners on websites for leading attractions visited by Bali visitors looking for activities during their Bali holiday such as Bali Safari and Marine Park, Garuda Wisnu Kencana Park, Devdan, Bali Zoo, and Bali Bird Park. Sites promoting travel to Komodo, Bromo, Yogyakarta, Lombok, and Banyuwangi should also be considered.

Recommendation - Airport Advertising

A total of 23.7 million arriving and departing passengers (58% international/42% domestic) passed through Bali Ngurah Rai International Airport in 2018. Bali's is the second busiest airport in Indonesian after Jakarta's Soekarno-Hatta (67 million). The 3rd busiest airport passengers is Surabaya's Juanda Airport (20.9 million), followed by Makassar's Hasanuddin Airport (13.53 million).

Timor-Leste Destination promotion via an exchange of interior signage at Bali's Airport could be discussed between the Bali Tourism Board and the Bali Airport Manager's Angkasa Pura I and the Timor-Leste Tourism Ministry against destination promotion signage for Bali at Dili's Presidente Nicolau Lobato International Airport.

If promotional funds are available or a viable “cashless” or “discount” arrangements could be negotiated with Angkasa Pura I and II, airport advertising in Indonesia is an excellent way to promote Timor-Leste as a travel destination to the large Indonesian market

Annual Domestic and International Tourist Arrivals to Bali 2013-2018

	Indonesian Arrivals to Bali	Foreign National Arrivals to Bali	Total Arrivals to Bali	Indonesian Arrivals as % of Total Arrivals
2018	9,757,991	6,070,473	15,828,464	61.65%
2017	8,735,633	5,697,739	14,433,372	60.52%
2016	8,643,680	4,927,937	13,571,617	63.69%
2015	7,149,115	4,001,835	11,150,950	64.11%
2014	6,394,307	3,766,638	10,160,945	62.93%
2013	6,976,536	3,278,598	10,255,134	68.03%
Average Annual Growth Rate	13.3%	13.3%		

Source: Badan Pusat Statistik Indonesia (Indonesian Bureau of Statistics)^{33,34}

The key role played by the Bali air hub in Timor-Leste tourism is that, after excluding air travelers from Darwin on *Air North*, the majority of tourism visitors to Timor-Leste landing by air in Dili do so after departing by air from Denpasar, Bali.

If viewed in terms of market acquisition targets and using 2016 as a benchmark, the 105,417 total foreign visitors to Timor-Leste in 2016 represents a miniscule less than 1% (00.008%) market share of the combined 13,571,617 domestic and foreign tourists that came to Bali by air in that year. This “low bar” for market penetration, assuming the better air and particularly land access to Timor-Leste recommended here, should be easily achieved, keeping in mind that currently 63% of Timor-Leste’s foreign tourists arrive by overland means.

C. Promoting Timor-Leste to Bali Holiday-Makers

There is a natural inclination to believe that the nearly 16 million international and Indonesian domestic visitors to Bali in 2018 represent a “natural” market sector to which to market “*Bali and Beyond*” packages to Timor-Leste. However, based on discussions in the course of preparing this report with major tour operators who engage full-time representatives to sell land and day tours to holiday-makers staying in Bali’s starred hotels, the general consensus was that there is a very limited number of Bali visitors who will opt for an outer-island extension to destinations beyond Bali once they have arrived on the Island. As several tour operators explained, the main obstacle to travelers already landed in Bali deciding to visit Timor-Leste is the fact that they have already pre-paid for their accommodation covering the entire period of their holiday. As a result, making any change in destination will prove very costly, requiring cancellation of pre-paid hotel accommodation in Bali.³⁵

These and other discussions with Indonesian tour agents confirmed that like most of the world, Indonesian are increasingly booking their travel online using *Online Travel Agents (OTAs)* or booking directly via hotel websites. Common in most markets, one of Indonesia’s largest and most successful travel agents, *SMAILING Tours*, has shifted its business focus to almost exclusively booking tour and experience modules³⁶ thereby abandoning their past reliance on hotel and airlines bookings.

D. Promotion of Timor-Leste Travel to Indonesian-based Expatriates

While exact figures are non-existent, segments of Indonesian-based expatriates emanate from several divergent sources with the following rough estimates on the size of each market.

Floating Population of Bali Expats

While official data on the number of medium to long-term foreigners living in Bali (non-tourism visitor) doing visa-runs every several months is difficult to obtain, however, the Governor of Bali I Wayan Koster said in May 2019 that he estimated there are 17,000 expatriates living under such *catch-as-catch-can arrangements* in Bali.³⁷

Retirement Visas in Bali

Data on the number of retirement visas issued each year are not readily available, but one immigration contact suggests at least 5,000 retired foreigners are now living on the Island with an official retirement visa renewable on a yearly basis.

