

Aruba Tourism Authority



# Corporate Plan

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# From the CEO



We are proud of the consistent and continued positive performance of our tourism sector. Aruba continues to be one of the top performers in the Caribbean region. The demand and price positioning are amongst the highest. While this is the case, our destination is at a crossroads. In this regard it is crucial to acknowledge a *shift* in sentiment towards tourism worldwide. Overtourism, the excessive negative impact of tourism on the host communities and natural environment is real, and in Aruba, we are not immune to this globally increasing wave of sentiment. In Aruba, our locals are very cognizant of the importance of tourism, this was again reconfirmed in another local sentiment survey. 68% of the population indicated to be happy with our tourism industry while for the hospitality sector 75% said to be happy with the industry. Locals did express concerns in several areas, however. Concerns include unpayable housing for locals, pressure on our infrastructure, lack of benefit that locals derive from tourism-generated revenue, and damage to nature and the environment. It is no secret that the 90s destination development growth model does not apply today nor will it apply in the future. This realization is not new and has been incorporated in A.T.A.'s strategy since its inception as an independent organization (2011).

On the global front, there are more cases showing an extreme side of negative sentiment towards tourism. In destinations such as Mallorca and Barcelona locals have staged protests against visitors, while a Japanese town overlooking Mount Fuji installed view-blocking barriers, as a counter reaction to the town's huge popularity on social media platforms. The US national parks are extremely full, and Venice has started

charging day-trippers an entry fee. These developments show that the travel industry is changing how locals feel about visitors and there's a growing demand for a more controlled management. According to Jeremy Sampson CEO of the Travel Foundation one avenue to "save tourism" is to have Destination Marketing Organizations (DMOs) switch from encouraging tourism to "balancing it". Sampson believes that as DMOs grow stronger in their ability to balance tourism, things will change for the better.

As part of our continuous evolution in tourism management, the Aruba Tourism Authority (A.T.A.) is committed to this transition and aspires to move our destination to ultimately a more regenerative model, one that aims to create net positive effects through increasing the regenerative capacity of human societies and ecosystems.

The evolution and *shift* is depicted in A.T.A.'s Multi-Annual Corporate Strategy 2025-2035 (MACS), A.T.A.'s 4th business plan. The A.T.A. will embark on a journey of change, moving towards a more responsible, sustainable, and finally regenerative industry, where we no longer focus on 'what can Aruba do for its visitors' but rather on 'what can Aruba do for its guests and what can our guests do for Aruba'. As such, we have identified six strategic *shifts* that outline our aspirations for the visitor economy by 2035. These strategic *shifts* entail an integrated destination management approach where we will seek to achieve a more balanced focus in the coordination and investments in destination management.





We will adopt a high-value visitor strategy, expanding our targeting strategy to also attract like-minded guests who value our responsible tourism mindset and are mindful hereof and who contribute to our economy, respect our culture and natural environment, and protect our destination brand. Behavioral change shall be promoted through education, amongst other, in different stages of the customer journey including pre-visit. Quite a *shift* in Aruba's international brand positioning.

The Aruba Effect communication framework shall as such go through another round of evolution where we added a centering point, 'protect it,' a meaningful commitment to invest in work that protects the island, the wildlife, the culture, and the quality of life for the locals. It also is our internal rallying point to influence how we communicate with a range of audiences, from potential first-time visitors and repeaters, to on-island residents and businesses, and to on-island guests. Next to applying the right communication strategy at the 'Feel it', 'Want it' and 'Get it' stages, 'Protect it' shall be at the heart of what we do and shall influence how we communicate with each audience. On-island communication shall be enhanced to steer behavioral change amongst our guests and locals, in support of 'Protecting' our island. We will also embrace a segmentation approach, targeting specific segments aligned with our niche framework.

On the destination front, the Destination Services Unit (DSU) also recognizes the need to *shift*. As such, the unit has launched a new framework, along with five guiding principles, focusing on community engagement, sustainable coastal development, carrying capacity, regenerative tourism practices, and continued advocacy that will be at the center of all destination management efforts. Destination development efforts will be in support of 'protection' and 'balance'. In this regard, our communication and destination development approaches will continue to be based on 'research and data'. Updates to A.T.A.'s carrying capacity study, which includes

another round of visitor sentiment survey, local sentiment survey, an overhaul of A.T.A.'s Tourism Impact Model capturing different scenarios, as well as key pieces of research including Niche Framework, Events Roadmap, Luxury Cruise Research, Culinary Roadmap, Brand tracking, Economic impact studies, and updates to our short term vacation rentals analyses, shall all be applied.

As for the A.T.A. organization and family, we are committed to prioritizing a people-centric and purpose-driven approach.

We are proud to take these steps and continue to spearhead innovative and responsible destination development to benefit the Aruban community and our guests.

In addition, to strategic shifts, we have outlined five important strategic pillars, our core priority areas, that will guide us towards our aspiration 2035. These crucial pillars are derived from the High-Value, Low-Impact (HVLI) Tourism Model and are seen as the evolution of the HVLI model, which has effectively guided our destination marketing and product development initiatives and projects in recent years. Recently CNBC Travel (August 20, 2024) shared insights about Americans' decreasing spend on travel highlighting "Travelers may have finally had enough. With revenge travel over and pandemic savings depleted, travelers say they're planning fewer trips this summer, or skipping their vacations altogether. "After two straight years of strong gains, the number of Americans planning to take leisure trips is taking a dip," states a summer travel report from Deloitte Insights. The close of the second-quarter earnings season showed that major companies such as Marriott, Hyatt, Wyndham, Airbnb and Expedia are expecting travel demand to weaken this year as well.



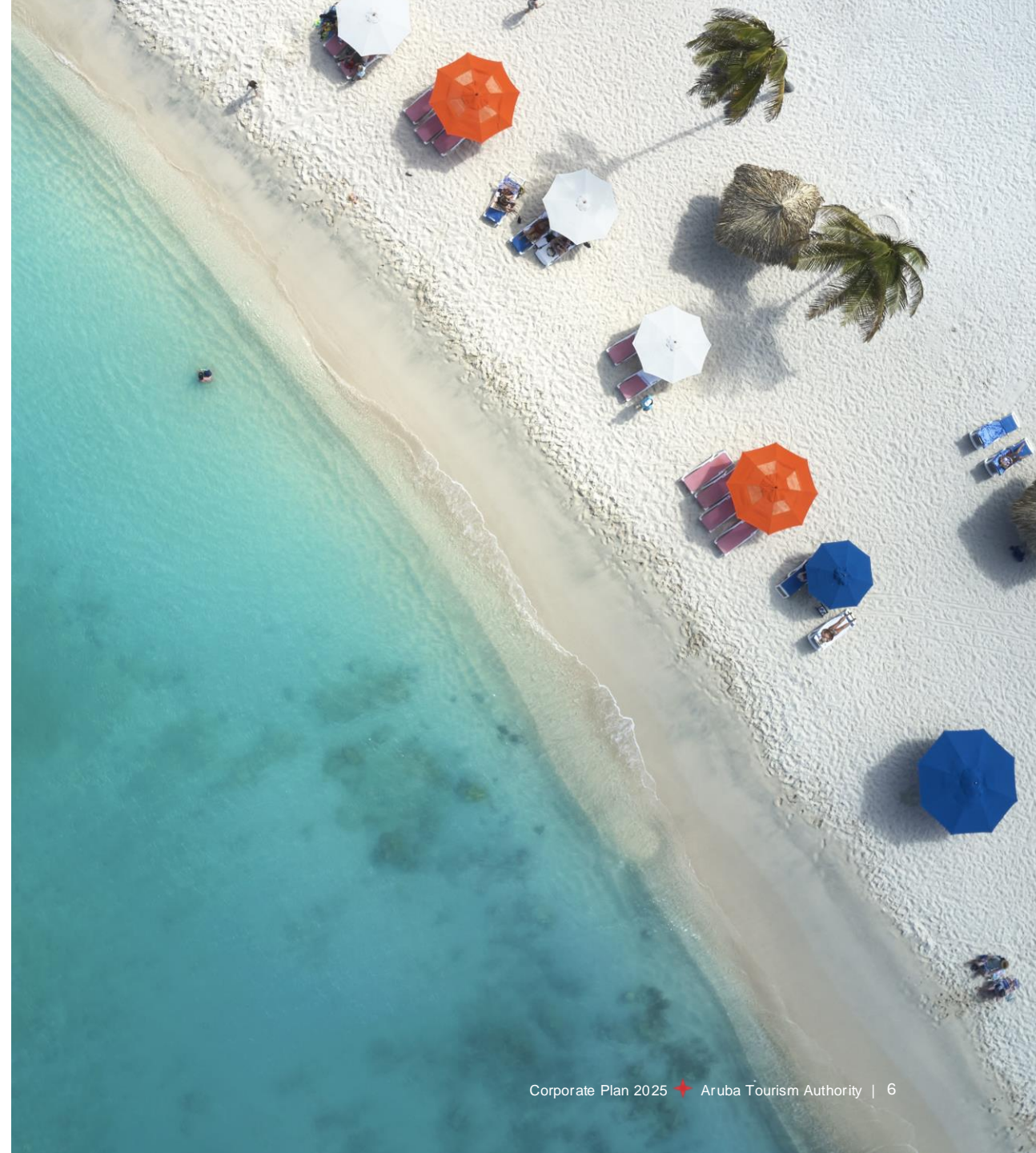
At the A.T.A. and across the industry we continue to be vigilant; the tourism sector is vulnerable! A.T.A.'s Corporate Plan & Budget for 2025 accounts for a stable stay-over visitor arrivals and continued growth in tourism receipts. Together with the referenced *shifts*, the task at hand for 2025 is huge and is evidently geared towards safeguarding the pillar of the economy, being our tourism industry, and its vital contribution to Aruba and our people's livelihood.

For the A.T.A. it remains critical for there to be a shared responsibility to protect our tourism industry and its wellbeing. Aspiring and achieving "Un Aruba Dushi pa Biba ta Un Aruba Dushi pa Bishita" is a collective responsibility. We recognize that on the global front, there are more cases showing an extreme side of negative sentiment towards tourism. We are aware of the sentiment of our locals and of concerns expressed, which have served as a guiding principle in defining A.T.A.'s MACS 2025-2035 as well as our Corporate Plan and Budget for 2025. Collectively we must never lose sight of what makes Aruba a 'great vacation experience'; our friendliness and welcoming nature, amongst other, is to continue to shine. We trust it will as it is after all part of our DNA.

On behalf of the entire A.T.A. team, it is my pleasure to present the Corporate Plan & Budget for 2025. It is time we embark on a journey of change, of *shifts*, and the A.T.A. is committed to continue to collaborate and transform our sector together with our stakeholders. Our partnerships, a fundamental ingredient of our past success, will continue to be indispensable in our new responsible tourism model.

**Ronella Croes**

*CEO Aruba Tourism Authority*



# High-value, Low-impact

## Tourism Model

### Sustainable tourism development through 4 main pillars

The High-Value, Low-Impact (HVLI) tourism model serves as the cornerstone for sustainable tourism development in Aruba. This model aligns with the principles outlined in A.T.A.'s newly developed strategic pillars within the MACS 2025-2035 framework.



# Reading Guide



## A.T.A.'s MACS 2025-2035

### Trends & Developments in Tourism

Overtourism



### Key Strategic Shifts

Key Strategic Shifts Overview

### Our Aspiration towards 2035

Our Sustainability Ambition



Key Strategic Shifts in Our Core Purpose & Vision

Our Strategic Pillars

Our Strategic Objectives

## A.T.A.'s Corporate Plan 2025

### Guiding Principles

Our Guiding Principles for 2025

### Marketing & Promotions



High Value Visitors Attraction Strategy

Communication Strategy Shifts

Segmentation

Marketing Development & Diversification

Projected Stay-over Visitors by Source Market

Marketing & Promotions Budget 2025

### Destination Services

Our Guiding Principles



Key Shifts

Destination Enhancement

Product Development

Destination Services Budget 2025



C H A P T E R 1

# A.T.A.'S MACS 2025-2035

- Trends & Developments in Tourism
- Key Strategic Shifts
- Our Aspiration towards 2035

# Trends & Developments in Tourism

# Trends & Developments in Tourism

A few perspectives towards 2035

## Increasing Demand, Value and Impact of Tourism

The global tourism service market is expected to grow significantly by 2035, driven by a persistent desire to travel, evolving customer expectations, leading to growth in travel and tourism GDP. However, challenges such as concentrated overtourism and ongoing labor shortages are anticipated to pose hurdles, potentially weakening resident support for tourism.

## Sustainable and Responsible Tourism

Advocating for tourism development that is inclusive and regenerative, supporting biodiversity conservation, cultural heritage, and the economic security of host countries and local communities. This involves integrating Environmental, Social and Governance (ESG) practices and reporting.

## Shared National Vision on Tourism

Establishing the foundation for leading destinations to share a unified, long-term national vision for tourism, offering practical guidance for all stakeholders involved in the destination's tourism development.



# Trends & Developments in Tourism

A few perspectives towards 2035

1

## Enhanced Tourism Governance: Authority 2.0 and Integrated Destination Management

The coordinated effort to legally empower DMMOs to handle tourism-related issues and implement interconnected management strategies for sustainable tourism.

2

## Next-Gen Tourism Management: Harnessing Emerging technologies for Enhanced Travel Experiences

Technologies are revolutionizing how destinations are marketed, managed, and experienced by travelers. This trend encompasses the utilization of various technological innovations such as AI (including tools like ChatGPT), virtual and augmented reality, big data analytics, 5G connectivity, and robotics (room service robots).

3

## Beyond Bleisure: The Rise of Extended Workcations and Digital Nomadism

The integration of remote work with lifestyle travel is leading to an increase in "workcations" and "digital nomad" lifestyles. This trend involves longer stays and a more integrated work-life balance, distinguishing it from traditional bleisure travel, which typically involves shorter trips.

4

## Transformational Travel: The Rise of Immersive, Nature-Focused, Cultural and Authentic Experiences

An emerging trend in travel that deeply impacts travelers. Centered on nature, culture, and authenticity, it transcends mere sightseeing to spark personal growth and transformation. This trend encourages profound engagement with destinations, fostering connections with local communities and natural environments.

5

## The Ubiquitous Role of Social Media in Modern Tourism Marketing and Travel Decision-Making

Social media platforms expose users to visually compelling content about destinations. It further influences travelers when selecting a destination and as such underscores its critical role in modern tourism marketing strategies. User-generated content (UGC) from creators is perceived as more authentic and trustworthy.

# Trends & Developments in Tourism

A few perspectives towards 2035

6

## Enhanced Tourism Governance

As consumers reckon with what it means to be human and green, a shift in values shows how people want to preserve the environment in their daily lives but are sick of the responsibility of the world being sustainable. They want brands to step up and lead the charge on sustainability, while they focus on ways they can take care of the environment around them in their everyday life.

7

## Values-Driven Shift in Approach to Environmentalism

Where things made by technology were once considered top of the hierarchy, things and experiences that offer a human touch are becoming the new premium. People want to preserve their sense of place and self as technology continues to take over more of their tasks and day-to-day lives. People's desire for human connection grows stronger amid the global disconnection crisis.

8

## The New Luxury Mindset: Shift from Brand-Centric to Human-Centric

New, younger, more adventurous luxury consumers are redefining what luxury means to them. Guided by a desire for personality, authenticity, and sustainability, Millennials will represent 50% of the global luxury market by 2025 and Gen Z is poised to take over by the decade's end. These younger consumers are uncompromising and unforgiving towards brands – they don't praise brands based on heritage and craftsmanship, rather they expect them to stand up for something and embody their values.

