

BTA Quarterly Report Update

Q3 2015

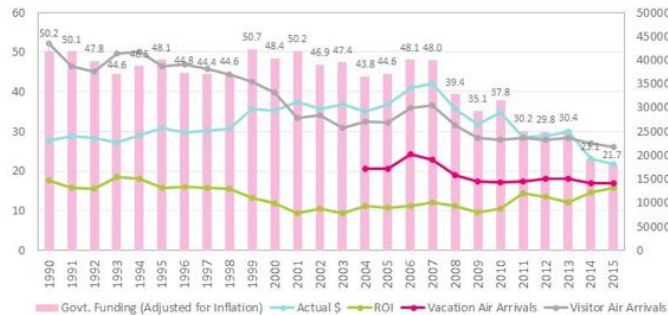


Research & Business Intelligence Division

During Q3 of 2015, the Research & Business Intelligence Division accomplished the following:

1. Completed a competitive analysis which looks closely at the variety of accommodations in Bermuda vs. other destinations.
2. Completed a full analysis of Return on Investment in Bermuda’s tourism industry over the past 30 years in Bermuda.

15-year Trend: Tourism funding, Air Arrivals and ROI



* Visitor and Vacation Air Arrivals are measured at the airport during landing/immigration process
 ** Visitor expenditure = average per person spending (measured by the same 3rd party research vendor since 2003) x total number of visitor arrivals
 *** ROI = Visitor spending / Government funding for Tourism

Government Tourism Funding, Visitor Expenditure and ROI

Year	Government Funding	Air Visitor Expenditure	Cruise Visitor Expenditure	Total Visitor Expenditure	ROI
2007	\$42.0 MM	\$442.7 MM	\$70.5 MM	\$513.2 MM	12.2 : 1
2014	\$23.1 MM	\$283.7 MM	\$54.4 MM	\$338.1 MM	14.6 : 1
2015 Estimate	\$21.7 MM	\$289.4 MM	\$54.5 MM	\$343.9 MM	15.8 : 1

* Visitor expenditure = average per person spending (measured by the same 3rd party research vendor since 2003) x total number of visitor arrivals
 ** ROI = Visitor spending / Government funding for Tourism

3. Analyzed results of a rental car survey completed by visitors to Bermuda.
4. Launched conversion research study to determine consumer barriers to booking a trip to Bermuda after consideration.
5. Continued analysis on historical and current air service to Bermuda in comparison to hotel inventory and occupancy. Attended World Routes Conference to explore opportunities with new airline partners, alongside Airport and Ministry officials.
6. Updated database of vacation rental properties in Bermuda.
7. Assisted in implementation of CRM system across all divisions of the BTA and integration with current systems.
8. Began development of online dashboard for all key metrics.
9. Continued to report monthly and quarterly on tourism KPIs (air/cruise/yacht arrivals, visitor expenditure, visitor satisfaction, hotel performance, future projections)
10. Executed on-site customer satisfaction surveys at BTA-sponsored events
11. Continued to monitor online demand and conversion by geographic region and persona targets
12. Continued to measure Return on Investment of marketing initiatives by geographic region
13. Continued local opinion poll to measure perception of Tourism and the BTA amongst residents

Product & Experiences Division

During Q3 of 2015, the Product & Experiences Division accomplished the following:

1. Approved Experiences completed/launched to date – Q3
 - Bermuda Triple Crown game fishing tournaments – 3-24 July



- LIV Bermuda - 3-6 July
- City Fashion Festival - 6-12 July
- Cup Match Summer Splash - 25-29 July

The quarter marked a total of 24 completed experiences to date. Ongoing monitoring indicates that the product development strategy has contributed to increased visitor spending for 2015. Reports in the quarter showed that air visitor vacationers average spend per person increased 7% through June 30, 2015. When extrapolated the economic impact of this increase is \$74.4 million for Bermuda's tourism economy, up 5% versus the same period a year earlier.

We also conducted **Bermuda's Best Fish Sandwich** Competition in August, in conjunction with Operations/Communications team. This was used as the latest vehicle to highlight local food culture, and identify locally-rated recommendations and options within the genre for visitors. Over 40 restaurants and outlets participated. Follow up reports indicate business increased by as much as 30% in the two week competition period for participants.



Work to develop the “**Uncover the Arts**” programme for Bermuda’s Arts & Culture season experiences (November - April) was completed during the quarter. Conducted in partnership with the Department of Community and Cultural Affairs, 18 new cultural and culinary-focused experiences were developed to add to the popular existing programme of activities, for launch as of 1 November.

Uncover the Arts
NOVEMBER 1, 2015 - APRIL 30, 2016
THE INSIDER'S GUIDE TO BERMUDA'S CULTURAL TREASURES

GOVERNMENT OF BERMUDA
Ministry of Community, Culture and Sports
Department of Community and Cultural Affairs
BERMUDA
GoToBermuda.com

Welcome

Bermuda's spectacular beauty is the perfect setting to experience our island culture, arts and entertainment year-round.

Time even permits for a game of golf on almost any day of the year!

Between the months of November to April, explore and discover the wide range of cultural adventures, ecoexcursions and the Island's rich history and architectural charm.

Some of the daily events are FREE, unless otherwise indicated. Outdoor events are weather dependent.

Many of the activities featured in this programme have been arranged by the guardians of our culture at the Department of Community and Cultural Affairs and the Bermuda Tourism Authority.

Be sure to look out for our **NEW** experiences highlighted within this brochure.

PUBLIC HOLIDAYS

Wednesday, November 11, 2015	REMEMBRANCE DAY
Friday, December 25, 2015	CHRISTMAS DAY
Sunday, December 28, 2015 (also observed on Monday, December 28, 2015)	BOXING DAY
Friday, January 1, 2016	NEW YEAR'S DAY
Friday, March 25, 2016	GOOD FRIDAY

Cover page photo credit: Maura Reinhard

new

EAST END CULTURAL PASSPORT

The Town of St. George and St. David's Island are abundant in natural and historical sites and have some of the best scenic sites Bermuda has to offer. For one low price, receive admission to some of Bermuda's best fortifications, museums and attractions in the East End. Whether you're looking to learn more about Bermuda's rich cultural history, view unique architecture or take unforgettable photographs, the UNESCO World Heritage Site and St. David's definitely has it all!

\$30 per person.
To obtain your East End Cultural pass visit www.eastendgo.com or visit the St. George's Visitor Information Centre, 1.441-297-6556. Passes valid for seven days.

Cultural Passport Participants

	World Heritage Centre Open: Monday - Sunday Time: 10:00 am - 4:00 pm
	Fort St. Catherine Open: Monday - Friday Time: 9:00 am - 4:00 pm
	Deliverance Open: Mondays and Fridays Time: 10:00 am - 4:00 pm
	Globe Hotel Museum Open: Monday - Thursday and Saturday
	Tucker House Open: Wednesday - Saturday Time: 11:00 am - 3:00 pm
	Carter House Open: Tuesday, Wednesday, Thursday, Saturday Time: 10:00 am - 4:00 pm
	St. Peter's Church, Their Majesties Chappell Open: Monday - Saturday Time: 10:00 am - 4:00 pm

2. Cruise strategy

SeaTrade Europe conference – we conducted meetings and continued outreach with target cruise lines and home port management contacts at this major cruise industry conference in September. Discussion highlights included sessions with *Viking Cruises* about new Atlantic itineraries and *Carnival Corporation*, about opportunities with their range of brands, e.g. *Princess, Seabourn, P&O, Cunard*. Discussions also took place with *Disney Cruise Line*.

General Infrastructure developments – we have continued to provide input to the government and industry on infrastructure matters. This includes North Channel improvements, consideration of port modifications at the East End, and general upgrades to existing piers.

Updates: latest outreach results - 150 calls are confirmed for 2016 (135 in 2015), from our targeting of premium/luxury brands

- 2016 projected visitor spending up 12% (\$10 million)
- Total projected economic impact: \$91 million
- Holland America – back with more calls in 2015 (6) & 2016 (4)
- 10 calls for Carnival brand in 2016
- America's Cup – five lines planning charters/AC itineraries

4. Sport Highlights

RC44 Championship Regatta - confirmed to take place in Bermuda from 2nd - 6th March 2016, and representing over 1,000 room nights in an historically soft tourism period. Our operational team includes representatives from the BTA, the Royal Bermuda Yacht Club, Bermuda Business Development Agency and Hamilton Princess. The RC44 Championship Tour is an international sailing circuit of events held in various locations worldwide. There are 14 teams from 10 countries that compete in the league. For this fleet racing series teams sail high performance RC44 boats designed by globally-recognized America's Cup winner Russell Coutts.

Each team comprises an owner, three amateurs and four professional sailors. The professionals are all either America's Cup or Olympic sailors. The owners of the RC44 vessels are high-level business executives and entrepreneurs of billionaire status, primarily from Europe and the US.

Sports Tourism - we established BTA's new agreement with the National Sports Centre (NSC), designed to incentivize teams to organize training and playing tournaments in Bermuda. The incentive is that the BTA will pay for usage time at the NSC pool, field, etc. So far, ten teams have chosen Bermuda under the new agreement, an estimated 435 visitors from the United States, Canada and Denmark.

Women Golfer Strategy

- Women in Golf Trophy - by end quarter-end, approximately 50 players were expected to travel to Bermuda for this event in November. The tournament continues to generate results for Bermuda as part of our strategy targeting women golfers. As reported, the event is anticipated to provide economic impact of \$165,000 in on-island spending.
- Executive Women's Golf Association - we confirmed a new experience for women golfers in partnership with the EWGA. The organization will conduct a golf school and related course play experience for its members in March 2016. The EWGA has 14,000 members across the US; chapters on the East Coast particularly will be targeted for this experience.
- Nike Golf PGA Team Championship of Canada: The inaugural Nike Golf PGA Team Championship of Canada will be played in Bermuda at the Mid Ocean Club. This newly-created and unique championship will feature two PGA of Canada professionals pairing up with the partner of his/her choice, from 26-29 October 2015. The Bermuda Tourism Authority and the Fairmont Southampton Hotel are partners of the inaugural championship.

Legacy activities – post-America's Cup (AC) - initiated strategy to leverage AC presence by developing sailing calendar of new and existing visitor-focused events and experiences. Strategy includes establishing experiences in four categories: *events/regattas*, *learn-to-sail*, *sports spring break (sailing)* and *repositioning (winter) sailing opportunities*. Therefore the calendar specifically presents either large-scale spectator events, or individual/group participative opportunities.

4. Experience Investment Programme

Round 3 of applications opened on 3 September, with a deadline for submissions of 2 October. This round covers experiences and events primarily designed to take place from January – December 2016. Outreach and education activities during the quarter to disseminate information to the community included a series of lunch and learn information sessions as well as a pre-application workshop. Application evaluation and review is in progress; we will determine approved experiences by the end of October.

The screenshot shows the Bermuda Tourism Authority website. At the top, there are navigation links: HOME | NATIONAL TOURISM PLAN | NEWSROOM | ABOUT US | ADVOCACY | EMPLOYMENT | FORMS | RESEARCH. The main header features the Bermuda Tourism Authority logo and the text 'Visit the Official Bermuda Tourism website'. Below this is a large image of a rocky coastline with turquoise water and a couple walking on the beach. The page title is 'Tourism Experiences Investment' with a breadcrumb trail 'Home > Tourism Experiences Investment'. The section is titled 'Statement of Purpose' and contains the following text: 'A Bermuda tourism experience will be defined as a journey that visitors embark on that connects them to Bermuda, creates unforgettable memories which encourage them to return. The purpose of the Tourism Experiences Investment is to support experiences that enhance the overall tourism product, attracts visitors to the Island and gives them something to do while on our island shores. There are three (3) categories in which funding may be provided: Sports - Sporting events which attract visitors to Bermuda. Arts/ Culture - Tours/events that showcase and highlight Bermuda's rich cultural offerings. New Experiences - A unique tour/excursion that enhance visitors experience and give them something to do while on island.'

Sales & Marketing Division

Travel, Roomnights, Group & PR Dashboard

KEY METRICS	YTD 2015 ACTUAL	2015 GOAL	% OF GOAL YTD
Total Visitor Spending Influenced by BTA	\$29,934,249	\$54,497,501	55%
Total Room Nights Influenced by BTA	56,530	88,533	64%
Total Leisure Room Nights	45,024	61,973	73%
Total Group Room Nights	14,012	26,560	53%
Group Sales Leads	217	575	38%
Group Sales Calls	276	360	77%
Number of Journalists Assisted	556	95	585%
*Earned Media Generated	\$16,927,101	\$8,500,000	199%
*Coverage in Top 100 Outlets	128	55	233%
*Average Quality Coverage Score	70%	61%	114%

Redeployed sales team to focus on group sales in January 2015

Digital Dashboard

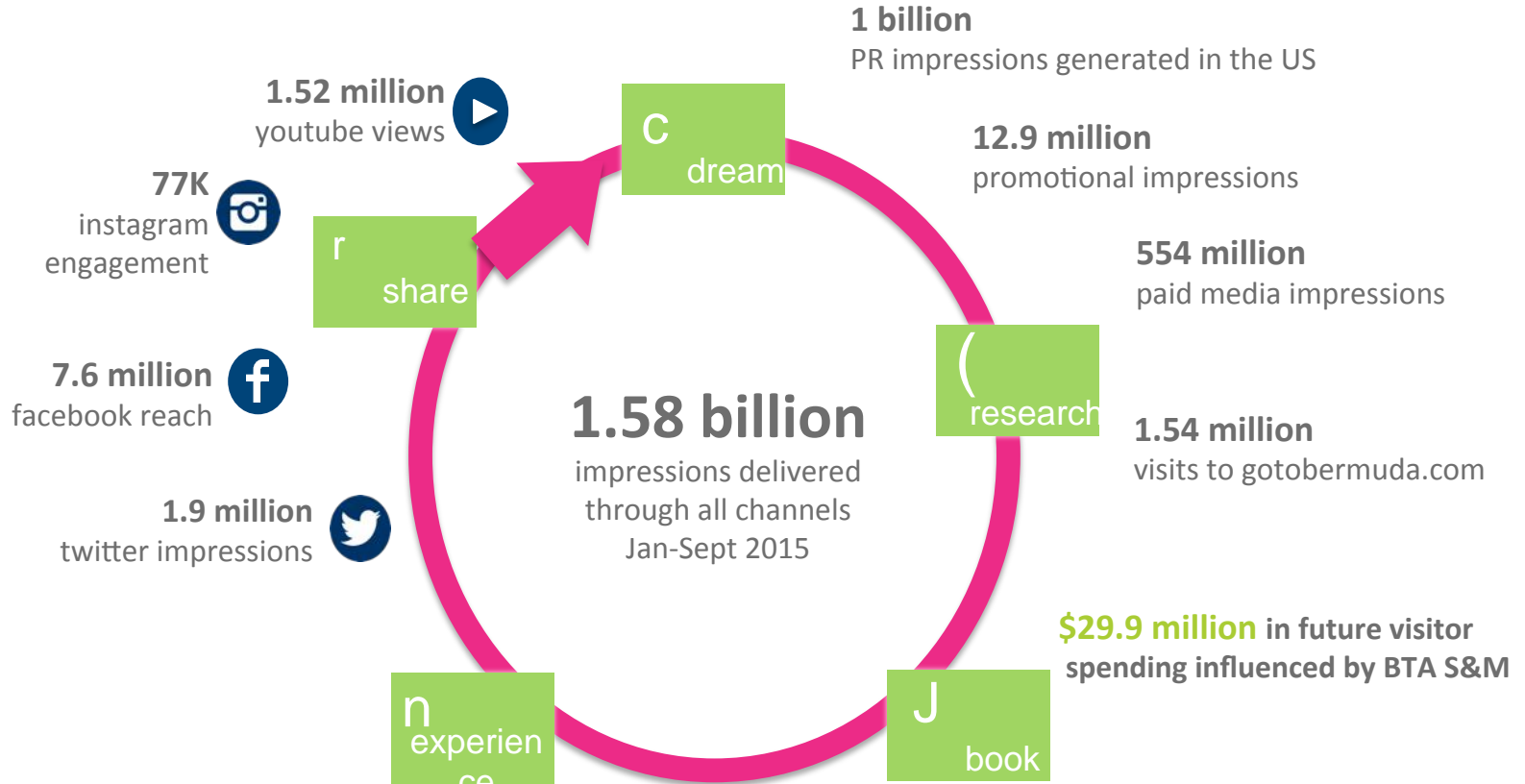
KEY METRICS	YTD 2015 ACTUAL	2015 GOAL	% OF GOAL YTD
Total Website Visits	1,547,882	1,855,846	83%
Desktop Traffic	762,318		
Mobile Traffic	475,299		
Tablet Traffic	310,264		
Website Page Views	3,039,076	4,363,167	70%
Time on Site	1:58		
Blog Page Views	167,541		
Newsletter Subscribers	259,451		
Newsletter Open Rate	15.3%	Benchmark	
Consumer Inquiries	1,173	Year	
Internet/Email	624		
Phone	549		
Brochures Distributed	14,961		
Individual	5,072		
Bulk	9,889		

