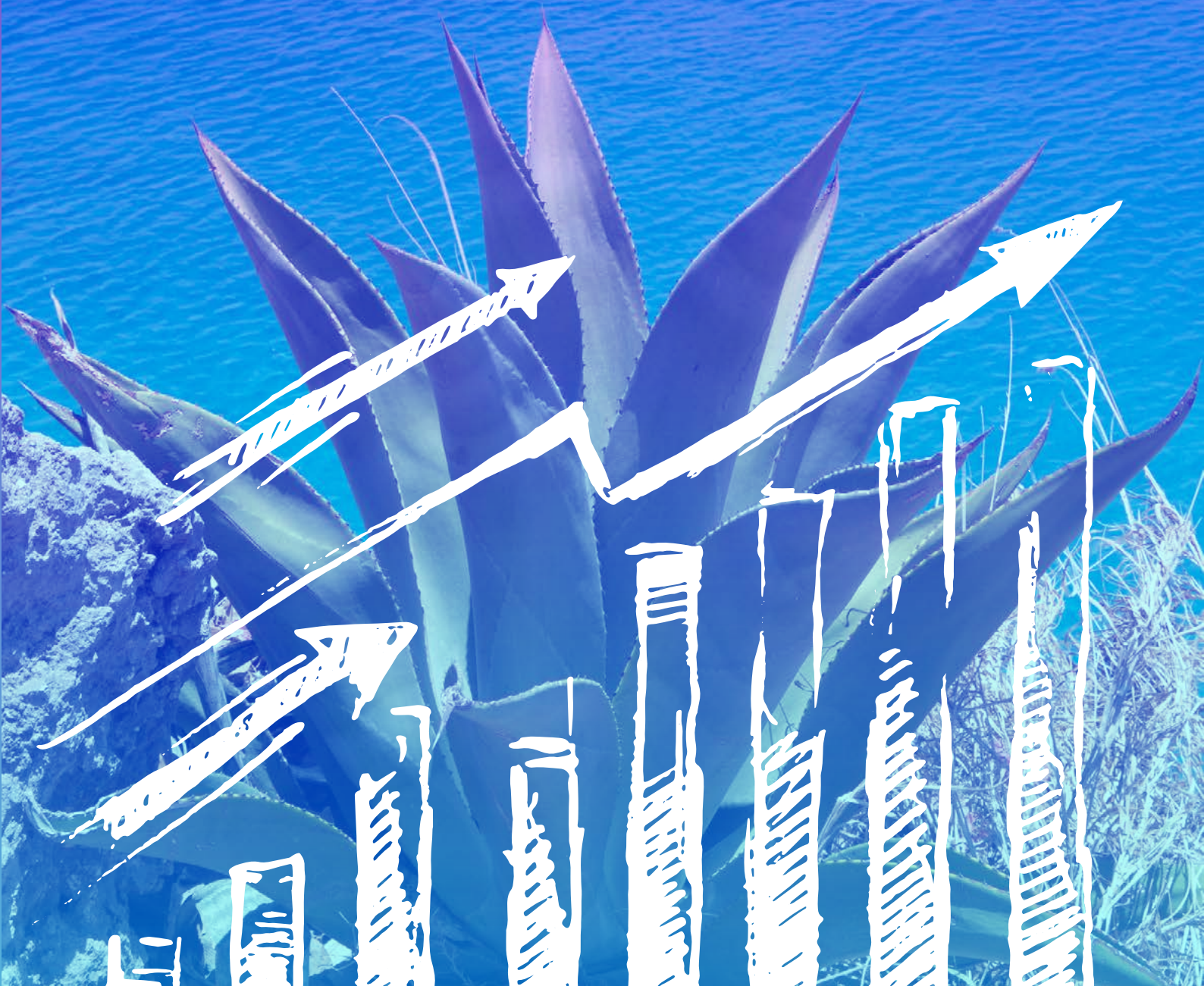


Growth



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Growth is a Verb



Click and watch our 2019 recap video

During 2019, we obtained some positive results, which have laid a solid foundation for future growth. Through a series of carefully planned initiatives, we were able to achieve **an increase of 7%** in annual stayover visitors, which is our main performance indicator.

At the Curaçao Tourist Board, we believe that growth is not automatic; rather it is an activity our organization must consciously and deliberately undertake. In other words, growth is always preceded by strategic actions.

The following verbs were a pivotal part of our efforts throughout this remarkable year.

Increase Strengthen Train
 Welcome Improve
 Deliver Grow Reach Enhance
 Plan Sow Collaborate
 Promote

Last year's focus was all about growth.

Promoting the Destination: The Director's Annual Review

Paul Pennicook
CEO



The promotion of Curaçao as a tourist destination is the foremost task of the Curaçao Tourist Board. Constant growth in the number of stayover visitors is our key objective and the primary indicator of our performance. Using this indicator, we can conclude that 2019 was a successful year, with a 7% growth in stayover visitors.

This growth can be attributed to a combination of factors, such as the reorganization and streamlining of the sales distribution and marketing departments, the training of the travel agent community, and our commitment to pursuing additional airlift. In 2019, we welcomed inaugural flights operated by Wingo, Caribbean Airlines, United Airlines, and Aruba Airlines - flights that serve Bogota (Colombia), Port of Spain (Trinidad), Newark (New Jersey, USA), and Miami (Florida, USA). In addition, we also had flights from several airline partners. There was also growth in the accommodation sector with the reopening of Curaçao Marriott Beach Resort, and the former Hilton Curaçao, which has reopened as Dreams Curaçao Resort, Spa & Casino.

To improve visitors' customer experience, CTB trained a number of airline partners, tour operators, and travel agents in the use of the digital immigration card. This digital card not only makes it easier for visitors to clear immigration, it also ensures timely and accurate processing of visitors' data.

