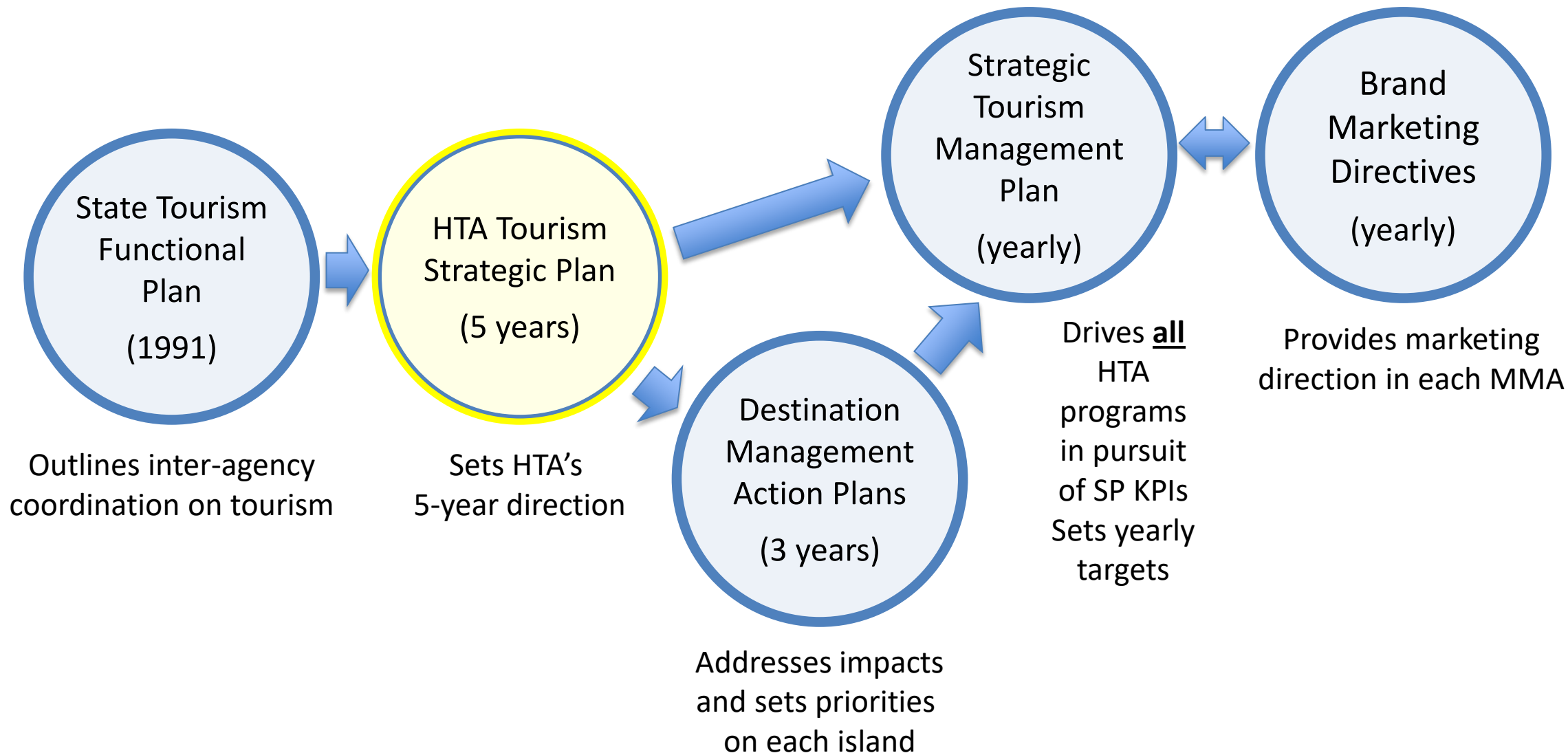


Proposed 5-Year Strategic Plan (2026-2030)

March 12, 2026



Our Planning Ecosystem



Our Proposed Vision for 2030

Hawai'i thrives through collective actions to grow economic vitality, strengthen collaborations, and fulfill our shared kuleana to build a visitor economy where people, place, and culture prosper together, guided by ho'okipa, mālama 'āina, and aloha.



Proposed Strategic Pillars and Strategies

Brand Marketing

- Define and target high-value visitors
- Demonstrate high return on investment

Strategies

1. Identify and focus marketing outreach to include more higher-spending, high-value traveler segments.
2. Energize the Hawai'i brand.
3. Strengthen HI competitiveness for MCI travel.
4. Identify optimal distribution of visitation and high-value traveler segments for each island.
5. Educate and engage all visitors to travel responsibly in HI.

Experience Development

- Visitor experiences
- Community benefit and economic opportunity

Strategies

1. Establish an HTA Experience Development Program.
2. Support the enhancement of major attractions and experiences to improve Hawai'i's competitiveness for high-value visitors and major events.
3. Strengthen pathways for local entrepreneurs, creators, and producers to join the tourism economy.
4. Advance understanding and preservation of Hawaiian culture.
5. Data-driven destination management approach.
6. Continue supporting HI's sustainability goals.

Tourism Leadership

- Inter-agency partnership
- Communication and collaboration

Strategies

1. Clarify and strengthen HTA's role as leader of Hawai'i tourism.
2. Formalize interagency partnerships.
3. Strengthen island-based collaboration.
4. Communicate collaboratively and proactively.
5. Support workforce development.
6. Build the long-term resilience of the tourism economy.
7. Strengthen HCC's role as an economic hub.

Proposed Key Performance Indicators (KPIs)

HTA as a whole will monitor five Key Performance Indicators to guide our work:

Strategic Plan 2026-2030 primary KPIs				
Average Daily Visitor Spending	Total Visitor Expenditures	Visitor Satisfaction	Resident Sentiment	Visitor Arrivals

Performance on each pillar is evaluated by KPIs:

Brand Marketing

- Grow **Average Daily Visitor Spending**
- Annual **growth rate of Visitor Spending outpaces growth rate of Visitor Arrivals**.
- **Return on Advertising Spend**
- **Rising intent to travel** in MMAs
- Increase traveler spending and visitation in **shoulder seasons** to generate activity without straining capacity.

Experience Development

- **Visitor satisfaction:** “Exceeds Expectations” for MMAs rises
- **Resident sentiment:** “Tourism has brought more benefits than problems” rises
- Increase traveler spending and visitation in **shoulder seasons** to generate activity without straining capacity.

Tourism Leadership

- **Resident sentiment:**
 - “Tourism is being better managed on my island” rises
 - “HTA actively works to manage tourism in our state through its DMAPs” rises
- **Partner satisfaction** rises via survey
- **Evidence of increased funding**