



**A CASE STUDY OF BORNEO ADVENTURE, AN INBOUND TOUR  
OPERATOR: STRATEGIC MARKETING PLAN FOR CHINA  
MARKET**

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## TABLE OF CONTENTS

Acknowledgment	i
List of Tables	ii
List of Appendices	iii
Abstract	iv

### CHAPTER ONE

1.0	Introduction	1
1.1	Malaysia's Tourism Industry Snapshot	2
1.2	Sarawak's Tourism Industry Snapshot	6
1.2.1	Tourism Development in Sarawak	7
1.3	Company Background/ Profile	8
1.3.1	Company Business Snapshot	10
1.3.2	Competitors	12
1.4	Problem Statement	13
1.5	Research Objective	13
1.6	Research Question	14
1.7	Scope of the Study	14
1.8	Significance of the Study	14
1.9	Limitation	15
1.10	Definition of Terms	15

### CHAPTER TWO

2.0	Literature Review	17
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## Abstract

**Purpose** - To examine the existing strategic marketing plan “4P’s” adopted by Borneo Adventure and analyze company’s strengths, weaknesses, opportunities and threats in serving the new rising China tourism market. This study also suggests a comprehensive strategic marketing plan for Borneo Adventure.

**Methodology/ Research design** - Data and information were gathered through research design that include the identification of the key informants, development of questionnaire, data collection, and sampling techniques followed by data analysis. The main criterion for the selection of the key informants was their responsibility and expertise in the field of marketing and tourism. Development of questionnaire are derived from key informants feedback and review of literature that are related to strategic marketing plan especially touched on 4P’s marketing strategy and SWOT analysis. To enhance data collection reliability, unstructured interview also conducted to capture additional information with regards to marketing strategy applied by the company. The sample element was using judgmental sampling only involved executive level of Borneo Adventure staffs.

**Findings** - The first part of this study has wrapped-up Borneo Adventure is position in practising most of the SMP practices in the company’s marketing strategies. Generally, Borneo Adventure has strength in terms of product offering. With regards to pricing strategy, the company was applied rigid price strategy, it is base on number of tourist. The only slight handicap of the company was in promotional and place strategies. Both variables had an item that needed further attention by the company especially regarding the tourist entry point promotion and place of coverage. The result of this study indicates Borneo Adventure possesses certain internal strength mechanism such as reputable brand name and well established organization can be utilized in serving China market. Although internal weaknesses and threat cannot be denial in serving China market such as lack of database facility in IT sector and tourism policies and regulation changes in the industry.

**Keywords** – Strategic Planning, Marketing Plan, Strategic Marketing Plan (SMP), 4Ps (Product, Promotion, Price, Place), Strength, Weaknesses, Opportunity and Threat (SWOT)

**Paper type** – Case Study

## CHAPTER ONE

### 1.0 Introduction

In the ancient ages, a human being used to move from one place to another in searching for better living or discoveries. This need was accelerated by the emergence of industrial revolution, where transportation means and vehicles were developed, and the workers needed to spend their vacation times away from work. In the present days, most nations and governments pay much attention to the tourism industry as a means for GDP and economic growth, or as a source of income. Malaysia is not an exception. Therefore, the Malaysian government was very interested in including tourism industry in its economic plans. Tourism service such as hotels, restaurants, and rest houses as well as employee training and development were given much attention in such plan. This requires high ability for adaptation to changing environment in order to grow and compete with other tourism organizations inside and outside the country. Adapting to such changing environment is the thrust of strategic marketing planning (SMP). The major challenge facing tourism companies is how to build and maintain healthy business in the face of rapidly changing market place and environment (sustainable). It is important to continuously satisfy changing consumer needs. Companies that view this as fundamental to success practice the art of market-oriented strategic planning (Gretzel, 2004), (Kotler, Brown, and Makens, 2003).

Recognizing the importance of tourism as one of the income generating sectors, most of the countries worldwide paid greater attention to it. There has been great competition among these countries to attract tourist (Chon and Olsen, 1990), with some of them being more active than the other. This state of competition is expected to continue to the considerable increase in the

## CHAPTER TWO

### 2.0 Literature Review

### 2.1 Strategic Planning

The longer the effect of a plan and the more difficult it is to reverse, the more strategic it is. Therefore, strategic planning is concerned with decisions that have enduring effects that are difficult to reverse. Strategic planning is long-range planning. In general strategic planning is concerned with the longest period of time worth considering. Strategic planning is activities to deals with the futurity of current decisions. It also looks at the alternative courses of action that are open in the future; and when choices are made among the alternatives they become the basis for making current decisions. Strategic planning is considered as a process of deciding in advance what kind of planning effort is to be undertaken, when it is to be done, who is going to do it, and what will be done with the results. (Gretzel, 2004). The more of an organization's activities that are affected by a plan, the more strategic it is. Thus, a broader in scope and planning at the corporate level is generally more strategic than planning at any organizational level and below it. (Kotler, Bowen, and Maken, 2003) "Decisions that are the province of strategic planning are those most important to the organization's future". "Strategic planning is the process of deciding on the objectives of the organization, on changes in those objectives, on the resources used to obtain these objectives. Strategic planning "focuses on decision situations concerned with both internal and external environments of the organization; recognizes the concept and importance of positive acceptance from stakeholder groups; and accepts the inevitability of rapid change in a complex external environment". Strategic planning "is applicable to any situation as long as: