PACIFIC TOURISM ORGANISATION

PACIFIC TOURISM MARKETING STRATEGY

2027-2031

PEOPLE SUSTAINABILITY GROWTH PARTNERSHIP

INSPIRED BY OUR PAST.
DRIVEN BY OUR FUTURE.

A BOLDER VISION.
STRONGER TOGETHER.
A PROSPEROUS PACIFIC.

Table of Contents

1. Foreword 5
SPTO Chair 5
2. CEO Message 6
Message from the Chief Executive Officer 6
3. Acknowledgements 7
4. Executive Summary 8
Purpose 8
Vision 8
Strategic Outcomes 8
Strategic Pillars 8
Flagship Programmes 9
Implementation 9
5. Strategic Context 10
5.1 Regional Competitive Positioning 11
5.1.1 Purpose 11
5.1.2 Competitive Positioning Statement 11
6. Methodology 11
7. SWOT Analysis and Strategic Implications 12
7.1 Strategic Response Matrix 12
7.2 Strategic Implications 13
8. Strategic Outcomes 14
8.1 Outcomes and Performance Indicators 14
8.2 Strategic Outcomes and Pillar Alignment 15
8.3 Strategic Actions 16
9. Strategic Pillars 16
9.1 Branding & Identity 16
9.2 Digital Marketing 17
9.3 Trade Events & Partnerships 18
9.4 Market Development 19
9.5 Data & Insights 20
9.6 Capacity Building 21
9.7 Connectivity & Access 22
10. Cross-Cutting Principles & AI Enabler 23
11. SPTO Flagship Programmes 24

12. Governance & Resourcing 25
12.1 Governance Structure and relationships 25
12.2 Implementation Roles and Responsibilities 26
12.3 Monitoring, Evaluation and Learning (MEL) 27
12.4 Reporting Framework 27
13. Resourcing 27
13.1 Resourcing Model 27
13.1.1 Human Resources 28
13.2 Funding Streams 29
13.2.1 Resource Allocation Priorities 30
13.2.2 Investment Framework 30
13.2.3 Financial Sustainability Principles 31
14. Action Plan 31
14.1 Implementation Approach 31
14.2 Priority Implementation Schedule 32
14.3Flagship Programme Delivery Schedule 32
15. Risk Register 33
15.1 Risk Management Approach 33
15.2 Strategic Risk Register 33
15.3 Risk Monitoring and Reporting 34
16. Monitoring, Evaluation & Learning 35
16.1 Purpose 35
16.2 Results Framework 35
16.2.1 Baseline Assessment (2027) 37
16.3 Performance Monitoring and Reporting 38
Annexes 39

1. Foreword

SPTO Chair

The Pacific tourism sector stands at a defining moment in its development. As one of the region's most important economic sectors, tourism creates employment, supports businesses, strengthens cultural exchange, and contributes significantly to the wellbeing of Pacific communities. At the same time, the sector is evolving rapidly, shaped by changing traveler expectations, digital transformation, sustainability imperatives, and increasing global competition.

The Pacific Tourism Marketing Strategy 2027-2031 provides a clear and ambitious roadmap for strengthening the Pacific's collective tourism presence and competitiveness in the global marketplace. It reflects our shared commitment to positioning the Pacific as a leading tourism region, while ensuring that growth delivers meaningful benefits for our people, communities, businesses, and future generations.

This Strategy builds upon the foundations established through previous regional marketing initiatives and aligns with the SPTO Strategic Plan 2025-2029 and 2050 Blue Pacific Strategy. It recognises the power of collaboration, bringing together Member Countries, National Tourism Organisations, industry stakeholders, development partners, and regional organisations to advance common goals and maximise collective impact.

Through this Strategy, we will strengthen the Pacific tourism brand, leverage digital innovation, enhance tourism intelligence and market insights, foster stronger industry partnerships, and support more sustainable and resilient tourism development across our Blue Pacific continent. The Strategy also recognises the importance of embracing emerging technologies, improving connectivity, and strengthening capacity throughout the region.

The successful implementation of this Strategy will depend upon continued partnership, commitment, and shared ownership across the tourism ecosystem. By working together, we can amplify the unique stories, cultures, experiences, and values that make the Pacific one of the world's most distinctive tourism destinations.

On behalf of the SPTO Board, I commend this Strategy and encourage all Members and partners to actively support its implementation. Together, we can strengthen the Pacific tourism sector, create lasting economic opportunities, and build a vibrant and resilient future for tourism across our region.

Adela Issachar Aru
Chairperson
Pacific Tourism Organisation (SPTO)

2. CEO Message

Message from the Chief Executive Officer

The Pacific Tourism Marketing Strategy 2027-2031 represents an important step forward in SPTO's commitment to supporting sustainable tourism growth and strengthening the Pacific's position in an increasingly competitive global tourism environment.

Tourism remains a cornerstone of economic development for many Pacific Island countries and territories. As the sector continues to recover, transform, and grow, there is a clear need for a coordinated regional approach that leverages our collective strengths, enhances market visibility, and creates opportunities that individual destinations may not achieve independently.

This Strategy provides a practical and results-focused framework to guide SPTO's regional marketing efforts over the next five years. It has been developed through consultation with Members, industry stakeholders, and partners and reflects the priorities, opportunities, and challenges facing Pacific tourism today.

The Strategy focuses on seven interconnected priorities: strengthening the Pacific tourism brand, accelerating digital transformation, enhancing trade engagement, diversifying source markets, improving tourism intelligence, building marketing capability, and strengthening regional connectivity. Together, these priorities will support a more visible, competitive, innovative, and resilient Pacific tourism sector.

A key feature of this Strategy is its emphasis on collaboration. Successful implementation will require coordinated action across SPTO divisions, National Tourism Organisations, industry partners, development agencies, airlines, and regional organisations. SPTO will continue to play a leadership and facilitation role, ensuring that regional initiatives complement national priorities and deliver tangible benefits for Members.

The Strategy also embraces innovation, recognising the growing importance of artificial intelligence, digital marketing, data-driven decision-making, and emerging technologies in shaping the future of tourism marketing. At the same time, it reinforces SPTO's commitment to sustainability, resilience, cultural authenticity, and community wellbeing as fundamental elements of the Pacific tourism brand.

While ambitious, this Strategy is grounded in practical actions, measurable outcomes, and a commitment to continuous learning and improvement. Through strong governance, effective partnerships, and accountable implementation, we are confident that the Pacific can continue to strengthen its global tourism appeal and deliver sustainable benefits for our people and economies.

I would like to thank our members, partners, stakeholders, and SPTO staff who have contributed to the development of this Strategy. I look forward to working together to bring its vision to life and realise a stronger, more connected, and more prosperous Pacific tourism future.

Christopher Cocker
Chief Executive Officer
Pacific Tourism Organisation (SPTO)

3. Acknowledgements

The Pacific Tourism Organisation (SPTO) extends its sincere appreciation and gratitude to all individuals, organisations, and partners whose valuable insights, expertise, and contributions have shaped the development of the Pacific Tourism Marketing Strategy 2027–2031.

This Strategy reflects a truly collaborative effort across the Pacific region. We acknowledge the invaluable contributions of our National Tourism Offices (NTOs), whose strategic guidance, market intelligence, and commitment to advancing tourism development in their respective destinations have been instrumental in ensuring that this Strategy reflects the aspirations and priorities of Pacific Island countries and territories.

We also extend our heartfelt thanks to the many tourism operators, industry associations, accommodation providers, transport operators, cruise and yachting stakeholders, airlines, development partners, and private sector representatives who generously shared their perspectives, experiences, and recommendations throughout the consultation process. Their practical insights have helped shape a Strategy that is market-responsive, industry-driven, and focused on delivering sustainable growth for Pacific tourism.

SPTO acknowledges the leadership and support of the SPTO Board of Directors, whose strategic direction, governance oversight, and commitment to regional tourism development have provided the foundation for this Strategy. We also express our sincere appreciation to SPTO Chief Executive Officer Christopher Cocker, the SPTO Management Team, and staff for their guidance, dedication, and contributions throughout the Strategy's development.

Special recognition is extended to our regional and international partners who continue to support Pacific tourism through collaboration, investment, capacity building, market access, research, and destination development initiatives. Their partnership remains critical in strengthening the resilience, competitiveness, and sustainability of the Pacific tourism sector.

The Pacific Tourism Marketing Strategy 2027–2031 has been developed with a shared vision of positioning the Pacific as a leading sustainable tourism region, strengthening the visibility and unique points of difference of our destinations, and creating greater economic opportunities for Pacific communities. It provides a regional framework to guide collective marketing efforts, enhance destination promotion, leverage digital innovation, expand market opportunities, and strengthen collaboration among our members and stakeholders.

Ultimately, this Strategy belongs to the Pacific. Its success will depend on the continued commitment, partnership, and collective action of SPTO Member Countries, National Tourism Offices, tourism businesses, regional organisations, development partners, and communities working together to build a more resilient, inclusive, and prosperous tourism future for the Blue Pacific.

Thank you to all who contributed to this important regional endeavour.

4. Executive Summary

Purpose

The Pacific Tourism Marketing Strategy 2027-2031 provides the regional framework for strengthening tourism marketing, destination competitiveness, and sustainable tourism growth across the Pacific. The Strategy establishes a coordinated approach for SPTO, Member National Tourism Organisations (NTOs), industry stakeholders, and development partners to collectively promote the Pacific, strengthen regional visibility, enhance market performance, and deliver long-term social, economic, cultural, and environmental benefits from tourism.