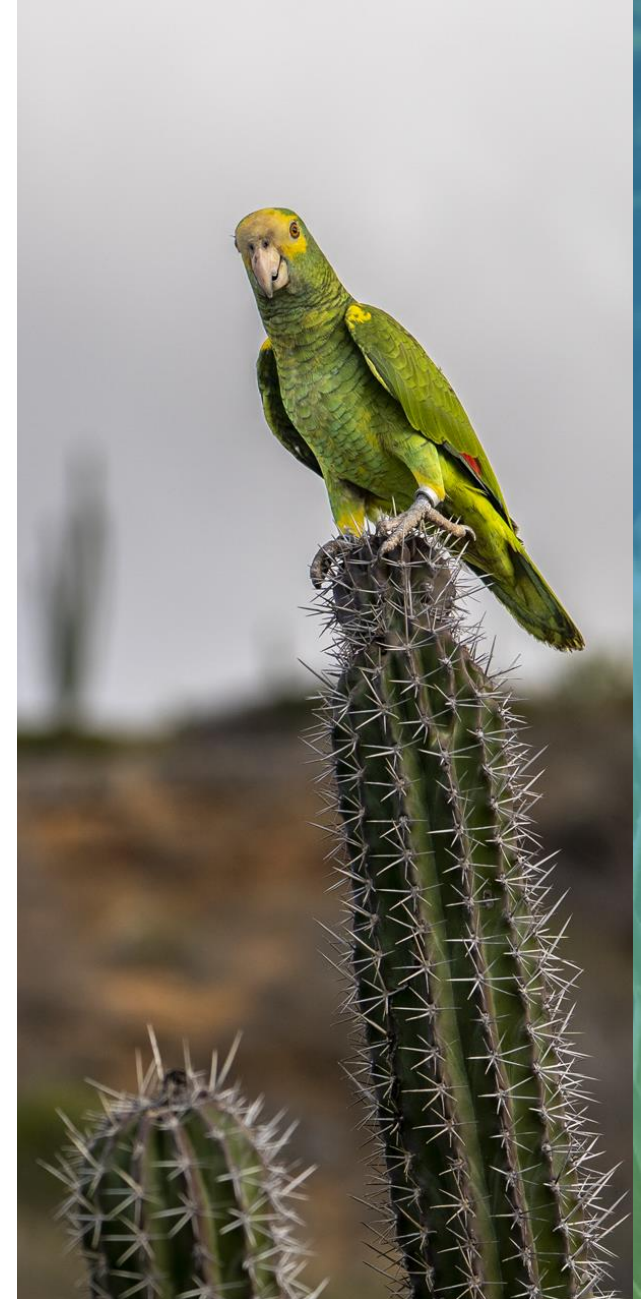
# Overtourism

The term overtourism was first coined in 2016 as an expression to identify potential hazards to popular destinations worldwide and how the dynamic forces that power tourism often inflict unavoidable negative consequences if not managed well. In some countries, this can lead to a decline in tourism demand, if a sustainable framework is not implemented to cope with the economic, environmental, and socio-cultural factors. Consequently, impacting both the residents and visitors alike.

As we pursue our Aspiration, we will proactively align with our sustainability ambition, which aims to inspire, commit, and guide us all in making smart, sustainable choices together, benefiting both society and our destination.



## How are other destinations approaching overtourism?





# Destinations we looked into



## Venice

### Overtourism Strategy:

#### Higher entry fee for day trippers

In 2024 Venice began charging tourists that were not staying at hotels a 5 euro fee before entering Venice. Initially the entry fee only applied on selected 29 days between April and July.

Coming out of the success and acceptance of this entry tax, Venetians could expand this fee to 10 euros, and possibly for 100 days.

Other shifts Venice is making to encourage quality tourism

- Pushing hotel industries to reshape hotels with fewer rooms, but expanded and improved services.
- Capping the quantity of hotels that can open in the City Center.
- Implementing new regulations for Airbnb and short-term rentals.
- Reshaping cruise ship itineraries and building a smaller terminal outside of the Venice City Center to discourage day-trippers.
- Groups of tourists can't have more than 25 ppl or loudspeakers.
- Embracing high-end meetings, incentives, conferences and exhibitions.



## Amsterdam

### Overtourism Strategy:

#### Cruise stop cap & relocation of terminal

Amsterdam plans to start cutting the number of ships that can stop at its main port terminal over the coming years by:

- Starting in 2026, the number of sea cruises that can stop at the Passengers Terminal Amsterdam will be set at 100, down from 190.
- All cruise ships will be required to use shore power by 2027. This will require that all ships receive their electrical power from the shore while docked at the port, cutting the use of onboard diesel engines — a contributor to carbon emissions.
- Within a decade, cruise ships won't be able to stop at the main terminal.
- By 2035, the main terminal for cruise stops will be outside the city.

### Overtourism strategy:

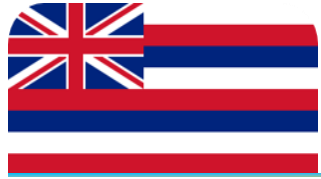
#### Use data to manage tourist flow

To combat overcrowding, sensitivities around nightlife, housing due to short-term rentals, and waste management, Amsterdam relied on data to find solutions and manage overcrowding.

These strategies include:

- Selling City Cards for public transportation and attractions that travelers use to 'check-in' at different sites. Through the cards, data is collected that shows movement patterns, allowing officials to anticipate crowds and advise alternative itinerary options.
- Adjusting marketing to promote less-visited parts of the city vs. just the Canal District.
- Gating high-traffic areas and charging fees to enter, providing the attraction with a source of revenue that can be used for taking care of its infrastructure.

# Destinations we looked into



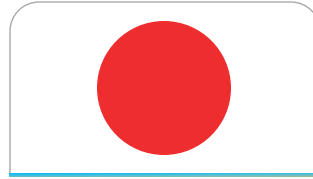
## Hawaiian Islands

### Overtourism Strategy:

#### Regenerative tourism legislation

The Hawaiian islands introduced a bill that is designed to regenerate tourism. This bill ensures that the visitor arrivals grows in a manner that respects and preserves cultural heritage while promoting economic diversification. The bill incorporates a regenerative framework into the Hawaii State Planning Act and the state's Tourism Functional Plan – by expanding objectives and policies for the visitor industry, which include:

- Shifting to a regenerative visitor industry that has a reduced ecological footprint by implementing policies such as decreasing the impacts on beaches, reefs and ocean life, and that aims to sustain and improve the quality of life for Hawaii's people.
- Supporting community efforts to protect the cultural and natural resources of the land, oceans, streams and skies, and to ensure that kapu (prohibited) and environmentally sensitive contexts are protected from visitor traffic.
- Engaging more of Hawaii's businesses by better positioning Hawaii's business owners and entrepreneurs in the economic value chain, and actively supporting other economic sectors to reduce the state's dependence on tourism.
- Empowering Hawaii's people by offering capacity-building opportunities, job training, and education for upward career mobility in the visitor industry.



## Japan

### Overtourism Strategy:

#### Implementation of new trail fees and limiting numbers of hikers

Mount Fuji Climbers must pay 2,000 yen (\$12) and their numbers will be limited to 4,000 a day after complaints of litter, pollution and dangerously crowded trails flowed in the previous year.



## Bahamas

### Overtourism Strategy:

#### Domestic campaign to remind locals of the importance of tourism

"Tourism is Everybody's Business" is a domestic campaign aimed at enhancing public awareness of the nation's premier industry — tourism. The local campaign was developed as an integral part of the country's overall effort to highlight the positive image of Bahamas tourism and seeks to rekindle passion and pride in the Bahamian people for the industry that powers the economy of the island nation.

# Destinations we looked into



## New Zealand

### Overtourism Strategy:

#### Campaign to deter visitors from traveling under the 'social' influence

New Zealand launched a campaign to discourage visitors from "traveling under the social influence" deterring people from following influencers to the "popular spots" and encouraging them to explore and find their own special places.

The aim of the campaign is to illustrate the many incredible things to do in New Zealand beyond the social trends. It also highlights the dangers some people put themselves in trying to get an Insta-perfect shot.

The campaign also promotes the "Tiaki Promise" - the island's effort to commit to act as a guardian. The protection and preservation of our home has also been included in key trend stories. Tiaki means to care for people, place and culture and the incorporation of the use of the island's indigenous language in teaching that all have a responsibility to take care of the island - now and for future generations.



# Key Strategic Shifts

We envision six strategic shifts that outline our aspirations for the visitor economy by 2035. These shifts offer valuable insights into the transformative potential of both the sector and the A.T.A. as a Destination Marketing and Management Organization, guiding us in establishing a strong strategic direction for the next five years.

“

# A Change in Perspective

Moving from a Traditional Tourism Industry,  
towards a Responsible & Sustainable  
Visitor Economy

We turned the question around:”

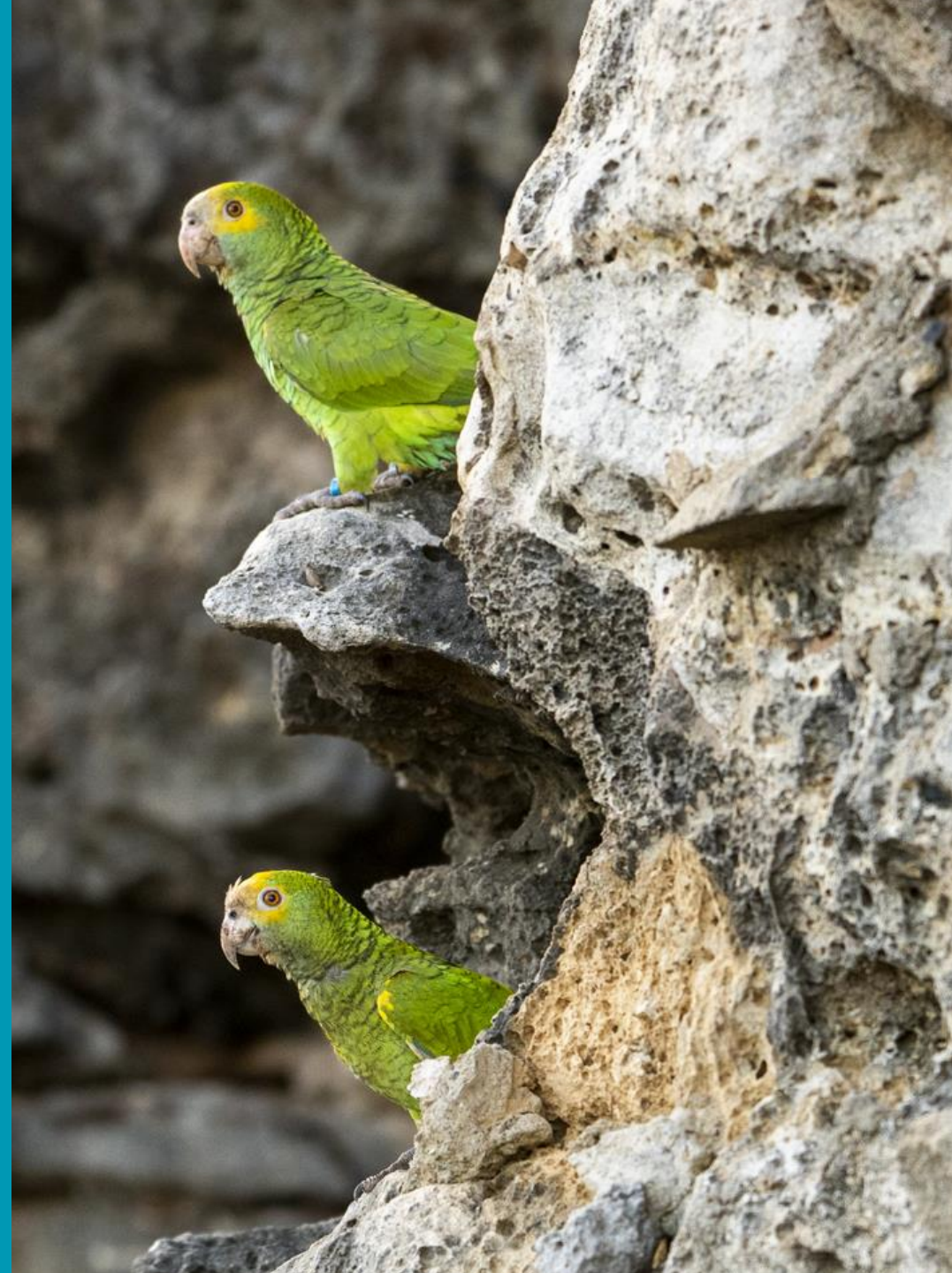
**From**

“What can Aruba do for its visitors?”

**To**

“What can Aruba do for its guests  
and what can our guests do for Aruba?”

”



| STRATEGIC SHIFT  | MOVING FROM   | MOVING TO  |
|--|---|--|
| <b>Integrated Destination Management</b><br>Approach to managing the destination                   | Focus and investments in destination marketing over destination development: <ul style="list-style-type: none"> <li>• Focus on 'what can Aruba do for its visitors' with measurement of visitor quality (economic), resident sentiment</li> </ul>                                       | Balanced focus, coordination and investments in destination management: <ul style="list-style-type: none"> <li>• Balanced focus: 'what can Aruba do for its guests and what can our guests do for Aruba with measurement of resident &amp; visitor satisfaction, and impact (economic, environment, social)</li> <li>• Enhanced stakeholder engagement (strategic partnerships) for greater inclusiveness in destination management planning, decision-making, and implementation</li> </ul>   |
| <b>Regenerative Tourism Model</b><br>Approach to tourism, growth and its impact on our destination | Sustainable Tourism: maintaining and preserving resources for future generations - minimize negative impacts of tourism on environment, society, and economy while maximizing positive benefits.  | <ul style="list-style-type: none"> <li>• Regenerative Tourism: focus beyond sustainability which seeks to actively improve and rejuvenate destination (leave better behind than found)</li> <li>• Enhanced focus on conservation of culture, heritage and natural assets of Aruba, and integration of residents and communities in the tourism experience</li> </ul>   |
| <b>High Value Visitors</b><br>Approach aimed at maximizing value and contribution by visitors      | Focus on Growth Strategy <ul style="list-style-type: none"> <li>• Target how much, where and when visitors spend</li> </ul>   | Focus on a value-driven strategy: <ul style="list-style-type: none"> <li>• Enhance the quality of our visitor economy, thereby increasing the share of total high value visitors</li> <li>• Appeal to the responsible and mindful guests who will contribute to our economy and respect our natural environment, culture and society.</li> <li>• Educate residents and guests on the desired sustainable behavior through messaging, product offering and ways to reduce footprint.</li> </ul> |
| <b>Protection of Destination Brand</b><br>Changing role of Marketing and Communication             | Promotion of destination to drive demand: visitation campaign   | Promotion of destination to drive demand and change behaviour. Visitation plus education campaign,   |
| <b>Segmentation</b><br>Approach to segmenting and targeting  | Targeting approach based on geographics, demographics, and segments: <ul style="list-style-type: none"> <li>• Segments grouped by similarities in vacation requirements</li> <li>• Diversified market portfolio</li> <li>• Attract high-value visitor within niche framework</li> </ul> | Targeting approach based on geographics, demographics, and segments: <ul style="list-style-type: none"> <li>• Segments grouped by similarities in vacation requirements</li> <li>• Diversified market portfolio</li> <li>• Further align segments with our niches, focusing on eco-conscious, culinary, weddings, and wellness.</li> </ul>   |
| <b>The Way We Work</b><br>How we work internally as DMMO   | <ul style="list-style-type: none"> <li>• Predominantly outward focused, performance driven organization</li> <li>• Functional organizational structure, high volume of projects</li> </ul>  | <ul style="list-style-type: none"> <li>• People centric and purpose driven organization which is exemplary in, ethical, socially and environmentally responsible conduct, through role clarity, empowerment, collaboration and ESG commitment</li> <li>• Organizational structure enabling improved alignment between destination management and marketing and project-based way of working</li> </ul>   |

# Our Aspiration 2035



# At a Glance

The Aspiration of the A.T.A. provides a clear picture about what we as foundation stand for and where we want to go.

