

NEW CALEDONIA TOURISM

CALL FOR TENDERS – REPRESENTATION SERVICES AUSTRALIA & NEW ZEALAND

CONTACT:

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DOCUMENTS PROVIDED ON REQUEST BY EMAIL:

- NCT Marketing Strategy & Positioning 2026–2030
- Tourism Performance Overview 2025

1. Presentation of New Caledonia Tourism

New Caledonia Tourism (NCT) is the international tourism promotion agency of New Caledonia (DMO). Established in 2001, this economic interest group, under the authority of the Government of New Caledonia, brings together institutions and industry professionals to increase the destination's awareness, attractiveness, and visitor numbers.

From its headquarters in Nouméa, NCT defines the destination's overall marketing strategy and, in collaboration with its outsourced representation agencies (Australia, France, and New Zealand), oversees the implementation of a wide range of actions:

- **Brand strategy** (branding initiatives)
- **Awareness strategy** (communication campaigns)
- **Inspiration strategy** (content marketing)
- **Influence and media relations strategy** (PR, influencers, etc.)
- **Trade & distribution strategy** (training and outreach to tour operators, travel agencies, OTAs, PCOs, etc.)
- **Conversion strategy** (sales campaigns)
- **B2C event strategy** (sponsorship and participation in public events)
- **Niche strategy** (targeted marketing actions by themes/priority segments)
- **Cruise strategy** (structuring and promoting cruise tourism)
- **Multi-sector attractiveness strategy** (outreach operations supporting other local economic sectors)
- **Monitoring strategy** (statistical monitoring and analysis)

For more information: www.nouvellecaledonie.travel/pro/

2. Context & Challenges — Australia/New Zealand Market

2.1. Tourism situation

Before the Covid and social crises, New Caledonia welcomed more than 130,000 air visitors and nearly 390,000 cruise passengers in 2019, from all markets combined.

The years 2020–2022 were heavily impacted by the Covid-19 pandemic, followed in 2024 by a major security crisis, resulting in a sharp decline in arrivals and a deterioration of the destination's image.

With 58,421 air arrivals, 2025 marks a transition phase and gradual stabilization: visitation remains 53% below 2023 levels, but the gap is narrowing month by month.

In this uneven recovery context across markets, **Australia** is:

- The 2nd source market for the destination, accounting for 20% of arrivals in 2025

- A neighbouring market with the highest share of leisure tourists (70%)
- The customer base with the greatest recovery potential in volume

New Zealand is:

- A historical market, traditionally ranked 3rd or 4th among source markets for New Caledonia
- A market experiencing a sharp decline of 82% in 2025 compared to 2023, due to much later easing of travel advisories (November 2025) and reduced air capacity
- A customer base with expectations and consumption patterns similar to Australia, whose proximity should also support a rebound in visitation

2.2. Recovery plan & new momentum

After several years of crisis, New Caledonia now has an opportunity to reinvent itself, mobilize stakeholders, and build a sustainable tourism industry, supported by the launch of several structuring initiatives.

In December 2025, the Government of New Caledonia presented a recovery plan aimed at a more attractive, innovative, and competitive tourism sector, targeting 250,000 visitors by 2032, through:

- Strengthening air connectivity (competitive pricing, new airlines, route redeployment)
- Supporting hotel investment and accommodation diversification
- Diversifying offerings and target markets (MICE & events, sports tourism, major cultural events)
- Structuring professional training and skills (Tourism Academy, excellence label)
- Enhancing international visibility (increased budgets, unified communication strategy, hosting major audiovisual productions, creation of a new tourism brand – directly involving NCT)

At the same time, several additional projects likely to sustainably enhance the destination's attractiveness have emerged and require NCT support:

