

BTA Quarterly Report Update

Q4 2014

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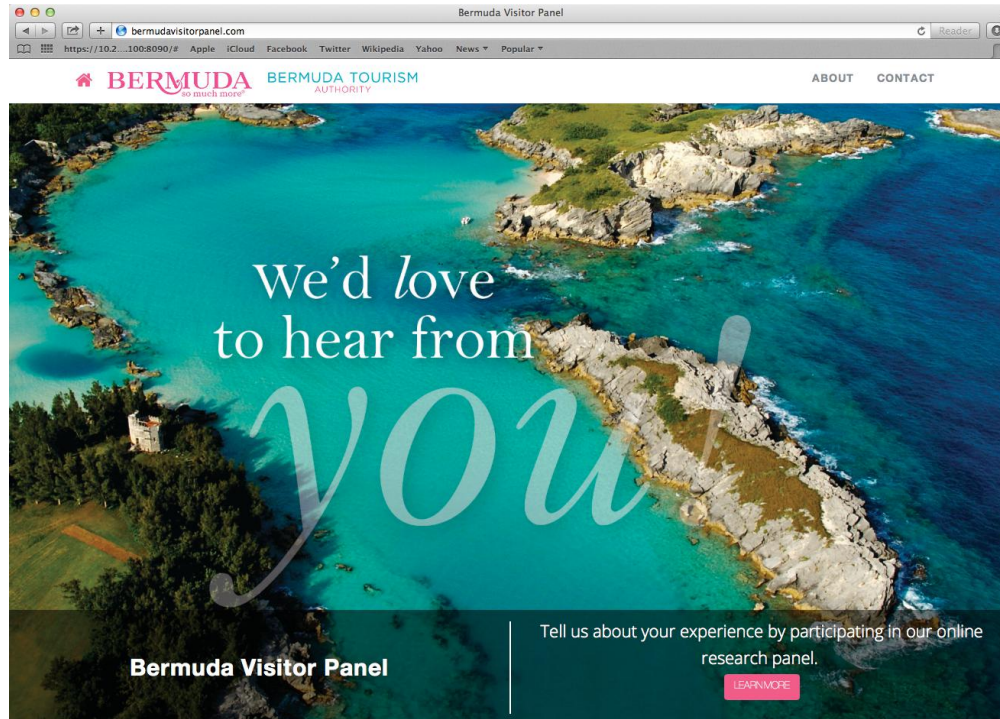
Research & Business Intelligence Division

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During Q4 of 2014, the Research & Business Intelligence Division accomplished the following:

1. Refined projections of the economic benefit for Tourism in hosting the America's Cup events in 2015 and 2017
2. Assessed economic tourism loss attributable to Hurricanes Fay & Gonzalo
3. Competitive Destination Analysis completed and revised competitive set recommended based on destinations with similar hotel products, prices, climate, geographic source markets and personas (demographics of people) traveling there
4. Began research for white paper on vacation rental market in Bermuda

5. Launched Online Visitor Panel – screening to date almost 10,000 former and current visitors to Bermuda in order to utilize their opinions and feedback as needed



6. Product & Experience Research:

- a) Feedback from stakeholders on Product & Experience Funding application process
- b) **Beach expectation** – research being conducted amongst visitors to Bermuda as well as target personas that have not yet visited Bermuda to gain insight into visitors’ expectations in a public beach experience.
- c) **Nightlife/entertainment** – research being conducted amongst visitors to Bermuda as well as target personas that have not yet visited Bermuda to gain insight into visitors’ expectations in Bermuda’s nightlife and entertainment experiences.
- d) **Transportation** – first survey using the online visitor panel covering topics of public transit as well as taxi service.

7. Continued to monitor online demand and conversion by geographic region and persona targets

8. Continued to measure Return on Investment of marketing initiatives by geographic region

9. Continued local opinion poll with more in-depth questions on the tourism industry and perceptions of residents to assist in communications strategy
10. Continued to conduct exit surveys with air and cruise passengers to gain further insights into their experiences on island and just prior to their visit
11. Attended PhocusWright conference which included workshops and presentations from the likes of Trip Advisor, Expedia, HomeAway and many others. The conference highlighted the importance of companies and destinations having a significant presence in the online space and using innovation to differentiate themselves from competitors.

Product & Experiences Division

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During Q4 of 2014, the Product & Experiences Division accomplished the following:

- 1. Established and executed product development investment programme; identified new tourism experiences for funding**

By the end of 2014, two rounds of experience investment applications were conducted. In total, almost \$2 million of BTA support was provided to 74 approved submissions. \$930,000 in BTA funding was approved in the first round; \$813,000 was confirmed in round two, which took place through Sep/Oct (summary of each round is shown below).

The majority of supported experiences target the shoulder/winter months, now re-positioned as the peak season for arts, culture and sport, and 16 of the second round experiences supported are totally new. This outcome is in line with the strategic objective of helping reduce seasonality in visitor arrivals. It also presents target visitors with new experiences that are market-driven, another key objective, i.e. focused on visitors' desire to enjoy local culture and food, interactive activities and interaction with local residents.

Round one, for implementation from April 2014:

The total number of experience investment applications was 135

Total approved for support: 33

Sports – 21

Arts and Culture – 11

Natural Resources – 1

There were 9 approved for marketing support.

Round two, for implementation from January-December 2015:

The total number of experience investment applications was 73

Total approved for support: 41

Sports – 10

Arts and Culture – 15

New Experiences – 16

There were 7 approved for marketing support.

There were 4 approved for capital support.

An important new step in round two was providing capital funding support for some applications. This facilitated implementation for new experiences that are highly-aligned with BTA's goals, which otherwise may not have been made available to visitors.

Survey results of applicants from round two show that the process refinements we applied (based on round one feedback) have been effective. The streamlined web-based submission tool for applicants increased efficiencies for applicants and the BTA, without compromising detail of submissions. We introduced phased processing and applicant interviews for deeper evaluation of shortlisted submissions. We also conducted further outreach and education with potential applicants, to ensure a clearer understanding of the NTP objectives and BTA goals. This resulted in a higher quality of applications in round two, showing much greater alignment with BTA's objectives.

2. Established process to identify and deliver product enhancement opportunities

The new product development strategic framework is now fully established. The framework sets the objectives, strategy and process to identify opportunities for new or enhanced products and experiences. Process and evaluation is based on overall alignment with NTP objectives, and our learning and refinements from the 2014 experience investment applications process. Other inputs to help identify and confirm new/enhanced products are:

- a. Product inventory and gap analysis results (see below)
- b. New and existing consumer research, to gain better insight into visitor expectations
- c. Market positioning assessment, in consultation with the Sales & Marketing team
- d. Stakeholder engagement (public and private sector)
- e. Measurement and quality improvement – ongoing measurement and analysis of ROI and return on experience; establishing baseline for division's KPI metrics

Updates on additional product and experience enhancements identified and confirmed for development work for pilot and/or launch by Q2 2015:

- a. **Bermuda Water Trails (new)** – Created themed water trails that will provide visitors with an authentic, educational and quality experiences while leveraging and repurposing Hub 5 (Offshore Bermuda) as a new business opportunity.
- b. **Bermuda Arts Month (new)** – With the extensive art and cultural experiences available on island, the BTA will work with local partners to highlight and promote new and existing local art experiences. Titled as “Bermuda Art Month”, the series of unique experiences available during this month will kick off our 2015/16 Arts and Culture Season calendar in an exciting new way.
- c. **School Sports Training (new)** – This will be a signature joint partnership with the National Sports Centre and designated sports focused tour operators with proven track records of delivery to market Bermuda’s wide array of sports assets to teams looking to travel to a destination for training. Initially targeting collegiate/prep school teams for spring training in Bermuda with new accommodation/transport/activities packages and grow to include year round options. Sports will include lacrosse, field hockey, rugby, soccer and swimming and will be expanded as other partnerships materialize (sailing, rowing, golf)

- d. **Forts Tour (new)** – In partnership with the Corporation of St. George, the BTA has a new twice weekly Forts tour scheduled until the end of Q1 2015. This guided and interactive tour describes some of Bermuda’s rich fortification history which features storytelling at Gates Fort, Alexandra Battery and Fort St. Catherine.

- e. **Railway Trail experience updates** – to implement physical and infrastructure upgrades, as well as excursion and service opportunities, along the Railway Trail; working group established to address specific actions required, with representatives from relevant government departments. Four sub-groups have been established to focus on sustainability, signage/maintenance, experiences, and repurposing of the trails. Each subgroup has created a timeline of specific projects to work towards with a roll-out date of new railway experiences set for March 2015.

**Defenders of Bermuda:
World Heritage Forts Tour**

Kings Square, Town of St. George
Gates Fort, Alexandra Battery & Fort St. Catherine

ADMIT ONE

WEDNESDAY

uncoverthearts

THE INSIDER'S GUIDE TO BERMUDA'S CULTURAL TREASURES NOVEMBER 2014 - MARCH 2015

Don't miss our...

**DEFENDERS OF BERMUDA:
WORLD HERITAGE FORTS TOUR**
King's Square, Town of St. George

WEDNESDAY & SATURDAY 1:30pm - 3:30pm

Imagine yourself defending Bermuda as you hop on the Bermuda train to travel to Gates Fort and Alexandra Battery. Travel around the UNESCO World Heritage Site and learn about its people, stories and fortifications. At your fort stop, you will be provided with lanterns to explore the mysterious hallway of Fort St. Catherine to see first hand its towers, significant structures and artillery that protected our island for over 400 years.

• \$15 per person (including entrance to Gates Fort & Alexandra Battery)
• 15 minutes only

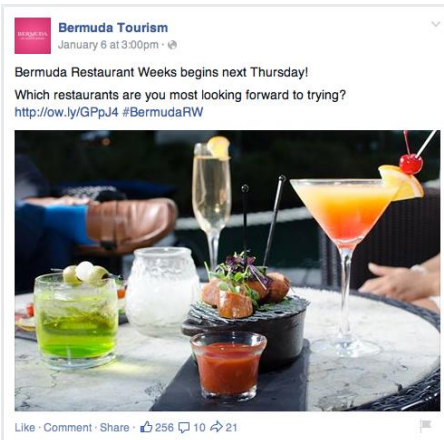
NEW

• Meeting location at King's Square, \$25/00 adult, \$10 children, 5 years and under free

• No tour on December 26, 2014 and December 31, 2014

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GoToBermuda.com

f. **Restaurant Weeks update** – To support BTA’s culinary strategy, this year’s Restaurant Weeks has added new features aimed at promoting Bermuda’s food culture and increasing awareness of it overseas and locally via social media. The first addition has 30 of the 44 participating restaurants – the highest number of total participants to date - providing Bermuda-inspired menus and fusions of local ingredients incorporated into meals. The new People’s Choice feature will encourage participants to vote for their favorite Bermuda-inspired menu and share their experience through a voting process online. Through the extended online exposure/engagement diners and chefs will receive prizes via the People’s Choice Award.



people's choice awards
January 15 - February 5, 2015

Win great prizes*

by simply voting on your favourite Restaurant Weeks Bermuda-inspired meal!


It's simple...
First...visit table.bm

Second...upload a copy of your Restaurant Weeks bill and an image of your Bermuda-inspired meal to enter!
Share your image and use #BermudaRW on Facebook, Twitter and Instagram!

BERMUDA TABLE.BM


*Valid until February 5, 2015. Special terms, restrictions and conditions do apply. Must be 18 and older.

Berm Restaurant Weeks



Gotcha Covered
(I understand, no problem, it's under control)

Appetizers



<p>Bong-ees <i>(A very large marble often a steel ball bearing)</i></p> <p>Wahoo Goujons Wahoo, lightly hand breaded and fried golden brown Served with a side of tartar sauce</p>	<p>Full Hot and Fulfish <i>(Completely drunk and acting crazy)</i></p> <p>Chicken Skewers Glazed with a Gosling's Black Seal rum and Ginger sauce</p>
<p>Ace Boy <i>(My best friend)</i></p> <p>Cod Fish Cakes lightly pan fried and served with a banana chutney</p>	<p>Famous Fish Chowder Laced with black rum and sherry peppers</p> <p>Island Conch Chowder Laced with black rum and sherry peppers</p>

How you Handlin' Me

(What are you doing to me?)

Entrées

<p>Hook Me Up <i>(Do me a favour)</i></p> <p>Snapper served the Berm way Pan-fried and topped with banana and almonds With your choice of potato or rice and vegetables</p>	<p>Hurt My Head <i>(Cause brain strain)</i></p> <p>Sauté lobster, mussels, fish and shrimp Tossed with linguine in a light garlic cream sauce</p>
<p>Hamma <i>(Greeting used by someone older than the person being addressed)</i></p> <p>Grilled 8 oz sirloin, topped with onion rings and Mozzarella cheese, melted to golden perfection Served with croquette potatoes and vegetables</p>	<p>Bird Cage <i>(Where the policeman stands directing traffic on Front Street)</i></p> <p>Barbecued boneless chicken thighs Served with Hoppin' John and coleslaw</p>

Sweets Me

(Pleases and impresses)


Desserts

<p>Got some Crust <i>(Checky, too big for your britches)</i></p> <p>Bread Pudding served with caramel sauce</p>	<p>Had ya Chawklits <i>(Finished the meal)</i></p> <p>Chocolate Brownie Sundae With vanilla ice cream</p>
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Eye-no-Bye
(Surely you jest - shocked and amazed)


Housse made Banana Fritter
Flamed with Gosling's Black Seal rum and vanilla ice cream

\$39.00 + 15% Gratuities



Before you Make de Nip
(Before you leave)

Bermuda Coffee
Bermuda Black Seal Rum and Bermuda Gold Liqueur
Topped with whipped cream
\$9.75



3. Create inventory of key experiences that meet or exceed target market expectations

We have also completed compiling the existing range of products and experiences in each hub identified in the NTP. The results have been used to:

- a. Complete a gap analysis - overlaying the product inventory with BTA consumer research to help identify product or experience gaps relevant to Bermuda's target visitor. This also contributes to product development strategy and liaison with Sales & Marketing re: marketing potential. The process involves using existing and new tools, as well as commissioned research (as required), including:
 - Updated visitor exit surveys
 - Specific on-site satisfaction surveys of visitors at BTA-supported events and experiences, which we initiated in Q2
 - Review Pro, to measure customer satisfaction and aggregated/individual ratings of a sample of Bermuda hotels – which continue to score well on overall service, but lower on value
- b. During Q4, worked with Research and Business Intelligence to develop and commission online visitor expectations survey re: beach experience and entertainment. The survey will take place through Jan/Feb 2015; results will provide market-driven data to develop strategy and product for Bermuda's beaches and entertainment.

4. Sports Tourism Events- Q4 saw a number of high profile sports tourism events take place on island. They included:

- PGA Grand Slam of Golf
- Canadian Accredited Independent Schools Boys Youth Soccer
- Round The Sound Swim
- Argo Group Gold Cup
- International Association of Golf Administrators Conference
- Queen of Bermuda Triathlon
- Women in Golf tournament
- World Rugby Classic
- Bermuda Squash Challenge
- Gosling's Invitational golf tournament
- Announcement of Bermuda as the America's Cup 2017 host venue; arrival and presentation of the Cup to the people of Bermuda; team visits and initial planning for relocation.

These events brought in excess of 2,500 visitors to the island, who contributed direct spending into the economy, and several also attracted celebrity sports personalities. The events also generated media exposure for Bermuda.

5. America's Cup (AC)

Q4 was the culmination of 10 months of work by the ACBDA bid team – in which Adam Barboza and Victoria Isley represented the BTA - that resulted in Bermuda being chosen as the host venue of the 2017 America's Cup. As a result, Bermuda will also host an America's Cup World Series event in October of 2015. Meetings and input covered infrastructure, site plans, logistics, budgeting, marketing, carrying capacity, transport plans, legislative changes, super-yacht policy, race course analysis, on island hospitality, marketing activation, public relations, entertainment options, commercial leads and economic benefit analysis. The process also included multiple site visits and meetings with the America's Cup Event Authority Team and negotiations to finalize the Host Venue Agreement.





6. Cruise Line Strategy and America's Cup

During Q4 extended discussions focused on opportunities around AC 2017 with specific prospective cruise line partners, i.e. Norwegian and recently acquired subsidiary Prestige Cruise Line (incorporating Oceania and Regent brands), and Royal Caribbean, with Azamara Cruises. These discussions now include an AC representative to explore three possible opportunities: ship charters, AC-themed itineraries throughout the 2017 season and sponsorship. Dialogue will continue through Q1 2015, and will also cover facilitating AC-specific visitor experiences.

7. Cultural tourism initiative Hub 1 (St. George's and St. David's)

completed phase one deliberations and produced resulting cultural tourism strategic plan for Hub 1. The 3-year plan provides direction, timelines and detailed action steps for ongoing stakeholder collaboration, product/experience enhancement, cultural asset management and marketing. The broad range of cultural organizations within the Hub have embraced the plan; public meetings to share it with the wider Hub1 community are set for the end of January. A steering committee will be set to ensure plan implementation; BTA will be represented on that team.

8. Visitor Information Centre (VIC) strategy

During Q4 extended discussions focused on opportunities around AC 2017 with specific prospective cruise line partners, i.e. Norwegian and recently acquired subsidiary Prestige Cruise Line (incorporating Oceania and Regent brands), and Royal Caribbean, with Azamara Cruises. These discussions now include an AC representative to explore three possible opportunities: ship charters, AC-themed itineraries throughout the 2017 season and sponsorship. Dialogue will continue through Q1 2015, and will also cover facilitating AC-specific visitor experiences.

Sales & Marketing Division

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Q4 Proper Fun Paid Media Highlights

Print:

- 2.3 Million impressions
- Afar, Travel & Leisure, Garden & Gun, Delta Sky, Dive News Network

OOH:

- 2.7 million impressions
- Giant 3-panel board, inbound to Manhattan from Long Island Expressway

Digital:

- 21.5 million impressions
- 37,713 clicks
- CTR 0.175%
 - Top performing sites: Robb Report, TravelZoo, Afar, Art Info

Bermuda Tourism Authority Q4 2014 Media Recommendation: Monthly Impressions Data

1.5.15 --- Q42014 Media Recommendation

Ad Unit	Circulation, Impressions	October		November				December				January				February				March				Total Impressions				
		29	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	2	9	16	23		2	9	16	23
Q4 Cross-Platform Partnerships																												
Print Platforms																												
Travel +Leisure - Bermuda Thru My Lens																												
Print	FP4C, Spreadadvertorial	974,552																										
Online	Takeover unit, Banners, Email	12,488,500																										
Social	Instagram, FB, Twitter																											
Garden&Gun - A local's Guide to Proper Fun																												
Print	FP4C, Insert	321,677																										
Online	Video, Banners	200,000																										
Afar - Proper Fun																												
Print	FP4C, 1/6 Promo, Compass	250,000																										
Online	Custom Content/Videos, Email	890,750																										
Social	FB, Twitter	500,000																										
Conde Nast Traveler - Drawn to Bermuda																												
Print	FP4C, 4pp insert	800,000																										
Online	Native, Banners, Email	4,203,642																										
Social	FB, Twitter																											
Horizon Media																												
Print	FP4C, FP4C advertorial	100,000																										
OOH	Elevator/Path screens																											
Digital	Banner	180x145																										
Print Partnerships Estimated Impressions by Month		24,049,902					4,127,930				10,607,360				3,895,638				4,496,095				922,879				24,049,902	
Online-Focused Partnerships																												
Slate.com - Bermuda for all Seasons																												
Native, Video, Banners		10,879,304																										
Travelzoo - Experience & Deals																												
Destination Page		20,000,000																										
ArtInfo - Collector's Profile																												
Banners, Video, Custom, NP		2,292,631																										
Brightroll - Ad Engagement Video																												
Video		5,051,282																										
Robb Report - Proper Fun																												
Custom, Banners		2,025,150																										
Orbitz - Orbitz Originals																												
Video, Search, Banners		1,968,000																										
Google MCN/Tastemade																												
Pre-roll; Video, Banners		49,830,869																										
Scuba Diver Life																												
Misc																												
Online Partnerships Estimated Impressions by Month		92,047,236					4,197,019				15,247,869				34,889,675				19,418,621				18,294,050				92,047,234	
WestJet Co-Op																												
Online																												
Yahoo.ca																												
160x600, 300x250, 728x90		5,689,250																										
AdServing																												
WestJet Co-op		5,689,250	-												1,896,417				1,896,417				1,896,417				5,689,251	
TOTAL ESTIMATED IMPRESSIONS BY MONTH		121,786,388	-				8,324,949				25,855,229				40,681,730				25,811,133				21,113,346				121,786,387	

Overall Media Approach

Based on a new direction to drive engagement, create an emotional connection and build a multi-platform effort, Q4 efforts seek to create new opportunities for BTA.