The Strategy aligns with the 2050 Blue Pacific Strategy and SPTO Strategic Plan 2025-2029 as well as supports the achievement of Strategic Focus Area 2: Marketing and Promotion, while contributing to broader regional aspirations for sustainability, resilience, innovation, connectivity, and inclusive growth.

Vision

To position the Pacific as the world's leading sustainable island tourism region, celebrated for its unique cultures, authentic experiences, natural beauty, and shared Blue Pacific identity.

Strategic Outcomes

The Strategy seeks to achieve the following outcomes by 2031:

- **Outcome 1: A Stronger and More Recognisable Pacific Brand,** with increased awareness, recognition and differentiation in priority source markets.
- **Outcome 2: A Digitally Enabled and Competitive Tourism Region,** with strengthened digital capability, online visibility and use of data-driven marketing**.**
- **Outcome 3: Expanded Market Reach and Tourism Opportunities** across established and emerging markets, including high-value, niche and multi-destination opportunities.
- **Outcome 4: Improved Tourism Intelligence and Evidence-Based Decision-Making** through strengthened regional tourism intelligence and performance measurement.
- **Outcome 5: Tourism Growth that Supports Sustainability and Communities,** with greater integration of sustainability, inclusion and resilience into regional tourism marketing.
- **Outcome 6: Stronger Regional Capability and Collaboration,** through skills development, knowledge-sharing, mentoring and regional collaboration.
- **Outcome 7: Improved Connectivity and Multi-Destination Travel,** supporting greater awareness of regional connectivity and opportunities for visitor dispersal.

Strategic Pillars

The Strategy is built around seven interconnected Strategic Pillars:

- **Pillar 1: Branding & Identity**
  Strengthen and position the Pacific tourism brand through compelling regional storytelling, destination differentiation, and unified market messaging.

- **Pillar 2: Digital Marketing & Innovation**
  Accelerate digital transformation and adoption of innovative technologies to improve destination marketing performance and audience engagement.

- **Pillar 3: Trade Events & Industry Partnerships**
  Enhance industry engagement through strategic trade events, cooperative marketing, and partnership development.

- **Pillar 4: Market Development & Diversification**
  Expand market reach by strengthening priority source markets, developing emerging opportunities, and promoting niche tourism segments.

- **Pillar 5: Data, Research & Tourism Intelligence**
  Support evidence-based marketing and strategic decision-making through strengthened tourism intelligence and performance measurement systems.

- **Pillar 6: Capacity Building & Capability Development**
  Build regional marketing capability, leadership, and technical expertise across Member destinations and industry stakeholders.

- **Pillar 7: Connectivity & Regional Collaboration**
  Strengthen tourism connectivity, multi-destination opportunities, and collaborative regional initiatives that improve visitor access and travel experiences.

Flagship Programmes

Implementation of the Strategy will be supported by a series of regional flagship programmes designed to deliver transformative outcomes and strengthen regional collaboration:

- Brand Pacific 2030
- Pacific Tourism Performance Index (PTPI)
- Pacific Storytelling Specialist Programme (PSSP)
- Pacific Digital Champions Network
- Pacific Tourism AI Accelerator
- Seamless Pacific Journeys Initiative
- Treasures of the Pacific
- SPTO Industry Membership Programme (IMP)

Together, these programmes will drive innovation, strengthen destination visibility, improve tourism intelligence, enhance capability development, and support sustainable market growth across the region.

Implementation

Implementation of the Strategy will be led by the SPTO Marketing Division under the strategic oversight of the SPTO Board and Executive Office. Successful delivery will depend upon close collaboration between SPTO divisions, Member National Tourism Organisations, industry stakeholders, airlines, regional organisations, and development partners.

A robust governance, monitoring, evaluation, and learning framework will support accountability, transparency, and continuous improvement throughout the implementation period. Progress will be measured through clearly defined performance indicators, annual reporting processes, and the Pacific Tourism Performance Index (PTPI), ensuring that resources are effectively directed toward achieving agreed regional tourism outcomes.

Through coordinated action and shared commitment, the Pacific Tourism Marketing Strategy 2027-2031 will strengthen the region's competitiveness, increase the value of tourism, and position the Pacific for sustainable and inclusive growth in the years ahead.

5. Strategic Context

Tourism remains one of the Pacific region's most important economic sectors, contributing significantly to employment, foreign exchange earnings, private sector development, and community livelihoods. For many Pacific Island Countries and Territories, tourism serves as a critical driver of economic growth and sustainable development, creating opportunities for businesses, communities, youth, and women while supporting broader national development objectives.

The global tourism landscape continues to evolve rapidly. Advances in digital technologies, changing consumer preferences, increasing demand for authentic and sustainable travel experiences, and the emergence of artificial intelligence and data-driven marketing are transforming how destinations compete and engage with travelers. At the same time, destinations are facing increased competition for visitor attention, investment, aviation connectivity, and market share.

Across the Pacific, tourism recovery has highlighted both opportunities and challenges. While visitors demand for nature-based, cultural, adventure, and community-focused experiences continues to grow, destinations face ongoing constraints relating to connectivity, destination visibility, workforce capacity, climate resilience, tourism data availability, and marketing resources. These challenges reinforce the importance of stronger regional collaboration and collective market positioning.

The Pacific possesses a unique competitive advantage through its diversity of cultures, environments, experiences, and peoples, united by a shared Blue Pacific identity. Increasingly, international travelers are seeking destinations that offer authenticity, sustainability, meaningful cultural engagement, and responsible tourism experiences. These trends align strongly with the Pacific's tourism strengths and provide opportunities to further differentiate the region in global markets.

The Pacific Tourism Marketing Strategy 2027-2031 has been developed in response to these opportunities and challenges. It provides a regional framework for strengthening the Pacific's global tourism positioning, enhancing coordinated marketing efforts, improving tourism intelligence and digital capability, expanding strategic partnerships, and supporting sustainable tourism growth across Member destinations.

The Strategy is the marketing implementation framework for the SPTO Strategic Plan 2025-2029 and delivers Strategic Focus Area 2: Marketing and Promotion, in support of the 2050 Strategy for the Blue Pacific Continent. It works alongside SPTO's other regional instruments: the Pacific Sustainable Tourism Policy Framework, which defines the sustainable experiences the Strategy markets; the Pacific Tourism Statistics Strategy 2021-2030, which provides the data used to measure its impact; the Pacific Tourism and Aviation Strategy 2026-2030, which sets the connectivity context; the Pacific Digital Roadmap, which supports digital connectivity, innovation and capability across the region; and the SPTO Finance Strategy 2026-2030, which guides its resourcing. It builds on the foundation set by the SPTO Digital Marketing Strategy 2021-2025 and complements the national tourism strategies of Member countries.

Together, these arrangements give Members a single regional brand and shared campaigns that smaller destinations could not fund alone, a common evidence base and benchmarking through the Pacific Tourism Performance Index (PTPI), and structured opportunities for peer learning.

They also give governments, development partners and investors a clear and measurable framework, which strengthens the case for co-investment and donor support.

5.1 Regional Competitive Positioning

5.1.1 Purpose

The Pacific operates within a highly competitive global tourism marketplace where destinations compete for visitor attention, airline capacity, tourism investment, trade partnerships, and market share. Understanding the Pacific's competitive position is essential for developing effective marketing strategies, strengthening destination differentiation, and maximising the value of a coordinated regional approach.

5.1.2 Competitive Positioning Statement

The Pacific's tourism offering is distinguished by its vibrant cultures, extraordinary ocean environments, authentic communities, and diverse island experiences that collectively create meaningful visitor journeys.

This positioning differentiates the Pacific from competing destinations by emphasising authenticity, sustainability, cultural richness, and regional diversity while reinforcing the collective strength of Brand Pacific.

Refer to Annex A to view the Pacific Tourism Competitive Positioning Analysis

Strategic Implications
The Pacific's future competitiveness will depend on its ability to:

- Strengthen Brand Pacific and destination differentiation.
- Increase digital visibility and market reach.
- Enhance regional collaboration and cooperative marketing.
- Promote sustainability as a market advantage.
- Improve connectivity and multi-destination travel opportunities.
- Leverage data and insights to support evidence-based marketing decisions.

The Strategic Pillars contained within this Strategy have been designed to strengthen these competitive advantages and position the Pacific as a globally recognised and preferred tourism region by 2031.

6. Methodology

The development of the Pacific Tourism Marketing Strategy 2027–2031 was guided by a collaborative, evidence-based, and participatory approach designed to ensure the Strategy reflects the priorities, opportunities, and challenges facing Pacific tourism. The methodology combined stakeholder consultations, market analysis, destination profiling, strategic alignment reviews, and validation processes to create a practical and regionally owned framework for tourism marketing.

The Pacific Tourism Marketing Strategy 2027-2031 was developed through a collaborative, evidence-based and participatory approach, designed to ensure the Strategy reflects the priorities, opportunities and challenges facing Pacific tourism and is owned by the region.

The process drew on four main sources of evidence. First, consultations with Member countries and National Tourism Organisations (NTOs), supported by regional workshops and engagement

with tourism operators, industry associations, airlines, cruise and yachting stakeholders and development partners. Second, market analysis and destination profiling, drawing on available market intelligence and tourism data. Third, a review of alignment with the 2050 Blue Pacific Strategy, SPTO Strategic Plan 2025-2029, the Pacific Tourism Digital Roadmap, the Pacific Sustainable Tourism Policy Framework, Pacific Tourism Statistics Strategy and other regional instruments. Fourth, the Marketing Division Strategic Workshop, which tested priorities against SPTO's regional role and resources.

