



SEPTEMBER 2023

Monthly Report

★ 2023 PERFORMANCE

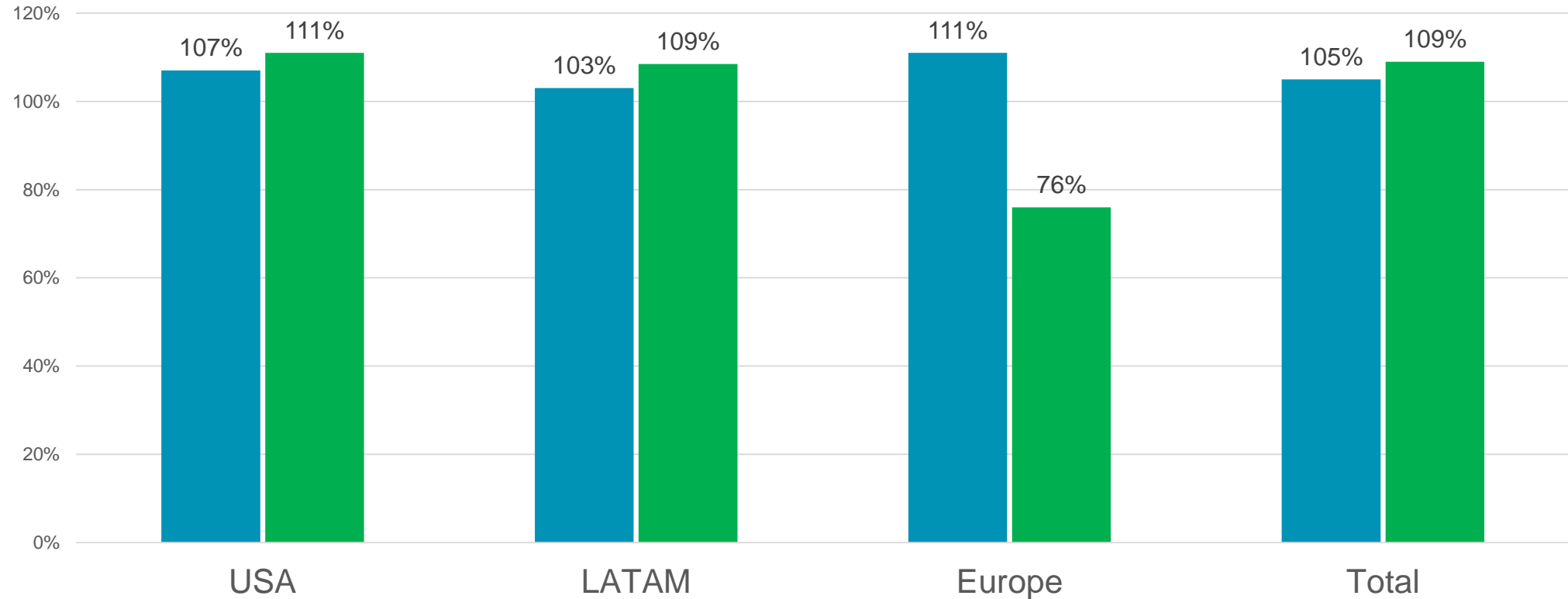
Actuals vs 2019

109%

Target vs 2019

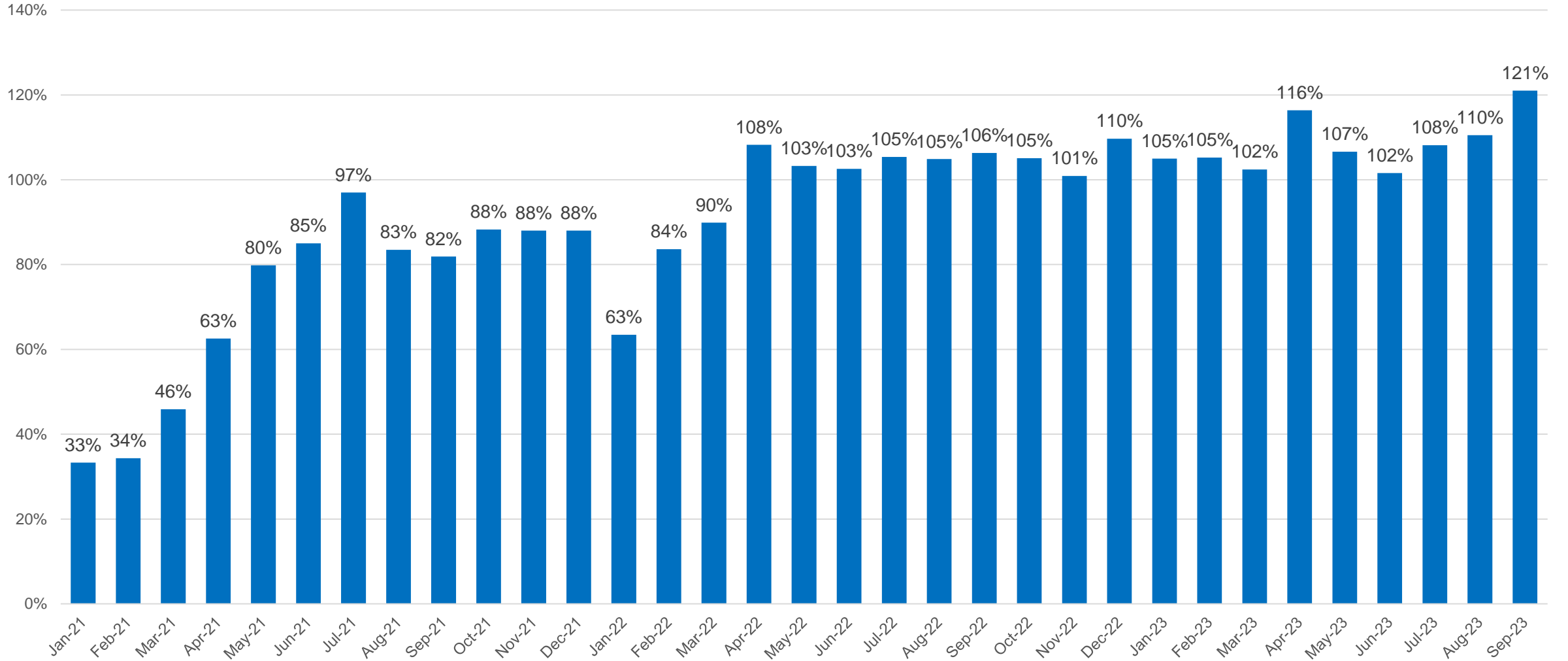
105%

■ Corporate Plan 2023 Target ■ YTD Sept 2023



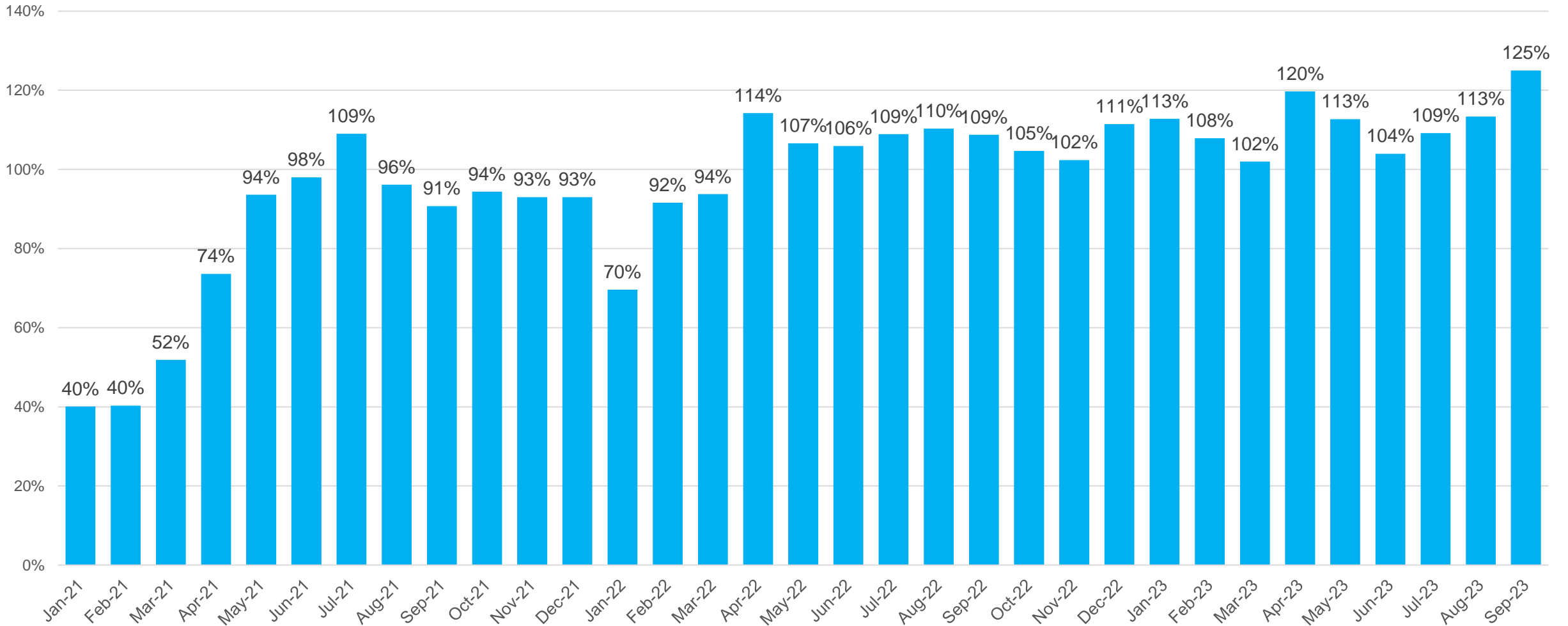
★ STAY-OVER VISITOR ARRIVALS RECOVERY VS 2019

% MONTHLY RECOVERY TOTAL



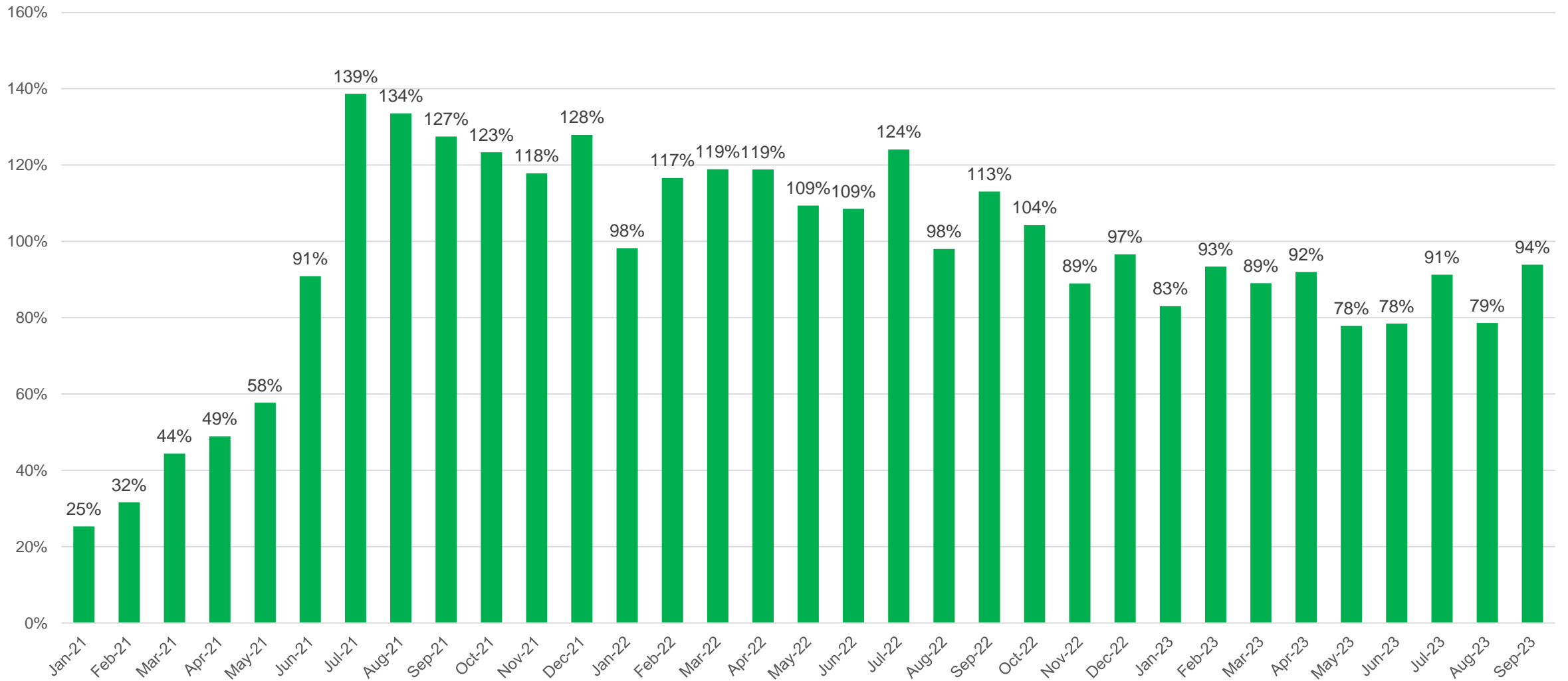
★ STAY-OVER VISITOR ARRIVALS RECOVERY VS 2019

