



AI GOVERNANCE & STRATEGY

Governance is the Most Misunderstood Word in AI

Nick Hall

Founder & CEO · Digital Tourism Think Tank

XDW 26

AI GOVERNANCE & STRATEGY

Governance is the
most misunderstood
word in AI?

HOW A DESTINATION IS BUILT

A typical destination organisation today.

Brand, content, social, PR, web, insight, campaigns, partnerships and visitor services. Each a function with its own remit.

MARKETING & COMMUNICATIONS



Brand

IDENTITY
& GUIDELINES



Content

STORIES
& ASSETS



Social

CHANNELS
& COMMUNITY



PR

PRESS
& REPUTATION

DIGITAL & INSIGHT



WEB

SITE
& PLATFORM



INSIGHT

DATA
& RESEARCH

GROWTH & SERVICE



CAMPAIGNS

SEASONAL
& ALWAYS-ON



TRADE

PARTNERS &
BUSINESSES



VISITOR SERVICES

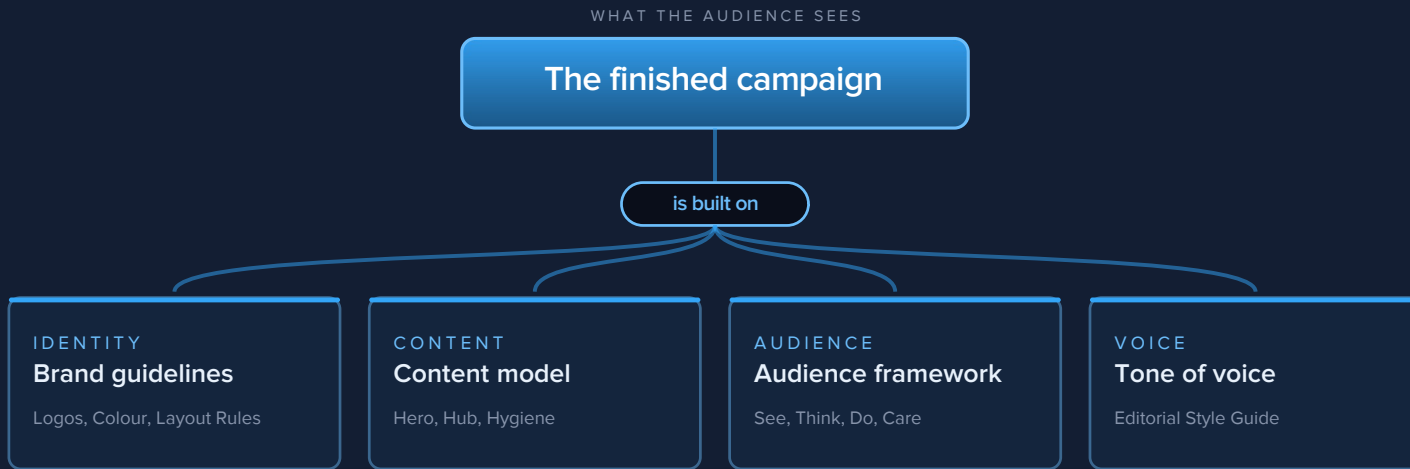
WELCOME &
ON THE GROUND

CAPABLE AND QUIETLY WORKING IN SILOS.

HOW THE WORKS IS BUILT

Most creative work rests on systems.

Brand guidelines, content models, audience frameworks, tone of voice. The craft has *always* carried a documented method underneath.