Social Dashboard

KEY METRICS	YTD 2015 ACTUAL	2015 GOAL	% OF GOAL YTD
Facebook Followers	213,310	194,257	138%
Facebook Total Reach	7,682,340	7,440,368	103%
Facebook Engagement	593,457	710,745	83%
Twitter Followers	17,183	15,578	179%
Twitter Impressions	1,897,600	1,131,967	168%
Twitter Engagement	46,339	37,743	123%
Instagram Followers	10,804	6,991	223%
Instagram Engagement	77,024	48,874	158%
YouTube Subscribers	1,289	1,200	112%
YouTube Total Views	1,519,099	1,710,100	89%
YouTube Minutes Watched	1,723,182	1,532,630	112%
Pinterest Followers	1,696	1,720	93%
Pinterest Repins	7,385	2,498	296%

Facebook updated the way Business Page likes are counted by removing memorialized and voluntarily deactivated accounts. This change affected volume of followers for all business page accounts.

2015 YTD Sales & Marketing Snapshot



Events & Engagement

Rachel Roy Press Trip	7/2/15	7/9/15	Bermuda	Press Trip
Ladies European Masters Golf	7/2/15	7/5/15	Buckinghamshire UK	Booth Production
SpaNNING the Globe Tours Site	7/4/15	7/8/15	Bermuda	Group Sales FAM/Site Visits
Bermuda Fashion Festival Press Trip	7/6/15	7/12/15	Bermuda	Press Trip
Travel Impressions Training	7/8/15	7/8/15	Bethlehem Call Center, PA	Seminars/Training
Travelmole Sailing Regatta	7/9/15	7/9/15	Southampton UK	Promotions
Christine Amorose (Summer Fridays Influencer)	7/10/15	7/12/15	Bermuda	Press Trip-Summer Fridays
AAA National Training	7/14/15	7/14/15	BTA Office	Webinar
DMAI Annual Convention	7/15/15	7/17/15	Austin, TX	Seminars/Training
Alpha Phi Alpha Site Visit	7/16/15	7/19/15	Bermuda	Group Sales FAM/Site Visits
MLT Training	7/21/15	7/21/15	Minot Call Center, ND	Seminars/Training
Prestige Holidays Roadshow	7/21/15	7/23/15	UK	Travel Industry Sales Outreach - Tradeshow
AC World Series Racing Events	7/23/15	7/26/15	Portsmouth UK	Promotions
Andrew Burr / Jeff Achey, Climbing Magazine	7/23/15	7/27/15	Bermuda	Press Trip
Brian Hart Hoffman (Taste of the South, Southern Lady, Tea Time and The Cottage Journal)	7/23/15	7/27/15	Bermuda	Press Trip
Bermuda Destination Training (Open Session for Travel Agents)	7/28/15	7/28/15	BTA Office	Webinar
Aimee Song, Influencer	7/29/15	8/3/15	Bermuda	Press Trip
Solange Knowles & Melina Matsoukas	7/30/15	8/3/15	Bermuda	Press Trip
Mark Travel Corp Training	7/30/15	7/30/15	Milwaukee Call Center, WI	Seminars/Training
Travel Impressions Training	8/4/15	8/4/15	Farmingdale Call Center, NY	Seminars/Training
Automotive Trade Association Meeting	8/5/15	8/7/15	Nashville TN	Directors Meeting
Brian Wolk and Claude Morais	8/6/15	8/6/15	Bermuda	Press Trip
ASAE Annual Meeting & Exposition	8/8/15	8/11/15	Detroit MI	ALHI Co-op
Virtuoso Week	8/9/15	8/14/15	Las Vegas	Travel Industry Sales Outreach - Tradeshow
Ed Salvato, ManAboutWorld Magazine (LGBT Outlet)	8/10/15	8/13/15	Bermuda	Press Trip

Events & Engagement

Air Canada Vacations	8/13/15	8/13/15	Montreal	Res/grp/crz agt training/tradeshow
Eva Chen, Influencer (Head of Fashion for Instagram)	8/13/15	8/17/15	Bermuda	Press Trip
New York Magazine - The Cut - Jack Riccobono	8/16/15	8/18/15	Bermuda	Press Trip
Incentive Works	8/18/15	8/19/15	Canada	ALHI Co-op
Indagare	8/22/15	8/26/15	Bermuda	Press Trip
Meeting Planner Site Visit	8/23/15	8/25/15	Bermuda	Association
Family Traveller UK magazine, Jane Anderson	8/24/15	8/28/15	Bermuda	Press Trip
Connect Marketplace	8/27/15	8/29/15	Pittsburgh, PA	Group Tradeshow - Association Market
AC World Series Racing Events	8/28/15	8/30/15	Gothenburg, Sweden	Promotions
Margaret Swaine	9/7/15	9/12/15	Bermuda	Press Trip
TTG Luxury Luxpo	9/8/15	9/8/15	London	Travel Industry Sales Outreach - Tradeshow
OHPsalms Site Visit	9/10/15	9/13/15	Bermuda	Travel Industry Sales Outreach - FAM/Site Visits
Apple Vacations Destination Wedding Fam	9/13/15	9/15/15	Bermuda	Travel Industry Sales Outreach - FAM/Site Visits
JetBlue Training	9/14/15	9/14/15	Orlando Call Center, FL	Seminars/Training
Travel Industry Exchange	9/15/15	9/17/15	Coronado Springs Hotel, Orlando, FL	Travel Industry Sales Outreach - Tradeshow
UK Travel Agent Megafam	9/16/15	9/20/15	Bermuda	Travel Industry Sales Outreach - FAM/Site Visits
British Airways FAM	9/16/15	8/20/15	Bermuda	Press Trip
Mark Travel Corp Training	9/18/15	9/18/15	Orlando Call Center, FL	Seminars/Training
JetBlue Training	9/22/15	9/22/15	Salt Lake City Call Center, UT	Seminars/Training
MLT University	9/25/15	9/27/15	Minneapolis Convention Center, MN	Travel Industry Sales Outreach - Tradeshow
Undiscovered Press Trip	9/25/15	9/29/15	Bermuda	Press Trip
ALHI Industry Advisory Council (IAC) Meeting	9/27/15	9/30/15	Miami, FL	ALHI Co-op
Prestige Holidays Roadshow	9/29/15	10/1/15	UK	Travel Industry Sales Outreach - Tradeshow

Trade Engagement Highlights

- Personal training for more than 1,100 travel and/or reservation agents
- 11 training sessions engaged 542 agents in learning more about the Bermuda experience
- 3 tradeshow events with one-on-one appointments, engaged 572 agents
 - Virtuoso Week (300+ appointments)
 - Travel Industry Exchange
 - MLT University



Group Client Engagement Highlights

- Presented at the Automotive Trade Association Executives Meeting: August 5-7 – Nashville TN
 - Generated lead for 700 room nights
- Exhibited at Connect Marketplace: August 17-29 – Pittsburg PA
 - 26 personal appointments at a show attracting over 2,000 association and sports meeting planners
- Joint calls with hotel partners in DC & Atlanta
 - Generated 2 leads representing more than 600 room nights

Sales Pipeline Highlights

- Spanning the Globe Site Visit
 - 150 room nights confirmed Fairmont Hamilton January 2016
- Alpha Phi Alpha Site Visit
 - RFP tentative May 2018 1,500 room nights
- Meeting Planner Site Visit
 - RFP tentative April 2016 160 room nights
- Opsalm Events site visit
 - RFP May 2016 300 room nights



Travelmole Regatta July 9, UK

Sponsorship of this well-known annual travel trade event. Leverage partnerships with tour operators and hotel partners whilst promoting sailing link around America's Cup

- Bermuda branded boats
- Guests 5 operator partners & 3 hotel partners
- Unique event
- Media partnership generating B2B coverage and social media engagement over 3 months
- Relationship building with leading Bermuda tour operators



ACWS Portsmouth July 23-26

Relationship building

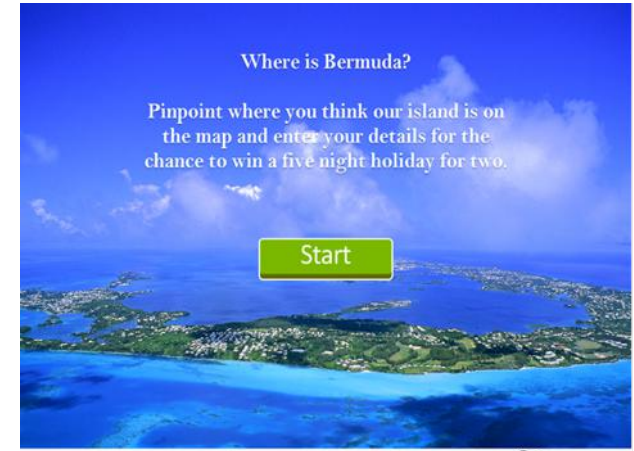
- Hospitality for 40 trade and media guests and partners

Consumer Outreach

- Interactive activation in the Fanzone included –
 - TV screen featuring the Life is Bermudafull video, the America's Cup video and footage on whale watching and scuba diving
 - A touch screen displaying the Bermuda website
 - An Instagram style wall displaying iconic Bermuda imagery
 - A green screen where consumers were invited to have their photos taken on the Bermuda Vespa. Consumers received an emailed copy of their postcard, a hard-copy print out and any team support messages were displayed on the large screens around the site.
 - An IPAD game inviting people to win a holiday to Bermuda with data capture.
- Co-sponsorship of the Goslings Bar
- Amplification on social channels and through 1851 marketing campaign



ACWS Portsmouth



ACWS Portsmouth

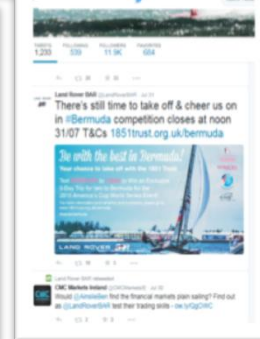
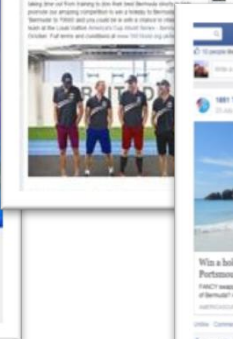
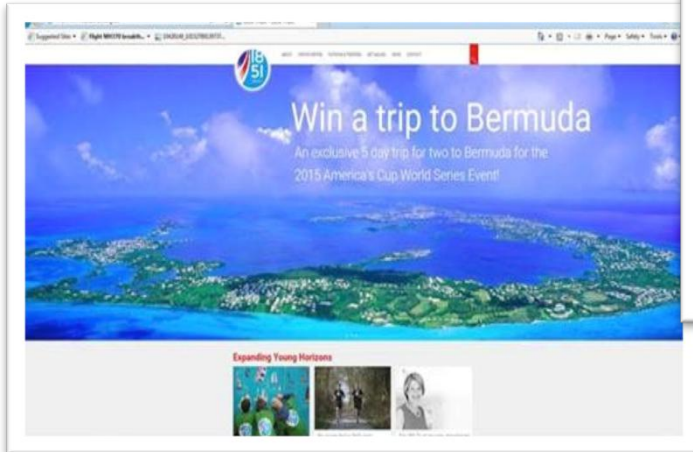
Media Outreach

- Sir Ben Ainslie interview with Tatler
- Hosted media briefing with ACEA
- Broadcast and print media interviews with senior BTA spokespeople
- Media partnerships with The Times+ online outreach to 400k subscriber database



ACWS Portsmouth - 1851 Trust Promotion

- Text to donate to the charity and be entered into a competition to win a holiday to Bermuda
- Outdoor advertising campaign, including 2 x billboard sites in Portsmouth, on the big screens across the ACWS race village at ACWS Media coverage in local print press, radio, online and lifestyle publications
- Home page takeover on the 1851 Trust website
- Wear your Bermuda Shorts social media campaign
- Competition winners media presentation
- Data capture



#RaceToBermuda Event

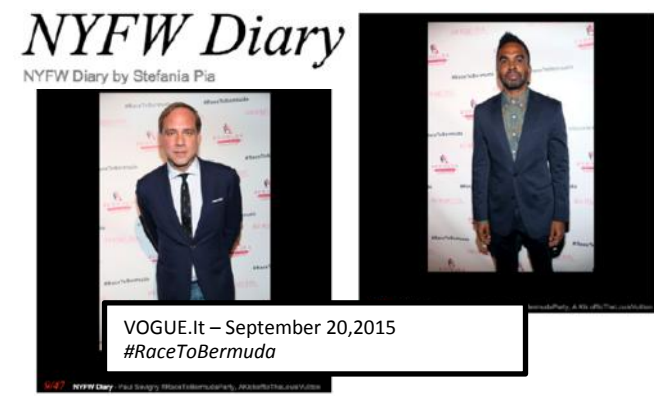
September 16

NYC

- Concepted, organized and secured nearly 200 influencers and media to attend the event to kick off the #RaceToBermuda in NYC
- Engaged Bermudian influencers based in NYC to contribute to the event, including Damon DeGraff
- Social media live posting and engagement throughout event, generating:
 - 400,000+ impressions (approximately 65% of all #RaceToBermuda activity at time of report) reaching approximately 145,000 unique users
 - 51 total tweets and 31 re-tweets by a majority of users with an average of 100 or more followers
 - 76 unique total Instagram posts with a combined 1,000+ Likes, which made up more than 57% of the total #RaceToBermuda posts on Instagram at time of report