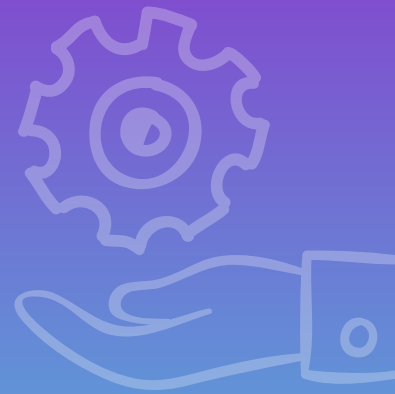
The customer experience is easily impacted by the quality of service, as well as the quality of product. Product development was therefore a critical focal area. In 2019, CTB facilitated training programs for multiple groups of industry partners. We also took important decisions that enabled us to evaluate the effectiveness of our digital marketing campaigns. Thanks to a new digital advertising analysis tool, we are now able to measure the impact of digital advertising and to track visitors from the moment they see a CTB ad online, to the moment they arrive in Curaçao. Our cutting-edge destination website, which was launched in April 2019, will further enhance growth. Additionally, we have separated the destination website, from the corporate site. Our new corporate website: www.curacaotouristboard.com was launched in the last quarter of 2019.

CTB organized the international World Tourism Day activities last year and used the opportunity to promote democratic dialogue and to initiate discussions that will lead to the improvement of our tourism sector.

Finally, the Curaçao Tourist Board celebrated its 30th anniversary in the 4th quarter. We remain confident in our belief that tourism will continue to make a substantial contribution to the Curaçao economy.

Strengthening the Foundation: A Message from our Chairman

In 2019, the Board - which comprises the Audit Committee and Recruitment Selection Committee - was determined to further strengthen CTB's foundation and therefore focused on good corporate governance, particularly on reporting and performance management.



The Board had six office meetings in 2019 and met with CHATA and the Advisory Board twice. In addition, the Board participated in a corporate governance retreat and completed several corporate governance courses.

Although CTB has been working diligently over the last few years, it was necessary for us to make some adjustments in order to strengthen CTB's foundation and to prepare for the future. Investing in good corporate governance structures was critical. These structures included the implementation of a new accounting system, which has had a positive impact on the accessibility and submission process of management-related information. Current management reports have the required content and CTB is now able to submit them in a timely manner. With these improvements, the Board is better equipped to make well-informed decisions. Board members are particularly pleased with the performance indicators produced in the areas of Sales and Marketing.

In the last quarter of 2019, we finalized a proposal for CTB to transition to the Curaçao Tourism Authority (CTA). This advice was prepared and issued by a Commission appointed by the Council of Ministers. The proposed CTA would function more independently and effectively in organizational, legal, and financial areas. The commission that was installed to carry out this assignment comprised representatives of CTB, CHATA, the Ministry of Economic Development, and the Ministry of Finance.

The Board can proudly state that 2019 was a year of investing, prioritizing, and delivering results.



Rudolph Eleonora
Vice Chairman of the Board

Delivering Results: Tourism Performance 2019

Curaçao welcomed 463,685 stayover visitors in 2019, which resulted in 7% year-on-year growth. All regions reported growth and many target countries set records in stayover arrivals.

Europe – our leading producing region – grew by 10% in 2019.

In total, Curaçao welcomed 243,833 stayover visitors from Europe, which represents 53% of all stayover visitors. The Netherlands, the main producing country in Europe, provided a total of 193,950 stayover visitors in 2019 – a 10% growth over 2018. This was our highest number of stayover visitors from the Netherlands. Stayover visitors from Germany increased by 12% – with 20,818 arrivals.

The second largest region, North America, produced 21% of all stayover arrivals in Curaçao in 2019.

This region accounted for 96,146 stayover visitors, which was also a record. Stayover visitors from the United States of America increased by 1%, while those from Canada increased by 4%.

South America accounted for 16% of all stayover visitors to the island, which was relatively the same in 2018. The closure of the border between Venezuela and Curaçao in February 2019 significantly inhibited the number of arrivals from Venezuela – previously one of our major markets.

However, visitors from Brazil and Colombia increased, resulting in a flat overall performance. There were 13,446 (+2%) arrivals from Brazil and 30,090 (+28%) from Colombia. These were the highest recorded numbers of arrivals for both countries.

State of the Industry 2019: [Download Report](#)



We welcomed 40,127 stayover visitors from our neighboring islands in the Caribbean, which is 9% share of overall visitors. There was an 85% increase in visitors from Trinidad and Tobago in 2019.

Visitor nights

Visitor nights grew by 6% in 2019 to reach a total of 4,131,563 registered visitor nights. Tourists from Europe spent 2.6 million nights in Curaçao, an 8% increase compared to the previous year. North and South American visitors spent 672,000 (+3%) and 522,000 (-3%) visitor nights, respectively. Visitors from the Caribbean region spent 225,000 visitor nights, a 14% increase.

Cruise Tourism

The cruise industry also experienced record performances in 2019. In total, 809,874 cruise visitors were welcomed in Curaçao, a 7% increase over the previous year. There was also a 5% increase of cruise ships that docked in Willemstad.

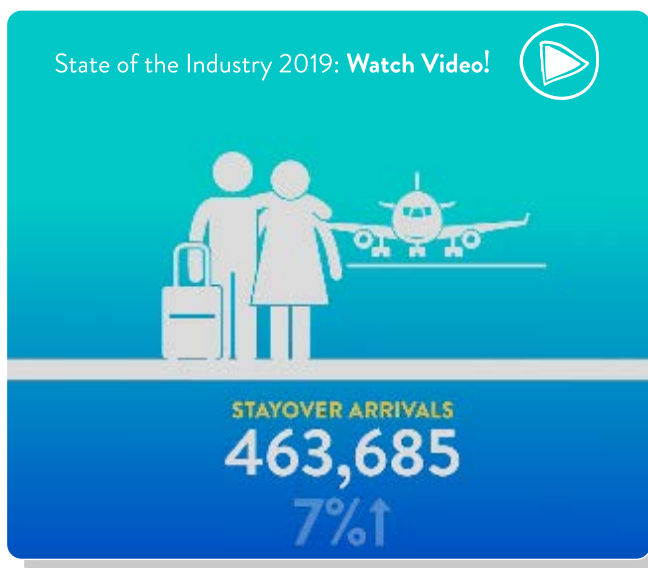
Economic Impact

In 2019, the total direct economic impact from tourism was USD 744 million.

The sectors that benefited most from tourism were accommodations and restaurants, with 35% and 25% share of earnings, respectively. The indirect economic impact was USD 478 million, which brings the total economic impact to USD 1.2 billion.