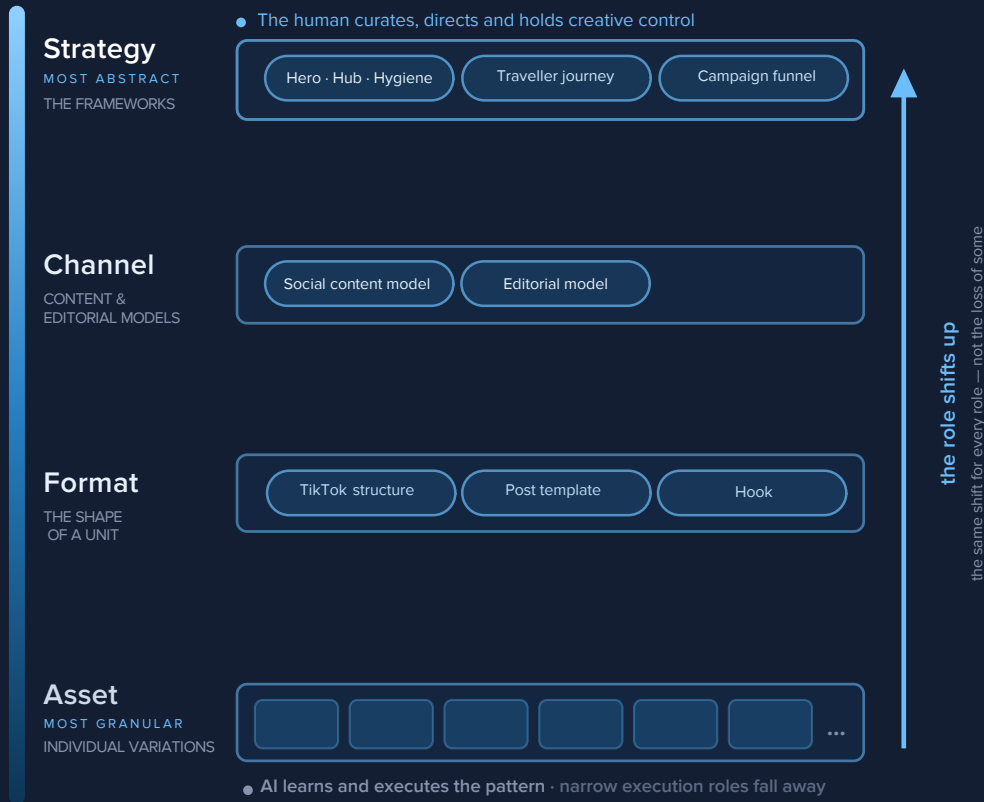


WHERE JUDGEMENT LIVES

The patterns go all the way down.

AI learns patterns at every level, from strategic frameworks to the shape of a single TikTok, so the human role rises to where judgement lives.

AI takes the method at every depth — the originality and the direction stay human.

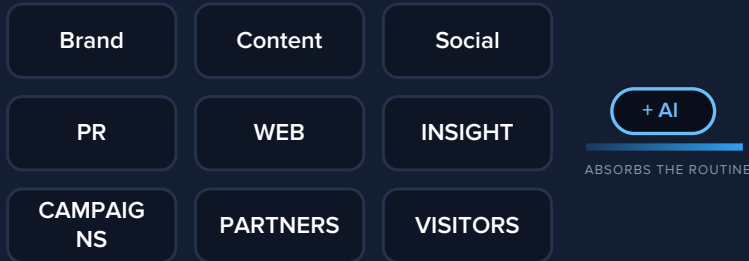


THE REFRAME

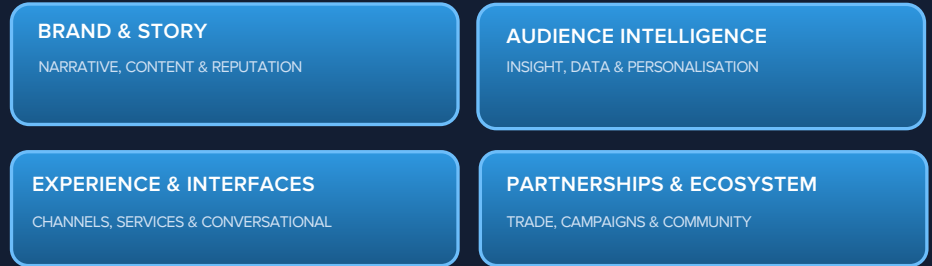
The roles change and the organisation grows.

As AI takes on the patterned execution, narrow functions broaden into directed ones and capabilities the organisation could never resource before become possible.

TODAY · NINE NARROW FUNCTIONS



FOUR DIRECTED ROLES



AND THE ORGANISATION GROWS · NOW POSSIBLE



CAPABILITY AND AUTONOMY

The decision to build stays human.

AI can learn any documented pattern. The human decides which one fits.

