

2020 ANNUAL REPORT

Agility



CURACAO 

Curaçao Tourist Board



Agility

Curaçao Tourist Board | ANNUAL REPORT 2020

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EMBRACING STRATEGIC AGILITY

The economic damage wreaked by COVID-19 was most evident in the hospitality and tourism industry. Rather than accepting the situation, the Curaçao Tourist Board challenged common narratives of fear and failure and embraced strategic agility, with the view to make the best of the unprecedented challenges.

Strategic agility means that an organisation is able to think, act, and adapt quickly to changes in the market. It also entails the ability to translate big goals into smaller targets and actionable steps, and to reassess tasks frequently in order to meet and fulfil changing demands.

Throughout 2020, CTB proved that it can act swiftly in pressing situations without compromising its long-term vision of achieving sustainable growth and development in tourism. This vision is what held the organization together during a year of rapid changes and restrictions that significantly curtailed international travel. Being agile enabled CTB to recognize and capitalize on opportunities, despite the limitations imposed by the pandemic.

 [Click here](#) for the Curaçao Tourism Summary 2020

LEADING CONSTANT CHANGE

In the first two months of 2020, we enjoyed 5% growth in stayover arrivals as compared to the same period in 2019. As a result of pandemic-induced travel restrictions, there was almost no activity in the second quarter, except for cruise ship crew changes and arrival of flights from the Dutch Caribbean islands in mid-June. This was a serious setback, however, CTB used the time to prepare for the eventual lifting of restrictions, which is why the organization was able to welcome tourists from Europe in July without any difficulty. CTB was even confident enough to make forecasts for the remainder of 2020, which we came very close to fulfilling.

Inclusiveness and Decisiveness

Despite the rapid changes and challenges caused by COVID-19, the Curaçao Tourist Board engaged all relevant stakeholders in the industry. Everyone's knowledge, experience, and points of view were brought to the table.

Additionally, we engaged potential tourists by sharing inspirational messages during the lockdown. We even held virtual happy hours for future visitors in the Dutch, North American, and South American markets.

While the entire island was in a lockdown, we met with our private sector partners and various government officials to discuss how to rev up the tourism engine when things return to normal. We prepared by organizing health protocol seminars for industry staff and by making our community aware of how important it is to adhere to the government's COVID-19 guidelines.

Despite being a difficult year, 2020 saw important developments for three hotel partners: the soft opening of the Brion City Hotel for the Carnival period; the opening of the Corendon Mangrove Beach Resort; and the first construction activities for the Courtyard by Marriott Hotel Curaçao.

We kept in contact with our airline partners throughout 2020. The Caribbean and South American markets did not re-open; however, KLM and TUI resumed regular flights between Europe and Curaçao in July. Prior to this, our island was accessible to travelers from the Dutch Caribbean islands, thanks to Divi Divi Air, EZ Air, and WinAir. As soon as it was safe to receive North American travelers, American Airlines, United Airlines, and JetBlue were on board to facilitate connectivity between Curaçao and Florida, New York, New Jersey, and Connecticut.

We were also very intentional about creating opportunities for persistent engagement with our international stakeholders, and, to this end, hosted two virtual tradeshow in 2020.



Our organization's demonstration of strategic agility resulted from the hard work of our staff. Even though working from home became the new norm our productivity never wavered. We were able to effectively respond to changes in the market.

The Results

Curaçao's decrease of 62% in total stayover arrivals was less than the average 67% decrease registered across the Caribbean.

We forecasted a total of 175,000 stayover tourists for 2020 and reached 174,871. This slight difference can be attributed to the increase in COVID-19 cases in Curaçao towards the end of the year. In response to this development, the government of the Netherlands changed the travel advisory color code for Curaçao to orange on December 8. This led to an immediate decline in visitors.

These challenges have taught us to restrain our attachment to the present and to focus instead on the future we want to create. They have reaffirmed our view that the best way to surmount severe challenges is to always keep the end vision in mind.

A MESSAGE FROM OUR SUPERVISORY BOARD



Having set a solid foundation for performance management and reporting in 2019, we were able to keep the organization running in 2020. We did this despite several changes in the composition of the Board and the challenges brought by the pandemic. As a result of COVID-19, we focused more on operations than on governance, since CTB's finances were under pressure.

Despite the challenges, we reached several milestones, which included the regulations of the Board; submitting and receiving approval for the Curaçao Tourism Authority proposal from the Council of Ministers; extending the collective labor agreement for the staff of CTB which was due to expire in December 2020; initiating the process to attract a counterpart for the CEO; and the signing of the Ajax-contract.

Even though 2020 required flexibility to deal with operational issues, we were able to keep our focus and to further strengthen the organizational effectiveness of CTB.

QUALITY DATA, INFORMED

DECISION-MAKING



We had a strong start to 2020. Over 62% of all stayover arrivals were welcomed in the first three months. This included 45,691 arrivals in January, a 3% growth compared to January 2019, and 44,198 arrivals in February, a 7% growth compared to February 2019. Travel restrictions were introduced in March 2020 and lasted until mid-June, when travel between the other Dutch Caribbean islands and Curaçao resumed. On July 1, restrictions were eased for travelers from Europe. However, the restrictions were still applicable for travelers from the United States, until October, when travel bans were lifted for four states.

In total, we welcomed 174,871 stayover visitors, which amounted to merely 38% of the number of visitors registered in 2019.

Europe

Arrivals from Europe picked up when travel restrictions were eased in July 2020. A total of 112,427 European visitors were welcomed in 2020, which was 64% of all stayover visitors. The Netherlands, our main producing country, contributed 97,993 stayover visitors in 2020, which was 49% less visitors than in 2019, and represented 87% of all European visitors.

North America

January and February 2020 saw a 24% increase in visitors from the United States and a 9% increase from Canada, compared to the same months in 2019. North America, which produced 19% of all stayover arrivals to Curaçao, accounted for 32,936 stayover visitors; 31,839 of whom were welcomed in the first three months of 2020. Our North American airline partners resumed flights out of the USA in November. A total of 1,097 stayover visitors were registered in the last month of the year.

South America

For much of 2020, South America maintained strict travel restrictions. We welcomed 14,745 stayover arrivals from that region, 46% of whom were from Colombia. This main producing country in South America contributed 32% more visitors in the first two months.



Caribbean

We welcomed 9,894 stayover visitors from the Caribbean, primarily from the Dutch Caribbean islands (7,934 visitors). Travel restrictions for visitors from this region were lifted in June.

Visitor Nights

We registered a total of 1,750,181 visitor nights, a 58% decrease compared to 2019. European tourists spent 1.3 million nights in Curaçao, a 51% decrease. North and South American visitors spent 258,000 (-61%) and 102,000 (-80%) visitor nights, respectively. Visitors from the Caribbean region spent 52,000 (-76%) nights.

Cruise Tourism

Due to the pandemic, cruise traffic was cancelled after March. Before the cancellation, we welcomed 256,033 cruise passengers on 100 cruise ship calls. This was a 68% decrease compared to 2019.

Economic impact

The total direct economic earnings from tourism in 2020 was US\$352 million. The sectors that benefited the most were accommodation and restaurant with 33% and 24%. A further US\$225 million was collected indirectly, bringing the total economic earnings to US\$577 million, a 53% decrease.

Research Projects

In 2020, the Curaçao Tourist Board engaged and informed stakeholders and local media via the Tourism Performance report. Unlike previous years, this report was created once, and reflected the overall performance of the tourism sector. The report was a collaboration between CTB, the Ministry of Economic Development, CHATA, and Curaçao Ports Authority. Additionally, CTB kept the public informed via monthly press releases and via a newly designed infographic. CTB also conducted periodic digital Travel Sentiment surveys while travel restrictions were still in place. The objective of these surveys was to monitor changes in travel sentiment regarding future travel in all our key markets.

Travel Restrictions and Business Intelligence

Visitors' data helped us to be more agile in 2020. As soon as we went into lockdown, we used these data to ascertain how many visitors were on the island. This information was also shared with the local Crisis Team and several consulates. CTB also calculated the economic shortfalls during the lockdown period and created forecasts of various scenarios regarding the number of visitors we could expect to welcome back after the travel restrictions were eased. These projections were based on the countries we felt would open first, the maximum number of visitors from the countries, and the travel requirements to welcome back visitors.

CTB's data proved crucial in the development of the Tourism Recovery Plan. All recommendations were inspired by statistics in our database, as well as by our research articles on tourism recovery. We also updated our Digital Immigration Card to make it more user friendly. It now includes an automated flight number mobile application, an automated passport reader and authenticity verification, and Google Places integration.

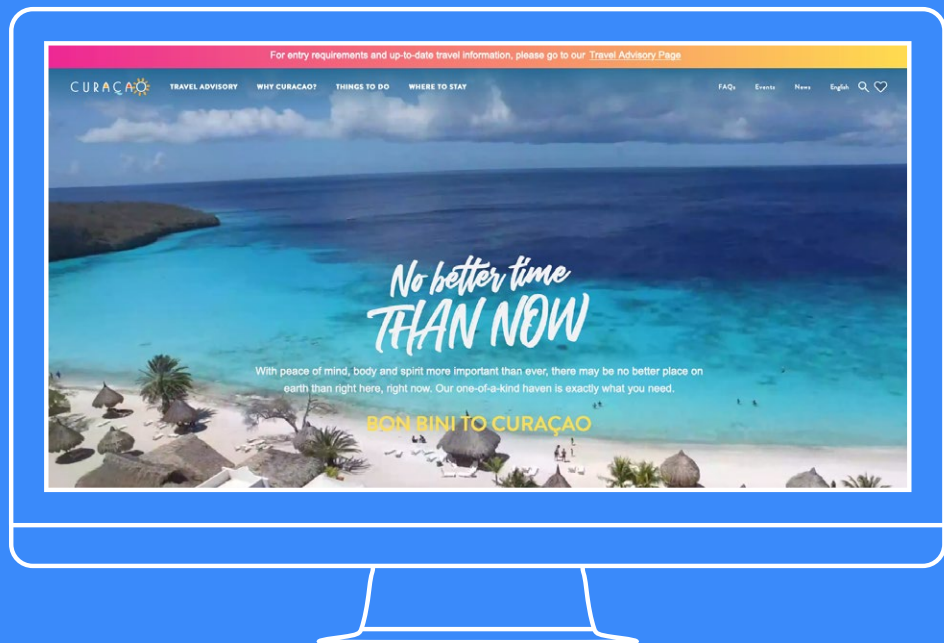
While awaiting approval from the government of Curaçao to welcome back visitors, we developed an Entry Portal where international travelers could view all pre-departure mandatory procedures. These steps were based on countries' risk level and whether travelers were resident in Curaçao or based overseas. To mitigate the importation of COVID-19 cases, we asked international travelers to upload proof of a negative PCR-test and the Passenger Locator Card (PLC) 72 hours prior to departure to Curaçao. The CTB team remains in close contact with local health authorities.



