

Business Expansion Strategy Development for San Ruskindo's in South Asian Tourism Markets

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ABSTRACT

In this study, an international expansion strategy is developed surrounding San Ruskindo which is a business-to-business (B2B) travel agency established between Indonesia and Russia and the aim of diversifying the market base and solving the issue of underutilization of its capacity. The firm is also vulnerable to market concentration risks as it currently relies on the outbound tourism in Indonesia and therefore restricted growth opportunities. In its turn, the study explores the possibility and strategic appropriateness of entering the South Asian tourism markets. The study adopted a qualitative, project-based research design based on an Evidence-Based Management (EBM) approach and uses secondary data sources in the form of industry reports, tourism statistics, policy reports. Five target markets, namely India, Bangladesh, Sri Lanka, Maldives, and Pakistan are analyzed with the help of a complex of strategic analytical tools: SWOT analysis, PESTEL analysis, and a comparative market ranking system. Results indicate that South Asia is an important market with a significant opportunity due to the growing income of the middle-class, the growing demand of outbound travel, and the digitalization of tourism services. Nonetheless, market heterogeneity requires discriminating and dynamic strategy of entry. The research provides the focus on India and Bangladesh as the countries of priority, which are backed with the potential of high demand and the prospects of partnering. It is suggested to implement a phased internationalization strategy, which would focus on B2B partnerships, culturally-specific travel packages, and digital marketing integration. The research contributes to the literature on international business and tourism by providing a context-specific strategic framework for B2B tourism expansion in emerging markets, while offering actionable insights for practitioners seeking market diversification.

Keywords: *Internationalization Strategy, B2B Tourism, Emerging Markets, Market Entry Strategy, Strategic Management, Business Expansion*

INTRODUCTION

San Ruskindo, a travel agency firm, has established a strong reputation over the past two years by providing services to Indonesian tourists in Russia. With the ability to cater to more than 1,000 tourists annually and with a professional service network developed in Russia and Indonesia, the firm proved that it is capable of managing logistics, accommodations, transportation, and culturally relevant travel experiences. However, despite this operational capacity, the firm currently has access to only around 500–600 clients annually, primarily through Indonesian counterpart agencies. This difference between potential and demand has created a strategic imperative to diversify client-acquisition channels and pursue new foreign markets with which the firm's service model is compatible.

The South Asian market—India, Bangladesh, Sri Lanka, Maldives, and Pakistan—is a fascinating one to expand into. These countries have seen steady growth in outbound tourism, especially to those destinations that offer cultural enrichment, religious significance, and historical interest—areas where Russia has a relative advantage. India alone saw over 27 million outbound tourists in 2023 (Mandeep S

Lamba, 2024), and more and more have expressed interest in Russia as a destination. Also, the growth of web-based planning of travel and the emergence of middle classes in South Asia support the case for targeted international expansion.

Objectives of the Study

The primary objective of this project-based thesis is to develop a strategic expansion plan in South Asian Market for San Ruskindo, a B2B travel agency operating between Russia and Indonesia, by identifying suitable South Asian markets that offer strong potential for partnership development and client acquisition. The study seeks to bridge the gap between San Ruskindo's existing service capacity and current client inflow, and to address the company's need for market diversification and growth. To achieve this overarching objective, the specific objectives of the study are as follows:

1. To examine the current business model, services, and operational capacity of San Ruskindo, with the aim of presenting a clear overview to potential South Asian B2B partners.
2. To analyze the existing challenges and limitations of relying solely on the Indonesian outbound tourism market, including potential risks associated with market saturation and increased competition.
3. To assess the outbound tourism potential of selected South Asian countries (India, Bangladesh, Sri Lanka, Maldives, and Pakistan), with a focus on tourist behavior, volume of travelers to Russia, and the overall business environment.
4. To identify the most suitable South Asian country or countries for San Ruskindo's B2B business expansion, based on factors such as market opportunity, cost effectiveness, return on investment, and long-term strategic alignment.
5. To formulate country-specific marketing policies, and branding approaches aligned with the behavioral and cultural characteristics of the selected market.

METHODOLOGY OVERVIEW

Research Type

- 1) This study uses a qualitative, project-based research approach.
- 2) It is exploratory and strategic in nature, aimed at solving a real business challenge.