THE HUMAN SELECTS



Chooses which systems fits the need.

THE PATTERN LIBRARY · DOCUMENTED SYSTEMS AI CAN LEARN

Content model

Hero

Hub

Hygiene

Traveller journey

Dream

Plan

Book

Experience

Share

Campaign funnel

Awareness

Consideration

Conversion

Advocacy

AI learns any documented pattern. The human decides which one the moment calls for.

01

PART ONE

The misunderstanding

THE MISUNDERSTANDING

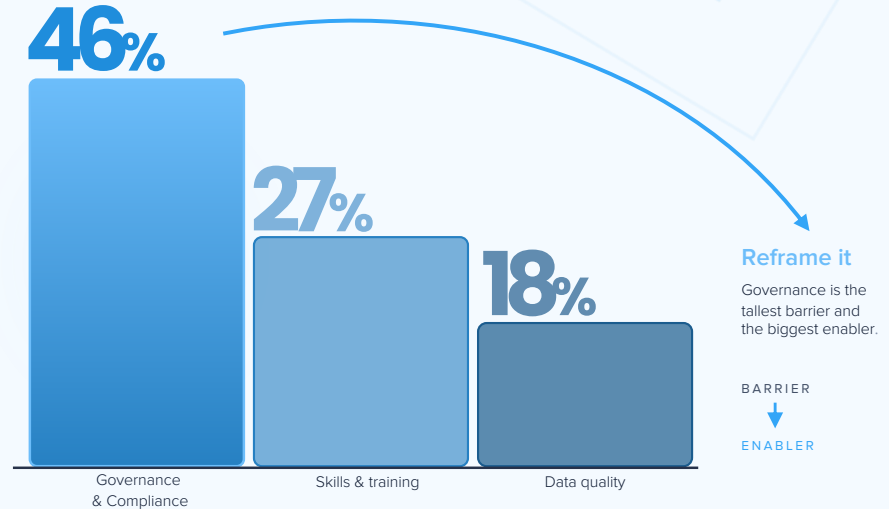
Governance is heard as compliance.

46%

name governance and compliance the **leading barrier to AI value**. Leaders read it as a brake. The evidence says it is the engine.

GRANT THORNTON · AI IMPACT SURVEY · 2026

LEADING CAUSES OF AI UNDERPERFORMANCE



THE MECHANISM

Disclosure is downstream of trust.

People will not be honest about how they used AI while their worth is measured by output they can no longer claim alone.



THE SHIFT IN THE QUESTION

From whether to how.

The useful question has to change. How AI was used **opens the conversation** that whether it was used closes.



THE SHADOW ECONOMY

Mandates without frameworks erode trust.

Ask for AI use without support and people fall back on unapproved tools in private.

WATERLINE · WHAT'S VISIBLE

SANCTIONED USE

APPROVED TOOLS, LOGGED & GOVERNED

THE SHADOW ECONOMY

35%

have put proprietary data into public AI tools

67%

Of leaders believe a leak has already happened.

Most AI use sits below the line, unseen, unmanaged, and already a risk.

THE REFRAME

The anxiety is a leadership gap.

The fear is a rational response to leaders asking for adoption before deciding what they value about people's work.

GEN Z · 18 TO 34

“AI is replacing us.”

FEAR OF DISPLACEMENT

REPORT HIGH FEAR



24%

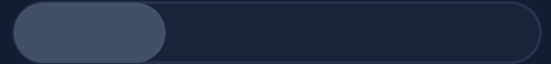
DEUTSCHE BANK RESEARCH · 2025

MILLENNIALS & OLDER · 55+

“AI is undermining us.”

FEAR OF EROSION

REPORT HIGH FEAR



~10%

02

PART TWO

The response

Agentic systems still need direction.

The useful question has to change. How AI was used **opens the conversation** that whether it was used closes.