## Sustainability Ambition

### Environmental Commitment

The visitor economy restores and nurtures the environment Aruba

### Social Commitment

The visitor economy enriches our values, culture and heritage and makes people flourish through jobs, knowledge exchange, and well-being

### Economic Commitment

The visitor economy thrives and grows incremental value to the Aruban economy and its assets

### Sustainable Destination Management Organization

Exemplary in ESG Sustainability

## Vision

**Un Aruba dushi pa biba  
ta un Aruba dushi pa bishita**

*Aruba as a wonderful place  
to live is a wonderful place to  
visit*

## Core Values



## Core Purpose

Enrich the  
Quality of Life on Aruba  
through responsible  
and integrated destination  
management

## Roles



# Our Sustainability Ambition

## Contributing to sustainability: our four commitments

Tourism must prioritize the enrichment of both Aruba and its people and local communities, while acknowledging the finite capacity of our destination to absorb tourism pressures. Responsible practices should be advocated for, emphasizing environmental conservation, and sociocultural integrity. Aruba is rapidly reaching the limits of its carrying capacity, overstressing its resources beyond sustainable levels.

This necessitates a shift towards a tourism model that gives back more to Aruba than it takes. Tourism should generate meaningful employment, restore natural ecosystems, enhance cultural heritage, and enhance our national reputation. It should instill pride and foster a celebration of who we are, our unique people and place.

Therefore, we must transition to a regenerative tourism model that aims to contribute to Aruba's cultural, natural and community well-being and repair harm done by overtourism and mass tourism\* over time. The biggest threat is our resistance to change along with it.

Our sustainability ambition aims to inspire, commit and guide us to make smart sustainable choices together as

society and destination. Our goal is to maximize the value and net benefit of our visitor economy, ensuring mutual benefit for residents, local communities and visitors. This fosters positive interactions within our visitor economy ecosystem, encompassing everyone who engages with our visitors, participates in the value chain and serves as key stakeholders. It takes a nation to create a sustainable visitor economy, as it requires the combined efforts of government, industry stakeholders, local businesses, communities, and visitors. Thus, the entire ecosystem of our visitor economy is called upon to collaborate to turn our High-Value-Low-Impact model into reality and achieve our set goals.

We have identified four sustainability commitments. The first three align with the UN SDG philosophy that balances environmental, economic, and socio-cultural aspects for long-term sustainability, ensuring economic activities and growth are built on a socially just, thriving society and a sustainable environment. The fourth commitment represents our corporate contribution to sustainability. Together they form a sustainability framework that aims to transform our organization, shape and influence the visitor economy and drive change.



### Environmental Commitment

The visitor economy restores and nurtures the environment for the intergenerational benefit of Aruba



### Social Commitment

The visitor economy enriches our values, culture and heritage and makes people flourish through jobs, knowledge exchange, and well-being



### Economic Commitment

The visitor economy thrives and grows incremental value to the Aruban economy and its assets



### Sustainable Destination Management Organization

Exemplary in ESG Sustainability

\*As defined by Capocchi et al. (2019), overtourism pertains to a tourism model that adversely affects the quality of life for local residents, with congestion and environmental degradation being directly linked to the level of visitation (Peeters et al., 2018; Dodds and Butler, 2019). On the other hand, mass tourism involves accommodating a substantial number of tourists, and though it doesn't inherently imply negative impacts, poorly managed mass tourism can still lead to environmental and cultural degradation (Vainikka, 2013; Hernández et al., 2016).

# From Responsible to Regenerative Tourism

Any form of tourism that can be consumed more responsibly.



Responsible tourism is tourism which: minimizes negative social, economic, and environmental impacts, generates greater economic benefits for local people and enhances the well-being of host communities.



|   |   |  |
|---|---|--|
| <p><b>Responsible Tourism</b><br/>Responsible tourism is the concept of creating better places to live in, and better places for people to visit.</p> | <p><b>Sustainable Tourism</b><br/>Sustainable tourism is tourism which is developed and maintained in such a manner that it remains viable over an infinite period of time and does not degrade or alter the environment, or culture in which it operates</p> | <p><b>Regenerative Tourism</b><br/>Regenerative tourism is a transformational approach that aims to fulfill the potential of tourism places to flourish and create net positive effects through the rejuvenation of human society and ecosystems</p> |
| <p>Focuses more on individuals actions and individuals destinations</p>   | <p>Focuses on the conservation, and protection of a destination's ecological, social and cultural resource base</p>   | <p>Focuses on the enhancement, and rebirth of a destination's ecological, social and, cultural resources</p>   |
| <p><b>Focus on SHORT-TERM change</b><br/>For long-term benefits</p>   | <p><b>Focus on MID-TERM change</b></p>  | <p><b>Focus on LONG-TERM change</b></p>  |

# Our Sustainability Ambition

Our goal is to make a positive contribution to the '2030 Agenda for Sustainable Development of the UN and Aruba.' The sustainable development priorities in Aruba's National Strategic Plan (NSP) align with the A.T.A.'s core responsibility of managing Aruba as a destination. Guided by the 17 SDGs and national policies, the A.T.A. commits to responsible and inclusive actions across its roles, with a focus on exemplifying ESG sustainability by prioritizing 9 specific SDGs.

## Core Commitment Contribution by the A.T.A.

We are committed to advocating for and supporting the sustainable management of our natural resources, recognizing that the well-being of current and future generations relies on maintaining healthy ecosystems.

We aim to contribute to social progress through a balanced visitor economy, prioritizing value over volume to maximize benefits for residents, communities, and visitors. Through integrated destination management, we drive economic growth, create jobs, enhance the visitor experience, and foster a responsible visitor economy.

### Core Commitment-Sustainable & Responsible Tourism Value Chain



A.T.A.' Contribution to the SDGs through its DMMO roles and core activities within the Tourism Value Chain to minimize negative impact and realize positive impact in the Tourism value chain

## Corporate Commitment Contribution by the A.T.A.

We integrate ESG (Environmental, Social, and Governance) principles into our business operations, culture, oversight, and decision-making processes to enhance resilience and long-term value creation while also contributing positively to society and environment:

We recognize the importance of integrating ESG principles into our operations to achieve sustainable growth, create value for our stakeholders, and contribute positively to society and environment. We are dedicated to advance our ESG performance through continuous improvement, proactive measures and transparent and accountable reporting of our achievements.

### Core Commitment-Sustainable & Responsible & DMMO



A.T.A.' contribution to the SDGs through its internal business operations and way of working to ensure alignment with ESG principles, promoting environmental sustainability, social responsibility, and ethical conduct.



# Summary Key Shifts

## The 2030 Agenda for Sustainable Development

|   | FROM   | TO   |
|---|--|--|
| <p><b>Core Purpose</b></p> <p>Our aspirational reason for being:<br/>What do we do and how do we do it?</p> | <p>We drive prosperity for Aruba through sustainable tourism</p>   | <p>Enrich the Quality of Life on Aruba through responsible and integrated destination management.</p> <p>This reflects our commitment to enhancing the well-being of both residents and guests by managing and promoting tourism sustainably. This holistic strategy aligns tourism activities, including marketing, to attract high value guests who value Aruba's culture, environment, and economy. By prioritizing the community's needs, supporting local businesses, and preserving the island's heritage, this approach ensures tourism benefits everyone while balancing visitor satisfaction with environmental sustainability.</p> |
|   | <p>Aim:</p> <ul style="list-style-type: none"> <li>• increase tourism revenues and enhance the quality of visitor experience</li> <li>• balancing the needs of the community, the visitors, the industry and the environment.</li> </ul> | <p>Aim:</p> <ul style="list-style-type: none"> <li>• enhanced Quality of Life, Place &amp; Experience: fosters well-being, belonging, and positive experiences for residents and visitors alike</li> <li>• we take a bolder proactive stance by protection of the community, the visitors, the industry and the environment by promoting sustainable practices and behavior.</li> </ul>  |

# Summary Key Shifts

## The 2030 Agenda for Sustainable Development

|  | FROM  | TO   |
|--|---|--|
| <p><b>Vision</b></p> <p>What we aspire to become, achieve and create</p> | To lead the positioning and development of Aruba as a desirable and sustainable destination, by being an innovative and agile Destination Marketing and Management Organization | 'Un Aruba dushi pa biba ta un Aruba dushi pa bishita' - Aruba as a wonderful place to live is a wonderful place to visit   |
|  | Visitor First   | Aruba First  |
|  | Destination as an experience for visitors   | Destination as shared experience for residents & visitors; where residents & visitors interact and exist in harmony.   |
|  | A.T.A. fulfills leading role in positioning & development of Aruba (as a desirable and sustainable destination, by being an innovative and agile DMMO)                          | A.T.A. paves the way ... <ul style="list-style-type: none"> <li>• for Aruba to become a sustainable visitor economy ...</li> <li>• that enhances quality of Life, Place &amp; Experience for residents and visitors alike</li> </ul> |

# Our Strategic Pillars

The Strategic Pillars are core priority areas in support of our long-term goals by focusing and organizing our Strategic Objectives, key Tactics and KPI's. Derived from our Aspiration 2035 and High-Value, Low-Impact Tourism model, they aim to enrich Aruba through Integrated Destination Management, equally maximizing benefits from our visitor economy to nature, society, culture, and the economy.



## I. Quality of Life & Place

Lead our visitor economy to be a responsible citizen by building an inclusive visitor ecosystem that protects, enhances and balances the well-being and sense of place for residents, local communities and visitors.

## II. Quality of Experience

Enable our visitor economy to create value through shared unique and authentic experiences which uphold Aruba's values and culture, paired with exceptional quality of service.

## III. Quality of Economic Impact

Enhance long term economic value and resilience of our visitor economy by boldly establishing our brand in the minds and hearts of high-value visitors from a diverse portfolio of geographic and consumer psychographic markets.

## IV. Quality of Natural Environment & Cultural Heritage

Lead our visitor economy to collectively care for our destination by regenerating our natural environment and cultural heritage, benefiting future generations of Aruba and creating a visitor ecosystem that gives back more than it takes.

## V. Quality of Organization

Lead integrated Destination Management in Aruba by strengthening our core capabilities, cultivating partnerships, and embedding ESG principles to build a people-centric, performance-driven destination marketing and management organization.

# Our Strategic Objectives

| I.<br>QUALITY<br>OF LIFE & PLACE  | II.<br>QUALITY<br>OF EXPERIENCE  | III.<br>QUALITY<br>OF ECONOMIC IMPACT  | IV.<br>QUALITY OF NATURAL ENVIRONMENT<br>& CULTURAL HERITAGE  | V.<br>QUALITY<br>OF ORGANIZATION   |
|---|--|--|---|--|
| <p><b>1.1 MANAGE TOURISM IMPACT</b><br/>Enhance insights in tourism efforts and impact to manage the visitor economy and livability to an effective balance</p> | <p><b>2.1 DEVELOP NICHEs</b><br/>Systematic development of and alignment around niches for sustainable long-term development of our destination</p>  | <p><b>3.1 STRENGTHEN BRAND IDENTITY</b><br/>Foster an inspirational, life-changing, and regenerative experience that leaves a lasting impression on both visitors and the local community.</p> | <p><b>4.1 PROMOTE ECOLOGICAL AND SOCIAL RESPONSIBLE BEHAVIOR</b><br/>Take co-leadership role in educating and engaging the local community, visitor industry, marketing service providers, event organizations and visitors on ecological and social responsible behavior</p> | <p><b>5.1 ACHIEVE ORGANIZATIONAL EXCELLENCE</b><br/>Enhance organizational resilience long-term value creation and reputation by integrating ESG (Environmental, Social, and Governance) principles into our business operations, culture, oversight, and decision-making.</p> |
| <p><b>1.2 INVEST IN DESTINATION SAFETY</b><br/>Safeguard the safety of visitors and residents</p>   | <p><b>2.2 ENABLE AND SUPPORT DELIVERY OF DIVERSE QUALITY EXPERIENCES FOR EVERYONE</b><br/>Stimulate and facilitate delivery of diverse and authentic quality experiences and services aligned to the Aruba brand and niches to appeal to high-value visitors and residents</p> | <p><b>3.2 INNOVATE MARKETING COMMUNICATION</b><br/>Advance shareable and scalable marketing communication and impact through digital excellence</p>  | <p><b>4.2 FACILITATE ENVIRONMENTAL CONSERVATION &amp; REGENERATION</b><br/>Fulfill an active role in the development and deployment of policies and plans on environmental conservation and regeneration through advocacy, advisory, co-creation and support</p>              | <p><b>5.2 ENHANCE ORGANIZATIONAL CAPABILITIES</b><br/>Improve organizational agility and efficiency to enable effective integrated destination management</p>  |
| <p><b>1.3 PLACEMAKING</b><br/>Enhance and reinvent functionality and aesthetics of destination public spaces to enrich residents and visitors</p>               | <p><b>2.3 ENHANCE ON-ISLAND COMMUNICATION</b><br/>Stimulate and facilitate delivery of diverse, unique and authentic quality experiences and services aligned to the Aruba brand and niches to appeal to high-value visitors and residents in equal measure</p>                | <p><b>3.3 STRENGTHEN HIGH VALUE PORTFOLIO</b><br/>Target high-value visitor segments from a balanced mix of source markets, emphasizing value over volume y</p>                                | <p><b>4.3 FACILITATE CULTURAL HERITAGE CONSERVATION</b><br/>Fulfill an active role in the development and deployment of policies and plans on cultural heritage conservation through advocacy, advisory, co-creation and support</p>  | <p><b>5.3 NURTURE EMPLOYEE EXPERIENCE</b><br/>Cultivate a work environment that fosters empowerment, ownership and a sense of engagement, well-being and growth</p>  |
| <p><b>1.4 IMPROVE VISITOR FLOW MANAGEMENT</b><br/>Optimize the flow of visitors, reducing congestion and minimizing environmental impacts</p>                   | <p><b>2.4 DRIVE EXCEPTIONAL SERVICE QUALITY</b><br/>Stimulate the service quality improvement in the hospitality and services sector to provide more personalized and attentive services true to our unique Aruban hospitality which sets us apart from other destinations</p> | <p><b>3.4 IMPROVE INDUSTRY CAPABILITIES</b><br/>Elevate capabilities and skills to support a sustainable and competitive visitor economy</p>   |   |  |
| <p><b>1.5 OVERSEE CURRENT AND FUTURE ACCOMMODATIONS</b><br/>Ensure alignment of both current and future lodging with long-term sustainability goals</p>         |  |  |   |  |



# Our Measures for Success

## Key Performance Indicators

To support our high-value, low-impact tourism model and A.T.A.'s 2035 Aspiration, we will evaluate the visitor economy's value using a broader set of key performance indicators (KPIs). These KPIs will extend beyond visitor volume to measure impacts on environmental footprint, community well-being, visitor experience, and economic contribution.

The following overview of KPIs, originally outlined in A.T.A.'s Multi-Annual Corporate Strategy 2018-2021, will be updated and integrated into our new MACS, which is currently under development, as well as our Corporate Plan for 2025.

| 1.1  | 1.2  | 1.3  | 1.4   | 2.1   | 2.2   | 2.3   | 2.4  | 3.1  | 3.2  |
|--|--|--|---|---|---|---|--|--|--|
| Drive consistent visitor arrivals              | Grow Average Daily visitor spending                    | Increase engagement of Aruban community with tourism | Ensure preparedness for effective response to emergencies | Safeguard sustainable tourism, balancing the needs of community, visitors and destination | Drive preference for Aruba as sustainable destination | Enhance visitor on-island experience and engagement | Stimulate innovation and efficiencies in the Aruban tourism industry | Drive innovation and agility of the A.T.A.                           | Influence decision making in Aruban tourism industry |
| Total High Spending Stay-Over Visitor Arrivals | Tourism Receipts                                       | Happiness Index Aruba                                | Annual Update of Tourism Emergency Marketing Plan         | Happiness Index Aruba   | Marketing ROI per market                              | Aruba Quality Seal Certified Businesses             | Innovation Outreach  | Performance Score on Innovation related behaviors and Infrastructure | Execution of Stakeholder Management Plan             |
| Total High Spending Cruise Passenger Arrivals  | Revenue per Available Room                             | Sentiment Polls                                      | A.T.A. training hours for simulation crisis response plan | Sentiment Polls   | Brand Equity  | ACP Certified Individuals                           |  | A.T.A. Employee Satisfaction Score                                   | Stakeholder Outreach & Satisfaction                  |
| Seat Capacity                                  | Spend per Market                                       | ACP Certified Individuals                            |   | Carrying Capacity Indicators  | Net Promoter Score                                    | Guest Experience Index                              |  | External Stakeholder Satisfaction Score                              | Advocacy Outreach                                    |
|  | Net Promoter Score                                     |  |   | Net Promoter Score  | Visitor Retention Rate                                | Visitor Retention Rate                              |  | A.T.A. Overall Performance Score                                     |  |
|  | Average Daily Expenditures Stay-Over & Cruise Visitors |  |   | Guest Experience Index  |   | Net Promoter Score                                  |  | Performance Score on Agility related behaviors and Infrastructure    |  |
|  | Average Daily Tourist Spending                         |  |   |   |   |   |  |  |  |
|  | Guest Experience Index                                 |  |   |   |   |   |  |  |  |

Note: These KPIs are from A.T.A.'s previous MACS, which will be updated.



