

Marketing Communication Program Design of Online Travel Agent Kliktrip Using Benchmarking and Analytical Hierarchy Process Methods

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ABSTRACT

Kliktrip is an Online Travel Agent (OTA) that has trip & activities facilities and was established in 2018 in Bandung. Kliktrip sales are still experiencing a decline due to low public awareness of Kliktrip which is seen through the number of downloads on mobile apps and Instagram followers. Kliktrip sales are still experiencing a decline and public awareness of Kliktrip is still low because Kliktrip has not implemented 7 out of 8 marketing communication mix optimally. Therefore, research was conducted to design an effective marketing communication program for Kliktrip by using benchmarking and Analytical Hierarchy Process (AHP) methods. Based on the results of AHP data processing, it can be seen that the selected benchmark partner is Explorer.id with a total priority vector value of 0.44 and benchmark results with Explorer.id concluded that Kliktrip needs to increase the value of SEO, page views, and unique visitors on the website, create a Tiktok's account, webisode, and video podcasting, collaborate with cross-promotion, make contests (giveaways), increase the number of downloads and reviewers on mobile apps, implement mobile billboards and cause-related marketing, increase customer service operational time, participate in exhibitions, and collaborate with influencers.

1. Introduction

Tourism is a sector that has contributed greatly to economic growth in Indonesia in recent years [1]. However, this condition is not in line with tourism conditions in 2020 because the Covid-19 pandemic that was present in Indonesia in March 2020 had a detrimental impact on all types of business sectors, especially in the travel/tourism sector. Based on the Tech in Asia survey in 2020 [2] regarding the level of the negative impact of the Covid-19 pandemic on several startup sectors, it is known that the travel/tourism sector is the startup sector with the highest negative impact. In tackling the increasingly massive spread of Covid-19, the government imposed Large-Scale Social Restrictions (PSBB) in Government Regulation No. 21 of 2020. During the implementation of the PSBB, people experienced boredom because they had to stay at home for months. During the implementation of the PSBB, people experienced boredom because they had to stay at home for months. The boredom felt by most people, makes people want to travel to release boredom. Based on the Alvira Research Centre survey in 2020 [3] the activity that people really want after the Covid-19 pandemic is going to tourist attractions and provides a great opportunity for the tourism business sector to start resurrecting its business. In addition, PSBB has also changed the way people do all activities online. This all-online activity shows that

digital media and technology have led people to a new life or "New Normal" so that various business sectors, especially the tourism business sector, which is predicted to start increasing in 2021 [4], need to prepare technology-based businesses. One of the tourism businesses in Indonesia that are already technology-based is Kliktrip. Kliktrip is an Online Travel Agent (OTA) that has trip & activities facilities and was established in 2018 in Bandung. Kliktrip sells its products through mobile apps and websites, but Kliktrip’s revenue through mobile apps and websites still experiences a downward trend from January 2018 to December 2019 as shown in Figure 3.

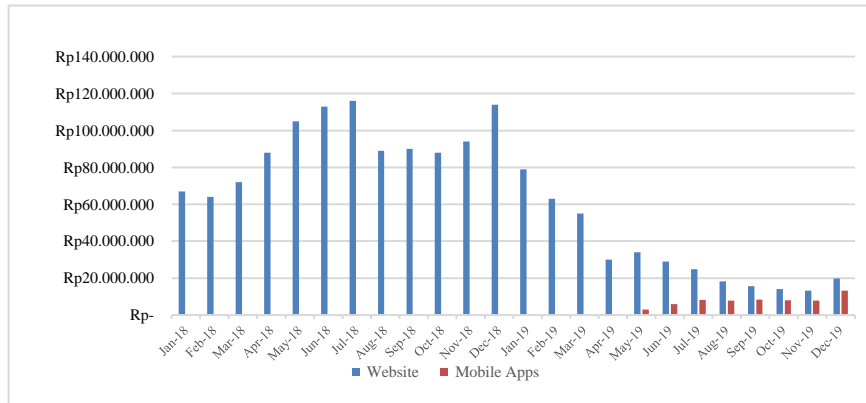


Fig. 1 – Kliktrip’s Revenue

Kliktrip's overall downward trend in revenue and the lack of revenue from mobile apps is influenced by several factors, one of which is competitive pressure from the popularity aspect. Kliktrip's competitors include Mister Aladin, Explorer.id, and Vizitrip. The three competitors will become alternative benchmark partners in this research because they have the same market segment as people aged 20-40 years who want to go on vacation, have the same sales methods online, and have similar products in the form of trips and activities.