% MONTHLY RECOVERY USA



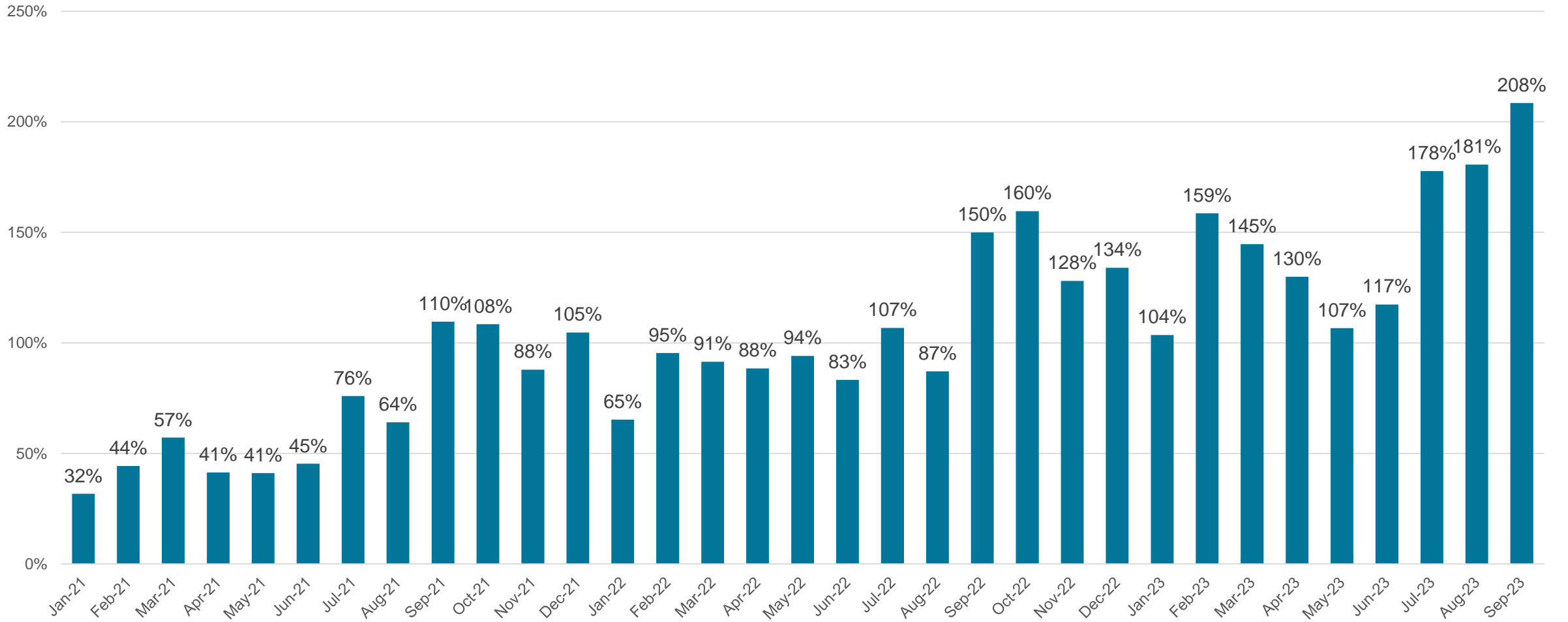
★ STAY-OVER VISITOR ARRIVALS RECOVERY VS 2019

% MONTHLY RECOVERY HOLLAND



★ STAY-OVER VISITOR ARRIVALS RECOVERY VS 2019

% MONTHLY RECOVERY COLOMBIA



A person is sitting on a blue beach chair on a sandy beach, looking out at the ocean during sunset. The sun is low on the horizon, creating a warm, golden glow. In the foreground, another person is sitting on a red beach chair, partially obscured by the text. There are some beach toys and a bucket on the sand.

COMPARISON

2023 VERSUS 2022

SNAPSHOT YTD SEPT 2023/2022



HOW MANY ARRIVALS?

917,739

12.4%



HOW MANY CRUISE TOURISM?

575,597

3.6%

Compared to 2019



HOW LONG DID THEY STAY?

6,446,572

10.2%



WHAT DID THEY SPEND?*

Central Bank Aruba
(Q1 and Q2 2023)

Avg. 2,411.11 min

21.3%

Q1 and Q2 2022: 1,987

**Tourism Credits: In the new presentation of the Balance of Payments, the Central Bank of Aruba reclassified maintenance fee arising from Timeshare arrangement from "Other Services" to "Travel Services" (Tourism). With this reclassification it should be noted that the term Tourism Receipts has changed to Tourism Credits in the new presentation of Balance of Payments. This reclassification resulted in an upward adjustment of the previously used term Tourism Receipts.

WHERE DID THEY STAY?



1,432,123

NIGHTS

11.6%



1,001,000

NIGHTS

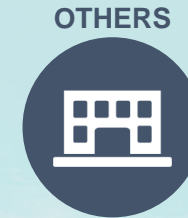
5.7%



2,006,152

NIGHTS

3.8%



2,007,297

NIGHTS

19.0%



ARRIVALS YTD SEPTEMBER 2023/2022

917,739
ARRIVALS

12.4%
GROWTH

	2022		Growth	2023	% Growth	Marketshare 2022	Marketshare 2023
USA	645,908		63,736	709,644	9.9%	79.1%	77.3%
Canada	23,617		17,274	40,891	73.1%	2.9%	4.5%
NA	669,525		81,010	750,535	12.1%	82.0%	81.8%
Venezuela	1,601		483	2,084	30.2%	0.2%	0.2%
Colombia	22,521		12,046	34,567	53.5%	2.8%	3.8%
Brazil	6,815		3,172	9,987	46.5%	0.8%	1.1%
Argentina	9,510		4,860	14,370	51.1%	1.2%	1.6%
Chile	4,759		1,557	6,316	32.7%	0.6%	0.7%
Ecuador	2,006		2,961	4,967	147.6%	0.2%	0.5%
Peru	2,605		1,732	4,337	66.5%	0.3%	0.5%
Paraguay	981	-133		848	-13.6%	0.1%	0.1%
Uruguay	1,452		30	1,482	2.1%	0.2%	0.2%
Mexico	1,116		1,296	2,412	116.1%	0.1%	0.3%
Others	6,335		3,051	9,386	48.2%	0.8%	1.0%
SA	59,701		31,055	90,756	52.0%	7.3%	9.9%
Netherlands	35,456	-8,010		27,446	-22.6%	4.3%	3.0%
UK	9,418	-4,300		5,118	-45.7%	1.2%	0.6%
Germany	4,021	-46		3,975	-1.1%	0.5%	0.4%
Italy	6,833	-1,675		5,158	-24.5%	0.8%	0.6%
Sweden	608		1,094	1,702	179.9%	0.1%	0.2%
Belgium	1,925	-506		1,419	-26.3%	0.2%	0.2%
Austria	511	-31		480	-6.1%	0.1%	0.1%
Switzerland	1,432	-129		1,303	-9.0%	0.2%	0.1%
Others	6,862	-172		6,690	-2.5%	0.8%	0.7%
Europe	67,066	-13,775		53,291	-20.5%	8.2%	5.8%
ROW	20,070		3,087	23,157	15.4%	2.5%	2.5%
Total	816,362		101,377	917,739	12.4%		
W/O Ven.	814,761		100....	915,655	12.4%		



ARRIVALS USA YTD SEPTEMBER 2023/2022

709,644
ARRIVALS

9.9%
GROWTH

	2022	Growth	2023	% Growth	Marketshare 2022	Marketshare 2023
New York	144,058	-3,717	140,341	-2.6%	22.3%	19.8%
Massachusetts	78,027	12,781	90,808	16.4%	12.1%	12.8%
New Jersey	88,048	-3,459	84,589	-3.9%	13.6%	11.9%
Pennsylvania	37,302	5,035	42,337	13.5%	5.8%	6.0%
Illinois	14,645	3,328	17,973	22.7%	2.3%	2.5%
Connecticut	24,631	1,981	26,612	8.0%	3.8%	3.8%
Florida	36,086	1,512	37,598	4.2%	5.6%	5.3%
Ohio	15,419	4,436	19,855	28.8%	2.4%	2.8%
Maryland	20,671	1,664	22,335	8.0%	3.2%	3.1%
Michigan	11,506	1,902	13,408	16.5%	1.8%	1.9%
Virginia	15,326	4,420	19,746	28.8%	2.4%	2.8%
Georgia	17,830	-405	17,425	-2.3%	2.8%	2.5%
North Carolina	16,851	3,954	20,805	23.5%	2.6%	2.9%
Texas	18,851	3,281	22,132	17.4%	2.9%	3.1%
California	12,163	1,247	13,410	10.3%	1.9%	1.9%
Other	94,494	25,776	120,270	27.3%	14.6%	16.9%
Total	645,908	63,736	709,644	9.9%		



NIGHTS YTD SEPTEMBER 2023/2022

6,446,572
ARRIVALS

10.2%
GROWTH

	2022	Growth	2023	% Growth	ALOS 2022	ALOS 2023
USA	4,315,258	414,434	4,729,692	9.6%	6.7	6.7
Canada	235,764	151,886	387,650	64.4%	10.0	9.5
NA	4,551,022	566,320	5,117,342	12.4%	6.8	6.8
Venezuela	20,280	2,290	22,570	11.3%	12.7	10.8
Colombia	163,037	63,397	226,434	38.9%	7.2	6.6
Brazil	41,755	20,479	62,234	49.0%	6.1	6.2
Argentina	87,165	41,056	128,221	47.1%	9.2	8.9
Chile	37,485	12,022	49,507	32.1%	7.9	7.8
Ecuador	12,386	12,307	24,693	99.4%	6.2	5.0
Peru	18,733	9,558	28,291	51.0%	7.2	6.5
Paraguay	6,768	-1,102	5,666	-16.3%	6.9	6.7
Uruguay	11,488	153	11,641	1.3%	7.9	7.9
Mexico	7,994	6,120	14,114	76.6%	7.2	5.9
Others	47,396	15,556	62,952	32.8%	7.5	6.7
SA	454,487	181,836	636,323	40.0%	7.6	7.0
Netherlands	419,636	-89,512	330,124	-21.3%	11.8	12.0
UK	101,466	-52,700	48,766	-51.9%	10.8	9.5
Germany	41,820	-7,677	34,143	-18.4%	10.4	8.6
Italy	51,839	-12,334	39,505	-23.8%	7.6	7.7
Sweden	6,987	13,227	20,214	189.3%	11.5	11.9
Belgium	21,123	-5,109	16,014	-24.2%	11.0	11.3
Austria	5,029	-512	4,517	-10.2%	9.8	9.4
Switzerland	14,390	-2,616	11,774	-18.2%	10.0	9.0
Others	71,819	-6,118	65,701	-8.5%	10.5	9.8
Europe	734,109	-163,351	570,758	-22.3%	10.9	10.7
ROW	111,114	11,035	122,149	9.9%	5.5	5.3
Total	5,850,732	595,840	6,446,572	10.2%	7.2	7.0



ACCOMMODATIONS YTD SEPTEMBER 2023/2022

917,739
ARRIVALS

12.4%
GROWTH

ARRIVALS BY ACCOMMODATION

	2022	Growth	2023	% Growth	Marketshare 2022	Marketshare 2023
EP	222,893	29,315	252,208	13.2%	27.3%	27.5%
All Inclusive	151,754	12,565	164,319	8.3%	18.6%	17.9%
Timeshare	241,872	9,379	251,251	3.9%	29.6%	27.4%
Others	199,843	50,118	249,961	25.1%	24.5%	27.2%
Total	816,362	101,377	917,739	12.4%		

NIGHTS BY ACCOMMODATION

	2022	Growth	2023	% Growth	Marketshare 2022	Marketshare 2023
EP	1,283,620	148,503	1,432,123	11.6%	21.9%	22.2%
All Inclusive	947,406	53,594	1,001,000	5.7%	16.2%	15.5%
Timeshare	1,932,447	73,705	2,006,152	3.8%	33.0%	31.1%
Others	1,687,259	320,038	2,007,297	19.0%	28.8%	31.1%
Total	5,850,732	595,840	6,446,572	10.2%		



ACCOMMODATIONS BY MAIN MARKETS

YTD SEPTEMBER 2023/2022

917,739
ARRIVALS

12.4%
GROWTH

ACCOMMODATION BY MAIN MARKETS

	EP Hotels			All Inclusive			Timeshare			Others		
	2023	2022	% Growth	2023	2022	% Growth	2023	2022	% Growth	2023	2022	% Growth
USA	217,265	190,171	14.2%	130,422	118,010	10.5%	227,392	219,978	3.4%	134,565	117,749	14.3%
Venezuela	396	248	59.7%	18	21	-14.3%	662	450	47.1%	1,008	882	14.3%
Netherlands	3,119	4,247	-26.6%	1,623	4,282	-62.1%	1,209	2,870	-57.9%	21,495	24,057	-10.6%
Canada	6,233	3,469	79.7%	10,758	7,365	46.1%	6,462	4,298	50.3%	17,438	8,485	105.5%
Brazil	3,208	3,582	-10.4%	1,387	898	54.5%	1,251	996	25.6%	4,141	1,339	209.3%
Colombia	3,659	3,412	7.2%	2,714	2,033	33.5%	4,743	3,797	24.9%	23,451	13,279	76.6%
Argentina	2,088	1,444	44.6%	6,376	4,644	37.3%	2,105	1,636	28.7%	3,801	1,786	112.8%
Chile	869	870	-0.1%	2,611	1,904	37.1%	880	922	-4.6%	1,956	1,063	84.0%
Peru	726	492	47.6%	1,247	945	32.0%	544	444	22.5%	1,820	724	151.4%
UK	1,676	1,776	-5.6%	727	4,692	-84.5%	578	825	-29.9%	2,137	2,125	0.6%
Italy	1,342	2,034	-34.0%	1,759	2,856	-38.4%	279	550	-49.3%	1,778	1,393	27.6%
Total mainmkt	240,581	211,745	13.6%	159,642	147,650	8.1%	246,105	236,766	3.9%	213,590	172,882	23.5%
All Visitors	252,208	222,893	13.2%	164,319	151,754	8.3%	251,251	241,872	3.9%	249,961	199,843	25.1%



VISITORS BY AGE YTD SEPTEMBER 2023/2022

917,739
ARRIVALS

12.4%
GROWTH

	2022		Growth	2023	% Growth
0 - 11	57,715		4,821	62,536	8.4%
12-19	62,618		3,004	65,622	4.8%
20 - 29	111,723	-1,890		109,833	-1.7%
30 - 39	139,404		4,258	143,662	3.1%
40 - 49	136,940		15,427	152,367	11.3%
50 - 59	152,064		24,719	176,783	16.3%
60 - 69	105,356		31,453	136,809	29.9%
70 +	50,519		19,554	70,073	38.7%
Not Stated	23		31	54	134.8%
Total	816,362		101,377	917,739	12.4%



GENERATIONS

YTD SEPTEMBER 2023/2022

917,739
VISITORS

12.4%
GROWTH

	2022	Growth	2023	% Growth	Marketshare 2022	Marketshare 2023
Gen A	44,982	4,009	48,991	8.9%	5.5%	5.3%
Gen Z	134,392	3,545	137,937	2.6%	16.5%	15.0%
Millennials	220,967	5,880	226,847	2.7%	27.1%	24.7%
Gen X	217,892	28,329	246,221	13.0%	26.7%	26.8%
Baby Boomers	181,783	51,403	233,186	28.3%	22.3%	25.4%
Silent Generations	16,323	8,180	24,503	50.1%	2.0%	2.7%
Age not specified	23	31	54	134.8%	0.0%	0.0%
Total	816,362	101,377	917,739	12.4%		