C H A P T E R 2

# Corporate Plan

- **Our Priorities for 2025**
- **Marketing and Promotions**
- **Destination Services**
- **Key Tactics by Pillar Overview**

# Our Guiding Principles for 2025

# Our Guiding Principles for 2025



## A Change in Perspective

**From**  
“What can Aruba do for its visitors?”

**To**  
“What can Aruba do for its guests and what can our guests do for Aruba?”



## High Value Visitors

Focus on a value-driven strategy: Enhance the quality of our visitor economy, thereby increasing the share of total high value visitors. Appeal to the responsible and mindful guests who will contribute to our economy and respect our natural environment, culture and society.



## Evolution of The Aruba Effect

Position Aruba, through the Aruba Effect, as a mutually rejuvenating destination.



## The Way We Work

People centric and purpose-driven organization which is exemplary in, ethical, socially and environmentally responsible conduct, through role clarity, empowerment, collaboration and ESG commitment.



## Destination Management

Investment in finalizing key product development projects and maintenance of existing tourism product development projects



# 2025 Areas of Focus to Mitigate Overtourism and Promote Regenerative Tourism

The following areas of focus for 2025 aim to guide Aruba towards a responsible, sustainable, and regenerative tourism model, ensuring long-term benefits for the residents, visitors and the environment.

## Stabilize Visitor Arrivals and Apply a Replacement Strategy

Focus on attracting high-value visitors who align with Aruba's responsible tourism principles. Stabilize visitor arrivals and ensure that the representation of these visitors increases, as part of the overall total. These guests will contribute positively to the economy while respecting the local culture and environment. Through amongst other our diversification strategy we will focus on the attraction of high-value visitors in key source markets.

## Evolve the “Aruba Effect” with a Protection Mindset

Strengthen the “Aruba Effect” communication strategy by integrating the ‘Protect it’ initiative, encouraging both visitors and locals to take responsibility for preserving the island's natural and cultural resources. The A.T.A. We will promote responsible behavior throughout the visitor journey.

## Promote Regenerative Tourism and Sustainable Development

Transition from traditional tourism to regenerative tourism by adopting practices that protect and restore ecosystems and promote sustainable development. Invest in infrastructure improvements and maintenance that support tourism while preserving the environment.

## Enhance On-Island Communication and Visitor Engagement

Extend the customer journey to include targeted on-island communication with our guests, evolving from a visitation (acquisition) campaign to a comprehensive visitation + behavior campaign. This initiative will educate visitors about Aruba's culture, flora, fauna, and fragile ecosystems, explaining the importance of their protection.

While pre-visit messaging will introduce the “Protect It” campaign, the core focus on the island will center around encouraging responsible behavior, fostering a deeper understanding of why protecting Aruba's natural and cultural resources is crucial.

# 2025 Areas of Focus to Mitigate Overtourism and Promote Regenerative Tourism

## Engage the Local Community and Encourage Responsible Participation

Foster greater community engagement and encourage both residents and visitors to adopt responsible behaviors that reduce environmental impact, while ensuring that tourism benefits local livelihoods.

## Increased Niche Development and Strategic Partnerships

Further expansion/integration of the A.T.A.'s niche activations: eco-conscious, culinary, wellness and weddings. Strengthen stakeholder engagement through Increased strategic partnerships with NGOs and educational institutions, including: Aruba Conservation Foundation, Aruba Excellence Foundation, Aruba Hotel & Security Foundation, Centro pa Desaroyo Aruba, Comite Olimpico Arubano, Educacion Profesional Basico, Educacion Profesional Intermedio, Fundacion Museo Arubano, Go Cultura Foundation, and Universidad di Aruba.

## Use Data-Driven Approaches for Sustainable Development

Apply data-driven tools, like the Tourism Impact and Correlation Models, to guide sustainable development decisions. Advocate for balancing economic gains with environmental and social costs by carefully managing resources, infrastructure, and carrying capacity.

## Develop a Sustainable Cruise Tourism Strategy

Collaborate with the Aruba Ports Authority to create a sustainable cruise tourism strategy that balances the economic advantages of cruise visitors with the need to protect Aruba's natural environment and community well-being.

# Marketing & Promotions

# High Value Visitors Attraction

To align with our strategic shifts under MACS, we have redefined our governing affluent attraction strategy.



# Key Shifts

## From

- Drive consistent high-value visitor arrivals using unified brand architecture as the guide.
- Articulate and differentiate value proposition across customer journey with focus on first time visits and while weaving Aruba's spirit of innovation throughout.
- 
- Support corporate diversification goals through current markets and identifying new markets for business impact.
- Strengthen engagement with high-value target; addressing segment requirements and utilizing niche framework.

## To

- Drive high-value first time guest arrivals with a thoughtful visitation campaign and with emphasis on value over volume.
- Articulate and differentiate a value proposition aligned with respecting Aruban values.
- Set expectations for potential guests on what it means to be a guest in Aruba.
- Drive innovation in responsible tourism.
- Continue supporting corporate diversification goals through current market understanding and testing newly launched markets for business impact.
- Strengthen engagement with high-value target; better understanding segment requirements in relationship to niche framework and on-island product.

# Communications Strategy Shifts

# Key Shifts

## From

Position Aruba, Through the Aruba Effect, as the most rejuvenating vacation destination (Aruba's version of wellness).

Articulate and Differentiate Aruba's Value proposition

- The Best Beaches in the Caribbean
  - *Healing water, Cooling sand, Refreshing wind*
- The most generous and gracious local culture. "A culture of Masha Danki"
- Worry-free discovery.

## To

Position Aruba, through the Aruba Effect, as a mutually rejuvenating destination.

- We create lasting rejuvenation for our guests.
- Our guest rejuvenates our island when they respect our environment and honor our culture.

Articulate and Differentiate Aruba's Value proposition.

- The Best Beaches in the Caribbean
  - *Healing water, Cooling sand, Refreshing wind*
- Masha Danki culture - reciprocal generosity and gratitude
- Diverse Sacred Terrains explorable with low impact activities

# The evolution of the Aruba Effect platform

We have, until this point, communicated The Aruba Effect to potential first-time arrivals in three ways:

**FEEL IT** - provides inspiration: Our brand-level marketing initiatives are focused on fostering affinity with consumers by providing inspiration and generating curiosity.

**WANT IT** - creates desire: The message is tailored to cater to specific audiences in search of unique experiences, effectively connecting their specific vacation requirement with an on-island experience.

**GET IT** - encourages commitment: Involves tracking intent, targeting, and retargeting audiences who have been previously exposed to our marketing or have shown interest in specific aspects of Aruba.

Moving forward, we will add a **centering point** in how we communicate The Aruba Effect; an impactful way to keep our communications levers in check. **We call it: Protect It**

## **PROTECT IT:**

- A meaningful commitment to invest in work that protects the island, the wildlife, the culture and the quality of life for locals from the real risk of over-tourism;
- An internal rallying point to influence how we communicate with a range of audiences, from potential first-time visitors and repeaters, to on-island residents and businesses, to on-island guests;
- An elevation of Masha Danki culture to ensure that guests see and treat Aruba as an exclusive, valuable island worth protecting, and thus more desirable and worth paying a premium to experience.



Protect it is at the heart of what we do and influences how we communicate with which audience.

First Time Visitors

**FEEL IT • WANT IT • GET IT • PROTECT IT**



# Establishing A.T.A.'s Regenerative Tourism Position

To establish a clear path forward in addressing current local sentiment and ensure A.T.A. can successfully execute its 10-year strategy toward regenerative tourism, it is essential that A.T.A. defines a clear and well-positioned stance on the matter. In response to the growing concerns of greenwashing, particularly in relation to tough public scrutiny, it is important to take a comprehensive approach.

A.T.A. will begin by conducting a thorough audit of all existing research, plans, and stakeholder interviews, while also gathering additional industry insights. This process will allow us to craft a master positioning statement, along with a cohesive narrative and strategic pillars that will serve as A.T.A.'s North Star for responsible tourism.

This foundational work will guide the development of communications focused on addressing critical issues, supporting A.T.A.'s commitment to responsible tourism. This includes preparing a robust Q&A and key messaging document to address public concerns. The outputs from this strategy will

inform internal communications, on-island stakeholder engagement, crisis communications, and proactive/reactive interactions with earned media, ensuring a unified and consistent approach across all touchpoints.

## On-Island Communications Strategy and Creative Campaign for Responsible Tourism

In 2025, the A.T.A. shall develop a comprehensive on-island communications strategy and creative campaign aimed at educating and influencing behaviors and expectations related to responsible tourism. The campaign will target businesses (B), local residents (L), and guests (G), ensuring clear and effective messaging across all audiences. The first step will be to identify and define the key audience segments for the campaign. These include B2G (Business-to-Guest), which focuses on guest communications to raise awareness and influence guest behavior; B2B (Business-to-Business), targeting tourism partners and local businesses to enhance collaboration and alignment; and B2L (Business-to-Local), which involves messaging tailored to local residents to foster community

engagement. The approach will be executed in several distinct phases, each designed to progressively build the on-island communications strategy and campaign.

## Communications Strategy and Creative Campaign for Responsible Tourism to be included in A.T.A.'s pre-travel to Aruba approach

The aforementioned structured approach ensures a cohesive, audience-specific communication strategy that promotes responsible tourism while engaging all key stakeholders: businesses, locals, and guests. The visual guidelines and creative assets will support consistency and enhance the effectiveness of the campaign across multiple platforms, and across all phases of the consumer journey, including communication pre-travel to Aruba.

The development of both the on-island as well as the pre-travel communications Strategy and Creative Campaign did initiate in 2024.

# Segmentation

**“You must give in order to receive.”**

**Our entire segmentation approach is rooted in Masha Danki - mutual respect and gratitude, RTBs\*.**

**However, we will continue to lead communications with what we know to be each segment groups' most compelling RTB, but with a shift towards education.**

**\*Reasons to believe**



# Key Shifts

## From

### Niche

**WELLNESS:** Position Aruba, as the most rejuvenating vacation destination (Aruba's version of wellness).

**CULINARY:** Position Aruba as the most deliciously diverse culinary destination in the Caribbean.

**WEDDINGS:** Position Aruba, through the Aruba Effect as a destination where weddings are rejuvenating.

**INNOVATION:** Define Aruba's Innovation platform as a pioneer in rejuvenation.

## To

### Niche

**WELLNESS:** Position Aruba, as a mutually rejuvenating destination.

**CULINARY:** Position Aruba as the most **authentically diverse** destination in the Caribbean.

**ROMANCE:** Position Aruba as a destination for couples who **share our beliefs** on love.

**INNOVATION RESPONSIBLE TOURISM:** Use our Masha Danki culture to position Aruba as a destination dedicated to innovating/reinventing how tourism is viewed **respectfully** (by guests and locals)



# Market Development & Diversification

# Key Markets



## Primary Core

These markets have robust visitation and/or strong airlift capacity, highlighting the need to maintain a consistent presence.



## Secondary

These markets have consistent visitation and airlift capacity, along with the need to continuously build demand and inspire or expand bookings.



## Tertiary

These markets have small visitation numbers and/or long-term potential for enhanced airlift.



## Investigate

This category definition is two pronged – 1) These markets involve researching new areas, 2) Penetration strategy

# Diversification

## North America

### Primary/ Core

- New York
- Boston
- Philadelphia
- Washington, DC
- Hartford
- Chicago
- Toronto

### Secondary

- Atlanta
- Providence – Bedford
- South Florida
- Baltimore
- Charlotte
- Detroit
- Pittsburgh
- Dallas
- Cleveland
- Houston
- Minneapolis

### Tertiary

- Los Angeles
- Nashville

### Investigate

- Leverage first-party research to identify localized markets with potential for expansion.

## LATAM

### Primary/ Core

- Colombia: Bogota, Medellin, Cali, and Barranquilla
- Argentina: Buenos Aires, Cordoba, Rosario, Mendoza, Neuquen, and Salta
- Brazil: São Paulo, Manaus, Rio de Janeiro, Brasilia, Porto Alegre, and Belo Horizonte
- Chile: Santiago, Viña del Mar, Concepción, and Antofagasta
- Peru: Lima, Trujillo, and Arequipa.

### Secondary

- Ecuador: Quito, Cuenca, and Guayaquil.

### Tertiary

Uruguay & Paraguay

### Investigate

## Europe

### Primary/ Core

- The Netherlands - nationwide

### Secondary

- The UK - London area
- Italy - Milan, Rome, Turin, Naples, Sicily & Puglia
- Germany - Munich, Frankfurt, Dusseldorf, Berlin, Stuttgart &
- Hamburg

### Tertiary

- Switzerland - German speaking area (Zurich & Bern)
- Belgium - Flemish speaking area
- Sweden - Stockholm & Gothenburg.

### Investigate

- Switzerland - German speaking area (Zurich & Bern)
- Luxemburg

# Market Assumptions



## North America

The North American region is projected to reach 1.3 million seats by the end of 2024, reflecting a strong year-over-year growth of 18%. For 2025, seat capacity is forecasted to decline by 1% in the U.S. and 5% in Canada compared to 2024. Load factors are estimated to be around 85%.

Market share NA at 79 percent.

Growth for the NA market will be flat at 0% forecast versus 2024.



## LATAM

The Latin American region is projected to reach nearly 310,000 seats by the end of 2024, marking a robust growth of 43%. In 2025, seat growth is anticipated to be 9%. The A.T.A. Latin America will continue to emphasize long-haul markets, with expected growth in visitors from Brazil, Argentina, Chile, and Peru.

- LATAM Airlines to operate year-round with 5 frequencies a week, allowing growth from the Southern Cone: Argentina, Chile, Brazil and Peru.
- Gol Airlines will operate non-stop service from Sao-Paulo to Aruba on a year-round basis with 1 weekly flight in the low season and 3 weekly in the high season.
- Avianca Airlines will remain the leading airline in Latin America, operating 11 weekly flights to Aruba from Bogota and 4 weekly flights during high season from Medellin, connecting Southern Cone markets such as Argentina, Brazil, Chile and Peru.
- Copa Airlines will continue to offer 10 weekly flights from Panama year-round, with potential increase during high season, serving as a connecting airline for Southern Cone markets.

Market share LATAM at 12 percent.

Growth for the LATAM market estimated at 5 percent versus forecast 2024.



## Europe

The European region is projected to end the year 2024 with a total of 166,000 seats. This represents a drop of 11%. For 2025, the market shall experience an additional drop of 11% in total seats, mainly due to the discontinuation of the British Airways flight. The objective for 2025, is to grow the share of seats occupied for Aruba with:

- KLM (from 50% to 55% share),
- TUI NL (50% share)

Additionally, approximately 27% of the European travelers to Aruba travel on other carriers through either the US, Latin America, or neighboring islands.

Market share Europe at 6%.

Growth potential based on seat capacity for the European market estimated at 7% percent versus forecast 2024.

