



Corporate Plan **A.T.A. 2024**

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Aruba's tourism performance has consistently shown an upward trend, tourism receipts is anticipated to achieve a 21% increase by year-end 2023. Additionally, stay-over arrivals are on track to surpass the figures from 2019, with projections indicating a remarkable growth rate of 10% for year-end 2023 compared to 2022.

While our outlook for tourism in 2024 remains positive, it is crucial to acknowledge the ongoing external factors that introduce an element of vulnerability, requiring vigilant monitoring. Evolving circumstances, both on a local and global scale, continue to influence our business landscape, which, in turn, can impact stay-over arrivals and expenditures. A pivotal external factor that demands close observation is the volatile global socio-economic climate, which can impact trade, global economic performance, consumer confidence, and, subsequently, travel.

On a local front, we must also continue with our efforts in the revision of A.T.A.'s legislation, as it is an essential step within the framework of our new business model. A.T.A. is actively engaged in the process of amending the legislation, addressing various aspects that directly affect our financial stability. This initiative primarily aims to safeguard our financial health, with a critical focus on the ability to retain any positive net income. Given the modified share of the Tourism Levy allocated to A.T.A., this legal amendment is fundamentally necessary to ensure the sustainability of our tourism management efforts.

Furthermore, we are also monitoring a phenomenon with potential implications for the travel industry as a whole: the conclusion of the "Revenge Travel" trend. Revenge travel emerged once travel restarted after the COVID-19 crisis, during which consumers began to travel, making up for the time and experiences lost during the pandemic. The prosperous two-year post pandemic period, was marked by a significant surge in travel demand, with travelers willing to pay premium prices. However, consumers are now scaling back their travel plans and reducing spending on non-essential items.

Additionally, according to "Bloomberg Second Measure" during this time consumers were faced with diminishing real wages, compelling them to tap into their personal savings and accumulate considerable credit card debt amidst a high interest rate environment. The post-COVID surge in air travel will likely decrease following a slowdown in consumer credit and debit card transactions for airline tickets in the second quarter of 2023. The 2024 targets set for tourism receipts and stay-visitor arrivals are slightly more conservative at 6% and 3%, respectively, to take the aforementioned into account.

Now more than ever, our efforts to boost tourism receipts will revolve around a hyper-focused approach to our acquisition and segmentation strategies. Our goal is to attract high-value visitors to the destination, with a greater propensity to spend more than average during their stay. This strategy will remain a cornerstone of our approach, alongside our diversification efforts and our continued partnerships with airlines, to generate demand from markets showing the greatest growth potential. Looking ahead to 2024, the airlift strategy for Latin America will place a strong emphasis on enhancing the performance and growth of long-haul carriers, including Avianca, Copa and LATAM Airlines. In the European market, we will reinforce our diversification efforts by maintaining a strong focus on cultivating demand from the UK market. This approach is integral to ensuring the success of the British Airways flight. Furthermore, we will also make concerted efforts to secure air service from Switzerland. While the US market currently boasts robust air service, we will actively work to expand and strengthen our gateways even further. Our ongoing research efforts will identify additional opportunities, including the potential to increase flight frequencies and introduce new players, to further broaden our reach and offerings.

As the Aruba Tourism Authority (A.T.A.), we are committed to the development and nurturing of strategies that align with the High-value, Low-impact tourism (HVLI) growth model. This model has effectively guided our destination marketing and product development initiatives and projects in recent years.



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Niche tourism plays a crucial role in our approach to facilitating the destination's sustainable long-term development. In line with this commitment, the A.T.A. developed the Niche framework in 2023, and in the coming year, 2024, we will continue to prioritize and further develop our Niche segments, placing them at the core of our strategy.

The Destination Services Unit (DSU) is set to introduce a multi-year framework that will serve as the guiding light to outline the unit's main focus areas and provide a roadmap to guide the unit's decision-making and efforts according to the pillars of the HVLI. Key projects and initiatives of the DSU for 2024 include the Sero Colorado Master Plan, finalization of the Mountain bike trails project, the Beach management, and visitor flow management. Additionally, next year great emphasis will be placed on the introduction of the new entity the Aruba Quality & Hospitality Authority, that will further develop and roll-out the Aruba Quality Seal standards. The proposed budget also covers the continued expansion of the 'Tourism Safety Patrol', to be launched in 2024. The DSU will also channel efforts into supporting and investing in our local cultural heritage. This includes important milestones such as the celebration of the 200th year of Oranjestad, our capital city, and the 70th edition of one of our most significant cultural events, Carnival. Additionally, the DSU will continue supporting various cultural initiatives and festivities throughout the year.

These efforts are aimed at preserving and nurturing our culture for our residents. Our residents that play such an important role in sharing our "Zjeito" with our visitors, which is one of the key components of our One happy island brand that we are so known for, and which through our support towards the Aruba Excellence Foundation will continue to be prioritized

Acknowledging the importance our locals play in shaping our brand, our largest market, the United States, will be encompassing the "Masha Danki" culture as part of the brand architecture next year. This move is a fundamental component of our evolved approach of the Aruba Effect, which will dial up our Aruban culture as a distinctive and defining feature that sets us apart from our competitors.

Furthermore, the A.T.A. is dedicated to moving beyond the concept of sustainable tourism, which focuses on mitigating tourism's negative impact on the destination. Instead, we are committed towards working on more regenerative tourism practices that actively contribute to the well-being of the local community and environment. The A.T.A. assumes a pivotal role in advocating for regenerative tourism practices, and will prioritize critical initiatives. This includes updating the carrying capacity study and actively working to implement the recommendations it provides. These actions underscore our commitment to not only preserving but enhancing the vitality and sustainability of our cherished island.

We look forward to another successful year of collaborating and working in unison with all our key partners and stakeholders. It is our common commitment and passion for our One happy island that has always set Aruba apart, and this is the true embodiment of our "Zjeito".

[Ronella Croes](#)
CEO
[Aruba Tourism Authority](#)



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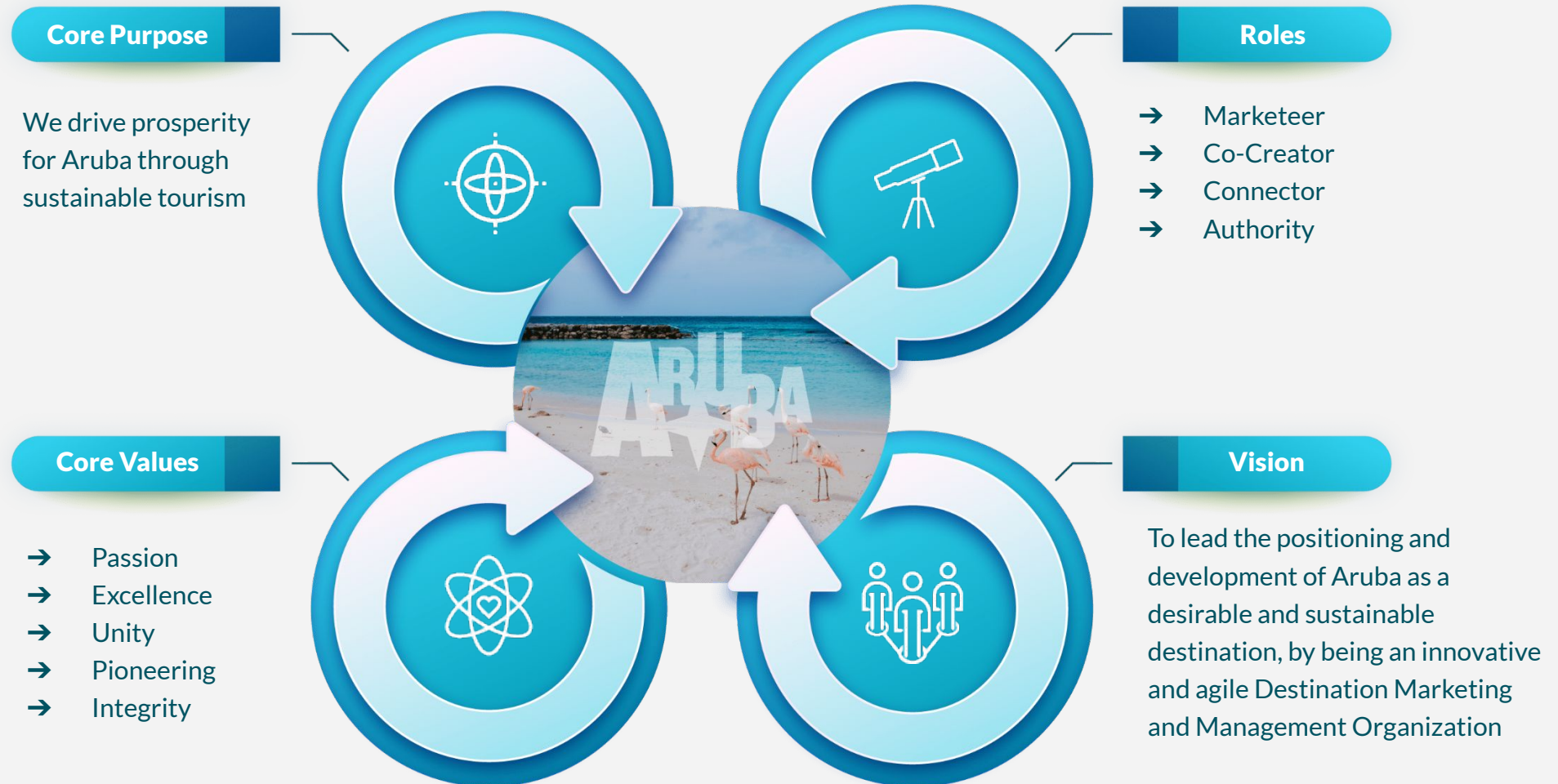
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Strategic Direction

- Strategic direction
- High-value, Low-impact
- Tourism trends
- Key internal & external factors

Strategic direction Our Aspiration

The Aspiration of the A.T.A. provides a clear picture about who we are and where we want to go.



Strategic direction

Our Goals

Our multi-annual Corporate Strategy articulates how we aim to get our Aspiration (the Why) by translating this in three overarching goals

Our Strategic Direction

Our Tourism 2025 Aspiration is translated from three Goals to nine Strategic Objectives

1



**Increase economic value
of tourism**

Objective 1.1

Drive Consistent High Value Visitor Arrivals

Objective 1.2

Grow Visitor Spending

Objective 1.3

Increase Engagement of Aruban Community with Tourism

Objective 1.4

Ensure Preparedness for Effective Response to Emergencies

2



**Position Aruba as a
desirable and sustainable
destination**

Objective 2.1

Safeguard Sustainable Tourism, balancing the needs of Community, visitors and destination

Objective 2.2

Drive Preference for Aruba as a Sustainable Destination

Objective 2.3

Enhance Visitor On-Island Experience and Engagement

3



**Lead positioning and
development of Aruba as
destination**

Objective 3.1

Drive Innovation and Agility of the A.T.A.

Objective 3.2

Influence Decision Making in the Aruban Tourism Industry

High-value, Low-impact

Tourism Growth Model

Sustainable tourism development through 4 main pillars

It is imperative that we continue to embrace the High-value, Low-impact tourism growth model as our guiding principle for sustainable tourism development in Aruba. The UNWTO defines sustainable tourism as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of the visitors, the industry, the environment and host communities” the HVLI tourism growth model is an embodiment of this definition. In 2024 and beyond the A.T.A. will continue to work towards a sustainable tourism development through the following actions:





Resident Quality of life

Locals are integral in our visitors' experience, and their input and insights are a key contribution to our tourism development. In the last resident sentiment survey, which was conducted by the A.T.A. in 2022, locals highlighted an increased value in the protection of our cultural heritage.

In the coming years the A.T.A. shall enhance its attention towards the Aruban culture. We continue to emphasize our brand identity and rich heritage through amongst others our 'Zjeito'. The latter is an old Papiamentu concept that unveils the secret of Aruba's cordiality and friendliness.

Efforts for 2024 include additional contribution towards celebrating the 70th edition of our Carnival, as well as the 200 years existence of our capital city, Oranjestad. Recurring events as the Bon Bini Festival and the Aruba Art Fair are also accounted for. The creation of more murals, mosaics, plus the emphasis on landmarks, on cultural festivities, national holidays, music and the performing arts, visual arts and handicrafts, theaters and exhibitions, are part of the considerations for 2024.

Our formalized contribution towards 'Fundacion Museo Arubano' will further enhance visitor experience as well as the local appreciation of our heritage. The cooperation with the foundation ensures further professionalization and enhancement of museum management and experience. It secures the consistent operation of 4 museums.

In 2023 A.T.A.'s DSU worked in close collaboration with the Niche Unit and contributed in the creation of the Niche framework (refer to section 4.5 - Niche Marketing). In support of the Niche Framework, which guides different initiatives and activations of the DSU, a third cycle of the 'Aruba Signature Experiences' kicked off in the third quarter of 2023. The A.T.A. hereby encourages entrepreneurs to focus on unique and unforgettable niche experiences for our visitors.

Furthermore, continued efforts will be placed in creating awareness through the 'code of conduct/Aruba promise' and 'Ban Serio' programs to influence positive and exemplary behaviour.



Quality of Visitor Experience

Visitors are an essential component of our tourism model. We are grateful and proud of the industry, given the consistent high levels of satisfaction of our visitors. Aruba scores well in terms of overall satisfaction delivery, however continuous emphasis on the provision of 'value for money' remains imperative.

The A.T.A. shall continue to facilitate, upkeep and upgrade of the Aruba vacation experience through its advocacy role and active participation in multiple committees related to, amongst others, amenities, UTV/ATV, watersports, infrastructure, ROPV (physical ordinance), labor shortage, cruise, and port city.

Other efforts of advocacy include the A.T.A.'s participation on several Boards, which include a financial investment from the A.T.A. in some cases: Aruba Hospitality & Security Foundation (AHSF), Fundacion Museo Arubano (FMA), Tourism Product Enhancement Fund (TPEF), Fundacion Parke Nacional Aruba (FPNA), Aruba Excellence Foundation (AEF), and Stichting Maneho di Aruba su Carnaval (SMAC).

A.T.A.'s influence on the quality of visitor experience is realized through its participation - whether it be as a partner or leading entity - in projects such as the Seroe Colorado Master Plan, Mountain Bike Trails, Beach Management efforts, better Visitor Flow Management initiatives and the Aruba Quality Seal. These are some examples.



Environmental protection and conservation

One of the four HVLI pillars is dedicated towards environmental protection and conservation. The A.T.A. contributes to the destination's environmental protection and conservation through various efforts, whether it be through awareness campaigns, or as an advocate in various committees, as well as through our marketing and promotional messaging, and by simply investing in projects that are critical to restore and/or safeguard our environment and nature. Moving forward additional efforts shall be dedicated towards this pillar, which are aligned with the United Nations Sustainable Development Goals (and other international treaties), National Policies, and A.T.A.'s recognition of the Eco-Conscious Traveler. Furthermore the A.T.A. will be working on updating the carrying capacity study, and focus on the implementations of the recommendations set forth in the document.

The Fundacion Parke Nacional Aruba (FPNA) appointed for the management of not only the Arikok National Park but also the four Marine Parks, and 16+ natural reserves around the island, introduced a comprehensive Multi Annual Corporate Strategic Plan in 2023. The A.T.A. will support and, collaborate with the FPNA and also other strategic partners (Governmental/NGOs) in a collective effort to accomplish the envisioned environmental protection, conservation and regeneration needs of the destination.



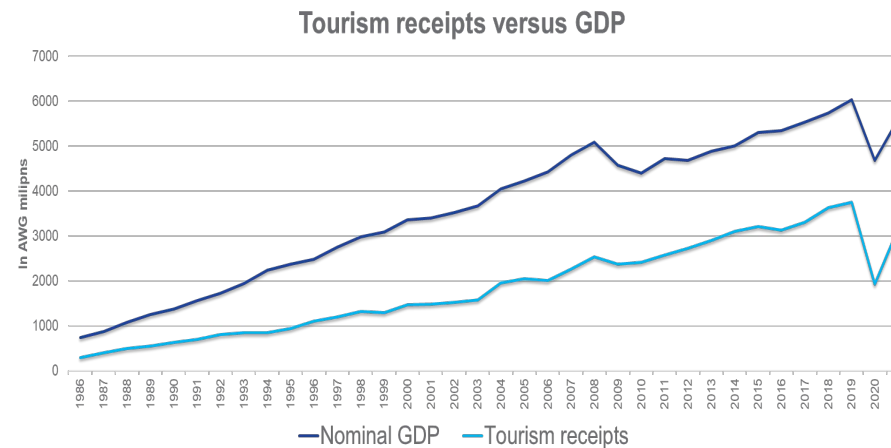
Economic Contribution of Tourism Sector

One of A.T.A.'s key responsibilities is to foster the growth of tourism's substantial economic benefits.

Ultimately all direct and indirect activities and investments made by the A.T.A. focus on influencing Aruba's income generated through tourism. The direct income is measured through Aruba's 'Tourism Receipts' which is tracked and reported on by the Central Bank of Aruba (depicted as 'Tourism Credits').

What is the relationship between 'Tourism Receipts' and Aruba's nominal GDP?

A 1% increase in tourism receipts leads to a 0.6% increase in nominal GDP.



Source: University of Central Florida (UCF) | Marketing effectiveness study (2022)

At the A.T.A. our critical point of departure is thus, how do we influence Tourism Receipts and how do we contribute to an increase in Aruba's nominal GDP, in the span of what we can control as the A.T.A., as ultimately, increasing income for the destination is a collective effort.

Refer to Chapter 4, where we outline A.T.A.'s 4 core strategies to influence Tourism Receipts.



Economic Contribution of Tourism Sector

Niche marketing “A Vision for our future”

The prioritization of Niche development is essential to foster the growth of tourism’s substantial economic benefits. Niche tourism forms an integral part of our approach in helping the destination achieve sustainable long-term development. In 2023, a Niche framework was created to define A.T.A.’s vision on Niche tourism for the next five years (refer to section 4.5).

