

BRAND GUIDELINES

*The*  
**HAWAIIAN**<sup>TM</sup>  
ISLANDS



EXTERNAL

*“E kuhikubi pono i na au iki a me na au nui o ka ‘ike.*  
Instruct well in the little and the large currents of knowledge.”

*‘Ōlelo No‘eau #325*

In teaching, do it well;  
the small details are as important as the large ones.

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# Brand Story

People of Hawai‘i

Brand Pillars

Mindful Visitors

# Balancing culture with connection.

While the allure of the Hawaiian Islands has attracted visitors for more than a century, the true power of Hawai'i is in the people of Hawai'i. For Native Hawaiians and *kama'āina* (residents), this special place isn't just a vacation destination, it's our home. As the voice of the Hawaiian Islands, let's share the stories of the people and places of Hawai'i with genuine *aloha* and respect for our indigenous and local culture. By seeing Hawai'i through our eyes, welcomed guests can experience the true beauty of our islands.

# BRAND PILLARS

## Natural Resources

*Respect for Our Natural Resources*

Protect and preserve Hawai'i's natural resources, enhance the visitor experience and improve the quality of life for all of Hawai'i's residents.

## Hawaiian Culture

*Support Native Hawaiian Culture*

*Ho'oulu* (grow) the impact and integrity of our Native Hawaiian culture, cultural sites and unique indigenous communities through genuine visitor experiences.

## Community

*Ensure Tourism & Communities Enrich Each Other*

Strengthen the relationship between all Hawai'i residents and visitors by supporting brand-aligned programs and events that benefit the community. Form partnerships to build a resilient tourism workforce.

## Brand Marketing

*Strengthen Tourism's Contributions*

Protect and enhance Hawai'i's globally competitive brand in a coordinated and source market-appropriate way. Nurture Hawai'i's economy by telling the stories of Hawai'i's unique culture, diverse communities and natural environment.

These Pillars are intended to support an integrated destination management system to track success, with four overall Key Performance Indicators (KPIs) representing the most important ways Hawai'i Tourism Authority will be accountable to our stakeholders:

- Resident Satisfaction
- Average Daily Visitor Spending
- Visitor Satisfaction
- Total Visitor Spending

## HAWAI'I TARGET TRAVELERS

We want to attract travelers who understand they are entering a unique community and who want to take the time to learn about our history and culture. They enjoy hiking, beach activities and outdoor adventures and understand their obligation to preserve the environment during their visit. They love traveling, trying local cuisine, buying local to support small businesses and getting to know our people, because that's what makes travel to Hawai'i even more rewarding.

To sustain tourism's positive benefits, we must attract mindful visitors by sharing the values that shape our culture and promoting the destinations, adventures and experiences that are positive for residents, visitors and Hawai'i. We welcome anyone who is curious about our culture, is generous with our communities and respects the values and land we love.



# Culture

Beyond the Surface

Hawaiian Culture

Ma'ema'e Toolkit



# There is Beauty Beyond the Surface

There is no denying that Hawai'i's breathtaking natural beauty attracts visitors from around the world. But it is the values of its people, the rich history of its past and the diversity of its communities that make the Hawaiian Islands unlike any destination in the world. Our messaging should attract mindful travelers who arrive with open hearts and open minds – and who depart with a deeper experience they'll long to return to.

## HAWAIIAN CULTURE

To share the true beauty of the Hawaiian Islands, visitors must understand that this is the home of the indigenous Hawaiian people. Roughly 1,500 years ago, Polynesians used the stars to navigate voyaging canoes over 2,000 miles to migrate to Hawai'i.

Today, the Native Hawaiian culture is rich, vibrant and thriving, with the growth of Hawaiian language education, arts, sustainability efforts and cultural practices. This is a culture of *aloha*, centered around *‘ohana* (family), with a deep connection to the *‘āina* (land) that is the key to understanding the unique spirit of Hawai'i.



# MA'EMA'E TOOLKIT

The Hawai'i Tourism Authority's Ma'ema'e Toolkit is a comprehensive resource to understand and incorporate the Hawaiian culture. For more information about specific Hawaiian cultural topics and issues, consult the Ma'ema'e Toolkit:

## Ma'ema'e Toolkit

### ORTHOGRAPHY - LANGUAGE & SPELLING:

Learn about *‘Ōlelo Hawai‘i* (Hawaiian language) guidelines and usage.

- Abbreviation of Hawaiian Words
- Capitalization
- Orthography: *‘Okina* (glottal stop) and *Kabakō* (macron)
- Pluralization
- Possessives
- Proper names of people and businesses
- Reduplicated words

### CUSTOMS & TRADITIONS:

Explore the meanings behind the customs and traditions of Hawai‘i.

- *Hula*
- *Lei*
- *Mele* (music)

### CULTURAL SENSITIVITIES:

Being mindful of cultural sensitivities is vital to respecting our indigenous culture.

- Cultural practitioners
- Cultural sites
- Flora & fauna
- *Heiau* (temples)
- *Kabuna*
- *Ki‘i* (Tiki)
- *Lū‘au*
- “Mainland” vs. “Continental U.S.”

### PROPER PLACE NAMES:

Learn the importance of using proper Hawaiian place names before their English nicknames.

# Brand Tone

Brand Voice

What Hawai'i Is & Isn't

## BRAND VOICE

The way we speak should reflect Hawai'i's brand and the personality of its people.

### Natural

When speaking about Hawai'i, it should feel warm, relaxed and conversational. Our words should describe the wonder of experiencing Hawai'i without selling.

### Genuine

The beauty of Hawai'i doesn't need a filter. Today's travelers seek out meaningful experiences rooted in culture, so we should present Hawai'i in a way that's true to its people.

