



CURAÇAO TOURIST BOARD BUSINESS PLAN 2024

Building a resilient and sustainable tourism

CURAÇAO 

Curaçao Tourist Board

Jointly with our industry partners (public and private) we will continue to create a memorable experience throughout the visitor's journey by enhancing the tourism product, improving customer service, strengthen human capital island-wide and create connections between our local community and visitors



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MESSAGE FROM MANAGEMENT

As we reflect on the achievement of the past year, we are filled with immense pride and gratitude for the strides we have made in advancing tourism development on our island. The year 2023 has been nothing short of remarkable, marked by significant milestones and accomplishments that have not only elevated our destination but also strengthened our collective effort to drive sustainable growth. Our success in 2023 stands as a testament to the unwavering dedication, hard work, and collaboration of each member of our team, our stakeholders, and partners who worked for the advancement of our tourism industry.

We surpassed our own visitor arrival target set for 2023. According to the Caribbean Tourism Organization figures obtained from reporting countries, Curaçao registered an increase of 25.6% in tourist arrivals compared to 2019. This impressive growth ranks Curaçao as the second destination with the highest growth among the reporting countries, highlighting our attractiveness and success as a tourist destination. Many collaborative projects were realized in the past year, recognizing the efforts of all partners and stakeholders of the public and private sector for this wonderful achievement. We also extend our deepest gratitude to the Minister of Economic Development and the entire team of the Ministry for their invaluable contribution to the development of our tourism.

Recognizing the vital role of our community in the tourism industry for fostering sustainable growth and positive experiences for both visitors and locals is also important.

Our community possesses invaluable knowledge, cultural richness, unique characteristics, and many other resources that can greatly enhance the tourism sector.

That is why ensuring collaboration, communication, and empowerment will encourage our community to wholeheartedly contribute to a continued growth of our tourism industry and thus enjoy its economic and societal benefits.

Let us all carry forward the spirit of collaboration and innovation and build upon the momentum of our recent accomplishments to make Curaçao the most desirable island within the Caribbean. Creating memorable experiences throughout the visitors' journey will continue to be our passion. From the diverse amenities to curated tourism offering we will showcase our rich cultural heritage and the natural beauty of our island and its people. At the same time, we should dedicate considerable efforts to protecting nature and our people.

Acknowledging the challenges and concerns related to tourism development and attending to these jointly through a holistic approach, is crucial for achieving a sustainable tourism development, and addressing our community's needs. With your continued dedication and support, we are confident that the future of tourism holds boundless opportunities for us all. Cheers to another year of shared success and meaningful impact in tourism development. Thank you once again for your unwavering support, commitment, and partnership.

OUR BUSINESS REVIEW

Who we are

As the Destination Marketing and Management Organization for Curaçao we constantly strive for our tourism to be guided by our vision, mission, responsibilities, and our strategic objectives. They form a strong foundation that provides a clear direction ensuring that growth in the tourism industry will continue. As the organization responsible for promoting and enhancing Curaçao's appeal, creating memorable experiences and sustainable development, we aim to serve as a catalyst for economic development, job creation and enhance the quality of life of our people.

Vision

To position Curaçao as the premier Caribbean destination, known for the diversity of its tourism offerings, thereby strengthening the linkage between tourism and other sectors of the economy with the view to achieve sustainable development and to provide a high quality of life for citizens.

Mission

To create distinctive tourism experiences and to achieve sustained growth in arrivals as well as visitor expenditure over the next five years.



Responsibilities

1. Spearheading branding and marketing campaigns.
2. Market intelligence: providing information, market scan by country profiles of tourists and target groups, customer journey, competitor evaluation/analysis.
3. Attracting and retaining airlift and cruise lines for tourist development.



Main tasks

1. Designing and implementing marketing, promotional and awareness campaigns.
2. Supporting and initiating initiatives to improve tourists' experience.
3. Advising the government on the implementation of tourism.
4. Collecting and reporting data and highlighting trends.
- 5.