Click here to [download](#) the State of the Industry Report 2020.

ONE SOURCE, DIVERSE INTERACTIONS

Many prospective travelers who were exploring their options for accommodation visited our destination website in 2020. After the lockdown, curacao.com became a space for people to find information about their upcoming trips, trip cancellations, repatriation options, and about the general situation in Curaçao. In the last quarter, the website briefly regained its status as a space for pre-travel planning. This changed again after several island-wide restrictions were reintroduced in mid-November and cancellations started to increase. Despite major travel restrictions around the world, curacao.com had only 11% less traffic compared to 2019.



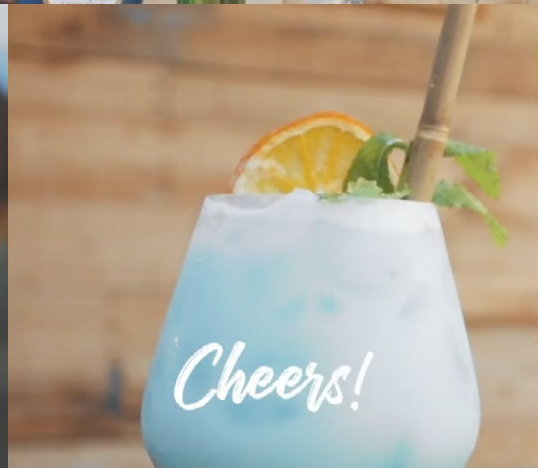
Web session curacao.com breakdown

Item	2020	2019	Change
Session	1,755,325	1,980,756	-11.4%

Web visit curacao.com by markets

Country	2020
United States	588,439
Netherlands	302,465
Germany	173,031
Colombia	142,730

Country	2020
Canada	124,756
Curaçao*	119,632
Brazil	69,385



SHOWING EMPATHY IN UNCERTAIN TIMES

The year 2020 brought many challenges, changes, and opportunities for our social media management. The pandemic affected our social media performance because potential and past visitors were unable to travel. These are the individuals who frequently use our social pages for inspiration, information and to share experiences. The lockdown prompted us to focus a lot more on organic content creation to keep our followers entertained and to keep Curaçao in their thoughts.

With our We Hope to See You Soon and Dushi Things to Do at Home video series, as well as our Dushi Island Vibes Happy Hours, we kept potential visitors engaged and helped them to navigate some of the most testing periods of the pandemic.

In June, after we reopened to the Dutch Caribbean islands and announced the reopening of several European countries, we collaborated with a local vlogger to create the A Dushi Stay the Healthy Way video series, via which we showed our followers how to enjoy their stay safely. In October, we started working on the production of some new short and fun 'list' videos that show various activities visitors can do during the pandemic.



[Click here for video:](#) Dushi Things To Do At Home | Cocktail



Noteworthy achievements

General

Centralized approach for all social media campaigns and publishing, Google ads and email marketing

Monitoring and reporting

- Development of our KPI dashboards and campaign monitoring
- Standardized UTM coding (web analytics tracking) to improve global campaign tracking

Email marketing

- Creating possibilities for automated email marketing workflows and personalization
- Collecting and generating 182K global email contacts
- Communication in five languages: Dutch, English, Spanish, Portuguese, and German
- Lead generation campaigns (Curaçao Live Session / Corporate Communication newsletter subscription)
- Email automation (standard in place for newsletter subscriptions used during the Curaçao Live Session)

Results social media platforms

Total impressions on Facebook + Instagram: 144,904,953

Total paid impressions on Facebook + Instagram: 107,605,123

Total organic impressions on all social media platforms: 39,170,706 (*All social media platforms include Facebook, Instagram, Twitter, YouTube, and Pinterest.)

Facebook

Total followers	: 435,395
Total posts	: 1,012
Total engagement	: 4,162,286
Total organic impressions	: 28,234,060

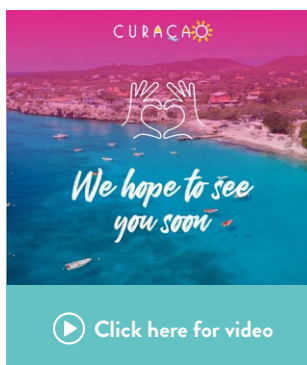
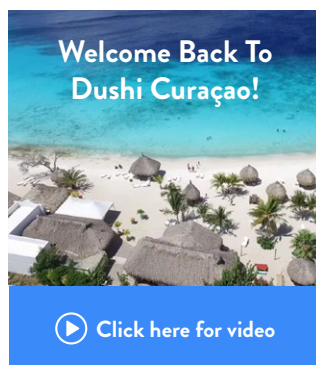
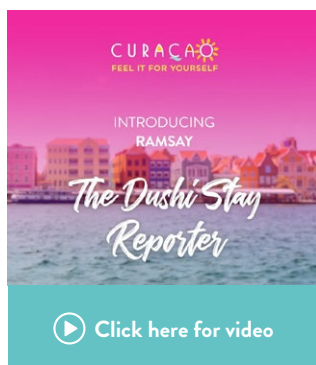
Instagram

Total followers	: 117,286
Total posts	: 718
Total engagement	: 489,784
Total organic impressions	: 9,065,770

LEVERAGING CREATIVITY

Due to the pandemic-induced travel restrictions and advisories in our major markets, the travel industry became more competitive than usual. To recover lost revenue, competing destinations worked extremely hard to attract those who were free to travel as soon as restrictions were lifted. Because of this we were compelled to think of creative ways to promote Curaçao. We chose to focus on safety, relaxation, and our weather.