Findings were consolidated through a SWOT analysis, and each finding was linked to a Strategic Pillar so that identified challenges and opportunities could be translated into specific actions. The draft was then refined through validation with stakeholders and internal review.

Full details of the Methodology are provided in Annex B.

7. SWOT Analysis and Strategic Implications

The SWOT analysis highlights the significant strengths and opportunities available to Pacific tourism, while also identifying structural challenges that must be addressed to strengthen destination competitiveness, tourism resilience, and regional marketing effectiveness.

To ensure that the SWOT analysis directly informs implementation, the key findings have been linked to the Strategic Pillars of this Strategy. This ensures that identified challenges and opportunities are addressed through targeted interventions and measurable actions.

7.1 Strategic Response Matrix

SWOT Finding	Strategic Response	Lead Strategic Pillar
Limited marketing budgets across many member countries	Leverage coordinated regional campaigns, shared content, cooperative marketing programmes, and joint promotional activities to increase market reach and maximise return on investment.	Pillar 2: Digital Marketing; Pillar 3: Trade Events & Partnerships
Uneven digital capability and digital maturity among members	Implement the Digital Maturity Framework, Digital Champions Network, AI capability programmes, and ongoing digital skills training.	Pillar 6: Capacity Building
Gaps in tourism data collection, reporting, analytics, and benchmarking	Establish the Pacific Tourism Performance Index (PTPI), regional dashboards, benchmarking systems, and Insight-as-a-Service programmes.	Pillar 5: Data & Insights
Inconsistent destination branding and limited Unique Selling Points (USPs) differentiation	Develop the Brand Pacific Architecture Framework, destination Unique Selling Points (USPs) profiles, and regional branding guidelines.	Pillar 1: Branding & Identity
Limited specialised tourism marketing capacity	Expand training, mentoring, knowledge-sharing networks, peer learning, and marketing toolkits.	Pillar 6: Capacity Building

Geographic dispersion and high marketing costs	Increase regional collaboration, shared marketing platforms, digital campaigns, and cooperative investment approaches.	Pillar 2: Digital Marketing; Pillar 3: Trade Events & Partnerships
Connectivity constraints and limited transport options	Promote airline partnerships, multi-destination travel, and the Seamless Pacific Journeys initiative.	Pillar 7: Connectivity & Access
Dependence on external funding	Strengthen commercial partnerships, co-investment models, airline collaborations, recruitment of tourism stakeholders for the Industry Membership programme (IMP) and donor engagement.	Pillar 3: Trade Events & Partnerships
Growing demand for authentic and sustainable tourism experiences	Expand promotion of sustainable tourism products, community-based tourism, cultural tourism, and responsible travel experiences.	Cross-cutting: Sustainability, Inclusion and Resilience
Growth opportunities in niche tourism segments	Prioritise yachting, diving, cruising, wellness, adventure, cultural, and community-based tourism products.	Pillar 4: Market Development
Expansion of emerging visitor markets	Implement market-specific campaigns and diversification strategies targeting Asia, India, Southeast Asia, North America, and Europe.	Pillar 4: Market Development
Increasing competition from global destinations	Strengthen Brand Pacific, destination differentiation, storytelling, and regional market positioning.	Pillar 1: Branding & Identity
Rapid technological change	Invest in digital transformation, AI capability, innovation adoption, and continuous skills development.	Pillar 2: Digital Marketing; Pillar 7: Capacity Building
Climate change and disaster-related risks	Promote resilience, sustainable tourism practices, crisis communications capability, and responsible visitor behaviour.	Pillar 2: Digital Marketing; Cross-cutting: Sustainability, Inclusion and Resilience
Cybersecurity and digital governance risks	Implement the Pacific Digital Resilience Programme, digital safeguards, and capability development for member destinations.	Pillar 2: Digital Marketing
Risk of fragmented regional marketing efforts	Strengthen regional coordination through Brand Pacific, coordinated campaigns, PTPI reporting, and collaborative governance arrangements.	Pillar 1: Branding & Identity; Pillar 5: Data & Insights

7.2 Strategic Implications

The SWOT analysis confirms that the Pacific's greatest competitive advantage lies in its unique combination of natural beauty, cultural diversity, authentic visitor experiences, and strong regional cooperation.

However, the analysis also highlights several structural constraints, including limited marketing resources, uneven digital maturity, connectivity challenges, data gaps, and capacity limitations. Addressing these constraints requires a coordinated regional approach that enables member countries to achieve greater impact collectively than they could individually.

The seven Strategic Pillars have been designed to respond to these challenges while capitalising on emerging opportunities. Branding and Identity strengthens the Pacific's market position; Digital Marketing enhances visibility and competitiveness; Trade Events and Partnerships increase commercial opportunities; Market Development diversifies visitor markets and tourism segments; Data and Insights improves evidence-based decision-making; Capacity Building strengthens regional capability; and Connectivity and Access improve awareness and accessibility across the region. The cross-cutting principle of Sustainability, Inclusion and Resilience positions sustainability as a competitive advantage across all seven.

By aligning strategic actions to the key findings of the SWOT analysis, the Pacific Tourism Marketing Strategy 2027-2031 provides a practical roadmap for transforming regional strengths into measurable outcomes while mitigating identified risks and constraints. Through collaboration, innovation, sustainability, and data-driven decision-making, SPTO and its members will be better positioned to build a stronger, more resilient, and globally competitive Pacific tourism sector.

8. Strategic Outcomes

8.1 Outcomes and Performance Indicators

The Strategy will be assessed through seven Strategic Outcomes. Each outcome is supported by defined performance indicators that provide a measurable basis for tracking progress. Baselines will use the latest available reliable data, including 2026 data where available, supplemented by targeted baseline assessment during the first half of 2027 where required. Annual milestones will be established through the annual implementation and performance planning process, with a formal mid-term review in 2029 and final assessment in 2031.

Outcome 1: A Stronger and More Recognisable Pacific
Increase Pacific brand awareness, recognition and differentiation in priority markets. Target: 20% increase in Pacific brand awareness from the validated baseline by 2031.

Outcome 2: A Digitally Enabled and Competitive Tourism Region
Strengthen Member digital marketing capability, online visibility and use of data-driven marketing. Target: 50% increase in regional digital engagement from the validated baseline by 2031.

Outcome 3: Expanded Market Reach and Tourism Opportunities
Increase Pacific visibility across established and emerging markets and expand high-value, niche and multi-destination tourism opportunities. **Target:** 25% increase in multi-destination itineraries promoted from the validated baseline by 2031.

Outcome 4: Improved Tourism Intelligence and Evidence-Based Decision-Making
Strengthen the availability of timely, consistent and comparable tourism intelligence for planning and decision-making. Target: 100% Member coverage for agreed regional benchmarking indicators by 2031, subject to data availability and validation.

Outcome 5: Tourism Growth that Supports Sustainability and Communities
Increase the integration of sustainability, inclusion and resilience into tourism marketing and improve the visibility of verified sustainable tourism products. **Target:** 40% increase in verified sustainable tourism products featured from the validated baseline by 2031.

Outcome 6: Stronger Regional Capability and Collaboration
Increase access to skills development, knowledge-sharing, mentoring and regional collaboration. **Target:** 50% increase in stakeholders completing SPTO capacity-building programmes from the validated baseline by 2031, alongside increased NTO participation.

Outcome 7: Improved Connectivity and Multi-Destination Travel
Strengthen awareness and promotion of regional connectivity and multi-destination travel opportunities to support greater visitor dispersal across participating destinations. **Target:** Annual milestones established through implementation planning, with progress assessed against the validated baseline and 2031 target.

Detailed Strategic Outcomes & KPI Framework can be viewed in Annex D

8.2 Strategic Outcomes and Pillar Alignment

The Strategic Pillars are the primary implementation mechanisms through which the Pacific Tourism Marketing Strategy 2027-2031 will achieve its intended regional outcomes. While each pillar contributes to multiple outcomes, a Lead Pillar has been identified to provide accountability, coordination, performance monitoring and reporting through the Pacific Tourism Performance Index (PTPI).
The performance indicators identified under Section 8.1 provide the basis for assessing progress towards Strategic Outcomes. Lead Pillars will coordinate implementation and reporting for the indicators most directly associated with their areas of responsibility, while recognising that achievement of the outcomes requires cross-pillar and regional collaboration.

Strategic Outcome	Lead Pillar	Supporting Pillars
Outcome 1: Stronger and More Recognisable Pacific Brand	Branding & Identity	Digital Marketing, Market Development, Sustainability, Inclusion and Resilience (cross-cutting)
Outcome 2: A Digitally Enabled and Competitive Tourism Region	Digital Marketing	Capacity Building, Data & Insights
Outcome 3: Expanded Market Reach and Tourism Opportunities	Market Development	Trade Events & Partnerships, Connectivity & Access
Outcome 4: Improved Tourism Intelligence and Evidence-Based Decision-Making	Data & Insights	Digital Marketing, Capacity Building
Outcome 5: Tourism Growth that Supports Sustainability and Communities	Sustainability, Inclusion and Resilience (cross-cutting)	Branding & Identity, Market Development
Outcome 6: Stronger Regional Capability and Collaboration	Capacity Building	Digital Marketing, Data & Insights, Trade Events & Partnerships

Outcome 7: Improved Connectivity and Multi-Destination Travel	Connectivity & Access	Market Development, Trade Events & Partnerships

8.3 Strategic Actions

The Strategy will be implemented through seven strategic pillars, one cross-cutting principle and corresponding actions

Pillar	**Strategic Intent**
Branding	Strengthen Brand Pacific
Digital	Accelerate digital transformation
Trade	Expand market access
Market Development	Diversify demand
Data	Improve intelligence
Sustainability (cross-cutting)	Position sustainability as advantage
Capacity	Build capability
Connectivity	Promote access

9. Strategic Pillars

The Pacific Tourism Marketing Strategy 2027-2031 is built around seven interconnected strategic pillars and one cross-cutting principle that collectively supports SPTO's vision of strengthening the Pacific's position as a globally competitive, sustainable, resilient and digitally enabled tourism region.