Business objectives

1. To achieve 670,000 visitor arrivals in 2024.
2. Jointly with our industry partners (public and private) create a memorable experience throughout the visitor's journey by enhancing the tourism product, improving customer service, strengthen human capital island-wide and create connections between our local community and visitors.
3. Nurture agility and resilience as competences to enable CTB to effectively achieve its goals and targets.

STRATEGIC DIRECTION

As we reflect, we are proud of the immense growth we have experienced, and equally proud of how our global marketing campaign continues to stand the test of time. We have welcomed more visitors than ever before. Visitors are eager to choose Curaçao as their destination of choice and ready to experience the island and all it has to offer. We are excited to move forward and continue to

highlight Curaçao's appeal. We have set strategic priorities and will implement initiatives to achieve our target of 670,000 stayover for this year. We will address challenges that lie ahead and cement our position as the destination of choice. We continue to seek and develop partnerships that offer inspired and collaborative ideas that truly speak to the "feel it for yourself" positioning,

while maintaining our presence in the target markets and exploring opportunities in new ones. We are eager to move forward into the future, highlighting Curaçao's vibrant appeal while strengthening collaborative efforts between direct and indirect partners, as well as private and public sector organizations working within the tourism industry.



Earned & Shared

By leveraging a mix of partnership, we maximize the impact of tourism by complementing each other's strengths. Our unique competitive advantage sets us apart from many destinations and enables us to maintain a strong position in the competitive landscape in the tourism industry. We will continue welcoming visitors from around the world and inspiring all to truly come and feel it for themselves.

We will execute our media plan 2024, which is a combination of digital (social media, Google ads, programmatic advertisement, and email marketing, throughout the year. Out of the home, radio, and or branded content in specific media flights for an extra push will be another focus for 2024. Through our PR agency we will have ongoing PR outreach pitching dynamic story ideas, news, host media visits and in-market events, and activations & promotional partnerships. Host press and influencers on island provides them with the opportunity to experience our vibrant culture, landscape, and our unique offerings, allowing them to authentically capture and share the Curaçao Experience to their media and audience worldwide.

By remaining steadfast in the enhancement of our tourism products and developing new ones, we will contribute to the overall growth and sustainability of our tourism product. Our passion continues to be upgrading and conserving our popular visitation areas, promoting quality standards and green initiatives that will ensure visitors' enjoyment and increased spending. We will capitalize on emerging trends and elevate Curaçao's tourism sector to new heights of excellence and innovation. The demand for skilled labor is growing. Implementation of a Human Capital Development plan, introducing skilled-upgrading programs paired with an attractive image branding campaign of the sector, will attract locals to join our tourism sector. By simultaneously igniting tourism interest among our youth through education enrichment and career exploration opportunities, we will foster a new generation of passionate individuals, that are engaged

and equipped with the knowledge and skills needed to contribute to the growth and sustainability of our sector.

As one of the critical assets of the organization, we are committed to fostering a data driven culture within the organization. Analyzing data such as customer bookings helps set marketing strategies, monitor performance, and help identify high potential markets, which is very crucial for us. Additionally, we have added more data analysis options, making it possible to strategize more on data-related development. It allows us to identify areas for improvement, optimize our marketing strategies and make data-driven decisions to enhance competitiveness. Through a strategically integrated media platform we ensure that our communication reaches our community, the public and private sector, and colleagues with messages tailored to reach the target groups. Our corporate visual brand strategy will be an integral part of our communications strategy.

We make it possible for our most valuable asset—our team— to work diligently to help achieve our overall objectives. We ensure that the necessary tools, operational efficiency, and resources are in place. We will nurture our talents and foster growth for employees to reach their full potential. Driving financial stability and making strategic decisions requires collaboration and alignment among departments and requires critical thinking in supporting tourism-related initiatives. We consider the change in traditional technologies, methods and business strategies that can hamper our productivity, but will be quick off mark and planning in real time, to resolve matters swiftly. As one of the heartbeats of the organization's forward thinking is pivotal. It helps shape the future of our tourism sector by crafting innovative strategies and helps drive sustainable growth at the core of our mission.