Research Projects

In 2019, we kept our stakeholders informed of our successes and challenges. One of the tools we used to provide information on the development of the tourism sector was the State of the Industry Report. This report is a collaborative effort between the Curaçao Tourist Board, Ministry of Economic Development, the Curaçao Hospitality and Tourism Association, and Curaçao Ports Authority. In addition to our stakeholders, CTB also informed the public in general via various media engagements, including a quarterly press conference, which was held jointly with the Ministry of Economic Development.



In 2019, CTB also assisted the University of Central Florida with data collection among the Curaçao North Sea Jazz festival goers. The sample size was 415 international visitors and represents 8.3% of the tourists who attended the festival.

A key highlight of the 2019 festival is the direct spending, which was estimated to be USD 11 million. The festival attracted 5,008 international attendees, who spent USD 2,522 per person for the trip and USD 413 per person daily. The amount spent per day was more than twice as high as the normal average spending per day of USD 171 by regular visitors.

Digital Immigration Card

Throughout 2019 we trained over 100 airline partners and tour operators from all source markets. The information sessions were aimed at educating our partners, who, among other things, inform prospective visitors that the Digital Immigration Form is a prerequisite for entering Curaçao.

As a result, we have seen the use of the digital card increase from 24% in the first quarter to 50% by end of 2019. The use of the digital form not only makes the arrival process at the Curaçao International Airport more free-flowing, it also gives the Curaçao Tourist Board a predictive view of the visitors that will arrive in future months. We are now discussing how we can begin to communicate with these future visitors prior to their arrival.

Tablets

In December, the Curaçao Tourist Board installed several tablets at the airport for travelers who fail to complete their digital immigration card prior to their arrival. Two CTB representatives will be at the airport during peak hours to assist travelers who need help. These steps are a part of our efforts to switch from the traditional embarkation card to the digital card.

Other Important Projects

In 2019, we continued with our efforts to collect data via our 'Thank You' emails. When visitors are back home, we send them a 'Thank You' email, which includes a survey to gather information about their travel experience and spending patterns while on the island. All emails sent to our main markets are in five different languages.

Enhancing the Digital Experience

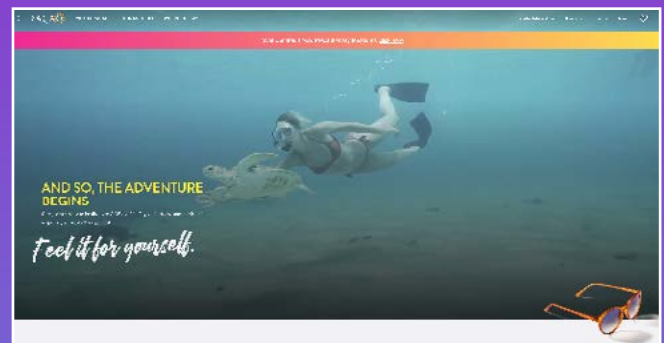
Our website and social media platforms performed well in 2019. We launched a new destination website in April and coinciding with this change there was a slight decrease in visitors to our website. By November, the number of visitors had equaled the number for the same period in 2018. All performance indicators related to our social media performance increased.

Website Performance

Curacao.com

In 2019, we launched an improved destination website which aims to:

- Provide information to stakeholders across the globe
- Create consistency in our global positioning, strategy, and branding
- Provide support to travelers at each stage of the travel journey



The new website offers several innovative features. For example, 'I'm the Planner' – which enables users to create their own itineraries after they have booked their trips and before they arrive in Curaçao. This critical step is often overlooked in the travel customer journey.

Other improvements include:

- TripAdvisor rating on hotels, restaurants, and attractions
- Enhanced browsing experience
- Integration of the automated Immigration Card system

Curacaotouristboard.com

The new corporate website was launched in December 2019. Prior to this launch, the corporate site was part of the destination website curacao.com. The corporate website offers information about the Curaçao Tourist Board and its activities to local and international stakeholders, such as investors, the press, and industry partners.



Stimulating Engagement: Social Media Highlights

Curaçao's Global, Latin American, and Brazilian dedicated pages on Facebook produced over 311 million paid and organic impressions in 2019.

The three Instagram accounts had a total of 80 million impressions. There were 3.8 million additional engagements compared to the previous year. At the end of 2019, we reached the cumulative figure of half a million followers on our Facebook and Instagram accounts.

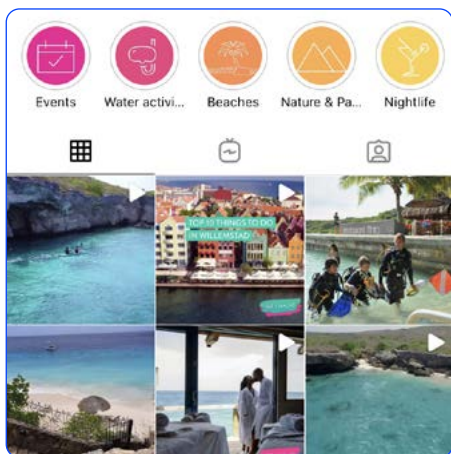
In September 2019, we developed a social media content strategy for our global accounts based on our overall brand strategy. Our ultimate goal with this strategy is to establish brand consistency. As part of this strategy, we are posting content that generates more engagement and stimulates user-generated content.

f FACEBOOK

Total followers as per December 31, 2019:

403,238 (Global: 243,039;
Latin America: 72,721; Brazil: 87,478)

Total posts	: 789
Average engagement per post	: 4,831
Total engagement	: 3,811,712
Total organic impressions	: 32,489,770
Total paid impressions	: 278,418,706
Total impressions	: 311,132,127



@ INSTAGRAM

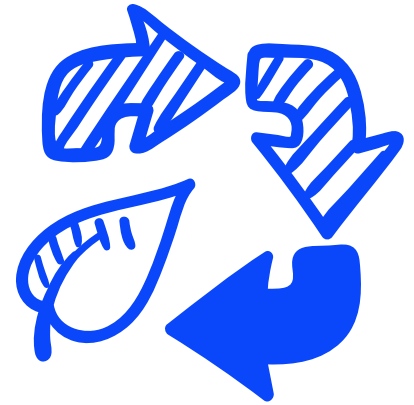
Total followers as per
December 31, 2019:

97,055 (Global: 57,996;
Latin America: 20,328;
Brazil: 18,731)

Total impressions: 80,709,513

Sowing Seeds of Promotion: Marketing and PR

In 2019 we focused heavily on partnership and restructuring. We successfully restructured the marketing department, which has enabled the Curaçao Tourist Board to serve all markets from the headquarters in Curaçao. This, in turn, has allowed all Regional Managers to focus on sales and relationship management. Brand consistency was another important benefit that resulted from the restructuring of the marketing department.



