

BERMUDA  
TOURISM AUTHORITY

# Q1 2018 Report

*Research &  
Business Intelligence*

# *During Q1 of 2018, the Research & Business (RBI) Intelligence Division accomplished the following:*

1. Began analysis and development of visitor segments in the UK and Canada.
2. Started development of leisure attribution model to better measure BTA's impact on visitation through online and offline marketing.
3. Worked on the National Tourism Plan working group - provided data and research inputs for the Situational Assessment phase of the plan.
4. Participated and sponsored the 2018 African American Traveller Study with Mandala Research in the US. Results of this study will be available in Q2.
5. Began implementation of Power BI tool to automate data processes and enhance data visualization for reporting.
6. Continued testing and building of prototype for online visitor arrival form that will be made available pre-arrival in order to streamline the data collection during entry.

## In addition, RBI continued the following:

1. Serve on the Super Yacht Working Group, providing data and research.
2. Monitor and provide analysis on:
  - a. Air service to Bermuda:
    - i. Monthly reports on capacity, load factors and route performance
    - ii. Existing and potential new routes
    - iii. Future schedules for projections and use by staff, partners & stakeholders
  - b. Future demand projections
  - c. Local perception of the BTA and the Tourism Industry to assist with stakeholder and public outreach strategies.
3. Report monthly and quarterly on:
  - a. Tourism Key Performance Indicators, including air, cruise, yacht arrivals, air service, visitor expenditure, visitor satisfaction, hotel performance, future projections, etc.
  - b. Corporate objective status to staff and Board of Directors.

# *Product & Experiences*

# *During Q1 of 2018, the Product & Experiences Division accomplished the following:*

## **BTA Experience Investment**

Roll out of BTA-supported experiences continued successfully through the first quarter 2018, covering arts/culture as well as sport:

- Bermuda Marathon Weekend
- Restaurant Weeks
- Bermuda Festival of the Performing Arts
- Bermuda Triple Challenge
- Ariel Re Bermuda Rugby 7s
- Bermuda Regional Bridge Tournament
- Bermuda Triple Challenge
- Moth World Championships
- Legends of Squash
- Bermuda Ladies Pro-Am Golf Classic

## Cultural & Leisure Highlights

**Restaurant Weeks 2018** – This year’s initiative saw another increase in both lunch and dinner menus within a total of 55 participating restaurants. With four restaurants participating for the first time, and a successful launch event featuring a cross-section of local influencers, Bermuda’s food culture was highlighted through special prix fixe menus, many of them offering Bermuda-inspired dishes. An increase in online engagement helped – achieving over 7,000 views via social media - elevated this year’s event to support increased traffic and sales to participating restaurants surveyed.

**Faces of Tourism** – To celebrate frontline workers supporting Bermuda’s tourism industry, the Faces of Tourism campaign gave an inside peak into the lives of five on-island experience providers and their passion for the industry. Public engagement with these videos has been overwhelmingly positive. In total all 5 videos have resulted in 92,200 views. The Rising Sun video is currently the most viewed piece on the BTA corporate Vimeo channel.

**Bermuda Festival of Performing Arts** – Strategic local partnerships and promotions with hotels resulted in 400 visitors attending world-class performances from January to March. As part of Bermuda’s tourism programming during November - April, the Festival continues to provide offerings to support BTA’s year-round experiences messaging.

**Cultural Assets Audit & Action Plan** – As part of the final phase of this project, from March 27 - 28, Lord Cultural Resources conducted presentations and held discussions with public and private sector stakeholders on-island. The Lord team shared key take-a-ways, findings and recommendations from the cultural assets inventory audit, stakeholder workshops and individual interviews they conducted, which provided the direction and platform for the resulting action plan. . This information will serve as a key input into the work currently in progress to update the National Tourism Plan.

## Sports Tourism Strategy

**World Triathlon Series (WTS)** – Planning and work assignments for the WTS 2018 event continues. Top triathletes confirmed to attend by quarter-end included Olympic medalists and WTS Championship winners such as Vicky Holland and Jonathan Brownlee, and Katie Zafres, Rachel Klamer, Mario Mola (reigning male WTS World Champion) and Henri Schoeman. The WTS Team continue to work diligently with overseas and local partners to ensure the successful execution of this event. A volunteer and recruitment campaign, along with increased outreach and communication locally to recruit young students for the children's race, resulted in 350 residents signing up to volunteer for the event by the end of the quarter.

**Bermuda Marathon Weekend** – The 43rd Marathon Weekend was a successful event weekend from January 12-14, 2018. This event featured athletes from Russia, Kenya, Canada, USA, Ukrain, Ethiopia and UK making it a truly global event. The Marathon weekend attracted 650 athletes with a total of 1300 room nights.

**Moth World Championships** – Kicking off the sailing calendar for 2018, the Moth World Championship saw 100 sailors participate, many of them competing for the first time in Bermuda waters. It was also the first time the World Championships event took place in Bermuda. The event opened an extended sailing season this year, running from March – July and comprising 6 high profile regattas. It was also confirmed that the Argo Gold Cup is set to return to Bermuda, and will take place from 7th – 12th May, open to sixteen teams. The event is expected to attract world class match-racing talent and will feature one-design IOD keelboats, building on the legacy of Bermuda's sailing heritage.

**Sports Team Training Camps** – Additional momentum and results were achieved from BTA’s partnership with the National Sports Centre (NSC). For the first time, we welcomed a track and field team to train at the facility. Western Ontario University visited for their spring training camp and competed in an exhibition track meet against local athletes.

Results from the BTA/National Sport Centre (NSC) partnership during the quarter included:

- a. Western Ontario University (Track and Field)  
This group comprised a total of 65 athletes and support staff, from January 2-9, 2018 with a total of 182 room nights.
- b. George Washington University (Swim & Dive)  
This group comprised a total of 75 athletes and support staff, from January 2-9, 2018 with a total of 210 room nights.

Enquiries regarding pre-season training camps have increased and we have attracted new tournaments and collegiate teams under the overall strategy, with high- quality first-time visitors.

**Golf** – The Grey Goose World Par 3 Golf Tournament and the 21st Annual Bermuda Ladies Pro-Am Golf Tournament were both successful events. The Grey Goose World Par 3 brought a total of 129 visitors, including 75 competitors, from Canada, USA, Great Britain, Ireland, Wales, Spain, Germany and Sweden, making it a truly global event. The Ladies Pro-Am Golf Tournament marked its 21st anniversary, bringing approximately 65 players and first-time visitors, including LPGA golf professionals and lady amateurs.

## Sports Tourism Strategy (cont.)

**Ariel Re Bermuda Rugby 7s** - This group comprised a total of 250 athletes and support staff, from March 17-18, 2018. The tournament once again exceeded target visitors and was very successful, both in terms of feedback from participants and extending promotion of Bermuda as a destination for collegiate-level rugby training and competition.

**Bermuda Triple Challenge** - This group comprised over 80 visitors for the 2018 event. In addition to athletes, the group included the principals of Mud Run Guide, the largest media house within the OCR (obstacle racing) space.

## Cruise Strategy

**Cruise Line Engagement** - Senior leadership from the BTA attended the annual SeaTrade Global Conference to conduct meetings with key cruise line executives. The five new Disney Cruise Line calls and additional Viking calls scheduled for 2018 within an extended season, present added potential economic opportunities for Bermuda and local vendors from October - December. The BTA continued ongoing discussions with regular callers and long-standing partners such as Royal Caribbean and Norwegian Cruise Line as well as various port authority personnel.

**Superyachts** - The Superyacht Working group continues to move forward with Bermuda's superyacht strategy. An information session held at Caroline Bay and saw 35 stakeholders attend to obtain policy and legislative proposed updates. The first draft of the Superyacht Handbook is underway and is expected to be completed in the next few months.

# *Sales & Marketing*

# *Travel, Roomnights Group & PR Dashboard*

KEY METRICS	YTD 2017	YTD 2018	% Δ YOY (YTD)
Total Visitor Spending Influenced by BTA	\$27,357,674	\$24,595,031	-10%
Total Room Nights Influenced by BTA	43,381	37,423	-14%
Total Leisure Room Nights	36,032	34,483	-4%
Total Group Room Nights	7,349	2,940	-60%
Sales & Marketing Group Room Nights	5,901	2,910	-51%
Product Group Room Nights	389	30	-92%
S&M Group Sales Leads	88	121	38%
S&M Group Sales Calls	95	52	-45%
Number of Journalists Assisted	342	678	98%
*Earned Media Generated	\$3,407,710	\$1,512,432	-56%
*Coverage in Top 100 Outlets	78	41	-47%
*Average Quality Coverage Score	76%	76%	0%
PR Impressions Generated	299,745,617	384,699,091	28%

