



BERMUDA  
AGILITY

# *Q4 Report 2019*

A G I L I T Y



# *Awareness & Relevance*

Differentiating Bermuda

BERMUDA  
— AGILITY —

# *Sales & Marketing*

# *Travel, Room Nights, Group & PR Dashboard*

KEY METRICS	YTD 2018	YTD 2019	% Δ YOY (YTD)	PLAN GOAL 2019	% Δ 18 ACTUAL to 19 PLAN GOAL	% OF PLAN GOAL YTD
Total Visitor Spending Influenced by BTA	\$91,678,556	\$85,764,340	-6%	\$94,099,066	3%	91%
Total Room Nights Influenced by BTA	139,567	118,173	-15%	142,357	2%	83%
Group Business Sales Leads	471	380	-19%	418	4%	91%
Group Business Sales Calls	502	296	-41%	400	116%	74%
Sports Tourism Sales Leads		83	#DIV/0!	53	152%	157%
Sports Tourism Sales Calls		41	#DIV/0!	90	543%	46%
Number of Journalists Assisted	5,616	3,224	-43%	1,900	-72%	170%
*Earned Media Generated	\$7,446,061	\$8,600,174	15%	\$7,669,443	3%	112%
*Coverage in Top 100 US Outlets	92	75	-18%	90	-2%	83%
*Average Quality Coverage Score	82%	69%	-15%	82%	2%	85%
PR Impressions Generated	1,194,601,236	1,019,443,114	-15%	1,230,439,273	3%	83%

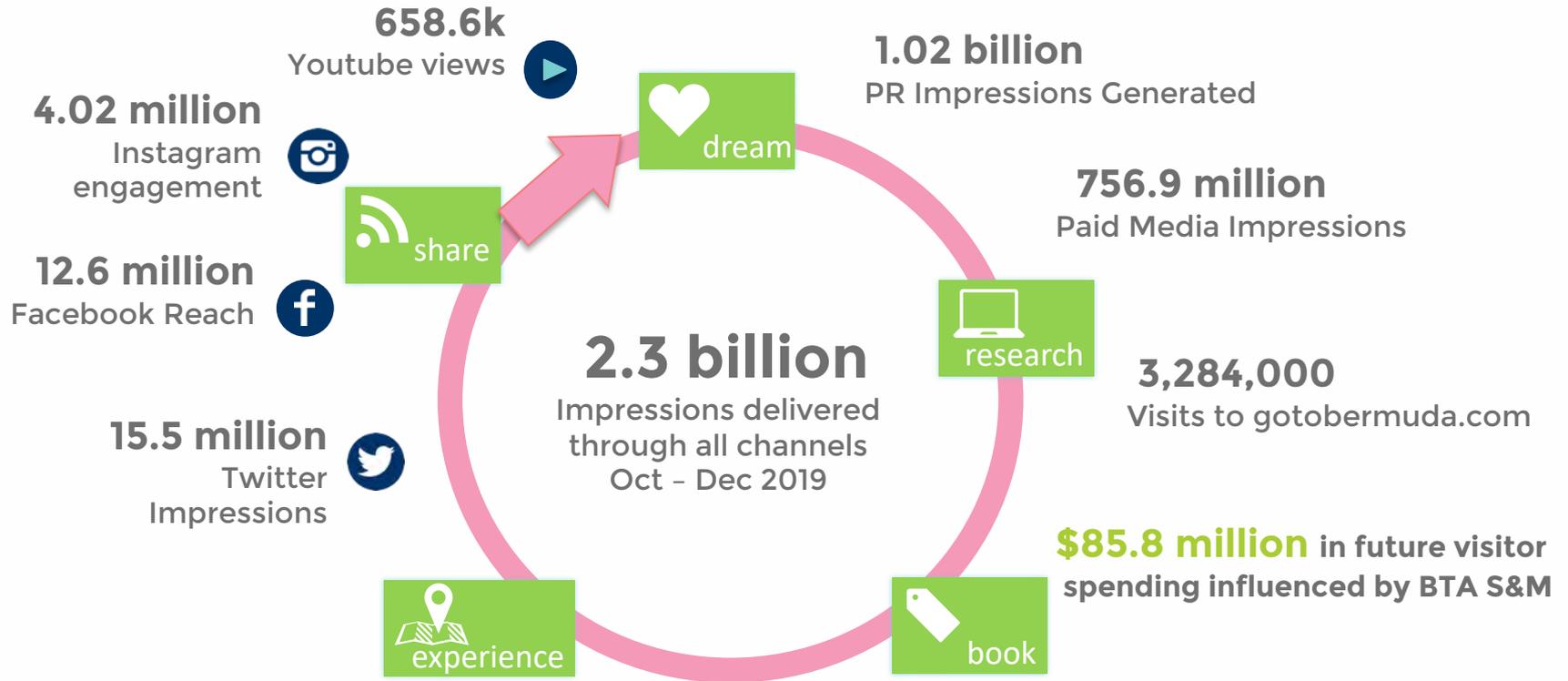
# Digital Dashboard

KEY METRICS	YTD 2018	YTD 2019	% Δ YOY (YTD)	PLAN GOAL 2019	% Δ 18 ACTUAL to 19 PLAN GOAL	% OF PLAN GOAL YTD
Total Website Visits	2,802,796	3,283,815	17%	3,223,215	15%	102%
Desktop Traffic	966,168	968,126	0%			
Mobile Traffic	1,105,616	1,474,377	33%			
Tablet Traffic	259,050	238,774	-8%			
Website Page Views	6,832,918	7,083,860	4%	8,199,502	20%	86%
Time on Site	2:11	1:50	-16%	2:15	3%	81%
Newsletter Subscribers	259,609	229,850	-11%	245,000	-6%	94%
Newsletter Open Rate	15%	22%	50%	16%	10%	136%

# *Social Dashboard*

KEY METRICS	YTD 2018	YTD 2019	% Δ YOY (YTD)	PLAN GOAL 2019	% Δ 18 ACTUAL to 19 PLAN GOAL	% OF PLAN GOAL YTD
Facebook Followers (month gained/YTD total)	357,414	360,714	1%	364,562	2%	99%
Facebook Total Reach	14,789,653	12,630,227	-15%	16,000,000	8%	79%
Facebook Engagement (likes/comments/shares)	3,075,538	5,891,984	92%	3,300,000	7%	179%
Twitter Followers (month gained/YTD total)	27,859	29,839	7%	28,695	3%	104%
Twitter Impressions	4,317,628	15,457,779	258%	4,447,157	3%	348%
Twitter Engagement	209,795	344,890	64%	216,089	3%	160%
Instagram Followers (month gained/YTD total)	58,074	75,079	29%	72,593	25%	103%
Instagram Engagement	2,459,093	4,023,822	64%	3,073,866	25%	131%
YouTube Subscribers (month gained/YTD total)	2,234	2,420	8%	2,569	15%	94%
YouTube Total Views	1,701,788	658,669	-61%	1,752,842	3%	38%
YouTube Minutes Watched	1,400,055	1,129,112	-19%	1,428,056	2%	79%

# 2019 YTD Marketing Snapshot



*Paid Media &  
Integrated Partnerships*

# *Q4 Total Online Metrics*

**165.8 MM**

*Impressions*

**1,988,988**

*Engagements*

**\$0.45**

*Cost per  
Engagement*

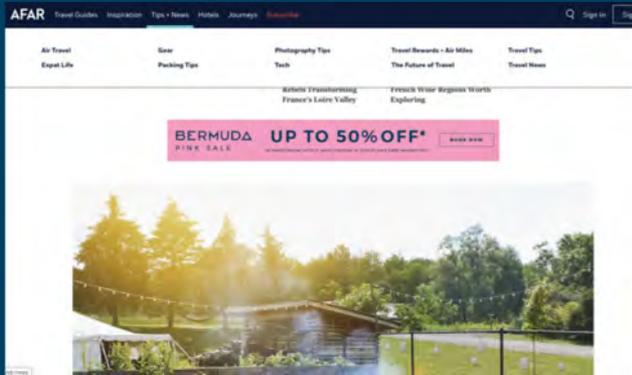
# Afar



## Digital

- Where to Go 2020 Article
- Contextual ROS banners

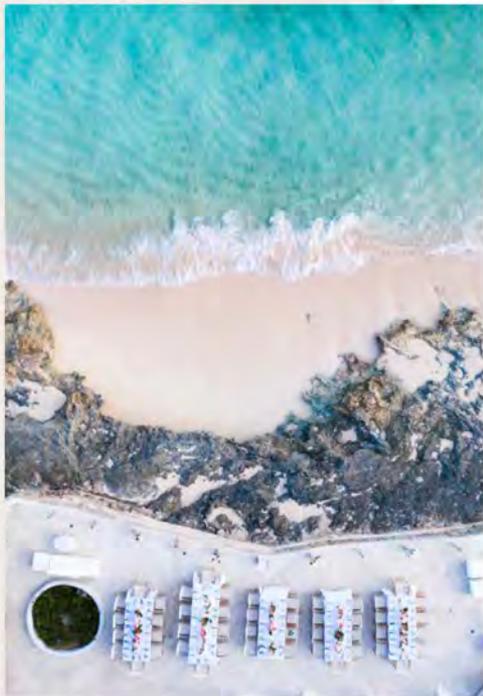
548,947 IMPRESSIONS  
0.05% CTR  
316 PAGE VISITS



Style  
Landscape  
Characters  
Culture  
Adventure

BERMUDA

# Garden & Gun



A WEEKEND IN BERMUDA

## EVENT RECAP

### THE PARTNERSHIP

Garden & Gun partnered with the Bermuda Tourism Authority (BTA) to host A Weekend in Bermuda in honor of *Southern Women*. The curated three-day weekend included local workshops and tours, musical performances, as well as, inspirational cocktails and culinary experiences.

- Dates: October 17-20, 2019
- Location: Bermuda, The Loren Hotel, and Coral Beach & Tennis Club

### PROGRAM GOAL

Bring a qualified audience of G&G readers to Bermuda for a weekend of engaging programming to showcase the island's culture, beauty, and culinary offerings that align with BTA's Women Who Travel initiative.

### RESULT

Approximately 50 G&G readers, partners, and influencers participated in the three-day weekend, celebrating the launch of *Southern Women* and BTA's current brand campaign. In addition, G&G hosted three influencers to capture and share the experience with their own audiences, creating greater exposure for the island of Bermuda.

*Style*  
*Landscape*  
*Characters*  
*Culture*  
*Adventure*

BERMUDA

# Garden & Gun



A WEEKEND IN BERMUDA

## EVENT RECAP

### WEEKEND DETAILS

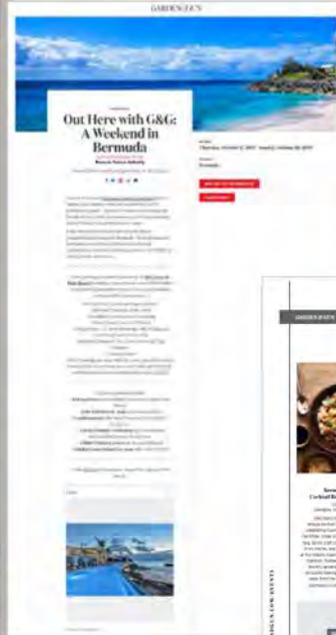
- The weekend programming included:
  - A kick-off cocktail reception and rum tasting on Thursday night
  - Curated daytime workshops and tours led by local inspirational women on Friday and Saturday
  - Beachfront dinner at the private Coral Beach & Tennis Club featuring a musical performance by Holly Williams on Friday night
  - Poolside finale dinner at the Loren Hotel by Chef Nina Compton
- Local Workshops and Tours
  - St. George's Bike Tour with Kristin White
  - Wild Herbs Edible Walking Tour with Doreen Williams
  - Fragrance Creation with Isabelle Ramsay-Brackstone
  - Hidden Gems Excursion with Ashley Harris
  - Candlemaking with Nina Fronconi
  - Baking Class with Kamilah Cannonier
- G&G designed and printed custom on-site signage that included Bermuda Tourism Authority name and/or logo
- G&G hosted influencers @runwaychef, @venitaaspen, and @helloitsloh for additional social exposure

# Garden & Gun Events

*In and Beyond the Beach*



EVENT ROUNDUP IN MAY ON GARDENANDGUN.COM



EVENT LISTING ON GARDENANDGUN.COM



IN-MAGAZINE LISTING FOR JUNE/JULY



IN-MAGAZINE LISTING IN FIELD REPORT FOR AUGUST/SEPTEMBER

## EVENT PROMOTION

### PRE- AND POST- EVENT PROMOTION

- One (1) event listing on GardenandGun.com with link to gotobermuda.com
- Advertorial + one (1) page brand ad in June/July 2019
- In-magazine event listing in June/July and in August/September Field Report
- One (1) event roundup in May on GardenandGun.com
- One (1) event posting on G&G's Instagram editorial handle @GardenandGun
- Pre-event Facebook post
- Dedicated email blast to 69,668 opt-in G&G subscribers
- Post-event party pics gallery on GardenandGun.com with special thanks to the Bermuda Tourism Authority, the Loren at Pink Beach, and Coral Beach & Tennis Club
- Post-event social media promotion on G&G editorial handle @GardenandGun
- Post-event recap in February/March 2020 issue

5M+  
TOTAL ESTIMATED IMPRESSIONS

# Garden & Gun

FACEBOOK

## PROGRAM PROMOTION



11/20/19 FACEBOOK POST

**RESULTS**  
G&G FACEBOOK

**29SK+**  
TOTAL IMPRESSIONS

**5,590**  
TOTAL ENGAGEMENT

**4,262**  
TOTAL LINK CLICKS

INSTAGRAM STORY

## PROGRAM PROMOTION



11/20/19 INSTAGRAM STORY

**RESULTS**  
G&G INSTAGRAM STORY

**84K+**  
TOTAL IMPRESSIONS

**576**  
TOTAL ENGAGEMENT

**212**  
TOTAL LINK CLICKS

# Travel + Leisure



## Print

- Full page brand ad
- Circulation 177,700

*Style*  
*Landscape*  
*Characters*  
*Culture*  
*Adventure*

BERMUDA

# Travel + Leisure

The image shows two screenshots from a travel website. The top screenshot is a hero banner for 'BERMUDA PINK' featuring a woman in a blue dress on a rocky cliff overlooking turquoise water. It includes a pink sidebar with text and three buttons: 'FAMILY', 'FRIENDSHIP', and 'ROMANCE'. The bottom screenshot shows a group of people dining outdoors on a beach at dusk, with a 'SCROLL FRIENDSHIP' indicator. Below the screenshots is a white box with the following text:

**Hotspots Where Your Squad Can Dine and Drink in Bermuda**  
TRAVELING WITH A GROUP? HERE'S WHERE YOU SHOULD CHOW DOWN THROUGHOUT THE DAY.