# Projected Stay-over Visitors By Source Market



|                               | Actual<br>2023   | Target<br>2024   | Forecast<br>2024 | % Variance<br>F2024 vs A2023 | Market<br>Share | Projection<br>2025 | Market<br>Share | % Variance<br>P2025<br>vs F2024 |
|-------------------------------|------------------|------------------|------------------|------------------------------|-----------------|--------------------|-----------------|---------------------------------|
| <b>NORTH AMERICA</b>          |                  |                  |                  |                              |                 |                    |                 |                                 |
| USA                           | 953,800          | 950,700          | 1,080,000        | 13%                          |                 | 1,080,000          |                 | 0%                              |
| Canada                        | 63,254           | 52,200           | 67,000           | 6%                           |                 | 69,000             |                 | 3%                              |
| <b>TOTAL NORTH AMERICA</b>    | <b>1,017,054</b> | <b>1,002,900</b> | <b>1,147,000</b> | <b>13%</b>                   | <b>80%</b>      | <b>1,149,000</b>   | <b>79%</b>      | <b>0%</b>                       |
| <b>LATIN AMERICA</b>          |                  |                  |                  |                              |                 |                    |                 |                                 |
| Colombia                      | 52,665           | 39,700           | 60,045           | 14%                          |                 | 59,900             |                 | 0%                              |
| Argentina                     | 18,866           | 19,900           | 26,544           | 41%                          |                 | 28,900             |                 | 9%                              |
| Brazil                        | 14,002           | 13,200           | 18,666           | 33%                          |                 | 25,900             |                 | 39%                             |
| Chile                         | 8,433            | 8,800            | 14,611           | 73%                          |                 | 16,700             |                 | 14%                             |
| Peru                          | 7,453            | 8,800            | 20,017           | 169%                         |                 | 23,100             |                 | 15%                             |
| Ecuador                       | 7,668            | 5,500            | 11,366           | 48%                          |                 | 11,300             |                 | -1%                             |
| Other LATAM (incl. Venezuela) | 22,850           | 14,300           | 25,391           | 11%                          |                 | 19,200             |                 | -24%                            |
| <b>TOTAL LATIN AMERICA</b>    | <b>131,937</b>   | <b>110,200</b>   | <b>176,640</b>   | <b>34%</b>                   | <b>12%</b>      | <b>185,000</b>     | <b>13%</b>      | <b>5%</b>                       |
| <b>EUROPE</b>                 |                  |                  |                  |                              |                 |                    |                 |                                 |
| The Netherlands               | 38,809           | 42,800           | 38,245           | -1%                          |                 | 41,600             |                 | 9%                              |
| UK                            | 6,985            | 19,100           | 10,928           | 56%                          |                 | 7,300              |                 | -33%                            |
| Italy                         | 6,669            | 11,700           | 6,767            | 1%                           |                 | 7,700              |                 | 14%                             |
| Sweden                        | 2,174            | 7,200            | 1,129            | -48%                         |                 | 1,500              |                 | 33%                             |
| German Speaking Markets       | 8,124            | 10,600           | 7,564            | -7%                          |                 | 10,200             |                 | 35%                             |
| Belgium                       | 1,927            | 1,600            | 2,045            | 6%                           |                 | 2,100              |                 | 3%                              |
| Other Europe                  | 9,509            | 12,100           | 9,610            | 1%                           |                 | 11,100             |                 | 16%                             |
| <b>TOTAL EUROPE</b>           | <b>74,197</b>    | <b>105,100</b>   | <b>76,288</b>    | <b>3%</b>                    | <b>5%</b>       | <b>81,500</b>      | <b>6%</b>       | <b>7%</b>                       |
| <b>REST OF THE WORLD</b>      |                  |                  |                  |                              |                 |                    |                 |                                 |
| <b>TOTAL ROTW*</b>            | <b>37,214</b>    | <b>29,400</b>    | <b>33,047</b>    | <b>-11%</b>                  | <b>2%</b>       | <b>35,000</b>      | <b>2%</b>       | <b>6%</b>                       |
| <b>TOTAL</b>                  | <b>1,260,402</b> | <b>1,247,600</b> | <b>1,432,975</b> | <b>14%</b>                   | <b>100%</b>     | <b>1,450,500</b>   | <b>100%</b>     | <b>1%</b>                       |

# Marketing & Promotions Budget 2025

# Acquisition cost per stay-over visitor arrival

## North America

Acquisition cost remains consistent with the 2024 budget.

## Europe

The acquisition cost per visitor in the 2025 budget is expected to be higher than in the 2024 budget.

## Latin America

The acquisition cost per visitor in the 2025 budget aligns with the 2023 average. An increase in funds allocated to the Latin American market, the strong growth projected for 2024, along with an additional 5% growth anticipated in 2025, results in a lower acquisition cost per visitor.

| Acquisition Costs per visitor | NA | EU  | LATAM |
|-------------------------------|----|-----|-------|
| Avg 2011 - 2023               | 39 | 67  | 71    |
| Avg 2017 - 2019               | 39 | 65  | 101   |
| Avg 2023                      | 34 | 89  | 44    |
| Avg Budget 2024               | 37 | 75  | 64    |
| Avg Forecast 2024             | 32 | 101 | 40    |
| Avg Budget 2025               | 38 | 98  | 47    |

| Acquisition Costs per visitor nights | NA  | EU  | LATAM |
|--------------------------------------|-----|-----|-------|
| Avg 2011 - 2023                      | 6.1 | 6.3 | 13.7  |
| Avg 2017 - 2019                      | 5.7 | 5.9 | 12.8  |
| Avg 2023                             | 4.3 | 6.4 | 6.1   |
| Avg Budget 2024                      | 5.3 | 6.9 | 9.1   |
| Avg Forecast 2024                    | 4.3 | 7.5 | 5.7   |
| Avg Budget 2025                      | 5.1 | 7.2 | 6.4   |

\* Cost per visitor is in Aruban Florins  
LATAM is excluding Venezuela

# Marketing and Promotions Budget

The total budget for Marketing & Promotions represents 74.4% of the total Marketing budget;

## North America

The budget shows an increase of 15.7% against F2024, mainly attributable to an increase in funds allocated for the ACB activities due to the increase in costs of activities as well as the need for larger booth space with the addition of the three new properties; an increase in budget for PR & Communications to account for the amplification in scope for the shift in communications and earned media focusing on creative and niche ideas; an increase in funds allocated to Branding & Advertising to account for the shift in communications and diversification, and additional channels such as TikTok;

## Latin America

The budget shows an increase of 24.4% against F2024, mainly attributable to the expansion of the diversification strategy across the Southern Cone. Secondary markets are now able to grow at a faster rate with the 5-weekly flights with LATAM and the new GOL service from Sao Paulo;

## Europe

The budget shows an increase of 0.6% against F2024 and hence relatively flat. For 2025, the A.T.A. will continue to attempt to increase the share of seats on KLM as well as grow secondary markets while the UK with the loss of BA post Q1 will still require a push to drive traffic over Amsterdam;

## HQ

The budget shows an increase of 17.7% against F2024, mainly attributable to the shift in communications strategy and the expansion of audiences to include the guests while on island. As such, this has been accounted for in the PR and Branding budgets. Additionally, the Niche budget accounts for greater focus on areas such as eco-conscious and culinary;

## Airlift Support

The 2025 budget reflects a 15.2% increase compared to the forecasted figures for 2024 and an 8.3% increase compared to the 2024 budget. This includes allocated funds for Edelweiss (Switzerland), which is still in the planning phase, and a significant 162% increase in the budget for Latin American airlines to account for the support for GOL;

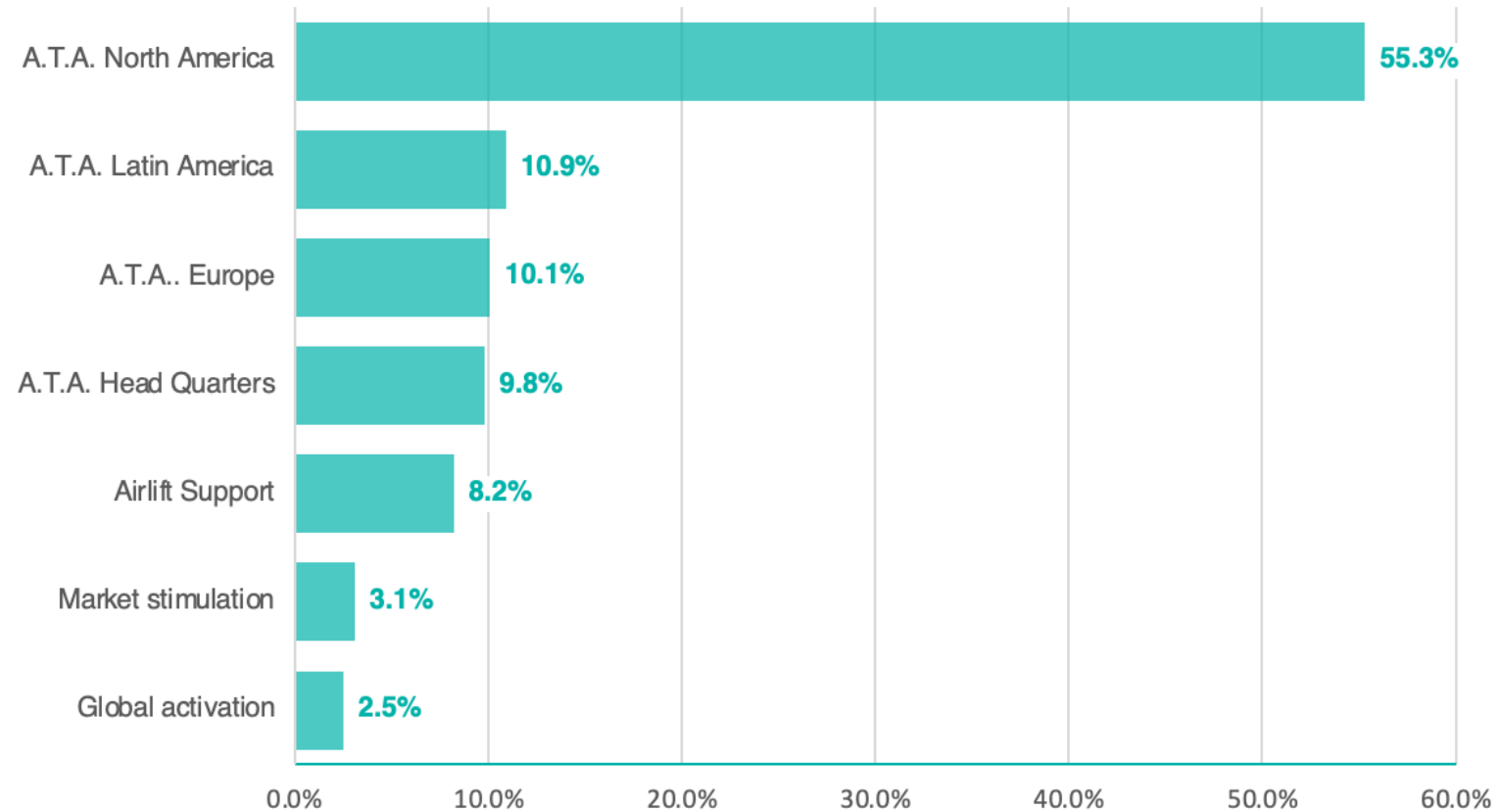
## Global Activation

This budget has been kept equal to previous year. This budget is utilized for global marketing activities;

## Market Stimulation

The budget has been kept equal to previous year. This budget will be used for new opportunities in either new or existing markets or segments.

# 2025 Marketing and Promotions Budget Share





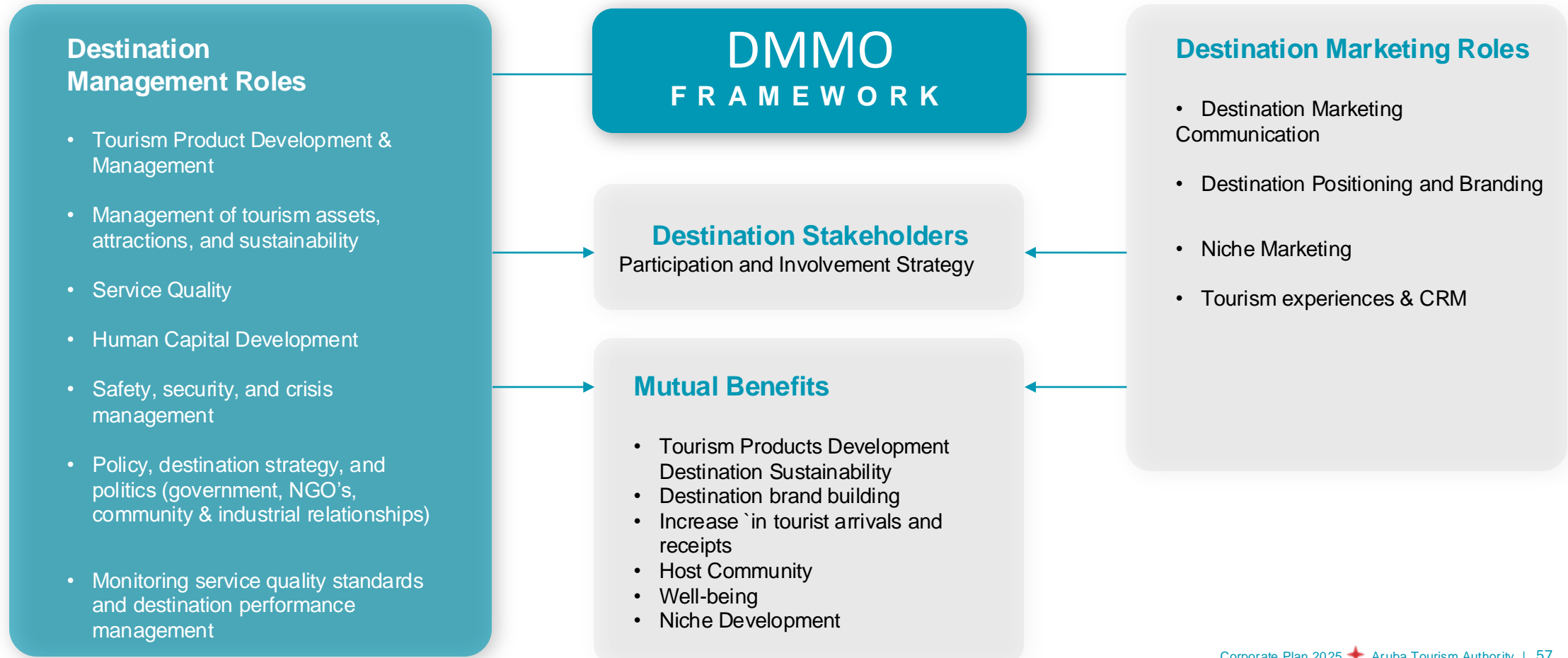
# Destination Services

# Destination Services 2025

The Destination Services Unit of the A.T.A. plays a crucial role in the destination management efforts of Aruba.

As of late 2023, the unit finalized and introduced the DSU framework 2024-2028, which is a pragmatic approach as to how the unit will carry out its main activities in the coming years. The framework includes a clear distinction between the destination management roles and the destination marketing roles illustrated below.

The DMMO framework overview illustrates how both destination management roles and the destination marketing roles complement each other, providing a holistic approach to the destination marketing and management roles the ATA has as a DMMO.