PURPOSE OF VISIT YTD SEPTEMBER 2023/2022

917,739
VISITORS

12.4%
GROWTH

	2023	Market Share	2022	Market Share	% Growth
Sun,Sand,Sea	758,069	82.6%	686,951	84.1%	10.4%
Business	15,718	1.7%	13,104	1.6%	19.9%
Conference	5,800	0.6%	4,160	0.5%	39.4%
Honeymoon	27,157	3.0%	31,127	3.8%	-12.8%
Diving	3,059	0.3%	2,670	0.3%	14.6%
Incentive	8,870	1.0%	8,131	1.0%	9.1%
Meeting	5,917	0.6%	4,072	0.5%	45.3%
Not specified	64,292	7.0%	40,690	5.0%	58.0%
Shopping	6,160	0.7%	4,267	0.5%	44.4%
Wedding	22,697	2.5%	21,190	2.6%	7.1%
Total	917,739	100%	816,362	100%	12.4%



CARRIERS YTD SEPTEMBER 2023/2022

917,739
VISITORS

12.4%
GROWTH

	2022	Growth	2023	% Growth	Marketshare 2022	Marketshare 2023
JETBLUE	244,654	-25,209	219,445	-10.3%	30.0%	23.9%
AMERICAN AIRLINES	168,076	39,543	207,619	23.5%	20.6%	22.6%
UNITED AIRLINES	113,956	6,582	120,538	5.8%	14.0%	13.1%
DELTA AIRLINE	91,086	17,419	108,505	19.1%	11.2%	11.8%
SOUTHWEST AIRLINES	36,501	8,207	44,708	22.5%	4.5%	4.9%
AVIANCA	24,615	15,813	40,428	64.2%	3.0%	4.4%
COPA AIRLINE	23,679	9,743	33,422	41.1%	2.9%	3.6%
KLM ROYAL DUTCH	32,726	-8,480	24,246	-25.9%	4.0%	2.6%
AERO REPUBLICA/ WINGO	8,090	7,991	16,081	98.8%	1.0%	1.8%
WESTJET AIRLINES	7,593	6,261	13,854	82.5%	0.9%	1.5%
DIVI DIVI AIR	10,877	1,929	12,806	17.7%	1.3%	1.4%
SPIRIT AIRLINES	5,788	5,999	11,787	103.6%	0.7%	1.3%
TUI NL	14,305	-3,080	11,225	-21.5%	1.8%	1.2%
SUNWING AIRLINES	6,679	3,911	10,590	58.6%	0.8%	1.2%
AIR CANADA	944	9,256	10,200	980.5%	0.1%	1.1%
EZ AIR	5,948	1,696	7,644	28.5%	0.7%	0.8%
PRIVATE	2,565	2,455	5,020	95.7%	0.3%	0.5%
SURINAM AIRWAYS	3,357	1,100	4,457	32.8%	0.4%	0.5%
BRITISH AIRWAYS / TUI UK	6,431	-2,872	3,559	-44.7%	0.8%	0.4%
CHARTER	1,286	1,272	2,558	98.9%	0.2%	0.3%
SUN COUNTRY	2,124	131	2,255	6.2%	0.3%	0.2%
JETAIR CARIBBEAN	1,143	396	1,539	34.6%	0.1%	0.2%
WINAIR	1,264	106	1,370	8.4%	0.2%	0.1%
SUNCLASS AIRLINES	0	1,158	1,158	-	0.0%	0.1%
ARAJET	39	761	800	1951.3%	0.0%	0.1%
SKY HIGH AVIATION	468	228	696	48.7%	0.1%	0.1%
OTHERS	2,168	-939	1,229	-43.3%	0.3%	0.1%
Total	816,362	101,377	917,739	12.4%		



CARRIERS YTD SEPTEMBER 2023/2022

917,739
VISITORS

12.4%
GROWTH

City	APO Code	Jan-September 2023	Market Share 2023	Jan-September 2022	Market Share 2022	Jan-September 2023 vs 2022
JFK NY	JFK	165,272	18.0%	147,781	18.1%	11.8%
Newark	EWR	114,295	12.5%	87,603	10.7%	30.5%
Boston	BOS	84,363	9.2%	116,338	14.3%	-27.5%
Charlotte	CLT	77,826	8.5%	56,962	7.0%	36.6%
Miami	MIA	74,633	8.1%	64,041	7.8%	16.5%
Bogota	BOG	49,172	5.4%	32,737	4.0%	50.2%
Philadelphia	PHL	45,899	5.0%	43,163	5.3%	6.3%
Atlanta	ATL	44,776	4.9%	38,758	4.7%	15.5%
Panama City	PTY	35,771	3.9%	13,847	1.7%	158.3%
Orlando	MCO	34,914	3.8%	46,633	5.7%	-25.1%
Amsterdam	AMS	34,672	3.8%	15,229	1.9%	127.7%
Curacao	CUR	33,438	3.6%	23,698	2.9%	41.1%
G.Bush DC	IAD	24,712	2.7%	19,488	2.4%	26.8%
Toronto	YYZ	22,138	2.4%	16,949	2.1%	30.6%
Chicago	ORD	12,183	1.3%	31,033	3.8%	-60.7%
Houston International	IAH	11,387	1.2%	7,926	1.0%	43.7%
Baltimore	BWI	8,985	1.0%	22,679	2.8%	-60.4%
Fort Lauderdale	FLL	7,593	0.8%	6,772	0.8%	12.1%
Cali	CLO	5,759	0.6%	786	0.1%	632.7%
Dallas Forth Worth	DFW	4,591	0.5%	3,527	0.4%	30.2%
La Guardi, NY	LGA	4,329	0.5%	3,361	0.4%	28.8%
Gatwick, UK	LGW	4,223	0.5%	3,243	0.4%	30.2%
Paramaribo	PBM	3,451	0.4%	6,431	0.8%	-46.3%
Medellin	MDE	2,255	0.2%	1,800	0.2%	25.3%
Santo Domingo	SDQ	1,676	0.2%	2	0.0%	83700.0%
	Others	9,426	1.0%	5,575	0.7%	69.1%
Grand Total		917,739	100%	816,362	100%	12.4%

SEPTEMBER RESULT 2023

NORTH AMERICA



67,974

76.3%

SOUTH AMERICA



12,573

14.1%

EUROPE



5,930

6.7%

OTHERS



2,633

3.0%

TOTAL ARRIVALS

89,110

100%



ARRIVALS SEPTEMBER 2023/2022

89,110
ARRIVALS

13.9%
GROWTH

	2022		Growth	2023	% Growth	Marketshare 2022	Marketshare 2023
USA	56,976		8,517	65,493	14.9%	72.8%	73.5%
Canada	1,965		516	2,481	26.3%	2.5%	2.8%
NA	58,941		9,033	67,974	15.3%	75.3%	76.3%
Venezuela	241		177	418	73.4%	0.3%	0.5%
Colombia	2,706		1,057	3,763	39.1%	3.5%	4.2%
Brazil	1,237		453	1,690	36.6%	1.6%	1.9%
Argentina	1,478		506	1,984	34.2%	1.9%	2.2%
Chile	701		161	862	23.0%	0.9%	1.0%
Ecuador	300		653	953	217.7%	0.4%	1.1%
Peru	262		313	575	119.5%	0.3%	0.6%
Paraguay	75		187	262	249.3%	0.1%	0.3%
Uruguay	214		8	222	3.7%	0.3%	0.2%
Mexico	153		199	352	130.1%	0.2%	0.4%
Others	1,017		475	1,492	46.7%	1.3%	1.7%
SA	8,384		4,189	12,573	50.0%	10.7%	14.1%
Netherlands	3,426	-580		2,846	-16.9%	4.4%	3.2%
UK	1,475	-642		833	-43.5%	1.9%	0.9%
Germany	586	-159		427	-27.1%	0.7%	0.5%
Italy	1,323	-474		849	-35.8%	1.7%	1.0%
Sweden	45	-20		25	-44.4%	0.1%	0.0%
Belgium	202	-62		140	-30.7%	0.3%	0.2%
Austria	58	-9		49	-15.5%	0.1%	0.1%
Switzerland	203	-58		145	-28.6%	0.3%	0.2%
Others	778	-162		616	-20.8%	1.0%	0.7%
Europe	8,096	-2,166		5,930	-26.8%	10.3%	6.7%
ROW	2,840	-207		2,633	-7.3%	3.6%	3.0%
Total	78,261		10,849	89,110	13.9%		
W/O Ven.	78,020		10,672	88,692	13.7%		



ARRIVALS USA SEPTEMBER 2023/2022

65,493
ARRIVALS

14.9%
GROWTH

	2022	Growth	2023	% Growth	Marketshare 2022	Marketshare 2023
New York	11,968	352	12,320	2.9%	21.0%	18.8%
Massachusetts	6,063	595	6,658	9.8%	10.6%	10.2%
New Jersey	7,421	444	7,865	6.0%	13.0%	12.0%
Pennsylvania	3,086	723	3,809	23.4%	5.4%	5.8%
Illinois	1,223	268	1,491	21.9%	2.1%	2.3%
Connecticut	2,055	153	2,208	7.4%	3.6%	3.4%
Florida	3,457	1,053	4,510	30.5%	6.1%	6.9%
Ohio	1,512	321	1,833	21.2%	2.7%	2.8%
Maryland	1,612	546	2,158	33.9%	2.8%	3.3%
Michigan	917	143	1,060	15.6%	1.6%	1.6%
Virginia	1,264	404	1,668	32.0%	2.2%	2.5%
Georgia	2,200	-176	2,024	-8.0%	3.9%	3.1%
North Carolina	1,810	491	2,301	27.1%	3.2%	3.5%
Texas	1,877	507	2,384	27.0%	3.3%	3.6%
California	1,211	271	1,482	22.4%	2.1%	2.3%
Other	9,300	2,422	11,722	26.0%	16.3%	17.9%
Total	56,976	8,517	65,493	14.9%		



NIGHTS SEPTEMBER 2023/2022

596,383
NIGHTS

9.0%
GROWTH

	2022	Growth	2023	% Growth	ALOS 2022	ALOS 2023
USA	371,801	45,810	417,611	12.3%	6.5	6.4
Canada	17,071	3,544	20,615	20.8%	8.7	8.3
NA	388,872	49,354	438,226	12.7%	6.6	6.4
Venezuela	2,713	1,278	3,991	47.1%	11.3	9.5
Colombia	18,506	4,381	22,887	23.7%	6.8	6.1
Brazil	7,741	2,622	10,363	33.9%	6.3	6.1
Argentina	12,824	4,309	17,133	33.6%	8.7	8.6
Chile	5,552	1,130	6,682	20.4%	7.9	7.8
Ecuador	1,599	2,791	4,390	174.5%	5.3	4.6
Peru	1,565	1,954	3,519	124.9%	6.0	6.1
Paraguay	464	1,230	1,694	265.1%	6.2	6.5
Uruguay	1,713	-21	1,692	-1.2%	8.0	7.6
Mexico	966	1,000	1,966	103.5%	6.3	5.6
Others	8,132	2,570	10,702	31.6%	8.0	7.2
SA	61,775	23,244	85,019	37.6%	7.4	6.8
Netherlands	39,799	-6,896	32,903	-17.3%	11.6	11.6
UK	15,716	-7,741	7,975	-49.3%	10.7	9.6
Germany	5,383	-1,295	4,088	-24.1%	9.2	9.6
Italy	8,120	-2,905	5,215	-35.8%	6.1	6.1
Sweden	384	-57	327	-14.8%	8.5	13.1
Belgium	1,851	-295	1,556	-15.9%	9.2	11.1
Austria	460	-68	392	-14.8%	7.9	8.0
Switzerland	1,873	-735	1,138	-39.2%	9.2	7.8
Others	7,342	-1,676	5,666	-22.8%	9.4	9.2
Europe	80,928	-21,668	59,260	-26.8%	10.0	10.0
ROW	15,381	-1,503	13,878	-9.8%	5.4	5.3
Total	546,956	49,427	596,383	9.0%	7.0	6.7



ACCOMMODATIONS SEPTEMBER 2023/2022

89,110
ARRIVALS

13.9%
GROWTH

ARRIVALS BY ACCOMMODATION

	2022	Growth	2023	% Growth	Marketshare 2022	Marketshare 2023
EP	21,197	2,330	23,527	11.0%	27.1%	26.4%
All Inclusive	16,480	-1,022	15,458	-6.2%	21.1%	17.3%
Timeshare	22,972	2,270	25,242	9.9%	29.4%	28.3%
Others	17,612	7,271	24,883	41.3%	22.5%	27.9%
Total	78,261	10,849	89,110	13.9%		

NIGHTS BY ACCOMMODATION

	2022	Growth	2023	% Growth	Marketshare 2022	Marketshare 2023
EP	119,971	9,848	129,819	8.2%	21.9%	21.8%
All Inclusive	103,303	-10,233	93,070	-9.9%	18.9%	15.6%
Timeshare	179,328	11,896	191,224	6.6%	32.8%	32.1%
Others	144,354	37,916	182,270	26.3%	26.4%	30.6%
Total	546,956	49,427	596,383	9.0%		



ACCOMMODATIONS by MAIN MARKETS

SEPTEMBER 2023/2022

89,110
ARRIVALS

13.9%
GROWTH

ACCOMMODATION BY MAIN MARKETS

	EP Hotels			All Inclusive			Timeshare			Others		
	2023	2022	% Growth	2023	2022	% Growth	2023	2022	% Growth	2023	2022	% Growth
USA	19,251	16,770	14.8%	11,430	11,473	-0.4%	22,182	20,326	9.1%	12,630	8,407	50.2%
Venezuela	90	42	114.3%	4	4	0.0%	185	110	68.2%	139	85	63.5%
Netherlands	366	490	-25.3%	229	364	-37.1%	127	272	-53.3%	2,124	2,300	-7.7%
Canada	357	334	6.9%	673	771	-12.7%	431	375	14.9%	1,020	485	110.3%
Brazil	496	587	-15.5%	312	310	0.6%	256	156	64.1%	626	184	240.2%
Colombia	462	357	29.4%	349	239	46.0%	463	384	20.6%	2,489	1,726	44.2%
Argentina	266	224	18.8%	838	868	-3.5%	352	189	86.2%	528	197	168.0%
Chile	138	145	-4.8%	307	271	13.3%	170	182	-6.6%	247	103	139.8%
Peru	108	25	332.0%	140	132	6.1%	76	36	111.1%	251	69	263.8%
UK	270	279	-3.2%	135	775	-82.6%	104	155	-32.9%	324	266	21.8%
Italy	236	397	-40.6%	419	757	-44.6%	27	64	-57.8%	167	105	59.0%
Total mainmkt	22,040	19,650	12.2%	14,836	15,964	-7.1%	24,373	22,249	9.5%	20,545	13,927	47.5%
All visitors	23,527	21,197	11.0%	15,458	16,480	-6.2%	25,242	22,972	9.9%	24,883	17,612	41.3%