Data Collection

Secondary data sources will be used, including:

1. Government and industry data
2. Articles, case studies, and statistics from tourism boards and global agencies
3. Online sources like news portals, travel associations, and government databases

The study utilizes multiple established strategic analysis tools to determine the attractiveness of target countries which include India, Bangladesh, Sri Lanka, Maldives, and Pakistan. These include PESTEL Analysis and SWOT Analysis as tools for evaluation. An analytical Location Selection and Ranking model will evaluate countries by ranking them systematically according to 4 important business criteria including market prospects and entry costs as well as cultural fit and investment return values.

The research relies on secondary data only instead of conducting new first-hand investigations because of scarce time and financial resources. Analysis draws from San Ruskindo internal information along with partner insights whenever possible for this portion of the work. The created methodology will deliver a robust expansion strategy which presents country priority selection along with entry approach details along with performance evaluation frameworks and branding and marketing suggestions.

COMPANY ANALYSIS AND PROBLEM IDENTIFICATION

The current thesis examines San Ruskindo's entry possibilities into those nations via partnerships with regional tour operations, adapting its existing B2B *modus operandi* to the economy, culture, and regulatory environment of South Asia. Not only does the study enlighten on which countries provide the highest return on investment with the least amount of risk, but also clearly outlines an operational and market strategy phased as a method of developing in a sustainable manner. By conducting research on the competitive landscape, consumer segmentation, and legal climates within each country, the project aims to create an integrated, action-oriented business development strategy grounded in data and in-the-field experience. This growth initiative is not merely a business move—it's a strategic shift toward building San Ruskindo's reputation as a trusted destination management company (DMC) for South Asian visitors traveling to Russia. With the appropriate partnerships, localized marketing, and forward-thinking planning, this initiative aims to allow San Ruskindo to achieve its fullest growth potential while offering genuine, cross-cultural travel experiences in a more globalized tourism economy.

Company Profile: San Ruskindo operates as a tour operator specific to land tour services from main Russian cities including Moscow as well as Saint Petersburg and Murmansk. Their services encompass organizing tours to renowned tourist attractions, city tours, historical excursions, and more. Complete packages from the company include transportation and accommodation alongside expert guides who arrange local domestic flight and train booking services for their Russian group travel clients.

Performance and Capacity: Since its launch in early 2023, San Ruskindo has demonstrated impressive growth and operational capability within a short span of time. The company has firmly positioned itself as a reliable and efficient travel service provider for inbound tourists visiting Russia, particularly from Southeast Asia. (San Ruskindo – B2B Operator Land Tour Rusia, n.d.)

Client Base and Growth Trajectory: San Ruskindo has managed to serve around 1000 tourists two years after starting its tourism services operations. San Ruskindo started its operations with controlled customer streams in year one before achieving progressive annual growth: In 2023 Approximately 400 clients were served. San Ruskindo established its operations in 2023 and put effort into developing operational capabilities while creating its initial Indonesian B2B partnerships. Subsequently in 2024-2025 the company reached 500 clients demonstrating increased trust from partner agencies alongside solid Russian industry reputation. The business demonstrates both market popularity and practical group travel management capabilities while maintaining consistent annual advancements.

SWOT Analysis of San Ruskindo

San Ruskindo enjoys the advantage of a dual-country base, good relationships and an expandable B2B business model but suffers concentration and restricted technological growth in the market. South Asia has growth potential in terms of an increase in outbound tourism and digital access. Nevertheless, challenges on visas, economic uncertainty, and competition are severe threats to long-term growth.



VRIO Analysis: Evaluating San Ruskindo’s Internal Resources and Capabilities

According to the VRIO analysis, San Ruskindo has such resources like a strong network of logistics in Russia, multi-lingual guides, multi-purpose B2B packages. Its uncommon resources are exclusive partnerships and proprietary booking platform. Such abilities are not easily replicated because of experience of knowledge and service systems. The firm has a strong standing to experience long-term competitive advantage on the basis of an effective organizational structure and the ongoing training.