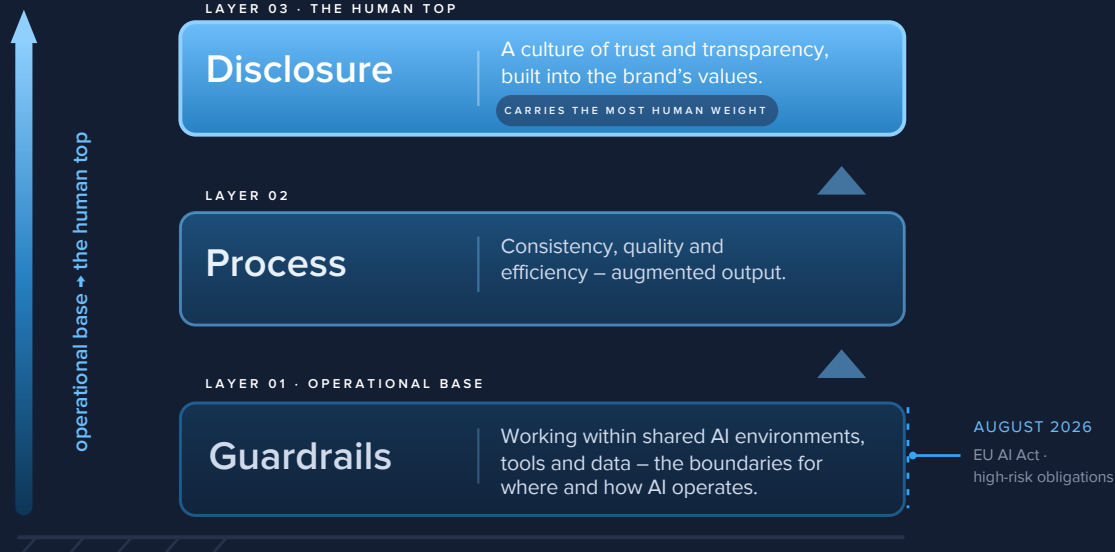
40%+

of agentic projects cancelled by 2027, mostly the ones aimed at the wrong end.

THE SYSTEM

Governance works on three layers.

As people move up to direction and AI takes the execution, governance is the system that keeps the work consistent, useful and trusted.



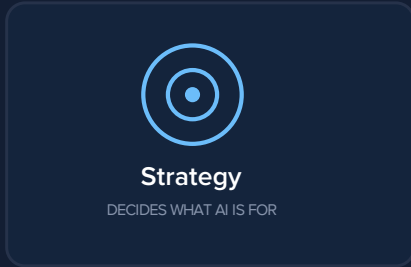
Guardrails set the boundaries, process holds the standard, disclosure builds the trust.

THE INSTRUMENT

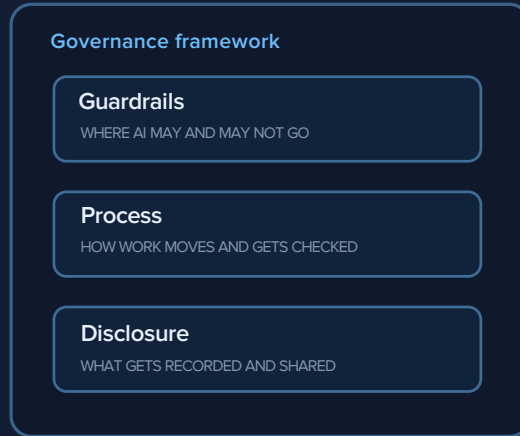
What a governance framework achieves.

A strategy decides what AI is for.
Governance keeps it there.

STRATEGY SETS THE PURPOSE



GOVERNANCE KEEPS IT THERE



THE RESULT



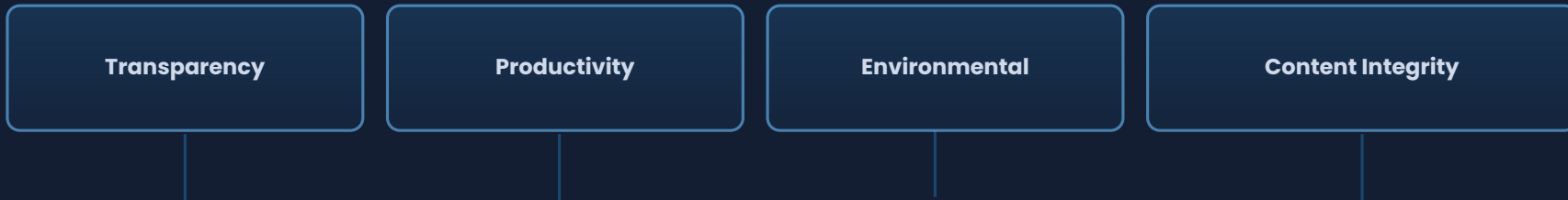
EU AI Act - ready by Aug 2026

THE DTTT AI TRANSPARENCY FRAMEWORK

From principle to instrument.