# WHAT HAWAI'I IS & ISN'T



## Hawai'i Is:

Cultural  
Caring  
Generous  
Unique  
Unforgettable  
Welcoming

## Hawai'i Isn't:

Cliché  
Disrespectful  
Familiar  
Dangerous  
Inhospitable  
Kitschy

# Island Brands

Statewide Messaging

Individual Brand Personalities

Kaua'i

O'ahu

Moloka'i

Lāna'i

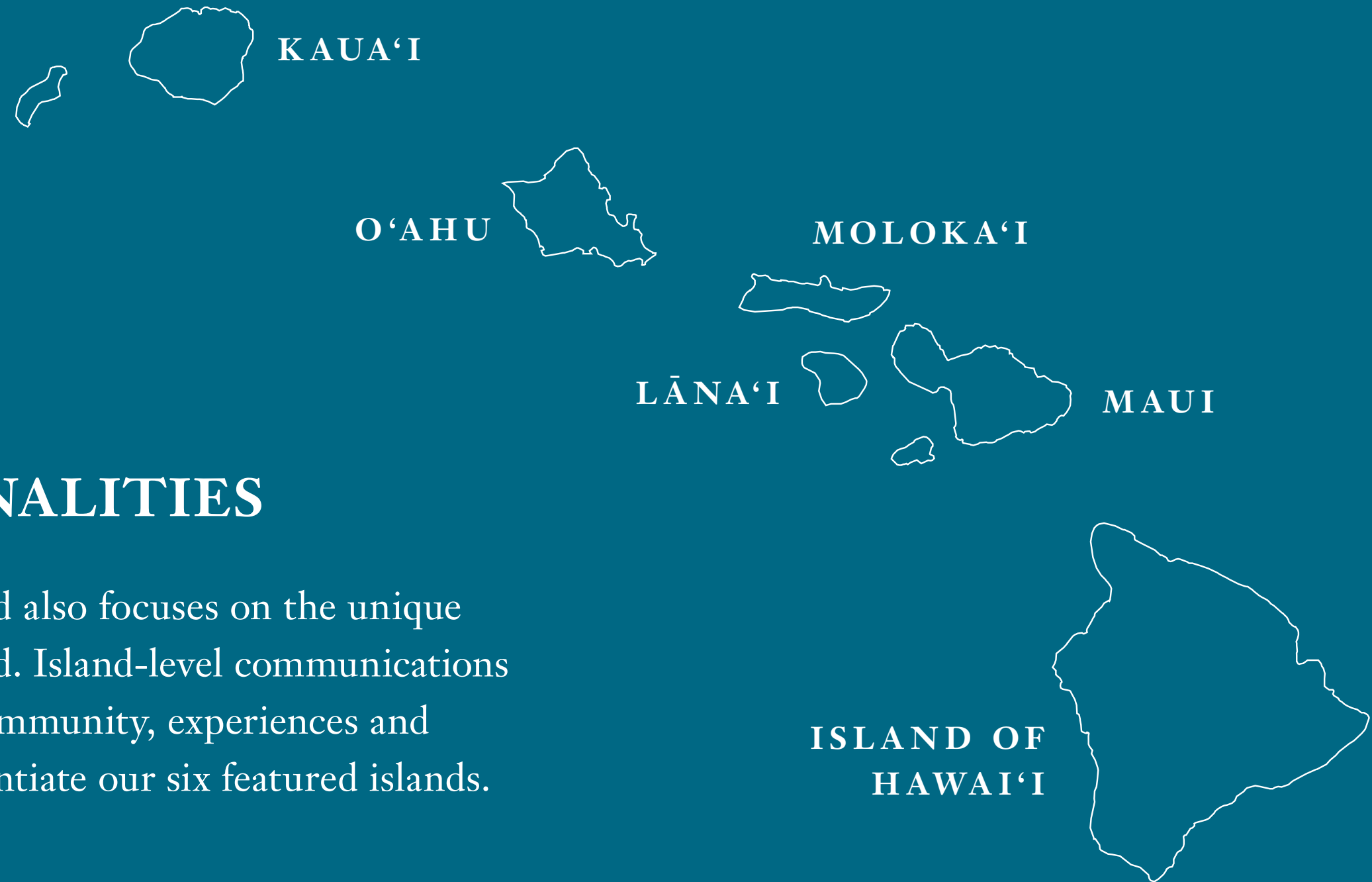
Maui

Island of Hawai'i

## STATEWIDE MESSAGING

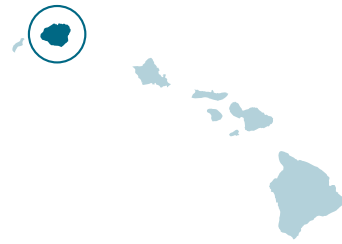
Six unique Hawaiian Islands. Six unique experiences. One inspiring destination. From crystal clear waters to emerald valleys, from volcanic trails to golden sands, each setting has a story to tell. While the places, activities and adventures are unforgettable, the true power of Hawai'i lies in the people of Hawai'i. Their *aloha* (love) for the land, their unique culture, and the generous spirit of these islands make this special place like no other destination in the world.





## INDIVIDUAL BRAND PERSONALITIES

The Hawaiian Islands brand also focuses on the unique characteristics of each island. Island-level communications showcase the geography, community, experiences and cultural aspects that differentiate our six featured islands.



# KAUA'I

Lush. Idyllic. Peaceful. Serene.  
Immersed in Nature. Endless Shades of Green.\*

## VISITOR PROFILE

Guests to Kaua'i love nature and the island's peaceful, immersive environment. They travel to escape the hustle of life and are less interested in urban experiences or crowds. They prefer relaxation and rejuvenation, and don't want to feel pressured to "see all the sights."

## BRAND MESSAGING

"Rejuvenating" is often used to describe Kaua'i and its immersive natural beauty. The northernmost and greenest of the Hawaiian Islands is a place to put down your phone and forget your worries. Experience the raw energy of the soaring cliffs along the Nāpali Coast, the expansive vistas of the Waimea Canyon and the soothing waters of the Wailua River. Breathe deep. Unwind. And rediscover a special connection to nature on this beautiful, tropical island.



\* These cue words are the emotional impressions that our target audience should come away with. They are not to be used as taglines or explicit messages in marketing communications.