HauteLiving.com – September 20,2015
#RaceToBermuda



VOGUE.It – September 20,2015
#RaceToBermuda

UK Travel Agent Megafam September Bermuda

26 retail travel agents attended a 4-night site visit

- Multi-channel media partnership spanning more than 6 months promoting Bermuda and the site visit via print competitions, website takeovers, social media engagement
- Agents selected via our tour operator partners
- TTG journalist attended to write additional follow-up destination features
- Itinerary included hotel site visits, island experiences and building relationships with local partners

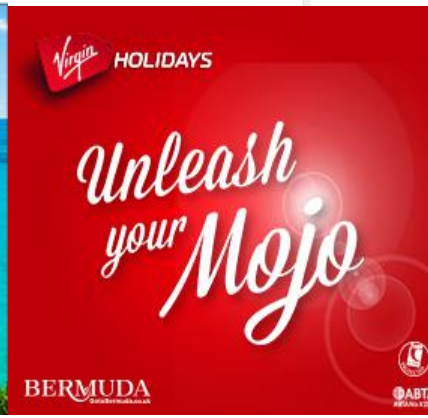
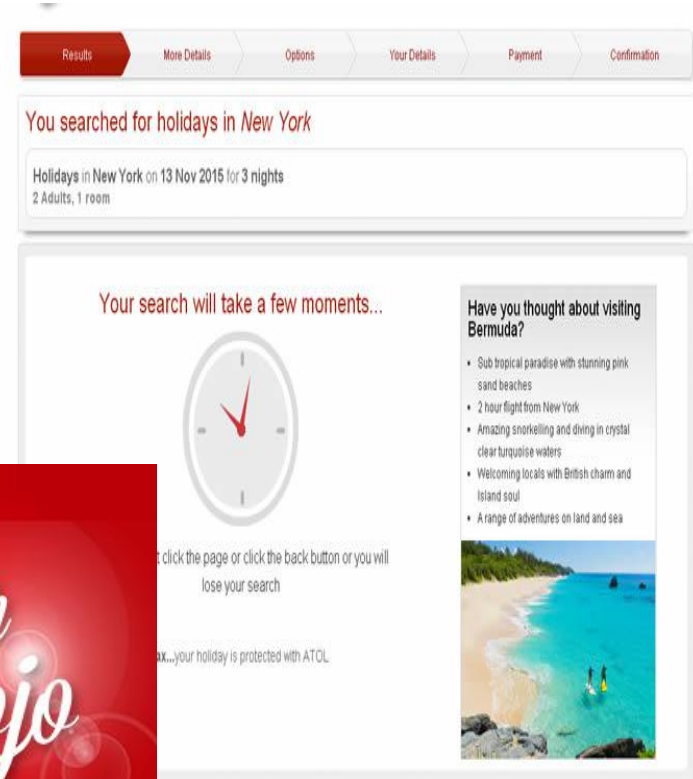


Virgin Holidays Co-op Marketing & Brochure Launch September- December

- Email inclusions in USA brochure launch email and monthly newsletter – 600,000 consumers
- Digital campaign on TripAdvisor 2.1 million impressions
- Interstitial page promotion on New York search page
- Inclusion in weddings brochure
- PR and social support



New York and Bermuda twin centre:
For the ultimate shop-and-flop break, Virgin Holidays (virginholidays.co.uk) has started selling New York city breaks coupled with a visit to the Atlantic island of Bermuda with its beaches and golf courses. The flight between the two takes a little over two hours. Book now for departures from January, with prices for two nights at the Marlin Washington Hotel in New York and five nights at the Grotto Bay Beach Resort in Bermuda from £1790, room only, with all flights. More information on gotobermuda.co.uk.



Paid Media & Partner Marketing

Q3 Overview & Highlights

- Q3 integrated media programs attained over 138 million gross impressions and 1.1 million engagements
- Media partner programs and events with publishers such as Travel + Leisure, Afar, Conde Nast & Robb Report
- Targeted digital buys and optimizations lead to increased media efficiencies reducing the cost per engagement from \$1.27 in Q2 to \$.59 in Q3
- Created Canada specific strategy to impact fall Canadian travel to Bermuda
- Continued Summer Fridays promotional efforts including digital, offline, out-of-home, and outreach marketing in NYC, Boston and DC
- Increased efforts with video, native and custom units increased brand engagement more than 76% over Q2

Q3 Media Highlights

TIMING

Digital coverage throughout Q3 increased exposure in key markets for summer travel

PROGRAMMATIC PLATFORMS

Efficient buying across Digilant and Rocketfuel increased site traffic

TRAVEL ENDEMIC PLATFORMS

Secured integrated campaigns with Afar, Conde Nast Traveler and Travel + Leisure & Robb Report

CUSTOM SOLUTIONS

High impact placements + content distribution increased engagement, new pre-roll video implemented for brand awareness

Summer Fridays Overview & Highlights

- Summer Fridays performance metrics snapshot:
 - 19.1MM Impressions; 80K Engagements; \$1.87 Cost Per Visit
- Position Bermuda as an adventurous place and a quick getaway to paradise for the summer
- Looking for those interested in culture, golf, diving, fishing, yachting, luxury travel, beach, cuisine, summer travel, short weekend trips. Interested in things to do for the weekend, Summer Fridays content
- Audience
 - Demographic: 25+ HHI \$100k+
 - Geo-Targeted: NYC, Boston and DC
 - Competitors include destinations with similar year round weather and close proximity to target markets; the Hamptons, Martha's vineyards, Cape Cod and Nantucket.
- Goal: Cost per visit under \$5

Summer Fridays Campaign

HIS SECOND
SHORT FLIGHT
OF THE DAY

If you're going to do Summer Fridays, then really do them. Jump in with both feet. Ditch the city streets and red lights, and instead take off for the pink sands and Neptune-blue waters of Bermuda.

Whether it's leaping off cliffs, diving down to shipwrecks or sipping your way to the bottom of a Dark 'n Stormy®, Bermuda is never shallow on surprises. Nor is it ever far away.

Only a 90-minute flight from NYC.

ITINERARIES AND TRAVEL DEALS AT
GOTOBERMUDA.COM/SUMMERFRIDAYS
#SUMMERFRIDAYS

BERMUDA
GoToBermuda.com

Time Out Magazine

AD BY FEDERATED MEDIA

THE PERFECT 72 HOURS IN BERMUDA

Your Bermuda escape may begin with a Summer end there. In fact, you should probably think about Friday off. Trust us, it's worth the vacation day. [Read more >](#)

Federated Native Ads

Fathom
June 25 at 3:00pm · 🌐

You only have 12 #SummerFridays left this year. So use them wisely. (Beach? Snorkel? Bonfire?) Bermuda is waiting. [AD]

Bermuda: The Ultimate Summer Friday Escape

Summer Fridays are all the rage, as offices empty out early for an escape to the beach or an afternoon happy hour with friends. Want to have a truly extraordinary Summer Friday this year? Come to Bermuda.

GOTOBERMUDA.COM

Fathom Facebook Post

CLOSE

00:00:00:00
DAYS HOURS MINUTES SECONDS

SUMMER FRIDAY IS HERE

TOBACCO BAY BONFIRE & BOHEMIA

IGNITE YOUR NIGHT AT TOBACCO BAY'S BONFIRE FRIDAY HAPPY HOUR EVENT.

EXPLORE NOW

30° 33' 18.81" N
84° 48' 45.17" W

#SUMMERFRIDAYS

JUST A 2 HR FROM THE

EXPLORE

Martini Rich Media

PROPER SUMMER HOT SPOTS BERMUDA STYLE

4 DAYS UNTIL SUMMER FRIDAY. Spend your long weekend snorkeling in Tobacco Bay, relaxing on the pink sand beaches of Johnson's Cove, or sipping up some Cold Brew. It's proper fun, Bermuda style.

BERMUDA IN 2 HOURS

#SUMMERFRIDAYS

BERMUDA
GoToBermuda.com

Fathom Eblast Banner

#SUMMERFRIDAYS

BERMUDA

SKIP RED LIGHTS. TRY PINK SAND. 90 MINUTE NON-STOP FROM JFK.

7-BUS

NYC OOH Bus Wrap

#SummerFridays with Shiona Turini

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BRACELET.

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What we want
RIGHT NOW



HOW TO DO BERMUDA THE
SHIONA TURINI WAY

REMEMBER TO PACK YOUR VALENTINO, GUYS.



Stylish Influencers

Worked with NYC-based Bermudian Shiona Turini to coordinate stylish influencers to visit Bermuda during the #SummerFridays promotional period

- Designer Rachel Roy and other journalists during Bermuda Fashion Festival
- Aimee & Dani Song instagrammers, photographers, & bloggers
- Solange Knowles
- Eva Chen, head of fashion partnerships, Instagram



songofstyle ✓ FOLLOWING ▾

Aimee Song [Aw-Meeh] like Mommy 📷 snapchat: songofstyle us🇺🇸 🇰🇷🇰🇷
www.songofstyle.com/2015/08/crochet-swimsuit.html

5,550 posts 2.5m followers 745 following



Brand & Promotional Campaign

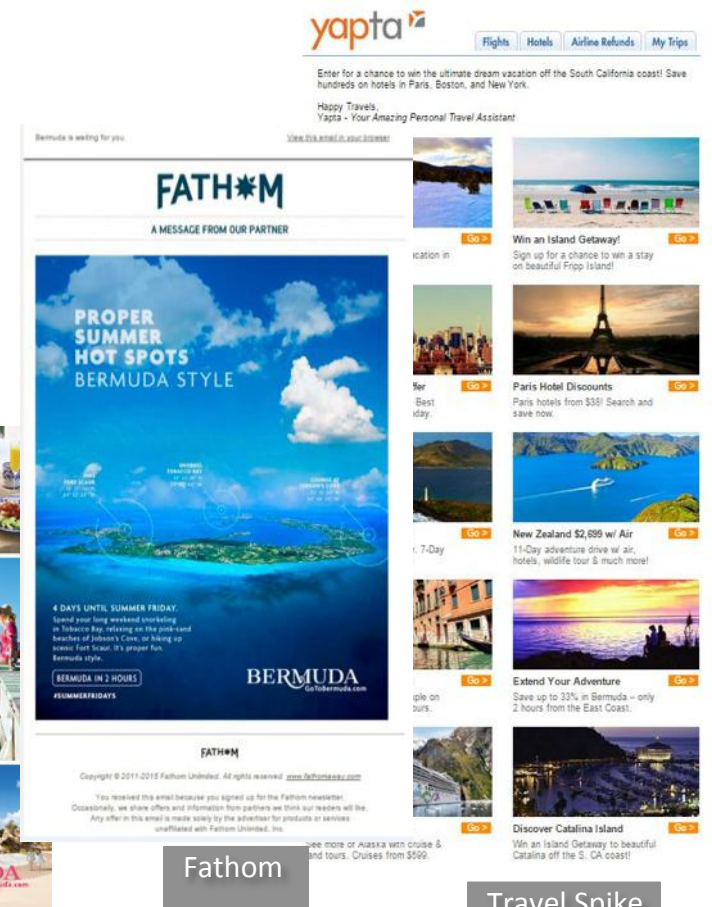
- Evolve the brand messaging to communicate the year-round opportunity and appeal of destination through integrated, multi-channel programs, and retail promotion, such as Proper Rewards, when appropriate.



Virtuoso, Robb Report, Conde Nast Traveler, Boston Globe



Conde Nast Traveler



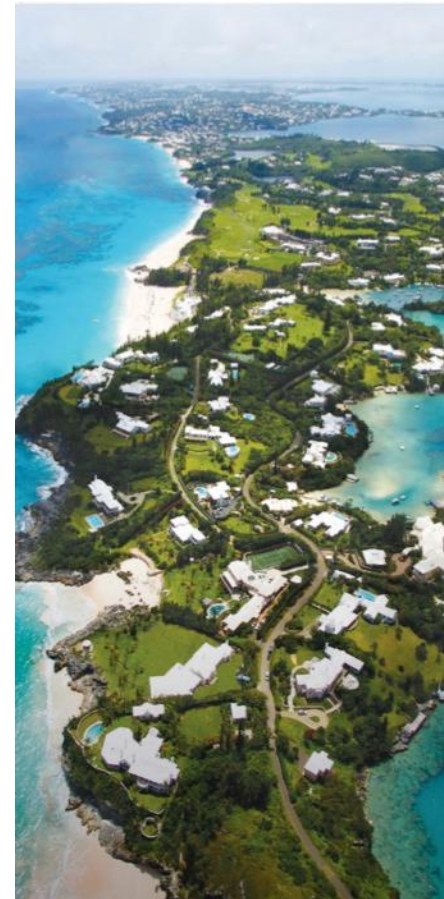
Fathom

Travel Spike

Virtuoso Preferred Destination

Bermuda became a Virtuoso preferred destination, gaining access to the travel industry's leading luxury network, spanning over 26 countries and 9,000 travel advisors. The integrated partnership spans events, networking, training, digital and print activations:

<i>Print:</i>	<p>Full page 4-color ad:</p> <ul style="list-style-type: none"> • Virtuoso Life – July – Travel Dreams • Travel Catalog – July – Spa & Adventure • Travel Catalog - October - Island Escapes • Virtuoso Traveler – December – 2016 Idea Book
<i>Training & Webinar :</i>	<p>Webinar – ½ hour live training webinar Virtuoso Travel Week - August</p>
<i>Themed Emails:</i>	<p>Close to Home – June Active Adventures – July Travel Planner – September - Holidays & Beyond</p>



PROPER ISLAND HOP.
BERMUDA STYLE.

BERMUDA
A Treasure Trove of secrets for the Discerning Traveler.

SCINTILLATING SCENTS
Create your own custom cologne or perfume at the Bermuda Perfumery, under the guidance of Master Perfumer Isabelle Ramsay-Brackstone.

NATURE'S HIDDEN GEMS
Explore a network of secret coves and unranked through coral reefs on private tours with island insiders.

LINWIND UPWIND
Get set for sunset on a private charter aboard the Spirit of Bermuda, cruising along the same waters that will play host to the 33rd America's Cup in 2017.

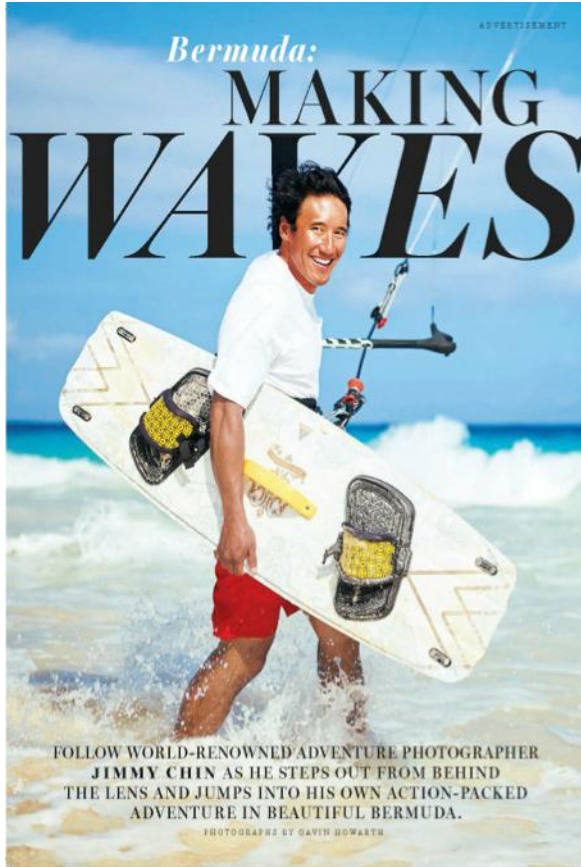
TABLE FOR TWO
Sink your toes in soft pink sand for an unmatched farm-and-oo-to-table beachside dining experience.