Table 2: VRIO Analysis

Resource/Capability	Valuable	Rare	Inimitable	Organized	Competitive Implication
Multilingual tour guides	✓	✓	✗	✓	Temporary competitive advantage
Customized B2B packages	✓	✓	✓	✓	Sustainable competitive advantage
Proprietary booking platform	✓	✓	✓	✓	Sustainable competitive advantage
Organizational culture and knowledge	✓	✓	✓	✓	Sustainable competitive advantage

Note: This table is based on the VRIO framework developed by Barney, which is commonly used in strategic management to assess the internal resources of a firm. The application of this model to San Ruskindo is adapted for academic use based on publicly available educational materials. Source: <https://open.oregonstate.edu/strategicmanagement/chapter/4-vrio-analysis/>

Problem Statement

San Ruskindo is a B2B travel agency between Russia and Indonesia with a client base of approximately 500+ tourists in a year with a capacity of more than 1,000, which means that it is not fully utilized. It has high dependency on the market in Indonesia which diminishes growth and exposes it to vulnerability. Such risks as the increased competition, the market pressure, and possible restrictions in the market or travelling, which relate to demand and the overall business performance, are the risks of the future.

Overview of the South Asian Tourism Market

South Asia made up of India and its neighboring countries Bangladesh, Sri Lanka and Maldives and Pakistan now contributes substantially to world tourism since visitors enter from its territories but also depart from them. Rising disposable income levels among the middle class together with a youthful population have resulted in substantial growth of outbound tourism in the region. International agencies such as San Ruskindo should seize the business opportunities in this market as it enables them to reach new markets and attract diverse international clientele.

Customer Segmentation in South Asia

Table 2: Demographic Segmentation of Outbound Tourists in South Asia

Segment	Age Group	Income Level	Key Characteristics	Travel Preferences	Implications for San Ruskindo
Young Adults	18–35 years	Low to middle income	Digitally active, highly social, value adventure and cultural experiences	Group travel, budget packages, unique destinations	Offer budget group tours, Instagramable spots, cultural activities
Middle-Aged Professionals	36–55 years	Middle to upper income	Employed professionals, family-oriented, prioritize convenience and safety	Family tours, moderately priced packages	Provide family-oriented packages with child-friendly services
Seniors and Retirees	56+ years	Varies (mostly pensioners)	Prefer slow-paced, comfortable, and secure travel with organized itineraries	Leisure, religious, wellness-focused trips	Design senior-friendly, all-inclusive, low-mobility packages
Affluent Travelers	All ages	Upper income	High spending power, demand privacy, luxury, and exclusivity	Business class, 4–5-star hotels, private tours	Offer VIP services, luxury transport, personalized packages
Students and Educational Travelers	18–30 years	Low to middle income	Travel for academic purposes or cultural exchange, seek affordable, educational experiences	Exchange programs, university groups, budget tours	Collaborate with institutions; create low-cost educational packages

Note: The demographic segmentation presented in this table is based on reliable data drawn from official tourism reports and regional market research. Key sources include the India Tourism Statistics 2023 by the Ministry of Tourism and the South-East Asian Outbound Travel Market Report (2019) by the European Travel Commission.

Sources: https://tourism.gov.in/sites/default/files/2025-03/India%20Tourism%20Statistics%202023%20English%20%281%29.pdf?utm_source=chatgpt.com, https://etccorporate.org/uploads/2019/09/SOUTH-EAST-ASIAN-OUTBOUND-TRAVEL-MARKET-REPORT_SHORT.pdf?utm_source=chatgpt.com

Risk and Opportunity Assessment

The opportunity and threats of San Ruskindo in South Asia are diverse in nature and influenced by political, economic and regulatory environment. The growth potential of India and Bangladesh is high owing to the increasing middle classes and improving relations between these countries and Russia, but there is the issue of regulatory complexity and lack of infrastructure. Sri Lanka and Maldives have a less competitive market with the advantage of having good visa policies, but they experience economic instability and poor market size. Pakistan has the potential of high potential with a population and bilateral cooperation, but it is limited with political instability, security fears and currency risks. All in all, market heterogeneity should be addressed through a country-specific approach that will be applied meticulously to balance between potential growth opportunities and operational/regulatory risks.

Final SWOT Score Comparison

Table 3: The table below summarizes the comparative SWOT assessment, including a SWOT Score (0–10) that aggregates opportunity attractiveness and risk levels for each country.

