

# BTA Quarterly Report Update Q4 2015



# Research & Business Intelligence Division

## During Q4 of 2015, the Research & Business Intelligence Division accomplished the following:

- 1 Completed a conversion study to determine the largest barriers to travel to Bermuda amongst customers who considered a trip. Online intercept methodology was used and results shared with on-island stakeholders.
- 2 Updated the tourism industry forecast for 2016-2020 including arrivals and visitor spending based on current market conditions and outlook for Bermuda.
- 3 Assisted ACBDA by providing all tourism metrics related to America's Cup World Series event held in October – arrivals, hotel performance, etc.
- 4 Held “Digging into Data” session at 2015 Annual Tourism Summit to give stakeholders a better understanding of the types of data collected and analyzed and how it can be leveraged for their businesses.
- 5 Continued analysis on historical and current air service to Bermuda as well as forecasted capacity for 2016.
- 6 Began development of CRM partner portal which will enable stakeholders to input data and have access to industry reports.

- 7 Continued development of online dashboard which will track all key metrics against targets
- 8 Continued to report monthly and quarterly on tourism KPIs (air/cruise/yacht arrivals, visitor expenditure, visitor satisfaction, hotel performance, future projections)
- 9 Assisted Product Development Division by tracking ROI on BTA-sponsored events and activities and ROE (Return on Experience) – satisfaction, value perception, activities participated, spending, etc.
- 10 Developed program with Product Development Division to measure/track quality across the tourism chain vs. competitors.
- 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 and specific campaigns
- 13 Continued local opinion poll to measure perception of Tourism and the BTA amongst residents

# Product & Experiences Division

## During Q4 of 2015, the Product & Experiences Division accomplished the following:

### 1. Division milestones completed as per the BTA Growth Plan 2015

**Develop at least 3 new major Signature Experiences for shoulder season. Completed.** Initiated programmes for Sports Training Camps, Executive Women’s Golf Association Golf School, Antigua-Bermuda Classic Regatta, International Women’s Keelboat Championship, and the Plein Air Festival. All these experiences and events have been scheduled to take place from October – April. The BTA’s partnership with the National Sports Centre has the potential to extend the sports team training camps opportunity year-round. Over a dozen teams have been confirmed for training in Bermuda since this partnership was established, including the Olympic swim team from Denmark.

### **Secure new calls by cruise ships to St. George’s. Ongoing.**

Strategic targeting of premium/luxury brands has resulted in 50 occasional callers for 2016 – an additional 15 calls vs. 2015 (43% increase); five of these new calls will be to St. George’s. We continue dialogue/providing input to the government and industry on infrastructure matters, including consideration of port modifications at the East End which could expand cruise business opportunities.

**Emphasis on St. George's product/experience** – Implement Strategic Cultural Tourism Plan. **Completed**  
Implementation began with completion of key first phase objectives: formation of Hub 1 Steering Committee and governance structure; establishing core responsibilities and scope of work for Cultural Tourism Manager (CTM) for the Hub; subsequent appointment of CTM and approvals of prioritized action plan, which includes revenue-generating proposals for programme sustainability. Also introduced the Hub 1 Cultural Passport, which is currently in pilot phase. Of the 18 new experiences launched under the Uncover the Arts programme for the 2015/16 shoulder season, nine are based in Hub 1.

**Improve visitor information services on-island. Ongoing.**

In-house management of Dockyard VIC began on April 1, 2015. Challenge has been to balance the high demand for transportation passes vs. focusing on VIC core function of providing visitor information.

**Comprehensive ROI review of BTA funded initiatives. Completed.**

Measuring the effectiveness of the investment application, through room nights generated, visitor spend and media investment, has allowed us to evaluate BTA-supported events even more effectively. Through our ROI reviews the BTA has been able to determine an event's success against objectives, together with assessing likelihood of future investment support and calculating the overall economic impact generated to the island.

**Establish strategy for product quality management. Completed.**

Established strategy, as well as ongoing measurement and analysis system, for monitoring quality of products and experiences. Monitoring and reporting will cover six product and experience categories: Culture, Entertainment, Sightseeing, Sports & Adventure, Culinary and Lodging. The analysis will measure on going performance in each category, and Bermuda's competitiveness in each area compared to our competitive set of other destinations, based on aggregate customer rating data. Implementation and stakeholder engagement to launch the system will take place through 2016.



## **2. Current status of major activities/projects**

### **Experience Investment Programme - Applications Process**

Round 3 of applications closed on 2 October, for experiences and events primarily designed to take place from January – December 2016. In all, we received 61 applications of which 36 were approved for support. This latest round will result in almost \$600,000 of funding being provided to the successful applications next year. Overall, a grand total of approximately \$2.5 million has been invested in home grown visitor experiences since 2014.

Alignment between product/experience investments and the BTA's sales and marketing programme was also further enhanced during this latest applications round. In particular, many of the new supported experiences will provide additional content and visual assets for promotional initiatives across traditional and digital media. Experiences approved to receive marketing support, rather than funding, will benefit from extended exposure via the BTA's public relations and social media channels locally and overseas.

## Cruise Ship Strategy

For the end of the year, outreach results are confirmed as: 150 calls for 2016 (vs. 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

Industry outreach through the year has also shown that interest among cruise lines in Bermuda's attractiveness as a premier destination remains very strong. Ongoing dialogue with potential new cruise line partners has continued through the quarter. Meetings to explore opportunities conducted with the Bermuda government will remain ongoing, and more are planned for 2016.

**Sports Highlights**

*Golf* – Several tournaments took place successfully during the quarter, with high levels of participant feedback and satisfaction. These included Women and Golf (15 – 22 November), Nike PGA Canada (27 – 29 October ) a new event for Bermuda, Goslings Invitational (29 November – 3 December), Bermuda Goodwill Tournament (6 – 11 December). In addition, and as part of further progress on our strategy targeting women golfers, we confirmed a two-year agreement with the Executive Women Golfers Association (EWGA) for a new women’s group golf vacations and tournament play for Bermuda’s shoulder season (March 2016 and 2017). EWGA is a U.S.-based national golf organization for business women with chapters for ladies in almost every state as well as four countries around the world, including Bermuda. They will golf at a variety of courses in Bermuda and local female golfers will be included throughout the rounds played.

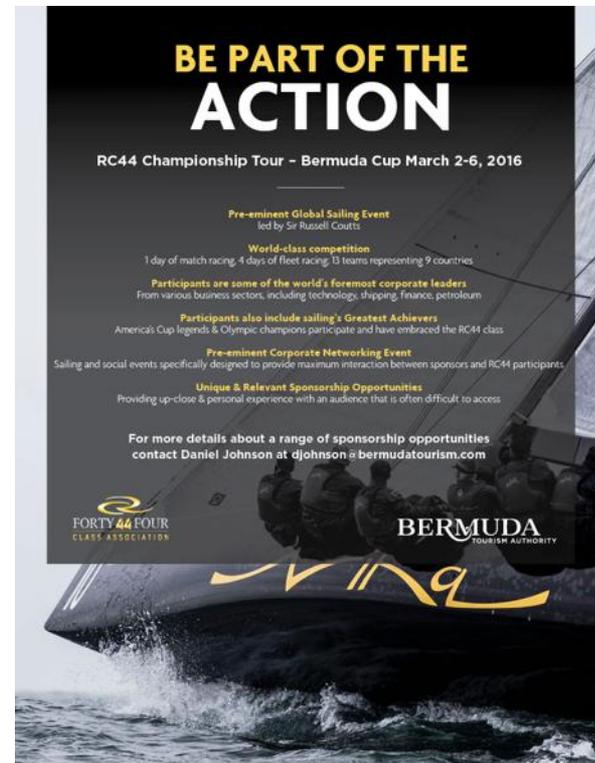
Overall, assessment as at quarter-end showed that our golf strategy generated almost 3800 room nights, with an estimated economic impact of \$2.14 million.

## Sports Highlights

*Sailing* – Our strategy to position Bermuda as the preeminent choice for global sailing events – and also strategically leverage the America’s Cup for the long-term - continued to yield effective results through the quarter. Confirmation of new regattas and work in support of events scheduled for 2015/2016 progressed significantly during the period.

New events include the Amlin Moth Regatta (Dec 5-11 2015), M32 Winter Series (Jan – Apr 2016), RC44 Championship Bermuda Cup (Mar 2-6 2016) and the Viper North America Race (Nov 14-19 2016). We also confirmed support for the inaugural Antigua Bermuda Race, organized by the Royal Bermuda Yacht Club in association with Antigua Sailing Week, for May 2017 during the quarter. This new regatta will feature Bermuda’s “Spirit of Bermuda” racing the schooner “America”, the replica of the original winner of the America's Cup.

The new events are set to join other key existing regattas, e.g. Annapolis Bermuda Ocean Race (Jun 10-17 2016) and the Newport Bermuda Race (Jun 17-25 2016), with the goal of expanding Bermuda’s sailing calendar to help drive business year-round.



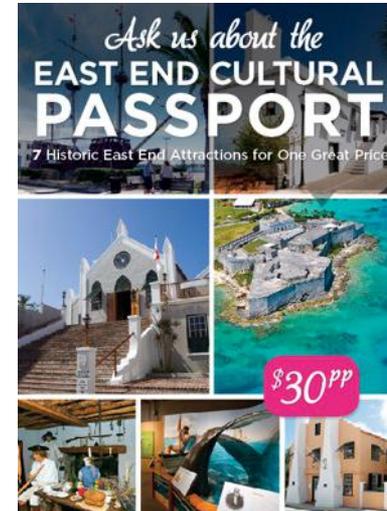
### 3. Cultural & Leisure Highlights

#### Uncover the Arts

Looking at November to March as an opportunity to focus on Bermuda's cultural offerings, 17 new tours and offerings were added during this period to provide visitors with a diverse range of activities to experience on-island. New offerings included eco tours exploring Cooper's Island, culinary experiences at Sweet Saak, and cultural tours visiting Bermuda's forts, St. David's Island and scenic sites in Hamilton.

#### East End Cultural Passport

With so many cultural attractions available in the East End, a Cultural Passport, which is currently in pilot phase, was introduced in Q4. This passport gives visitors access to the World Heritage Center, Fort St. Catherine, the Deliverance, Tucker House, St. Peter's Church and the Globe Hotel Museum in St. George's and Carter House in St. David's for one price. As the NTP identifies highlighting Bermuda's cultural history as part of the cultural tourism strategy, the East End Cultural Passport supports efforts to increase visitation and expose travelers to the rich cultural assets in Hub 1.



## Plein Air Festival

This first time event saw 25 artists visit Bermuda to paint at scenic outdoor locations throughout the island, visit local museums, enjoy local food culture and interact with local artists. Feedback from local and international participants was overwhelmingly positive. The Bermuda Plein Air Festival successfully demonstrated its alignment with BTA's goal to attract new, relevant niche/special interest groups during the Uncover the Arts season.



# **Sales & Marketing Division**

# Travel, Roomnights, Group & PR Dashboard

Total Visitor Spending Influenced by BTA	\$45,936,525	\$54,497,501	84%
Total Room Nights Influenced by BTA	74,793	88,533	84%
Total Leisure Room Nights	49,922	61,973	81%
Total Group Room Nights	24,871	26,560	94%
Group Sales Leads	275	575	48%
Group Sales Calls	351	360	98%
Number of Journalists Assisted	679	95	715%
*Earned Media Generated	\$26,412,509	\$8,500,000	311%
*Coverage in Top 100 Outlets	178	55	324%
*Average Quality Coverage Score	70%	61%	115%

Redeployed sales team to focus on group sales in January 2015

## Digital Dashboard

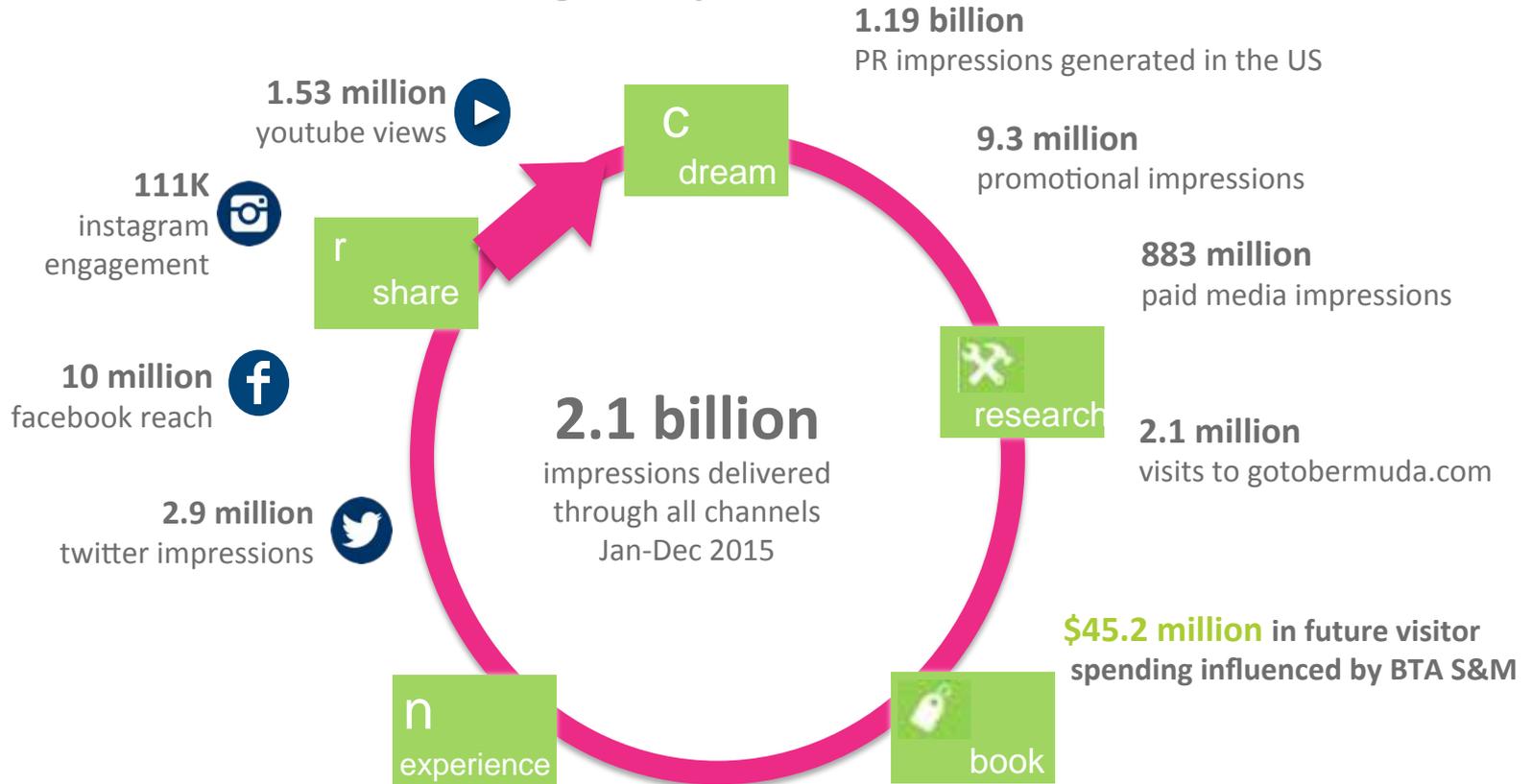
Total Website Visits	2,065,813	1,855,846	111%
Desktop Traffic	997,877		
Mobile Traffic	681006		
Tablet Traffic	368,001		
Website Page Views	4,435,137	5,012,093	88%
Time on Site	1:51		
Blog Page Views	202890		
Newsletter Subscribers	277122		
Newsletter Open Rate	14.6%		
Consumer Inquiries	1340	Benchmark	
Internet/Email	756	Year	
Phone	584		
Brochures Distributed	15837		
Individual	5648		
Bulk	10189		