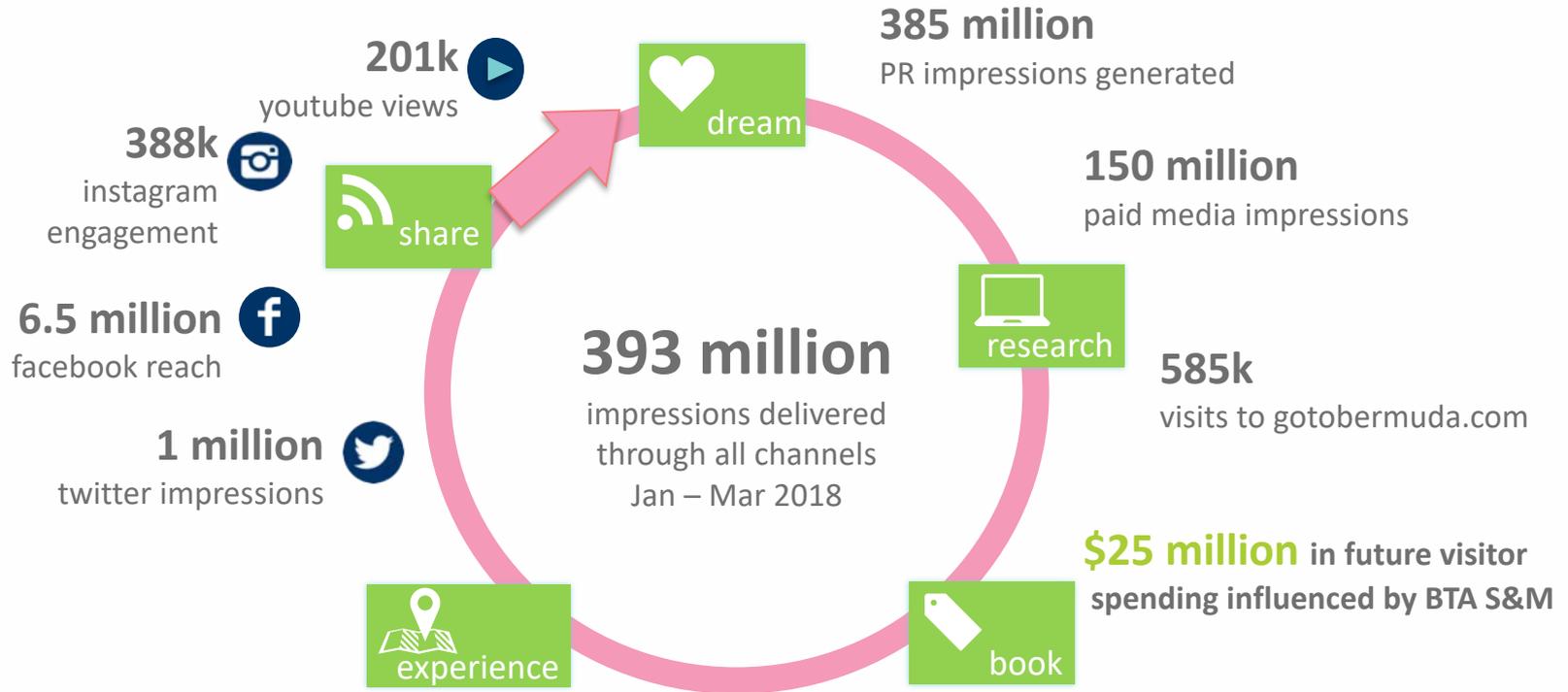
# Digital Dashboard

KEY METRICS	YTD 2017	YTD 2018	% Δ YOY (YTD)
Total Website Visits	564,267	584,768	4%
Desktop Traffic	247,798	192,955	-22%
Mobile Traffic	245,929	232,946	-5%
Tablet Traffic	70,542	60,078	-15%
Website Page Views	1,548,876	1,482,708	-4%
Time on Site	2:15	2:11	-3%
Newsletter Subscribers	257,260	230,116	-11%
Newsletter Open Rate	12%	10%	-14%
Consumer Inquiries	188	108	-43%
Internet/Email	103	16	-84%
Phone	85	92	8%
Brochure Requests	6,334	3,963	-37%
Individual	2,051	2,879	40%
Bulk	4,283	1,084	-75%

# Social Dashboard

KEY METRICS	YTD 2017	YTD 2018	% Δ YOY (YTD)
Facebook Followers (month gained/YTD total)	334,738	349,747	4%
Facebook Total Reach	3,432,539	6,481,687	89%
Facebook Total Engagement	391,328	775,048	98%
Facebook Engagement (likes/comments/shares)	133,368	775,048	481%
Facebook Engagements (clicks/video views)	257,960	0	
Twitter Followers (month gained/YTD total)	23,400	26,262	12%
Twitter Impressions	588,380	1,034,590	76%
Twitter Engagement	17,901	37,644	110%
Instagram Followers (month gained/YTD total)	33,900	46,810	38%
Instagram Engagement	128,164	387,993	203%
YouTube Subscribers (month gained/YTD total)	1,654	2,014	22%
YouTube Total Views	90,283	201,179	123%
YouTube Minutes Watched	102,628	0	-100%
Pinterest Followers (month gained/YTD total)	2,358	2,475	5%
Pinterest Repins	672	294	-56%

# 2018 YTD Marketing Snapshot



*Market Blitzes  
in Key Feeder Cities*

# *Integrated Market Mix & Objectives*

- **Themed Events**
  - Two lunches for Meeting Planners, Media & Travel Trade Executives
  - One larger evening event for Media & B2B Clients
- **Sales Calls & Desksides**
- **Create Bermuda brand engagements in key feeder markets**
- **Orchestrate experiential, integrated promotions and events in which partners can participate and engage with visitor targets**
  - Co-op buy-in from hotel, airline, DMC & brand experience providers
- **TV & Digital in-market during events**

# Market Blitzes

New York

Feb 21 & 22

Boston

Mar 7 & 8

Philadelphia

Mar 28 & 29

Total Clients engaged: 210

Travel Assoc/Reed & MacKay - Mar 28 & 29

Conducted 2 sales calls with Hamilton Princess & Fairmont Southampton - 9 agents

*Hotel Partners: Cambridge Beaches, Delta Air Lines, Elbow Beach, Fairmont Southampton, Grotto Bay, Hamilton Princess, Rosewood & The Reefs*



# *Sales & Event Engagement*

# Sales

Event	Location	Start	End
PCMA Convening Leaders	Nashville, TN	01/07/18	01/10/18
PCMA Client Dinner	Nashville, TN	01/08/18	01/08/18
NSCAA SPORTS Summit	Philadelphia, PA	01/17/18	01/21/18
Educational Travel Consortium Conference	Bermuda	02/05/18	02/08/18
Eastern Interscholastic Swim Meet	Fort Washington, PA	02/16/18	02/17/18
National Golf Expo	Boston	03/02/18	03/04/18
Philadelphia Union FAM Trip	Bermuda	03/07/18	03/10/18
Fawna Assman - Maritime Travel. Canadian Swim Teams Site Visit	Bermuda	03/09/18	03/11/18
Family Travel Association Site Visit	Bermuda	03/18/18	03/21/18

# *Sales Engagement Highlights – Destination Training*

Premiere Resources Travel Webinar – Jan 18 Trained 12 agents

Virtuoso Webinar – Feb 13 Trained 47 agents

# *Sales Engagement Highlights – Travel Trade Show*

## Virtuoso Travel Week Tour

New York, NY  
Feb 1 & 2

Participated in 94 one-on-one appointments 2 days with  
189 agents

## Virtuoso Global Forum

New Orleans, LA  
Jan 25 – 28

Participated in 35 one-on-one appointments 4  
days with 256 agents



# *Sales Engagement Events – Meetings Market*

## Educational Travel Conference

Bermuda

Feb 5 - 8

Educational Sessions at Fairmont Southampton

350 attendees

On-Island Excursions

## Family Travel Association – Site Visit

Bermuda

Mar 18 - 20

Fairmont Southampton

125 – 150 attendees

Meetings with on-island partners for post excursions

## PCMA Convening Leaders

Nashville TN

Jan 7 - 10

Annual Conference

Educational Sessions 3,500 + Attendees

New York & Philadelphia 125 attendees



# *Sales Engagement Events – Sports Market*

National Golf Expo Boston, MA

Mar 2 – 4

Annual Golf Expo

3,500 + Attendees

NSCAA Soccer Convention Philadelphia, PA

Jan 17 – 21

Annual Conference

Educational Sessions with 2,500 + Attendees

One-on-One Meetings with soccer collegiate and professional coaches

Eastern Interscholastic Swim Meet Fort Washington, PA

Feb 16 – 17

500 + Attendees

Access to present Bermuda Sports Tourism at coaches meeting



# *Sales Engagement Events – Site Visits*

Philadelphia Union (MLS)

Mar 8 - 10

Mark Dakes - Director of Corporate Partnerships

Hamilton Princess

Pre-season Soccer Training for 65 athletes and coaches

Exhibition game against Bermuda Men's National Team

Community Outreach (Youth)

Maritime Travel (Swimming)

Mar 11 - 14

Fawna Assman

St. Georges Club

Winter training for 50 athletes and coaches

Host clinics for youth swimming clubs; opportunity for

series of groups

# *Paid Media & Partner Marketing*

# Q1 Overview

- Integrated media programs attained over 275.3MM gross impressions
- Garnered a total of 581,305 digital media web visits and 7,346,150 non-web engagements for the quarter
- Impressions: 30% to goal at the end of Q1
- Media Investment: 33% to goal at the end of Q1
- Engagements: 39% to goal at the end of Q1
  - Metrics pacing ahead across the board (should be at 25% by the end of Q1), due to the early launch of Pink Sale. Expecting to see these metrics even out over the next quarter.
- Cost-per-Engagement averages \$0.14 for the quarter, which is well below our goal of \$2.00
- 3,936 arrivals reported by Arrivalist; 120.5MM exposures; \$286 Cost-Per-Arrival (goal of \$200 or less)
  - 2,253 Arrivals resulting from 2018 Media; 1,683 Arrivals resulting from 2017 Media

# Media Highlights

## CAMPAIGNS BY MONTH

*Brand, Canada, Group, Triathlon: January-March;  
Pink Sale: January;  
Market Blitz: February-March*

## INTEGRATED PARTNERSHIPS

*Launched annual campaigns with AFAR, Garden & Gun, New York Times, and The New Yorker. New Integrated Partnerships that launched in Q1 include Departures, Elite Traveler, and Town & Country.*

## PROGRAMMATIC SOLUTIONS

*Continued partnerships with proven traffic drivers, such as Adara, Sojern, Trip Advisor, Digilant, Kayak, Expedia, etc.*

## NOTEWORTHY EXECUTIONS

*Market Blitz: Digital & Broadcast executions surrounding BTA sponsored events in key markets  
Collie Buddz: Geo-Fenced select concert events in key markets and retargeted concert goers for 30-days post event*

## Q1 BRAND RESULTS

*High level overview of performance for all media placements assigned to Brand creative*

- 134.9MM Impressions
- 5,343,971 Engagements
- \$0.10 Cost-Per-Engagement
- 14,052 Signals of Intent; Click-to-Book
- 932 Leads; Request for More Info
- Top performers for driving web traffic were Trip Advisor, Digilant, Sojern, and Facebook/Instagram
- Trip Advisor Sponsored Content Page Views are approx. 24% higher compared to the end of Q1 2017

# AFAR – Bermuda by the season

January/February Issue: Where to Go Now Issue

Content surrounding seasonal experiences

4x High Impact Seasonal Custom Content + Two-Page Spread



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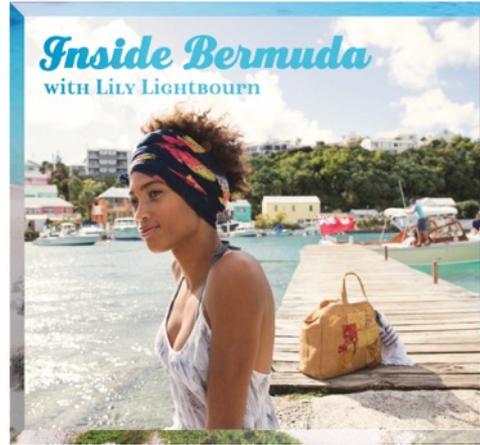
# New York Times – T Mag

February Issue: Fashion

Digital Sponsorship

Featured Bermuda Model Lily Lightbourn

Circulation: 1.1 million



**Bermuda born, beach bum turned model Lily Lightbourn travels the world for her high-end fashion shoots – but she never stays away from home for too long. Who can blame her? Bathed in the balmy turquoise waters of the Sargasso Sea, Bermuda is addictive: its pink-sand beaches, manicured gardens, divine island fare and warm, friendly people positively soothe the soul.**

Lightbourn and her seven siblings (including a twin sister) grew up swimming in the sea almost daily, eating beach-catch seafood, and experimenting with the latest fashions – especially in swimwear. Straight from a recent visit home, Lightbourn offers up an insider's guide to this idyllic island playground and tips on bringing some warm, Bermudian style to your life.