Work Permit Holders

Meanwhile, according to information published by the *Bali Department of Manpower* the number of foreigners issued work permits in 2018 was only 2,300, down markedly from the 3,000 work permits issued in 2017.³⁸ Nationwide, however, the Department of Manpower says 74,183 foreigners are officially recorded as holding working permits.³⁹

Expatriate Travelers to Timor-Leste from Bali

While firm figures remain elusive, it is reasonable to assume that 10,000-15,000 expatriates are living in Bali using tourists and social-cultural visas that require “in and out” visa runs to a neighboring country every 2-3 months to enable another 2-3 months stay before the next visa run; 5,000 live on the Island with retirement visas who may undertake holidays in the region; and a further 2,300 (many with families) are documented as foreign workers who may also take regional trips as well as home-leave travel. Aggregated we estimate there are roughly some 20,000 foreigners in Bali with the potential to travel to Dili for holiday and/or visa renewal purposes.

The factors affecting the travel decisions of this expatriate sector are:

- The cost of air travel between Bali and Dili as compared with competing holiday destinations in the region.
- The cost of air travel between Bali and Dili when compared to the cost of flights to locations such as Singapore, Kuala Lumpur, Bangkok, Hong Kong, and Perth where temporary stay permits are also issued by Indonesian embassies and consulates prior to making a return trip to Bali.
- The cost and relative ease of obtaining a tourist visa for the subject destination.
- The presence of perceptions of Dili and Timor-Leste casting it as an attractive and low-cost destination at which to spend a short-break before returning to Bali.

Recommendations – Linked Banners in Websites Used by Expatriates

English language news and information sites in Indonesia visited by expatriates should be approached for the placement of banners to drive people to the improved and enlarged Timor-Leste Website. News on Timor-Leste tourism should be posted to Facebook and shared with Indonesia expat pages.

Every effort should be made to “share banners” with suitable sites (e.g. airlines) in order to increase exposure and reduce promotional costs.travel destination to the large Indonesian market

Strategic Steps: Marketing Action Plan

This report has tried to paint and analyze Timor-Leste's quest to make tourism the leading sector in the national economy. We have identified " issues" related to air access and visa policy that must first be addressed and resolved before undertaking to prepare the way for the strategic marketing

Many of the suggestions outlined below call for a high degree of public-private cooperation between the government of Timor-Leste and the private sector tourism sector. That this has not happened in the past should not deter anyone from ensuring that mechanisms and tourism sector projects are put in force as soon as possible to make these measures become a reality in the future. In the course of working to try to assist Timor-Leste Tourism it was obvious that organizations like *The Asia Foundation* and *USAID "Tourism for All"* have well-earned reputations for tourism leadership that should be urgently employed to form the basis for the changes recommended and build bridges among the diverse elements of national tourism.

What follows is a summary of short to medium-term steps to enhance the tourism fortunes of Timor-Leste.

VISAS	
Priority Issue	Clarification of Visa Policy
Problem	Current confusion among Timor-Leste policymakers and suggestions that all visitors may soon be required to obtain a Visa Authorization Letter before landing by land or air would have a disastrous impact on national tourism Industry.
Action	Organize Stakeholder Task Force comprised of Tourism Leaders to meet urgently with the President and Prime Minister to express shared concerns and implication for the Nation if this situation not quickly rectified. The same meeting should consult with the Head of Government and Head of State on how to keep Timor-Leste competitive in terms of visa and border access with competing destinations by urging a visa-free policy be introduced for the largest possible number of foreign country national.

AIR ACCESS

Priority Issue **Diversifying Air Access and Lowering International Air Fares to Timor-Leste**

Problem Current Airfares to Timor-Leste from Bali and Darwin are among the most expensive in the world on a per-passenger-per-flown kilometer basis. As a matter of national defense and national resilience, the current monopoly enjoyed by Garuda Indonesia on air access and the resulting high airfares must come to an end. The current round trip air fare of Rp. 8.4 million round trip from Bali to Dili makes visiting Timor-Lest a more expensive proposition than taking a holiday in Europe, Australia or the West Coast of the USA.

Action A Stakeholder Task Force comprised of private sector Tourism Leaders to urgently meet with President, Prime Minister and relevant Cabinet Minister to achieve a shared common understanding of the severity of the problem and the absolute need to a) end the current monopoly held by Garuda on air access to Timor-Leste; b) through added competition achieve competitive air fares to Timor-Leste from Indonesia and Australia; and c) diversify and increase the number of airlines flying to Timor-Leste. Situational analysis including the main issues involved, negotiating tools, and talking points have been outlined set in this study.