# Social Dashboard

Facebook Followers	235,323	194,257	182%
Facebook Total Reach	9,422,991	7,440,368	127%
Facebook Engagement	726,872	710,745	102%
Twitter Followers	17,913	15,578	215%
Twitter Impressions	2,922,634	1,131,967	258%
Twitter Engagement	64,280	37,743	170%
Instagram Followers	15,400	6,991	371%
Instagram Engagement	111,018	48,874	227%
YouTube Subscribers	1,323	1,200	117%
YouTube Total Views	1,529,206	1,709,575	89%
YouTube Minutes Watched	1,740,156	1,532,170	114%
Pinterest Followers	1,737	1,720	105%
Pinterest Repins	7,803	2,498	312%

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



# **SALES & EVENT ENGAGEMENT**

# Events & Engagement

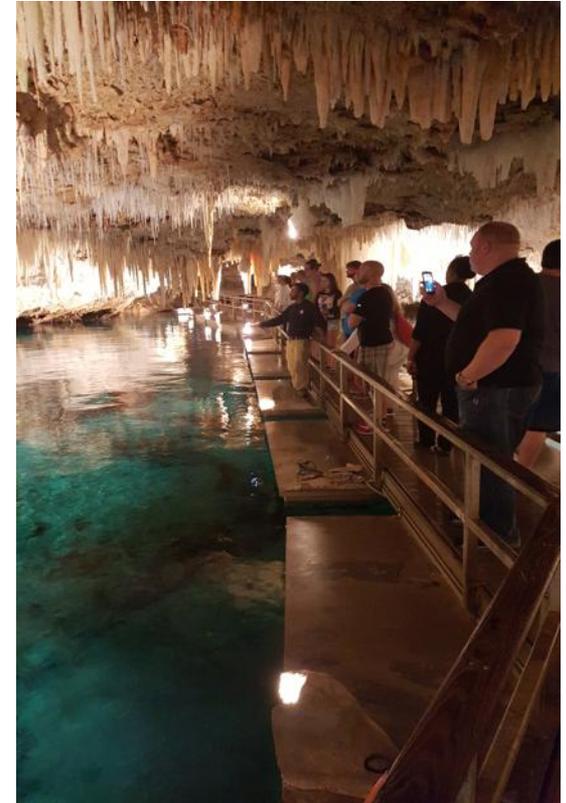
NYSAE (New York Society of Association Executives) FAM	10/01/15	10/04/15	Bermuda	Travel Industry Sales Out reach - Association
Destination Wedding FAM	10/04/15	10/07/15	Bermuda	Travel Industry Sales Outreach – FAM/Site Visit
AGA Nation Site Visit	10/11/15	10/13/15	Bermuda	Travel Industry Sales Outreach – FAM/Site Visit
IMEX America	10/14/15	10/16/15	Las Vegas, NV	Group Sales Trade Show
ALHI DC VIP Connection	10/15/15	10/15/15	Washington, DC	Group Sales Tradeshow
AC World Series Racing Event & Client/Press Trips	10/16/15	10/18/15	Bermuda	Promotions
PADI Dive FAM	10/19/15	10/23/15	Bermuda	Travel Industry Sales Outreach – FAM/Site Visit
Hackers Golf Event	10/20/15	10/25/15	Bermuda	Press Trip
Virtuoso and Signature Travel Agent FAM	10/22/15	10/26/15	Bermuda	Travel Industry Sales Outreach – FAM/Site Visit
BizBash Expo	10/27/15	10/27/15	New York, NY	Travel Industry Sales Outreach – Trade Show
Wedding Planners Site Visit	10/27/15	10/30/15	Bermuda	Travel Industry Sales Outreach – FAM/Site Visit
Departures Luxury Travel Forum	10/29/15	10/29/15	Scottsdale, AZ	Seminars/Training
Garden & Gun Bermuda Weekend	11/05/15	11/08/15	Bermuda	Promotions
Travel Agent FAM Trip	11/05/15	11/09/15	Bermuda	Travel Industry Sales Outreach – FAM/Site Visit
ALHI Trade Show	11/10/15	11/10/15	Toronto	Meeting Planners
Travel Counselors Conference	11/13/15	11/15/15	Manchester, UK	Travel Industry Sales Outreach – Trade Show
UK Product Managers FAM Trip	11/17/15	11/19/15	Bermuda	Travel Industry Sales Outreach – FAM/Site Visit
BTA Tourism Summit	11/15/15	11/16/15	Bermuda	Seminars/Training
ALHI/BTA Pre-Holiday Client Reception	11/24/15	11/24/15	New York, NY	Travel Industry Sales – Group
ILTM	11/30/15	12/03/15	Cannes	Travel Industry Sales Outreach – Trade Show
BizBash Plan-a-thon	12/01/15	12/01/15	Washington, DC	Travel Industry Sales – Group

# Events & Engagement

Covington Travel Training	12/02/15	12/02/15	Webinar	Seminars/Training
Wiregrass Committee FAM	12/07/15	12/09/15	Bermuda	Travel Industry Sales Outreach – FAM/Site Visit
IEEE Site Visit	12/08/15	12/10/15	Bermuda	Travel Industry Sales Outreach – Meeting Planner Site Visit
Holiday Incentive FAM	12/09/15	12/12/15	Bermuda	Travel Industry Sales Outreach – Groups Site Visit

# Group/Sales Client Engagement Highlights

- NYSAE Board Meeting/Site Visit
  - Annual board meeting
  - Site visit to possibly host additional events in the future
- IMEX America
  - 25 1 to 1 appointments
  - Lead generated for 460 room nights
- ILTM
  - Over 50 1 to 1 appointments
  - 2 Corporate/Incentive leads generated
- IEEE Site Visit
  - Lead generated for 2,150 room nights during 57<sup>th</sup> Annual Conference for December 2018
- Holiday Incentive FAM
  - Hosted BI Worldwide and TOBRA Meetings
- ACOG (American College of OBGYN)
  - Lead generated for 333 room nights for October 2017



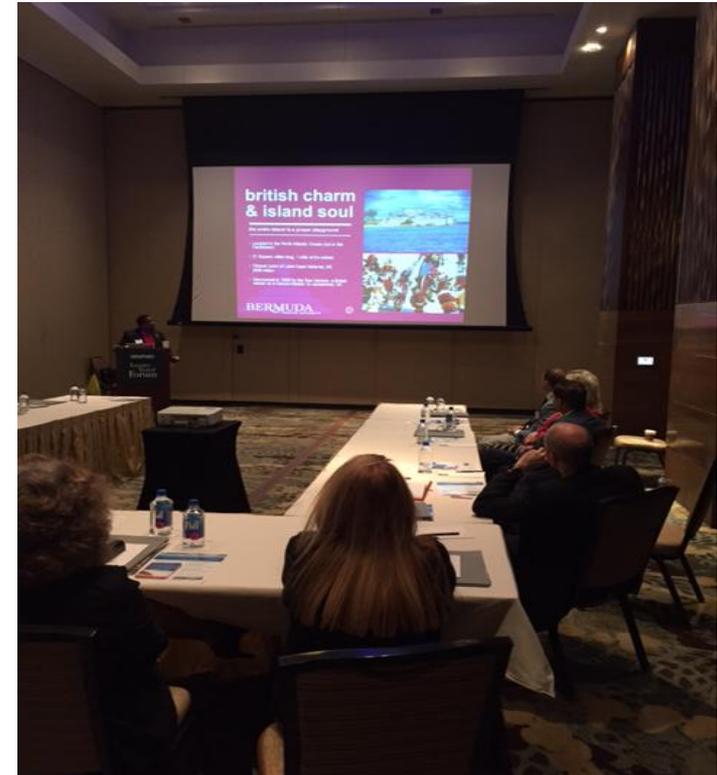
## Sales FAMs Highlights

- AGA Nation FAM
  - Lead generated 400 room nights for September 2016
- PADI Site FAM
  - Two dive groups leads.
    - 1 confirmed with 40 Room Nights
    - 1 tentative with 70 Room Nights
- Wedding Planner FAM
  - Lead generated for 320 room nights for October 2016
- Wiregrass Committee FAM
  - Lead generated for 80 room nights



# Trade Engagement Highlights

- 3 training sessions engaged 106 agents in learning more about the Bermuda experience
  - Departures Luxury Travel Forum
  - Covington Travel
  - Delta Vacations



## Tourism & Tour Operator Summit & Post Fam – Nov.

- 10 North American tour operator partners including American Airlines Vacations, booking.com, Cheap Caribbean, Expedia, Flight Centre, Orbitz, Pleasant Holidays, Tourico, Travel Impressions & WestJet Vacations
- 9 UK tour operators including Avios, Purely Bermuda, Premier Holidays, Prestige Holidays, TUI, Classic Collection, Lotus, Lusso, hayes & Jarvis, and Blue Bay Travel attended the Tourism Summit with a 2 day post fam
- 1:1 meetings with hotel partners and BTA



## UK Trade Initiatives

### Prestige Holidays Roadshow

- 3 events with total attendance of 106 agents. Format was an informal networking reception followed by a sit down meal with presentations between courses.



### Travel Counsellors Conference

- Hosted a table at both evening events, approx. 12 Travel Counsellors per table
- Met with up to 600 Travel Counsellors at the Pow Wow trade show
- Attended various business sessions with the chance to speak with Travel Counsellors during break out sessions

## Corso online di Alidays su Bermuda, educational a settembre

09/01/17 giugno 2015 14:00

Proprio da Alidays Travel Experiences e Bermuda Tourism Authority è attivo sulla piattaforma learning.alidays.it il nuovo percorso formativo riservato agli agenti di viaggio, che sono invitati a scoprire le meraviglie dell'isola di Bermuda, le sue spiagge di sabbia rosa lambite dalle acque turchesi dell'oceano e la molteplicità di escursioni, esperienze e attività adatte ai differenti target di clientela. Attraverso sei video realizzati in collaborazione con Bermuda Tourism Authority e visibili direttamente dalla piattaforma learning.alidays.it, gli agenti di viaggio possono acquisire informazioni e novità sulla destinazione, dimostrando poi le loro competenze attraverso i quiz, da compilare on line entro il 31 luglio. Il percorso Bermuda Academy prevede anche una fase di vendita (Sell) durante la quale si dovrà cercare di confermare con Alidays il maggior numero di pratiche verso la destinazione, ideale anche per i viaggi di nozze. I migliori venditori avranno quindi la possibilità di partecipare all'esclusivo educational alla scoperta di Bermuda in programma a fine settembre.

Per maggiori informazioni e per partecipare alla 'Bermuda Academy' gli Agenti di viaggio devono accedere direttamente alla piattaforma learning.alidays.it



# Italy Fam Trip

IN COOP WITH ALIDAYS TOUR OPERATOR – ESCORTED BY BDA ITALY

2 NIGHTS AT GROTTO BAY AND 2 NIGHTS AT FAIRMONT SOUTHAMPTON FOR 8 AGENTS SELECTED AMONGST THE PARTICIPANTS OF THE BERMUDA ACADEMY

SITE INSPECTIONS AT GROTTO BAY, CAMBRIDGE BEACHES, ELBOW BEACH, POMPANO, TUCKERS POINT AND FAIRMONT HAMILTON PRINCESS



Si è concluso l'educational alla scoperta di Miami & Bermuda promosso da in collaborazione con American Airlines e Bermuda Tourism Authority. Nelle prime 2 giornate il gruppo ha potuto vivere l'atmosfera di Miami con le sue spiagge nell'anno in cui si festeggiano i 100 anni della città.

Nei 4 giorni trascorsi a Bermuda, invece, i partecipanti hanno alternato visite alle strutture ricettive a escursioni ed escursioni in water taxi alla St. George's Ordnance Island e di seguito per un pomeriggio a Tobacco Bay.

Quindi, il Rosewood Tucker's Point, resort dotato di campo da golf, Tuckers Point, Gibbo Hill Lighthouse e Cambridge Beaches con pranzo al Breezes, fino al soggiorno a Fairmont Southampton Bermuda Resort dove sono stati ospitati a cena al Waterlot Inn e hanno trascorso un pomeriggio alla Horsehoe Bay.

Non sono mancate l'escursione a BUEI (Bermuda Underwater Exploration Institute) e la visita alla città di Hamilton, con site inspection e pranzo all'Hamilton Princess, appena ristrutturato. A concludere il viaggio c'è stata al The Bistro, ristorante sulla spiaggia mozzafiato di Elbow Beach.

Diverse le combinazioni, all'interno della programmazione Alidays, che propongono una o più isole dell'arcipelago delle Bermuda. 'Discover Bermuda', ad esempio, è una proposta Alidays di 9 g/7n con voli dall'Italia sistemazione al Grotto Bay Beach Resort in camera Ocean Water View con trattamento bbq a partire da 1.920 euro per persona. La combinazione Miami & Bermuda di 10 giorni con 3 notti al Dream South Beach e 5 notti al Cambridge Beaches parte, invece, da 2.120 euro a persona sempre con voli dall'Italia. Oppure Alidays abbina Bermuda a New York in un viaggio di 12 giorni con 4 notti all'hotel Americana di New York e 6 notti al The Reef di Bermuda a partire da 2.650 euro a persona con voli a/r dall'Italia.

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perché chiamare:

categoria:

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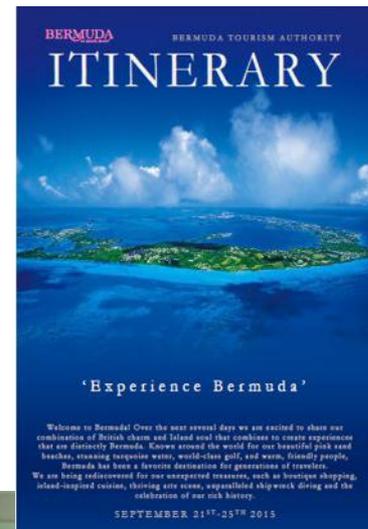
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[AVVIA LA RICERCA](#)

A settembre, in USA il navigatore è in omaggio!

FREE

Scopri l'offerta >>>



# Italy Trade Initiatives

## TOUR OPERATOR ACTIONS

**ALIDAYS** – Fam trip for agents who completed the online Bermuda Academy. They have posted online their various offers.  
<http://www.alidays.it/templateOfferta.php?id=1048>

## CARTORANGE

Participation to the Bridal Fair workshop. Display of Bermuda brochures and collateral Supplied to them for the occasion.

**VIAGGIO DI MONIKA** – Operator in Vicenza – Display of Bermuda at bridal fair 24-26 October



**BERMUDA**  
GoToBermuda.com

**Honeymoon & Much More...**

In ogni angolo di Bermuda si respira un'atmosfera romantica, ideale per chi vuole trascorrere un viaggio di nozze indimenticabile.

È un'aghiabile spiaggia nera e bianca al chiaro di luna, Bermuda è il luogo ideale per ogni tipo di viaggio: dalla vita "romantica italiana", come la chiamano gli americani, alla autentica privacy e totale relax.

A Bermuda potete inoltre esplorare l'unicità di questo arcipelago e ammirare i suoi splendidi paesaggi e i suoi monumenti storici e naturali.

Tram i wedding planner presenti sull'isola che possono organizzare e realizzare tutto il vostro matrimonio.