## Digital

- Native Microsite
- Added Value ROS banners
- Social amplification
- Travel & Leisure tentpole and native posts

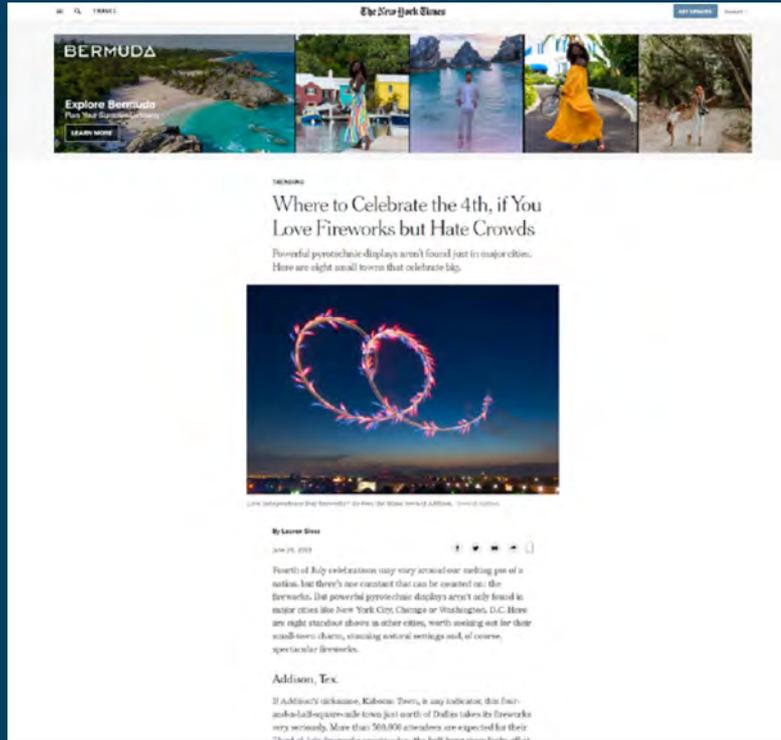
**547,123 IMPRESSIONS**

**1.82% CTR**

**874 PAGE VISITS**

**BERMUDA**

# New York Times



## Digital

- Rich media units running on New York Times website
- Added value mobile flex frame units

**1,055,235 IMPRESSIONS**

**0.14% CTR**

**858 PAGE VISITS**

*Style*  
*Landscape*  
*Characters*  
*Culture*  
*Adventure*

**BERMUDA**

# Smithsonian



*Style*  
*Landscape*  
*Characters*  
*Culture*  
*Adventure*

## Digital

- Run of Site banners
- Native Articles
- Rich Media
- Paid social promotion

## Dedicated Email

- Promoting travel to Bermuda – Oct.

**32,106 IMPRESSIONS**

**2.33% CTR**

**1,421 PAGE VISITS**

BERMUDA

# Town & Country

## Print

- The Holiday Issue & Special Editorial Section: Travel
  - 2-page spread
  - Circulation 481,864



*Style*  
*Landscape*  
*Characters*  
*Culture*  
*Adventure*

# *Town & Country Bridal Brunch – Oct. 28*



Town & Country held its second annual Bridal Brunch at The Plaza, hosting over seventy brides and their friends and family for an exquisite event. The elegant celebration held in the Edwardian Room, featured a formal three-course brunch and conversation on modern wedding etiquette, offering brides insider insight to create the celebration of their dreams. Moderated by T&C's Style and Interiors Writer, Olivia Martin, the panel featured renowned wedding industry talents Bronson Van Wyck, Van Wyck & Van Wyck, Myka Meier, Beaumont Etiquette, Laura Kosann, The New Potato and Bryan Rafanelli, Rafanelli Events.

27 wedding planners attended

*PGA Tour*  
*Bermuda Championship*

# *Bermuda Championship Golf Channel Viewership*

Compared to the 2018 Sanderson Farms Championship, the 2019 Bermuda Championship saw **+100%** YOY growth in P25-54 ratings, as well as a **+25%** lift in P25-54 average viewership.

**+13%**

YOY HH Total Reach

**+33%**

P18-49 Reach

**+47%**

Total Telecast Live Stream Minutes



# Alexandra O'Laughlin's Travel Diaries

BERMUDA  
GoToBermuda.com



Using NBC's amplification and targeting capabilities across Golf Channel Facebook, Bermuda was able to get tourism content and messaging in front of an affluent and engaged travel centric audience.

2.13M 673K

Total Impressions Total Video Views

Click Through Rate

45%

(beat GOLF benchmark by 1.3x)

Engagement Rate

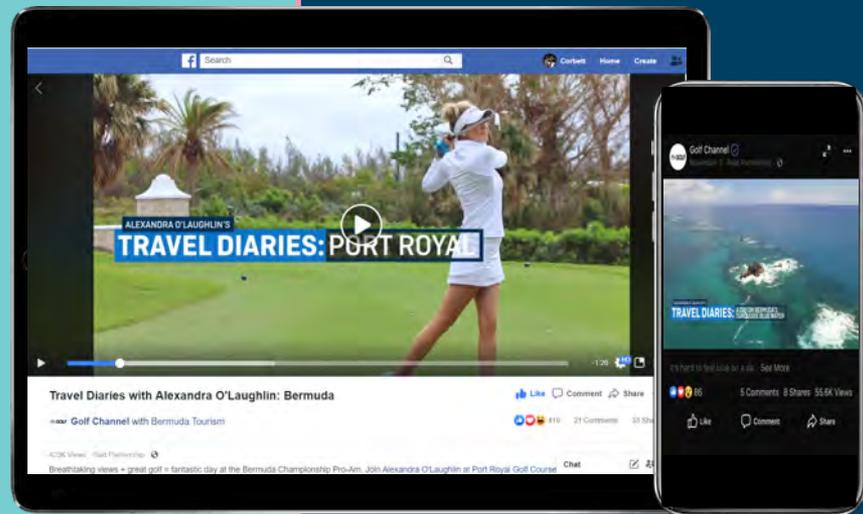
32%

(beat GOLF benchmark by 63%)

Video View Rate

32%

(beat GOLF benchmark by 17%)



# *Pro-Am Foursomes*

- **Team 1 – Howard University**
  - Dr. Wayne Frederick, President
  - Otis Richardson, student
  - Dr. Ewart Brown, former Premier
  - Butch Graves, President & CEO, Black Enterprise
- **Team 2 – Meeting Planner**
  - Mark Hontas, Pinnacle Event Solutions
  - Jim Abbate, McDonald’s Operator
  - Phil Barnett, BTA Board member
  - Scott Barnett
- **Team 3 – Meeting Planner**
  - Rick Dunaj, Dunaj Agency (3<sup>rd</sup> party planner)
  - Dodo Dunaj
  - Alexandra O’Laughlin, Golf Channel Contributor
  - Austen Gravestock, Mid Ocean Golf Club

# *Toronto Market Blitz*

# Toronto Market Blitz – Nov. 18-20



## Strategy

Create Bermuda brand engagements in key feeder markets for Media, Meeting & Event Planners and top Travel Trade Executives that inspire them to choose Bermuda (export Bermuda)

Orchestrate experiential events in which partners can participate and engage with clients + media in key markets



## Meetings & Trainings

PR desk sides: 7  
Trade training: 5 w/45 agents  
MICE: 6  
Sports: 5



## Attendance

Total # of RSVPs: 122  
Total media in attendance: 56  
Total trade in attendance: 16  
Total # in attendance: 72  
Total # of Bermuda Blitz coverage: 4

# Travel Pulse – Nov. 19

## Online

**Title:** Bermuda Brings Unique Flavour and Adventure to Toronto

**Journalist:** Soheila Hakimi

**Article Link:**

<https://ca.travelpulse.com/news/destinations/bermuda-brings-unique-flavour-and-adventure-to-toronto.html>

**How was it secured:** Bermuda Industry event Nov. 19

**Media Ad Value:** \$1,500

**Reach:** 25,000



# Travel Press – Nov. 20

Online

Title: Bermuda: Always in Season

Journalist: N/A

Article Link:

<https://www.travelpress.com/bermuda-always-in-season/#.Xfec5JNKifU>

How was it secured: Bermuda Industry event Nov. 19

Media Ad Value: \$2,100

Reach: 35,000



The image is a screenshot of a news article from Travel Press. At the top, the logo 'TRAVEL PRESS' is displayed in white on a red background, with the tagline 'ONLINE HOME OF CANADIAN TRAVEL PRESS & TRAVEL COURIER' below it. To the right of the logo is a search bar with the text 'Search tr' and 'search'. Below the logo is a navigation menu with links for 'News', 'Media', 'Publications', 'Agents' Choice', 'Agent Education', 'Editors' Profiles', and 'BSAP'. The article title 'Bermuda: Always in Season' is prominently displayed in the center. Below the title, it says 'Posted on November 20, 2019 — No Comments'. The main image shows four people (three women and one man) standing in front of a green wall with the word 'BERMUDA' in large, pink, block letters. Below the image, there is a short paragraph of text: 'Fresh off three straight years of double-digit tourism growth, Bermuda continues to add to its infrastructure and welcoming visitors year-round.'

# Open Jaw – Nov. 22

## Online

**Title:** Bermuda: The Petite Pastel Paradise

**Journalist:** Martha Chapman

### Article Link:

<https://www.openjaw.com/onthetown/13700/bermuda-the-petite-pastel-paradise>

**How was it secured:** Bermuda Industry event Nov. 19

**Media Ad Value:** \$2,100

**Reach:** 35,000

The screenshot shows the OpenJaw website interface. At the top, the logo reads "OpenJaw The Travel Industry's Biggest Mouthpiece". Navigation tabs include "LATEST", "CONTESTS", "LAUGHS", and "NEWS". A secondary row of tabs lists "EDITORIAL: IWANNA", "CARTOON", "OBVATIONS", "ON THE TOWN", "VANESSA'S VIEWS", "CRUISE FEATURE", and "BITING QUESTIONS". A "TRAVEL BLOG" tab is highlighted. The main article title is "Bermuda: The Petite Pastel Paradise" by Martha Chapman, dated 22.11.19. The article text begins with "If you have a weakness for male knees, have we got the place for you." and continues: "Bermuda, known for its semi-tropical climate and pastel-hued homes, is also, of course, the home of Bermuda shorts. And yes, they really are worn by local gents (often with a blazer, always with knee socks). So it's a haven for knee-spotting." Below the text is a photograph of three men in suits standing in front of a green wall with the word "BERMUDA" and a triangle symbol. A sidebar on the left lists other articles: "Holiday Fun and Games with Air Canada and the Korea Tourism Organization" (with Vickie Sam Pages, 12Dec19), "Air Canada Thanks The Trade For Their Patience With New PSS System" (Bruce Parkinson, Open Jaw, 12Dec19), "Switzerland Celebrates Affinity with British Columbia" (with Vickie Sam Pages, 09Dec19), "A Florida Keys State Of Mind" (Karen Dargatzis, Open Jaw, 09Dec19), "Fourth-Annual Agency Elite Awards Celebrates Top-Sellers For DL, AF, KL & AZ" (Bruce Parkinson, Open Jaw, 04Dec19), and "Ashford Says 145-Year-Old HAL Is A Cruise Line For The Ages – All Ages".