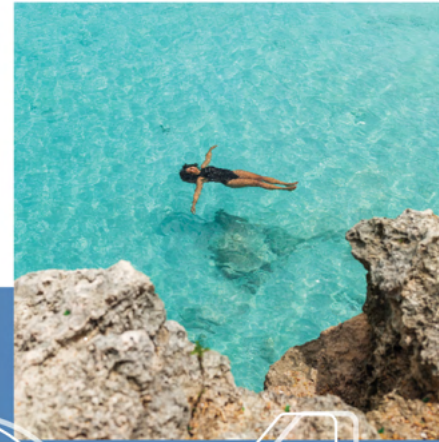
We will continue to seize opportunities for a sustainable development of this sector.

WHAT MAKES US SPECIAL

We are the best vacation destination because of our unique cultural and natural heritage, stunning beaches, authentic culinary delights, welcoming hospitality and the diverse attractions and activities we have. In 2024 we will continue highlighting these unique attributes to attract visitors who seek unforgettable experiences filled with culture, natural beauty, culinary delights, and warm hospitality. Visitors to Curaçao will leave longing to return again and again.



TOURISM AS THE ECONOMIC DRIVER



Looking Forward

2024



The impact of tourism extends far beyond financial transaction and visitor experience, and it is not only contributing to the economic prosperity of our country but also plays a vital role in enhancing the overall welfare and well-being of our people.

Curaçao's tourism is witnessing unprecedented growth in visitation. As we are still celebrating this growth we will continue to focus on education and tourism awareness with the aim to encourage all levels of the community to be part of the tourism industry, while emphasizing on the potential for economic prosperity, cultural preservation, and the sharing of our positive local experiences. We will prioritize the implementation of a Human Capital Development (HCD) plan, along with skills upgrading programs to attract locals to join the sector. We will also be offering upgrading programs to develop and improve the skillset of employees working in the tourism industry.

Tourism creates direct employment opportunities. Because of the growth of our tourism infrastructure such as hotel constructions, opening of new attractions, restaurants and other products and services, more people are needed to staff these establishments and provide services to tourists. Indirect employment opportunities are also surging. Through the diversification of the various economic activities because of tourism, additional sources of income for our community can be generated.

This means also that the demand for services and products from local entrepreneurs, such as construction workers, wholesalers, retailers, transportation, suppliers of food and beverages is also on the rise.

In addition to the above, the revenue of tourism significantly brought prosperity and improves living standards, that can be reinvested, in for example our education system, healthcare, and the island infrastructure but also in creating more and better experiences for visitors. Moreover, the foreign exchange earnings through the expenditure of tourists also contribute to the economic development of our island.

With the multiplier effect of our tourism industry, every dollar spent by a visitor will circulate through our economy, generating income and employment opportunities. We will continue to leverage tourism's potential as a force for positive transformation and growth, and that every dollar invested is committed to fostering sustainable growth and prosperity for our community.

Quoting four of the principles of the Strategic Tourism Destination Development Plan 2022-2026, sustainability, inclusiveness, integration, and continuity, we continue to aim for tourism development to be integrated seamlessly with other sectors.

Karga di tur kunuku ta Yena Punda



TOURISM PERFORMANCE 2023

2023 was an exceptional year. Tourism has proven to be the top driver for our economy. We can proudly announce that we mark a record-breaking year. Curaçao welcomed 1,312,941 tourist arrivals, 710,769 cruise arrivals and 582,409 stayover visitors, resulting in an economic impact of \$1.7 billion.

TOTAL STAYOVER ARRIVALS	DAY TRIPPERS	TOTAL CRUISE ARRIVALS	TOTAL VISITOR NIGHTS	AVERAGE HOTEL OCCUPANCY	ECONOMIC IMPACT (DIRECT +INDIRECT) INCL.CRUISE
582,409	19,764	710,769	5.1 million	72.0 %	1.7 billion US\$

HOW WAS THE YEAR 2023?