We reached consumers in markets that were open through cost effective partnerships with media organizations whose inspired and collaborative ideas highlighted how safe it was to travel to Curaçao. As for closed markets, we maintained a strong public relations campaign that kept Curaçao in the minds of potential consumers.



Key Accomplishments:

- We devised creative marketing and PR campaigns during and after lockdown that kept Curaçao in the minds of travelers. These included the We Hope to See You Soon campaign, Influencer throwback, Virtual Happy Hour, Dushi Things to do at Home, Color Curaçao, the Dushi Stay Reporter, and Top x things to do in Curaçao video series
- In collaboration with the Public Health Department and Ministry of Economic Development, we developed the Dushi Stay the Healthy Way safety program (protocols, infographic, infomercials, and the Dushi Stay App)
- Curaçao Virtual Tourism Fair for the European market
- Curaçao Virtual Infomart for the Surinamese market
- We organized virtual Press Trips for all target markets
- We launched the Welcome Back campaign, used when each market opened

The Netherlands

We started the year with a campaign flight, which consisted of radio ads, display banners, social media posts, video commercial on stream ads, and a pre-roll on Nederlandse Publieke Omroep, a public broadcaster in the Netherlands.

Shortly before we launched the second flight, Curaçao had its first COVID-19 cases and went into lockdown. When we reopened in early July, we immediately sought visitors from the Netherlands by sending out press releases to trade and consumer media. Additionally, we launched our recovery campaign which consisted of social media posts, digital banners, in-page videos, branded content articles, Out-of-Home advertising, and Welcome Back e-blasts. After the reopening we were very active in the Netherlands with a radio campaign, branded content articles, and sponsored posts on social media.

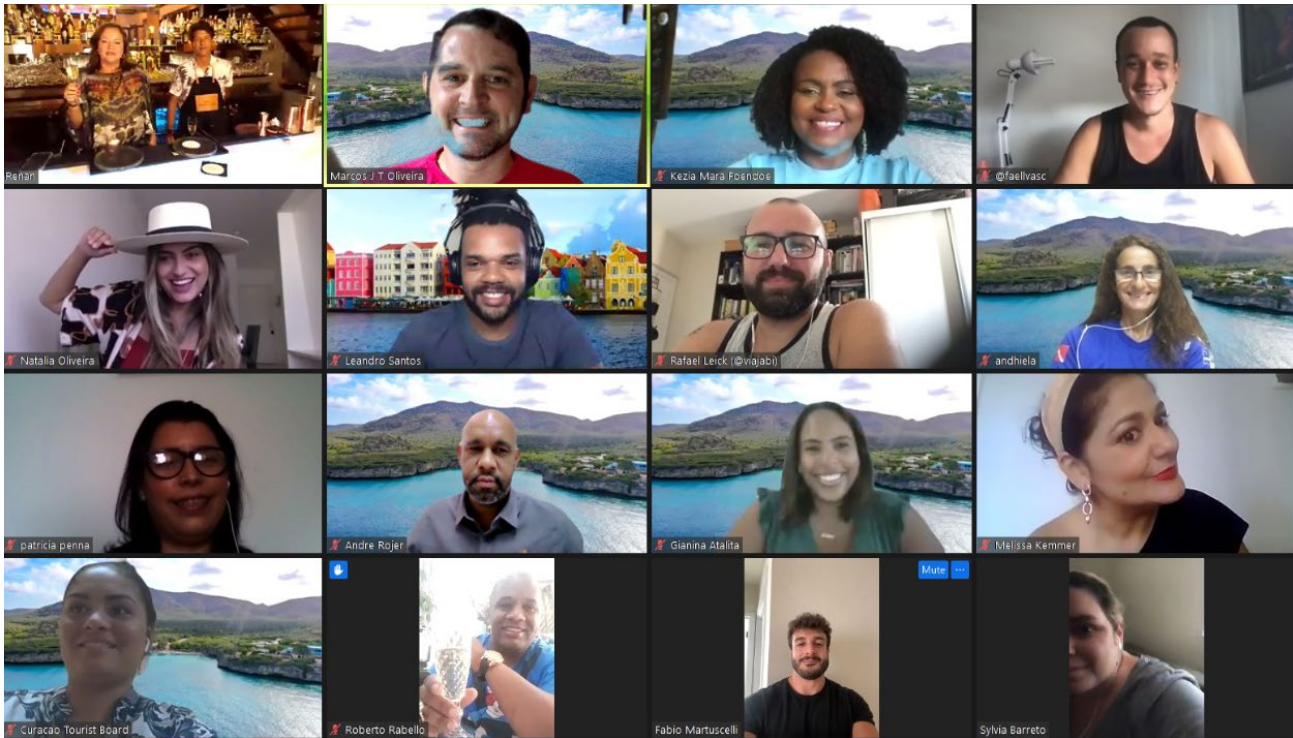
In January 2020, we signed a marketing contract with Amsterdam Football Club Ajax—a major achievement for the European market in general, and for the Dutch market in particular. This branding contract allows Curaçao to be featured prominently on the shirtsleeves of Ajax's kit. Curaçao also receives pre- and post-match coverage on television and via Ajax's other media outlets that reach millions of soccer fans in the Netherlands and around the world.