SEA ACCESS

Priority Issue **Enhancing Sea Access to Timor-Leste**

Problem Enhancing Sea Access to Timor Leste

Create a technical handbook on Timor-Leste Ports and suggest shore programs for distribution to major cruise lines.

Extend an invitation to major Yacht Clubs in Indonesia and Australia to hold a yacht race or regatta event.

Create a technical handbook on interesting coastal locations suitable for visits by the expedition ship industry.

Action Initiate the creation of an initial feasibility study for fast ferry operation from Oecusse - Atambua – Dili presenting potential passengers numbers. Study to be shared widely with private and public sectors in Timor-Leste and NTT in the hope of stimulating investor interest. Negotiate incentives with both NTT government and GOTL that could be offered to candidate investors.

Devise shore program of day tours of Timor-Leste for use by visiting international passenger ships, including “A Day in the Life of Timor-Leste” centered at the Mercado Municipal Dili showcasing culture, music, dance, culinary, handicrafts, coffee, chocolate etc.

YOUTH AND BACKPACKER MARKET

Priority Issue Capturing the Youth and Backpacker Market

Problem Capturing the Youth and Backpacker Market

Intensely lobby the Government to create a visa free program for the largest number of foreign nationals, available to both those arriving by air or overland.

Action

Discuss with the Government the possibility of establishing volunteer tourism programs.

Following the example of other destinations in the region, create content on official website and advertising material showing backpack travelers and how a warm welcome awaits in Timor-Leste.

Actively engage the diverse elements of Social Media (e.g. Facebook, Twitter, Instagram and others) to capture the attention of this market.

DESTINATION REPRESENTATION

Priority Issue Relaunch www.timorleste.tl

Problem The need to substantially enhance the current Timor-Leste tourism website to position it as the main point of contact for B2B and B2C business cultivation, capable of generating inquiries and commercial leads for onward distribution and materialization by members of Timor-Leste's tourism community.

Urgently identify the most suitable group or organization in Timor-Leste to assume business and editorial control of the website, including the needed funding to sustain the sites management for at least the next two years

Action

Identify and recruit the most suitable individual (s) to assume content and editorial control of the website on a day-to-day basis.

Identify and recruit the most suitable individual (s) to work as Business Manager(s) to handle and monitor all inquiries, comments and complaints generated via the website. Inquiries would be assigned a case file number and a member (s) of the Timor-Leste tourism industry given the lead for expedient follow up. As required, the website Business Manager(s) would provide assistance to industry members in forming profession responses to commercial inquiries and ensure that all leads are followed up in a satisfactory and professional manner.

<p>Action</p>	<p>Starting from the list of various tours created by TAF (See Appendix II), basic outlines of tours available in Timor-Leste would be presented on the revamped website indexed by categories in terms of special interests/niche interests. No prices would be included in the tour offerings listed on the site as the tour outlines are intended to form the framework for discussions with Timor-Leste operators leading to an eventual sale. All active tour operators, attractions, and accommodation providers will be listed without charge on the website with complete contact details and hyperlinks. Visitors to the website can then contact industry members directly or send a generalized inquiry to the website management that will be assessed by the website Business Manager and routed to appropriate members of the Timor-Leste tourism community.</p>
	<p>Creation of a database of policymakers, industry members, international tourism relations, international B2B and B2C contacts, and online subscribers to receive a “Timor-Leste Tourism News” e-blasted on either a monthly or bi-monthly basis. Six-month from inception the subscriber list should be targeted to include a minimum 25,000 names. The website would electronically solicit subscription requests from every visitor and articles written for the newsletter would be indexed for publication on www.timorleste.tl website.</p>
	<p>While contacts details for all Timor-Leste tourism-related businesses would be included without charge on the website, banners and special offers should be purchased in the newsletter and on the website to assist in the monetizing the website.</p>
	<p>Create PDF copies of destination brochures that can be downloaded from www.timorleste.tl website</p>
	<p>Create copyright-free slide bank of high- and low-resolution slides downloadable from the www.timorleste.tl website.</p>
	<p>Actively seek back links and exchange banner arrangements with airlines and other travel websites.</p>
<p>Priority Issue Lobby GOTL to appoint Tourism and Transportation attaché at Kupang Timor-Leste Consulate</p>	
<p>Problem</p>	<p>Timor-Leste’s desire for success in growing national tourism is linked to a great extent on successful promotional and business collaboration with West Timor and NTT by championing the business philosophy under the mantra: “One Island, Two Nations”. Close working relationships on a G2G basis between West Timor and Timor-Leste are also needed to coordinate improvement in roadway infrastructure, shipping, trade, and civil aviation. Timor-Leste’s “man” or “woman” in Kupang would be tasked to successfully cultivate positive relationships with West Timor officials and members of the NTT travel trade that will enhance tourism trade between NTT and Timor-Leste.</p>
<p>Action</p>	<p>Timor-Leste Stakeholder Task Force to lobby GOTL to appoint a Tourism and Transportation attaché at Kupang Timor-Leste Consulate whose job description would minimally embrace the points above.</p>