**BERMUDA**  
GoToBermuda.com

**SPECIALE VIAGGIO DI NOZZE:  
Londra + Bermuda**

3 notti di soggiorno a Londra, hotel di cat. turistica +  
7 notti di estensione mare a Bermuda, Grotto Bay Beach Resort

**Giorni in volo:** Londra - Partenza dall'Italia con volo di linea e sistemazione in hotel. Trasferimento La Capitale più energica, dinamica e millenaria d'Europa, metropoli capace di amalgamare il fascino della City di Londra e la City of Westminster, principale distretto culturale, d'arte, Turismo, Shopping e centro della politica inglese.

**Palazzo di Westminster:** Considerato anche come la Casa del Parlamento, è il luogo dove le due Camere del Parlamento del Regno Unito di Gran Bretagna e d'Irlanda del Nord si riuniscono in plenaria. Il palazzo è ricco di storia e di arte. È un luogo di grande interesse storico e culturale.

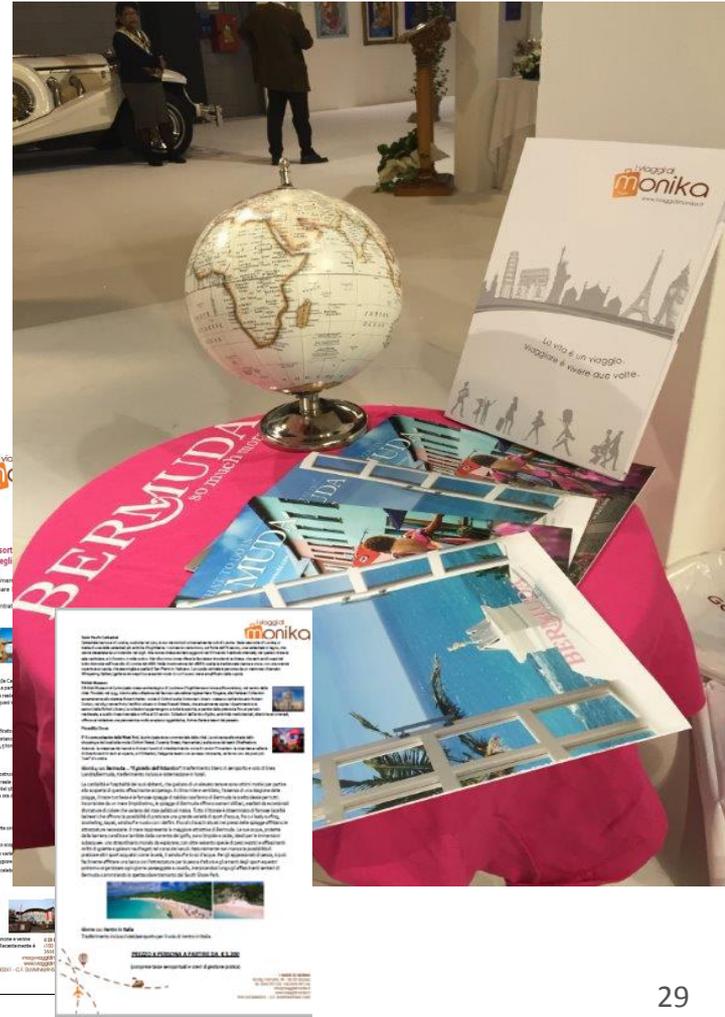
**Big Ben:** Il Big Ben è un orologio meccanico che si trova a Londra. È uno dei simboli più famosi della città.

**British Royal Palace:** Il British Royal Palace è un palazzo di stile neoclassico che si trova a Londra. È uno dei simboli più famosi della città.

**Tower Bridge e Tower of London:** La Torre di Londra è un complesso di edifici storici che si trova a Londra. È uno dei simboli più famosi della città.

**Già da 10 anni:** Bermuda è un arcipelago di nove isole, di cui solo sette sono abitate. È un luogo di grande interesse storico e culturale.

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# PAID MEDIA & PARTNER MARKETING

# Q4 Overview & Highlights

**337MM**  
Impressions

**4.6M**  
Engagements

**\$.28**  
Cost per  
Engagement

- Integrated Media partner programs and events with multi-channel publishers such as Travel + Leisure, Afar, Conde Nast, Departures, Robb Report & Garden & Gun
- Key focus on non-stop markets including New York & Boston with increased exposure including out of home and TV advertising as well as NYTimes, The New Yorker & The Boston Globe. Increased efforts with online video, native and custom units increased brand engagement more than 300% over Q3
- Innovative opportunities including:
  - Native content on TripAdvisor featuring golf, luxury and adventure content
  - NYTimes Flex mobile unit
  - First to market testing of new TripAdvisor Destination Sponsorship pages
  - Content creation with partners including BuzzFeed and Nativo

# Q4 Media Highlights

## TIMING

*Digital coverage throughout Q4 increased exposure in key nonstop flight markets for winter*

## MESSAGING

*Tested new retail, daylight savings & buy her Bermuda messaging*

## TRAVEL ENDEMIC PLATFORMS

*Secured integrated campaigns with Afar, Conde Nast Traveler, Travel + Leisure & Departures, Boston Globe, WSJ and Garden & Gun*

## CUSTOM SOLUTIONS

*Buzzfeed + Tasting Table custom content.+ NYTimes custom mobile unit increased engagement. Increased video efforts for brand awareness*

## Consumer Events - NYC

- Consumer events in NYC leading up to the Louis Vuitton America's Cup World Series Bermuda
- Elite Traveler Dinner – Oct. 6
  - 50 high net worth (HNWI) consumers
- Robb Report Rum Sail – Oct. 7
  - 150 socialites & influencers



*elite traveler*  
THE PRIVATE LIFE LIFESTYLE MAGAZINE

Join us as we celebrate the new Fall season surrounded by art and culture, inspiring wines and a culinary experience.

**COSTATA**  
206 Spring Street,  
New York, New York

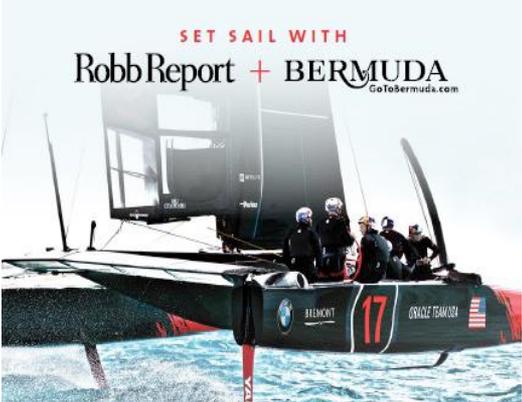
**Tuesday, October 6th**  
6:00-8:30pm

PLEASE RSVP BY 9/28 TO  
ceo@elitetraveler.com

*Invitation admits two and is non-transferable*

Sponsored by:  
**BERMUDA**   
GoToBermuda.com **VÉRITÉ**

SET SAIL WITH  
**Robb Report + BERMUDA**  
GoToBermuda.com



Robb Report and Bermuda Tourism Authority invite you to join us for an evening sailing adventure around Lower Manhattan.

Chase down the sunset aboard a 158-foot clipper ship with a Dark 'n Stormy® as we kick off the countdown to the upcoming Louis Vuitton America's Cup World Series event in Bermuda.

**WEDNESDAY, OCTOBER 7, 2015**

**6pm-8:30pm**  
The boat will depart promptly at 6:30pm.

**CLIPPER CITY TALL SHIP | BATTERY PARK, SLIP 2**  
(South end of Battery Park in Lower Manhattan)  
NEW YORK, NEW YORK 10007

**RSVP**  
EVENTSRSPV@ROBBREPORT.COM

RSVP by October 2, 2015  
Non-transferable. Space is limited.

  
The sail continues at the  
LOUIS VUITTON AMERICA'S CUP  
WORLD SERIES  
OCTOBER 16-18, 2015  
#ACTOBERMUDA

## Discover Bermuda with Garden & Gun

- November 5-8
- In magazine, email & social promotion
- 3 days of on-island events with local and international talent
- Custom branded gifts to Bermuda explorers
- 57 total visitors to Bermuda
- Event Engagement:
  - 85 room nights at Hamilton Princess
  - 10K+ Instagram Likes
  - 300+ Twitter Engagements
  - 1.312MM readers exposed to post-event coverage in Feb/March issue



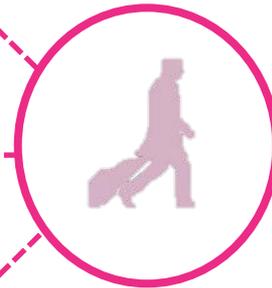
# Programmatic Travel: Insight & Action

- Digital programs live with leading endemic platforms Adara & Sojern
- Placements include social, native & video
- Custom survey conducted among travelers who searched but did not book Bermuda

Am I driving high value visitors from the correct markets?

When and how are visitors trip planning?

Where else are these travelers searching and booking to?



# Daylight Savings Overview & Highlights

- 14.4MM impressions
- 11,620 clicks; .08% CTR
- 11,825 web visits; \$2.74 cost per visit
- Sites include:
  - Kayak
  - Dunhill
  - TravelSpike
  - Facebook
  - Boston Globe
  - Toronto Star
  - New York Times
  - Facebook
- Quick retail focused promotion to drive business by year end
- Position Bermuda as a quick getaway to escape the cold.
- Package ran November 1-8. Offer included 3<sup>rd</sup> night free at participating hotels.
- Audience
  - Demographic: 25+ HHI \$100k+
  - Geo-Targeted: NYC, Boston, Phil, DC, Toronto.
- Goal: site traffic, package bookings
  - 174 packages booked
  - 720 Room Nights
  - Direct spending on-island = \$629,000

# Buy Her Bermuda Promo

- 11.6MM impressions
- 19,441 clicks; .17% CTR
- 22,908 web visits; \$2.74 cost per visit
- 77 Signals of intent ; click to book
- 30 leads; request for more info
- Sites include:
  - Live Intent (sites include Business Insider, GQ, CBS Sports, Conde, Golf Digest)
  - Owner IQ
  - Vox Media (includes Vox, Curbed, SB Nation, The Verge, Eater)
  - Men’s Health
  - eTarget
  - Facebook
- Promotion to inspire/motivate last minute bookings to Bermuda over the holidays
- Deal: Travel before December 31, 2015 and receive a \$500 Amex/Visa Gift Card upon check-in for a tax-free shopping spree on-island
- Targeting consumers interested in luxury travel, holiday shopping, holiday gift guide, cyber Monday deals. Caribbean travel.
- Audience
  - Demographic: focus on men, HHI \$100k+
  - Geo-Targeted: NYC (all 3), Boston, Philly, DC, Chicago, Atlanta, Toronto
- Goal: site traffic, package bookings
  - 28 Bookings
  - 106 Room Nights
  - \$93K in Direct Spend

# Golf Overview & Highlights

- 6MM Impressions; 7,848 web visits; 154 signals of intent or those who clicked for more package info/to book
- Run a mix of premium, site-direct inventory and efficient, targeted media to drive the most efficient exposure possible.
- Use of both targeted display and direct (email) marketing tactics.
- Sites include: golf.com, live intent (men's health, golf digest, golf today) & Yahoo.com
- Audience
  - Focus efforts in key feeders in the Northeast, Chicago and Toronto to maximize conversion of the Golf Around Getaway package.
  - Golf enthusiasts, purchase of golf clubs, Travel to Bermuda, membership to country club.  
Demographic: 35+ HHI \$100k+
- Goal: site traffic, awareness of destination, package bookings
- Budget: \$40k

# OTA Program Overview & Highlights

- OTA performance metrics snapshot:
  - 24.1MM Impressions; 19K Engagements
  - 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
- Executed a second flight- Orbitz Loyalty Program, Orbucks
- Executed new native advertorials on Trip Advisor.
- Beta test partner for new Destination Sponsorship pages
- Production for 2015 with both Expedia and Orbitz increased over 2014

# OTA Programs Campaign

**tripadvisor** Bermuda Tourism: Best of Bermuda

Caribbean > Bermuda Tourism

Bermuda, Caribbean, North America

What are you looking for?

- Hotels (22) 13,969 Reviews
- Vacation Rentals (64) 395 Reviews
- Flights
- Things to Do (316) 14,752 Reviews
- Restaurants (165) 16,771 Reviews
- Forum 7,366 Posts

**Bermuda**  
53,392 reviews and opinions  
(Photo provided by Bermuda Tourism)

1,428 candid traveler photos

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

Links provided by **BERMUDA** tourismauthority.com

- Visit our website
- Send us an email
- Download our official guide
- Twitter
- Facebook

**Expedia** Account My Itinerary My Trips Support Español

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

**Bermuda**

Hotel only Destination Bermuda

Flight only Check-in Check-out

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

Advanced options

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.

**BERMUDA** tourismauthority.com

Chasing down to shipwrecks or snorkeling on the reefs. Relaxing with a Dark 'n' Stormy®, Bermuda's famous cocktail. Discovering secret coves 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

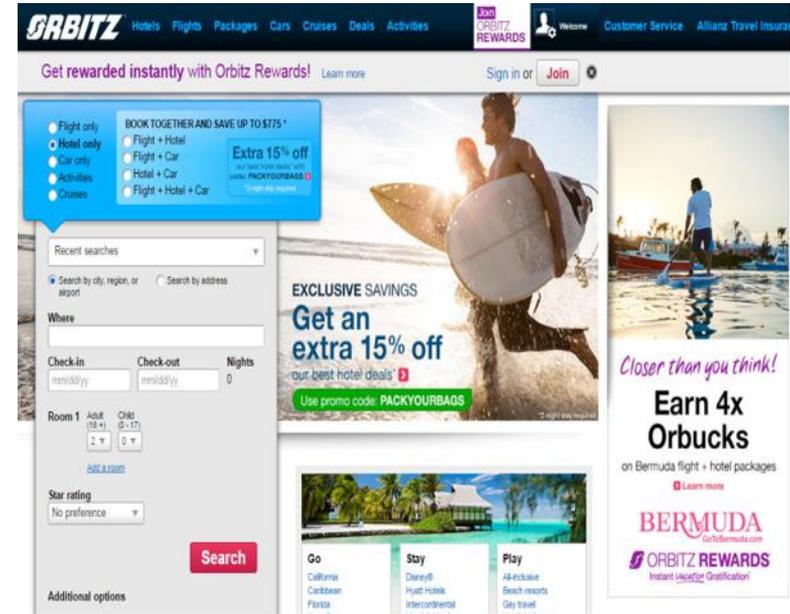
**Explore Bermuda**

- 02:48

Choose your own Bermuda Adventure. Create your own travel adventure in Bermuda with our personalized interactive video tour. From paddle boarding along to sipping a Dark 'n' Stormy at sunset, discover all of the hidden gems Bermuda has to offer.
- 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 20, 2015.
- The seafaring 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.