- Deliver messaging to **defined City Sophisticates audience**, using the **“Proper Fun” platform**, where possible
- **Move consumers through a continuum** from dreaming about a vacation, to research/planning, booking, experiencing and sharing.
- From bucket list to book it list: Drive **bookings** via Bermuda site, OTAs, travel agents, etc.
- Select partners that **evoke an emotional connection** with their audience while **aligning with City Sophisticate mindset**
- Develop **cross-platform opportunities** with select vendors to **drive custom creation** and **multi-touch point exposure**
- Leverage **all available media channels** with each selected partner to **increase reach and frequency**
- Ensure amplification **via social sharing & integration**
- Ensure **reach to key geographies**, including New York & Boston DMAs
- Create custom content that BTA will own at the end of the promotion (images, video, etc)

AFAR Overview

<i>Print:</i>	Nov/Dec issue – Full page national run
<i>Video:</i>	3x video cuts produced by Afar writers
<i>Digital:</i>	Sponsorship of the Bermuda Destination Page, Includes (3) pieces of custom content with one seasonality refresh; Custom video highlights
<i>Email:</i>	1x Wanderlust eblast to 5,000 opt-ins (Jan. 15), Newsletter Banner, Newsletter Partner Post
<i>Social:</i>	Four (4) Facebook posts and Tweets delivered approximately 250K impressions in Dec.
<i>Sweepstakes</i>	Sweepstakes in Dec. delivered approximately 123K impressions



AFAR

SUBSCRIBE

DESTINATIONS

INTERESTS

HOTELS

MAGAZINE

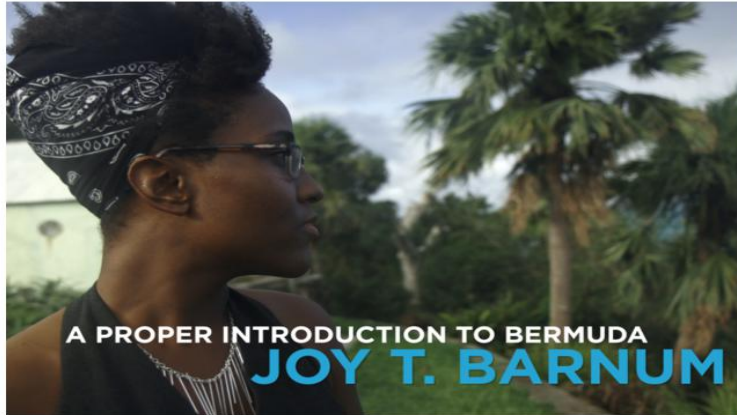
Log in | Join AFAR

PLAN YOUR TRIP

HOME

THE'S LISTS

Hitting the High ...



6 SLIDES

Singer Joy T. Barnum's repertoire includes jazz, rock, country, and even some opera. Similarly her favorite spots to experience Proper Fun in Bermuda are an eclectic mix. Here are her picks of places where you can see works by Bermuda artists, others where the Island's most accomplished performers take the stage, and a nature reserve where you can sit quietly and listen to Mother Nature's song.

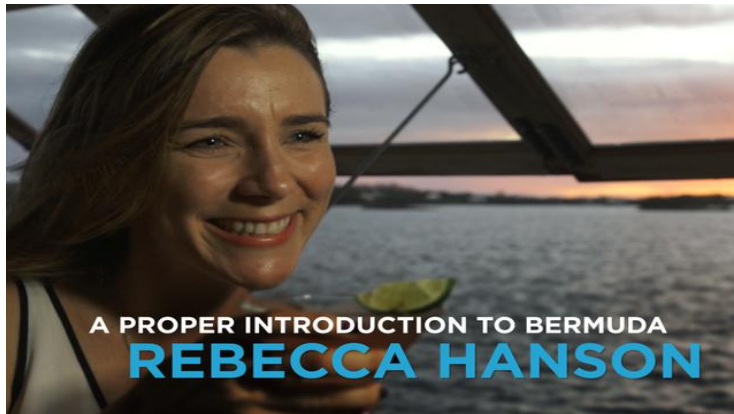
BEGIN SLIDESHOW >

AFARExperiences



Join us in Charleston | March 13 & 14, 2015

Click images to link to videos



Travel + Leisure Overview

Concept: Bermuda Through My Lens

Opportunity Summary: Travel + Leisure will hand-select two (2) high-profile Instagram photographers to spend a weekend on Bermuda and compile photography and content to post on their Instagram feeds, combined with a 1-day takeover of T+L Instagram page. These digital components will be combined with pages and spreadvertorials in upcoming print issues.

<i>Print:</i>	Dec – National FP4C
<i>Native:</i>	BTA Takeover of T+L Instagram page generated 33K+ likes, the most successful Instagram takeover on T+L to date; Each Instagram photographer posted 5-7 images of Bermuda to their unique and highly trafficked Instagram accounts
<i>Digital:</i>	Custom billboard unit (970x250 collapsible), featuring a slideshow of the Instagram images captured by the talent, with a short description of each photo / travel recommendations.
<i>Email:</i>	(2) Custom eblasts with itinerary teasers for escape to Bermuda, 1,500 Travel Specialist recipients. 1 ran 12/27, delivering 926 clicks, 10.08% CTR. Daily e-newsletter sponsorships ran as added value 12/13 (66 clicks, .18% CTR) and 12/17 (203 clicks, .6% CTR)
<i>Social:</i>	Custom Facebook (602K+ Fans) and Twitter (789K+ Followers) posts

Multiple Channels with Inspirational Content

Instagram Log in

joshjohnson ▾

#JJ - CREATE TO CONNECT Join us! :) Daily events since 2010 make #jj Instagram's first community. My team is @kevinkuster @ohemg87 & @yomap. To sponsor email josh@tag-itjj.com <http://www.columbusmuseum.org/mobilephotonow/>

10,646 posts	637,542 followers	169 following
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Follow

@ALIJDINE | @JOSHJOHNSON | @BERMUDATOURISM | EXPLORE BERMUDA

This Gallery by *Travel + Leisure* Partner Josh Johnson

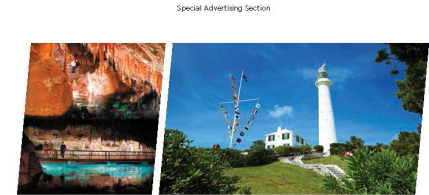


“This might be my favorite picture I've posted all year. It's from a job I did for [@travelandleisure](#) with [@bermudatourism](#). Really an honor.” @joshjohnson



GARDEN&GUN

Concept: A Local's Guide to Bermuda
Opportunity Summary: Garden & Gun's December/January will feature an 8-page digest sized insert focusing on the local's guide to Bermuda through the eyes of 3 tastemakers, written by Garden & Gun writers; photographer Gavin Howarth



Special Advertising Section

Ashley Harris

OWNER/OPERATOR, HIDDEN GEMS OF BERMUDA

The Hidden Gems of Bermuda, Ltd. Perhaps a jaw-dropper? Far from it. Bermuda native Ashley Harris offers the kind of gems that can't be bought: a day of adventure and exploration of the sites one would never experience without a local for a guide.

Year-round excursions include an immersion into Bermuda's only jungle, where guests explore caves, swim through underground caverns, and come face-to-face with the island's indigenous flora and fauna. From there the adventure moves to one of the highest peaks on the island, with a climb to the top of St. David's Lighthouse to savor a 360-degree view of heaven. Finally, a descent to the coastline, where adventures don't make and snorkels for an up-close encounter with the aquatic denizens of a beautifully preserved coral reef.

When Harris isn't guiding adventurous visitors through the island's natural nooks and crannies, she enjoys pleasure a bit easier to find: **Tea Cafe & Bar**, dining at **Mad Hatters** or the **Black Horse Tavern**. Sipping a Yellow Bird while enjoying live music at **Elbow Beach**.

"Bermuda enjoys a vast number of repeat visitors, but it's not just the beauty," she says. "It's the people. Visiting Bermuda is more than a vacation... it's an immersion into a community!"

Her insider advice for a visitor? "Our beaches, of course, are world-renowned," she says. "I'd recommend **Cooper's Island Nature Reserve** or **Jobson's Cove**. Don't miss Bermuda's famous dish, **Codfish and Potatoes**. And if you're the adventurous type, give our company a call. You'll certainly see a side of Bermuda few people ever will."

Print:	8-page digest insert with FP4C BTA brand ad, concept highlighting 3 local tastemakers; bonus FP4C ad in Feb/Mar 2015 issue
Video:	2 min video (supplied) on gardenandgunpromo.com for 8 weeks
Digital:	200K ROS banner impressions (December)
Social:	1 social media promotion



Delta Sky Overview

Concept: Destination Profile

Opportunity Summary: Work with Delta Sky and on-island partners, create a special advertorial “Destination Section” in the December issue

Print:	Two-page spread in Destination Profile Section in the December 2014 issue
Participation:	Confirmed advertisers include Elbow Beach Resort, Gosling’s, Rosedon, Ascendent, Butterfield & Vallis, DEMCO Florist, more
Size:	Currently 14 pages; anticipate it growing to 20+ pages based on additional advertisers



Click image to link to special section

Out of Home Long Island Expressway (LIE) from JFK Airport

Concept: Bermuda's Accessibility

Opportunity Summary: Outdoor advertising between Manhattan and JFK touting how close Bermuda is – just a 90 minute flight & daily non-stops from JFK



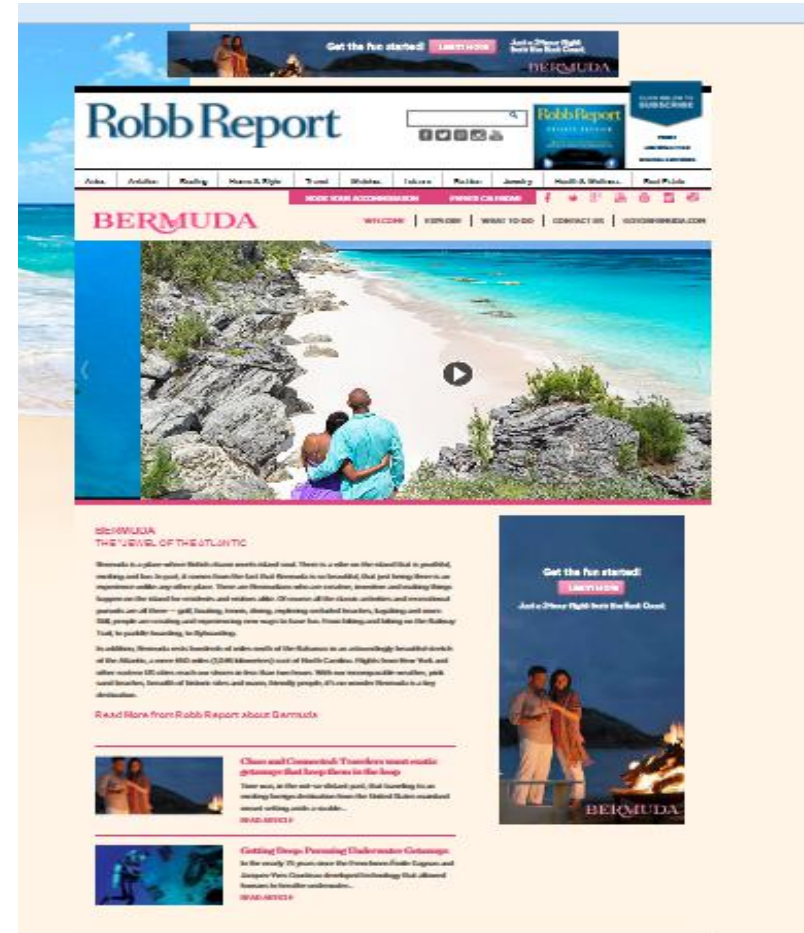
LEFT
Filename: BTA_LIE_OOH_LEFT.ai



RIGHT
Filename: BTA_LIE_OOH_RIGHT.ai

Robb Report Overview

Opportunity Summary: A custom content spotlight that brings the Bermuda experience to life, along with a variety of high-impact traffic drivers across Robb Report that feature lead generating links to encourage readers to pursue “me time” and “Proper Fun” in Bermuda.



<p>Digital:</p>	<p>Content Spotlight includes Video, Slideshow, Lead Html page(s) featuring Robb Generation and Links Report content, advertorial, promotions, image gallery, video, 300x600 and 728x90 banners, and multiple hyperlinks; Dedicated and targeted promotion traffic drivers Include 728x90, 300x250, 300x100, Social Posts, and Media Bars; Geo-Targeted High Impact units</p>
<p>Email:</p>	<p>Geo-targeted email components</p>

Click image to link to site



Google/TruView/YouTube Overview

Concept: Tastemade Video Content Play

Opportunity Summary: In conjunction with Google’s MCN (multi-channel network), BTA worked with an MCN partner to pen, produce and promote native content, in the form of edit and video, through their network of followers. Tastemade, with 15 million subscribers, is the suggested MCN as it not only has a strong, authentic following of foodies, it also aligns with heavy lifestyle and travel content readers. Ultimately, 6 episodes were produced that will be promoted via TrueView and can be repurposed for other BTA marketing.

<i>Native:</i>	6 custom, native content videos to be promoted throughout TrueView network, along with use for BTA marketing purposes
<i>Video:</i>	BTA will acquired 6 video components as part of the native content produced by Tastemade
<i>Digital:</i>	Over 33MM promotional banners impression to run throughout TrueView network as well as GDN with expandable, lightbox units

3 Producers, 6 Videos, 500K+ Views



Click images to link to videos

A few of the many responses to the video series:

“Living in the Pacific Northwest it probably wouldn't have occurred to me to prioritize a trip to Bermuda, but you've changed my perspective! All of this looks amazing! Bermuda just moved way up the list of places to see. Thanks for sharing!”

“OMG I REALLY HAVE TO VISIT BERMUDA AND ITS CUISINE <3” ILY

TravelZoo Overview

<i>Native:</i>	Custom featured Destination Page platform; first beta with video/photographs in carousel in top image box; includes text/copy and customized offers/deals
<i>Video:</i>	Included in Destination Page.
<i>Digital:</i>	2.4MM geo-targeted Destination Flash emails; 5MM network traffic driver impressions; 4MM retargeting impressions
<i>Social:</i>	1 social media promotion
<i>Results to Date:</i>	<p>Flight: Dec. 4-18, 2014</p> <p>Total Reach: 6,796,448 impressions</p> <p>Total clicks to visitbermuda.com: 1,038 clicks</p> <p>Total video views: 529 views</p> <p>Total clicks to partner deals: 13,725 clicks</p> <p>Destination Flash open rate: 14.32%</p>

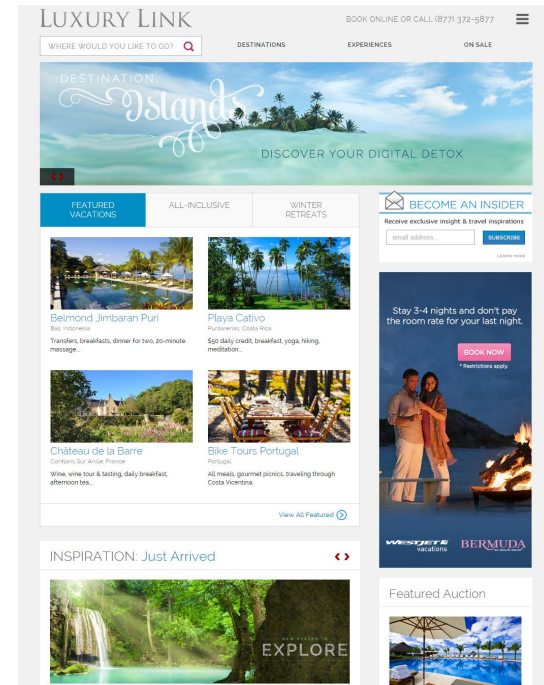
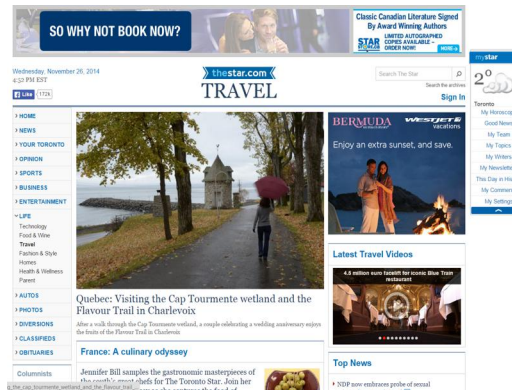


The screenshot shows the TravelZoo website interface. At the top, there's a navigation bar with social media links (Facebook Like 1.2m, Get Mobile, Sign In / Sign Up, About Us, U.S.), a search bar, and a destination dropdown. The main content area features a 'Featured Destination: Bermuda' section with a large image of a golf course and several activity categories: 'WINTER GETAWAY', 'ISLAND ACTIVITIES', 'HOLIDAY SPIRIT', 'GOLF', and 'HIKING & BIKING'. To the right of the image is a 'Stunning Backdrops' section with text about Bermuda's golf courses and a 'Learn More' button. Below this is a 'Top Deals Handpicked by Travelzoo' section listing various travel packages with prices and dates, each with a 'More' link.

Q4 WestJet & WestJet Vacations Co-op Campaign Performance*:

Banner Performance:

- 3.2 million impressions
- 6,341 clicks
- CTR 0.198%
 - Top performing sites: Weather Network, TripAdvisor, Luxury Link



Q4 eNewsletter Performance:

Digital direct marketing included distribution of 648,090 eNewsletters, with an overall average Open Rate of 15.7% and CTR of 9.3%

Name (Date)	Total Sent	Open %	CTR%
October Newsletter (10/24)	217,298	16.5%	11.2%
November Newsletter (12/5)*	215,861	15.3%	10.0%
December Newsletter (12/24)	214,931	15.4%	6.7%

Observations & Actions

- The “Proper Fun” digital campaign achieved a higher initial response rate than the previous “Be” Campaign initial response rate.
- Newsletter Open Rates and Click Thru Rates decline going into November and December – consistent with prior year experience.
- In SEM, we consistently see the strongest ad groups as Travel Deals, General Information, and What to Do. In December there was a stronger focus on holiday related search. Need to continue to work with Google to optimize the campaign.

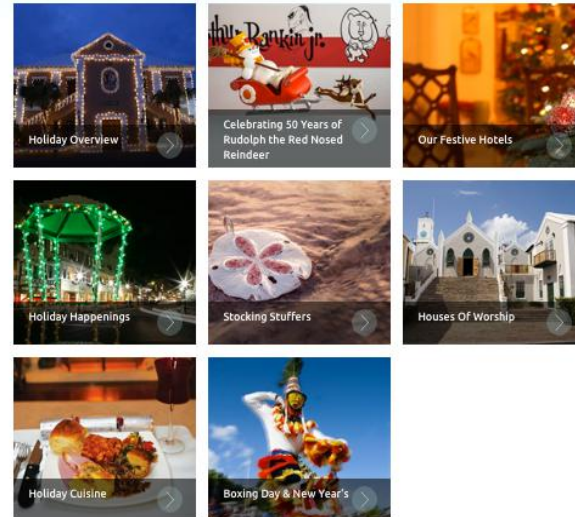
Seasonal Content

- BTA created seasonal section of gotobermuda.com to promote travel to Bermuda during the winter season.
- Content sections highlighted Bermudian experiences including:
 - Arthur Rankin Rudolph exhibit at Masterworks
 - Stuffing stuffer section highlighting Bermuda-made products that could be ordered online
 - St. George’s Walkabout
 - Houses of Worship
 - Holiday Cuisine
 - Houses of Worship
 - Boxing Day, Gombey’s & New Years Eve events
 - Worked with hotel partners to expand experiences including [Rosewood Tucker’s Point](#)
- Generated [press coverage](#)



Celebrate the season with island flair.

Make this holiday season one to remember. Escape the hustle and bustle, and trade the cold and snow for warm ocean breezes. This year, a very special reindeer turns 50. Visit the Masterworks Museum for "Celebrating 50 Years of Rudolph and the works of Rankin/Bass". Just two hours from most of the East Coast, a holiday getaway to Bermuda is the perfect way to celebrate.



Integrated Marketing Strategy & Activation X Factor UK



FILMING ON-ISLAND – AUG

PRESS ON FILMING – AUG

UK PRESS TRIP – SEPT

EPISODES AIR – OCT

SALES MISSION – OCT

TOUR OPERATOR PAX

BA CO-OP MEDIA

In partnership with British Airways and Fairmont Southampton, BTA hosted X Factor judges houses with Louis Walsh, Tulisa Contostavlos and the groups category in August 2014.

The show aired in October 2014.

- Achieved 60 minutes of primetime editorial TV coverage
- Generated 440 social media mentions of Bermuda and X Factor during the shows airing times
- Pre and post coverage was achieved across print and online media in titles such as London Evening Standard, OK!, Daily Mirror, Mailonline, Hello! And Metro
- Bermuda show achieved an overall reach of 532,087,962 and an advertising equivalency of £8,417,162
- British airways reported a 20% increase in enquiries immediately following the show and a 32% year on year increase in room nights booked in October 2014



Opodo Promotion – Germany

Sept - Nov

Concept: Microsite Content & Promotion

Opportunity Summary: Work with one of the leading travel websites in Germany to create custom inspirational content to tell Bermuda's story and drive bookings

Concept:	Microsite Content & Promotion
Digital:	2.215MM impressions served via custom microsite, dedicated enewsletter, destination-targeting of mega wallpaper, skyscrapers and leader boards
Results:	Produced 30 bookings/54 passengers

The screenshot shows the Opodo website interface. At the top, there's a navigation bar with the Opodo logo and a search bar. Below that, a large banner image shows a family of four (two men, one woman, and a child) walking on a sandy beach. The text below the banner reads: "Nur wenige Flugstunden entfernt, eröffnet Bermuda Ihnen eine ganz andere Welt!" (Just a few flight hours away, Bermuda opens up a completely different world to you!).

Below the banner, there are several text blocks and images:

- A block with text: "Die Bermuda-Inseln liegen 9 Stunden im Flug. Malen Sie sich aus, denn werden können Sie das Leben in Bermuda? Die Inseln sind ein Paradies, während die Umgebung ein atemberaubendes Erlebnis ist. 33 Kilometer lang und an der Ostküste der Inseln liegt die Hauptstadt." (The Bermuda Islands are 9 hours away by flight. Paint yourself, because what can you do in Bermuda? The islands are a paradise, while the surroundings are a breathtaking experience. 33 kilometers long and on the east coast of the islands lies the capital.)
- An image of a tropical beach with turquoise water and white sand.
- A block with text: "Traumhafte Landschaften sind das Beste. Sie sind malig, wenn man auf Bermuda Urlaub machen kann. Malen Sie sich aus, denn die Inseln sind ein Paradies, während die Umgebung ein atemberaubendes Erlebnis ist. 33 Kilometer lang und an der Ostküste der Inseln liegt die Hauptstadt." (Dreamlike landscapes are the best. They are magical when you go on vacation in Bermuda. The islands are a paradise, while the surroundings are a breathtaking experience. 33 kilometers long and on the east coast of the islands lies the capital.)
- An image of a tropical beach with turquoise water and white sand.
- A block with text: "Genießen Sie das Leben in allen Zügen. Hingung in die Gegend ist ein Erlebnis. Die Inseln sind ein Paradies, während die Umgebung ein atemberaubendes Erlebnis ist. 33 Kilometer lang und an der Ostküste der Inseln liegt die Hauptstadt." (Enjoy the life in all its facets. The journey to the region is an experience. The islands are a paradise, while the surroundings are a breathtaking experience. 33 kilometers long and on the east coast of the islands lies the capital.)
- An image of a street scene in Bermuda with a red building and a person walking.

At the bottom, there's a section titled "Erleben Sie das wahre Bermuda" (Experience the real Bermuda) with an image of a person on a boat and text: "Wenn man Bermuda mit dem Wasser aus gesehen hat, dann hat man die Inseln der Inseln gesehen. Sie sind malig, wenn man auf Bermuda Urlaub machen kann." (When you see Bermuda from the water, you have seen the islands of the islands. They are magical when you go on vacation in Bermuda.)

North American Tour Operator Summit Power of Partnership Oct. 6-8

- Worked cooperatively with BHA to produce annual Tour Operator Summit, supporting with web hosting, event content, transportation and sites.
- Hosted at Fairmont Southampton and supported by BHA member partners for all F&B functions.
- 22 key TO's and OTA product managers in attendance networking and getting updated on the island hotels including Canadian and NA airline partners.
- BHA created great event showcasing Fort St. Catherine – bringing the destination to life with Grotto taking lead role.
<http://www.moongateproductions.com/bta-fort-st-catherine-61014/>
- Shared BTA's Marketing Strategy and Approach to begin the conversations for 2015 partnerships



IMEX America – Oct. 13-15

- Conducted 60 appointments with corporate and incentive meeting planners
- Generated 6 leads totaling 6,095 potential room nights for groups
- Cooperative partners attending included: Elbow Beach Resort, Discover Bermuda and Select Site Group



UK Sales Mission – Oct. 20-23

- Hosted 8 travel trade partners with hotel partners to promote Bermuda at an event in London
- Participating representatives from hotel partners included: The Reefs, St. George's Club, Grotto Bay & Cambridge Beaches (limited attendance due to storm impact on-island)
- Individual sales calls to 4 other travel trade partners

BA Holidays
Classic Collection
Cox & Kings
Destinology
Elegant Resorts
ITC
Kenwood Travel
Lusso
Prestige Holidays
Purely Bermuda
Saga
Tropical Sky

ALHI Site Visit & Partnership Launch – Nov. 4-6

- Officially launched as part of the Global Luxury Alliance for Associated Luxury Hotels International (ALHI) to increase the corporate and incentive market for Bermuda
- Hosted site visit for 4 ALHI representatives for a site visit to introduce them to Bermuda's meetings and incentive product
- Locations toured included hotels with meeting space, special event venues such as Fort St. Catherine, Dockyard and Commissioners House
- Coordinated meeting with interested hotel partners interested in the corporate & incentive market



America's Cup

- Participated actively in America's Cup Bid Committee to secure the 35th America's Cup for Bermuda in 2017
- Secured hotel room block commitments and non-gouging agreements for 35th America's Cup in 2017 and World Series Racing Event in 2015
- Contributed marketing agreement as part of proposal and host venue agreement
- Designed bid proposal documents
- Coordinated with government stakeholders and ACEA on announcement events, statements, releases
- Contributed to Dec. 2 press announcement in NYC
- Designed the Dec. 3 Royal Gazette insert announcing America's Cup
- Commissioned [video](#) touting Bermuda as a sailing destination and home of America's Cup (8,400 views on youtube & vimeo)
- Coordinated meeting with ACEA and hotel partners for a briefing Dec. 4



TravelandLeisure.com
Dec. 5, 2014

Bermuda will be flaunting its sea legs on the world's stage, as it will play host to the 2017 America's Cup. It was announced Tuesday that the island nation beat out San Diego for the honor, which has hosted the yacht sailing race three times before.

It's a big change for the Cup, as the event is usually held off the mainland of the US, and instead will be on the British island. It's the first time the regatta will sail international waters by choice rather than necessity. In 2013, Oracle Team USA came from behind to beat Emirates Team New Zealand in the 34th America's Cup in San Francisco. As defending champions, Oracle (owned by software billionaire Larry Ellison) got to choose the site for the next America's Cup, held every four years.

According to the head of the Oracle team, Russell Coutts, the new location will help accommodate European TV viewers with its Atlantic time zone. It was also spurred by the plans for an America's Cup Village at the Royal Naval Dockyard. The spot overlooks the racecourse, so spectators will be able to see the entire track. How the island, home to less than 65,000 inhabitants, will accommodate the influx of sailing enthusiasts is the next point of interest.



ITC Promotion – UK - Dec.

- Email marketing co-op with Rosewood Tucker's Point, The Reefs Resort & Club and Cambridge Beaches Resort & Spa
- Distributed to 7,164 UK consumers
- 20% open rate
- 123 clicks – 1.7% click thru rate

ITC LUXURY TRAVEL
EST. 1973

HAND PICKED...
BERMUDA
...WITH YOU IN MIND

So just over six hours from the UK you can be enjoying the delight of a holiday on the stunning island of Bermuda.

Remarkable by turquoise waters and coral reef, and featuring historic colonial architecture, Bermuda has some diverse experiences to offer visitors who love to explore. From colonial grandeur on a 17th-century English town, observance of the culture in a historic city of British colonial and African heritage, a fantastic feast of dishes and much much more in lovely Bermuda. Or even those that just want to enjoy the incredible scenery and recreational facilities, with each offering a local specialty and the island's charm. To be sure, you'll find it all in Bermuda.