Explore more at GoToBermuda.com



BEST ISLAND — 2015 —
BERMUDA
GoToBermuda.com

Conde Nast Traveler



- ADVENTURES FOR ALL**
The master gear aficionado of *Survival*, Bermuda fringes it.
1. Kiteboarding at Elbow Beach and Achille Bay
 2. Hurdling the spine and corners of San Marco's Jungle
 3. Paddle-boarding over glass to water and almost coral reefs
 4. Hike and bike through beachside's canyon terrain
 5. Hitting a single-axle roadie and road-race and road-race
 6. Hiking and road-racing around the island
 7. Sport fishing for pink snappers, snappers, and snappers
 8. Hiking and diving in the Bermuda Triangle
 9. Hiking and diving on beach trails along Warwick Long Bay's dunes and forest
 10. Hiking to picturesque Hamilton Harbor
 11. Hurdling around the island's hidden beaches and spots

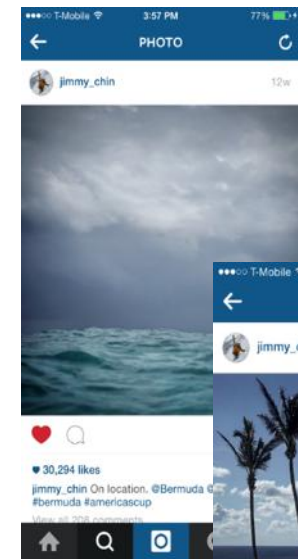


“KITEBOARDING AT SUNRISE, A FISH SANDWICH FROM ART MELS, AND CLIFF JUMPING IN THE AFTERNOON. BERMUDA IS AN INCREDIBLE PARADISE.”

AS AN EXTREME-SPORTS photographer, Jimmy Chin has visited some of the most awe-inspiring places on the entire planet. Bermuda is no exception. From kicking up sea spray on a high-powered watercraft and kiteboarding at Elbow Beach to zipping around the island's winding roads on a moped and launching off towering rocks into turquoise waters, Chin proves that Bermuda offers more than its secluded pink-sand beaches, warm-hearted people, and even warmer afternoons spent sipping rum swizzles. Although, Chin admits, a sunset paddle-boarding session and perfectly chilled swizzle hit the spot too.



THE 2017 AMERICA'S CUP
Bermuda is the only place in the world where you can see the America's Cup. The 34th America's Cup will be held in Bermuda in 2017. The event will feature the world's best AC75 racing yachts competing for the Cup. The event will be held in Bermuda from September 1st to 15th, 2017. The event will be held in Bermuda from September 1st to 15th, 2017. The event will be held in Bermuda from September 1st to 15th, 2017.



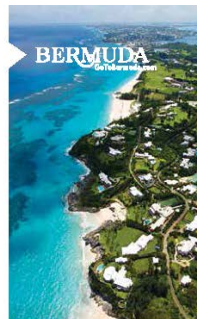
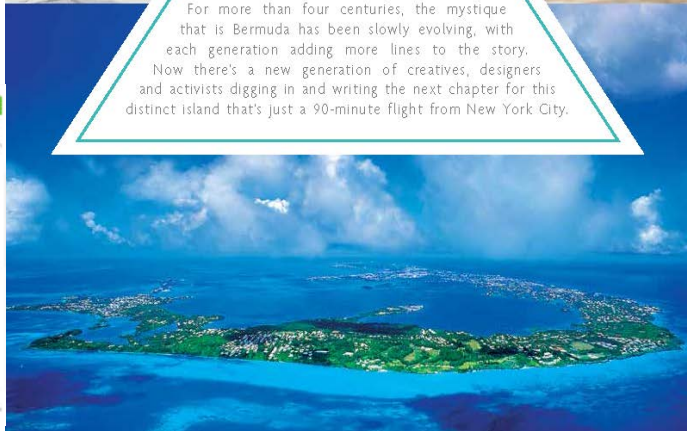
Travel +
Leisure
September
Design Issue



FASHION
FAME & FUN

**BERMUDA
— STYLE —**

For more than four centuries, the mystique that is Bermuda has been slowly evolving, with each generation adding more lines to the story. Now there's a new generation of creatives, designers and activists digging in and writing the next chapter for this distinct island that's just a 90-minute flight from New York City.



ADVERTISEMENT

Bermuda is a 21-square-mile playground of proper fun – and not just during the summer months. When the crowds thin out and the weather's just right, it's easy to catch wind of the island's creative, spark and friendly warmth. Bermudian Shiona Turini (now a well-known fashion consultant and travel writer based in New York City) shares, "I love that while the island is elegant and elevated, the small community gives it the perfect welcoming charm." Here are three beautiful reasons to go now:

✦ **HAPPY TRAILS**

Roughly 31 miles of trails traverse Bermuda. More than half of them trace an old paved railway bed that runs the length of the island – giving you the chance to pedal, stroll or trot through pathways full of Bermuda cedars, flowering tree sa trees and tropically manicured lawns that lead to iconic, white-roofed dwellings.



✦ **URBAN COTTAGE**

The name of the stylish Hamilton shop says it all. The shelves, tables and walls here are filled with a retro-futurist mix of cool new products (the urban) and timeless, vintage Bermuda items (the cottage). It's a must-visit for anyone who wants to see how the island's past blends seamlessly with its present – and it's the perfect place to pick up an only-in-Bermuda souvenir or gift.



✦ **ARCHITECTURAL APPRECIATION**

A distinct island feature is the uniformity of white limestone roofs dotting the landscape. Besides being artistically impressive, the scarcity of fresh water makes them a necessity in collecting rain. And there's the candy-coloured homes, where you'll find a bright pink building next to a mint-green one, next to a canary-yellow one – adding even more to the island's paradisaical palette.



FACES OF BERMUDA FASHION

ALEXANDRA MOSHER
@alexandamosher



Owner
Designer
Alexandra
Mosher Studio
Jewellery

"Arts and culture are in everyone on the island – creative expression is embedded deep within the Bermudian soul." Using the island's famous pink sand as her medium, she personally handcrafts every piece of jewelry in her boutique.

SHIONA TURINI
@shiorat



Stylist
Fashion
Consultant

"It may be small but it's jam-packed with beauty and culture. As a visual person, I fall in love with the scenery every time I come home – it's super lush and incredibly vibrant. On any given day you can experience the bluest water ever seen."

REBECCA HANSON
@TABSBermuda



Designer
Founder
TABS –
The Authentic
Bermuda Shorts

"I find Bermuda's vivid colours entrancing. You wake up in the morning saying, 'I've got to do something with these colours!' You just want to bottle them." She's done just that with her fashionable line of Bermuda shorts.

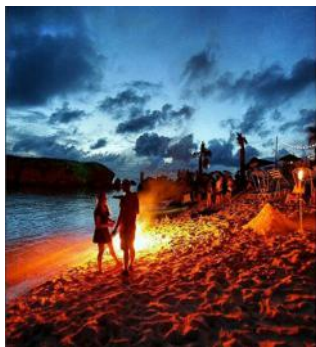
SAM OUBRIDGEE & ADAM PERRY
@coralcoastBDA



Designers
Founders
Coral Coast
Clothing

"We head straight for the open greens and blues of Bermuda's golf courses for inspiration and energy. Strolling the links certainly ticks all the boxes of a healthy island lifestyle. But the Dark 'n' Stormys® after a great round don't hurt either!"

Photo: Gedre Meredith; Andrew Photography; Gavin Howarth Photography; Picturequestbermuda.com; Ananda Temple Photography.



travelandleisure Bermuda FOLLOWING

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travelandleisure Extend your summer in Bermuda with nighttime bonfires on the beach. @Bermuda #paperfun #partner

AL: What Oh my god! So beautiful remember Bermuda is just that beautiful I was blessed to have been able to go many times love it

vedhrouseku @follpocket It's beautiful

aurania792 @audithubermudaworld oh look we've already there

ivvaga_Ahahhahhah!

castanearkan @shiorat

andyanjellon @tribub #gotbags

beyhencasoy @cavidanturini

shutaka_kama13 @yatinmishal I want to have you!

Like a comment...

Travel + Leisure



Features “Island Insider” tips from Bermuda personalities

BERMUDA
GoToBermuda.com

»»»

It's far more than an attractive seasonal escape. It's a 21-square-mile destination of intrigue. Surrounded by reefs and centuries of shipwrecks. Contoured in iconic, pink-sand beaches. Known for distinctly personalised hospitality. It's Bermuda – where world-class spa treatments are offered in a 500,000-year-old cave. And where you can always tee off for a round of championship golf surrounded by Neptune-blue water.

IMMERSE YOURSELF IN ISLAND LIFE

Only in Bermuda – and only a 2-hour direct flight from the East Coast.

WHERE WONDER IS AFOOT »»»

From St. George's to Somerset, trace the early-twentieth-century Bermuda Railway Trail – which contours the island beautifully for 18 miles. Along the way, you'll encounter panoramic ocean views from the peaceful hilltop at Fort Scaur. You'll cross Somerset Bridge – the world's smallest working drawbridge (just wide enough for a sailboat mast). And you'll cross paths with Bermuda cedars, blooming freesias and the stunning, tropically manicured lawns of the locals.



THE SCENIC SPORT OF LEISURE

Golf is as much the island's pastime as impeccable service is its standard – and both are deeply embedded in Bermuda's DNA. Seven striking courses grace the landscape – from the ocean-side cliffs of Port Royal to the secluded peninsula of Riddell's Bay. You can play like a champion and be treated like one, too. Especially with Golf Around packages that offer complimentary cart rentals, hard-to-get tee times and 50% off club rentals.



ISLAND INSIDERS

ASHLEY HARRIS



Owner/
Operator,
Hidden Gems
of Bermuda

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

JEVON ROBERTS



Amateur
Golfer

"Fall is my favorite time of the year to play golf. The temperature is in the mid to high 70s. The courses are in great shape, and you can get a round of golf in pretty quickly. I love playing Fort Royal."

ISABELLE RAMSAY-BRACKSTONE



Owner/
Instructor,
LiBermuda

"Immersing yourself in Bermuda's beauty doesn't require money. Wander through Tomikoone's Jungle. Go to the included beach at Ashwood Park. Or stroll through St. George's for a special experience."

WELDON WADE



Scuba
Enthusiast

"The first time I tried scuba diving, I was amazed at how beautiful and peaceful it was underwater. And that day became the beginning of an awesome journey."

ADVERTISEMENT



HISTORY SUBMERGED IN MYSTERY

Dating back to the 1600s, more than 300 ships met their untimely demise in Bermuda's reef-packed waters – earning it the moniker "Shipwreck Capital of the World." Luckily, what's treacherous to the ship is treasure to the diver. So suit up and suba down to discover mystical vessels like Spanish luxury liner Cristobal Colon – the largest known wreck in the area. And the impressively intact *Hermes* – one of the most photogenic and captivating dive sites.



Photo Credits: Steve O'Brien Photography, Turker's Point Golf Course, Peter Williger, Rosewood Turker's Golf Course, Heidi Aly

Departures

NAVIGATE THROUGH NEVER-ENDING ISLAND LIFE

EXPLORING FORT SCAUR
32° 17' 6" N
64° 52' 30" W

SUNSETS AT FORT ST. CATHERINE
32° 38' 06" N
64° 57' 40" W

RUM SWIZZLES AT SWIZZLE INN
32° 16' 1" N
64° 47' 34" W

GOLFING AT PORT ROYAL
32° 18' 1" N
64° 40' 54" W

WHERE PROPER FUN IS JUST A QUICK HOP AWAY.

Bermuda is a 21-square-mile playground of subtropical bliss — and not just during the summer months. And it's no mystery why: good times come easy. Here, you can always tee off for a round of championship golf surrounded by Heptagon-blue waters. Hike up scenic trails to Fort Scaur for sweeping views of the Great Sound. Or toast a Rum Swizzle to the spirit of summer at the island's oldest — and most famous — pub.

And getting here is easier than you thought — just a 2-hour flight from the East Coast.

BEST ISLAND RESORT
BERMUDA
GoToBermuda.com

Features “Inside Bermuda” from Nicole Golden, owner of Urban Cottage

INSIDE BERMUDA

Bermuda's breathtaking beaches and crystalline waters are the backdrop to a proper island getaway. Take it from native trendspotter Nicole Golden: "Whatever your pleasure—a tranquil beach hideaway, luxury shopping, refined dining, fabulous golf or yachting—you'll find it in Bermuda all year round."

LUXE LODGING
Rosewood Tucker's Point. The five-star hotel has ravishing views, a private beach, yoga lawn and the exquisite Sereni® Spa. **GOLDEN TIP:** "Indulge in a frolic salad or a glass of Sincere for the reflecting pool before or after total pampering."

WATERFRONT DINING
The Beefe. Enjoy a romantic dinner under the stars at this exclusive beachfront resort. **Harry's.** The famous restaurant on Hamilton Harbour serves the island's finest seafood and signature cocktails made with Harry's Special Rum Blend.

GOLDEN TIP: "Bartender: All I Trill at Manx" at the Hamilton Princess & Beach Club handcrafts delightful cocktails like the classic Dark n Stormy—pure romance in a glass. And don't miss the hotel's art collection."

SUBLIME SHOPPING
Abelene. The store offers exciting fashion and jewelry from emerging and established designers. **Lili Bermuda.** This boutique distills the fragrance of wild sea and flowers in perfumes handmade from island botanicals. **GOLDEN TIP:** "Lili Bermuda owner Isabelle Ramsay-Brack-

ston's VIP Champagne Luncheon is luxurious and stylish."

FUN IN THE SUN
Port Royal Golf Course. Tee off to crashing ocean waves at this gorgeous championship course. **Louis Vuitton America's Cup World Series** and the 35th America's Cup. The excitement builds as the world's best sailors converge in Bermuda on October 16-18, 2015 for the first event leading to a dramatic showdown in 2017 when Bermuda's magnificent Great Sound is the backdrop for the America's Cup.

Urban Cottage
BERMUDA INSIDER NICOLE GOLDEN
OWN, URBAN COTTAGE

A native of Bermuda and an avid local foodie, Nicole craves the island's warmth and charm. Her Urban Cottage Boutique in Hamilton is a classic elegance with island-and-city vintage finds.

ADVERTISEMENT

Hamilton Harbour Beach Club
Rosewood Tucker's Point
Urban Cottage

For more information and to book your trip, visit GoToBermuda.com or call 1-800-BERMUDA today. **BERMUDA**

Interactive & Email Marketing Campaign



Martini Rich Media Unit #1

BERMUDA

f t y p i s

PROPER REWARDS. BERMUDA STYLE.
SUMMER IN BERMUDA + \$150 RESORT CREDIT

Just because it's proper doesn't mean it's ordinary.

In fact, nothing about Bermuda is ordinary. Diving down to shipwrecks on the reefs. Scooting around the streets of St. George's. Relaxing with a Rum Swizzle. Sailing in the Great Sound – home to the 2017 America's Cup. It's no wonder Outside Magazine just named Bermuda "Best Island" in their 2015 Travel Awards.

Are you a proper Bermudian? Well, that's just a matter of perspective.

