

POSITION DESCRIPTION

Position Title:	General Manager Marketing – Head Office
Division:	Destination Marketing (Head Office)
Responsible To:	Director of Sales & Marketing (Global)
Responsible For:	Trade Manager and Digital Manager (2 x direct reports) Destination Marketing Coordinators x 6 (indirect reports, via managers)
Job Purpose:	New wording <i>Lead the Head Office Destination Marketing team to deliver coordinated, effective marketing that inspires visitors, supports local tourism businesses and contributes to the wellbeing of Cook Islands people.</i> <i>Reporting to the Director of Sales & Marketing, the General Manager Marketing is responsible for people leadership, operational delivery, marketing investment and continuous improvement, with a particular focus on the strategic development and performance of cookislands.travel and associated digital platforms.</i> <i>The role combines sound marketing judgement with demonstrated website, data and digital capability. It leads improvements to the visitor's online experience, strengthens the visibility and accuracy of destination information across search and AI-assisted travel planning, and guides the responsible use of AI and automation within the team. Guided by the Kia Orana Values, the General Manager works collaboratively across CIT, its global offices and industry partners to ensure marketing represents our people, culture and islands with integrity and delivers measurable benefits for the destination.</i>
Legal Obligation of this position:	The Cook Islands Tourism Corporation (CITC) undertakes the fulfilment of the provisions under the CITMC Act 1998 and amendment 2007.
Date:	October 2026
Band:	J

MINISTRY VISION:

“Tourism advances the wellbeing of resident Cook Islanders in a way that is economically viable, socially acceptable and environmentally sustainable.”

ORGANISATIONAL CHART:

[Organisational chart to be updated to reflect the current Head Office structure.]

OBJECTIVES OF THE POSITION:

1. Leadership & Team Management:

Leadership: Lead, motivate and hold accountable the Trade Manager and Digital Manager, and through them the Destination Marketing Coordinators, to deliver the corporation's business goals, Annual Operating Plans (AOPs) and projects. Build a collaborative, high-performing culture across the Head Office team.

Coaching & Development: Coach direct reports to lead their own teams well and to delegate by outcome rather than by task. Identify capability gaps, particularly in digital, data and AI tools, and put training plans in place that keep the team ahead of a fast-changing industry.

Cross-Functional Leadership: Lead and coordinate marketing work across divisions and markets, including Destination Development, Corporate Services, Pa Enua offices and global market offices. Agree responsibilities, priorities and timelines to support coordinated delivery across CIT.

Performance Management: Set clear objectives for each direct report aligned to the AOP, run six-monthly performance reviews, recognise good work and address under-performance promptly and fairly.

Values-Based Leadership: Demonstrate Kia Orana, Meitaki and Mana Tiaki through respectful relationships, care for staff wellbeing, quality of work and responsible decision-making. Build an inclusive team culture that supports collaboration, constructive feedback, professional development and shared accountability.

2. Day-to-Day Operations Management:

Head Office Operations: Plan, direct and control the daily functions of Head Office marketing, ensuring workloads are prioritised, resourced and delivered against approved market activities and Project Briefs (PBs).

Planning & Coordination: Coordinate Head Office input into market-specific AOPs and Project Briefs, working with Market Representatives across all global offices so that activity is aligned and delivered on schedule.

Issue Resolution: Act as the first point of escalation for Head Office marketing operational issues. Assess issues, assign responsibility and agree a response or resolution plan within 1–3 working days, escalating significant risks or decisions to the Director of Sales & Marketing where required.

Policy & Compliance: Ensure the team follows corporate policies, procurement procedures, brand standards and relevant obligations, including privacy and data protection.

3. Website, Digital Platforms & Content Management (primary focus):

New wording to strengthen the website and AI requirements - Replace the “single source of truth” language with:

Website leadership: Lead the strategy, performance and continuous development of cookislands.travel and associated destination marketing platforms. Ensure the website is regularly tested, improved and maintained as an authoritative source of destination information that supports visitor planning and connections with local tourism businesses.