But it's the beaches that are certainly the jewel in the island's crown, with the world famous pink sands an absolute must-see during your stay on Bermuda.

Here's a taste of the luxurious escapes that will enhance your stay on Bermuda.

TELEPHONE: 01423 331 031 VISIT: ITC.LUXURYTRAVEL.CO.UK

ROSEWOOD TUCKER'S POINT

This incredible, sophisticated resort boasts elegant grounds and a historic Beach Club which includes Bermuda's largest private beach. You'll enjoy the finest dining, golf, and entertainment in Westport Bay.

CAMBRIDGE BEACHES RESORT & SPA

Super romantic and stylishly equipped, this resort is located on its own private peninsula with ocean front private beaches. Ideal for couples, it accepts guests aged 13 and over.

THE REEFS RESORT & CLUB

Perfect for couples and families alike, this beautifully resort will offer you a very warm welcome to Bermuda. It provides particular pink sands and turquoise waters.

Although often thought of as being in the Caribbean, Bermuda is actually further north, and is the Atlantic Ocean's last true beach. Only the eastern tip of the UK, it's just a few hours' flight from the UK. The island is a beautiful mix of history, culture and natural beauty. It's a beautiful mix of history, culture and natural beauty. It's a beautiful mix of history, culture and natural beauty.

This idyllic paradise is based for its pink sand beaches - which is the result of crushed coral and shells. From this with an backdrop to the water and turquoise in the Atlantic and you have the makings of a perfect getaway.

You'll be welcomed by members proud to show you their island's many attributes and have to maintain their reputation as one of the finest beaches in the world. You'll enjoy the island's history, culture and natural beauty. It's a beautiful mix of history, culture and natural beauty.

If you love an active holiday, you'll be well served by the island's many highlights including the Grand Canyon of Bermuda, while watching the sunset, shopping in the traditional markets and your own island escape.

To find out more about the ITC Luxury Travel portfolio in Bermuda and our current offers in the region, click here to visit www.itcluxurytravel.co.uk or call one of our Travel Specialists on 01423 331 031.

DISCOVER MORE IN THE COMPLETE CARIBBEAN BROCHURE

TELEPHONE: 01244 355 336 VISIT: ITC.LUXURYTRAVEL.CO.UK

BERMUDA

REQUEST A TAILORED QUOTE

INTERNATIONAL TRAVEL CONCEPTS LIMITED
POTTERSDOWN ROAD, DUNDEE, DD1 1JN, SCOTLAND

DATE: 10/12/2016 10:00:00 AM
URL: WWW.ITCLUXURYTRAVEL.CO.UK

UNSUBSCRIBE

Welcome to the inaugural edition of the Bermuda Tourism Authority's Media Newsletter. We're thrilled to share updates from our beautiful island. You are receiving this newsletter because you've expressed interest in the destination or have visited in the past; if you'd like to change your subscription, please refer to the footer to do so. For more media information please visit our online [press room](#) or email bermuda@turnerpr.com.



Trade Newsletter Performance

- eNewsletter targeted towards travel trade (meetings, incentive and agents) to showcase new developments and experiences on-island

- **Distribution:** 5,174
- **Open Rate:** 16%
- **CTR:** 4%

Media Newsletter Performance

- eNewsletter targeted towards media to showcase new developments and experiences on-island

- **Distribution:** 129*
- **Open Rate:** 31%
- **CTR:** 13%

**A media opt-in form is slated for the website to grow this database*

FEATURE-WORTHY NEWS

- **Bermuda Holiday Guide:** The beautiful island of Bermuda is an out-of-the-ordinary [holiday](#) escape, a world away from the stresses of the season. And it's closer than you think. Just two hours from most major eastern U.S. airports, the "jewel of the Atlantic" offers unique Christmas traditions and events that blend the island's British heritage with its relaxed, tropical vibe. Bermuda's December temperatures are usually in the 70s - a welcome change from winter's deep freeze. In other words, there's no need to pack that ugly holiday sweater.
- **Buried Treasure Unveiled:** The [Bermuda Perfumery](#) has released a limited edition (just 1,864 bottles in fact) fragrance, a replica of a rare fragrance discovered on a 150-year-old shipwreck just off Bermuda's south shore in 1864. The bottle is packaged inside a Bermuda cedar box, tied with a ribbon and finished with a wax seal depicting the Mary Celestia which was designed by the Royal Mint, courtesy of the Bermuda Monetary Authority. The replica became available for purchase on October 1, 2014 and costs \$225.
- **New Ways to Ride Along the Railway:** After 30 years, hikers and bikers now have access to newly-renovated sites along Bermuda's historic mixed-use [Railway Trail](#). The footbridge, further linking sections of the trail, is expected to open in November 2014.
- **Battle of the Bays:** Bermuda has been selected as one of two finalists to host the 35th America's Cup in 2017. Learn more about why we're best suited for the job [here](#) and stay tuned for the decision later this year.
- **Look Twice:** [LookBermuda](#) is installing large-scale art, including photographic installations produced and curated by the team, on all open wall spaces throughout the Bermuda International Airport.
- **Dig In at Two New Restaurants:** Shortly after the opening of [Calico Jacks](#), Bermuda's first floating bar set on a refurbished ferry in the Royal Naval Dockyard, St. George's is now home to [Tempest](#), a French-inspired bistro housed in the historic former Carriage House.
- **Bermuda Resorts Get Facelifts:** Hard hats are giving Bermuda shorts a run for their money as the season's hottest trend, as a number of hotels undergo multimillion dollar renovations and upgrades. For more information on this and to [learn more](#) about the latest news and happenings in Bermuda [click here](#).

NYC Media Visits

Dec. 10–11, 2014

- Turner PR secured 5* appointments with top-tier journalists
- Publications include:
 - *Robb Report*
 - *Travel + Leisure*
 - *DuJour*
 - *Skift*
 - *Departures*
- As a result, confirmed coverage in the *Travel + Leisure* February issue

**Two additional appointments, including the Wall Street Journal, were secured but had last-minute scheduling conflicts. Those appts will be made up in Q1.*

DEPARTURES

Robb Report
FOR THE LUXURY LIFESTYLE™

TRAVEL+
LEISURE



DUJOUR

Q4 Coverage Snapshot

- Number of Articles: 69
- Impressions: 205,441,121
- Average Score: 64

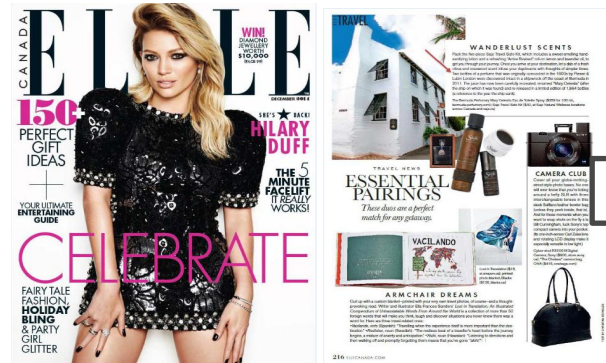
Upcoming Coverage Highlights

- Triathlete Magazine Swimsuit issue
- SAIL Magazine February issue
- Travel + Leisure February issue
- Condé Nast Traveler March 2015 issue
- Delta SKY feature in April issue on Bermuda Marathon
- Condé Nast Traveler May 2015 issue
- Endless Vacations
- Robb Report February issue
- BRIDES magazine for upcoming Most Romantic Beaches slideshow

Coverage Highlights



Destination Weddings & Honeymoons – November 6, 2014
Babymoons

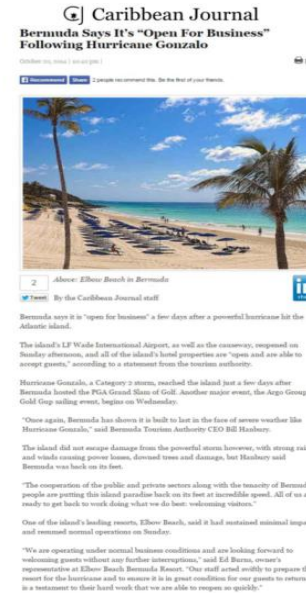


Elle Canada – November 6, 2014
Mary Celestia

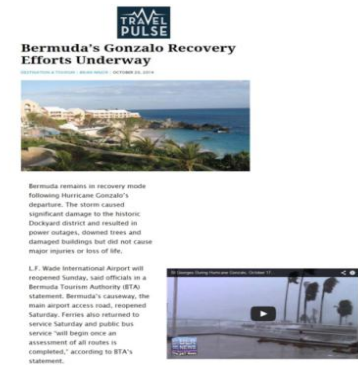
Hurricane Recovery Coverage

Hurricane Gonzalo PR Efforts:

- Created Hurricane Gonzalo update newsletter and distributed to trade and media contacts
- Updated website with hurricane statements
- Pitched recovery efforts to trade media
- Provided recovery copy for consumer newsletter
- Secured downloadable clips from top major broadcast coverage
- Updated crisis plan
- Monitored media coverage of the storm and provided twice daily media updates



CaribJournal.com - October 21, 2014
 Hurricane Recovery



Travel Pulse - October 20, 2014
 Hurricane Recovery

Q4 Media Visits

- Geri Bain – October 1–3, 2014 (*AAA Home & Away*)
- Ultimate Bachelors FAM – October 14–18, 2014
- Cynthia Barnes – October 23–26, 2014 (*Toronto Star*)
- Proper Fun FAM – November 13–17, 2014
- Mike Guy – November 13–16, 2014 (*Maxim*)
- Terry Ward – November 19–22, 2014 (*Endless Vacation*)
- Dale Dunlop – December 6–13, 2014 (Freelance)
- Bert Archer – December 12–14, 2014 (*The Globe and Mail*)



Result of Bert Archer visit

Upcoming Media Visits

- Triathlete Shoot – January 12–16, 2015
- Andrew Dobson – January 12–17, 2015
- T'ing Off FAM – January 14–18, 2015
 - **Confirmed outlets:** Gear Patrol, *Prevue*, *Golf Magazine*/*Golf.com*, *Golf Channel*
- Cassie Shortsleeve – January 16–19, 2015 (*Delta Sky*)
- Romance FAM – February 5–9, 2015
 - **Confirmed outlets:** *Destination Weddings & Honeymoons*, *NYMag.com*, *Freelancer for Thrillist*, *Hemispheres* and *Esquire*

The Unfinished Church of Bermuda

By Dale Dunlop



Grass grows where the pews ought to be. Half the support pillars have crumbled, and the roof is long gone. The unfinished church at St. George's in Bermuda is the result of conflict in the congregation, rising tensions, and one angry hurricane.

