



Ministry of Tourism Development & Transport

OFFICE OF THE PERMANENT SECRETARY

Memorandum

To: Clerk to the Legislature
Mrs. Shernette Wolffe

From: Permanent Secretary of Tourism Development & Transport
Mr. Francis Richardson

Date: 12th February, 2015

Subject: Parliamentary Question for the Hon. Shawn Crockwell JP, MP

The following questions were presented by the Hon. Glen Blakeney JP, MP for oral response on 10th December, 2015. The answers are provided in advance of the oral response.

- 1) Will the Honourable Minister please confirm for this Honourable House if any partnerships with private entities have been formed by the Bermuda Tourism Authority, and if yes, with whom and what are the terms of engagement?

The BTA have formed partnerships with a wide range of parties. The following detailed list are provided.

- a) *Bermuda, Product and Experience Development Framework, this includes the program rationale and procedures.*
- b) *Product & Experience Release, includes a listing of 33 approved submissions totaling \$930,500 in total funding for 2014.*
- c) *Product & Experience Website Release, includes listing of 71 approved submissions totaling \$813,100 in total funding for 2015.*
- d) *In addition to these partners noted, BTA has three other partnerships:*
 1. *Whitfield Group - BTA has provided a loan to the Whitfield Group for \$180,029 to replace a structure destroyed due to Tropical Storm Fay at PIER 6 in downtown Hamilton. Over the next 12 months, BTA will be repaid the principle amount according to the terms of the agreement.*
 2. *Hamilton VIC agreement - BTA provides a payment of \$110,000 to manage our visitor information center in Hamilton. The principal operator of the Hamilton VIC is Alison Outerbridge.*

3. St. George's VIC agreement - BTA provides a payment of \$96,000 to manage our visitor information center in St. George's. The principal operator of the St George's VIC is Phillip Anderson.

- 2) Will the Honourable Minister please provide this Honourable House with a copy of the score card that the BTA will use to determine compensation decisions within the BTA?

Ans: The scorecard is provided entitled Performance Management Framework for a full description of BTA's strategy concerning compensation decisions.

- 3) Will the Honourable Minister please confirm for this Honourable House how many BTA Board meeting have been held to date?

Ans: BTA Board meetings have been held on the following dates: December 19, 2013; February 21, 2014; March 28, 2014; April 25, 2014; May 20, 2014; June 27, 2014; July 25, 2014; September 29, 2014; October 31, 2014; November 21, 2014; December 17, 2014; and January 29, 2015.

Bermuda Tourism Product and Experience Development - Strategic Framework and Enhancement Process

Background

Bermuda's National Tourism Plan (NTP) objectives are a major driver of strategic tourism product and experience development for the destination. Key NTP priorities in this regard include building a unique and competitive positioning for Bermuda; reducing seasonality; increasing visitor expenditure; improving quality; creating jobs; and building pride on-island. Core activity areas for product and experience development or enhancement are cultural and leisure, and sports events and tourism.

In addition, the Bermuda Tourism Authority (BTA) is extending use of targeted consumer research to inform our product development strategy and decision-making. This is designed to ensure Bermuda offers experiences that are most appealing, distinctive, relevant and satisfying to our target traveler today and moving forward.

We will also use this strategic, data-driven approach to engage and/or support stakeholders and partners in the product development or enhancement process. This in turn should enable Bermuda to offer high-quality, relevant experiences to visitors in a way that supports growth and sustainability in our tourism sector now and for the long-term.

Objective

To facilitate positive, quality visitor experiences year-round in Bermuda that result in:

1. Higher visitor appeal + media interest - 7 increased visitor numbers
2. Visitor satisfaction + word-of-mouth - 7 social media buzz
3. More to do, longer stays + increased visitor spend - 7 more favourable perceptions of value
4. Marketing opportunities + strengthened brand - 7 more partnerships
5. Continuous product enhancement + better visitor experiences (standards) - 7 new products/business opportunities, stakeholder engagement

Strategy

Ensure product development direction, decisions, actions are data-driven and results-focused, based on:

1. National Tourism Plan
2. Targeted visitor desires and expectations
3. Continual measurement/ROI assessment and quality improvement