VISITORS BY AGE SEPTEMBER 2023/2022

89,110
ARRIVALS

13.9%
GROWTH

	2022	Growth	2023	% Growth
0 - 11	2,967	658	3,625	22.2%
12-19	1,561	164	1,725	10.5%
20 - 29	10,277	1,087	11,364	10.6%
30 - 39	15,535	1,703	17,238	11.0%
40 - 49	11,873	1,879	13,752	15.8%
50 - 59	16,152	1,733	17,885	10.7%
60 - 69	13,432	2,362	15,794	17.6%
70 +	6,462	1,264	7,726	19.6%
Not Stated	2	-1	1	-50.0%
Total	78,261	10,849	89,110	13.9%



GENERATIONS SEPTEMBER 2023/2022

89,110
ARRIVALS

13.9%
GROWTH

	2022	Growth	2023	% Growth	Marketshare 2022	Marketshare 2023
Gen A	2,564	558	3,122	21.8%	3.3%	3.5%
Gen Z	6,153	922	7,075	15.0%	7.9%	7.9%
Millennials	24,331	2,654	26,985	10.9%	31.1%	30.3%
Gen X	20,297	2,501	22,798	12.3%	25.9%	25.6%
Baby Boomers	22,947	3,597	26,544	15.7%	29.3%	29.8%
Silent Generations	1,967	618	2,585	31.4%	2.5%	2.9%
Age not specified	2	-1	1	-50.0%	0.0%	0.0%
Total	78,261	10,849	89,110	13.9%		



PURPOSE OF VISIT SEPTEMBER 2023/2022

89,110
ARRIVALS

13.9%
GROWTH

	2023	Mkt Share	2022	Mkt Share	% Growth
Sun,Sand,Sea	70,225	78.8%	60,667	77.5%	15.8%
Business	1,617	1.8%	1,667	2.1%	-3.0%
Conference	312	0.4%	323	0.4%	-3.4%
Honeymoon	5,266	5.9%	5,829	7.4%	-9.7%
Diving	301	0.3%	287	0.4%	4.9%
Incentive	651	0.7%	809	1.0%	-19.5%
Meeting	612	0.7%	554	0.7%	10.5%
Not specified	7,159	8.0%	5,104	6.5%	40.3%
Shopping	716	0.8%	602	0.8%	18.9%
Wedding	2,251	2.5%	2,419	3.1%	-6.9%
Total	89,110	100.0%	78,261	100.0%	13.9%



CARRIERS SEPTEMBER 2023/2022

89,110
ARRIVALS

13.9%
GROWTH

	2022	Growth	2023	% Growth	Marketshare 2022	Marketshare 2023
JETBLUE	22,356	-260	22,096	-1.2%	28.6%	24.8%
AMERICAN AIRLINES	13,279	5,089	18,368	38.3%	17.0%	20.6%
UNITED AIRLINES	9,880	1,369	11,249	13.9%	12.6%	12.6%
DELTA AIRLINE	8,956	-327	8,629	-3.7%	11.4%	9.7%
AVIANCA	3,131	2,154	5,285	68.8%	4.0%	5.9%
COPA AIRLINE	3,127	1,714	4,841	54.8%	4.0%	5.4%
SOUTHWEST AIRLINES	3,868	735	4,603	19.0%	4.9%	5.2%
KLM ROYAL DUTCH	3,506	-1,278	2,228	-36.5%	4.5%	2.5%
SPIRIT AIRLINES	702	1,217	1,919	173.4%	0.9%	2.2%
AERO REPUBLICA/ WINGO	1,271	303	1,574	23.8%	1.6%	1.8%
DIVI DIVI AIR	1,402	94	1,496	6.7%	1.8%	1.7%
TUI NL	1,324	66	1,390	5.0%	1.7%	1.6%
WESTJET AIRLINES	616	494	1,110	80.2%	0.8%	1.2%
SURINAM AIRWAYS	616	164	780	26.6%	0.8%	0.9%
EZ AIR	1,003	-236	767	-23.5%	1.3%	0.9%
SUNWING AIRLINES	736	-29	707	-3.9%	0.9%	0.8%
BRITISH AIRWAYS	0	690	690	-	0.0%	0.8%
PRIVATE	377	269	646	71.4%	0.5%	0.7%
WINAIR	80	183	263	228.8%	0.1%	0.3%
CHARTER	229	15	244	6.6%	0.3%	0.3%
SKY HIGH AVIATION	68	48	116	70.6%	0.1%	0.1%
ARAJET	39	40	79	102.6%	0.0%	0.1%
AIR CENTURY	29	1	30	3.4%	0.0%	0.0%
ARUBA AIRLINES	1	-1	0	-100.0%	0.0%	0.0%
SARPA	196	-196	0	-100.0%	0.3%	0.0%
TUI UK	1,058	-1,058	0	-100.0%	1.4%	0.0%
OTHERS	411	-411	0	-100.0%	0.5%	0.0%
Total	78,261	10,849	89,110	13.9%		



CARRIERS SEPTEMBER 2023/2022

89,110
VISITORS

13.9%
GROWTH

City	APO Code	SEPTEMBER 2023	Mkt Share	SEPTEMBER 2022	Mkt Share	SEPTEMBER 2023 vs 2022
JFK NY	JFK	16,397	18.4%	14,674	18.8%	11.7%
Newark	EWR	10,130	11.4%	11,597	14.8%	-12.6%
Boston	BOS	8,666	9.7%	4,299	5.5%	101.6%
Charlotte	CLT	8,593	9.6%	7,666	9.8%	12.1%
Miami	MIA	8,369	9.4%	7,576	9.7%	10.5%
Bogota	BOG	6,361	7.1%	4,409	5.6%	44.3%
Philadelphia	PHL	5,015	5.6%	5,084	6.5%	-1.4%
Atlanta	ATL	4,841	5.4%	3,131	4.0%	54.6%
Panama City	PTY	3,928	4.4%	3,361	4.3%	16.9%
Orlando	MCO	3,619	4.1%	4,830	6.2%	-25.1%
Amsterdam	AMS	2,791	3.1%	3,053	3.9%	-8.6%
Curacao	CUR	1,960	2.2%	1,308	1.7%	49.8%
G.Bush DC	IAD	1,819	2.0%	1,354	1.7%	34.3%
Toronto	YYZ	1,356	1.5%	1,144	1.5%	18.5%
Chicago	ORD	915	1.0%	782	1.0%	17.0%
Houston International	IAH	799	0.9%	652	0.8%	22.5%
Baltimore	BWI	780	0.9%	615	0.8%	26.8%
Fort Lauderdale	FLL	690	0.8%	1,058	1.4%	-34.8%
Cali	CLO	683	0.8%	507	0.6%	34.7%
Dallas Forth Worth	DFW	499	0.6%	92	0.1%	442.4%
La Guardi, NY	LGA	268	0.3%	82	0.1%	226.8%
Gatwick, UK	LGW	200	0.2%	126	0.2%	58.7%
Paramaribo	PBM	166	0.2%	147	0.2%	12.9%
Medellin	MDE	131	0.1%	129	0.2%	1.6%
Santo Domingo	SDQ	26	0.0%	16	0.0%	62.5%
	Others	108	0.1%	569	0.7%	-81.0%
Grand Total		89,110	100.0%	78,261	100.0%	13.9%



CRUISE COMPARISON



One happy island ✦ [ARUBA.COM](https://www.aruba.com)



CRUISE YTD SEPTEMBER 2023 / 2022



2022



CRUISE PAX

358,679

CRUISE CALLS

195



2023



CRUISE PAX

575,597

60.5%

CRUISE CALLS

216

10.8%

ABSOLUTE GROWTH PAX YTD SEPTEMBER

216,918

60.5%

ABSOLUTE GROWTH CALLS YTD SEPTEMBER

21

10.8%



CRUISE SEPTEMBER



2022



CRUISE PAX
29,034

CRUISE CALLS
11



2023



CRUISE PAX
27,117

-6.6%

CRUISE CALLS
10

-9.1%

ABSOLUTE GROWTH PAX **SEPTEMBER**

-1,917
-6.6%

ABSOLUTE GROWTH CALLS **SEPTEMBER**

-1
-9.1%



COMPARISON

2023 VERSUS 2019

SNAPSHOT YTD SEPT 2023/2019



HOW MANY ARRIVALS?

917,739

8.1%



HOW MANY CRUISE TOURISM?

575,597

3.6%

Compared to 2019



HOW LONG DID THEY STAY?

6,446,572

4.1%



WHAT DID THEY SPEND?*

Central Bank Aruba
(Q1 – Q2 2023)

Avg. 2,411.11 min

21.3%

Q1 and Q2 2022: 1,987

**Tourism Credits: In the new presentation of the Balance of Payments, the Central Bank of Aruba reclassified maintenance fee arising from Timeshare arrangement from "Other Services" to "Travel Services" (Tourism). With this reclassification it should be noted that the term Tourism Receipts has changed to Tourism Credits in the new presentation of Balance of Payments. This reclassification resulted in an upward adjustment of the previously used term Tourism Receipts.

WHERE DID THEY STAY?



1,432,123

NIGHTS

-16.1%



1,001,000

NIGHTS

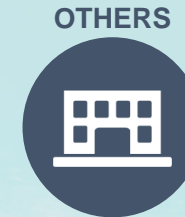
2.2%



2,006,152

NIGHTS

10.0%



2,007,297

NIGHTS

19.3%



ARRIVALS YTD SEPTEMBER 2023/2019

917,739
ARRIVALS

8.1%
GROWTH

	2019	Growth	2023	% Growth	Marketshare 2019	Marketshare 2023
USA	638,459	71,185	709,644	11.1%	75.2%	77.3%
Canada	36,701	4,190	40,891	11.4%	4.3%	4.5%
NA	675,160	75,375	750,535	11.2%	79.5%	81.8%
Venezuela	11,892	-9,808	2,084	-82.5%	1.4%	0.2%
Colombia	24,451	10,116	34,567	41.4%	2.9%	3.8%
Brazil	8,376	1,611	9,987	19.2%	1.0%	1.1%
Argentina	12,527	1,843	14,370	14.7%	1.5%	1.6%
Chile	8,276	-1,960	6,316	-23.7%	1.0%	0.7%
Ecuador	1,268	3,699	4,967	291.7%	0.1%	0.5%
Peru	4,320	17	4,337	0.4%	0.5%	0.5%
Paraguay	1,913	-1,065	848	-55.7%	0.2%	0.1%
Uruguay	1,722	-240	1,482	-13.9%	0.2%	0.2%
Mexico	1,280	1,132	2,412	88.4%	0.2%	0.3%
Others	7,621	1,765	9,386	23.2%	0.9%	1.0%
SA	83,646	7,110	90,756	8.5%	9.9%	9.9%
Netherlands	31,735	-4,289	27,446	-13.5%	3.7%	3.0%
UK	9,363	-4,245	5,118	-45.3%	1.1%	0.6%
Germany	5,117	-1,142	3,975	-22.3%	0.6%	0.4%
Italy	9,040	-3,882	5,158	-42.9%	1.1%	0.6%
Sweden	2,728	-1,026	1,702	-37.6%	0.3%	0.2%
Belgium	1,796	-377	1,419	-21.0%	0.2%	0.2%
Austria	635	-155	480	-24.4%	0.1%	0.1%
Switzerland	1,589	-286	1,303	-18.0%	0.2%	0.1%
Others	8,106	-1,416	6,690	-17.5%	1.0%	0.7%
Europe	70,109	-16,818	53,291	-24.0%	8.3%	5.8%
ROW	19,926	3,231	23,157	16.2%	2.3%	2.5%
Total	848,841	68,898	917,739	8.1%		
W/O Ven.	836,949	78,706	915,655	9.4%		



ARRIVALS USA YTD SEPTEMBER 2023/2019

709,644
ARRIVALS

11.1%
GROWTH

	2019	Growth	2023	% Growth	Marketshare 2019	Marketshare 2023
New York	127,627	12,714	140,341	10.0%	20.0%	19.8%
Massachusetts	72,343	18,465	90,808	25.5%	11.3%	12.8%
New Jersey	74,972	9,617	84,589	12.8%	11.7%	11.9%
Pennsylvania	37,284	5,053	42,337	13.6%	5.8%	6.0%
Illinois	16,489	1,484	17,973	9.0%	2.6%	2.5%
Connecticut	21,468	5,144	26,612	24.0%	3.4%	3.8%
Florida	37,355	243	37,598	0.7%	5.9%	5.3%
Ohio	18,292	1,563	19,855	8.5%	2.9%	2.8%
Maryland	20,389	1,946	22,335	9.5%	3.2%	3.1%
Michigan	12,191	1,217	13,408	10.0%	1.9%	1.9%
Virginia	15,127	4,619	19,746	30.5%	2.4%	2.8%
Georgia	16,040	1,385	17,425	8.6%	2.5%	2.5%
North Carolina	14,741	6,064	20,805	41.1%	2.3%	2.9%
Texas	19,596	2,536	22,132	12.9%	3.1%	3.1%
California	14,116	-706	13,410	-5.0%	2.2%	1.9%
Other	120,429	-159	120,270	-0.1%	18.9%	16.9%
Total	638,459	71,185	709,644	11.1%		