The Importance of Niche Development

It is imperative to re-assess Aruba’s tourism direction and strategic priorities as a destination to continue on a smart path toward sustainable growth. As per A.T.A.’s Destination Development Plan “Cu Mira Pa Futuro”, sustainable growth is defined as:

- Creating a balance between community and visitor needs
- Safeguarding scarce resources and protecting a fragile environment
- Enhancing the quality of life of the community
- Increasing the economic value of tourism

The Destination Development Plan also outlined the importance of implementing a sustainable growth strategy, considering the following:

- Mature product that requires diversification to maintain its competitive advantage
- Diminishing returns and regressive growth patterns compel a new way of thinking
- Maintaining competitive advantage is critical to uphold tourism’s economic contribution to GDP

- Rapidly changing tourism industry calls for ingenuity and experimentation
- New traveler demands require an exceptional experiential product
- High levels of density leave little to no capacity for expansion over mid to long term
- Sensitivity to external factors calls for higher economic resilience

Considering that the same tourism model that was used for Aruba in the ‘90s does not apply today nor will it apply to the future, it remains imperative that as a destination, we continue on a smart path toward sustainable growth.



Tourism Trends

The Global tourism industry is well on its way to returning to pre-pandemic levels, and is on track to fully recover.

As we enter a new year, it is pivotal to keep track of the most significant trends for 2024.

1



Outside is In

Outdoor travel trends are likely to continue evolving as people seek immersive and nature-focused experiences.

What trends might shape this further?

- Sustainable and Eco-friendly: Outdoor travelers will prioritize eco-friendly accommodations, activities, and transportation options
- Adventure and Active travel
- Wellness and Mindfulness
- Digital Detox and Unplugged travel experiences
- Remote and off-the-beaten path destinations
- Glamping
- Multi-generational and family-friendly travel
- Volunteer and Conservation Based travel (regenerative)

2



Work or play, what's the difference?

Since the pandemic, it's created a trend called neo-nomadism, a lifestyle choice in which people choose to live a nomadic lifestyle, often by working remotely and some even traveling from place to place rather than having a home. This trend is having a number of effects on the leisure travel industry.

What trends might shape this further?

- Different types of travel experience – to connect with the local culture and environment,
- 'Zenventures'- this type of travel experience focuses on relaxation, mindfulness, and personal growth.
- Co-working spaces, workation packages, digital infrastructure, community building, and networking
- Prioritize slow and immersive experiences

3



Keeping it real, keeping it sustainable, keeping it regenerative

There is a growing desire among leisure travelers to be more responsible. Travelers are increasingly aware of the environmental and social impacts of tourism. Immersive tourism and sustainable tourism can help travelers to be more responsible by providing them with information about the impact of their travel and creating opportunities to make choices that are good for the environment and local communities.

What trends might shape this further?

- Community engagement and empowerment
- Regenerative accommodations, food and farming, and outdoor experiences
- Cultural preservation and heritage tourism, education and awareness, collaboration between stakeholders, carbon offsetting and climate action etc.

4



A Wellness Wave

Wellness travel has gained significant popularity as people seek rejuvenation, self-care, and a focus on personal well-being during their vacations.

What trends might shape this further?

- Integrated Wellness Retreats – taking a holistic approach to well-being including nutrition, fitness, and mindful practices
- Digital detox and unplugged retreats
- Mental health and emotional well-being
- Active wellness experiences
- Nature immersion
- Solo/personalized wellness experiences

5



Artificial Intelligence

Including ChatGPT and its impact on Travel Media: While the media finds it scary in terms of how it could eventually affect their jobs, they feel it is not entirely reliable yet. Some AI translations are more reliable than Google Translate and are being used. Travel Media urges for an AI code of ethics.

8



Skip generational travel

Last year, generational travel was a trend as families were reconnecting post-pandemic. For 2024 grandparents traveling with grandkids will be more of a movement, skipping the parents as they are back at work.

6



Climate Change

Sustainable travel may not be on everyone's mind, but it undoubtedly garners more interest globally than before.

Climate is affecting destinations worldwide, and European travel media is becoming more conscious about the environmental impact of their press trips. Some outlets have already started declining these trips.

Especially after recent record-breaking summer temperatures and weather disasters due to climate change.

9



Grandfluencers

Grandfluencers are influencers over the age of 60 who have a large social media following. While Grandfluencers have been around for a while, their appeal to a younger crowd who takes their recommendations seriously creates attractive brand opportunities.

7



Social Media Travel Recommendations

Young generations rely heavily on Tiktok for their overall travel recommendations, and social media, in general, remains a tool for travel recommendations from creators or brands.

10



Transparency

For travel media, it remains critical not to be considered bought by a brand. Outlets are more careful when sending journalists to attend press trips and aim to be honest with what they can and cannot do.



Key External Forces

Impact Travel

In addition to the new tourism trends it is essential to review key external forces impacting travel to Aruba.

Below the most promising factors impacting travel to Aruba.

1 Aviation & Hospitality industry
Staff and capacity shortage in the aviation and hospitality industry.

2 Increased cost of vacation
Taxation, cost of doing business, fuel prices, airfares, inflation.

3 Venezuela
The political - economic situation and the opening of borders, remains uncertain in terms of its impact on tourism arrivals. The current conditions could imply a limited impact.

4 YOLO phenomenon
The YOLO mindset is wearing off and possibly further impacted by recession and inflation.

5 Getting back to normal
Overheated demand (revenge travel and 'catch up travel' (i.e. groups and weddings that were postponed from pandemic times) is starting to normalize.

6 Added competition
Consumers are venturing off to further away destinations:

- Europe is a desired destination for summer once again (Italy, Greece, Portugal, Spain and others) with airfare to Europe competitive to those to the Caribbean.
- Several Caribbean destinations seeing significant new inventory coming on board (i.e. DR, Mexico Curacao).
- Demand for airlift throughout the region shall continue to grow/remain strong - hence destinations competing against each other for their share of air service.

7 Decarbonization
In particular the aviation industry is under pressure.

Key Internal Forces

Impact visitor experience and spending

Next to the forces impacting travel to Aruba, it is imperative to review key internal forces impacting visitor experience and spending.

Below the most promising internal factors impacting visitor experience and spending in Aruba.

8

Safety

Safety travel remains a key priority for travelers.

9

Global tensions

The tension between global powers continues possibly impacting trade, global economic performance, consumer confidence and as such travel.

10

Increase in inventory

The construction projects in the hotel sector, where three hotels will be added in the coming years (2024-2025), in addition to the recent opening of the Embassy Suites, pose a risk for the social and ecological (environmental) aspect on our island. 'Other' accommodations and thereby the impact of Vacation Rentals is also to be taken into account.

11

Carrying Capacity & Effect on High Value / Low Impact Tourism Model

Added pressure on health and environmental issues including sewage problem, waste management, beaches, watersports policy and control, safety / security, infrastructure, social welfare of local population.

12

Airport Capacity

Capacity at the airport maxed out on Saturdays during peak hours, limiting growth in US seats while inventory continues to grow.

13

Inflation

Inflation has become one of the main concerns of the world economy. On top of the latter, local fiscal reforms do add pressure on cost of doing business and living and cost of a vacation in Aruba.

14

Labor Force

There are many vacancies, including many hotels under construction, which will provide more employment opportunities and needs. This can result in more immigration or higher wages offered, which can have an effect on the cost of doing business for companies. This will add pressure on social, healthcare and other aspects.

15

Quality of Service

Quality of Service not optimal due to shortage of staffing. Further exacerbated with the ongoing growth in accommodations. This can impact our high value consumer expected experience.

16

Increase cost of doing business & additional taxation

The increase in the cost of doing business will inevitably impact the cost of goods on-island / fiscal reform. This may impact visitor spending.



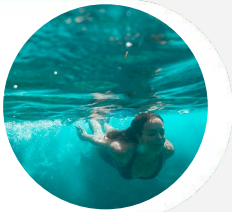



2

Key performance indicators

- Key Performance Indicators 2011 - 2024
- Project Stay-over Visitors Arrivals

KPI TARGETS 2024 vs. 2023

- 1** Increase Stay-over Visitor arrivals **by 3%** 
- 2** Increase Tourism Receipts **by 6%** 
- 3** Increase Revenue per Available Room (RevPAR) **by 1%** 
- 4** Increase Cruise Visitors arrivals **by 17%** 

Projected Growth 2024 Stay-over Visitor Arrivals

	Actual 2022	Target 2023	2023 Estimated Final	2023 EF vs 2022	Target 2024	Market Share	Target 2024 vs EF 2023
NORTH AMERICA							
USA	858,563	897,413	938,200	9%	950,700		1%
Canada	41,372	42,286	51,000	23%	52,200		2%
TOTAL NORTH AMERICA	899,935	939,700	989,200	10%	1,002,900	80.4%	1%
LATIN AMERICA							
Colombia	33,400	37,882	38,000	14%	39,700		5%
Argentina	12,601	14,205	16,600	31%	19,900		20%
Brazil	9,594	10,436	11,400	19%	13,200		16%
Chile	6,259	8,712	6,300	0%	8,800		40%
Peru	3,373	4,981	4,700	38%	8,800		89%
Ecuador	2,880	2,367	4,900	70%	5,500		12%
Uruguay	1,765	2,083	1,300	-27%	1,100		-14%
Paraguay	1,204	2,083	700	-42%	1,100		58%
Other LA	10,308	11,951	13,400	30%	12,100		-10%
TOTAL LATIN AMERICA EXCL VE	81,384	94,700	97,300	19%	110,200	8.8%	13%
EUROPE							
The Netherlands	46,255	46,515	41,600	-10%	42,800		3%
UK	11,149	14,620	12,500	12%	19,100		54%
Italy	8,255	8,835	7,600	-9%	11,700		55%
Nordic*	3,709	6,240	7,600	104%	7,200		-5%
German Speaking Markets	8,245	9,355	7,900	-5%	10,600		35%
Belgium	2,532	2,415	2,000	-20%	1,600		-23%
Other Europe	8,000	16,020	13,600	70%	12,100		-11%
TOTAL EUROPE	88,145	104,000	92,800	5%	105,100	8.4%	13%
REST OF THE WORLD							
TOTAL ROTW*	29,328	31,600	30,000	2%	29,400	2.4%	-2%
TOTAL - excl VE	1,098,792	1,170,000	1,209,300	10%	1,247,600	100%	3%

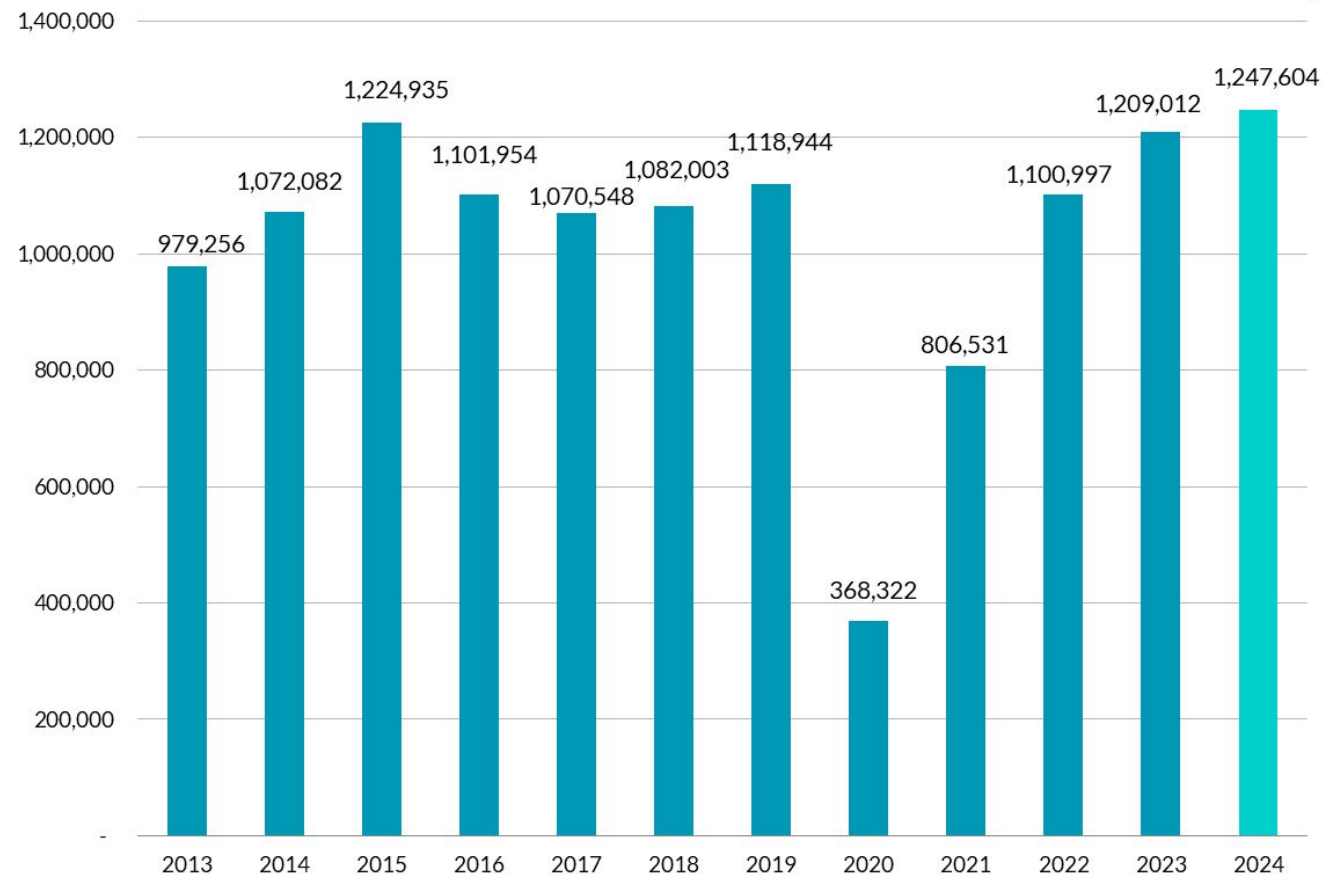
Note: including Venezuela the total number of visitor arrivals in 2019 and 2022 was 1,118,944 and 1,100,997, respectively

Stay-Over Visitor Arrivals

2023
Estimated final: 10%

2024
Target: 3%

Year end 2023 stay-over arrivals is expected to grow by 10%, welcoming a total of 1,2 mln visitors to Aruba. By year-end 2024 the stay-over arrival target is 3%, this is based on projection air seat capacity.



Source: A.T.A

Tourism Receipts 2013-2024

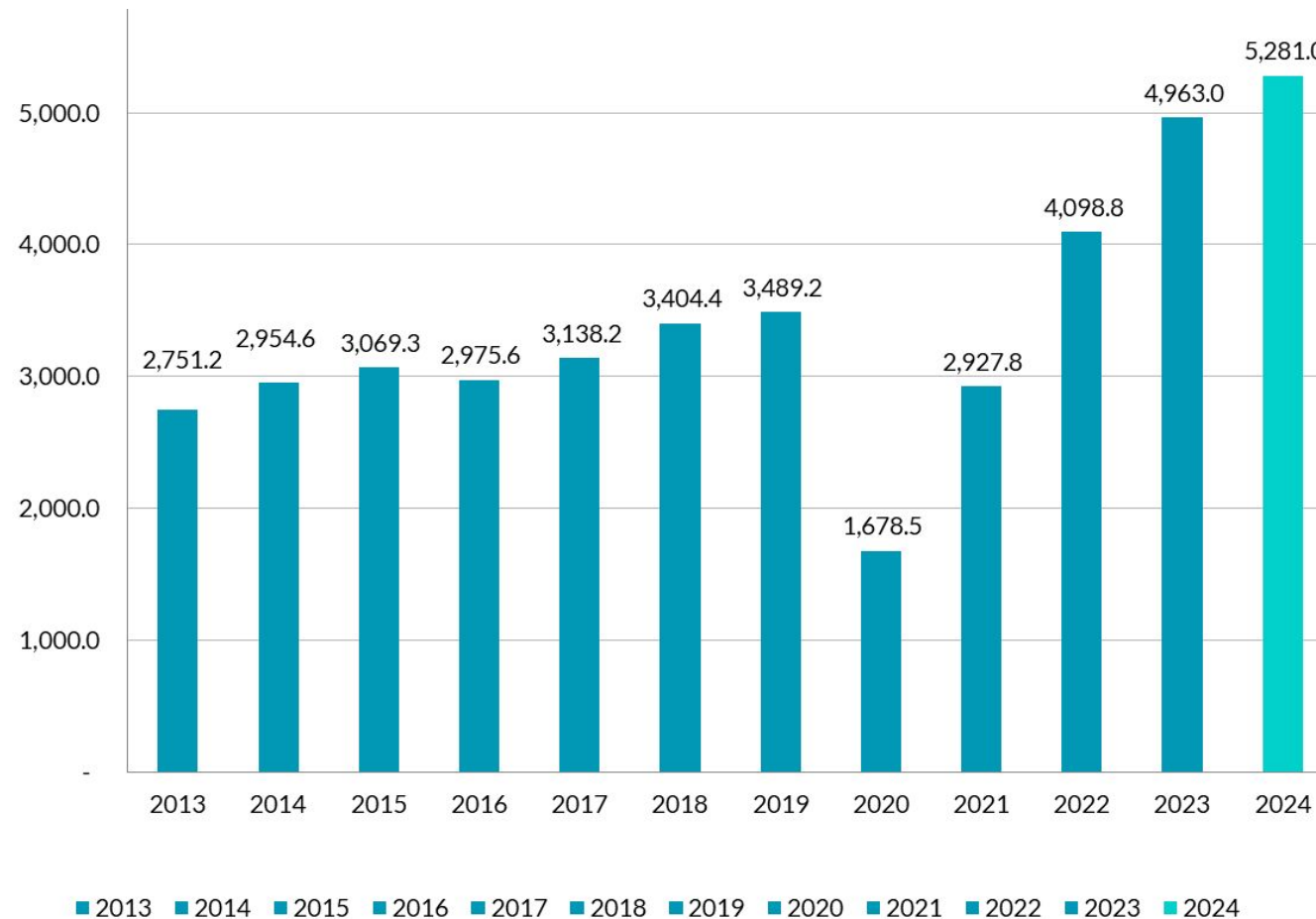
2023
Target: AFL. 4,963 million
Estimated final: 21%

2024
Target: 6%

Tourism receipts continue to be an important target for the A.T.A.
It encompasses the visitor expenditures in preparation for the trip and expenditures during the trip.

Throughout 2013 up to 2019 tourism receipts continued to demonstrate a consistent upward growth.

Though a decline is observed in 2020 and 2021, in 2022 tourism receipts grew by 17% in comparison to 2019. By 2023 tourism receipts is expected to continue to grow by 21% in comparison to 2022, and in 2024, bring a total of AFL. 5,281 million in tourism value to the island of Aruba.



Source: CBA /DEACI - MARUBA Model

■ 2013 ■ 2014 ■ 2015 ■ 2016 ■ 2017 ■ 2018 ■ 2019 ■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ 2024

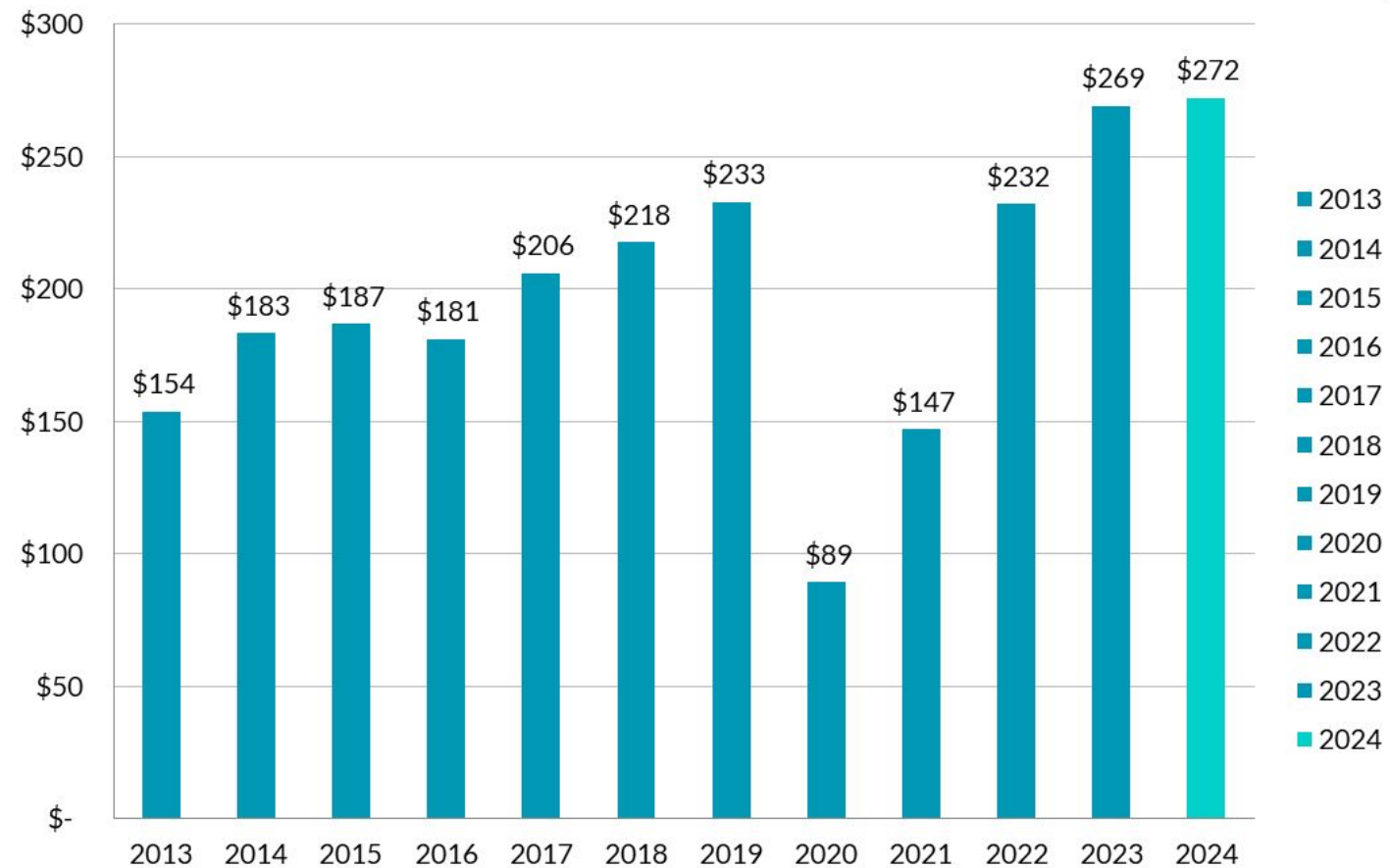
Hotel Performance 2013-2024

2023
Estimated Final: 16%

2024
Target: 1%

Revenue Per Available Room (RevPAR)

In 2022 the Aruba Hotel and Tourism Association reported a growth of 58% in RevPAR when compared to 2021. For year-end 2023 the RevPAR is projected to grow to \$269 which is an estimated growth of 16% in comparison to 2022. The target for 2024 is \$272, a 1% increase from 2023.



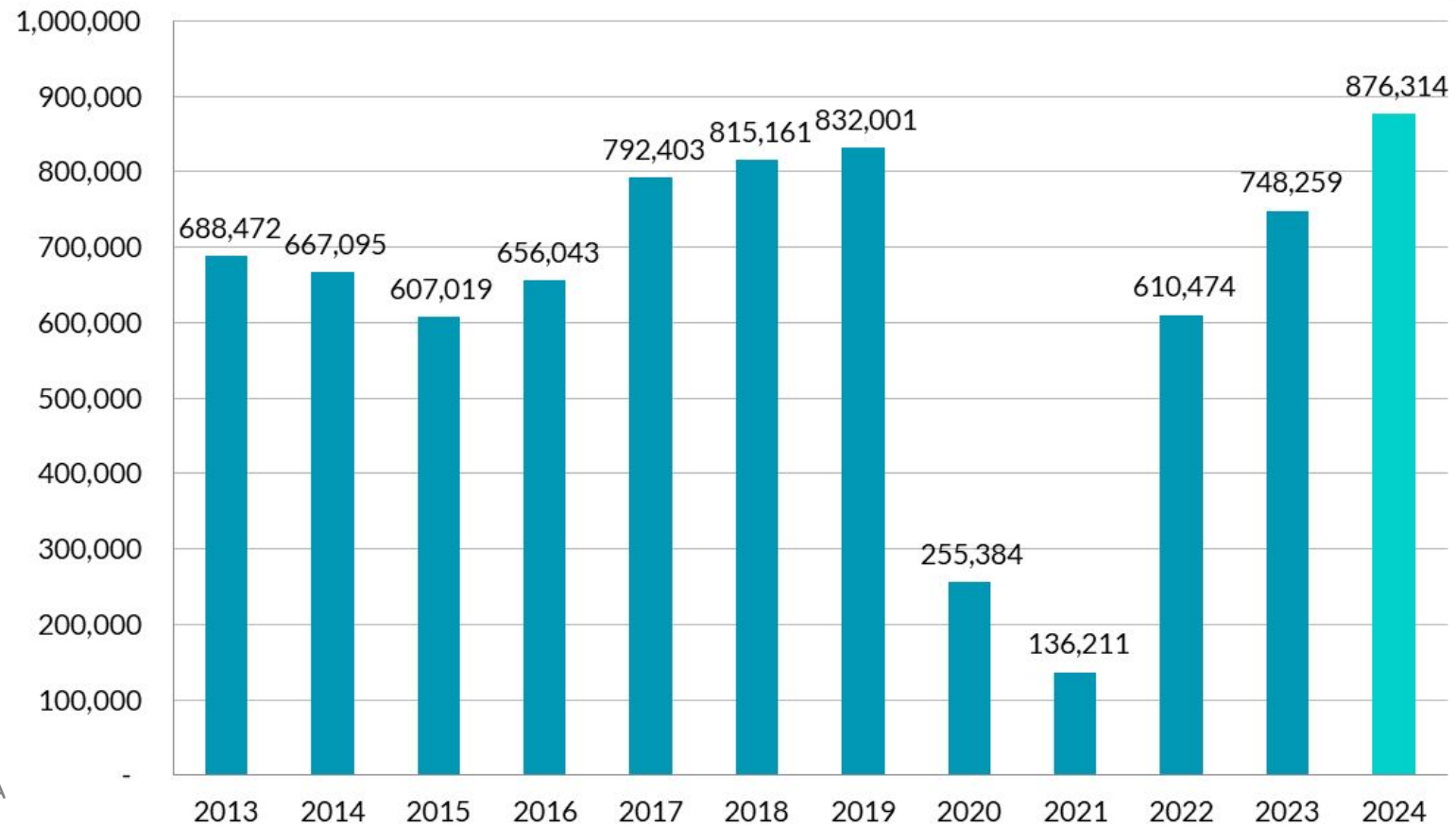
Source: AHATA

Cruise Visitor Arrivals 2013-2024

2023
Estimated final: 23%

2024
Target: 17%

In 2022 Aruba welcomed 610,474 cruise visitors, and for 2023 has an estimated final of 748,259 cruise visitors which is a projected growth of 23% in comparison to 2022. The target for 2024 is 17% growth in cruise visitors.



Source: A.T.A



3

Value-driven strategies

- A.T.A.'s approaches to influence Tourism Receipts 2024

A.T.A.'s approach to influence Tourism Receipts 2024





4

Marketing & Promotions

4.1 High Value attraction strategy

- High Value attraction strategy by region
- Public Relations
- Digital Marketing

4.2 Diversification strategy

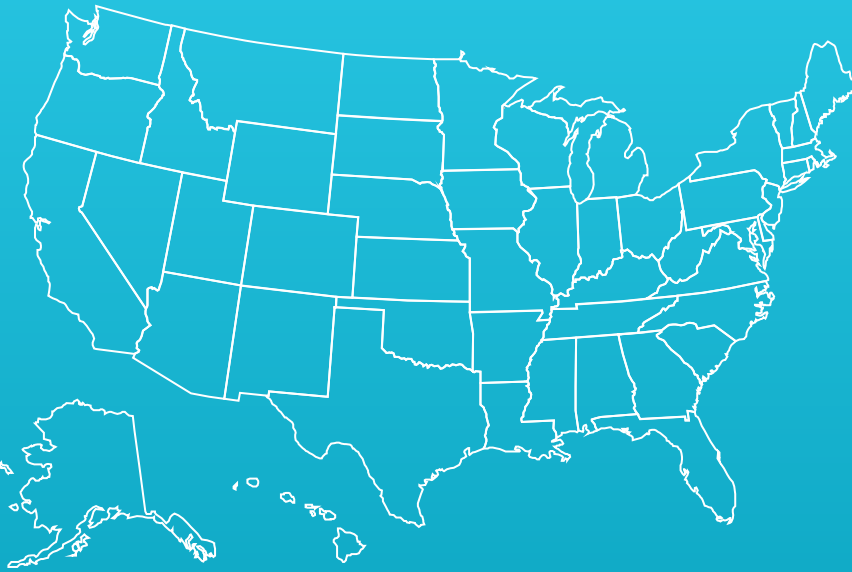
4.3 Sustainably develop / retain air connectivity

4.4 Grow existing and new segments

4.5 Nurture distribution channels

4.6 Budget Marketing & Promotions

4.1 High Value attraction strategy by region



North America

Our 2024 marketing strategy will continue to be centered around elevating the Aruba Brand within the NA market and giving the “One happy island” new meaning and clear distinction from our competitors through the Aruba Effect (TAE) platform.

Our strategy will be led by 5 core items:

1. **Evolved Segmentation Approach**
2. **Evolved Brand Architecture**
3. **Evolved Aruba Effect Campaign Platform**
4. **Evolved Prioritization**
5. **Evolved Communications Framework**

Summary of our Evolved Approach:

- The Aruba Effect platform is holistically sound and continues to differentiate all communications, with areas to explore enhancements:
 - Opportunity to further define wellness as inherently part of The Aruba Effect as a point of continued differentiation.
 - Opportunity to dial up Aruban culture as a key differentiator.
 - An opportunity to consider how emerging and long-term considerations (niches, innovation, HVLI) can be used surgically in the present.
 - A need to ensure our messaging matches the current on-island experience and visitor expectations.
- Based on 2023 performance data, our current communications architecture continues to drive media effectiveness, with areas to optimize:
 - Opportunity to re-group and target existing segments around messaging commonalities aligned with vacation requirements.
 - Opportunity to further personalize and contextualize our messaging.

Evolved segmentation approach

Established

Our high value audience is composed of six segments, each with a unique set of vacation requirements.

Evolved

In 2024 we will strengthen our segmentation approach in two ways:

We will group and target our segments by similarities in their vacation requirements, not by their usage and attitudes of marketing channels

We will personalize how we articulate the Aruba Effect and key Reasons To Believe (RTB) against each segment for more impactful messaging.

SEGMENT APPROACH: COMMONALITIES AND TAILORED

RELAXERS



Wants:

- Ease
- Comfort
- Relaxation

Don't need:

- Adventure
- Activity
- Novelty

Rejuvenation through relaxation

- Best Beaches for lounging
- Best Water for floating
- Best Hospitality
- Discovery steps away

ESCAPERS



Wants:

- Quiet,
- Off-the-grid
- Basic

Don't need:

- Aesthetics
- Safety
- Beauty

Rejuvenation through solitude

- Best Beaches to get lost on
- Best secluded water locations
- Knowledgeable locals (to take you off the beaten path)
- Easy to reach hidden gems

INDULGERS



Wants:

- Luxury
- Quality
- Pampering

Don't need:

- Bargain
- Close to home
- Solitude

Rejuvenation through luxury

- Hospitality that pampers you
- Accessibility from the beach to high-end experiences
- Diversity of high-end cuisine

EXPLORERS



Wants:

- Stimulation
- Immersion
- Variety

Don't need:

- Relaxation
- Extras
- Ease

Rejuvenation through exploration

- Accessibility from beach to different activities
- Accessibility from beach to different terrains
- Accessibility from beach to different cuisines
- Accessibility from beach to different cultural events

VENTURERS



Wants:

- Activity
- Familiarity
- Solitude

Don't need:

- Frills
- Culture
- Company

Rejuvenation through experiences

- Variety of beaches
- Variety of terrains
- Variety of cuisine
- Variety of activities for a well-rounded trips together

FAMILY PLEASERS



Wants:

- Togetherness
- Economy
- Safe

Don't need:

- Relaxation
- Luxury
- Quiet

Rejuvenation through togetherness

- Safe Beaches
- Family oriented culture
- Safe and walkable
- Ease to kids activities

Evolved brand architecture

Established

Our brand architecture is our guiding blueprint rooted in our vision, mission, position, and brand persona, shaping our approach to tourism. This framework will continue to serve as a compass, both internally and externally, directing our marketing efforts and enhancing on-island experiences.

Evolved

In 2024, we will evolve our position to be more in line with wellness, both a priority niche and opportunity with all of our segments. We will also sharpen our differentiated strengths to support this evolved vision.

Revisions have been highlighted.

VISION

The what.

Our highest aspiration.

Aruba is a transformative island destination. When you visit Aruba, Aruba stays with you.

MISSION

The why.

Our purpose. To spread the Aruba Effect

A personal shift in perspective that starts when you step foot on the island. It takes down your guard and recalibrates you to a happier version of yourself. The more people that come to Aruba, the more this effect spreads to the corners of the world.

BRAND PERSONA

Our distinguishing face to the world.

Aruban Joie de Vivre: The personality of our brand mirrors the personality of the people who call our island home. When we speak to the world, we channel the Aruban philosophy of life. Our tone is jolly, warm, intelligent, and never taking ourselves too seriously.

POSITION

The how.

Our differentiator.

The most rejuvenating vacation destination. (The Aruban version of wellness)

ENDURING VALUES

The day to day values that we always adhere to.

ONE OF A KIND:
No Aruban experience is the same.

MEANINGFUL:
The beauty of Aruba is its effect on you.

SURPRISING:
The magic of Aruba is its chance, unplanned moments.

IMPACTFUL:
You leave Aruba a little different than you arrived.

IMMERSIVE:
We don't let any logistics take you out of the moment.

DIFFERENTIATED STRENGTHS

The ways we uniquely deliver our position.



BEST BEACH IN THE CARIBBEAN

Healing water
Cooling sand
Refreshing wind



CULTURE OF MASHA DANKI

The most generous and gracious locals



STRESS - FREE DISCOVERY

The most easy, safe, and convenient exploration

Evolved campaign platform

Established

Our campaign platform establishes Aruba as giving visitors the extraordinary opportunity to discover a happier version of themselves—an experience that lingers long after they depart. This phenomenon is known as the Aruba Effect, an exquisite transformation that defines our unique appeal.

Evolved:

- In 2022, we introduced The Aruba Effect.
- In 2023, we defined “It stays with you”, as the most differentiating aspect of the Aruba Effect.
- In 2024 we will articulate what stays with you - Rejuvenation.



Evolved Prioritization

Established

The Niche Framework is a map for long-term and sustainable niche development. The niches are weddings, culinary, wellness, culture, and eco-conscious tourism.

Evolved

In an effort to connect the on-island product plan with marketing efforts, we have plotted and defined the niches within our current plan and identified an additional key priority.

- **Wellness:**
Elevated as the output of The Aruba Effect.
- **Culture:**
Elevated as a priority input to of The Aruba Effect.
- **Culinary:**
Elevated as Reasons To Believe for relevant segments.
- **Eco-conscious:**
Needs more development before we message it overtly in paid, but can touch on this in organic and earned.
- **Weddings:**
The niche prioritized to separately invest in 2024.

PRIORITY FRAMEWORK

NICHE: WEDDINGS

Opportunity

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

PROOF POINTS:

- The Aruba Effect = Lasting commitment
- The Masha Danki Spirit
- Healing water that creates new beginnings
- Beaches made for romance
- Easy exploration for you and your guests

NICHE: CULINARY

Opportunity

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

PROOF POINTS:

- 100+ nationalities and cuisines on one island
- 8 chef's tasting tables
- A "dinner" destination. Upscale night time dining
- Walkable destinations + off the beaten path hidden gems
- Award winning restaurants

INNOVATION

Opportunity

Define Aruba's innovation platform as a pioneer in rejuvenation.

PROOF POINTS:

- Aruba's DNA in rejuvenation
- Happiness through the lens of rejuvenation
- Eco-Conscious through the lens of rejuvenation
- Educated and innovative locals working to better the island

Evolved comms framework



Established

Our communication framework is designed to bring the Aruba Effect to life by engaging three distinct emotions.

Organized around a "Feel It, Want It, Get It" strategy, our campaign messaging and channels are strategically aligned to trigger the appropriate emotion, at the right moment, ultimately resulting in increased bookings with our targeted high-value audiences.

Evolved

Our evolved position allows us to continue strengthening each distinct stage with further personalization of our message at important decision making moments.

Provides Inspiration

Our brand-level marketing initiatives are focused on fostering affinity with consumers by providing inspiration and generating curiosity. These initiatives aim to highlight Aruba as a destination where individuals can immerse themselves in igniting a desire to explore and uncover the distinctive attractions of our location.

Creates Desire

Message is tailored to cater to specific audiences in search of unique experiences, effectively connecting their specific vacation requirement with an on-island experience. As part of this approach, we will incorporate subtle yet persuasive calls to action, encouraging users to discover more about Aruba by visiting [Aruba.com](https://www.aruba.com).

Promotes Commitment

Involves tracking, targeting, and retargeting audiences who have been previously exposed to our campaign or have shown interest in specific aspects of Aruba. These targeted efforts can be niche-focused, incorporating compelling calls to action and promotional offers to drive immediate conversions.

Evolved comms framework cont

Established

Our communications framework guides all marketing efforts to help attract first-time visitors, effectively engaging and connecting with each consumer segment within our brand strategy. It translates consumer segmentation and aligns it with Aruba's compelling attributes, while strategically linking to key objectives, messages, and prioritized marketing channel roles.

Evolved

Feel It:

We are embarking on a strategic shift that places increased emphasis on messaging efficiency while still recognizing the value of media efficiency. Rather than solely categorizing by Millennial and Gen-X demographics, we will align our audience groupings with their shared interests and affinities that seamlessly integrate with the on-island experiences we offer. In other words, we are focusing not only on how our target segments consume messaging, but also on ensuring that their interests and affinities converge with our offerings.

Want It:

Greater personalization and contextualization.

BRAND POSITIONING	ONE HAPPY ISLAND																
BRAND MISSION	THE ARUBA EFFECT - REJUVENATION THAT STAYS WITH YOU																
OBJECTIVE	FEEL IT <i>(inspiration)</i>				WANT IT <i>(desire)</i>				GET IT <i>(commitment)</i>								
COMMS APPROACH	BLANKET OF TARGETED AWARENESS				STORYTELLING + REPETITION				INQUIRY BACKSTOPS + RETARGETING WHIRLPOOL								
COMMS STRATEGY	Deliver targeted awareness via efficient messaging opportunities using audience groupings to INSPIRE interest				Build DESIRE for hand-raisers; engagement in contextually-relevant environments and connecting segment requirements to island experiences				Track, target and re-target of fully engaged audiences all the way through to point of COMMITMENT or purchase proxy								
PRIMARY TARGET	CHILL OUT (Relaxers, Escapers, Indulggers)			GET OUT (Explorers, Venturers)			CRY IT OUT (Family Pleasers)			HALO TO KEY LEGACY SEGMENTS				KEY LEGACY SEGMENTS < \$150K			
							RELAXERS	ESCAPERS	INDULGERS	EXPLORERS	VENTURERS	FAMILY PLEASERS	RELAXERS	ESCAPERS	INDULGERS	EXPLORERS	VENTURERS
CHANNEL	PAID MEDIA																
	EARNED MEDIA						PAID MEDIA										
	ORGANIC SOCIAL																
	CREATORS						CREATORS										
	BRAND ACTIONS				LEAD GENERATION				PAID MEDIA								
	CO-OP																
MESSAGING	Rejuvenation through relaxation		Rejuvenation through discovery		Rejuvenation through togetherness		Key RTBS				Direct Call to Action Messaging						

Notable updates were made this year, highlighted by the red boxes. Shifts were made to our segmentation groupings and modifications were made for certain marketing channels. Additionally, new marketing channels were introduced into the framework.

Latin America

To grow the number of visitors from the different markets, the A.T.A. Latin America will concentrate its efforts in 2024 on 4 key pillars:

1. Collection of audiences
2. Audience Clustering
3. Audience Clusters Implementation
4. Audience Reporting & Monitoring



1. Collection of audiences

Increase the number of audience segments within the DMP (Data Management Platform) by 30% in order to turn them into remarketing audiences and improve the cross-channel of Aruba's users.

2. Audience Clustering

Create more segments of similar audiences in the current markets, Venezuela shall possibly be activated in 2024, with the aim of improving CTRs (Click Through Rate) by at least 30% in the different campaigns.

3. Audience Clusters Implementation

After recollecting and clustering the audiences through the DMP, 2024 will see the implementation of such clusters via Cross-device and Cross-channel campaigns, in order to increase brand awareness in remarketing audiences as well as in similar audiences.

4. Audience reporting and monitoring

Through the DMP and Customer Data platforms, A.T.A. can cross-reference the data to monitor the audiences that were activated, and determine what other profiles it can activate in order to increase the KPIs.

High value customer strategy

A triple-filter segmentation shall be applied to reach the affluent traveler: based on Geographic, Demographic, and Psychographic attributes and prioritizing the segments where it needs to grow and build. In LATAM, the psychographic element will be used as proxy for high value interests such as family travel, adventure, romance and others.

In 2024, we'll conduct various tests to increase brand engagement among different audience segments, including the gaming community. These tests will incorporate the A.T.A. Niche framework, enhancing our understanding of the traveler journey. This will enable us to refine our communication approach for the Latin American with a key reason to travel to Aruba to the short-haul and the long-haul traveler market.

Additionally, depending on the opening up of borders, a special campaign will be launched to re-engage with Venezuelans (in Venezuela and abroad) to welcome them back to reunite and spend their leisure time in Aruba.

Customer segments - Potential Travelers

(Focus on First-Timers)












Interest: travel & Tourism + Aruba. Search: In-Market Caribbean + In-Market Aruba.

In 2024, the primary focus will be on attracting first-timers from the specific segments of Families, Couples, and Friends.

To achieve this, a mapping of the potential traveler universes was created and further elaborated on to understand the potential of the audiences within each of the niches and different segments (Family, Culinary, Romance, Culture, Wellness, Eco-conscious, and Sport tourism).

The strategic approach allows us to pinpoint key markets of growth, areas that require further development, and opportunities for exploring. It also enables us to enhance our communication strategies, especially in the target countries where our brand is active.

Among these segments, Family and Romance stand out with the most significant potential universes. These segments directly align with what Aruba has to offer as a destination, making the communication efforts more efficient and precisely targeted.

	 FAMILY		 COUPLES		 FRIENDS
	FAMILY	CULINARY	ROMANCE	ADVENTURE	WELLNESS
	38.6M	1.2M	29.1M	19.8M	19.9M
	18.1M	1.6M	16.5M	17.4M	11.9M
	29.9M	124K	22M	19.7M	13.8M
	16M	4.8M	6.5M	7.6M	2.4M
	1.3M	5.5K	861K	272K	546K
	535K	1.6K	506K	287K	198K
	250K	1K	119K	65K	26K
	1.9M	900K	3.1M	100K	5.2M
Potential Universes	107M	8.7M	78.7M	65M	53.9M

A.T.A. Latin America has devised a strategic approach for its Brand Equity communication in 2024, emphasizing the reinforcement and development of Brand Distinctive Assets and niche targeting.

Rather than solely relying on rational differentiation through messaging, our focus will be on strengthening the emotional brand associations that travelers have with Aruba. These associations will be intricately linked to distinctive icons on the island, while promoting sustainability and eco-conscious messaging throughout all our communication efforts.

To effectively reach our target segments, namely Family, Couples, and Friends we will tailor our Brand Distinctive Assets to align with their key interests, employing psychographic segmentation techniques to create personalized and compelling messaging.

The primary messaging that will be actively pursued across all markets in LATAM is Sun, Sand and Sea, capitalizing on Aruba's natural beauty and coastal attractions. The niches that will be focused on are: Wellness and wellbeing, Culinary, Culture, Weddings, Eco-conscious and Sports.



LATAM Communication Framework 2024

BRAND POSITIONING	ARUBA ONE HAPPY ISLAND										
BRAND MISSION	IN ARUBA ALL VISITORS CAN FULFILL THEIR DREAMS CUMPLELO EN ARUBA/ CUMPLILO EN ARUBA/FAÇA ACONTECER EM ARUBA										
ACTION	FEEL IT (<i>inspiration</i>)			WANT IT (<i>desire</i>)			GET IT (<i>commitment</i>)				
COMMS APPROACH	BLANKET OF AWARENESS (<i>targeted</i>)			STORYTELLING + REPETITION			INQUIRY BACKSTOPS + RETARGETING WHIRLPOOL				
COMMS STRATEGY	There is a place where you can fulfill and enjoy all that makes you happy: Aruba.			I deserve a place that has everything I need that allow me to fulfill all the promises I once promised to myself to be happy.			In Aruba you will find the best weather, diversity of cultures, and places full of the whitest sand, most crystal clear water, and the best sun that will allow you to keep all those promises you made to yourself and your loved ones.				
2024											
PRIMARY TARGET	SA Affluent Travelers			HALO TO KEY LEGACY SEGMENTS					HHI > \$50K		
				FAMILY	HONEY MOONERS	FRIENDS	COUPLES	LGBTQI+	FAMILY	HONEY MOONERS	FRIENDS
CHANNEL	PAID MEDIA										
	PUBLIC RELATIONS			PUBLIC RELATIONS			INFLUENCERS		PAID MEDIA		
	ORGANIC SOCIAL										
GEOGRAPHY	CORE + SECONDARY AND FEEDER MARKETS; NATIONAL WHERE APPROPRIATE						NATIONAL + INTENT-BASED				
CREATIVE MESSAGING (WIP)	The fulfilled dreams and smiles of travelers who step on every corner of the island make us the happiest island in the Caribbean.			MULTICULTURAL: Traditions, Gastronomy, Papiamento/Language LOCAL ICONS: Fofoti/Wind, Lighthouse, Natural pools, Arikok, Art in San Nicolas, Eagle Beach/ Baby Beach PHYSICAL: Aloe Vera, Sports, Beaches MENTAL: Meditation, Yoga, Paddle Yoga.			Cúmplelo en Aruba/ Cumplilo en Aruba / Faça Acontecer + Focal campaigns (TBD)				
	ALWAYS ECO-CONSCIOUS.										

Europe

For Europe the overall strategy is to go after the high Household Income (HHI) target audiences.

Across the board this will be people earning double the median yearly income per country.

Besides income, A.T.A. Europe will also focus on high yielding niche segments. These include: weddings and romance, wellness and wellbeing, culinary, and culture.

A.T.A. shall continue positioning Aruba as a year-round safe destination across the European markets of interest, boasting its award winning beaches.

Our focus will be on three main strategies:

- 1. High Value Customer Strategy**
- 2. Brand Awareness & Positioning Strategy**
- 3. First time visitor Attraction Strategy**



1. High Value Customer Strategy

Being a long-haul destination in Europe the focus is on a smaller volume of high yielding visitors. Although Aruba is a small destination competing with many destinations around the world, the strategy of the A.T.A. therefore is to be very targeted and hone in on specific segments based on high household income and lifestyle traits.

This enables the A.T.A. to strengthen the brand awareness in smaller high yielding consumer segments, generating a high return on investment (ROI) for the marketing investments. Being that Aruba is a long-haul destination, this will limit the prospects of generating a large contingent of short term repeat visitors (repeating every year). Therefore, A.T.A. Europe will continue targeting mainly first timers that earn two times the median HHI (median income may differ per country).

Economic growth in Europe is expected to grow marginally with approximately 1% - 1,6%. The inflation will keep increasing, however at a slower rate of approx. 2,5% - 3% compared to 2023 (6%). As the A.T.A. is targeting higher HHI segments, these factors will not have a very strong effect on vacation spend. The competition might become stronger though based on price point (similar quality destinations available at a lower rate).

2. Brand Awareness & Positioning Strategy

A.T.A. shall continue positioning Aruba as a year-round safe destination across the European markets of interest, boasting its award winning beaches. Our focus is on delivering an array of experiences tailored especially to our target niches: weddings and romance, wellness and wellbeing, culture, and culinary.

Brand awareness will be strengthened by increasing efforts with our top performing trade partners. By concentrating on the targeted reach of our desired segments within their audiences, we ensure our message resonates effectively.

Our digital footprint will be expanded, both through our own online media campaigns and, by working more with social media content creators and celebrities. One of the “new” strategies and tactics adopted will be the creation of segmentation models per market, which will help create “look-alikes” from a consumer prospect perspective. This allows us to target prospect consumers more efficiently without having to adopt mass marketing tactics.

To increase our reach within the desired customer segments, the A.T.A. will focus more on seeking out fitting partners for cross-promotions and co-branding opportunities. This will allow for a cost effective way to reach new customers and increase the Aruba brand awareness in the respective markets.

3. First time visitors attraction Strategy

For Europe the overall strategy is to go after the high HHI target audiences.

Across the board this will be people earning double the median yearly income per country. Besides income, A.T.A. Europe will also focus on high yielding niche segments. These include: weddings and romance, wellness and wellbeing, culinary, and culture.

In 2024, as a second strategy the A.T.A. will continue with the shift from business-to-business (B2B) to more business-to-consumer (B2C) communications, in order to capture more of the higher yielding affluent travelers. Overall there will be an increased investment in influencer marketing and B2C online advertising. On a B2B level, the focus on travel agents will remain strong. The aim is to increase brand and product awareness among this group, especially pushing the niche experiences on Aruba. The focus on tour operators will be on the best producers for Aruba (top three or five per market) making sure that the ROI or the marketing support is directly linked to their production. This can be in the amount of bookings, or room nights sold. Additionally the tour operators that are already working with direct connectivity will be prioritized, nevertheless the focus on travel agents will remain prevalent.

A third strategy will be to look for partners (brands) and reach their affluent customer base through co-branding projects.

Across all strategies, the A.T.A. will apply a more eco-conscious approach when it comes to the content, copy, and messaging.

Europe Communication Framework 2024

BRAND POSITIONING	ONE HAPPY ISLAND										
BRAND MISSION	THE ARUBA EFFECT										
OBJECTIVE	FEEL IT <i>(inspiration)</i>			WANT IT <i>(desire)</i>				GET IT <i>(commitment)</i>			
COMMS APPROACH	BLANKET OF AWARENESS <i>(targeted)</i>			STORYTELLING + REPETITION				INQUIRY BACKSTOPS + RETARGETING WHIRLPOOL			
COMMS STRATEGY	Deliver targeted awareness via efficient communications across audience groupings to pique interest			Speak directly to hand-raisers; focus on engagement in contextually-relevant environments for consideration via targeting on intent-based signals				Track, target and re-target interested parties all the way through to point of purchase or purchase proxy			
2024											
PRIMARY TARGET	ALL HIGH VALUE SEGMENTS <i>(HHI>1,5 to 2 x median income)</i>			ALL HIGH VALUE SEGMENTS					ALL HIGH VALUE SEGMENTS		
				CULINARY	WELLNESS/ WELLBEING	WEDDING & ROMANCE	CULTURE	PREMIUM BEACH	CULINARY	WELLNESS/ WELLBEING	WEDDING & ROMANCE
CHANNEL	COOP										
	PAID MEDIA										
	PUBLIC RELATIONS		INFLUENCERS		PUBLIC RELATIONS		INFLUENCERS		PAID MEDIA		INFLUENCERS
	ORGANIC SOCIAL & ECRM										
GEOGRAPHY	FOCUS ON MOST AFFLUENT REGIONS WITHIN EACH MARKET BASED ON POSTAL CODES FROM IMMIGRATION DATABASE										

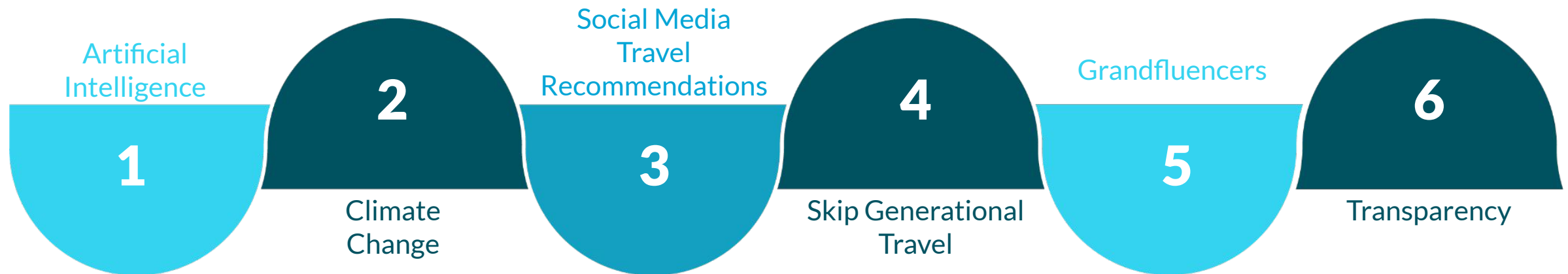
4.1.1 Public Relations

PR & Communications 2024

With post-pandemic messaging being wholly eliminated, the communications strategy for 2024 will highlight everything about Aruba that makes us unique, continuing to move away from the sea of sameness with a combination of general Aruba messaging and a focus on niches. While every market will have its priorities, A.T.A. HQ will continue leading Global PR & Communications initiatives as part of a more comprehensive and integrated approach in line with the organization's strategic priorities. For 2024 the strategy will also include changing narratives of stories previously told and telling new compelling stories to share,

“The Aruba Effect”. The direction of our content and media trip strategies will encompass the consumer sentiment and trends across the media landscape.