# ORBUCKS Promotion w/Orbitz

- Delivered 1.4MM impressions
- 60,000 reward promotion page views
- Reached 900,000 Orbitz loyalty members
- Email open rate of 16%
- During program, rewarded \$2,029 in Orbucks for 31 purchases
- \$2,660 avg cost per booking
- Gross revenue: \$85,936
- ROI: 2.4



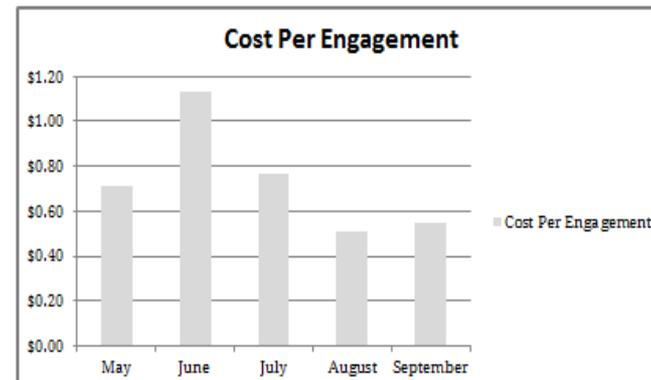
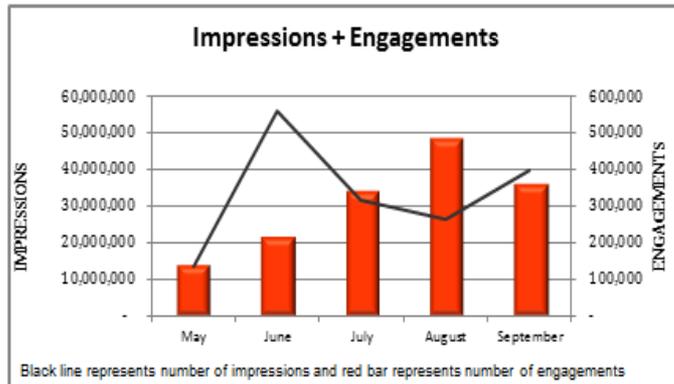
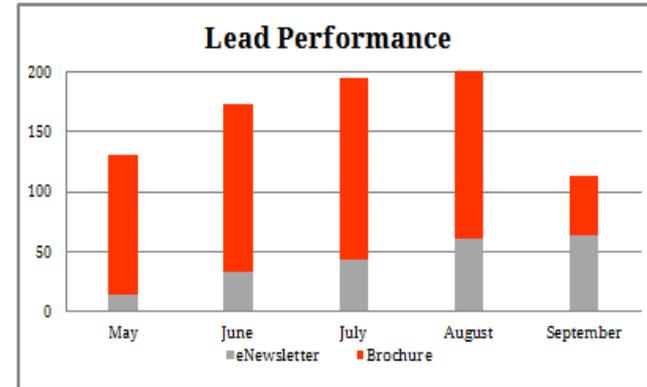
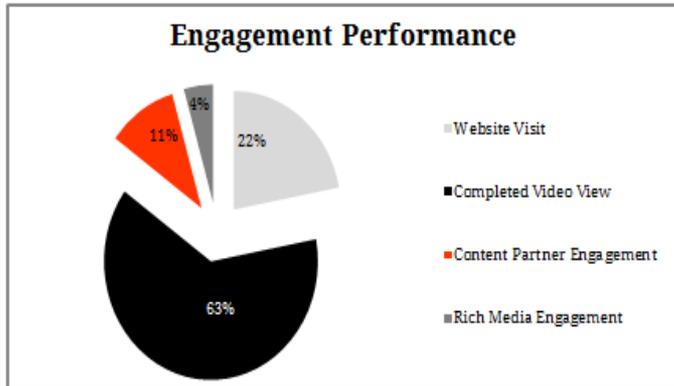
# Airline Co-op Program Overview & Highlights

- Airline Co-op performance metrics snapshot:
  - 24.4MM Impressions; 11K Airline Page Visits; \$4.34 cost per click (down from \$7.21 in Q3) 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 continue to push airline partners for more innovative programs

# Airline Co-op Campaign



# Granular Digital Tracking



# Paid Social Media Overview & Highlights

- 19 campaigns
- Some of our best campaigns ran in Q4 (Buy Her Bermuda, Instagram and Lead gen)
- Tested lead gen
- Started using boolean targeting
- Co-ops are lowest performing ads

## Q1 Goals / Opportunities

- Set new top performing campaigns
- Experiment with lead gen custom audiences
- Establish retargeting campaigns
- Reevaluate pixel integrations into partner websites
- Continue to enhance carousel creative
- Improve co-op ads with narrow targeting / custom audiences?

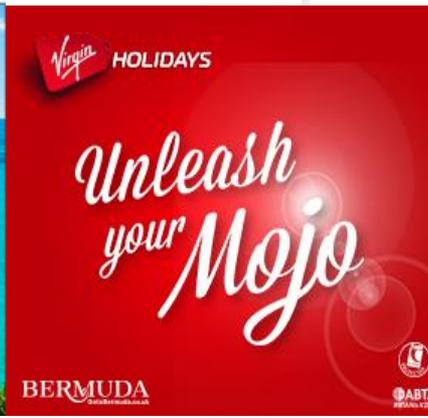
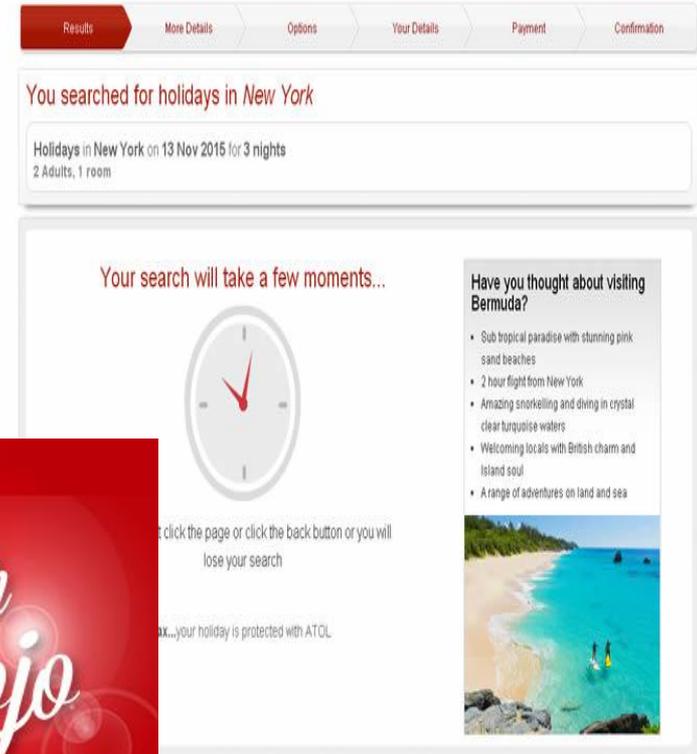


# Overall Results For All Ads

Metrics	October	November	December	Total
Spend	\$15,978.33	\$18,486.92	\$20,706.58	\$55,171.83
Clicks	28,886	30,071	48,930	107,887
Reach	480,930	942,099	1,470,113	2,893,142
Impressions	1,760,673	2,067,127	3,620,838	7,448,638
CTR	2.13%	2.21%	1.43%	1.92% (avg.)
CPC	\$0.43	\$0.60	\$0.40	\$0.48 (avg.)
Video Views	-	-	-	-
CPV	-	-	-	-
Leads	-	251	782	1,033
CPL	-	\$3.99	\$4.50	\$4.25

# Virgin Holidays Co-op Marketing – UK Results

- USA Brochure Launch e-mail sent to approximately 300,000 customers. 28.82% Open rate. 4.28% UCTR
- Inspirational POD in September group email. 19.04 % open rate. 2.55% UCTR
- Interstitial page promotion on New York search page. 92,072 New York Searches. 1937 Bermuda page visits
- Digital banner activity figures still being finalised.



# Thomas Cook Co-op Marketing -

New Tour Operator partner for 2016. Campaign designed to raise awareness of Bermuda and highlight being featured in the Thomas Cook programmes for 2016.

## Display Advertising on Thomascook.com

- Mixed banner campaign
- Running on thomascook.com home page and Long-Haul, USA & Beach Holiday search result pages

## Thomas Cook Audience

- AUDIENCE technology platform targets millions of live travel purchasers
- Based on their travel preferences and travel-intent data.

## Dedicated Bermuda Landing Page

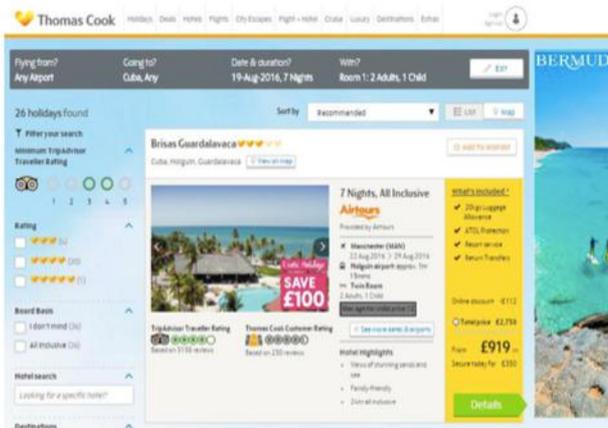
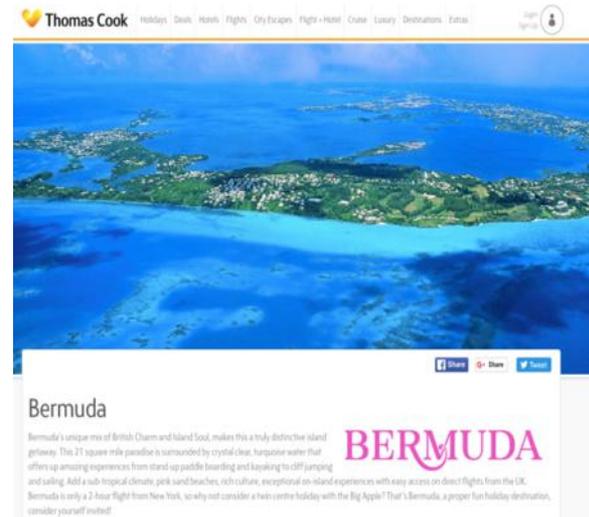
Dedicated landing page on Thomascook.com

## On site Campaign results.

- 200,042 page impressions delivered
- 452 clicks recorded
- 0.23% CTR (0.07% Industry Average)

## Off Site Campaign results

- 271,620 page impressions
- 3211 clicks recorded
- 1.18% CTR (0.02% industry average)



# WEBSITE, SEM, SEO & ANALYTICS

# Web Metrics Overview & Highlights

- For Q4, overall traffic is up 108.91%.
  - Social Media traffic up 619% and organic traffic up 119%
  - Digital media traffic accounted for ~75,000 sessions
- Engagement metrics have declined, which is fairly normal phenomenon with increased traffic
  - Bounce Rate up 18%, pages/session down 14%, session duration down 28%
- 36,906 sessions landed on /Travel-Deals/Stretch-Your-Summer/ which is the most trafficked page behind the homepage

# Annual Highlights

- January 1 – December 31, 2015

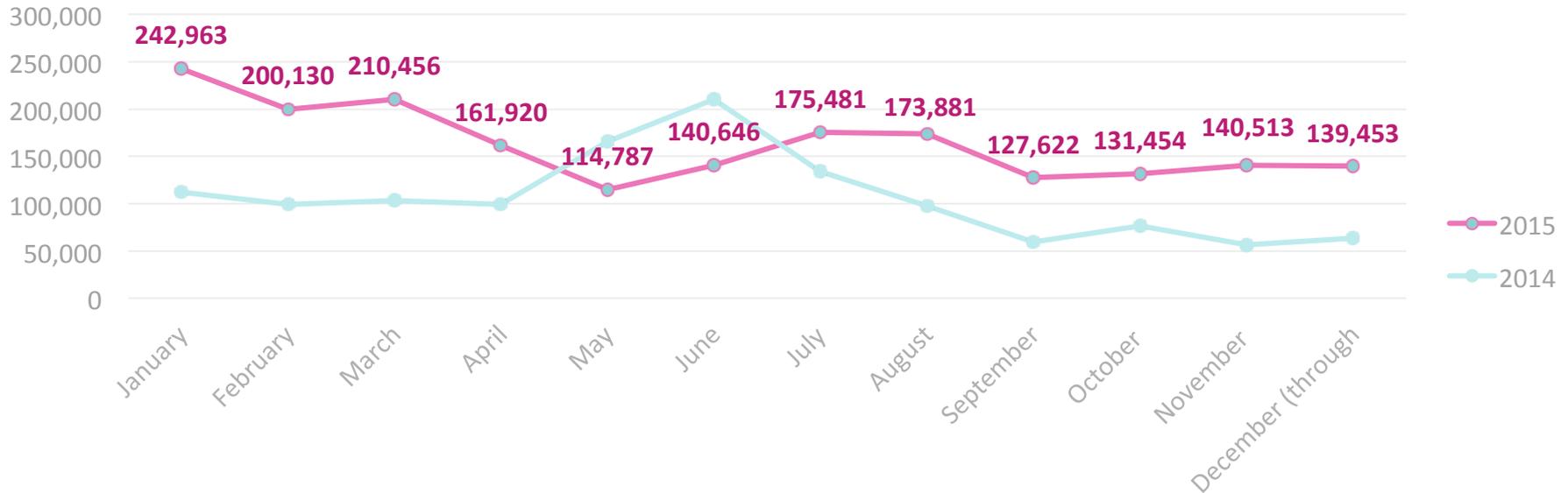
Unique Visitors	Visits	Page Views	Mobile Visits	Goal Completions
1,513,300 LY: <b>+46%</b>	1,959,300 LY: <b>+53%</b>	4,231,300 LY: <b>+36%</b>	996,200 (50.8%) LY: <b>+87%</b>	191,100 LY: <b>+59%</b>

Pages/Session	Avg Session	Bounce Rate
2.2 LY: <b>-11%</b>	1:53 LY: <b>-18%</b>	51.7% LY: <b>-1%</b>

# Annual Highlights

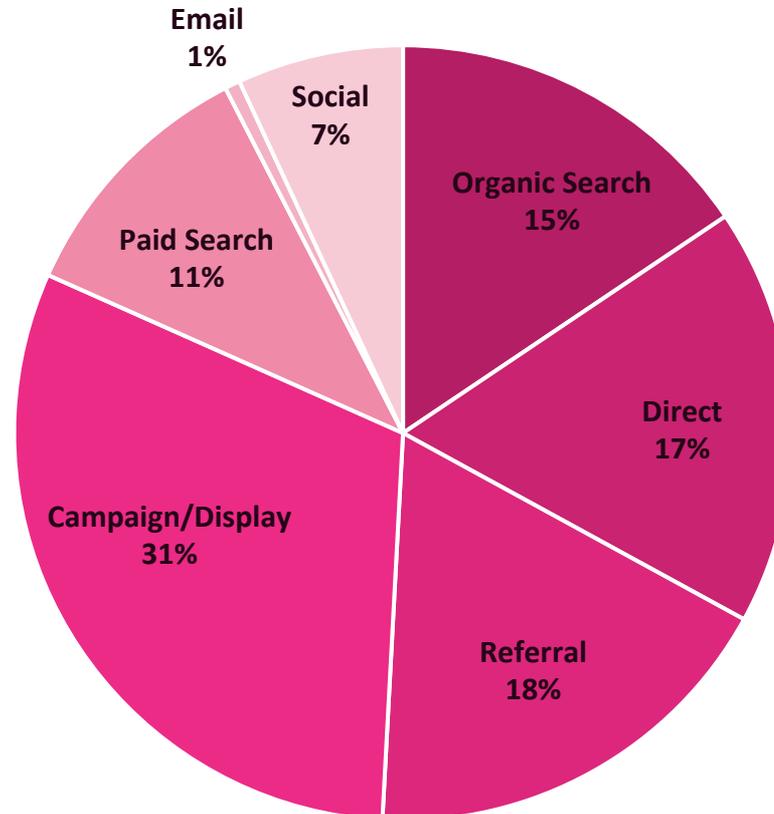
- January 1 – December 31, 2015

## Monthly Visits



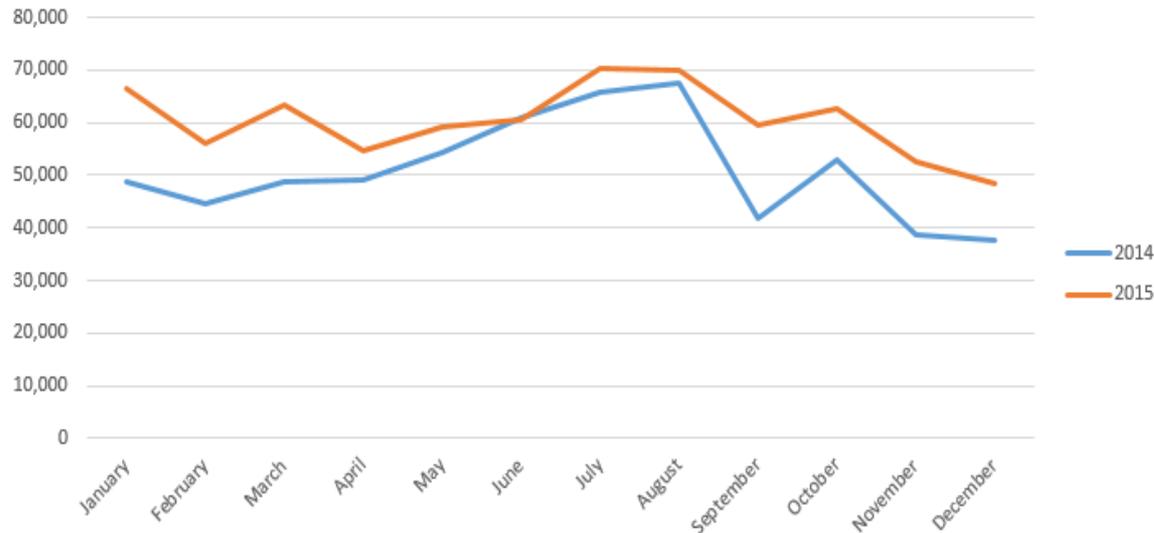
# 2015 Sources of Traffic

1. New York
2. Toronto
3. Bermuda
4. Boston
5. Washington
6. Chicago
7. Philadelphia
8. London
9. Cambridge, MA
10. Atlanta



# 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\*
- 2015 growth of 18% for Total Search Traffic to the website – more than 112,000 visits
- Q4 26% growth in Total Search Traffic – more than 33,500 visits



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.