**Q: What are Bermuda fashion staples?**  
A: Bermudians love wearing as many colors as possible, and darning however they feel. We wear saracels, one-shorts, flirty dresses year-round.

**Q: How do you incorporate your Bermudian sense of style into your life as a New York fashion model?**  
A: Everyone in New York wears

black, and for a while it was hard to figure out what to wear. I really needed a dose of Bermuda. Now I always add a pop of color to my black outfits: colorful shoes, blue mascara, red lipstick, peachy cheeks and eyes. It gives me a sun-kissed glow.

**Q: What do you miss about Bermuda?**

A: I miss how easy it is to go get around, and how friendly all the people are. I miss the beach and the humidity – it's great for curly hair, and for making your skin look good. In Bermuda I always have that deep tan that like magazines work hard to create.

**Q: What's the first thing you do when you go home?**

A: I go straight to the inside Bay beach, which is right near my house. It's small and super calm, with hardly any people. I watch the ocean sunset. At night the moon lights up the water, and if you're alone, you can see the stars and the water is still open. It's heaven.

**Q: Are there favorite beaches?**

A: Johnson's Cove – it's small, surrounded by cliffs, and it feels like a big island in the ocean. When I was little I used my beach bag to go every single day. The sand is super-pink – Bermuda is known for its pink sand, but some beaches are pinker than others.

**Q: What was the year to go home?**

A: Johnson's Cove – that's a really unique Bermudian experience.

**Q: What's the only everyone should try?**

A: Go to any restaurant and ask for the fish and chips. It's always fresh and delicious. My favorite is fish cakes –

my parents always make it for me.

**Q: Do you have any favorite places to dine?**

A: Tom Moore's Jungle. There are lots of foods that used to come and go from with collectors and poofs. The best part is the mangrove pond, called the Blue Hole – a pond with deep blue water and lots of fish. You can go swimming and cool yourself here. It's scary but a thrill, and it makes a good story.

**Q: How do you bring a feeling of Bermuda with you when you're away?**

A: Lily Bermuda makes fragrances that mimic the feeling and smells of Bermuda. I wear one that's a mixture of lemons and oranges, called Sunshine. It smells as good, and it reminds me of home.

**Q: What's the best time of year to visit?**

A: June and July. There's Bermuda Week Weekend, which is like a big carnival, and there's nothing more Bermudian. A great party where people tell homemade tales and crafts, and gamby dancers perform in colorful costumes and headpieces. Goombay are a major part of Bermudian culture. Cap Music, an emancipation holiday, is our biggest event, and the whole island shuts down for two days to celebrate.

**Q: What's your perfect day in Bermuda?**

A: I'd start with a morning walk to see the sunrise, then meet up with some friends at Juice and Bacon Cafe, grab a veggie roll and eat at the Botanical Gardens, surrounded by flowers. At night I'd go hear live music at Hamilton Princess.

ADVERTISEMENT



Cherish days when traveling, too! Lightbourn, Lily Lightbourn's sister from Bermuda is right.

Bermuda, TX



Then if we walk on the beach, listen to the waves, breathing in the delicious air that's like no place else.

To meet your own trip to Bermuda, visit [ottobermuda.com](http://ottobermuda.com).

A SPECIAL ADVERTISING SUPPLEMENT TO THE NEW YORK TIMES STYLE MAGAZINE, FEBRUARY 18, 2018

The outstanding hair is courtesy of the hairdresser. The props are by the artist. All other photos by the photographer. © 2018 New York Times

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# *Broadcast*

## NEW YORK - JAN

- Flight Dates: Jan 15 - 28
- Spots: 116, Impressions: 25,000,000
- Total GRPs: 1346.2

## BOSTON - JAN

- Flight Dates: Jan 15 - 28
- Spots: 202, Impressions: 9,900,000
- Total GRPs: 275

## WASHINGTON DC - JAN

- Flight Dates: Jan 15 - 28
- Spots: 138, Impressions: 5,800,000
- Total GRPs: 201

## NEW YORK - OSCARS

- Flight Dates: Mar 4 - 18
- Spots: 108, Impressions: 25,000,000
- Total GRPs: 150

# *Pink Sale Overview*

Booking Window Dec 26 – Jan 23

Travel Window Jan 4 – Apr 30, Sept 6 – Dec 31  
*(Some hotel booking windows open for full year)*

Flight Dates: Dec 26 – Jan 23

## **GEO-TARGETING**

*New York Tri State, Boston, DC Metro, Chicago, Philadelphia, Toronto*

## **CHANNELS**

*Digital included standard banners, paid emails, travel endemic sites, private market place*

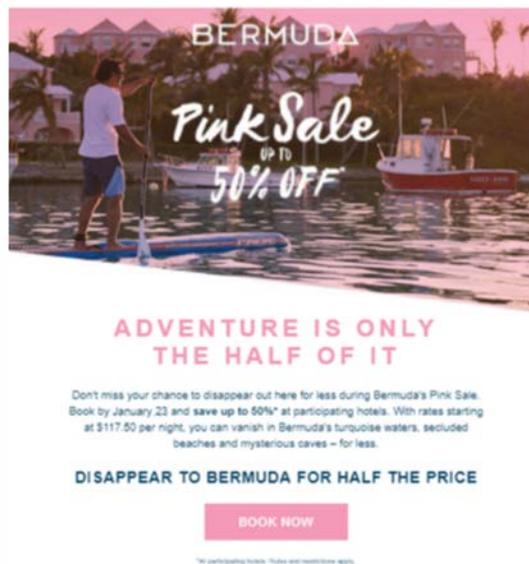
*OOH included NYC wi-fi kiosk display with a dynamic weather feed and Boston subway Smart Digital Liveboards*

*Broadcast flights in NYC, Boston and DC*

## **SITE TRAFFIC**

*Top performers for driving web traffic continue to be our email partners:*

*-TravelZoo, eTarget, Dunhill, etc.*



**BERMUDA**

**Pink Sale**  
UP TO  
**50% OFF**

**ADVENTURE IS ONLY THE HALF OF IT**

Don't miss your chance to disappear out here for less during Bermuda's Pink Sale. Book by January 23 and save up to 50%\* at participating hotels. With rates starting at \$117.50 per night, you can vanish in Bermuda's turquoise waters, secluded beaches and mysterious caves – for less.

**DISAPPEAR TO BERMUDA FOR HALF THE PRICE**

**BOOK NOW**

\*At participating hotels. Taxes and restrictions apply.



**BERMUDA**

# Pink Sale Media Strategy

- Majority digital retail
- Heavy email marketing
- 36.7 million impressions
- Dynamic weather triggers
- Digital out of home campaign with wi-fi displays and smart digital in New York and Boston



BEAUTY IS ONLY  
THE HALF OF IT

Get lost out here – before it's too late. It's your last chance to disappear for less during Bermuda's Pink Sale. Book by January 23 and save up to 50%\* at participating hotels. With rates starting at \$117.50 per night, you can relax on pink-sand beaches and set sail on turquoise waters – for less.

DISAPPEAR TO BERMUDA FOR HALF THE PRICE

BOOK NOW

\*% participating hotels. Rules and restrictions apply.



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# Pink Sale Performance

KEY METRICS	2018	2017	% Δ vs 2017	2016
Website Sessions	296,547	234,427	26%	171,857
Pink Sale Page Sessions	241,207	180,345	34%	146,824
Exit Link Clicks (to hotel partners)	28,730	N/A	-	N/A
Total Reservations	5,727	6,594	-13%	4,428
Room Nights	26,163	30,608	-15%	19,900
Direct Visitor Spending	\$14.0 million	\$14.6 million	-4%	\$8.8 million
<b>ROI</b>	<b>30-1</b>	<b>24-1</b>		<b>14-1</b>

# OTA Program Highlights

## ACTIVITY

- **OTA Performance Metrics:**
  - 23.5MM Impressions generated to-date across Expedia Inc (encompasses Travelocity, Hotels.com, Orbitz), driving both on and offsite traffic
  - 5.8MM Impressions generated to-date from TripAdvisor media
- TripAdvisor continues to generate an exceptionally larger amount of Arrivals reported by Arrivals, which is to be expected due to the amount of Expedia media that keeps users on the Expedia site, rather than clicking off to Bermuda's site
  - TripAdvisor: 865 Arrivals from 2018 media - *1,185 Arrivals TOTAL including 2017 pixelated media*
  - Expedia: 168 Arrivals from 2018 media - *290 Arrivals TOTAL including 2017 pixelated media*
- TripAdvisor Sponsorship Page generated over 384K page views from Jan - Mar
- Expedia reports a gross increase of 13% in hotel bookings YoY (reporting period is from Jan - Mar)

# *Web Metrics*

# *Total Site Traffic & Goals*

- **5% more YOY site sessions**
  - 20,000 more visits – 592,700
  - 65,000 fewer page views (-4%) – 1,487,800 page views
- **31.8% of all sessions completed a conversion goal**
- **Conversion Goal Completion**
  - Time on Site Over 3:30 – 19,600 – **7% decrease vs Q1 2017**
  - Hotel Inquiry – 13,700 – **3% decrease vs Q1 2017**
  - Booking Widget Clicks (New in 2017) – 9,300
  - Brochure Downloads – 10,100 – **1% decrease vs Q1 2017**
  - Brochure Orders – 2,700 – **22% increase vs Q1 2017**
  - eNews Registration – 1,550 – **19% decrease vs Q1 2017**

## *Total Site Traffic & Goals (cont)*

- Total Partner Referrals – 75,000
  - Profile referrals – 52,300
  - Deal referrals – 21,400
  - Event referrals – 1,300
- Total Partner Pageviews – 254,400
  - Profiles – 146,000
  - Deals – 98,900
  - Events – 9,500
- 29.5% Click through rate to Partners

# *SEM Performance*

Month	Impressions	Clicks	CTR	CPC	Spend	Avg Pos.	Conversions
Jan	575,775	21,576	3.75%	\$ 1.07	\$ 22,994.00	2.6	7,321
Feb	514,312	18,685	3.63%	\$ 0.96	\$ 17,924.00	2.1	6,464
Mar	800,341	25,216	3.15%	\$ 1.14	\$ 28,747.00	1.9	8,157
<b>Total</b>	<b>1,890,428</b>	<b>65,477</b>	<b>3.46%</b>	<b>\$ 1.06</b>	<b>\$ 69,665.00</b>	<b>2.1</b>	<b>21,942</b>

- In Q1'18, SEM campaigns saw an increase of 16% click volume to the site, with our overall CPC coming down by \$0.31 (now at \$1.06) for the quarter.
- Our CTR has grown from 2.53% last quarter, to now 3.46%.
- Total spend for the quarter was \$69,665, with 21,942 total conversions.