Action	On the assumption that the Tourism and Transportation attaché is eventually appointed, Industry members in Timor-Leste would provide promotional material and familiarization opportunities for the designated attaché.
Priority Issue	Lobby GOTL to appoint Tourism and Transportation attaché at Denpasar Timor-Leste Consulate or, alternatively, appoint a Timor-Leste Representative to take set up office in Denpasar, Bali.
Problem	The need to promote the expanded and enhanced www.timorleste.tl website; pay regular calls on national and international travel wholesalers residing or visiting Bali; liaise with airline offices; cultivate relationships with regional travel media; and lobby for the inclusion of Timor-Leste products and tours in Bali-based websites and tour offerings.
Action	Secure funding support to select and recruit a suitable Indonesian or Timor-Leste citizen to fill the role of “Representative: Timor-Leste Tourism” in Bali capable of minimally meeting the responsibilities outlined above. Support costs could be minimized by stationing this individual in an existing private sector or consulate office space or even a home office that can provide computer/telecommunication/administrative support at minimal cost. The ideal individual would maintain a high profile position in the community by joining local travel organization, such as SKAL, PATA, etc..
Action	<p>The possibility of playing a supporting role to HOTL in Bali could be discussed. This “Bali Representative” could prepare and book sales calls for HOTL members in Bali and, as directed by HOTL, even seek out training opportunities for Timor-Leste students and industry workers in search of such opportunities.</p> <p>Provide an informal point-of-contact for the large number of Timor-Leste student undertaking professional or tertiary education in Bali. By liaising with tourism industry principals in Timor-Leste, the “Representative: Timor-Leste Tourism” could communicate to the Timor-Leste diaspora in Bali professional employment opportunities waiting “back home” as they come up.</p>
Priority Issue	Destination Promotional Events: Organize a promotional event in Bali (and later in Surabaya and Jakarta)
Problem	Need to find the most cost-effective way of promoting Timor-Leste tourism products and services in Bali and other major metropolitan areas in Indonesia. There is a need to find a more targeted and more cost-effective way of promoting Timor-Leste than that currently provided by the Bali and Beyond Travel Fair.

<p>Action</p>	<p>Identify a date convenient for a large number of Timor-Leste tour operators, water sports operators, accommodation providers and other interested parties to travel to Bali for an afternoon promotional event. Participants can organize independent sales calls and meetings outside the time of the Timor-Leste promotional table-top event that should take place from 3:00 – 7:00 pm on the selected date (suggest Tuesday/Wednesday/Thursday).</p> <hr/> <p>Make formal approach to airline partner (Sriwijaya or Citilink) to provide AD75 tickets (75% discount) to Timor-Leste participants with a bonus excess luggage allowance to facilitate bringing promotional material. Airline would also be asked to provide a small number of FOC round trip tickets to be combined with FOC rooms and tours for door prizes.</p> <hr/> <p>Seek FOC or highly discounted use of meeting area for table top show followed by canapés and sundowner beer and wine in a venue close to table top event. Wine and beer sponsorship should be possible given the demographic (i.e., travel industry) of the participants. Participating hotel would also be asked for a generous hotel discount rate for use by Timor-Leste participants,</p> <hr/> <p>A brief educational event could be organized prior to the table-top show outlining market info and profile of participants. If there is a small cultural group that could be sponsored by the GOTL, this could be featured during the cocktail reception. A press conference could also be organized in connection with the table-top event.</p>
<p>Priority Issue Advertising Space at Bali, Surabaya Airports.</p>	
<p>Problem</p>	<p>Need to raise destination and website awareness among well-heeled and financially mobile Indonesians.</p>
<p>Action</p>	<p>Commence negotiations with Angkasa Pura for well positioned billboard at the airports of Bali, Jakarta and Surabaya to promote Timor-Leste and the website. If possible, try to barter against similar billboards promoting “Wonderful Indonesia” in Dili’s Airport</p> <hr/> <p>Devise a destination advertising campaign.</p>
<p>Priority Issue Advertising on Key Websites in Indonesia</p>	
<p>Problem</p>	<p>Raising awareness of destination and its website among Indonesians, expatriates living in Indonesia, and holidaymakers visiting Bali.</p>
<p>Action</p>	<p>Identify key websites used in Indonesia by these target markets and negotiate banner campaigns,</p> <hr/> <p>Create Google Word Campaigns to drive consumers to the Timor-Leste Website.</p>

MEDIA AND MARKETING

Priority Issue Familiarization trip for Bali and Jakarta-based Print and Blog Media

Problem Need for broader understanding of Timor-Leste as a destination in travel and lifestyle media in Indonesia.