The pillars reflect priorities identified through Member consultations, National Tourism Office (NTO) engagements, regional workshops, market intelligence, the SPTO Strategic Plan 2025-2029, the Pacific Tourism Digital Roadmap, the Sustainable Tourism Framework and the Marketing Division Strategic Workshop. Together, they provide the implementation framework through which SPTO, its members and industry partners, will deliver coordinated regional tourism marketing outcomes.

While each pillar addresses a specific strategic priority, the pillars are mutually reinforcing. Brand development supports digital campaigns. Market development informs trade promotion. Connectivity enables multi-destination tourism. Capacity building strengthens implementation capability. Data and insights provide the evidence for decision-making. Sustainability, inclusion and resilience underpin all pillars and guide how tourism marketing activities are designed, implemented, and evaluated.

Progress against all pillars will be monitored through the Pacific Tourism Performance Index (PTPI) and reported through the Strategy's Monitoring, Evaluation and Learning Framework.

9.1 Branding & Identity

- Promote authentic cultural heritage and Pacific identity.
- Highlight community-based tourism experiences.
- Strengthen responsible travel messaging.
- Position sustainability as a key element of Brand Pacific.

- AI-assisted storytelling and content development.
- Content localisation and audience targeting.

Purpose
To strengthen the Pacific's collective tourism identity while promoting the unique cultures, experiences, and competitive advantages of individual member destinations.

Strategic Focus
The Pacific's strength lies in its diversity. While destinations compete in global markets, they also share common values, cultural heritage, ocean identity, and sustainability principles that can be leveraged through a unified regional narrative.

Brand Pacific will capture the brand essences of member destinations and align SPTO's regional brand messaging to amplify them. This pillar will strengthen and modernise Brand Pacific, ensuring the region is recognised globally as a distinctive tourism destination while preserving the individuality of member destinations. Through authentic storytelling, destination differentiation, and coordinated brand management, the Pacific will strengthen its global market position and visitor appeal.

Brand Pacific Value Proposition
"The Pacific offers travelers vibrant cultures, extraordinary ocean environments, authentic community connections and distinctive island experiences found nowhere else in the world."

Brand Pacific Positioning Statement
"The Pacific is the world's leading tourism region where vibrant cultures, extraordinary ocean environments and authentic community experiences come together to create meaningful visitor journeys."

Strategic Initiatives
Brand Pacific Architecture Framework – refer to Annex C

Strategic Priorities
- Refresh and reposition Brand Pacific.
- Develop destination USP profiles.
- Strengthen destination storytelling.
- Establish brand standards and marketing toolkits.
- Promote Pacific cultures, people, and authentic experiences.
- Develop a regional storytelling network and content programme.
- Strengthen destination differentiation through coordinated campaigns.

9.2 Digital Marketing

- Promote sustainable tourism experiences through digital campaigns.
- Encourage responsible visitor behaviour through online content.
- Ensure inclusive and accessible digital marketing practices.
- Support resilience through crisis communication and digital preparedness.
- Marketing automation.
- Personalized visitor engagement.
- Multilingual content generation.
- Campaign optimisation.
- Visitor sentiment analysis.

Purpose
To strengthen the Pacific's digital presence, improve destination visibility, and leverage emerging technologies to drive measurable tourism marketing outcomes.

Strategic Focus
Digital marketing is the primary engine of regional tourism promotion. This pillar seeks to ensure that every SPTO member is digitally visible, campaign-ready, measurable, and capable of participating effectively in regional marketing initiatives.

Strategic Initiatives

- **Campaign-Ready Foundations**

- **Market-Led Campaign Architecture**
- **Coordinate:**
  - Regional flagship campaigns
  - Multi-country campaigns
  - Destination amplification campaigns

- **Always-On Pacific Presence**
  Develop a year-round content calendar to maintain continuous destination visibility.

- **AI Capability for All**

Information on the Digital Marketing Implementation Framework can be viewed in Annex E

9.3 Trade Events & Partnerships

- Prioritise partnerships that support sustainable tourism outcomes.
- Encourage responsible tourism practices among trade partners.
- Promote sustainable tourism products and experiences through trade events.
- AI-assisted matchmaking.
- Lead qualification and conversion tracking.
- CRM optimisation.

Purpose
To increase market access, create commercial opportunities, and strengthen industry collaboration through trade engagement and strategic partnerships.

Strategic Focus
This pillar focuses on creating measurable commercial outcomes through stronger trade engagement, strategic alliances, and improved lead conversion from regional marketing activities.

Strategic Initiatives
SPTE Digital Transformation
Enhance SPTE through:

- Online registration systems
- Pre-qualified buyers
- AI-assisted matchmaking
- Lead tracking
- Performance dashboards

Tier Trade Participation Framework
Members and industry partners can take part in regional trade activity at three levels, matched to their capacity and objectives:

- Foundational Participation
    - Entry-level participation in SPTO trade events and platforms, such as the South Pacific Tourism Exchange (SPTE) and regional roadshows, with SPTO support so that smaller and emerging destinations can take part on an equitable basis.
- Emerging Participation
    - Expanded participation for Members and partners ready to take a greater role, including shared exhibition space, joint trade activations and cost-sharing under SPTO's user-pay approach.
- Advanced Co-Investment Participation
    - Full partnership for Members and partners that co-fund and co-lead regional trade activities, such as dedicated market missions, co-branded campaigns and event sponsorship.

Strategic Commercial Alliances
Develop partnerships with:

- Airlines
- Cruise operators
- OTAs
- Tour wholesalers
- Media organisations
- Technology partners

Niche Trade Activation
Target priority segments through:

- DEMA
- Seatrade Cruise Global
- CITM
- Meet the Pacific
- Treasures of the Pacific

9.4 Market Development

- Target high-value, low-impact visitor segments.
- Support balanced visitor distribution across destinations.
- Promote tourism products that deliver community benefits.
- Encourage responsible growth in emerging tourism markets.
- Demand forecasting.
- Market trend analysis.
- Visitor segmentation.
- Emerging market identification.

Purpose
To diversify visitor markets, expand tourism opportunities, increase visitor value, and support sustainable tourism growth across the Pacific through targeted market development and promotion of high-potential tourism segments.

Strategic Focus

The Pacific will pursue a market-led development approach that balances growth in established source markets with the expansion of emerging and future markets. Marketing investment will be guided by market performance, growth potential, connectivity, visitor yield, and alignment with the Pacific's unique tourism experiences.

This pillar will strengthen the Pacific's global competitiveness by diversifying visitor demand, reducing reliance on a limited number of source markets, promoting high-value tourism segments, and supporting multi-destination travel opportunities across the region.

Strategic Initiatives
Detailed Market Prioritisation Framework is provided in Annex F

9.5 Data & Insights

- Incorporate sustainability indicators into PTPI reporting.
- Monitor tourism impacts and destination resilience.
- Strengthen evidence-based decision-making to support sustainable tourism development.
- Utilise research and data to identify inclusive tourism opportunities.
- Tourism intelligence platforms.
- Predictive analysis.
- Performance dashboards.
- Automated reporting and benchmarking.

The Data & Insights Pillar will be implemented in close collaboration with SPTO's Research & Statistics Division and aligned with the Pacific Tourism Statistics Strategy. The Marketing Division will utilise insights generated through the Tourism Statistics Programme, Pacific Tourism Data Initiative (PTDI), Pacific Tourism Performance Index (PTPI), SPTO Knowledge Hub, and associated research initiatives to support evidence-based marketing, campaign optimisation, market development, and regional benchmarking.

A stronger data-driven culture will enable SPTO and its Members to make informed decisions, better understand visitor trends and market dynamics, measure marketing effectiveness, and identify opportunities for tourism growth. The integration of tourism intelligence into marketing planning and implementation will strengthen regional competitiveness and improve the return on investment of marketing activities.

Key focus areas under this pillar include:

Tourism Intelligence and Market Research

- Strengthen collaboration with the Research & Statistics Division to improve access to tourism intelligence, visitor data, market research, and industry insights that support strategic marketing and destination positioning.

Pacific Tourism Data Initiative (PTDI)

- Promote the use of PTDI data and analytics to better understand visitor behaviour, market trends, source market performance, and emerging tourism opportunities across the Pacific region.
- Pacific Tourism Performance Index (PTPI)

- Utilise PTPI as the primary framework for measuring tourism marketing performance, benchmarking destination competitiveness, tracking strategic outcomes, and supporting evidence-based decision-making across Member Countries.

SPTO Knowledge Hub

- Expand the use of the SPTO Knowledge Hub as a central repository for tourism research, market intelligence reports, case studies, best practices, and capacity-building resources that support regional learning and collaboration.