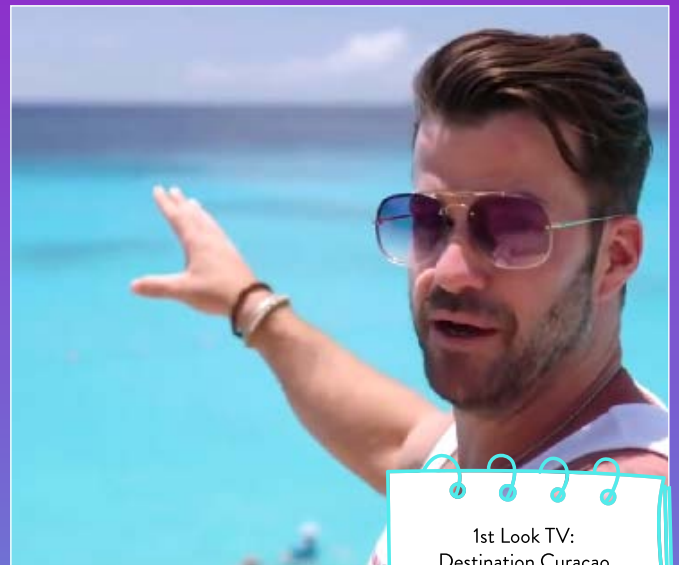
The marketing team now consists of a Marketing Director, two Marketing Coordinators, a Destination Services Manager, and five Destination Services Officers.

The CTB also sought and developed partnerships with media stakeholders, who offered inspiring ideas that augmented the “feel free” message throughout our focal markets. Their valuable input was used to design a multichannel marketing approach, in which geo-targeting as well as psychographics were used to fine-tune the multiple touch points of our target audiences.

Key Accomplishments for 2019:

- Launch of the new Curaçao commercial in all focal markets
- Refreshed look and feel of our social media channels, in line with the new branding campaign
- Development of a new and unified look and feel for our trade shows in all markets
- Execution of several brand partnership initiatives: collaboration with Ana Hickmann (Brazil); ‘Voy por ti’ Video production (Colombia); NBC’s 1st look Production (USA); BuzzFeed’s social media features (all markets) and our Curaçao themed mural in Wynwood Miami

North America

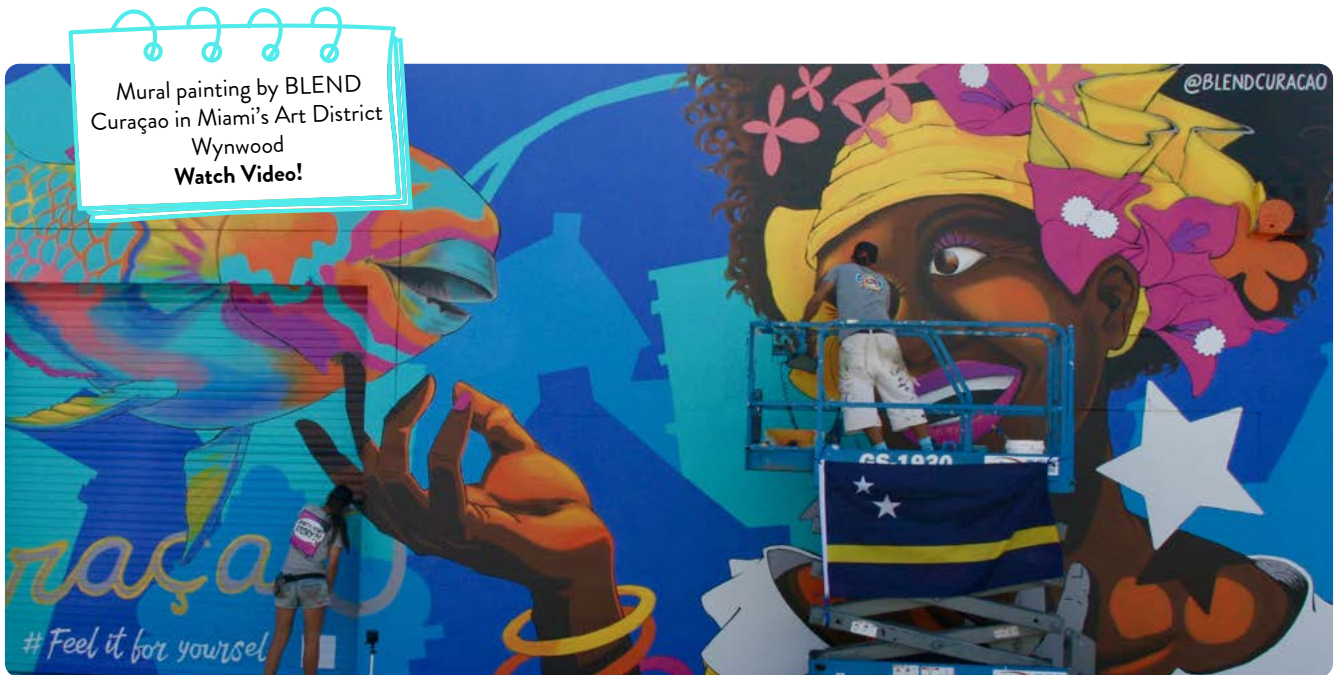


1st Look TV:
Destination Curaçao
Watch Video!

USA

The mix in advertising shifted heavily toward digital and social, as opposed to traditional advertising. The strategy used in the US Market in 2019 was the ‘always-on approach’. This resulted in an 11% growth in stayover arrivals, up to July.

Due to the grounding of the B737 MAX aircraft and seasonal schedule adjustments, there was a contraction of airlift from September to November. As a result, we ended the year with 74,046 visitors, a 1% growth over 2018.