Seek complimentary sponsorship from airline flying from Denpasar to Dili (return), leading Dili hotel, and tour operator for 2-3-night familiarization trip. Other costs to be promotionally funded or donated would be meals, souvenirs, tours and cocktail reception.

Action Include a simple, but highly memorable event as part of the trip, such as brief appearance at the opening cocktail reception by President, Prime Minister, or Nobel Laureate and Past-President Jose Ramos-Horta.

Offer and arrange interviews from a “shopping list” of Timor-Leste personalities, hotels and attractions as part of the trip or a Q & A panel discussion for the group.

Priority Issue Familiarization Trip for Small Group of Dive Operators

Problem Need to identify water sports options to 4-6 lead dive operators in Bali.

Action Seek complimentary sponsorships or promotional fund support for air, accommodation, meals and diving excursions for key decision makers from Bali-based dive operators who promote travel via website, brochure and participation at international dive show.

Priority Issue Travel Show Support for Program on Major Indonesian Television Network

Problem Travel Show Support for Program on Major Indonesian Television Network

Need understanding that air, accommodation, coordination and local support available for shooting a travel and lifestyle feature on major Indonesian television network.

Action Once sponsorship support in place, reach out to a prioritized list of possible show until an acceptance obtained.

SPECIAL EVENT PROMOTION

Priority Issue	Holy Week Promotion
Problem	Create a program of interest to Indonesia's upper-class Christian community in order to celebrate the rich series of festivals days starting from Palm Sunday until Easter Sunday.
Action	<p>Urgently create complete seven-day package for Holy weeks with one or two special events (i.e. dinner or mass with Vatican Nuncio) to be inter-woven with existing events on the holy week calendar.</p> <p>Once preliminary itinerary in hand – ideally before end of Q3 – present the program to agents who do pilgrimage travel, such as RAPTIM Travel that is owned by the Roman Catholic Church in Indonesia and managed by a priest whose vocation is that of a travel agent. We met with the management of RAPTIM who indicated they would welcome such an opportunity for commercial cooperation.</p>
Priority Issue	Half Marathon or Half Triathlon Event
Problem	Need for a sporting event to drive visitors and hotel occupancies.
Action	Based on the <i>Maybank Bali Marathon</i> ¹¹⁵ or <i>Herbalife Bali International Triathlon</i> ¹¹⁶ seek a sponsor for modest prize purses to draw participants primarily from Indonesia and Australia. Based on past experience and carrying capacity of access provider, such an event can readily draw 1,500-2,000 participants in the first year. Indonesian Banks operating in Timor-Leste would be a good sponsorship match. Carrying capacity for such an event will depend to a great extent on the number of airline seats available for ticketing participating athletes.

HOTEL SECTOR PROMOTION

Priority Issue	Timor-Leste Festival Week
Problem	Create a special week of activities centered on hotels that are members of HOTL. Special prices for an entire week at hotels. Cultural presentations with daily FOC seat in bus tours with the tour program changing each day. Dates could coincide with historical event on Timor-Leste calendar. A Coffee and Textile Event with a prize drawing at end of the week with the winner a return trip to Timor-Leste.
Action	Prices and plans needed from hotels, attractions and tour operators. Program could run throughout the year.

Priority Issue	HOTL Newsletter
Problem	Need for joint marketing produced by HOTL showcasing Hotels and destination as a whole.
Action	Create a branding (i.e. skin) for a monthly or bimonthly Timor-Leste Update sent to agencies, airlines, government agencies both in Indonesia and Indonesia (NTT), media, etc with updates on products and news affecting tourism. Articles would be published in a separate HOTL website and promoted via the proposed newsletter containing lead-ins and hyper-links to the articles.
Priority Issue	Timor-Leste Coffee, Chocolate and Wine Festival
Problem	Program to support Timor-Leste's world class coffee and chocolate exporters.
Action	Suggest use of <i>Mercado Municipal Dili</i> for opening night with live music and stand selling food, wine, chocolate and coffee tastings. Barista contests. World's longest coffee break. Sidewalk society fun walk – "Get me Jesus on the Line" from Palace to Cristo Rei statue. Special mass to bless the coffee crop. Coffee Break morning with Nobel Laureate Ramos-Horta, President or other Dili celebrity.
Priority Issue	Sale Support Event for HOTL
Problem	Seminar on increasing hotel sales
Action	Speakers on social networking, speakers from leading OTAs, strategies on working with OTAs, TAF success story of working with Trip Advisor. OTA's will subsidize or pay for the event as it will provide them with important sales contact with HOTL members.