# O‘AHU

Energy. Vibrant. Contemporary.  
Iconic. Cosmopolitan Town and Country.\*

## VISITOR PROFILE

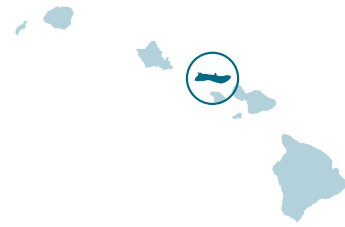
Guests to O‘ahu are active travelers. They’re highly engaged and relax by having fun. They’ve done their research and are determined to check off their to-do list. They enjoy and prioritize experiences in nature, culinary discoveries, historic landmarks, shopping, nightlife and festivals.

## BRAND MESSAGING

This is where culture meets creativity. In the lively center of the Hawaiian Islands, luxury and leisure, excitement and adventure can all be found in just the right proportion to suit you. O‘ahu is famous for iconic Waikīkī Beach, Pearl Harbor and the surfing mecca on the North Shore, but there’s much more to this storied destination. From festivals that celebrate Hawaiian culture to major events at the pinnacle of sports and entertainment, there’s always something to do. Even disappear into the lush tropical beauty that abounds from mountain to ocean. Discover the next food trend before it goes global, from the up-and-coming chefs and mixologists staking O‘ahu’s claim as a culinary capital. And schedule some free time on your itinerary, when you can go with the flow and soak in the buzz and energy of O‘ahu.



\* These cue words are the emotional impressions that our target audience should come away with. They are not to be used as taglines or explicit messages in marketing communications.



# MOLOKA'I

Rustic. Rugged. Unspoiled. Natural.  
Old Style Hawai'i. Community.\*

## VISITOR PROFILE

Guests to Moloka'i want to learn about, understand and experience a life that is rustic, unspoiled, rugged and reminiscent of "Old Style" Hawai'i.

## BRAND MESSAGING

Natural and rustic, Moloka'i remains true to its island roots. Where visitors can experience old-style Hawai'i and feel the Hawaiian culture and *aloha* spirit permeate from the central town of Kaunakakai to the rugged wilderness on a guided trek through revered Hālawā Valley. Explore the glorious North Shore Pali Coast to see the tallest sea cliffs in the world and take in some of the islands' most remarkable views. Or discover Pāpōhaku Beach, one of Hawai'i's largest white sand beaches. Here, it's all about savoring the simple things in life.



\* These cue words are the emotional impressions that our target audience should come away with. They are not to be used as taglines or explicit messages in marketing communications.



# LĀNAʻI

Quiet. Historic. Tightly knit small town.  
Restorative. Unforgettable.\*

## VISITOR PROFILE

Guests to Lānaʻi want to discover the historic and cultural heritage of the places they visit and have a positive impact on the community. They appreciate the deeper story that lies beneath the surface, and prefer the quaint, mom and pop genuine relationships fostered in a small town on an untouched island.

## BRAND MESSAGING

From Native Hawaiian traditions that leap from the storied landscape to colorful and communal vestiges of the proud pineapple capital of Hawaiʻi's Plantation Era, Lānaʻi is saturated in heritage and history. And it rewards patience and planning. Like its tree-lined vistas subtly obscured by heavenly mist, the depth of Lānaʻi's appeal lies beneath the surface, awaiting to enrich the experience of visitors who know there's always more than meets the eye. The historic town square and quaint, locally-owned shops and restaurants of Lānaʻi City are home to countless tales of a community built on timeless Hawaiʻi values. Where the unforgettable Lānaʻi spirit shines through for guests who embrace the relaxing pace of life and want to return home changed by the kindness and *aloha* they encountered while visiting the quiet island of Lānaʻi.



\* These cue words are the emotional impressions that our target audience should come away with. They are not to be used as taglines or explicit messages in marketing communications.



# MAUI

Laid Back. Leisurely. Social Interaction.  
Friendly. Not Contrived. Discovery. Small Towns.\*

## VISITOR PROFILE

Maui guests seek variety, choice and spontaneous adventures. They prefer soft adventures like relaxing on Maui's spectacular beaches, dining on award-winning cuisine and meeting local artisans. Most of all, they believe enjoying a vacation shouldn't be work—too much planning turns them off.

## BRAND MESSAGING

Maui is where larger-than-life experiences meet small-town charm. This is the best of both worlds, offering a unique blend of sophistication and simplicity. Indulge in the fresh bounty produced year-round by the farms and gardens of Upcountry Maui. Explore Haleakalā National Park to witness an epic sunset from 10,000 feet. Or simply lounge poolside at some of the island's most luxurious resorts. From friendly folks to picturesque landscapes, there's a reason why Maui is one of the world's most iconic island destinations.



\* These cue words are the emotional impressions that our target audience should come away with. They are not to be used as taglines or explicit messages in marketing communications.



# ISLAND OF HAWAI'I

Living Culture. Accessible. Active. Exploration.  
Saturated Blues/Greens/Blacks. Boundless. Volcanoes.\*

## VISITOR PROFILE

Guests to the island of Hawai'i are active and adventurous with an insatiable curiosity. They seek unique and unusual adventures they can't find anywhere else. They're interested in history, culture and natural wonders that create the "experience of a lifetime." They also like the idea of having "trips" within their vacation.

## BRAND MESSAGING

Take a road trip on the youngest and largest of the Hawaiian Islands. Nearly twice as big as all of the other Hawaiian Islands combined, the island of Hawai'i's sheer size and natural diversity are awe-inspiring. Visit some of the most pivotal sites in Native Hawaiian history, hike an active volcano, and explore multiple climate sub-zones in a single day. From the crystal blue waters of Kona to the black sands of Punalu'u, there is so much to see on this storied island that invites outdoor adventure.



\* These cue words are the emotional impressions that our target audience should come away with. They are not to be used as taglines or explicit messages in marketing communications.