# Organic Search Engagement & Conversion

- Organic Search traffic consistently has the strongest engagement compared to all other sources
- Organic Search had a 24% conversion rate on the Goals set in Google Analytics in Q4. This is the highest goal conversion rate of any source.
- 42.4% of Organic traffic is on mobile phones or tablets. Organic traffic from mobile phones has increased 346% YOY

Engagement Q4 2015	Organic Search	All Other Sources
Average Bounce Rate	36.4%	53.1%
Average Session Duration	2:38	1:37
Pages Per Session	2.3	2.0

Organic Conversions Q4 2015	Organic Search	Site Average
Time on Site +3:30	18.1%	11.3%
Hotel Inquiry	3.6%	1.9%
eNews Sign Up	0.2%	0.1%
Brochure Download	1.8%	1.0%
Brochure Order	0.3%	0.1%

# Organic Search Ranking

2015 saw tremendous growth in Organic Search Ranking on Google.

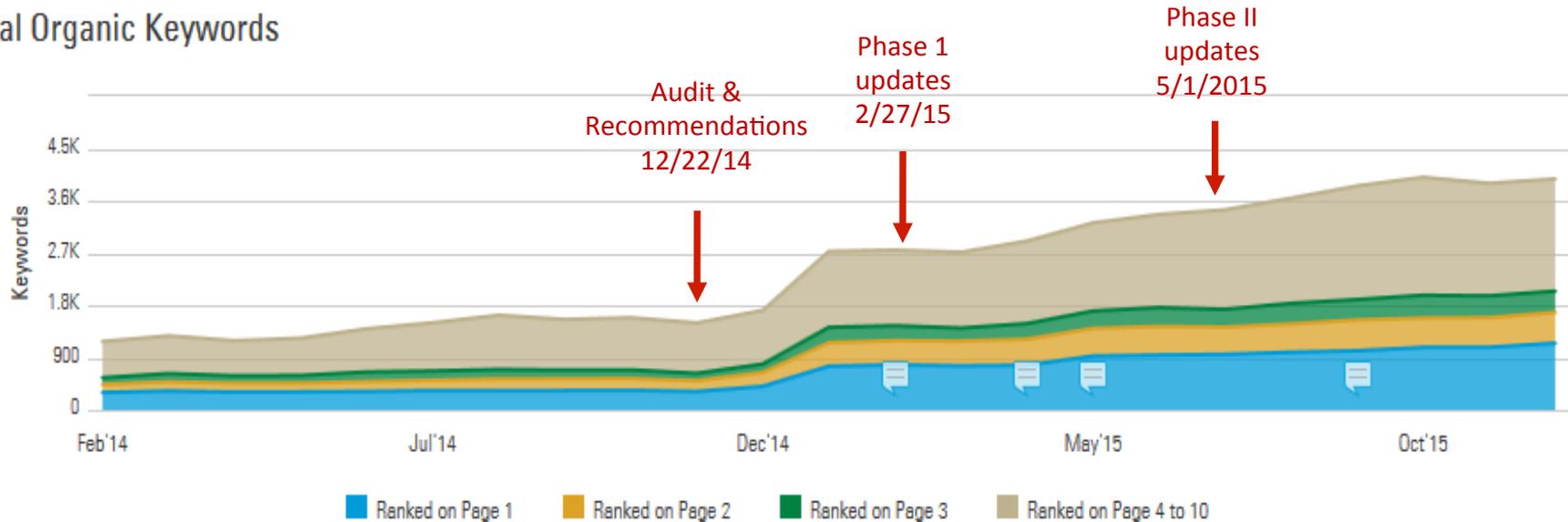
- The number of keywords GoToBermuda.com ranks on Page 1 for increased by 182%, or 742 keywords
- Total Organic Search traffic has grown 18% YOY or more than 46,000 visits in 2015
- Images from the site show in Google results for 113 keywords. This is up from 17 keywords in Dec 2014.
- The upgrade to Google Universal Analytics this summer significantly improved the reporting and attribution of Organic Search traffic. YOY improvements of more than 100% have been seen since September.

	Dec 2014	Dec 2015	YoY Change
Ranked on Page 1	407	1,149	+182%
Ranked on Page 2	240	531	+121%
Ranked on Page 3	143	365	+155%
Ranked on Pages 4-10	925	1,932	+109%

# Organic Search Ranking

Steady improvement in overall SEO ranking has continued in Q4.

Total Organic Keywords



# Organic Search Work: New Backlinks from TripAdvisor

tripadvisor Horseshoe Bay Beach, Southampton Parish

Southampton Parish, Bermuda, Caribbean

FAIRMONT MOMENTS OFFER  
ENJOY COMPLIMENTARY DAILY BREAKFAST FOR TWO  
ONLINE CODE: PBKF

## Horseshoe Bay Beach

5.0 (1,749 Reviews) #1 of 29 things to do in Southampton Parish

Beaches, Outdoor Activities, Nature & Parks

2015 TRIPADVISOR CHOICE AWARD

Overview Tours & Tickets Reviews (1,749) Q&A (22) Location

Book a Tour Save Write a Review

Book ahead on Viator

Recommended

Bermuda Powerboat Round-the-Island Tour Including... **\$114** and up [More Info](#)

Why book on Viator?

- Tour highlights & full itinerary
- Easy online booking
- Lowest price guaranteed

[More Information](#)

Is this attraction popular with locals?  
 Yes  No  Unsure

Y Get directions

Address: Bermuda  
[Website](#)

TripAdvisor Reviewer Highlights [Read all 1,749 reviews](#)



# New Website Content

	Page Views	Traffic Source
Daylight Savings	23,200	36% Referral/ 23% Email/ 18% Social
Buy Her Bermuda	30,700	70% Social / 17% Email
Christmas in Bermuda	14,750	36% Email / 34% Social / 10% Organic



# Q4'15 SEM Performance

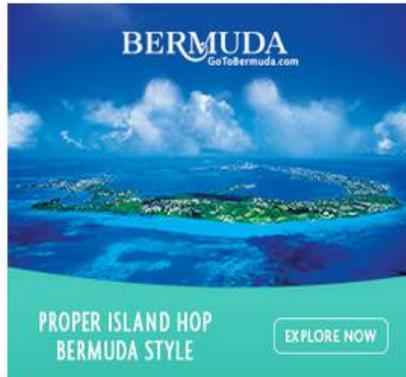
Q4 delivered a total of 80,922 clicks, with an average CPC of \$1.21, at a CTR of 2.05%. Total spend for the quarter was \$98,193.05, with 10,043 total conversions.

Month	Impressions	Clicks	CTR	CPC	Spend	Avg Pos.	Conversions
Oct	1,421,254	28,407	2.00%	\$ 1.17	\$ 33,261.60	1.6	<b>4,234</b>
Nov	1,243,002	26,339	2.12%	\$ 1.22	\$ 32,065.92	1.5	<b>2,972</b>
Dec	1,285,160	26,176	2.04%	\$ 1.26	\$ 32,865.53	1.7	<b>2,837</b>
<b>Total</b>	<b>3,949,416</b>	<b>80,922</b>	<b>2.05%</b>	<b>\$ 1.21</b>	<b>\$ 98,193.05</b>	<b>1.6</b>	<b>10,043</b>

- Bounce rate for the quarter averaged 44% (down from 47% YoY)
  - Industry benchmark is 45-50%
- CTR has grown from 1.59% to 2.05% throughout the quarter (up from 1.34% YoY)
  - SEM CTR of 2.81%, GDN CTR of 0.53% (Industry avg is 0.08%)

# Top Google Ads & Banners

**Beautiful Bermuda Island**  
Make The Best Of Paradise. Visit  
Official Site For Deals & Specials!  
[www.GoToBermuda.com](http://www.GoToBermuda.com)



**Traveling To Bermuda**  
Best Prices On Air & Accommodation.  
Find Info & Deals on Official Site  
[www.gotobermuda.com](http://www.gotobermuda.com)

**Explore Beautiful Bermuda**  
See All-Inclusive Deals & Packages.  
Book Your Island Adventure Today!  
[www.gotobermuda.com/](http://www.gotobermuda.com/)

**Vacation in Bermuda**  
Enjoy Our Favorite Beach Island of  
Bermuda. Relax, Fun & Adventure!  
[www.gotobermuda.com](http://www.gotobermuda.com)



**ENEWSLETTER  
PERFORMANCE & INSIGHTS**

# eNewsletter Overview & Highlights

- Eight email campaigns sent to database in Q4 2015 (total delivered/open rate)
  - JetBlue Promotional Email, NY and Boston (5,157 / 9.9%)
  - Golf Professional Email (458 / 21.7%)
  - Daylight Savings Promotional Email (222,289 / 14.6%)
  - October eNewsletter (258,226 / 14.7%)
  - Buy Her Bermuda (251,756 / 12.4%)
  - November eNewsletter (228,700 / 11.1%)
  - December eNewsletter (267,286 / 13.4%)
- Open rates for the eNewsletter were highest in October. We sent very close to the holidays in November and December when inboxes are overloaded with promotional holiday emails, which could be attributed to lower open rates.
- Although October had the highest open rate, December had the highest click-to-open rate, coming in at 5.7%. Most of those clicks were attributed to the travel deals section.
- Promotional emails had lower open rates compared to eNewsletters in Q4. The current database did not seem to respond strongly to the offers sent in Q4.

# eNewsletter Comparison: Q4 At-A-Glance

## OCTOBER ENEWSLETTER

**Themes:**

Navigate through Island Life  
Forecast for Holiday Festivities  
DST Promotion

**Send Day/Time:**

Wednesday, 11/4 at 6pm ET (US & CAN),  
Thursday, 11/5 at 7am GMT (UK & OTHER)

**Subject Line:** Our Early Gift to You: One  
FREE Night in Bermuda

**Open Rate:** 14.7%

**Click-to-open Rate:** 5.3%

**Top Clicked Link:** Hero Article - Island Life

## NOVEMBER ENEWSLETTER

**Themes:**

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

**Send Day/Time:**

Friday, 12/4 at 3pm ET (US and Canada)  
Wednesday, 12/9 at 8am GTM (UK)

**Subject Line:** Experience Holiday Spirit & Island  
Soul

**Open Rate:** 12%

**Click-to-open Rate:** 5.2%

**Top Clicked Link:** Travel Deals

## DECEMBER ENEWSLETTER

**Themes:**

Happy Holidays Message  
Restaurant Week  
Pink Sale Preview (UK), Buy Her Bermuda (US &  
Canada)

**Send Day/Time:**

Wednesday, 12/23 at 3pm ET, 8pm GMT (UK)

**Subject Line:** Happy Holidays from Bermuda

**Open Rate:** 13.4%

**Click-to-open Rate:** 5.7%

**Top Clicked Link:** Travel Deals



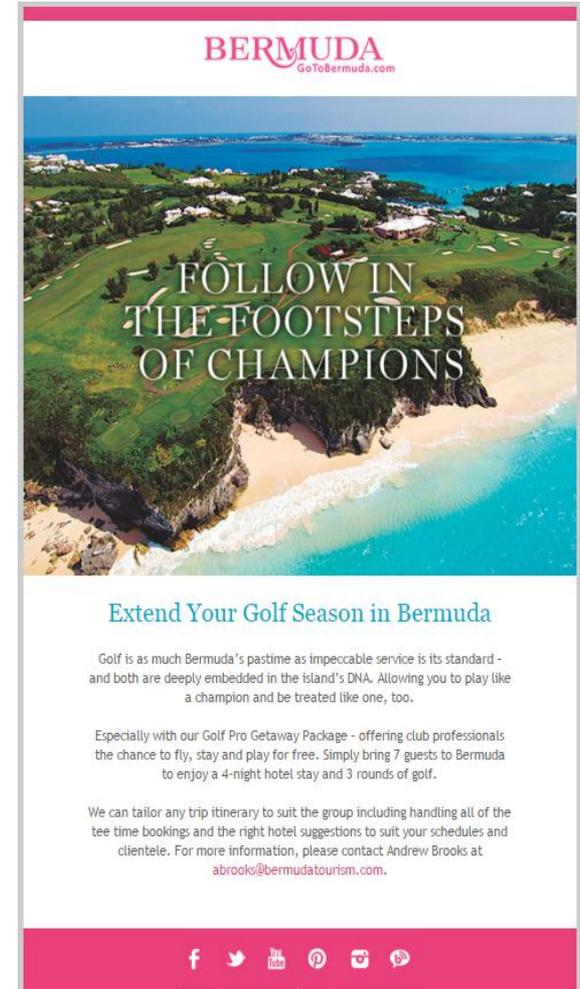
## JetBlue Promotional Email

- Email sent to NY and Boston contacts (5,157 sent)
- Deployed: Tuesday, October 6 at 4:00 pm ET
- Subject Line: Ending Soon! Exclusive Savings with JetBlue
- Open rate: 9.9%
  - Open rate is lower than average. This could be because we mentioned JetBlue in the subject line and subscribers weren't interested in booking a trip at this time. When applicable, we should try to be as specific as possible about the savings in the subject line to excite readers.
- Click-to-open rate: 5% (25 unique clicks)
- This promotion had lower than average open and click-to-open rates. This indicates that even those who were interested enough to open the email were not that interested in booking a trip to Bermuda at this time.
- Also, we didn't mention the savings specifically in the email. We will work on testing promotional copy in the future to see what tactics performs the best.