Construction on the Protestant church began in 1874. The building, designed to seat 650, was intended to replace St. Peter's Church, an Anglican place of worship established nearly a year after the 1660 English settlement of St. George's.

Things did not go according to plan—180 years later, the church remains unfinished. The first trouble came when the congregation split and a group of former parishioners left to build their own Reformed Episcopal Church in 1884, a cathedral in nearby Hamilton. Barred down, requiring funds to be diverted from the construction project. By 1904, with the unfinished church having suffered from frequent storms, more damage, and squabbles within the Anglican community over its legitimacy, the congregation decided they would rather renovate St. Peter's than complete the new church.

Thirty years later, a hurricane caused substantial damage to the western end of the unfinished cathedral, setting its fate as a modern ruin. Though the church has no ceiling, no floor, and no windows, it has become a popular site for wedding ceremonies. Its space is currently locked due to safety concerns, but the grassy interior is plainly visible from the outside.

*Visit www.bermudachurch.com for more on the unfinished church of Bermuda.



Result of Proper Fun FAM

Social Media: Q4 Highlights

As a result of focusing on quality content, Bermuda continues to see a strong growth in engagement across the board. While some engagement numbers have decreased slightly since Q3, engagements have still greatly increased overall since Q2. Community growth continues to steadily grow. Facebook saw a large growth due to an advertising campaign.

- Facebook
 - Total Likes: +29.6%
 - Avg. Engagement Rate: -4.5%
- Twitter
 - Followers: +5.7%
 - Avg. Engagement Rate: -9.2%
- Instagram
 - Followers: +53.8%
 - Avg. Engagement Per Post: +17.2%
- Pinterest
 - Followers: +8.2%
- Google+
 - Followers: +8.9%
 - Avg. Engagement Per Post: +17.5%
- YouTube
 - Subscribers: +5.4%
 - Total Views: -27.5%
- Blog
 - Pageviews: +3.4%
 - Time on Blog: +17.9%

Investment Division

BERMUDA
so much more®

During Q4 of 2014, the Investment Division accomplished the following:

The investment division continued its mandate of developing an investment environment for domestic and international investors and operators in Bermuda. Following on from the activities in the 3rd quarter, the 4th quarter primarily focused on completing and finalizing key legislative framework for submission to the Ministry of Tourism Development and Transport for review and adoption. The outreach to both local and international investors and operators remain a core activity and focus.

Activities during the quarter included:

1. Attendance at investment and development conferences.
2. On island meetings with the 5 principle hotels to understand key challenges and opportunities.
3. Presentation of proposed incentives for new and existing developments to the Bermuda Economic Development Committee.
4. Drafting of the Cabinet Decision Paper for the new incentives act.
5. Commissioning a draft report for the improvement of parking and transportation options for Horseshoe Bay
6. Completing the investment support for the Pier 6 tented facility with the Whitfield Group Ltd.

Operations Division

BERMUDA
so much more®

During Q4 of 2014, the Operations Division accomplished the following:

For the Operations Division, Q4 was focused on strengthening processes, completing documentation and solidifying standards and procedures in preparation for a number of 2015 initiatives, including our first year-end audit, the introduction of PATI and the introduction of the National Service Standard Programme.

OPERATIONS, GENERAL

Crisis Management Plan

The Bermuda Tourism Authority Crisis Management Plan was updated in advance of two hurricanes in the fourth quarter and used extensively to prepare our operations, stakeholders and partners sitting on the Emergency Measures Organization. The plan served the organization extremely well and was further tweaked following the storms. Stakeholders were impressed with the level of communication they and the media received from the BTA in advance of, during and after the storm – particularly as it relates to conveying the message that Bermuda was quickly back open for business following the storm.

Human Resources

The HR department continued to enhance the BTA Employee Portal with relevant employee information. Initiatives which were continued during this period included processes, standards and procedure around Performance Management practices and teambuilding to enhance employee engagement.

Information Technology

The BTA Information Technology plan, which included BTA current and future technology goals, was completed in Q4 and. An IT Services RFP was posted on 11/20/14 and is currently in the Vendor Review phase with vendor selection on target to be completed by Q1, 2015.

Voice, Data and Video migration was completed for both Bermuda and New York BTA office locations. The New York office IT equipment refresh was received and deployment will be completed Q1, 2015, completing the IT transition process initiated when the BTA commenced operations in April, 2014.

Training & Standards

The BTA's National Service Standard Programme (NSSP) was presented to stakeholders for input and feedback throughout Q4 and will be implemented in January, 2015. The programme has received industry-wide support from all sectors. Administered through the Bermuda Hospitality Institute, the NSSP includes a customized certification program leading to the obtainment of a Bermuda Tourism Ambassador designation for individuals who complete the requirements. Designed to be employer driven in the first year, it is also included as a requirement for recipients of BTA funding through Product & Experiences.



ON-ISLAND COMMUNICATION & STAKEHOLDER RELATIONS

Quarterly Media Briefing - As part of the organization's commitment to transparency, the BTA has formalized its schedule for the release of performance data to our stakeholders and the public, and included the introduction of a quarterly conference call with local media.

Stakeholder Communications - The BTA reaffirmed our commitment to, and devised a written plan for, bipartisan communication with political stakeholders and the expansion of our nonpartisan communication efforts.

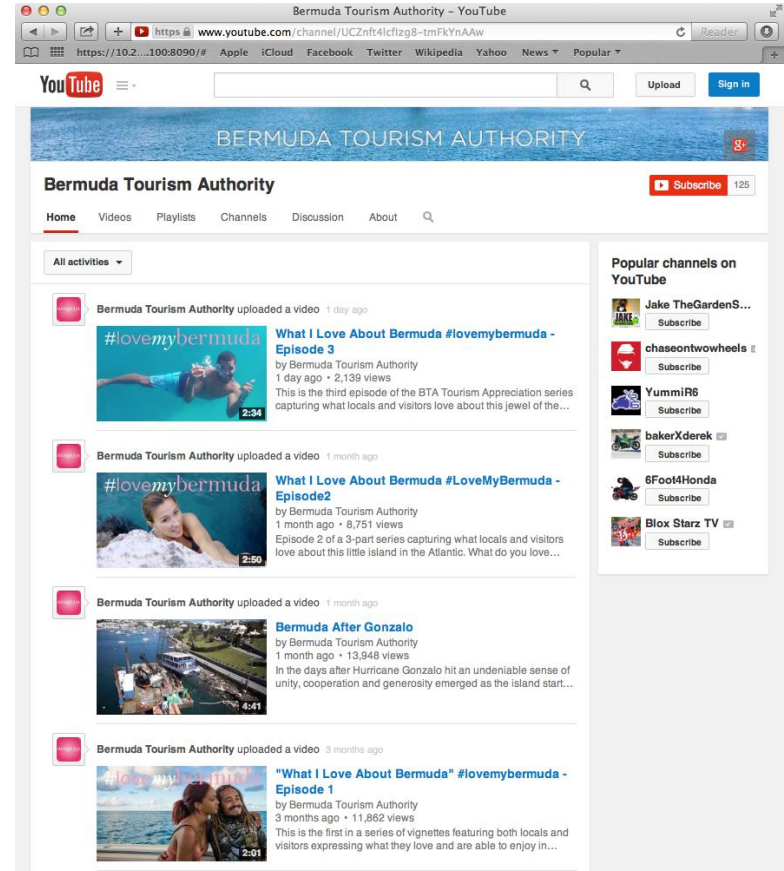
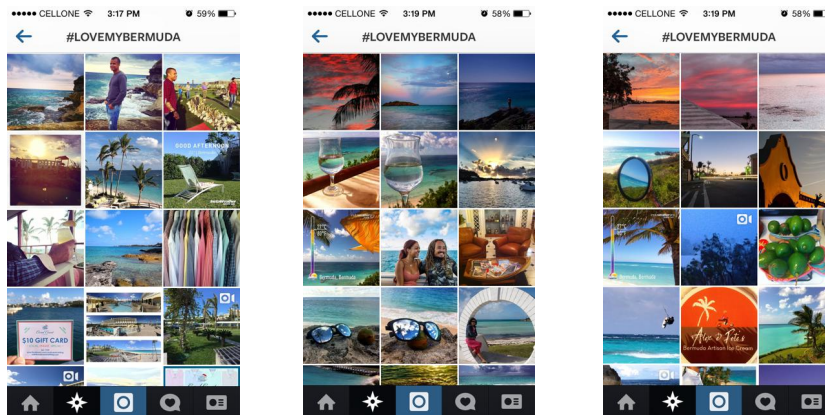
Each step in the plan is based on topic relevancy and timing and will ensure the BTA is engaged in continued dialogue with stakeholders and representatives from both sides of the political divide to share information and listen to ideas and feedback about the direction of the industry.

Advocacy Information Online - Recognizing the shortage of publicly available credible statistical information on the Bermuda tourism economy, performance and other statistical data has been compiled and will be posted on BTA's corporate website.

The posting of such information aligns with DMO best practices and the information is scheduled for publication early in the first Q1, 2015 under a new section heading titled 'Facts & Info'.

Tourism Appreciation - BTA's On-Island Tourism Appreciate Campaign continued with the introduction of the second "#lovemybermuda" video added to the campaign. The campaign, featuring both locals and visitors expressing what they love and are able to enjoy in Bermuda, has received 20K views since the its introduction at the end of Q3.