Marketing Performance Measurement

- Establish consistent mechanisms to monitor campaign performance, audience engagement, digital marketing effectiveness, and return on investment through standardised reporting and dashboard tools.

Predictive Analytics and Emerging Technologies

- Explore the application of artificial intelligence, predictive analytics, and business intelligence tools to improve demand forecasting, visitor trend analysis, market segmentation, and marketing personalisation.

Pacific Tourism Research Institute (PTRI)

The Pacific Tourism Research Institute (PTRI) will serve as the regional center for tourism research, market intelligence, and knowledge sharing, providing data-driven insights to support tourism marketing, planning, investment, and destination competitiveness across the Pacific. Through research, analytics, and performance monitoring, the PTRI will strengthen evidence-based decision-making and support sustainable tourism growth throughout the region.

Details of the PTRI can be viewed in Annex H

Regional Benchmarking and Reporting

- Develop regular regional tourism intelligence reports and performance dashboards that enable Members to benchmark progress against agreed indicators, identify opportunities for improvement, and inform strategic planning.

9.6 Capacity Building

- Build sustainable tourism marketing capability across Members.
- Strengthen knowledge of responsible tourism practices.
- Support inclusive participation by SMEs, communities, youth, and women in tourism marketing initiatives.
- Enhance organisational resilience and adaptive capacity.
- AI literacy and capability development.
- Digital innovation training.
- Responsible AI adoption.
- Knowledge sharing.

Purpose

To strengthen tourism marketing capability across member countries, tourism businesses, SMEs, and communities.

Strategic Focus

This pillar develops the skills, knowledge, leadership, and institutional capability required to support long-term tourism marketing success across the Pacific.

Details of the Capacity Building Framework Strategic initiatives can be viewed in Annex H

9.7 Connectivity & Access

- Promote efficient, reliable, safe and responsible travel pathways.
- Encourage longer stays and multi-destination travel.
- Support visitor dispersal across destinations.
- Strengthen resilience through diversified access routes and connectivity partnerships.
- Visitor journey planning tools.
- Smart itinerary development.
- Connectivity analytics and travel intelligence.

Purpose
To position connectivity as a strategic tourism advantage, improve awareness of travel access across the Pacific, and support growth in multi-destination tourism through coordinated marketing, aviation partnerships, and destination promotion.

Strategic Focus
Connectivity is a critical enabler of tourism growth and regional competitiveness. Air access, route availability, seat capacity, travel convenience, and transport networks directly influence destination performance and visitor demand.

In alignment with the SPTO Pacific Tourism & Aviation Strategy 2026-2030, this pillar recognises that SPTO's role is to support tourism growth through the promotion and marketing of connectivity opportunities rather than the direct development of aviation infrastructure or airline routes.

The guiding principle of this pillar is:
Marketing Access, Not Creating Access
SPTO will work with airlines, governments, airports, National Tourism Offices, cruise operators, and tourism stakeholders to promote existing and emerging connectivity opportunities, strengthen aviation partnerships, and improve traveler awareness of how Pacific destinations can be accessed and combined through multi-destination travel experiences.
The pillar also recognises the importance of:

- Air accessibility.
- Seat capacity growth.
- Route sustainability.
- Aviation marketing partnerships.
- Multi-gateway travel.
- Inter-island connectivity.
- Visitor dispersal across the region.

By strengthening collaboration between tourism and aviation stakeholders, the Pacific can increase visitor demand, improve route performance, and demonstrate the economic value of tourism connectivity across the region.

Strategic Initiatives
Seamless Pacific Journeys
Develop and promote SPTO's flagship regional connectivity campaign showcasing:

- Multi-destination travel experiences.

- Island-hopping itineraries.
- Fly-cruise products.
- Fly-sail experiences.
- Regional travel routes.
- Cross-border visitor journeys.

The campaign will encourage longer stays, increased visitor spending, and broader tourism dispersal across member destinations.

Air Connectivity Intelligence

Support evidence-based decision-making through:

- Route monitoring.
- Seat capacity analysis.
- Airline partnership performance reporting.
- Aviation trend reporting.
- Connectivity benchmarking.

This information will help identify opportunities to align tourism marketing activities with aviation growth and market demand.

Refer to Annex I to view the Connectivity & Access Framework

Collectively, these seven Strategic Pillars, guided by the cross-cutting principle of Sustainability, Inclusion and Resilience, provide the roadmap for SPTO and its Members to strengthen regional tourism marketing, improve destination competitiveness, build tourism resilience, support inclusive economic growth, and position the Pacific as the world's leading sustainable ocean tourism region over the period 2027-2031

10. Cross-Cutting Principles & AI Enabler

Purpose

To ensure that all regional tourism marketing initiatives contribute to environmental sustainability, cultural preservation, social inclusion, community wellbeing, economic resilience, and long-term tourism competitiveness across the Pacific.

Strategic Focus

Sustainability, inclusion and resilience are not standalone activities. They are fundamental principles that inform all aspects of tourism marketing and destination promotion.

The Pacific's unique competitive advantage lies in its living cultures, community-based tourism experiences, pristine natural environments, ocean stewardship traditions, and strong people-to-people connections. These strengths must be reflected consistently across Brand Pacific, digital marketing, trade engagement, market development, connectivity initiatives, capacity building programmes, and tourism intelligence systems.

This cross-cutting principle aligns with:

- United Nations Sustainable Development Goals (SDGs).
- 2050 Strategy for the Blue Pacific Continent.
- SPTO Pacific Sustainable Tourism Policy Framework (PSTPF).
- National sustainable tourism priorities across Member Countries.

SPTO will seek to ensure that all marketing initiatives promote tourism growth that is environmentally responsible, culturally respectful, socially inclusive, economically beneficial, and resilient to future shocks and disruptions.

Cross-Cutting Enabler: Digital Innovation, AI & Data Transformation
Strategic Objective
To leverage artificial intelligence, data analytics, digital technologies, and innovation to improve marketing effectiveness, visitor experiences, destination competitiveness, and regional decision-making while ensuring Pacific values, cultural integrity, data sovereignty, transparency, human oversight, and ethical governance are maintained.

Strategic Focus
Digital innovation, artificial intelligence, and data transformation are reshaping global tourism marketing. These technologies present significant opportunities for Pacific destinations to improve destination visibility, strengthen visitor engagement, enhance tourism intelligence, increase operational efficiency, and support evidence-based decision-making.

SPTO recognises that artificial intelligence is not a standalone tourism activity but a strategic enabler that supports all pillars of this Strategy. AI adoption will therefore be guided by Pacific values, cultural integrity, human-centered innovation, responsible governance, cybersecurity, transparency, and data sovereignty principles.

Digital Innovation, AI & Data Transformation will be integrated across all Strategic Pillars to support innovation, productivity, competitiveness, and improved tourism outcomes across the Pacific region.

Refer to Annex J to view the AI Enablement Framework

11. SPTO Flagship Programmes

To support implementation of the Pacific Tourism Marketing Strategy 2027-2031, SPTO will establish a suite of flagship regional programmes that will serve as the primary vehicles for delivering strategic outcomes, strengthening regional collaboration, and increasing the visibility and impact of tourism marketing initiatives across the Pacific.

These programmes will provide a common platform for member participation, stakeholder engagement, partnership development, performance reporting, and resource mobilisation throughout the Strategy period.

11.1 Brand Pacific 2030
11.2 Pacific Storytelling Specialist Programme (PSSP
11.3 Pacific Digital Champions Network
11.4 Pacific Tourism AI Accelerator
11.5 Pacific Tourism Performance Index
11.6 Seamless Pacific Journeys
11.7 Treasures of the Pacific
11.8 SPTO Industry Membership Programme (IMP)

Details of the eight SPTO Flagship Programmes can be viewed in Annex K

Flagship Programme Alignment

Flagship Programme	Lead Pillar
Brand Pacific 2030	Branding & Identity
Pacific Storytelling Specialist Programme (PSSP)	Branding & Identity / Digital Marketing
Pacific Digital Champions Network	Digital Marketing / Capacity Building
Pacific Tourism Performance Index (PTPI)	Data & Insights
Seamless Pacific Journeys	Connectivity & Access
Treasures of the Pacific	Market Development / Trade Events & Partnerships
Industry Membership Programme (IMP)	Market Development / Trade Events & Partnerships
Pacific Tourism AI Accelerator	Digital Marketing / Data Insights / Capacity Building

Strategic Value
Collectively, these flagship programmes provide the principal implementation framework for the Pacific Tourism Marketing Strategy 2027-2031. They translate the Strategy's strategic pillars into visible, measurable, and collaborative initiatives that can be communicated easily to Members, industry stakeholders, development partners, and investors.

They will also provide a practical mechanism for resource mobilisation, partnership development, performance reporting, and regional collaboration while reinforcing SPTO's leadership role in advancing tourism marketing across the Blue Pacific.

Eight flagship programmes give Members and partners a clearer and more memorable focus than individual actions spread across seven pillars.

Strategic Success Statement
By 2031, the Pacific Tourism Marketing Strategy will have strengthened the Pacific's position as a globally recognised and highly desirable tourism region, empowered member countries with stronger marketing capabilities and market access, improved collaboration across the region, and ensured tourism growth delivers lasting economic, social, cultural, and environmental benefits for Pacific communities.

12. Governance & Resourcing

12.1 Governance Structure and relationships

The successful implementation of the Pacific Tourism Marketing Strategy 2027-2031 requires a governance framework that promotes strategic leadership, accountability, collaboration, transparency, and effective decision-making across the region.