# Golf Professional Email

- Email sent to Golf Professional list (458 sent)
- Deployed: Tuesday, October 20 at 11am ET
- Subject Line: Save With Our Golf Pro Getaway Package
- Open rate: 21.7%
  - Open rate is higher than the average promotional email or eNewsletter.
  - It is common to see higher open rates with targeted sends such as this one.
- Click-to-open rate: 0%
  - There was no main CTA button within the content due to no landing page for this offer.



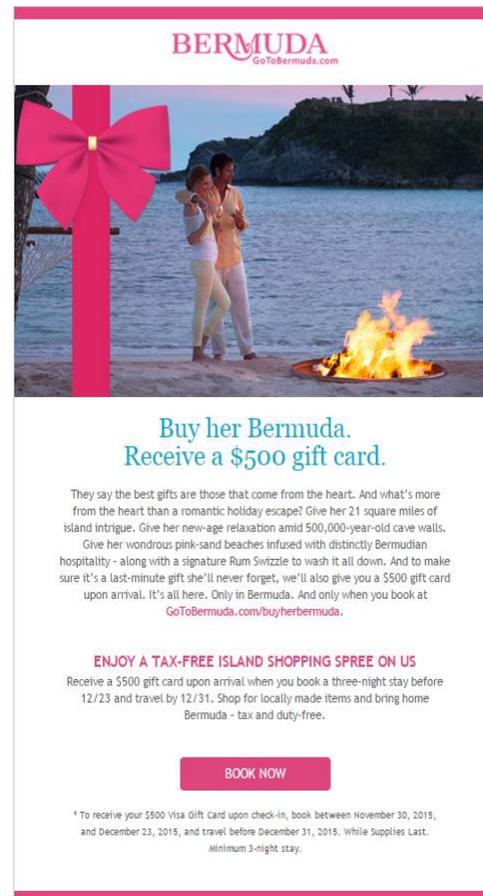
# Daylight Savings Promotional Email

- Email sent to US and Canada Lists (222,289 sent)
- Deployed: Sunday, November 1, 2015
- Subject Line: Extra Hour, Extra (FREE) Night in Bermuda
- Open rate: 14.6%
  - Open rate is lower than the average eNewsletter rate.
  - As seen with other promotional emails during this timeframe, the low engagement indicates that the email database was not interested in booking a trip at this time – even when a free night is offered.
- Click-to-open rate: 6.6%
  - The click-to-open rate is higher than the eNewsletters sent in Q4, however it does not indicate an overwhelming response to the promotion.
- Total Unique Pageviews sourced to email: 3,806
  - Unique Pageviews to DST landing page: 2,359



# Buy Her Bermuda Promotional Email

- Email sent to US, Canada, UK and Other database (251,756 sent)
- Deployed: Tuesday, December 1 at 8:15 AM ET
- Subject Line: Bermuda: A last-minute gift she'll never forget
- Open rate: 12.4%
  - Open rate is lower than the average for eNewsletters.
- Click-to-open rate: 3.9%
  - The click-to-open rate was 2.7% lower than the Daylight Savings Promotion.
- Total Unique Pageviews sourced to email: 120
  - Unique Pageviews to SYS landing page: 78
- When looking at Google Analytics, 56% of those who click through to the website from emails were women in Q4 2015. The lower engagement on this email could have attributed to targeting men.
- The other factor to consider is that this promotion was for last-minute travel, only allowing 30 days to book and travel to Bermuda.



# Italy Newsletter

## December Trade Newsletter

Year end Newsletter distributed to 7,500 travel agents and all our newsletters subscribers with an open rate 27.2%

**BERMUDA**  
UFFICIO PER IL TURISMO DELLE ISOLE BERMUDA  
www.getobermuda.it

**NOVITÀ DALL'ARCIPELAGO DELLE BERMUDA** **N.19 NATALE 2015**



**NIENTE CINEPANETTONI! QUEST'ANNO SARETE VOI I PROTAGONISTI DEL FILM PIÙ BELLO:**

**VACANZE DI NATALE A BERMUDA!**  
Si avvia il periodo più magico dell'anno: il Natale. State cercando una meta in cui trascorrere le vacanze al caldo in un mix di relax e atmosfera di festa?

In sole sette ore di volo diretto da Londra o a due ore da NYC, Bermuda vi aspetta con le sue spiagge rosa, il mare turchese e un'atmosfera incantata.

Chiudete gli occhi e provate ad immaginare: la Grande Mela addobbata a festa nel suo periodo più suggestivo dell'anno e poi l'isola dove lievi brezze oceaniche si mescolano con feste divertenti e tradizioni culturali. No, non è un film, può essere la realtà!

**OTTIMI MOTIVI PER TRASCORRERE LE VACANZE DI NATALE A BERMUDA**  
Quest'anno mettetevi sotto l'albero qualcosa di nuovo...una vacanza a Bermuda che vi lascerà un ricordo indimenticabile.

**L'INCREDIBILE BERMUDA CHRISTMAS BOAT PARADE**

Non una parata qualsiasi, la Bermuda Boat Parade di Natale è uno spettacolo tra i più suggestivi al mondo: decine di imbarcazioni colorate che illuminata sfilano in una parata notturna nel porto di Hamilton.

Il tema di quest'anno sarà la 35esima edizione della Coppa America e l'evento verrà organizzato da Louis Vuitton.




### UN NATALE IN PANTALONCINI CORTI

Chi desidera un Natale dal clima temperato può rilassarsi sulle spiagge di Bermuda.

Situata a est della costa della Carolina del Nord, l'isola gode di un clima mite anche a dicembre e gennaio con temperature che si aggirano intorno ai 22 gradi.

In altre parole, mettetevi in valigia i bermudati!



### GUSTOSE RICETTE PER LA TAVOLA IMBANDITA A FESTA

Cucine di culture e di tradizioni hanno dato vita a una cucina originale e raffinata.

Avete mai assaggiato la Cassava Pie? Che ne dite del tradizionale Pudding di Natale e della Rum Cake?

Durante le feste natalizie tutti i locali dell'isola propongono i gustosi piatti e i cocktail tipici della tradizione natalizia di Bermuda.



### LA MAGIA DEL ST. GEORGE'S WALKABOUT

La città di St. George, patrimonio mondiale dell'UNESCO, è il più antico centro abitato inglese delle Americhe.

Con i suoi edifici storici costruiti fra il diciassettesimo e il diciannovesimo secolo, la ex capitale incarna appieno lo spirito natalizio in occasione dell'annuale Walkabout.

Per l'occasione le antiche abitazioni si aprono al pubblico e il passato rivive per le strade con rievocazioni in costume d'epoca, parate militari e musica.



### A RITMO DI GOMBIEY

Durante le vacanze di Natale le strade di Bermuda si trasformano in un vivace palcoscenico in cui i ballerini di Gombey, con i loro mantelli dai colori brillanti e i cappiccio di pavone, si esibiscono a tutte le ore del giorno e fino alle prime della notte.

Uno spettacolo che può essere definito un travolgente Carnevale natalizio.

**I SUONI E I COLORI DELLA HAMILTON CHRISTMAS PARADE**  
In centinaia attendono ogni anno l'arrivo di Santa Claus proprio nella capitale.

Musical, majorette e gruppi di danza Gombey sfilano per le vie della città in attesa dell'arrivo di Babbo Natale con le sue renne.



### CHRISTMAS DAY ON THE BEACH

**AGGIUNTE AI VOSTRI AMICI BUON NATALE CON UN SELFIE DA BERMUDA.**

Ogni 25 dicembre centinaia di persone si radunano a Elbow Beach, una delle spiagge più belle dell'isola, per prendere parte alla bellissima festa sulla sabbia: musica, cibo e champagne per i brindisi.

### OFFERTE IMPERDIBILI DEGLI HOTEL

Scoprite presso le vostre agenzie di viaggio di fiducia le offerte proposte da **FAIRMONT SOUTHAMPTON, CAMBRIDGE BEACHES RESORT AND SPA - GROTTO BAY BEACH RESORT** per le vacanze di Natale 2015.



### NATALE O CAPODANNO A NYC: UN MUST DA VIVERE PRIMA O DOPO BERMUDA

Durante le feste natalizie, NYC diventa una sorta di paese delle meraviglie, la città sembra vivere sopra una nuvola dorata fatta di luci e allegria.

È sono tantissimi gli eventi che New York offre a cavallo tra la fine di dicembre e i primi di gennaio. L'atmosfera natalizia e festiva travocca dalle strade, e il tran tran di gente, che normalmente rende impossibile camminare sui marciapiedi, fa quasi piacere. La folla è allegra, le vie pullulano di colori, luci e regali. E anche se nevica e fa freddo, a New York si sopporta tutto felicemente.

Chi non ha mai sognato di scendere coi pattini sulla pista del Rockefeller Center ammirando il famosissimo albero di Natale decorato con 90mila luci o di festeggiare il Capodanno a Times Square che con la sua sfera che, dal 1907, attira su di sé lo sguardo di almeno un milione di persone?

**NYC e Bermuda, così vicini e così diverse: click il gira una vacanza di Natale da sogno!**



Per qualsiasi informazione sulla Isola Bermuda potete consultare il sito, interamente in italiano, [www.getobermuda.it](http://www.getobermuda.it) oppure contattare Bermuda Tourism - Tel. 02 4005240 - E-mail: [info@bermudatourism.it](mailto:info@bermudatourism.it)

# PROMOTIONS & PR





## Fall Back With a Third Night Free in Bermuda

By Jennifer A. Jorgensen | October 2015 | Leave a Comment



Photo credit: Bermuda Tourism

I never enjoy "falling back" with the end of daylight savings time. Despite the extra hour of sleep (which rarely happens, as my kids never get the memo), I never like the beginning of the winter months. This week, if you are mourning the loss of summer as I am, consider a trip to the beautiful beaches of Bermuda. For a limited time, travelers who book a participating stay can receive a free third night.

Trips can be booked now – from November 1-8, and rates start at \$370 for stays from November 1 – January 31, 2016. There are so many different things to do in Bermuda, from golf to beaches to spas.

Here are the hotels that are participating in the promotion (subject to change):

- Coco Reef Resort
- Coral Beach & Tennis Club
- Darwin's Manor Hotel
- Edgemoor Manor Guest House
- Elbow Beach Resort
- Fairmont Southampton
- Grotto Bay Resort
- The Reef's Hotel & Club
- Rosewood Tucker's Point
- St. George's Club

Visit [www.GoToBermuda.com/DaylightSavings](http://www.GoToBermuda.com/DaylightSavings) for more information about the promotion and to book.

FamilyTravelMagazine.com – November 2, 2015  
Fall Back Promotion

## Q4 Coverage Highlights Cont.

### DEPARTURES

September 30, 2015  
Culture Calendar: 21 Things To Do This October

By Rebecca Mizoff



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◀ 13 of 26 AUTOPLAY ▶

October 16–18:  
Louis Vuitton  
America's Cup  
World Series in  
Bermuda

Tiny island, big boats: two years out from the America's Cup, top-notch sailors will descend on Hamilton, Bermuda, for the first stage of qualifying competition. But besides for the chance to see the Great Sound's sapphire waters aglow with foiling, wing-sailed catamarans. Visitors can expect a slew of attendant festive events around the island, especially near the waterfront event village. [americascup.com](http://americascup.com).

NEXT SLIDE

Departures.com – November 1, 2015  
America's Cup World Series



## Santa in the Islands: Celebrating Christmas in the Caribbean

By Melissa Heflin, Updated By USA TODAY | Published on December 11, 2015



It's a long way from the North Pole, but every year Santa makes his way to the Caribbean, much to the delight of those also braving the winter winds at home. Who doesn't prefer an alabaster sandy beach to a white blanket of snow? See where and how Santa brings his Christmas cheer to the naughty and the nice and everyone else celebrating the holidays under the sun.

Bermuda



Photo: Shutterstock.com

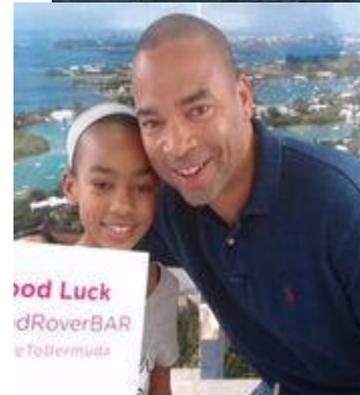
Even Santa wears [Bermuda shorts](#) on the beach. Forget socks, neckties and perfume and opt instead for those iconic shorts as gifts for the entire family. Worn precisely three inches above the knee, the comfy shorts were originally made for soldiers in the British Royal Navy who were stationed on the island. A wardrobe malstay, we're not sure exactly where Santa buys his shorts, although rumor has it he likes the gift shop selection at [The Fairmont Southampton](#) and [Fairmont Hamilton Princess](#) where the grand Christmas Day brunch in the Harbourview Ballroom is the hottest ticket in town (yes, [Bermuda shorts](#) are allowed).

USAToday.com – December 11, 2015  
Christmas in the Caribbean

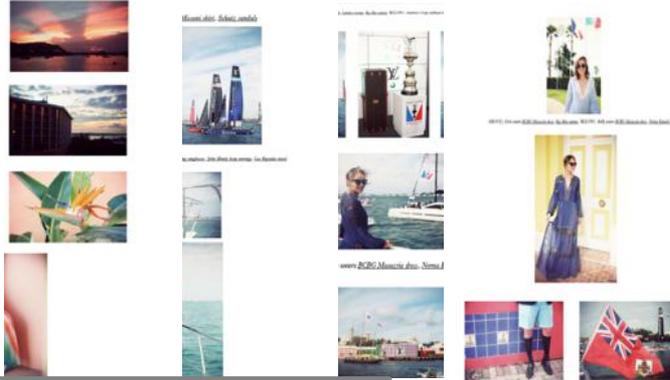


## Louis Vuitton America's Cup World Series Bermuda

- 7 media/influencers from North America - Brandon Perlman, Town & Country; Jack Smith, Robb Report; Kim-Marie Evans, Luxury Travel Mom; Abby Sterling, Glitter Guide; Kelly Framel, The Glamourai; John Scott Lewinski, Crave/Thrillist/Men's Journal; Jody Robbins, WestJet
- 9 media/influencers from the UK market - The Telegraph, Tatler, ITV Meridian, The City, Yachts & Yachting and fashion blogger Julia Lundin and guests from Mr & Mrs Smith, Black Tomato and Henri Lloyd
- Partnered with Moët for media hosting
- Promotional activations included Social Box and branded Fat Boy bean bag chairs along Front Street. Fat Boys were ultimately sold to benefit the Endeavour Youth Sailing Program



## Coverage Generated from Press Trips



TheGlamourai.com – November 3, 2015  
Destination Feature



Ebony.com – November 25, 2015  
Stretch Your Summer



CraveOnline.com – October 16, 2015  
America's Cup World Series



Dreamscapes – December 1, 2015  
5 Best Bites in Bermuda

# UK PR Initiatives

- Total earned media coverage 70 articles with AVE of \$452,085 generating 25,227,992 impressions
- Travel features from summer press trips were published in The Telegraph, The Sun, Daily Express, Travel Weekly, TTG and Family Traveller.
- Working closely with tour operator partners to announce new products and source special offers for consistent presence in late deals columns
- Developed advertorial content for Tatler (Oct. 15 and Jan. 16 publication) and Vogue (Jan. 16 publication)
- Developed content for the Family Traveller 24 page Bermuda supplement (Jan. 16 publication)