[REAP YOUR REWARDS](#)

Dunhill Travel Deals

LIVE A LIFE BERMUDAFUL

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Martini Rich Media Unit #2

Wunderlist. Ca (WestJet)

Wunderlist.ca

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WestJet Vacations

TAKE A TRIP. AND LAND ON PINK-SAND BEACHES.

Up a Dark 'n Stormy® beachside to the soundtrack of the surf. Paddleboard with friends – and fish – across Tobacco bay. Or explore St. George's quaint streets lined with sheik-coloured shops.

Adventure and relaxation, by land and by sea. Only in Bermuda – and only a 3-hour flight from Toronto.

A summer getaway is even closer than you thought. And planning is simple enough – with Bermuda vacation packages available through WestJet Vacations.

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Our Mailing Address

OTA Program Overview & Highlights

- OTA performance metrics snapshot:
 - 11.5MM Impressions; 26K Engagements; 11,243 Hotel Bookings
- Maintain and expand upon partnerships with key OTAs and travel-endemic channels
 - Expedia
 - Orbitz
 - TripAdvisor
- Create programs that enable year-round presence with seasonally appropriate messaging
- Increases Orbitz Loyalty Program
- First-to-market, innovative opportunities including:
 - Native content on TripAdvisor featuring golf, luxury and adventure content
 - Executed Expedia's Custom Video Solution
 - First to market testing of new TripAdvisor Destination Sponsorship pages
 - Early adopter of new Expedia Destination page template
- Compared to Q3 in 2014, production is flat

OTA Programs Campaign

tripadvisor Bermuda Tourism: Best of Bermuda

Bermuda ▾ Hotels ▾ Flights ▾ Vacation Rentals ▾ Restaurants ▾ Things to Do ▾ Best of 2015 ▾ Your Friends ▾ More ▾ Write a Review

Bermuda, Caribbean, North America

What are you looking for? Search

Caribbean ▾ Bermuda Tourism

TripAdvisor

Bermuda

53,392 reviews and opinions

1,438 candid traveler photos

(Photo provided by Bermuda Tourism)

Bermuda uniquely blends British charm and island soul. The island is famous for its pink-sand beaches, including Horseshoe Bay Beach, a TripAdvisor Travelers' Choice Award winner. Though small, this pretty, pastel island is packed with fun and relaxing things to see and do, from the popular Royal Naval Dockyard and Bermuda Maritime Museum to golfing, dining,...

1 friend has been to Bermuda

See all friend activity

Expedia

Home ▾ Bundle Deals ▾ Hotels ▾ Cars ▾ Flights ▾ Cruises ▾ Things to Do ▾ Deals ▾ Rewards ▾ Mobile

Bermuda

Destination: Bermuda

Check-in: Check-out:

Rooms: Adults (18+): Children (0-17):

Search

Follow Bermuda

EXTEND YOUR ADVENTURE IN BERMUDA

Enjoy a complimentary night when you book a three- to five-night stay*

*Just because it's proper doesn't mean it's ordinary. In fact, nothing about Bermuda is ordinary. Diving down to shipwrecks or snorkeling on the reefs. Relaxing with a Dick 'n' Stormy® Bermuda's famous cocktail. Observing searot crabs along Horseshoe Bay Beach and Warwick Long Bay. Exploring the Bermudian-only shops of St. George's. And sailing in the Great Sound - home to the 2017 America's Cup. It's no wonder Outside Magazine just named Bermuda "Best Island" in their 2015 Travel awards.

Learn more

Explore Bermuda

02:45

Choose your own Bermuda Adventure

Create your own travel adventure in Bermuda with our personalized interactive video tour. From paddle board yoga to kipping a Dick 'n' Stormy at sunset, discover all the hidden gems Bermuda has to offer.

WATCH NOW

EXTEND YOUR ADVENTURE IN BERMUDA

Enjoy a complimentary night when you book a three- to five-night stay* Book between now and November 24, 2015. Travel between August 24 and November 25, 2015.

BOOK NOW

The weaving history of Royal Naval Dockyard

For over 150 years, the station of the Royal Navy launched ships from this dockyard that changed history. Visitors are swept back in time to the era of the British Empire, when Britannia ruled the waves as they explore Bermuda's Royal Naval Dockyard today.

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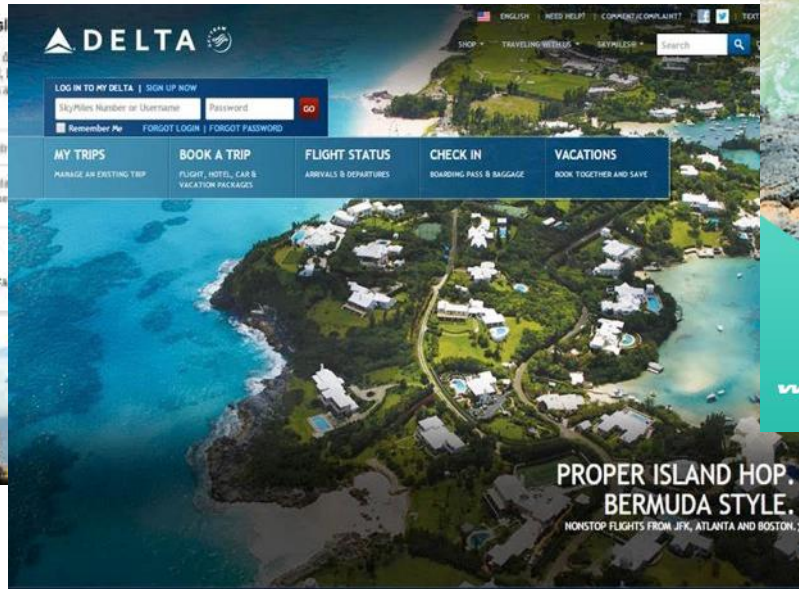
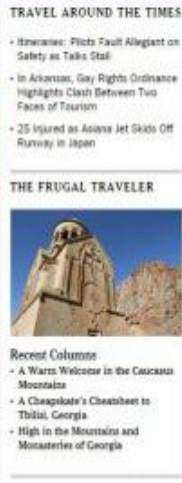
ORBITZ REWARDS

Instant Vacation Gratification

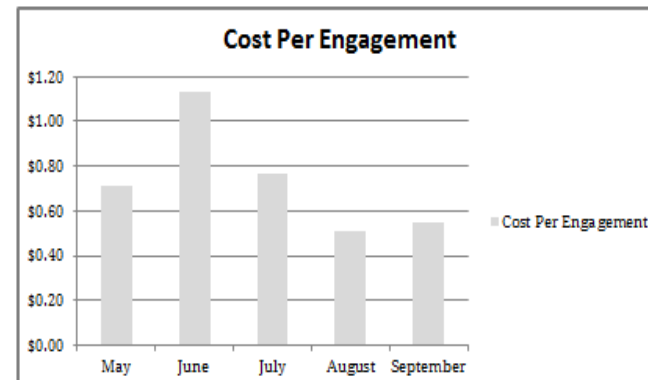
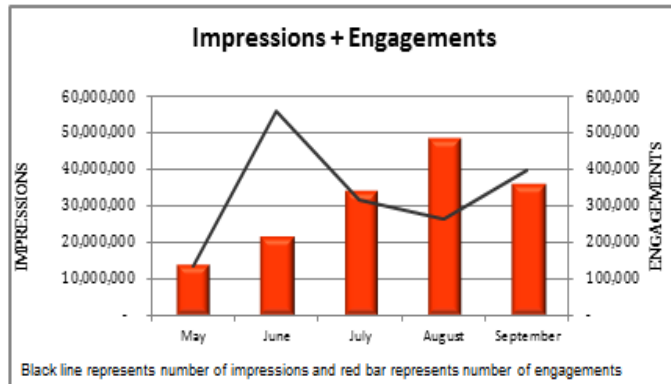
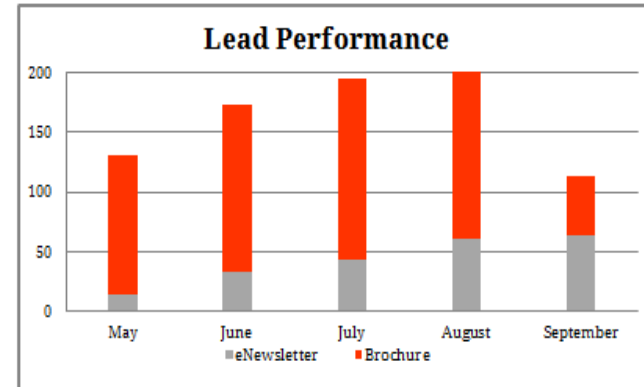
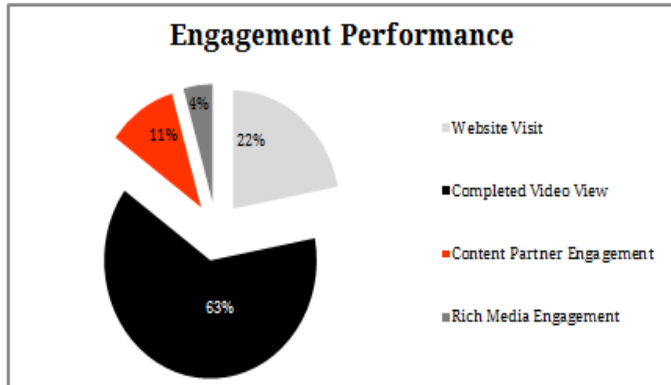
Airline Co-op Program Overview & Highlights

- Airline Co-op performance metrics snapshot:
 - 40.2MM Impressions; 43K Airline Page Visits; \$7.21 Cost Per Click
- Continue to promote direct flights to Bermuda with key air partners
 - United
 - Delta
 - WestJet
 - Delta Vacations
 - Delta
 - Air Canada
- Create custom programs to increase sales & flight lift in key markets by airline
- Pursue and vet opportunities to work with other key air partners including AA and JetBlue

Airline Co-op Campaign



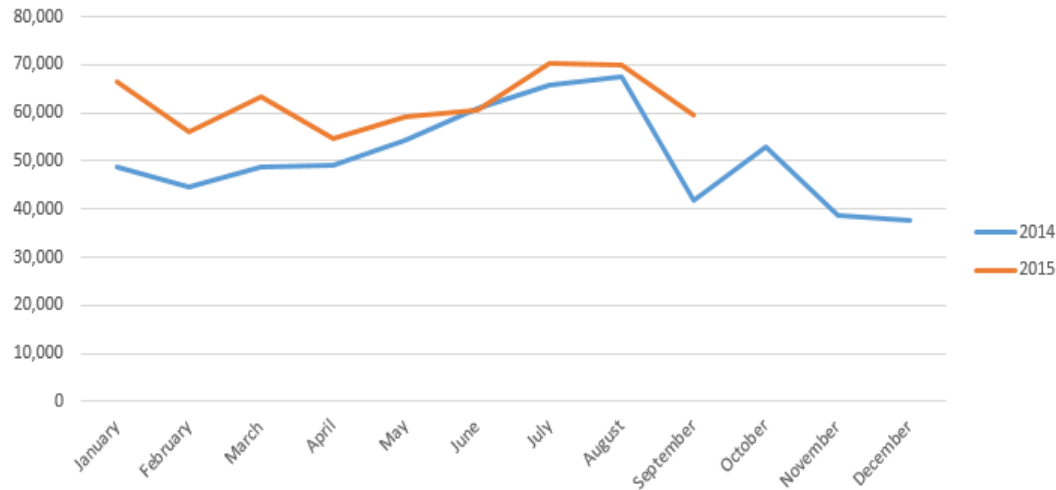
Digital Marketing ROI



Website, SEM, SEO, Google Analytics

Total Search Traffic

- Total Search Traffic consists of Organic Search, Paid Search, Referrals from Google.com and 50% of Direct traffic based on Industry Research*
- YTD growth of 16% for Total Search Traffic to the website
- Q3 14% growth in Total Search Traffic – more than 25,000 visits
- Analytics update to Universal & Tag Manager in Google Analytics improved Organic Search tracking



In Google Analytics traffic categorized as “direct/none” the source of the visit cannot be identified. This can be due to browser security settings. Research suggests that a substantive percentage of “direct” traffic to deep pages on a site is really organic search. <http://searchengineland.com/60-direct-traffic-actually-seo-195415> As GoToBermuda.com has seen a substantive jump in direct/none traffic , we are using the assumption that half of that traffic is really organic search.

Web Metrics Overview & Highlights

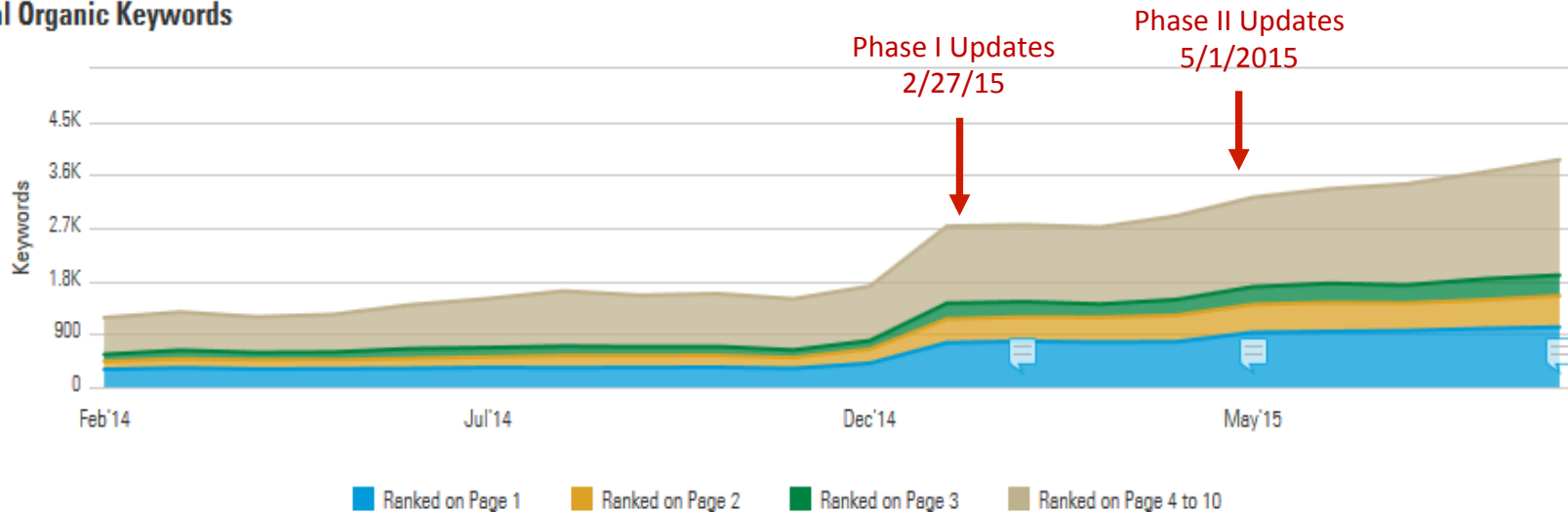
- For Q3, overall traffic is up 63.8%.
 - Social Media traffic up 880%, digital media up 141%, organic up 60%
- Engagement metrics are up and down
 - Pages/session down 2.7% and session duration down 24.7%
 - Bounce rate, however, improved 3.11%
- 50,175 sessions landed on /summerfridays/ which is the most trafficked page behind the homepage



Organic Search Ranking

Steady improvement in overall SEO ranking has continued in Q3.