# *Travel Trade Engagement*

# *Direct Sales Activity*

## Sales Calls

**Baltimore, MD – Oct. 2-3**

Conducted 8 Sales Calls. 40 agents visited

## Classic Vacations Luncheon Event

**Baltimore, MD – Oct. 4**

Tabletop Trade Show and lunch. 30 agents attended

## Classic Vacations Dinner Event

**Dallas, TX – Oct. 17**

Tabletop Trade Show and Dinner presentation.  
105 agents attended



# *Direct Sales Activity*

## Travel Agents in Action - Webinar (Oct.)

10 agents participated in the training

## Virtuoso/ Luxury Travel Agent Fam Trip

Nov. 4-8

Conducted a Virtuoso/Luxury Agent Fam Trip

3 agents participated

## Virtuoso Webinar - Nov. 21

Conducted a 30-minute webinar

33 agents attended



# *Website Performance*

# Website Metrics

Metrics	2018	2019	YoY % Change
Sessions	2,845,268	3,292,527	16%
Pageviews	6,810,240	7,138,557	5%
Avg. Page/Session*	2.42	2.15	-11%
Bounce Rate*	56.46	63.38	12%
Avg. Time on Site*	2:06	1:46	-15%
Goal Completions*	641,579	533,464	-17%

All data is from YTD. For \* items, this is taken from .com. Goal completions reflect the Booking Widget, Hotel Inquiry, Time on Site, Brochure Order, Enews Signup and Brochure Download goals

# *Website Conversion Goals*

## *Q4 2019 (Oct. – Dec.) Total Site Traffic and Goals*

### **Conversion Goal Completion**

- Time on Site Over 3:00 - 62,191 - 61% decrease vs Q4 2018
- Hotel Inquiry - 9,016 - 17% decrease vs Q4 2018
- Booking Widget Clicks (Removed from site prior to Q1 2019) - 0 - 100% decrease vs Q4 2018
- Brochure Downloads - 6,766 - 22% decrease vs Q4 2018
- Brochure Orders - 888 - 55% decrease vs Q4 2018
- eNews Registration - 1,093 - 67% decrease vs Q4 2018

**23% fewer YOY combined site sessions (visits) compared to Q4 2018**

**30% fewer YOY combined page views compared to Q4 2018**

**17% of all sessions completed a conversion goal in Q4 2019 (.com)**

# *Website Partner Referrals*

*Q4 2019 (Oct. – Dec.) Total Site Traffic and Goals*

**Total Partner Referrals – 36,008**

- Profile referrals – 30,006
- Deal referrals – 3,254
- Event referrals – 2,828

**Total Partner Pageviews – 169,941**

- Profiles – 122,457
- Deals – 22,423
- Events – 25,061

**21% Click-through rate to Partners**

# SEM Performance

Month	Impressions	Clicks	CTR	CPC	Spend	Conversions
October	642,241	38,021	5.92%	\$ 1.05	\$ 39,766.06	15,227
November	586,903	33,048	5.63%	\$ 1.16	\$ 38,457.31	13,211
December	519,854	29,323	5.64%	\$ 1.34	\$ 39,188.78	12,339
<b>Total</b>	<b>1,748,998</b>	<b>100,392</b>	<b>5.74%</b>	<b>\$ 1.17</b>	<b>\$117,412.15</b>	<b>40,776</b>

- Q4'19, SEM campaigns saw a decrease on cost per conversions YoY; dropping from \$3.84 (Q4-'18) to \$2.87, allowing us to see 9.5k+ more conversions than the same period last year.
- Our CTR improved throughout the quarter, climbing a total of 5.74%, and improving YoY by 0.45%
- Total spend for the quarter was \$117,412 with 40,776 total conversions (up 31% YoY).

# *PR & Promotions*

# *United States Coverage Highlights*

- YTD Coverage Snapshot
  - Number of Articles: 234
  - PR Impressions: 1,057,104,210
  - Earned Media: \$4,972,704
  - Average Quality Score: 75



*Coastal Living– Dec. 1 – Destination Highlights*

# United States Coverage Highlights

## DEPARTURES

This Year's Most Instagrammable Destinations



American Way – Oct. 1 –  
Destination Highlights



### Bermuda

Bermuda is a point-and-click hub if ever there was one. Between the colorful, charming streets in St. George and the pink sand and jagged rocks at [Jobson's Cove](#), the entire island is truly photo-ready.

Departures Online – Oct. 1 – Destination  
Highlights

## Condé Nast Traveler

Top 5 in the Caribbean & the Atlantic

The Best Islands in the World: 2019 Readers'  
Choice Awards



Condé Nast Traveler Online – Oct. 7 – Destination  
Highlights

# United States Coverage Highlights

**Forbes**

The Best Things To Do In Bermuda



From the bay, a view of the capital city, Hamilton, Bermuda at sunset. ©ETTV

The pink sand beaches of Bermuda are the kind of thing that vacation daydreams are made of—but they're far from the only remarkable thing about this island off the East coast of the United States. Bermuda's natural wonders and cultural attractions will keep you busy for your entire vacation —and your next one.

Here are some of the top things to do on your Bermuda vacation.

Forbes Online – Oct. 3–  
Destination Feature

**FORTUNE**

How to Make the Most of a Weekend in Bermuda



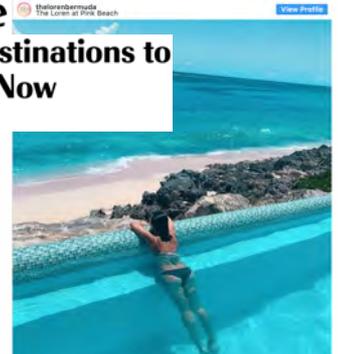
It usually happens about two hours into the ride—when you're sitting on the Hampton Jitney, accompanied by what feels like the rest of Manhattan, stuck in a swell of traffic as you inch closer to the coast. That distinct feeling hits: There has to be an easier way to do a weekend at the beach. With a little more planning and a passport, there is.

A British island territory with miles of soft sand beaches and clear blue water, Bermuda offers a mix of adventure (scuba diving around vibrant reefs and famous shipwrecks) and relaxation (rum cocktails and the aforementioned beaches). With direct flights that take under two hours from East Coast cities like New York, Boston, and Philadelphia, you can get there faster than it takes to get to Montauk (or the Cape, or the Jersey Shore) on a summer Friday, which makes spending just a few days on the idyllic island easily possible.

Fortune Online – Oct. 13 – Destination Feature

**marie claire**  
8 Winter Destinations to Book Right Now

Goodbye winter blues!



**4.**

**Bermuda**

Just a short flight from the east coast, Bermuda is known for its pink sand beaches and brilliant turquoise waters. Stay at The Loren, a seaside resort that prides itself on incorporating green practices in their day-to-day, like conserving rain water and a zero-waste approach to dining. Relax by the pool, book a Bermuda Pink massage at the new Sisley spa, and eat crispy fish tacos paired with an umbrella drink at the Beach Club.

Marie Claire Online – Nov. 19– Destination Highlights

# United States Coverage Highlights

TRAVEL+  
LEISURE

## The Best Places to Travel in January

8 of 10

### Bermuda

Ring in the new year with the 'onion drop,' Bermuda's version of the New York City ball drop, where a giant lit onion drops at midnight in King's Square in St. George. Once a staple crop on the island, the onion still has a special place in the hearts of Bermudians who were once nicknamed "Onions." January temperatures in the 60's may not be beach weather, but there's more to do



PHOTO: GETTY IMAGES

in Bermuda than lie on the pink sand (so save that for spring and summer visits). Turtle Hill Golf Club at the Fairmont Southampton features 18 challenging par 3's, most with views of the Atlantic, ideal for a leisurely round of golf. Rent a Twizy electric vehicle from Current Vehicles for a safe, environmentally-friendly, and fun way to explore the island. Bermuda's history dates back to the early 1500's when the island was discovered by Spanish explorer Juan de Bermudez. The island was later settled by survivors of the shipwrecked British Sea Venture. Today, Bermuda is a self-governing territory of Great Britain, and you can explore parts of its history by visiting several well-preserved homes. Vermont, built around 1710, is filled with antiques, portraits, furnishings, and a captivating child's room with books, dolls, toys, and a canopy-covered crib. A climb to the top of Gibb's Hill Lighthouse provides a bird's eye view of the island. Take advantage of Bermuda's Restaurant Weeks, January 16-February 2, 2020, for locally-inspired menus at great prices. Top Chef contestant Eric Adjepong will prepare a special meal inspired by the island's African influences, hosted by the Newstead Belmont Hills Golf Resort. The historic and superb Waterlot tin restaurant is housed in a three-hundred-year-old house on the dock at the Fairmont Southampton. Just over 2 hours from New York City by plane, Bermuda is an easy trip from most major U.S. cities.

DEPARTURES

— Travel —

## The Best Whale Watching Destinations Around the World

### Bermuda



Photo: iStock/Getty Images

Whale watching in Bermuda might sound oxymoronic, because most people don't expect to see whales in this part of the world. But March and April is the prime time to witness the northern parade of humpback and other whale species right off the coast of Bermuda, as they migrate north to their feeding grounds in Canada, Greenland, and Iceland. While they can be seen from various vantage points on shore, the best way to get the full humpback experience is to head for the open seas (you can tour with BUU!, the Bermuda Underwater Exploration Institute). It's been reported that the island is becoming, once again, a breeding/calving ground for the humpbacks. That means lucky whale watchers may have the rare chance to see just-born humpbacks frolicking near Bermuda.

Forbes

## Experience Bermuda Off The Beaten Path



Bermuda's world famous pink-hued beaches and picturesque candy-colored houses make this sub-tropical island a sought-after destination. The cobblestone streets of the UNESCO World Heritage Site of St. George's, bustling city of Hamilton, magical cave systems and shipwrecks are well worth exploring on this gorgeous British Overseas Territory. However, the fish-hook shaped island spanning 22 miles, has several delightful surprises for visitors. It's one of the best spots in the North Atlantic to view migrating humpback whales in the spring, the surrounding islets host the second rarest sea bird in the world and its hidden coves and nature reserves provide respite from the crowds.

Travel + Leisure Online – Dec. 9– Destination Highlights

Departures Online – Nov. 25 – Whale Watching

Forbes Online – Dec. 26– Destination Feature

S&M – Awareness & Relevance

BERMUDA

# *Bermuda is an Atlantic Paradise*



**YOU'VE SEEN THE SHORTS AND HEARD MYSTICAL STORIES ABOUT THE TRIANGLE**, but maybe you still get Bermuda confused with Barbuda, Bahamas or Barbados. It happens.

Unlike the other islands that start with a "B," the oldest British colony in the world isn't in the Caribbean. It's in the North Atlantic, a short flight from New York, and it's a unique place worth putting on your travel list.

*Houstoniamag.com*  
Oct. 30

# *Bermuda Set for New PGA Tour Event*



The island of Bermuda has long been one of the wider region's greatest golf destinations. But for all of its golfing heritage and acclaim, it's never held an annual PGA Tour event – until now.

This week will see the first-ever Bermuda Championship, a full-fledged PGA Tour event at Bermuda's Port Royal Golf Club from Oct. 31-Nov. 3. The field will include a mix of longtime PGA veteran names like Fred Funk and up-and-comers like Lanto Griffin, who took home his first-ever PGA Tour victory at the Houston Open earlier this month.

Port Royal, which was designed by Robert Trent Jones, Sr in 1970, recently underwent a nearly \$14.5 million renovation. The tournament is the latest in what has become a burgeoning sports tourism industry in Bermuda, as tourism officials look to diversify the destination into a true year-round getaway. That was most notable with the 2017 hosting of the America's Cup yachting race.

## **Bermuda Championship**

Set up itinerary for Golf Channel Influencer, Alexandra O'Laughlin and acted as director/producer for her four video diaries on Facebook, Instagram and Twitter:

<https://www.facebook.com/GolfChannel/videos/586237908783127/>  
<https://www.facebook.com/GolfChannel/videos/578353429565545/>  
<https://www.facebook.com/GolfChannel/videos/433080740618712/>  
<https://www.facebook.com/GolfChannel/videos/449907005654990/>

Collaborated with the PGA TOUR's Entertainment video content team (PGATE) for the week of the Bermuda Championship shooting content to promote the Bermuda Championship on .com, social and other channels.



Caribbean Journal

# *PR & Promotions*

CANADA

BERMUDA

# *Q4 Total Metrics*

4,728,490 MM

*Impressions*

\$184,950

*Media Ad Value*

# Today's Bride – Fall/Winter

## Online

**Title:** Destination Wedding Fashion In Bermuda

**Journalist:** N/A

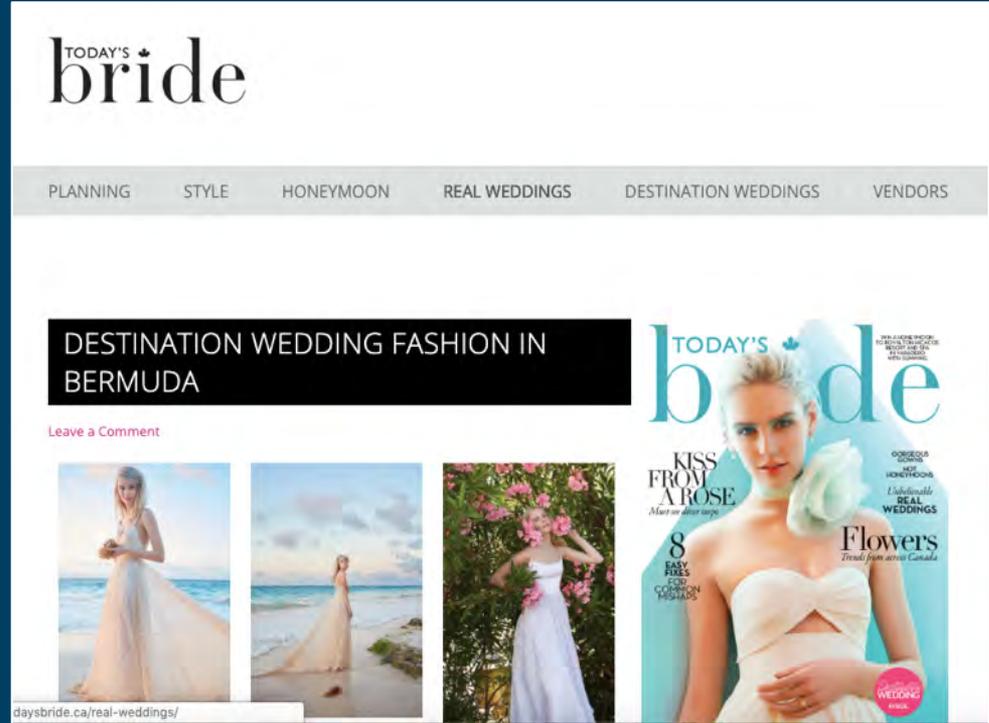
**Article Link:**

<https://www.todaysbride.ca/articles/destination-wedding-fashion-bermuda/>

**How was it secured:** Ongoing pitching & media outreach

**Media Ad Value:** \$2,400

**Reach:** 40,000



# *Birding Magazine (American media outlet) – Oct.*

## Print

**Title:** Bermuda Petrel

**Journalist:** N/A

## Article

**Link:** <https://www.aba.org/birding-online-october-2019/>

**How was it secured:** Secured from press trip



# Winnipeg Free Press – Oct. 7

## Online

**Title:** Like the island itself, Bermuda shorts come with history and an array of colour

**Journalist:** Neil Davidson

**Article Link:**

<https://www.winnipegfreepress.com/travel/like-the-island-itself-bermuda-shorts-come-with-history-and-an-array-of-colour-562428282.html>

**How was it secured:** Ongoing pitching & media outreach

**Media Ad Value:** \$25,020

**Reach:** 417,000



# EverythingZoomer – Oct. 21

Online

Title: Celebrate With Trees of Hope

Journalist: N/A

Article Link:

<https://www.everythingzoomer.com/featured/sponsored-content/2019/10/21/celebrate-with-trees-of-hope/>

How was it secured: Ongoing pitching & media outreach

Media Ad Value: \$3,660

Reach: 61,000



The image is a screenshot of a web article from Zoomer. At the top, the Zoomer logo is on the left, and navigation links for HOME, HEALTH, MONEY, TRAVEL, FOOD, and STYLE are on the right. The article title is "Celebrate With Trees of Hope" in a large, bold, black serif font. Below the title, it says "ZOOMER | OCTOBER 21ST, 2019". There are three social media icons: a blue circle with a white dot, a blue Twitter bird, and a black print icon. The main image shows a young child in a white winter hat with a red pom-pom and red mittens, blowing snow. In the bottom left of the image, there is a green stylized tree icon and the text "TREES OF HOPE" in white capital letters.