Curaçao welcomed altogether during the year of 2023 **1,312,941** tourist arrivals. The Curaçao Ports Authority recorded **710,769** cruise arrivals, while the Curaçao Tourist Board registered 582,409 stayover visitors who spent **5.1 million** nights in Curaçao. On average the stayover visitors spent **8.6** nights per person in 2023. Smith Travel Research reported an average occupancy of **72.0 %** during this period accompanied by an average daily rate **\$ 224.67**. The Ministry of Economic Development together with CTB calculated the total economic impact (direct + indirect) including cruise tourism at **1.7 billion** US \$ in 2023 using the Turistika Model.

VISITOR ARRIVALS

Arrival count	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
2023	48,042	42,563	45,914	48,451	43,533	44,370	50,937	49,258	45,955	47,815	52,181	63,390	582,409
2022	35,490	35,453	40,541	42,715	35,813	37,541	48,246	42,633	37,230	44,915	44,058	44,924	489,559
% Change	35%	20%	13%	13%	22%	18%	6%	16%	23%	6%	18%	41%	19%

SECTORAL IMPACT IN 2023 EXPENDITURE IN 2023



HOW DID OUR STAYOVER VISITORS SPEND THEIR MONEY IN 2023?

(EXPENDITURE (X \$1000)
DIRECT ECONOMIC IMPACT)

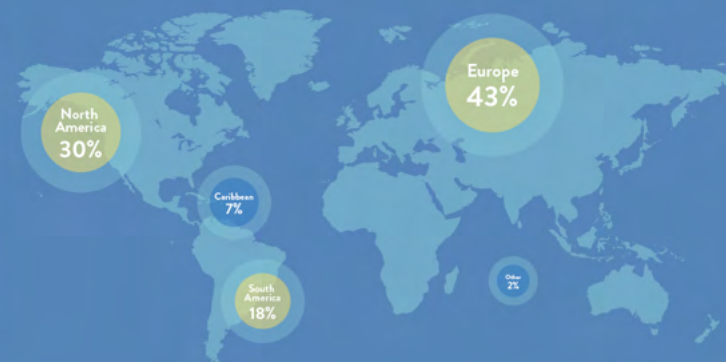
	2023	2022	% Change
Accommodation	380	331	15%
Restaurant	251	226	11%
Groceries	46	43	7%
Shopping	106	86	23%
Activities	84	73	15%
Transportation	83	72	15%
Entertainment	42	35	20%
Other	50	43	16%
Total Economic Impact	1.042	909	15%

The 2023 shows an increase of 19% stayover arrivals. In total 582,409 stayover visitors travelled to Curaçao. In 2022, we welcomed 489,559 stayover visitors during this same period.

Country	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2023 YTD	2022 YTD	%Change
Canada	4,306	4,303	3,849	2,246	838	1,210	1,649	1,690	1,354	2,183	3,954	4,674	32,256	12,165	165%
United states	11,063	10,700	11,858	11,952	11,340	13,071	12,457	11,834	10,497	10,482	11,207	14,714	141,175	93,428	51%
Total North America	15,369	15,003	15,707	14,198	12,178	14,281	14,106	13,524	11,851	12,665	15,161	19,388	173,431	105,593	64%
Brazil	1,351	1,189	1,329	1,518	1,780	1,978	2,956	2,297	3,079	2,925	2,748	3,665	26,815	10,161	164%
Colombia	2,505	1,755	2,748	3,152	2,852	3,692	2,737	3,153	3,466	3,527	4,422	5,405	39,414	28,460	38%
Others	2,485	2,479	2,186	3,632	3,416	3,110	3,510	5,027	4,750	3,236	3,251	3,136	40,218	25,158	60%
Total South America	6,341	5,423	6,263	8,302	8,048	8,780	9,203	10,477	11,295	9,688	10,421	12,206	106,447	63,806	67%
Caribbean	2,443	2,290	2,914	3,962	3,563	4,172	4,021	3,830	3,556	3,395	2,991	3,883	41,020	29,818	38%
Germany	781	815	1,450	1,041	990	765	729	890	1,043	1,200	1,104	911	11,719	13,304	-12%
Netherlands	19,812	16,025	16,287	16,996	15,983	13,804	19,378	17,146	15,334	17,395	18,326	23,108	209,594	237,654	-12%
Others	2,225	2,025	2,216	2,580	1,732	1,729	2,315	2,063	1,942	2,347	2,453	2,750	26,377	27,510	-4%
Total Europe	22,818	18,865	19,953	20,617	18,705	16,298	22,422	20,099	18,319	20,942	21,883	26,769	247,690	278,468	-11%
Others	1,071	982	1,077	1,372	1,039	839	1,185	1,328	934	1,125	1,725	1,144	13,821	11,874	16%
Summary	48,042	42,563	45,914	48,451	43,533	44,370	50,937	49,258	45,955	47,815	52,181	63,390	582,409	489,559	19%