NIGHTS YTD SEPTEMBER 2023/2019

6,446,572
NIGHTS

4.1%
GROWTH

	2019		Growth	2023	% Growth	ALOS 2019	ALOS 2023
USA	4,250,853		478,839	4,729,692	11.3%	6.7	6.7
Canada	320,624		67,026	387,650	20.9%	8.7	9.5
NA	4,571,477		545,865	5,117,342	11.9%	6.8	6.8
Venezuela	155,238	-132,668		22,570	-85.5%	13.1	10.8
Colombia	203,284		23,150	226,434	11.4%	8.3	6.6
Brazil	54,382		7,852	62,234	14.4%	6.5	6.2
Argentina	113,073		15,148	128,221	13.4%	9.0	8.9
Chile	62,277	-12,770		49,507	-20.5%	7.5	7.8
Ecuador	9,678		15,015	24,693	155.1%	7.6	5.0
Peru	29,426	-1,135		28,291	-3.9%	6.8	6.5
Paraguay	12,407	-6,741		5,666	-54.3%	6.5	6.7
Uruguay	13,550	-1,909		11,641	-14.1%	7.9	7.9
Mexico	9,519		4,595	14,114	48.3%	7.4	5.9
Others	54,109		8,843	62,952	16.3%	7.1	6.7
SA	716,943	-80,620		636,323	-11.2%	8.6	7.0
Netherlands	412,897	-82,773		330,124	-20.0%	13.0	12.0
UK	101,713	-52,947		48,766	-52.1%	10.9	9.5
Germany	47,465	-13,322		34,143	-28.1%	9.3	8.6
Italy	68,704	-29,199		39,505	-42.5%	7.6	7.7
Sweden	32,187	-11,973		20,214	-37.2%	11.8	11.9
Belgium	18,762	-2,748		16,014	-14.6%	10.4	11.3
Austria	5,598	-1,081		4,517	-19.3%	8.8	9.4
Switzerland	13,606	-1,832		11,774	-13.5%	8.6	9.0
Others	74,856	-9,155		65,701	-12.2%	9.2	9.8
Europe	775,788	-205,030		570,758	-26.4%	11.1	10.7
ROW	127,211	-5,062		122,149	-4.0%	6.4	5.3
Total	6,191,419		255,153	6,446,572	4.1%	7.3	7.0



ACCOMMODATIONS YTD SEPTEMBER 2023/2019

917,739
ARRIVALS

8.1%
GROWTH

ARRIVALS BY ACCOMMODATION

	2019	Growth	2023	% Growth	Marketshare 2019	Marketshare 2023
EP	253,345	-1,137	252,208	-0.4%	29.8%	27.5%
All Inclusive	126,162	38,157	164,319	30.2%	14.9%	17.9%
Timeshare	227,546	23,705	251,251	10.4%	26.8%	27.4%
Others	241,788	8,173	249,961	3.4%	28.5%	27.2%
Total	848,841	68,898	917,739	8.1%		

NIGHTS BY ACCOMMODATION

	2019	Growth	2023	% Growth	Marketshare 2019	Marketshare 2023
EP	1,707,074	-274,951	1,432,123	-16.1%	27.6%	22.2%
All Inclusive	979,083	21,917	1,001,000	2.2%	15.8%	15.5%
Timeshare	1,823,276	182,876	2,006,152	10.0%	29.4%	31.1%
Others	1,681,986	325,311	2,007,297	19.3%	27.2%	31.1%
Total	6,191,419	255,153	6,446,572	4.1%		



ACCOMMODATIONS BY MAIN MARKETS

SEPTEMBER YTD 2023/2019

917,739
ARRIVALS

8.1%
GROWTH

ACCOMMODATION BY MAIN MARKETS

	EP Hotel			All Inclusive			Timeshare			Others		
	2023	2019	% Growth	2023	2019	% Growth	2023	2019	% Growth	2023	2019	% Growth
USA	217,265	241,546	-10.1%	130,422	105,787	23.3%	227,392	198,963	14.3%	134,565	92,163	46.0%
Venezuela	396	2,262	-82.5%	18	121	-85.1%	662	1,791	-63.0%	1,008	7,718	-86.9%
Netherlands	3,119	4,154	-24.9%	1,623	3,050	-46.8%	1,209	1,655	-26.9%	21,495	22,876	-6.0%
Canada	6,233	6,766	-7.9%	10,758	12,436	-13.5%	6,462	6,180	4.6%	17,438	11,319	54.1%
Brazil	3,208	4,057	-20.9%	1,387	1,393	-0.4%	1,251	921	35.8%	4,141	2,005	106.5%
Colombia	3,659	5,505	-33.5%	2,714	3,535	-23.2%	4,743	3,961	19.7%	23,451	11,450	104.8%
Argentina	2,088	2,448	-14.7%	6,376	5,155	23.7%	2,105	2,228	-5.5%	3,801	2,696	41.0%
Chile	869	1,678	-48.2%	2,611	4,026	-35.1%	880	825	6.7%	1,956	1,747	12.0%
Peru	726	1,035	-29.9%	1,247	1,804	-30.9%	544	497	9.5%	1,820	984	85.0%
UK	1,676	2,010	-16.6%	727	4,812	-84.9%	578	963	-40.0%	2,137	1,578	35.4%
Italy	1,342	2,641	-49.2%	1,759	3,209	-45.2%	279	800	-65.1%	1,778	2,390	-25.6%
Total mainmkt	240,581	274,102	-12.2%	159,642	145,328	9.8%	246,105	218,784	12.5%	213,590	156,926	36.1%
All visitors	252,208	253,345	-0.4%	164,319	126,162	30.2%	251,251	227,546	10.4%	249,961	241,788	3.4%



VISITORS BY AGE YTD SEPTEMBER 2023/2019

917,739
ARRIVALS

8.1%
GROWTH

	2019	Growth	2023	% Growth
0 - 11	59,969	2,567	62,536	4.3%
12-19	61,801	3,821	65,622	6.2%
20 - 29	107,094	2,739	109,833	2.6%
30 - 39	133,284	10,378	143,662	7.8%
40 - 49	144,828	7,539	152,367	5.2%
50 - 59	167,370	9,413	176,783	5.6%
60 - 69	117,588	19,221	136,809	16.3%
70 +	56,761	13,312	70,073	23.5%
Not Stated	146	-92	54	-63.0%
Total	848,841	68,898	917,739	8.1%





















GENERATIONS

YTD SEPTEMBER 2023/2019

917,739
VISITORS

8.1%
GROWTH

	2019	Growth	2023	% Growth	Marketshare 2019	Marketshare 2023
Gen A		 48,991	48,991	#DIV/0!	0.0%	 5.3%
Gen Z	137,489	 448	137,937	0.3%	 16.2%	 15.0%
Millennials	199,023	 27,824	226,847	14.0%	 23.4%	 24.7%
Gen X	222,560	 23,661	246,221	10.6%	 26.2%	 26.8%
Baby Boomers	249,800		233,186	-6.7%	 29.4%	 25.4%
Silent Generations	39,823		24,503	-38.5%	 4.7%	 2.7%
Age not specified	146	-92	54	-63.0%	 0.0%	 0.0%
Total	848,841	 68,898	917,739	8.1%		



PURPOSE OF VISIT YTD SEPTEMBER 2023/2019

917,739
VISITORS

8.1%
GROWTH

	2023	Mkt Share	2019	Mkt Share	% Growth
Sun,Sand,Sea	758,069	82.6%	545,290	64.2%	39.0%
Business	15,718	1.7%	16,335	1.9%	-3.8%
Conference	5,800	0.6%	4,649	0.5%	24.8%
Honeymoon	27,157	3.0%	22,594	2.7%	20.2%
Diving	3,059	0.3%	4,925	0.6%	-37.9%
Incentive	8,870	1.0%	6,864	0.8%	29.2%
Meeting	5,917	0.6%	9,194	1.1%	-35.6%
Not specified	64,292	7.0%	188,108	22.2%	-65.8%
Shopping	6,160	0.7%	35,272	4.2%	-82.5%
Wedding	22,697	2.5%	15,610	1.8%	45.4%
Total	917,739	100%	848,841	100%	8.1%



CARRIERS YTD SEPTEMBER 2023/2019

917,739
VISITORS

8.1%
GROWTH

	2019	Growth	2023	% Growth	Marketshare 2019	Marketshare 2023
JETBLUE	193,543	25,902	219,445	13.4%	22.8%	23.9%
AMERICAN AIRLINES	162,041	45,578	207,619	28.1%	19.1%	22.6%
UNITED AIRLINES	118,373	2,165	120,538	1.8%	13.9%	13.1%
DELTA AIRLINE	106,151	2,354	108,505	2.2%	12.5%	11.8%
SOUTHWEST AIRLINES	58,285	-13,577	44,708	-23.3%	6.9%	4.9%
AVIANCA	38,870	1,558	40,428	4.0%	4.6%	4.4%
COPA AIRLINE	28,643	4,779	33,422	16.7%	3.4%	3.6%
KLM ROYAL DUTCH	24,048	198	24,246	0.8%	2.8%	2.6%
AERO REPUBLICA/ WINGO	2,418	13,663	16,081	565.1%	0.3%	1.8%
WESTJET AIRLINES	7,336	6,518	13,854	88.8%	0.9%	1.5%
DIVI DIVI AIR	6,543	6,263	12,806	95.7%	0.8%	1.4%
SPIRIT AIRLINES	8,832	2,955	11,787	33.5%	1.0%	1.3%
TUI NL / ARKEFLIGHT	11,985	-760	11,225	-6.3%	1.4%	1.2%
SUNWING AIRLINES	11,549	-959	10,590	-8.3%	1.4%	1.2%
AIR CANADA	11,868	-1,668	10,200	-14.1%	1.4%	1.1%
EZ AIR	2,332	5,312	7,644	227.8%	0.3%	0.8%
PRIVATE	2,884	2,136	5,020	74.1%	0.3%	0.5%
SURINAM AIRWAYS	4,150	307	4,457	7.4%	0.5%	0.5%
BRITISH AIRWAYS / TUI UK	6,070	-2,511	3,559	-41.4%	0.7%	0.4%
CHARTER	12,923	-10,365	2,558	-80.2%	1.5%	0.3%
SUN COUNTRY	2,399	-144	2,255	-6.0%	0.3%	0.2%
JETAIR CARIBBEAN	37	1,502	1,539	4059.5%	0.0%	0.2%
WINAIR	4,791	-3,421	1,370	-71.4%	0.6%	0.1%
SUNCLASS AIRLINES	0	1,158	1,158	-	0.0%	0.1%
ARAJET	0	800	800	-	0.0%	0.1%
SKY HIGH AVIATION	355	341	696	96.1%	0.0%	0.1%
OTHERS	22,415	-21,186	1,229	-94.5%	2.6%	0.1%
Total	848,841	68,898	917,739	8.1%		

SEPTEMBER RESULT 2023

NORTH AMERICA



67,974

76.3%

SOUTH AMERICA



12,573

14.1%

EUROPE



5,930

6.7%

OTHERS



2,633

3.0%

TOTAL ARRIVALS

89,110

100%



ARRIVALS SEPTEMBER 2023/2019

89,110
ARRIVALS

21.0%
GROWTH

	2019		Growth	2023	% Growth	Marketshare 2019	Marketshare 2023
USA	52,401		13,092	65,493	25.0%	71.2%	73.5%
Canada	2,611	-130		2,481	-5.0%	3.5%	2.8%
NA	55,012		12,962	67,974	23.6%	74.7%	76.3%
Venezuela	1,011	-593		418	-58.7%	1.4%	0.5%
Colombia	1,805		1,958	3,763	108.5%	2.5%	4.2%
Brazil	1,236		454	1,690	36.7%	1.7%	1.9%
Argentina	1,486		498	1,984	33.5%	2.0%	2.2%
Chile	1,067	-205		862	-19.2%	1.4%	1.0%
Ecuador	129		824	953	638.8%	0.2%	1.1%
Peru	307		268	575	87.3%	0.4%	0.6%
Paraguay	116		146	262	125.9%	0.2%	0.3%
Uruguay	256	-34		222	-13.3%	0.3%	0.2%
Mexico	121		231	352	190.9%	0.2%	0.4%
Others	1,073		419	1,492	39.0%	1.5%	1.7%
SA	8,607		3,966	12,573	46.1%	11.7%	14.1%
Netherlands	3,031	-185		2,846	-6.1%	4.1%	3.2%
UK	1,560	-727		833	-46.6%	2.1%	0.9%
Germany	705	-278		427	-39.4%	1.0%	0.5%
Italy	1,582	-733		849	-46.3%	2.1%	1.0%
Sweden	66	-41		25	-62.1%	0.1%	0.0%
Belgium	198	-58		140	-29.3%	0.3%	0.2%
Austria	49			49	0.0%	0.1%	0.1%
Switzerland	213	-68		145	-31.9%	0.3%	0.2%
Others	803	-187		616	-23.3%	1.1%	0.7%
Europe	8,207	-2,277		5,930	-27.7%	11.1%	6.7%
ROW	1,802		831	2,633	46.1%	2.4%	3.0%
Total	73,628		15,482	89,110	21.0%		
W/O Ven.	72,617		16,075	88,692	22.1%		



ARRIVALS USA SEPTEMBER 2023/2019

65,493
ARRIVALS

25.0%
GROWTH

	2019	Growth	2023	% Growth	Marketshare 2019	Marketshare 2023
New York	10,150	2,170	12,320	21.4%	19.4%	18.8%
Massachusetts	5,104	1,554	6,658	30.4%	9.7%	10.2%
New Jersey	6,496	1,369	7,865	21.1%	12.4%	12.0%
Pennsylvania	3,363	446	3,809	13.3%	6.4%	5.8%
Illinois	1,076	415	1,491	38.6%	2.1%	2.3%
Connecticut	1,614	594	2,208	36.8%	3.1%	3.4%
Florida	3,625	885	4,510	24.4%	6.9%	6.9%
Ohio	1,523	310	1,833	20.4%	2.9%	2.8%
Maryland	1,474	684	2,158	46.4%	2.8%	3.3%
Michigan	730	330	1,060	45.2%	1.4%	1.6%
Virginia	1,136	532	1,668	46.8%	2.2%	2.5%
Georgia	1,717	307	2,024	17.9%	3.3%	3.1%
North Carolina	1,314	987	2,301	75.1%	2.5%	3.5%
Texas	1,760	624	2,384	35.5%	3.4%	3.6%
California	1,392	90	1,482	6.5%	2.7%	2.3%
Other	9,927	1,795	11,722	18.1%	18.9%	17.9%
Total	52,401	13,092	65,493	25.0%		



