



Tourism Promotion Authority

TERMS OF REFERENCE

Engagement of a Marketing / Branding Agency

Project	: Rebranding and Image Improvement Program – Destination Brand & Corporate Brand Redevelopment
Client	: Papua New Guinea Tourism Promotion Authority (PNGTPA)
Lead Division	: Marketing & Promotions Division
Location	: Port Moresby, Papua New Guinea (national consultations across key provinces as required)
Indicative Period	: 8–12 weeks / Q1–Q2 2026 (or as directed by PNGTPA)

1. Background

The Papua New Guinea Tourism Promotion Authority (PNGTPA) is implementing the Rebranding and Image Improvement Program under the Papua New Guinea National Branding Project, aligned with the *PNG National Government Medium Term Development Plan Four (MTDP IV)*, the *PNG Tourism Sector Development Plan (2022 – 2026)* and the *PNG Destination Marketing Strategy, 2025-2028*.

2. Purpose

The purpose of this assignment is to engage a suitably qualified Marketing / Branding Agency to deliver an evidence-based and consultative brand redevelopment process resulting in:

1. A refreshed and internationally competitive Papua New Guinea Destination Brand
2. A coherent brand architecture framework defining the relationship between the national destination brand and PNGTPA's corporate identity
3. A strategic Global Communications and PR Framework to guide brand rollout and reputation positioning

The engagement must produce a defensible evidence base suitable for executive and NEC-level reporting.

3. Objectives

The successful Agency shall deliver the following:

A. Brand Audit

- Conduct a full Destination Brand Audit
- Analyse public sentiment and perception (domestic and international where feasible)
- Undertake structured stakeholder and industry consultations
- Review previous PNG destination brands and identify implementation barriers

B. Brand System

- Develop a refreshed Destination Brand Strategy and Identity System
- Provide a structured framework to ensure PNGTPA's corporate brand positioning aligns with and supports the national destination brand

C. Communications & PR Objectives

- Develop a global communications and PR strategy
- Provide guidance on reputation management and market-facing messaging

4. Scope & Implementation

The Agency shall undertake the following scope of services, delivered through a **phased implementation approach**. PNGTPA may endorse progression between phases upon formal acceptance of the preceding phase deliverables. This staged approach ensures governance, quality control, and alignment with national-level objectives.

PHASE 1: DESTINATION BRAND POSITIONING AND STRATEGY

Activity 1: Discovery, Audit and Evidence Base

The Agency shall conduct a comprehensive diagnostic process to inform brand redevelopment, including:

- **Destination Brand Audit**
Assessment of the current PNG destination brand, messaging, visual identity usage, brand consistency, and application across key marketing and communication platforms.
- **Public Sentiment and Perception Assessment**
Evidence-based analysis of how Papua New Guinea is perceived as a tourism and investment destination, including:
 - Domestic public perception
 - International market perception (where feasible)
 - Digital and media sentiment analysis
- **Structured Industry and Stakeholder Consultations**
Engagement with tourism operators, provincial stakeholders, relevant

government agencies, and industry partners to capture qualitative insights and adoption realities.

- **Competitor Benchmarking**
Comparative review of relevant regional and global destination brands to identify positioning gaps and differentiation opportunities.
- **Review of Previous PNG Destination Brands**
Documentation of past brand approaches, reasons for change, successes, failures, and implementation barriers (e.g., governance, funding, industry adoption).

Key Outcome:

A comprehensive **Brand Audit Report** (major deliverable) providing defensible, evidence-based justification and strategic direction for brand redevelopment. Findings must clearly translate into brand implications, risks, opportunities, and strategic recommendations.

Activity 2: Brand Development and Identity System

Building on Activity 1 findings, the Agency shall develop a cohesive brand framework and identity system, including:

- **Destination Brand Strategy and Positioning**
 - Positioning statement
 - Differentiation strategy
 - Brand essence, values, and personality
 - Narrative and messaging pillars
 - Tone of voice framework
- **Corporate Brand Alignment (PNGTPA)**
High-level integration of corporate brand positioning to ensure a coherent relationship between the national destination brand and PNGTPA's organisational brand.
- **Creative Development and Identity System**
 - Brand concept development and rationale
 - Final identity system (visual direction, colour palette, typography, graphic system, imagery style)
 - Tagline options and recommendation (if required)
- **Brand Guidelines and Adoption/Rollout Roadmap**
 - Brand guidelines for PNGTPA and industry use
 - Stakeholder adoption guidance
 - Phased rollout and implementation roadmap

Agencies must price Activity 1 and Activity 2 as integrated components of Phase 1. PNGTPA will not consider proposals that separate audit/discovery as an independent phase.

PHASE 2: GLOBAL COMMUNICATIONS AND PR STRATEGY

This phase focuses on how the destination brand is translated into **market-facing communication and reputation-building strategy**.

The Agency shall develop a **Global Communications and Public Relations Strategy** to guide both international and domestic rollout, including:

- Global and priority-market messaging framework
- Public relations and media engagement approach
- Reputation and perception management guidance
- Strategic narrative themes aligned to the destination brand
- High-level guidance for future influencer, media, and campaign integration

This strategy must support long-term brand positioning and ensure that Papua New Guinea's brand is communicated consistently, credibly, and competitively in global markets.