The number of downloads indicates the popularity of mobile applications (mobile apps) [5]. Based on Table 1 regarding the comparison of the number of downloaders between Kliktrip and its competitors, it is known that Kliktrip is in the last rank with the lowest number of downloads compared to the other two competitors. The low popularity based on the number of downloads is caused by Kliktrip's low heart share. The comparison of the number of heart shares based on the number of Instagram followers between Kliktrip and competitors can be seen in Table 2.

Table 1 – Comparison of Downloads, Instagram Followers, and Engagement Rate

No	Company Name	Number of Downloads	Number of Followers	Engagement Rate
1.	Explorer.id	1.000.000+	84.900	0.82%
2.	Mister Aladin	50.000+	31.500	0.17%
3.	Vizitrip	-	27.700	0.08%
4.	Kliktrip	100+	8.182	0.14%

Based on Table 1 regarding the comparison of the number of Instagram followers of Kliktrip and its competitors, it shows that Kliktrip is in the last rank with the lowest number of followers at 8,401. Then the number of followers is validated using the engagement rate value because the engagement rate can indicate the level of interaction and engagement of followers in a post on an Instagram account [6]. Kliktrip's engagement rate is 0.14% which can be classified at a low level, while with a Kliktrip number of 8,182 followers, Kliktrip should get an engagement rate above 4.98% to be classified as a good or high level [6]. Therefore, it can be concluded that the number of followers and the low engagement rate indicate that Kliktrip has a low number of heart shares so that it will have an impact on low market share and profitability [7].

The low heart share is because the company has not integrated all marketing communication platforms effectively [7]. Kliktrip has implemented 7 of 8 marketing communication mixes, including advertising, sales promotion, events and experiences, public relations and publicity, online marketing, and social media, mobile marketing, and direct and database marketing, but the seven marketing communication mixes have not had a significant impact on revenue and brand awareness or popularity, so it can be concluded based on the analysis of existing data that the root cause of the low revenue of Kliktrip is because it has not implemented an effective marketing communication program. Methods that can be used to improve ineffective marketing communication programs are benchmarking and Analytical Hierarchy Process (AHP). The AHP method in this study is to solve complex problems by choosing a benchmark partner. While benchmarking is used to find out the best practices of benchmark partners. Benchmarking and AHP methods have been popularly used in several studies to design marketing communication program improvements, including Imran et al [8], Firdhausya et al [9], Putra et al [10], and Wulandari et al [11]. Imran et al [8] utilized benchmarking and AHP methods

to improve marketing communication on fashion SMEs Bearpath sandal object. On the other hand, Firdhausya et al [9] used benchmarking and AHP methods to improve marketing communication on online music streaming service Langit Musik object. Then, Putra et al [10] applied benchmarking and AHP methods to improve marketing communication on fashion SMEs Levaya bag object. Another relevant study was conducted by Wulandari et al [11] which explained the selection of benchmark partners using AHP on fashion SMEs Cotton.Go object. In addition, benchmarking and AHP are also widely used on different objects and problems by Singh et al [12], Strojny [13], Singh [14], Jabar et al [15], Kouatli [16]. Singh et al [12] implement AHP and benchmarking methods to help provide effective systematic decision support on the automobile car service industry in India. While Strojny [13] utilized AHP dan benchmarking methods to support the presentation of strategic analysis mechanisms on Polish public administration. Other than that, Singh [14] used AHP and benchmarking method to improve airline service quality. Then, Jabar et al [15] applied AHP and benchmarking methods to compare service quality, financial performance, and quality management systems in hospitality. Other research conducted by Kouatli [16] developed AHP and benchmarking methods to identify the best alternative from different business units as a mechanism of enhancing the motivation of intermingled people-process overall competitiveness. Besides that, Mura and Sharif [17] used the benchmarking process on tourism website objects to evaluate and compare website quality with other websites, while Sadeghpour et al [18] used the AHP method in the marketing field with the object of Ghavamin Bank Mazandaran to determine a good marketing strategy.

Based on the results of the literature study, it was found that there is a research gap that research on improving marketing communications on Online Travel Agent objects using benchmarking and analytical hierarchy process methods is still very limited, so this study was made to fill the research gap that aims to design an effective marketing communication program using benchmarking and AHP. Through this design, Kliktrip will have a good influence on revenue and brand awareness [7].