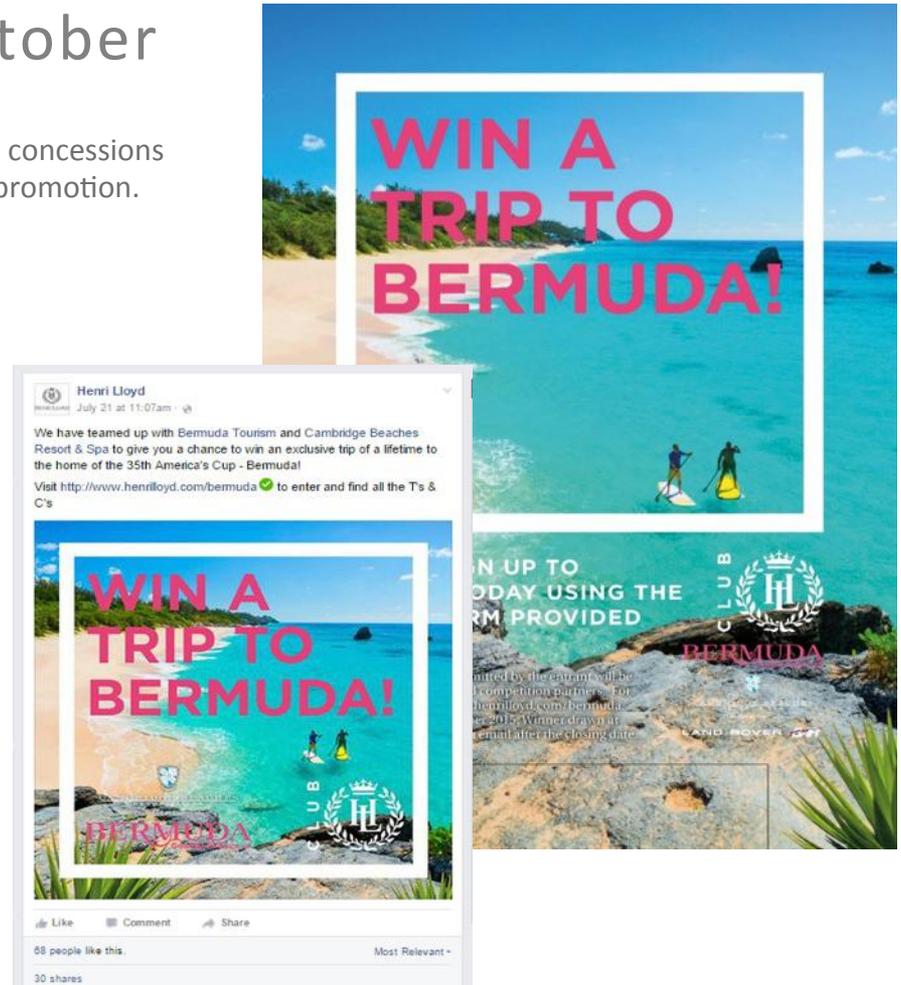


# Henri Lloyd Promotion July-October

Partnership with Henri Lloyd, to include POS in own brand stores, concessions and Summer sailing events as well as extensive digital and social promotion.

## Results

Total Competition Entries	11,031
Data Capture	11,031
Total Reach	2,417,102
Total Exposure	2,636,180
Cost Per Reach	£0.002
Campaign Cost	£4,950
Total Media Value	£58,284
Return On Investment	12:1



## Italy PR Initiatives

- Daily assistance with journalists enquiries and mailing of informative materials sent on request.
- Assisted the selected journalists attending the Louis Vuitton Cup 14-19 October 2015.
  - Journalists were: Mr Antonio Vettese and Luigi Camassa – SKY SPORT
  - Mr Niccolò Pagani of Sailing & Travel
- Coverage of the America's Cup event appeared in December 2015 on SKY Sport – The Boat Show – copies of each program will be requested for your records.



### BLOGGERS PRESS TRIP

- Selecting and follow up of 4 bloggers for press trip 22-26 October 2015.
- PR angle: coverage of food, wellness, general, sport, and also events aimed at the younger generation/market



### TELEVISION PROGRAM

- Isa Grassano appeared for 30 minutes on Rai International to a 12.0 audience.
- She spoke of her blog "Amiche si parte" which means "lady friends let's go" about her Bermuda experience.
- Soon after her return from Bermuda, published a book in which an entire chapter covers her Bermuda experience.
- Due to a focused Digital PR activity generated from this press trip, Bermuda achieved substantial visibility on Social Media





## Italy PR Initiatives

**bigistation**

**Vacanze alle Bermuda: l'ideale per rilassarsi all'insegna del divertimento.**

Spiagge di sogno, clima ventoso e gradevole, voli a grande velocità dalle Bermuda.

Guarda la Tv in Streaming

Da qualche anno la partenza dalle Bermuda come di un luogo misterioso dove si rivela un po' di magia. Oggi questa Bermuda è una favola che vive, ha una vita, un divertimento.

Posteggiando un'immagine, comprendi una trentina di parole, sei dei quali sono, che caratterizzano l'immagine delle Bermuda.

I punti forti di una vacanza in queste isole meravigliose sono: l'isolamento, il fatto di trovarsi in mezzo ad acqua, due ore di volo da New York, le Bermuda offrono il tempo solo quello che puoi desiderare. Spiagge bianche dal verde opalescente, mare cristallino e caldo, un clima perfetto e sereno per i ridotti perché non prevede le preoccupazioni temperature stagionali o essere a rischio nel 2014, anche nei mesi invernali.

**La Nuova Gamma C3**

**Italia**

**La lascio a tu**

**In Viaggio con le Amiche**

Un libro è una chiacchierata con la sua autrice. In questo, per scoprire che alle isole Cook siamo felici e bene e che Milano è città amata già dal 2011.

Guida programmi

WATER.IT

**Al sole delle Bermuda**

Archipelago delle Bermuda. Nel cuore dell'Oceano Atlantico. Spiagge e coralli.

**2. La gente, perché i viaggi li fanno le persone**

Prima di arrivare a Bermuda, tutti coloro che si preparano a fare un viaggio in questo paradiso hanno una domanda: "perché i viaggi li fanno le persone?".

Il viaggio in mare è un'attività che oggi è considerata un'attività essenziale. I turisti non solo godono della natura, ma anche si rilassano in questi luoghi, perché da un grande relax a un'atmosfera di "no stress", ma il grande relax è il "gioco della Bermuda".

Questo punto parte per vedere l'isola con la sua vita e la sua anima. Il turismo è un'attività che si svolge in modo magico, per questo è un'attività che si svolge in modo magico. Il turismo è un'attività che si svolge in modo magico, per questo è un'attività che si svolge in modo magico.

**Bermuda Department of Tourism**

Follow us on social media icons.

**TRAVEL, LIVE & DISCOVER**

**Viaggi da sogno, 5 motivi per scegliere Bermuda**

20% OFF

**Bene e costumi tradizionali al Pink Wine Festival di St. David, Bermuda.**

Nota: grazie ai nostri itinerari mediati nel 2013, Bermuda ha potuto nella storia un ruolo da titolare da parte ma questo mondo (preparato da colori, regali e dagli schizzi che raffigura venturo sono per i turisti e il nuovo mondo quello globale da cui governano i nostri itinerari).

Si ritiene d'importanza ancora oggi (conservando alcune forti tradizioni) che ricordano le loro provenienze continentali, tuttavia in questo paese molte e sono le tradizioni culturali originarie non sono forti come nella parte d'origine, non perché si sono mai fuse con le tradizioni del continente e di distribuzione attuale. Questo è il caso di origine alla popolazione locale, un vero mix nazionale ma anche culturale che si manifesta in una cultura e in una vita che sono i suoi. Oggi le tradizioni del Pink Wine Festival non sono più legate alle altre originarie, in San Diego, ma nel tempo hanno una propria identità e un'atmosfera.

La forte presenza di una grande comunità di Hispanici ha dato un ulteriore risvolto alla varietà culturale e generata dai bermudiani che oggi è il frutto di una società multiculturali caratterizzata da forte vita propria.

**Bene e costumi tradizionali al Pink Wine Festival di St. David, Bermuda.**

**3. La cultura, mix tra antico e nuovo mondo**

Nota: grazie ai nostri itinerari mediati nel 2013, Bermuda ha potuto nella storia un ruolo da titolare da parte ma questo mondo (preparato da colori, regali e dagli schizzi che raffigura venturo sono per i turisti e il nuovo mondo quello globale da cui governano i nostri itinerari).

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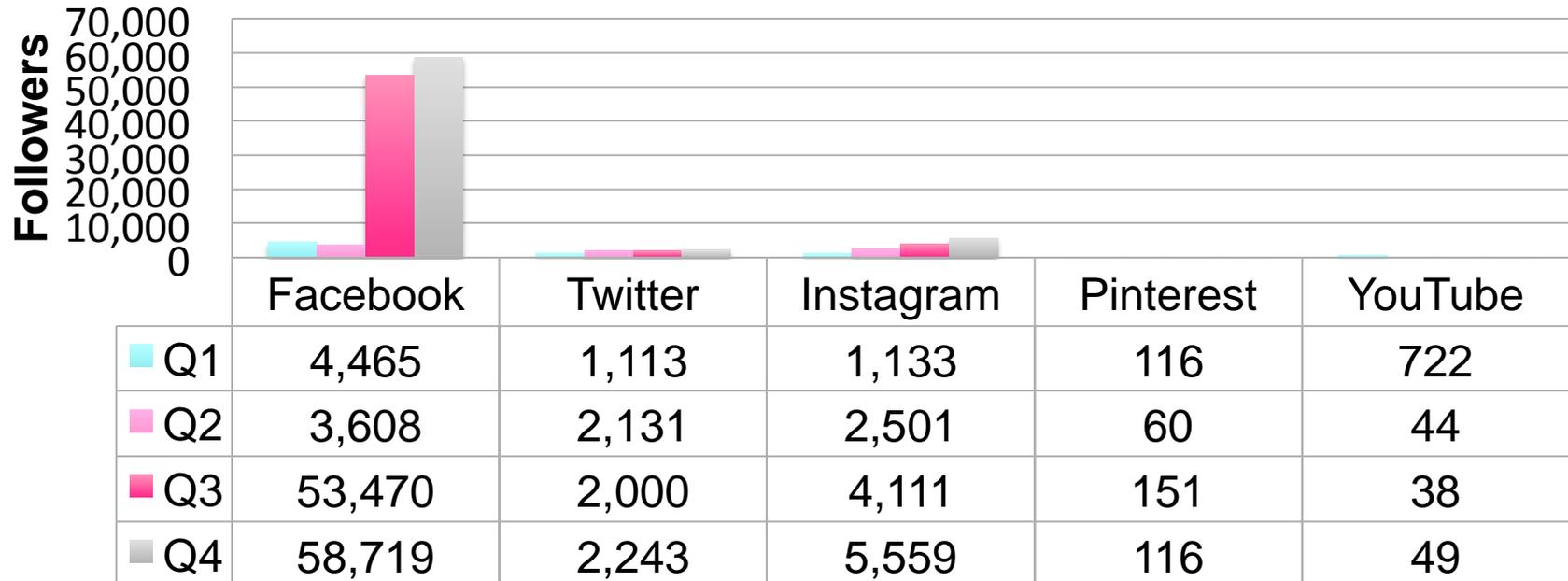
**Sito ufficiale SEAT**

Segui il sito ufficiale SEAT.

**SOCIAL**

## Q4 Social Channel Growth Highlights

- BTA has well surpassed its full-year channel growth on all channels, by a minimum of 100%.
- Facebook growth spiked noticeable from Q2 to Q3 and Q3 to Q4, in part due to targeted page and sponsored post campaigns, increasing reach and resonance of content as well as audience size.
- Instagram experienced considerable growth over the year, especially from Q2 to Q3, where we focused more on user-generated and crowd sourced images that were a best fit for social.
- YouTube experienced the slowest growth, in part due to fewer video uploads. Videos performed best when posted natively on Facebook, a trend we will continue to monitor for future optimization.



## Q4 Social Media Engagement Highlights

- Pinterest activity experienced a decrease in Q4, most likely due to a hiatus on Pinterest advertising to dedicate that budget to other campaign efforts.
- Twitter and Instagram experienced an increase in engagements per post, however Instagram’s total engagements was down, and moving forward we will dedicate further attention to determining “social worthy” photos.
- Facebook total engagements increased, however engagements per post were less. Switching to the new content cadence that favors quality of content over quantity will boost these numbers and post visibility.



- Total Engagements: **235,343** (+2.61%)
- Total Reach: **8,508,542** (+369%)
- Engagements per Post: **1,075** (-31.13%)



- Total Engagements: **17,965** (+2.1%)
- Total Impressions: **214,804** (+27.1%)
- Engagements per Tweet: **73** (+39.7%)



- Total Engagements: **15,665** (-54.89%)
- Engagements per Post: **626** (+33.70%)



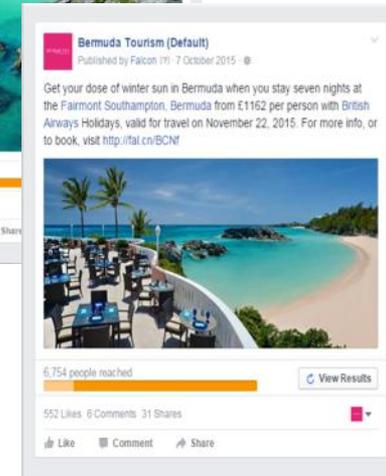
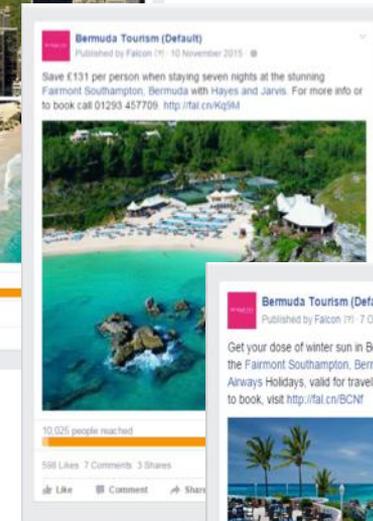
- Average Daily Impressions: **8,324** (-26.51%)
- Average Daily Repins: **18** (-68.96%)
- Average Daily Clicks: **18** (+38.46%)



- Total Video Views: **27,543** (+64.27%)
- Average Daily Video Views: **164** (-9.89%)
- Total Engagements: **45** (-63.41%)

## Social media Facebook UK community

- Increased UK community by 4,615 to 12,460 UK fans
- Total reach 370,593
- Total engagement 11,845
- Some of the most popular posts over the last 3 months have been connected to late deals offers from tour operator partners



# Investment Division

## During Q4 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 Master Development and Development Ground Leases passed in the House of Parliament.
- New Tourism Incentives Act reviewed and approved by Cabinet. Drafting instructions to be drafted by March 2016 and final bill to be presented to House of Parliament currently scheduled for June 2016.
- Horseshoe Bay transportation hub redevelopment cabinet paper presented Ministry of Public Works for review and approval of development costs to be added to 2016/17 Ministry of Public Works capital budget.
- RFP for new concessionaire at Horseshoe Bay published with a submission deadline of 22 January 2016. BTA to participate in the review of the submitted RFPs.
- Continued to provide support to the Ministry of Public Works re the development of a national infrastructure plan.
- Continued to provide support to the Bermuda Government (Ministry of Finance) with financial discussions with Morgan's Point Limited.
- Continued attendance at investment and development conferences to raise awareness of impending changes to Bermuda's investment environment.

# Operations Division

## During Q4 of 2015, the Operations Division accomplished the following:

For the Operations Division, Q4 saw a continued focus on Stakeholder engagement through the 2<sup>nd</sup> Tourism Summit and the introduction of a 'Tourism Forward' television show; the start of the new season of classes for the Certified Tourism Ambassadors program; and an upgrade of New York offices including migration of key IT software services.