The SPTO Board of Directors holds overall responsibility for the Strategy. It provides strategic direction and oversight; reviews progress against the Strategic Outcomes and endorses major initiatives and priorities. The Executive Board Sub-Committee (EBSC) supports the Board by reviewing implementation progress and performance results, and by advising them on emerging challenges and priorities.

Under the Board, the Executive Office, led by the Chief Executive Officer, provides executive leadership for the Strategy and oversees implementation of Strategic Focus Area 2. It ensures alignment with the 2050 Blue Pacific Strategy, SPTO Strategic Plan and annual business plans, approves major programmes and resource allocations, and reports progress to the Board and the EBSC. The Marketing Division leads day-to-day implementation, supported by the Research & Statistics, Sustainable Tourism, and Finance & Operations divisions, with National Tourism Organisations, industry and development partners as implementation partners. A Pacific Tourism Marketing Advisory Group may be convened periodically to provide industry insight and technical advice. Specific roles are set out in section 12.2.

Implementation of the Strategy will be guided through SPTO's established arrangements, ensuring clear oversight, effective coordination, performance monitoring, and accountability for regional tourism marketing outcomes.

12.2 Implementation Roles and Responsibilities

Successful delivery of the Pacific Tourism Marketing Strategy 2027-2031 requires coordinated action across SPTO divisions, Member National Tourism Organisations (NTOs), industry stakeholders, and development partners. While the SPTO Marketing Division will lead implementation, successful outcomes depend upon collaboration across the broader SPTO Secretariat and regional tourism ecosystem.

The following table outlines the primary implementation responsibilities of key stakeholders.

Stakeholder	Primary Role
SPTO Executive Office	CEO is the lead and has overall overview of the Strategy. Also reports to the SPTO Board of Directors on behalf of the Marketing Division.
SPTO Marketing Division	Marketing Manager will manage the implementation and coordination of the Strategy, regional marketing campaigns, stakeholder engagement, partnership development, performance reporting, and delivery of Strategic Pillars and flagship programmes.
SPTO Research & Statistics Division	Provide tourism intelligence, market research, PTPI management, performance monitoring, data analytics, baseline assessments, and evidence-based insights to support decision-making.
SPTO Division of Sustainable Tourism	Support integration of sustainability, inclusion, resilience, community-based tourism, and responsible tourism principles across all Strategic Pillars and marketing initiatives.
SPTO Finance & Operations Division	Provide financial management, procurement support, resource planning, risk management, compliance oversight, and operational support for Strategy implementation.
National Tourism Organisations (NTOs)	Support destination-level implementation, campaign participation, content development, market intelligence sharing, and reporting against agreed performance indicators.
Industry Partners	Participate in regional marketing campaigns, trade events, cooperative marketing initiatives, content partnerships, and market development activities.
Development Partners	Provide technical assistance, funding support, capacity-building assistance, knowledge-sharing, and strategic collaboration aligned with regional tourism priorities.

This collaborative implementation model ensures that the Strategy benefits from a whole-of-organisation and whole-of-region approach, leveraging the respective strengths of SPTO divisions, Member Countries, industry stakeholders, and development partners to achieve shared regional tourism outcomes.

12.3 Monitoring, Evaluation and Learning (MEL)

A robust Monitoring, Evaluation and Learning (MEL) Framework will support accountability, evidence-based decision-making, and performance improvement, and adaptive management throughout the implementation period.
The MEL Framework will:

- Track progress against Strategic Outcomes and key performance indicators.
- Measure campaign effectiveness and return on marketing investment where data permits.
- Monitor implementation across Strategic Pillars.
- Support regional benchmarking through the Pacific Tourism Performance Index (PTPI).
- Monitor stakeholder participation and engagement.
- Capture lessons learned, innovations, and best practices.
- Inform annual implementation planning, resource allocation and management decision.

12.4 Reporting Framework

Report	Frequency	Audience
Campaign Performance Reports	Quarterly	EO & Marketing Division
PTPI Performance Dashboard	Quarterly	Board & Executive Board Sub-Committee (EBSC)
Annual Marketing Performance Report	Annually	Board & EBSC
Strategy Progress Report	Annually	SPTO Board, EBSC, CEO & Members
Mid-Term Strategy Review	2029	SPTO Board, EBSC, CEO, Members & Stakeholders
Final Strategy Evaluation	2031	SPTO Board, EBSC, CEO, Members & Stakeholders

Through this governance structure, SPTO will ensure clear accountability from the Board through implementation at Member level, while strengthening the role of the EBSC as the primary governance mechanism overseeing delivery of the Pacific Tourism Marketing Strategy 2027-2031.

13. Resourcing

13.1 Resourcing Model

Successful implementation of the Pacific Tourism Marketing Strategy 2027-2031 will require a diversified and sustainable resourcing model that combines SPTO core resources, member contributions, strategic partnerships, commercial collaboration, and development partner support.

SPTO will adopt a blended funding and cost-recovery approach that reduces reliance on any single funding source while strengthening regional ownership, co-investment, commercial revenue generation, strategic partnerships, and long-term financial sustainability.

The resourcing model will support implementation across all Strategic Pillars, flagship programmes, and the Pacific Tourism Performance Index (PTPI).

Alignment with the SPTO Finance Strategy 2026-2030
This Resourcing Model is aligned with the SPTO Finance Strategy 2026-2030 (Final), particularly its focus on revenue diversification, financial sustainability, partnership development, cost recovery mechanisms, strategic investment approaches, and long-term funding arrangements.

The Strategy recognises that sustainable tourism marketing requires predictable and diversified funding sources that support both ongoing operations and strategic regional initiatives. Consistent with the Finance Strategy, resource mobilisation efforts under this Strategy will seek to reduce reliance on traditional funding sources while expanding opportunities through co-investment, strategic partnerships, commercial collaborations, sponsorships, and development partner support.

Implementation will leverage SPTO's emerging partnership and coordination functions, donor engagement mechanisms, industry membership initiatives, and commercial revenue opportunities to strengthen financial sustainability and support the delivery of regional tourism marketing priorities. The Strategy will also seek to maximise opportunities for collaborative funding proposals, multi-year programme funding, cooperative marketing partnerships, and cost-sharing arrangements with Members, industry stakeholders, airlines, and development partners.

Resource allocation and investment decisions will be guided by principles of strategic impact, value for money, accountability, regional benefit, and long-term sustainability, ensuring that available resources contribute effectively to the achievement of the Strategy's Strategic Outcomes and regional tourism objectives.

13.1.1 Human Resources

Implementation will require expertise across:

- Strategic tourism marketing
- Branding and communications
- Ai, Digital marketing and content development
- Market research and analytics
- Trade development and partnerships
- Tourism data and performance measurement
- Monitoring, Evaluation and Learning (MEL)
- Sustainable tourism marketing
- Stakeholder engagement and partnership development

SPTO will complement internal capability through regional partnerships, specialist consultants, industry expertise, and development partner support where required.

Implementation will be coordinated with SPTO's corporate communications function, so that regional marketing and organisational communications share consistent messaging, brand standards and channels, and draw on shared content and resources where possible.

13.2 Funding Streams

The Marketing Manager in partnership with the SPTO Partnership and Coordination Team (when recruited) will play a central role in identifying funding opportunities, strengthening donor engagement, facilitating strategic partnerships, coordinating co-investment arrangements, and supporting resource mobilisation activities aligned with the implementation of this Strategy.

Funding Stream	Primary Purpose	Examples
Core SPTO Budget	Strategy coordination and core operations	Staffing, governance, Brand Pacific management, reporting
Member Contributions & Co-Investment	Shared regional marketing investment	Campaign participation, content contributions, event hosting
Airline & Aviation Partnerships	Connectivity and cooperative marketing	Joint campaigns, route promotions, destination marketing
Sponsorships & Strategic Partnerships	Programme and campaign support	Technology partners, OTAs, travel brands, media partners
Development Partner Funding	Regional public-good initiatives	Digital transformation, sustainability, capacity building, tourism intelligence
Commercial Revenue Generation	Long-term financial sustainability	Events, training programmes, sponsorships, Industry Membership Programme (IMP), market intelligence products
User-Pay Event Cost Recovery	Improve financial sustainability and reduce reliance on external funding	SPTE, roadshows, trade events, workshops, training programmes, industry forums

User-Pay and Cost Recovery Principles

Consistent with the SPTO Finance Strategy 2026-2030, SPTO will progressively strengthen the financial sustainability of regional marketing programmes through the application of user-pay and cost-recovery mechanisms where appropriate.

For selected regional marketing events and programmes, including the South Pacific Tourism Exchange (SPTE), regional roadshows, trade events, workshops, training programmes, and industry forums, SPTO will pursue a cost-recovery approach designed to reduce financial dependency while maintaining value and accessibility for Members and stakeholders.

As a guiding principle, SPTO will seek to achieve a minimum 70% cost recovery rate for eligible regional marketing events through participant fees, sponsorships, strategic partnerships, exhibitor contributions, and other revenue-generating mechanisms.

Recognising the diverse capacities of Member Countries and stakeholders, SPTO will apply a balanced and flexible approach to user-pay arrangements, ensuring that smaller island destinations and emerging tourism markets continue to have equitable opportunities to participate in regional marketing initiatives.

Cost-recovery measures will be integrated into event planning, budgeting, pricing frameworks, sponsorship packages, and partnership agreements to support the long-term sustainability and scalability of SPTO's regional tourism marketing programmes.