JOINT PROMOTION WITH WEST TIMOR

Priority Issue	Overland
Problem	Improving Overland Access between Kupang – Dili
Action	Host a seminar in Dili with speakers from NTT Government and Tourism on plans to improve roadways in West Timor. Join lobbying effort with NTT element with whom Timor-Leste shares common ground in its desire to improve road infrastructure.

Priority Issue	Sea
Problem	Promoting Sailing Event
Action	<p>Contact Bupati of NTT in Kupang and Head of Tourism for NTT to obtain agreement to participate.</p> <hr/> <p>With NTT agreed and on board, simultaneously contact the <i>Darwin Sailing Club</i> and <i>Freemantle Yacht Club</i> to gauge interest in doing either a race or group armada to Dili with an onward sail to Kupang. Participants can opt for extended Indonesian itinerary or sail back to home ports in Australia. Sponsorship items include: a) trophy b) coverage of sailing permits in both countries c) welcoming cocktail reception and party in Dili d) Captain Bly party in Kupang (original arrival June 15, 1788). Promotion handled by Australian yacht clubs. High profile event.</p>
Priority Issue	Motorcycle
Problem	Create a historical event with the opportunity to attract hundreds of participants who want to join an overland motorcycle journey of 409 km from Kupang to Dili. Predicted that Indonesian youth market would be eager to participate.
Action	<p>Paid event. Sponsorship from Honda or Yamaha who will provide repair stations for trip of 2-3 days.</p> <hr/> <p>Welcoming dinner in Kupang with wave off start by Regent and Timor-Leste official.</p> <hr/> <p>Final dinner in Dili.</p> <hr/> <p>Arrange RoRo vessel to return bikes to Kupang. Seek support from PEL-NI to ship bikes to Kupang.</p> <hr/> <p>Medical and repair chase vehicle</p> <hr/> <p>Government support on visas and temporary import of motorcycles</p> <hr/> <p>Special accommodation offer in Kupang and Timor-Leste</p>

CRUISE LINE INITIATIVE	
Priority Issue	Promotion of Timor-Leste as a Stop to International Cruise Industry
Problem	Need to Increase cruise ship visits to Dili.
Action	Identification of key decision makers for cruise lines and regional expedition ships sailing in Southeast Asia and Oceania.
	Creation of a PDF file or Power Point with suggested itineraries, points of interest, technical specifications for ports,
	Create detailed shore programs written from a cruise ship perspective.
	Launch the new cruise product for Timor-Leste fashioned on a day of music, dance, food and handicrafts at the Mercado Municipal Dili.
	Send a representative to a Seatrade Event in PRC or Miami and/or pay sales calls on decision maker.

Low Hanging Fruit – Short Term Action Plan for 5 Projects

As a supplemental request from *The Asia Foundation* we have created a supplemental closing to this report outlining 5 projects that will provide immediate or short-term returns to Timor-Leste Tourism and are capable of being executed with relative ease at a moderate cost. These projects are intended to achieve the following:

- Identify projects that are relatively easily accomplished with a high certainty of success, qualifying for their designation as “low-hanging fruit.”
- Create demonstrable increased tourist flows to Timor-Leste over the short to medium term.
- Build solidarity and camaraderie among Timor-Leste tourism industry stakeholders and the Timor-Leste public sector.
- Establish cooperation with NTT in support of the “Two Nations – One Island” concept.

Project	Upgrade of https://www.timorleste.tl/
	Modification and upgrading of current Timor-Leste website https://www.timorleste.tl/ to act as main point of contact for detailed and accurate information on travel products and travel information.
Rationales and Justifications	Urgent need for international sales platform for Timor-Leste modular travel products.
	Need to create awareness, both at home and abroad, of the diverse niche travel markets and products available to serve these markets segments.
	Need for single authoritative resource for tourism-related regulatory matters (e.g. Visa rules, temporary import of vehicles, procedures for yacht and cruise ship visits).
	Need to create a “clearing house” cum “ombudsman” based at administrative office of the website in Dili to channel FIT and group requests to various stake holders in Timor-Leste for follow-up. Complaints from the public regarding Timor-Leste travel could also be channeled through this officer and monitored for professional response by relevant government agency or travel operator.
	Need to create a data-base for a planned semi-monthly newsletter on Timor-Leste tourism to be sent to world-wide travel industry, interested travelers, media, Timor-Leste tourism industry stakeholders and relevant policy-makers. E-newsletter would contain URL links back to articles posted and archived on https://www.timorleste.tl/ .