Other markets

The CTB also ran tailored recovery campaigns for other markets, such as Germany, Canada, and the USA. These campaigns included PR releases, e-blasts (trade and consumer), digital placements, paid social media ads, display banners and search engine optimization. Additionally, we started to tease potential visitors from some Latin American markets such as Brazil and Colombia in the last quarter of 2020, shortly before the reopening of these markets in early 2021.

THE NEW NORMAL: INCREASED ADAPTABILITY



The pandemic forced us to become more adaptable and to use new approaches to keep the international press engaged. We organized several virtual trips for our media partners in markets that had travel restrictions throughout the third and fourth quarters. These included the USA, Canada, Germany, Colombia, Brazil, and Suriname. In July 2020, after travel restrictions were eased for the Netherlands and a limited number of mostly European countries, we were able to resume some activities in a limited capacity, while adhering to safety measures put in place by the government.

The virtual press trips succeeded in strengthening our relationship with our media partners and brought a taste of Curaçao to these partners. In some of the sessions, we prepared pumpkin pancakes and signature Curaçao cocktails. Each session was intended for a limited number of press representatives, who were engaged in live and interactive activities.

We started the 1-hour live sessions with either the Welcome Back or the We Hope to See You Soon video. After a brief introduction, CTB took the representatives of the international press on a virtual trip through which they experienced live and pre-recorded activities all around the island. Activities included rappelling from the Queen Juliana Bridge, a tour of Willemstad, ATV Buggy Tour, and cocktail making classes.

In 2020, CTB hosted 14 Press Groups / 18 Individual Media (155 Press Members), 4 FAM Trips (24 Travel Agents), 6 Productions (23 Crew Members), and 10 VIP Trips (88 Visitors).

THE VALUE OF COLLABORATION

We had an auspicious start to the year with the number of stayover visitors surpassing our expectations. In the first two months, a record-breaking number of stayover visitors came from the Netherlands and United States. Condor had a direct service out of Frankfurt, while KLM serviced the German market through Amsterdam. Additionally, the airline partnerships with Caribbean and Latin American carriers were strong. In mid-March, Curaçao closed its borders to commercial airline traffic due to COVID-19 and went into lockdown for most of the second quarter to restrict the spread of the virus.

Europe

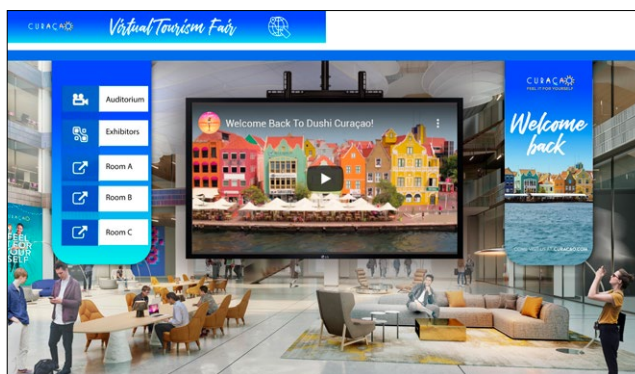
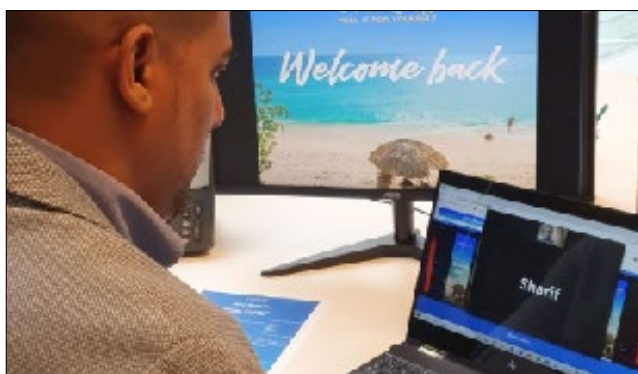
For 2020, there were 112,427 stayover arrivals from Europe, a 54% decrease compared to 2019.

The Netherlands

Compared to the same period in 2019, January and February 2020 saw a 3% increase in visitors from the Netherlands. Despite the challenges, our team kept interacting with our partners and we worked towards reopening our borders to the Netherlands and a few other countries on July 1, 2020. We closed with 97,993 visitors from the Netherlands, which was 49% less than 2019.



Curaçao at Tourism and Leisure Fair in Utrecht: [Click here for video.](#)



Virtual Tourism Fair Europe.

Despite the difficult situation, we ensured that our airline and tour operator partners and travel agents received constant updates on restriction protocols and requirements for entry throughout the year. Between April and December, we sent six newsletter e-blasts through Travel Trade Media, as well as periodical press releases.

