



AS THE TOURISM LANDSCAPE GETS **INCREASINGLY COMPLEX**, WE HAVE TO EVOLVE THE WAY WE MARKET TO TACKLE CHALLENGES LIKE:

- Consumers being frequently distracted by an avalanche of information and options and getting increasingly discerning.
- Rising competition as destinations are marketing themselves more aggressively.
- Singapore continuing to be misperceived as boring and expensive.

STB AIMS TO BUILD ON OUR FOUNDATIONAL STRENGTHS TO BE: A WORLD-CLASS MARKETING ORGANISATION THAT IS AGILE, BOLD AND CREATIVE, KNOWN FOR RESULTS AND INSPIRING WORKS.

With this in mind, we seek to achieve these outcomes:

- 1 Raise consideration of Singapore as a destination by influencing perception through stories and rich content.
- 2 Attract visitor arrivals from the right segments and markets through targeted marketing efforts.
- 3 Drive deeper engagement, conversion and spend through personalised communications.



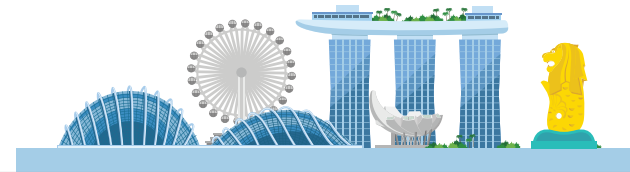
STRATEGIC THRUST 1

TELLING A GREAT SINGAPORE STORY

We start first with great and compelling stories about Singapore, stories that are grounded in our core identity.

STRATEGIES

- 1 **BEYOND A DESTINATION BRAND**
The story of Singapore must be an authentic one that goes beyond tourism and is told by everybody with a stake in our success. We will review our destination brand in this light.
- 2 **ONE BRAND, ONE CAMPAIGN**
We will entrench our brand and stories through a focused, extensive and sustained global brand campaign with local market nuances.
- 3 **DEEPENING THE BRAND STORY WITH RICH CONTENT**
We will convey a fuller brand story with systematic content frameworks and by drawing from a rich spectrum of all that makes Singapore fascinating. We will also tap into the latest trends and conversations to be more relevant in what we share.



STRATEGIC THRUST 2

ATTRACTING THE RIGHT FANS

We will target a more refined and precise set of customer segments in the right markets.

STRATEGIES

1 GLOBAL SEGMENTS WITH DISTINCT PERSONAS

Through studies of past data and future trends, the proposed 4 distinct segments are broadly classified into the following categories:

**YOUNG FAMILIES**

Families travelling with children aged 12 or below

Decisions are typically made by the mother with children's interests being the greatest influence

Holidays are viewed as a time to bond and create shared memories

WORKING MILLENNIALS

Singles or couples, generally aged 20 - 34, employed

Travel to take a break from daily life while broadening their horizons

Thrive on being connected and having information at their fingertips

ACTIVE SILVERS

Retirees, generally aged 60 or above

Seek destinations that are secure and easy to get around

Travel to unwind and check off destinations they have always been meaning to visit

BUSINESS TRAVELLERS

Desire more autonomy and flexibility in planning their business trips

Enjoy mixing leisure into their business trips

2 A MORE BALANCED MARKET PORTFOLIO

To drive sustainable growth, we will protect and expand our strong base in Asia and diversify into markets beyond Asia.

(a) Maintain and Expand Our Strong Base within Asia

- Invest further in Tier 1 cities of top markets and expand into Tier 2 cities in Indonesia, China and India.
- Invest in high-growth markets of South Korea, Taiwan, Hong Kong, Vietnam and Myanmar.

(b) Diversify Portfolio Beyond Asia

- Deepen penetration in the key long-haul markets of US, UK, Germany and France.
- Develop high-growth markets like Switzerland, Russia and the Netherlands.



STRATEGIC THRUST 3

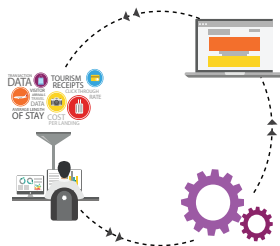
ENHANCING DELIVERY

We will employ the right knowledge, tools and channels to deliver Singapore stories to our fans more efficiently and effectively.

STRATEGIES

1 DATA-DRIVEN MARKETING

We will build a powerful data management and analytics system to draw insights that can allow us to respond in a highly-personalised fashion, generate new leads for the industry and eventually drive stronger conversion and spend.



2 DESTINATION INFORMATION AND SERVICES HUB

We will build a hub that aggregates destination content and services and distributes them seamlessly across partners and platforms.



3 WORD-OF-MOUTH ADVOCACY

We will harness social media platforms to enable fans and friends to tell their stories in their own ways or share their passions and interests. This will amplify our reach while enhancing content credibility.



The full Marketing Strategy report can be downloaded via the link below:

https://www.stb.gov.sg/news-and-publications/publications/Documents/Marketing_Strategy-Of_Stories_Fans_and_Channels.pdf