2. Literature Study

2.1. Integrated Marketing Communication for Startup Company

Integrated marketing communications (IMC) is the coordination and integration of all marketing communication tools, avenues, and sources into a program designed to maximize impact on consumers and stakeholders [19]. Integrated marketing communications have several roles, including unifying strategies and messages through multiple channels, connecting with multiple audiences, creating meaningful insights, delivering maximum impact, and shortening time [19]. The application of integrated marketing communication has been carried out in research with startup objects by Al-Minhas [20]. Al-Minhas [20] found that startups need to improve communication skills, competitors' strategies, and the budget in implementing effective IMC. Although considering IMC strategies carried out by competitors is useful, companies need to consider innovative methods to be developed in their companies. Al-Minhas [20] has interviewed 12 Qatar startups, thought that budget will have a direct role in IMC's effectiveness. In addition, all of the startups thought that 80% of the success of IMC was reflected in the sales or revenues and market share that they had.

2.2. Benchmarking and AHP in Integrated Marketing Communication

Benchmarking is a company's learning process to identify best practices from other companies that produce the maximum results. Benchmarking consists of several types, namely internal benchmarking, competitive benchmarking, industry benchmarking, and generic benchmarking [17]. The type of benchmarking used in this study is a competitive benchmark because it has a goal to compare the company with competitors who have the same market [14] and the purpose of competitive benchmarking in accordance with the objectives of this study is to find out the best practices of Kliktrip competitors who have the same market. The benchmarking process is divided into 5 stages [21]: (1) Identify the object of study, (2) Select the benchmarking partner, (3) Collect and analyze data, (4) Design performance goals for improvement, (5) Implement plans and monitor results.

The Analytical Hierarchy Process (AHP) is a multi-criteria decision-making mechanism invented by Thomas L. Saaty. AHP is a calculation theory using pairwise comparisons to make decisions [22]. AHP will decompose unstructured and complex multi-criteria problems into hierarchies consisting of various levels with the same goal [23]. There are adjustments made in this study in using benchmarking and AHP methods to improve marketing communication programs. According to Saaty [22], the weighting of the AHP process is carried out by expert judgment, but it is different in this study because the weighting is done by key respondents. Key respondents are individuals with a high level of knowledge or involvement with the topic under study [24]. The criteria for the key respondents in this research are individuals who have used an online travel agent that has trip & activities facilities like Kliktrip more than 3 times.

Several previous studies that have used benchmarking and AHP methods to improve marketing communication programs are Imran et al [8], Firdhausya et al [9], Putra et al [10], and Wulandari et al [11]. Imran et al [8] utilized benchmarking and AHP methods to improve marketing communication on fashion SMEs Bearpath sandal object. On the other hand, Firdhausya et al [9] used benchmarking and AHP methods to improve marketing communication on online music

streaming service Langit Musik object. Then, Putra et al [10] applied benchmarking and AHP methods to improve marketing communication on fashion SMEs Levaya bag object. Another relevant study was conducted by Wulandari et al [11] which explained the selection of benchmark partners using AHP on fashion SMEs Cotton.Go object.

2.3. State of The Art

The State of The Art in Table 3 discusses previous research related to benchmarking and AHP methods on various types of objects, but on Online Travel Agent object is still limited. Previous research used benchmarking and AHP methods to make improvements and provide decision support.

Table 3 – State of The Art

No	Title	Year	Object	Author	Purpose
1	An analytic hierarchy process for benchmarking of automobile car service industry in the Indian context	2015	Automobile car service industry in India	Bhupender Singh, Sandeep Grover, Vikram Singh, and Rajesh Attri	AHP process helps to identify improvement provide effective systematic decision support [12]
2	Implementation of the AHP and benchmarking in Strategic Analysis of Polish Regions	2015	Polish public administration	Jacek Strojny	AHP and benchmarking methods to support the presentation of strategic analysis mechanisms [13]
3	Exploring rural tourism and sustainability in Southeast Asia through the lenses of official tourism websites: A benchmarking exercise	2015	Tourism websites of five Southeast Asian countries	Paolo Mura and Saeed Pahlevan Sharif	Benchmarking is used to evaluate and compare website quality within the context of tourism [17]
4	Competitive service quality benchmarking in the airline industry using AHP	2016	Airline industry	Alok Kumar Singh	AHP-Service Quality helps to design airline competitive strategies for improvement in their service quality performance [14]
5	Marketing Strategic Planning and Choosing the Right Strategy using AHP Technique	2017	Ghavamin Bank Mazandaran	Forough Sadeghpour, Mohammad Ghorbani Far, Ali Ramzan Khah, Masoumeh Amu Akbardokht Amiri	AHP methods to determine good marketing strategy [18]
6	Benchmarking Hotels: Applying Analytic Hierarchy Process	2019	Hospitality	Awin Jabar, Savel Kamal, Twezhar Kamal, and Cemil Top	AHP process helps to select the best hotel service provider in the market while the benchmarking process helps to compare some qualities [15]
7	People-process-performance benchmarking technique in cloud computing environment an AHP approach	2019	Cloud computing environment	Issam Kouatli	AHP and benchmark used to identify the best alternative for enhancing the motivation of intermingled people-