# *Campaigns*

- Seasonal Campaigns live in Q1:
  - Triathlon
  - Spring Break / Spring Travel
  - Pink Sale
  - Whale Watching
  - Faces of Tourism – YouTube videos
  - Golf



# TrueView Performance

- We saw a lift in VTR (View Through Rate) from 36% last year to now 47% with new videos in the mix
- The "St. Georges" video outperformed all others in terms of views, VTR & clicks to the website
  - Users have strong engagement in videos with inviting images, fast paced background music & colorful photos.
  - Want to note this is also a longer video version that got the greatest response. Content is crucial!

January 1, 2018 - March 31, 2018

Campaign	Imps	Views	View rate	Avg. CPV	Cost	Clicks to Site	Video played to 25%	Video played to 50%	Video played to 75%	Video played to 100%
TrueView_Bermuda_St. Georges_1:09	71,093	41,462	58.32%	\$0.02	\$870.86	97	65.92%	57.00%	51.94%	48.63%
TrueView_ITU Triathlon :30	68,072	36,820	54.09%	\$0.02	\$870.64	92	78.07%	63.70%	57.89%	54.41%
TrueView_Bermuda_Golfing :15	83,986	33,934	40.40%	\$0.03	\$870.83	79	95.73%	62.51%	47.41%	40.35%
Trueview_Bermuda_Whales :30	56,897	30,271	53.20%	\$0.02	\$700.71	90	75.40%	61.73%	56.41%	52.59%
TrueView_Bermuda Tourism_1:24	43,580	24,357	55.89%	\$0.02	\$547.32	90	60.66%	51.80%	46.45%	43.15%
TrueView_Faces of Tourism: Yours Truly 1:06*	20,067	5,870	29.25%	\$0.01	\$74.81	22	36.93%	28.07%	24.66%	19.04%
TrueView_Faces of Tourism: Kinesumi Watersports :41 *	18,780	5,797	30.87%	\$0.01	\$74.90	22	50.11%	37.11%	30.38%	21.20%
TrueView_Faces of Tourism: David Rose_1:09 *	19,711	5,786	29.35%	\$0.01	\$74.81	29	35.69%	27.63%	23.85%	19.00%
TrueView_Faces of Tourism: Rising Son 1:13 *	19,062	5,652	29.65%	\$0.01	\$74.77	18	34.56%	27.84%	24.80%	21.76%
<b>Total</b>	<b>401,248</b>	<b>189,949</b>	<b>47.34%</b>	<b>\$0.02</b>	<b>\$4,159.66</b>	<b>539</b>	<b>69.83%</b>	<b>54.19%</b>	<b>46.99%</b>	<b>42.35%</b>

\* Video now paused

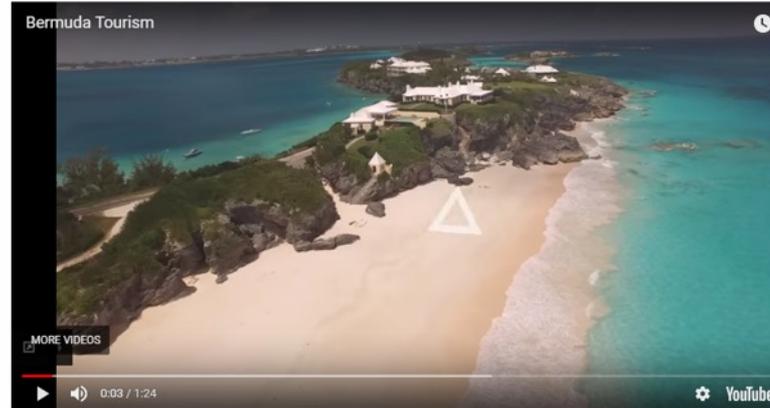
# Top Ads & Videos

Tour Beautiful Bermuda  
Perfect Island Vacation  
[gotobermuda.com/Things-To-Do/Tours](http://gotobermuda.com/Things-To-Do/Tours)  
Visit Bermuda's Official Site and Browse Island Sightseeing Tours.

Things to Do in Bermuda  
Plan Your Island Vacation  
[www.gotobermuda.com/things-to-do](http://www.gotobermuda.com/things-to-do)  
Official Site: View Our List of 21 Free and Affordable Things to Do!

Places To Stay In Bermuda  
Escape to Bermuda  
[www.gotobermuda.com/Places-To-Stay](http://www.gotobermuda.com/Places-To-Stay)  
Search the Island's Hotel Deals. Book Your Vacation Today and Save!

YouTube preview for Bermuda Tourism



YouTube preview for St George's, Bermuda



# *eNewsletter Overview*

# Overview & Highlights

## JANUARY NEWSLETTER

**BERMUDA** EXPLORE | STAY | PLAN | SAVE

### Pink Sale

Up to 50% OFF

For just a few more days, you can pay less and play more on Bermuda's iconic greens. Book your golf getaways by January 25, and you can save up to 50% of participating hotels during **Bermuda's Pink Sale**.\*

With more courses per capita than anywhere else in the world, you'll find sweeping views, beautiful weather and championship-level courses. But time is running out. Don't miss your chance to pack up your clubs and disappear to Bermuda... for less.

**BOOK BEFORE IT'S TOO LATE**

\*The participating hotels, rates and restrictions apply.

### A TASTE FOR ADVENTURE

Take a bite of **Bermuda**, including culinary scenes from the **UK**, **USA**, **Caribbean** and **British Isles**. **Bermuda** is a melting pot of **British**, **Caribbean** and **North American** cuisines. **Bermuda** is a melting pot of **British**, **Caribbean** and **North American** cuisines. **Bermuda** is a melting pot of **British**, **Caribbean** and **North American** cuisines.

**MAKE YOUR RESERVATION**

### DELICIOUS TRADITIONS

**Bermuda's** vibrant restaurants are a reflection of the island's British, African, Portuguese and Spanish American heritage. For visitors, that means delicious local specialties like fish sandwiches, vegetable rat coulis and bubbly beach club cakes.

**GET 4 TASTES**

### UPCOMING EVENTS

#### Performing Arts Festival

Join the rhythm of Bermuda at the 2018 festival of performing arts with music, dance and drama... and everything in between.

**SEE THE LINEUP**

#### Gray Goblet Championship

Stunning views, award-winning greens and world-class competition. Top the flag at the only green designed by Tom Weir at the **Gray Goblet Championship** at the **Turtle Inn Golf Club**.

**GET THE DETAILS**

**CONNECT WITH US**

f t p i s

Open Rate: 6%

Click-to-open Rate: 22%

Top Clicked Link: Pink Sale

## FEBRUARY NEWSLETTER

**BERMUDA** EXPLORE | STAY | PLAN | SAVE

### Out Here

WE FIND BEAUTY IN THE UNEXPECTED.

With some of the best beaches in the world, Bermuda's world-renowned beaches have captured the hearts of ocean and island alike. See the beaches of paradise that you've only dreamed of.

**SEE OUR BEACHES**

### ISLAND INSIDERS

Bermuda is home to hidden treasures and unique experiences that you'll never see elsewhere. Use the history, culture and natural beauty of Bermuda to create a special time.

**MEET THE LOCALS**

### Family fun

Family fun for everyone has all ages and abilities. Enjoy the beauty of Bermuda, including the island's unique culture, history and natural beauty.

**SEE THE LIST**

### UPCOMING EVENTS

**bermuda International Film Festival (BIF)**, featuring nearly 100 international film submissions for the Official Qualifying series "Bermuda Shorts."

**GET THE DETAILS**

### ITU WORLD TRIATHLON BERMUDA 2018

**WATCH THE VIDEO**

**CONNECT WITH US**

f t p i s

Open Rate: 8%

Click-to-open Rate: 27%

Top Clicked Link: Top Rated Beaches

## MARCH NEWSLETTER

**BERMUDA** EXPLORE | STAY | PLAN | SAVE

### Out Here

MYSTERIES ARE EXPLORED, NOT SOLVED.

Explore the Mysteries of Bermuda

Each spring, a rich, intricate high cost Bermuda mystery unfolds. Immerse yourself in the island's history and uncover the secrets of the island's past. The island's history is a treasure trove of secrets, and the island's past is a treasure trove of secrets. The island's history is a treasure trove of secrets, and the island's past is a treasure trove of secrets.

**GET A CLUE**

### The Royal Naval Dockyard

The Royal Naval Dockyard is a historic site in Bermuda, home to the island's largest shipyard. It was founded in 1672 and has since become a major center for ship repair and maintenance. The dockyard is a testament to the island's rich maritime history and its role as a major naval base.

**GET THE TOUR**

### The City of Hamilton

Founded in 1703, the City of Hamilton is the capital of Bermuda. It is a beautiful city with a rich history and a vibrant culture. The city is home to many historic buildings and landmarks, and it is a great place to visit. The city is a testament to the island's rich history and its role as a major naval base.

**CONGRATULATIONS!**

The most recent winner of our Bermuda Travel Contest is **Michael P. King**.

Winning trip is to Bermuda, including return airfare for two and a three-night stay at the **Hamilton Grand Hotel**. Trip is for a guest, companion and a child 12 years of age or younger.

**CONGRATULATIONS!**

There's always another chance to win a trip for two to Bermuda. Visit [www.bermudatravel.com](#) for details.

**Stay in Touch**

f t p i s

Open Rate: 14%

Click-to-open Rate: 24%

Top Clicked Link: Win a Trip for Two

BERMUDA

# Canadian Overview & Highlights

## FEBRUARY



**BERMUDA** THINGS TO DO | SEAS | OUR ISLAND



*Warm Vibes are Always in Season*

Bermuda's beaches are legendary, but beyond the pink sand you'll find a multi-sensory island packed with a rare combination of experiences. Go sailing or deep-sea diving, explore ancient caves and subterranean lakes, uncover British colonial heritage in the search for lost treasure, indulge with Cornish oysters, feast on one of the world's best fish sandwiches, and soak it all down with one of the island's signature rum-based drinks.