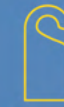
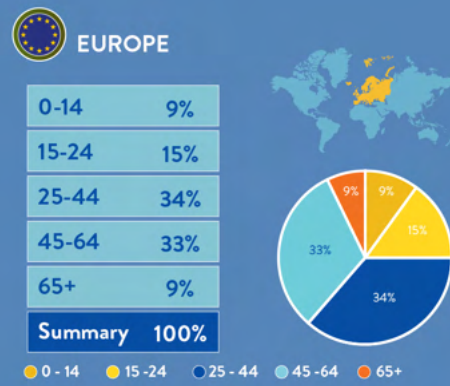
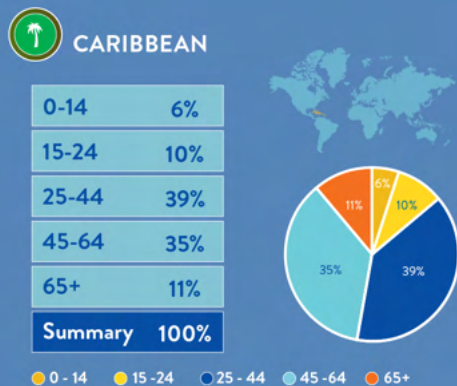
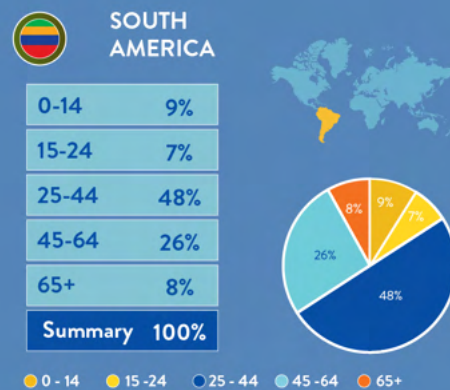
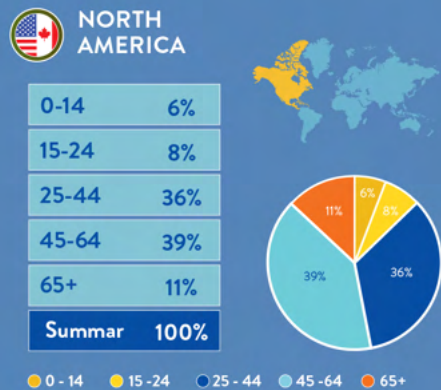
MARKET SHARE BY REGION

Region	2023 YTD	2022 YTD
North America	30%	22%
South America	18%	13%
Caribbean	7%	6%
Europe	43%	57%
Others	2%	2%
Summary	100%	100%



OVERVIEW STAY-OVER ARRIVALS 2022-2024

WHAT AGES ARE OUR VISITORS?



Occupancy

2023	2022
72.0%	70.0%
↑ 2.0%	



Average Daily Rate (ADR)

2023	2022
\$224.67	\$207.37
↑ 8.3%	



Revenue per Available Room (RevPAR)

2023	2022
\$161.80	\$145.10
↑ 11.5%	

WHAT GENDER ARE OUR VISITORS?