### **OPERATIONS, GENERAL**

#### ***Foreign Currency Purchase Tax Amendment (FCPT)***

During Q4 BTA's request for a waiver of FCPT was agreed by Cabinet and passed by the Legislature. It is expected that the resulting Foreign Currency Purchase Tax Amendment Order 2015 will be gazette early in Q1, 2016 at which time the BTA will be exempt from FCPT. This is a significant accomplishment as BTA paid \$238,447.00 in FCPT over the period of January 2014 through November 2015.

#### **Vacation Rental Property Legislation**

BTA continued to provide input into the VRP legislation which is expected to be laid in Parliament in Q1, 2015. The main issue outstanding at the end of Q4 was the legal standing of rent-controlled units operating as VRP.

## Tourism Summit, Fall 2015

The BTA's second Tourism Summit, held at the Fairmont Southampton in November, again provided a common platform for the local industry to come together in a positive and engaging manner. A total of 248 stakeholders gathered for a full day of presentations and interactive sessions. The event covered a wide range of topics presented by both international and local industry stakeholders. (All presentations can be viewed online at [www.gotobermuda.com/bermudatourism](http://www.gotobermuda.com/bermudatourism).) While the number of attendees decreased by 77 when compared to the first Summit in Q1, the audience gathered was more reflective of the target market for the event, consisting of a great number of industry decision makers and influencers. Post-event survey results indicate the participation fee of \$25 introduced for this event was not seen as a deterrent to attendance as nearly 80% of respondents agreed that the fee was the 'right price', while 9% thought it was either 'too low' or 'irrelevant', and only 4% of felt it was 'too high'. Overall, the feedback was extremely positive with 98.5% stating it was a time well spent, and nearly 90% willing to recommend the event to others.



## Simpleview & Distribion CRM

Significant data management strides were achieved to facilitate the use of BTA's customer relations management (CRM) database tools in Q1 2015. Ultimately, these will ensure efficient stakeholder and media communications.

## HUMAN RESOURCES

### Employee Changes

At December 31<sup>st</sup> 2015 the BTA had 39\* employees in the Bermuda and New York offices. This includes full time permanent and one full time-fixed term contract.

Investments	2
Operations	11
Product and Experience	6
Research and Business Intelligence	2
Sales and Marketing	18

**Employee Changes (continued)**

There were no new full-time employees hired in Q4 and there were no resignations/terminations. H.R. remains committed to retaining our high performing team and has reached its goal of 90% retention rate for 2015. The initial secondment of BTA's Sports and Events Development Manager to ACBDA concluded in December 2015. The post holder will continue with ACBDA for a further 20 months through the America's Cup races. Due to the secondment, the Product and Experiences team recruited a temporary resource to assist with their mandate to increase Sports Tourism. That contract ended on December 23<sup>rd</sup> 2015.

***Employee Development***

As a result of the Q3 mid-year informal review process, several team members from across the organization participated in professional development activities in Q4. Seminars and workshops attended included Toastmasters, Advanced Photoshop instruction and the "Live2Lead" seminar held at the Elbow beach Hotel featuring noted speakers John C. Maxwell, a leadership coach, expert and author and Kevin Turner, Microsoft's chief operating officer.

Additionally, BTA's Projects and Promotions Manager temporarily relocated to the New York office to join his colleagues Sales and Marketing colleagues. During this three-month trial period, an assessment will be made as to the viability of permanently relocating the position. *\*This represents the inclusion of a short term temporary contract that has been renewed for 2016.*

## TRAINING & STANDARDS

### NSSP

Classes for the CTA program resumed in Q4. (No sessions are held during the summer months.) An additional 28 persons, representing 19 companies and organizations, gained their Certified Tourism Ambassador designation during this period. Since the introduction of the program in Q1, 2015, a total of 601 customer-facing/front line hospitality and tourism employees had registered to participate in the CTA programme. Of that number, 461 have completed the course and are recognized as CTA's.



## ON-ISLAND COMMUNICATION

Classes for the CTA program resumed in Q4. (No sessions are held during the summer months.) An additional 28 persons, representing 19 companies and organizations, gained their Certified Tourism Ambassador designation during this period. Since the introduction of the program in Q1, 2015, a total of 601 customer-facing/front line hospitality and tourism employees had registered to participate in the CTA programme. Of that number, 461 have completed the course and are recognized as CTA's.

## STAKEHOLDER ENGAGEMENT

### America's Cup

The Louis Vuitton America's Cup World Series provided a wealth of opportunities to engage with tourism industry stakeholders in a meaningful way. The most vibrant example of this was the Prep Rally at Hamilton City Hall on the Monday before the start of official festivities on Friday. At least ten America's Cup official partners and hundreds of their employees joined the BTA, the ACEA and others for a 30 minute rally which included remarks from vendors, entertainers and the Premier. The event was well received; members of Team Artemis attended.



Additionally, Operations partnered with the Product & Experiences team and ACBDA to host America's Cup briefings for local taxi drivers. Operations also handled the logistics and communications to raise more than \$6,200 for the Endeavour Community Sailing Program by selling bean bags used at the World Series event. Finally, Glenn Jones presented America's Cup information in a presentation to the Sandy's Rotary Club along with CEO Bill Hanbury.

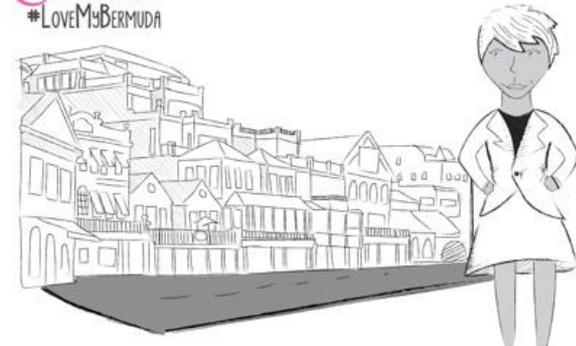
## BTA Tourism Summit

The BTA's second tourism summit was held on November 16<sup>th</sup> to coincide with the annual travel partners' summit. Operations conducted two breakout sessions: Vacation Rental Property Update and the Business Benefits of the CTA programme. Both sessions were fully subscribed and well received. The former included an update on the proposed legislation, including discussion of Government's intentional to require a mandatory listing of all VRP and the decision to not impose any fees on these properties.

## Bring it Home Campaign

The Bring It Home Campaign launched in the fourth quarter with the objective of (1) motivating members of the public to influence the group travel decisions of friends and colleagues and (2) educate the public on the importance of group travel to the local economy. The campaign has been covered editorially in local media and complemented with local advertising online and in print. A presentation to the Hamilton Rotary Club has also proven helpful in the communications of Bring It Home.

BERMUDA  
#LOVEMYBERMUDA



**Top 10 Moments of 2015**

A list was created and distributed on social media to acknowledge some of the most important moments in Bermuda Tourism during 2015.



## TOURISM APPRECIATION

### Tourism Forward TV

The fourth quarter included the debut of Tourism Forward, airing on local television and online at the BTA's Vimeo channel. The aim of the programme was to deliver industry information directly to the community. Each edition of the six-episode season covered a different topic in the BTA's strategy to grow the island's tourism economy:

- Show 1 – Solving the Shoulder Season
- Show 2 – Visitor Spending
- Show 3 – Target Audiences
- Show 4 – Entrepreneurs & Jobs
- Show 5 – America's Cup
- Show 6 – Infrastructure & Growth Planning

The feedback on the programming has been very complimentary.



### #lovemybermuda Phase III

During Q4, BTA engaged multiple partners from the Island’s cultural-centric communities in furthering the objectives of the #lovemybermuda campaign. Individuals were asked to demonstrate to their community of social media followers, via video, what they loved about Bermuda, and to challenge viewers to do the same. The #lovemybermuda video challenge continues into 2016.

### Neighbourhood Beautification

In a dual effort to beautify Bermuda and motivate community spirit, the BTA met with private sector businesses and community organizations to discuss the feasibility of launching a public/private sector neighborhood beautification initiative. While primarily serving a practical purpose - clearing and beautifying roadsides in Bermuda - the initiative also aims to give residents a greater sense of unity, friendship and purpose, and to connect them more directly with the businesses and service organizations in their areas. Based on stakeholder feedback, the initiative is slated to launch in the first Quarter of 2016.

	Month	Positive	Negative	Neutral
<b>News Stories</b>	July	28	5	4
	August	29	6	15
	September	12	2	6
	<b>Total</b>	<b>69</b>	<b>13</b>	<b>25</b>

# Financials

## Income statement

### Income

Guest fees to date (January – November actual, December estimate) are \$3,376k against a budget of 3,600k and \$3,353k in 2014. This represents a 0.7% rise against the prior year but a 6.2% shortfall against budget.

Income from the Dockyard VIC is below budget as a result of the Norwegian Breakaway selling transportation passes on board. This, together with the lower than planned merchandise sales, will result in a shortfall in net income against budget for the year.

### Direct Costs

Details of the activity for each division are given elsewhere within the report.

### Structure, General & Administration

Overall these have been tightly controlled and are within budget.

## **Structure, General & Administration (continued)**

### **Communications**

Overall spend to date is \$53k over budget and relates to a consultancy fees at the beginning of the year.

### **General expenses**

This is \$138k below budget which mainly relates to a contingency held in the Sales & Marketing budget which has not been fully utilized and \$40k savings in travel & accommodation.

### **Premises**

Are under budget as a result of savings in Electricity and Storage fees.

### **Legal & Professional**

Fees in relation to Investment projects are now included in Investment Direct costs, resulting in a large credit in the period.

### **Grants**

The budgeted grant of \$320k has been paid to BHI.

## Balance Sheet

### Bank

The balance at the end of the December was \$2.4m.

### Accounts Receivable and Accrued Income

this represents the hotel fees for December (not due until 15 January) 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 \$0.6m of liabilities yet to be invoiced and provisions, \$0.8m payroll (taxes/incentives/holiday pay).

**INCOME STATEMENT FOR THE PERIOD**

	<b>Qtr 4, 2015</b>	<b>Qtr 3, 2015</b>	<b>Qtr 2, 2015</b>	<b>Qtr 1, 2015</b>	<b>2015 YTD Total</b>	<b>2015 YTD Budget</b>
Income	6,519,821	8,371,316	8,101,906	6,153,812	29,146,855	29,745,345
Direct costs	10,220,675	5,953,087	4,498,119	2,105,275	22,777,156	23,515,603
Direct surplus (deficit)	(3,700,854)	2,418,230	3,603,787	4,048,537	6,369,700	6,229,742
Structure, general & administration costs	1,694,769	2,141,333	2,520,888	2,162,279	8,519,270	8,967,979
Operating surplus (deficit)	(5,395,622)	276,896	1,082,899	1,886,258	(2,149,570)	(2,738,237)
Net finance costs	84,907	42,338	80,115	52,574	269,503	62,250
<b>Net surplus (deficit) for the period</b>	<b>(5,480,529)</b>	<b>234,558</b>	<b>1,002,784</b>	<b>1,833,684</b>	<b>(2,419,073)</b>	<b>(2,800,487)</b>

**INCOME STATEMENT FOR THE PERIOD**

	Qtr 4, 2015	Qtr 3, 2015	Qtr 2, 2015	Qtr 1, 2015	2015 YTD Total	2015 YTD Budget
<b>1. Income</b>						
Grants, subsidy & contribution income	5,425,000	5,425,000	5,425,000	5,774,250	22,049,250	22,049,250
Tourism authority fee	629,840	1,237,186	1,129,895	379,562	3,376,483	3,600,000
Visitor Information Centre	460,480	1,709,130	1,547,011	-	3,716,621	4,046,095
Other income	4,501	-	-	-	4,501	50,000
	<u>6,519,821</u>	<u>8,371,316</u>	<u>8,101,906</u>	<u>6,153,812</u>	<u>29,146,855</u>	<u>29,745,345</u>
<b>2. Direct costs:</b>						
Sales & Marketing	8,359,624	2,700,268	2,921,734	1,700,078	15,681,703	16,287,500
Product development & experience	1,066,075	3,136,688	1,344,504	366,871	5,914,138	6,040,443
Research & business intelligence	160,813	94,695	77,857	37,221	370,585	394,060
Operations	116,970	21,436	154,024	-	292,431	293,600
Investment	517,193	-	-	1,105	518,298	500,000
	<u>10,220,675</u>	<u>5,953,087</u>	<u>4,498,119</u>	<u>2,105,275</u>	<u>22,777,156</u>	<u>23,515,603</u>
<b>3. Structure, general &amp; administration costs, split:</b>						
Staff costs	1,227,756	1,500,277	1,451,970	1,499,441	5,679,444	5,956,386
Communications & IT	132,099	123,910	212,179	127,743	595,932	542,603
General expenses	353,494	201,784	175,450	245,774	976,503	1,114,143
Marketing	638	803	492	1,843	3,776	3,790
Premises	171,765	176,560	179,156	184,490	711,972	742,843
Professional fees	(204,011)	124,218	188,705	99,079	207,991	259,007
Transport	707	261	1,151	399	2,518	4,204
Grants / Investments	-	-	320,000	-	320,000	320,000
Capital expenditure	12,320	13,519	(8,215)	3,510	21,135	25,003
	<u>1,694,769</u>	<u>2,141,333</u>	<u>2,520,888</u>	<u>2,162,279</u>	<u>8,519,270</u>	<u>8,967,979</u>
<b>4. Finance costs:</b>						
Bank charges	10,465	6,801	10,243	6,174	36,695	32,250
Foreign exchange	74,442	35,537	69,871	46,399	232,808	30,000
	<u>84,907</u>	<u>42,338</u>	<u>80,115</u>	<u>52,574</u>	<u>269,503</u>	<u>62,250</u>

**BALANCE SHEET AS AT DECEMBER 31, 2015**

	Dec-15	Sep-15	Jun-15	Mar-15
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Bank	2,418,907	6,657,619	6,422,607	5,333,892
Accounts receivable	79,604	76,717	158,250	192,749
Inventory	180,993	328,396	678,570	-
Accrued income	160,154	395,467	667,804	320,190
Prepaid expenses	136,003	88,589	113,919	165,614
Deferred costs	-	3,500	5,800	19,000
	<u>2,975,660</u>	<u>7,550,287</u>	<u>8,046,950</u>	<u>6,031,444</u>
Non-current assets	361,685	289,116	339,215	448,506
<b>Total Assets</b>	<u><u>3,337,344</u></u>	<u><u>7,839,403</u></u>	<u><u>8,386,165</u></u>	<u><u>6,479,950</u></u>
<b>EQUITY &amp; LIABILITIES</b>				
<b>Equity</b>				
Accumulated surplus (deficit)	<u>1,018,388</u>	<u>6,498,917</u>	<u>4,696,227</u>	<u>3,693,443</u>
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Vendor payables	894,639	163,118	1,477,341	479,363
Accruals	1,424,317	1,177,368	1,212,597	1,307,144
Deferred income	-	-	-	-
	<u>2,318,956</u>	<u>1,340,485</u>	<u>2,689,938</u>	<u>1,786,507</u>
Long Term Liabilities	-	-	1,000,000	1,000,000
<b>Total Liabilities</b>	<u><u>2,318,956</u></u>	<u><u>1,340,485</u></u>	<u><u>3,689,938</u></u>	<u><u>2,786,507</u></u>
<b>Total Equity and Liabilities</b>	<u><u>3,337,344</u></u>	<u><u>7,839,403</u></u>	<u><u>8,386,165</u></u>	<u><u>6,479,950</u></u>