The Instagram handle #lovemybermuda forms the basis for easy recognition and is the foundation of a community outreach campaign developed to engage, encourage and call to action through social media channels and public events. The series can be viewed on the [BTA's YouTube channel](#).



On-Island media coverage in print:

Media coverage in print - *media coverage relates to press releases and editorial generated the by BTA or by external entities that mention BTA integrally in the story.*

In Q4, positive mentions represented 78.2%, a 1.6% comparative increase from the 76.5% in total mentions for Q3, while total local print Media mentions declined 14% from Q3 to Q4. Those deemed as not positive fell in the category of being neutral in nature, politically motivated or incidents that occurred beyond the control of BTA.”

October 2014: 10 media mentions

Story Highlights:

- Beautiful Bermuda – Bermuda Beaches – RG*
- Gonzalo leaves merely a dent in Gold Cup – RG*
- Cruise ship passengers to rise in 2015 – RG*
- Gonzalo could have cost tourism \$1m a day – RG*
- Bermuda showcased on Rachael Ray show - RG*
- NY perfume launch brings Island global exposure - RG*
- Premier’s NY trip cost \$3,200 - RG*
- Deloitte Summer Internship Program Completes – Bernews*
- Deloitte Summer Internship Program Completes - RG*
- Tourism funding applications go online – RG*



Three Bermuda Resorts Listed As “Best Hotels”

December 15, 2014 | 8 Comments

The Bermuda Tourism Authority today congratulated three Bermuda hotels for making Travel + Leisure’s list of World’s Best Hotels, with Rosewood Tucker’s Point, Cambridge Beaches Resort and The Ritzes [pictured] sharing the honour on the 2015 list.



Bermuda to be highlighted in online campaign

By Owain Johnston-Barnes

Published Jan 13, 2015 at 4:12 pm (Updated Jan 13, 2015 at 4:19 pm)
0 Comments



Orbitz Tourism

Online travel company Orbitz Worldwide and the Bermuda Tourism Authority have teamed up for an online video series promoting the island.

November 2014: 23 media mentions

Story Highlights:

A vote of confidence in Bermuda - RG
Ainslie: British Team prefers Bermuda for Cup - RG
New Partnership for Tourism Authority – RG
Bermuda to Hold World Series Event in 2015 – Bernews
Crockwell taxed by minibus operators – RG
Tourism grant deadline extended – RG
BTA: Experiences Investment date pushed back – Bernews
Bermuda to Feature on: House Hunters” Show – Bernews
Bermuda Tourism Authority CEO tells ExpertFlyer Why this Island in the Atlantic is Still the perfect Vacation Getaway Destination
Irrational Comments attacked – RG
FAhy hits back at PLP criticism
BTA Video: ‘The Bermuda Spirit of Resilience – Bernews
Historical Video: Bermuda in the 1960s – Bernews
Gallery Closure blamed on lack of support – RG
Americas Cup racing could come to Hamilton – RG
Call all budding entrepreneurs – RG
BTA Report on International Media Coverage – Bernews
New marketing for Bermuda tourism – RG
Digital focus for Bermuda Tourism – RG
Island marks Global Entrepreneurship week – RG
Hollywood star Douglas to promote Bermuda – RG
Dunkley: ‘Ambitious agenda’ ahead for Government – RG
BTA welcomes tourism goals – RG

December 2014: 22 media mentions

Story Highlights:

Three local hotels on “world’s Best” list – RG
America’s Cup: Hotels cooperate to prevent gouging – RG
Work on St. George’s hotel to begin next May – RG
Tall Ships coming to Bermuda in June 2017 – Today in Bermuda
Tourism Authority Launches Marketing Campaign with British Airways – Today in Bermuda
Tourism invests almost \$1 million in locals – RG
Construction of St. George’s Hotel to Begin in Mid 2015 – RG
26 Page Bermuda Feature in Delta Sky Magazine – Bernews
117-Page Casino Gaming Act Tabled in House – Bernews
AC35: ‘Our time to shine, says Dunkley – RG
Adams gets golf post at Fairmont Southampton – RG
America’s Cup: D-day for Bermuda – RG
Bermuda in Delta’s Sky magazine – RG
Bermuda’s December Social Media Rankings – Bernews
Clocktower Mall to Open Seven Days a Week – Bernews
Three Bermuda Resorts listed as “Best Hotels” - RG
Eight Hotels in BTA Arrears – RG
Almost all Hotel taxes collected – BTA – RG
Cup a game changer for Tourism industry – RG
Minister – Desarrollos – RG
Caymans balked at CCC airport deal – RG
BTA investing \$913,000 in Tourism Experiences - RG

Financial Division

BERMUDA
so much more®

During Q4 of 2014, the Financial Division accomplished the following:

Income statement

Income

This comprises of 2 key elements:

- Government Grant. This is received in 4 equal quarterly amounts of \$5,774,250 and accounted for equally throughout the year.
- Hotel Fees – these are currently in line with expectation.

Direct Costs

Sales and Marketing - the key areas of spend in the quarter were On-line media/Social media and Partnership funding in relation the 'Proper Fun' media strategy.

Product Development & Experience – the major cost in the quarter mainly represent the remaining payments due on the 2014 Grant Applications. Costs associated with the new National Service Standard Program, to be rolled out in the new-year, were also incurred in December.

Structure, General & Administration

Communications – the IT the costs for the quarter include the launch fee and Y1 license fee for the new CRM system ‘Simpleview’.

Premises – includes a full quarter of rent for the Bermuda office (the rent free period ended on 31 July).

Professional Fees – the cost in the quarter relate to legal advice in relation to the US operation and cost relating to the IT migration of the New York office.

Balance Sheet

Key points to note:

Bank – the balance at the end of the quarter was \$4.7m.

Accounts Receivable and Accrued Income – this represents the hotel fees for December (not payable until 15 January) and amounts overdue from previous months.

Prepaid Expenses – mainly relates to rent payments in advance and annual subscriptions in advance.

Vendor Payables – are all current bills.

Accruals – this includes liabilities yet to be invoiced, payroll costs and provisions.

BERMUDA TOURISM AUTHORITY
FINANCIAL YEAR END: DECEMBER 31, 2014

INCOME STATEMENT FOR THE PERIOD

	Qtr 4, 2014	Qtr 3, 2014	Qtr 2, 2014	YTD Total	Y1 Budget
Income	6,364,103	6,948,163	6,967,365	20,279,631	26,493,234
Direct costs	5,321,381	2,808,688	3,882,196	12,012,265	13,937,776
Direct surplus (deficit)	1,042,722	4,139,475	3,085,169	8,267,366	12,555,458
Structure, general & administration costs	2,726,195	2,255,873	2,795,050	7,777,118	12,506,584
Operating surplus (deficit)	(1,683,473)	1,883,602	290,119	490,248	48,874
Net finance costs	115,149	73,296	57,494	245,939	43,500
Net surplus (deficit) for the period	(1,798,622)	1,810,306	232,625	244,309	5,374

BERMUDA TOURISM AUTHORITY
FINANCIAL YEAR END: DECEMBER 31, 2014

INCOME STATEMENT FOR THE PERIOD

	Qtr 4, 2014	Qtr 3, 2014	Qtr 2, 2014	YTD Total	Y1 Budget
1. Income					
Grants, subsidy & contribution income	5,774,250	5,774,250	5,774,250	17,322,750	23,097,000
Tourism authority fee	589,853	1,173,913	1,193,115	2,956,881	3,396,234
	<u>6,364,103</u>	<u>6,948,163</u>	<u>6,967,365</u>	<u>20,279,631</u>	<u>26,493,234</u>
2. Direct costs:					
Sales & marketing (local)	33,353	34,764	34,410	102,527	
Sales & marketing (overseas)	3,880,001	1,846,762	3,183,251	8,910,014	
Sales & marketing (on-island visitors)	455,653	318,526	174,383	948,562	
Product development & experience	760,153	494,832	476,960	1,731,945	
Research & business intelligence	192,220	113,804	13,192	319,216	
	<u>5,321,381</u>	<u>2,808,688</u>	<u>3,882,196</u>	<u>12,012,265</u>	<u>13,937,776</u>
3. Structure, general & administration costs, split:					
Staff costs	1,601,895	1,554,839	1,365,599	4,522,333	5,958,378
Communications & IT	389,468	116,001	154,897	660,366	404,477
General expenses	172,938	121,978	208,954	503,870	806,488
Marketing	(0)	2,490	7,411	9,901	-
Premises	179,244	163,703	150,988	493,935	629,202
Professional fees	379,890	293,532	679,206	1,352,628	388,039
Transport	1,569	3,097	1,035	5,701	-
Grants / Investments	(87)	87	225,000	225,000	4,320,000
Capital expenditure	1,278	146	1,960	3,384	-
	<u>2,726,195</u>	<u>188,075</u>	<u>188,075</u>	<u>7,777,118</u>	<u>12,506,584</u>
4. Finance costs:					
Bank charges	7,299	7,176	7,049	21,524	-
Foreign exchange	107,850	66,120	50,445	224,415	-
	<u>115,149</u>	<u>73,296</u>	<u>57,494</u>	<u>245,939</u>	<u>43,500</u>

BERMUDA TOURISM AUTHORITY
FINANCIAL YEAR END: DECEMBER 31, 2014

BALANCE SHEET AS AT DECEMBER 31, 2014

	<u>Dec-14</u>
ASSETS	
Current Assets	
Cash & Bank	4,687,741
Accounts receivable	143,955
Accrued income	307,967
Prepaid expenses	95,079
Deferred costs	-
	<u>5,234,742</u>
Non-current assets	542,272
Total Assets	<u><u>5,777,014</u></u>
EQUITY & LIABILITIES	
Equity	
Accumulated surplus (deficit)	<u>2,863,370</u>
Liabilities	
Current Liabilities	
Vendor payables	911,827
Accruals	2,001,817
Deferred income	-
	<u>2,913,644</u>
Total Liabilities	<u>2,913,644</u>
Total Equity and Liabilities	<u><u>5,777,014</u></u>