						process competitiveness [16]	overall
8	Bag Marketing Communication Program Design in Levaya SMEs Using Benchmarking Method	2019	Levaya Bag	Bagas Yusuf Wulandari, Praditya Putra, Sari Wulandari, Boby Hera Sagita		Benchmarking and AHP methods help to improve marketing communication [10]	
10	Selecting Benchmarking Partners Using Analytical Hierarchy Process Approach	2020	Cotton.Go	Sari Wulandari, Ardian Cahya Utama, Muhammad Arfidh		AHP process helps to determine benchmark partners which benchmark partners have the best practice in marketing communication [11]	
11	Proposed Marketing Communication Program Improvement of Bearpath Sandal Using Benchmarking Method and Analytical Hierarchy Process Tool	2020	Bearpath Sandal	Farhan Ihza Imran, Sari Wulandari, Meldi Rendra		Benchmarking and AHP methods help to improve marketing communication [8]	
12	Marketing Communication Improvement Design of Langit Musik Using Benchmarking and Analytical Hierarchy Process Tool	2020	Online Music Streaming Service Langit Musik	Nadya Firdhausya, Sari Wulandari, Boby Heru Sagita		Benchmarking and AHP help to improve marketing communication [9]	

Based on Table 3 regarding State of The Art, it can be seen that benchmarking and AHP methods are very commonly used in various business sectors such as the automobile car service industry [12], polish public administration [13], airline industry [14], hospitality [15], cloud computing environment [16], small and medium-sized enterprise [8] [10] [11], and online music streaming [9], while in the tourism business sector, research has been carried out using the benchmarking method, but not using the AHP method and not researching related to IMC [17]. In addition, in the marketing field, the AHP method was used, but did not use the benchmarking method and did not research related to IMC [18]. Therefore, this research was conducted to provide a scientific contribution to research in the Online Travel Agent business sector with benchmarking and AHP methods related to IMC.

3. Research Methodology

3.1. Research Framework

The research framework shows the basic steps in research starting from identifying Kliktrip profile in order to determine alternative benchmark partners similar to Kliktrip. The benchmark partner determination is carried out using the AHP method. After determining the benchmark partner, the existing condition of the benchmark partner marketing communication can be identified based on key performance indicators. Key performance indicators need to be determined in advance to identify the existing condition of marketing communications from benchmark partner and Kliktrip. Then, determine the marketing communication gap obtained from the results of the two existing marketing communication conditions. The last step is to determine future performance and design a marketing communication program which will be discussed at the end with Kliktrip to be adjusted to the capability of Kliktrip. The research framework in this study can be seen in Figure 2.