- Aircalin continues and strengthens its Paris routes via Bangkok (direct) and via Singapore (in partnership with other airlines), increasing promotional efforts in mainland France
- The opening of Wadra Bay in Lifou and the reopening of Le Méridien Isle of Pines (as part of the SHN group hotel rebranding), along with the upcoming launch of Aqualuna serviced apartments, signal strong hotel recovery
- The transfer of Aircal domestic flights from Magenta to Tontouta will facilitate international connections and direct access to the islands
- The creation of the New Caledonia Cruise Club (CCNC) and the introduction of a cruise tax will strengthen the structuring of the cruise sector and provide dedicated promotional funding
- The forthcoming regulation of short-term rentals will ensure fairer taxation, generate additional funding for NCT, and expand the range of accommodation to promote

2.3. Strategic vision Australia/New Zealand 2026–2030

In a more favorable regional recovery environment, NCT's 2026–2030 marketing strategy confirms Australia and New Zealand as two priorities nearby markets. While complementary in accessibility and customer profiles, these markets require differentiated approaches in trade, communication, and conversion, considering their different recovery timelines.

- **2026–2027:** reconquest phase of core markets (Australia, New Zealand, France, Japan), with priorities including restoring flows, rebuilding confidence among trade and leisure audiences, and relaunching sales in priority segments
- **2028–2030:** consolidation, diversification, and premiumization phase, with a focus on higher-value segments (short stays, niche activities, MICE, cruise) and more tailored approaches for each market

The agency or agencies appointed by NCT will be responsible for driving this dynamic, either through a joint Australia/New Zealand proposal or through a dedicated strategy for one of the two markets.

3. Purpose of the call for tenders

New Caledonia Tourism is seeking one or more representation/marketing agencies to:

- **Represent and promote New Caledonia as a tourism destination** in the Australian and/or New Zealand markets, in alignment with NCT's global strategy
- **Sustainably improve the perception and awareness of the destination** among the general public, tourism professionals, media and influencers, and economic stakeholders
- **Contribute to the gradual recovery of Australian and/or New Zealand tourist flows** post-crisis, with growth through to 2032
- **Provide regular market intelligence** to inform NCT and local partners' decision-making

Candidates may apply for both markets or only one. They must specify:

- Either the synergies and efficiencies between the two markets
- Or the advantages of a specialized local approach

NCT reserves the right to award the contract to a single agency covering both markets or to two separate agencies.

Short- and medium-term objectives include both qualitative (image, awareness, repositioning, trade relationships) and quantitative outcomes (website traffic, leads, product listings, sales, visitation), demonstrating deep market knowledge, integrated marketing capabilities (trade, B2C, digital, media), and a strong results-driven culture (reporting and ROI).

4. Expected services and activities

The selected agency will support NCT across the covered market(s) through the following actions:

Branding

- Strengthen visibility and legitimacy of the NCT brand
- Support the ongoing rebranding (new signature slogan) and its rollout across all platforms

Awareness

- Rolling out waves of multi-channel brand awareness advertising campaigns, sometimes contributing to their design, but primarily developing comprehensive 360° media plans tailored to the target audiences, seasonal trends and channels of the market(s) covered.
- Maintaining a continuous ('always-on') and consistent marketing presence by rolling out the campaign's messages and assets throughout the year across our other digital platforms (social media, newsletters, etc.) and our various public engagements.

Content marketing

- Managing and enhancing the multimedia content regularly provided by head office (videos, photos, news, web articles, social media posts, etc.), whilst monitoring trends, offering advice and, where necessary, creating content.
- Management and operational coordination of social media for the relevant market(s), in line with our digital strategy and dedicated technical solutions (Sprout Social), subject to regular approval by head office: editorial calendar, postproduction, moderation, sponsorship, reporting and optimisation.
- Management of email campaigns, including the drafting of at least two monthly newsletters (B2B and B2C), by utilising and enriching our databases (opt-in) and our distribution solution (CRM), and by conducting any contact recruitment initiatives (competitions, partnerships, etc.).
- Handling enquiries from Australian and/or New Zealand contacts via email, private messages and website contact forms.