# Various Publications – Nov.

## Online

**Title:** Bring Your Bounce Back in Bermuda

**Journalist:** Jane Stevenson

**Article links:**

[Edmonton Sun](#)  
[Canada.com](#)

[Toronto Sun](#)  
[Vancouver Sun](#)

[Ottawa Sun](#)

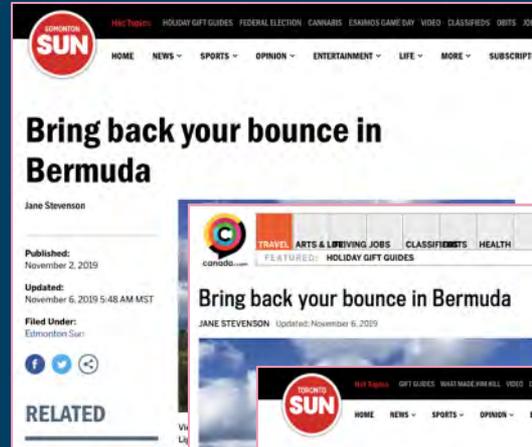
[Edmonton Journal](#)

[Regina Leader Post](#)

[Canoe.com](#)

**How was it secured:** Ongoing pitching & media outreach

**Total Reach:** 1,646,000



# Ignite Magazine – Nov.

## Online

**Title:** Noteworthy: Hamilton Princess & Beach Club, Bermuda

**Journalist:** Rose Filice

### Article Link:

[https://ignitemag.ca/corporate\\_gifts/Hamilton\\_Princess\\_Bermuda](https://ignitemag.ca/corporate_gifts/Hamilton_Princess_Bermuda)

**How was it secured:** Ongoing pitching & media outreach

**Media Ad Value:** \$2,100

**Reach:** 35,000

The screenshot shows the Ignite Magazine website interface. At the top, the logo "ignite" is displayed in a light blue font, with the words "INCENTIVES", "CORPORATE TRAVEL", and "MEETINGS" underneath. To the right of the logo is a green navigation bar containing links for "CONTACT US", "SUBSCRIBE", "MY ACCOUNT", and "ADVERTISE", along with social media icons for Facebook, Twitter, LinkedIn, and Pinterest. A "Listen to Ignite's Signature Soundtrack" button with a play icon and headphones is also present, along with a "Styled by BELLOSOUND" logo.

Below the navigation bar, a horizontal menu lists "MAGAZINE", "INSPIRATION ROOM", "JOBS + FAMS + HOT RATES", and "EVENTS". The main content area features a large banner image of a person lying on a sandy beach with the text "Incentives + Rewards" overlaid in orange. Below this banner, a section titled "hot product picks" highlights a "Departure Kit" with an image of travel products. To the right, the featured article is titled "Noteworthy: Hamilton Princess & Beach Club, Bermuda" by Rose Filice. The article text reads: "Recent renovations add modern luxuries to this iconic Fairmont-managed resort". A small image of the resort building is visible at the bottom right of the article snippet.



# DRIFT Travel – Nov. 4

## Online

**Title:** Ultra Cool Winter Activities For Everyone

**Journalist:** N/A

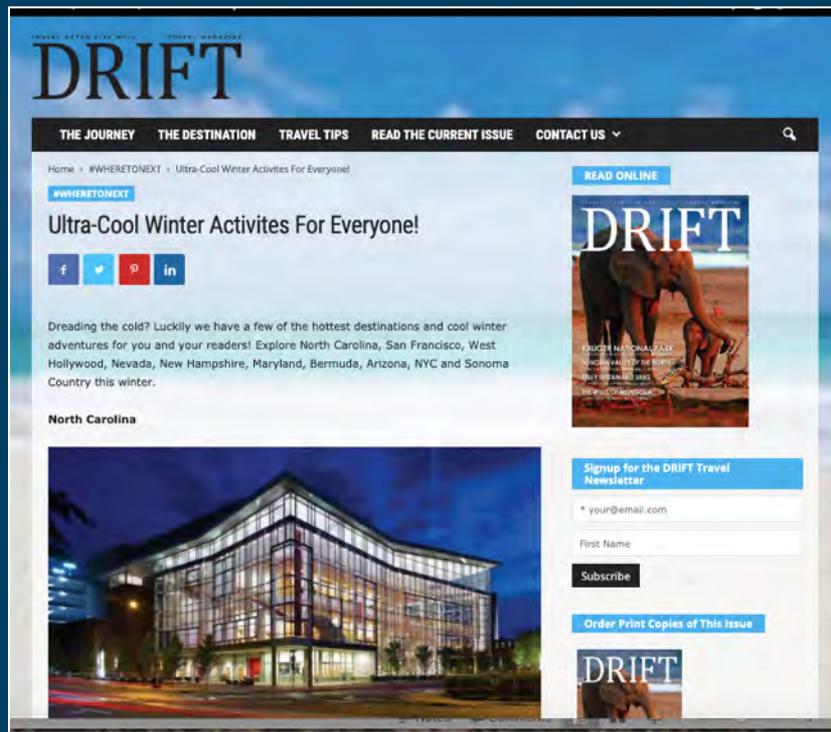
### Article Link:

<https://drifttravel.com/ultra-cool-winter-activities-for-everyone/>

**How was it secured:** Reach Global Monthly Round Up

**Media Ad Value:** \$15,000

**Reach:** 250,000



# PAX News – Nov. 15

## Online

**Title:** PAX On Location: Bermuda tourism is making a major comeback and it's beautiful

**Journalist:** Michael Pihach

**Article Link:**

<https://news.paxeditions.com/news/tourism-board/bermuda>

**How was it secured:** Ongoing pitching & media outreach

**Media Ad Value:** \$1,310

**Reach:** 21,825

The screenshot shows a web browser displaying a PAX News article. At the top, there is a navigation bar with the PAX NEWS logo and a search icon. Below the navigation bar is a blue advertisement banner for Transat, featuring a star logo and the text "Why wait to unwrap our South deals?" with a "See our packages" button. The main article content is on a light green background. The headline reads "PAX On Location: Bermuda tourism is making a major comeback and it's beautiful". Below the headline, it says "Tourism Board" with a clock icon, "11-15-2019 11:50 am", and "Michael Pihach" with a person icon. There are social media sharing icons for Facebook, LinkedIn, Twitter, and Email. To the right of the text is a photograph of Michael Pihach, a man in a white shirt, standing behind a bar with various bottles and glasses. Below the photo is the caption "Photo courtesy of the Bermuda Tourism Authority." At the bottom left of the article is a small profile picture of Michael Pihach and his name. At the bottom right, there is a "RELATED ARTICLES" section.

# Canadian Golf Traveller – Nov. 21

## Online

**Title:** Discover Fairmont's Far Flung Fairways

**Journalist:** Brian Kendall

**Article Link:**

<https://canadiangolftraveller.com/discover-fairmonts-far-flung-fairways/>

**How was it secured:** Ongoing pitching & media outreach

**Media Ad Value:** \$1,800

**Reach:** 30,000



# Fashion Ecstasy – Nov. 24

## Online

**Title:** 9 Must-Visit Fairmont Golf Destinations

**Journalist:** Sari Colt

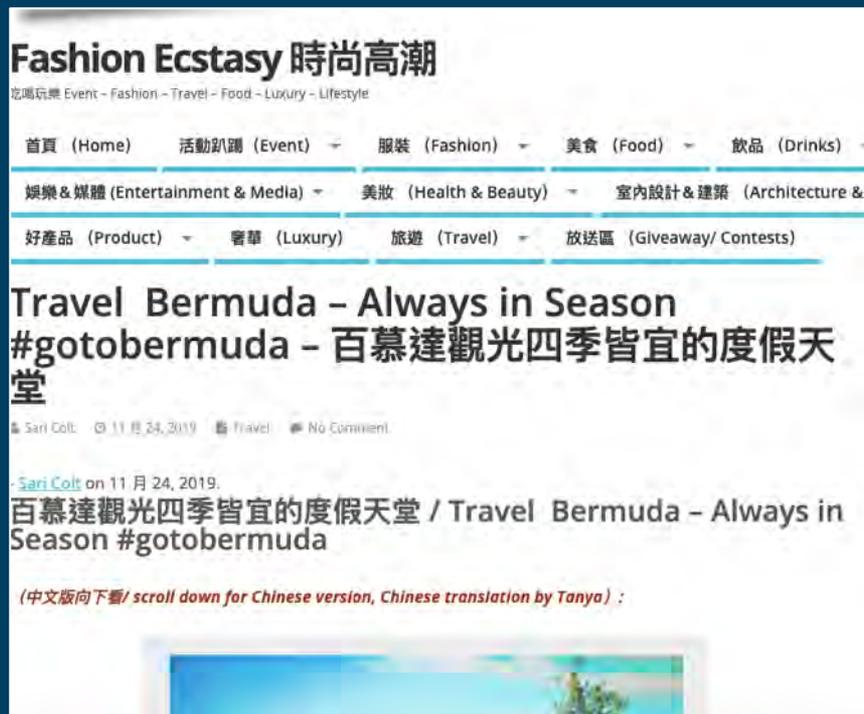
### Article Link:

<http://fashionestasy.com/travel-bermuda-always-in-season-gotobermuda/>

**How was it secured:** Bermuda Industry event November 19, 2019

**Media Ad Value:** \$220

**Reach:** 3,665



The screenshot shows the website 'Fashion Ecstasy 時尚高潮' with a navigation menu. The main article title is 'Travel Bermuda – Always in Season #gotobermuda – 百慕達觀光四季皆宜的度假天堂'. The author is Sari Colt, dated 11月24, 2019. The article content includes the title and a note about a Chinese translation by Tanya. A partial image of a beach is visible at the bottom.

**Fashion Ecstasy 時尚高潮**  
吃喝玩樂 Event - Fashion - Travel - Food - Luxury - Lifestyle

首頁 (Home) 活動趴踢 (Event) 服裝 (Fashion) 美食 (Food) 飲品 (Drinks)  
娛樂 & 媒體 (Entertainment & Media) 美妆 (Health & Beauty) 室內設計 & 建築 (Architecture & I)  
好產品 (Product) 奢華 (Luxury) 旅遊 (Travel) 放送區 (Giveaway/ Contests)

## Travel Bermuda – Always in Season #gotobermuda – 百慕達觀光四季皆宜的度假天堂

Sari Colt 11月24, 2019 Travel No Comment

Sari Colt on 11月24, 2019.  
百慕達觀光四季皆宜的度假天堂 / Travel Bermuda – Always in Season #gotobermuda

(中文版向下看/ scroll down for Chinese version, Chinese translation by Tanya) :

# WestJet Magazine – Dec.

## Print (Cover Story)

**Title:** Murals, Fashion and Art in Hamilton, Bermuda

**Journalist:** Dean Lisk

**How was it secured:** Press trip

**Media Ad Value:** \$52,500

**Reach:** 875,000



# WestJet Magazine – Nov. 2

## Online

**Title:** Murals, Fashion and Art in Hamilton, Bermuda

**Journalist:** Dean Lisk

**Article Link:**

<https://www.everythingzoomer.com/features/sponsored-content/2019/09/23/9-must-visit-fairmont-golf-destinations/>

**How was it secured:** Press trip

**Media Ad Value:** \$7,200

**Reach:** 120,000

The screenshot shows a digital article page for WestJet Magazine. At the top, the magazine's name 'WESTJET MAGAZINE' is displayed in green and black. Below the name is a navigation bar with dropdown menus for 'CANADA', 'UNITED STATES', 'EUROPE', 'CARIBBEAN', 'MEXICO', 'CONTESTS', and 'MORE'. A row of social media sharing icons (Facebook, Twitter, Pinterest, Email, Print) is visible. The main headline is 'Inspirés par les Bermudes' in a bold, black font. Below the headline is a sub-headline in French: 'Un regard plus en profondeur au milieu artistique florissant de la nation insulaire.' The date and author are listed as 'DECEMBER 2, 2019 - PAR DEAN LISK'. The main image features a woman in a blue patterned dress standing in front of a red wall. To her left is a portion of the Union Jack flag, and to her right is the coat of arms of Bermuda. A red balloon is floating in the air. On the right side of the page, there is a promotional graphic for the 'VIEW OUR DIGITAL ISSUE' with images of the magazine cover and a note that it is available on the App Store. Below this is a Facebook social widget for 'WestJet Magazine' showing 10,445 likes and buttons for 'Like Page' and 'Sign Up'.