# Brand Assets

Logo

Graphic Palette

Pattern

Typography

Photography & Video



# LOGOMARKS

## STATEWIDE

- 1a Hand-crafted typeface
- 1b Gradient bar



## ISLAND-SPECIFIC

- 2a Island identifier
- 2b Gradient bar
- 2c "One of the HAWAIIAN ISLANDS"



# PRIMARY LOGOS

These are the official primary logos of The Hawaiian Islands. The Hawaiian Islands logo should be used for statewide and multi-island uses, and the island-specific logos should be used only when one island is represented.

Whenever possible, the 4-color versions are preferred in all communication materials. In the event that a 1-color version is required, utilize the black or white alternative.

## DO NOT:

- Alter the marks in any way.
- Separate the text from the gradient bar.
- Add words, shapes or any other new elements to the mark.
- Replace the typeface with any other typeface.
- Modify the size of the text in relationship to the gradient bar.

Statewide and Multi-island Logo



Island-specific Logos



## SECONDARY LOGOS

These are the official secondary logos of The Hawaiian Islands. Please use this version of the logos for island-specific purposes when ad units are too small for the readability of “One of the HAWAIIAN ISLANDS” on the primary logos.

Whenever possible, the 4-color versions are preferred in all communication materials. In the event that a 1-color version is required, utilize the black or white alternative.

### DO NOT:

- Alter the marks in any way.
- Separate the text from the gradient bar.
- Add words, shapes or any other new elements to the mark.
- Replace the typeface with any other typeface.
- Modify the size of the text in relationship to the gradient bar.

### Island-specific Logos

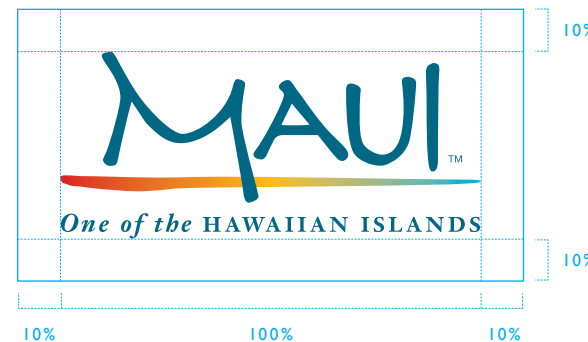
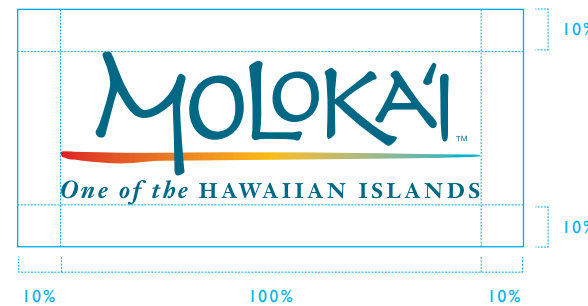
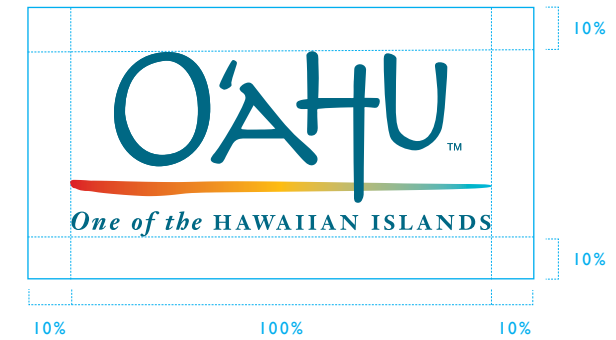


# PRIMARY LOGO USAGE

## CLEAR SPACE

The clear space of the statewide and island-specific logos (primary and secondary) is **10%** of the overall width of the logo.

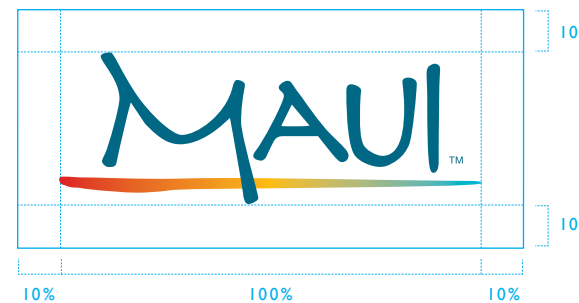
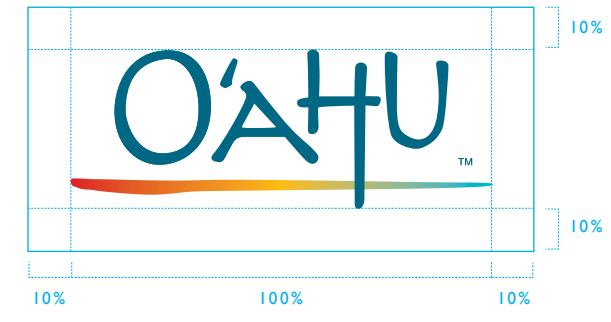
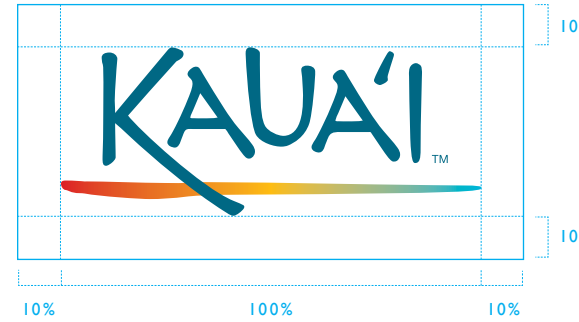
These guidelines apply to both the positive and reversed out versions.



# SECONDARY LOGO USAGE

## CLEAR SPACE

The clear space of the statewide and island-specific logos (primary and secondary) is **10%** of the overall width of the logo.



# LOGO USAGE

These minimum size guidelines apply to both the positive and reversed out versions.\*

## PRINT 1.5"



1.5"



1.5"



1.5"



1.5"



1.5"



1.5"



1.5"



1.5"



1.5"



1.5"



1.5"



1.5"

## DIGITAL 80px



80px



80px



80px



80px



80px



80px



80px



80px



80px



80px



80px



80px

\* Please take into consideration final output of logo size especially for large format signage such as a booth or sponsorship banner.