**ON THE ISLAND**—Golfers, hikers, skiers—there are many colours to describe Bermuda's brilliant blue water, and even more ways to enjoy it. [READ MORE](#)

**NATURE** *is World Heritage*—Atlantic Ocean wetlands, pink sand beaches and rocky coves teem with birds, plants, mammals, marlin, turtles, dolphins, caves and grottos, providing homes for a huge variety of flora and fauna. [READ MORE](#)

**SPRINGS** *Unwind in Heat*—Whether you're exploring an outdoor hot or immersed in a spa treatment at a world-class spa, Bermuda offers many ways to unwind and unwind from the everyday. [READ MORE](#)

**ISLAND** *Life on a Subterranean*—Bermuda has British charm, African heritage and other influences old and new in a cultural mix that can't be found anywhere else. [READ MORE](#)

**DISCOVERY**—Find what lies in Bermuda. Go on an intriguing quest that takes you to the boutiques and studios of the island's artful producers. [READ MORE](#)

**FLAVORS** *is Fusion*—Bermudian cuisine was born from a mix of British, Caribbean, African, Native American, and Portuguese influences and ingredients. [READ MORE](#)



Bermuda, Bermuda CONTACT | Planning, Flights, Cruises, Booking Requests  
Travel Insider | [insider@bermuda.com](mailto:insider@bermuda.com) | 1-800-361-8888 | [www.governorbermuda.com](http://www.governorbermuda.com)

Open Rate: 16%  
Subscribers: 17,154

## MARCH



**BERMUDA** THINGS TO DO | SEAS | OUR ISLAND



*Spring Adventures in Bermuda*

Get a taste of spring here? Then get the full view. There are endless adventures to be discovered at any time in Bermuda. And getting to the island couldn't be easier. It's just a commercial flight from Toronto. Spring into action and give your Bermuda journey new life.

**GET UP CLOSE & PERSONAL WITH THE UNDERWORLD**—It might be Bermuda's best kept secret, the island is a primary location for whale watching in the early spring, when hundreds of blue humpbacks pass through the waters here. There are also plenty of spots on dry land where you can keep a lookout for the white whale—one of the best in West White Bay Beach in Southampton.

**DISCOVER THE SEASIDE**—On the southeast tip of the island, Cooper's Island Nature Reserve is open to the public in July. The Eco-Tour of this spot lets you explore 12 acres of pristine Bermuda wilderness. Heavily treed, a hidden Grotto takes you deep into the heart of the Washington Nature Reserve. You'll hike through rocky green trails, swim in gorgeous blue waters and descend into subterranean caves.

**TAKE THE WHEEL**—Take part in an age-old Bermuda sailing tradition—go fly a kite! Every One Friday, Bermudians spend the day kite flying on open fields and on beaches. These sportful fun-filled miles, however, have a distinctly colorful, creatively designed and they soar in the sea with distinctive flair.

**SOAK UP THE SUNSHINE**—Spring is a time of rebirth, so why not experience something new in Bermuda? With its beautiful waters and sandy coastline, Bermuda is the perfect place to try paddle boarding.



Bermuda, Bermuda CONTACT | Planning, Flights, Cruises, Booking Requests  
Travel Insider | [insider@bermuda.com](mailto:insider@bermuda.com) | 1-800-361-8888 | [www.governorbermuda.com](http://www.governorbermuda.com)

Open Rate: 18%  
Subscribers: 17,497

# *Promotions & PR*

# *North American Coverage Highlights*

## YTD COVERAGE SNAPSHOT

- Number of Articles: 60
- Impressions: 419,121,577
- Media Cost: \$1,402,892.00
- Average Score: 75
- Submitted Year-End Arrivals Report via PR Newswire (70.4 million impressions)

**SKY**

Sky Extras // Guides // Unexpected Bermuda



*DeltaSkyMag.com - Jan 4  
Year-End Arrivals*

BERMUDA

# North American Coverage Highlights

## COASTAL LIVING 50 Secret Places

FROM FAR-FLUNG GETAWAYS TO GEMS HIDING IN PLAIN SIGHT

### ASTWOOD COVE BEACH Bermuda

Hidden below a park lies what may be Bermuda's least-visited (and loveliest) little cove.

*Coastal Living* – Mar 1  
*50 Secret Places*

## Reader's digest

### 10 Hotels with the Most Stunning Views in the World



### Cambridge Beaches Resort & Spa,

*ReadersDigest.com* – Feb 14  
*Hotels with Stunning Views*

## well+ GOOD

### FOUND: THE BIOLUMINESCENT BEACHES WITH THE MOST- OTHERWORLDLY GLOW IN THE WORLD

Three nights after every full moon in summer, approximately 56 minutes after sunset, the fireworms (essentially tiny ocean worms) of Bermuda's shallow Atlantic waters mate. The ritual begins with the female, who swims up to the surface to do a few glowing laps in order to attract her partner. He then likewise surfaces, they mate, and it's over before you can blink.

You can best view this event from Ferry Reach Park, Flatt's Inlet, or aboard what's often called a glow worm cruise by local boating companies.

*WellandGood.com* – Feb 10  
*Bioluminescent Beaches*

# North American Coverage Highlights

## WASHINGTONIAN BRIDE & GROOM



Destination: BERMUDA

Flight time: 2 hours, 20 minutes. Why it's easy: The island is small; US currency is accepted; Bermudians love visitors. What to know: Flights are nonstop from DCA during the summer. It's Carolina-warm, not "tropical." There are no rental cars, but visitors can rent electric Twizy two-seaters, scooters, or bicycles. Bermudians drive slowly on the left; the speed limit never exceeds 20 mph. Taxi drivers make great guides—and buses and ferries are a great way to mingle with locals. We recommend: Elbow Beach Resort, Newstead Belmont Hills Golf Resort & Spa, Fort Hamilton, Coral Beach and Tennis Club, the Unfinished Church, Rosewood Tucker's Point (to wed); the Loren at Pink Beach, Rosen, Hamilton Princess (to stay); the signature fish sandwich at Art Mel's (to dine).  
— Andre Wells, Events by Andre Wells

*Washingtonian Bride & Groom* - Jan 1  
*Destination Weddings*

## Bermuda Sets New Tourism Record



The Bermuda Tourism Authority revealed Friday that the island broke all previous records

*MSN.com* - Feb 13  
*Year-End Arrivals*

## 10 Iconic Caribbean Cocktails



Dark and Stormy,  
Rum Swizzle, Bermuda



*TravelChannel.com* - Jan 29  
*Caribbean Cocktails*

BERMUDA

# North American Coverage Highlights

TravelingMom.com  
We've been there.



## Bermuda: Shipwrecks, Caves And Other Family Adventures

Bermuda is a unique family destination with pink-sand beaches and a blend of British and American culture. Home to over 300 shipwrecks and a network of caves, it's a perfect location for an active spring break vacation. Vehicles are not allowed on this small island (just 21 square miles). Bermudians ride motorbikes to get around, but Los Angeles TravelingMom recommends hiring private tour guides. Peak season is April-October so if your spring break is in March, you can beat the crowds.

*TravelingMom.com - Jan 29  
Destination Feature*

## TRAVEL WEEKLY

### 2017 was big year for Bermuda tourism



Bermuda welcomed a record high of 690,000 visitors in 2017, a 4% increase over the island's previous best of 664,000 in 2007.

Visitors injected \$431 million into the island's economy, a 20% increase over 2016.

*TravelWeekly.com - Mar 8  
Year-End Arrivals*

OCEAN HOME

## Get Out and Explore: 2018 Travel Trends

Bermuda has more shipwrecks per square mile than anywhere else in the world. The top places for divers to explore the island's sunken treasures include: The Cristobal Colon, The Iristo, The North Carolina, The Hermes, The King George, The Mary Celestia, and more. Read our piece on resorts and hotels in Bermuda for ideas on where to stay.

*OceanHomeMag.com - Jan 3  
2018 Travel Trends*

BERMUDA

# *North American Press Trips*

## ITU/FLORA DUFFY PRESS TRIP

- **Jon Tan, Influencer**
- **Kelly O'Mara, Triathlete**
- **Kevin Mackinnon, Triathlon World/ Triathlon Magazine Canada**
- **Nicole Busca, 220 Triathlon**

## INDIVIDUAL PRESS TRIPS

- **Carly Thornell, Boston Magazine**
- **Anne Roderique Jones, Sherman's Travel**

# North American Press Trips

## COVERAGE GENERATED FROM PRESS TRIPS

**CNN** travel



The 14 best new  
Caribbean hotels

### The Loren at Pink Beach, Bermuda

Like the Bahamas, Bermuda is also situated in the Atlantic, but its proximity to Caribbean islands merits a mention of The Loren at Pink Beach - especially since it's Bermuda's first new hotel in a decade.

The sleek boutique property on the southern coast is a worthy addition to the traditional lodging landscape, thanks to its clean, modern lines and décor.

As the Loren is parked right on the beach (which really is pink), it takes full advantage with floor-to-ceiling windows that maximize the turquoise water views.

The drama continues inside, where a floating spiral staircase makes a great first impression; artwork from developer Stephen King's personal collection, found throughout the hotel, continues this impression, and doesn't stop there.

*CNN Online - Feb 14  
Caribbean Hotels*

**ESSENCE**

### 7 Fun-Filled Black History Vacations



As a home to the African Diaspora Heritage Trail, pink sand beaches and infamous "Dark and Stormy" cocktails, Bermuda makes for an extremely exciting destination to visit for those looking for an untraditional black history vacation. The African Diaspora Heritage Trail was created in 2001, and traces the legacy of Bermuda's slavery and preserves the heritage and culture of those belonging to the African Diaspora. Roughly 60 percent of Bermudians are of African ancestry, many of whom are descendants of West Indian and West African slaves brought here during the 18th century. All sites in the trail, including dozens of monuments and museums, are officially designed as UNESCO Slave Route Project.

*Essence.com - Feb 13  
Black History Vacations*

**TRAVEL+**  
**LEISURE**

Our Editors' Picks  
of the Best New  
Hotels in



**The Loren**

*TravelandLeisure.com - Febr 19  
World's Best Hotels*

BERMUDA

# North American Press Trips

COVERAGE GENERATED FROM PRESS TRIPS

## triathlete This Tri Travel Guide Will Make You Want to Visit Bermuda ASAP



### Swimming

If you want to get in some open-water swimming, head to Shelly Bay Beach. "It stays pretty shallow the whole way, so you can always see the bottom," said Duffy. The calm, boat-free bay is where she headed to get some swimming in after coming home post-winning the ITU world title in Rotterdam last year.

### Running

There's one place that you'll always find runners in Bermuda: the historic Railway Trail. "That's where everyone runs," said Duffy, who grew up just around the corner from the trail and has logged hundreds of miles on it.



*TriathleteMag.com* – Jan 6  
*Triathlon Training*

## WESTJET

### Best Places for a Family Spring Break



All-inclusive resorts were made for families with wee ones, and Grotto Bay ticks all the right boxes with 24-hour babysitting, two private beaches and a kid's club that offers adventures outside the resort. Take them to the shallow waters of nearby Shelly Bay Beach, located in a protected cove, for a safe splash and a snorkel.