Country	Strengths	Weaknesses	Opportunities	Threats	SWOT Score (out of 10)
India	Large outbound tourism; Russia ties; tech-savvy	Bureaucracy; evolving laws; B2B competition	E-visa potential; rising middle class	Policy shifts; competition	8.3
Sri Lanka	Russian tourism; visa incentives; recovery push	Economic volatility; IMF dependence	Wellness tourism; local collaboration	Inflation; regulation shifts	6.8
Bangladesh	Emerging economy; cultural travel potential	Low awareness; weak infrastructure	Price-sensitive packages; partner network	Bureaucracy; corruption	7.0
Maldives	Luxury segment; visa-free access; Russian demand	Small market; high cost	Premium outbound experiences	Climate risk; niche limits	6.0
Pakistan	Population size; MoUs with Russia	Instability; visa issues	Religious/cultural tourism; barter trade	Security, image concerns	4.8

SWOT Category	Raw Assessment	Score (out of 10)
Strengths	Very strong: 4 strengths	9
Weaknesses	Moderate bureaucracy	7
Opportunities	Large opportunities	9

Threats	Few serious threats	8
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Formula:

$$SWOT\ Score = \frac{(Strengths\ Score + Weaknesses\ Score + Opportunities\ Score + Threats\ Score)}{4}$$

$$SWOT\ Score\ for\ India = \frac{9+7+9+8}{4} = 8.25$$

Rounded to **8.3/10** in the final SWOT table.

Final PESTEL Score Comparison Table:

Table 4: The table below summarizes the comparative **PESTEL** assessment, including a **PESTEL** Score (0–10).

Country	Political	Economic	Social	Technological	Environmental	Legal	PESTEL Score (out of 10)
India	Stable democracy; strong Russia ties	Fast-growing GDP; large middle class	Young, aspirational population	Strong IT infrastructure	Eco-tourism push despite pollution	Complex but improving laws	7.83
Sri Lanka	Recovering; reform-driven	Stabilizing with tourism focus	English-proficient, travel-oriented society	Growing tourism tech adoption	Eco-tourism initiatives amid risks	FDI reforms post-crisis	6.16
Bangladesh	Stable but sensitive	Steady GDP growth; emerging market	Youth-driven; shifting travel habits	Growing ICT sector	Climate vulnerabilities	Strict regulations, corruption risk	6.5
Maldives	Stable, tourism-centered	High-income from tourism	Small but affluent travelers	Advanced tourism tech	Severe climate risk	Investor-friendly tourism laws	6.33
Pakistan	Instability; governance issues	Inflation, aid dependency	Large but constrained youth market	Slow but improving tech access	Poor environmental governance	Unpredictable legal framework	4.5

Factor	Raw Assessment	Score (out of 10)
Political	Stable democracy; strong Russia ties	8
Economic	Fast growth, strong middle class	9
Social	Huge youth population, rising foreign travel interest	9
Technological	Very strong IT and digital infrastructure	8
Environmental	Pollution challenges; improving eco-tourism	6
Legal	Improving ease of doing business; still bureaucratic	7

Calculate Average **PESTEL Score**

Formula:

$$\text{PESTEL Score} = \frac{(\text{Political} + \text{Economic} + \text{Social} + \text{Technological} + \text{Environmental} + \text{Legal})}{6}$$

Score for India: PESTEL Score for India = $\frac{8+9+9+8+6+7}{6} \approx 7.83$

The market analysis of the South Asia tourism has indicated high outbound capability with a good example being India, Bangladesh and Sri Lanka. San Ruskindo is in a prime position to take advantage of this growth because it has a functional operating infrastructure and flexible B2B service model. Customer segmentation reveals growing demand for tailored and culturally relevant international experiences, while country profiles and PESTEL analysis indicate a demand for a differential approach to the market. India appears to be the most strategic point of entry in view of its Tourism trends, regulatory environment and diplomatic opening to Russia. It is followed by Bangladesh and Sri Lanka. These understandings are the foundation for San Ruskindo’s growth strategy.

ROI and Cost-Benefit Analysis

Return on Investment (ROI) and Cost-Benefit Analysis are critical tools for assessing the financial viability of San Ruskindo’s expansion into South Asian markets. A clear evaluation of setup costs, operating costs, expected revenues, and profitability will allow the company to make informed, strategic decisions. This section systematically examines the potential ROI from five targeted South Asian countries — India, Bangladesh, Sri Lanka, Maldives, and Pakistan — based on realistic business assumptions and market data.

Revenue Estimates: Revenue will be generated by selling travel packages through South Asian partner agencies to Russian-bound tourists.