# LOGO USAGE



Primary logo on white background.



Reversed logo on photo with sufficient contrast.



Do not remove the gradient bar.



Do not change the brand colors.



Do not apply a gradient.



Do not stretch or skew the logo vertically or horizontally.



Do not add a drop shadow, bevel, or any effects to the logo.



Do not alter the transparency.



Do not alter color fills.



Do not rotate or tilt.



Do not apply strokes/outlines.



Do not add any graphic elements.



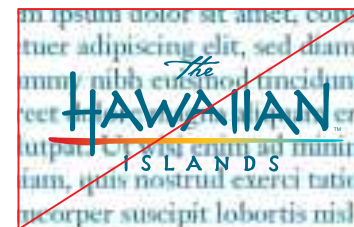
Do not use reversed logo on linen background.



Do not use full color logo on a photo if the contrast available does not provide sufficient legibility.



Do not use full color logo on a color.

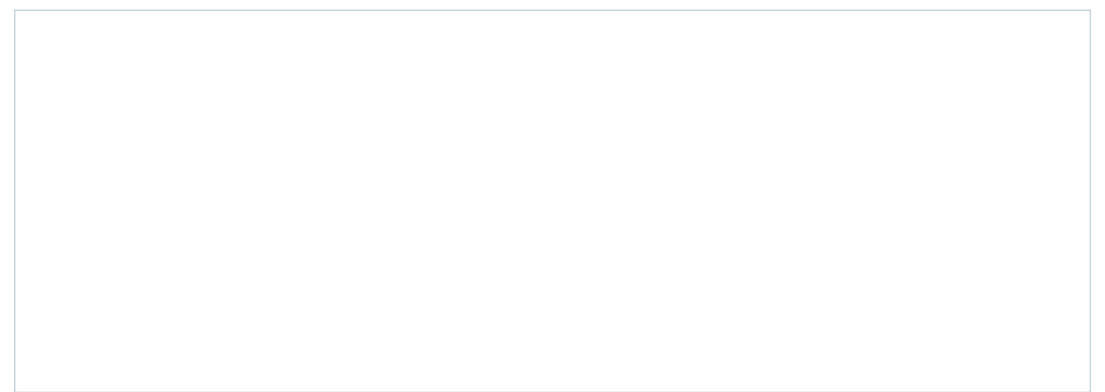
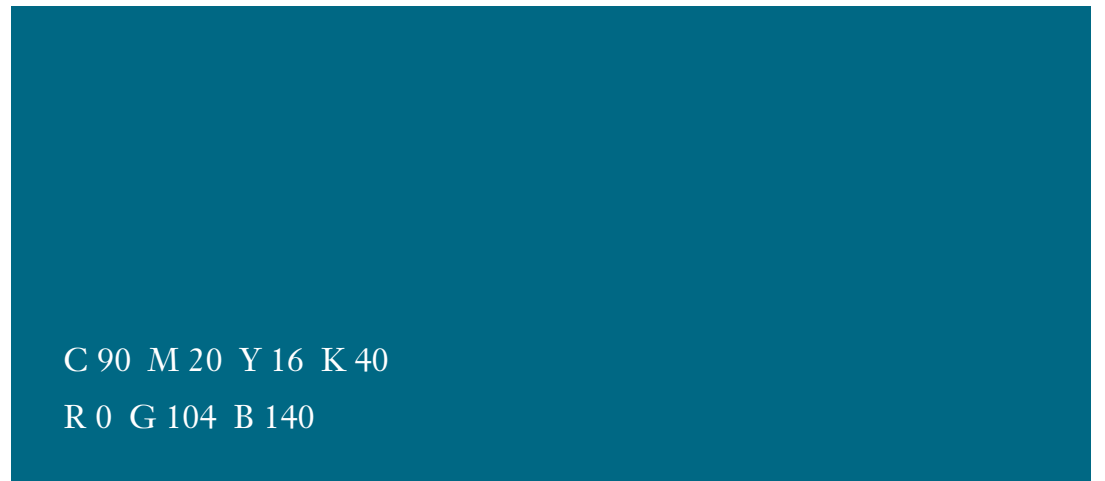


Do not overlay logo on copy.



When using PNGs or JPGs make sure that they are the appropriate resolution for the application.

# GRAPHIC PALETTE



For the Hawai'i brand, colors are reflected in nature. Textural photographs that represent the sea, sky and land can be used sparingly as accent color blocks.

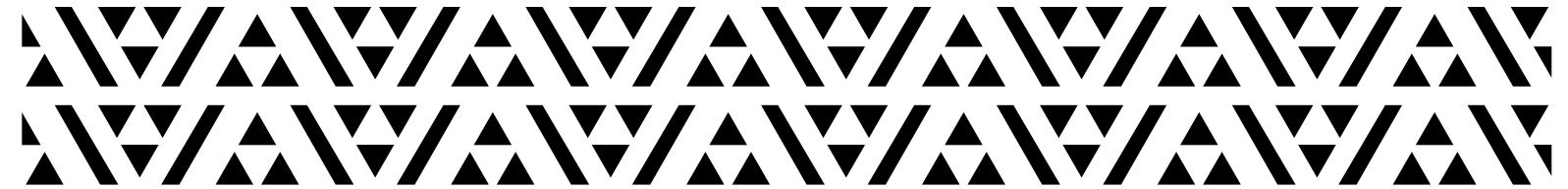


# PATTERN

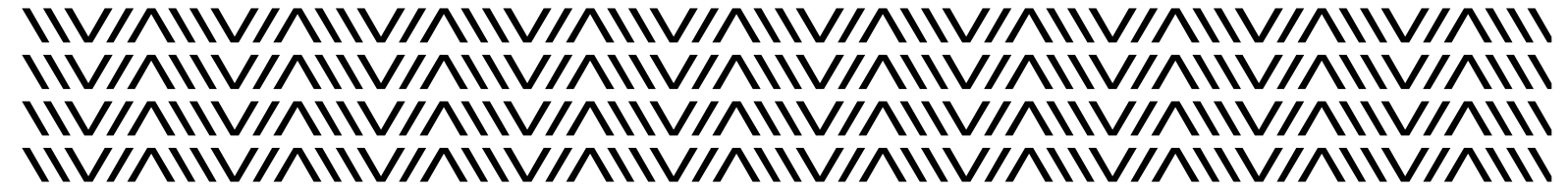
These geometric patterns are inspired by designs imprinted on traditional Hawaiian bark cloth, known as *kapa*. Each pattern has a unique meaning that represents Hawai‘i’s culture and natural beauty. The tighter, closer *nibo* (triangular/teeth-shaped) patterns symbolize protection, while the zig zag patterns symbolize the influx of people gathering and coming together.