Total Organic Keywords



Organic Search Ranking

Q3 SEO work included:

- Developed and published new content for Horseshoe Bay Beach and Crystal Caves
- Added canonical tags to the site so that upper and lower case variations of the site would not be seen as duplicate content
- Created 301 redirects for outdated pages giving 404 errors, as identified in the BrightEdge Audit Report
- Created an updated xml site map and uploaded to Google Webmaster Tools
- Updated on-page elements for pages that were underperforming in rank

In September, the number of keywords the site ranks on Page 1 of Google for has improved more than 200% since last September and 35% since January

	Jan 2015	Sept 2015	MoM Change		Sept 2015	Sept 2014	YoY Change
Ranked on Page 1	755	1,019	+35%	Ranked on Page 1	1,019	334	+205%
Ranked on Page 2	404	531	+31%	Ranked on Page 2	531	203	+162%
Ranked on Page 3	265	351	+32%	Ranked on Page 3	351	149	+136%
Ranked on Pages 4-10	1,300	1,956	+50%	Ranked on Pages 4-10	1,956	874	+124%

Q3 SEM Performance

Throughout Q3, we delivered a total of 87,370 clicks, with an average CPC of \$1.05, at a CTR of 1.63%. Total spend for the quarter was \$102,608.29

Month	Impressions	Clicks	CTR	Spend	CPC	Conversions
July	2,265,186	28,920	1.28%	\$32,231.14	\$ 1.11	2,403
August	1,685,767	27,732	1.65%	\$33,317.69	\$ 1.20	3,029
September	1,556,684	30,718	1.97%	\$37,059.46	\$ 0.83	5,415

Website Content Development & Enhancement

New Content Based on SEO Analysis:

- Crystal Caves
- Horseshoe Bay Beach
- Bermuda Cuisine

New Retail Promotional Content:

- Stretch Your Summer



Top Google Ads & Banners



Beautiful Bermuda Island
Make The Best Of Paradise. Visit
Official Site For Deals & Specials!
www.GoToBermuda.com



Getting To Bermuda
Best Prices On Air & Accommodation.
Find Info & Deals on Official Site!
www.GoToBermuda.com/TravelBasics



Bermuda Maps & Brochures
Plan Your Perfect Island Vacation.
Download Maps, Brochures And More!
www.GoToBermuda.com/BermudaMap



Travel + Leisure Stop Motion Video

Features “Bermuda
designed or made
products



Pack Your Bags for Bermuda

Afar Journeys Itineraries

AFAR

SUBSCRIBE

DESTINATIONS

INTERESTS

HOTELS

JOURNEYS

MAGAZINE



Log in

Join AFAR



PLAN YOUR TRIP

HOME

AFAR Journeys

AFAR JOURNEYS

In Partnership with Bermuda Tourism Authority

AFAR Journeys are easy-to-book custom itineraries to the world's most fascinating destinations. These trips combine AFAR's commitment to experiential travel with the expertise and insider access of AFAR's Travel Advisory Council and other leading travel specialists. We're bringing you to Bermuda, one of our favorite islands in every season. Our trips go beyond the beach so you can experience the island's culture, cuisine, many activities, and much more.

Bermuda

Switzerland



BERMUDA

Get Out and See Bermuda!

4 days

In every season, the conditions in

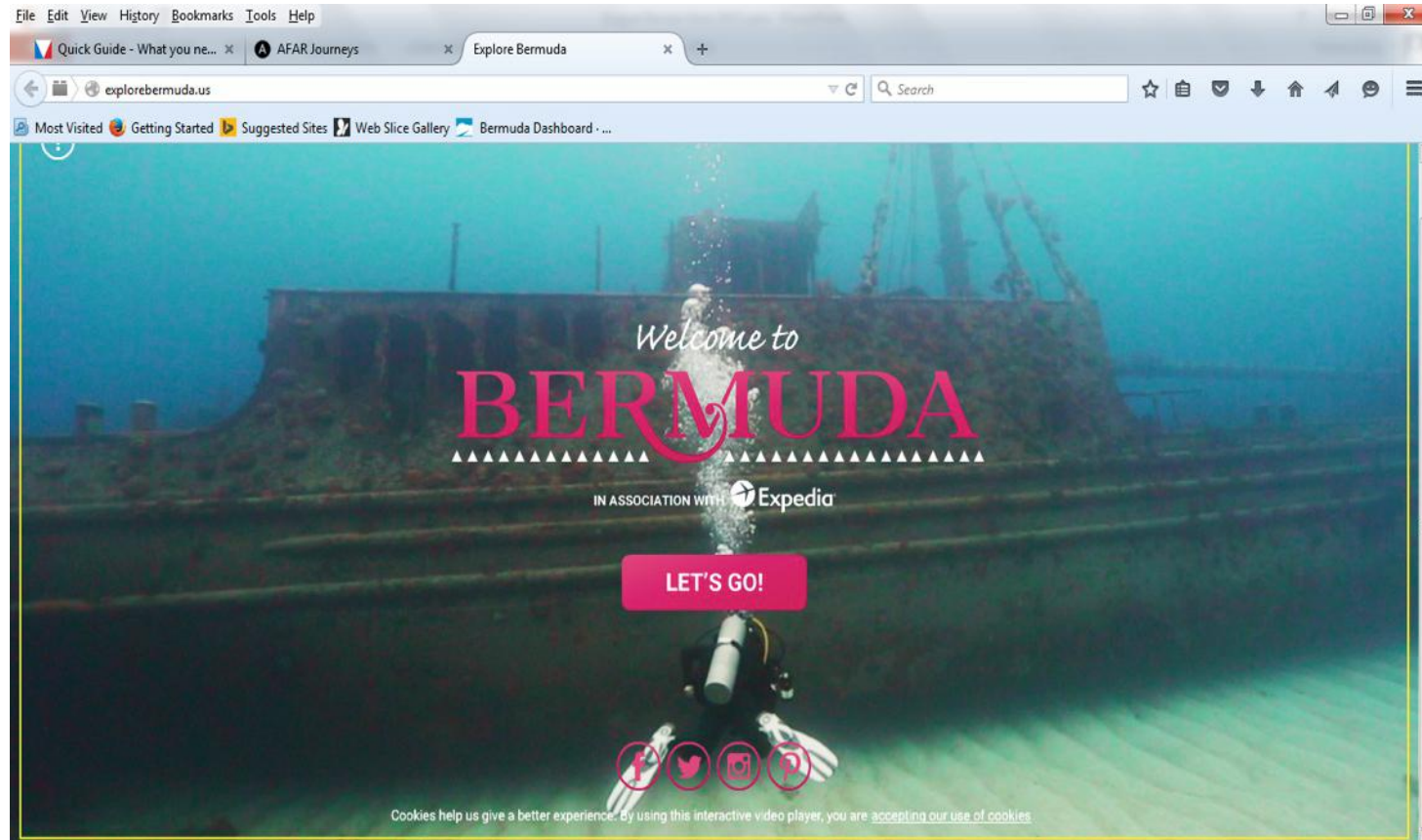


Interested in AFAR Journeys?

CONTACT AFAR

Expedia Choose Your Own Adventure Video

<http://explorebermuda.us>



eNewsletter Performance & Insights

eNewsletter Overview & Highlights

- Five emails sent to database (total delivered/open rate)
 - July eNewsletter (238,198 / 17.8%)
 - August eNewsletter (250,400 / 14.0%)
 - September eNewsletter (244,464 / 16.7%)
 - Stretch Your Summer Promotional Email (237,013 / 16.4%)
 - Golf Around Promotional Email (302 [US] / 16.6%) (18,170 [UK] / 21.3%)
- Open rates for the eNewsletter dipped in August, but have increased in September
- Open rates for the two promo emails are stronger, with the UK having the best open rates
- July eNewsletter had the highest click-to-open rate (13.5%), while the Golf Around Promo had the lowest (1.5%)
- Offers and video seem to entice a high percentage of the clicks

eNewsletter Comparison: Q3 At-A-Glance

JULY ENEWSLETTER

Themes:

Live Bermudaful Video
Excursions for Families & Adventurers
The Louis Vuitton America's Cup World Series

Send Day/Time:

Friday, July 17th – 2pm ET

Subject Line: Live the Bermudaful Life

Open Rate: 17.8%

Click-to-open Rate: 13.5%

Top Clicked Link: Hero Video – Live Bermudaful

AUGUST ENEWSLETTER

Themes:

Local Cuisine
Inexpensive Activities & Adventure Almanac
The Louis Vuitton America's Cup World Series

Send Day/Time:

Tuesday, August 25th – 3pm ET

Subject Line: Discover Distinctive Flavors & Exciting Adventures in Bermuda

Open Rate: 14%

Click-to-open Rate: 7.2%

Top Clicked Link: Hero Content – Bermuda Cuisine

SEPTEMBER ENEWSLETTER

Themes:

The Louis Vuitton America's Cup World Series
Interactive Map
Stretch Your Summer Offer

Send Day/Time:

Friday, September 25th – 2pm ET

Subject Line: #RacetoBermuda This October

Open Rate: 16.7%


Click-to-open Rate: 6.7%

Top Clicked Link: Interactive Map

eNewsletter Creative


JULY ENEWSLETTER

BERMUDA EXPLORE | STAY | PLAN | DEALS



Beaches of Perfection

There are 16 beaches in Bermuda – a reward for any beach lover. All 16 are equally beautiful, but some are simply more perfect than others. Discover the best of Bermuda's beaches, from the iconic St. George's to the hidden gems of the north coast. Each beach offers a unique experience, whether you're looking for a quiet spot to read or a lively spot to relax. [Read the story](#)



My Bermuda Bus Service

Heading around the island can be a breeze with our new service. The Bermuda Bus Service is a convenient way to explore the island, with routes that take you to the most scenic spots. [Read the story](#)

15 For a Bermuda Vacation

Discover 15 ways to make your Bermuda vacation unforgettable. From the best beaches to the most delicious food, we've got you covered. [Read the story](#)

PLAN: The Louis Vuitton America's Cup World Series


October 15-18, 2015

Watch the world's greatest sailors compete for the title of America's Cup World Series. The event is a spectacular sight, with the world's fastest sailboats racing around the island. [Read the story](#)

Photo credit: PhotoBank/Getty Images

AUGUST ENEWSLETTER

BERMUDA EXPLORE | STAY | PLAN | DEALS



In Your America's Cup World Series

Watch the world's greatest sailors compete for the title of America's Cup World Series. The event is a spectacular sight, with the world's fastest sailboats racing around the island. [Read the story](#)

Explore Inexpensive and Incredible Activities

Discover the best of Bermuda's beaches, from the iconic St. George's to the hidden gems of the north coast. Each beach offers a unique experience, whether you're looking for a quiet spot to read or a lively spot to relax. [Read the story](#)

22 and Fun

The best of a great August events on our 22 square miles island – where 22 fun and affordable activities highlight some of the most beautiful of experiences. There's a lot to see and do in Bermuda. [Read the story](#)

Forecast Your Adventure

Each season brings unique adventures in Bermuda. From the best beaches to the most delicious food, we've got you covered. [Read the story](#)

PLAN: The Bermuda Tattoo Marches Again

October 22-24, 2015

Experience the best of Bermuda's music and culture. The Bermuda Tattoo is a spectacular event, with the world's best musicians performing on the island. [Read the story](#)

Like to Hear Your Opinion

We'd love to hear from you. Share your thoughts on our e-newsletter and help us improve it. [Read the story](#)

Photo credit: PhotoBank/Getty Images

SEPTEMBER ENEWSLETTER

BERMUDA EXPLORE | STAY | PLAN | DEALS



Louis Vuitton America's Cup World Series

October 15-18, 2015

Watch the world's greatest sailors compete for the title of America's Cup World Series. The event is a spectacular sight, with the world's fastest sailboats racing around the island. [Read the story](#)

10th Youth Summer Offer

For more fun and excitement, celebrate the 10th anniversary of the Youth Summer Offer. Enjoy special deals and activities for young people. [Read the story](#)

Weather for Fairways

From the picturesque views of the island to the world-class golf courses, Bermuda is a golfer's paradise. [Read the story](#)

EXPLORE: From the Sea to Sightseeing

Discover the best of Bermuda's beaches, from the iconic St. George's to the hidden gems of the north coast. [Read the story](#)

15 For a Bermuda Gateway

Discover 15 ways to make your Bermuda vacation unforgettable. From the best beaches to the most delicious food, we've got you covered. [Read the story](#)

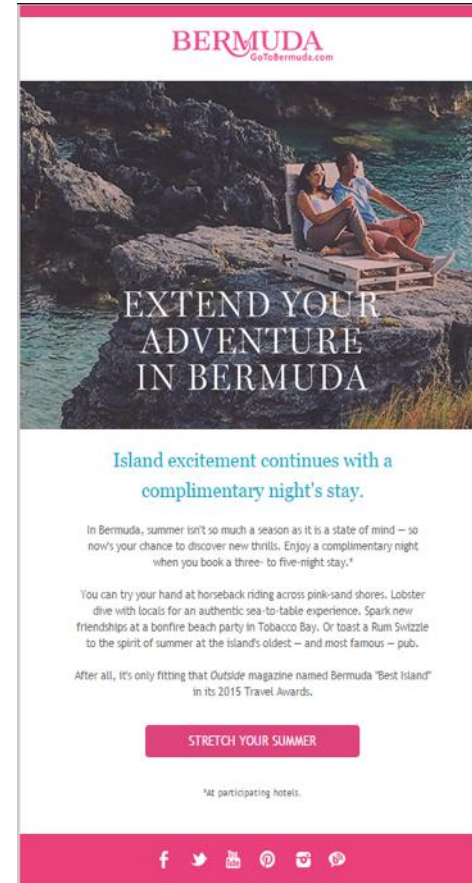
Like to Hear Your Opinion

We'd love to hear from you. Share your thoughts on our e-newsletter and help us improve it. [Read the story](#)

Photo credit: PhotoBank/Getty Images

Stretch Your Summer Promotional Email

- Email sent to U.S., CAN and UK databases
- Deployed: Friday, August 14th at 4:45pm ET
- Subject Line: Stretch Your Summer With a Free Night's Stay
- Open rate: 16% (US & CAN), 20.1% (UK)
 - Open rate is significantly higher in UK
 - The same trend is seen in the golf promotion email
- Click-to-open rate: 7.9% (US & CAN), 7.1% (UK)
- Total Unique Pageviews sourced to email: 4,715
 - Unique Pageviews to SYS landing page: 3,446



Golf Around Promotional Email

- Email sent to U.S. golf list (302 sent) and UK golf list (18,170 sent)
- Deployed:
 - US: Tuesday, September 22nd at 12:30pm ET
 - UK: Wednesday, September 23rd at 4pm ET (9pm BST, UK)
- Subject Line: Golf Around & Save Big in Bermuda
- Open rate: 16.6% (US), 21.3% (UK)
 - Open rate is significantly higher in UK.
 - The same trend is seen in the SYS promotion email.
- Click-to-open rate: 4.3% (US), 1.5% (UK)
 - The click-to-open rates are very low for promotional emails. The offer does not seem to entice many subscribers on the list, especially in the UK. The UK rate of 1.5% is the lowest for Q3 emails.
- Total Unique Pageviews sourced to email: 120
 - Unique Pageviews to SYS landing page: 78