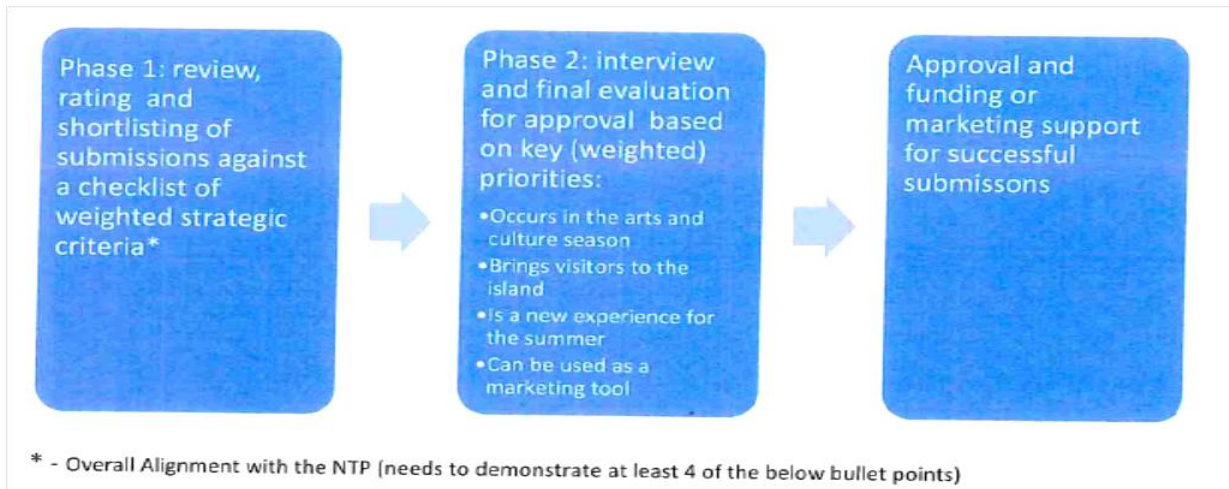
Key considerations that help assess the merits of products or experiences for development are shown on page 4.

Product Enhancement Process and Evaluation

Identifying opportunities for new or enhanced products and experiences can occur primarily in two ways:

1. Annual Experience Investment Applications Process

The process involves a call for proposals for visitor products or experiences via a web-based portal. This provides an opportunity for stakeholders to either present new product ideas or renew partnerships with the BTA on existing experiences deemed to have merit for recurring support. The evaluation process is phased:



Increases Visitor spend
Attracts visitors to the island
Demonstrates Media Exposure
Creates Jobs
Is a Unique Experience

Occurs in the Arts and Culture season
Demonstrates a return on investment/experience

- Experiences that occur on a constant basis (not one-offs)
- Addresses gap(s) identified by customer research
- New *event*/experience

Those that can demonstrate 6 out of the total 10 points above will move to Phase 2.

BTA support for experiences can be in the form of funding or in-kind marketing activities (both locally and overseas). Deliberations primarily between the Product & Experience, Research & Business Intelligence, Sales & Marketing and Investment teams are part of the evaluation process. Disbursement of funding is subject to contractual obligations set by the BTA being met prior, during and subsequent to the event or experience.

Signature events/experiences - there may be events or experiences that the BTA will evaluate and support outside of this application process. Such decisions are based on an event's proven, highly successful long-term track record; complete alignment with the NTP; or significantly large potential ROI for Bermuda, e.g. Newport Bermuda race.

2. BTA Internal Initiatives - Ongoing Product Review and Market Analysis

The BTA can also develop products based on its own ongoing product reviews, and analysis of target visitor needs and expectations. BTA can fund new products or experiences directly, or co-fund with partners.

The Product & Experience Development team will lead new product development process; develop proposals in conjunction with relevant internal teams and external stakeholders; and present recommendations to the BTA Executive. Product partners would implement the product once approved in consultation with the Product & Experience team.

In addition to alignment with NTP objectives, and using the same assessment considerations as listed on page 4 below for evaluation, this process involves the following:



1. Consumer research - use of new and existing research tools to provide target consumer insights needed to guide internal initiatives for new product development. Overlaying this research with results of the product inventory will help to identify product or experience gaps relevant to our target visitor. This will involve using existing and new tools, as well as commissioned research (as required), including:
 - a) Updated visitor exit surveys
 - b) On-site satisfaction surveys of visitors at BTA-supported events and experiences
 - c) Review Pro, to measure customer satisfaction and ratings of Bermuda hotels
 - d) Analysis of Bermuda's target persona groups' expectations
2. Product inventory and gap analysis - compiling the existing range of products and experiences in Bermuda; ongoing updates and review for relevance to target consumers/persona groups on a regular basis.
3. Market positioning - liaising with the Sales & Marketing team to ensure assessment and proper market positioning of new products and experiences.
4. Stakeholder engagement (public and private sector) for delivery - outreach to entities impacting delivery, and potential partners to develop and implement the product, e.g. issue RFP, identify potential Signature Experiences and partners.

5. Measurement - ongoing measurement and analysis of ROI and return on experience; determination of any future funding or support.

Overall, the following key considerations are used to assess the merits of potential tourism products and visitor experiences:

1. Is the product or experience aligned with the National Tourism Plan's objectives?
2. What are the key visitor experiences being offered? (their potential significance re: customer satisfaction, economic impact?)
3. Who do they appeal to? And what standards do they meet? Are visitor expectations met/exceeded?
4. Why would a visitor be interested in choosing a particular product or experience, given other options available?
5. Does the experience capture peoples' imaginations? Does it provide an authentic Bermuda experience? If not, how could it?
6. Are all aspects to the product offer (its total experience) really 'market ready'?
7. Are identified target markets aware of them? And how easily can the visitor access/purchase the product?
8. Can the product owner deliver on visitor expectations or will further partners be required? Or, what level of stakeholder engagement generally will be required to provide the product effectively from the visitor's perspective?
9. What is the potential ROI or return on experience from implementing the product? How well can the BTA measure this?