PR & influence

- Ongoing media monitoring and production of press reviews/impact assessments in the event of a crisis.
- Management of media and influencer relations through the regular dissemination of information (press releases, newsletters, pitches, etc.), handling media enquiries and the occasional organisation of press conferences/media briefings, utilising and expanding the NCT press contact database.
- Planning and organising press trips, influencer trips and audiovisual shoots, in collaboration with NCT's guest coordination team and local partners.

B2B / Trade

- Develop distribution networks (tour operators, travel agencies, OTAs, PCOs, airlines, etc.) by organising regular sales calls, meetings and B2B trade fairs, to increase the number of resellers for the destination and the scope of their sales catalogue.
- Training and engaging of resellers (e-learning, webinars/seminars, sales challenges, etc.).
- Organisation of familiarisation trips to New Caledonia, in collaboration with NCT's guest coordination team and local partners.
- Facilitating the marketing of New Caledonia's offering (targeted networking between local professionals and the trade, organising roadshows, market intelligence to guide the creation of packages, etc.).

Sales

- Negotiation and implementation of sales campaigns in cooperation with distribution networks and carriers (tactical campaigns, flash sales, co-branding, partnership agreements, etc.).
- Collection of promotional offers and reseller packages for promotion across NCT websites and communication channels.
- Participation in ad hoc sales operations targeting the general public in support of partner resellers (destination evenings, co-hosted retail activations, key account operations, etc.).

B2C Events

- Negotiation of sponsorships and/or participation in selected public events in Australia and/or New Zealand aligned with the destination's target audiences, themes and marketing niches (partnerships, competitions, booths, etc.).
- Promotion, in the relevant market(s), of New Caledonian events with international reach identified as priorities by NCT (media partnerships, VIP guest sourcing, registration facilitation, etc.).

Niche marketing & cruise

- Design, deployment and coordination of various targeted promotional actions focused on priority segments/niches defined by NCT.
- Outreach to cruise operators (world cruises and expedition cruises) and promotion of New Caledonia's ports of call.

Multi-sector attractiveness

- Support for initiatives led by the Government of New Caledonia and local economic stakeholders in the covered market(s) to promote New Caledonia as a business destination.
- Promotion of export sectors (agri-food, cultural, industrial products, services) through communication activities and events.

Monitoring & reporting

- Development of an annual action plan and budget in coordination with NCT management.
- Regular activity reporting in the form of quarterly reports, action sheets linked to purchase orders and KPIs (Odoo software), and regular market meetings (review and outlook video calls with headquarters and/or local industry stakeholders).
- Budget monitoring with reporting of expenses incurred and provision of supporting documents in accordance with NCT procedures.
- Use and enhancement of statistics and indicators developed by the tourism observatory, including monitoring, data collection and, where relevant, analysis.

5. Tender Timeline and deliverables

5.1 Proposal content and format

Responses to the call for tenders — **in Word (.doc or .docx), PDF (.pdf) or PowerPoint (.ppt or .pptx) format** — must include the following elements:

Scope of Response

Each candidate must explicitly indicate whether their proposal covers: Australia + New Zealand, Australia only, or New Zealand only. In the case of a joint response, the proposal must clearly distinguish between shared (mutualised) actions and actions specific to each market. In the case of a response limited to a single market, the proposal must be self-contained and specify how coordination will be organised with NCT and the other market, where applicable.