Four published models resting
on three working instruments.

TIER 1 - MODELS



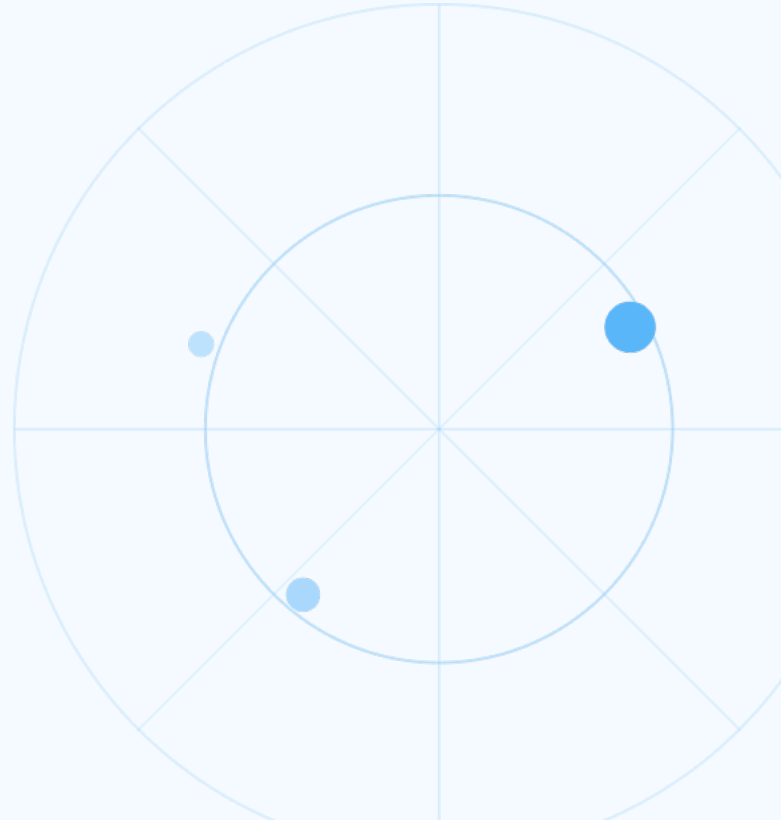
TIER 2 - INSTRUMENTS - THE FOUNDATION



BREAKOUTS AT 15:30

Change the question and governance changes with it.

The Strategy Room · The Lab · The Debating Room · The Advisory Clinic





AI GOVERNANCE & STRATEGY

Governance is the Most Misunderstood Word in AI

Nick Hall

Founder & CEO · Digital Tourism Think Tank



AI GOVERNANCE & STRATEGY

Building an AI Governance Strategy



Maas van Drie

Chief Financial Officer · Aruba Tourism Authority

Sherry Bidgood

Global Digital Manager · Aruba Tourism Authority

ARUBA TOURISM AUTHORITY · 2026-2030

AI Strategy

Four chapters, ten sections, one direction. A strategy for how A.T.A. uses AI responsibly, consistently and at every level of the organisation.

4

CHAPTERS

10

SECTIONS

100

PAGES

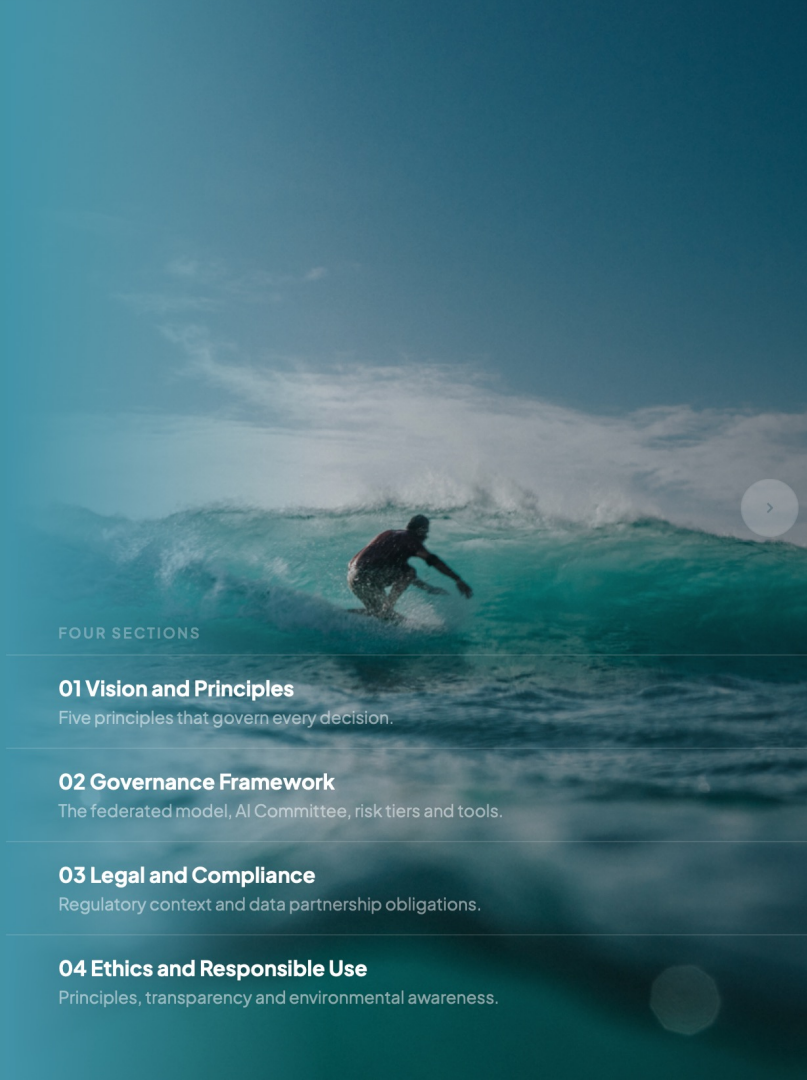


CHAPTER 01 OF 04

Foundation

Governance, legal compliance and responsible use — the principles that govern every decision.

<p>82% expressed data privacy concern</p>	<p>16 pages of governance framework</p>
--	--



FOUR SECTIONS

01 Vision and Principles

Five principles that govern every decision.

02 Governance Framework

The federated model, AI Committee, risk tiers and tools.

03 Legal and Compliance

Regulatory context and data partnership obligations.

04 Ethics and Responsible Use

Principles, transparency and environmental awareness.

STAFF SURVEY · OCTOBER 2025

91%

**of staff actively using
AI tools in daily work**

Staff have brought AI into their work on their own initiative, without formal direction or structured support.



STAFF SURVEY · OCTOBER 2025

82%

**expressed concern about
data privacy and sharing**

Not resistance — a request for clear guidelines on what is safe and appropriate to share with AI tools.



STAFF SURVEY · OCTOBER 2025

8%

**feel highly confident in
their AI capabilities**

High adoption, low confidence. The gap is direction, structure and support — not willingness to use AI.

WORKSHOPS · JANUARY 2026

~1 in 3

**document searches succeed
using AI tools today**

Scattered, unstructured information is the primary barrier. AI performs only as well as the data behind it.

AI as a *core organisational capability*, consistently applied across the organisation.

VISION STATEMENT · STRATEGY 2026–2030

FOUNDATION · VISION AND PRINCIPLES

Five Guiding Principles

Each principle builds on the previous, creating a coherent foundation for how AI develops at A.T.A. They underpin every decision — governance, tools, training and departmental support.

FIVE STRATEGIC RECOMMENDATIONS UNDERPIN EVERY DECISION

01 FOUNDATION BEFORE INNOVATION

Data infrastructure and knowledge organisation are funded and addressed before new AI applications are added. Every advanced capability depends on organised data, approved tools and staff who understand expectations.

02 INTERNAL FIRST, EXTERNAL SECOND

Internal processes must be established before AI is integrated into external workflows. Where external tools already exist, such as myAruba Assistant, they operate within this governance framework from the point it takes effect.

03 ENABLE, DO NOT RESTRICT

Every guideline, approval process and training programme should make it easier for staff to perform their roles effectively. Every decision is judged by whether it actually makes the job easier.

04 MEET PEOPLE WHERE THEY ARE

Departments currently operate at widely varying stages. Every team needs a clear pathway from its actual position, with support and tools appropriately tailored to its capability level.

05 PROGRESS OVER PERFECTION

A framework that works today is better than a perfect one 18 months from now. Regular reviews are built in from the start so the framework improves through actual use.

From this section

Two recommendations

- R1 Assign ownership to the AI Committee** for upholding the principles when priorities compete.
- R2 Communicate to all staff** as a short accessible reference: how AI decisions are made and why.

Transparency about AI involvement should be *standard disclosure*.

STRATEGY · P.38

FOUNDATION · ETHICS AND RESPONSIBLE USE

How A.T.A. Declares AI

A five-level scale gives the organisation a shared language for declaring AI involvement. Applies to all outputs: internal documents, published content, commissioned analysis and partner-facing deliverables.

FIVE-LEVEL TRANSPARENCY SCALE · A THROUGH E

A

1-10%

Human Led

AI played a negligible part. The work is substantially human in origin, with AI involvement limited to minor or no assistance.

B

11-36%

AI-Assisted

AI supported the work, in research, drafting or structure, but the human retained full strategic direction throughout.

C

37-63%

Collaborative

Human and AI contribution is balanced. Both shaped the content, structure and direction of the final output.

D

64-89%

AI-Generated

AI produced the bulk of the content. The human reviewed, directed and takes responsibility for the final output.

E

90-99%

AI Led

Minimal human involvement beyond the initial brief and a light review. The output is substantially unedited AI generation.

The individual responsible for the work applies the grade. Grading scale adapted from the AI Transparency Model developed by DTTT.

CHAPTER 02 OF 04

People and Capability

How A.T.A. builds AI capability across every team — from the cultural landscape to 16 defined skills and a clear maturity model.

80%

willing to commit 1–2 hrs
per week

16

AI skills across 4
domains

TWO SECTIONS

01 Culture and Change

The cultural landscape, usage to confidence, Champions in practice, leadership engagement.

02 AI Skills Framework

The 16 AI skills, maturity model, department capability overview.

A maturity model makes it possible to *have a conversation* about where a team is.

STRATEGY · P. 56

PEOPLE · AI SKILLS AND CAPABILITY

The Maturity Levels

A shared scale lets teams describe where they stand, define the next stage and identify the investment needed to get there. The model enables differentiated support.

SIX LEVELS · ORGANISATION TARGET L3 · COMMITTEE TARGET L5

00

No Use

AI tools not yet part of working practice.

01

Exploring

Occasional use of basic tools with no consistent approach.

02

Developing

Regular use across a range of tasks with working practices beginning to form.

03

Confident

ORGANISATION TARGET

AI applied consistently and integrated into daily workflows.

04

Embedded

AI embedded in daily work with the ability to develop and share effective practices.

05

Strategic

COMMITTEE TARGET

Able to assess where AI creates value and guide direction across the organisation.

Six levels adapted from the AI Maturity Model developed by DTTT. The model enables differentiated support; identical expectations would underserve advanced teams and overwhelm those starting out.



CHAPTER 04 OF 04

Implementation

Three phases over 24 months. Every department has a clear starting point, a step-by-step path and someone in charge of each priority.

3

phases over 24
months

9

departments
with pathways

6

immediate
actions

TWO SECTIONS

01 Process Structure and ISO 9001

Why process structure matters, workflow principles and department priorities.

02 Implementation Approach

Three phases, department pathways, immediate actions, success measures and the roadmap.



AI GOVERNANCE & STRATEGY

Building an AI Governance Strategy



Maas van Drie

Chief Financial Officer · Aruba Tourism Authority

Sherry Bidgood

Global Digital Manager · Aruba Tourism Authority