*WestJetMagazine.com* – Feb 23  
*Family Spring Break*



## Horseshoe Bay



### A tropical oasis



BEST DATE	LOCATION	TERRAIN	TYPE	SIZE
June	British Overseas Territory	Sandy	Tourist mecca	Vast, sweeping sands

*CNN.com* – Feb 13  
*Horseshoe Bay Feature*

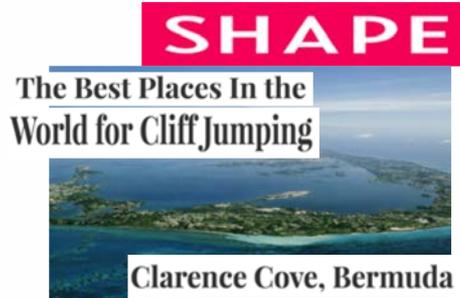
BERMUDA

# North American Press Trips

## COVERAGE GENERATED FROM PRESS TRIPS

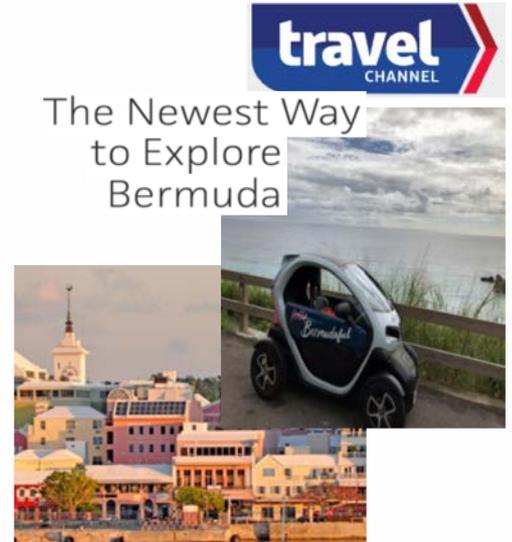


*Endless Vacation* – Feb 23  
*Destination Feature*



Another local favorite, this hidden gem is found in **Admiralty House Park** on Bermuda's North Shore, where you can walk the old ruins and underground tunnels of a British Royal Navy admiral's home. Once you've gotten your historical fill, follow the walkways to the cove, where you'll find a quiet beach, lagoon-like waters, and jagged cliffs that practically beg for you to jump. Choose from a myriad of height levels; once you've had a swim you can climb back up to the beach on an ancient stairway that was blasted into the rock by the British military more than 100 years ago.

*Shape.com* – Mar 30  
*Bermuda Adventure*



The cute-sounding cars from Renault debuted at the iconic **Hamilton Princess and Beach Club**, centrally located in the middle of the island, and simply require a valid driver's license. They're fun to drive, but be sure to look ahead to ensure one, as there are only 50 at the moment. Since the two-person Twizys are more basic than a typical car, a five-minute explanation of how to operate them is all that's needed before hitting Bermuda's mostly two-lane roads. (Remember to stay on the left, but if you forget, a large sticker on the left-hand side of the dashboard is a handy reminder.) As if now you can only rent Twizys from the Hamilton Princess, but you can charge them around the island, including at nine hotels and some Airbnb rentals. Be sure to map out charging stations in advance if you plan on doing a lot of driving, but you'll get about 50 miles on a fully charged battery.

*TravelChannel.com* – Mar 15  
*Bermuda Exploration*

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# North American Press Trips

COVERAGE GENERATED FROM PRESS TRIPS

## Family Travel Forum

DOLPHIN SWIMS  
CODFISH  
RENT A TWIZY  
CRYSTAL CAVES  
NATIONAL MUSEUM  
TAXI SIGHTSEEING

MY TOP 20 BERMUDA ATTRACTIONS



*FamilyTravelForum.com - Feb 2  
Destination Feature*

## TOWN&COUNTRY

The Best Places  
To Go in March



Bermuda

*TownAndCountryMag.com - Feb 12  
Best Places to Go*



The Best Active Adventures in  
Bermuda

*OffMetro.com - Jan 8  
Bermuda Adventure*

BERMUDA

# *Canadian Overview*

- Announced official partnership between Reach Global Marketing (formerly CWW Canada) as new Canadian agency of record
  - Garnered a total of 1,457,000 print and digital media impressions in support of new representation
  - Notable mentions include: Toronto Sun (daily newspaper – 682,000 impressions), Canadian Traveller (trade-facing print and digital - 250,000 impressions), and Do The Daniel (lifestyle website – 375,000 impressions)
- A strategic re-introduction of Bermuda to Canadian media through targeted outreach and sales calls generating quick-to-market media coverage including:
  - CTV News Ottawa – broadcast morning show – 455,000
- Q1 generated a total of 2,320,000 impressions across print, broadcast and digital media channels
  - Ad value: \$127,460

# Canadian Media Coverage Highlights

50

## SUN TRAVEL

### Sacramento gains some respect

Once staid capital has cool new vibe

Special to The Canadian Press  
 BY JILL HARRIS  
 Sacramento, Calif., has long been known as the state capital. But in recent years, it has become a hot spot for tech startups and young professionals. The city is now ranked as one of the most livable cities in the United States, according to a recent survey by the Economist Intelligence Unit.



The California State Railroad Museum is one of the top railway museums in the United States. Buildings in historic Sacramento, including a replica, like and provide the look of a 19th-century city.

#### WANT TO SEE

As living in a growing town in Sacramento has become a goal, it's worth seeing the city's new look. The city is now ranked as one of the most livable cities in the United States, according to a recent survey by the Economist Intelligence Unit.

#### LOCAL WINE

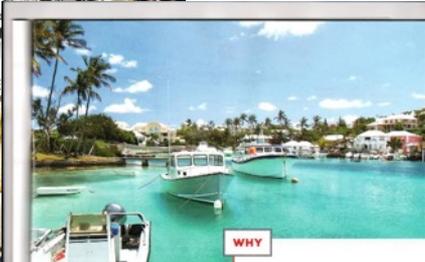
The Sacramento area is home to several award-winning wineries. The region is known for its diverse wine production, including Cabernet Sauvignon, Merlot, and Pinot Noir.

#### ON THE HORIZON

There are several new projects in the works for Sacramento, including a new airport terminal and a new transit system. The city is also planning to build a new convention center.

THINK PINK: In balmy Bermuda

Bermuda's vibrant pinkish-orange offers a unique contrast to the white and blue of the island. Bermuda is a beautiful island with a rich history and a vibrant culture. The island is known for its pink sand beaches and historic architecture.



#### WHY

Bermuda is a beautiful island with a rich history and a vibrant culture. The island is known for its pink sand beaches and historic architecture. Bermuda is a beautiful island with a rich history and a vibrant culture. The island is known for its pink sand beaches and historic architecture.

#### WHERE

#### COLLECTING COINING THE GLIDE

#### AFTER 1500 MILES

#### THE BERMUDA

#### TRIP TO BERMUDA



CTV News Ottawa - Feb 15

Toronto Sun – Jan 10, 2017

Canadian Traveller – Jan/Feb 2018

BERMUDA



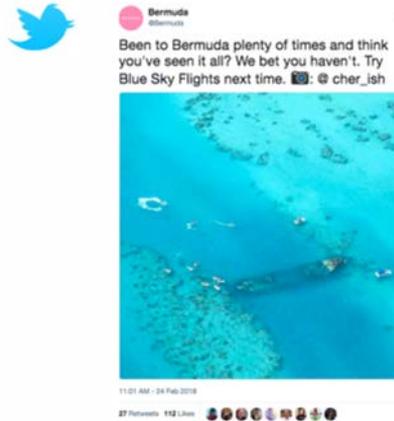
*Social*

BERMUDAΔ

# Q1 Top-Performing Posts



Reached Users: 261,224  
Reactions: 7,295  
Post Clicks: 21,226



Impressions: 75,602  
Engagements: 653  
Retweets: 27  
Likes: 112



Likes: 4,800  
Comments: 174  
Engagement: 5,000

This quarter, we saw a lot of excitement with content that was helping with trip planning or otherwise inspiring the audience about future trips to Bermuda. Uncover Bermuda content inspired a lot of the content, and scenes of sunshine and a relatively mild winter spoke well to East Coasters facing a harsh winter. While we saw a slump in reach and engagement after the holidays, as to be expected, we also dealt with one of Facebook's largest algorithm changes in quite awhile. After a few weeks of getting used to the changes, content is still doing well again, and as long as our content continues to provide value to travellers we should be able to overcome any algorithm changes. This quarter, content was promoted to audiences based on the personas and results are still improving with this shift away from demographic targeting. The quarter had impressive results despite a few quiet periods around the times of news regarding the same sex marriage repeal.

# *Kiteboarding Content and Influencer Programme*

## **BTA & Destination Think!**

*Developed a seasonal Kiteboarding influencer program targeting consumers within specific geographic locations to drive awareness and conversion during the shoulder seasons*

*Feb 4-11 - 4 Kiteboarding influencers travelled to Bermuda and collaborated on video, image and drone content*

## **Facebook**

*Total Engagements: 95,332*

*Total Reach 155,372*

*Total Views 59,934*

## **Instagram**

*Total Engagements 106,936*

*Total Reach 72,136*

*Total Video views 67,567*



# *Investment*

# *During Q1 of 2018, the Investment Division focused on the following:*

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

## **Activities and accomplishments during the quarter included:**

- Attendance at investment and development conferences to meet with investors and financiers.
- Promotion of the Tourism Investment Act 2017 to stakeholders, both local and international.
- On island meetings with hotel general managers to understand key challenges and opportunities.
- Provide concierge service and advice to existing properties under development and under consideration.

# *Operations*

# *During Q1 of 2018, the Operations Division focused on the following:*

During Q1, the Operations Division was focused on implementing a ruling by the Information Commissioners Office related to PATI request 257; the awarding of additional National Service Standards Certifications to local businesses; gathering stakeholder and partner input into the National Tourism Plan; opening a new Visitor Service Centre location in Dockyard; and preparing for the 2017 Audit.

## **Operations, General**

The Bermuda Visitor Service Centres Ltd. (VSC) retained a manager to build-out the service model for the organization. The model includes: staffing, service delivery, visual merchandising, sales, and reporting and was completed prior to quarter end. The service model has been introduced in the Dockyard yard location, and will be extended to service delivery in Hamilton, starting in May. Also in Dockyard, the move to a new location closer to the Ferry Dock in Dockyard was nearly complete at end of Q1, and an 'official' opening date was set for April 6th.

**Human Resources** - As at March 31, 2018 BTA had 37 employees in the Bermuda and New York offices. This includes full time permanent, one full time-fixed term contract and two interns. The breakdown of the divisions is as follows:

Investments	2
Operations/CEO	13
Product and Experience	6
Research and Business Intelligence	2
Sales and Marketing	14

**Recruitment** - Recruitment efforts continued to be robust in the first quarter of 2018 as the BTA was actively seeking seven positions across all divisions:

Director of Sports Development	- Sales & Marketing
Content Specialist BDA	- Sales & Marketing
Content Specialist NY	- Sales & Marketing
Brand Events Manager	- Sales & Marketing
Market Specialist	- Sales & Marketing
Destination Services Manager	- Product & Experience
Business Analyst - CRM Specialist	- Research & Business Intelligence

During Q1, the position of Marketing Production Manager, in the New York office was filled.