Additionally, our joint-promotion partners, TUI, Corendon, and KLM, started the year with aggressive campaigns, which had to be suspended due to closure of the borders. These partners resumed their actions in June, in time for the reopening on July 1. In January, February, and early March, we conducted several key actions that were initially part of our 2020 trade plans:

- We participated at Vakantiebeurs with a record of 15 partners in the newly branded Curaçao stand. We also partnered with TUI and had a Curaçao booth within the TUI stand
- We organized MICE Sales blitz with 3 hotel partners and visited 10 Mice travel agencies in Belgium
- We participated at Duikvaker with 7 Dive partners
- We launched our branding partnership with Ajax
- We organized Corendon Mangrove Hotel opening Fam/Press trips
- We organized a Curaçao Virtual Tourism Fair for the European market with participation of several private sector partners

Germany

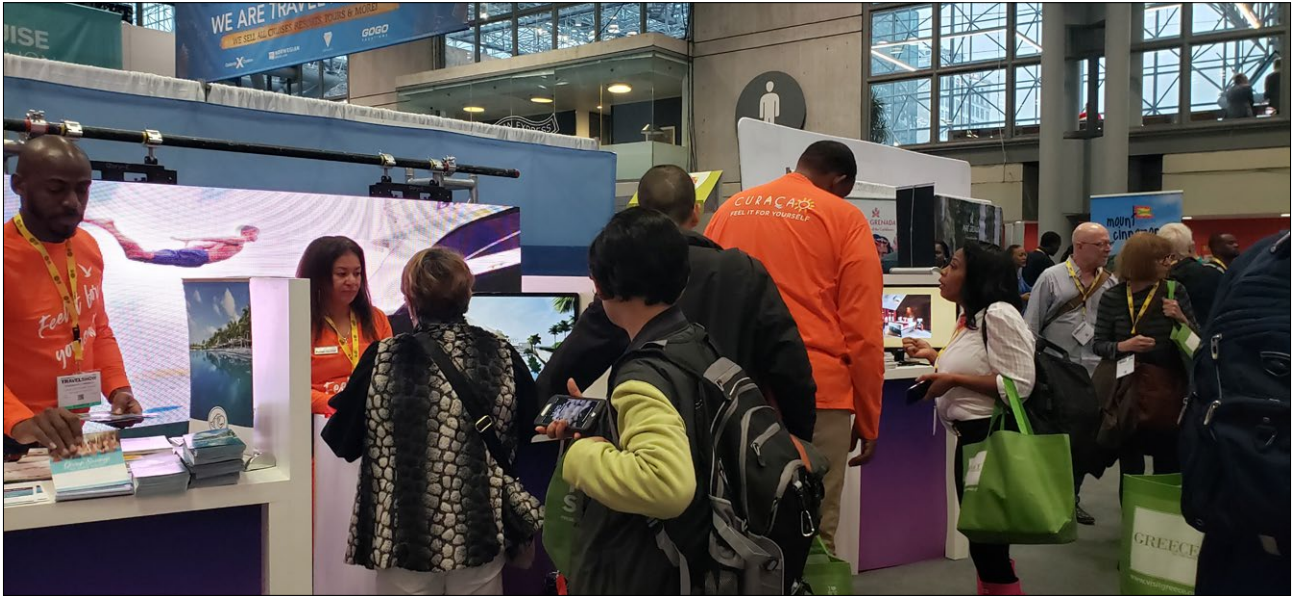


In 2020, there were 5,643 visitors from Germany, a 73% decline compared to 2019. At the beginning of the year, we benefited from the service of Condor from Frankfurt. This was the second winter season that we had the Condor service and it certainly helped with increasing the number of German visitors.

Business out of Germany picked up after we reopened in July. Many German tourists opted to travel to Curaçao because the island had done a superb job containing the spread of COVID-19. Our promotion partners in Germany; KLM Germany, Condor, and Dertour, all worked hard at promoting Curaçao as a viable destination during the pandemic.

During the first quarter, we took several key actions that were part of our 2020 trade plans:

- We participated at BOOT Dive fair in Dusseldorf with 5 dive partners
- We participated at the F.R.E.E. fair in Munich
- We organized a Curaçao Virtual Tourism Fair for the European market with participation of several private sector partners
- We held various webinars with tour operators and the Caribbean Tourism Organization (CTO)



American visitor arrivals increased by 26% in January and 23% in February 2020. With the closure of the border to commercial airline traffic in mid-March, the last flight out of the US landed in Curaçao on March 21. The flights resumed in November 2020.

During the lockdown we communicated with our main wholesale and travel trade partners regarding the appropriate time to restart promotional campaigns. We also rescheduled educational sessions, which were held virtually.

In October, after months of anticipation, the government announced a phased border reopening to residents of four states in the USA: Florida, New York, New Jersey, and Connecticut.

As was the case with Canada, flights between the US and Curaçao began with limited service in the last quarter of 2020. The first flight from the United States to return was United Airlines (EWR). It arrived on November 7 and was followed by American Airlines (MIA) on December 2, and JetBlue (JFK) on December 19.

A total of 22,646 Americans visited Curaçao in 2020, 69% less than 2019.

As for consumer outreach, CTB attended the New York Times Travel Show in January, and the Virtual Travel and Adventure Show in November. Due to the pandemic, there were no consumer events scheduled in the second and third quarter. We did, however, communicate with our past visitors through e-blasts and social media, expressing our hope to see them after the border reopens.

With respect to trade, we participated in the Apple Leisure Group Ascend Virtual Conference and hosted multiple webinars. We also restarted four co-op campaigns with Expedia INC, American Airlines, Apple Leisure Group, and Vacation Express.