# Travelweek – Dec. 6

## Online

**Title:** Bermuda changes course, soft adventure on the rise

**Journalist:** N/A

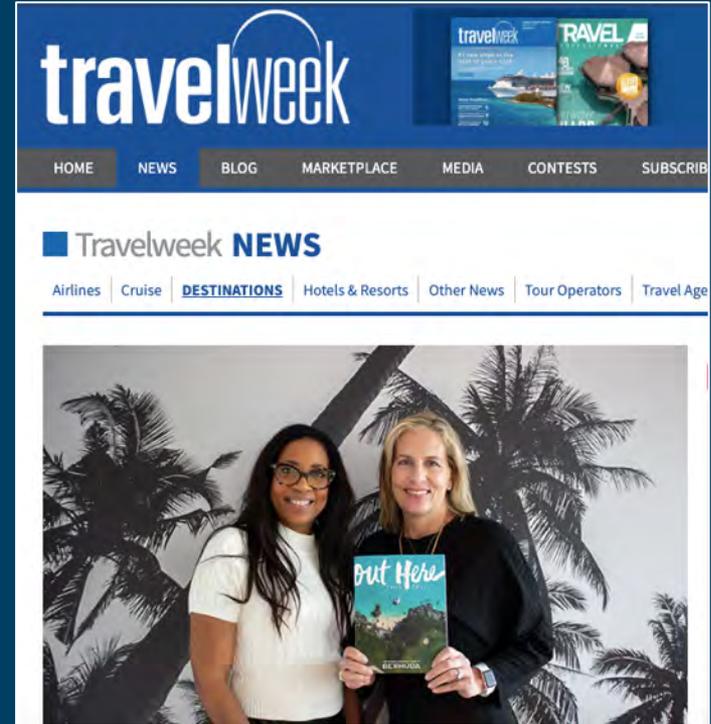
### Article Link:

<https://www.travelweek.ca/news/bermuda-changes-course-soft-adventure-on-the-rise/>

**How was it secured:** Deskside Appointment with Travelweek on November 20, 2019

**Media Ad Value:** \$540

**Reach:** 9,000



# TravelCourier – Dec. 12

Digital

Title: Beautiful Bermuda

Journalist: Greg Coates

Article Link:

<http://travelcourier.ca/cover-story-oct-03-2019/>

How was it secured: Ongoing pitching & media outreach

Media Ad Value: \$600

Reach: 10,000



# *Social Media*

# 24 Top-Performing Posts



Reached Users: 91,484  
Reactions: 8,516  
Post Clicks: 1,817



Engagements: 337  
Retweets: 54  
Likes: 274



Likes: 10,751  
Comments: 126

While we saw a drop in results as summer messaging wound down and “warm winter” activities took over. There was large interest in scenes of holiday activities in Bermuda. Across all channels, the juxtaposition of traditional Christmas scenes with stunning sunny landscapes (such as with FB above) did well, as did the nighttime scenes of events in St. George’s and other events featuring holiday lights. On Facebook and Twitter, some food messaging performed well, while this wasn’t the case for Instagram.

# *Paid Social Creative Examples*

**Bermuda Tourism (Default)**  
Sponsored · 🌐

Kick off tri season island style in Bermuda. The World Triathlon Series Bermuda welcomes amateurs and relay teams to race ... See More



Get Bermuda Tri Updates [Sign Up](#)

👍 🗨️ 🙌 1.2K 53 Comments

👍 Like 🗨️ Comment

**Triathlon  
2019/20**

**Bermuda Tourism (Default)**  
Sponsored · 🌐

Start a new holiday tradition this year in Bermuda, where festivities out here bring about island-style warmth and cheer.



Pink-sand Christmas [Learn More](#) Dazzling Displays

👍 🗨️ 🙌 160 13 Comments 12 Shares

👍 Like 🗨️ Comment ➦ Share

**Bermuda  
Holiday**

**Bermuda Tourism (Default)**  
Sponsored · 🌐

Winters out here begin with golf in the morning, a spin in one of the new electric cars, and finding an adventure at every ... See More



Bermuda Tourism [Learn More](#)  
Travel Company

👍 🗨️ 🙌 5.8K 47 Comments 338 Shares

👍 Like 🗨️ Comment ➦ Share

**PGA  
Tour**

**Bermuda Tourism (Default)**  
Sponsored · 🌐

Tie the knot Out Here, where the island mystique heats up romance.



A Wedding Weekend [Learn More](#)  
Read in Vogue Beautiful Locales [See the co](#)

👍 🗨️ 🙌 207 7 Comments 12 Shares

👍 Like 🗨️ Comment ➦ Share

**Bermuda  
Weddings**

# Q4 BRAND RESULTS

*High level overview of performance for all paid media under the Brand and Integrated Packages campaigns*

- 147.3 MM Impressions
- 1.9 MM Engagements
- \$0.42 Cost-Per-Engagement
- 3,364 Arrivals recorded by Arrivalist
- Top performers for driving web traffic in Q4: Sojern, TripAdvisor, Digilant, Expedia, and Experian

# Business Intelligence & Technology

- Continued management of consumer database and integration with email marketing
- Ongoing tracking of exposures to arrivals of digital media
- Ongoing measurement of KPIs, including room nights and visitor spend influenced in monthly scorecard
- Awareness & Perception study completed in major source markets for Bermuda: US focus and nurture cities and Toronto to gauge sentiment among target segments



*Corporate Communications  
& Strategy*

# Communications Support

Corporate Communications & Strategy supported all divisions across channels, underscoring BTA achievements, promoting NTP wins, educating stakeholders on news and events, and weighing into media coverage with BTA comment on key industry issues. Deliverables included press releases, speeches for the CEO at BTA-sponsored events, social-media posts, photos of BTA staff and events, TV, print & digital interviews, e-blasts, public commentary, and media liaison. At year-end, we issued a special e-blast & press release of annual tourism market highlights, Top-10 Tourism Highlights 2019; celebrating 2019 wins by both the BTA and our stakeholders.

## TOP-10 Tourism Highlights 2019

### 1. Arrivals & Spending



Despite air-capacity shortages and hurricane disruption, 2019 could be the second best year for visitors to arrive since 2006. Though total air travellers fell year-over-year, they adjusted 2017 by 5% in November. Spending by leisure air visitors was up 1.1% over 2018 in the first nine months, totaling \$218 million. Cruise arrivals are also on the rise, up 12% over last year, with spring and fall calls highlighting the island as a year-round destination. Most visitors had positive reviews: 82% said they'd recommend Bermuda.

### 2. Global Partnerships



BTA secured valuable multi-year sports partnerships in 2019 to align with the Bermuda National Tourism Strategy. These include a second World Triathlon Series event in April, the inaugural PGA TOUR Bermuda Championship this fall, a three-year deal with the USFIA (sourced with high visibility at September's US Open), and global exposure as a Host and Team Partner for the Clippie 2019-20 Round the World Yacht Race, with berths secured aboard Go Bermuda for two Bermudian crew ambassadors in 2020.

### 3. Entrepreneurial Empowerment



Bermuda's entrepreneurs and tourism stakeholders stepped up to show their creativity, experimentation and innovation. Some 130 home-grown tourism ventures received BTA Tourism Experiences Investment; one of the programme's biggest success stories is Bermuda Carnival, a signature event for the past five years that delivered over 1,000 visitors this year.

### 4. New Hotels



A host of new hotel properties is coming online, including Abura (January 2020), Bermuda Beach Resort, Tapscott Collection by Hilton (March 2020 & March 2021) and St. Regis Bermuda Resort (April 2021). Bermuda had 2,400 hotel rooms at the end of 2018, a total set to rise to 2,973 in the next two years—bringing the first new inventory in a generation, exceeding 2017's The Lanes, and an injection of big-name brands. While Caroline Bay's Fitz-Carson project suffered delays, the landmark Fairmont Southampton was purchased, a commitment to tourism investment on the island.

### 5. Airport & Airlift



Bermuda's new \$280-million airport terminal is taking shape on time and budget, to open next year. In tandem, the BTA is working with government, airport and Bermuda Airport Authority to create a long-term, sustainable airlift strategy to cater to a cross-section of stakeholders. A service development consultants found this year are analysing challenges related to pricing, routes and seasonality to help shape a future national strategy.

### 6. New Visitor Experiences



A new menu of cultural activities and experiences in 2019 was offered to visitors, which locals also took advantage of. Highlights of BTA-curated events included new tours showcasing Bermuda's heritage sites, food harvests and culinary traditions, entertainment and civil-rights heritage, local art and architecture, plus an inside look at local homes and neighbourhoods around the island, Government House among them.

### 7. Workforce Readiness



A campaign partnering the Department of Workforce Development, Bermuda Hotel Association (BHA), Bermuda College and the BTA was launched to attract more Bermudians to the hospitality industry as new hotels supply a host of fresh jobs. A separate but aligned public-private initiative registered jobseekers interested in restaurant careers under a "Learn to Earn" programme offering orientation and paid on-the-job training.

### 8. Visitor Services Centres



BTA opened a scenic new Visitor Services Centre on Front Street, moved its St. George's outlet to a new strategic location, and at Dockyard, created separate areas for ticket sales and tourist engagement. All three locations offered a one-stop-shop service, allowing visitors to not only learn about Bermuda's offerings, but book activities, tours and experiences—putting money directly into the local economy. All three VSCs achieved National Service Standards Certification (NSSC).

### 9. Superyacht Strategy



Bermuda's Parliament passed landmark legislation in 2019 to allow superyachts (minimum 24 metres or 78 feet) to charter and cruise in local waters. To be enacted in January 2020, the new legal framework aims to make the island a bona fide cruising destination, capitalising on the legacy of the America's Cup and Bermuda's strategic location as a port for private yacht traffic. BTA is working with stakeholders to help the island benefit from high-net-worth spending the sector promises to attract.

### 10. Greener Goals



BTA teamed with the Bermuda Institute of Ocean Sciences (BIOS) and Bermuda Championship this fall to present the inaugural Bermuda Climate Risk Forum. The half-day thought leadership event featured Michael Bloomberg as keynote and brought together science and business leaders to discuss pathways to a cleaner environment. That's one of the National Tourism Plan's core goals, and helps send a message to our visitors and the world about Bermuda's commitment to sustainability.

# *Communications Support cont*

## **Press releases**

- A total of 28 BTA corporate/local press releases were distributed this quarter to local stakeholders, some dovetailing with destination releases sent to external audiences via Sales & Marketing. All corporate release can be found on the BTA website.

## **Social media**

- Launched a BTA corporate Instagram channel (@BTAInsights) with images illustrating our identity as a high-achieving DMO: activities and news of our team & stakeholders, plus industry events and campaigns.
- Updated all four BTA corporate channels (Facebook, Twitter, LinkedIn, Instagram) with fresh logos/art to differentiate from our consumer channels; increased growth and engagement



# *Greener*

Growing Bermuda by being pink,  
blue & greener

BERMUDA  
— AGILITY —

*Corporate Communications  
& Strategy*

# Bermuda Climate Risk Forum



Corporate Comms & Strategy led a successful effort—working with PGA TOUR, Bruno Events, Bermuda Institute for Ocean Sciences and (BIOS), Whitfield Events, and corporate stakeholders—to create a high-profile thought-leadership summit around the Bermuda Championship. The aims were to heighten the spotlight on Bermuda during the golf event; create a philanthropic legacy for the Championship; increase attendance and corporate support; progress the BTA’s Greener goals; and elevate the BTA’s position as a leader in Bermuda’s environmental strategy.

The resulting inaugural Bermuda Climate Risk Forum launched October 30, with Michael Bloomberg and Premier David Burt as keynote speakers. A total of 150 delegates attended the half-day event at Hamilton Princess, bringing together science, government and industry to highlight policy and pathways to a cleaner environment. It will become an annual feature of the PGA TOUR week (October 27, 2020), benefitting BIOS, with which BTA will work to develop more visitor-focused tours and initiatives.





# *Infrastructure*

Enabling Frictionless Experiences

BERMUDA  
AGILITY

*Business Intelligence  
& Technology*

# *Air Service Development*

Continued work to develop an air service development strategy alongside the Bermuda Airport Authority and other stakeholders. A deep dive into air service was held at last October's annual Tourism Summit. Final strategy to be launched Q1 2020.



# *Operations*

# *Purple Tuesday*

On November 12, Bermuda recognised Purple Tuesday, an international call to action to celebrate the spending power of disabled people and their families.

It's a milestone awareness moment for an issue that is relevant 365 days a year. Purple Tuesday started in the UK, but now has the attention of other countries that share the same goals. The aim of Purple Tuesday is to make customer-facing businesses more aware of opportunities and challenges and inspire them to make practical changes to improve the disabled customer experience.

As accessibility is considered an infrastructure issue critical to meeting objectives in Bermuda's National Tourism Plan, the BTA has focused on raising public awareness to widen the discussion and provide a call to action. A video campaign focused on local accessibility champions, themselves disabled, was developed in collaboration with CITV. The campaign began an open-ended run in November.





# *Local Involvement*

Growing with & through people

BERMUDA  
— AGILITY —

# *Sales & Marketing*

# *The Long View – Oct. 10*

Attendees were invited to join local and international influencers in a full day of informative sessions, active breakouts, and networking opportunities exploring all facets of Bermuda's tourism industry.

- 250+ Attendees
- Featured Guest Speakers:
  - Adam Sacks, founder and president of Tourism Economics
  - Bermudians Abroad:
    - Daren Bascome, branding executive
    - Clare O'Connor, journalist
    - Richard Tucker, hotelier



# *General Sessions*

- **National Tourism Plan Year One: Implementation & 2020 Outlook**
  - Updates on accomplishments and strategic goals, including success indicators and a first look at priority-setting for 2020.
- **Stakeholder Recognitions**
  - Enhancing Bermuda's tourism product through quality customer service delivery and visitor engagement.
- **The Year Ahead**
  - A practical and tactical look at the year ahead including promotional opportunities, experiences and events, and ongoing focus on improvement in service levels.
- **Hotel Outlook**
  - Representatives from several of Bermuda's newest hotel projects are on deck to showcase the facilities and amenities that will help expand the island's offerings.
- **Airline Outlook**
  - An insider view of the new Bermuda airport to debut in the summer of 2020. International firm Ailevon Pacific Aviation Consulting (APAC) shares the realities of air service development, the current landscape for Bermuda and the components of a long-term sustainable strategy. Followed by a panel discussion including APAC, BTA, Bermuda Airport Authority and Skyport.
- **Bring it Home**
  - Bermudians return home to share their diverse experiences abroad, including insights on the evolution of placemaking and hotel spaces, content development and storytelling and what applications there may be back in Bermuda.

