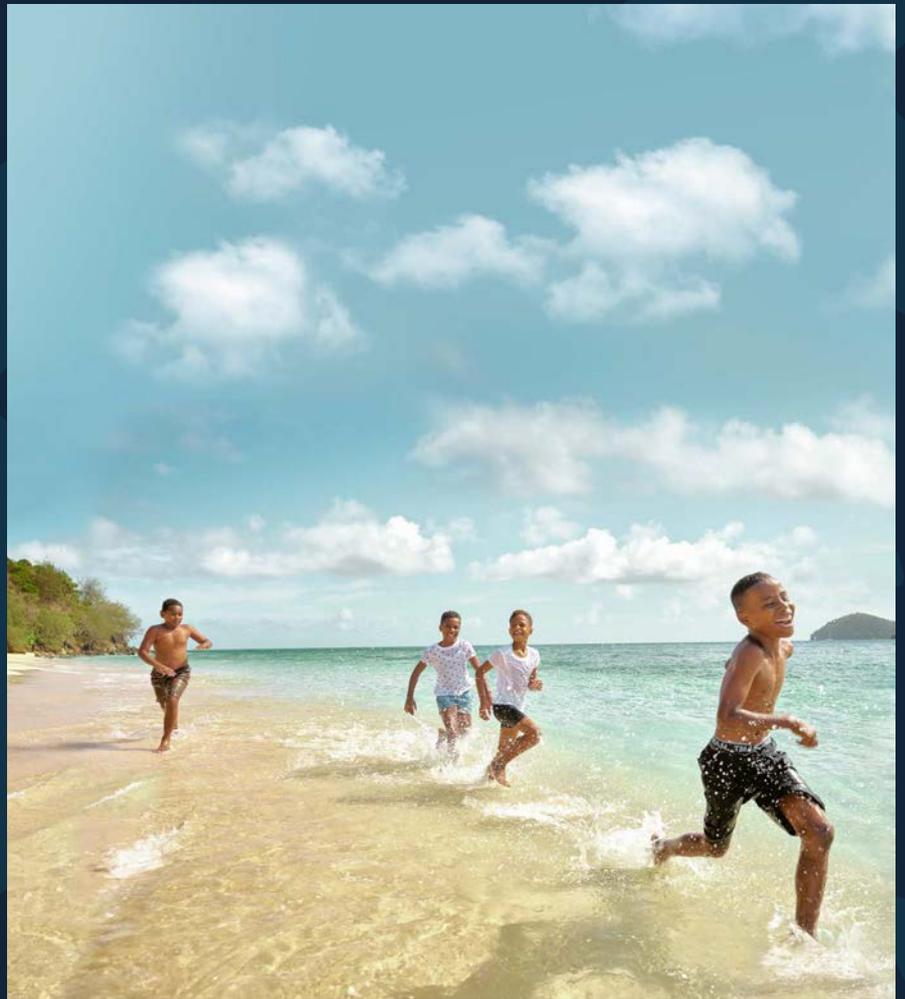


Tourism Fiji Corporate Plan



2024-2027

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A Message from the Chair

Tourism is the backbone of Fiji's economy. It creates jobs, sustains communities, and serves as a global showcase for our nation, driving investment across diverse sectors. Through employment, economic activity, and its multiplier effects, tourism plays a vital role in boosting industries that benefit from the increased disposable income of tourism workers.

Today, the sector contributes significantly to Fiji's GDP and stands as Fiji's largest formal employer, supporting the livelihoods of thousands of families.

Our previous Corporate Plan (2022–2024) was dedicated to supporting the sector's recovery from the COVID-19 pandemic and fostering a brighter future for Fiji's tourism. By engaging with industry stakeholders, we collectively built a path forward. We did more than just reclaim our pre-pandemic standing—the industry surpassed expectations, achieving record-breaking success in 2024.

As we move forward, our refreshed Corporate Plan (2024–2027) builds upon the successes of the past while embracing new opportunities. This renewed plan continues to support stronger economic growth in communities across Fiji.

By fostering partnerships and prioritising sustainable growth, we align with Fiji's broader vision of becoming a high-income, inclusive, and advanced nation, delivering a better quality of life for all by 2050.

With the support of our stakeholders and communities, we will continue to grow the visitor economy sustainably, ensuring that tourism remains a cornerstone of Fiji's prosperity.



“

As we move forward, our refreshed Corporate Plan (2024–2027) builds upon the successes of the past while embracing new opportunities. This renewed plan continues to support stronger economic growth in communities across Fiji.

”

A handwritten signature in black ink, appearing to read 'Andre Viljoen'.

Andre Viljoen
Chair
Tourism Fiji

A Message from the CEO

Over the last few years, we have had to navigate the complexities of maintaining our status as a global travel destination through the COVID-19 pandemic, balancing the need for economic recovery with the imperative to ensure tourism growth is sustainable.

Reflecting on the past four years, I am immensely proud of what we have achieved. We have demonstrated resilience and an exceptional capacity to recover during challenging times. Now, we turn our focus towards the future, with an ambition to continue this momentum and drive growth in a way that ensures the sustainability of the tourism sector.

Developed in collaboration with industry representatives, government stakeholders, and our dedicated team, this refreshed Corporate Plan sets out our goal, our priorities, and the metrics by which we will measure our progress through to December 2027. It positions our organisation to maximise our impact and realise a billion-dollar visitor economy impact.

Over the next four years, we will work alongside industry stakeholders, government, and communities to:

- Grow demand sustainably
- Strengthen and promote Fiji's global brand
- Facilitate responsible destination and experience development
- Elevate awareness and understanding about the value of tourism
- Champion awareness and capability for sustainable tourism
- Build an efficient, high-performing, and innovative team

We are excited about the journey ahead and look forward to deepening our partnerships to amplify the social, cultural, environmental, and economic benefits of tourism for all of Fiji.



Brent Hill
CEO
Tourism Fiji



“

We turn our focus toward the future, with an ambition to continue this momentum and drive growth in a way that ensures the sustainability of Fijian tourism.

”

Our Purpose, Principles and Values

Our Purpose

WE INSPIRE THE WORLD TO TRAVEL TO FIJI.

Tourism Fiji is the lead government agency for marketing Fiji as a destination to the world. We operate from a head office in Nadi, Fiji, and have offices and representative companies across the globe, including in Australia, New Zealand/Aotearoa, North America, China, the United Kingdom, Europe, Japan, and India. We focus our marketing efforts largely in these countries and regions, as well as in South Pacific countries. Budget permitting, we extend our focus to India, Singapore, and Korea.

Together, our brand platform 'Where happiness comes naturally' and our marketing programmes celebrate the unique character and spirit that makes Fiji a special place, encouraging travel to Fiji and creating cultural and emotional connections with those who visit. Our marketing activity includes paid marketing, earned media coverage, and public relations and marketing through our digital channels. We also partner with aviation and other sectors to extend the reach and impact of our work.

WE PROVIDE RESEARCH AND MARKET INSIGHTS

Together with our government partners, we provide stakeholders in the tourism industry with the research and insights needed to set up, maintain, and grow their businesses. Our tourism data, combined with our expertise in the sector, allow us to offer valuable insights, trends, and performance analysis.

WE BUILD THE CAPACITY OF THE TOURISM SECTOR TO DELIVER HIGH-QUALITY EXPERIENCES AND EVENTS

Our destination development programmes support local tourism businesses to improve their offering, marketing, service quality, customer experience, and management practices. We organise networking events, trade shows, and industry conferences where local businesses can connect and share best practices, win business, showcase their product, and collaborate on joint ventures. We attract major consumer events that highlight Fiji's natural beauty, culture, and adventure options.

WE SUPPORT INVESTMENT FIJI TO ATTRACT TOURISM INVESTMENT

We work with Investment Fiji and our partners to attract and generate investment for new tourism experiences and infrastructure to build long-term demand and enhance Fiji as a destination of choice. At the same time, we recognise that good investment also enhances Fijians' access to amenities and lifestyle.

WE COLLABORATE WITH GOVERNMENT AND INDUSTRY STAKEHOLDERS

We collaborate and build relationships with the many stakeholders responsible for or affected by tourism in Fiji. We work with government agencies and industry stakeholders to address key policy issues, such as aviation and cruise capacity, visas, labour supply, training, research and statistics, as well as investment and infrastructure.

WE SHARE A COLLECTIVE VISION FOR SUSTAINABLE TOURISM GROWTH

We share a collective vision for sustainable tourism growth with our government and industry partners. In the coming years, a key focus will be supporting the implementation of the National Development Plan 2025–2029 and the National Sustainable Tourism Framework (NSTF). This Corporate Plan aligns with both documents, with a particular focus on the NSTF's goals and actions, incorporating the specific strategies and initiatives assigned to Tourism Fiji.