Canada

Compared to 2019, Canadian visitor arrivals increased by 13% in January and 4% in February 2020. The last flights from Canada arrived on March 15 (WestJet) and March 16 (Air Canada).

CTB reached several consumers during the 2020 Air Canada Vacations Dream Makers Virtual Event. Unfortunately, most consumer-focused events were postponed or canceled, thus CTB opted to concentrate on trade.

Several trade activities were also postponed due to COVID-19. Nevertheless, CTB participated in various virtual events and seminars. We also did a co-op campaign with Air Canada Vacations, as they were the only carrier serving the destination. Air Canada resumed service to Curaçao on December 26. There were 10,290 Canadian visitors for the year, a 53% decrease compared to 2019.

Latin American Markets

Collaboration was key in 2020. When the pandemic started affecting this region, CTB collaborated with wholesalers and airlines to exchange information and to discuss ways to navigate the unpredictable market conditions. After the lockdown in March 2020, the Latin American market did not reopen for the rest of the year.

Colombia



With the introduction of Wingo Airlines in April 2019, Colombia performed satisfactorily at the start of 2020. We collaborated with Avianca and Wingo and celebrated the inaugural twice weekly flights to Barranquilla by EZ-Air on January 14.

We also strengthened our relationships with wholesale partners, including PriceTravel, Travel Depot, MundiTur, AviaTur, CIC, OnVacations, Turismo Total, Luz Verde, and Viajes Éxito. We participated in the main trade networking fair, ANATO, along with representatives from local hotels. Additionally, a previous collaboration with the popular musical celebrities, Cali y El Dandee, is still delivering mass visibility. Their celebrated music video, Voy Por Ti, was produced at iconic sites around Curaçao.

Brazil

Brazil showed slight improvement in January and February. Highlights of our efforts in the market included a special Rio de Janeiro Carnival activation in February. To this end, we collaborated with airline and trade partners, celebrities, and media influencers. CTB's team in São Paulo also conducted destination awareness presentations throughout the year.

Other Latin American markets

Our secondary Latin American markets have vast potential for growth. A special collaboration between Avianca, Copa Airlines, and the Curaçao Airport Partners (CAP) led to a joint action plan, which will enable us to stimulate more travel through the connecting hubs of Bogota and Panama. Tourist arrivals from country markets such as Ecuador, Argentina, Chile, and Uruguay are expected to grow as a result of this collaboration. Other collaborations and partnerships included Golden Vacations and Más Travel (Ecuador), Aero, Almundo, Siga Turismo (Argentina), and TourMundial (Chile).

Caribbean



The year 2020 started promisingly with a total of nine airlines servicing Curaçao from the Caribbean region. Curaçao welcomed 6,532 visitors from the Caribbean in January and February.

As soon as the travel restrictions were lifted for the BES islands in June, CTB kicked off the Welcome Back campaign, which was done in collaboration with tour operators, hotels, and airlines that were offering special deals to visit the island. One major highlight in 2020 for the Caribbean region was the seventh edition of the Curaçao Infomart, which was hosted virtually in October. It was organized in close collaboration with the Ministry of Economic Development for Surinamese consumers, travel trade and business companies. CTB welcomed more than 3,000 visitors at the Virtual Curaçao Infomart.



Jetair Inaugural Flight
Celebration
Curaçao – St. Maarten
Route

[Click here for video](#)

By year end, CTB welcomed 9,894 Caribbean visitors, a 75% decrease compared to 2019. The airline partners that connected Curaçao to the Caribbean region were: Divi Divi Air, EZAir, JetAir, WinAir, Aruba Airlines, Caribbean Airlines, Air Century, and SkyHigh.

REMAINING FOCUSED ON OUR PRODUCT OFFERING

As a result of the pandemic, we were forced to reprioritize all projects. Yet, despite the limitations arising from budgetary constraints, we were able to remain focused on our product offering.

Prior to the start of the pandemic, Curaçao celebrated the fiftieth edition of our Carnival parade. CTB participated in the parade with a group consisting of locals and tourists. The main reason for our participation in this memorable edition was to highlight the importance of this annual cultural event to tourism development.



CTB Launches New Curaçao
is “Dushi” Video Clip

[Click here for video](#)

We also launched a new video clip as part of the Kòrsou ta Dushi (Curaçao is Dushi) awareness campaign, which aims to make the island’s inhabitants more aware of how privileged they are to call Curaçao home. In the video, CTB showcases several locals who, through their talents and hard work, are making our country proud.

COVID-19 Response

After the government’s response to the first case in March, we sharpened our focus on our product offering and on the overall experience of our visitors. CTB spearheaded several collaborative initiatives with health officials and consulates to assist stranded passengers.



Video clip Kòrsou Ta Dushi [Click here for video](#)

Safety and Security



CTB Hospitality Industry Guidelines Information Session

▶ [Click here for video](#)



E Normal Nobo Ta Eksigí Un Komportashon Nobo #BanKuida

▶ [Click here for video](#)



Ban Traha Huntu Pa Krese Nos Sektor Turístiko #KreseHuntu

▶ [Click here for video](#)

CTB also worked hard to promote safety measures during and after the lockdown.