Canada

In this market, similar to the European market, co-op marketing initiatives with key partners are essential. Air Canada, WestJet, and online travel agents such as Red Tag were important partners in 2019. We welcomed 22,100 Canadians in 2019, a 4% growth compared to 2018.

Europe

The Netherlands

In the Netherlands, as well as in Germany, great emphasis was placed on co-op plans with key producing partners such as KLM, TUI, Corendon, Condor, Dertour, Holidaycheck, and Expedia.

We used marketing and PR initiatives to maintain market presence and to enhance brand awareness, particularly in those periods when consumers would typically be considering their next vacation destination. The media plans executed throughout 2019 included digital campaigns – display, search engine advertising, Facebook Ads, Instagram Stories, as well as some additional out-of-home presence at the end of the year.

The campaigns were positively received, with most scores exceeding benchmark indicators. Furthermore, to stimulate bookings for the winter, we had simultaneous promotions on lifestyle media channels and on digital and social media.

Germany

We executed a social media and digital campaign in Germany from September to December, with the aim to increase brand awareness, specifically in Frankfurt, Berlin, Munich, and Dusseldorf. PR activities in the German market included the hosting of influencers on the island, as well as showcasing the KLM Curaçao Marathon and other popular island adventures.

Caribbean

Marketing communication for the Caribbean region often features event-driven messaging, which is why popular events such as the CNSJF, Jazz meets Cultures, and the Rum Festival form the backdrop of our main marketing initiatives in the region. Our marketing and PR activities in both Aruba and Suriname mainly concentrate on special events and family holidays.

The media plan in both Suriname and Aruba covered out-of-home advertising, TV and radio spots, before and after prime time, and ads on Facebook and Instagram. Our marketing and PR initiatives were executed in collaboration with our main airline and trade partners.

South America



In the South American market, our branding campaigns and co-op initiatives with our airline partners –Copa Airlines, Avianca, and Wingo – went hand in hand. The primary markets of Bogota and São Paulo were targeted with digital ads (including on social media platforms), out-of-home ads, and ads via traditional media such as newspapers and radio. Brand partnerships, such as our collaboration with Ana Hickmann in Brazil were also very successful.

Destination Services

The Destination Services Department was renamed and re-introduced in the second half of 2019, and is responsible for coordinating all press, fam, and VIP-trips to Curaçao. Each officer is dedicated to a region and works at tailoring their programs based on the specific needs of each market. In 2019, CTB hosted 340 press members and 539 travel agents.



Meetings, Incentives, Conventions, and Events

Thanks to various public/private sector partnerships, CTB was able to be competitive in selected markets. The most important MICE event in 2019 was the Caribbean Meeting & Incentive Travel Exchange (CMITE), organized by Questex USA. CMITE brought 60 US and Canada-based meeting planners and incentive buyers together with 60 Caribbean-based suppliers for two and a half days of exclusive networking opportunities and prescheduled one-to-one meetings. CMITE attendees were able to experience Curaçao's local entertainment, authentic cuisine, and culturally immersive activities. With the expansion of the MICE segment of hotels on the island, CTB has proactively appointed a Sales Representative in North America.



Welcoming our Visitors



In 2019, we welcomed **463,685** stayover visitors to Curaçao. This represents a **growth of 7%** over the previous year and was achieved through the ongoing activities undertaken in our four regions.



Curaçao Global
Symposium
Watch Video!

In addition to our overseas activities, we organized the second Curaçao Global Trade Symposium here on island. Curaçao's unique tourism product, the airlift scenario for 2020, and efforts to increase arrivals were some of the topics discussed during the symposium.

Over 75 wholesalers and airline partners came to Curaçao from Europe, North America, South America, and the Caribbean to participate in the symposium, which was hosted by CTB, CHATA, and various private sector partners.

Europe

We experienced 10% growth in visitors from the European market in 2019. This growth can be attributed to our intense marketing and PR efforts, as well as to great airlift. We had consistent airlift from Amsterdam and received additional capacity during the summer and winter holidays from TUI and KLM. We also had Condor from Germany for a second winter season.

The Netherlands

The Netherlands – the largest source market for Curaçao – achieved an increase of 10% in visitor arrivals in 2019. This increase represents a total of 16,906 passengers. The main travel months were January and February, followed by July and December. Curaçao remains the best long-haul destination from the Netherlands for both KLM and TUI.



Highlights

1. Joint Promotions

There were several successful joint promotional activities with our major partners, which are KLM, TUI, and the tour operator Corendon. Each plan focused primarily on consumer price point actions, using the most effective media mix, while taking booking window and seasonality into consideration. Curaçao is a year-round destination; therefore, all three partners executed the 'always-on' strategy to maintain Curaçao's prominence and visibility on digital channels. We also ran a consumer campaign with Albert Heijn XL in Breda, in close partnership with Relik van Hoofd, a travel agency in Breda.

2. Travel Agent Engagements

In 2019 we focused on independent travel agents, as well as on agents who are affiliated with The Travel Club and Travel Counselors. We carried out smaller joint promotional activities with these partners to educate their travel agents. We attended many of their events throughout the year and used those opportunities to promote our destination.

Fairs and Events

1. Vakantiebeurs, together with 14 island partners (over 112,000 visitors)
2. Duikvaker, in collaboration with other local co-exhibitors
3. Smaller regional fairs for both trade and consumers – Vakantiebeurs Breda and Vakantiebeurs Noord Holland
4. North Sea Jazz Festival Rotterdam – Curaçao North Sea Jazz branded stand and promotional video (over 70,000 visitors)
5. Meetings, Incentives, Conventions and Events (MICE) fair, together with a local hotel partner

Roadshows

We organized roadshows in Antwerp, Utrecht, and Den Haag, where our local artist Francis Sling facilitated painting workshops. Local hotel partners got the opportunity to present their accommodation alternatives. We also participated in the AVIAREPS Roadshow.



Germany

Germany is our second largest source market in Europe. In 2019, it accounted for 20,818 visitors. This represents an increase of 12%. Unlike the Netherlands, the German market is seasonal. The main travel months are the first quarter months, with a peak during Easter, and the fourth quarter months, with a peak around the Christmas holidays. Joint promotions and wider engagement with German trade media were our primary strategic objectives in 2019.