Our Principles

The following principles inform and guide our work. They embody a focus on delivering high-quality visitor experiences through innovation, in a sustainable way that engages and respects Fijian communities and our natural and cultural assets.

The principles are:

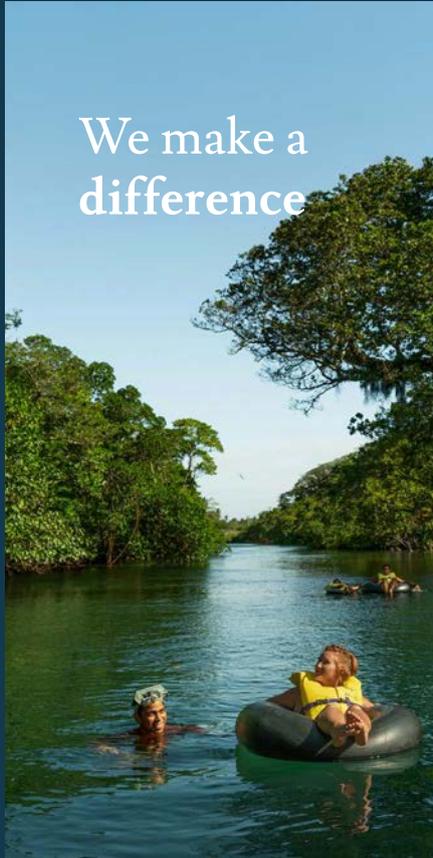
- **Balanced Growth:** Our growth strategies prioritise long-term sustainability, ensuring tourism development does not compromise the social, cultural, or environmental integrity of Fiji while also providing employment, investment, and collaboration opportunities.
- **Cultural Respect and Integrity:** We ensure that all marketing and tourism development initiatives are aligned with the multicultural values of Fiji, promoting and respecting the heritage, traditions, and diverse communities of our islands.
- **Inclusive Growth:** We actively involve tourism industry stakeholders in our activities, ensuring the benefits of tourism are shared and contribute to the well-being of all Fijians.
- **Empowerment and Partnership:** We foster strong partnerships with local communities, especially women and youth, empowering them through capacity-building initiatives and supporting their active participation in the tourism economy.
- **Sustainability:** We lead by example and conduct all operations with a commitment to minimising waste, reducing greenhouse gas emissions, and transitioning to sustainable business practices.
- **Proactive Adaptation:** We anticipate and respond to environmental and market changes with agility, ensuring that our tourism offerings remain resilient and sustainable in the face of global challenges.
- **Continuous Improvement:** We continually assess and refine our practices, learning from past experiences and adopting innovative solutions that support sustainable tourism development.



Our Values

These core values, developed by our team, define how we work to drive our priorities and maximise our impact.

We make a **difference**



Be **awesome**



Together **we will**



Go **boldly**



We put our hand up and **make it happen**



Opportunities That Shape Our Work

TARGETING SOURCE MARKETS THAT OFFER THE GREATEST VALUE

Fiji is the Pacific's primary aviation hub, connecting over 20 destinations through multiple carriers and generating demand from existing and new markets. Our focus remains on markets that offer the highest returns and long-term sustainable growth. These include markets that offer a high number of repeat visitors from Australia and New Zealand, as well as markets that offer higher-spending travellers from North America, Europe, and Asia.

CREATING REMARKABLE FIJIAN EXPERIENCES ALIGNED WITH OUR BRAND

Our competitiveness is defined by Fiji's unique culture and natural assets and ensuring visitors can explore the distinct regions of our islands. By collaborating with communities and industry stakeholders, we can develop and elevate products, experiences, and events that align with our brand pillars.

EXPANDING THE REASONS TO TRAVEL TO FIJI

Authentic sustainable experiences are essential for distinguishing destinations, and we must continue to innovate and enhance these to remain competitive. Top trending activities that present opportunities for Fiji include hiking/trekking/walking, culinary/gastronomy, cultural, wildlife viewing, electric bike cycling, and wildlife/nature photography.¹ There are also opportunities to continue to further develop the yachting, diving, small cruises, luxury travel, and meetings, incentives, conferences, and events (MICE) sectors. In addition, there are opportunities to amplify our destination's characteristics and boost our visitor economy through continuing to attract flagship events.



Expedition cruise line guests are typically brand-loyal, high-value travellers seeking unique and authentic experiences.² This market aligns well with Fiji's brand, which targets high-yield travellers through marketing that highlights our brand pillars. Similarly, expedition cruise ships can facilitate tourism dispersal to less-visited regions with a lower environmental impact. Expanding our cruise offerings, including shore excursions for passengers, is a top priority.

¹ <https://learn.adventuretravel.biz/research/2024-adventure-travel-industry-snapshot>

² Cruise Lines International Association, State of the Cruise Industry Report, May 2024.

STRENGTHENING SUSTAINABLE, REGENERATIVE, AND ACCESSIBLE EXPERIENCES

The growing emphasis on climate change is increasing demand for sustainable and regenerative travel experiences. Currently, 7% of visitors to Fiji participate in activities marketed as sustainable, such as cultural experiences, coral planting, eco-friendly resorts, village tours, and eco-adventures like Ecotrax.³ Furthermore, while 65% of visitors with mobility or special needs report satisfaction with Fiji's accessibility, there is still room for improvement, as there is broadly throughout Fiji.⁴ Developing tailored products and experiences will help ensure a more inclusive experience for all travellers.

EMBRACING TECHNOLOGY AND NEW SERVICE DELIVERY PLATFORMS

Advances in technology and the integration of digital tools throughout the traveller journey present valuable opportunities to personalise our marketing efforts, drive conversion, and elevate the visitor experience. Since a significant part of our tourism sector consists of micro, small, and medium-sized enterprises (MSMEs), it is critical to strengthen industry development programmes focusing on experience design, digital readiness, marketing technologies, and 'trade ready' initiatives.

UNDERSTANDING COMMUNITY AND INDUSTRY ASPIRATIONS

Tourism plays an important role in developing our communities, and it is essential that their voices are heard. Given the significant investment local communities and businesses have in tourism, growth must align with their needs and aspirations. This can only be achieved through consultation and engagement, understanding their goals, and increasing awareness about the opportunities and value that tourism brings to local areas.

GOVERNMENT INTERDEPENDENCIES

Government policies related to the sector—such as visa and immigration processes, infrastructure development, and aviation agreements—can influence our ability to achieve our goal and priorities. Regular consultations with government stakeholders help raise awareness about the importance of coordinated policies to maximise tourism benefits and garner support for tourism and the work we do.



Marine tourism and yachting make a substantial contribution to Fiji's economy. Research indicates that an estimated FJD 34.9 million in foreign exchange was spent directly into Fiji businesses and communities for fuel, maintenance, dockage, food provisioning, restaurants, bars, as well as cultural visits and various other tourism activities. While most of the big spend was focused on the main yachting centres (Denarau, Vuda, Savusavu), impacts would also have been spread across many remote parts of Fiji visited by yachts.⁵

³ Ministry of Tourism and Civil Aviation, International Visitor Survey, Report for January–December 2023, 2024.

⁴ Ibid.

⁵ AMSTEC Pty Ltd, with the assistance of Denarau and Vuda Marinas and supported by the Market Development Facility (MDF), Economic Impact of International Yachting in Fiji, 2018.





Risks and How We Manage Them

INCREASING COMPETITION FOR THE HIGH-VALUE TRAVELLER

Fiji has become a more expensive destination compared to 2019,⁶ making it essential for us to deliver even greater value in the experiences we offer. To stand out from our competitors, we must continue to strengthen our globally recognised brand by focusing on products and experiences that highlight our unique natural beauty, rich cultural heritage, and the warmth of our people. These are among the defining qualities that set Fiji apart and make it a preferred destination for travellers.⁷

RELIANCE ON NEIGHBOURING AUSTRALIA AND NEW ZEALAND MARKETS

Fiji has traditionally relied on Australia and New Zealand as our key markets to drive demand. While these markets remain a priority, the high level of repeat visitation means we must continually enhance the quality and depth of our products and services, offering fresh stories and new experiences to maintain their loyalty. At the same time, our reliance on these markets highlights the need to diversify into new markets and target segments that offer the greatest return.

⁶ Tourism Fiji, monthly accommodation reports, 2022 and 2023.

⁷ Ministry of Tourism and Civil Aviation, International Visitor Survey, 2023.



SUPPLY CONSTRAINTS

Increased air capacity is driving higher demand for accommodation. To meet this demand, investment in both new and existing accommodation, as well as upgraded infrastructure—such as aviation, roads, and port facilities—is crucial. By improving experiences across the country through our destination development team and collaborating with Fiji Link and other domestic airlines, we can optimise dispersal and encourage visitors to explore more of Fiji.

EQUITABLE DISPERSAL OF TOURISM BENEFITS

There is a risk that the benefits of tourism may be concentrated in a small number of areas, leading to limited growth in regional dispersal. To mitigate this risk, investment is required in air and sea connectivity and destination development, including the 'Na Vualiku' tourism development programme for Vanua Levu, to ensure that the benefits of tourism are more widely shared across all communities in Fiji.

EXTERNAL FORCES

The ongoing growth of the visitor economy is shaped by various external factors, including economic conditions, climate change, security concerns, and health considerations. Leveraging consumer insights and closely monitoring shifts in global market conditions that could impact Fiji's visitor economy is critical to enable the sector to adapt and evolve.

Our Achievements 2021-2024

Together, as a sector

Pioneering Border Reopening

First in the region to reopen post-COVID-19, setting global benchmarks for safe tourism



Significant Economic Contribution

Tourism accounts for nearly **40% of GDP**⁸



Tourism's value rose from **FJ\$1.2B (2019)** to **FJ\$1.5B (2023)**⁹



Record Visitor Growth

894,389 visitors in 2019 to



929,740 visitors in 2023; strong post pandemic recovery¹⁰

Increased Visitor Spending

Visitor spend increased from **FJ\$3.03B** (2019) to



FJ\$3.22B (2023)¹¹

Job Creation

Tourism employs **28,839 directly** and **62,000** both directly and indirectly, supporting

1/3 of Fiji's workforce, of which



41% are women¹²



Brand and Marketing Highlights

New Global Campaign

'Fiji: Where Happiness Comes Naturally': Award-winning campaign with **PATA Gold** and **Effie** recognitions



Consistent and high-impact promotion across all key markets



Social Media and Digital Growth

Social media channels hit

1 million followers (2023)¹³



Annual website visits surpassed **4.5 million sessions** (2024)¹⁴



Brand Toolkit

Launched a detailed toolkit to align partners with Fiji's refreshed brand identity



⁸ Government of Fiji, Fiji National Development Plan 2025-2029, 2024.

⁹ Fiji Bureau of Statistics, Fiji's direct tourism contribution.

¹⁰ Ministry of Tourism and Civil Aviation, International Visitor Survey.

¹¹ Ministry of Tourism and Civil Aviation, International Visitor Survey.

¹² Fiji Bureau of Statistics, Fiji's direct tourism contribution.

¹³ Tourism Fiji data.

¹⁴ Tourism Fiji data.

Industry and Destination Development

Destination Development

Expanding our offering by focusing on adventure, wellness, and food tourism



Increased on-the-ground support to local businesses



Industry Events

Hosted **Tourism Super Week** and **Cruise Symposium** to support MSMEs



Hosted AdventureNEXT Fiji 2024, connecting local suppliers with global buyers



Partnered with Adventure Travel Trade Association to launch AdventureEDU



Mentorship Programme

Launched mentorship and Yher programme to support women in tourism



Investment

Hosted 2 Investment in Tourism Summits, now partnering with globally recognised AHICE, fostering new and existing investor relations



Sustainability and Policy Initiatives

National Sustainable Tourism Framework

Collaborative effort guiding sustainable growth in tourism



Sustainability Activities

Launched the 'Bin it or Bag it' campaign, advocating for a litter-free Fiji



Sporting Events and Partnerships

Brought the **WSL Fiji Pro**, **NRL**, and **Spartan Fiji** events to Fiji, boosting the country's international sporting profile and global awareness



Team Development and Innovation

Talent Development

Launched **internship programmes**, resulting in full-time hires



Introduced '**New Beginnings**' and '**Rising Tides**' leadership programmes for staff development



Enhanced Workspace

Relocated to a new central office with modern facilities that prioritise the comfort and care of mothers and infants



Charting our Course 2024-2027

Our Goal

Our goal is to inspire travellers to choose Fiji as their destination of choice and to strengthen the social, cultural, environmental, and economic benefits of tourism for Fiji.

The goal is not ours alone. This plan incorporates dialogue and input from various stakeholders who are involved in or impacted by tourism in Fiji. By collaborating with the many government agencies, organisations, and individuals who are passionate about Fiji, we are confident that we can achieve this goal together.

Measures of Success

Success means driving real-world change. Below are the key measures and targets we aim to influence over the next four years, alongside results from 2019 and 2023 to benchmark our progress.

 International Visitor Arrivals ¹⁵	894,389	929,740	1.0 million (NDP) ¹⁶ 1.25 million (Tourism Fiji stretch target)
	Actual 2019	Actual 2023	Goal 2027
 Average Visitor Spend (FJ\$) ¹⁷	\$3,379	\$3,462	\$3,872
	Actual 2019	Estimate 2023	Goal 2027
 Total Visitor Spend (FJ\$) ¹⁸	\$3.03 billion	\$3.22 billion	\$3.3 billion (NDP) ¹⁹ \$4.0 billion (Tourism Fiji stretch target)
	Actual 2019	Estimate 2023	Goal 2027

¹⁵ Fiji Ministry of Tourism and Civil Aviation, International Visitor Survey.

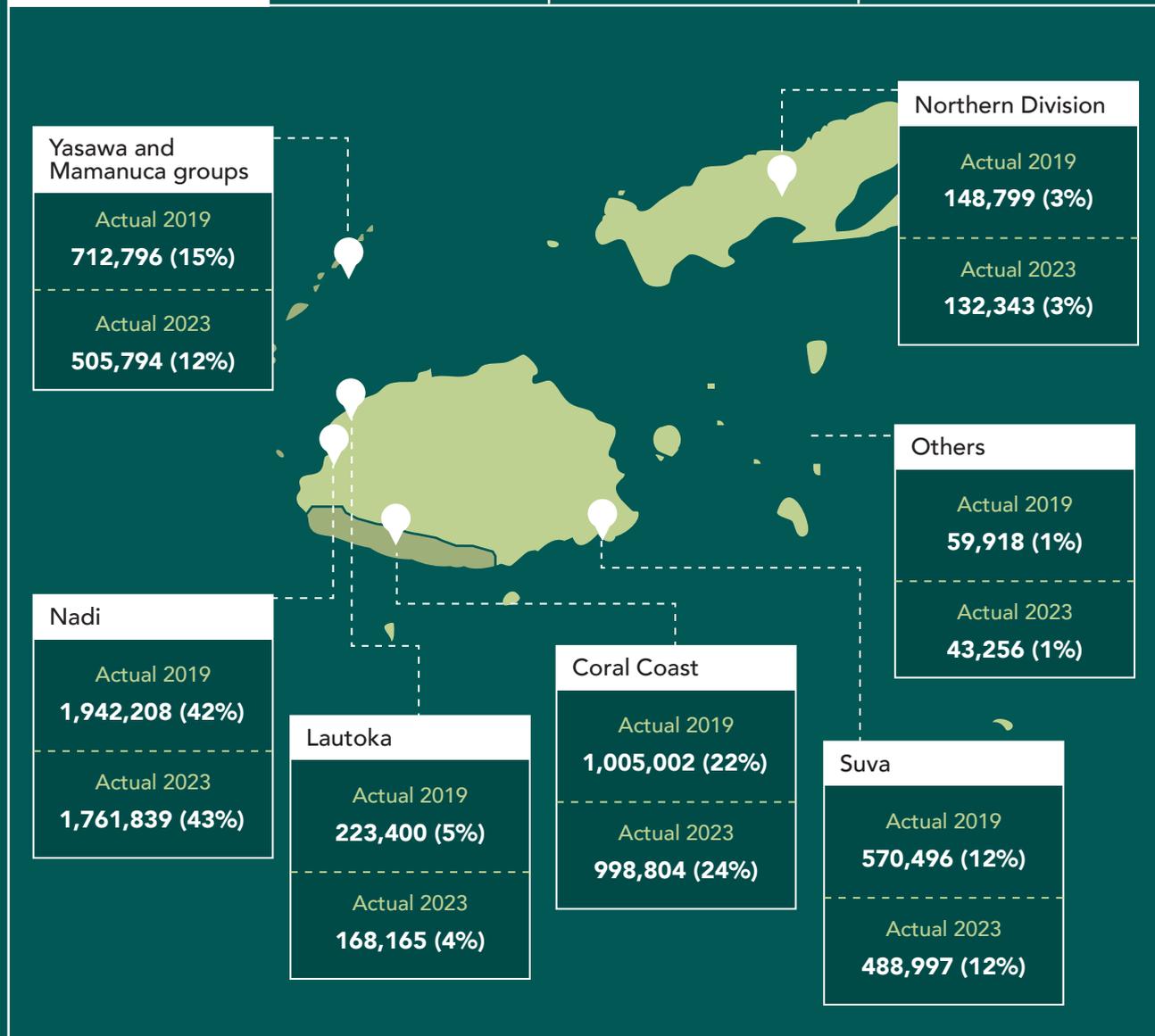
¹⁶ Government of Fiji, National Development Plan 2025–2029.

¹⁷ Fiji Ministry of Tourism and Civil Aviation, International Visitor Survey.

¹⁸ Fiji Ministry of Tourism and Civil Aviation, International Visitor Survey.

¹⁹ Government of Fiji, National Development Plan 2025–2029.

 <p>Regional Dispersal²⁰ Total Bed Nights</p>	3,773,326	3,303,285	4,500,000
	Actual 2019	Actual 2023	Goal 2027



 <p>Total Direct Tourism Employment²¹</p>	28,839	Not available²²	30,000²³
	Actual 2019	Actual 2023	Goal 2027

²⁰ Fiji Bureau of Statistics, Hotel and Tourist Accommodation Statistics Release.

²¹ Fiji Bureau of Statistics, Fiji's direct tourism contribution.

²² Fiji Bureau of Statistics, Fiji's direct tourism contribution, Release No. 104, 2023 (does not provide an update to the 2019 figure).

²³ Government of Fiji, National Development Strategy 2025–2029, key performance indicator.

Our Priorities

Our work to achieve these goals will focus on six interacting priorities:



Grow demand sustainably

We identify and target the best prospect markets, inspiring them to travel to and around Fiji and spend more on a range of activities and experiences across Fiji.



Strengthen and promote Fiji's global brand

We leverage our compelling brand to provide a strong foundation for differentiation, consumer messaging, and competitiveness.



Facilitate responsible destination and experience development

Together with industry operators, we develop experiences and generate investments that drive demand, support valuable stays, and contribute to destination development aligned with our destination brand.



Elevate awareness and understanding about the value of tourism

We increase recognition of tourism as a driver of economic growth and jobs. We ensure the positive impact the tourism sector can deliver for industry stakeholders, government, and the community is well understood.



Champion awareness and capability for sustainable tourism

Through advocacy, education, and proactive promotion of sustainable tourism practices, we increase industry readiness and support the implementation of the National Sustainable Tourism Framework.



Build an efficient, high-performing and innovative team

We continue to provide a positive employee experience and create a safe and diverse organisation that we can all be proud of. We also aim to create a diaspora of future leaders who can act as stewards of Fiji as a destination and the tourism sector.

Enabling Factors

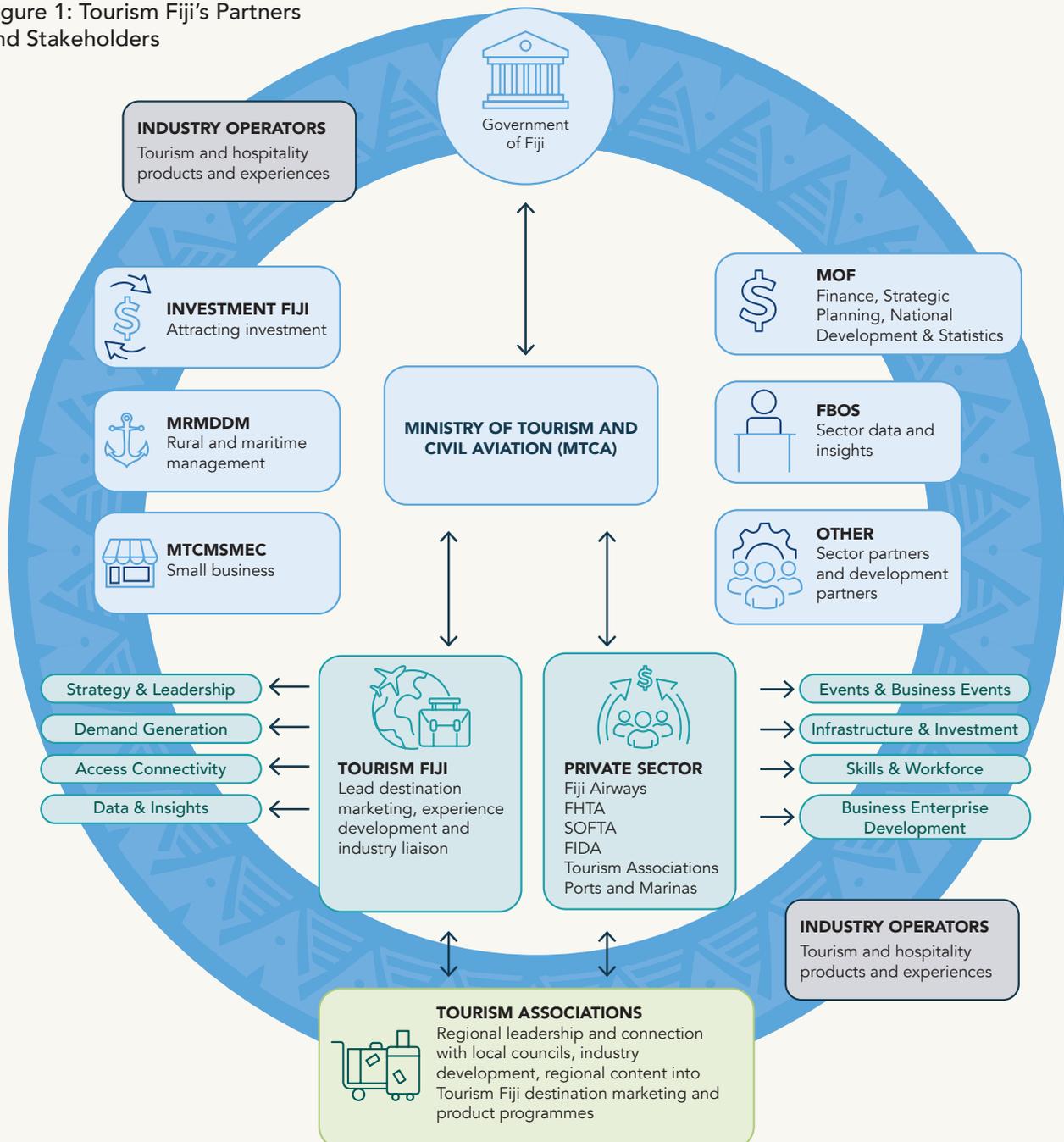
The following enabling factors are important to ensure the delivery of our strategic priorities:

- Insight-driven strategies and decision-making
- Engaged and supportive stakeholders
- Motivated staff
- Agile resourcing
- Tight but flexible financial management
- Robust governance

Our Partners

We cannot achieve our goals and priorities without the support of government and industry stakeholders. The tourism industry operates through a network of these stakeholders, each playing different roles across various markets. Depending on the need, we will either lead, work arm-in-arm with partners, or support others in leading the way. We work closely with the Ministry of Tourism and Civil Aviation, the Fiji Hotel and Tourism Association, hotels, Fiji Airways, other Fiji Government agencies, businesses, development agencies, and industry associations to grow tourism sustainably across Fiji.

Figure 1: Tourism Fiji’s Partners and Stakeholders



- MOF: Ministry of Finance
- MRMDDM: Ministry of Rural and Maritime Development and Disaster Management
- FBOS: Fiji Bureau of Statistics
- MTCMSMEC: Ministry of Trade, Co-operatives, SMEs and Communications
- FHTA: Fiji Hotel and Tourism Association
- SOFTA: Society of Fiji Travel Associates
- FIDA: Fiji Islands Dance Association



Priority 1 Grow Demand Sustainably

We identify and target the best prospect markets, inspiring them to travel to and around Fiji and spend more on a range of activities and experiences across Fiji.

Priority Markets

In identifying the best growth opportunities for Fiji, we analyse both our traditional and emerging markets. For each market, we evaluate the current volume, as well as short-term and long-term growth potential, alongside factors such as balancing growth with sustainable tourism priorities. We assess the size of each market, analyse the purpose of trips, and evaluate our capacity to influence visitor volume and spending. Additionally, we consider the likelihood of visitors dispersing across regional areas, ensuring a comprehensive approach to growth that benefits all of Fiji.

Over the next four years, we will:

Invest for growth in North America: The introduction of new aviation routes, such as the Dallas route in December 2024, opens a broader audience known for high-value travel markets, including affluent travellers seeking exotic and premium destinations.



Maintain strength in Australia, New Zealand, and the Pacific Islands: These markets are established and continue to provide consistent demand.

Respond to opportunities in China and other Asian Markets: As demand in these regions rebuilds to pre-COVID-19 levels, we will align our strategies with available air capacity.

Continue to develop market opportunities in Europe and the UK: We will explore and cultivate potential growth in these regions.

Explore new markets: We recognise the potential in markets such as India, Korea, and other emerging Asian markets. Subject to budget commitments, we will closely monitor and respond to opportunities to promote Fiji to these markets.

We will review and update our targets for our top markets annually through our marketing strategy, adjusting them to reflect overall industry growth targets and economic and market conditions.

AIR CONNECTIVITY

To maintain and grow our markets, we will secure and sustain current and new aviation routes. We will drive demand with aviation partners, particularly Fiji Airways, to support existing and new routes while engaging additional partners to enhance air capacity in line with government policy.

SEA CONNECTIVITY

We will collaborate with the cruise and yachting sectors to maximise opportunities for industry stakeholders and local communities. We will focus on partnering with sustainable cruise lines, enhancing links with MSMEs, diversifying experiences, and positioning Fiji as a home port for cruise ships and yachts to benefit the local economy and improve maritime infrastructure.

DISTRIBUTION

Our distribution strategy ensures that our target customers can easily access and book Fiji tourism products. We will increase Fiji's presence in international distributor programmes and improve travel sellers' knowledge of our offerings. Our media buys and digital-first approach to creating and sharing quality content, along with travel trade education, will drive sustainable growth.

TRADE PARTNERSHIPS

We will create opportunities for local businesses to connect with the international travel trade and attract higher-spending visitors. Strengthening relationships with media, brands, and advocates will enhance our destination's voice and showcase our people and place in top-tier publications and key markets.

EVENTS

Events will be leveraged to generate market growth, particularly in shoulder periods. They attract visitors, extend stays, and target seasonality while also providing platforms to showcase Fiji. High-profile events, like the World Surf League's Fiji Pro competition, will drive media attention and social media engagement among potential visitors.

Key Activities

PRIORITY MARKETS

- Monitor and maintain current international markets while researching and pursuing emerging markets, prioritising those with the greatest return on investment.
- Effectively target high-value travellers by identifying the profile of this market in each of the source markets as part of the annual marketing plan.
- Define and develop subgroups of the broader market to ensure the marketing messages are tailored, relevant, and impactful.
- Undertake consumer research, including consumer sentiment research, to ensure messaging is relevant and timely.
- Collaborate and work in partnership with government and industry stakeholders to align efforts and activities that increase Fiji's competitiveness in the international marketplace, ensuring efficiency and effectiveness.

AIR AND SEA CONNECTIVITY

- Work with the government to ensure Fiji's Draft Aviation Policy and new/renewed Air Service Agreements capitalise on high-potential new market opportunities.
- Maintain strong relationships with the aviation sector to sustain existing international routes, grow new international routes, and strengthen domestic routes to facilitate dispersal across Fiji.
- Provide market information and strategic advice to Airports Fiji, Air Terminal Services, and other relevant agencies to support infrastructure development that enables international access and domestic dispersal and meets the needs of a growing industry.
- Undertake marketing with aviation and trade partners to grow demand for key international aviation routes and strategic domestic routes.
- Work in partnership with the cruise and yachting sectors and relevant government agencies to promote opportunities for investment with a long-term objective to develop home porting in Fiji and focus on repeat visitation.

TRADE PARTNERSHIPS

- Facilitate direct connections between tourism and business events sellers and Fiji tourism products through familiarisation visits and trade events (delivered virtually as required).
- Manage a range of trade events to promote Fiji as a destination for leisure and business events travel, including the Fiji Tourism Exchange, Tourism Super Week, and industry missions to key markets (delivered virtually as required).
- Support and assist small businesses across Fiji, prioritising women-owned and women-led businesses, to attend these industry events.

EVENTS

- Develop an Events Strategy that aligns with Fiji’s brand values, attracts new visitors, and drives demand.
- Continue leveraging the Events Development Fund to expand events that attract tourists and boost tourism revenue in Fiji, while actively supporting local entrepreneurs.
- Align the Events Development Fund with the events strategy, investing in events that generate the highest return on investment.
- Continue to feature Fiji’s events in marketing communications as an expression of our brand and a trigger for visitation.
- Promote Fiji as a business events destination, including through trade and experiential events, buyer and agent familiarisation visits (delivered virtually as required), direct marketing, and public relations and marketing toolkits.
- Undertake research to understand the benefits of the MICE market and monitor the economic impact of significant events and their contribution to regional tourism growth and spend.

KEY PERFORMANCE INDICATORS

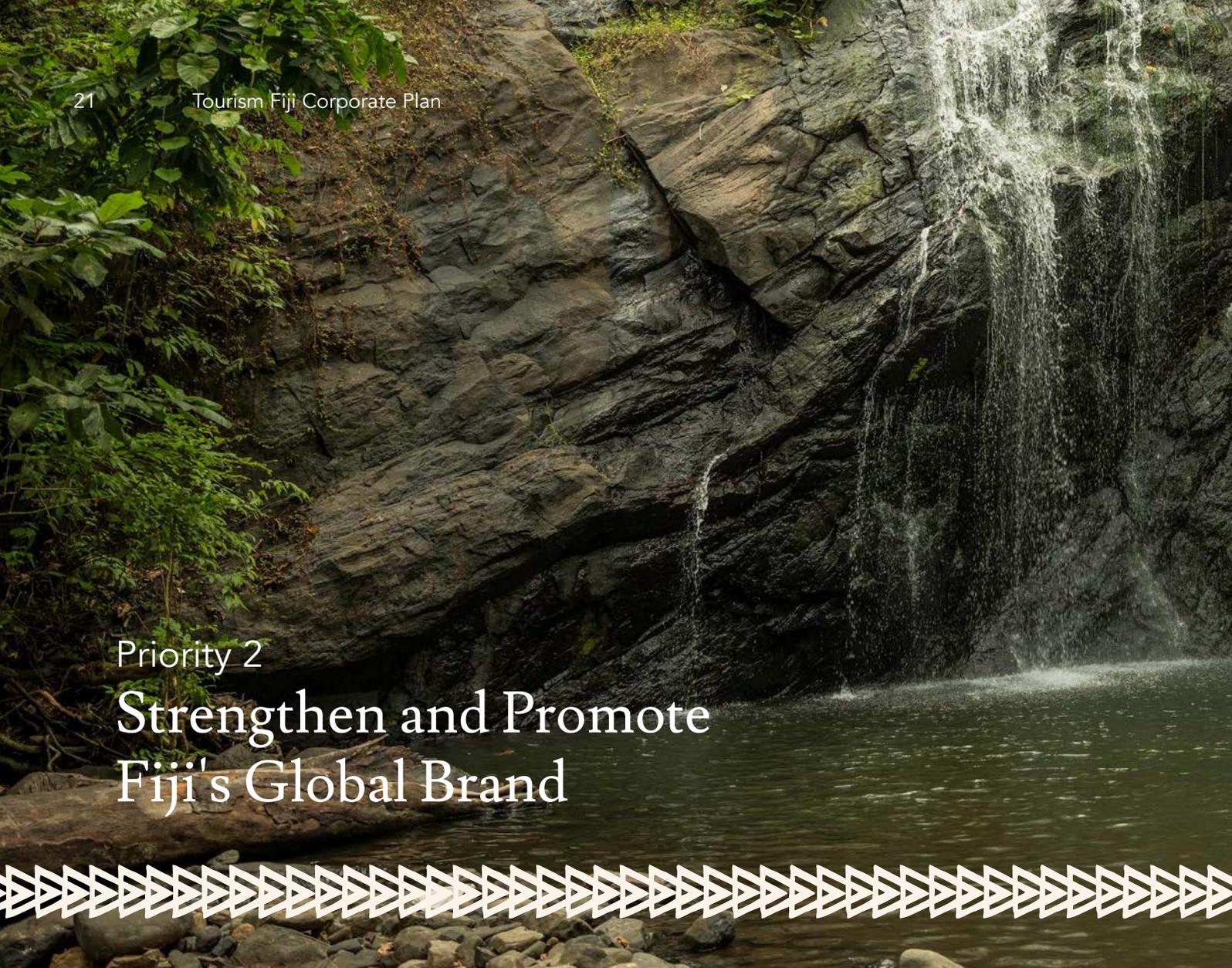
Tourism gross output (FJ\$)	

Number of international visitor arrivals (air and cruise) from target markets	

Average visitor expenditure (FJ\$)	

Total tourism expenditure (FJ\$)	

Tourism employment (number)	



Priority 2
Strengthen and Promote
Fiji's Global Brand



We leverage our compelling brand to provide a strong foundation for differentiation, consumer messaging, and competitiveness.

Our brand is the essence of why visitors choose to visit Fiji. Our strong destination brand also has a broader impact on perceptions of Fiji as a nation and on other sectors.

Fiji's brand health has been steadily growing since 2021.²⁴ We want more people to know about Fiji and what Fiji offers, especially compared with our competitors.

Collectively, we will continue to strengthen our marketing impact by amplifying the voice of our brand clearly and consistently across all global and local channels and touchpoints.

We will continue to work closely with industry stakeholders to promote our brand, inspiring visitors to book their next trip and supporting the travel trade to drive bookings across Fiji all year round.

²⁴ Fiji Brand Health Monitoring, Skift Research, Tourism Fiji, 2023.



'Where happiness comes naturally' is built around five brand pillars, which demonstrate the core range of experiences on offer in Fiji:

- Natural Environment
- Adventurous Experiences
- Community Connections
- Recharge and Reconnect
- Food and Drink

Our marketing campaigns that build desire for Fiji as a holiday destination will remain a priority, with an additional focus on improving perceptions of Fiji in new markets. This provides a platform to enable the conversion of more visitors and ensures we invest in long-term brand building across the five brand pillars.

We will look to establish global partnerships that connect with the right customers and will work with select distribution partners that increase the range and depth of Fijian products.

Key Activities

BRAND STRENGTHENING AND MARKETING

- Continue to strengthen 'Where happiness comes naturally' as the foundation of our marketing programme.
- Develop a consolidated marketing strategy focused on key source markets identified in Priority 1 that offer the greatest return and whose travel interests align with Fiji as a destination.
- Consistently communicate our key brand pillars for Fiji, ensuring a strong narrative for all regions, leading from trip intention to actual booking.
- Continue to create bold and distinctive marketing campaigns that elevate our destination brand using paid advertising, earned media coverage through public relations, our consumer website (www.fiji.travel), and our social media channels.
- Evaluate campaign and project performance through tracking and direct consumer response research.

- Collaborate and work in partnership with government and industry stakeholders to align efforts and activities that increase Fiji's brand in the international marketplace, ensuring efficiency and effectiveness.
- Use market and consumer insights to identify special interest experiences aligned with the brand pillars, such as yachting, expedition cruise, diving, food, culture, and adventure, that have high potential to drive travel to Fiji. Work with these sectors to bundle and promote these experiences in association with regional teams.
- Integrate sustainable and accessible tourism messaging and products into marketing campaigns.
- Ensure marketing decisions are underpinned by relevant and reliable consumer insights across all markets.
- Continue to provide expertise, tools, and frameworks for industry stakeholders to effectively market Fiji
- Develop Fiji travel advocates by fostering strong connections with the travel trade through partnerships, trade events, and training programmes that connect frontline travel agents and sellers to Fiji.

KEY PERFORMANCE INDICATORS

Brand awareness and interest in Fiji by market (% of visitors)



Visitor satisfaction (score)



Leads to operators (number)



Website and social media (number)

- Unique visitors
- Total website sessions
- Social media followers
- Listings on consumer email database





Priority 3

Facilitate Responsible Destination and Experience Development

Together with industry stakeholders, we develop experiences and generate investments that drive demand, supporting valuable stays and contributing to destination development aligned with our destination brand.

When visitors have remarkable experiences, they share their travel stories with friends, family, colleagues, and thousands of other people they reach through their social networks. This is why a central part of our strategy focuses on enhancing the experiences we can offer our visitors and the destinations in which they occur. Our destination brand can only be successful if the experience of what the brand promises is met or exceeded, turning past visitors into advocates for Fiji.

As consumer preferences and interests evolve, it is essential for Fiji's tourism industry to continually update its offerings to remain fresh and innovative, provide quality experiences and value against other destinations, and meet the expectations of our priority and emerging markets.

We aim to work with industry stakeholders to develop experiences that drive demand to Fiji year-round, across Fiji, supporting longer stays and contributing to experience and destination development aligned with the NSTF and our destination brand pillars. This includes developing more adventure options, particularly in Fiji's inland areas.



We want tourists to come and see as much of Fiji as possible, ensuring the benefits of tourism are far reaching. We want to provide the opportunity for more Fijians to be involved in tourism through businesses or work. We want Fijians to benefit from infrastructure improvements and from tourism generally, with better roads, greater air access to the world, improved lifestyle and amenities, and better venues, restaurants, and experiences.

It is within this context that we will focus on enabling Fiji's tourism industry with new capabilities and the research and insights needed to set up, maintain, and grow businesses. We will continue to work with Investment Fiji to facilitate private and public sector investment in new tourism experiences and infrastructure to build long-term demand, enhancing Fiji as a destination of choice.

Key Activities

EXPERIENCE DEVELOPMENT FRAMEWORK

- Prepare an Experience Development Framework through a collaborative process, encouraging input from community and industry stakeholders, including women, youth, and people with special needs, to support regional experience and product development opportunities.
- Partner with regional tourism organisations on the design and implementation of the framework to drive regional expenditure and dispersal.
- Through the framework, work with operators and investors to grow new or existing experiences, including packaging and partnerships between businesses.

INDUSTRY DEVELOPMENT AND COLLABORATION

- Continue to strengthen the business capability of MSMEs through training and development opportunities, focusing on experience design, digital readiness, marketing technologies, and 'trade ready' programmes.

- Support programmes that assist community-led tourism enterprises in understanding and accessing resources, such as market trends reports, to enable product development that supports regional dispersal.
- Facilitate dialogue to promote the roles of women leading tourism MSMEs and working in the industry through dedicated awareness *talanoa* sessions.
- Connect businesses with relevant funding or donor programmes and training to support startups, experience development, distribution and packaging, with a particular focus on small businesses and empowering women in tourism.
- Support businesses and other stakeholders to leverage funding from the government and development sector to drive investment in the tourism sector.
- Continue to build on the success of Tourism Super Week, host industry events and briefings, and extend communications to build awareness and understanding of our strategies and initiatives.
- As part of the industry-wide support offering, continue the trade education programme, which assists MSMEs promote their products and destinations globally.
- Continue to upskill the sector, especially MSMEs, with valuable advice, resources, and training for tourism businesses and destinations.

INVESTMENT

- Assist Investment Fiji to lead, attract, and deploy investment to grow the tourism sector across Fiji and develop partnership opportunities between the public and private sectors.
- Partner with Investment Fiji on the annual Australasian Hotel Industry Conference and Exhibition Investment in Tourism Summit, which provides a platform for business exchange and enables Fiji to attract foreign investment and meet demand sustainably.
- Continue to work closely with Investment Fiji and the Ministry of Tourism and Civil Aviation and seek opportunities to connect investment-ready smaller and community-based operators with domestic and international investors.

- Annually update the Fiji Tourism Investment Prospectus to support ongoing localisation of tourism investments, attracting financiers, investors, and consumers who share Fiji's sustainable tourism values.
- Work with Investment Fiji to include information on the NSTF and Fiji sustainable tourism standards in investment promotion and facilitation activities/material.
- Continue to engage the broader government on investment opportunities and advocate for the resolution of issues that impede growth, including visitor visas.

KEY PERFORMANCE INDICATORS

Number of tourism businesses



Number of people directly employed in tourism



Tourism accommodation (number of beds)



Number of tourism products listed on the Tourism Fiji website



Number of tourism enterprises owned or co-owned by women





Priority 4

Elevate Awareness and Understanding About the Value of Tourism

We increase recognition of tourism as a driver of economic growth and jobs. We ensure the positive impact the tourism sector can deliver for industry stakeholders, government, and the community is well understood.

To achieve this, we will listen to, collaborate with, and share knowledge with the government, industry stakeholders, and communities to build awareness about the issues at the heart of Fiji's competitiveness as a tourism destination. We will continue to highlight the positive benefits of tourism, particularly the large percentage of tourism spend that remains in Fiji, for the betterment of our country.

Key Activities

- Develop and implement a communications and engagement programme that:
 - a. drives greater industry engagement with our programmes and supports small business owners, especially women-led and youth-involved enterprises
 - b. delivers strong messaging to promote tourism's importance to the government, community, and across the sector
 - c. strengthens relationships with media to effectively communicate tourism's economic importance to Fiji
 - d. leverages industry and community leaders as ambassadors to promote the value of tourism.



- As part of the communications and engagement programme, regularly share research and insights to demonstrate tourism’s value to government and industry stakeholders, emphasising sustainability, job creation, women’s empowerment, regional expenditure, investment, and its broader economic impact.
- Establish a new General Managers forum in collaboration with the Fiji Hotel and Tourism Association, Fiji Airways, and key hotel executives to discuss and address critical tourism issues.
- Continue to work with the government on industry policy initiatives, including visas and immigration, regional dispersal, sustainability, and the implementation of the NSTF.
- Assist the Ministry of Tourism and Civil Aviation with the development of new tourism legislation to update the respective roles and responsibilities of the ministry and Tourism Fiji.
- Continue to monitor the political landscape to guide internal strategy and ensure stakeholders recognise and value Tourism Fiji’s work and the broader visitor economy.
- Undertake research and monitoring to understand community awareness and sentiment towards tourism.

KEY PERFORMANCE INDICATORS

Number of media famils



Number of trade famils



Number of operators attended trade shows



Attendance at industry insights webinars



Number of strategic media partnerships



Number of articles published by local media



Number of local brand activations



Priority 5

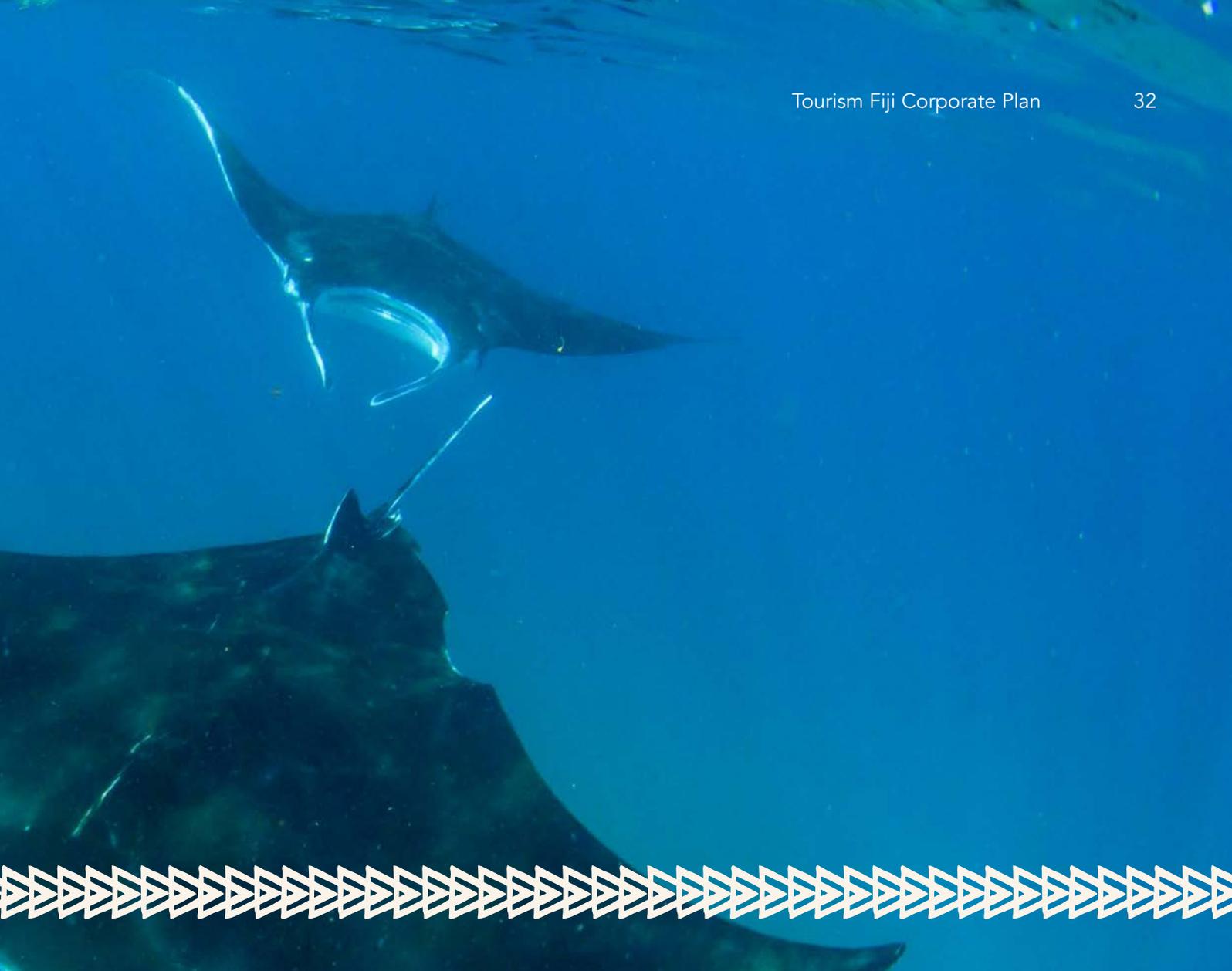
Champion Awareness and Capability for Sustainable Tourism

Through advocacy, education, and proactive promotion of sustainable tourism practices, we increase industry readiness and support the implementation of the National Sustainable Tourism Framework.

As the Fiji Government's tourism marketing agency, our role is to ensure that our marketing activities support the vision and objectives of the national framework. Through our brand 'Where happiness comes naturally', we are focused on attracting a more responsible and values-based traveller and offering a deeper connection to Fijian culture, community, and values.

We are also committed to supporting the implementation of the NSTF by:

- Developing products and experiences that align with our brand and attract high-quality visitors who respect and contribute to sustainability.
- Partnering with industry stakeholders to grow consumer demand and disperse visitors to distribute the benefits of tourism.
- Enabling visitors to contribute to the places they visit, building community resources and prioritising value over volume to build a sustainable future.
- Supporting education and awareness of sustainable tourism practices across the sector and providing input into the development of national tourism standards to provide a lasting future for tourism in Fiji. We will find and demonstrate sustainable solutions to the industry's problems.



- Facilitating product, experience, and event development and supporting Investment Fiji to attract investment to support critical infrastructure needs.
- Collaborating with governments, businesses, and communities to align our activities with the NSTF priorities.

We will advance our commitment to sustainability, implementing our internal sustainability framework to reduce our carbon footprint and supporting collective efforts by industry stakeholders and government towards the implementation of the NSTF.

KEY ACTIVITIES

- Support the Ministry of Tourism and Civil Aviation with the implementation of the NSTF and its Action Plan.
- Embed sustainable and accessible tourism messages and principles across our activities, including brand, consumer marketing, training and business advice, product and funding criteria.
- Work with the government to promote the adoption of sustainable tourism practices and pathways to certification for interested tourism businesses.
- Develop and update tools and guidance for industry operators to create sustainable travel experiences by providing thought leadership, sharing best practices, offering resources and insights, and facilitating education and advocacy through our channels.
- Work with EarthCheck to complete the assessment of Fiji as a sustainable destination and share the findings with key stakeholders to advance knowledge and discussion on priorities and, with the Ministry of Tourism and Civil Aviation, progress towards Global Sustainable Tourism Council (GSTC)-recognised destination certification.

- Host the GSTC Conference in 2025 to highlight Fiji's transition to sustainable tourism, fostering knowledge exchange, promoting sustainable practices, and enhancing global recognition.
- Demonstrate our commitment to sustainability through the implementation of Tourism Fiji's internal sustainability framework to reduce our carbon footprint.

KEY PERFORMANCE INDICATORS

Visitor satisfaction score
(% of visitors satisfied)



Visitor participation in sustainability activities
(% of visitors participating)



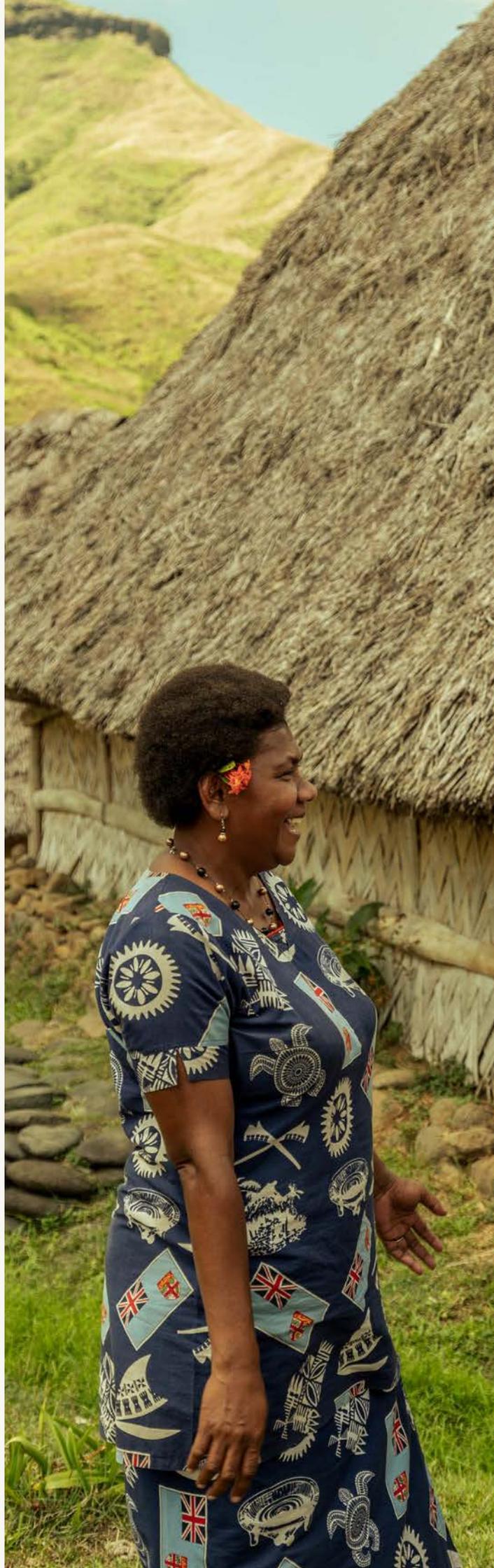
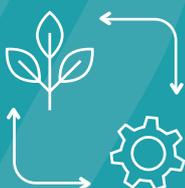
Visitor awareness of sustainability measures and activities
(% of visitors aware)



Number of actions completed or participated in by Tourism Fiji as part of the NSTF Action Plan



Number of businesses implementing national or other sustainable tourism standards







Priority 6

Build an Efficient, High-Performing and Innovative Team

We continue to provide a positive employee experience and create a safe and diverse organisation that we can all be proud of. We also aim to create a diaspora of future leaders who can act as stewards of Fiji as a destination and the tourism sector.

The annual staff surveys conducted by Tourism Fiji show a consistent level of employee engagement and satisfaction, with notable improvements in certain areas from year to year. Improved communication and clarity around strategic priorities have boosted employee satisfaction and pride in the organisation.

We will continue to build our organisational capability, the foundation for delivering on the needs of Fiji's tourism industry, now and into the future. We will challenge our team with ambitious goals and give them the tools, systems, and processes that drive confidence and enable them to achieve, in eco-friendly offices that are conducive to productive work.

Our team will rally around our strategic priorities and will be supported by:

- Strong leadership
- Training and development opportunities
- Tools for effective communication and collaboration
- Effective performance management
- A meaningful employee value proposition



As a global organisation, Tourism Fiji embraces a diverse workforce from various countries, cultures, and backgrounds, with women comprising 63% of our team and 20% of our Executive Team. We prioritise diversity and inclusion in all our policies and practices and remain committed to achieving gender equality and balance at all organisational levels and providing flexible working conditions.

Our learning and development initiatives focus on enhancing the skills and professionalism of our workforce, positioning Tourism Fiji to meet the current and future needs of the tourism industry while fostering continuous improvement and innovation. We will maintain partnerships with various training organisations to deliver these development programmes.

SYSTEMS AND TECHNOLOGY

We will continue to improve business performance through digital innovation to deliver marketing and business activities globally and digital know-how and productivity across our team.

We will continue to look for greater efficiencies in our operating systems, ensuring they are consistent and optimised to best support the delivery of our programme, including decision-making, accountability, and performance measurement.

Key Activities

OUR PEOPLE

- Develop a comprehensive onboarding programme that familiarises new staff with our goals, organisational principles, team values, and operational procedures.
- Continue the rollout of professional development programmes targeted to the needs of the organisation and individuals, offering regular training, workshops, and certifications in relevant areas.

- Continue the rollout of leadership development programmes to current and aspiring leaders, emphasising opportunities for women to develop skills such as strategic thinking, decision-making, and team management.
- Prepare annual operational plans for our core activities, engaging all staff in the development and implementation, ensuring maximum involvement by regional teams.
- Implement a structured process for ongoing performance feedback and annual performance reviews aligned with key performance indicators associated with our strategic objectives and operational plans.
- Reward high performance and innovative contributions, reinforcing a culture of excellence across our team.
- Establish an idea incubation programme that encourages all team members to collaborate on innovative projects and pilot new ideas, with resources and support to bring viable ideas to fruition.
- Form cross-functional teams to work on strategic projects, fostering diverse perspectives and creative problem-solving, involving regional teams as appropriate.
- Deploy cloud-based communication and collaboration tools to facilitate communication, file sharing, and project management across teams.
- Refresh supporting policies and procedures while implementing initiatives to ensure a diverse and inclusive workplace, including gender-inclusive human resource policies that promote safe working conditions, equal pay, flexible work hours, childcare support, work-life balance, and equal advancement opportunities for women.
- Facilitate expert training on gender equality and gender-based violence prevention and management for all staff and collaborate with partners such as the Fiji Hotel and

Tourism Association and the Ministry of Tourism and Civil Aviation to extend this training to tourism industry members and operators.

- Optimise marketing, employee, and financial systems and processes by identifying priority tools and providing the necessary resources to effectively implement corporate priorities.
- Maintain a commitment to high standards of governance and accountability, including strategic risk, budget management, and statutory compliance and reporting.

KEY PERFORMANCE INDICATORS

Team satisfaction score



Participation of staff in leadership development programmes



Gender diversity percentage for Tourism Fiji workforce



Number of female staff in Tourism Fiji leadership positions



Performance Indicators

To ensure that our strategic priorities are met, our team has agreed on indicators that we will use to gauge how we put these priorities into action. Wherever possible, we will collect, or advocate for the collection of, and report sex-disaggregated data only when it is relevant.

Indicators	Source
Priority 1: Grow demand sustainably	
Tourism gross output (FJ\$)	Fiji Bureau of Statistics
Average visitor expenditure (FJ\$)	International Visitor Survey
Total tourism expenditure (FJ\$)	International Visitor Survey
Tourism employment	Fiji Bureau of Statistics
International visitor arrivals	Fiji Bureau of Statistics
Cruise ship passengers	Port Agency Fiji
Priority 2: Strengthen and promote Fiji's global brand	
Awareness of Fiji: Australia: New Zealand: Canada: United States: China: Japan:	Skift Research
Interest in Fiji: Australia: New Zealand: Canada: United States: China: Japan:	Skift Research
Leads to operators	Tourism Fiji data
Unique visitors	Tourism Fiji data
Total website sessions	Tourism Fiji data
Social media followers	Tourism Fiji data
Consumer email database	Tourism Fiji data
International visitor satisfaction	International Visitor Survey

Indicators	Source
Priority 3: Facilitate responsible destination and experience development	
Regions visited	International Visitor Survey
Number of businesses	Company registration records
Number of beds	Company registration records
Number of tourism products listed	Registrar of Companies
Number of projects committed and under construction	Investment Fiji
Priority 4: Elevate awareness and understanding about the value of tourism	
Number of media famils	Tourism Fiji data
Number of trade famils	Tourism Fiji data
Number of operators attended trade shows	Tourism Fiji data
Attendance at industry insights webinars	Tourism Fiji data
Number of strategic media partnerships	Tourism Fiji data
Number of articles published by local media	Tourism Fiji data
Number of local brand activations	Tourism Fiji data
Priority 5: Champion awareness and capability for sustainable tourism	
Visitor participation in sustainability activities	International Visitor Survey
Visitor awareness of sustainability measures and activities	International Visitor Survey
Number of actions completed as part of the NSTF Action Plan	Tourism Fiji data
Number of businesses implementing national or other sustainable tourism standards	Tourism Fiji data
Priority 6: Build an efficient, high-performing, and innovative team	
Team satisfaction score	Tourism Fiji data
Participation of staff in leadership development programmes	Tourism Fiji data
Gender diversity percentage for Tourism Fiji workforce	Tourism Fiji data

TOURISM
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