Promotions & PR

Consumer Fashion Brand Promotion July-October UK

Partner with Henri Lloyd, the leading UK sailing brand and also official clothing supplier of Landrover BAR. A stylish brand found across the high streets, to reach affluent, fashionable consumers

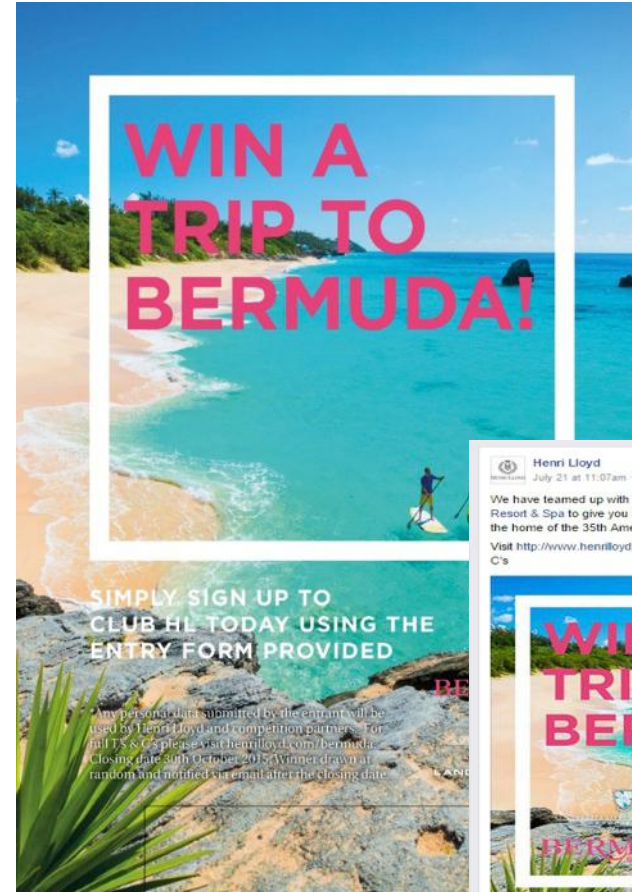
POS

- Window decal and in-store POS in all 12 Henri Lloyd Stores
- In-store till point POS and entry form for all 19 Henri Lloyd concessions in House of Fraser
- Pull up banners at the America's Cup Portsmouth (July 24-26) and at the Clipper Round the Yacht Race (August 28-30)

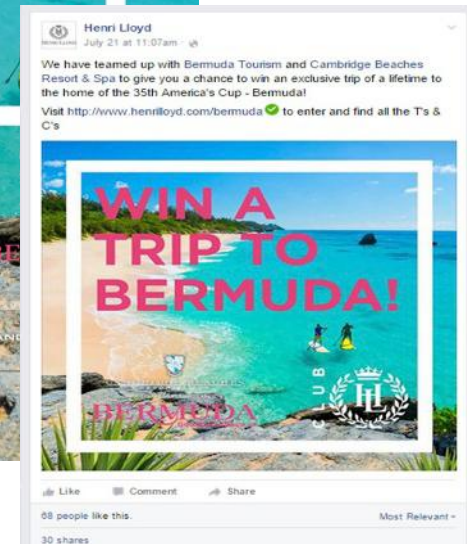
Digital & Social:

- Promotion via Henri Lloyd and House of Frazer Facebook and Twitter accounts
- Homepage exposure and email newsletter

Further strategic partnership being discussed



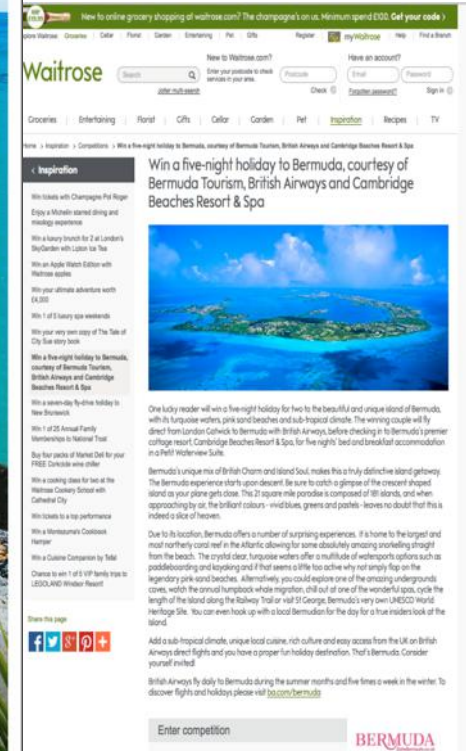
HENRI LLOYD



Consumer Promotion Waitrose & British Airways UK September 2015

Campaign with Waitrose Escape reaching 6 million high achieving, high earning individuals, passionate about food, drink & travel

- 7 page editorial in Waitrose Escape magazine
- Full page advert in Waitrose Escape (paid for media, paid by BA)
- Whole feature repositioned for the Waitrose app
- Editorial competition linking to a full page advertorial on waitrose.com



YTD North American Coverage Snapshot

- Number of Articles: 159
- Impressions: 1,064,152,574
- Media Cost: \$16,414,272
- Average Score: 68



DuJour – September 1, 2015
Destination Feature

Q3 Coverage Highlights



American Spa – August 5, 2015
Bermuda Spa



Where to Go in September for Fall Colors, Uncrowded Beaches, and More
July 24, 2015 by *Christine Wei*

Bermuda
As the hurricane season starts to ramp up in much of the Caribbean, Bermuda has been historically blessed with sunny days and great surf. Water conditions might be a bit choppy, because of winds blowing through the region, but it generally remains warm on this island. Events still abound in September, too, from the European-style Old Towne Market on Sundays to Snorkel Park Beach bonfires four times a week. As you catch the tail end of snorkeling and deep sea fishing this month, don't forget that the spiny lobster season starts to ramp up in return. You can find fresh catch at local restaurants — or even join a dive with local fishermen.

Hotel tip: If you're a risk-averse kind of traveler, you can always make sure to book a property that's part of the Bermuda Hotel Association, whose members all offer a no-penalty cancellation as a part of their **hurricane guarantee policy**. And keep an eye out for the upcoming Endless Summer sale, slated to launch next week, that will offer travelers free hotel nights to get the most out of their trip. (We'll be updating this post with details once they're released.)

ShermansTravel.com – July 24, 2015
Where to go in September

Q3 Coverage Wins



Get buzzed: The best Caribbean beers and breweries

by Malenia Reffel, Special for USA TODAY | Published on July 3, 2015

An icy cold beer and a sunny summer afternoon is a marriage made in vacation heaven. Whether you're a lover of lager, aficionado of ale, fan of draft poured from a cask or a keg or prefer the can in hand, quenching your thirst with a frosty brew is a Caribbean mainstay. Add chugging the best brews to your bucket list, pop open a bottle and get your beer buzz on with our six-pack of the top suds in the tropics.

Bermuda



The artisan ales and lagers in frosty mugs come in sizes from sixteen ounces to a whopping fifty ounces. (Photo: Malenia Reffel)

The island's only microbrewery, Dockyard Brewing Company in the Royal Naval Dockyards is also the only producer of an adult beverage made on the island. Producing 550 barrels every year, five varieties of the beer are poured in the adjacent Frog & Onion Pub and at a few other spots around the island. The artisan ales and lagers in frosty mugs come in sizes from sixteen ounces to a whopping fifty ounces (if you can't finish it, you can buy a decorative bottle in the gift shop and the bartenders will pour a beer-to-go). The pub and brewery in one of the original buildings that the British Navy built in the early 1800's is also where the big cruise ships dock and tourists check out the craft market and take five on the manicured lawns. The pub is cavernous with old stone walls decorated with flags from all over the world, but it's anything but quiet with TV screens tuned to whatever big game is on, local performer Wayne Davis playing his funky repertoire of Bob Marley and Stevie Wonder and shoppers perusing the frog-themed souvenirs in the gift shop. Bartender Chris Fletcher has been pouring for eight years and hasn't lost his taste for a cold copper-colored Somers Amber Ale, named after Bermuda's founder Sir George Somers. Other house brews include 'Whale of a Wheat' served with a slice of lemon, 'St David's Light' for waist-watchers; 'Trunk Island Pale Ale' with a bitter finish and the dark ale called 'Black Anchor Porter'. Tours of the brewery are a big hit with groups of ten or more and come with a five-course dinner pairing fish and chips and bacon-topped burgers with the five beers brewed at the Distillery. The tour goes for USD\$75.00 per person with advance reservations recommended.

USAToday.com – July 6, 2015
Bermuda Beer

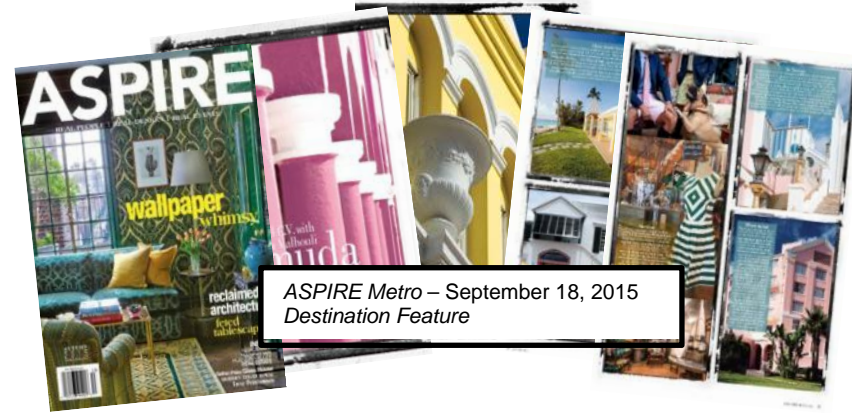


AFAR Travel Ideas

TWC - TV (200sec)
Posted: Sep 16, 2015 08:08 AM EDT
Updated: Sep 16, 2015 08:08 AM EDT
Jennifer Flewrens joins WJVA with fall travel ideas.



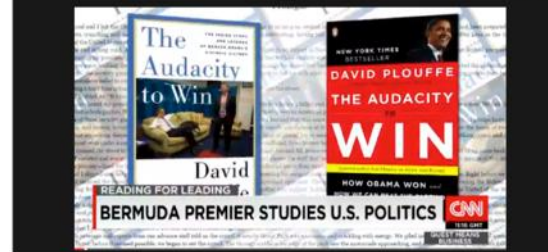
Wake Up with AI on The Weather Channel – September 16, 2015
Fall Travel



ASPIRE Metro – September 18, 2015
Destination Feature



Bermuda Premier learns from U.S. politics



CNN International – August 10, 2015
Bermuda Premier

Q3 Individual Media Visits

- Jeff Achey & Andrew Burr, Climbing Magazine; July 23-27, 2015
- Brian Hart Hoffman, Hoffman Media Group; July 23-27, 2015
- Ed Salvato, ManAboutWorld; August 7-13, 2015
- Bruce Lazarus, Indagare; August 22-26, 2015
- Janine Yu, Indagare; August 22-26, 2015
- Margaret Swaine, Freelance/WestJet; September 7-12, 2015

Group Press Trip

Endless Summer/Undiscovered Trip – September 2015

Secured 4 attendees:

- Marisa Spyker – Coastal Living
- Lesley Chesterman - NUVO
- Jessie Fetterling - Prevue
- Danielle Pointdujour – Ebony.com

Indagare®

NUVO

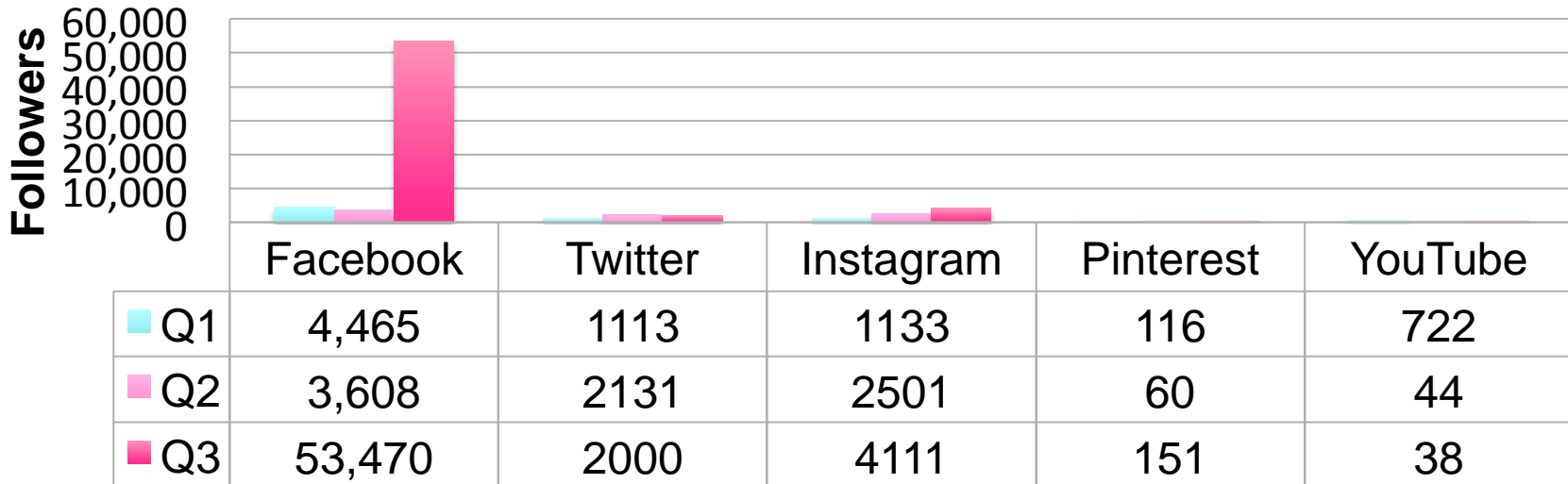
prevue
Destination experiences for
meetings + incentives

COASTAL
LIVING

EBONY

Q3 Social Channel Growth Highlights

- BTA has well surpassed its full-year channel growth on all channels except Pinterest, which has reached 99.1% of the follower growth goal and expected to exceed this well before the end of the year.
- Instagram growth spiked as well, as we continued to refine and improve content on this channel.
- Facebook growth increased greatly from Q2 to Q3, most likely due to page like and sponsored post campaigns.
- YouTube subscriber growth continues to be slow due to lack of consistent new and engaging content. However, videos have performed well natively on Facebook, as the latest videos posted are in a short format that is a best fit for Facebook over YouTube.



Q3 Social Media Engagement Highlights

- Although reach for Facebook was down slightly as Facebook continue to tinker with its algorithm, engagements and engagements per post increased on this channel as well as Twitter and Instagram. We will continue to refine and optimize content based on advertising and audience data, as well as interest target our ad campaigns.
- Paid support considerably increased the reach of BTA Pinterest activities to prospective followers, including repins and clicks, which also led to more referral traffic to gotobermuda.com from this channel.



- Total Engagements: **229,628** (+18.9%)
- Total Reach: **2,300,753** (-.003%)
- Engagements per Post: **1,561** (+13.1%)



- Total Engagements: **17,581** (+36.4%)
- Total Impressions: **791,142** (+10.36%)
- Engagements per Tweet: **29** (+11.5%)



- Total Engagements: **34,727** (+31.6%)
- Engagements per Post: **415** (+16.2%)



- Average Daily Impressions: **11,327** (+383.9%)
- Average Daily Repins: **58** (+205.3%)
- Average Daily Clicks: **13** (+85.7%)



- Total Video Views: **16,766** (-81%)
- Average Daily Video Views: **182** (-81.2%)
- Total Engagements: **123** (-49.4%)

Italy PR Initiatives

NAUTICA ARTICLE

- 9 pages reportage fully dedicated to the destination.