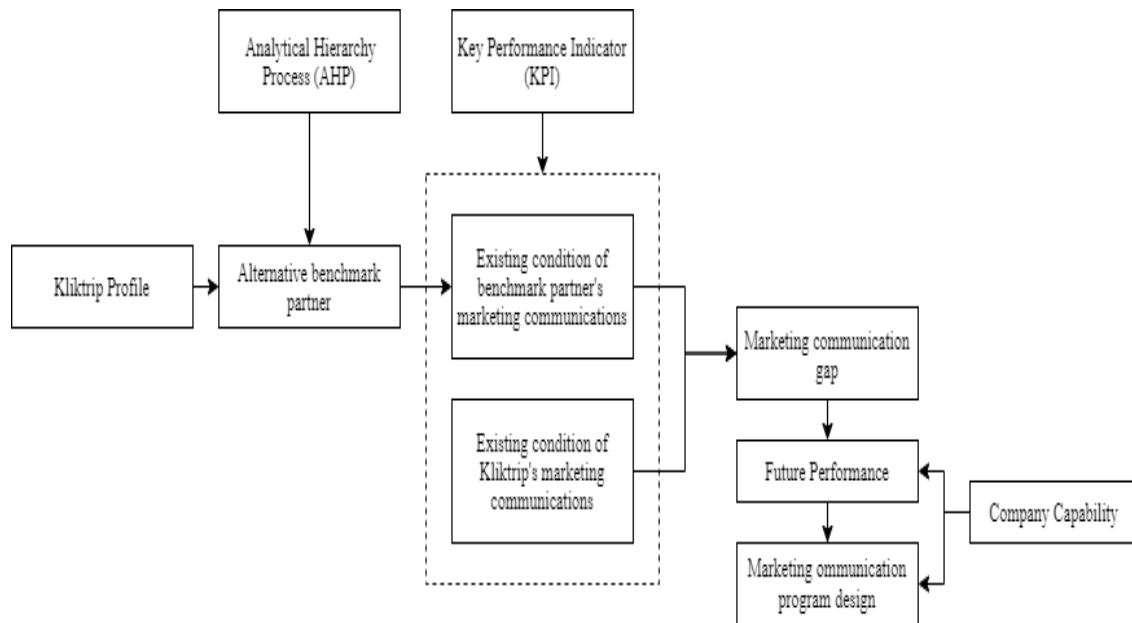


Fig. 2 – Research Framework

3.2. Data Collection

Data collection is divided into two types, namely primary data and secondary data. Primary data is data that comes from a researcher to answer the problem being researched and data that has been collected previously to answer the problem being studied [25]. The primary data was gathered by observing marketing communications that have been implemented by Kliktrip and benchmark partners. Besides that, distributing AHP questionnaires to determine benchmark partners is carried out online using the QuestionPro tool. The secondary data in this study are existing data of Kliktrip (Revenue data from January 2018-December 2019), the number of downloads mobile apps, the number of Instagram followers, the Instagram engagement rate, and literature study.

3.3. Questionnaire Design

The questionnaire in this study was designed in the form of pairwise comparison. Each attribute will be compared with one another according to the importance and the result of the comparison of each attribute will be a number from 1 to 9 [26].

The types of questions in the AHP questionnaire are closed questions so that respondents will briefly answer each of the available questions. The AHP questionnaire in this study consisted of two types of interrelated questionnaires. The questionnaire aims to determine the weight of each marketing communication mix tool dan questionnaire II aims to determine the respondents' assessment of the performance of each marketing communication mix tool that has been implemented by Mister Aladin, Explorer, and Vizitrip.

3.4. Questionnaire Distribution

The sampling technique used in this research is purposive sampling. Purposive sampling is a sampling technique with certain considerations [27]. The consideration referred to in this study for the questionnaire is that the respondent has used an online travel agent that has trip & activities facilities like Kliktrip more than 3 times. The minimum number of appropriate sample sizes in a study is 30 [27], so in the questionnaire, the sample size used is 30. Then, another consideration referred to in this Final Project for questionnaire II is that the respondent has used the online travel agent Mister Aladin/ Explorer.id/ Vizitrip. If the sample is divided into categories (for example male-female, civil-private employees, and others), the number of sample members in each category is at least 30 [27]. In questionnaire II, there are three categories of Online Travel Agent users, namely Mister Aladin user, Explorer.id user, and Vizitrip users. Shashank [28] conducted a study with a sample size of 90 respondents. Therefore, the total sample in questionnaire II is 90 respondents.

3.5. Data Processing

Processing of data obtained through the AHP questionnaire was carried out using Microsoft Excel. Processing of data obtained through the AHP questionnaire was carried out using Microsoft Excel. The following are the steps for processing AHP data [14]:

- a. Define the problem and structure it into a hierarchy.
- b. Create a pairwise comparison matrix with a comparison scale of 1-9.
- c. Priority vector calculation by dividing the elements of each column by the number of those columns. Then, get the eigenvectors by adding an element in each resulting row and dividing that number by the number of elements in the row and will assign a priority vector to the comparison matrix which gives the relative weight of each element.
- d. Calculation of consistency with steps, as follows:
 - i. Multiply the priority vector matrix with the pairwise comparison matrix.
 - ii. Each element performs a comparison between the multiplication results in step (i) with the priority vector.
- iii. The calculation of the λ maximum (maximum eigenvalues) is obtained from the average results of steps (ii) of all elements.
- iv. The calculation of consistency index (CI) was obtained from the formula:

$$CI = \frac{\lambda_{max} - n}{n - 1} \tag{1}$$

- v. Determination of random index (RI) in accordance with Table 4.