Appointment of individual(s) to be responsible for content creation and administration of <https://www.timorleste.tl/>.

Installation of an effective search and navigation system for installation on the <https://www.timorleste.tl/> website.

Free-of-charge listing to be put on website for all stakeholders, including (when available) hyperlinks to respective websites of hotel and accommodation providers, tourism objects and attractions, airline operators, and transportation operators. Over time banners could be sold to Timor-Leste tourism entities to help monetize the site.

Search Engine Optimization (SEO) and key word indexing with major search engines.

Installation of a “booking widget” that will create product orders/requests to be forwarded to industry players in Timor-Leste.

f) Creation of a mailing system for email blasts and newsletter on a separate server from that used for <https://www.timorleste.tl/>.

Installation of a “ticket system” to monitor incoming orders and communications and ensure enquiries are handled effectively and efficiently.

Creation of a suitable look or “skin” for the bi-monthly newsletter.

Action

Uploading of tourism products indexed by niche sectors. Products would suggest multi-day itineraries and tourism activities without prices that would be decided in communication with stakeholder.

Uploading of accurate and detailed information on regulatory matters linked to tourism, including, but not limited to:

- (1) Visa rules and regulation
- (2) Temporary import of motor vehicles
- (3) Customs and excise information and details of prohibited goods.
- (4) Health guideline, inoculations, importation of pets, and quarantine rules.
- (5) Details on how to apply for shipping permits for international cruise ship and private yacht visits to Timor-Leste.

Once an upgraded <https://www.timorleste.tl/> is in place, a campaign could be launched to seek:

- (1) Complimentary and reciprocal back-links.
- (2) Barter banner advertisements with international travel partners in Timor-Leste and Indonesia.
- (3) Placement of banner advertisement for <https://www.timorleste.tl/> on suitable websites in key Indonesian and Australian markets.

Action	l)Weekly monitoring of statistics via GOOGLE ANALYTICS that will show historical trends, geographical source of site visitors, referring websites and search engines, and detailed demographics of visitors to https://www.timorleste.tl/ .
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Project	Sales Safari for Timor-Leste Tourism Stakeholders.
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Sales promotion activity for tourism stakeholders in Timor-Leste to key market areas of West Timor and Bali, Indonesia. Propose that group sales event visit to each city could be comprised of:

- **Table-top travel show from 2:30 pm until, say, 5:00 pm with 15 minute rotating sales calls between local industry members and Timor-Leste Participants.**
- **Opens with 15 minute film or power point presentation on Timor-Leste.**
- **Closes with “Sundowner Network” gathering with wine and beer (ideally, sponsored) from 5:30-7:00 pm.**
- **Door prize presentation during “Sundowner Network” gathering.**

Rationales and Justifications	Creation of an affordable and effective sales promotion activity targeted on Kupang, NTT and Bali.
	Foster commercial relationships between tourism stakeholders in Timor-Leste and major travel operators in Kupang and Bali.
	The promotion of Timor-Leste in the key Indonesian market.

Action	a)Approach air operators for: <ul style="list-style-type: none"> (1)Discounted Industry ticket rates for travel to Timor-Leste for the stakeholders joining the sales mission. (2)Lucky-draw door prize for travel industry guests attending the event
	Secure 2-3 night hotel accommodation and transportation support for door prize winners.
	Prepare a 15-minute power point presentation or film to show at start of each table-top travel mart.
	Indonesian Ground Operator facilitating and organizing the event would undertake the following tasks: <ul style="list-style-type: none"> (1) Issue invitations and recruit invitees in Kupang and Bali. (2) Seek highly discounted hotel accommodation for participants in Kupang and Bali. (3) Coordinate ground travel. (4) Seek sponsorship for beverages at host hotel.

Action	<p>(5) Prepare simple program book with biographies and business details of Timor-Leste participants in the Road Show.</p> <p>(6) Collect names cards for door prize and prepare data base file for use by participants and inclusion on Timor-Leste semi-monthly newsletter.</p>
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Project	2-Day Digital Boot Camp in Timor-Leste
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The eventual success of hotel, tour and water sports operators in Timor-Leste will depend to a great extent on their ability to implement “best marketing practice” on their business websites. A 2-day Digital Boot Camp could be organized for hotel and tourism operators in Timor-Leste.