Digital Roadmap: Develop and maintain a rolling 12–24 month website and digital platform roadmap, prioritising enhancements by their impact on visitor engagement, referrals to local industry and conversion.

User Experience & Conversion: Lead improvements to site structure, navigation, search, mobile experience, page speed and accessibility, using analytics and user feedback to guide decisions.

Search and AI-assisted discovery: Strengthen the visibility, accuracy and usefulness of destination information across search engines and AI-assisted travel planning tools. Lead improvements to technical SEO, content structure and appropriate structured data, supported by clear, current information on islands, experiences, itineraries, accessibility and practical visitor needs. Monitor agreed visitor questions and address information gaps or inaccuracies within CIT's control.

Content Governance: Establish clear processes for organising, tagging, storing, rights-managing, reviewing and publishing destination marketing content. Ensure assets are accessible to authorised teams, information is regularly refreshed and outdated material is corrected or removed. The Digital Manager leads day-to-day destination digital content delivery, supported by coordinators and relevant content owners.

Platform Management: Oversee destination marketing platforms, including the website, destination social channels, content library and analytics tools. Manage access, permissions, licences, integrations and renewals in coordination with relevant corporate functions. Provide digital platform support for corporate channels through priorities and workflows agreed with Corporate Communications within Corporate Services.

Industry Listings & Data: Ensure local operator listings and destination information on the website are accurate, complete and current, working with industry to keep product information up to date.

Corporate Website & Social Channel Collaboration: Work with Corporate Communications within Corporate Services on the corporate website and corporate social channels. Corporate Communications leads communications strategy, editorial priorities, messaging, content coordination and approvals. The Digital team provides technical administration, scheduling and publishing support, platform optimisation and performance reporting. Agree responsibilities, workflows and priorities to ensure coordinated delivery.

Supplier Relationships: Manage the relationship and service levels with the corporation's existing web developer and platform providers, and lead the brief and procurement process if a new supplier is required.

Division of Responsibility: The General Manager Marketing sets destination website and digital strategy, approves priorities within delegated authority, and leads the roadmap, investment recommendations and major development projects. The Digital Manager leads day-to-day destination website operations, digital content delivery, maintenance and destination social channels.

Corporate website and corporate social channels are delivered collaboratively with Corporate Communications within Corporate Services. Corporate Communications leads messaging and editorial direction, while Digital supports platform management, publishing and measurement through agreed workflows. Relevant business functions remain responsible for the accuracy of their information.

4. Innovation, Trends & New Ways of Working:

Horizon Scanning: Monitor developments in destination marketing, travel technology, digital channels and consumer behaviour (for example AI-powered trip planning, creator and video-led marketing, personalisation and first-party data) and advise the DoSM on what the corporation should adopt.

Data & CRM: Grow and make better use of the corporation's first-party, consent-based data (eDM subscribers, website behaviour, enquiries) to personalise communications and measure results, in line with privacy obligations.

Continuous Improvement: Review how the Head Office team works and introduce better processes, tools and templates, such as shared project management platforms, automated reporting and clearer workflows and approvals.

Pilots & Business Cases: Propose, test and evaluate new initiatives through small, measurable pilots, and prepare business cases for scaling those that succeed.

Responsible AI & Automation: Lead the practical adoption of approved AI and automation tools to improve research, reporting, marketing delivery and team workflows. Evaluate benefits through measurable trials and establish appropriate human review, accuracy, privacy, copyright and cultural integrity requirements in collaboration with Corporate Services. Build staff capability to use these tools effectively and responsibly.

5. Trade & Industry Marketing:

Trade Oversight: Guide the Trade Manager in delivering trade programmes with wholesalers, airlines and travel agents, including trade training and approved trade and consumer shows.

Co-operative Marketing: Develop co-operative campaigns with airlines, wholesalers and online travel partners that share costs and deliver measurable bookings.