NIGHTS SEPTEMBER 2023/2019

596,383
NIGHTS

12.4%
GROWTH

	2019	Growth	2023	% Growth	ALOS 2019	ALOS 2023
USA	332,779		417,611	25.5%	6.4	6.4
Canada	21,796	-1,181	20,615	-5.4%	8.3	8.3
NA	354,575		438,226	23.6%	6.4	6.4
Venezuela	15,247	-11,256	3,991	-73.8%	15.1	9.5
Colombia	17,676	5,211	22,887	29.5%	9.8	6.1
Brazil	8,038	2,325	10,363	28.9%	6.5	6.1
Argentina	12,888	4,245	17,133	32.9%	8.7	8.6
Chile	8,010	-1,328	6,682	-16.6%	7.5	7.8
Ecuador	1,238	3,152	4,390	254.6%	9.6	4.6
Peru	2,552	967	3,519	37.9%	8.3	6.1
Paraguay	696	998	1,694	143.4%	6.0	6.5
Uruguay	1,945	-253	1,692	-13.0%	7.6	7.6
Mexico	874	1,092	1,966	124.9%	7.2	5.6
Others	8,826	1,876	10,702	21.3%	8.2	7.2
SA	77,990	7,029	85,019	9.0%	9.1	6.8
Netherlands	38,690	-5,787	32,903	-15.0%	12.8	11.6
UK	17,562	-9,587	7,975	-54.6%	11.3	9.6
Germany	6,633	-2,545	4,088	-38.4%	9.4	9.6
Italy	10,179	-4,964	5,215	-48.8%	6.4	6.1
Sweden	723	-396	327	-54.8%	11.0	13.1
Belgium	1,947	-391	1,556	-20.1%	9.8	11.1
Austria	382	10	392	2.6%	7.8	8.0
Switzerland	1,911	-773	1,138	-40.5%	9.0	7.8
Others	7,129	-1,463	5,666	-20.5%	8.9	9.2
Europe	85,156	-25,896	59,260	-30.4%	10.4	10.0
ROW	12,647	1,231	13,878	9.7%	7.0	5.3
Total	530,368	66,015	596,383	12.4%	7.2	6.7



ACCOMMODATIONS SEPTEMBER 2023/2019

89,110
ARRIVALS

21.0%
GROWTH

ARRIVALS BY ACCOMMODATION

	2019	Growth	2023	% Growth	Marketshare 2019	Marketshare 2023
EP	22,779	748	23,527	3.3%	30.9%	26.4%
All Inclusive	15,526	-68	15,458	-0.4%	21.1%	17.3%
Timeshare	19,927	5,315	25,242	26.7%	27.1%	28.3%
Others	15,396	9,487	24,883	61.6%	20.9%	27.9%
Total	73,628	15,482	89,110	21.0%		

NIGHTS BY ACCOMMODATION

	2019	Growth	2023	% Growth	Marketshare 2019	Marketshare 2023
EP	129,911	-92	129,819	-0.1%	24.5%	21.8%
All Inclusive	100,448	-7,378	93,070	-7.3%	18.9%	15.6%
Timeshare	152,284	38,940	191,224	25.6%	28.7%	32.1%
Others	147,725	34,545	182,270	23.4%	27.9%	30.6%
Total	530,368	66,015	596,383	12.4%		



ACCOMMODATIONS by MAIN MARKETS

SEPTEMBER 2023/2019

89,110
ARRIVALS

21.0%
GROWTH

ACCOMMODATION BY MAIN MARKETS

	EP Hotels			All Inclusive			Timeshare			Others		
	2023	2019	% Growth	2023	2019	% Growth	2023	2019	% Growth	2023	2019	% Growth
USA	19,251	9,961	93.3%	11,430	17,220	-33.6%	22,182	7,175	209.2%	12,630	52,401	-75.9%
Venezuela	90	9	900.0%	4	311	-98.7%	185	537	-65.5%	139	1,011	-86.3%
Netherlands	366	339	8.0%	229	195	17.4%	127	2,122	-94.0%	2,124	3,031	-29.9%
Canada	357	1,062	-66.4%	673	434	55.1%	431	698	-38.3%	1,020	2,611	-60.9%
Brazil	496	245	102.4%	312	131	138.2%	256	280	-8.6%	626	1,236	-49.4%
Colombia	462	224	106.3%	349	301	15.9%	463	836	-44.6%	2,489	1,805	37.9%
Argentina	266	653	-59.3%	838	311	169.5%	352	248	41.9%	528	1,486	-64.5%
Chile	138	640	-78.4%	307	132	132.6%	170	89	91.0%	247	1,067	-76.9%
Peru	108	101	6.9%	140	47	197.9%	76	74	2.7%	251	307	-18.2%
UK	270	842	-67.9%	135	149	-9.4%	104	336	-69.0%	324	1,560	-79.2%
Italy	236	852	-72.3%	419	98	327.6%	27	219	-87.7%	167	1,582	-89.4%
Total mainmkt	22,040	14,928	47.6%	14,836	19,329	-23.2%	24,373	12,614	93.2%	20,545	68,097	-69.8%
All visitors	23,527	22,779	3.3%	15,458	15,526	-0.4%	25,242	19,927	26.7%	24,883	15,396	61.6%



ACCOMMODATIONS BY MAIN MARKETS

SEPTEMBER YTD 2023/2019

89,110
ARRIVALS

21.0%
GROWTH

MARKET SHARE ACCOMMODATION BY MAIN MARKETS

	EP Hotels		All Inclusive		Timeshare		Others	
	2023	2019	2023	2019	2023	2019	2023	2019
USA	81.8%	43.7%	73.9%	110.9%	87.9%	36.0%	50.8%	340.4%
Venezuela	0.4%	0.0%	0.0%	2.0%	0.7%	2.7%	0.6%	6.6%
Netherlands	1.6%	1.5%	1.5%	1.3%	0.5%	10.6%	8.5%	19.7%
Canada	1.5%	4.7%	4.4%	2.8%	1.7%	3.5%	4.1%	17.0%
Brazil	2.1%	1.1%	2.0%	0.8%	1.0%	1.4%	2.5%	8.0%
Colombia	2.0%	1.0%	2.3%	1.9%	1.8%	4.2%	10.0%	11.7%
Argentina	1.1%	2.9%	5.4%	2.0%	1.4%	1.2%	2.1%	9.7%
Chile	0.6%	2.8%	2.0%	0.9%	0.7%	0.4%	1.0%	6.9%
Peru	0.5%	0.4%	0.9%	0.3%	0.3%	0.4%	1.0%	2.0%
UK	1.1%	3.7%	0.9%	1.0%	0.4%	1.7%	1.3%	10.1%
Italy	1.0%	3.7%	2.7%	0.6%	0.1%	1.1%	0.7%	10.3%
Total mainmkt	93.7%	65.5%	96.0%	124.5%	96.6%	63.3%	82.6%	442.3%
All visitors	100%	100.0%	100%	100.0%	100%	100.0%	100%	100.0%



VISITORS BY AGE SEPTEMBER 2023/2019

89,110
ARRIVALS

21.0%
GROWTH

	2019	Growth	2023	% Growth
0 - 11	2,933	692	3,625	23.6%
12-19	1,219	506	1,725	41.5%
20 - 29	10,534	830	11,364	7.9%
30 - 39	14,902	2,336	17,238	15.7%
40 - 49	11,135	2,617	13,752	23.5%
50 - 59	15,292	2,593	17,885	17.0%
60 - 69	11,875	3,919	15,794	33.0%
70 +	5,727	1,999	7,726	34.9%
Not Stated	11	-10	1	-90.9%
Total	73,628	15,482	89,110	21.0%






















GENERATIONS

SEPTEMBER 2023/2019

89,110
ARRIVALS

21.0%
GROWTH

	2019	Growth	2023	% Growth	Marketshare 2019	Marketshare 2023
Gen A		 3,122	3,122	#DIV/0!	0.0%	 3.5%
Gen Z	4,763	 2,312	7,075	48.5%	 6.5%	 7.9%
Millennials	22,501	 4,484	26,985	19.9%	 30.6%	 30.3%
Gen X	17,938	 4,860	22,798	27.1%	 24.4%	 25.6%
Baby Boomers	24,374	 2,170	26,544	8.9%	 33.1%	 29.8%
Silent Generations	4,041		2,585	-36.0%	 5.5%	 2.9%
Age not specified	11	-10	1	-90.9%	 0.0%	 0.0%
Total	73,628	 15,482	89,110	21.0%		



PURPOSE OF VISIT SEPTEMBER 2023/2019

89,110
ARRIVALS

21.0%
GROWTH

	2023	Mkt Share	2019	Mkt Share	% Growth
Sun,Sand,Sea	70,225	78.8%	42,074	57.1%	66.9%
Business	1,617	1.8%	1,540	2.1%	5.0%
Conference	312	0.4%	164	0.2%	90.2%
Honeymoon	5,266	5.9%	5,038	6.8%	4.5%
Diving	301	0.3%	549	0.7%	-45.2%
Incentive	651	0.7%	398	0.5%	63.6%
Meeting	612	0.7%	829	1.1%	-26.2%
Not specified	7,159	8.0%	18,003	24.5%	-60.2%
Shopping	716	0.8%	2,917	4.0%	-75.5%
Wedding	2,251	2.5%	2,116	2.9%	6.4%
Total	89,110	100.0%	73,628	100.0%	21.0%



CARRIERS SEPTEMBER 2023/2019

89,110
ARRIVALS

21.0%
GROWTH

	2019	Growth	2023	% Growth	Marketshare 2019	Marketshare 2023
JETBLUE	16,487	5,609	22,096	34.0%	22.4%	24.8%
AMERICAN AIRLINES	12,457	5,911	18,368	47.5%	16.9%	20.6%
UNITED AIRLINES	10,197	1,052	11,249	10.3%	13.8%	12.6%
DELTA AIRLINE	10,631	-2,002	8,629	-18.8%	14.4%	9.7%
AVIANCA	3,710	1,575	5,285	42.5%	5.0%	5.9%
COPA AIRLINE	3,676	1,165	4,841	31.7%	5.0%	5.4%
SOUTHWEST AIRLINES	3,576	1,027	4,603	28.7%	4.9%	5.2%
KLM ROYAL DUTCH	2,475	-247	2,228	-10.0%	3.4%	2.5%
SPIRIT AIRLINES	617	1,302	1,919	211.0%	0.8%	2.2%
AERO REPUBLICA/ WINGO	0	1,574	1,574	-	0.0%	1.8%
DIVI DIVI AIR	664	832	1,496	125.3%	0.9%	1.7%
TUI NL / ARKEFLIGHT	1,213	177	1,496	125.3%	1.6%	1.6%
WESTJET AIRLINES	643	467	1,390	14.6%	0.9%	1.2%
SURINAM AIRWAYS	539	241	1,110	72.6%	0.7%	0.9%
EZ AIR	271	496	780	44.7%	0.4%	0.9%
SUNWING AIRLINES	944	-237	767	183.0%	1.3%	0.8%
BRITISH AIRWAYS	1,029	-339	707	-25.1%	1.4%	0.8%
PRIVATE	134	512	690	-32.9%	0.2%	0.7%
WINAIR	0	263	263	382.1%	0.0%	0.3%
CHARTER	2,018	-1,774	244	-87.9%	2.7%	0.3%
SKY HIGH AVIATION	32	84	244	-87.9%	0.0%	0.1%
ARAJET	0	79	116	262.5%	0.0%	0.1%
AIR CENTURY	68	-38	79	-	0.1%	0.0%
AIR CANADA	590	-590	30	-55.9%	0.8%	0.0%
AMERIJET INTERNATIONAL	1	-1	0	-100.0%	0.0%	0.0%
ARUBA AIRLINES	1,010	-1,010	0	-100.0%	1.4%	0.0%
OTHERS	646	-646	0	-100.0%	0.9%	0.0%
Total	73,628	15,482	89,110	21.0%		



CARRIERS SEPTEMBER 2023/2019

89,110
VISITORS

13.9%
GROWTH

City	APO Code	Sept 2023	Market share 2023	Sept 19	Market share 2019	Sept 2023 vs 2019
JFK NY	JFK	16,397	18.4%	11,887	16.1%	37.9%
Newark	EWR	10,130	11.4%	9,836	13.4%	3.0%
Boston	BOS	8,666	9.7%	7,069	9.6%	22.6%
Charlotte	CLT	8,593	9.6%	6,146	8.3%	39.8%
Miami	MIA	8,369	9.4%	3,759	5.1%	122.6%
Bogota	BOG	6,361	7.1%	3,728	5.1%	70.6%
Philadelphia	PHL	5,015	5.6%	5,939	8.1%	-15.6%
Atlanta	ATL	4,841	5.4%	3,680	5.0%	31.5%
Panama City	PTY	3,928	4.4%	3	0.0%	130833.3%
Orlando	MCO	3,619	4.1%	3,609	4.9%	0.3%
Amsterdam	AMS	2,791	3.1%	1,546	2.1%	80.5%
Curacao	CUR	1,960	2.2%	6,830	9.3%	-71.3%
G.Bush DC	IAD	1,819	2.0%	2,179	3.0%	-16.5%
Toronto	YYZ	1,356	1.5%	1,171	1.6%	15.8%
Chicago	ORD	915	1.0%	5	0.0%	18200.0%
Houston International	IAH	799	0.9%	362	0.5%	120.7%
Baltimore	BWI	780	0.9%	525	0.7%	48.6%
Fort Lauderdale	FLL	690	0.8%	1,029	1.4%	-32.9%
Cali	CLO	683	0.8%	517	0.7%	32.1%
Dallas Forth Worth	DFW	499	0.6%	0	0.0%	#DIV/0!
La Guardi, NY	LGA	268	0.3%	641	0.9%	-58.2%
Gatwick, UK	LGW	200	0.2%	106	0.1%	88.7%
Paramaribo	PBM	166	0.2%	2	0.0%	8200.0%
Medellin	MDE	131	0.1%	332	0.5%	-60.5%
Santo Domingo	SDQ	26	0.0%	39	0.1%	-33.3%
	Others	108	0.1%	2,688	3.7%	-96.0%
Grand Total		89,110	100.0%	73,628	100.0%	21.0%



CRUISE COMPARISON



One happy island ✦ [ARUBA.COM](https://www.aruba.com)