Table 4. Random Index

Random Index (RI)										
n	1	2	3	4	5	6	7	8	9	10
RI	0	0	0.58	0.9	1.12	1.24	1.32	1.41	1.45	1.49

- vi. Comparison of CI and RI in a matrix will result in the value of CR from the formula:

$$CR = \frac{CI}{RI} \tag{2}$$

4. Result and Discussion

4.1. Hierarchical Structure Design of AHP

The first step in using the Analytical Hierarchy Process is to design a hierarchical structure that contains objectives, criteria, and alternatives. Based on Figure 3 it can be seen the hierarchical structure of AHP, there are eight criteria to determine partner benchmarks, namely advertising, sales promotion, event and experiences, public relations and publicity, online and social media marketing, mobile marketing, direct and database marketing, and personal selling [7]. Then, there are three alternative benchmark partners, namely Mister Aladin, Explorer, and Vizitrip.

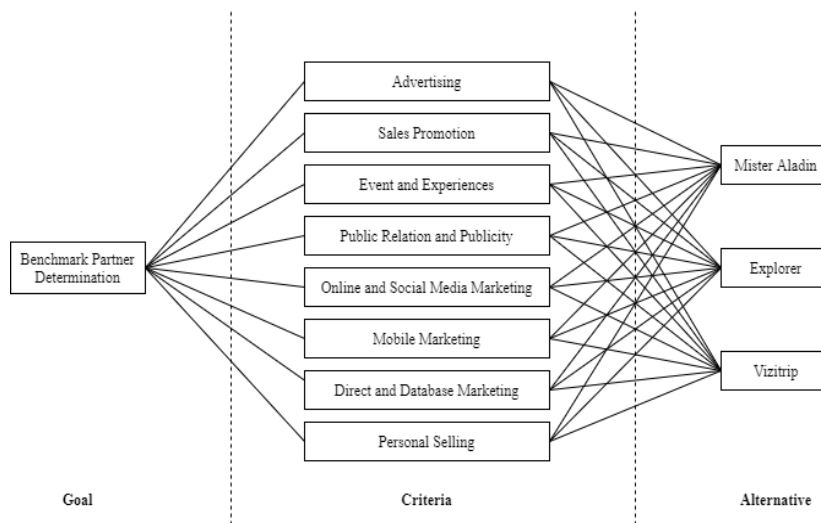


Fig. 3 – Hierarchical Structure Design of AHP

4.2. Marketing Communication Comparison Matrix

The comparison matrix of the marketing communication mix is the result of the recapitulation of the questionnaire I data regarding the comparison of the interests of each marketing communication mix. Based on Table 5 it can be seen that the rankings for each AHP criterion based on the priority vector value are ordered from the highest to the lowest sequentially, as follows: online and social media marketing, sales promotion, mobile marketing, advertising, events, and experiences, direct and database marketing, personal selling, and public relations and publicity.

Table 5 – Importance Level of The Marketing Communication Criteria

AHP Criteria	Online and Social Media Marketing	Sales Promotion	Mobile Marketing	Advertising	Events and Experiences	Direct and Database Marketing	Personal Selling	Public Relation and Publicity
Priority Vector	0.19	0.17	0.15	0.13	0.12	0.10	0.08	0.07

4.3. Alternative Benchmark Partner Comparison Matrix

The comparison matrix of alternative benchmark partners is the result of data processing from questionnaire II regarding the comparison of marketing communication performance that has been implemented by each alternative partner benchmark. Alternative benchmark partners in this study, namely Mister Aladin, Explorer.id, and Vizeitrip. The satisfactoriness level of alternative benchmark partners in this study can be seen in Table 6.

Table 6 – Satisfaction Level of Benchmark Partner

AHP Criteria	Alternative Benchmark Partner	Priority Vector
Advertising	Mister Aladin	0.42
	Explorer.id	0.39
	Vizeitrip	0.19
Sales Promotion	Mister Aladin	0.37
	Explorer.id	0.43
	Vizeitrip	0.20
Events and Experiences	Mister Aladin	0.44
	Explorer.id	0.40
	Vizeitrip	0.16
Public Relation and Publicity	Mister Aladin	0.34
	Explorer.id	0.43
	Vizeitrip	0.23
Online and Social Media Marketing	Mister Aladin	0.35
	Explorer.id	0.48
	Vizeitrip	0.16
Mobile Marketing	Mister Aladin	0.35
	Explorer.id	0.45
	Vizeitrip	0.19

Table 6 – Satisfaction Level of Benchmark Partner

AHP Criteria	Alternative Benchmark Partner	Priority Vector
Direct and Database Marketing	Mister Aladin	0.34
	Explorer.id	0.47
	Vizeitrip	0.19
Personal Selling	Mister Aladin	0.36
	Explorer.id	0.41
	Vizeitrip	0.23

4.4. Reliability Test

The reliability test aims to analyze the consistency of respondents' assessments [14]. Measurement of consistency can be known through the value of consistency ratio or CR. If $CR < 0.10$, the assessment can be said to be consistent and vice versa if $CR > 0.10$, the assessor can be said to be inconsistent so that it is necessary to redistribute the questionnaire [14].