Rationales and Justifications	<p>Reflecting the upgraded destination website for Timor-Leste (https://www.timorleste.tl/), the ability to achieve “best practice” in website promotion and marketing will be a major determinate in the business success of Timor-Leste Tourism Operators.</p> <hr/> <p>The current range of websites used to promote the products of accommodation providers in Timor-Leste is of an uneven standard failing to embrace proven “best practice” proven to optimize promoting a destination and a tourism enterprise on the Internet.</p> <hr/> <p>An intensive two-day digital boot camp led by experts in various aspects of digital marketing is certain to have a major impact on the overall quality of Hotel and Tourism operator websites in Timor-Leste, resulting in a rapid heightened profile for Timor-Leste travel.</p> <hr/> <p>Among the topics that should be included in the “Digital Boot Camp for Timor-Leste” are:</p> <ul style="list-style-type: none"> (1) <i>Health Check for Websites</i>. Participants would learn how to apply and understand online and off line “best practice” tests on their websites to eliminate unintended major issues that may be afflicting their websites user and Internet friendliness. (2) <i>Key-word analysis</i>. Participants’ would see how their individual websites match up with what people are searching for in terms of products of their type in the geographical location of Timor-Leste and NTT.
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**Rationales
and
Justifications**

(3)*Google Analytics*. Google analytics provides a free and very powerful tool to assess and analyze a hotel's website. It clarifies historical trends, where visitors come from, demographics of those visitors by age and income, what search engines referred them to your site, how many and what pages are visited, how long visitors stayed on the site and on what page people are leaving your website. Program would include a full half-day in-depth session dedicated exclusively to Google Analytics so participants will be able to exploit the large amount of valuable information Google Analytics offers without charge to those who know how to use it.

(4)*Pricing for Contemporary Hoteliers - Understanding Rate and Revenue Strategies*. Why published rates are dead. Why contract rates are on the way out, and why variable pricing is here to stay. What is "rate parity" and why it is important.

(5)*OTAs – OnLine Travel Agents*. The people hoteliers love to hate, but why they are absolutely imperative for new and emerging destinations like Timor-Leste. How to manage relationships and negotiations with OTAs. Making sure OTA's match a hotel's target markets. What is the meaning of the "billboard effect" and how to use it to get more exposure for a hotel property? Why parity of pricing with OTAs will get your hotel more direct bookings.

(6)*Reputation Management*. What does it mean and what are the tools available on line to track you hotel among your competitive circle. Why Trip Advisor is important and basic dos and don'ts on Trip Advisor.

(7)*Recapture the Thrill of Travel to New Destinations like Timor-Leste*. How ancillary sales will increase total sales and make hotels more interesting to the FIT travel market by offering "experiential travel" as well as hotel rooms. Selling tour programs on a hotel website.

Action

Finalize program content with sponsoring agency.

Recruit and negotiate expert speakers – mainly from Indonesia.

Seek possible and hotel sponsorship for speakers.

Finalize budget

Select date and promote to Timor-Leste accommodation stakeholders. FOC or paid participation?

Create a certificate of course completion for participants.

Project	Overland Safari from Kupang to Timor-Leste.
	<p>In order to demonstrate the strong potential of cross-border travel for Indonesians visiting from NTT, we propose a history-making 2-day motorcycle safari covering the 400 km distance from Kupang to Dili. The key elements of such a safari trip are:</p> <ul style="list-style-type: none"> • Police escort along the entire route. • Follow truck with bike mechanic, medic and spare parts. • Pre-arranged facilitation by Indonesian and Timor-Leste officials on immigration and temporary motor vehicle import issues. • Securing a ferry that could ship motorcycles back to Kupang from Dili after the event. • A Gala “Welcome to Timor-Leste” BBQ for the group attended by governmental VIPS. • A commemorative ride medal given to each rider as a souvenir of the historic trip. • Trip could be made financially self-supporting via sponsorships and participating fees.
Rationales and Justifications	<p>Excellent promotional launch to promote cross-border tourism from Kupang to Dili.</p> <hr/> <p>Opportunity to foster official cooperation between Indonesian and Timor-Leste immigration, and custom and excise officials via pre planning for the event which should have preliminary endorsement by officials from NTT and Timor-Leste.</p> <hr/> <p>Event can be financially self-sustaining while also producing tourism revenues for the people living along the entire route.</p> <hr/> <p>Media participation and exposure of the event.</p>
Action	<p>a)Detailed itinerary planning</p> <hr/> <p>b)Budgeting and calculating workable carrying capacity.</p> <hr/> <p>c)Preliminary meetings with NTT and Timor-Leste officials to obtain principle agreement and pledges of support to the plan.</p> <hr/> <p>d)Seek possible sponsorship and discounts from:</p> <ul style="list-style-type: none"> (1)Airlines (2)Hotels (3)Insurers (4)Medal Sponsors (5)Gala Welcome Party (6)Shipping partner (7)Draw Prize (Honda to Give away a motorcycle)