# Deep Dive Workshops



INNOVATION

## SUPERYACHTS: A Mega Opportunity?

- Bermuda passed landmark legislation this summer paving the way for a new sector of superyacht charters. What opportunities do the incentives offer these mega-vessels? What else does our ecosystem need to become a bonafide cruising destination? And what could high-net-worth markets deliver to our economy and entrepreneurs?



INFRASTRUCTURE

## Frictionless Travel

- Open discussion about achievable solutions to make our hotels, restaurants and attractions more accessible to differently-abled travellers and families with young children.



TEAMS & GROUPS

## Teams & Groups

- Learn how the BTA's sales strategies are generating group business from conferences and meetings to sports events and training camps. Team leaders will share how we can work together to win in this important market for the island.



LOCAL INVOLVEMENT

## Bravo for BRAVO!

- Members of the Bermuda Rental Association of Vacation-Home Owners (BRAVO) discuss the group's objectives and invite vacation rental owners, managers and affiliates to register and share ideas on increasing the tourism experience for our vacation rental guests.

*Corporate Communications  
& Strategy*

# *Strategy & Stakeholders*

Corporate Comms & Strategy has been an active participant in liaison meetings with stakeholder groups to share tourism market news, raise awareness of issues, and help shape national messaging on topics affecting the island when necessary. These included work the Bermuda Communications Group, a monthly collaboration of comms professionals across agencies and organisations, including government's Dept of Comms, ABIC, ABIR, BILTIR, BBA, BDA, BMA, Chamber of Commerce, Government House and the US Consulate.

BTA also supported a variety of tourism-industry stakeholders in developing strategic goals that align with the National Tourism Plan, including assisting the nascent Bermuda Rental Association of Vacation Owners (BRAVO) to conduct a soft launch at our 2019 Tourism Summit and follow-up PR, paving the way to its first membership meeting.

Corporate Comms is also working to strengthen bonds with Bermuda's corporate sector and explore synergies to benefit the NTP. Examples include inviting corporate groups to contribute to our airlift strategy research; and linking Bruno Events with financial-services contacts to help build sponsorship for the inaugural PGA TOUR: Bermuda Championship. We also substantially built the number of c-suite contacts in our BTA database, a robust asset for ongoing outreach and awareness-raising.



# 2019–20 Clipper Round The World Race

Working closely with community groups and the Clipper Race recruitment team, Corporate Comms & Strategy helped select two Bermudian “ambassador crew” of nine applicants for the epic 40,000-nautical-mile sailing event, for which BTA is a Host Port and Team Partner. Duo Matthew Stephens, 28, and Chanara Smith-Rookes, 20, successfully completed four weeks of rigorous training in the UK in December and will sail aboard GoToBermuda on the race’s Legs 7 and 8, respectively. We garnered positive local media coverage of them and will continue to follow their journeys this year for local audiences.



*Experience*

BERMUDAΔ

# *Experience Investment Programme*

Nine entrepreneurs and event producers were approved in the Experience Investment Programme this quarter. Most home-grown tourism ideas submitted are set to take place in the first six months of 2020.

In addition to the nine, another five participants have deferred decisions pending approvals or verification of information. Fourteen approved and deferred applicants represent up to \$210,000 in funding support. Funds are distributed to entrepreneurs and event producers once they agree on contract terms with the BTA. Performance milestones must be met before full investment is released.

## NOW SEEKING

HOME-GROWN TOURISM IDEAS FOR NEXT YEAR

**Entrepreneur Workshops – August 28 or 29**

Two sessions to choose from | Register online now to secure your spot

We help home-grown talent take the next step

[GoToBermuda.com/BTA](https://GoToBermuda.com/BTA)

**FREE**



# *Experience Investment Programme* cont

In all, 26 applications were received in a submission process that began in September and was extended to October 10 due to Hurricane Humberto.

- **Art of Resistance**—curated tours of City of Hamilton artwork highlighting African-Bermudian history
- **Festival of Performing Arts**—annual winter showcase of international performing artists
- **Future Leaders**—learning experiences for visiting educational and research institutions promoting cultural immersion, education, eco-volunteering and community projects
- **Harbour Nights**—weekly street festival of late-night shopping, entertainment and art in Hamilton
- **Made in Bermuda Nights**—weekly series of outdoor summer concerts featuring local musicians
- **Pan African Music Festival**—festival of musicians from South Africa matched with local performers
- **Rum Punch Brunch**—a brunch and day-party food experience held at cultural sites and parks
- **X20 Adventures**—inflatable waterpark located in the island's West End
- **Yoga en Blanc**—wellness retreats especially geared to African-American travellers

*Note: A local engagement video was created to explain the benefits of the Tourism Experiences Investment Process.*

# *Speed Networking*

Entrepreneurs, investors and other tourism industry stakeholders were invited to a “speed networking” event. It received a lot of positive feedback for its proactive approach to put entrepreneurs and government decision-makers in the same room for fast and meaningful talks. A total of 17 partners and 30 entrepreneurs registered. The objective was to have key decision-makers provide guidelines on how start-ups can navigate regulatory mazes to get their hospitality ideas off the ground.

## Speed Networking for Tourism Partners

A BTACoconnect Networking Event



THURSDAY, OCTOBER 24, 2019

5:30 - 7 pm

**Hamilton Princess & Beach Club**

Princess Victoria Room | 76 Pitts Bay Road, Hamilton

Schedule your one-on-one meetings with key tourism decision makers:

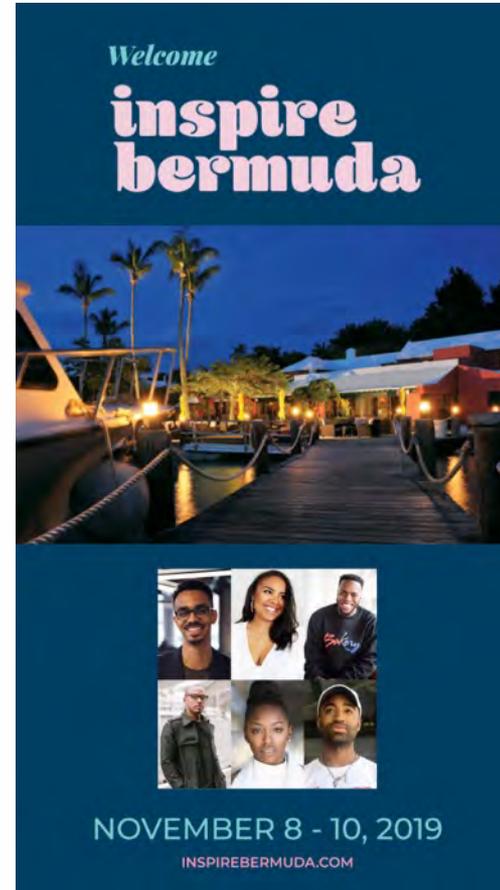
- Get a clear understanding what partners require to approve your requests
- Align your event or experience with the National Tourism Plan
- Increase your digital marketing presence using Google My Business & BTACoconnect
- Mix and mingle with tourism stakeholders to build your industry network

To ensure your preferred one-on-one meeting times, **RSVP** today.

**BERMUDA**  
TOURISM AUTHORITY

# *Inspire Bermuda*

As part of our sponsorship with the Bermuda Economic Development Corporation (BEDC) Entrepreneurship Month, we further engaged the entrepreneurship-minded Driven Society from New York City to host a private networking event with Experience Investment Programme recipients and applicants. Driven Society hosted an empowerment day at Fairmont Southampton, offering workshops, talks, and a networking reception. Fairmont Southampton was a helpful sponsor of this idea.



# *Business Intelligence & Technology*

# *BTACconnect*

The stakeholder portal to all things tourism that was launched in late 2018, continued to be an area of focus:

- Ongoing stakeholder workshops, presentations and training
- Large spike in logins and updates after outreach at annual Tourism Summit last fall
- BTACconnect sponsored and participated in speed-networking event coordinated by Experience team



# *Survey*

Local survey fielded to gather feedback on National Tourism Plan initiatives and measure resident support for tourism development, one of six major success indicators of NTP. Support increased from benchmark of 61% in 2018 to 68% in 2019.

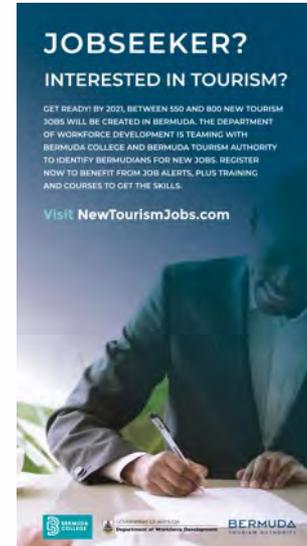
# *Operations*

# *Tourism & Hospitality Workforce Readiness Initiatives | NewTourismJobs.com*

In a first step to address the workforce gap identified in PwC's Hospitality Needs Assessment report, BTA worked with the Department of Workforce Development (DWD) to develop a database of Bermudians interested in tourism jobs and training opportunities. Launched November 1, a DWD-managed survey accessible via [NewTourismJobs.com](https://www.newtourismjobs.com) was promoted in a BTA campaign that included call-to-action advertisements across multiple platforms: online web banners, bus backs, bus terminal screens, and video screens in retail outlets and government offices.

The goal is to harness public interest in tourism jobs and training opportunities on the horizon as new hotel properties come online. Respondents visit [NewTourismJobs.com](https://www.newtourismjobs.com) to register contact details and receive specific industry information. Managed by DWD, the database is intended to convey information from all industry stakeholders, including employers and educational institutions.

Within 60 days of launch, the database had registered 349 people, all of whom received information on Q4 industry initiatives.



**JOBSEEKER?**  
**INTERESTED IN TOURISM?**

GET READY! BY 2021, BETWEEN 550 AND 800 NEW TOURISM JOBS WILL BE CREATED IN BERMUDA. THE DEPARTMENT OF WORKFORCE DEVELOPMENT IS TEAMING WITH BERMUDA COLLEGE AND BERMUDA TOURISM AUTHORITY TO IDENTIFY BERMUDIANS FOR NEW JOBS. REGISTER NOW TO BENEFIT FROM JOB ALERTS, PLUS TRAINING AND COURSES TO GET THE SKILLS.

Visit [NewTourismJobs.com](https://www.newtourismjobs.com)

**BERMUDA**  
TOURISM AUTHORITY



**JOBSEEKER?**  
**INTERESTED IN TOURISM?**

Visit [NewTourismJobs.com](https://www.newtourismjobs.com)  
for job alerts & training.

**BERMUDA**  
TOURISM AUTHORITY

# *Restaurant Jobs Initiative: “Learn to Earn”*

After numerous meetings, a plan to advance a restaurant waiter/server initiative gained the support of industry partners and government. The Restaurant Readiness Programme was introduced as a public-private partnership at a press conference November 20 by Minister of Labour, Community & Sports, Lovita Foggo, and Minister of Transport & Tourism, Zane DeSilva.

The three-month programme consists of four weeks of certification-based training at the Bermuda College and an offsite training facility, followed by eight weeks of paid on-the-job training. The latter is unique, offering each participant the opportunity to spend two weeks working for each of the four restaurant group partners.

Public information sessions developed to inform and educate those interested in the restaurant industry (employment data, contribution to GDP, food production and pricing, work environments) were held in December. A radio and social-media campaign helped drive attendance, and invitations were also extended to anyone registered in the NewTourismJobs.com database.

By all accounts, both December sessions provided relevant information to a receptive audience who wanted to learn more about the programme. Following each session, attendees were given the opportunity to apply ‘on the spot’ for a place in the first cohort, scheduled to start January 20 at the Bermuda College. While eight was determined as a solid number of participants for the pilot, at year end, a full cohort of a dozen was anticipated to start.

# *Restaurant Jobs Initiative: “Learn to Earn” cont*

The programme is funded by the DWD, the Tomas Tabor Memorial Fund, and each of the four restaurant group partners participating in the initial pilot. It is anticipated at the end of their rotation, all participants will be offered fulltime employment.



**LEARN TO EARN**  
Restaurant Jobs Programme  
Informational Sessions

Monday, December 9, 2019  
10 am or 3 pm (choice of two sessions)

Department of Workforce Development  
23 Parliament Street, Hamilton

RSVP by December 4 to [kbartram@gov.bm](mailto:kbartram@gov.bm)

# *National Service Standards Certification Programme*

Four new businesses earned National Service Standards Certification (NSSC) in Q4, bringing the overall total of certified businesses to 27:

Sail Bermuda

Hog Penny Restaurant

Strykz Bowling Lounge

Bermuda Visitor Services Centres  
(Hamilton, Dockyard, St George's)

Rosedon Hotel, a NSSC business, was one of three properties recognised with a fire-safety award for consistently passing fire inspections. The award was presented by BTA Chief Operating Officer Karla Lacey in a ceremony at the Hamilton Fire Department.



# *Certified Tourism Ambassadors*

At the end of Q2, a total of 860 residents held Certified Tourism Ambassador (CTA) designations. Of those, 75 percent were required to renew their certification by the end of January 2020.

In recognition of World Tourism Day October 4, Chief Operating Officer Karla Lacey unveiled a bench in St George's Town Square dedicated to the late Phillip Anderson. A CTA, he was a life-long tourism promoter and tireless ambassador for the old town. The BTA was honoured to provide the bench in his memory.



# *CTA Appreciation Week*

(October 7-11) offered activities to expand awareness and ability to align a range of experiences with Bermuda's target visitor segments: Adventure Seeker, Experience Enthusiast, Active Families, Jetsetter. Activities included a Bermuda Transport Museum Tour pitched for Experience Enthusiasts; an Active Family-focused Wild Island Farm Tour; and an Ana Luna Sunset Cruise for the Adventure Seeker and Jetsetter.