Using traditional patterns, even with a more modern and simplistic design, helps to keep our assets rooted. However, it’s important to use the patterns sparingly as they can become repetitive and distracting.

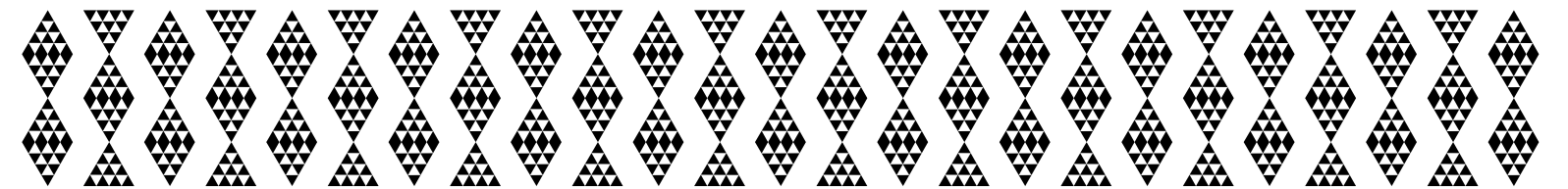
A - MALU



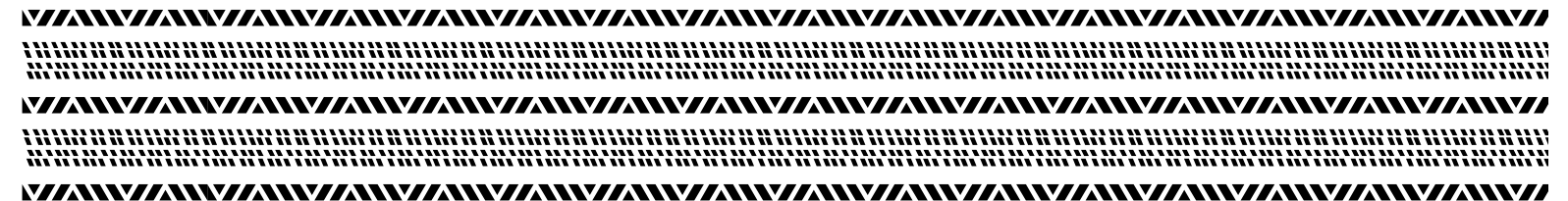
B - HUAKA'I



C - LAUNA



D - HĀNAI



Patterns can be used horizontally or vertically.

# TYPOGRAPHY

Legibility is crucial when typesetting text in all print and digital materials. A combination of brand fonts are utilized throughout the brand layouts and contain the *‘okina* and *kabakō* as needed.

- **Orthography:** The correct use of Hawaiian language is important in print, offline, banners, video material and text overlay, and all digital platforms, including social media. The *‘okina* and *kabakō* not only change the pronunciation, but the meaning of the word they are used in.

The *‘okina*, or glottal stop, is a consonant that breaks the sound between the vowels it is placed between (a‘a, a‘e, a‘i, a‘o, a‘u). *The kabakō*, or macron, elongates the sound of the vowel it is placed over ( ā, ē, ī, ō, ū ).

For example, *lanai* means “stiff-backed,” a *lānai* is a porch or a patio, while Lāna‘i refers to the island.

- **Hawaiian Words:** Italicize all Hawaiian words except proper nouns and headings and include their meaning in parentheses if it’s not made clear in context.

## HEADERS/HEADLINES/BODY COPY

### Janson Text LT Pro

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo  
Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz 01234567890

## CALL TO ACTION/URLS

### Open Sans

Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll Mm Nn Oo  
Pp Qq Rr Ss Tt Uu Vv Ww Xx Yy Zz 01234567890

## HEADERS/HEADLINES/BODY COPY ALTERNATE (When Janson Text Lt Pro is not available)

### Gentium Plus

## CALL TO ACTION/URLS ALTERNATE (When Open Sans is not available)

### Arial Unicode MS

# PHOTOGRAPHY & VIDEO

Photography and video are critical in marketing destination brands. When selecting images, choose images that are evocative, spontaneous, exotic and above all, capture a real, unposed moment.

- Images must reflect the correct island (do not use a Kaua'i image for a Maui ad).
- Images must be shot in Hawai'i.
- Images should not be flipped, skewed or otherwise altered in a way that renders them visually inaccurate.
- Natural beauty is one of The Hawaiian Islands' brand pillars, so images should not be over-edited or colorized.

## KNOWLEDGE BANK

Knowledge Bank is the digital asset library available to all marketing contractors in an effort to help promote The Hawaiian Islands.

Visit [hawaii.barberstock.com](http://hawaii.barberstock.com) or contact [knowledgebank@hvcb.org](mailto:knowledgebank@hvcb.org) for additional assistance.



# PHOTOGRAPHY & VIDEO PILLARS



Breathtaking  
Landscapes



Culture



Local  
Cuisine



Soft  
Adventure

# PHOTOGRAPHY & VIDEO TO AVOID

**AVOID:**

- Contrived, posed, clichéd images.
- Images of people in dangerous situations.
- Too close to endangered species or harassing wildlife.
- Depicting lava flows that do not reflect current conditions.
- Stacked rocks.
- Artificial or plastic *lei*.
- Non-native plants or animals.
- Dangerous or sensitive cultural sites.
- Anything that may be sensitive to local people, culture and customs.