Trade & Media Visitation: Oversee an effective familiarisation (famil) programme in consultation with Market Representatives and local industry.

Local Industry Support: Facilitate local industry participation in international marketing, including through digital channels and the Marketing Support Fund, and share market intelligence with industry.

6. Destination Brand, Values & Communications

Destination Brand Management: Implement and safeguard the Destination Marketing Brand Strategy, ensuring consistent destination messaging and brand representation across markets, channels and collateral. Work with Corporate Communications to align destination marketing with CIT's corporate identity and organisational messaging.

Kia Orana Values & Cultural Integrity: Embed Kia Orana, Meitaki and Mana Tiaki in destination marketing and visitor information. Respect Pea Māori, Cook Islands Māori language, community perspectives and the distinct identities of the Pa Enua. Seek appropriate cultural advice and permissions for stories, imagery and knowledge, including content produced or adapted using AI.

Destination Stewardship: Work with Destination Development to ensure marketing supports CIT's destination stewardship priorities, reflects community interests and encourages visitors to respect our people, culture and environment.

Destination Marketing Communications: Lead destination marketing communications and destination media activity in coordination with global market offices. Contribute marketing information, insights and content to corporate and industry communications led by Corporate Communications within Corporate Services.

7. Stakeholder & Partnership Management:

Global Network: Work closely with Market Representatives and global offices to ensure Head Office supports market plans, and that results and learnings are shared across markets.

Industry & Government: Build strong relationships with the local tourism industry, industry associations, the Destination Development division, Pa Enua offices and government agencies.

Regional Cooperation: Represent the corporation in regional and international cooperative initiatives, including those of the South Pacific Tourism Organisation (SPTO).

8. Financial Management:

Budget Oversight: Forecast and manage the Head Office marketing budget in collaboration with the Finance team, monitoring budget versus actuals monthly.

Investment Effectiveness: Base marketing and digital investment decisions on evidence, agreed objectives and measurable results. Consider commercial return, benefits to local industry and contribution to destination priorities when recommending the allocation of resources.

9. Performance Marketing, Insights & Reporting:

Performance Marketing: Lead an evidence-based approach to paid digital activity, working with Market Representatives and media partners. Set campaign objectives and appropriate measures for engagement, qualified industry referrals, acquisition costs and partner-reported bookings where available. Ensure tracking is fit for purpose and optimise investment against demonstrated results.

Measurement Framework: Establish agreed marketing and digital KPIs, baselines and targets, supported by a consolidated dashboard. Measure awareness, audience engagement, website performance and industry referrals, and assess marketing's contribution to wider visitor outcomes using available evidence and clearly stated attribution limitations.

Reporting & Recommendations: Analyse and interpret monthly market and digital results, prepare reports for the DoSM, CEO and Board, and turn insights into clear recommended actions.

Market Research: Use research on travel trends and consumer preferences in source markets to inform marketing strategy, and share it through corporate channels.

OUTPUTS OF THE POSITION:

The General Manager Marketing is successful in executing the role when the following Outputs and Key Performance Indicators (KPIs) are met or exceeded.

Output	Key Performance Indicators
Leadership & Team Management: Team objectives aligned to AOP 6 monthly performance reviews Annual training plan Staff satisfaction survey	- AOP programmes and projects delivered on time and within budget by the team. - Objectives set and six-monthly reviews completed for all direct reports. - Agreed staff development plans implemented, with evidence that digital, data and AI learning is applied in relevant roles. - Team engagement feedback reviewed and agreed improvement actions implemented; retention trends monitored and issues addressed. - Cross-divisional projects delivered on time, with positive feedback from partner divisions and markets.
Day-to-Day Operations: AOPs / Project Briefs Head Office work programme Policies & procedures	- Head Office work programme tracked in a shared project management system with clear owners and deadlines. - Operational issues assessed, assigned and given an agreed response or resolution plan within 1–3 working days. - Compliance with corporation policies, procurement processes and brand standards, with no material audit findings.