CTA appreciation activities concluded at the BTA's Annual Tourism Summit October 16, when Dennie O'Conner received his International CTA of the Year Award before a full house of industry stakeholders.



# Hospitality Skills = Life Skills Programme



Programme  
Outline

**HOSPITALITY SKILLS** | Life Skills Programme

*Hospitality Skills - Life Skills Programme Outline*

**OVERVIEW**  
The Hospitality Skills = Life Skills programme was developed to demonstrate the life-long impact of being hospitable, while raising awareness of the numerous job and career opportunities in the hospitality and tourism industry. Launched in January 2012, the programme targets students ages 8-12, through industry volunteer facilitated sessions in Primary Schools (P4 and P6) and Middle Schools (M2).

**OBJECTIVES**

1. Deliver practical, age appropriate lessons for incorporating daily acts of hospitality
2. Connect the impact of the local community on Bermuda's tourism and hospitality sector
3. Provide an opportunity for students to engage directly with industry professionals to learn about tourism and hospitality career opportunities

**COMMENTARY**

**As a volunteer industry professional, I will be:**

- Working to create my industry experiences in alignment with the curriculum
- Positive, motivated and engaged during lessons
- Committed to advancing the goals and objectives of the programme

**As a teacher hosting the programme, I will:**

- Ensure my students are aware of, and ready for, programme facilitators as scheduled
- Confirm all prearranged audio/visual equipment within my classroom is in working order
- Stay with my class throughout each lesson and address any issues that may negatively impact the learning environment

**As the programme administrator, the Bermuda Tourism Authority (BTA) will ensure volunteers, teachers and students are supported by:**

- Providing all materials and lesson plans
- Scheduling and coordinating industry professionals to facilitate all class sessions
- Assist in the booking of the external class field trip to reinforce student learnings

CURRICULUM OVERVIEW	CURRICULUM OUTCOMES	SESSION LAYOUT
Bermuda Pride	Students who are knowledgeable	Introduction
National Tourism Plan	Respectful	Discussion
Manners & Hospitality	Engaged	Activities (during session)
Standards & Ethics	Respectful Thinking	Conclusion
Dining & Etiquette	Hospitable	Activities (after session)
Reconnecting Careers		

**AFTER SESSION ACTIVITIES**  
Activities are provided for post-lesson reviews and teacher led engagement in the classroom.

Launched in 2012, the Hospitality Skills = Life Skills (HS=LS) programme was developed to demonstrate the life-long impact of being hospitable, while raising awareness of the numerous job and career opportunities in the tourism industry. Following a 2019 refresh incorporating input from students, educators and volunteers, HS=LS was reintroduced to its target audience of students ages eight to 12. The programme is facilitated in school classrooms by industry volunteers and delivered to students in the islands primary (P4 and P6) and middle schools (M2).

**HOSPITALITY SKILLS** | Life Skills Programme

# *Hospitality Skills = Life Skills Programme cont*

The programme's primary objectives are to:

- Deliver practical, age-appropriate lessons for incorporating daily acts of hospitality
- Highlight the impact on the local community of Bermuda's tourism and hospitality sector
- Provide an opportunity for students to engage directly with industry professionals to learn about tourism and hospitality career opportunities

Throughout Q4, BTA focused on volunteer recruitment and school registration; by end of year, three schools had completed the application to introduce the programme to six classes, with a collective total of an estimated 100 students by Q1, 2020.





# *Innovation*

Think like a visitor

BERMUDA  
AGILITY

*Experience*

# Cultural Tourism

October brought the launch of a new collection of events and experiences that were on-strategy with the National Tourism Plan's ambitions around culture and heritage. Most ideas were born in an NTP cultural tourism working group. From that output, the Experience Team created a calendar to make strategic executions easy for stakeholders to follow and consumers to find. The team also held a series of information sessions with concierges, VSC ambassadors, and other general stakeholders, including a press event with the Department of Community & Cultural Affairs.

## BERMUDA

### Culture Calendar

OCTOBER 2019

**TUESDAY**



Black Heritage Tour  
10 am

**WEDNESDAY**



St. Peter's Church  
Mysteries & Majesties  
1 pm, 1:30 pm

**THURSDAY**



Black Heritage Tour  
6 pm

**FRIDAY**



Masterworks' Secret  
Collection 11 am, 2 pm

**SATURDAY**



Black Heritage & Food  
Tour 10 am

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
<p><b>6</b></p> <p>Historical Reenactment Walking Tour 11 am Bermuda Culinary Experience 2 pm Dockyard Architecture Tour 2:15 pm</p>	<p><b>7</b></p> <p>St. Peter's Church Mysteries &amp; Majesties 1 pm, 1:30 pm</p>	<p><b>8</b></p> <p>Black Heritage Tour 10 am Way We Live Tour 10 am, 1:30 pm</p>	<p><b>9</b></p> <p>St. Peter's Church Mysteries &amp; Majesties 1 pm, 1:30 pm</p>	<p><b>10</b></p> <p>Black Heritage Tour 6 pm Sally Bassett Dramatisation 7 pm</p>	<p><b>11</b></p> <p>Taste of Bermuda Black Heritage Tour 6 pm Way We Live Tour 10 am, 1:30 pm Masterworks' Secret Collection 11 am, 2 pm Sally Bassett Dramatisation 7 pm</p>	<p><b>12</b></p> <p>Taste of Bermuda Combey Festival Black Heritage &amp; Food Tour 1 pm Carter House 1st 100 Yrs 2 pm St. George's Architecture Tour 2:15 pm</p>
<p><b>13</b></p> <p>Taste of Bermuda Historical Reenactment Walking Tour 11 am Dockyard Architecture Tour 2:15 pm</p>	<p><b>14</b></p> <p>St. Peter's Church Mysteries &amp; Majesties 1 pm, 1:30 pm</p>	<p><b>15</b></p> <p>Black Heritage Tour 10 am Way We Live Tour 10 am, 1:30 pm</p>	<p><b>16</b></p> <p>St. Peter's Church Mysteries &amp; Majesties 1 pm, 1:30 pm</p>	<p><b>17</b></p> <p>Way We Live Tour 10 am, 1:30 pm</p>	<p><b>18</b></p> <p>Masterworks' Secret Collection 11 am, 2 pm Black Heritage Tour 6 pm Sally Bassett Dramatisation 7 pm</p>	<p><b>19</b></p> <p>Black Heritage &amp; Food Tour 1 pm Carter House 1st 100 Yrs 2 pm St. George's Architecture Tour 2:15 pm</p>
<p><b>20</b></p> <p>Historical Reenactment Walking Tour 11 am</p>	<p><b>21</b></p> <p>St. Peter's Church Mysteries &amp; Majesties 1 pm, 1:30 pm</p>	<p><b>22</b></p> <p>Black Heritage Tour 10 am</p>	<p><b>23</b></p> <p>Way We Live Tour 10 am, 1:30 pm St. Peter's Church Mysteries &amp; Majesties 1 pm, 1:30 pm</p>	<p><b>24</b></p> <p>Black Heritage Tour 6 pm Sally Bassett Dramatisation 7 pm</p>	<p><b>25</b></p> <p>Masterworks' Secret Collection 11 am, 2 pm</p>	<p><b>26</b></p> <p>Way We Live Tour 10 am, 1:30 pm Black Heritage &amp; Food Tour 1 pm Carter House 1st 100 Yrs 2 pm St. George's Architecture Tour 2:15 pm</p>
<p><b>27</b></p> <p>Bermuda Railway Trail by Bike 8:50 am Historical Reenactment Walking Tour 11 am Dockyard Architecture Tour 2:15 pm</p>	<p><b>28</b></p> <p>St. Peter's Church Mysteries &amp; Majesties 1 pm, 1:30 pm</p>	<p><b>29</b></p> <p>Black Heritage Tour 10 am</p>	<p><b>30</b></p> <p>St. Peter's Church Mysteries &amp; Majesties 1 pm, 1:30 pm Haunted History Tour 8:30 pm</p>	<p><b>31</b></p> <p>Haunted History Tour 8:30 pm</p>	<p style="text-align: center;"><b>GOTOBERMUDA.COM/EVENTS</b> for tickets &amp; more information</p> <p style="text-align: center; font-size: small;">*No tickets available to visitors</p> <p style="text-align: center;"><b>BERMUDA</b> <small>GOVERNMENT</small></p>	

**CULTURE FESTIVALS**

Taste of Bermuda, October 11-13  
*Painé St. & Pitts Bay Rd., Hamilton*

Combey Festival, October 12  
*Botanical Gardens, Paget*

**BLACK HERITAGE TOURS**

Three tours offered this month. Every Wednesday from Dockyard; Two Fridays in Hamilton and every Saturday in St. George's.

**WAY WE LIVE TOURS**

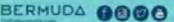
Each tour meanders through a different Bermuda neighbourhood, ending at a special place rarely open to the public. These are can't miss opportunities.

**Can't Move Culture? Discoveries Await Here**

Fridays — Hamilton  
Saturdays — St. George's/St. David's  
Sundays — Dockyard





# Cultural Tourism *cont*

While many of the events and experiences were completely new—either inspired or created by the Experience Team—a sizeable portion were existing experiences that received additional marketing value as a result of the destination-wide focus on culture. Here's a focus on some of the more remarkable executions:



**Sally Bassett Dramatisation** | Four theatrical performances of the African Diaspora-related Sally Bassett performance at the Cabinet Office park turned in big numbers over time, particularly the final date. Some visitors also attended over the performance run, but mostly locals took advantage of this opportunity. While the dramatisation was free, a guided bus tour preceded the performance. Momentum picked up over time due to word of mouth, with an extra bus added for the final night when hundreds of people crowded the venue. Satisfaction survey results

- 100% of respondents strongly agreed/agreed the tour allowed them to engage with Bermuda's black heritage and culture
- 92% were very satisfied/satisfied with the experience
- 92% would recommend the tour to a family member or friend
- 100% would like to see BTA do more experiences like this in future
- 54% would purchase the tour again in future

# *Cultural Tourism cont*

**Government House Tour** | Destination Services & Experience Team worked closely on this new offering set for one day with the assistance of Government House. There were 23 guests (more than 50% visitors), over two tours at 10 am and 1:30 pm. Guests expressed thanks to us for hosting a tour of neighbourhoods and to Governor Rankin for opening the property to the public. Goal is to request additional dates with Government House for 2020. Satisfaction survey results:

- 100% of respondents strongly agreed/agreed the tour allowed them to engage with Bermuda's heritage and culture
- 100% were very satisfied with the experience
- 100% would recommend the tour to a family member or friend
- 83% would purchase the tour again in the future



# Cultural Tourism *cont*

**Discover Days** | October's Cultural Tourism launch was the rollout of Discover Days, another output of the working group. Discover Days were defined as Fridays, Saturdays and Sundays—when the tourism industry invites visitors to get lost in Bermuda's culture by geography: Hamilton (Fridays), St George's/St David's (Saturdays), and Dockyard (Sundays).

On a monthly basis, the Experience Team works with stakeholders to produce a list of cultural events and experiences aligned with Discover Days. The list is shared with VSC ambassadors to promote to the front lines. Also monthly, a newly created web page rolls up Discover Day information for consumers. On a quarterly basis, the Experience Team hits the road to meet in person with concierges.



# *Cultural Tourism* cont

**Taste of Bermuda** | A partnership with the City of Hamilton event presented an opportunity for bringing alive one of Bermuda's rich cultural sites, as detailed in the National Tourism Plan. At Barr's Bay Park, the site of the "We Arrive" monument, the BTA held an October picnic in partnership with Eettafel and Discovery Wines. Eettafel is an Experience Investment Programme recipient, and partnering with that business to scale up for groups is part of the agreement. The event sold out with 48 attendees; a good number were visitors. The menu focused on local harvest to assist storytelling about Bermuda as a year-round destination.



# *Operations*

# *Bermuda Visitor Services Centres*

Following the close of 2019's cruise season, all contractors finished services with BVSCs in December. From December to March, the Dockyard Gazebo reverts to its winter schedule, opening exclusively on weekends and/or when a cruise ship is in port; the St George's VSC on Duke of York Street is open Monday-Saturday, with extended hours when a ship is in port; and the Hamilton VSC, Front Street, is open seven days a week. Birdcage, its rooftop beverage and snacks provider, wrapped operations December 31, and will reopen April 1, 2020.

A 'Hello Bermudaful' tote was added to BVSC retail merchandise and is available at all locations.



# *Bermuda Visitor Services Centres cont*

BVSC Manager Jakai Franks attended the international Visitor Services Summit in Kansas City, joining 150 others representing VSCs, VICs and CVBs from around the world.