Table 7 – Marketing Communication Mix Reliability Test

λ max	CI	RI	CR
8.92	0.13	1.41	0.093

Based on Table 7 it can be seen that the answers of respondents to questionnaire I regarding the comparison of interests of the marketing communication mix can be said to be consistent and can be continued to the next stage because the consistency ratio value is less than 0.1, which is 0.093.

Table 8 – Alternative Benchmark Partner Reliability Test

AHP Criteria	λ max	CI	RI	CR
Advertising	3.042	0.021	0.580	0.036
Sales Promotion	3.001	0.001	0.580	0.001
Events and Experiences	3.047	0.023	0.580	0.040
Public Relation and Publicity	3.022	0.011	0.580	0.019
Online and Social Media Marketing	3.006	0.003	0.580	0.005
Mobile Marketing	3.008	0.004	0.580	0.007
Direct and Database Marketing	3.006	0.003	0.580	0.005
Personal Selling	3.004	0.002	0.580	0.003

Based on Table 8 it can be seen that the answers of respondents to questionnaire II regarding the comparison of marketing communication performance that has been implemented by each alternative benchmark partner can be said to be consistent and can be continued to the next stage because the entire consistency ratio value is less than 0.1.

4.5. Benchmark Partner Determination

Partner benchmarks are determined from the highest number of multiplications between the priority vector of the marketing communication mix and the alternative priority vector of the benchmark partner for each criterion. Based on Table 9, it can be seen that the selected benchmark partner in this study was Explorer.id because it obtained the highest priority vector multiplication value of 0.44.

Table 9 – Benchmark Partner Ranking

Criteria	Weight	Explorer.id	Mister Aladin	Vizitrip
Online and Social Media Marketing	0.19	0.35	0.48	0.16
Sales Promotion	0.17	0.37	0.43	0.20
Mobile Marketing	0.15	0.35	0.45	0.19
Advertising	0.13	0.42	0.39	0.19
Events and Experiences	0.12	0.44	0.40	0.16
Direct and Database Marketing	0.10	0.34	0.47	0.19
Personal Selling	0.08	0.36	0.41	0.23
Public Relation and Publicity	0.07	0.34	0.43	0.23
Total		0.44	0.37	0.19
Rank		1	2	3

4.6. Marketing Communication Recommendations

Recommendations for marketing communication programs and future performance are obtained from the results of knowing the gaps and the results of discussions with Kliktrip to be adjusted to the company's capabilities that can be seen in Table 10.

Table 10 – Marketing Communication Recommendation for Kliktrip

Platform	Tool	Key Performance Indicator	Future Performance	Recommendation
Online and Social Media Marketing	Website	SEO Value [7]	SEO value on Kliktrip website increased by 67%	Increase the number of backlinks and referring domains and website speed in the First Contentful Paint (FCP) category.
		Pageview [7]	Kliktrip's pageviews increased by 100,000 pageviews in one year	Promote related content that is placed in the sidebar or at the bottom of the information page that is currently being opened by visitors.
		Unique Visitor [7]	The number of Kliktrip's unique visitors increased by 2,500 unique visitors within one year	Optimizing SEO (Explanations can be seen in the action plan on SEO KPIs), provide a website display for the desktop, and do not use pop-ups
	TikTok	Followers [29]	Create a Tiktok account and get 150 followers within 6 months	Provide a link to the Kliktrip Tiktok on the Kliktrip Instagram Bio and uploading Tiktok video content on Kliktrip Instagram stories.
		Viewers [29]	Create a Tiktok account and video content has an average of 1,000 viewers in 6 months	Create a video playlist, make a title on the cover of the video that builds curiosity, use the relevant hashtags, regularly post 3-5 videos every week, and post videos during prime time.
		Likes [29]	Create a Tiktok account and get 2500 likes within 6 months	Create video content related to trips and activities in accordance with the products offered by Kliktrip and use music that is currently popular and ensure harmony between the tempo of the song and the video
	Webisode	Number of Episodes [19]	Make 4 short film episodes	Display a short film video at the beginning when opening the link tool called tap link which is listed on the Kliktrip Instagram Bio, use the relevant hashtag, and the duration of the short film in each episode is not more than 15 minutes.
		Viewers on Youtube [19]	Make short films and uploading them on Youtube with the highest number of viewers of 129 viewers within 1 month	
	Video Podcasting	Viewers [30]	Make 3 podcasting videos with an average number of viewers of 1000 viewers in a period of 6 months	Types of video podcasting that can be made in the form of multiple hosts and interviews, the topic related to trips and activities and duration are 3-6 minutes.
		Cross-promotion	Number of Brands [7]	Collaborating with 2 other brands
Sales Promotion	Contest (Giveaway)	Number of Participants [19]	Make a contest (Giveaway) with a total of 150 participants	Provide easy requirements and give an attractive prize