Some of these promising trends are depicted in the infographic.
For more in-depth information about each trend please refer to section 1.



Global PR & Communications Strategies

The Global PR & Communications strategy is an integral part of the Marketing Communications Framework and plays a role in the inspiration and the consideration and desire phases.

Niches

For 2024 we will be sharing our niche content primarily through PR efforts. Each market will focus on the most relevant niches for them while allowing the overall strategy of press and creator trips to touch upon all of our niches.

Integrated Content Committee

The Integrated Content Committee (ICC) was established in 2023 as an opportunity for collaboration and synergy amongst the various marketing units – PR and Communications, Digital, Branding, Niche and DSU’s Product unit. The ICC is the evolution of the PR-born content plan to a more robust integrated plan to be used and leveraged by all units across all channels – PR, Blogs, website, organic social, sales, tour operator, etc. ICC focuses on developing a workflow to structure the creation and storage of produced content and ensure uniformity in messaging and visuals. PR’s role in ICC is to identify important content pillars and create content for each of these pillars looking at among others trending pop culture, reinforcing areas that Aruba has the right to win in positioning, pro-actively establishing key content moments throughout the year, for example World Happiness Day, and local and international holidays. The niche framework will be used to set specific ICC themes throughout the year.

AS ICC continues to evolve in 2024, content will be created, adapted, and shared across channels and markets more proactively.



Press trips

Press trips will remain an essential part of the PR & Communications Strategy. The markets will have their press strategy and will use their allotted slots to get the most appropriate media coverage for Aruba. Focus will remain on capturing the attention of both travel and non-travel publications with various tactics throughout the year. The niche framework will be used to develop specific press trips.

Creator trips

The creator's (influencer's) strategy will continue to be essential based on the authenticity and credibility of creators. Key aspects include:

- Breakthrough and keep pace with competitors on Instagram and Tik Tok to grab the travel audience's attention.
- Develop nurturing partnerships with creators and bring them on-island to increase their knowledge of the destination so that they can generate impactful and authentic content for the brand.
- Showcase testimonials and first-hand experiences of the breadth and depth of Aruba's offerings.
- Utilize our audience segment personas to guide our creator selection to ensure we are reaching our target audience.
- Focus on vital and versatile creators, including celebrities, with limited prior posts of the Caribbean to assure loyalty and visibility of the brand.
- Target the solo traveler community by working to develop a creator hosted trip itinerary to encourage bookings among followers.
- Focus on romance messaging by partnering with couples to showcase Aruba as a romantic destination.
- Work with creators to post via collabs to increase social media follower count.
- Integrate the creator strategy across marketing channels in support of Aruba's overall brand message.

4.1.2 Digital Marketing

Powering tomorrow: ChatGPT and Generative AI

ChatGPT and Generative AI

User data will increasingly be restricted through law, technology, and platform changes. This will negatively impact our Measurement, (Re)-Targeting, Optimization & Automation activities to name a few. No longer can be solely relied on third-party data from the big public walled gardens like Facebook and Google. Therefore in 2023 strategies are focused on enhancing the user experiencing making sharing data user-friendly, creating a lead generation strategy, identifying and enhancing the A.T.A.'s zero- and first-party data collection opportunities and centralize and streamline user data.

ChatGPT is a revolutionary trend in the field of artificial intelligence and it is significantly impacting the way we work in marketing. With its advanced natural language processing capabilities, ChatGPT is transforming customer interactions and engagement. The A.T.A. has embraced and integrated ChatGPT into various aspects of its operations, resulting in time savings and efficient delivery of high-quality content. Nevertheless, human intervention remains vital for providing context and ensuring factual accuracy. As we move into 2024, the A.T.A. will continue to embrace advancements in this field, harnessing the power of ChatGPT and generative AI wherever applicable.

One such project focuses on implementing and integrating an AI Travel Assistant into Aruba.com and various digital platforms. The aim is to expedite travelers' journey from the initial inspiration phase to the final booking stage. The AI Travel Assistant brings a paradigm shift, being accessible round the clock, 24/7, with the ability to manage an unlimited volume of requests concurrently and in real time.

Styling updates and section improvements on Aruba.com

Destination websites will continue to play a crucial role in the digital landscape in 2024 and beyond, albeit with some possible evolutions and enhancements. Although specific features and technologies may undergo rapid changes, its fundamental functions—such as brand representation, information and content hub, customer support, and data collection—will continue to be vital. Recognizing this importance, the A.T.A. has decided to adopt a progressive strategy to enhance the visual aspects of the website.

Implementing this progressive strategy offers several benefits beyond efficient project management. By gradually introducing updates, users can smoothly adapt to the evolving visual appeal and overall experience of the website. Updating the website in stages minimizes disruptions while maintaining brand consistency throughout the enhancement process.

myAruba travel App and Widget

myAruba continues to evolve with cutting-edge advancements in trip planning technology. Building on the success of the cross-device trip planner introduced in 2022, the A.T.A. will expand on additional advanced features, like location-based messaging, personalized push notifications, and immersive video and audio experiences.

With these enhanced capabilities, the A.T.A. seizes a unique opportunity to drive on-island spend by curating tailored itineraries and recommending relevant activities and services. By leveraging the power of data enrichment, the application ensures that each user's experience is personalized to their preferences and interests.

Marketing Automation/eCRM

In 2023, the A.T.A. has been committed to enhancing its global communication strategies and streamlining its efforts to attract and engage potential and repeat visitors. Through a thorough evaluation of its existing communication methods, the A.T.A. has successfully identified new and more efficient processes facilitated by automation. These advancements will enable more efficient, effective and strategic communication across all markets. Additionally, the A.T.A. has begun harnessing the power of its eCRM platform by creating personalized email journeys tailored to the data enrichment of our audience to attract a wider audience of high-value travelers. These personalized email journeys aim to forge a stronger connection with the destination, ultimately increasing the likelihood of travelers choosing to visit Aruba.

Global Lead Generation

The restrictions on user data continue to endure, and upcoming developments and digital trends suggest a growing emphasis on user control over personal data and privacy. This poses challenges to the collection and analysis of data, thereby directly impacting our marketing communications and access to valuable audience data. To overcome these obstacles, the A.T.A. introduced the Global Lead Generation Toolkit (GLGT) in Q1 of 2023. This toolkit empowers our teams to identify and capitalize on lead capture opportunities, and assists with the conversion of unknown users into known users.

While the GLGT primarily focuses on lead capture, it is equally crucial to engage with these users in a personalized and meaningful way to continually enhance this data. To achieve this, we will implement targeted email journeys that maximize opportunities for data enrichment.

As we look ahead to 2024, our main focus will be on:

- Expanding and optimizing on the GLGT to standardize the processes associated with lead generation.
- Enhancing the effectiveness of lead capture methods while ensuring user privacy and experience.
- Lead scoring, enabling the A.T.A. to effectively segment this data and tailor the communication in a relevant and personalized way.



Leveraging the Customer Data Platform for Marketing

The primary objective of the Customer Data Platform (CDP) is to centralize and integrate both offline and online customer data, enabling the A.T.A. to obtain a holistic 360-degree view of our customers. This unified data will play an important role in enhancing our marketing efforts by enabling us to better personalize content and communications across various digital channels. While Aruba.com is already personalizing content based on customer interests, we can personalize even further based on the insights gained from the CDP and amplify the impact by extending personalized communications through additional channels.

It is important to highlight that the A.T.A. has made significant investments in an existing email marketing platform and will continue using it for its marketing communications. The focus of the A.T.A. will be on establishing a seamlessly integrated infrastructure between media, website, email and offline sources, enabling an optimal customer data view and facilitating highly personalized marketing communications across different digital channels.

Growing the Niche Segment

To effectively reach our target audience, we will incorporate content tailored to specific niches across our digital channels, including Aruba.com, blogs, and email communications. Additionally, we will create customized itineraries on myAruba that cater to the diverse interests of our users, with emphasis on niche-specific experiences including, but not limited to, culinary experiences, mindful practices and eco-conscious experiences. By strategically placing surveys on Aruba.com, we can gather valuable user data related to these specific niches. The insights and analysis derived from these surveys will continuously inform and optimize our approach to these niches.

Furthermore, the A.T.A. embraces the importance of sustainable tourism through our web experience. We will promote eco-friendly activities and environmentally conscious services throughout our digital channels, encouraging travelers to make responsible choices during their visit. Through partnerships with local conservation organizations, the A.T.A. ensures that users have access to information about sustainable initiatives, such as eco-tours, beach clean-ups, and wildlife preservation programs.

Social Media

The social media landscape is constantly evolving driven by the rapid technological advancements. Its future is expected to involve several key trends and advancements. Video content remains dominant with short-form formats taking the lead. The average American currently spends 80 minutes per day watching TikTok videos, highlighting the need to expand and enhance our Aruba Effect campaign in 2024. To cater to our audience we must continue to create content that is unique, meaningful, surprising, impactful and immersive. We will strive to strengthen our Influencer efforts, as creator and influencer viewership is projected to reach 10 trillion views per month across all platforms by 2023 and even more in 2024. By focusing on influencers, we aim to generate higher engagement, foster a stronger social community, and reach new audiences.

We will also continue to research and evaluate the latest trends in the augmented reality sphere and identify possible new opportunities.



4.2 Diversification Strategy

North America - USA

In our quest to create the most impactful presence and expand into new markets, we find ourselves reflecting upon where to invest our budget wisely. How do we discover opportunity markets that hold the potential for growth? And what would increased spending within our core markets bring us?

To address these questions, we have devised an approach for 2024 that revolves around leveraging data to develop a dynamic model. This model will serve as our guiding light, aiding us in both short-term test market strategies and long-term investment strategies. By building a comprehensive dataset, we aim to forecast market opportunities and uncover untapped potential.

Our approach follows a three-step process:

1

Identify the key factors that require analysis within each market

This includes understanding market dynamics, such as population size, affluence, segment distribution, and macroeconomic factors. We also consider category and brand factors, such as pre-existing affinity for the Caribbean region, awareness of Aruba, current Aruba visitation, access to Aruba (such as flights), marketing spend, and the competitive landscape.

2

Curate data on these factors from relevant data sources

Evaluation criterias are established and metrics to predict market selection. With this in place, we build a model that allows us to evaluate the market potential based on the set parameters. This model enables us to prioritize markets based on our perceived "right to win," maximizing our chances of success.

3

Build a model for market selection and potential business impact

By diligently following this data-driven approach, we aim to make informed decisions about where to allocate our resources, ensuring optimal market selection and the potential for substantial business impact. With a clear focus on identifying opportunity markets and investing wisely, we set our sights on diversifying visitation and expanding our presence in a strategic and sustainable manner.



Our 2024 strategic approach encompasses both vertical and horizontal considerations. Vertically, we will delve deeper into our existing core markets to assess the potential for expanding our presence. Horizontally, we will thoroughly evaluate the entire US market to uncover fresh marketing opportunities in untapped territories. By adopting this comprehensive approach, we aim to position ourselves for growth and success in both familiar and unexplored markets.

Latin America

The main objective for the Latin American region is to grow with 4% vs. 2023 (Estimated final) in a conservative scenario or 13% in an optimistic scenario. The difference between conservative and optimistic scenario is mainly based on a 7 month operation of LATAM Airlines or a full year (12 month) operation. The A.T.A. Latin America will continue to focus on a diversification strategy for its 2024 plan, working on two main fronts:

1. Number of arrivals per market
2. The tourism expenditure per market. In this case increasing the total market share of long haul flights (Argentina, Brazil, Chile and Peru) for 2024.



Colombia: The key market in Latin America has shown significant growth in 2023, primarily attributed to the increase in number of direct flights with Wingo and the expansion of seats by various airlines. It is expected that Colombia will continue to grow in number of visitors to Aruba, however, will decrease in market share in comparison to other primary markets. In 2024, we plan to maintain similar marketing investments in the Colombian market as we did in 2023.



Argentina: This market plays a pivotal role in the LATAM region, distinguished by the highest average length of stay (ALOS) compared to all other LATAM markets. Despite a strong inclination towards leisure travel, this market has been hindered by limited seat capacity, preventing it from realizing its full potential. The positive response of this market to Aruba's campaigns and the high traffic on aruba.com underscore Aruba's strong position within it. With the introduction of additional seats capacity in 2024 of Copa Airlines and LATAM Airlines, an increase in absolute number of visitors of + 20% versus 2023 is anticipated, along with an expansion in market share, potentially reaching up to 18%.



Brazil: In 2023, the market is anticipated to achieve its Corporate plan target, accounting for estimated final numbers. In 2024, we project further growth in absolute number of visitors, and aim to expand the market share to reach 12%. This market exhibits a highly responsive nature to advertising campaigns and PR actions.



Chile: This market has enjoyed a robust economy over recent years, and with the introduction of additional airlift connectivity from LATAM Airlines in 2024, we anticipate a surge in the number of arrivals. The goal is to maintain a stable market share, aiming for up to 8% in 2024.



Peru: This market currently faces limited air connectivity. However, with the introduction of a direct flight by LATAM Airlines in late 2023, we anticipate significant growth in the number of visitors and a potential increase in market share, potentially reaching up to 8%.



Ecuador: In 2023, Ecuador received significant investment and attention, resulting in rapid growth. In 2024, A.T.A. plans to increase investments further, focusing on tour operators, digital strategies, public relations, and influencer/ content creator engagement. The market is now entering a phase where significant growth in number of visitors is anticipated.



Uruguay and Paraguay: These markets have a strong presence of TO and bookings through travel agents. Data from Copa Airlines has shown that 95% of purchases are made through travel agents. In 2023, travel options to Aruba were limited due to high load factors. However, with the introduction of LATAM Airlines, we expect increased seat availability in 2024. These markets will be closely observed in 2024.



Panama: Panama's economy, based on the US dollar, makes it an attractive market as it is not influenced by currency exchange fluctuations. Additionally, with direct flights and a healthy frequency, this market is under review for any further potential as a source market.

Europe

In 2024 the A.T.A. Europe will maintain its active presence in the same markets as the previous three years. However, as a result of new airlift developments there will be a shift in the overall market and country focus. Based on the projected airlift in 2024, the top two priority markets will be:

1. The Netherlands, benefitting from daily KLM flights to Aruba and three weekly flights with TUI Netherlands.
2. The UK, served by two weekly flights with British Airways to Aruba.

A continued emphasis will remain on the primary market, the Netherlands. The U.K. as described above shall be added to the mix. The affluent audience in the Netherlands and the U.K. shall continue to be targeted through a hyper-focus on the prospect audience and thus through activations geared on specific cities and suburbs.

The secondary markets will include: Italy, Germany, and Switzerland. KLM's presence in various European countries through its hub-system allows the A.T.A. to extend its reach beyond the capital cities. Based on this a comprehensive online advertising, PR, sales and communication approach proves to be the most effective strategy. Leveraging postal code research of past visitors, the A.T.A. Europe is able to rank cities and regions, enabling a sharper focus through all promotional activities.

A new potential market to penetrate is Switzerland. According to recent spend data, Switzerland is a limited-volume yet high-value market. In 2024 the A.T.A. Europe will work on attracting Swiss Leisure Airline "Edelweiss". Edelweiss is an upscale airline already flying into the Caribbean. It has code-sharing agreements with Swiss Air and Lufthansa, making their Zurich hub a European connection for the rest of Germany, Italy, and other neighboring countries. Initial meetings with Edelweiss have proven to be positive, and a business case will be presented and discussed with them in Q3 of 2023.

For winter 2023/2024, the VING charter shall continue operating out of Stockholm, Sweden with the addition of Oslo, Norway. It is not certain if the carrier will continue the charter operations in winter 2024/2025.

North America

Core

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

Secondary

- Atlanta
- Baltimore
- Charlotte
- Houston
- Dallas
- South Florida
- Minneapolis
- Detroit, Pittsburgh, Cleveland

Expand and or/ investigate

- Fairfield & Litchfield Counties (CT), Westchester, Rockland & Putnam Counties (NY), Bergen County (NJ), Los Angeles
- Canada: Calgary

Latin America

Core

- Colombia: Bogota, Medellin, Cali, Barranquilla
- Argentina: Buenos Aires, Cordoba, Rosario
- Brazil: Sao Paulo, Manaus, Rio
- Chile: Santiago/ Viña, Concepción
- Peru, Lima

Secondary

- Ecuador, Quito and Guayaquil
- Paraguay: Asunción
- Uruguay (Montevideo)

Expand and or/ investigate

- Venezuela
- Panama

Europe

Core

- Netherlands
- UK
- Italy
- Germany

Secondary

- Belgium

Expand and or/ investigate

- Switzerland
- Sweden

4.3

Sustainably develop & retain air connectivity

A.T.A. along with the Aruba Airport Authority (AAA) will continue to nurture airline partnerships through marketing support, ensuring demand is created from markets which show the greatest potential for growth while continuing to foster successful partnerships with airline partners.

US

The US market's ongoing strength in 2023 reflects the depth of collaboration and relationships with airline partners, coupled with the sustained high demand within the US. The continued trust in Aruba established over the years contributed to an estimated 2%-3% increase in capacity in 2022 compared to the 2019 benchmark, with further growth of 1% evident in 2023.

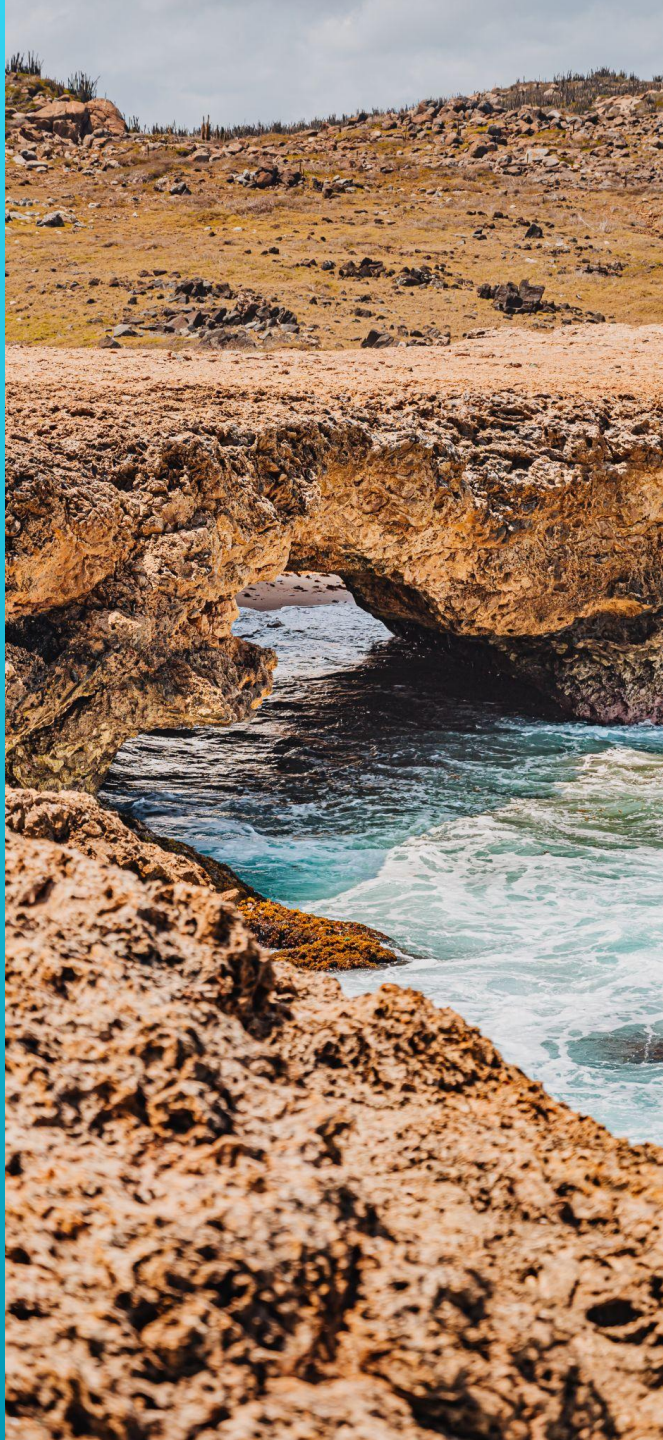
Primarily due to the current infrastructure restrictions at the Aruba airport, the expectation for 2024 is for a minimum growth in seat capacity, despite the significant slot requests from major airlines indicating a much greater potential increase. For winter '23-'24, the requests from airlines are focused on expansion of service out of the existing gateways such as: Newark, Fort Lauderdale, Baltimore, Atlanta, Boston and New York (JFK).

Canada

In the case of Canada, the actual number of seats for 2023 exceeded our initial estimates in the corporate plan for 2023. The market recovered rapidly and is even estimated to surpass the 2019 seat capacity by 3% - 5%. For winter '23-'24, there is an additional increase in seat capacity by all Canadian airlines.

Latin America

With the introduction of the LATAM flight, A.T.A. will intensify its focus on the Southern Cone and Brazil. This flight is a vital link, utilizing Peru as a hub connecting Chile, Argentina, and Brazil to the LATAM flight departing out of Lima Peru. The airlift strategy for LATAM will emphasize the performance and growth of long-haul carriers, including Avianca, Copa and LATAM Airlines, with the potential to add frequencies and/or new players. In Colombia, Wingo Airlines is expected to transport 50% of Colombians to Aruba. Moreover, the airline will cater to the Ethnic and VFR (Visiting Friends and Relatives) visitors.



Europe

In 2023, KLM introduced a significant reduction in seat capacity, approximately 20% versus 2022, by reintroducing the Airbus 330-200/300 on the Amsterdam (AMS) to the combined Aruba (AUA) and Bonaire (BON) route. This capacity reduction will also persist in 2024, resulting in the same seat capacity on KLM flights to Aruba as in 2019. However, the challenge lies in competing with Bonaire for every seat. Bonaire has been very aggressive in the Dutch market, steadily increasing their share of seats on each flight over the past two years. Its constitutional nature as a special municipality of Holland does provide a natural boost as well. Our target is to secure an average of 55% of all available seats, despite of the tough competition. The focus will be on communicating in a timely fashion to attract travelers to choose Aruba as their preferred destination and to ensure we maintain a significant market share in the face of these challenges.

Schiphol, the primary airport in the Netherlands and the home base for KLM, is facing capacity reductions due to social and political pressures. To comply, Schiphol needs to reduce the total number of flights processed per year. In 2024, the reduction will be of 8%, resulting in a decrease from 500,000 flights to 460,000 flights. This reduction is also affecting the hub function of Schiphol for KLM. Due to these capacity constraints, KLM has already taken steps to adjust its operations. In 2023, connections such as Turin (Italy) to Amsterdam were cut. KLM also reduced the frequency of flights from other European cities to Amsterdam, thereby limiting the availability of connecting flights for passengers looking to catch the Amsterdam Aruba flight.

The Italian market is usually serviced by four Airlines: KLM, American Airlines, United and Delta. In 2022, KLM had a market share of 25% vs. 60% of the US carriers combined. In 2023 the US carriers reduced their capacity from Italy into the US, especially American Airlines by canceling the Milan to Miami route. YTD April 2023, the market shares were at KLM 43% vs. 23% of the US carriers combined. Achieving large growth beyond the record 2019 numbers will be a challenge.

2024 will be the first full year of British Airways flying to Aruba. The flight is shared with Antigua, and the share of flight is targeted at 45% share of seats, as Antigua is a well established destination in the UK market.

What the A.T.A. considers “other carriers” for Europe is a combination of arrivals on all non-European airlines such as for example Delta Airlines, Avianca, Divi Air and others. In 2022 the share of European arrivals on these airlines was of 25%. YTD April 2023, the share is at 30%.

From Sweden and Norway, the VING charter is confirmed for January to the beginning of March 2024. Due to soft sales in 2023 the A.T.A. is vigilant and does not discard a non-continuation of this service in winter season 2024/2025.

4.4 **Grow existing and new segments**

HIGH VALUE SEGMENTS - MICE

OBJECTIVES

Grow MICE segment in North America and identify opportunities for future growth in LATAM and EU markets.

North America

- Grow the leads and leads assist room nights by 10% compared to 2023 year-end results.
- Aim at reaching a minimum of 50% qualified leads (leads between 150 – 500 room nights) of the total leads and leads assist room nights.
- Reach a definite conversion of 17% of room nights, compared to total leads/lead assists room nights of 2024.

Latin America

- Recover the leads and leads assist room nights with 75%, compared to the 2019 year-end results.
- Recover the on-island definite groups in 2024 with 75% compared to the 2019 year-end results.

Europe

- Acquire a total of 10 RFPs or 1,500 – 2,500 room nights out of European markets.
- Reach a definite conversion of 700 room nights for 2024 or future years.

MICE industry overview

The meetings and incentives market continues to represent a key segment for the destination in 2024 and beyond. 2023 was a banner year with rates and occupancy levels at their peak. Lead volume in 2023 almost doubled the numbers of 2019, ACB's strongest year. 2024 and the following years are expected to be strong, with demand at an all-time high.

Meeting and incentive groups offer the destination strong value through their long booking window and guaranteed spend. Most of these groups have a significant budget for food & beverage, events, and activities. In addition, the opportunity to convert each event attendee into a repeat visitor is also a significant benefit related to this market segment.

In 2024, ACB will focus on growing and qualifying the lead volume out of North America to enable hotel and DMC partners to have a broad selection of groups to fit in their required patterns and preferences to later support with the conversion. This will allow more opportunities to prioritize quality leads that match Aruba's product and price offering. For Latin America, ACB will continue being proactive in the market by working closer with the A.T.A. LATAM office on MICE sales actions, which need to be augmented again after the pandemic. Finally, for the European markets, a baseline strategy will be pursued by defining the client potential for each market and building awareness in these markets with dedicated efforts in the UK.

ACB's past success and future opportunities are the product of quality relationships with meeting planners, corporate clients, hotel and industry partners. The current relationship-based approach requires a sales-driven workflow, with marketing opportunities to support the efforts. Furthermore, ACB will continue to focus on the quality of leads while pursuing programs that fit Aruba's high-quality value and offerings. As a result, we will improve and strengthen the collection and analysis of lead and client information.

North America

- North America remains ACB's strongest market for both existing and future MICE business. This geographical region represents more than 89% of the total lead volume. ACB will continue to build on Aruba's strong destination positioning and awareness, airlift, and dedicated sales force to further increase value for the destination.
- Having built a strong foundation, in 2024 ACB will focus on the following.
- Increase the volume of quality leads thereby continuing to match Aruba's product and price offering.
- Broaden the network by targeting high value vertical segments, including Financial, Insurance, Medical, Legal, Consulting and Technology.
- Seek opportunities to drive conversion by continuing to host clients on island (Destination reviews, site inspections, on-island Industry events & conferences, etc.).
- Increase the on-island economic impact of meeting and incentive groups by promoting unique events and local vendors through sales and marketing actions.

Latin America

Considering the opportunity to diversify the geographical portfolio of the destination and seeing the demand increasing slowly as the source markets make their full recovery, ACB will continue its sales efforts to stimulate group travel out of Latin-American markets in 2024. As with previous years, the Meetings & Incentives segment in these markets continues to represent a possibility to fill need periods on a short-term basis.

After not having much presence post-COVID-19 (2021 -2022) our main goal in 2023 was to reactivate the market by focusing on rebuilding relationships with top producing agencies and clients. After establishing solid foundations the past year, for 2024 ACB will continue the "hand holding" approach to focus specifically on converting these groups. The support in offering the sponsorship also remains crucial for the markets to produce.

Looking primarily at the Meetings & Incentives segment recovery, ACB will aim to reestablish business primarily out of Colombia, Brazil and Peru. Our hotel and DMC partners indicated a strong willingness to participate in the LATAM Sales Calls and actions. We expect this to continue especially with the addition of three new hotels and the initiation of the LATAM flights at the end of 2023 which shall allow for increased connectivity and ease of travel from the southern cone. In regards to other markets such as Argentina, Chile, and Panama, it remains interesting to identify whether there are any opportunities along the way and as such will be managed reactively as opportunities arise.

Europe

ACB will continue to focus on maintaining presence in the European Meetings & Incentives market. Based on recommendations from hotel partners, diversification of the geographical portfolio of the destination and the travel demand: U.K., Germany and the Netherlands have been identified as markets with significant opportunities.

- United Kingdom: The U.K. market has been chosen based on existing interest from the market and the potential of the U.K. as an incentive market. More importantly, the new British Airways service represents a significant opportunity to drive conversion. ACB has received leads from the market in previous years, indicating an interest in Aruba as an incentive destination. Next to this, the U.K. is a region that has large corporations with significant budgets for long-haul incentive trips.
- Germany and the Netherlands: Over the last years, ACB, hotels, and DMC partners have noticed a demand from the German market. Even so, with minimum conversion, they continue to source and actively participate in major tradeshows with an interest in Aruba as an incentive destination. According to the data platform Statista, Germany is one of the leading countries with the highest number of regional association meetings in Europe with the United Kingdom ranking second. The Netherlands has also been identified as a potential market to explore. ACB will focus on creating awareness through social groups with the support of the new dedicated A.T.A. EU Sales Executive.

NICHE MARKETING

Vision for the future

The niche framework is a visionary tool for the future of the destination. The direction, strategy, and tactics outlined stem from an “inside-out” approach, where the wishes for Aruba’s future as a tourism destination are prioritized.

The areas of focus have value for sustainable destination development in many interpretations of the word. Wedding visitors can bring more value per visitor, while wellness & well-being tourism will offer more opportunities for visitors to seek more island-wide experiences, resulting in increased on-island spend and economic sustainability.

From a cultural sustainability perspective, culinary and cultural experiences will help the destination to highlight its cultural heritage while also creating opportunities for these areas to develop economically. The eco-conscious niche will act as a platform for nature and low-impact tourism, to create and communicate these offerings, but also educate the general audience on conscious behavior, paving the way for environmental sustainability.

Most areas of focus in the niche framework have underlying cross-sectoral linkages, strengthening the opportunities for sustainable development. For example, the common objectives of the wellness & wellbeing and the eco-conscious niches can strengthen each vertical, and synergies can be created.

The Niche framework

The framework references various existing researches conducted and/or commissioned by the A.T.A. that were produced at the brink of the pandemic, and of which the implementation was only partially executed due to competing priorities at the time. The Niche framework contains the reprioritization of the niches, updated SWOT analysis, action plans, definitions, and newly identified actions for the five niches that will be the areas of focus in terms of Niche development for the period of 2023 to 2028.

Goal Of The Niche Framework

- A shared vision for long-term & sustainable Niche Development
- Framework to assist in the allocation of resources for Niche development.
- Internal alignment between the destination development unit & marketing unit.
- Systematic development of niches to attract a more high-value low-impact tourist visitor.

Focus Areas Niche Development

Based on the information collected and analyzed during the process, the following key areas of focus have been identified for Niche tourism 2023-2028:



Weddings (Primary Niche)
Increase the value of weddings



Wellness & Wellbeing (Primary Niche)
Attract Wellness & Wellbeing visitors



Culinary (Primary Niche in development)
Highlight the diversity and quality of culinary offering



Culture (Secondary Niche)
Include cultural diversity as a differentiation point in messaging



Eco-conscious (Secondary Niche)
Elevate and prioritize eco-conscious messaging and experiences

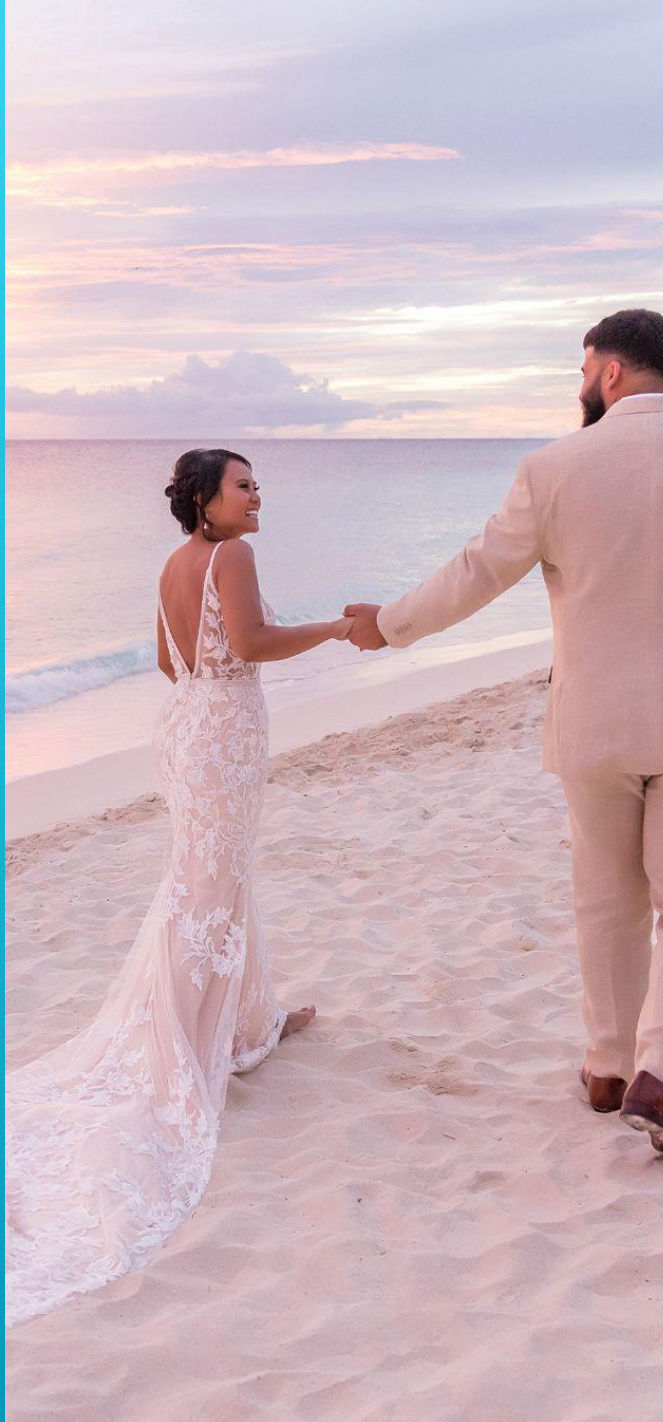
These niches have been classified into categories to better understand and prioritize the subsequent efforts, allocation of resources, and the way we approach communications.

Primary Niches

- The primary purpose for which the trip was taken is to enjoy a particular Niche.
- The Niche is central to the decision-making of the traveler.
- The trip has one primary purpose for the visitor, however, secondary activities pertaining to other niches can/ are also enjoyed during the trip.

Secondary Niches

- Niche is enjoyed as a secondary activity/experience/service/product/ that differs from the primary purpose of the visit.



Niche vs. Segments:

Niche:

For the A.T.A. the classification of a niche consists of the following elements:

- Long-term vision and strategies for the sustainable development of the niche
- Product Development
- Hyper-focused efforts through the communication framework of each market to audiences of the specific niche

Segment:

For the A.T.A. the classification of a segment consists of the following:

- The classification or grouping of our overall target audience based on shared characteristics, behaviors, or preferences

Examples of important segments for the destination are:

Sun, Sand, and Sea | Family | Honeymooners | LGBTQI | High-Value Segments North America

Primary Niches

- The main purpose for which the trip was taken is to enjoy a particular Niche.
- The Niche is central to the decision making of the traveler.
- Trip has one main purpose for the visitor, however secondary activities pertaining to other niches can/or are also enjoyed during the trip.

Secondary Niches

- Niche is enjoyed as a secondary activity/ experience/ service/ product/ that differs from the main purpose of visit.

Exploratory Niches

- Niche segment that exhibits great potential for the destination, and that will be further explored and supported

Other Segments

- Segments of potent visitors that are targeted by the destination through our marketing & advertisement efforts. Segments include e.g. : Families, Honeymooners, LGBTQI, High Value Segments (North America)

4.5 Nurture distribution channels

North America

Partnerships with our key tour operators, airlines, OTAs, and travel advisor networks will continue to play an essential part of our overall growth strategy. COOP and Sales strategies will focus on the further evolution of marketing and sales initiatives, highlighting Aruba's value proposition in support of the overall communications strategy targeting our key high-value consumer segments

Key 2024 Undertakings:

1. Strategically identify expanded partnership opportunities for shared growth.
2. Strengthen alliances with trade and airline partners and initiatives to support all island partners.
3. Further evolution of tour operators, travel advisors, airlines, and OTA messaging in support of Aruba Effect campaign.
4. Work toward expanded sales and marketing performance measurement and effectiveness reporting.
5. Ongoing promotion and engagement with the Aruba Certified Expert (ACE) platform, further focusing on production reporting and related rewards program.
6. Continued focus on most effective B2B trade industry events and activities and sales training educational presentations, and key targeted B2C direct consumer shows and events in support of key niche segments.

Europe

Traditionally, the European market is dominated by tour operators (TOs), accounting for nearly half of the total arrivals production from Europe. The average distribution is 51% via trade and 49% direct, with the UK having the most trade oriented sales distribution at 75%. These estimates are based on comparisons between arrivals data of Aruba and tour operator production per market. Hotels, while recognizing the importance of tour operator business, continue to of course prioritize direct business as this is their higher yielding channel. The A.T.A. Europe is pivoting towards a more B2C marketing focus. On the other hand, in Europe the Travel Agents (TA) are still very important, more so than TO's. TA's can be flexible and providing there is demand for Aruba, they will be able to find suitable solutions to make the sale. It is therefore that most of the B2B focus of the A.T.A. will be shifting even more towards targeting the TA's.

The two markets that still need to give considerable attention to TO's are Italy and the UK. The latter is due to the new British Airways flights for which the help of (new) TO's is needed to sell Aruba as a new destination.

The two markets that will focus more on direct online sales will be the Netherlands and Germany. The former because of the maturity of Aruba as a destination. According to KLM, our customers feel comfortable enough to find their own way of booking their trip to Aruba, based on recent trends depicting a shift in sales to Aruba from traditional TOs to more online platforms (OTAs).

Latin America

The A.T.A. Latin American region remains committed to strengthening trade efforts through a combination of online and in-person sales trainings, COOP investments with strategic partners, Aruba Certified Experts (ACE) and with the Global Conference 2024. One significant addition is the inclusion of Chile and Peru in our MICE efforts in addition to Colombia and Brazil. We plan to replicate the successful B2C events and PR & Communication strategies that were executed in Colombia to build brand awareness in other long-haul markets.

Key 2024 undertakings include:

1. Encourage the use of the ACE platform to foster engagement of the ACE agents with Aruba, ensuring that it's always equipped with relevant and up-to-date information.
2. Consolidate and nurture the relationship with operators, OTAs, travel agencies and airlines. We aim to create promotional and sales activations in collaboration with these partners. They play a pivotal role in supporting A.T.A.'s promotional campaigns, particularly during 'big play' activations, where they provide packages to be featured on aruba.com. packages to be uploaded on aruba.com.
3. Plan and execute COOP marketing activations with OTAs that have the potential to grow and increase production to the island.
4. Diversification of brand awareness actions through avenues such as influencer trips, consumer events, and participation in fairs.
5. Continue with regional sales trainings presenting relevant topics and sales motivations. It will include visits to secondary cities (near the main cities).
6. Second edition of the Global Tourism Conference, with the main operators, OTAs and airlines globally and of the region.
7. Focus on direct customer events "B2C", either virtual or face-to-face. Events such as tourism fairs, wedding fairs, congress sponsorships, and golf events and more. These activities provide valuable opportunities for brand positioning and direct engagement with our target audience.
8. MICE: Support the geographic diversification strategy of the Aruba Convention Bureau (ACB) in markets including Colombia, Brazil, Chile and Peru due to the rising demand and increased flight options. For the markets of Argentina and Panama, actions will be executed based on opportunities that emerge throughout the year.
9. Collaborate with A.T.A. headquarters to promote alternative accommodations and offer diverse options to our visitors, catering to the varying preferences and needs. These initiatives collectively reflect our commitment to adapt and evolve our strategies to meet the changing demands of the travel industry.

4.6 Budget Marketing & Promotions

Budget - Marketing & Promotions

The following general marketing assumptions were applied in preparing the 2024 Marketing & Promotions budget:

- Revenue travel and YOLO attitude coming to an end;
- Rising interest rates and negative real wage growth impacting consumer consumption;
- Aviation industry continues to face challenges: pilot and air traffic controller shortages, inflation, cost of doing business resulting in reduction in network and increase in prices;
- Infrastructure limitations at the Aruba Airport;
- Cost of Aruba Vacation increase due to inflation and increase in taxes and fees;
- Opportunities presented by British Airways and LATAM airlines further allow for diversification strategy to be.

The acquisition cost is equal to the Marketing & Promotions budget (excluding Airlift, New Market Development, Global Marketing Activation, and HQ Marketing related costs) invested/budgeted in a specific market divided by the number of visitors realized/estimated to come from that market. Giving an indication as to how much we need to invest in a market to acquire one visitor (or one visitor night) in return.



Marketing Budget Analysis - Acquisition Cost

One methodology used to determine the marketing and promotions budget is the use of the acquisition cost per visitor and per visitor night.

In order to calculate the acquisition cost by region, the expenses and budgets by region have been taken into account (so not the entire marketing budget). Additionally, inflation per market is a consideration throughout the calculations. Acquisition costs below are in Aruban Florins.

Acquisition Costs per Visitor	NA	EU	LATAM*	Acquisition Costs per visitor nights	NA	EU	LATAM*
Avg 2011 - 2022	39.93	65.24	74.07	Avg 2011 - 2022	5.60	5.77	13.12
Avg 2017 - 2019	39.44	65.02	100.53	Avg 2017 - 2019	5.66	5.93	12.83
Avg 2022	32.84	54.83	53.72	Avg 2022	4.76	4.95	7.16
Avg Budget 2023 only M&P in market	37.46	65.87	63.36	Avg Budget 2023 only M&P in market	5.40	6.01	8.09
Avg Forecast 2023	34.30	69.78	61.66	Avg Forecast 2023	4.90	6.35	8.81
Avg Budget 2024 only M&P in market	37.37	75.26	63.52	Avg Budget 2024 only M&P in market	5.34	6.85	9.07

* Excluding Suriname & Venezuela

The marketing budget has been allocated to the respective markets based on the key strategic priorities delineated in the prior pages of this chapter, the historical acquisition cost and returns of each market, and the potential for diversification in Europe and Latin America.

Overview Marketing & Promotions Budget 2024

The total budget for Marketing & Promotions (AFL. 69,345,000) represents 90% of the total Marketing budget.

North America:

Budget shows an increase of 10.5% against F2023, mainly attributable to an increase in funds (AFL. 3,548 thousand) allocated towards:

- ACB activities now that we have two Sales Directors and costs associated with executing MICE sales and marketing activities;
- An increase in budget (AFL.1,000 thousand) for PR & Content Creators to account for additional earned media focusing on creative and niche ideas;
- An increase in funds (AFL.1,800 thousand) allocated to B&A to account for further diversification.

Latin America:

Budget shows an increase of 16.7% against F2023, mainly attributable to:

- The expansion of the diversification strategy across the Southern Cone;
- Secondary markets are now able to grow at a faster rate due as LATAM airlines shall initiate bi-weekly flights as of December 2023.

Europe:

Budget shows an increase of 22.1% against F2023, mainly attributable to:

- The inclusion of the increased funds to stimulate demand in the UK market. This was previously (in 2023) part of the New Market Development Funds;
- We shall engage a PR firm in the UK for 2024 to further amplify our earned strategy;
- The COOP marketing funds required for the VING charter out of the Nordics is covered in the marketing budget EU rather than the Airlift budget for 2024;
- Budget for the media agency handling the regional advertising has been increased to account for more strategic support and additional media. While further cost of doing business has also been accounted for.



HQ:

Budget shows an increase of 5.6% against F2023, and slightly less against B2023. Increase is spread over the various units. Accounts for increase in cost of doing business

Airlift Support:

Budget shows an increase of 27.8% against F2023 but same as B2023. Noteworthy, the budget for 2024 includes a lesser amount for British Airways as per contract; an amount allocated for Edelweiss (still in planning phase); and finally includes a budget for LATAM Airlines

Global Marketing Activation:

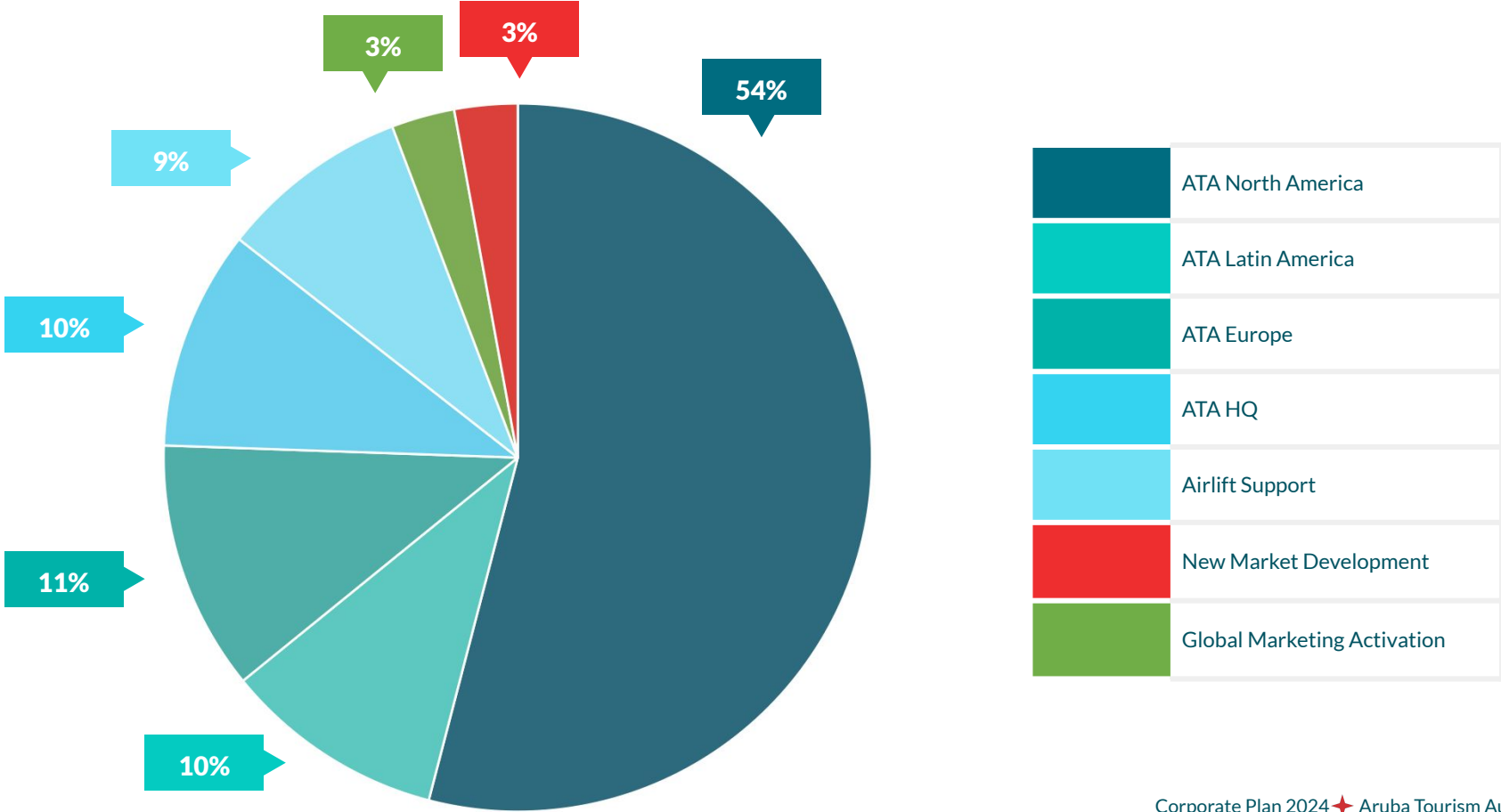
This is a new budget line item. Shall include the approved budget allocated towards the HBO MAX Global Marketing Activation (AFL. 720 thousand) with the remainder available for opportunities

New Market Development:

Budget shows an increase of 175.5% against F2023. This is due to the fact that AFL. 1,080 thousand was shifted to the Global Marketing Activation line item to cover the HBO Max activation in 2023.

Marketing & Promotions Budget 2024 – Market Share

In 2024, 54.0% of A.T.A.'s Marketing & Promotions Budget (MU) is allocated towards the North American market, while 10.1% is allocated towards the Latin American and 11.4% towards European markets. The remainder of the budget is split amongst the A.T.A. HQ marketing, Airlift Support, Global Marketing Activation and the New Market Development which in reality support and complement all three regions.



Source: A.T.A



5

Destination services

- Destination development highlights
- Cruise development strategies
- Budget destination services

5.1 Destination development highlights



Destination Services 2024

In order to maintain a leadership position within the sphere of an ever changing global environment and tourism industry, the A.T.A. as a DMMO needs to take an integrated and agile strategic approach. Striking a balance between its traditional role in marketing and promoting the destination, and the focus on sustainable destination development and product enhancement. Furthermore it requires coordinated efforts between the different stakeholders operating within the same realm, with a shared vision and objectives for long term development. The A.T.A.'s vision has always been forward thinking, and so it will continue. The High-Value, Low-Impact model is the compass that guides our efforts in the desired direction.

The Destination Services Unit of the A.T.A. shall operate according to a multi-year framework that is synchronous, layered and synergetic - taking the earlier mentioned pillars of the High-Value, Low-Impact model into account.

The DSU is introducing a multi-year strategic plan as of Q4 of 2023, to outline the unit's main focus areas and provide a roadmap to guide the unit's decision making, efforts, stakeholder management, and resource allocation.

With the latter model as guiding principle, as well as feedback gathered through several sentiment surveys, destination development efforts by the A.T.A. include a focus on cultural aspects. Visitors seek more authentic immersive experiences. On the other hand our community has the need for a sense of place and pride, expressed through our cultural heritage and exploits thereof.

By further investing in our cultural expressions and events, these efforts shall also assist in enhancing our residents' quality of life. This is essential in the creation of the necessary balance between the four pillars of the HVLI model.

Conservation of not only our heritage but also our environment contributes to the long term sustainable development of the destination. The presented plan and budget in essence augments the efforts focused on protection, conservation, and regeneration. This in close collaboration with governmental entities, NGO's, private sector partners and basically all involved.

Other endeavors to drive preference for Aruba and improve visitor experience, include the enhancement and maintenance of various public spaces and assets, which cater to both the residents and visitors.

In order to motivate entrepreneurship in niche tourism, the Aruba Signature Experience program will be continued for the creation of new and unique visitor experiences.

The A.T.A.'s efforts on a 'destination development' level are multifaceted and include a wide variety of projects and initiatives. Product and service development efforts take visitor and resident sentiment, carrying capacity and the niche framework into account, which are accordingly measured through multiple performance indicators.

Destination Strategies 2024

Areas of focus: destination enhancement & product development

The A.T.A.'s efforts on a 'destination development' level are multifaceted and include a wide variety of projects and initiatives, in support of the HVLI tourism growth model.

By creating authentic, personal experiences that induce on-island spending within a safe environment, taking into account environmental and nature protection, as well as prioritized niches, the A.T.A. aims to reach its objectives.

As such for 2024 the destination will pursue the following strategies



Upgrade and enhance

The Aruba Product in order to improve the visitor experience, in line with the Niche strategies.



Drive place product upgrade

Around authentic, personalized and hassle-free experiences, and enhanced spending opportunities with an increased focus on health, safety and the environment.



Focus on sustainable tourism

Assess the sustainability and impact of key on-island developments. Advocating and prioritizing for more sustainable and regenerative initiatives wherever possible.



Enhance awareness

Amongst the local and visiting communities on the value of sustainable tourism.

Tourism Policy 2021-2025:

In addition to the destination strategies, The A.T.A. works in conformation with the ministries on the 'Tourism Policy 2021-2025', coordinating efforts with relevant other parties (e.g. TPEF, DOW, DIP) The following overview highlights the projects that form part of the Tourism Policy for the next coming years, including those that will be managed and/or funded by the A.T.A.

Project/Initiative	Budget Holder	Policy Timeframe	Status (as of 31/08/23)	Other Stakeholders next to Infra Turismo Committee (MinTV, A.T.A., TPEF, DOW, DIP)	
Investments					
1	Malmok Boardwalk: Phase 3 Phase 4	TPEF TPEF	2022-2023 2024	development planning	
2	Hooiberg Stairs, gazebo Restoration, and mirador	A.T.A. (Budget 2022)	2022	Completed (Q1 2023)	
3	Hooiberg Artistic Beautification	TPEF	2022 (Lower area and gazebos)	development	
4	Hooiberg Artistic Beautification		2023 (stairs steps)	development	
5	Seroe Colorado Masterplan (Phase 2): Infra enhancement & parking lot Transformerhouse	A.T.A. (Budget 2022)	2022-2023	execution	DNM, FPNA, SNBA
		A.T.A. (Budget 2022)		Completed (Q1 2023)	
	Refurbish baby beach stairs & move turtle wall	A.T.A. (Budget 2022)		execution	
	Kiosk	MinTV		development	
	Tennis & Sports Courts refurbishment Restaurant at Baby Beach	A.T.A. (Budget 2023) A.T.A. (Budget 2023)		development development	
6	Seroe Colorado Masterplan (Phase 3): Rodgers Beach Upgrade	TPEF (2023) A.T.A. (Budget 2023)	2023	development	DNM, FPNA, SNBA
7	Mountain Bike Trail	A.T.A.	2022-2023 (Section 1 & 2)	Section 1: completed Section 2: execution	DNM, FPNA,
			2023-2024 (Section 3 & 4)	Section 3: pending permit Section 4: development	
8	Bushiri Shoreline Upgrade	A.T.A. (Budget 2023) A.T.A. (Budget 2024)	2022 (Phase 1 - Design) 2023 (Phase 2 - Execution)	development (Q3-Q4 2023)	APA
9	Palm Beach Tower: restoration artwork on the tower	A.T.A. (Budget 2022) A.T.A. (Budget 2023)	2022	completed (Q2 2023) development	
10	Alto Vista Beautification - Phase 2	TPEF	2023	development	Bisdor (owner parcel)
11	California lighthouse Visitor Experience Enhancement	A.T.A. (Budget 2024 or 2025)	2023		
12	Eagle Beach Watch (clock) Project	MinTV	2023	development (MinTV)	private sector
13	Tunnel of Love Visitor Experience Upgrade	TBD	2023 - start conversation with FPNA		FPNA
14	Eagle Beach Beautification	TPEF	2022 - 2023	development	Hotels on the strip (MoU)
15	High rise - Radisson Blu till Marriott boardwalk and beautification	TPEF	2023		Hotels on the strip (MoU)
16	High rise Phase 3- Infrastructure upgrade High-rise area beautification	DOW	2023		Hotels on the strip (MoU)
		A.T.A.	2024		Hotels on the strip (MoU)

Project/Initiative		Budget Holder	Policy Timeframe	Status (as of 31/08/2023)	Other Stakeholders next to Infra Turismo Committee (MinTV, A.T.A., TPEF, DOW, DIP)
Investments					
17	Cas Ariba: refurbish anchor enhance infra and plaza	A.T.A. (Budget 2022) A.T.A. (Budget 2023)	2022-2024	completed development	
18	Ex-DOW building Restoration: Restoration building and create offices (APA) Visitor Inspiration Center (A.T.A.)	APA A.T.A. (Budget 2023-2024)	2023-2024	development	
19	Macuarima trail	TBD	2023-2024	development	
20	Mangel Halto - cliff palapas refurbishment	DOW/A.T.A.	2023-2024	development	
21	Santo Largo addition of palapas	MinTV	2024	evaluation	
22	Boca Catalina (up to malmok boardwalk) infrastructure enhancement	TBD	2024-2025	development	
23	Brisas Del Mar area - infrastructure enhancement and pier refurbishment	TBD	2024-2025	development	
24	Infrastructure enhancement for parking at Divi beach	TBD	2024-2025	development	
25	F&B Kiosken Welkom Plaza	APA	2024-2025	development	
26	retonde Superfood verfraaing en adoptie	MinTV	2024	development	
27	Eagle beach parking infrastructure enhancement (next to beach) create turtle wall	TBD	2024	development	
Environment					
28	Modification of buoys areas to protect marine life	A.T.A.	2022		AHATA, ATSA, APA
29	Sustainable Waste Management Coastline Areas	TPEF	2022	ongoing	
30	Beach Conservation	A.T.A. & TPEF	ongoing		DNM, (FPNA protected beaches)
31	Visitor Flow Management	A.T.A.	2023		AAA
Port of Entry					
32	Gateway 2030	AAA	2025 (halfway)		AAA
33	New Airlift Routes	A.T.A.	ongoing		AAA
34	Port City	APA	2025		APA
35	Private Airport Enhancement	AAA	2024		
Innovation					
36	Aruba Tourism Permit & Data Authority	A.T.A. (Framework Design) ITP (funds NL)(Digitalization)	2022 2023-2024		DJWZ, DIMP, DEACI, CBS, AAA, ATSA, AHATA
37	Tourism Quality Control (Aruba Quality Seal)	A.T.A.	2023		
Safety & Health					
38	ok2go - Airport Exit - Accommodations	Land	2022		
39	US Metered Departures	A.T.A.	2022		
40	AZOVA	Land	2021		
41	ok2roam	Land	2021		
42	Aruba Health App Expansion	-	-		AAA, CBS, DIMP, DVG
43	Happy Flow 2.0	A.T.A.	2022 & 2023		AAA, DCA, DGA, MinJus, DIMA, SITA, GammaITSolutions, indicio,

Destination Enhancement Projects & Initiatives 2024

Destination Enhancement	
Key-Tactics	Key- Activities
CULTURE	
Cultural Events, Festivities and National Holidays	Support to various events highlighting/emphasizing Aruba's Culture, e.g. the Aruba Art Fair, Bon Bini Festival, and 200 years of Oranjestad Celebration. In addition ATA contributes and supports various celebrations on our national holidays and festivities e.g. Dia di Himno y Bandera, 70 years of Carnaval, Dia di Betico, Koningsdag, Dia di San Juan, Dia di Brazil Festivities & Parades.
Museums, Theaters & Exhibitions	Support operations of four (4) museums operated under auspices of the Fundacion Museonan Arubano, with cultural exhibitions for educational and enhancement of appreciation of Aruba's cultural heritage.
Visual Arts & Handicrafts	Public Space Enhancement Projects with Visual Art.
Music & the Performing Arts	Emphasizing the power of music & the performing arts in our culture.
DESTINATION ENHANCEMENT	
Awareness Campaigns	Awareness Campaigns for locals and visitors, including but not limited to the Ban Serio, Code of Code, My Promise, Clean Aruba Campaign and support to national awareness campaigns on various relevant topics.
On-Island Communication	Informative & experience enhancing maps & guides, public signs & directories, experiential plans, and various content research & creation to enhance the visitor experience around public sites, parks, and amenities.
Corporate Social Responsibility	Support to various relevant causes and foundations stemming from the high-value, low impact tourism model vision.
ARUBA EXCELLENCE FOUNDATION	
Aruba Excellence Foundation	Maintaining and elevating (hospitality) service levels through different training/education and certification programs (a.o. Aruba Certification Program).
ARUBA QUALITY SEAL PROGRAM	
Aruba Quality Seal (AQS) Program	Re-introduction of a quality assurance program across various business sectors to ensure highest possible quality products and services. Seeking endorsement by GoA for a mandatory implementation for different types of permits and business operations.
VISITOR CENTERS	
Visitor Information Centers	Continue and further enhance the VIC San Nicolas services. Design & Engineering of the VIC Oranjestad (2023-2024).
NICHE TOURISM DEVELOPMENT	
Niche Tourism Development	Continuation of the Aruba Signature Experience (ASE) program. Various Destination Development & Enhancements in support of the Niche Tourism Framework aiming to attract a high-value Wedding, Wellness & Wellbeing, Culinary, Eco-Conscious, and Culture Tourism.

Product Development Projects & Initiatives 2024

Product Development

Key-Tactics

PRODUCT DEVELOPMENT

Public Area, Assets, Infrastructure and Amenities Contributions

Key- Activities

Develop, refurbish and enhance infrastructure in public areas and invest in new assets in collaboration with the GoA, Governmental Departments, National Committees and Foundations managing public areas and assets. In year 2024 various projects shall be either continued or initiated.

Maintenance

Maintenance of various amenities and assets that contribute to a high-value visitor experience and safeguard quality. The efforts include but are not limited to maintenance of palapas, gazebos, signs, directories, plazas, waste management at beaches, the swimzone, bufferzone and mooring buoys, and others.

Environment Protection, Conservation & Regeneration

Support and collaborate with the GoA, Gov. dept., national committees and foundations on the development and execution of environmental protection, conservation and regeneration programs and projects.

Visitor Flow Management

Monitor visitor flow at highly frequented sites. Enhance visitor flow at various sites in collaboration with national committees, applying various studies (incl. the Carrying Capacity study updated in 2023), national policies and legislations.

Technical Support

Development and execution of various projects and activations may require third party expertise in e.g. engineering, legal, research and other.

FUNDACION PARKE NACIONAL ARUBA

FPNA MACS 2023-2032 - Support FPNA's Protection, Conservation & Regeneration Projects and Activations

Support FPNA with protection, conservation and regeneration efforts stemming from the FPNA MACS. The contributions from the A.T.A. are intended towards an enhanced visitor experience, and include the attraction of eco-conscious visitors to our island.

RESEARCH & DEVELOPMENT

Aruba Infrastructure Brand Guideline

Facilitate the research and development of the Aruba Infrastructure Brand Guideline in collaboration with GoA, DIP, DOW, DNM and other stakeholders.

Beach Policy

Advocacy towards the re-assessment of the current Beach Policy for the introduction of an updated and expanded Beach Policy, including all beaches. The A.T.A. shall facilitate the research and develop in collaboration with GoA, DIP, DOW, DNM and other stakeholders.

North Coast Masterplan

Facilitate the Research & Development of the North Coast Masterplan - In collaboration with GoA, DIP, DOW, DNM and other stakeholders.

INNOVATION DEVELOPMENT

Aruba Happy One Pass

Continuation of initiated seamless travel project.

5.2

Cruise development strategies

Cruise Strategies 2024

As the cruise sector continues to recover, with a full recover by year end of 2023. it remains imperative for Aruba to maintain its focus on fostering sustainable growth within the sector. By continuing to adhering to the High Value-Low Impact tourism model, the A.T.A prioritizes value over volume, aiming to attract high-value cruise visitors to our destination.

For 2024 the cruise sector is predicted to grow by nearly 900,000 passengers, driven by a growing demand and collaborations between trade associations, destinations and ports in the Caribbean region.



Partnership and Networking

Industry partners will continue to be a key focus in 2024., A.T.A. will continue to leverage the relationship with the partner cruise lines seeking to improve important aspects that directly affect the on-island spend, such as the enhancement of duration at the port. A.T.A. will continue with its membership to cruise trade associations (FCCA and CLIA) to foster meaningful relationships with cruise line executives.

In addition, the A.T.A., together with Aruba Ports Authority (APA) will continue to work with and seek additional ways to partner with destinations and ports, especially Curaçao and Bonaire to enhance the business proposition to cruise focusing on creating high quality itineraries especially given the complexities of long-haul routes to the Southern Caribbean.

Finally, in addition to APA, the A.T.A. will continue to work closely with local industry partners to have an effective impact on the activities relevant for the cruise industry.



Experience & Education

Education programs remain a top priority for delivering a premium destination experience. As such the A.T.A. will continue to focus on certifying and refreshing tour guides to secure the exceptional Aruba experience for cruise visitors. The AT.A. will also continue to focus on the product offering on island and will leverage the educational program to stimulate local activity providers and attractions to work more together. In addition, to training the goal of the educational program is to enhance the innovation and creativity to create more and newer products, expand the offering for night time as well as more high end unique and memorable experiences A.T.A. remains dedicated to elevating port ambience and the initial impression through port entertainment, while also encouraging increased use of digital information for on-island activities.

A new venture for the A.T.A. involves establishing a 'Visitor Inspiration Center (VIC)' in the former DOW building opposite the cruise terminal. The goal of the VIC is to offer immersive experiences to all visitors, enhancing the destination's appeal, highlighting its authenticity and uniqueness.



Marketing and Promotion

The A.T.A.'s regional promotional campaigns, notably in North America, continue to inspire cruise guests, creating a positive ripple effect. These efforts, boosting destination recognition, are vital for staying prominent in key markets. Continued relationship building with key cruise executives remain a crucial part of the cruise tourism strategy.

As such trade associations, FCCA and CLIA, are pivotal external partners for cruise-focused presence. Investments also extend to local port advertising, informing incoming cruise passengers about on-island activities to encourage on island spending and an unforgettable destination experience. Finally, these relations are vital to foster key cruise passenger intelligence.



PAMAC 2025

In June 2025 the A.T.A. and APA are planning a dedicated summit, PAMAC, catering to cruise line executives and FCCA's platinum partners. For 2024, targeted communication and marketing initiatives are arranged to attract the right attendees, including leveraging the FCCA's 'Silver Marketing Package'.

5.3

Budget destination services

Budget

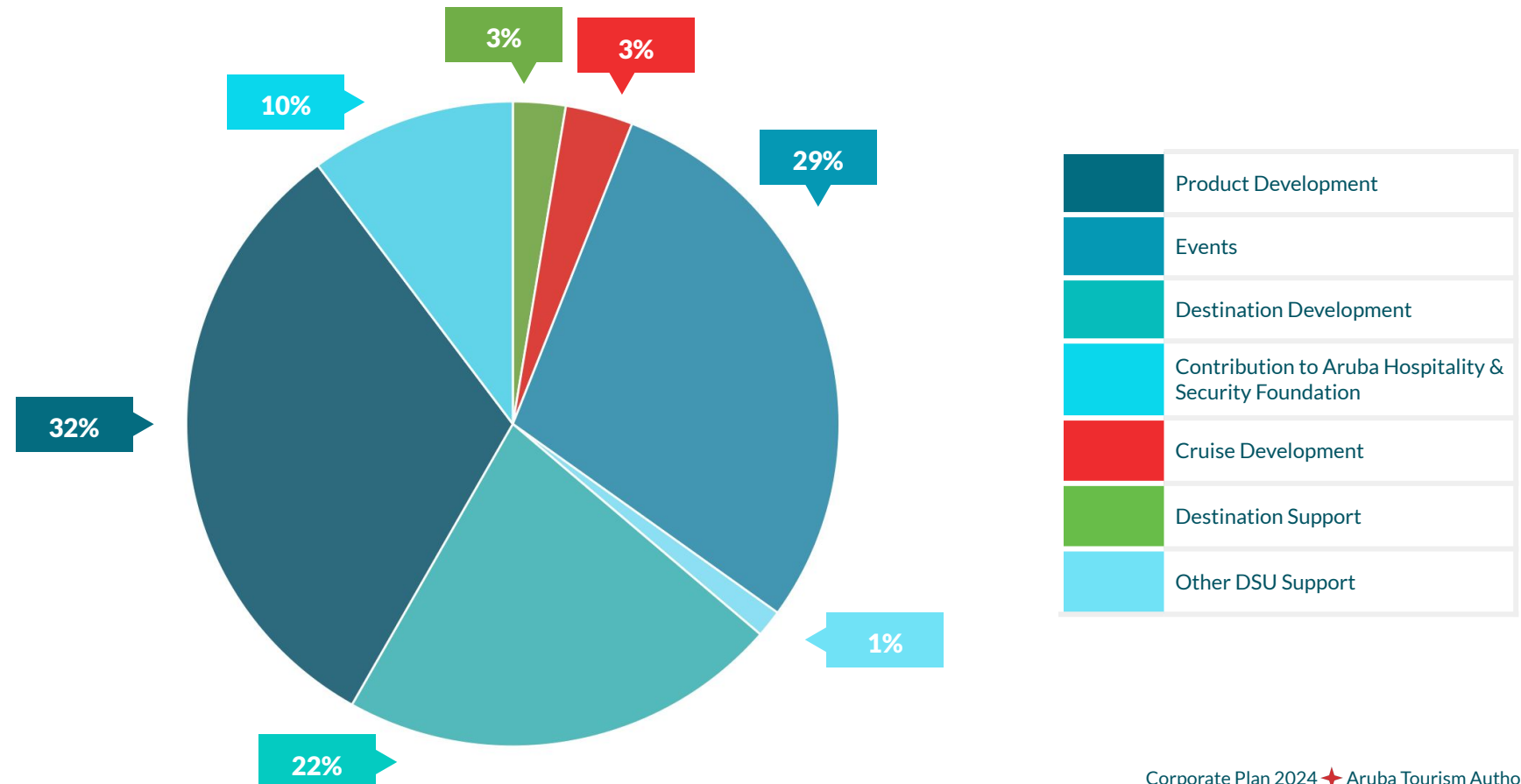
Destination Services Unit

The Destination Services Unit budget has been allocated to the respective areas based on the key strategic priorities delineated in the prior pages of this section.

The grand total budget for Destination Services Unit is 21.5% higher than the F2023 actual spend.

The total budget for the Destination Services Unit is divided across two primary areas: Marketing and Promotions (DSU) and Destination Services.

Under the category of Marketing and Promotions (DSU), the budget encompasses expenses related to Destination support, Cruise development, Events and other DSU support. Meanwhile, the Destination Services budget includes the expenses related to Destination development including initiatives related to Culture, Aruba Excellence Foundation, Aruba Quality program and Visitors centers. While the Product Development include, amongst others, projects aimed at enhancing product Aruba, as well as a contribution to Fundacion Parke Nacional Arikok) and a contribution to the Aruba Hospitality & Security Foundation.



Source: A.T.A



Corporate Plan A.T.A. 2024

www.aruba.com