Joint Promotions

We implemented a different strategy for joint promotions by partnering with KLM Germany. Other airline promotions included campaigns with Condor. Dertour, our largest TO partner, and TUI Germany also executed joint promotions with us. Additionally, we did joint promotions with OTA's such as Holiday Check, Expedia, and Opodo.

Travel Agent Engagement

For 2019, our three main activities aimed at improving travel agent engagement were: webinars, destination presentations, and training sessions which were organized by our travel agent partners.



Fairs and Events

1. BOOT (diving fair) – in partnership with 7 co-exhibitors
2. ITB (B2B annual show) – in collaboration with 14 local industry partners
3. Campus Live Event (by Dertour) – as guest destination



Roadshow

The Curaçao Roadshow was made possible by the huge support of Curaçao Airport Partners. It started in Zurich, Switzerland, and covered three German cities: Berlin, Speyer, and Munich. Several hotel partners participated in this roadshow and the attendance exceeded our expectations at every venue.

Other European Markets

Belgium was another important focal market in 2019. The most important highlights of this market were our joint promotional campaigns with TUI Belgium and MICE Sales Blitz. We also explored the Nordic Market and learned that there is interest in Curaçao as well as Aruba and Bonaire. Additionally, we attended two roadshows in Scandinavia which were organized by the Caribbean Tourism Organization and AVIAREPS Group.



North America

In an ongoing effort to educate travel agents, CTB conducted several destination workshops in 2019, while also stimulating sales through the Travel Agents Rewards Program. Additionally, CTB attended partner trade shows, hosted webinars, and submitted trade e-blasts in collaboration with CHATA and CAP.

We had one additional daily flight from Miami during the first quarter, but we also lost approximately 120 flights between September and mid-December, due primarily to problems with the B737 MAX aircraft and shoulder season scheduling. To bridge this temporary seat loss, we were happy to welcome Aruba Airlines four times a week from Miami in November and December. As of December 7th, we also welcomed United Airlines once per week from Newark, New Jersey.

The year 2019 brought on some major changes in seat capacity from the Canadian market. Sunwing Vacations suspended their service out of Toronto in January 2019 due to lack of room inventory, while WestJet Airlines stopped in April. In 2018, they flew through May.

Over the summer months, there was one Air Canada flight per week connecting Toronto to Curaçao. Because there was such limited service, many Canadians used the Miami service to get to Curaçao in the summer months. The seat capacity for winter 2019/2020 increased with Air Canada adding an additional Toronto rotation during this period.

USA

Our main North American market closed the year with 74,047 visitors, a 1% increase compared to 2018. Growth was minimal from the USA because of the serious contraction in airlift that was experienced in fall 2019 (September, October, and November). One of our objectives for 2019 was to increase the share of bookings made by retail travel agents to the destination. These efforts led to a 9% share versus 6% in 2018.

Highlights

1. We reached over 40,500 consumers at various fairs such as the New York Times Travel Show in New York and the Liberty Travel Expo in New Jersey
2. More than 386,760 travel agents attended our destination workshops
3. Curaçao was represented at 23 trade events
4. Several fam trips were hosted for the American market, including JetBlue Vacations and several national travel agencies
5. We ran 10 co-op campaigns with existing and new partners, including United Vacations

CANADA

The various marketing and PR initiatives undertaken in 2019 yielded positive results. With 22,100 visitors, the Canadian market accounted for a 4% increase compared to 2018. These marketing and PR initiatives were predominantly focused on travel agents. Two of our primary objectives were to improve product knowledge and to increase sales.

Highlights

1. We reached over 54,700 consumers at various fairs such as The Travel and Vacation Show in Ottawa, and the International Tourism and Travel Show in Montreal
2. More than 3,340 travel agents attended our destination workshops
3. Curaçao was represented at 19 trade events
4. Various fam trips were hosted for the Canadian market, including the MEGA Fam, together with Air Canada Vacations
5. We ran four co-op campaigns with our main partners: Air Canada Vacations, WestJet Vacations, TravelBrands, and TripCentral.ca





Colombia
ANATO
Watch Video!

South America

In 2019, Curacao experienced various challenges with attracting visitors from South America. Outbound travel from several South American countries was heavily influenced by factors such as struggling economies, limited airlift, and packages pricing among other issues. On a positive note, disposable income has been increasing in the past few months.

Our main markets of focus produced positive results, especially Colombia, which supplied 30,000 visitors, representing an increase of 28% compared to 2018, and Brazil which supplied 13,000 visitors, a 2% increase compared to 2018. Despite a 54% decline in visitors from Venezuela, which was once the primary South American market, increases from Brazil, Colombia, and other emerging markets in South America produced roughly the same number of visitors as in 2018.

Regarding airlift; beginning in April, Wingo operated a twice weekly service from Bogota, Colombia. From September to December Onvacation operated a charter once every five days, also from Bogota.

COLOMBIA

Highlights

1. Trade action plan Colombia 2019 focused on educating partners such as Despegar.com, Onvacations, Falabella, PriceTravel, Viajes Éxito, Aviatour, Munditur, Travel Depot, Ultrago, and Avianca Tours

Another important highlight was Curaçao's participation at the ANATO trade show.

2. Advertising media co-op campaigns with Wingo (Bogota), Avianca (Bogota, Medellin), Copa Airlines (Medellin, Barranquilla, and Cali), Kayak.com.co (nationwide)
3. Several shows
 - a. Agent shows: REMA and LADEVI
 - b. Wedding show: "Todo Bodas"
 - c. Wholesaler conventions
4. Fam trips
5. Roadshows in Bogota and Medellin
6. Partnership with the Colombian city of Riohacha



BRAZIL

Highlights

1. Wholesale conventions such as: CVC, FlyTour, Schultz, Visual, Agaxtur, Casa do Agente, and Orinter
2. Two Curaçao Roadshows, in close partnership with local hotels
3. Festuris Trade Show in Gramado
4. Other shows such as: ABAV and WTM Latin America
5. Special partnership opportunities with Copa Airlines and Avianca, with a heavy focus on São Paulo
6. Several other initiatives, including trade educational events, online webinar training sessions, in-office agent group breakfast seminars, and reservation center training sessions with online travel agencies in São Paulo. Some of these online travel agents include Decolar, Viajar Barato, and Submarino Viagens

In 2019, we saw more private sector commitment, more demand for travel, and more requests for direct airlift to serve the demand of Brazilians residing in São Paulo.