Output	Key Performance Indicators
Website, Digital Platforms & Content Management: www.cookislands.travel www.cookislands.travel/corporate Platforms: Website CMS, CrowdRiff, Google Analytics 4 Content audit & governance guidelines	- Rolling 12–24 month website and digital roadmap approved, reviewed quarterly and delivered against agreed priorities, resources and milestones. - Website engagement and organic visibility measured against agreed baselines and annual targets. - Growth in qualified outbound referrals to local operators and booking partners against an agreed baseline and target. - Quarterly monitoring of agreed destination queries across search and AI-assisted tools, with findings recorded and corrective actions taken within CIT's control. - Content audit completed annually; All priority visitor information reviewed at least annually, with a documented rolling review schedule for remaining content. - CrowdRiff and content library assets tagged, rights-cleared and easy to find; usage of approved assets increasing across markets. - Operator listings reviewed through an agreed verification cycle, with verification status, outstanding responses and corrective actions tracked. - Website performance and accessibility assessed against recognised benchmarks, including Core Web Vitals and WCAG 2.2 AA, with priority improvements delivered through an agreed and resourced plan. - Corporate website and social channel support delivered against priorities agreed with Corporate Communications, with clear content ownership, approval processes, publishing responsibilities and shared performance reporting.
Innovation & New Ways of Working: Quarterly trends briefing Pilot evaluations / business cases AI usage guidelines	- Quarterly trends and opportunities briefing provided to the DoSM. - At least one new initiative piloted per year, each with measured results and a recommendation. - Process improvements implemented that deliver measurable time or cost savings. - AI usage guidelines in place and adopted across the team. - Growth in consented EDM subscribers and improved email engagement rates.
Trade & Industry Marketing: Trade programme Famil programme Marketing Support Fund eDMs / industry newsletter	- Trade programme delivered with key wholesale and airline partners against agreed targets. - Co-operative campaigns evaluated against agreed measures, including qualified referrals and partner-reported bookings where available. - Famil programme delivered, with participant feedback and resulting coverage or product tracked. - Marketing Support Fund projects evaluated against approved objectives and agreed evidence of industry benefit.
Destination Brand, Values & Communications: Destination brand guidelines; destination marketing communications; cultural review processes; contributions to corporate and industry communications	Consistent destination brand application across markets and channels. Kia Orana Values and cultural integrity reflected in campaign briefs and published content. Appropriate cultural advice and permissions obtained where required. Destination communications delivered against approved plans. Agreed marketing contributions supplied to Corporate Communications on time.

Output	Key Performance Indicators
Stakeholder & Partnerships: Market Representative meetings SPTO / regional engagement Industry consultation	- Regular meetings held with Market Representatives and the Destination Development Director. - Positive industry feedback on Head Office support and communication. - Active contribution to regional marketing initiatives.
Financial Management: Head Office budget Monthly Profit & Loss ROI or COA calculations	- Expenditure within approved budget, with budget versus actuals reviewed and reported monthly, with material variances explained and corrective actions recommended. - ROI or cost-of-acquisition analysis completed for major campaigns and digital investments.
Performance Marketing, Insights & Reporting: Performance marketing plan Campaign tracking & attribution Marketing & digital dashboard Monthly report Board reports Annual marketing scorecard	- Single marketing and digital dashboard established and updated monthly. - Monthly and Board reports delivered on time, with clear insights and recommendations. - Implementation rate of recommended improvements tracked and reported.

FUNCTIONAL RELATIONSHIPS:

List the requirement for human relations skills in dealing with other internal and external contacts.