Ma'ema'e Toolkit

# Brand Application

Guidelines

Video Content

Online

Social Media

# GUIDELINES

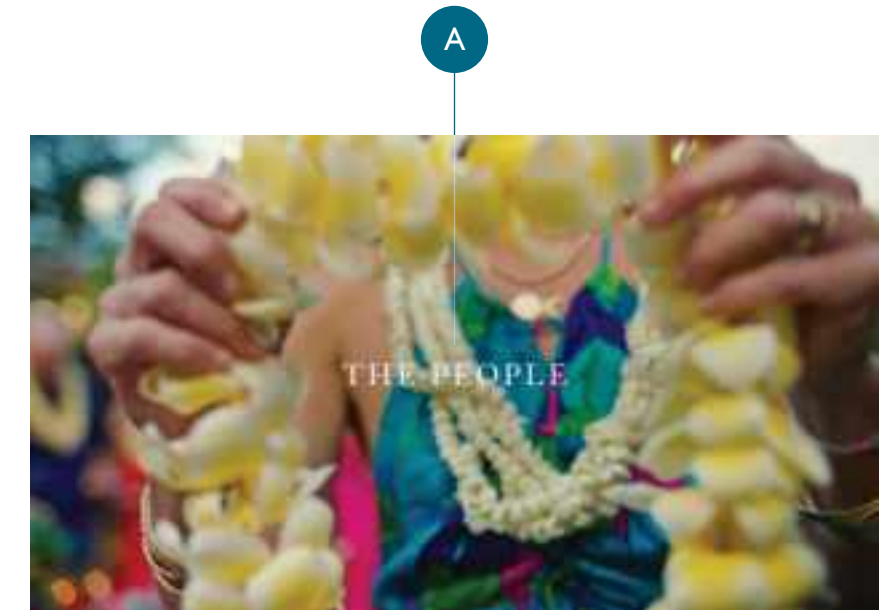
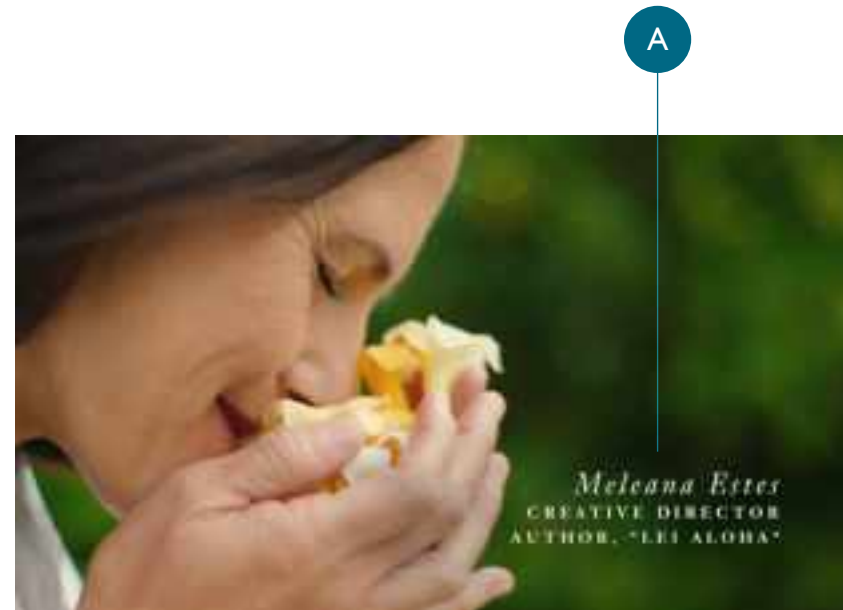
- For any consumer-facing materials, please refer to us as: The Hawaiian Islands. When it's referenced as our brand, we capitalize the "T" in "The." Do not italicize.
- When referencing the Hawaiian Islands, we use an uppercase "I." But if we are saying "islands" without "Hawaiian" before it, we use a lowercase "i."
- Do not promote the island of Hawai'i as the "Big Island." Refer to it as the "Island of Hawai'i." "Hawai'i Island" can also be used, although "island of Hawai'i" is preferred.
- Do not capitalize the "island" in "island of Hawai'i" unless it's being used at the start of a sentence, then it can be "Island of Hawai'i." First reference should be the "island of Hawai'i." Subsequent references can be "Hawai'i Island" with a capital "I" within the same deliverable.
- "Mālama," with a capital "M" refers to the program or voluntourism, versus "mālama," with a lowercase "m" that refers to the Hawaiian value of caring for something. This applies to "Kuleana" (Travel Tips) versus the Hawaiian value of "kuleana" (privilege or responsibility).



# VIDEO CONTENT

When producing video, text appearing on supers should be set in Janson typeface except the call-to-action. Size is at the discretion of the art director. Videos should include proper Hawaiian orthography.

- A** All text set in Janson except CTA.
- B** In the end, if the video is statewide or represents multiple islands, use The Hawaiian Islands logo over the video. If the video represents one island, use the primary island-specific logos.
- C** CTA should be placed below the logo in Open Sans.