Secondary Markets

In an effort to tap into some smaller markets with potential in South America, Curaçao Airport Partners (CAP) and CTB collaborated to promote Curaçao in Ecuador, Argentina, Chile, and Uruguay. For these countries, CTB also worked closely with Avianca and Copa Airlines.





Curaçao InfoMart
in Suriname
Watch Video!

Caribbean

We welcomed 40,127 visitors from the Caribbean market in 2019, which is an increase of 24% compared to 2018. The primary source markets were Aruba, Suriname and Trinidad and Tobago. The airline partners that served the Caribbean were: Aruba Airlines, Caribbean Airlines, Divi Divi Air, EZ Air, Fly All Ways, Surinam Airways, and Winair.

SURINAME

There were 9,079 arrivals from Suriname, which is an increase of 7% over the previous year.

Highlights

1. Destination presentations for travel agencies and tour operators
2. Consumer shows, such as Jack Tours travel fair (500 visitors), Wedding Show (800 visitors), and Jaarbeurs Annual Fair (9000 visitors)
3. Curaçao InfoMart (6th consecutive edition): a Curaçao only consumer event (over 3000 visitors)
4. Local events, such as Vierdaagse (April), Keti Koto (July), Dag der Inheemsen (August), the Maroon Day (October), and Surifesta (December) – over 20,000 visitors
5. Promotion of special deals by tour operators, targeting sales of Carnival packages, long weekend-getaways, holiday packages, school-vacation deals, and event packages





Bin Topa Kòrsou
in Aruba
Watch Video!

ARUBA

We had 13,781 visitors from Aruba in 2019, 2% less than what we had in 2018.

Highlights

1. Destination presentations for travel agencies
2. Press conferences to promote international and local events
3. “Bin Topa Kòrsou” (Come and Meet Curaçao) event at Paseo Herencia

Other Caribbean markets

Curaçao had a particularly good year with visitor arrivals from Trinidad and Tobago in 2019. We welcomed 7,461 visitors, which is an increase of 85% over the previous year. This success was due primarily to the twice-weekly air service of Caribbean Airlines from Port of Spain, which began in August.

Special Events

In general, Caribbean visitors come to Curaçao for its uniqueness and the variety of culinary, cultural, musical, and sports events we have to offer. These include Tumba Festival, Carnival parades, Curaçao Culinaire, International BlueSeas Festival, SEU, Curadise Dance Experience, International Rum Festival, Pietermaai Proeft, Jazz Meets Cultures, Caribbean Gospel Song Festival, Festival di Pueblo, Kaya Kaya, Curaçao Pride, Flavors of Curaçao, Corks & Forks, Curaçao KLM Marathon, Santa Run, as well as the famous Curaçao North Sea Jazz Festival. In 2019, the CNSJF attracted most of its visitors from the Caribbean market, particularly from Suriname (29%).





Inaugural flight:
Caribbean Airlines
Watch Video!

Reaching Curaçao by Air

Reaching Curaçao by Air

The total number of air seats to Curaçao increased by 2% in 2019, with the highest increase coming from the European Region.

Additional Flights

Several airline partners had additional flights in 2019, including KLM and TUI with extra flights from Amsterdam, and Air Canada with an additional flight from Toronto. Avianca also increased to eleven flights per week from Bogota for most of 2019.

As for flights within the Caribbean region, Winair had additional flights to and from Bonaire and Aruba, offering a much-needed alternative following the closure of Insel Air.

Inaugural Flights

We welcomed four inaugural flights in 2019. The first flight is operated by Wingo, an airline partner from Colombia that has two weekly flights from Bogota. Their first flight arrived in April. Caribbean Airlines, based in Trinidad and Tobago, had their inaugural flight in August, adding two weekly flights from Port of Spain. This itinerary also offers connections to and from Barbados, Grenada, Guyana, Suriname, and New York, among other destinations. Aruba Airlines started four flights a week to and from Miami in November.



Inaugural flight:
WINGO
[Watch Video!](#)



Inaugural flight:
Aruba Airlines
[Watch Video!](#)

The last inaugural flight for 2019 was United Airlines from Newark, New Jersey, which began on December 7th. With this service, United Airlines was returning to Curaçao after a decade of absence.

Special Celebrations

KLM celebrated its 100th year in business in October and in December it marked its 85th year since its first flight to Curaçao. Avianca celebrated 100 years of continuous operations in December as well. These results were possible thanks to the collaborative efforts of Curaçao Airport Holding, Curaçao Airport Partners, Curaçao Hospitality and Tourism Association, and Curaçao Tourist Board.



Inaugural flight:
UNITED
[Watch Video!](#)



Centennial Celebration of KLM. [Watch Video!](#)



Centennial Celebration of Avianca. [Watch Video!](#)



KLM 85 years flying to Curaçao.
[Watch Video!](#)

Raising Awareness and Improving our Product

Raising Awareness

Making our Community Aware

CTB continued with the execution of the “Kòrsou ta Dushi” community awareness campaign and conducted research to determine the extent to which the local community was aware of this campaign. The research covered various issues, including campaign awareness and the local community’s connection to tourism. A few key findings were: 66% of the community members were aware of the campaign; 76% recognized the importance of tourism as an economic pillar; and 86% have promised to take action as a way of expressing their commitment to tourism in Curaçao.



CTB Honors 12 Of
Curaçao’s Luminaries:
Watch Video!

One of our main goals with the “Kòrsou ta Dushi” campaign is to make our people understand that each of them can contribute to creating and developing the destination we all want tourists from around the world to visit. In our annual CTB planner and agenda, we chose to honor twelve local luminaries for their continuous contribution to the rich cultural heritage of our island.

We also put other local brand ambassadors in the spotlight, by making a video that reminds us that our island has a lot to offer and that we must work together to offer our visitors a pleasant stay. In 2019, we focused on engaging more with the public in a variety of ways, including by participating in

the Carnival and Seú (harvest festival) celebrations, and also by having a weekly radio talk show, during which we underscored the importance of our industry. Other highlights include our participation in a book project by the National Library, which was successfully finalized with the launch of a children’s book about our island.