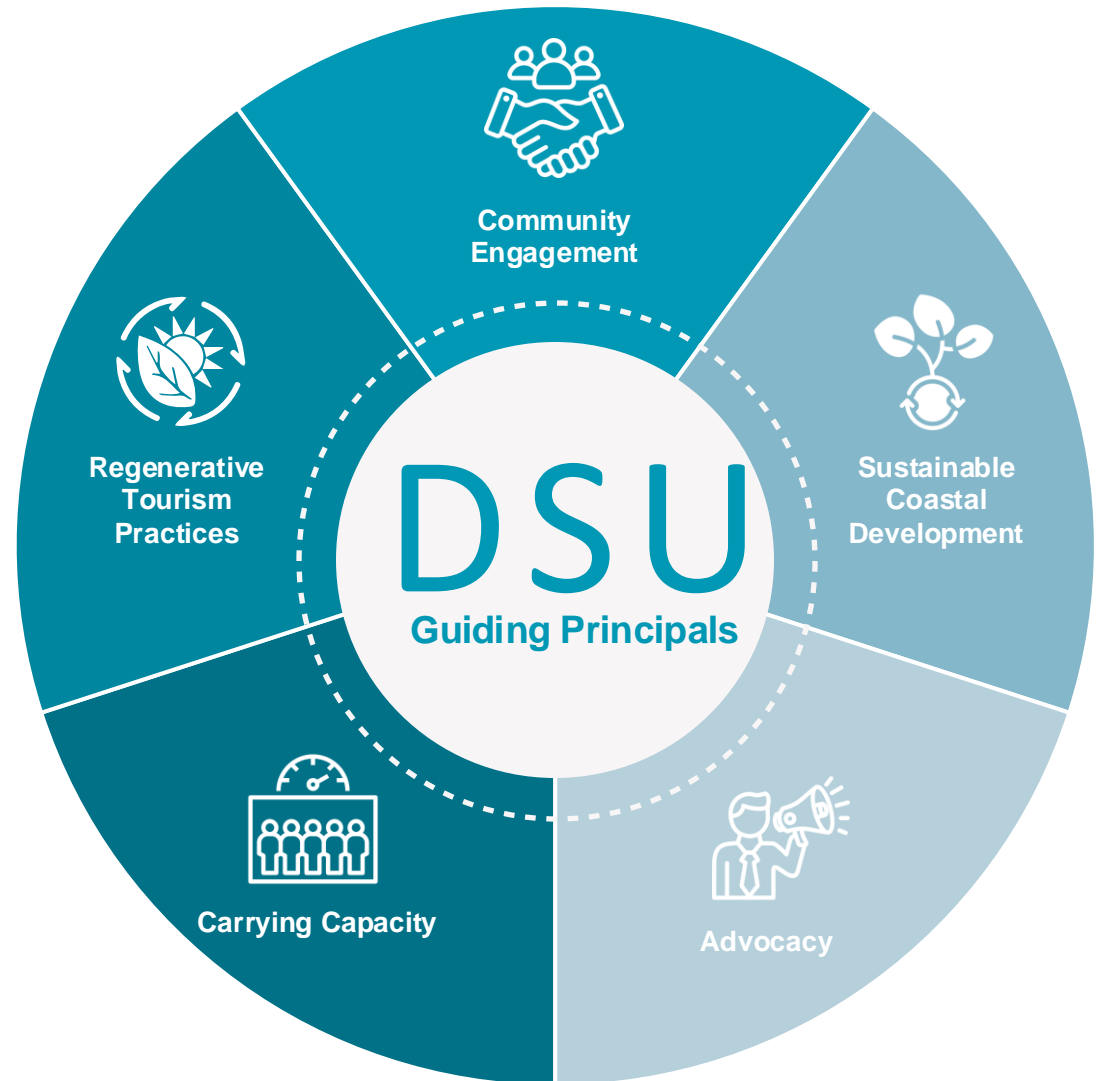


# Our Guiding Principles Drive

The DSU has identified the following five guiding principles that will be at the center of all the destination management efforts in the coming years and drive the sustainability ambition of the organization

The A.T.A.'s efforts on a "destination development" level are multifaceted and include a wide variety of projects, initiatives and ongoing programs, all which are in support of the strategic pillars of the organization.

DSU will be placing special focus on the following principles:



# Key Shifts

## From

### DSU

- Focus and investments in destination marketing over destination development: Focus on 'what can Aruba do for its visitors' with measurement of visitor quality (economic), resident sentiment.
- Sustainable Tourism: maintaining and preserving resources for future generations - minimize negative impacts of tourism on environment, society, and economy while maximizing positive benefits.
- Enhance Visitor On-Island Experience and Engagement.
- Local awareness campaigns focusing on communicating the desired Code of Conduct to our visitors.
- Key investment in tourism product development and management

## To

### DSU

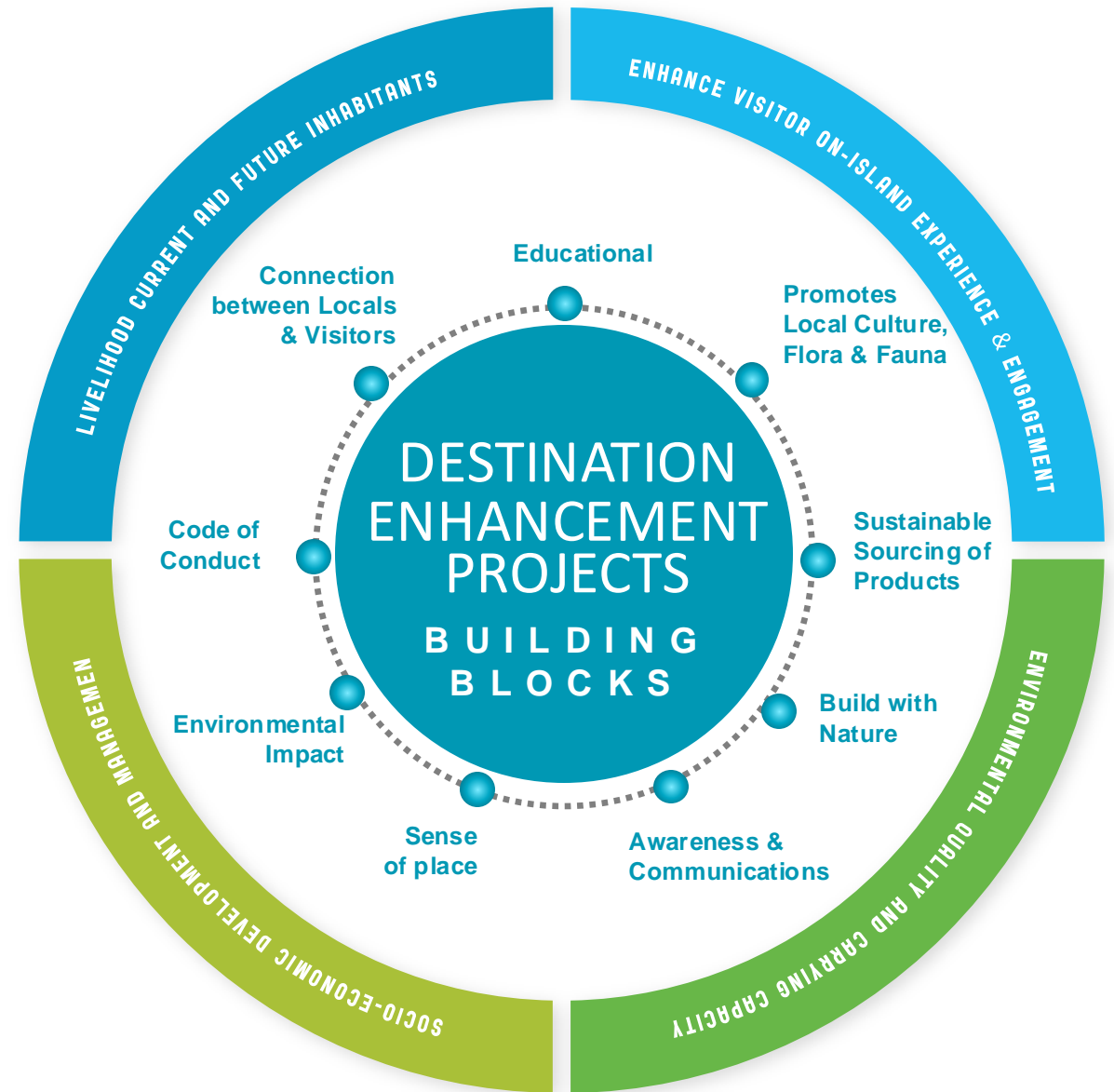
- An elevation of a Masha Danki culture to ensure that guests see and treat Aruba as an exclusive, valuable island worth protecting.
- Regenerative Tourism: focus beyond sustainability which seeks to actively improve and rejuvenate destination (leave better behind than found) Enhanced focus on conservation of culture, heritage and natural assets of Aruba, and integration of residents and communities in the tourism experience.
- Focus on a value-driven strategy to enhance the quality of our visitor economy: Appeal to the responsible and mindful guests who will contribute to our economy and respect our natural environment, culture and society.
- Further expansion/integration of the A.T.A.'s niche activations: eco-conscious, culinary, wellness and weddings.
- Stakeholder engagement: Increased strategic partnerships with NGOs and educational institutions, including: ACF, AEF, AH&SF, COA, FMA, GCF, CEDE, EPB, EPI, UvA.
- Investment in finalizing key product development projects and maintenance of existing tourism product development projects.

# Destination Enhancement

Destination Enhancement projects and initiatives are designed to create a balance between the current and future resident needs, while enhancing the overall visitor experience and, fostering the engagement between the locals and visitors.

Efforts are highly focused on promoting and creating educational experiences highlighting our culture, our flora, and our fauna by supporting and showcasing authentic immersive experiences that can be enjoyed by both locals and visitors.

Additionally, the building blocks that shape the Destination Enhancement projects & initiatives take into consideration: our code of conduct, sense of place, sustainable sourcing (whenever possible), environmental impact, building with nature, and bringing awareness on how to be a responsible citizen and tourist.



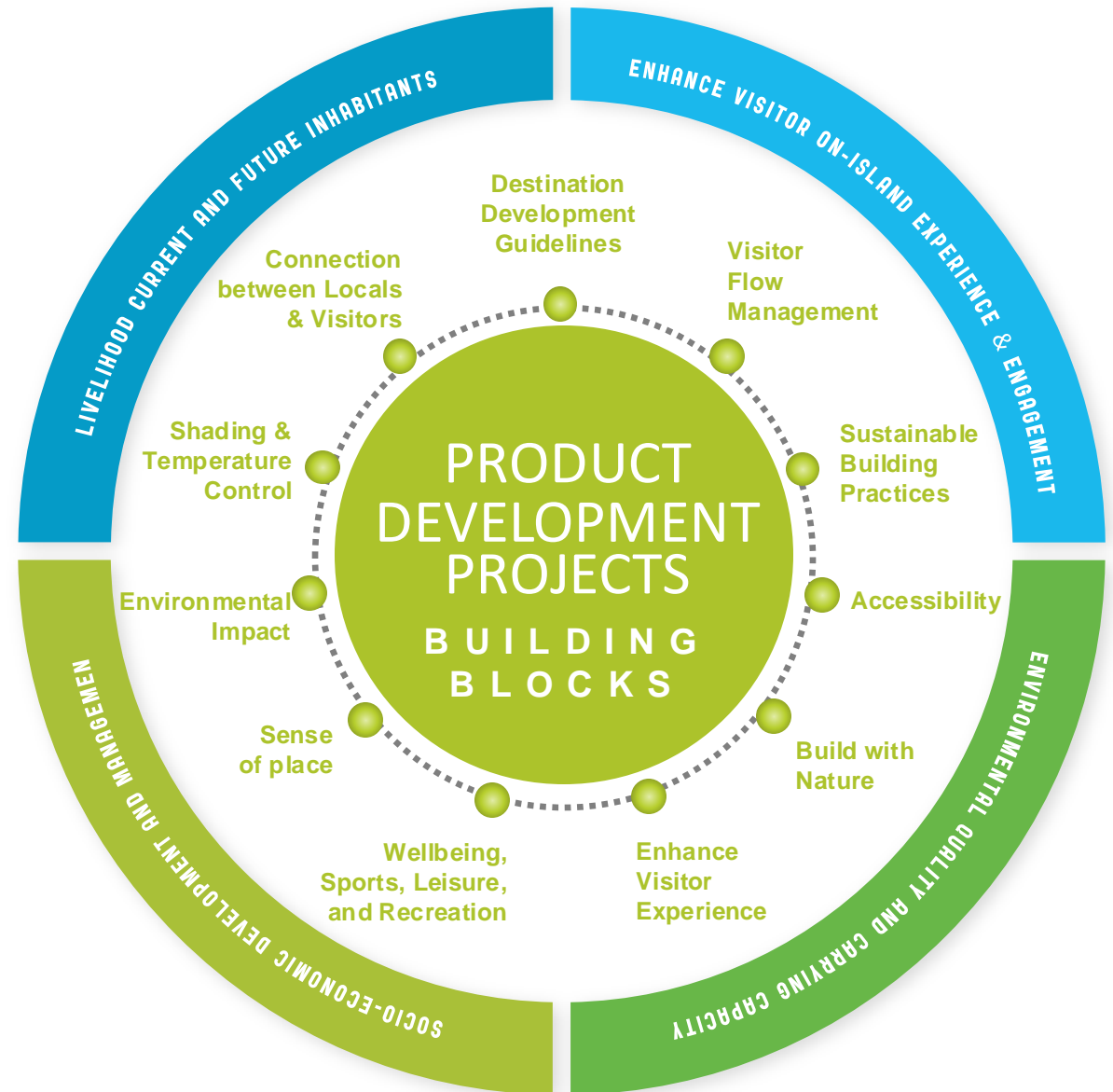


# Product Development

The Product Development projects and initiatives are aimed at developing, enhancing, and maintaining products (tangible and intangible), services, human capital development, quality enhancement, safety and security, and niche development.

All product development projects that are related to the development, management, and maintenance of touristic assets and attractions consider the long-term sustainable development of the destination and adhere to guidelines provided by the Tourism Policy Plan, ROPV, Beach Policy, and environmental policies (both terrestrial and marine) set by the government and partners such as the Aruba Conservation Foundation to name a few.

The building blocks that shape the Product Development projects and initiatives are similar to those of the destination enhancement, however the take important additional aspects such as visitor flow management, accessibility, shading and temperature control, and the promotion of recreational activities and wellbeing whenever possible.





## Development & Enhancements

1. **North Coast Masterplan** Mountain Bike and Hiking Trails (2022-2024), horseback trails (2024/2025), conservation & regeneration masterplan (2025/2026)
2. **Lighthouse** Infrastructural Upgrades & Restrooms (2025)
3. **Alto Vista** Infrastructural Upgrades & Restrooms (2024/2025)
4. **Malmok Boardwalk** QR-Fit Project (2022/2023)
5. **Malmok Boardwalk** Boca Catalina Infrastructural Upgrades (2024/2025, TPEF)
6. **Palm Beach** Tower Refurbish & Art (2023/2024)
7. **Sero Colorado Masterplan** Baby Beach infra enhancements incl. parking lot, tennis courts, stairs and turtle wall, and Rodger's infrastructure enhancements (2022-2025)
8. **Cas Ariba** enhance the plaza and amenities (2023-2025)

## Protection, Conservation, and Regulation Efforts

9. **Sasarawichi Dunes** Conservation & Protection (2022, ACF)
10. **Spanish Lagoon Trails** masterplan (2025/2026, ACF)
11. **National Park Arikok Trails** masterplan (2025/2026)
12. **Beach Health & Quality Program** develop the program (2024/2025, DNM)



2025

## Refurbishment

- 15. **Natural Pool** Refurbish Stairs, Gazebos, and parking area (2024)
- 16. **Bubali Plas** – Refurbish the Bird watch tower (2025/2026)
- 17. **Boca Prins** Refurbish Stairs (2024)
- 18. **Quadirikiri** Reconstruct the Stairs (2024)
- 19. **Fuente** Refurbish railings (2024)
- 20. **Mangel Halto** Refurbish Palapas, Gazebos, & Enhance Area (Phase 1 2023/2024, Phase 2 (2024)
- 21. **Hooiberg** Refurbish Stairs & Gazebos (2022/2023)