Information and data shared by Destination International, the governing accreditation body for Destination Marketing Organisations such as the BTA indicated Bermuda's VSCs were on par with global best practices, due to factors including:

- **National Service Standards Certification**—all Bermuda's VSCs earned this certification in Q4; those in the US are rolling out similar certifications for tourism/hospitality industries
- **ADA**—Each of Bermuda's VSCs meet international standards for handicap accessibility
- **Males on the Frontline**—47 percent of our frontline ambassadors are male, an industry average that all DMOs are looking to increase
- **Differentiating VSCs**—The Birdcage atop Hamilton's VSC was singled out for praise as a supporting visitor service, along with VSC booking kiosks that stay on after hours. Additional praise was given to curation of merchandise that doesn't compete with local retailers
- **Paperless & Email-listed building**—Our VSCs email rather than print receipts, and collect email addresses of all visitors who connect to the free WiFi offered at each location

# *Business Intelligence & Technology*

- Completed an assessment of current IT infrastructure and systems, to develop improvement and training plan
- Rollout of Microsoft Teams across the organisation to improve collaboration
- Development of dashboards in Simpleview CRM continued, to automate sales and marketing activity into one easy-to-use interactive dashboard



# *Teams & Groups*

Growing through Groups  
(MICE, Sports, Etc)

BERMUDA  
AGILITY

# *Sales & Marketing*

# *Teams*

Sports Tourism

# *Direct Sales Activity*

**ITU World Triathlon, Lausanne, Switzerland**  
Oct. 5 - 11

**World Sailing Conference, Bermuda**  
Oct. 26 - Nov. 3

Approximately 1000 sailing decision makers were in attendance to showcase Bermuda as a sailing events and meetings destination

**TEAMS Convention, California, Anaheim**  
Nov. 11-16

Conducted 40+ pre-arranged meetings with potential business contacts

**USA Track & Field Convention, Reno, Nevada**  
Dec. 5-8

Represented Bermuda on panel at Women's Long-Distance Running Symposium



# *Groups*

# *Direct Sales Activity*

## Retreats Resources - Classic Southeast Roadshows

Atlanta GA & Charlotte NC, Oct. 21 & 22

GA - B2B Marketplace & Networking Reception - 75 attendees

Charlotte, NC Marketplace & Networking Reception - 47 attendees

## Client Site Visits

Bermuda, Oct. 22 - 24

3 organizational client site visits - all confirmed definite business for Bermuda

## ALHI Luxury Showcase

New York, NY Oct. 29

138 meeting planners attended

## ALHI Luxury Showcase

Boston MA, Nov. 7

125 meeting planners attended

# *Direct Sales Activity*

## Luxury Meetings Summits

New Jersey - Nov. 11

New York - Nov. 12

Westchester Nov. 13

Boston - Nov. 14

1:1 meetings with 40 + Meeting planners  
and decision makers within the 4 cities

## ALHI Inner Circle Event/Sales Calls Minneapolis MN Nov. 12 - 14

Networking & Lunch Presentation to 45 planners

Sales calls to 3 prospects

## MASAE (Mid-Atlantic Society of Association Executives) Annual Conference and Tradeshow Dec. 11-12

345 attendees



# *Business Intelligence & Technology*

- PGA TOUR: Bermuda Championship—worked with KPMG to ensure all information was gathered for impact report post-event, including media valuation. Report will be completed in Q1 2020
- BI & Tech team participated in Experience application process reviews to provide guidance on KPIs and ROI in decision-making
- Ongoing training for sales team on Simpleview CRM system for lead and activity tracking, plus economic impact calculations.





# *Year-Round*

Embracing Seasonality

BERMUDA  
— AGILITY —

# *Sales & Marketing*

# *Seasonal Guides*

# Fall Seasonal Guide

15,000 print circulation



# *Year-Round Content*

# Consumer eNewsletters

As of Apr. 1<sup>st</sup>, the newsletter has been designed and deployed using Act-On, an email program that is a part of the Simpleview Platform. The switch to Act-on required the creation of a new email which is in the process of being recognized as a safe sender with email providers. Once completed, deliverability and improved rates should increase.

## OCTOBER ENEWSLETTER



**Features:**  
Holiday Guide  
Accessible Bermuda  
Affordable Fun

**Open Rate:**  
40.22%\*

**Click-to-open Rate:**  
9.08%

**Top Clicked Link:**  
Holiday Hub  
(\* Test Month)

## NOVEMBER ENEWSLETTER



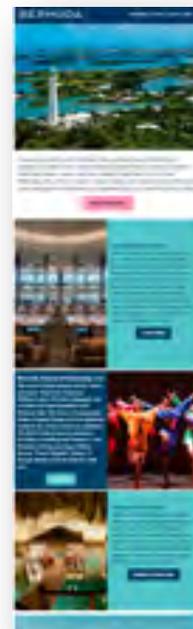
**Features:**  
Island Adventures  
Beyond the Beach  
Bermudiana Beach

**Open Rate:**  
35.7%\*

**Click-to-open Rate:**  
8.35%

**Top Clicked Link:**  
Bermudiana Beach  
(\* Test Month)

## DECEMBER ENEWSLETTER



**Features:**  
Winter Hub  
New Year Events  
Travel Guides

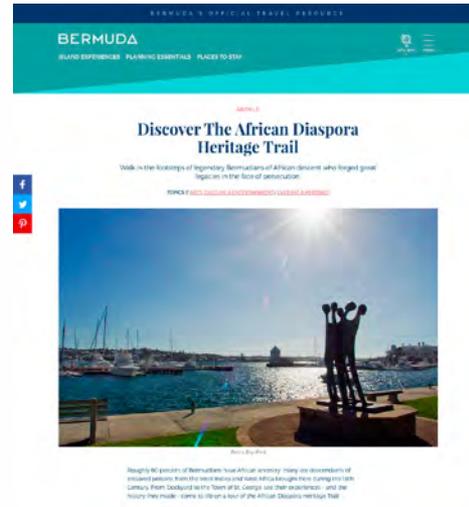
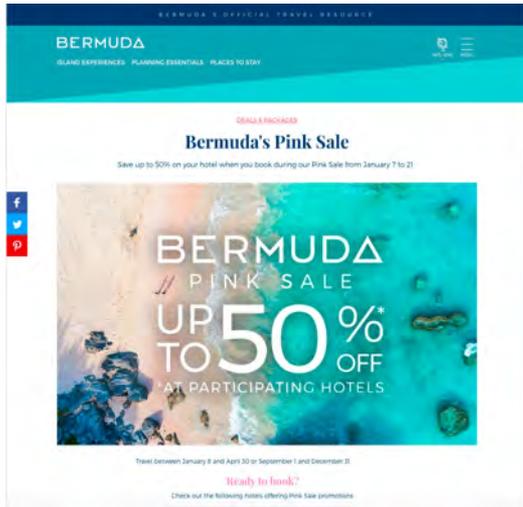
**Open Rate:**  
11.4%

**Click-to-open Rate:**  
7.3%

**Top Clicked Link:**  
Electric Cars  
Winter Hub

# Winter Hub & African Diaspora Article

- Refreshed our immersive seasonal hub for winter to engage visitors in seasonal experiences.
- Created new article paying tribute to Black history and heritage in Bermuda



# *S&M-eNewsletters*

*Experience*

BERMUDAΔ

## *Holiday Season*

The BTA became an official partner of the MarketPlace Christmas Parade Dec 1, the same weekend as American Thanksgiving. Tickets sold well, but to locals almost exclusively. However, it was a quality experience. With more time to market next year, plus ideal positioning of our Hamilton Visitor Services Centre, the Experience Team is likely to partner with MarketPlace again.



# *Financials*

# *Report for period to 31 December 2019*

## Income statement

### Income

- I. Grant – this was reduced from \$25m to \$22.5m for the fiscal year 2019/2020 following the introduction of the new Cruise ship passenger fee.
- II. Tourism Authority Fee – these are \$364k below budget and \$336k below the prior year. This represents a decrease of 4% on the prior year which is in line with the reduction in hotel Revpar.
- III. Cruise ship passenger fee – in March 2019, legislation was passed which provided for a fee of \$16 per departing passenger to be paid to the BTA for the period between 1 April and 31 October each year. Total fees for the period were \$7.88m compared to a budget of \$7.56m despite 7 calls being cancelled due to bad weather. The money received from the Cruise Ship Passenger Fee is used to repay the loan (and interest thereon) taken out to repay the Royal Caribbean debt and fund the reduction in Government grant.
- IV. Vacation Rental Property fee - Legislation was passed in the latter part of 2018 which enabled a charge of 4.5% of the room charges to be levied on visitors staying in Vacation Rental Properties. All licensed Vacation Rental Properties are required to submit a monthly return to the Authority. The fees collected totaled \$0.52m compared to a budget of \$0.3m.
- V. Other - the BTA received an additional Grant of \$1m in 2018 for specific projects which is treated as deferred income and only recognized in the income statement as money is expended. \$589,380 has been spent in the current year and a corresponding amount has been released from deferred income.

### **Direct costs**

Overall direct costs are \$0.25m above budget. Details of each of the division's activities are elsewhere in the report.

### **Structure, General & Administration**

Overall these are \$587k below budget primarily driven by underspend in staff costs, depreciation and travel & accommodation. The overspend in Professional fees relates to costs incurred for PIPA compliance readiness.

### **Balance Sheet**

Bank - the balance at the end of the quarter was \$6m which represents around 2 months of expenses. January to March is the lowest income months as Cruise Ship Passenger fees are not chargeable until 1 April and hotels are at in the quietest period.

Accounts receivable and accrued income – this represents the hotel fees for December (not payable until 15 January) and any amounts overdue from previous months.

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

## Income Statement

### Bermuda Tourism Authority

For The Period Ended December 31, 2019

	Dec-19			Year To Date		
	Actual	Budget	PY	Actual	Budget	PY
Income	2,231,594	2,171,829	1,824,429	39,955,299	39,188,681	33,320,093
Direct costs	3,403,902	1,450,991	2,469,967	25,987,745	25,744,668	21,816,523
Direct surplus (deficit)	(1,172,308)	720,838	(645,538)	13,967,555	13,444,013	11,503,569
Structure, general & administration costs	797,509	859,455	950,174	9,881,041	10,467,946	9,991,708
Operating surplus (deficit)	(1,969,817)	(138,617)	(1,595,712)	4,086,514	2,976,067	1,511,862
Net finance costs	10,115	5,541	5,463	66,461	68,496	55,327
Debt Service	235,740	202,083	-	2,164,768	2,182,917	-
Net surplus (deficit) for the period	<b>(2,215,672)</b>	<b>(346,241)</b>	<b>(1,601,175)</b>	<b>1,855,284</b>	<b>724,654</b>	<b>1,456,535</b>

## Income Statement

### Bermuda Tourism Authority

For The Period Ended December 31, 2019

	Dec-19			Year To Date		
	Actual	Budget	PY	Actual	Budget	PY
<b>Income</b>						
Grants, subsidy & contribution income	1,883,348	1,875,000	1,516,667	23,714,380	23,125,000	25,100,000
Tourism authority fee	329,663	294,329	259,444	7,836,213	8,200,161	8,171,774
Cruise passenger visitor fee	-	-	-	7,882,752	7,563,520	-
Vacation rental properties TAF	18,584	2,500	48,319	521,955	300,000	48,319
	<u>2,231,594</u>	<u>2,171,829</u>	<u>1,824,429</u>	<u>39,955,299</u>	<u>39,188,681</u>	<u>33,320,093</u>
<b>Direct costs:</b>						
Sales & Marketing	2,951,623	1,198,533	1,321,286	23,399,521	22,617,800	17,720,481
Product development & experience	307,246	57,017	543,364	751,596	798,500	1,731,345
Business Intelligence and Technology	83,509	83,357	150,801	617,792	778,368	588,740
Operations	61,524	112,083	454,516	1,218,835	1,550,000	1,775,957
	<u>3,403,902</u>	<u>1,450,991</u>	<u>2,469,967</u>	<u>25,987,745</u>	<u>25,744,668</u>	<u>21,816,523</u>
<b>Structure, general &amp; administration costs:</b>						
Staff costs	557,802	623,535	591,320	6,953,462	7,490,390	6,758,210
Communications & IT	57,942	43,958	7,155	580,090	499,085	456,546
General expenses	82,363	99,916	48,929	1,185,384	1,358,444	887,495
Marketing	-	833	43	18,507	9,150	4,452
Premises	63,935	70,380	161,444	800,597	838,877	949,792
Professional fees	23,662	19,417	55,989	260,300	221,000	524,549
Transport	-	-	-	209	-	-
Grants / Investments	-	-	62,812	1,773	-	320,000
Equipment	11,806	1,417	22,482	80,717	51,000	90,664
	<u>797,509</u>	<u>859,455</u>	<u>950,174</u>	<u>9,881,041</u>	<u>10,467,946</u>	<u>9,991,708</u>

## Balance Sheet

### Bermuda Tourism Authority

December 31, 2019

ASSETS	Dec-19	Dec-18
<b>Current Assets</b>		
Cash & Bank	6,019,192	5,342,417
Accounts Receivable	546,997	246,290
Accrued Income	56,780	572,243
Prepaid Expenses	61,645	354,187
Deferred Costs	8,500,000	-
<b>Total Current Assets</b>	<b>15,184,613</b>	<b>6,515,137</b>
<b>Non-current Assets</b>	<b>2,207,941</b>	<b>1,863,265</b>
<b>Total Assets</b>	<b>17,392,554</b>	<b>8,378,402</b>
<b>EQUITY &amp; LIABILITIES</b>		
<b>Equity</b>		
Accumulated Surplus (Deficit)	4,251,052	4,251,052
Net Income	1,855,284	-
	<b>6,106,336</b>	<b>4,251,052</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Vendor Payables	967,779	838,164
Accruals	1,357,819	2,489,186
Deferred Income	460,620	800,000
	<b>2,786,219</b>	<b>4,127,350</b>
<b>Long-Term Liabilities</b>		
Loans Payable	8,500,000	-
	<b>8,500,000</b>	<b>-</b>
<b>Total Liabilities</b>	<b>11,286,219</b>	<b>4,127,350</b>
<b>Total Equity &amp; Liabilities</b>	<b>17,392,554</b>	<b>8,378,402</b>

# *Internal Support*

# Experience

Assistant Director of Experience Development Tashae Thompson was elected “Most Inspirational Leader” in her Dale Carnegie leadership development programme in New York City.



Leonard Williams and Evan Watkins both successfully completed the very rigorous Smartsheet Product Certification.



The National Tourism Plan was named a finalist at the City Nation Place Awards, an industry competition that highlights the year’s best destination strategies from around the world. Costa Rica ultimately won the top prize.

# *Business Intelligence & Technology*

BI&T continued to:

1. 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 BTA and tourism industry to assist with stakeholder and public outreach strategies

2. 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
- b. Corporate objective status to staff and BTA Board of Directors

3. Provide support and training on all technology and systems used by BTA

4. PIPA (Personal Information Protection Act)–BI&T Division continued comprehensive review of all processes affected once PIPA is in force. Detailed documentation of all processes and data have been completed and will be updated as policies and procedures are refined to ensure PIPA compliance. Website privacy procedures are now under review for update