We also made use of the opportunity during the Democratic Dialogue on Tourism to offer participants several workshops on experiential tourism.

Upgrading Training Programs

For the past 3 years, the Curaçao Tourist Board has been striving to facilitate consistent customer service, as well as safety and security training programs for those working in the hospitality sector. The ultimate goal is to achieve service excellence and to improve our sector's overall attitude when dealing with safety and security matters.



Certificate Ceremony
Customer Service
Watch Video!

CTB's Hospitality Industry
Audit Program
Watch Video!



Customer service training program:

139 participants

Safety and security training program:

79 participants

Improving the product

Standardizing our Product Offering

We conducted a total of 43 Hospitality Industry audits in collaboration with the Curaçao Innovation Technology Institute:

- 27 guest accommodations
- 2 restaurants
- 14 dive operators

Enhancing our Facilities

Our product offering is of utmost importance to us. CTB upgraded 13 public beaches and 3 tourist areas in 2019. This upgrade included cleaning, restoring, and rebuilding benches, palapas, public toilets, and parking lots.

Strengthening Tourism Safety and Security

In 2019, CTB worked diligently towards enhancing safety and security within the sector. We entered into a service level agreement with the Police Force Curaçao and invested in tools that will allow POLITUR (tourist police) to effectively monitor some popular tourist areas.

In addition, we invited representatives of the Cuerpo Especializado de Seguridad Turística (CESTUR), the tourism security force of the Dominican Republic, to share their Prevention and Protection Plan with local authorities in Curaçao. Their presentations provided our local stakeholders with the necessary insights to strengthen tourism safety and security programs on our island.



Prevention and Protection
Plan CESTUR
Watch Video!

Planning for Further Growth

Curaçao Tourism
Democratic Dialogue 2019
Watch Video!



Tourism Democratic Dialogue 2019

After a successful National Tourism Conference in 2018 (NTC2018), the Curaçao Tourist Board hosted a Tourism Democratic Dialogue at the World Trade Center on World Tourism Day 2019 (September 27). This was the first time after 20 years that stakeholders and the community were brought together to discuss the direction of tourism. The Dialogue focused on Product Development with the view to prepare a Destination Development Plan for 2020-2025.

Approximately 70 participants, with a 50/50 divide between stakeholders and the community, took part in the Dialogue.

Marie Pampoen Recreation Area

The CTB has been commissioned by the government to develop the coastal zone at Marie Pampoen as a recreational area for the local community and visitors to the island. Construction of the sport facilities at Marie Pampoen continued in 2019 and will be completed in the first quarter of 2020.



[Read more...](#)

Zakito Development

The CTB chairs the “Werkgroep Ontwikkeling Zakito+” (Taskforce Development Zakito+), with the main task of ensuring further development of the area along the coast from the Corendon Mangrove Beach Resort up to the World Trade Center. Funding provided by Stichting Ontwikkeling Projecten Logistieke Sector for several consultancy services was a key factor in the progress achieved.

The government has approved a vision for the area and has assigned the implementation of several actions related to its development to the Taskforce.

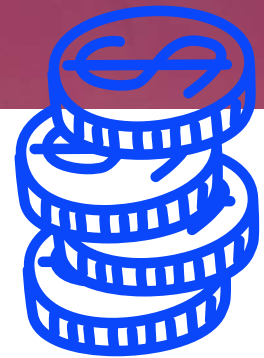


 [Read more...](#)

A Quick Win Plan was crafted in 2019 and subsequently received approval for funding through the Ministry of Economic Development. Execution of the plan is expected to kick-off in 2020. A design for the public beach at Parasasa, funded through CTB, received approval from the government and the management entity of the beach, paving the way for further development.

Caracasbaai Development

A tender procedure was organized, and a consultant was selected for the creation of a vision for the development of the Caracasbaai Peninsula. These actions were coordinated through the “Werkgroep Ontwikkeling Peninsula Caracasbaai” (Taskforce Development Peninsula Caracasbaai), which is chaired by CTB.



Transitioning to a New System

The migration from ACCPAC Sage 300 to a new, fully automated system (Exact Business Software) was challenging and time-consuming. We began the process at the beginning of 2018 and the new system became operational on January 1, 2019.

This transition impacted the entire organization, as new and revised work procedures had to be implemented. We completed 90% of the implementation in 2019 and will continue working to finish the job as well as to optimize areas in the new system, such as budget control, in 2020.

Thanks to dedication of all team members, CTB overcame the challenges and made a successful transition to this new system.

Statement of comprehensive income for the year ended December 31, 2019

Stated in Netherlands Antilles Guilders

	NOTES	2019	2018
REVENUES			
Revenue from Government (Grant)	11	19,476,700	19,451,365
Revenue room, tourism sales tax collection	11	18,193,281	17,551,771
Revenue miscellaneous	11	731,178	260,975
Revenue Capital Account	11	4,815,640	-
		<u>43,216,799</u>	<u>37,264,111</u>
EXPENSES			
PERSONNEL AND OPERATING EXPENSES			
Personnel expenses	12	6,703,282	6,331,184
Housing expenses	13	1,103,251	1,089,639
Representation expenses	14	864,514	701,434
		8,671,047	8,122,257
ACTIVITY EXPENSES			
Sales and marketing	15	26,649,450	27,010,680
Product development	16	2,541,770	1,942,532
Depreciation of property and equipment	6	165,801	148,060
Bad debt	4	-	38,452
Capital account	17	4,815,640	-
General expenses	18	1,143,823	1,491,516
Supervisory Board Expenses	18	65,769	119,525
		44,053,300	38,873,022
OPERATING PROFIT/ (LOSS)		(836,501)	(1,608,911)
Financing costs – net	19	69,909	374,647
PROFIT/(LOSS) FOR THE YEAR		(906,410)	(1,983,558)
Other comprehensive income for the year		--	--
COMPREHENSIVE INCOME (LOSS) FOR THE YEAR		(906,410)	(1,983,558)

The accompanying notes are an integral part of the financial statements.



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