Assumptions:

Average Revenue per Tourist: USD 300

Average Group Size: 10–20 tourists per batch

Profit Margin on Packages: 20%

Table 5: Projected Financials by Country

Country	Initial Setup Cost (USD)	Annual Operating Cost (USD)	Expected Tourists per Year	Annual Revenue (USD)	Net Profit per Year (USD)	ROI (%)	Payback Period (Years)
India	50,000	30,000	500	150,000	90,000	180%	0.55 years (≈ 7 months)
Bangladesh	35,000	25,000	300	90,000	65,000	186%	0.54 years (≈ 6.5 months)
Sri Lanka	30,000	20,000	250	75,000	55,000	183%	0.54 years (≈ 6.5 months)
Maldives	25,000	18,000	100	30,000	12,000	48%	2.1 years
Pakistan	40,000	28,000	200	60,000	32,000	80%	1.25 years

Explanation of ROI and Payback Calculations

Formula for ROI:

$$ROI = \left(\frac{\text{Net Profit per Year}}{\text{Initial Setup Cost}} \right) \times 100$$

Formula for Payback Period:

$$\text{Payback Period} = \frac{\text{Initial Setup Cost}}{\text{Net Profit per Year}}$$

Table 6: Initial Setup Cost (One-Time Investment)

Item	Estimated Cost (USD)
Company Registration / Licensing Fees	\$2,000 – \$5,000
Legal Consulting and Agreements	\$2,000
Office Setup (Rent + Basic Furniture for 1 year)	\$8,000 – \$12,000
Local Staff Hiring (Recruitment Costs)	\$1,000 – \$2,000
Initial Marketing Campaigns	\$10,000
IT Setup (Web localization, CRM tools, Travel Platforms)	\$3,000 – \$5,000
Business Travel Costs (Russia to Target Country)	\$3,000

Annual Operating Cost

Item	Estimated Annual Cost (USD)
Office Rent Renewal (Small Office)	\$6,000 – \$8,000
Staff Salaries (2 Employees)	\$15,000 – \$20,000
Marketing and Promotions	\$8,000 – \$12,000
Local Transportation and Logistics	\$2,000 – \$3,000

Administrative and Utility Costs	\$2,000
Insurance and Compliance Renewal	\$1,000

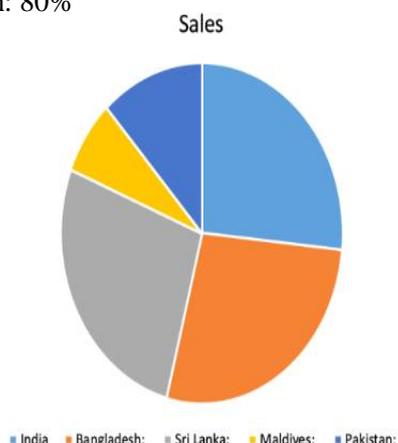
Important Points to Consider for San Ruskindo:

In countries like India and Bangladesh, office rent and salaries are cheaper, so costs will be toward the lower end (\$30,000). In countries like Maldives, costs will be higher due to expensive rent, imports, and tourism taxes. Marketing should be the highest priority in the first year to attract strong partner agencies (at least \$10,000–\$12,000 marketing budget).

ROI Comparison across Countries:

India: 180% Bangladesh: 186% Sri Lanka: 183%

Maldives: 48% Pakistan: 80%



Risk Assessment

Risk assessment is an essential part of strategic planning. This is most evident when venturing into foreign markets with political, economic, and social diversity. For San Ruskindo's, understanding and assessing potential risks of exposure in South Asian markets is vital before investing assets. Risk assessment provides the basis for anticipating roadblocks, allowing opposition preparedness and assertive responses, while making informed choices to fund and direction authority for sustainable expansion. The B2B tourism sector, which San Ruskindo operates in, also requires particular focus be given on political stability, economic stability, visa restrictions, preparedness of company for operational readiness, and the security environments of the destination country. This chapter provides an assessment of key risk factors based on India, Bangladesh, Sri Lanka, Maldives, and Pakistan, informed as much as possible by global data and local sourced, to identify sooner rather than later - and limit being seen as naïve when it comes to risk. Our aim is to provide practical and strategic pathways that reduce exposure, and set forth a course for position success on the company's future plans.