5. Key Deliverables

The Agency must provide all deliverables in editable formats (MS Word, PowerPoint, Adobe Illustrator/InDesign or equivalent) and final PDF versions. All reports must be suitable for executive and NEC-level review.

PHASE 1 DELIVERABLES: DESTINATION BRAND POSITIONING AND STRATEGY

Activity 1: Discovery, Audit and Evidence Base

1. Inception Report & Workplan

- Detailed methodology
- Consultation plan and tools
- Research approach
- Project timeline and governance structure

2. Brand Audit Report (Major Deliverable)

Comprehensive report including:

- Destination brand audit findings
- Market research, public sentiment, and perception analysis (domestic & international where feasible)
- Digital/media sentiment insights
- Stakeholder and industry consultation findings
- Competitor benchmarking analysis
- Review of previous PNG destination brands and implementation barriers
- Risk and opportunity assessment
- Clear strategic implications and justification for brand redevelopment

3. Consultation Report & Annexures

- Consultation summaries
- Attendance lists
- Research tools (surveys/interview guides where applicable)

Activity 2: Deliverables (Brand Development & Identity System)

4. Destination Brand Strategy & Positioning Framework

- Positioning statement
- Differentiation strategy
- Brand essence, values, personality
- Messaging and narrative pillars
- Tone of voice framework

5. Creative Concepts & Recommendation

- Brand concept options
- Rationale linked to audit findings
- Recommended direction

6. Final Destination Brand Identity System

- Approved visual identity
- Colour palette
- Typography system
- Graphic elements and imagery direction
- Tagline recommendation (if required)

7. Brand Guidelines Manual

- Destination brand usage guidelines
- Application examples
- Stakeholder usage guidance

8. Brand Adoption & Rollout Roadmap

- Phased rollout plan
- Stakeholder onboarding approach
- Identification of priority stakeholders and recommended brand champions for adoption.
- Industry adoption guidance

9. Corporate Brand Alignment Note

- Summary framework outlining how PNGTPA's corporate brand aligns with and supports the destination brand

Agencies must price Activity 1 and Activity 2 as integrated components of Phase 1. PNGTPA will not consider proposals that separate audit/discovery as an independent phase.

PHASE 2 DELIVERABLES: GLOBAL COMMUNICATIONS & PR STRATEGY

10. Global Communications & PR Strategy Document

- Global and priority-market messaging framework
- Strategic narrative themes
- Media and PR engagement approach
- Reputation and perception management guidance
- Recommended communication pillars linked to the destination brand

11. Market-Facing Messaging Toolkit

- Core message bank
- Adaptable message themes for priority markets
- Guidance for campaign and influencer alignment

12. Executive Presentation Deck

- Summary of communications strategy
- Key recommendations
- Rollout considerations

6. Methodology Requirements

Proposals must clearly outline:

- Research methodology (qualitative and quantitative where feasible)
- Sentiment analysis approach and sources
- Consultation methodology
- Benchmarking framework
- Validation and testing approach for brand strategy

7. Reporting & Governance

The Agency will report to PNGTPA's Project Lead (Marketing & Promotions Division and the National Branding Committee).

- Weekly check-ins recommended
- Draft deliverables require PNGTPA review/approval

- PNGTPA will facilitate stakeholder access, where possible

8. Indicative Timeline

Indicative delivery is 8-12 weeks for Phase 1 (subject to confirmation in the Agency workplan).

Indicative schedule (Phase 1):

- Weeks 1-2: inception, desk review and consultation planning
- Weeks 3-8: consultations, sentiment/perception research, audit activities, draft Brand Audit Report and presentation/workshop
- Weeks 9-12: destination brand strategy and identity development, guidelines and rollout roadmap
- Indicative scheduling for Phase 1 will be proposed by the Agency and agreed with PNGTPA following acceptance of Phase 1 deliverables.

Phase 2 may proceed upon PNGTPA endorsement and can be scheduled consecutively or in parallel, subject to scope and resourcing.

9. Agency Qualifications

The Agency should demonstrate:

- Destination branding and/or national branding expertise
- Strong audit and strategic planning capability
- Consultation facilitation experience
- Evidence of sentiment/perception research capability
- Ability to deliver NEC / executive-level reports
- PNG local context knowledge preferred (or local partner arrangement)

10. Confidentiality & Intellectual Property

All deliverables, research outputs, and materials produced under this engagement are the property of PNGTPA and must remain confidential unless otherwise approved.

11. Contact

For a copy of the Request for Proposal (RFP) documentation, please email:

Mr. Joel Keimelo,
Executive Manager - Marketing & Promotions
marketing@papuanewguinea.travel

12. Submission Deadline

Proposals must be submitted electronically in accordance with the **RFP guidelines** to:

marketing@papuanewguinea.travel

Subject: *RFP – PNGTPA Rebranding Project*

Submission Deadline: Tuesday 17th March, 2026 | 11:59 PM

Late submissions may not be considered.