Table 10 – Marketing Communication Recommendation for Kliktrip

Platform	Tool	Key Performance Indicator	Future Performance	Recommendation
Mobile Marketing	Mobile Apps	Rating dan Reviewer [30]	Increase the number of reviewers on the Kliktrip mobile apps to 200 reviewers within one year	Provide a search engine on the main page and notification feature. Then, using the app review plugin and gamification.
Advertising	Point of Purchase	Number of Downloads [5]	Increase the number of downloads on Kliktrip's mobile apps to 10,000+ within one year	Provide instructions for downloading mobile apps, added a swipe-up link in Instagram stories, and using descriptions in the App Store and Google Play Store to provide important information, benefits, and features
	Mobile Billboards	Number of Vehicles (Bus) [19]	Make 1 painted vehicle with a Kliktrip identity	Using a third party to rent vacation transportation in the form of a bus that can be painted with a Kliktrip identity.
Events and Experiences	Cause-related Marketing	Number of Programs [7]	Create 3 non-profit social programs within 6 months	Collaborate with organizations that have aligned goals with Kliktrip, increase public awareness of social care, and upload the documentation.
Direct and Database Marketing	Customer Service	Operational Hour [7]	Kliktrip customer service operational time has increased to 24 hours	Increase the number of customer service officers by 10 people
Personal Selling	Exhibition	Exhibition Frequency [7]	Hold exhibitions 2 times a year	Provide salespeople that have knowledge about the company, promotional video, brochures, company identity, and entertainment in the form of roulette
Public Relation and Publicity	Influencer Marketing	Likes on Instagram [31] [32]	Collaborate with influencers and get 6,000 likes from content uploaded by influencers	Choose influencers with high popularity, who have an interest in traveling, and have a good quality engagement rate.

The results of the recommendations for the design of the marketing communication program in table 10 are carried out by optimizing the tools in each marketing communication mix. In addition, each marketing communication mix has formulated quantitative key performance indicators so that measurable and objective targets can be determined. KPIs are formulated based on the results of previous relevant research study literature, including the value of SEO, page views, and unique visitors on the website, number of cross-promotion brands, number of cause-related marketing programs, customer service operational time, and frequency of participating in exhibitions [7]. Then, the number of followers, viewers, and likes on Tiktok [29], the number of episodes and webisode viewers, the number of contest participants, the number of mobile billboards vehicles [19], the number of ratings and reviewers on mobile apps [30], the number of downloads on mobile apps [5], and the number of likes for influencer marketing posts [31] [32].

5. Conclusion

The results of this study indicate that Kliktrip has not implemented effective marketing communications because it does not have a good influence on revenue and brand awareness (popularity) so it is necessary to improve marketing communications using benchmarking and AHP methods to increase revenue and brand awareness on Kliktrip. The benchmarking method is used to determine the best practices of competitors, while the AHP method is used to follow benchmark partners. Based on the results of the questionnaire data processing, it was found that the selected benchmark partner in this study was Explorer.id. Then, the best practices that have been carried out by Explorer.id are used as a reference for designing improvements to marketing communication recommendations in this study. Marketing communication program recommendations for Kliktrip, including increasing the value of SEO, page views, and unique visitors on the website, creating a Tiktok account, webisode, and video podcasting, collaborating with cross-promotion and influencer, making contests (giveaways), increasing the number of downloads and reviewers on mobile apps,

implementing mobile billboards and cause-related marketing, increasing customer service operational time, and participating in exhibitions.

It is undeniable that this study has limitations, the sample size used in this study is only in accordance with the minimum feasible sample size. Therefore, in future research, it is possible to distribute the AHP questionnaire with a larger sample size in order to get better results. This research can also be a reference for further research that will use benchmarking and AHP methods with Online Travel Agent objects.

Disclaimer

The authors whose names are written certify that they have no conflict of interest.

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