## Maintenance

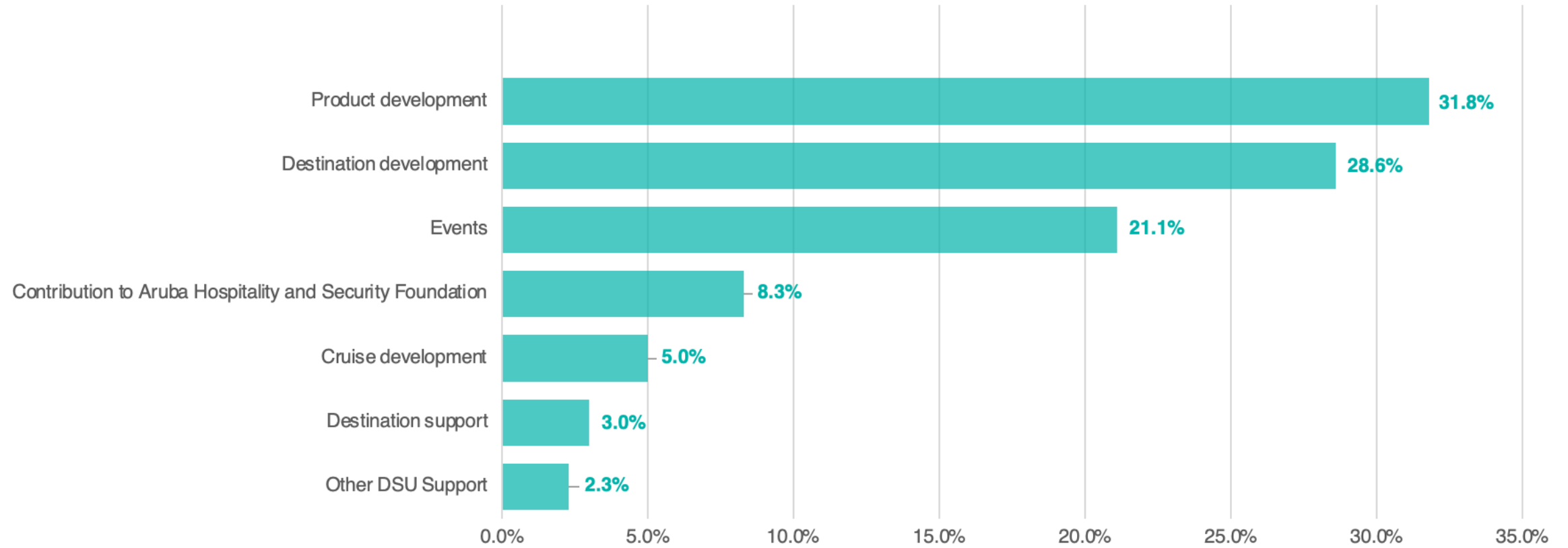
- 22. **Develop a long-term maintenance plan with DOW**
- 23. **Palapas & Gazebos** contribute with DOW for the maintenance on a 4 year cycle: 2023-2027 maintenance plan.
- 24. **Plazas & Monuments** Maintenance plan with DOW
- 25. **Buoys** Maintenance and replace vandalized buoys
- 26. **Waste Management & Beach Cleaning**

## Directional Signage & Directories

- 27. **Ayo** Signage & Experiential Trails Project
- 28. **Casibari** Signage & Experiential Trails Project
- 29. **San Nicolas** Directional Signs Way finding
- 30. **Oranjestad** Directional Signs & Directories Wayfinding
- 31. **Beaches and North Coast** continuous maintenance and update information and regulations signage

# Destination Services Budget 2025

# 2025 Destination Services Budget Share





# Key Performance Indicators

# Our Measures for Success:

## Key Performance Indicators 2025

Refer to the appendix for more information on the projections and forecasts of the following indicators for 2025: Tourism Receipts, Stay-over Visitor Arrivals, US Affluent Stay-over Visitor Arrivals, Revenue per Available Room, Cruise Visitor Arrivals, and Visitor Satisfaction.

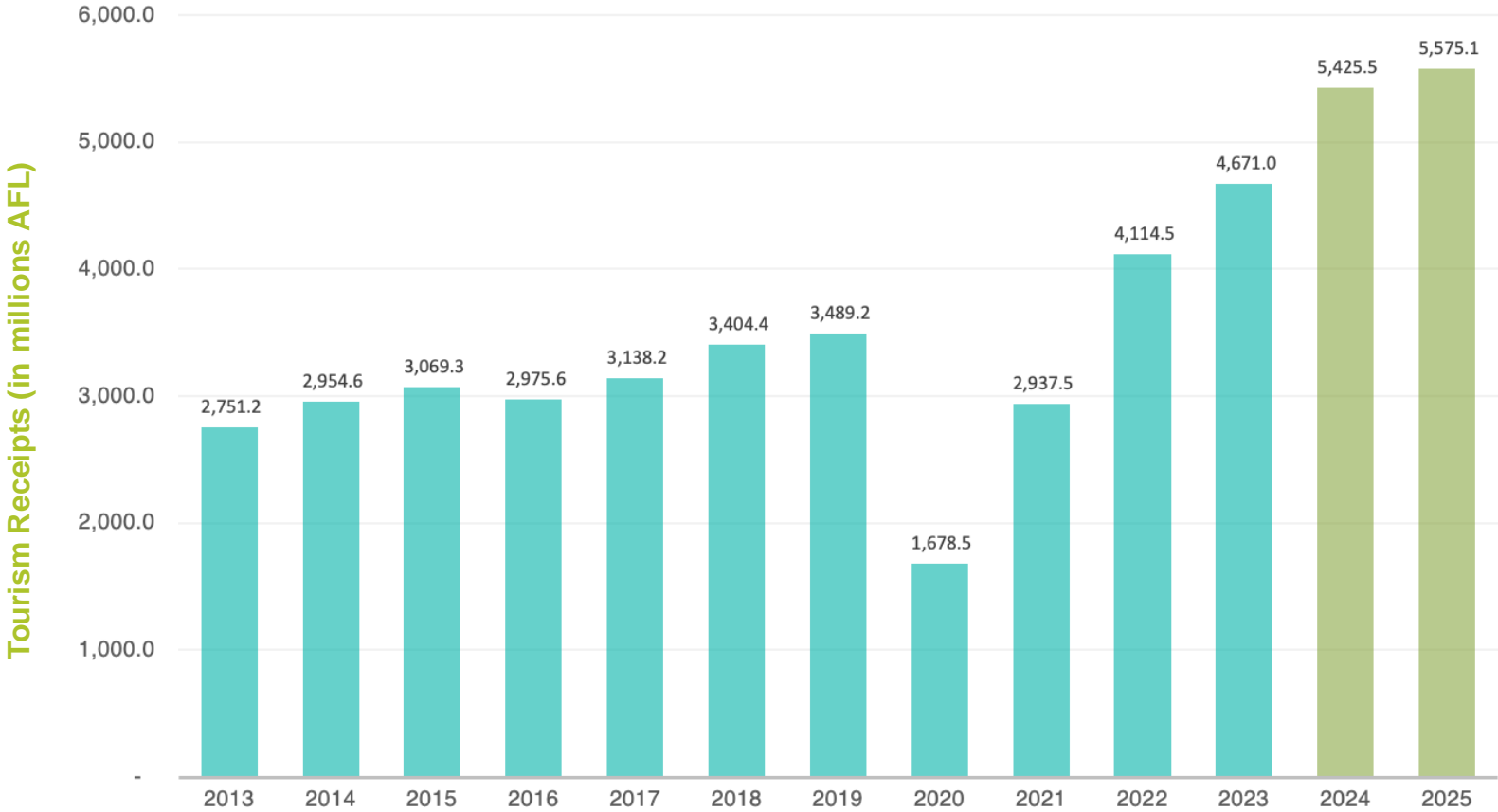
| 1.1<br>Drive consistent visitor arrivals       | 1.2<br>Grow Average Daily visitor spending             | 1.3<br>Increase engagement of Aruban community with tourism | 1.4<br>Ensure preparedness for effective response to emergencies | 2.1<br>Safeguard sustainable tourism, balancing the needs of community, visitors and destination | 2.2<br>Drive preference for Aruba as sustainable destination | 2.3<br>Enhance visitor on-island experience and engagement | 2.4<br>Stimulate innovation and efficiencies in the Aruban tourism industry | 3.1<br>Drive innovation and agility of the A.T.A.                    | 3.2<br>Influence decision making in Aruban tourism industry |
|--|--|---|--|--|--|--|---|--|---|
| Total High Spending Stay-Over Visitor Arrivals | Tourism Receipts                                       | Happiness Index Aruba                                       | Annual Update of Tourism Emergency Marketing Plan                | Happiness Index Aruba  | Marketing ROI per market                                     | Aruba Quality Seal Certified Businesses                    | Innovation Outreach   | Performance Score on Innovation related behaviors and Infrastructure | Execution of Stakeholder Management Plan                    |
| Total High Spending Cruise Passenger Arrivals  | Revenue per Available Room                             | Sentiment Polls   | A.T.A. training hours for simulation crisis response plan        | Sentiment Polls  | Brand Equity   | ACP Certified Individuals                                  |   | A.T.A. Employee Satisfaction Score                                   | Stakeholder Outreach & Satisfaction                         |
| Seat Capacity                                  | Spend per Market                                       | ACP Certified Individuals                                   |  | Carrying Capacity Indicators   | Net Promoter Score   | Guest Experience Index                                     |   | External Stakeholder Satisfaction Score                              | Advocacy Outreach   |
|  | Net Promoter Score                                     |   |  | Net Promoter Score   | Visitor Retention Rate                                       | Visitor Retention Rate                                     |   | A.T.A. Overall Performance Score                                     |   |
|  | Average Daily Expenditures Stay-Over & Cruise Visitors |   |  | Guest Experience Index   |  | Net Promoter Score   |   | Performance Score on Agility related behaviors and Infrastructure    |   |
|  | Average Daily Tourist Spending                         |   |  |  |  |  |   |  |   |
|  | Guest Experience Index                                 |   |  |  |  |  |   |  |   |

Note: These KPIs are from A.T.A.'s previous MACS, which will be updated.

# Appendix

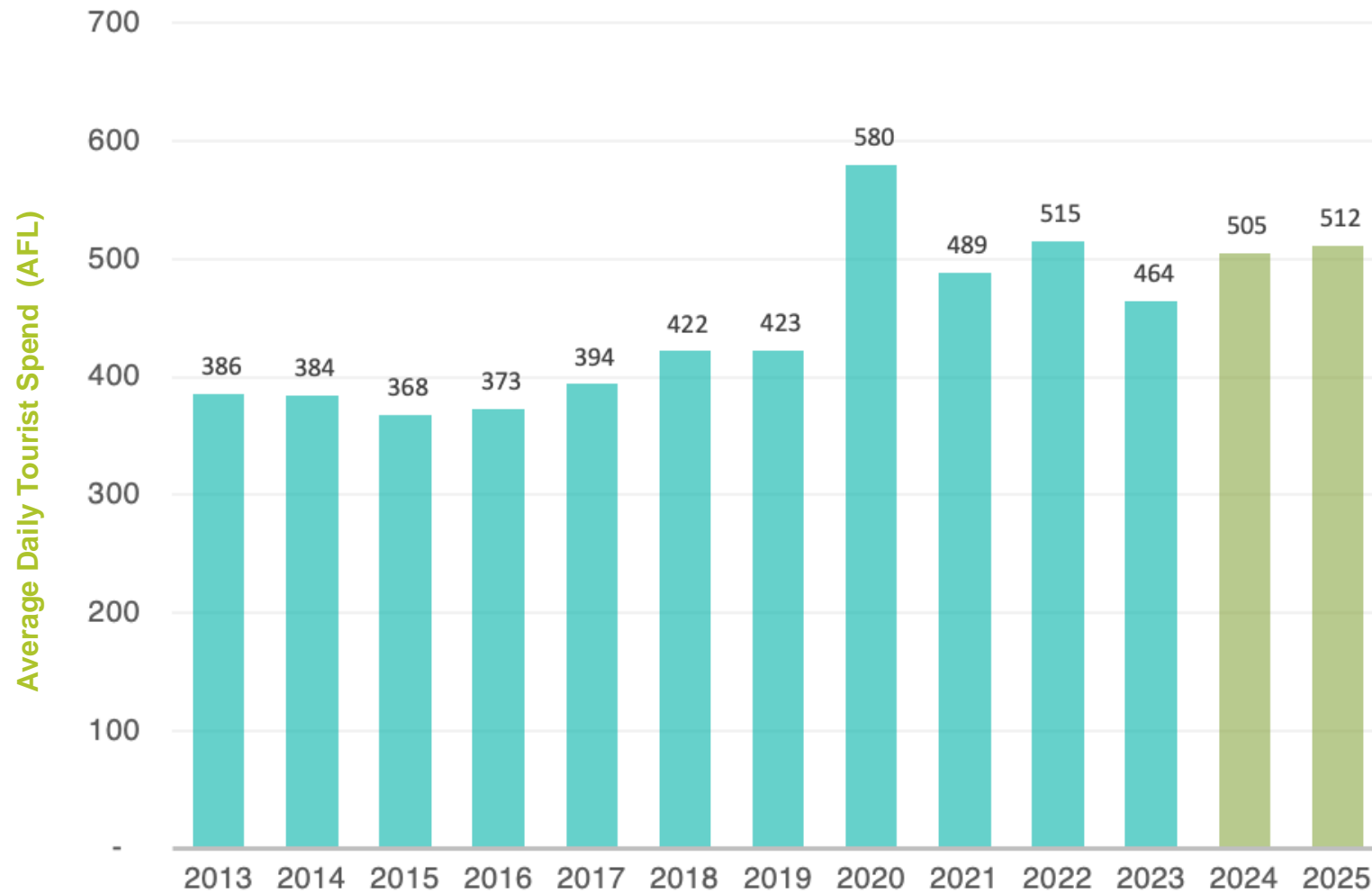
# Tourism Receipts

|                      |                       |                        |
|----------------------|-----------------------|------------------------|
| <b>2023*</b>         | <b>2024 vs 2023</b>   | <b>2025 vs 2024</b>    |
| <b>vs 2019: +34%</b> | <b>Target: +6%</b>    | <b>Projection: +3%</b> |
| <b>vs 2022: +14%</b> | <b>Forecast: +16%</b> |                        |



Source: Central Bank of Aruba/ Aruba Tourism Authority for the years 2023-2025 (TIM)

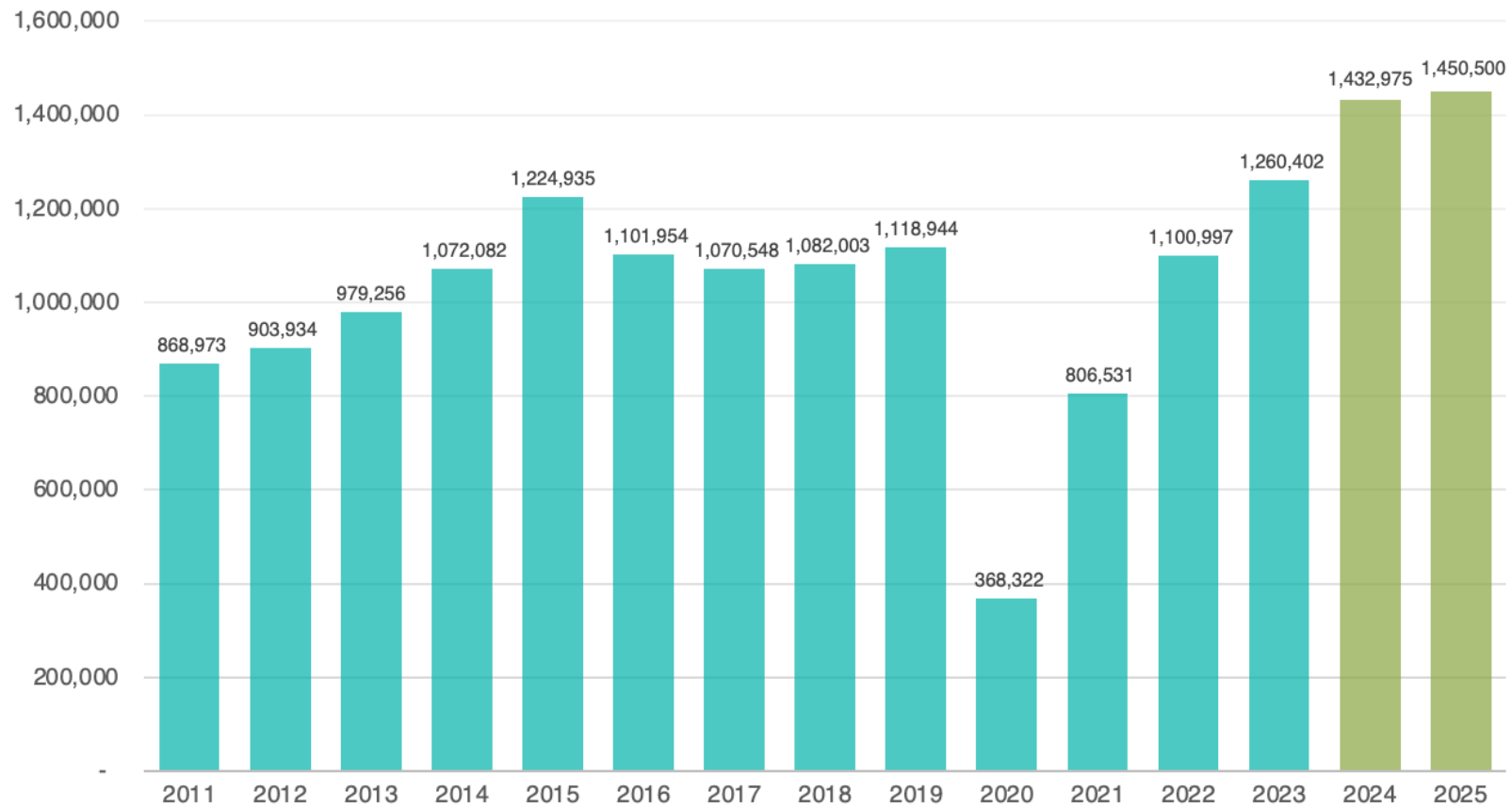
# Average Daily Tourist Spend





# Stay-Over Visitor Arrivals

|               |                     |                     |
|---------------|---------------------|---------------------|
| <b>2023</b>   | <b>2024 vs 2023</b> | <b>2025 vs 2024</b> |
| vs 2019: +11% | Target: +3%         | Projection: +1%     |
| vs 2022: +13% | Forecast: +14%      |                     |