RADIO PROGRAM

- Two radio program dedicated to Bermuda on Radio Kiss Kiss, a network who generated 4 million audience every day



HOME CHI SIAMO PUBBLICITÀ NEWSLETTER ANNUARIO WEBINAR EVI

In Evidenza Trasporti Tour Operator Albergatori Enti, istituzioni e territorio Mercato e foci



Nuova spa per il Grotto Bay Beach Resort di Bermuda

13 maggio 2015 08:16

Il Grotto Bay Beach Resort (Bermuda) ha inaugurato la nuova spa Nature. I trattamenti benessere vengono eseguiti in cabine galleggianti sotto le volte di una grotta, costellata da migliaia di stalattiti e stalagmiti, che ospita un lago turchese cristallino. Grotto Bay Beach Resort sorge in uno splendido paesaggio di grotte naturali e 21 acri di rigogliosi giardini, dispone di 3 spiagge private e 200 camere distribute in 11 edifici, tutte con balcone e terrazza vista mare. Le isole Bermuda sono situate nell'Oceano Atlantico, a due ore di volo da New York. Le loro infrastrutture offrono soluzioni per tutti i gusti, dai resort di lusso ai piccoli hotel su misura fino ai tipici cottage in stile coloniale. Destinazione golf per eccellenza, con 5 campi che offrono panorami mozzafiato, Bermuda vanta più di 100 campi da tennis e infinite attività acquatiche.



Investment Division

During Q3 of 2015, 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. The division remains focused on working with the Bermuda Government to introduce revised legislation to attract foreign direct investment. The outreach to both local and international investors and operators remain a core activity and focus.

Activities and accomplishments during the quarter included:

- St George's Development Private Act passed in the House of Parliament. Master Development Agreement and Ground Lease Agreement are in final negotiations.
- Horseshoe Bay transportation hub redevelopment proposal approved by the Development Approvals Board.
- Continued support to the Ministry of Public Works re the development of a national infrastructure plan.
- Continued support to the Ministry of Home Affairs re various tourism and immigration related matters as a consequence of the changes to the Bermuda Immigration and Protection Act 2015.
- Presented 2015 Tourism Incentives Act to Government for consideration.
- Continued attendance at investment and development conferences to raise awareness of impending changes to Bermuda's investment environment.

Operations Division

During Q3 of 2015, the Operations Division accomplished the following:

For the Operations Division, Q3 was focused numerous governance items, Certified Tourism Ambassadors and Stakeholder engagement, and working with the Ministry of Tourism Development and Transport to prepare for a Vacation Rental Property decision paper.

OPERATIONS, GENERAL

2014 Annual Report

Following the DMO Accreditation in Q2, the BTA's commitment to good financial governance was further underscored by our unqualified audit, covering the time period of 16 December, 2013 through 31 December 2014. Upon completed by the Auditor General in July, the financial statements were included in our first Annual Report and released shortly thereafter. Next year it is anticipated that a corporate overview of prior year activities will be provided at the end of Q1, well in advance of the audited financials which have a legislated delivery date of 30 June each year. The entire annual report can be viewed online [here](#).



PATI Request

This quarter, the BTA received its first request for information under the Public Access to Information Act, referred to as 'PATI'. The request was for detailed compensation information for each individual BTA employee and it was refused by the BTA's Information Officer (IO), a role held by the COO. The requester appealed the IO's decision to BTA's Chairman, who is considered the Head of the Authority (BTA). The appeal was unsuccessful. The requester now has the right to further appeal the request to the PATI Information Commissioner. Below is an extract from the IO decision.

The Bermuda Tourism Authority (BTA) has, as a matter of routine, made it a priority to adhere to the spirit of the legislation through the wide release of information pertaining to the business functions and operations of our organization. Through regular media releases, stakeholder newsletters, community outreach and our website, we have, and continue to, share, inform, update and seek input and feedback from the general public and industry stakeholders. We consider the amount and level of detail shared as a standard for others to follow and look forward to seeing the same done by other local organizations entrusted with public funds.

In the spirit of PATI, the BTA has ensured we are open and transparent in all our functions, including accounting for public expenditure (sic). The BTA has been able to attract top talent and incentivize their team while following best practice financial models. This reflects good stewardship and accountability of public funds. It is our conclusion, therefore, that the information that is most in the public interest is already in the public domain and is reasonably accessible to the public.

Having received permission from the requester to publish their request on the BTA website, you can view all documentation on PATI Request 257 [here](#).

Parliamentary Questions

During Q3 the BTA was asked to respond to a total of nine Parliamentary questions, three for the 10 July session and six for the 17 August session. In Q2, a total of three Parliamentary questions were asked. Due to the detailed nature of the questions, on average one to three hours is required to respond to each.



Vacation Rental Property Submission

In response to the discussion paper on Vacation Rental Properties (VRP) submitted to Government in Q2, support was expressed for the definition of a VRP and all other VRP recommendations made by the BTA **except** regulating the 2.5% fee. We were prepared for this potential outcome: BTA's legislation was specifically crafted to be broad in scope, giving us the autonomy to raise and generate revenue. Work is proceeding on tiered benefit packages for the industry, to be introduced late in Q4, based on the services identified in the discussion paper.

Human Resources

Employee Changes

At September 30th the BTA had 38 employees split between the Bermuda and New York offices. There were no new hires in Q3.

Employee Development

Team members have begun to participate in development opportunities which were identified during the mid- year performance review period. Our designated management trainee completed a three month assignment in the New York office. This position has spent the last year completing projects in several divisions of the organization including Operations and Investments.

BTA Employee Strategic Planning Meeting

The 2015 BTA Employee Strategic Planning Meeting was held on September 21st and 22nd at the St George's Club. All but three employees were in attendance. This annual meeting allows for frank and open discussion on plans presented for the year ahead, participation in team building exercises and the opportunity for all employees to drill down on solutions being applied to complex industry problems.

BTA Employee Portal

HR continues to make enhancements to the BTA Employee portal which allows full time staff 24/7 access to their personal information and benefits. Priority for Q3 is the completion of the online Performance Management form process. This will aid in process and record keeping efficiency.

TRAINING & STANDARDS

The National Service Standard Programme (NSSP) A monthly newsletter for Bermuda's CTA's was introduced in Q3. Designed to educate and inform CTA's on established and new activities and attractions, the content also highlights their peers and the businesses that have committed to the program. In addition to encouraging CTA's to explore and learn more about Bermuda, the newsletter provides ways for CTA's to gain their certification renewal points.

The first CTA mixer, hosted by Rosa's, was well attended. Ambassadors were provided with a platform to mingle with their counterparts and discuss their unique experiences. Information on upcoming industry events was shared, including details on the BTA's Experience Investment process. The next mixer scheduled is for Q4.

To date, **501** customer-facing front line hospitality and tourism employees have registered to participate in the Certified Tourism Ambassador (CTA) programme. Of that number, 409 have completed the course since its inception in Q1 and earning the CTA designation. Courses are not held over the summer months.



ON-ISLAND COMMUNICATION (continued)

Beach Economy

A cross-division team was organized to conduct a review of the local beach economy. The team met with a contingent of people working in the beach economy. The continued intelligence gather is informing the BTA on providing guidance to government on building a more vibrant beach economy that meets customers' desires and creates economic opportunities for Bermudians.



America's Cup Info Session for Hospitality Industry

To ensure industry relevant information related to the Louis Vuitton America's Cup World Series was shared on a timely basis, the BTA coordinated a presentation session held on September 9, 2015. The meeting was held to allow tourism industry partners to hear firsthand the event work underway operationally, and from a sales and marketing and product and experiences perspective. All relevant parties were involved in one way or another including AECA and ACBDA. The well attended session garnered positive feedback. The presentations made are available on our corporate website.

Statistical Reporting Changes/New Land Card

To better inform the public and industry on the improvements in statistical reporting as a result of the new landing card, a [video](#) was produced with the help of the Research & Business Intelligence team. The new form allows the BTA to better assess how it is performing relative to growing vacation and group travel air arrivals.

Board of Directors: Tourism Forward

In support of the BTA Board of Directors' goal to increase its public communications profile, a series of columns were developed to assist in communicating organizational success is measured. The primary focus of the content for each column covers one of these areas:

- Increase visitor demand
- Grow spending from air and cruise visitors
- Support local entrepreneurs
- Stimulate infrastructure investment
- Increase vacation and group visitor air arrivals
- To date the columns have ran as paid advertising in the Royal Gazette in August and September. They are also mailed electronically to our stakeholder list.

To date the columns have ran as paid advertising in the Royal Gazette in August and September. They are also mailed electronically to our stakeholder list.

TOURISM APPRECIATION

Lunch 'n Learn Sessions

In advance of the Tourism Experiences investment call for submissions, the BTA hosted its second annual series of Lunch 'n Learn sessions. The sessions were aimed at local tourism-minded entrepreneurs to assist them

in aligning their ideas with the objectives of the Tourism Experiences investment process. The objective of the four-session series was to help entrepreneurs create strong proposals, particularly those who had not been through the application process before and wanted to put forward new, unique ideas. A total of 67 individual attendees took part, many being present for multiple sessions on different aspects of the business proposal application.

Post-session survey comments included:

- “The Lunch & Learn has fresh ideas and the speakers for each session have been well informed of their product and eager to share their valuable knowledge.”
- “In all of the sessions that I attended it was great to see that all attendees were respectful and enthusiastic.”
- “Thank you kindly, with all the knowledge I obtained it will help my future endeavours flourish. Open-mindedness and willingness were the key factors in these sessions for me.
- “I appreciated being given a chance to be there, and hope to attend others if there is room. I think BTA is doing a splendid job.”



#Lovemybermuda Phase III

Extensive preparation for the third phase of the #lovemybermuda tourism appreciation campaign took place throughout Q3. Utilizing input from BTA summer interns, a strategy was developed to:

- Promote non-traditional grassroots activities and experiences that Bermudians love and show pride in.
- Promote compelling call to action for tourism advocates, individually and collectively, to demonstrate their love and pride for their island.
- Develop a platform for people to share what they love about Bermuda through non-traditional grassroots activities and experiences that they participate in.

News Stories

Month	Positive	Negative	Neutral
July	28	5	4
August	29	6	15
September	12	2	6
Total	69	13	25

Financials

The BTA's commitment to good financial governance was underscored by our unqualified audit, covering the time period of 16 December, 2013 through 31 December 2014. Upon signing by the Auditor General, the financial statements were presented in Parliament and included in our first Annual Report and released shortly thereafter. The entire annual report can be viewed online.

Income statement

Income

Guest fees to date (January – August actual, September estimate) are \$2,746k against a budget of \$2,962k and \$2,763k in 2014.

Direct Costs

Details of the activity for each division are given elsewhere within the report. With regard to spend against budget, all divisions are within budget.

Structure, General & Administration

Overall the Structure, General & Administration costs remain within budget.

Balance Sheet

Bank

The balance at the end of the quarter was \$6.6m

Accounts Receivable and Accrued Income

This represents the hotel fees for September (not due until 15 October) and amounts overdue from previous months.

Inventory relates to Transport passes and Merchandise for the Dockyard VIC.

Vendor Payables

Are all current bills.

Accruals

this includes \$0.5m of liabilities yet to be invoiced and provisions, \$0.7m payroll (taxes/incentives/holiday pay)

Financial Year End: December 31, 2015

INCOME STATEMENT

	Qtr 3, 2015	Qtr 2, 2015	Qtr 1, 2015	2015 YTD Total
Income	8,371,316	8,101,906	6,153,812	22,627,034
Direct costs	5,953,087	4,498,119	2,105,275	12,556,481
Direct surplus (deficit)	2,418,230	3,603,787	4,048,537	10,070,554
Structure, general & administration costs	2,141,333	2,520,888	2,162,279	6,824,501
Operating surplus (deficit)	276,896	1,082,899	1,886,258	3,246,052
Net finance costs	51,908	80,115	52,574	184,597
Net surplus (deficit) for the period	224,988	1,002,784	1,833,684	3,061,456

INCOME STATEMENT

	Qtr 3, 2015	Qtr 2, 2015	Qtr 1, 2015	2015 YTD Total
1. Income				
Grants, subsidy & contribution income	5,425,000	5,425,000	5,774,250	16,624,250
Tourism authority fee	1,237,186	1,129,895	379,562	2,746,643
Visitor Information Centre	1,709,130	1,547,011	-	3,256,141
	8,371,316	8,101,906	6,153,812	22,627,034
2. Direct costs:				
Sales & Marketing	2,700,268	2,921,734	1,700,078	7,322,079
Product development & experience	3,136,688	1,344,504	366,871	4,848,063
Research & business intelligence	94,695	77,857	37,221	209,773
Operations	21,436	154,024	-	175,461
Investment	-	-	1,105	1,105
	5,953,087	4,498,119	2,105,275	12,556,481
3. Structure, general & administration costs, split:				
Staff costs	1,500,277	1,451,970	1,499,441	4,451,688
Communications & IT	123,910	212,179	127,743	463,832
General expenses	201,784	175,450	245,774	623,008
Marketing	803	492	1,843	3,138
Premises	176,560	179,156	184,490	540,207
Professional fees	124,218	188,705	99,079	412,002
Transport	261	1,151	399	1,811
Grants / Investments	-	320,000	-	320,000
Capital expenditure	13,519	(8,215)	3,510	8,814
	2,141,333	2,520,888	2,162,279	6,824,501
4. Finance costs:				
Bank charges	9,813	10,243	6,174	26,230
Foreign exchange	42,096	69,871	46,399	158,366
	51,908	80,115	52,574	184,597

BALANCE SHEET

	Sep-15	Jun-15	Mar-15
ASSETS			
Current Assets			
Cash & Bank	6,657,619	6,422,607	5,333,892
Accounts receivable	76,717	158,250	192,749
Inventory	328,396	678,570	-
Accrued income	395,467	667,804	320,190
Prepaid expenses	88,589	113,919	165,614
Deferred costs	3,500	5,800	19,000
	<u>7,550,287</u>	<u>8,046,950</u>	<u>6,031,444</u>
Non-current assets	289,116	339,214	448,506
Total Assets	<u><u>7,839,403</u></u>	<u><u>8,386,164</u></u>	<u><u>6,479,950</u></u>
EQUITY & LIABILITIES			
Equity			
Accumulated surplus (deficit)	<u>6,498,917</u>	<u>4,696,227</u>	<u>3,693,443</u>
Liabilities			
Current Liabilities			
Vendor payables	163,118	1,477,341	479,363
Accruals	1,177,368	1,212,597	1,307,144
Deferred income	-	-	-
	<u>1,340,485</u>	<u>2,689,938</u>	<u>1,786,507</u>
Long Term Liabilities	-	1,000,000	1,000,000
Total Liabilities	<u><u>1,340,485</u></u>	<u><u>3,689,938</u></u>	<u><u>2,786,507</u></u>
Total Equity and Liabilities	<u><u>7,839,403</u></u>	<u><u>8,386,165</u></u>	<u><u>6,479,950</u></u>