Table 6: Risk Matrix Table

Country	Political Risk	Economic Risk	Regulatory Risk	Security Risk	Operational Risk	Overall Risk Level
India	Low	Low	Medium	Low	Medium	Moderate
Bangladesh	Moderate	Medium	Medium	Moderate	Medium	Moderate
Sri Lanka	Moderate	Medium	Low	Low	Medium	Moderate
Maldives	Low	Medium	Low	Low	High	Moderate

Pakistan	High	High	High	High	High	High
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RECOMMENDATIONS

Moving from a reactive to a proactive risk management strategy is crucial. In Bangladesh and India, we now use dynamic pricing models to mitigate rising inflation. In Sri Lanka we are developing and enhancing relationships with our government registered tourism partners to minimize the risk of regulatory exposure. In Maldives we are continuing to develop and offering eco-friendly tourism packages in keeping with current environmental sensitivity trends (UNDP Maldives Climate Strategy 2024).

IMPLEMENTATION AND CONCLUSION

Operational Plan and Timeline: To translate the strategic objectives outlined in the previous chapters into actionable outcomes, a structured operational plan has been designed to guide San Ruskindo’s market entry into South Asia. This plan outlines the step-by-step process, key activities, responsible functions, and timeline across a 12-month period. The proposed timeline reflects a phased implementation model that balances efficiency with practical resource management, taking into account San Ruskindo’s current operational structure and its readiness to scale through a B2B approach.

Phase	Timeline	Key Objectives and Activities	Responsible Unit
Phase 1: Market Setup & Legal Preparation	Month 1–2	<ul style="list-style-type: none"> - Engage local legal consultants in India, Bangladesh, and Sri Lanka - Conduct compliance checks and confirm tax/tourism regulations - Finalize country-specific entry documents - Identify and shortlist top 10 B2B partner agencies per country 	Senior Management, Legal Advisor
Phase 2: Partner Onboarding & Package Localization	Month 3–4	<ul style="list-style-type: none"> - Negotiate and sign B2B partnership contracts - Develop and translate sales and training materials - Customize Russian tour packages based on local market demand - Set up digital coordination tools (e.g., shared dashboards, CRM) 	Operations & Partner Relations Team
Phase 3: Launch & Initial Promotion	Month 5–6	<ul style="list-style-type: none"> - Initiate co-branded marketing campaigns with partners - Begin digital promotions in target cities - Manage first group arrivals from each country - Collect initial traveler and partner feedback 	Marketing Team, Russian Tour Operations
Phase 4: Optimization & Scale-Up	Month 7–12	<ul style="list-style-type: none"> - Analyze performance data (tourist feedback, partner satisfaction, booking rates) - Refine service offerings and pricing models - Expand outreach to second-tier cities and regional agencies- Introduce 	Business Development, Marketing Team

		seasonal tour packages (e.g., winter, cultural festivals)	
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This timeline has been developed with an understanding of the operational and cultural environments in South Asia. For example, extended time is allocated to the first two phases due to the bureaucratic processes typically involved in registering partnerships and ensuring regulatory compliance, especially in India and Bangladesh. Additionally, localized marketing and agency onboarding will require tailored training materials and translation support. A project manager within San Ruskindo will oversee this rollout, supported by a cross-functional implementation team drawn from the legal, operations, marketing, and partner relations departments. Each unit will be accountable for their deliverables under the assigned phase, and bi-monthly reviews will be conducted to ensure alignment with performance goals.

To monitor the effectiveness of this operational rollout, a basic KPI framework will be used that includes:

1. Number of partners signed per country (target: 10+ in India, 5 in Bangladesh, 3 in Sri Lanka)
2. Tourist conversion rate per quarter (target: 25% growth per phase)
3. Average tourist satisfaction rating (target: 4.5/5)
4. Partner satisfaction rating (target: 85%+ positive feedback)

Marketing and Branding Strategy

A marketing and branding strategy will need to be properly constructed for San Ruskindo's move into South Asia to successfully execute the launch and undertake ongoing marketing and operations. As San Ruskindo is B2B dependent, our marketing activities must build brand recognition among travelers, while providing relevance and value as branding and marketing support for subsidiary local partner agencies. This section offers a realistic, specific marketing and branding strategy that is specific to India, Bangladesh, and Sri Lanka, and remains consistent with the ambition to meet the operations objectives outlined above.