CRUISE YTD SEPTEMBER 2023 / 2019



2019



CRUISE PAX

555,525

CRUISE CALLS

209



2023



CRUISE PAX

575,597

3.6%

CRUISE CALLS

216

3.3%

ABSOLUTE GROWTH PAX YTD SEPTEMBER

20,072

3.6%

ABSOLUTE GROWTH CALLS YTD SEPTEMBER

7

3.3%



CRUISE SEPTEMBER



2019



CRUISE PAX
34,508

CRUISE CALLS
11



2023



CRUISE PAX
27,117

-21.4%

CRUISE CALLS
10

-9.1%

ABSOLUTE GROWTH PAX **SEPTEMBER**

-7,391
-21.4%

ABSOLUTE GROWTH CALLS **SEPTEMBER**

-1
-9.1%



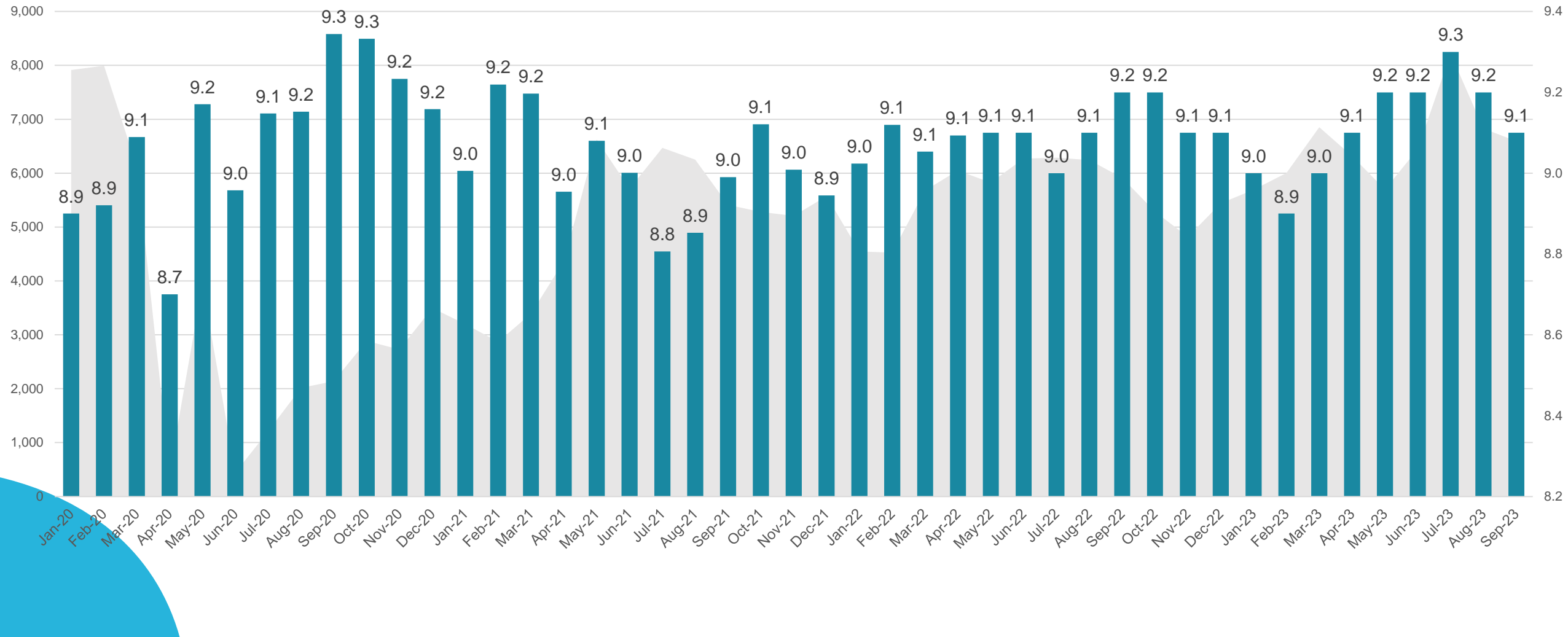
GUEST SATISFACTION



GUEST EXPERIENCE INDEX (GEI)

Reviews and Ratings

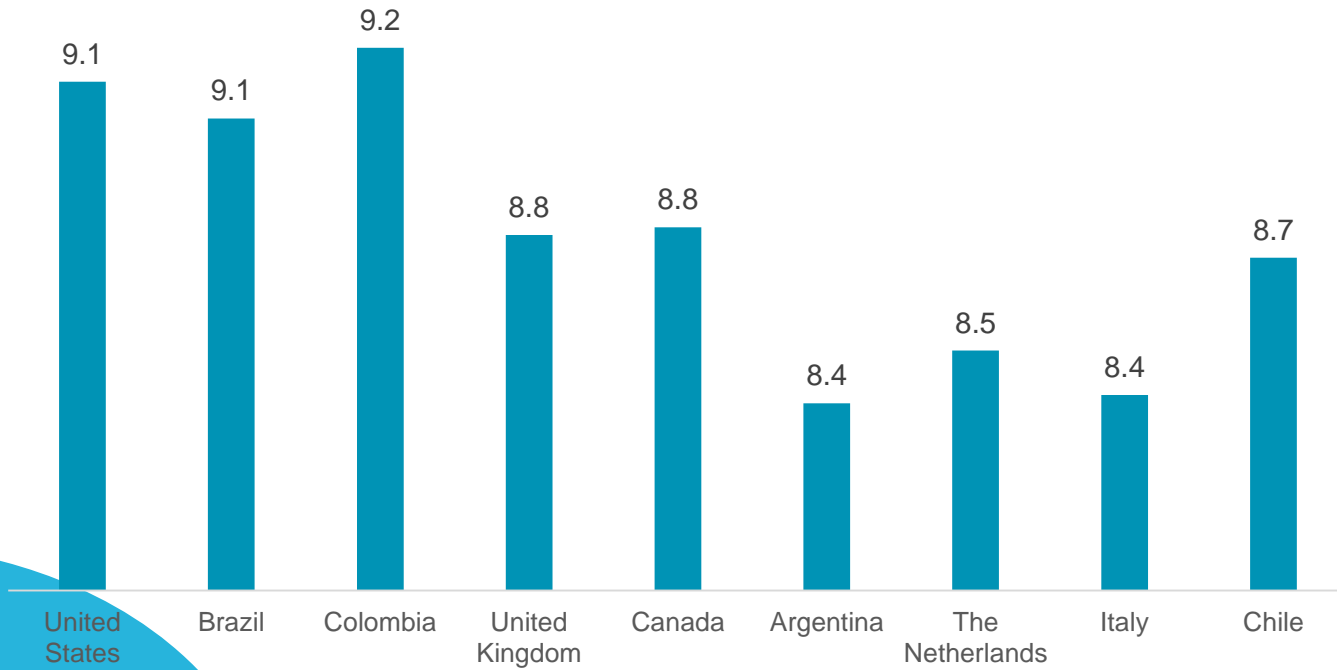
■ Reviews ■ Rating





GEI Sept 2023

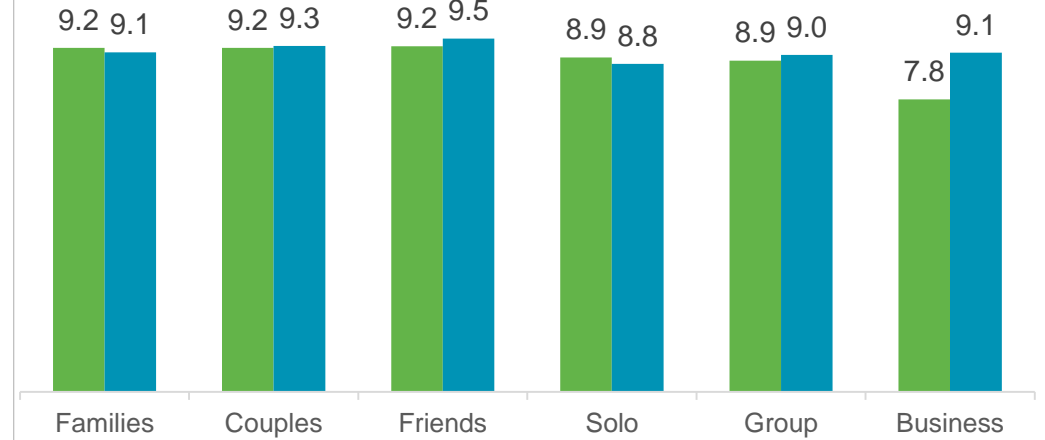
Markets



Travel Party

Compared to Previous Month

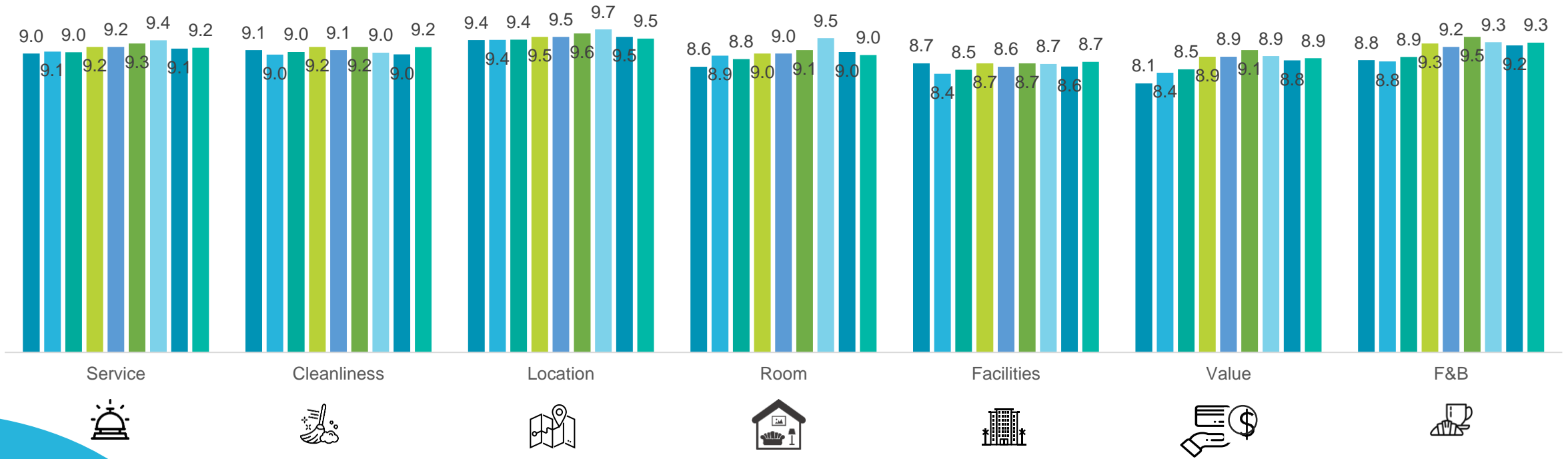
■ Aug-23 ■ Sep-23





GEI July 2023

■ Jan-23 ■ Feb-23 ■ Mar-23 ■ Apr-23 ■ May-23 ■ Jun-23 ■ Jul-23 ■ Aug-23 ■ Sep-23





VACATIONS RENTALS

 **Transparent**
an OTA INSIGHT company

INTRODUCTION

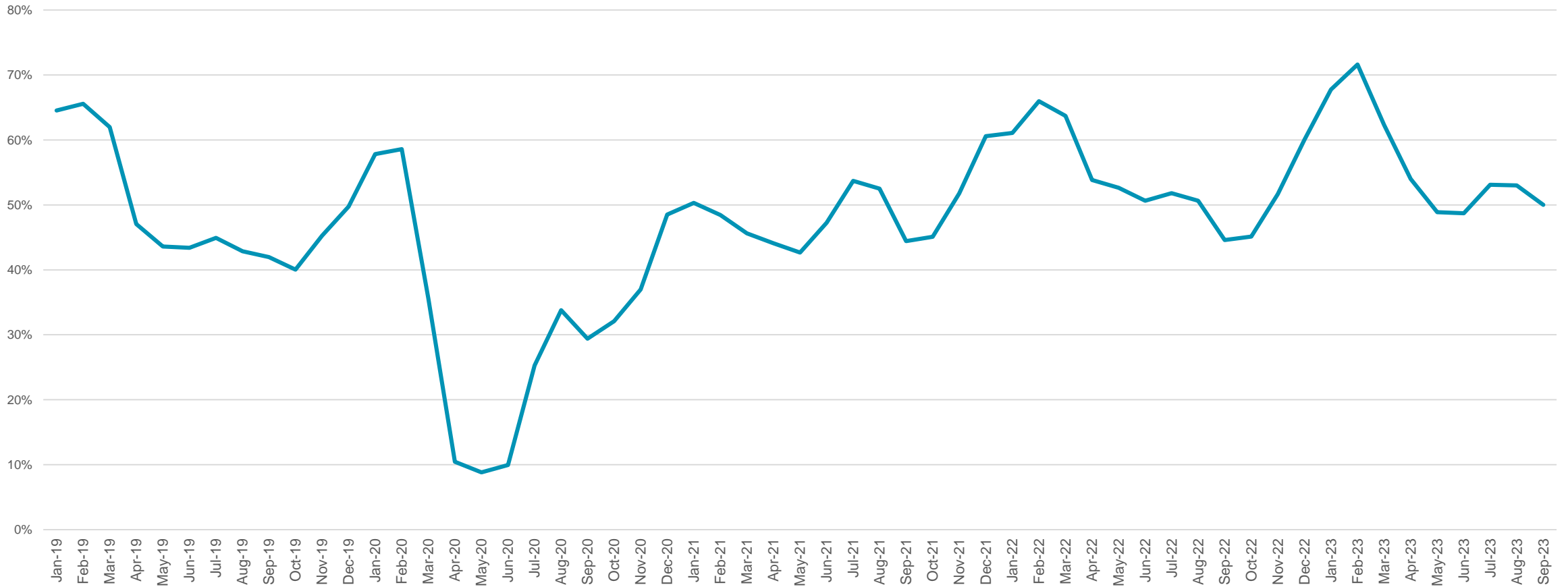
- ▶ In 2023, A.T.A. started working with Transparent Insights. Transparent tracks short-term rentals at the property level through their dashboard.
- ▶ With Transparent, A.T.A. is able to do the following:
 - Measure the economic impact of short-term rental, track (ADR) and occupancy and analyse the booking window.
 - The above data points are also forward-looking making it possible to make demand and revenue predictions based on the current status of property calendars and advertised rates.
 - Track visitors' origin and accommodation size.
 - The dashboard also provides the ability to make a direct comparison with similar, contrasting, or competing markets to compare data on occupancy rates, ADR, and booking window.