2023 VISITORS



52%



48%

100%

2022 VISITORS



51%



49%

100%

HOW DID THE CRUISE INDUSTRY PERFORM IN 2023?

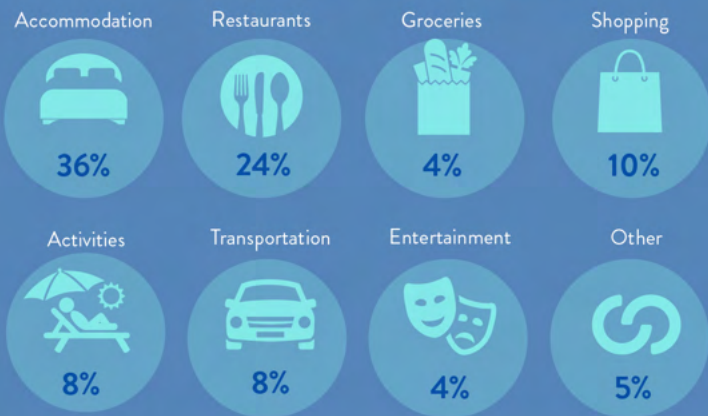
CRUISE CALLS

Cruise calls	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Summary
2023	42	42	42	21	15	8	6	6	9	7	36	53	287
2022	39	41	39	19	8	9	10	8	11	13	40	44	281
% Change	8%	2%	8%	11%	88%	11%	40%	25%	18%	46%	10%	20%	2%

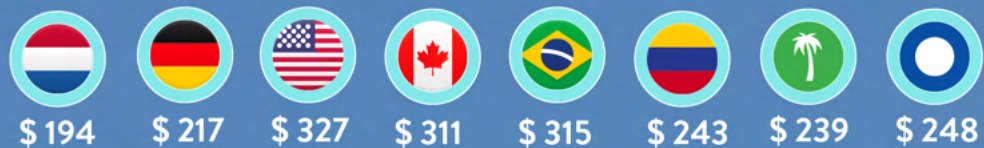
CRUISE PASSENGERS

Cruise Passengers	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Summary
2023	107,699	103,563	107,607	52,312	40,697	24,647	15,452	14,270	25,192	20,101	84,545	114,684	710,769
2022	40,056	43,991	60,237	27,886	28,362	29,808	29,562	26,361	29,031	36,727	85,919	95,891	533,831
% Change	169%	135%	79%	88%	43%	-17%	-48%	-46%	-13%	-45%	-2%	20%	33%