13.2.1 Resource Allocation Priorities

Resource allocation during the Strategy period will prioritise investments that deliver the greatest regional impact and support achievement of the Strategic Outcomes.
Priority investment areas include:

1. Brand Pacific development and destination positioning.
2. Digital marketing transformation and campaign delivery.
3. Digital Innovation, AI capability development, and Tourism Intelligence Systems.
4. Pacific Tourism Performance Index (PTPI) and tourism intelligence.
5. Trade engagement and commercial partnerships.
6. Market diversification and niche tourism promotion.
7. Sustainable tourism marketing.
8. Capacity building and skills development.
9. Connectivity and multi-destination tourism promotion.
10. Regional storytelling and content creation.
11. Monitoring, Evaluation and Learning (MEL).

13.2.2 Investment Framework

Recognising that funding levels may vary throughout the Strategy period, SPTO will adopt a flexible investment approach that directs resources towards activities with the greatest potential to achieve regional tourism marketing outcomes.

Indicative Resource Allocation
The indicative allocation below reflects the Marketing Division's core commitment from its SFA 2 budget. Allocations are subject to change as activities mature and external funding becomes available.

Investment Area	Indicative Allocation
Digital Marketing	25%
Market Development	10%
Trade Events & Partnerships	10%
Branding & Identity (Brand Pacific)	15%
Capacity Building	10%
PTPI & Data Insights	10%
Sustainable Tourism Marketing	10%
Programme Management, Governance & Administration	5%
Connectivity & Access	5%
Total	**100%**

Investment Principles
Resource allocation will be guided by:

- Impact – Prioritise activities that contribute most strongly to Strategic Outcomes.
- Leverage – Maximise co-investment from Members, airlines, industry, and development partners.
- Sustainability – Strengthen long-term capability, systems, and regional assets.

- Evidence-Based Decision-Making – Use PTPI data and performance reporting to guide investment decisions.
- Regional Benefit – Deliver value across multiple member destinations.
- Accountability – Monitor and report investment performance through the MEL Framework.

13.2.3 Financial Sustainability Principles

To maximise impact and support long-term implementation, SPTO will apply the following principles:

- Diversification – Maintain multiple funding sources.
- Co-Investment – Encourage shared ownership across Members and partners.
- Value for Money – Prioritise investments with measurable outcomes.
- Sustainability – Focus on long-term capability and system development.
- Accountability – Monitor performance through PTPI and MEL reporting.
- Partnership – Leverage collaboration to maximise regional impact.
  Resourcing Outlook

Implementation of the Pacific Tourism Marketing Strategy 2027-2031 will be supported through a balanced mix of SPTO funding, member co-investment, industry partnerships, airline collaboration, sponsorships, development partner support, and commercial revenue generation. This diversified approach will strengthen financial sustainability, implementation credibility, and long-term delivery of regional tourism marketing outcomes..

14. Action Plan

14.1 Implementation Approach

Implementation of the Pacific Tourism Marketing Strategy 2027-2031 will be undertaken through a phased approach that enables SPTO, Member National Tourism Organisations (NTOs), industry stakeholders, and development partners to progressively strengthen regional tourism marketing capability, expand collaborative initiatives, and deliver measurable outcomes.

The Action Plan provides the high-level roadmap for implementing the Strategy's Strategic Pillars, flagship programmes, and priority initiatives over the five-year implementation period.
Implementation will be guided by the following principles:

- Alignment with the SPTO Strategic Plan 2025-2029 and annual business planning processes.
- Collaboration between SPTO divisions, NTOs, industry stakeholders, and development partners.
- Evidence-based decision-making informed by the Pacific Tourism Performance Index (PTPI) and tourism intelligence systems.
- Flexibility and adaptive management to respond to changing market conditions and emerging opportunities.
- Integration of sustainability, resilience, inclusion, and digital innovation across all activities.
- Accountability through regular monitoring, reporting, and performance reviews.

Details of the Phased Implementation Framework can be viewed in Annex L

14.2 Priority Implementation Schedule

Strategic Pillar	Funding Source	2027	2028	2029	2030	2031
Branding & Identity	Core (SFA 2)	Foundation	Expansion	Expansion	Optimisation	Review
Digital Marketing	Core (SFA 2) + development partner funding	Foundation	Expansion	Expansion	Optimisation	Review
Trade Events & Partnerships	Core (SFA 2) + user-pay cost recovery and sponsorship	Foundation	Expansion	Expansion	Optimisation	Review
Market Development	Core (SFA 2) + Member co-investment	Foundation	Expansion	Expansion	Optimisation	Review
Data & Insights	Core (SFA 2) + development partner funding	Foundation	Expansion	Consolidation	Optimisation	Review
Capacity Building	Core (SFA 2) + development partner funding	Foundation	Expansion	Expansion	Consolidation	Review
Connectivity & Access	Core (SFA 2) + airline and industry partnerships	Foundation	Expansion	Expansion	Optimisation	Review

Note: Core (SFA 2) covers base delivery from the Marketing Division budget. Additional sources are required for full implementation.

14.3Flagship Programme Delivery Schedule

Programme	Funding Source	2027	2028-2029	2030-2031
Brand Pacific 2030	Core (SFA 2), delivered in-house	Launch	Full Implementation	Optimisation & Review
Pacific Storytelling Specialist programme (PSSP)	Core (SFA 2) + development partner funding	Establish	Expansion	Consolidation
Pacific Digital Champions Network	Core (SFA 2) + development partner funding	Launch	Expansion	Continuous Delivery
Pacific Tourism AI Accelerator	Core (SFA 2) + development partner and technology partner funding	Pilot Programmes	Regional Rollout	Optimisation
Pacific Tourism Performance Index (PTPI)	Core (SFA 2) + development partner funding	Establish Baseline	Full Reporting	Strategic Benchmarking

Programme	Funding Source	2027	2028-2029	2030-2031
Seamless Pacific Journeys	Core (SFA 2) + airline and industry partnerships	Programme Design	Regional Activation	Expansion
Treasures of the Pacific	Core (SFA 2) + user-pay cost recovery and sponsorship	Initial Delivery	Growth Phase	Consolidation
Industry Membership Programme (IMP)	Core (SFA 2) to establish, then membership revenue	Establish	Expansion	Commercial Maturity

Note: Core (SFA 2) covers base delivery from the Marketing Division budget. Additional sources are required for full implementation.

15. Risk Register

15.1 Risk Management Approach

SPTO recognises that successful implementation of the Pacific Tourism Marketing Strategy 2027-2031 requires proactive identification, monitoring, and management of strategic, operational, financial, technological, environmental, and external risks.

Risk management will form an integral component of Strategy implementation and will be monitored through the Executive Office, Executive Board Sub-Committee, Finance & Operations Division, and the Monitoring, Evaluation and Learning (MEL) Framework.

Risks will be reviewed annually and updated as part of Strategy performance reporting.

15.2 Strategic Risk Register

Risk	Likelihood	Impact	Mitigation Measures	Lead Responsibility
Insufficient funding to support implementation	High	High	Diversify funding sources, strengthen donor engagement, expand co-investment and sponsorship models	Executive Office / Finance & Operations
Low Member participation in regional initiatives	Medium	High	Strengthen consultation, communication, incentives and co-design approaches	Marketing Division
Fragmented regional branding and inconsistent messaging	Medium	High	Implement Brand Pacific Architecture Framework and branding guidelines	Marketing Division
Limited digital capability among Members	High	Medium	Deliver Digital Champions Network and targeted capability programmes	Marketing Division

Tourism data gaps and inconsistent reporting	High	High	Strengthen PTPI implementation and collaboration with Research & Statistics Division	Research & Statistics Division
External economic shocks affecting travel demand	Medium	High	Diversify markets and tourism segments and maintain flexible campaign planning	Executive Office / Marketing Division
Climate change impacts and natural disasters	High	High	Strengthen crisis communications, resilience planning and destination recovery support	Sustainable Tourism Division
Airline capacity reductions and connectivity disruptions	Medium	High	Strengthen aviation partnerships and promote alternative travel pathways	Marketing Division
Cybersecurity breaches and digital platform disruptions	Medium	High	Implement cybersecurity protocols, staff training and digital risk management measures	Finance & Operations / Marketing Division
Reputational risks affecting Brand Pacific	Low	High	Crisis communication plans, stakeholder engagement, media monitoring and rapid response protocols	Executive Office
Slow adoption of AI and emerging technologies	Medium	Medium	Strengthen awareness, training and demonstration projects through the AI Accelerator	Marketing Division
Over-reliance on external development funding	Medium	High	Increase commercial revenue, IMP expansion, sponsorship and cost-recovery programmes	Finance & Operations

15.3 Risk Monitoring and Reporting

Risk management will be integrated into SPTO's existing governance, planning, and reporting systems. Significant risks will be reviewed quarterly and reported annually through established governance arrangements such as the SFA 2 AWP.

Key risk management activities will include:

- Annual risk reviews by the Executive Office and relevant divisions.
- Integration of strategic risks into annual work planning processes.
- Monitoring of implementation risks through the MEL Framework.
- Reporting of significant risks and mitigation measures to the Executive Board Sub-Committee and SPTO Board.
- Periodic review of emerging risks associated with tourism trends, climate change, digital transformation, cybersecurity, artificial intelligence, and global travel markets.