**Organization Restructure** - In January, the BTA began the restructure of the organization to be in line with best practice of other global Destination Marketing Organizations. During this period, it saw the elimination of some roles which were deemed defunct. This also included revising some roles and responsibilities within the organization.

**PATI Disclosure** - In January, the BTA began the restructure of the organization to be in line with best practice of other global Destination Marketing Organizations. During this period, it saw the elimination of some roles which were deemed defunct. This also included revising some roles and responsibilities within the organization.

**PATI Disclosure** - In response to a PATI request for a detailed listing of all 2014 incentives payments to BTA staff, the Information Commissioner (IC) ruled that the information be 'banded in ranges' by position title, salary, incentive % and \$ amount. This ruling already aligns with what the BTA publicly released for the same year, with the presentation further refined.

The performance weighting for that particular year allowed senior managers to add an additional percentage to individual incentive payouts, based on going above and beyond for the year, at their 'discretion'. These payments did not exceed the total contracted incentive % for any individual (ie: 10%, 20%, etc.) Instead, they were particularly aimed at ensuring those whose objectives did not have a true ability to 'exceed' or 'far exceed' were able to be recognized for their hard work in support of BTA's start-up year.

The IC ruled that these discretionary payments be publicly disclosed by individual name and amount. While not required, we will proactively release the same information for 2015 and 2016. All documents, were subsequently posted to our website.

Since the organization's inception, it should be noted that BTA's total cost of compensation as a percentage of budget (19%-22%) runs well below DMO best practice of 33.4%, a point that was highlighted with the Public Accounts committee in January, 2017.

This level of public transparency is unmatched by any other entity in Bermuda. Although the BTA is proud to be a leader in this regard, the organization looks forward to the day when all recipients of Government funding catch-up.

**BTA Social Committee** - The BTA Social Committee, who have renamed themselves “Bout that Life”, were back in motion early in the Q1, setting up engagement activities to start the year off.

A pension session for all team members was conducted by Angela Joell, Education and Investment Manager of Argus Life & Pensions division and Business Representative Selena Fields in February.

In March, the Bermuda team held an in-office Easter egg hunt the Thursday before the Good Friday weekend, and the New York Team had a belated fish cake and hot cross bun luncheon due to a busy work/travel schedule in March.

**Performance Management** - Keeping in line with the BTA’s commitment to retaining and motivating employee performance by tying monetary incentives to meeting corporate and individual objectives, the formal performance appraisal process was conducted.

A preliminary session was conducted with some of the BTA team to discuss the BTA’s commitment continuing to provide a more robust performance management process focused on timely and consistent feedback. These meetings were in response to input provided by the team during the 2017 Team Strategy meeting, where a more robust method of providing and receiving feedback beyond twice a year was requested.

Input sessions will continue as the BTA looks to further refine the this process.

## Training & Standards

### National Service Standards Introduced

During the quarter 1 period, the following businesses received their certification, bringing the total certified to 16:

- Bermuda Bride
- Beauty Queen Day Spa
- Inverurie Executive Suites
- Newstead Belmont Hills Golf Resort and Spa
- PTIX
- Tuck INN Rentals

They join the 7 businesses that were certified in July:

27 Century Boutique  
Alexandra Mosher Studios  
Bermuda Fun Golf  
Bermuda Transit  
Choxstix Fusion  
Dolphin Quest

Flanagan's Irish Pub  
Lili Bermuda - Front Street  
The Bermuda Perfumery (St. Georges)  
Tobacco Bay



These businesses have been awarded the Bermuda national seal of approval for their dedication to service in Bermuda.

At the end of Q1, a total of 25 additional businesses were in the process of receiving certification. The National Service Standards 2018 Training Schedule, which is open to all businesses in time for the summer season, was released at the end of the quarter. Training sessions will take place during the month of April and cover a variety of topics to help increase the service standards on the island. BTA has partnered with the Bermuda Hospitality Institute and their programmes to offer a robust grouping of courses for businesses and individuals to take advantage of. All courses have been attractively priced, and businesses who are currently in the National Service Standards programme receive a further discount to participate.

## Certified Tourism Ambassador Programme -

The BTA has now taken full ownership of the CTA programme after a transition from the BHI. The training schedule for CTA's has been created and shared with the public. 8 Courses have been allotted for this year; 4 during the Winter/Spring period and 4 during the Fall/Winter period. No classes are scheduled for the summer period. All scheduled CTA classes so far have been fully booked. To date there have been 2 scheduled courses and 2 hosted courses- where businesses have request to host their own classes outside of the publicised schedule.

The CTA programme now charges \$49 for the class registration and all collateral material has been updated to reflex the BTA brand.

Also during Q1, the CTA programme began accepting nominations for the CTA Star Awards. Persons can be nominated for any of the 6 tourism sectors as well as a general sector for non-tourism related professions who are exemplary CTA's. Nominations have closed and we will be announcing the winners during the April 27th Hospitality Month End event at Fun Golf in the Royal Naval Dockyard.



**NATIONAL SERVICE STANDARDS**  
**2018 Spring Training Schedule**

See below for the spring training opportunities on offer. To register for the below courses, visit [www.service.bm](http://www.service.bm)

<p><b>APRIL 11</b> <b>Employee Engagement – Team Members</b></p> <p>Through interactive sessions, discussions and exercises, the participants will learn the four steps to behaviour modification. At the end of this course, participants will be able to determine the core of engagement and how to make it work for themselves, their teams and office environments. Presented by Jan Fraser Business Training.</p> <p><b>WHEN:</b> 9am-1pm <b>WHERE:</b> BTA <b>COST:</b> \$80pp NSSP / \$130pp non NSSP <b>DEADLINE:</b> April 5</p>	<p><b>APRIL 12</b> <b>Employee Engagement – Managers, Supervisors, Owners</b> <small>(Management Only)</small></p> <p>Through interactive sessions, discussions and exercises, the participants will learn the four steps to behaviour modification. At the end of this course, participants will be able to determine the core of engagement and how to make it work for themselves, their teams and office environments. Presented by Jan Fraser Business Training.</p> <p><b>WHEN:</b> 9am-1pm <b>WHERE:</b> BTA <b>COST:</b> \$80pp NSSP / \$130pp non NSSP <b>DEADLINE:</b> April 6</p>
<p><b>APRIL 16</b> <b>Welcoming &amp; Engaging</b></p> <p>This highly participative workshop will look at how and why we 'drop' customers, and how to predict and adapt to each individual customer's needs. During this workshop you will focus on the two key elements of service- interpersonal and transactional, including time spent addressing how to engage and deal with difficult customers. Presented by Lisa Lowery of Experience.</p> <p><b>WHEN:</b> 9am-11:30am <b>WHERE:</b> Expertise- Combay Room <b>COST:</b> \$80pp NSSP / \$130pp non NSSP <b>DEADLINE:</b> April 10</p>	<p><b>APRIL 17</b> <b>Customer Impact Management</b></p> <p>This interactive course aims to assist participants in becoming better focused on the significance of paramount customer service and the various impacts related to doing business. Presented by Patricia Pritchard of Level Up professional development.</p> <p><b>WHEN:</b> 9am-12pm <b>WHERE:</b> BTA <b>COST:</b> \$80pp NSSP / \$150pp non NSSP <b>DEADLINE:</b> April 11</p>

The objective of National Service Standards for Bermuda's Tourism and Hospitality Industry is to uphold Bermuda's brand promise to be impactful, diverse and set-apart by delivering a consistent standard of service that delivers on customer expectations.





**2018 Bermuda Tourism Ambassador Programme**

Contact: Shannen Talbot | 5441 296 9200 | [info@service.bm](mailto:info@service.bm) | [gotobermuda.com/bta/tourism-ambassadors](http://gotobermuda.com/bta/tourism-ambassadors)

Certified Tourism Ambassador® (CTA) will be able to deliver consistent messages about Bermuda and enhance their capabilities to:

- 1 Listen attentively to visitor inquiries and respond courteously and ambassadorially.
- 2 Know a great deal about Bermuda's attributes, features and attractions.
- 3 Answer the majority of visitor questions for refer them to those who specialise in those areas. Participants will be well informed throughout the year on important developments affecting our industry, and on new attractions being planned.

**Cost**  
\$49/person  
Includes:  
Study Materials  
Bermuda Info  
Cost CTA (as per) CTA Certification  
E-Cert  
\*based upon accurate completion of the programme

**Things to note**  
There is a minimum of 7 persons and a maximum of 25 per class. If there is less than the maximum number of persons registered the BTA reserves the right to cancel the class with minimum notification to those who are registered. Alternatively if you would like to host a class for a group there must be a minimum of 10 people. Name can be accessed through the website.

**10 photos will be taken upon pick-up of CTA vouchers at the Bermuda Tourism Authority office, 25 Church Street, Hamilton HM 11**

**2018 CLASS SCHEDULE**

**Saturday, February 24**  
Location: Connaught  
8:30AM - 5:00PM  
Registration Deadline: Friday, February 9  
Material Pick-up: Friday, February 16  
between 12:00PM - 3:30PM

**Wednesday, March 21**  
Location: Connaught  
8:30AM - 5:00PM  
Registration Deadline: Wednesday, March 7  
Material Pick-up: Friday, March 9  
between 12:00PM - 3:30PM

**Wednesday, April 25**  
Location: Connaught  
8:30AM - 5:00PM  
Registration Deadline: Wednesday, April 11  
Material Pick-up: Friday, April 13  
between 12:00PM - 3:30PM

**Saturday, April 28**  
Location: Connaught  
8:30AM - 5:00PM  
Registration Deadline: Friday, November 9  
Material Pick-up: Tuesday, April 17  
between 12:00PM - 3:30PM

**Wednesday, September 25**  
Location: Connaught  
8:30AM - 5:00PM  
Registration Deadline: Wednesday, September 12  
Material Pick-up: Friday, September 14  
between 12:00PM - 3:30PM

**Saturday, October 27**  
Location: Connaught  
8:30AM - 5:00PM  
Material Pick-up: Tuesday, October 16  
between 12:00PM - 3:30PM

**Wednesday, November 21**  
Location: Connaught  
8:30AM - 5:00PM  
Registration Deadline: Wednesday, November 7  
Material Pick-up: Friday, November 9  
between 12:00PM - 3:30PM

**Saturday, November 24**  
Location: Connaught  
8:30AM - 5:00PM  
Registration Deadline: Friday, November 9  
Material Pick-up: Wednesday, November 14  
between 12:00PM - 3:30PM



**#LovemyBermuda** - For the 3rd annual year, #LovemyBermuda was the featured sponsor during PHC's annual Good Friday Family Fun Day. This community event draws hundreds of locals who come for a day of entertainment, kite flying and good old fashioned family fun. This year the BTA booth was game-centric, with branded prizes awarded for winners of all ages. The event continues to provide an opportunity for grassroots community engagement with the BTA, its mission and team members.