OCCUPANCY

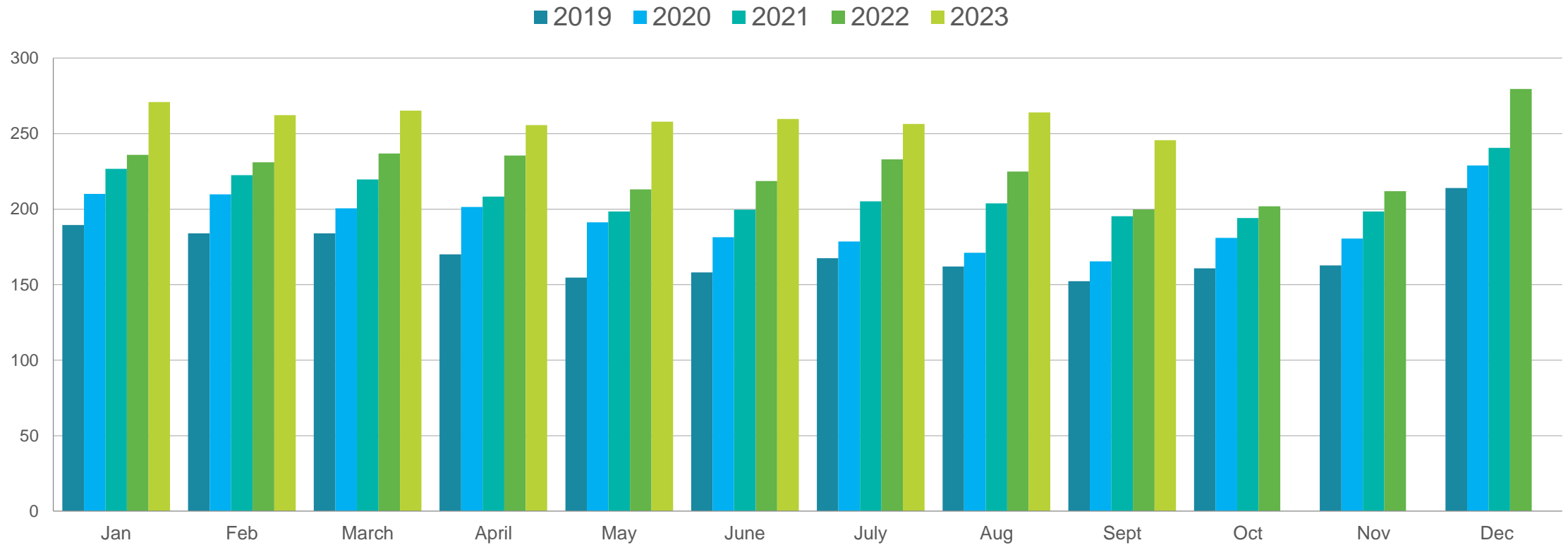
Sept 2023 Occupancy: 50% | Sept 2022 Occupancy: 45% | Sept 2019 Occupancy: 42%

Occupancy



AVERAGE DAILY RATE (ADR)

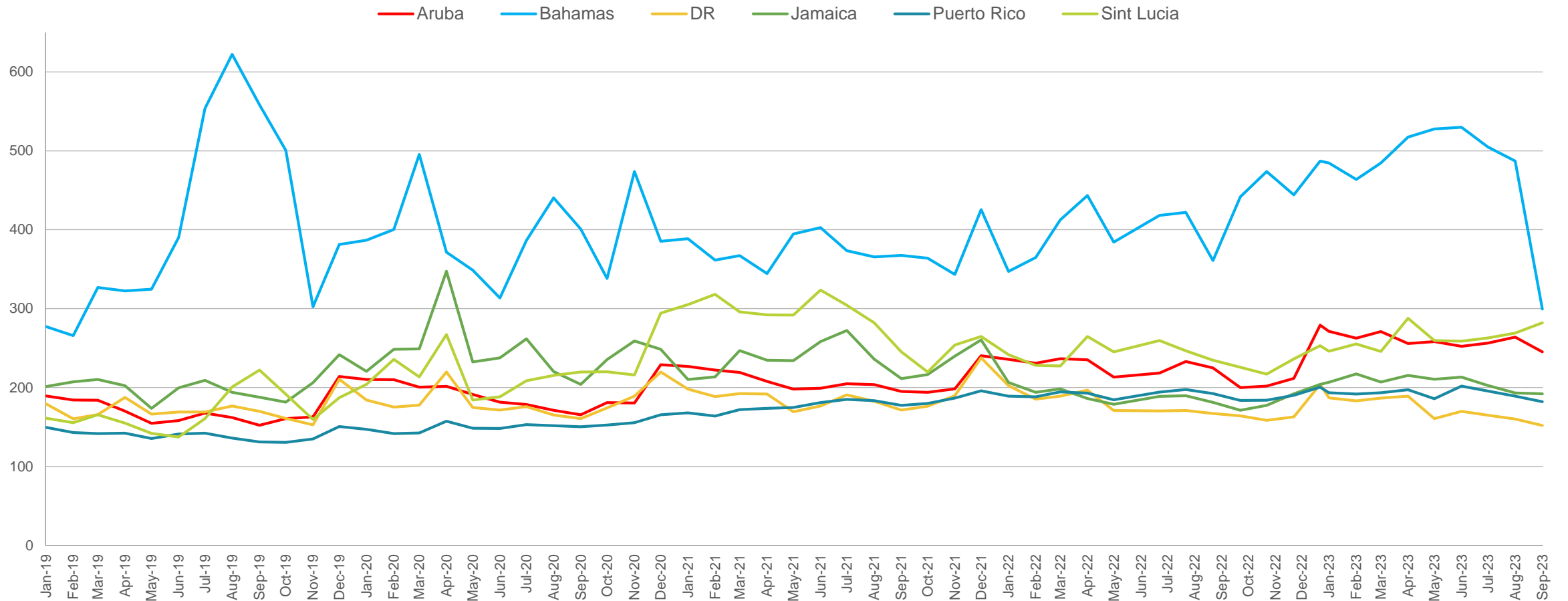
Sept 2023 ADR: USD\$245 | Sept 2022 ADR: USD\$200 | Sept 2019 ADR: USD\$152



CARIBBEAN ADR

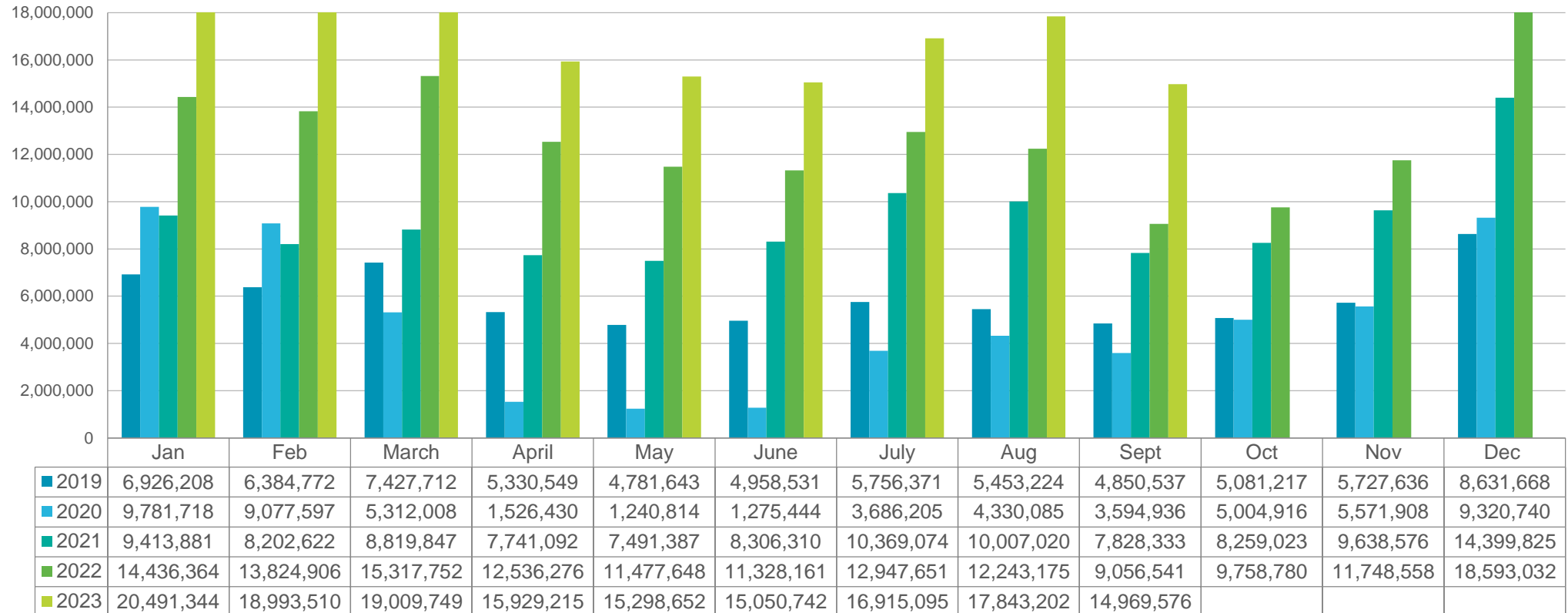
Sept

AUA: USD\$245 | Bahamas: USD\$299 | DR: USD\$152 | Jamaica: USD\$192 | PR: USD\$182 | Sint Lucia: USD\$282



REVENUE

■ 2019 ■ 2020 ■ 2021 ■ 2022 ■ 2023



T I D B I T S

Snippet of Speaker
Will Guidara



UNREASONABLE
Hospitality

Speaker:
Will Guidara

As part of the World Tourism Day Conference held in Aruba, ATA featured Will Guidara as the conference speaker.

Will Guidara is the author of the National Bestseller *Unreasonable Hospitality*, which chronicles the lessons in service and leadership he has learned throughout his career in restaurants.

He is the former co-owner Eleven Madison Park, which under his leadership, received four stars from the New York Times, three Michelin stars, and in 2017 was named #1 on the list of the World's 50 Best Restaurants.

He is the host of the Welcome Conference, an annual hospitality symposium that brings together like minded people to share ideas, inspire one another, and connect to form community.

A graduate of the hospitality school at Cornell University, he has coauthored four cookbooks, was named one of Crain's New York Business's 40 Under 40, and is the recipient of WSJ Magazine's Innovator Award.

Hospitality lessons from a Michelin-star restaurateur

Eleven Madison Park cofounder Will Guidara explains why a hospitality economy is on the horizon and shares the “unreasonable” strategies that he has used to lead restaurants to the top of their game. The former co-owner of Make it Nice, a hospitality group that included award-winning restaurants, Guidara took New York restaurant Eleven Madison Park from number 50 to number 1 on the World’s 50 Best Restaurants list. During his 25-year career in hospitality, he has combined vulnerable leadership with distinctive service to create a MICHELIN Guide-level experience for restaurant patrons and staff alike. An edited version of the conversation follows.

What is the ‘rule of 95/5,’ and how did it affect your success?

The rule of 95/5 was something I came up with that I believe was a huge part of our company’s evolution over the years. What it means is, “Manage your money like a crazy person 95 percent of the time so that, 5 percent of the time, you can spend ‘foolishly.’” I put “foolishly” in quotes because it’s not foolish at all; it’s with great intention. I believe that the 5 percent where you overspend is where you can create the kind of lasting memories that help give people a strong connection to your brand—not just for your customers, but also for your team.

For example, you manage overtime, turnover, costs of disposables and chemicals, payroll, and everything else in a way where you care about every single penny. Then when it comes time to throw a party for your team—when it comes time to bring people together such that they can stop being a collection of individuals and actually come together as a trusting team—that’s when you spend more. That’s when you go a little bit overboard.

We actually added positions to our team called ‘dream weavers,’ people who are responsible for helping members of the team come up with extraordinary gestures of hospitality—of over-the-top, ‘unreasonable hospitality.’

Hospitality lessons from a Michelin-star restaurateur

It's important to make certain moments significant, to bring a few inflection points to the experience of working there or interacting with the brand as a customer. In our service, that 5 percent did a ton of heavy lifting. We actually added positions to our team called “dream weavers,” people who are responsible for helping members of the team come up with extraordinary gestures of hospitality—of over-the-top, “unreasonable hospitality.”

I'll give you an example. One night, a family of four from Spain was in our dining room when the most beautiful thing happened. The kids were looking out our massive windows with wonder because it had started snowing, and it was the first time they'd seen real snow. We sent the dream weavers out to find a store that was somehow still open, at eight on a Friday night, selling sleds. When those guests left, they were greeted by a chauffeur-driven SUV to take them to Central Park for a really special “nightcap”: a night of sledding.

That is that 5 percent at work. I couldn't have earned the ability to spend money on those sleds had I not been managing my money so effectively the other 95 percent of the time. With that 5 percent, some people might think it's wasteful. But I guarantee you that the family of four has told that story so many times and has driven so many other people into our restaurant—I can't imagine an investment that is worth making more.

Hospitality lessons from a Michelin-star restaurateur

Among the hospitality traditions that you have created, which one are you most proud of?

One of the things I'm most proud of is creating a culture in the restaurant where everyone on the dining room team felt empowered and felt that they had opportunities to go above and beyond for the people they were serving. The moment you invite your team to bring their creativity to the experience they're delivering is the moment they become so much more willing to work hard to make sure that experience is great because now they have creative autonomy. They're not just helping to realize someone else's vision—or in our case, serve plates of food that someone else had created—they have creative agency.

When you do that, you're effectively taking salespeople and turning them into product designers. I've never met anyone who won't sell something with more passion once they've had the ability to help design it. When you create a culture where the team has the permission and the structure and the resources to be generous, it becomes a really, really great culture.

It's much more fulfilling when you actually get to bring some of your own intellect and creativity and your brain to the job.

As our entire team found themselves so quickly addicted to the idea of going above and beyond for our guests, we all found ourselves doing that for one another. I think the tradition I'm most proud of is that we were able to create a culture where people had permission to be creative—and were celebrated for it—in how they were showing generosity to others. It was exciting. They weren't just doing the same thing day in and day out. It's much more fulfilling when you actually get to bring some of your own intellect and creativity and your brain to the job.

Hospitality lessons from a Michelin-star restaurateur

How did you marry the care, attention, and luxury of four-star dining with the fun of a more casual experience?

Take what you do seriously, but don't take yourself too seriously. I think that is one of the most fundamental rules of unreasonable hospitality. Too often in customer service organizations, we let our self-imposed standards stand in the way of us giving people the thing they actually want—both our customers and the people who work with us.

I think so many companies spend so long building these perfectly manicured brands, and those brands end up becoming handcuffs. People spend way too much time doubting their instincts by saying, “Wait, is that part of our brand?” In doing that, they actually get in the way of connecting with people in the way that would feel most connective to those people.

Take what you do seriously, but don't take yourself too seriously. I think that is one of the most fundamental rules of unreasonable hospitality.

One of the things that really unlocked this whole philosophy for me was serving a “dirty water” hot dog from a street cart to one of our tables in the middle of their four-star meal because I overheard them talking about it. In my world, serving street food at a four-star restaurant is sacrilege, but the way it made me feel showed me how important it is—no matter how good you get at the thing you're doing, no matter how seriously you take your work—to never take yourself so seriously that you impede your ability to thoughtfully serve other people. I think that applies to any customer service business.



MASHA DANKI

Thank You

For any questions related to the report and/or additional information requests please contact
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Or

Visit our website www.arubainsight.com