Internal	Nature of Contact	External	Nature of Contact
Director of Sales & Marketing	Heavy	Web Developers / Digital Agencies	Negotiating / Critical
Marketing team (Head Office)	Heavy	Technology & software vendors	Negotiating
Global offices & reps: NZ, AU, NA, UK, NE, SE, JP	Heavy	Travel Wholesalers & Airlines	Promoting / Negotiating
Corporate Services / Corporate Communications	Heavy		
Destination Development	Heavy	Media & Publication Agencies	Promoting
Executive Services / CEO	Heavy	SPTO & regional organisations	Promoting
Corporate Services — Finance	Medium	Tourism Industry & associations	Promoting
Pa Enua offices	Medium	Government agencies (ICT, MFEM)	Routine
		Visitors	Promoting

Internal – Light: Only a small proportion of the Agency is dealt with (1 or 2 other departments). **Medium:** Most of the Agency is dealt with at a routine level. **Heavy:** Contact with all functions of the Agency and/or contact of a very sensitive nature.

External – Minimal: Minimal external contact required. **Routine:** Regular contact to resolve day-to-day problems. **Promoting:** Significant contact to promote the organisation and achieve prescribed goals. **Negotiating/Critical:** Prime negotiator on major business dealings or highly sensitive matters.

AUTHORITY:

Authority levels are expressed in terms of routine expenditure, staff contract agreements, and recruiting and dismissing staff.

Financial	Authorised to approve expenditure up to \$20,000 of pre-approved and budgeted expenditure. Can be extended to \$30,000 with pre-approval by the Director of Sales & Marketing.
Staff	Responsible for managing, training and evaluating all Head Office marketing staff. Leads recruitment for direct and indirect reports, and sits on interview and recommendation panels with the Director and CEO appointee.
Contractual	Authorised to engage and negotiate with contractors, developers and digital vendors within budget, with final sign-off by the CEO.

WORK COMPLEXITY:

<i>Indicate most challenging duties typically undertaken:</i>	
1	Leading a team of managers and coordinators so that day-to-day delivery stays on track, while also creating the capacity for improvement, growth and development.
2	Balancing operational delivery with strategic change: introducing new ways of working and new technologies in a small team with finite resources, without disrupting business as usual.
3	Maintaining continuity of website and digital delivery during vacancies or transitions, through agreed priorities, delegation and temporary support arrangements.
4	Making sound decisions on website and technology investments, often with offshore suppliers, on 'uncharted' projects where the corporation has no previous precedent or procedures.
5	Keeping pace with rapid change in digital marketing and travel technology, particularly AI, and judging which trends are worth adopting for a small island destination.
6	Coordinating Head Office activity with Market Representatives across multiple markets and time zones, each with different priorities.
7	Demonstrating the effectiveness of marketing and digital investment through credible measurement, recognising the limits of attribution and translating findings into clear recommendations for the Director, CEO and Board.
8	Applying emerging technology while protecting information accuracy, cultural integrity, privacy and the trust of our communities and industry partners.
9	Forming positive working relationships with, and managing the competing expectations of, a large group of internal and external stakeholders.

PERSON SPECIFICATION:
QUALIFICATIONS (OR EQUIVALENT LEVEL OF LEARNING)

Level of education required to perform the functions of the position. This combines formal and informal levels of training and education.

Essential: (least qualification to be competent)	Desirable: (other qualifications for job)
A relevant tertiary qualification in Marketing, Digital Business or Technology, Communications, Business	Postgraduate qualification in Strategic Management, Digital Marketing or an MBA

Administration or a related field, or equivalent demonstrated professional experience.	- Certifications such as Google Analytics, Google Ads, UX design or project management (e.g. Agile, PRINCE2) - Qualification in graphic, digital or web design
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EXPERIENCE

The length of practical experience and nature of specialist, operational, business support or managerial familiarity required. This experience is in addition to formal education.