Agency Presentation

- Company name, full address, legal status
- Year of establishment
- Turnover for the last 3 years
- Number of employees and internal organisation
- Summary description of key areas of expertise (tourism, MICE, digital, PR, economic attractiveness/export, etc.)
- List of main clients (destinations, airlines, institutions, brands, etc.), including nature of the assignment and duration of collaboration
- Membership of an international network (if applicable) and key references in tourism/DMO representation and, where relevant, in economic attractiveness

Dedicated Team

- Organisation of the team proposed for NCT (organisation chart)
- Summary profiles of key team members (skills, experience, languages)
- Indication of the monthly time allocated by each resource to NCT (Full-Time Equivalent — FTE)

Strategic Approach

- Refined vision of New Caledonia’s positioning on the Australian and/or New Zealand market in the 2026–2032 context
- Detailed analysis of strengths/weaknesses/opportunities/threats on this market
- Proposal for an Australia/New Zealand strategy for 2026–2032, or a strategy dedicated to one market only (phases, priorities, segments, channels, articulation between shared and specific actions)
- Projection of an annual roadmap for 2027–2032 (structure, key milestones)

Action Plan and Schedule

- Action plan through to December 2027, including details of immediate actions (second half of 2026), structured by type of action:
 - B2B actions
 - Awareness campaigns
 - Sales campaigns
 - Press relations
 - Content and promotional tools
 - B2C events
 - Studies & statistics
 - Memberships in organisations
 - Operating costs
- For each action: name of the action, description, objectives, timing, partners, proposed KPIs, estimated budget (orders of magnitude or percentage allocations may be provided)
- Monthly schedule of proposed actions, at least for the period July 2026 – December 2026

Market Breakdown

The action plan and schedule must clearly indicate the geographical scope covered. In the case of a joint response, the candidate must distinguish between AU/NZ shared actions, Australia-specific actions and New Zealand-specific actions.

Budget & Billing Structure

- Representation fees: proposal of a monthly or annual fee, including, where applicable, variable costs and commissions associated with the proposed services
- Budget allocation: proposal of an indicative allocation of budgets by type of action (in %), clearly distinguishing, where applicable, Australia, New Zealand and shared costs
- Budget assumptions:
 - 2026 annual budget set at XPF 109M (approx. AUD 1.5M) for Australia and XPF 35.9M (approx. NZD 594,000) for New Zealand
 - **Estimated budgets for H2 2026: XPF 60M (AU) and XPF 18M (NZ), due to a transition during the year**
 - Indicative projection for 2027: XPF 100M (Australia) and XPF 45M (New Zealand)

HANDOVER

Nouvelle Vague Marketing is currently the representation agency for New Caledonia Tourism in Australia and New Zealand. If the contract is not renewed, a handover phase will be organised to ensure continuity of ongoing actions. In this context, the action plans and budgets proposed under this call for tenders must be considered as working assumptions and take into account a mid-year start, with actions and expenditures already committed during the first half of the year.

5.2. Selection Criteria

NCT will evaluate proposals based in particular on:

- Understanding of the specific challenges of Australia/New Zealand and the New Caledonian context 2025–2032
- B2B and media networks in Australia and/or New Zealand
- Relevance and creativity of the strategic approach
- Quality, realism and clarity of the action plan
- Proven experience in destination representation and international marketing
- Quality of the dedicated team and its network
- Value for money of the proposed services
- Presence of a French-speaking team member (if applicable)

Failure to comply with the required elements and deadlines may result in rejection of the application.

5.3. Tender Timeline

- Publication of the call for tenders: 30/03/2026
- Deadline for written questions: 26/04/2026
 - Questions to be sent by email to: j.laronde@nctourisme.com
 - Responses to questions: by email, on a rolling basis or via a consolidated FAQ
- Deadline for submission of proposals: 08/05/2026
 - Submission by email to: j.laronde@nctourisme.com and info@nctourisme.com
 - Accepted formats: .pdf, .doc/.docx, .ppt/.pptx
- Pre-selection of up to 3 finalists and interviews (in person or via videoconference): between 11 and 29 May 2026
- Selection of the agency: end of June 2026
- Finalisation of action plans for H2 2026: before 15 July 2026
- Proposed contract period: from 1 August 2026 to 31 December 2026
- Possible renewal of the contract on a yearly basis, subject to:
 - achievement of jointly defined objectives,
 - results of implemented actions,
 - and renewal of NCT budgets.