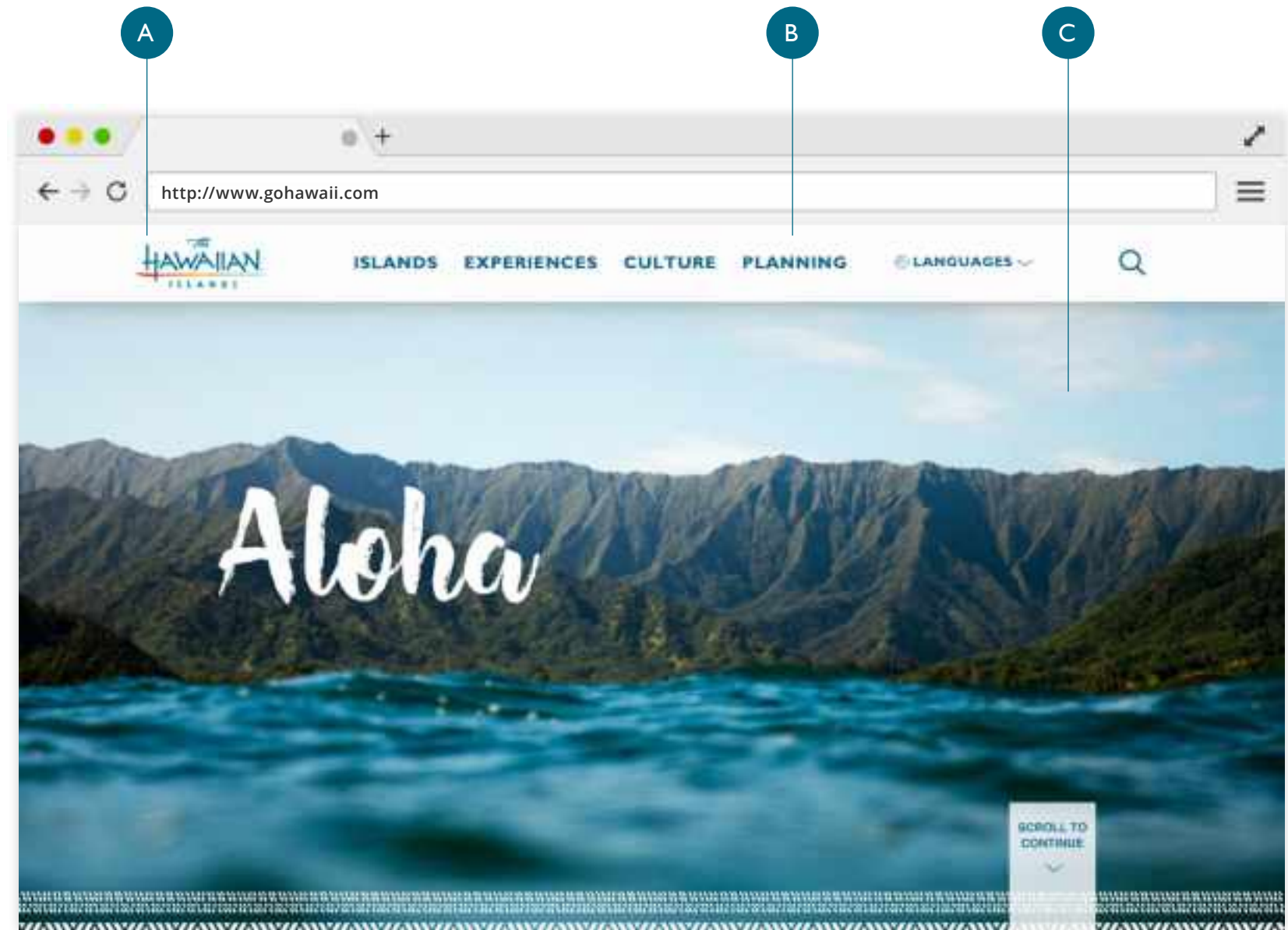


# WEB

Use Hawaiian orthography for digital executions.

- A** Logo is left aligned on the top of the screen.
- B** Use Arial Unicode MS if Janson web font is not available.
- C** Scenic photo/video is used as a backdrop for the content in a similar fashion to the print ads. Type should be legible on this background.

List as gohawaii.com. Use all lowercase with no http or www (should not be GoHawaii.com or www.GoHawaii.com or http://www.gohawaii.com).



# SOCIAL MEDIA

Social media is a primary storytelling outlet. When posting on any social platform, the following four elements are typically included:

- A Imagery:** Use island-specific images/videos when appropriate. Feature genuine and real moments that provide a sense of place that’s uniquely Hawai‘i.
- B Locations:** Include location (e.g., island name or specific location) while considering current safety, overcrowding or partnership sensitivities.
- C Post Copy:** Use island-specific copy when appropriate.
- D Hashtags:** All brand hashtags should be title case, utilizing Hawaiian orthography as the primary hashtag followed by simplified hashtags. For example, use #gohawai‘i and #VisitislandofHawai‘i as the primary hashtags, followed by simplified hashtags #gohawaii #VisitislandofHawaii.

**Tagging:** Always include island tag (e.g., @oahuvb) if the image or post contains tagable users, tag or mention them for appropriate credit.

**User-Generated Content (UGC):** Image and videos should adhere to photography guidelines and always credit the photographer.

The full social media guidelines are available for download [here](#).



## ACCOUNTS

### Statewide

- facebook.com/hawaii
- instagram.com/gohawaii
- x.com/gohawaii
- youtube.com/gohawaii
- @gohawaii (X, IG and TikTok)
- @hawaii (FB)

### Kaua‘i

- facebook.com/kauaivisitorsbureau
- @kauaidiscovery (X and IG)

### O‘ahu

- facebook.com/oahuhawaii
- @oahuvb (X and IG)

### Maui

- facebook.com/visitmaui
- @mauivisit (X and IG)

### Moloka‘i

- facebook.com/molokaivisitorsassociation
- @seemolokai (X and IG)

### Lāna‘i

- facebook.com/visitlanai
- @visitlanai (X and IG)

### Island of Hawai‘i

- facebook.com/islandofhawaii
- @hawaiibigisland (X)
- @theislandofhawaii (IG)

## HASHTAGS

- #gohawai‘i #gohawaii
- #VisitKaua‘i #VisitKauai
- #VisitMoloka‘i #VisitMolokai
- #VisitMaui
- #VisitO‘ahu #VisitOahu
- #VisitLāna‘i #VisitLanai
- #VisitislandofHawai‘i #VisitislandofHawaii

# Questions?

*Mahalo* for doing your part to responsibly promote and perpetuate the Hawaiian Islands.

If you have any questions, please contact [marketing@hvcb.org](mailto:marketing@hvcb.org).