Essential: (least number of years to be competent)	Desirable: (target number of years you are looking for)
At least five years' relevant marketing experience, including: - At least three years leading teams, preferably including managers. - Leading website development or substantial website improvements, including defining requirements, briefing developers, managing delivery and evaluating results. - Digital and performance marketing, analytics and search optimisation. - Managing digital platforms, content management systems or digital asset libraries. - Practical application of AI or automation to marketing or operational work, with evidence of benefits and appropriate review processes. - Leading cross-functional projects and managing suppliers. - Budget management, performance reporting and investment recommendations.	At least 7 years' experience in one or more: - Destination, tourism or travel marketing - A website rebuild, replatform or major redesign - Working with web developers and technology suppliers - Trade marketing with wholesalers and airlines - Leading organisational change or process improvement - Graphic, web or UX design

Key Skills / Attributes / Behaviours

Key Leadership & Management Skills	The successful applicant will demonstrate: - Proven ability to lead through others: delegating effectively, coaching managers and holding people accountable for outcomes. - Cross-functional leadership: bringing together divisions, markets and partners, and influencing people outside the direct reporting line. - Strong operational management, planning and prioritisation skills, with the ability to manage multiple projects and tight deadlines. - Change leadership: the ability to introduce new ways of working and bring the team and stakeholders along. - Excellent written and verbal communication, including Board-level reporting, proofreading and public speaking. - Ability to develop and nurture close relationships with industry, government, Market Representatives and partners, and to manage competing priorities. - Ability to work autonomously, exercise sound judgement, and remain impartial despite potential social pressures. - Demonstrates the Kia Orana Values through respectful leadership, care for people, collaboration and responsible stewardship. - Builds capability within the team by sharing knowledge, coaching staff and supporting practical learning.
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Key Digital & Technical Skills	The successful applicant will demonstrate key technical skills: • Advanced, hands-on understanding of website management, content management systems (CMS), user experience (UX) principles, web performance and accessibility. • Experience governing content libraries and digital asset management platforms (e.g. CrowdRiff), including tagging, taxonomy and image rights. • Strong data literacy, including Google Analytics 4, Search Console and dashboards, and the ability to turn data into decisions. • Sound understanding of technical SEO, structured content and appropriate structured data, and how these support discovery through search engines and AI-assisted travel planning tools. Ability to monitor results and distinguish demonstrated improvements from unproven claims. • Practical capability with AI, automation and marketing technology, including the ability to evaluate tools, improve workflows and apply appropriate accuracy, privacy and cultural review processes. • Ability to brief developers clearly and to evaluate and challenge technical proposals. • Strong understanding of digital marketing channels, including paid, social, email and content marketing. • Performance marketing expertise: planning and optimising paid campaigns against conversion, cost per acquisition and return on ad spend, with sound knowledge of tracking and attribution. • Design ability is desirable: a strong eye for layout, imagery and brand presentation, and confidence with tools such as Adobe Creative Suite, Figma or Canva to judge and direct website and visual content.
Innovation & Commercial Thinking	The successful applicant will demonstrate: • Curiosity and a forward-looking mindset, with a track record of identifying and implementing new ideas that delivered measurable results. • Commercial acumen: focusing investment on what drives visitor value and return. • Comfort with testing, measuring and learning from pilots, and stopping what does not work. • Strong attention to accuracy and detail: protecting the reliability of information the world sees about the Cook Islands.
Other Skills & Knowledge	The successful applicant will also need to demonstrate: • Confidence representing Cook Islands Tourism in public and industry forums. • Knowledge of the Cook Islands, its tourism industry and community context, or demonstrated ability to develop that understanding. • Respect for Peu Māori, Cook Islands Māori language and the distinct identities of our islands, with sound judgement about when cultural advice or permissions are required. • Competency in speaking and writing Cook Islands Māori is desirable. • Commitment to ensuring destination marketing benefits local communities and supports responsible tourism.

CHANGE TO JOB DESCRIPTION:

Changes to the job description may be made from time to time in response to the changing nature of the Agency work environment, including technological or statutory changes.

Approved:

Director of Sales & Marketing

Date

Employee

Date