Introduction

The kava drinking ceremony brings people together seeking positive outcomes and the resolution of problems. SPTO’s Digital Strategy is based on four pillars that will support robust, actionable & future focused digital programmes for the SPTO and its member countries.

Like a Kava Bowl the SPTO Digital Strategy has four pillars that provide a solid foundation for development of the region’s digital activities and programmes.

Please Note: This is an early draft and summary outlining the framework of the SPTO Digital Strategy to the end of March. A range of consultation and research has yet to be completed with a final report due in May. This summary focuses primarily on the Digital Marketing components of the Strategy.
This capability building starts with SPTO and its partner NTO’s staff where an integrated approach to skill development is critical to building these organisations over time to digital leaders. This long term capability building programme will enable and empower SPTO and NTO’s role at the center of the region’s digital transformation in tourism.

**Some of the major areas we are working on in this Strategy pillar include:**

**Custom Training & Clusters:** Specific training and capability building programmes & clusters will be established with skill development & training appropriate to each entity:

- SPTO - to build and refine its role as the coordinating digital leader in the region,
- NTOs - digital leaders in each nation’s industry with customised training & support based on their tier: Digitally Constrained, Ambitious or Proficient.
- Industry - in partnership with each NTO, training and support of industry partners based on their capability.

**SPTO & NTO Leadership:** Assessment of each organisation’s technologise & digital channels, commitment to digital transformation and their team’s size and capabilities.

**Digital Ambassadors:** (working title) - locally based digital experts located across the Pacific who work in partnership with the NTO and are paid, supported by SPTO and SPTO’s partners. Ambassadors deliver small group and/or one on one training and support appropriate to the audience.

**Digital Academy:** A timely, relevant and customized online library of tips sheets, how to videos, research and latest trends.

**Support & Advanced Training:** The Digital Ambassadors & Academy are managed by an SPTO Digital Program Manager(s) who also provide direct targeted support to Tier 3 NTOs and more capable tourism industry partners who are members.

**Global & Local Talent:** The Program manager is initially suggested as a dual/triple role with a 2 year contract to attract global talent who would work with a locally hired team member who would be trained up to assume the leadership.

**Secondments:** Digital team members from NTOs, Airlines & other partner organisations would be rotated through Suva to build connections & collaboration across the region, help the team above deliver services and support the Region’s Digital Ambassadors.

**Master Academy:** Each year the NTO’s digital staff, the Digital Ambassadors and selected key partners from across the Pacific attend training, education & recognition conference incl. Awards celebrating results & progress.

**Preferred Technology Training:** Specific training on adopted digital platforms (see Technology & Infrastructure).

**Membership/Participation Programme:**

The education, training & academy resources as part of the benefits of membership programme. Access to all but members have first or preferential access to content, training.
NTO Digital Capability Building Update

Summary

National Tourism Organisations will be assigned to one of three tiers with the capability building programme customised by SPTO to meet their needs.

» Digitally Constrained
» Digitally Ambitious
» Digitally Proficient

Each part of the capability programme will have clear objectives & measurement to ensure regular reporting of progress, results & refinements needed.

NTO Digital Capability Building Steps

- **INTEGRATE**
  NTOs integrate their efforts with SPTO & industry partners

- **STRATEGY & TACTICS**
  S.M.A.R.T digital planning, execution, reporting & refinement

- **TRAINING, ASSISTANCE & COACHING**
  Long term training, support & mentorship of SPTO & NTO teams

- **ENABLING TECHNOLOGY**
  Provide the right technology to enable & empower SPTO, NTOs & industry

- **PEOPLE & SKILL DEVELOPMENT**
  Engaged with NTO teams & build core digital skills
Content & Community

This strategy pillar is focused on enhancing the creation, curation and distribution of engaging digital content. From coordinating the recovery from COVID-19 through to empowering story tellers including locals, visitors and industry across the region.

Some of the major areas we are working on in this Strategy pillar include:

**Digital Newsroom:** Creates, curates and distributes engaging content on the Pacific to update, engage & activate visitor markets. This is particularly important during the COVID-19 recovery when clear, consistent information will be critical.

**Recovery Newsroom:** Short term the Digital Newsroom can update consumers, travel trade, industry and media on border reopenings, visitor regulations, health & safety information (see examples from Australia & Canada below).

**Partner Newsroom:** Longer term the focus of the Digital Newsroom will be on trade, industry and media partners including resources, bloggers and influencers directory.

**Pacific Storytellers:** Empowering industry plus locals through hands-on in person training, awards and competitions. Use storytelling to define each nation’s points of difference.

**Enabling Technologies:** Technologies and training empower this story telling by providing the tools and platforms to create, curate deliver and measure digital content.
Technology and Infrastructure are the tools and platforms that enable digital marketers & storytellers across the Pacific to engage with locals, industry and trade partners, prospective and current travelers.

Some of the major areas we are working on in this Strategy pillar include:

Preferred Platforms: Miles will build on the work of Destination Think! and offer recommendations for a short list of technology platforms in 8 areas of digital marketing.

Collective Review: SPTO with outside expert advice, completes the final in-depth review, testing & pricing of digital marketing platforms - assessing them against the needs of NTOs and makes recommendations appropriate to each Tier.

Digital Maps: Improving digital maps and other geospatial information helps tourism, other economic sectors, land, infrastructure & tourism management. Facilitating and supporting enhanced digital mapping should include working with community groups, industry, NGOs and private sector partners.

Shared Platforms & Solution: The strategy will assess interest and support for collaboration in shared technology platforms including possible joint negotiation & purchasing of solutions and/or a shared technology stack. This could be targeted to Tier 1 & 2 NTOs. Future shared solutions could include an Regional Open Online Booking Solution (as with Tourism Exchange Australia (TXA) - see below.)

Digital Strategy: In the wider Digital Strategy we will be reviewing critical issues around connectivity and broader technology adoption across the industry and related sectors.
Digital marketing is about having a S.M.A.R.T plan, leveraging data and analytics and then speed, flexibility in execution. This includes a process of continual iteration based on results - what is working, what isn’t and what needs to change.

Some of the major areas we are working on in this Strategy pillar include:

**Measure What Matters:** The process will identify a set of recommended Key Performance Indicators (KPIs) including core metrics all NTOs & industry partners should be measuring, to more advanced and sophisticated KPIs appropriate to each Tier.

**Digital Marketing Measurement Framework:** The Digital Strategy will include an outline of the data & research measurement framework appropriate to each tier. This will include the specific analytics, data solutions and research needed to measure success.

**Shared Research & Insights:** SPTO can collect and where needed purchase, shared digital marketing insights, white papers & research critical to smart digital marketing decisions.

**Pacific Benchmarking Program:** SPTO and/or an independent third party will manage a regional benchmarking programme allowing each NTO to assess their performance against their peers. Data is shared but is aggregated, averaged and anonymised to ensure the privacy of all parties.

**Input into the Digital Strategy:** We welcome your comments & suggestions for the SPTO Digital Strategy. We are hosting workshops, interviews and an online survey. In addition, please contact **Maria Rial** at Miles: maria.rial@milespartnership.com or **Zaheer Hassan** at SPTO: zhassan@spto.org.