16. Monitoring, Evaluation & Learning

16.1 Purpose

The Monitoring, Evaluation & Learning (MEL) Framework provides the mechanism for measuring implementation progress, assessing effectiveness, demonstrating value, and informing adaptive management of the Pacific Tourism Marketing Strategy 2027-2031.

The framework supports evidence-based decision making and ensures accountability to SPTO Members, National Tourism Organisations (NTOs), industry stakeholders, development partners, and the SPTO Board.

The MEL Framework will:

- Track progress against strategic outcomes.
- Monitor performance across all strategic pillars.
- Measure return on marketing investment.
- Support continuous improvement and organizational learning.
- Identify emerging opportunities and risks.
- Inform annual work planning and resource allocation.

The MEL Framework will also provide the basis for monitoring the performance indicators associated with the seven Strategic Outcomes in Section 8.1.

16.2 Results Framework

The Pacific Tourism Marketing Strategy 2027-2031 will be monitored through a four-tier Results Framework designed to establish a clear link between implementation activities, Strategic Pillar performance, Strategic Outcomes, and long-term regional tourism impacts.

The framework provides a structured approach for measuring progress, assessing effectiveness, supporting evidence-based decision-making, and demonstrating accountability to SPTO Members, stakeholders, development partners, and the SPTO Board. It also provides the foundation for performance monitoring, regional benchmarking, and reporting through the Pacific Tourism Performance Index (PTPI).

Strategic Outcomes will be monitored through their corresponding Lead Strategic Pillars as outlined in Section 8.2 Strategic Outcomes and Pillar Alignment. Each Lead Pillar will be responsible for coordinating implementation activities, tracking performance indicators, reporting progress, and contributing to the achievement of the relevant Strategic Outcome.

Performance monitoring and reporting will be coordinated through the Pacific Tourism Performance Index (PTPI), which will serve as the Strategy's primary performance management and benchmarking mechanism. The PTPI will provide a consistent framework for measuring progress from activity implementation through to pillar performance and regional outcome achievement, ensuring a clear line of sight between strategic priorities, implementation actions, performance indicators, and desired outcomes.

Recognising that baseline values for several strategic indicators are not currently available, SPTO will undertake a comprehensive baseline assessment during the first year of Strategy implementation. The baseline assessment will establish benchmark values against which progress towards the Strategy’s outcomes and 2031 targets will be measured.

The Results Framework consists of four interconnected levels:

Level 1: Strategic Impact

Measures the long-term regional tourism impacts that the Strategy seeks to influence over time.
Examples include:

- Increased Pacific tourism brand awareness and destination preference.
- Greater market diversification across priority source markets.
- Growth in multi-destination travel across the Pacific region.
- Increased demand for sustainable and community-based tourism experiences.
- Enhanced tourism competitiveness, resilience, and economic contribution.

Level 2: Strategic Outcomes

Measures progress towards the seven Strategic Outcomes identified within the Strategy and reflects the collective results achieved through implementation of the Strategic Pillars.
Examples include:

- A Stronger and more recognisable Pacific brand.
- A digitally enabled and competitive tourism region.
- Expanded market reach and tourism opportunities.
- Improved tourism intelligence and evidence-based decision-making.
- Sustainable tourism growth supporting communities.
- Stronger regional capability and collaboration.
- Improved connectivity and multi-destination travel.

Level 3: Pillar Performance

Measures the effectiveness and performance of the seven Strategic Pillars, together with the cross-cutting principle, in contributing to the Strategic Outcomes.
Examples include:

- Industry Membership Programme (IMP) revenue collected.
- Sponsorship and commercial partnership revenue generated.
- Number of regional branding campaigns delivered.
- Number of digital marketing initiatives implemented.
- Number of trade events and partnerships facilitated.
- Number of tourism intelligence products developed.
- Number of tourism stakeholders trained.
- Number of sustainable tourism experiences promoted.
- Number of connectivity initiatives implemented and promoted.

Level 4: Activity Performance

Measures the delivery of annual work plan activities and specific actions undertaken under each Strategic Pillar.
Examples include:

- IMP members recruited and renewed.
- Sponsorship packages secured.
- Workshops completed.
- Campaigns launched.
- Partnerships established.
- Toolkits and resources developed.
- Market intelligence reports produced.
- Training programmes delivered.
- Digital tools implemented.
- Stakeholder engagement activities conducted.

16.2.1 Baseline Assessment (2027)

To support robust monitoring and evaluation of the Strategy, SPTO will establish a validated performance baseline during the first half of 2027. Where reliable data are already available for 2026 or earlier periods, these data will be used as the baseline. Where baseline information is not currently available, targeted baseline data collection will be undertaken during Q1–Q2 2027.
The baseline assessment will be undertaken collaboratively by the SPTO Marketing Division, Research & Statistics Division, Member National Tourism Organisations (NTOs) and relevant partners. It will establish agreed indicator definitions, data sources, calculation methods and benchmark values for the key performance indicators associated with the Strategic Outcomes and priority implementation areas.

The assessment will cover, as relevant:

- Pacific brand awareness and destination perception;
- digital marketing performance and audience engagement;
- digital maturity and relevant emerging technology capability;
- market reach and campaign effectiveness;
- tourism intelligence and data capability;
- Member participation and stakeholder engagement;
- strategic partnerships and collaboration;
- connectivity and multi-destination tourism initiatives;
- sustainable tourism promotion and visibility; and
- industry membership and commercial revenue, including IMP revenue and sponsorship income.

Baseline findings will be validated with Member Countries and incorporated into the PTPI reporting framework. The validated baseline will provide the reference point for annual performance monitoring, the 2029 mid-term review and assessment of progress against the 2031 Strategy targets.

Where a baseline cannot be established through existing data or targeted 2027 assessment, the relevant indicator will be clearly identified as requiring further development, and an appropriate measurement approach will be established through annual implementation planning.

The detailed baseline sources and measurement methodologies will be maintained through the PTPI and MEL framework.

Indicative Baseline Data Sources

Indicator	Baseline Source
Pacific Brand Awareness	Consumer Market Surveys
Destination Perception	Market Research Studies
Digital Reach and Engagement	Social Media and Website Analytics
Campaign Performance	Marketing Performance Reports
Member Participation	SPTO Records
Digital Maturity	NTO Digital Capability Assessments
PTPI Coverage	SPTO Research & Statistics Division
Tourism Intelligence Utilisation	Dashboard Usage Reports and Member Surveys

Strategic Partnerships	SPTO CRM and Partnership Records
Connectivity Initiatives	Airline and Industry Reports
Capacity Building Participation	Training and Workshop Records
IMP Revenue Collected	SPTO Finance & Operations records
IMP Membership	SPTO membership records
Sponsorship Revenue Generated	SPTO Finance & Operations and partnership records

16.3 Performance Monitoring and Reporting

Performance against the Strategic Outcomes and associated indicators will be monitored through annual implementation and performance planning, supported by the Pacific Tourism Performance Index (PTPI).

The 2031 targets identified in Section 8.1 represent the intended end-of-Strategy position. Annual milestones will be established through the annual implementation and performance planning process, allowing detailed annual targets to be set once the 2027 baseline has been validated.
Performance will be assessed through:

- **2027:** Baseline establishment and validation;
- **2028:** Annual performance monitoring and progress assessment;
- **2029:** Formal mid-term Strategy review and assessment of progress against the baseline and agreed milestones;
- **2030:** Annual performance monitoring and implementation adjustment where required;
- **2031:** Final assessment of performance against the validated baseline and Strategy targets.

Where external conditions, data availability or material changes in the operating environment affect the relevance or measurability of an indicator, the indicator or milestone may be reviewed through the appropriate SPTO governance and annual planning processes. Any material changes will be documented in performance reporting.

The PTPI will provide the primary regional performance and benchmarking mechanism, consolidating agreed indicators, digital performance metrics, campaign results, capacity-building measures and benchmarking information to support annual reporting, strategic reviews, resource allocation and evidence-based decision-making.

Pacific Tourism Performance Index
The Pacific Tourism Performance Index (PTPI) will serve as the primary monitoring and benchmarking mechanism for the Pacific Tourism Marketing Strategy 2027-2031. The Index will consolidate agreed regional tourism marketing indicators, digital performance metrics, capacity-building indicators, campaign results, and benchmarking data into a single reporting and performance management platform. The PTPI will provide the evidence base for annual reporting, strategic reviews, resource allocation decisions, and performance benchmarking across Member Countries.

This will connect the MEL Framework directly to the excellent work already developed by the team under Pillars 2 and 5 and elevate the PTPI from a pillar initiative to a Strategy-wide accountability mechanism.

Annexes

The Annexes provide practical tools, reference material, and implementation support to complement the Pacific Tourism Marketing Strategy 2027-2031. They are designed to support country-led implementation, regional coordination, and evidence-based decision-making, while avoiding duplication in the main Strategy document.

Annex A: Pacific Tourism Competitive Positioning Analysis – *click here*

Annex B: Methodology – *click here*

Annex C: Pillar 1_Branding & Identity – Brand Pacific Architecture Framework – *click here*

Annex D: Strategic Outcomes – *click here*

Annex E: Digital Marketing Implementation Framework – *click here*

Annex F: Pacific Tourism Market Prioritization Framework – *click here*

Annex G: Pacific Tourism Research Institute – *click here*

Annex H: Capacity Building Framework – *click here*

Annex I: Connectivity & Access Framework – *click here*

Annex J: AI Enablement Framework – *click here*

Annex K: Flagship Programme – *click here*

Annex L: Phased Implementation Framework – *click here*