EXPENDITURE IN PERCENTAGES



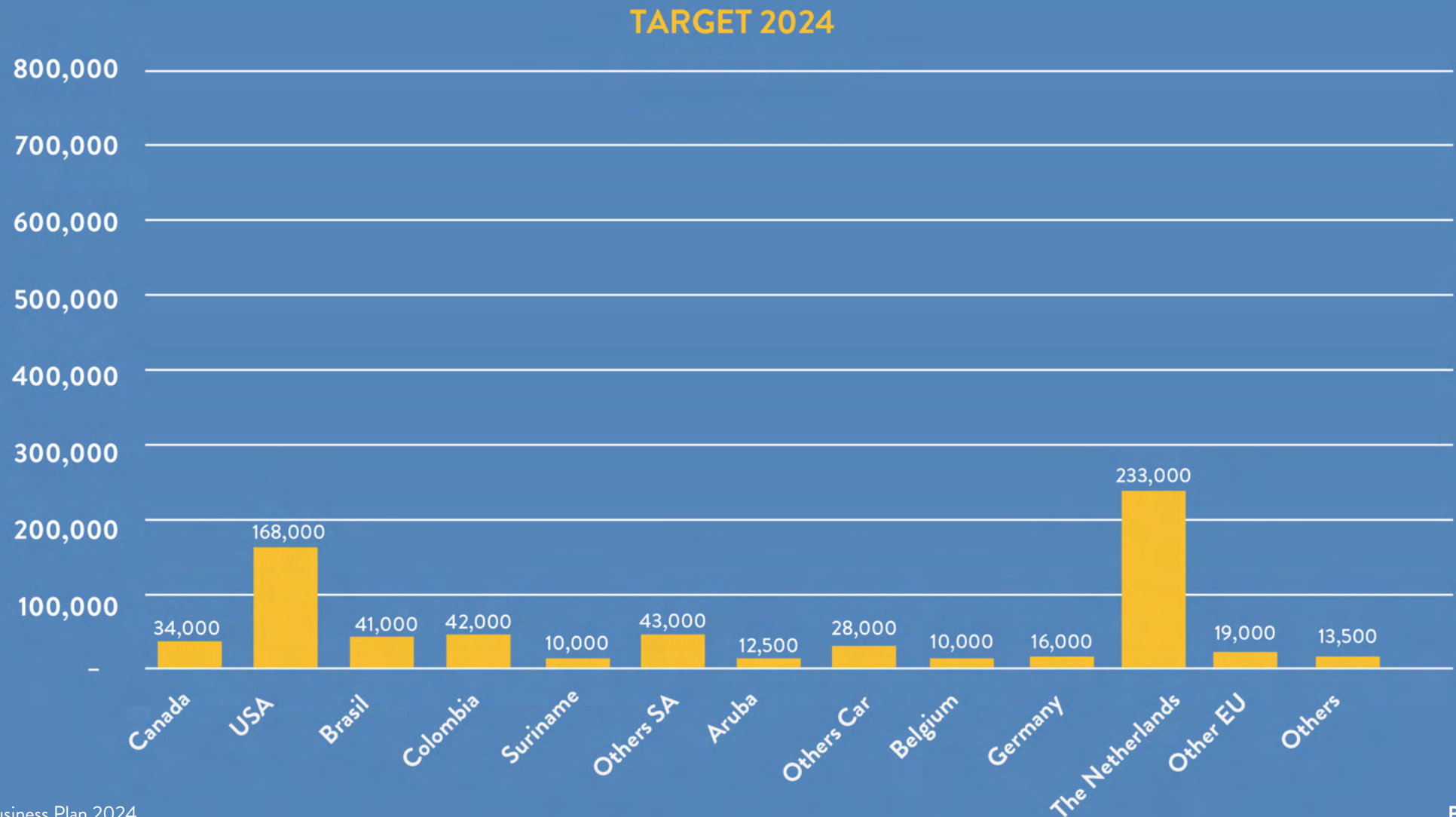
WHAT IS THE AVERAGE SPENDING PER DAY PER PERSON?



2023 IN REVIEW

	2023	2022	% Change
Stay over arrivals	582,409	489,559	19%
Day trippers	19,763	11,039	79%
Cruise arrivals	710,769	533,831	33%
Total arrivals	1,312,941	1,034,429	27%
Total tourist nights	5.1 million	4.7 million	9%
Average nights	8.6	9.5	-10%
Average occupancy rate	72.0%	70.0%	2%
Average daily rate	\$224.67	\$207.37	8.3%
Average revenue per available room	\$161.80	\$145.10	11.5%
Total economic impact (direct, indirect + cruise)	\$1.7 billion	\$1.4 billion	15%

FORECAST STAY OVER ARRIVALS 2024



OUR ORGANIZATION AND OUR FOCUS FOR 2024

As the Destination Marketing and Management Organization for Curaçao we reaffirm our commitment to achieving the goals we have set for this year. As we remain true to our determination, we will continue to pursue our objectives with dedication, creativity, and resilience.

As an experienced and knowledgeable team bringing together various disciplines, we understand the importance and meaning of remaining focused on our overall objectives, while being flexible enough to navigate through changing environments. While measuring our performances through our Balanced Score Card, collaboration, communication, and commitment will be key as we work together towards success.



CURACAO 

Curaçao Tourist Board

BUSINESS PLAN 2024