## Stakeholder & Public Relations

**Domestic Partnerships Act** - The Government signed the Domestic Partnership Law on February 8th, 2018 and that created a very busy round of editorial around the world. Most of it was condemning Bermuda for its decision to disallow same-sex marriages after the courts previously permitted it. A lot of work was done to coordinate the BTA's corporate response from Bermuda with the help of Turner PR and the BTA team in New York. There was also an emphasis on sharing our communications approach with partners at the Ministry and with our stakeholders for alignment.

After the dust settled on the initial coverage, all of the emails and social media private messages that came in were answered individually with a thoughtful response from the CEO. It was a painstaking process even though the response was largely the same to each consumer.

Separately, the Home Affairs Minister announced the "take effect" date of the Domestic Partnership Act as June 1, 2018 and that started a new round of editorial and social media acrimony. Later, the Tourism Minister and Shadow Tourism Minister spoke insensitively about LGBT visitors and that sparked another round of editorial and social media acrimony.

**Missing Visitor** - The disappearance of visiting college rugby player Mark Drombroski, 19, proved to be a major public relations crisis for Bermuda given some inaccurate US network news reporting and social media posts. The story raised speculation that Drombroski had been murdered. Less than 48 hours later a forensic pathologist was able to rule the death was unlikely to be the result of foul play and more likely the result of an accidental fall. Having stayed mum on the speculation until a scientific finding was released, BTA worked quickly to share a statement of condolence to the Drombroski family and by doing so reinforcing to the world that the visitor's unfortunate death was accidental. It was important to protect Bermuda's reputation as a safe destination. The statement was out within minutes of the pathologist's announcement.

The statement: "On behalf of Bermuda's tourism industry, and our entire island, we offer sincere condolences to the Dombroski family. We can't imagine their heartbreak following such an unexpected and tragic accident. We hope Mark's family, his teammates and all who love him can feel the warm embrace of our community during the difficult time."

**Georgetown University** - The visit of Georgetown University's swim and dive team – 70 coaches and athletes – proved to be an excellent communications opportunity. They were in Bermuda January 2 to 9, 2018. The track and field team from the University of Western Ontario was also here in Bermuda at the same time. Together they participated in a Bermuda Tourism Authority-hosted press conference.

However, more meaningful than the press conference locally was smartphone video from Daniel Johnson of the Georgetown team converging on a grocery store to buy supplies. This clip importantly helped to tell the story of the economic impact of sports teams in the shoulder season. The video was widely consumed on social media and received a lot of engagement.

Meantime, as soon as we learned a snowstorm was heading to DC while the GW team was in Bermuda, BTA marshalled a plan to capture local video and reached out to DC contacts: the BTA in-house camera was used to get the video and an interview with the head coach. The video proved to be compelled because while the team was training outdoors at the aquatic centre in Bermuda, back home the DC area was getting walloped by the snowstorm. Fox 5 showed clips of the video on several of its news shows. Clip available here:

<http://www.fox5dc.com/news/304409738-video>



**Beach Economy | Shelly Bay** - Decent progress made in Q1 on fulfilling the promise of the beach economy vision, one of the priorities cited post 2017 General Election. The working relationship between the Bermuda Tourism Authority, Department of Parks and Department of Land & Buildings has strengthened around this issue. The BTA is well on the way toward a plan that puts containers on Shelly Bay Beach that concessionaires can work from to provide an experience attractive to Active Families and aligned with the audience of locals that are already using the beach.

The plan is for the BTA to sign an MOU with the Government that would allow tourism officials to manage the RFP process for concessionaires.

In the Parliamentary budget debate for the budget beginning April 1st, \$100,000 has been earmarked to get experiences at Shelly Bay (and potentially John Smith's Bay) underway.

**TedX Youth** - Through stakeholder relations, BTA partnered with Somersfield Academy student Yusef Bashara to present a tourism talk as part of Bermuda's first-ever TedX Youth. The event was sold out and the BTA benefited from media exposure around the event.

The hope is to use the same presentation in other forums. It dealt with an improving quality of life and entrepreneur opportunities for locals as the island tourism economy improves.



# 693,000 Visitors

2017 total visitor arrivals the highest  
ever.

**Year-end Reports** - To cap off reporting on a milestone 2017, the year-end tourism industry presentation was held at an event for stakeholders (carried live by Bernews). The report's headline was that 2017 brought the most visitors to Bermuda since modern-day records were kept back in 1965. We also carefully reported the caveat that the majority share of cruise visitors was helping to drive the overall visitor figure higher. That notwithstanding, leisure air arrivals and hotel occupancy were among the data points showing their best performance in a decade.

Also prepared for end of year reporting:

- Ministry of Finance 2017 Economic Report
- Ministry of Finance 2018 Economic Outlook
- Parliamentary Budget Debate, Ministry of Economic Development & Tourism
- 2017 Year-end Chairman's Letter
- CEO's Outlook on 2017

# Landmark Year

## Total Visitor Arrivals



**National Tourism Plan** - Significant progress was made on the early stages of the National Tourism Plan in Q1.

- Contract finalised
- Presentation made to BTA staff
- Researchers met with 107 Bermuda tourism industry stakeholders in person (including BTA Board), far more than originally envisioned
- First working group session with core internal group from New York and Bermuda offices
- Survey launched to engage Bermuda residents into the process



**BIFF** - The Bermuda Tourism Authority served as an advisor to the Bermuda International Film Festival with an eye to playing a greater role going forward to align with our work to make the island more attractive as a shoot location to filmmakers around the world.

# *Financials*

## Income Statement

### Income

**Tourism Authority Fee** – these are currently in line with budget and the prior year despite a number of hotels having rooms out of inventory.

### Direct Cost

Details of each of the division's activities are elsewhere in the report.

### Structure, General & Administration

These are generally on, or under budget.

## Balance Sheet

**Bank** - the balance at the end of the quarter was \$3.1m.

**Accounts receivable and accrued income** - this represents the hotel fees for March (not payable until 15 April) and any amounts overdue from previous months.

**Vendor payables** - of the \$1.9m payable, \$1.2m is for media buys. The amounts were paid in April.

**Accruals** - this is mainly to payroll related costs and Sales and Marketing costs.

## Income Statement

### Bermuda Tourism Authority

#### Quarter 1

	Quarter 1			Year To Date		
	Actual	Budget	PY	Actual	Budget	PY
Income	7,054,328	7,046,439	6,487,032	7,054,328	7,046,439	6,487,032
Direct costs	5,927,687	6,845,325	7,227,758	5,927,687	6,845,325	7,227,758
Direct surplus (deficit)	1,126,640	201,114	(740,726)	1,126,640	201,114	(740,726)
Structure, general & administration costs	2,341,755	2,436,946	2,171,130	2,341,755	2,436,946	2,171,130
Operating surplus (deficit)	(1,215,114)	(2,235,832)	(2,911,856)	(1,215,114)	(2,235,832)	(2,911,856)
Net finance costs	13,069	12,107	18,993	13,069	12,107	18,993
<b>Net surplus (deficit) for the period</b>	<b>(1,228,183)</b>	<b>(2,247,939)</b>	<b>(2,930,849)</b>	<b>(1,228,183)</b>	<b>(2,247,939)</b>	<b>(2,930,849)</b>

# Income Statement

## Bermuda Tourism Authority

Quarter 1

	Quarter 1			Year To Date		
	Actual	Budget	PY	Actual	Budget	PY
<b>1. Income</b>						
Grants, subsidy & contribution income	6,250,000	6,250,000	5,675,000	6,250,000	6,250,000	5,675,000
Tourism authority fee	804,328	796,439	812,032	804,328	796,439	812,032
	<u>7,054,328</u>	<u>7,046,439</u>	<u>6,487,032</u>	<u>7,054,328</u>	<u>7,046,439</u>	<u>6,487,032</u>
<b>2. Direct costs:</b>						
Sales & Marketing	5,253,998	5,848,387	6,548,951	5,253,998	5,848,387	6,548,951
Product development & experience	295,790	515,575	477,343	295,790	515,575	477,343
Research & business intelligence	99,534	104,363	95,311	99,534	104,363	95,311
Operations	278,365	377,000	106,154	278,365	377,000	106,154
Investment	-	-	-	-	-	-
	<u>5,927,687</u>	<u>6,845,325</u>	<u>7,227,758</u>	<u>5,927,687</u>	<u>6,845,325</u>	<u>7,227,758</u>
<b>3. Structure, general &amp; administration costs, split:</b>						
Staff costs	1,584,584	1,661,448	1,586,413	1,584,584	1,661,448	1,586,413
Communications & IT	190,538	168,927	89,112	190,538	168,927	89,112
General expenses	155,735	196,843	199,135	155,735	196,843	199,135
Marketing	-	1,900	548	-	1,900	548
Premises	190,631	199,628	186,002	190,631	199,628	186,002
Professional fees	110,502	109,950	21,379	110,502	109,950	21,379
Transport	-	-	443	-	-	443
Grants / Investments	75,000	80,000	80,000	75,000	80,000	80,000
Capital expenditure	34,765	18,250	8,098	34,765	18,250	8,098
	<u>2,341,755</u>	<u>2,436,946</u>	<u>2,171,130</u>	<u>2,341,755</u>	<u>2,436,946</u>	<u>2,171,130</u>

# Balance Sheet

## Bermuda Tourism Authority

March 31, 2018

<b>ASSETS</b>		<b><u>Mar-18</u></b>
<b>Current Assets</b>		
Cash & Bank		3,076,136
Accounts Receivable		351,566
Inventory		87,735
Accrued Income		257,740
Prepaid Expenses		100,104
Total Current Assets		<u>3,873,281</u>
Non-current Assets		<u>783,103</u>
<b>Total Assets</b>		<u><u>4,656,384</u></u>
<b>EQUITY &amp; LIABILITIES</b>		
<b>Equity</b>		
Accumulated Surplus (Deficit)		2,794,809
Net Income		(1,228,183)
		<u>1,566,626</u>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Vendor Payables		1,960,699
Accruals		1,129,059
<b>Total Liabilities</b>		<u>3,089,758</u>
<b>Total Equity &amp; Liabilities</b>		<u><u>4,656,384</u></u>

**BERMUDA**  
TOURISM AUTHORITY

BERMUDA