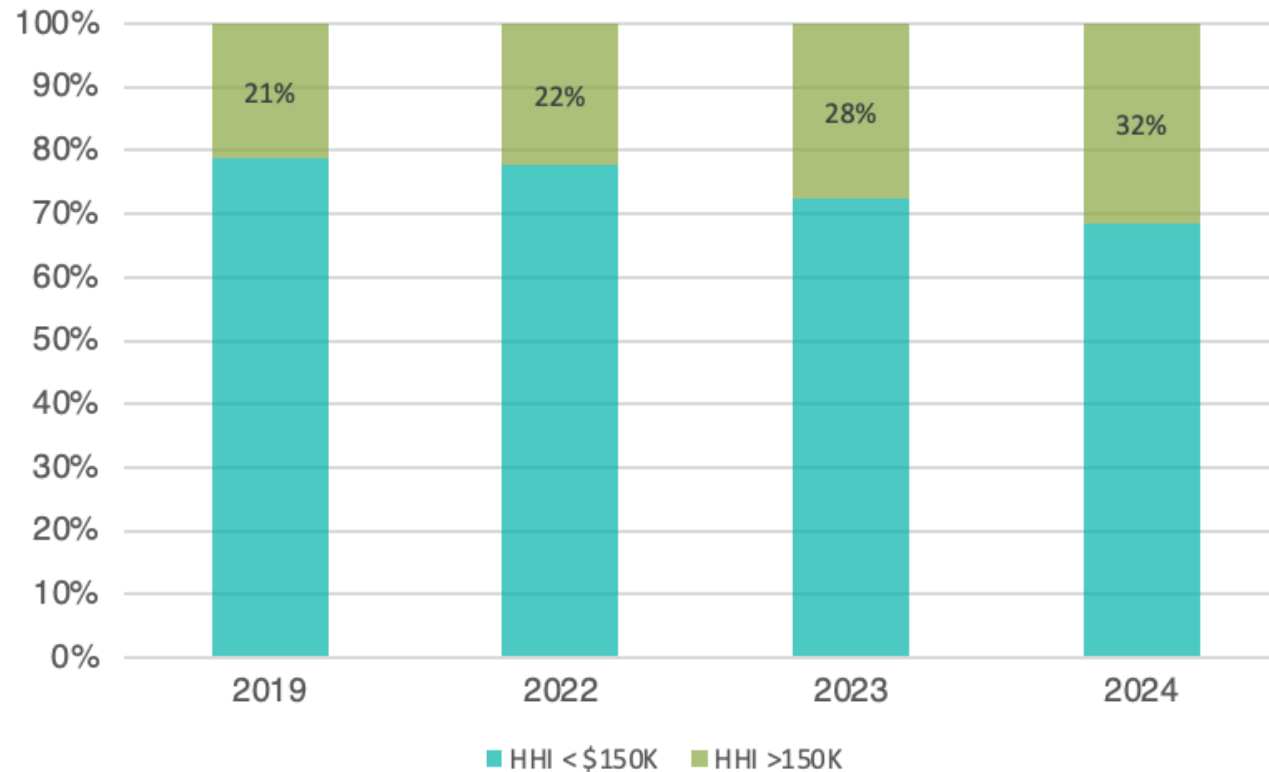


# Affluent Stay-Over Visitors

For the US market, A.T.A.'s High Value Visitor Attraction strategy, shifted over the years, from a focus on US travelers whose household income is over US\$100K to those with a household income above US\$150K. US Affluent travelers with a 'household income' between US\$100K and above the \$200K shall be captured through the HALO effect.

For the LATAM and European market, the strategy of the A.T.A. hones in on specific segments based on high household income and lifestyle traits.

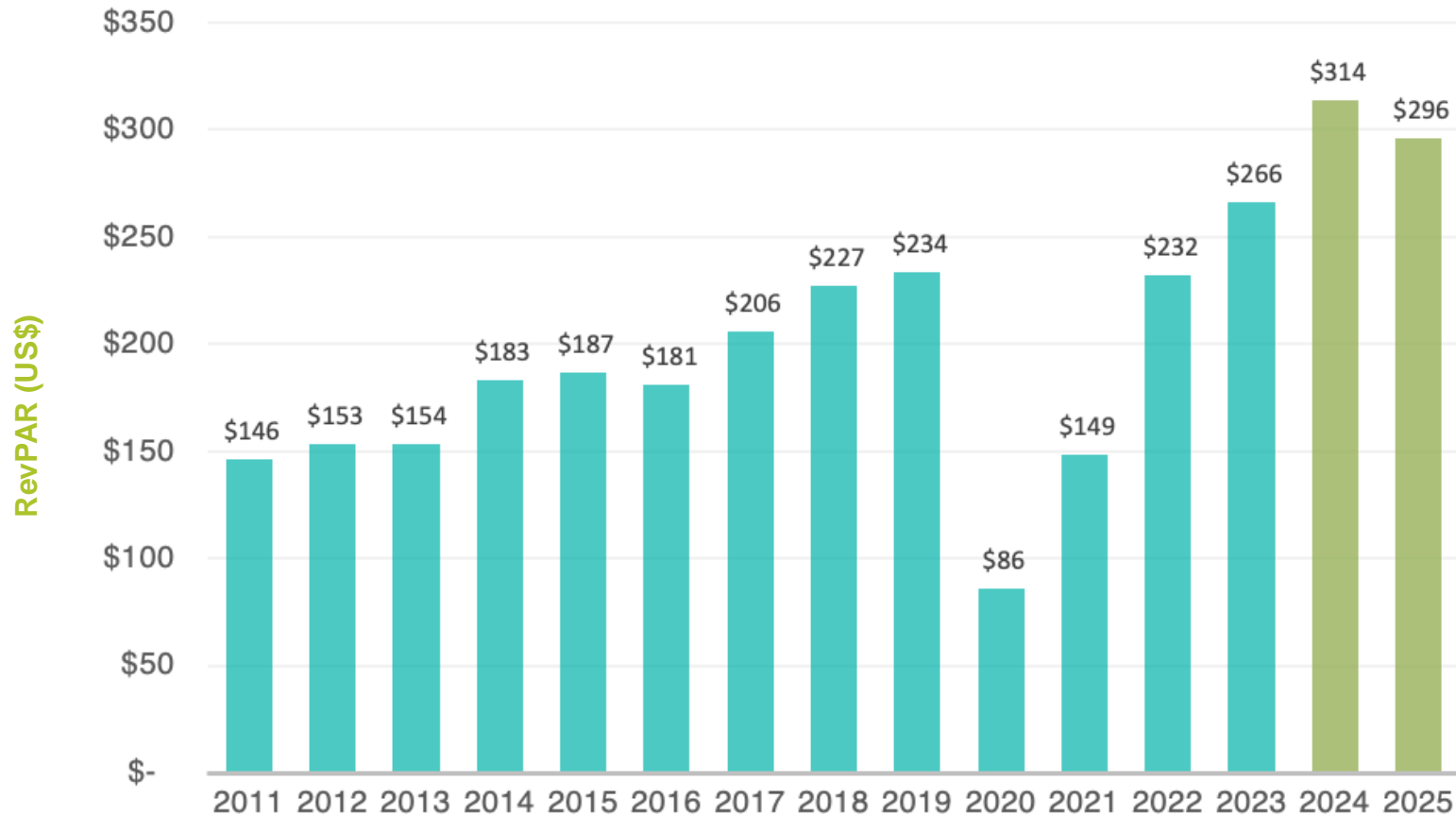
**% SHARE OF US AFFLUENT VISITORS (HHI > \$150K)**



# Hotel Performance

## Revenue Per Available Room (RevPAR)

| 2023          | 2024 vs 2023   | 2025 vs 2024    |
|---------------|----------------|-----------------|
| vs 2019: +14% | Target: +1%    | Projection: -6% |
| vs 2022: +15% | Forecast: +14% |                 |



Source: Aruba Hotel and Tourism Association | Aruba Tourism Authority for the years 2024-2025 (TIM)

# Cruise Visitor Arrivals

2023

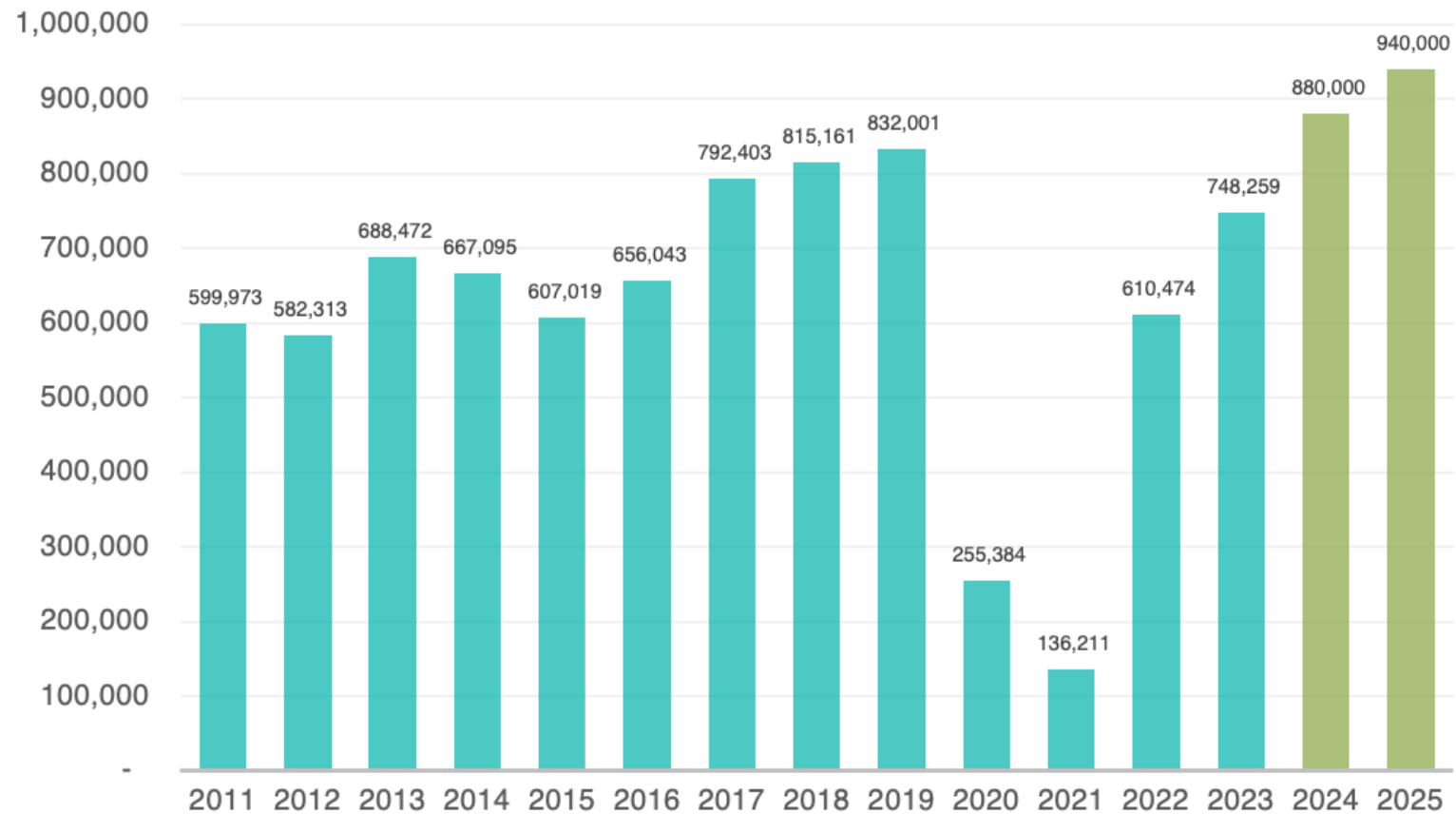
vs 2019: +98% recovery  
vs 2022: +34%

2024 vs 2023

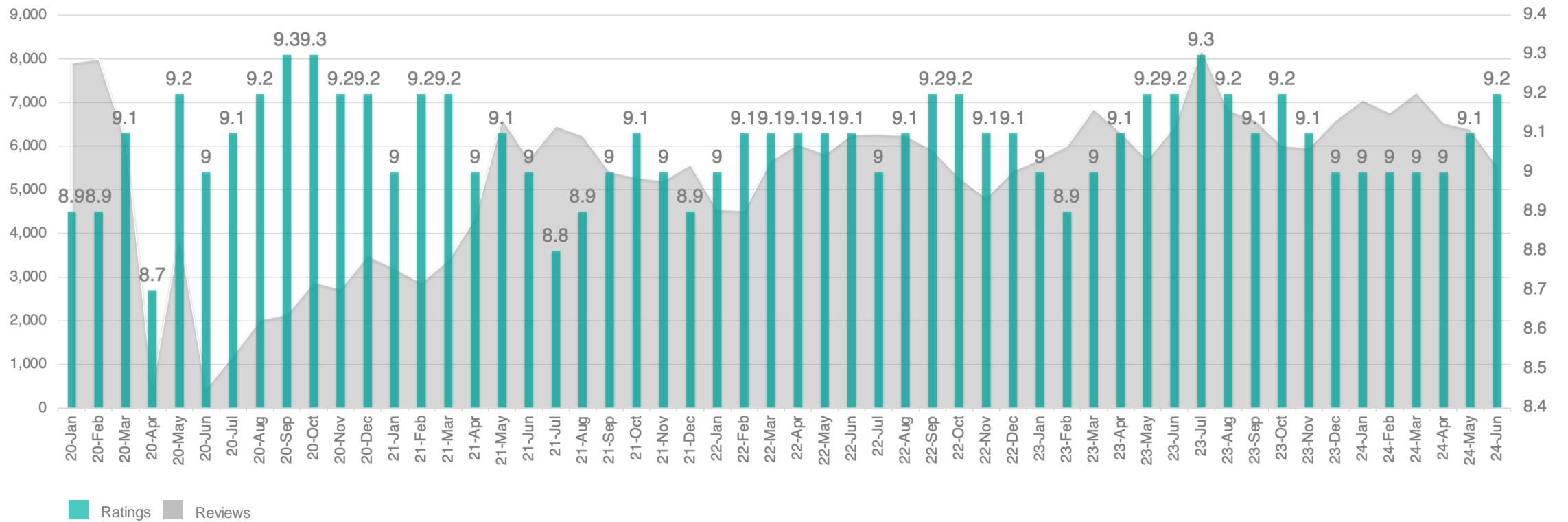
Target: +7%  
Forecast: +18%

2025 vs 2024

Projection: +7%



# Visitor Satisfaction





Aruba Tourism Authority

# Aruba Tourism Industry Corporate Plan & Budget 2 0 2 5 / 2 6

For more information, please contact:

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