Experiences Investment Appeals Procedure

Appeals Process

Applicants whose submissions were not approved through the Experiences Investment process and feel their application should have been supported, can seek to have the decision reviewed and reconsidered by the Bermuda Tourism Authority's Board of Directors.

If they are not satisfied with the decision made by the Experience Investment Selection Committee, they may be able to have the decision reconsidered by the Board of Directors using the appeals process described below. There must be proper grounds for making an appeal and there is a time limit of 30 days within which to do so. It is not possible for government officials to review a decision made by Bermuda Tourism Authority. The Authority is an independent entity and will decide the outcome of the appeal process without outside interference.

In order to make an appeal applicants should complete a [Bermuda Tourism Appeals Form](#) and return it to appeals@bermudatourism.com within 30 days of receiving the official notification from the Selection Committee. Any form sent after 30 days will not be processed for appeal.

The appeals form and Experiences application will be sent to the Board of Directors for review. They will evaluate the details of the appeal and make a final decision; the applicant will be notified via email of the results. The decision of the Authority's Board is final. The stages of the appeals process are summarized in the graphic below:



- Send appeal form to appeals@bermudatourism.com within 30 days of notification



- The board will receive the appeals letter from management with corresponding application for review



- Within 60 days from the submission of the appeal, the Board will make a final decision and present that decision to BTA management



- Management will correspond with applicant with final decision from the Board

Reply to Hon Glen Blakeney JP MP
Question No.2

BTA Performance Management Process
Performance Management (PM) Framework
Bermuda Tourism Authority

The organization has aggressive targets to achieve in 2014 while also undergoing operational transformation as a new organization. Staff must achieve results in an intense and changing environment.

BTA Team approach: Management believe to achieve the aggressive targets in the transitional environment, they need to take a team-oriented vs. hierarchical approach in managing staff performance. Though they will maintain their existing management structure, they will promote the concept of a BTA Team to which all staff belong, with a view to empowering staff and creating a sense of accountability at every level in the organization to be proactive and passionate about achieving results.

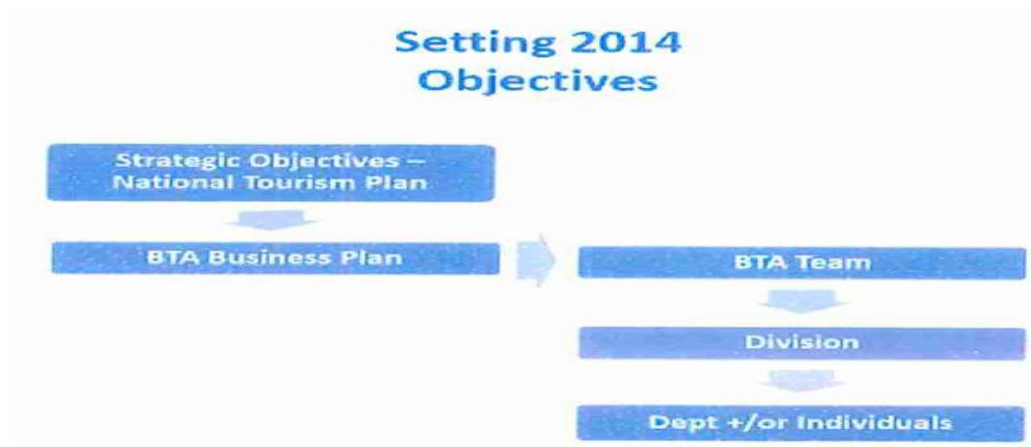
The message to staff is that "we are all in this together" and each of us has an important role to play in achieving results. We will call this the BTA Team approach. The PM framework is be central to the success of the BTA Team approach.

Also relevant to the shape of the PM framework is the fact that many staff have not worked in a pay for performance work environment before where performance objectives are linked to compensation.

Performance Management framework:

1. Simple and manageable in structure so that it is not seen as a burden on top of the many other work priorities.
2. Totally Transparent to establish trust in the PM framework and in the BTA Team leaders.
3. Provides a way for staff to work with management to establish clear, relevant and realistic individual performance objectives and measures.
4. Aligns the individual performance objectives of staff to the organization's overall objectives. This ensures that staff will see how their work ties in with the organization's overall objectives (i.e. line of sight) and will motivate them to achieve their objectives for the betterment of the BTA Team.
5. Weights individual performance objectives of staff to (i) highlight priorities, and (ii) to recognize where staff has a higher level of direct impact on results (e.g. Objectives linked to sales targets will weigh more for a higher-level sales manager who is actually influencing clients than for an admin focused sales event coordinator).
6. Differentiates performance to ensure that truly top performers are identified while still valuing the significant contribution made by the majority of staff. After individual ratings are set the Executive will conduct a review of all ratings across the BTA.

7. Ensures management receives performance feedback from staff and colleagues.
8. Empowers staff to take ownership of their performance outcome by (i) involving them in the objective-setting process vs. giving them objectives without any input from them and (ii) making them jointly accountable with their manager for driving the performance review process.
9. Involves regular meetings to discuss objectives and performance tracking will (i) promote effective team-work and team-building (ii) maintain line of sight and continual focus on results - driving performance.
10. