



COOK ISLANDS
TOURISM CORPORATION
TE MATO MANAVA TUROTO

ANNUAL REPORT 2023/24

PREPARED FOR THE MINISTER FOR TOURISM HON. MARK BROWN



FRONT COVER THEME

As we reflect on the past year, we are reminded that what is visible on the surface is only a fraction of the true effort that supports tourism achievements. Our progress in the Cook Islands Tourism industry has been made possible by countless individuals working tirelessly behind the scenes, weaving together the threads that hold our industry strong.

This idea is captured perfectly in the Cook Islands proverb: "Te manea e te mekameka, tei iri ia, ngata te reira i te kitea, e te mata tangata." "The beauty and elegance are displayed, but the effort behind it remains unseen by the eyes of others." Like a finely woven creation, the external beauty of our industry's progress is built on the foundation of hard work, dedication, and collaboration – much of which remains hidden, yet is critical to tourism success.

“

Te manea e te mekameka tei iri ia, ngata te reira i te kitea, e te mata tangata.

”



MEET THE ARTIST

AUNTY LARRY TUMAI

This year's theme is beautifully symbolised by the intricate necklace created and gifted by Auntie Larry, woven entirely from leaves. While the front showcases a polished and seamless design, the true effort lies in the back, where the unseen stitching and weaving provide the foundation and strength for the entire piece.

In much the same way, the performance of the Cook Islands Tourism industry and the Cook Islands Tourism Corporation is built on the tireless work and collaboration of many, much of which goes unseen. It is these hidden efforts that hold everything together and allow us to progress as a unified industry.

We take this moment to acknowledge and thank Auntie Larry for the stunning contribution, reminding us of the power and importance of the work that often goes unnoticed but remains essential to our collective journey.

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Message from the Chairman

HON. PRIME MINISTER MARK BROWN

Minister For Tourism
Government Of The Cook Islands

Kia Orana!

The Cook Islands Tourism Corporation (CIT) is pleased to present its Annual Report for the financial year 2023/24. This report fulfills the statutory requirements outlined in the Cook Islands Tourism Marketing Corporation Act 1998 and its 2007 Amendment.

The past year marked a significant period for the Cook Islands tourism sector, particularly with the successful completion of the first full year of the Airline Route Development Programme. This new connectivity has been instrumental in driving our tourism recovery.

Visitor arrivals for 2023/24 showed a substantial increase of 28% over the previous year, with 163,552 visitors compared to 127,529 in 2022/23. New Zealand remains the largest source market, contributing 68% of total arrivals (111,252), a 7% increase from the prior year. Australia also made impressive gains, with a 125% increase in visitor numbers, climbing from 14,386 to 32,377 due to the addition of four new weekly flights, raising its market share to 20%. Northern Hemisphere markets also experienced notable growth, driven by improved access. The United States recorded a 204% increase in arrivals, while Europe saw a 79% rise. Visitor numbers from Canada, Asia, and French Polynesia also recorded strong growth, albeit from smaller bases.

Tourism receipts reached \$429 million in 2023, contributing 70.6% to the national GDP—a 65% increase from 2022 (\$259 million). This financial year has demonstrated the vital role tourism continues to play in the Cook Islands' economic recovery.

While these results are promising, challenges remain. The aviation sector, including the development of strategic air routes, is critical to sustaining future growth. Expanding airline partnerships, securing new routes, and enhancing destination appeal are closely linked to the availability of accommodation, which increased by 2.4% to 8,400 rooms as of June 2024.

Cook Islands Tourism Corporation is addressing these challenges, and is committed to offering continued leadership and support to the industry, and providing timely and comprehensive advice to the Government.

Exploring possibilities in our Pa Enea and embracing regenerative travel principles will diversify our offerings and enrich visitor experiences. By fostering effective public-private collaboration, the collective efforts of our industry partners will drive innovation and competitiveness. Additionally, a comprehensive legislative review of the Cook Islands Tourism Corporation's framework is in order, to ensure our operational structures are agile and aligned with our evolving goals.

Increasing economic yield through local production and skills development will be crucial. A scoping study is currently underway to explore these opportunities.

The long-term success of the Cook Islands tourism industry depends on addressing emerging challenges, including housing and workforce constraints. These issues, along with rising costs and supply chain pressures, will continue to influence the sector's recovery and operational efficiency.

As we approach the close of 2024, the tourism sector is projected to welcome 170,000 visitors, an 18% increase over 2023. Looking ahead to 2025, we anticipate a 20% growth in GDP, with tourism receipts projected to reach \$520 million. These positive trends provide a foundation for future planning and long-term growth.

Tourism remains the cornerstone of the Cook Islands economy and will continue to play a central role in achieving our national development goals.

On behalf of the Board, I would like to express my gratitude to our management and staff for their hard work and dedication. I also extend our appreciation to the Minister and Prime Minister, Hon. Mark Brown, for the continued guidance and support.

Kia Manuia,
EWAN SMITH
CHAIRMAN
COOK ISLANDS TOURISM BOARD

Statement of Intent

This Statement of Intent establishes the framework for the Cook Islands Tourism Marketing Corporation (CITMC) Annual Report, reinforcing our commitment to transparency, accountability, and alignment with the expectations of the Government and our stakeholders.

Government Expectations:

CITMC acknowledges the formal expectations from the Honourable (Mr) Mark Brown, Minister for Cook Islands Tourism Corporation, and our Chief Executive Officer, Karla Eggelton. This commitment links CITMC's work to the National Sustainable Development Agenda 2020+ (NSDA+), national priorities, and the Medium-Term Budget Framework, ensuring that our efforts are in harmony with broader governmental objectives.

Expenditure Plans:

In alignment with the strategic objectives outlined in the CITMC Business Plan, the content of this Annual Report aligns with our strategic goals, agency objectives, and key programme deliverables, consistent with Government expectations.

Organizational Obligations:

CITMC's Chief Executive Officer and staff pledge to fulfill the expectations outlined in the Medium-Term Business Plan while performing mandated functions and organisational obligations. These efforts remain dedicated to achieving our goals and advancing the Cook Islands tourism sector.

Stakeholder Relationships:

CITMC remains committed to meeting the needs of all stakeholders and clients. We pledge to provide clear, professional, effective, and timely service, offering honest advice while treating everyone with courtesy, dignity, and respect.

Compliance and Governance:

CITMC upholds high standards of corporate governance, ensuring compliance with relevant legislation and policies. We commit to preparing annual reports as mandated and maintaining various corporate documents and guidelines. This includes business plans, staff work plans, performance agreements, and internal policies. CITMC will remain agile, adapting to changes in legislative frameworks, and fostering a culture of ongoing training and efficient operations.

Leadership and Accountability:

CITMC's Chief Executive Officer, directors, and managers reaffirm their commitment to clear leadership, sound employer principles, staff capability building, effective communication, adherence to public service values, and maintaining productive stakeholder relationships. We also pledge to uphold fiscal responsibility by ensuring public funds are spent as intended, creating value for taxpayers.

Review:

This Statement of Intent will undergo annual reviews or adjustments as circumstances require, ensuring ongoing alignment with our commitments and the evolving needs of the Cook Islands tourism industry.

Karla Eggelton
Chief Executive Officer of
Cook Islands Tourism Corporation

Honourable (Mr) Mark Brown
Portfolio Minister

Ewan Smith
Chairperson

Mandate, Responsibility & Structure

The Cook Islands Tourism Marketing Corporation (CIT) operates as a crown agency and is mandated under the Cook Islands Tourism Marketing Corporation Act 1998 and Amendment 2007.

The primary objective of the CIT is to encourage and promote the development of tourism in the Cook Islands in such a manner as will achieve sustained growth, and in a manner that is economically viable, socially acceptable, and environmentally sustainable.

THE VISION: Tourism advances the well-being of resident Cook Islanders.

Na te Kimi puapinga turoto e akameitaki i te oraanga mataora o te tangata e noo nei ki te ipukarea

OUR MISSION: To ensure resident Cook Islanders benefit from CIT economically, socially and that we sustain our environment and culture through relentless pursuit of our goals.

Te Kaveinga; kia rauka mai te au mea me meitaki no te iti tangata Kuki Airani, mei ko mai i te kimipuapinga turoto mate tau e te tano, e na roto i te tautanga no te au re i rauka ei te akamatutuanga no to tatou reo, peu, e te ao natura.

The tourism mandate gives CIT the power to promote and market the Cook Islands internationally. This policy has proven successful with the significant increase in tourism's contribution to the Cook Islands economy through its aviation, marketing, and destination development strategies.

The Corporation has a 7-member board appointed by the Minister of Tourism from the private sector.

The following are the current board members:

- Ewan Smith (Chairman)
- Rohan Ellis
- Dianna Clarke-Bates
- Serena Hunter (Resigned 4 Dec 2023)
- Emile Kairua
- Teonu Hewitt
- Tereapii Porio

APPENDIX A provides the Organisation Structure as at 30 June 2024.

There are 3 departments within the Cook Islands Tourism Corporation; Destination Marketing, Destination Development, and Corporate Services (Finance & Admin) with a total staff count of 30:

- Head Office: 22
- Pa Enea – Aitutaki: 1 FT, 1 PTE
- Pa Enea – Atiu: 1 PTE
- New Zealand: 3 FTE
- Australia: 0.5 FTE
- North America: 1 FTE (relocated to HO)

Additional Support supplemented through representation:

- United Kingdom and Nordic States
- Northern Europe - Germany, Switzerland and Austria
- Southern Europe - Italy, France and Spain
- Japan – reduced to 5 hours per week until access is realised.

Performance Dashboard

ECONOMIC CONTRIBUTION



\$428.9M
VISITOR EXPENDITURE
2023 (DIRECT)*



65%
PERCENTAGE CHANGE
VS 2022 (\$259M)*



\$247
AVERAGE SPEND
(IN COUNTRY, PER DAY)**



8.9
AVERAGE LENGTH
OF STAY (NIGHTS)**

Source: *Ministry of Finance & Economic Management (MFEM). **International Visitors Survey, Jul 2023 - June 2024

VISITORS



163,552
VISITOR ARRIVALS
2023/24
+28%
vs 2022/23

VISITOR INSIGHTS

AGED 70+ VISITORS
9%
vs 13% JUL2022-JUN2023

SOLO TRAVELLER
11%
new metric

FIRST VISIT
57%
vs 46% JUL2022-JUN2023

AVG. INCOME
\$154,948
vs \$150,973 JUL2022-JUN2023

PURPOSE OF VISIT

HOLIDAY
77%
vs 84% JUL2022-JUN2023

VFR
8%
vs 4% JUL2022-JUN2023

WEDDING
5%
vs 5% JUL2022-JUN2023

HONEYMOON
3%
vs 2% JUL2022-JUN2023

SPORTING EVENT
2%
vs 2% JUL2022-JUN2023

94%
VISITOR
SATISFACTION RATE

93%
WILLING TO
RETURN

98%
WILLING TO
RECOMMEND

Source: International Visitors Survey, July 2023 - June 2024

DIGITAL DESTINATION MARKETING: WEBSITE

www.cookislands.travel



1.5M
TOTAL
WEBSITE USERS
+14% VS 2022/23



1.9M
TOTAL WEBSITE
SESSIONS
+12% VS 2022/23

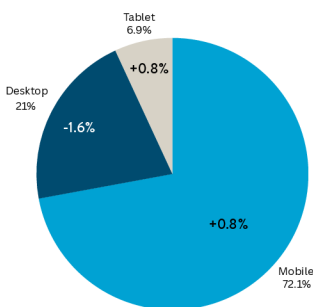


4.2M
TOTAL WEBSITE
PAGE VIEWS
+10% VS 2022/23

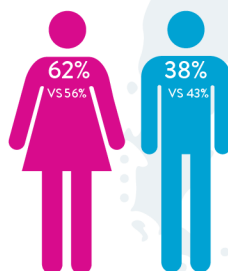


355K
LEADS DIRECT
TO INDUSTRY
FROM WEBSITE

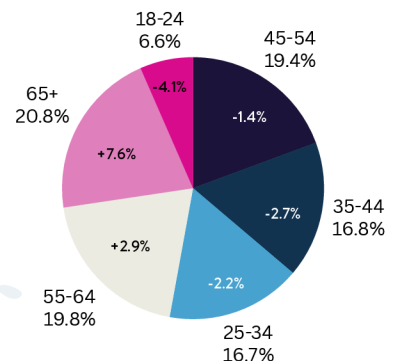
USERS BY DEVICE



USERS BY GENDER



USERS BY AGE



Source: Google Analytics 4, www.cookislands.travel

TOURISM CAPACITY



77%
AIR CAPACITY
LOAD CAPACITY FILLED
VS 78% 2022/23



163,552
INBOUND
PASSENGERS
VS 127,529 2022/23



213,622
TOTAL SEATS
2023/24
VS 162,149 2022/23

AIR NEW ZEALAND

132,244
VS 129,773 2022/23

Jetstar

67,000
VS 29,494 2022/23

HAWAIIAN AIRLINES

9,776
VS 1,134 2022/23

Air Rarotonga

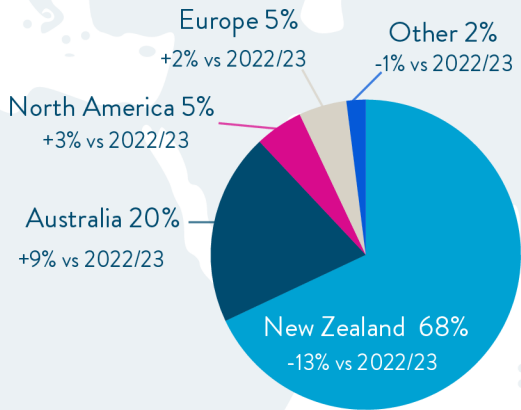
1,352
VS 1,222 2022/23

AIR TAHITI

3,250
VS 526 2022/23

Source: Cook Islands Tourism, Airline Data

VISITOR ARRIVALS BY MARKET SHARE



ACCOMMODATION CAPACITY



646
TOTAL
PROPERTIES



3,305
TOTAL #
OF ROOMS



8,700
TOTAL #
OF BEDS

DIGITAL DESTINATION MARKETING: SOCIAL MEDIA

1.1M TOTAL SOCIAL MEDIA FOLLOWERS 2023/24

988K FOLLOWERS 2023/24



105K FOLLOWERS 2023/24



COOK ISLANDS
Love our little paradise

<http://WWW.COOKISLANDS.TRAVEL>



152M TOTAL SOCIAL MEDIA IMPRESSIONS
+356% VS 2022/23



FOLLOWERS
988,963 +0.5%

IMPRESSIONS
129,393,161 +25%

ENGAGEMENTS
368,178 +62%

ENGAGEMENT RATE
1.70% +29%



FOLLOWERS
105,530 +0.3%

IMPRESSIONS
11,402,627 -20%

ENGAGEMENTS
120,672 +152%

ENGAGEMENT RATE
5% +1%

Key Achievements

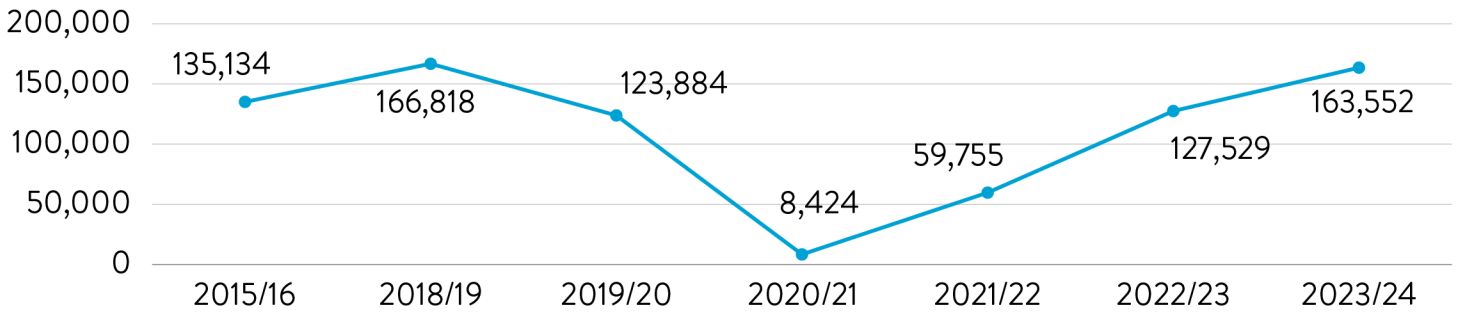
VISITOR ARRIVALS

The Cook Islands concluded the financial year 2023/24 with a total of 163,552 visitor arrivals, marking a 28% increase from the previous year's 127,529.

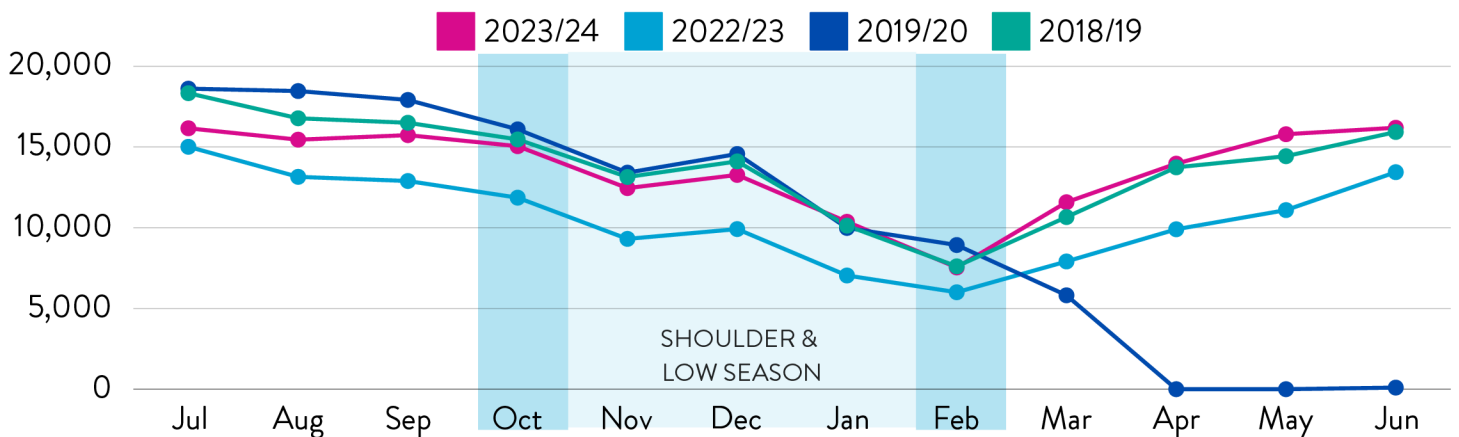


163,552
VISITOR ARRIVALS
2023/24
+28%
vs 2022/23

ANNUAL VISITOR ARRIVALS BY FINANCIAL YEAR (JUL-JUN)



VISITOR ARRIVALS BY FINANCIAL YEAR (JUL-JUN)



FINANCIAL YEAR	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
2023/24	16,159	15,452	15,734	15,049	12,453	13,270	10,368	7,539	11,579	13,968	15,790	16,191	163,552
2022/23	15,012	13,151	12,893	11,860	9,308	9,916	7,041	6,003	7,910	9,904	11,091	13,440	127,529
2019/20	18,612	18,464	17,913	16,092	13,410	14,567	9,986	8,928	5,814	0	0	98	123,884
2018/19	18,332	16,777	16,499	15,468	13,141	14,109	10,128	7,608	10,659	13,739	14,430	15,928	166,818

SOURCE MARKET	FY23	FY24	% +/-	SHARE
New Zealand	103,648	111,252	7%	68%
Australia	14,386	32,377	125%	20%
USA	2,098	6,369	204%	4%
Europe	4,201	7,529	79%	5%
Canada	765	1,140	49%	1%
Asia	1,010	1,674	66%	1%
French Polynesia	258	1,111	331%	1%
Other	1,163	2,100	81%	1%
TOTAL	127,529	163,552	28%	100%

Source: Ministry of Finance & Economic Management (MFEM)

Airlift

Key to the increases in visitor arrivals has a direct bearing on significant changes in airlift. With the conclusion of additional airline and route support programmes, this is expected to stabilise baseline airlift to the Cook Islands for the next 24-36 months.

AIRLINE INVENTORY: SEATS INTO COOK ISLANDS BY CALENDAR YEAR

Origin	2019	2022	2023	2024	2025*
New Zealand	202,479	151,861	160,074	160,000	168,000
Australia	16,972	0	17,120	42,000	44,100
USA (HNL)	16,777	0	6,237	9,776	10,300
Tahiti	3,593	884	4,840	6,500	6,800
TOTAL	239,821	152,745	188,271	218,276	229,200

Note: Airlift data updated as at July 2024. Expect slight variation in previously published data by CIT. *Predicted

SEAT CAPACITY BY CARRIER CALENDAR YEAR



Source: Cook Islands Tourism, Airline Data



ACCOMMODATION

The short term holiday accommodation landscape is a critical component when considering carrying capacity and is also a key factor in airlift discussion. In 2020 available room stock reduced by 12%, from 8,327 beds to 7,348 in January 2023. Since then we have seen a steady improvement in available beds across all islands. CIT conduct 6monthly check-in on room stock data. As at end June 2024 we have seen a 2.4% improvement since the last count completed Jan 2024. The latest count recognises 42 additional holiday homes to the room stock.

ACCOMMODATION INVENTORY: ROOM STOCK

TOTAL ALL ISLANDS	JAN-23	JAN-24	JUN-24	% +/-
NUMBER OF PROPERTIES	658	604	646	7%
NUMBER OF ROOMS	2941	3215	3305	3%
NUMBER OF BEDS (PAX)	7348	8499	8700	2.4%

Cook Islands Brand Evolution

Te Mato Manava Turoto, Cook Islands Tourism Corporation presents the brand evolution from "Love a little paradise" to "Love our little paradise." Rooted in the Kia Orana values, this update champions a collective commitment to responsible tourism, and destination stewardship, nurturing authentic

experiences that reflect the values of our Cook Islands residents and visitors while still maintaining our playful spirit. 'Love our little paradise' invites you to share in our commitment to developing a sustainable approach that ensures the ongoing benefits of tourism.

“ If you look after our little paradise, she will look after you too.

**Akaperepere ia to tatou parataito,
kia vai ruperupe te reira.**

”

Here is a breakdown of each word in the updated tagline:

Love

A deep, active appreciation and care for the Cook Islands, urging Cook Islanders, residents and visitors to cherish and protect its natural beauty and cultural richness.

our

Shifting from "a" to "our" represents a collective commitment among Cook Islanders, residents and visitors, reinforcing a shared responsibility for our little paradise.

little

Rather than being about size, "little" speaks to the intimate, personal experiences that the islands provide, where everyone can feel a personal connection to the place and its people.

paradise

What the Cook Islands offers, a tropical, idyllic escape, complete with friendly locals, lush landscapes, vibrant culture, and white sandy beaches - a place to do as little or as much as you like.



Source Market Performance

Cook Islands Tourism Corporation has sales and marketing branches and representation in New Zealand, Australia, North America, UK & Nordic, Northern Europe, Southern Europe, and Japan. Some of the key highlights by market for 2023/24;

NEW ZEALAND

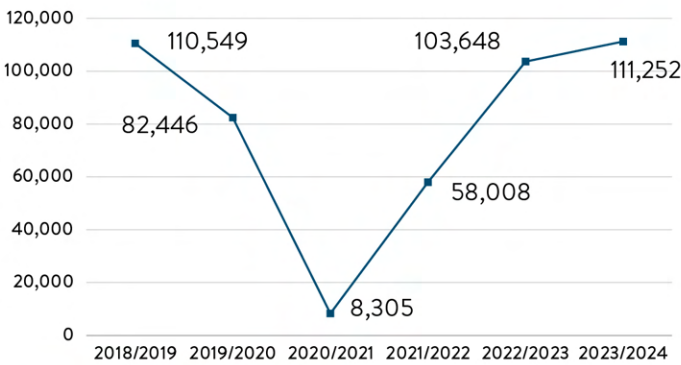
DIRECT ACCESS SINCE 13 JANUARY 2022

New Zealand continues to be our primary source of visitors, representing 68% of our market share. This substantial percentage highlights the strong awareness of our destination among Kiwis. Our strategic focus is to position the Cook Islands as the premier South Pacific destination for New Zealand travellers. To achieve this, we are focused on maintaining a consistent market presence, as

demonstrated by our activity highlights of Public relations & media visits, attending Consumer shows and our Digital presence. Furthermore the short-haul nature of this market enables us to respond swiftly to fluctuations in occupancy. To ensure a more balanced and sustainable growth path, we are also committed to reducing reliance on any single market, including New Zealand.

NEW ZEALAND VISITOR ARRIVALS

2018/19 - 2023/24



ACTIVITY HIGHLIGHTS

MEDIA FAMILIS



Public relations (PR) remains a major focus of the New Zealand market work, particularly in targeting the family market. Notable PR coverage included features in Oh Baby Magazine, which has a readership of 101,000, and Woman's Day, New Zealand's best-selling weekly women's magazine, with a circulation of 58,000 copies and a readership of 373,000.

NZME LIFESTYLE EXPOS



Attending expos in Hamilton, Tauranga, and Christchurch, provide a valuable opportunity to receive face-to-face feedback. Most attendees were already planning to travel to the destination but had specific questions. We continue to partner with our industry to enhance engagement. Eg. Pacific Resorts Hotel Group offered a door prize at the shows.

DIGITAL



The New Zealand market focus is towards social and digital activities, including digital news sites like NZ Herald and Stuff.co.nz. Where we successfully ran a database subscription campaign, which significantly increased our New Zealand consumer distribution database. Traditional media have not yet recovered to pre-COVID levels.

AUSTRALIA

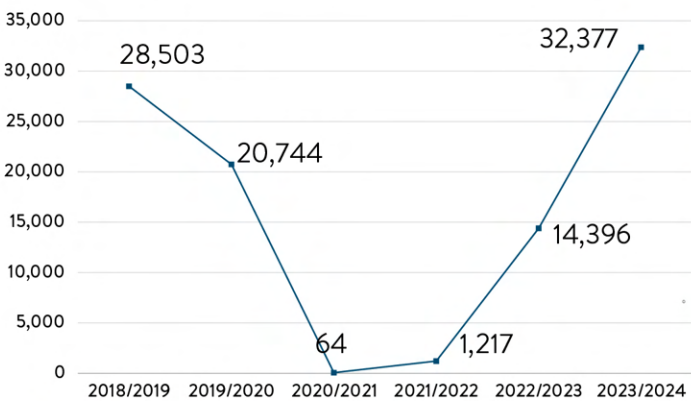
DIRECT ACCESS SINCE 29 JUNE 2023. 4 flights a week

Australia, our second-largest source of visitors, currently accounts for 20% of our market share. Despite the low level of awareness in market, this market presents a significant opportunity for growth in visitor arrivals due to its geographic proximity. Australians are increasingly opting for extended stays, as evidenced by the recent increase in their average length of stay.

Our strategic focus is on maximising the capacity of the nonstop Jetstar SYD-RAR flight and raising awareness of the Cook Islands as a holiday destination, a goal that has been advanced by the success of the popular Australian Travel Guides show. This strategy not only aims to capitalise on the Australian market's potential but also seeks to diversify our visitor base, reducing our reliance on New Zealand.

AUSTRALIA VISITOR ARRIVALS

2018/19 - 2023/24




32,377
VISITOR ARRIVALS
2023/24
+17,981
vs 2022/23

20%
MARKET SHARE
2023/24
+9%
vs 11%, 2022/23

12 DAYS
LENGTH OF STAY
2023/24
+2.1 DAYS
vs 2022/23

\$3,599
TOTAL SPEND
PER PERSON PER TRIP
\$373
TOTAL SPEND
PER PERSON PER DAY



ACTIVITY HIGHLIGHTS

NEW ACCESS - JETSTAR DIRECT SYD-RAR



Launched in June 2023 with an initial schedule of three flights per week, the service increased to four flights per week in March 2024. This additional capacity allowed 1,500 more Australians to fly nonstop each month, bypassing the need to transit through New Zealand. The launch also garnered significant exposure through the Jetstar inaugural influencer and media familiarization group, amplifying awareness of the route.

TRAVEL GUIDES



The destination received a historic 5-star rating from all Travel Guides featured on the show, marking the first time in the show's history. It attracted an initial broadcast television audience of 2,182,000 and achieved significant exposure across TV and social media. This heightened visibility amplified destination awareness and boosted interest in the Cook Islands. The value of this exposure is significant for enhancing the awareness of the destination.

MEDIA FAMILIS



Public relations is a key component of our marketing efforts in Australia, this activity plays a crucial role in raising destination awareness. It is cost-effective and delivers a positive return on investment (ROI). Beyond the Jetstar familiarization group, we engaged in various initiatives including collaborations with nine influencers and eleven media famils.

NORTH AMERICA

DIRECT ACCESS SINCE 20 MAY 2023 - Once a week. PPT access - twice a week.

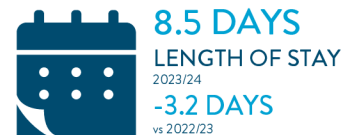
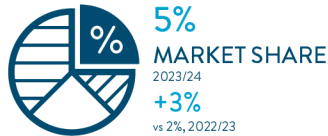
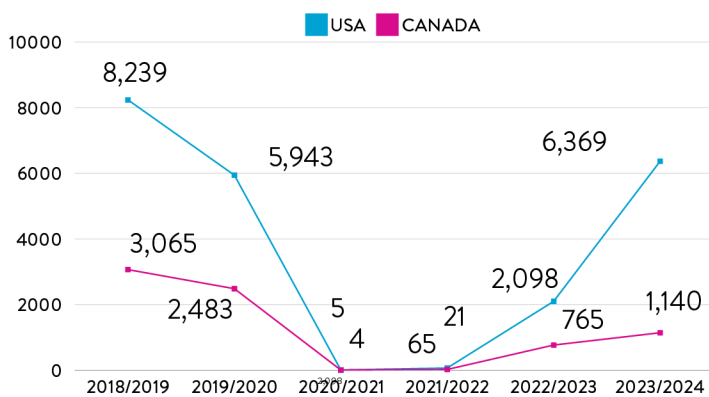
North America presents significant growth potential as our third-largest market, particularly given the access available through both the Hawaiian Airlines network and Tahiti. While current awareness of these routes is relatively low, the market holds substantial value potential, bolstered by the strength of the US dollar.

Our strategy, similar to our approach with Australia, is centred on filling the weekly Hawaiian Airlines flight.

We will build awareness through digital search and social media campaigns, targeted tactical pulse campaigns, and collaborations with high-performing partners such as Costco. Additionally, it is encouraging to see new partners like Gate1, a tour series operator, and TCS World, specialising in private jet expeditions, incorporating the Cook Islands into their product offerings, expanding our reach to a broader visitor type.

NORTH AMERICA VISITOR ARRIVALS

2018/19 - 2023/24



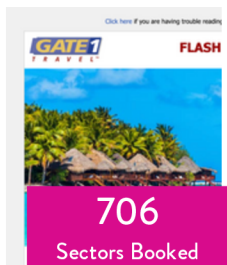
ACTIVITY HIGHLIGHTS

FROMMERS - BEST PLACES TO GO IN 2024



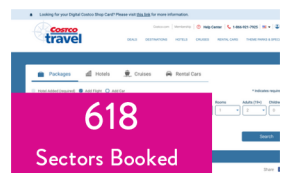
The Cook Islands were recognised in the renowned US Frommer's travel guidebook series, established by Arthur Frommer and with over 350 guidebooks in circulation for 60 years. Pauline Frommer, his daughter, endorsed and promoted the destination as a guest speaker at the 2024 Travel & Adventure Show series across the USA, further elevating our visibility in this influential travel guide series.

GATE1 TRAVEL



Gate1, a tour series group added the Cook Islands to their product offerings. This addition has proven significant, as it has become the highest-producing indirect booking source for Hawaiian Airlines.

COSTCO ACTIVATED



Following a post-pandemic hiatus and over 12 months of negotiations, we successfully reactivated the Cook Islands as a destination. This effort resulted in 309 passengers booking to the Cook Islands for the 23/24 FY.

NORTHERN EUROPE (NE)

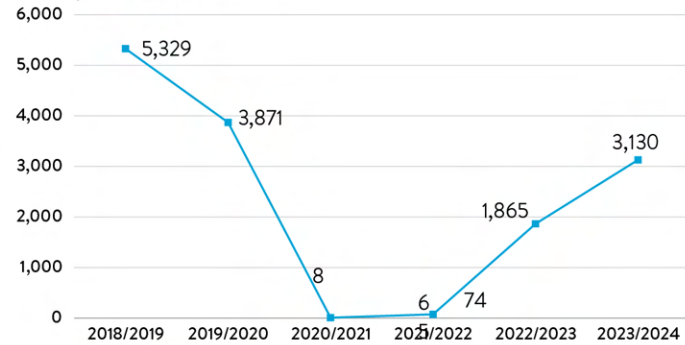
NO DIRECT ACCESS. OPTIONS VIA PPT/ HNL/ AKL/ SYD

The Northern Europe market represents a significant opportunity for expanding our reach and increasing visitor arrivals to the Cook Islands. Despite a low awareness of our destination, Northern Europe shows a 2% market share with 3,130 visitors in 2023/24, marking a substantial increase from the previous year. Visitors from this region are known for their adventurous spirit and a preference for exploring

off the beaten path, making them ideal visitors for our low season. With an average stay of 8 days, although slightly decreased by 1.3 days from the previous year, the potential for market diversification and targeted digital marketing strategies is prominent. Our aim is to optimize our digital outreach to enhance visibility and support the existing routes offered by our major airline partners.

NORTHERN EUROPE

2018/19 - 2023/24



- 3,130** VISITOR ARRIVALS 2023/24
+1,265 vs 2022/23
- 2%** MARKET SHARE 2023/24
- 8 DAYS** LENGTH OF STAY 2023/24
-1.3 DAYS vs 2022/23

- \$2,716** TOTAL SPEND PER PERSON PER TRIP
- \$315** TOTAL SPEND PER PERSON PER DAY

*Europe includes UK, SE and NE

ACTIVITY HIGHLIGHTS

MULTIVISION CONSUMER PRESENTATIONS



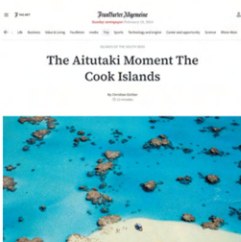
As a result of a familiarization trip in 2023 to collect imagery and video material, we showcased Cook Islands images on a photography roadshow. This initiative covered eight cities across Austria, reaching approximately 800 people within the country.

VAKANTIEBEURS UTRECHT NETHERLANDS



An annual trade and consumer show held in the Netherlands, we supported Ted Tavai from Aitutaki to attend alongside our Northern Europe representative. We partnered with Travel Essence a travel agent for the event, which resulted in positive exposure. Ted Tavai attracted significant attention at our booth, enhancing our presence and engagement at the show.

FRANKFURTER ALLGEMEINE ZEITUNG (FAZ)



An article featuring the Cook Islands was published in the Sunday issue of FAZ, Germany's largest and most popular daily newspaper. The feature spanned over 1.5 pages, with an advertising value of NZD 212,000 (€120,000). This coverage was the result of a press familiarization trip and yielded a positive return on investment (ROI).

UNITED KINGDOM / NORDIC (UK)

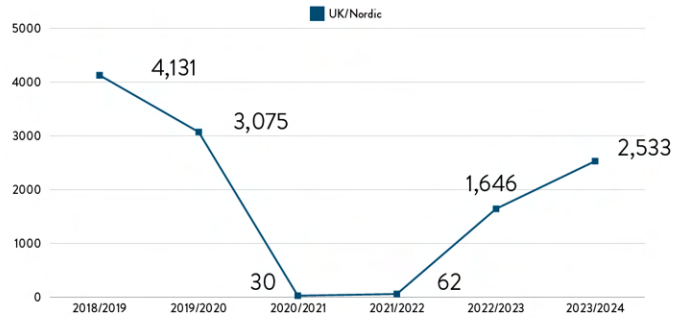
NO DIRECT ACCESS. OPTIONS VIA PPT/ HNL/ AKL/ SYD

The United Kingdom and Nordic regions represent a promising market for the Cook Islands, showing a 1.5% market share with an encouraging increase in visitor arrivals to 2,533 in the 2023/24 period. This market has a growing appeal as a bucket-list destination, especially with themes of regenerative travel. Despite a slight reduction in the average

length of stay to 8 days, the potential for growth during the low season remains high. Strengthening our digital marketing efforts and supporting existing airline routes are essential as we work to enhance awareness and accessibility for travellers from these regions.

UK / NORDIC ARRIVALS

2018/19 - 2023/24



2,533
VISITOR ARRIVALS
2023/24
+887
vs 2022/23

1.5%
MARKET SHARE
2023/24

8 DAYS
LENGTH OF STAY
2023/24
-1.3 DAYS
vs 2022/23

\$2,716
TOTAL SPEND
PER PERSON PER TRIP
\$315
TOTAL SPEND
PER PERSON PER DAY
*Europe includes UK, SE and NE



ACTIVITY HIGHLIGHTS

MEDIA / TRADE FAMIL - ANUANUA



We engaged with several travel trade partners, including Travel Trade Gazette and Out There Magazine. This collaboration led to a double-page spread in a leading travel industry publication in the UK and a feature article in Out There Magazine during the UK summer. These efforts have successfully positioned the Cook Islands on the LGBTQ+ friendly map, enhancing our visibility and appeal within this market.

DIGITAL TRADE CAMPAIGNS/ INCREASE IN SPECIALIST AGENTS



We collaborated on several digital trade campaigns in Travel Bulletin, Travel Gossip, and Online Travel Training (OTT), which hosts the UK Cook Islands specialist training programs. The primary objective was to encourage agents to enroll in and complete the specialist training programs. Our campaigns featured banners on their respective webpages and were supported by targeted social media initiatives.

NORDIC TRAVEL AGENT / SALES STAFF TRAINING



We implemented a hybrid model for presenting the Cook Islands, conducted both in the offices of our partner wholesalers and online. In total, over 200 sales staff have been engaged through this approach. As a result of our trained partners, we are observing a notable increase in interest in the destination.

SOUTHERN EUROPE (SE)

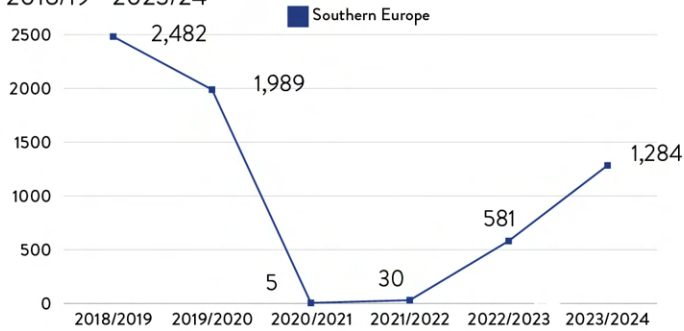
NO DIRECT ACCESS. OPTIONS VIA PPT/ HNL/ AKL/ SYD

Southern Europe, with a growing interest in romantic and honeymoon destinations, presents an appealing market for the Cook Islands, achieving a 1% market share with 1,284 visitor arrivals in 2023/24. This market has shown a promising increase of 703 visitors from the previous year,

despite the lack of direct flight access. The average length of stay remains at 8 days. Enhancing our digital marketing strategies and maintaining strong support for existing airline routes are key to building presence and tapping into the potential for increased visitation during the low season.

SOUTHERN EUROPE

2018/19 - 2023/24



ACTIVITY HIGHLIGHTS

PARIS, FRANCE NZ EMBASSY SHOWCASE EVENTS



Aimed at raising awareness and educating the travel trade, we hosted training sessions held at the New Zealand Embassy in France led by New Zealand Ambassador Caroline Bilkey to France. The program successfully trained and motivated 30 retail agents and 8 wholesalers. Additionally, trade media articles were published, with an estimated advertising value of NZD 80,000.

MINI KAI KAI EVENTS WITH EMIRATES & CATHAY PACIFIC



Our cooperative marketing approach concentrated on targeting high-quality retail agents identified by partner wholesalers and airlines. We successfully trained and motivated 48 frontline agents and secured 25 new registrations for the Cook Islands Specialist online training program. Additionally, we produced flyers highlighting the Cook Islands as holiday extensions to New Zealand and Australia, which were distributed to 10,000 agents in Italy.

MEET THE PACIFIC 2024



We participated in a trade events across Europe, which featured business-to-business meeting events. This cost-effective approach allowed us to engage with all of our key tour operator partners. In total, we met with 81 product managers, 22 retail agents, and trade journalists. Additionally, we coordinated 10 self-funded familiarisation trips to the Cook Islands following the events.

Destination Development

The Destination Development (DD) division is experiencing a significant evolution in its role and responsibilities. Traditionally focused on enhancing the visitor experience and enabling the private sector, the division's focus is increasingly focused on destination stewardship and optimising the long-term, holistic benefits of tourism for Cook Islands. This shift is driven by rising community and stakeholder expectations for sustainable tourism models, underpinned by growing demands from

visitors and travel partners for environmental sustainability, social responsibility, and enhanced health and safety. As the importance of tourism to the Cook Islands economy continues unabated and tourism objectives begin to align more closely with the National Sustainable Development Agenda (NSDA2020+), the Destination Development team finds itself acting in the capacity of an interim tourism authority, and increasingly catalysing and leading cross-agency collaborative efforts.

STRATEGIC PLATFORM



Vision Tourism advances the well-being of resident Cook Islands in a way that is socially acceptable, economically viable and environmentally sustainable



The Cook Islands Tourism Development Strategy 2022 (CITDS) provides a roadmap towards a more regenerative approach to tourism and destination development in the Cook Islands. This document aligns with national, regional, and global sustainable development approaches, and leverages the power of the visitor economy to enhance the well being of the Cook Islands people and place across the economic, socio-cultural, and environmental pillars.

The CITDS is framed by four main aspirations:

1. Enhance and leverage our Visitor Economy: Optimise tourism's contribution towards a prosperous, sustainable, and resilient Cook Islands economy.
2. Optimise the Visitor Experience: Ensure the ongoing well being, comfort, and satisfaction of our visitors.
3. Empower our Tourism Industry: Develop and maintain a positive relationship with our tourism industry to help build capability and resilience, and collectively ensure a high-quality offering to visitors.
4. Encourage Regenerative Travel: Ensure tourism has a positive influence on the well being of our people and place.

WORK STREAM 1: STRATEGIC MANAGEMENT

FY24 Objectives

Recognising our evolving role towards destination stewardship and encouraging sustainable tourism models, the overarching objective for the Destination Development team for FY24 from a strategic management perspective was to increase team capacity in the four strategic areas listed above.

The focus areas listed under this objective were:

- Develop our people - Invest in our people through recruitment and professional development efforts.
- Define what success looks like - Develop and agree clear scope of work, definitions and objectives.
- Develop tools that help us succeed - Design KPIs, insight models and resourcing that better service CITDS objectives.
- Build the business case - Prove our capability and ability to scale team efforts to match increasing responsibilities.

Resourcing

Recruitment efforts have been successful, with DD now enjoying a full complement of staff. Mid-level managers have all shown great progress in building capability within their respective work streams. FY25 will see the overall output of the team increase as further professional development opportunities are taken, capability increases, and processes are streamlined.

Operational budget has not kept pace with increasing work scope, but has been partially offset through securement of increased donor funding and delivery support to an estimated value of \$100,000.

Leadership & Governance

The DD team have grown mutually beneficial working relationships with most government agencies in the development of an increasingly collaborative (destination stewardship) approach. Director of Destination Development (DoDD) has represented CIT in regional tourism bodies and currently sits on several boards, steering committees and working groups to ensure tourism is well represented in topics and initiatives impacting the Cook Islands tourism offering.



Research & Insights

Core insights continue to be provided via the Pacific Tourism Data Initiative (PTDI), with the 3x surveys consisting of the International Visitor Survey, Community Attitudes Towards Tourism, and Business Confidence Index. Additional insight tools supported by the DD team include ongoing subsidised flight ROI analysis, a Room Stock Report, an ADB-funded Carrying Capacity scoping study, a deep-dive community impact study through Griffith Institute of Tourism, and an (upcoming) Pacific Sustainable Tourism Dashboard.

Tourism Sector Development

Managed the development of an initial scoping study to determine the current status of the Cook Islands' MICE (Meetings, Incentives, Conferences & Events) and special interest market offering. Resulting recommendations will inform event development strategy (funding dependent).

WORK STREAM 1: STRATEGIC MANAGEMENT SUMMARY

Key metrics / results

- 100% team occupancy (all positions filled)
- DD team capacity growing and morale high.
- Increased donor funding/delivery support.
- Cross-government relationships and collaboration improved.
- ‘Love our Little Paradise’ brand strategy working well.



LEARNINGS	FOCUS FOR FY25
<p>Responsibilities growing with visitor health & safety, social responsibility and ‘destination stewardship’ priorities.</p>	<p>Grow internal capacity and optimise outputs to keep up with increasing responsibilities.</p>
<p>Stakeholder expectations often not aligned with mandate/ jurisdiction/ capabilities of DD team.</p>	<p>Review current approach to tourism governance and destination management/stewardship.</p>
<p>Scope creep continuing - DD team involved (and often leading) work on the periphery of our responsibilities.</p>	<p>Reassessment of role and responsibilities of CIT (DD team) relative to other stakeholders/potential delivery partners.</p>
<p>Research & Insights critical, with the need for both qualitative and quantitative (‘always on’) data capture.</p>	<p>Prioritise development of sustainable tourism insights. Develop always on mechanisms to compliment deep-dives.</p>
<p>Core budget allowance not keeping up with increasing responsibilities/scope of work.</p>	<p>Funding strategies and donor/delivery support identification and coordination increasingly important.</p>

WORK STREAM 2: VISITOR EXPERIENCE

FY24 Objectives

For FY24 the Visitor Experience team has focused on enhancing the overall visitor experience, fostering relationships within the local community, collaborating with key stakeholders and maintaining high standards in infrastructure and safety.

The focus involved:

- Developing infrastructure in the Pa Enea
- Streamlining and delivering a positive first impression with visitors upon arrival
- Identifying and mitigating key sources of risk

Visitor Welcome

Visitor welcome focused on creating a lasting positive first impression and ensuring visitor satisfaction upon arrival. This was achieved over the past year by deploying well-trained staff to provide a warm and hospitable reception, as well as entertainment, for all international flights, cruise ship arrivals, and domestic flights into Aitutaki

Visitor Assistance

Over the past year, visitor assistance focused on delivering seamless support to enhance the overall visitor experience. This was achieved through the expansion of information services, offering reliable and up-to-date guidance, personalised recommendations, maps, brochures, and booking assistance. These efforts not only improved visitor satisfaction but also played a crucial role in promoting local culture and heritage, ensuring that guests fully enjoyed their stay while respecting the community and environment. The visitor information centre served as a central hub, simplifying the travel experience and making it more enjoyable and stress-free for all.



Infrastructure and services

Developing and maintaining key tourism infrastructure is essential for destinations to attract and accommodate visitors while preserving natural and cultural heritage. In FY24, several important tourism and infrastructure projects were successfully completed, enhancing the visitor experience across the islands:

- Rarotonga: Cross Island Trek signage and Blackrock storyboard shelter
- Aitutaki: Cultural Tour Guide Booklet Atiu: Eco-toilets and airport shelter
- Mangaia: Eco-toilets
- Mauke: Eco-toilets (completed in August 2024)
- Mitiaro: Eco-toilets (scheduled for completion by the end of September 2024)

These completed and ongoing projects have contributed significantly to improving visitor facilities across the islands, while also ensuring that local culture and the environment are protected for future generations. The focus remains on balancing development with sustainability to support long-term tourism growth.

Health, Safety & Security

The goal of risk management is to optimise visitor health, safety, and security by addressing key risks in the Cook Islands. In FY24, we implemented initiatives such as the Dog Desexing Programme, advertisements in Escape Magazine for hiking and water safety, and turtle safety signage at Avaavaroa Passage and the Cross Island Trek. These efforts demonstrate our commitment to ensuring a safe and enjoyable experience for all visitors while promoting responsible tourism.



WORK STREAM 2: VISITOR EXPERIENCE SUMMARY

Key metrics / results

- **Visitor Center Performance**
 - Rarotonga: 6,784 visitors, \$23,082 bookings (top tours: buggy, lagoon, island nights).
 - Aitutaki: 2,051 visitors, \$80,070 bookings (top tours: lagoon, island nights, rentals).
 - Atiu: 315 visitors (popular attractions: Birdman Tour, museum, inquiries).

- **Cruise Ship Arrivals**
 - 45 scheduled, 16 canceled due to weather.
 - Total: 29 cruise ships.
 - Rarotonga: 13 ships, 5,303 passengers.
 - Aitutaki: 15 ships, 3,700 passengers.
 - Palmerston: 1 ship, 204 passengers.

- **Dog Desexing Programme**
 - 4 clinics (July-November 2023).
 - Total: 54 dogs desexed.
 - Breakdown: Tupapa (14), Ngatangia (9), Nikao (16), RAPA (15).



LEARNINGS	FOCUS FOR FY25
<p>Adaptability in Crisis management - The focus on disaster risk management has emphasised the need for a well coordinated crisis management strategy</p>	<ul style="list-style-type: none"> • -Strengthen preparedness and response strategies (Standard Operating Procedures - SOPs). • Enhancing crisis management plans by improving collaboration with EMCI services and Puna's • Utilising advanced tools such as Geo Portal for better visitor tracking during emergencies
<p>Investment in Visitor experience - There needs to be continuous investment in improving the arrival and assistance experiences</p>	<ul style="list-style-type: none"> • Upgrade arrival amenities at key entry points such as the airport and ports • Improve accessibility and service delivery around visitor assistance - expand the services to the PNM • Enhance the availability of real-time information • Expand the range of services offered, such as a map of the market, event schedules
<p>Sustainability and maintenance - There is a heavy reliance on Tourism ensuring infrastructure projects such as eco-toilets are sustainably maintained</p>	<ul style="list-style-type: none"> • Completion of infrastructure projects in the Pa Enea • Ensure that infrastructure projects such as eco-toilets are sustainably maintained
<p>Proactive community involvement - It has become evident that proactive measures are needed to increase community involvement, particularly in initiatives such as the Dog Desexing programme</p>	<ul style="list-style-type: none"> • More use of data analytics - more data collection • Enhance accessibility for persons with disabilities • Increase community involvement in initiatives like the Dog Desexing programme

WORK STREAM 3: INDUSTRY DEVELOPMENT

FY24 Objectives

The Industry Development team in FY24 focused on fostering strong partnerships within the tourism industry, critical for cultivating relationships that enhance capability, resilience, and the overall visitor experience.

This focus involved:

- **Developing our industry:** Actively engaging stakeholders to identify and address shared challenges and opportunities.
- **Building capacity:** Supporting the industry through training, upskilling, and mentorship programmes to create a skilled workforce.
- **Creating pathways:** Facilitating entry points into the tourism industry for Cook Islanders, promoting career development and progression.
- **Driving sustainability:** Promoting sustainable tourism practices and encouraging the adoption of environmentally responsible initiatives.

Quality Assurance

CIQA has elevated tourism standards in the Cook Islands. Through rigorous assessments and support, CIQA has empowered businesses to achieve high-quality standards. This has enhanced visitor experiences and strengthened the Cook Islands' reputation as a reliable destination.

CIQA has supported 238 businesses, including 106 fully accredited, 90 provisionally accredited, and 42 requiring intervention. This comprehensive approach ensures that businesses receive the necessary support to meet quality standards.

Workforce Development

Attracting and retaining local tourism talent is a significant challenge for the Cook Islands. While CIT lacks resources to fully address this, developing the workforce remains a key focus for the Industry Development Team. To cultivate future professionals, CIT has implemented several strategies, including the Cook Islands Tourism Leadership Programme, launched in partnership with Air New Zealand and Pacific Resort Hotel Group. This scholarship provides leadership training at Queenstown Resort College, followed by a six-month internship at the award-winning Pacific Resort Rarotonga. CIT aims to continue this programme to inspire future professionals. To further engage young people, CIT participates in career expos, highlighting diverse opportunities in tourism and emphasising internships as valuable learning experiences. By showcasing available roles, we hope to inspire the next generation of tourism leaders.

Industry Capability Building

The Industry Development Team prioritised capability building through various initiatives. One such initiative is the Kia Orana Series, which offered free short courses aimed at enhancing customer service skills for tourism professionals. Delivered in partnership with CITTI, these courses cover Kia Orana values, complaint handling, and host responsibilities.

To increase small business capabilities, a partnership with BTIB was established to expand existing programmes and include CIT's digital marketing expertise. In response to industry growth and stakeholder concerns, a Turtle Tour Memorandum of Understanding was developed following consultations with tour operators, the community, and regulatory bodies. Additionally, the annual water safety training programme, now in its sixth year in Rarotonga and first in Aitutaki, prioritises visitor and guide safety. In collaboration with Water Safety & Surf Lifesaving Cook Islands, a record number of Bronze Medallions and instructor certifications were awarded.



Industry Engagement

The Industry Development team has focused significant engagement efforts on the expanding turtle tour operator sector. With the sector's growth, prioritising visitor safety is essential. Through workshops and consultations, we collaborated with operators to develop a code of conduct outlined in a Memorandum of Understanding (MOU). The team continues to monitor compliance and support operators in adhering to the MOU's principles. To strengthen environmental protection, we've involved the National Environment Service (NES) and Ministry of Marine Resources (MMR) in discussions to establish clear regulations. These efforts reflect our commitment to sustainable tourism development.

WORK STREAM 3: INDUSTRY DEVELOPMENT SUMMARY

Key metrics / results

- 1346 participants enrolled and completed Kia Orana Series training.
- 238 CIQA applications (+38% from 2023) of this 106 businesses have acquired full accreditation
- 57 Cook Islands Bronze Medallions and 6 instructor certifications awarded in Rarotonga and Aitutaki
- 9 signees of Turtle Tour MOU
- Successful scholarship programme, 2 internship
- Strengthened relationship with stakeholders



LEARNINGS

- Resource constraints significantly impacted project delivery.
- We must prioritise resource allocation and explore alternative approaches to ensure project completion.
- While focusing on turtle tour operators for safety reasons was crucial, it diverted resources from other planned projects. A more balanced approach to project prioritisation is needed.
- Partnerships and outsourcing were essential for progress. However, further exploration of potential partners and outsourcing opportunities is required to maximise efficiency.
- The CIQA compliance model proved to be a time-consuming administrative burden without commensurate value. We must advocate for a more streamlined and outcome-focused regulatory framework.
- Developing the local workforce is essential for long-term sustainability. We must invest in targeted upskilling programs to enhance employee capabilities.

FOCUS FOR FY25

- Develop clear and achievable work plans to optimise output.
- When possible, outsource tasks to improve efficiency and focus on core strengths.
- Foster a culture of innovation and adaptability. Stay ahead of industry trends to identify new opportunities.
- Strengthen relationships with stakeholders and explore new partnerships for mutual benefit.
- Create a framework for sustainable and responsible tourism, including online training to enhance the value of the CIQA certification.
- Prioritise developing local talent by expanding the Apprenticeship Program and creating a comprehensive training program. Build on existing training initiatives to share knowledge and develop a skilled workforce ready for the future.

WORK STREAM 4: REGENERATIVE TOURISM

FY24 Objectives

This year's objective focused on encouraging regenerative tourism practices by collaborating with our community, stakeholders, industry members, and visitors. Three key areas include:

- **Community and Culture:** Ensuring Mana Tiaki values resonate throughout all levels of our community.
- **Visitor Education:** Empowering visitors to contribute positively to the Cook Islands by becoming part of the solution.
- **Development of Regenerative Tourism Initiatives:** Creating new tours that align with regenerative tourism practices through our incubator program.

Community Support

The Mana Tiaki Program, through initiatives such as Vaka Pride, Te Vaka o Ru, and Te Paa Tiare o Enuamanu, has supported activities, programs, and initiatives benefiting our people, environment, culture, and spiritual well-being. Participation from NGOs, including Korero o te Orau, MEC, and Te Ara o te Akau, has notably increased. The Mana Tiaki Program collaborates closely with these organizations and will focus on supporting more NGOs aligned with Mana Tiaki principles. This partnership will amplify our regenerative tourism message for both our people and visitors.

Community Engagement

Our local and international events engaged our community and stakeholders while aligning with Mana Tiaki to promote regenerative tourism and environmental stewardship. For World Ocean Day, we partnered with Korero o te Orau, Te Ara o te Akau, NES, MMR, and Climate Change Cook Islands, successfully collecting 110 taramea among other activities. On World Earth Day, our team collaborated with stakeholders and government agencies to promote energy conservation during Earth Hour, enhancing environmental awareness. The Mana Tiaki Speech Competition was introduced at Titikaveka College, where students explored Mana Tiaki values through a reo māori competition, fostering pride in Cook Islands culture and environment.

Additionally, we supported the Tourism Woman of the Month initiative, celebrating women's achievements in tourism and strengthening community ties. These efforts underscore our commitment to community engagement and reinforce the principles of Mana Tiaki.

Regenerative Incubator Experience Programme

The program focused on developing regenerative tourism businesses. This year, five new experiences were launched: SPCA Waggy Tail Tour, Circle Cook Islands, Apii Nikao School Tour, Tree Planting with Muri Environment Care, and Arataki Organic Farm Tour. Businesses received tailored support, including booking systems, signage, and safety equipment.

Three new opportunities are being developed in Rarotonga, Aitutaki, and Atiu. The program identified a need for a standardized onboarding process and ongoing marketing support for businesses. Overall, it demonstrated strong local interest and potential in regenerative tourism.



Visitor Education

Through extensive stakeholder engagements, we successfully established agreements with the Muri Environment Care Group (MEC) and Te Ara o te Akau (TAOTA). MEC focuses on soil restoration through native tree planting by the streams, while TAOTA specializes in coral restoration. These partnerships play a crucial role in educating visitors on key environmental messages in their areas of expertise. To support these efforts, we launched a new landing page under the "Love Our Little Paradise" initiative, previously known as Regenerative Travel. This page educates visitors on how they can help preserve our paradise while highlighting experiences that align with this approach. During activities, we observed visitors voluntarily contributing their time to assist our destination, underscoring the need to expand a platform for giving back to the Cook Islands for visitors, industry members, and Cook Islanders living abroad. Our visitors want to do the right thing; we need to provide them with the "how." This will be a focus for regenerative tourism as we launch the "Giving and Loving Our Little Paradise" initiative in FY25.

WORK STREAM 4: REGENERATIVE TOURISM SUMMARY

Key metrics / results

- Significant contribution towards community support through the Mana Tiaki Program. In terms of distribution amongst the 4 principles 60% Environment, 15% for both Culture and Community with 10% Turanga Evangelia.
- Incubator program - onboard 4 experience Muri Environment Care Group (soil restoration), Circle Cook Islands, Nikao School Tour and SPCA waggy tail tour.
- Local events Women of the Month - Celebrated Pai Chambers for Tourism Woman of the Month.
- International events - World Ocean Day and World Earth Day
- 2 agreements in place with MEC and TAOTA each tasked to deliver Visitor Education.



LEARNINGS	FOCUS FOR FY25
<ul style="list-style-type: none"> • Pathway to market, SOP for this to ensure new experiences get a full suite of support in promotion. 	<ul style="list-style-type: none"> • Create SOP for onboarding a new product.
<ul style="list-style-type: none"> • There is no metric showing that the work being done is impacting results positively apart from awareness and ticking financial/spend based results. 	<ul style="list-style-type: none"> • Develop a metric system to measure the impact of our regenerative tourism initiatives beyond awareness and financial metrics.
<ul style="list-style-type: none"> • As a newly formed team, more time is typically required to adapt and absorb information, particularly regarding new stakeholders and rules of engagement, especially since both team members were new to this space. 	<ul style="list-style-type: none"> • Build a stronger relationship between Regenerative Tourism and key NGO that have aligned goals.
<ul style="list-style-type: none"> • Some regenerative tourism solutions stem from reviving traditional practices that foster sustainable relationships with the environment. • Many agencies operate in isolation, missing collaboration opportunities with aligned organisations, hindering collective progress toward regenerative outcomes. 	<ul style="list-style-type: none"> • Build new relationships with other NGO nationally or internationally that align with Regenerative Tourism. • Develop relationships with other regional and international organisations (NTO and SPTO) who focusing on Regenerative and Sustainable Tourism.
<ul style="list-style-type: none"> • Difference between Sustainability and Regenerative Tourism. 	<ul style="list-style-type: none"> • Strengthen Te Vaka o Ru, Te Paa Tiare o Enuamanu and Te Ieie o te Orau from all the learnings of Vaka Pride. • Scoping of Giving and Loving our Little Paradise.

RESEARCH & STATISTICS

Research and Statistics remain the backbone of Cook Islands Tourism Corporation and we continue to invest in data to support evidence-based decision-making to drive projects and activities. As leaders in the Pacific Cook Islands Tourism in partnership with New Zealand Tourism Research Institute (NZTRI) our programmes are designed and delivered for the Cook Islands context and have now been tailored and used across the Pacific. NZTRI has now disbanded, and Cook Islands Tourism Corporation has transitioned to participate in a regional data programme delivered through the South Pacific Tourism Organisation (SPTO) and supported by MFAT. This financial year 2023/24 deliverables were the Cook Islands International Visitor Survey and key economic data was derived from this and expressed in the table below:

ECONOMIC IMPACT



PREPAID EXPENDITURE

\$2,462

PREPAID PER TRIP
vs \$2,476 Jul 2022 - Jun 2023

40%

FLOWING INTO LOCAL
ECONOMY RATE

\$984

PREPAID PER TRIP
vs \$989 Jul 2022 - Jun 2023



IN-COUNTRY SPEND

\$247

IN-COUNTRY SPEND PER DAY
vs \$204 Jul 2022 - Jun 2023

x8.9

NIGHTS
AVERAGE LENGTH OF STAY
vs 8.9 nights Jul 2022 - Jun 2023

\$2,197

IN-COUNTRY SPEND PER TRIP
vs \$1,814 Jul 2022 - Jun 2023



ECONOMIC IMPACT

\$3,181 PER TRIP vs \$2,803 Jul 2022 - Jun 2023

\$357 PER DAY vs \$315 Jul 2022 - Jun 2023



Destination Marketing

Destination Marketing plays a pivotal role in promoting and marketing the Cook Islands' tourism offerings to stimulate economic growth, measured by international visitor arrivals. While we are in development of a new marketing strategy, we currently operate under a strategic framework designed to address the business of tourism. The focus is on three core areas: Awareness, Conversion, and Seasonality. The framework guides and prioritises our engagement activities with our global audience through a

combination of owned, earned, and paid distribution channels.

Key outputs include executing targeted promotional campaigns, managing public relations, facilitating a comprehensive familiarisation program, and identifying opportunities to address the low season visitor trends.

Our digital performance is measured across our key Social Media platforms Facebook & Instagram and our consumer website www.cookislands.travel

STRATEGIC FRAMEWORK



Destination Marketing Highlights

The following key initiatives executed in 2023/24 help to inform and shape our future work plans, ensuring continued alignment with our strategic framework.

BRAND STRATEGY AND GUIDELINES

The refreshed Brand, with the evolved tagline "Love our little paradise," reflects collaboration and inclusivity, emphasising a shared commitment to destination stewardship by residents and visitors.

To support the strategic direction, Brand Guidelines have been developed in line with our Brand Strategy. The comprehensive guidelines provide a clear framework for understanding and implementing our brand identity across all mediums, ensuring consistency while strengthening global presence.

The guidelines include an online toolkit that features our brand foundations, Kia Orana Values, key pillars People, Place, and Product.

These pillars are what differentiates us: People are at the core of our mission; Product ensures that visitors have authentic, memorable experiences; and Place represents the environment in which we operate. Our brand voice, which is authentic, inclusive, and playful, captures our personality, while traditional motifs, patterns, and icons are incorporated to highlight our cultural heritage.

Having the resources available online ensures our brand guidelines are accessible to all stakeholders, regardless of location. The online format also allows for timely updates, enabling us to continuously adapt while maintaining brand integrity.



Our Core Values – Te Tango

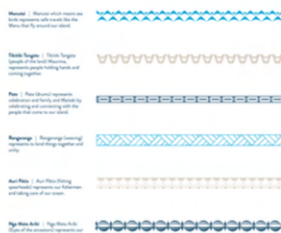
KIA ORANA
We are welcoming and fulfilling lives. The Spirit and wish of the people.



HEITAKI
As a host, have everything to good and well.



MANA TURU
We are proud guardians of these islands.



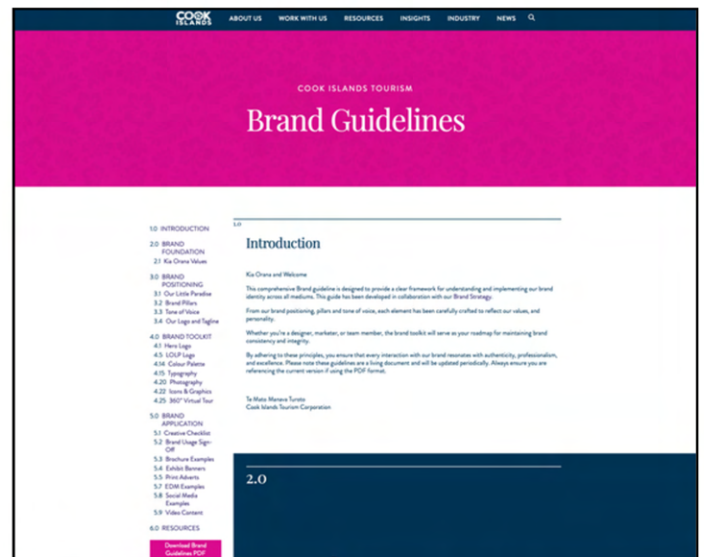
CORPORATE LOGO



DOMESTIC TAGLINE LOGO



BRAND GUIDELINES AVAILABLE ONLINE



www.cookislands.travel/corporate/brand-guidelines

ENGAGEMENT INITIATIVE: PEOPLE'S CHOICE AWARDS 2023

An initiative designed to drive online engagement by encouraging both past and current visitors to share their memorable experiences. It involved using our official Facebook and Instagram channels to identify individuals and businesses in the tourism industry and wider community who exemplify the Kia Orana values. We had two categories: Business and Individual. The campaign received 600 nominations and 22,000 votes, leading to 25 top nominees. The inaugural

winners were The Vaka Cruise and Moana Taio. This initiative was highly successful and has become an annual event, promoting excellence and recognising outstanding tourism leaders and ambassadors. It has garnered strong support and participation from both visitors and industry professionals, resulting in positive community engagement, increased brand reach and visibility, and the identification of new partnership opportunities.



TOP INDIVIDUAL FINALISTS

- Aberahama Tauta
- Alfred Story
- Claire McErlane
- Evelyn Henry
- Florence Syme-Buchanan
- John Young
- Kerry Robinson & Kathy Wilson
- Kii Maoate & Vaea Maoate
- Maria Henry
- Meari Goddard
- Mike Chase & Temu Banaba
- Mirella Simpson
- Mona Taio
- Nane Herman-Purea
- Ngametua Mamanu
- Papatua Papatua
- Paul Stevens
- Phillip Nordt
- Ruth Anna Tangilau Mave
- Stephen Doherty & Poppy Doherty
- Tevearangi Nia
- Trish Tau
- Tum Temata
- Vero Naivalu
- Xaeon Henry

TOP BUSINESS FINALISTS

- Ariki Adventures
- Cafe Jireh
- Captain Tama Lagoon Cruise
- Castaway Resort Rarotonga
- Club Raro
- Cook Islands Tours Progressive Dinner
- Edgewater Spa and Resort
- Etu Moana Boutique Beach Villas
- Game Fishing Charters Rarotonga
- Go Local Cook Islands
- Koka Lagoon Cruise
- Kutekute Tours & Transfers Aitutaki
- Malia photography Mona Taio
- Manuia Beach Resort
- Muri Night Market
- Ocean Toa Cook Islands
- Pacific Resort Rarotonga
- Palm Grove Rarotonga
- Papa Turtle
- Raro Fishing Charters
- Tai Marino Beach Bungalows Aitutaki
- The Black Pearl Beach Side Apartments
- The Vaka Cruise Aitutaki
- Tumutoa Tours
- Weddings with Florence Syme-Buchanan

LOW SEASON INITIATIVE: TAHITI VIBES MUSIC FESTIVAL

As part of our low season strategy, we launched an inaugural event in February 2024: a three-night music entertainment series supported by local industry partners. Developed and coordinated in-house with a dedicated PPT-based coordinator, this event served as a pilot for a planned annual cultural music festival. It successfully promoted the PPT route, stimulated the local economy, and provided valuable insights for

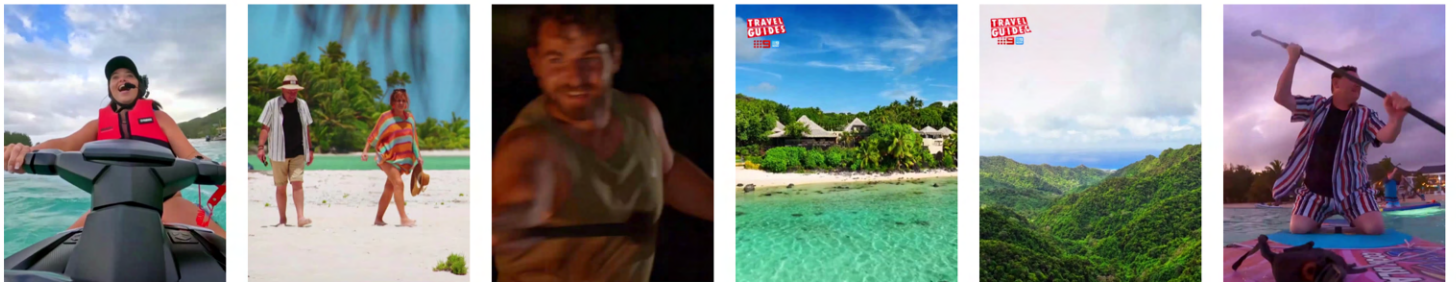
future planning, including establishing partnerships for upcoming events. However, the event highlighted the importance of thorough planning, addressing challenges such as limited technical infrastructure, logistical complexities, and the need for adequate resourcing. Moving forward, we will work closely with DD on refining our event strategy to ensure future success.



AWARENESS INITIATIVE: TRAVEL GUIDES TRAVEL SHOW

A PR activation was executed to raise awareness of the Cook Islands, centered around the popular Australian travel show Travel Guides, which aired across Australia on June 30, 2024. In an unprecedented night of ratings, Travel Guides claimed the top spot for national TV reach. This resulted in significant exposure for the destination, reaching an initial television audience of 2,182,000 and generating an advertising value of AU\$11.8 million, delivering a positive ROI. In conjunction with the broadcast, Jetstar supported the campaign with a two-week sale offering one-way fares from Sydney to Rarotonga for \$229. This activation led to a remarkable 3001% spike in visits to the Cook Islands website within two hours of airing. On social media, the campaign drove a 218% increase

in Facebook reach and a 183% rise in engagements, while Instagram saw a 153% increase in reach to new accounts and a 57% rise in engagement. Positive sentiments from the industry were noted, and efforts continue to leverage this momentum with ongoing mainstream advertising and competitions across newspapers, radio, social media, digital channels, and outdoor platforms. The benefits of this campaign were clear, with amplified destination awareness and a significant boost in interest in the Cook Islands. The campaign also provided additional exposure for industry members and the wider community, with positive sentiments shared in country as well as online across several social media channels.



AGENCY SUPPORT

The support provided to MFAI during the Pacific Islands Forum Leaders Meeting 52, a nationwide event with international reach, leveraged the expertise nurtured at Cook Islands Tourism.

This assistance, recognised by MFAI, included brand and website development, communications support with digitised registrations and accommodation

coordination, logistical aid, and leadership in accreditation and credentials. Liaison support was also provided.

The impact of Tourism's support is evident in the demonstrated value of our skilled team, the benefits of staff development investments, national recognition, and strengthened government relationships.



DIGITAL STEWARDSHIP

The secondary role of Destination Marketing involves stewardship of our digital platforms. This stewardship not only leads but measures marketings performance that provides benefits for the industry and the broader community. We are committed to continuously improving our data tools that analysis audience behaviour to guide our work plans. Our website, www.cookislands.travel, is our most valued and invested digital asset, attracting substantial traffic from our primary social channels, Facebook and Instagram. Signalling the guiding principle: ‘all roads lead to the website’ true.

As we move forward, our focus on digital stewardship will continue to evolve, embracing new technologies and trends that enhance our ability to market the Cook Islands effectively. We are committed to remaining at the forefront of digital innovation in tourism marketing, ensuring that every digital interaction is an invitation to explore our little paradise.



SOCIAL MEDIA PLATFORMS

Our primary platforms Facebook, Instagram, are our first point of contact with our audience. We leverage these platforms to achieve two key objectives enhance destination awareness and engage with potential visitors in search of their next holiday destination. Our strategy this year continued to include collaboration with influencers and the reposting of user-generated content for efficiency. We implemented more in house curated stories, ‘interactive’ reels along with competitions and prize giveaways. Additionally, given global travel trends, we adapted our content to integrate sustainable and regenerative themes through a visitor-focused lens to appeal to a wider audience.

This strategy proved effective, as we not only maintained our total audience base of over 1.1 million followers, but also significantly increased our engagement rates, surpassing all industry benchmarks. This gives us confidence that our social media platforms not only remain relevant but also have the power to influence through the content we share about the destination. This success is further highlighted by our comparative competitive rankings; the Cook Islands ranks 3rd on Facebook and 5th on Instagram among our competitors.

PRIMARY CHANNELS



FOLLOWERS
988,963 +0.5%

IMPRESSIONS
129,393,161 +25%

ENGAGEMENTS
368,178 +62%

ENGAGEMENT RATE
1.70% +29%



FOLLOWERS
105,530 +0.3%

IMPRESSIONS
11,402,627 -20%

ENGAGEMENTS
120,672 +152%

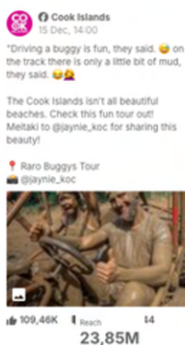
ENGAGEMENT RATE
5% +1%

SOCIAL MEDIA KEY METRICS AND TOP POSTS

	PLATFORM	FOLLOWERS	ENGAGEMENTS	IMPRESSIONS	AVG. ENGAGEMENT RATE	POSTS
PRIMARY		975,940 VS 988,963	440,923 VS 368,178	135,937,962 VS 129,393,161	0.58% Industry Benchmark = 0.15% VS 1.70%	1708 VS 353
		115,158 105,530	286,834 VS 120,672	12,396,713 VS 11,402,627	6.07% Industry Benchmark = 1.13% VS 5.38%	124 VS 226
		14,762 VS 4,679	140,548 VS 16,170	1,514,052 VS 150,730	14.4% Industry Benchmark = 5.7% VS 12.13%	123 VS 42
SECONDARY		8,437 VS 8472	1,752 VS 2,409	56,194 VS 663,331	3.12% Industry Benchmark = 1% VS 7.31%	128 VS 70
		5,349 VS 4,940	4,428 VS 3,188	780,948 VS 48,912	6.9% Industry Benchmark = 3.5% VS 6.5%	86 VS 5
		3,233 VS 3,102	70,789 VS 121,534	1,688,874 VS 5,924,321	2.05% Industry Benchmark = 2.0% VS 2.05%	666 VS 156
		2,431 VS 2,109	702 VS 4,365	20,709 VS 49,054	3.39% Industry Benchmark = 2.0%	16 VS 38
		443,052 Viewers VS 778,410	129,801 Unique Viewers VS 214,100	664,799	25,974 Finishes VS 57,100	144 VS 244
	TOTAL	1,125,310	945,976	152,395,452		2,851



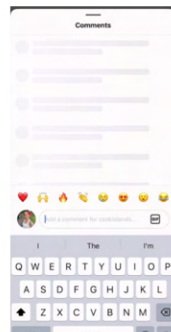
Behind the scenes content: Cook Islands culture and lifestyle



Visitor Testimonies



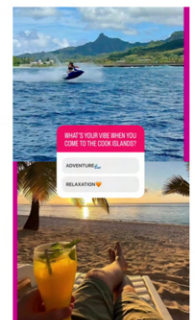
Creating original music using AI



Comment "Tell me more" and receive an instant DM



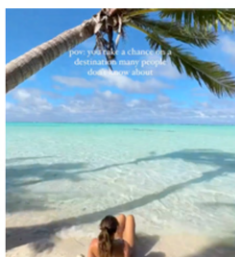
UTILISING STORIES & OPTIMISING POSTS



Utilising AI Image generator: Ina and the Eel post on Facebook



In-house Christmas video 400,000+ Views



Visitor Testimonies



VIDEO CONTENT - IN-HOUSE CREATED

SOCIAL MEDIA PLATFORM RANKING

FACEBOOK RANKING

Page	Page likes ↓
Australia.com Tourism Australia's official Facebook page. Post your best photos to our wall to ...	8.6M
Hawaii - gohawaii.com Hawai'i is our home. Learn more about how you can mālama (care for) Hawai'i w...	1.9M
Cook Islands Kia Orana and Welcome to the official Cook Islands Tourism Corporation Face...	980.4K 3rd
Tourism Fiji Bula! Official account of Fiji. Where Happiness Comes Naturally.	641.7K

INSTAGRAM RANKING

Account	Followers (lifetime) ↓
australia Australia	5.7M
gohawaii Hawaii	324.8K
tahitourisme Tahiti Tourisme	190K
tourismfiji Tourism Fiji	172.3K
cookislands Cook Islands	106.7K 5th

GLOBAL WEBSITE

The global website is utilised to drive conversion. It continues to be the leading source of reliable information for the destination, serving as an authoritative portal. To ensure credibility and trustworthiness, we implement the assessment of independent tools that run a diagnostic of the overall health of the website as well as validate the quality of the information provided on the website.

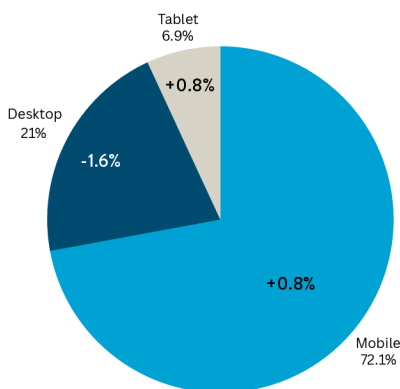
The website provides information accessible to 32 countries, including key source markets and available in

six languages: English, French, Spanish, German, Italian, and Swedish. For the 2023-2024 period, we had over 1.4 million global users accessing the website, predominantly female often seen as the decision makers who primarily use a mobile device to access the website. Notably, there was an increase in users over the age of 65, making it the largest age demographic on our site, followed by the 55-64 and 45-54 age ranges. This correlates with visitor demographics illustrating the power of the website as an effective tool for converting interested users into actual visitors.

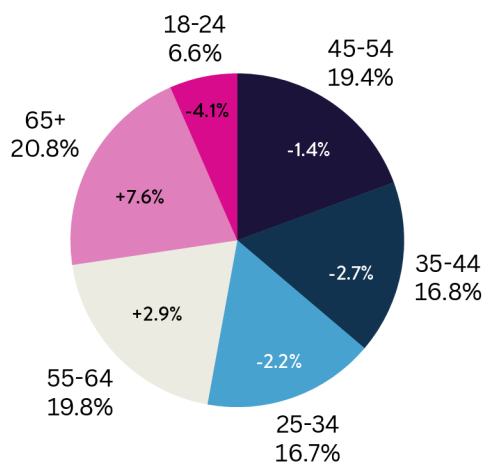
GLOBAL WEBSITE AUDIENCE

2023/24 VS 2022/23

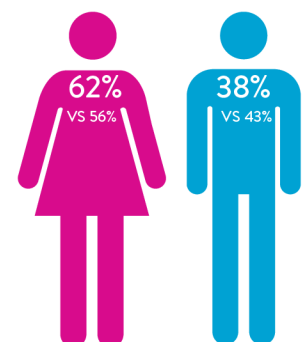
USERS BY DEVICE



USERS BY AGE



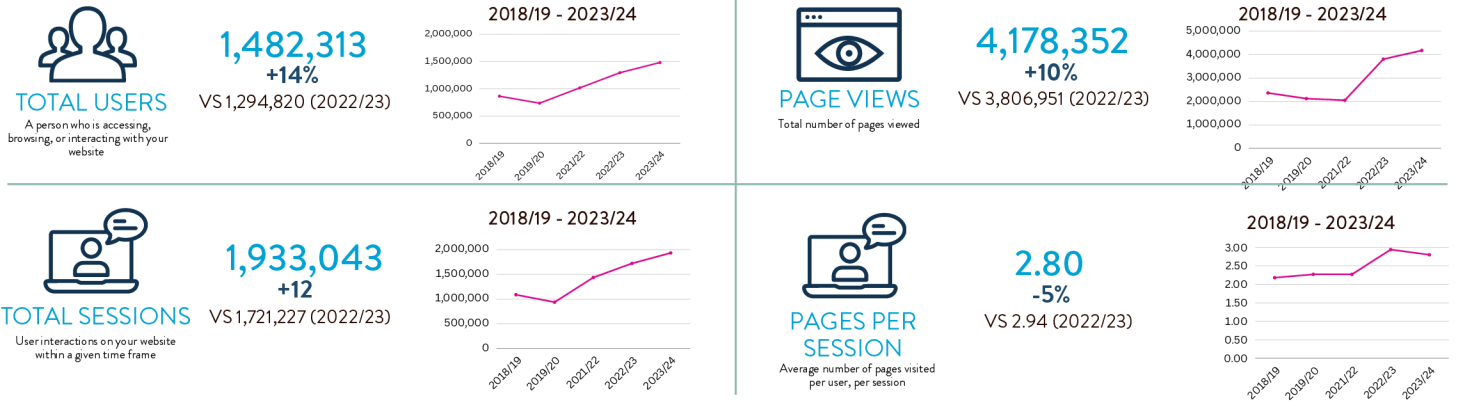
USERS BY GENDER



GLOBAL WEBSITE KEY PERFORMANCE METRICS

We have strengthened our website's performance, demonstrated by an increase in users of 14% and an additional 10% rise in page views for the 2023-2024 period. Top traffic by country is reflective of the extent of marketing activities conducted in those markets pushed across paid and earned channels, with United States leading, followed by our New Zealand & Australia markets.

www.cookislands.travel
2023/24 VS 2022/23



*Previous FY data variance due to GA4 metrics update

The most viewed pages offer insights into users' considerations when planning a holiday to the Cook Islands. Pages related to accommodation, Rarotonga, activities, Aitutaki and Special offers consistently rank among the top five, typical of a customer journey following destination selection.

ENGAGEMENT METRICS AND LEADS

ESTABLISH BASELINE DATA USING NEW METRICS IN GOOGLE ANALYTICS 4



GLOBAL WEBSITE TRAFFIC & AQUISION

2022/23 VS 2021/22

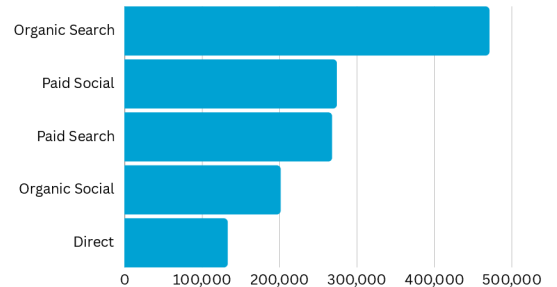
TOP 12 TRAFFIC BY COUNTRY

LOCATION	2022/23	% +/-
UNITED STATES	699,150	+41.1%
NEW ZEALAND	347,465	-12%
AUSTRALIA	294,818	+16.9%
GERMANY	19,645	+53.3%
CANADA	18,214	+60.49%
UNITED KINGDOM	13,472	-7.19%
ITALY	8,359	+50.02%
FRANCE	3,585	+21.98%
SWITZERLAND	3,305	+14.52%
SPAIN	3,192	+37.47%
NETHERLANDS	2,546	+2.5%
FRENCH POLYNESIA	1,877	-22.57%

TOP 12 VIEWED PAGES

PAGE	2022/23	% +/-
ACCOMMODATION	393,682	+2.33%
RAROTONGA	320,061	+110.48%
ACTIVITIES	174,088	+71.32%
AITUTAKI	128,366	+11.58%
SPECIAL OFFERS	72,222	+54.83%
MARKETS	58,345	+4.74%
TRAVEL ADVISORY	55,458	-78.46%
WEATHER & SEASONS	33,361	-1%
FLIGHTS	36,910	+34.97%
WHERE TO STAY	31,981	-43.08%
GENERAL FAQ	30,684	+1.7%
FAMILIES	28,962	-31.26%

TRAFFIC SOURCES

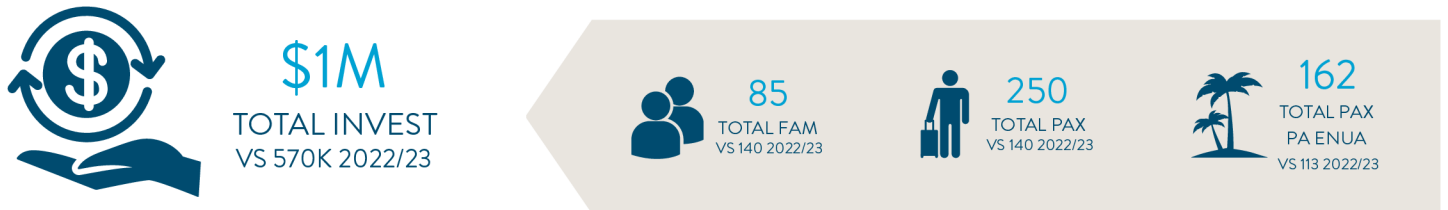


INDUSTRY PARTNERSHIPS

Our industry partnerships, established through our Familiarisation Program, are crucial for building foundational relationships and enabling cost-sharing opportunities. This program is designed to educate trade and media agents about the Cook Islands' tourism

offerings. By offering hands-on experiences and valuable insights, we ensure they have a solid understanding of our destination, which helps them represent and promote us more effectively in market.

FAMILIARISATION PROGRAMME RESULTS



FAMIL PAX BY MARKET

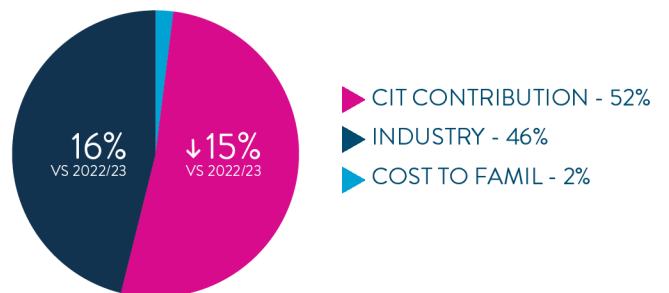
MARKET	PAX	
	2023/24	DIFF VS 22/23
New Zealand	47	-1
Australia	115	+74
North America	41	+20
UK/EU (UK 8, NE 14, SE 1)	23	+6
Head Office	18	+10



COST SHARING AND INDUSTRY SUPPORT



TOP INDUSTRY PARTNERS	%
Pacific Resort Rarotonga	19%
The Edgewater Resort & Spa	13.8%
Tamanu Beach Resort	10%
Muri Beach Club Hotel	9.9%
Air Rarotonga	8.9%
Pacific Resort Aitutaki	5.5%
Ocean Escape Resort	3.4%
Manuia Beach Resort	2.9%
Te Vakaroa Villas	2.6%
Hawaiian Airlines	2%



PUBLIC RELATIONS

Equally important is PR, which shapes perceptions and maintains our image. This increases our visibility, credibility, and brand awareness, effectively complementing marketing efforts.

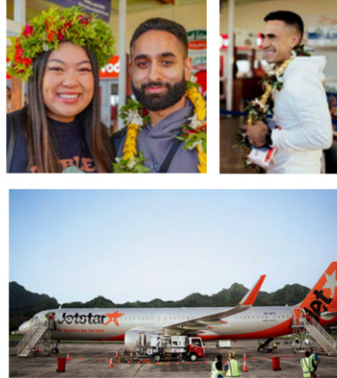
FAMIL HIGHLIGHTS

ALOHA COOK ISLANDS



- HA crew of 5
- Content generation trip to build HA imagery library for social media and website

JETSTAR TRADE



- 10 agents promoting new route
- First JQ fam post-covid

@HAZ_AND_LOZ



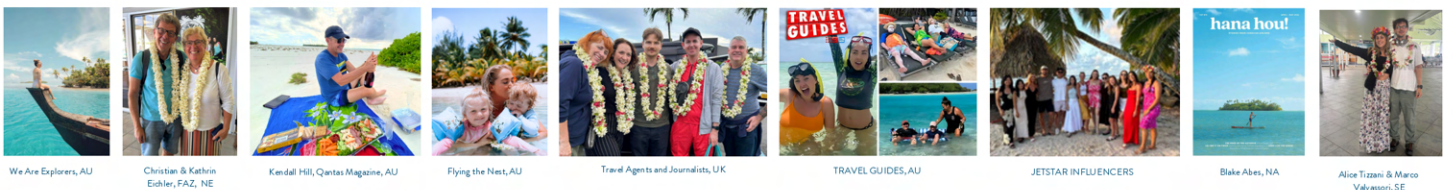
- Australian Travel Influencers
- 41,717,000 Views across 5 reels
- Rarotonga and Aitutaki

FAMILIARISATION PR

FAMIL PUBLIC RELATIONS DELIVERABLES



• New baseline. Actuals for Famil PR Only. No longer using Melbwater PR Platform



EVENT SUPPORT

Supporting events to boost visitor numbers during the low and shoulder seasons remains a vital strategy. An effective event development approach is required for Cook Islands Tourism to attract international visitors by offering unique

and culturally immersive experiences. Additionally, events provide significant economic benefits by stimulating industries like hospitality, retail, and transportation, supporting local businesses, and driving overall economic growth.

MARKETING SUPPORT SUMMARY



MARKETING SUPPORT EVENTS



VALUE IN KIND SUPPORT EVENTS

- RARO RUGBY 7s
- AITUTAKI LIFTOFF
- NETBALL IN PARADISE
- COOK ISLANDS BEACH GAMES



SUPPORTING TOOLS AND PLATFORMS

LIVE CHAT



EMAIL MARKETING - EDMS



OWNED ASSETS & USER GENERATED CONTENT (UGC)

User-generated content (UGC) refers to content, such as photos and videos, that has been posted by users online. This UGC significantly enhances the promotion of the Cook Islands. Over the past year, our Media Hub held 5.7K

assets and registered 5.8K downloads. Meanwhile, our UGC website plugin showcased 1.8K approved assets across 47 galleries, attracting over 502K views and 487K interactions.

MEDIA HUB

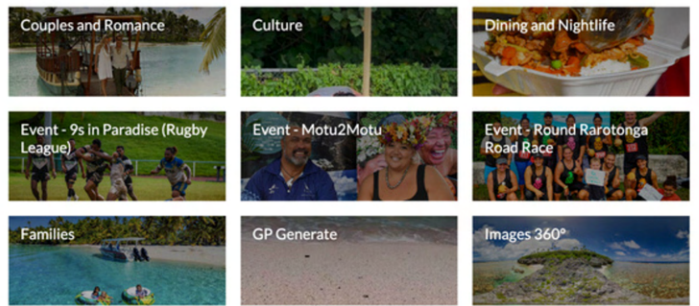
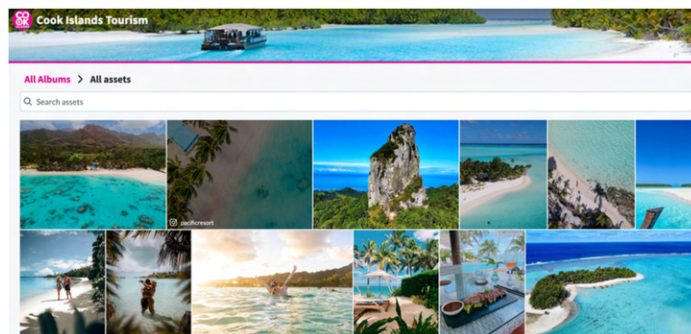
WWW.COOKISLANDSIMAGES.COM



5.7K
MEDIA HUB ASSETS
VS 5.1K 2022/23

5.8K
DOWNLOADS
VS 5.6K 2022/23

757
TOTAL REGISTERED
USERS



WEBSITE UGC GALLERIES

WWW.COOKISLANDS.TRAVEL



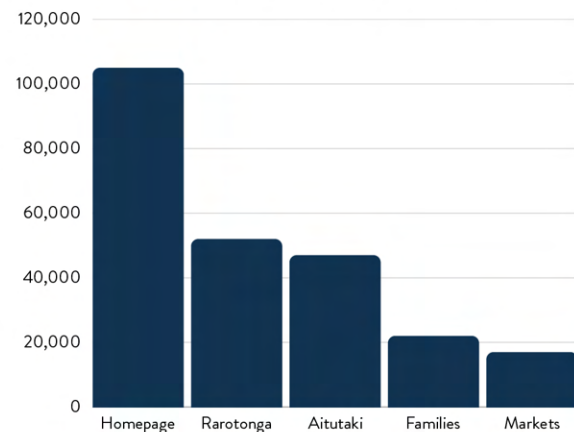
1.8K
UGC RIGHTS
APPROVED ASSETS
VS 1.1 2022/23

47
GALLERIES
VS 46 2022/23

502k
VIEWS
VS 380K 2022/23

487K
INTERACTION
VS 405 2022/23

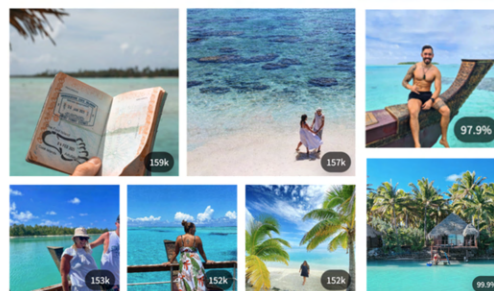
TOP 5 GALLERIES BY VIEWS - 21/22 VS 23/24



MOST ENGAGING 128.4%



MOST VIEWED 159K



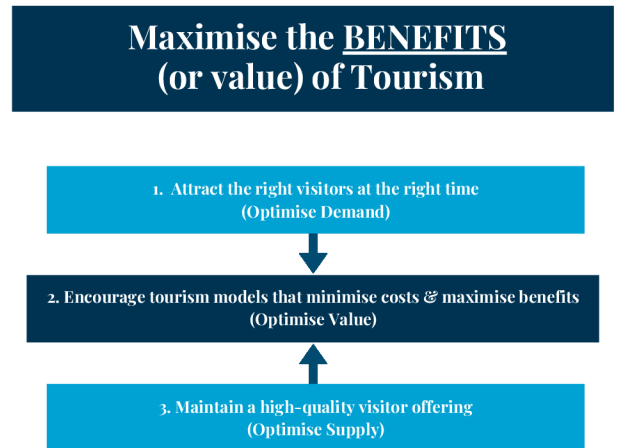
Key Challenges & Mitigation Strategies

The Cook Islands has experienced an extraordinary year for tourism. The renewed global interest in our islands as a premier destination—coupled with our ability to adapt to shifting visitor expectations—is the direct result of a collaborative partnership. CIT, airlines, accommodation providers, tour operators, the hospitality industry, and local communities have all played a vital role in welcoming our visitors and appreciating the value and positive impact they bring to our economy. CIT efforts were not solely aimed at increasing visitor numbers but also at distributing arrivals throughout the year. By encouraging visitors to extend their stays, they gain deeper connections to our people and experiences, which are both unique and authentic to the Cook Islands. This gives some certainty to the short-term landscape and provides breathing room to consider needs in the outer years. While growth remains a considered element when looking forward, a broader scope of work is necessary to balance desired optimum long-term outcomes.

The next steps for tourism are to look inwards and consider key strategic steps to reposition the Cook Islands tourism sector so it remains resilient to possible external shocks and to further future-proof the destination's value proposition (the why) and complementing product (the what). With emerging travel trends highlighting the evolving habits of future travelers; adapting a sustainable model focusing on value and yield tourism rather than volume will drive future thinking.

This will require leaning into current challenges with targeted approach to drive mitigation. The top high-level elements for early consideration include:

- Assessing and Managing Destination Carrying Capacity
- Advancing Tourism Economics with Modern Measurement Tools
- Strategic Aviation Planning and Route Development
- Exploring Development Opportunities in the Pa Enea
- Reviewing and Modernising Cook Islands Tourism Legislation
- Building a Supportive and Efficient Public Sector Framework
- Promoting Regenerative Travel in Destination Development
- Fostering Productive Partnerships with the Private Sector
- Developing Workforce Pathways for Cook Islanders in Tourism



ASSESSING AND MANAGING DESTINATION CARRYING CAPACITY

Past carrying capacity modeling primarily focused on airlift and accommodation availability. However, there is a need to broaden this scope to include environmental sustainability, infrastructure, social impacts, and considerations for the Pa Enea. A comprehensive approach will engage a diverse range of community stakeholders and foster alignment in collective decision-making. Current data indicates carrying capacity, based on airlift and accommodation. A thorough assessment is essential to provide clear insights and guide future planning.

Action Item: While Phase I now completed, look to Phase II completion of this ADB supported programme

ADVANCING TOURISM ECONOMICS WITH MODERN MEASUREMENT TOOLS

In light of shifting dynamics and the need to strengthen the foundational elements of Cook Islands Tourism, it is essential to reassess the tools used to measure the visitor economy effectively. This includes leveraging intelligence platforms to utilise existing data, identifying gaps for new data collection, and streamlining reporting processes across government agencies. These efforts will enhance efficiency by minimizing duplication, eliminating redundant data, and ensuring consistent reporting standards. This work also supports broader goals under the Sustainable Development Agenda 2020+.

Action: Collaborate with the MFEM Economics Planning Division and CPPO to align key cross-cutting metrics.

Key Challenges & Mitigation Strategies

STRATEGIC AVIATION PLANNING AND ROUTE DEVELOPMENT

It is unlikely we will see a significant change in airlift for FY25. A review is required to ensure maximum return on investment against other opportunities. The expectation is that the short haul will take care of itself in the next 12-18 months. Current performance for Auckland and Sydney flights is above forecast and forwards are solid, however given the volatility of the aviation sector we must be vigilant and ready to pivot where/when required.

The Airline Committee was established seven years ago as an informal advisory group to review the performance of underwritten programmes and provide airline advice to the Minister of Tourism. Members include MFEM and CI Tourism officials and board members. In 2023 Airport Authority was invited to join and this year Crown Law and the Ministry of Transport will also be included. This structure and approach have worked well in establishing single points of contact on behalf of the Cook Islands government. A coordinated airline approach will front-blanket operational issues. This speaks to including border agencies, airport tariffs, and future scheduling.

Action: Enhance strategic imperatives and operational outcomes with a Cook Islands Incorporated approach when dealing with all airline matters.

EXPLORING DEVELOPMENT OPPORTUNITIES IN THE PA ENUA

With the launch of the new Cook Islands Tourism Development Strategy (CITDS), which prioritises a sustainable and resilient future, there is a significant opportunity to diversify tourism offerings and strengthen community-led tourism in the Pa Enua. While each island follows its unique development path, we will need to map out sequencing of steps to ensure viability. Public Sector programming of infrastructure will be the key trigger for tourism development opportunities. For example: A sealed runway/airport is a pivotal enabler for advancing these pa enua development discussions and could serve as the foundation for a pilot program, creating a 'playbook' to guide other islands in establishing or enhancing viable tourism initiatives. Enabling the private sector to benefit from this tourism potential by way of public sector financial support is key. This approach aims to generate economic opportunities, empower the private sector in the Pa Enua, and reduce reliance on the Cook Islands government.

Action:

- (i) Work to prioritise basic tourism related infrastructure in pa enua ie. sealed runways, water, waste and sanitation
- (ii) Develop a 'playbook' to provide a strategic framework for Pa Enua tourism development.
- (iii) Explore a debt/equity fund to provide seed investments and business support for tourism ventures with future potential, such as holiday homes and small businesses.

REVIEWING AND MODERNISING COOK ISLANDS TOURISM CORPORATION LEGISLATION

With destination development becoming a core focus under Cook Islands Tourism's remit—traditionally centered on marketing—there is a pressing need to evolve into a fully-fledged Destination Management and Marketing Organisation (DMO). This evolution will empower CIT to effectively fulfill its increasingly collaborative role in driving successful tourism programmes. To support this shift, a review of Cook Islands legislation will identify gaps relevant to tourism and inform updates to the Tourism Act. This modernisation will ensure the framework addresses both urgent priorities, such as visitor and public safety (e.g., turtle tours), and long-term needs to future-proof the industry. A phased approach will allow critical issues to be tackled first, with broader measures introduced progressively.

Action: Update the Tourism Act to establish an enabling framework that reflects the current and future scope of Cook Islands Tourism responsibilities and operations.

Key Challenges & Mitigation Strategies

PROMOTING REGENERATIVE TRAVEL IN DESTINATION DEVELOPMENT

The Cook Islands Tourism Development Strategy (CITDS) charts a transformative path toward holistic sustainable development, with tourism at its core. This strategy embraces a regenerative approach to travel, guided by a quadruple bottom-line framework that ensures the 4 C's—commerce, conservation, culture, and community—are resourced equitably and integrated into the broader pillars of sustainable tourism. To achieve this vision, a comprehensive Destination Management Plan is essential. Such a plan will outline how the Cook Islands will balance development with environmental stewardship, cultural preservation, and community well-being. While similar models exist globally, the Cook Islands has a unique opportunity to lead in the Pacific, leveraging its small size, population, and geography to deliver meaningful results. However, success hinges on moving from strategy to action while avoiding perceptions of "greenwashing." Effective implementation requires strong stakeholder engagement and cross-sector collaboration.

Action: Prioritise sustainable tourism at the highest level by formalising a Destination Stewardship Model. Work with all stakeholders to develop and implement a Destination Management Plan that drives a collaborative, on-the-ground approach to delivering sustainable outcomes.

BUILDING A SUPPORTIVE AND EFFICIENT PUBLIC SECTOR FRAMEWORK

A destination stewardship model is vital for effective public sector service delivery in the Cook Islands. The public sector plays a key role in creating an environment where tourism can thrive sustainably. Recent developments highlight the need to reassess the 'purpose and process' of public sector engagement, focusing on delivering efficient and impactful services aligned with commercial needs. This includes enforcing regulations to protect the islands' beauty, ensuring visitor safety, and investing in infrastructure to enhance experiences. Collaboration with private stakeholders and international partners ensures policies that balance tourism growth with cultural and environmental preservation.

This approach strengthens the public sector's role as both an enabler and guardian of sustainable tourism development.

FOSTERING PRODUCTIVE PARTNERSHIPS WITH THE PRIVATE SECTOR

The Cook Islands Tourism Corporation aims to deliver tangible value to the tourism private sector by developing and implementing programs focused on building capability. These efforts will include:

- (i) Enhancing visitor satisfaction by aligning tourism offerings (supply) with visitor motivations (demand) and vice versa.
- (ii) Promoting a deeper understanding, adoption, and support of regenerative tourism principles and practices within the private sector

Action:

- (i) Establish Collaborative Platforms and Partnerships
- (ii) Provide Capacity-Building and Support Initiatives
- (iii) Co-develop Incentive programmes and Funding Opportunities.

DEVELOPING WORKFORCE PATHWAYS FOR COOK ISLANDERS IN TOURISM

Attracting and retaining local tourism talent is a significant challenge for the Cook Islands. While CIT lacks resources to fully address this, developing the workforce and cultivating future professionals remains a key focus:

Action: Drive interest in tourism, develop multiple entry points into tourism, promote career development and progression

Financial Management & Performance

AUDIT OPINION

The Cook Islands Tourism Corporation financial accounts have been audited to 30 June 2023. The audit performance of the Corporation has improved in the last 10 years. An unmodified audit opinion has been obtained for 13 consecutive years since 2010/11 with minimal audit issues and achieved 'zero' audit management issues for the last 7 consecutive years.

AUDIT OPINION KEY

Disclaimer:

Expressed when there is a limitation on the auditor's work as a result of the lack of audit evidence

Modified opinion:

Expressed when there is a limitation on the scope of the auditor's examination or when the auditor disagrees with the treatment or disclosure of a matter is or may be material

Unmodified opinion:

Expressed when the auditor is satisfied in all material respects with the matters which an overall conclusion is required to be drawn.

Financial Year	Audit Opinion	No. of Audit Issues
2004/05	Modified	18
2005/06	Disclaimer	Excessive
2006/07	Disclaimer	Excessive
2007/08	Modified	11
2008/09	Modified	9
2009/10	Modified	15
2010/11	Unmodified	15
2011/12	Unmodified	8
2012/13	Unmodified	4
2013/14	Unmodified	1
2014/15	Unmodified	3
2015/16	Unmodified	1
2016/17	Unmodified	0
2017/18	Unmodified	0
2018/19	Unmodified	0
2019/20	Unmodified	0
2020/21	Unmodified	0
2021/22	Unmodified	0
2022/23	Unmodified	0

The entry meeting for the audit of the 2023/24 financial statements was signed 23 September 2024.

An audit opinion is pending and expected December 2024.

Financial Management & Performance

COOK ISLANDS TOURISM MARKETING CORPORATION STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2024

In New Zealand Dollars	Notes	Actual 2024 \$	Actual 2023 \$
Assets			
Current Assets			
Cash and Equivalents	5	27,538	50,539
Prepayments		203,713	40,761
Debtors and Other Receivables	6	432,443	398,146
Total Current Assets		663,694	489,446
Non-Current Assets			
Property, Plant, and Equipment			
Total Non-Current Assets	9	154,085	152,103
Total Assets		154,085	152,103
Liabilities			
Current Liabilities			
Creditors and Other Payables			
Employee Entitlements			
Total Current Liabilities	7	523,217	349,610
Total Liabilities	8	125,758	125,667
Net Assets		648,975	475,277
		648,975	475,277
Equity			
Contributed Capital			
Accumulated Surplus / (Deficit)			
Total Equity		89,442	89,442
		79,362	76,830
	10	168,804	166,272

The accompanying notes should be read in conjunction with the Financial Statements and are available on request.

Financial Management & Performance

COOK ISLANDS TOURISM MARKETING CORPORATION
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 30 JUNE 2024

In New Zealand Dollars	Notes	Actual 2024 \$	Budget 2024 \$	Actual 2023 \$
Revenue				
Funding from the Crown		3,672,000	3,672,000	3,672,000
Revenue from non exchange transactions	2	19,918	20,000	57,440
Total Revenue		3,691,918	3,692,000	3,729,440
Expenditure				
Personnel Expenses				
Depreciation Expense	3	1,987,316	1,987,823	1,717,421
Other Expenses	9	65,459	65,459	75,713
Total Expenditure	4	1,578,665	1,638,718	1,917,162
Operating Balance before Gains and Losses (OBEGAL)		3,631,440	3,692,000	3,710,296
Other Gains / (Losses)		60,478	-	19,144
Foreign Exchange Gain / (Loss)				
Gain / (Loss) on Disposal of Assets		7,430	-	(5,780)
Total Other Gains / (Loss)		7,430	-	(5,780)
Net Surplus / (Deficit)		84	-	560
Explanations of major variances against the budget are provided in Note 15.		7,514	-	(5,220)
		67,992	-	13,924

The accompanying notes should be read in conjunction with the Financial Statements and are available on request.

Conclusion

FUTURE PRIORITIES & DIRECTION

As we reflect on the performance of this financial year, the Cook Islands Tourism Corporation (CIT) is pleased with the progress made in our tourism sector and economic recovery. Throughout 2023/2024, our islands welcomed a growing number of international visitors, and the positive impact has been felt across our communities. While we celebrate this economic growth, we are deeply aware that our focus must now shift to what matters most: the wellbeing of our people, environment, and culture. Our journey is far from over. The real challenge lies in ensuring that this success is sustainable, benefiting not just today but for future generations.

CIT fully recognise the critical importance of sustainability to the success of our tourism economy. Today's visitors are increasingly mindful of not only what is offered but how it is delivered. There is a growing emphasis on sustainable business practices that minimise environmental impacts and consider long-term implications for both tourism and the broader community. Cook Islands Tourism is committed to evolving in response to these expectations, implementing strategies that ensure tourism enriches the lives of both visitors and locals for generations to come.

CIT is committed to leading the way in responsible tourism. We understand that while no tourism model is flawless, we are in a stronger position than ever to make meaningful, long-lasting changes. The alignment of our economic success with mana tiaki—our traditional guardianship—underscores this commitment. Now, the focus shifts towards what matters most - the wellbeing of our people, environment, and culture.

The following key themes will play a priority in the work of CI Tourism to:

- Enable relevant, economically viable access to source markets
- Lead Destination Stewardship by ensuring Responsible Development taking into account culture, environment, climate while prioritising community sentiment.
- Effective connection of products to targeted customers
- Create pathways for Cook Islanders to be actively participating in Tourism

With demand for the Cook Islands reaching unprecedented heights, we are refining our approach, placing greater emphasis on the quality of visitors rather than mere quantity. By encouraging more meaningful contributions—socially, culturally, and environmentally—our visitors can play a pivotal role in preserving our paradise.

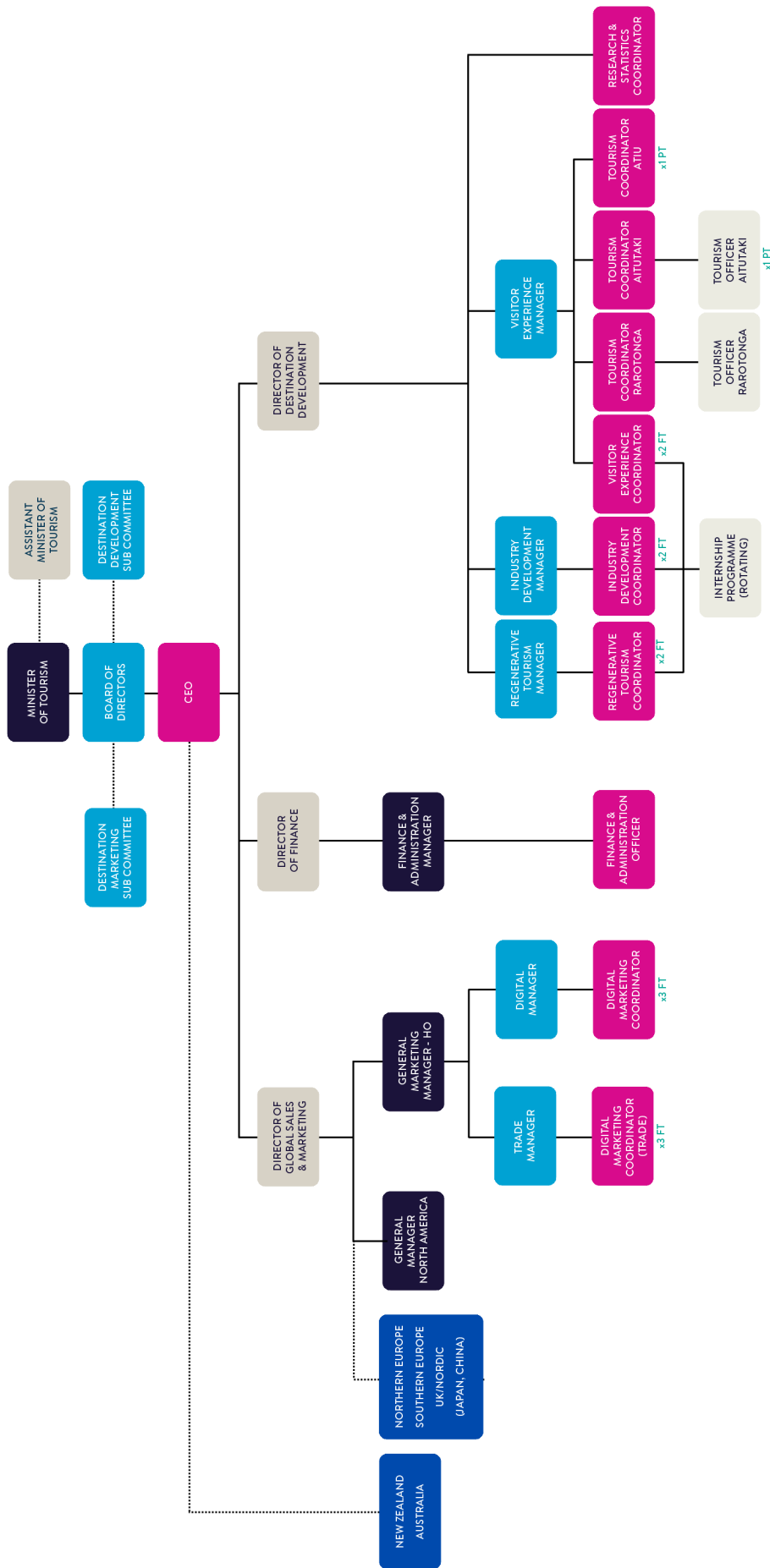
Our shared responsibility is clear. Under the “Love Our Little Paradise” initiative, tourism operators, government agencies, local communities, NGOs, and visitors alike must collaborate to protect the uniqueness of the Cook Islands. Mana tiaki has always guided our way of life, and now it will also guide the future of tourism here.

Looking ahead, CIT will continue to balance destination marketing with our evolving role as custodians of this land, embracing sustainable development. We are confident that by attracting visitors who share our values, we can build a tourism model that nurtures our people, safeguards our environment, and preserves our culture for generations to come.

Together, we are creating a future where tourism gives back to the Cook Islands, ensuring that our little paradise thrives, now and forever. Akaperepere ia to tatou parataito, kia vai e motukore uatu.

Meitaki Ma'ata e Kia Manuia

Appendix I: Organisational Structure



Love

our little paradise