These measures included:

1. Surveillance of public beaches
2. Placing social distancing signage on our public beaches
3. Leading health protocol information sessions for industry professionals
4. COVID-19 prevention radio and TV spots
5. Launching an awareness campaign to share with our community on how to safely welcome our tourists back



Collaborative Effort

Beaches and other national attractions were cleaned and maintained in collaboration with Stichting Uniek Curaçao. We also collaborated with the Curaçao Zoo to execute a recycling program. Together with Politur (local tourist police) we invested in surveillance drones that will be used in the surveillance of several tourist areas. As part of our safety and security program, we launched the Wowo riba bo (All eyes on you) project and installed surveillance cameras at Flamingo Park. Another example of collaboration in 2020 was the Kòrsou, un pasado riku (Curaçao has a rich history) project which was coordinated by Curaçao National Library. Other projects included the development and execution of a cleaning and maintenance plan for the Marie Pampoen recreational area.

As was the case in previous years, we distributed our planner. The theme chosen for the 2021 planner was 'recycling'. We also produced the 2021 agenda and a children's coloring book with the same theme.

Finally, the Tourist Board was honored to hand a plaque of merit to Mr. Eric Wederfoort, for his contribution to the development of our tourist product as a diving instructor for the past sixty-five years.

STICKING TO THE LONG-TERM VISION



Official Transfer of the
Management of Sport
Complex Marie Pampoen

[!\[\]\(efafcae43acae17c4bb9f41420411b00_img.jpg\) Click here for video](#)

CTB's vision offered clarity and purpose during periods of disruption caused by the pandemic. It inspired our team to lead intentionally and to be decisive when uncertainty prevailed, and it has provided the basis for our roadmap to recovery.

Our vision for the tourism sector and Curaçao has been outlined in the Strategic Tourism Master Plan and in CTB's Business Plan. We monitor our adherence to these plans by producing an internal Key Performance Indicator (KPI) Report, which measures the organization's performance each year. We also produce the Curaçao Tourism Barometer Report, which examines the performance of the tourism industry. Making swift adjustments based on findings in our reports was extremely important in 2020. Our approach will continue into the near future, as we face uncertainties related to the COVID-19, which has drastically changed travelers' behavior.

To ensure that we achieve the goals of the Strategic Tourism Master Plan, CTB chairs and participates in various private and public sector committees along with stakeholders who are responsible for the development of key areas such as Marie Pampoen, Zakito, Caracasbaai Peninsula, Caracasbaai Headland, and Piscadera. The first phase of the development of the Zakito area was launched in May 2020. The Quick Win Plan for the development of Zakito includes suggestions for several minor improvements that will make it more attractive to the local community, while at the same time generating interest among potential investors.

As part of the second phase of the development of the Marie Pampoen Recreational Area, a brand new and modern sports complex was completed in June. The complex will promote wellness in the community. The development of Marie Pampoen and Zakito will continue throughout 2021.

In January 2020, the multi-sectoral Curaçao Tourism Authority (CTA) Committee, consisting of the Ministry of Economic Development, the Ministry of Finance, the Curaçao Hotel and Tourism Association, and headed by CTB, submitted its report to the Minister of Economic Development. The CTA Committee was responsible for examining the desirability, necessity, and potential impacts of the conversion of the Curaçao Tourism Development Foundation (CTDF) into a legally, financially, and operationally more independent entity. The transformation of the CTDF into a CTA was approved by the Council of Ministers in March 2020.

BACK-TO-BACK TRANSITIONS



In 2019 CTB started using a fully automated accounting system. Employing such a system offers many possibilities. However, new accounting procedures had to be quickly introduced because of challenges caused by COVID-19. We were therefore unable to complete the planned optimizations in 2020 and conducting the yearly external audit also proved challenging.

After experiencing a tough implementation process in 2019, we started 2020 with optimism and enthusiasm. Nothing prepared us for some of the unprecedented challenges we faced. However, teamwork and determination saw us through this difficult period. We are now looking forward to finish optimizing the system so that the entire organization will be able to perform at its best.

Statement of Comprehensive income for the year ended December 31, 2020

Stated in Netherlands Antilles Guilders

	NOTES	2020	2019
REVENUES			
Government (Grant)	11	19,014,300	19,476,700
Room, tourism sales tax collection	11	8,544,634	18,193,281
Revenue miscellaneous	11	1,252,558	731,178
Revenue Capital Account	11	1,184,970	4,815,640
		<u>29,996,462</u>	<u>43,216,799</u>
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EXPENSES			
PERSONNEL AND OPERATING EXPENSES			
Personnel expenses	12	7,374,140	6,703,282
Housing expenses	13	907,461	1,103,251
Representation expenses	14	483,011	864,514
		<u>8,764,612</u>	<u>8,671,047</u>
ACTIVITY EXPENSES			
Sales and marketing	15	15,965,230	26,649,450
Product development	16	2,061,158	2,541,770
Depreciation of property and equipment	6	155,442	165,801
Capital account	17	1,184,970	4,815,640
General expenses	18	1,628,565	1,143,823
Supervisory Board Expenses	18	45,577	65,769
		<u>29,805,554</u>	<u>44,053,300</u>
		-----	-----
OPERATING INCOME/ (LOSS)		190,908	(836,501)
Financing costs – net	19	476,698	69,909
INCOME/ (LOSS) FOR THE YEAR		(285,790)	(906,410)
OTHER COMPREHENSIVE INCOME FOR THE YEAR		--	--
COMPREHENSIVE INCOME/ (LOSS) FOR THE YEAR		(285,790)	(906,410)