Brand Positioning Strategy

Preparing a marketing and branding strategy for San Ruskindo's expansion into South Asia will be needed in order to successfully introduce, launch, and implement short, medium- and long-term marketing and operational elements. Given that San Ruskindo has a B2B reliance, our marketing activities must build brand awareness among travelers, while also providing relevance and value as branding and marketing assistance to subsidiary local partner agencies. This section describes a realistic, and realistic marketing and branding strategy that is specific to India, Bangladesh, and Sri Lanka, and does not stray from the intention to meet the operational objectives discussed above.

Marketing Objectives

The marketing efforts for the first year will be focused on achieving the following measurable objectives:

1. Generate 500 qualified B2B partner leads across India, Bangladesh, and Sri Lanka within the first six months.

2. Convert at least 10 B2B agency partnerships in India, 5 in Bangladesh, and 3 in Sri Lanka by the end of Year 1.
3. Support the acquisition of 1,000+ tourist inquiries and 500 completed bookings through marketing campaigns.
4. Reach 100,000+ individuals in targeted online ads and social content across key digital platforms.

Based on the outcomes, campaigns will be adjusted every quarter to improve effectiveness, targeting, and messaging.

The marketing and branding strategy acknowledges reasonable demand both in Canada, and internationally, respects cultural awareness, and supports the company's B2B growth strategy. This will make use of digital and offline advertising to allow the highest level of visibility when targeting unique customers, drive local partners to succeed through brand and system development, and to create a South Asian brand with economic diversity, and a South Asian brand resonance.

Monitoring and Evaluation Framework

The M&E framework established will be structured by three major pillars: (1) Partner Network Performance, (2) Operational Efficiency, and (3) Customer and Partner Perception and Satisfaction. KPI (Key Performance Indicators) will be tasked to assess each of these pillars, using digital platforms, on-going evaluations, and comparative benchmarks in the industry.

RECOMMENDATIONS

To support a controlled and sustainable rollout, the following phased recommendations are proposed:

Short-Term

Identify and engage with at least five outbound travel agencies and localize marketing materials (language, cultural relevance) and provide co-branded sales tools. Launch digital advertising campaigns focused on top-tier cities in India using regional languages and local influencers and finalize legal, compliance and contractual framework for South Asian partnership.

Medium-Term

After validating India's performance, a similar B2B model will be expanded to Bangladesh and Sri Lanka and a CRM-integrated partner portal will be created to facilitate communication, sales reporting and training. A mid-year evaluation will be conducted to review KPIs such as partner engagement, booking conversion and tourist satisfaction. Participation in regional travel exhibitions such as SATTE (India), Dhaka Travel Mart and Colombo International Travel Expo will also be undertaken.

Long-Term

A basic market readiness report will be generated every 6 months and the feasibility of integrating a light B2C channel (e.g. direct group bookings via digital platforms) to complement the B2B flow will be assessed. Design a loyalty incentive model for high-performing partner agencies to encourage renewal and long-term alignment.

CONCLUSION

One of San Ruskindo's strategic aims of expanding its B2B tourism activities outside of Indonesia has arisen due to an evident internal constraint: San Ruskindo's infrastructure and human resources enable the company to support over 1,000 clients per year, but it has typically only been obtaining about 500–600 clients annually from its Indonesian partner network. With a competitive environment emerging globally in the market and existing capacity that remains underutilized, it's not just an opportunity for San Ruskindo to move into new growth markets, it is essential.

To date, this project-based thesis has addressed the feasibility, strategic, and operational road map for San Ruskindo to enter South Asian countries (to include India, Bangladesh, Sri Lanka, Maldives, and Pakistan). The models and tools used—which include a SWOT analysis, PESTEL analysis, ROI analysis, location scoring, risk analysis, and partner selection tool—provided a data-driven approach from which San Ruskindo will be able to base future decisions. The incremental analysis has provided a practical and scalable expansion model that builds on the company's strengths, localizes the approach for different markets, and minimizes possible risks.

India presents the best opportunity for fast entry, given its size of outbound tourism base, political ties with Russia, cultural openness and potential return on investment. Bangladesh and Sri Lanka are developing and growing tourism markets. While these countries are developing, they will take a bit more work around awareness, branding, and building capacity with our partners. Maldives offers a niche market opportunity for high-value or themed packages, but not for scale-based growth. There should not be an immediate entry into Pakistan due to existing political and regulatory uncertainty, and if changes in the external environment improve Pakistan may one day be useful again.

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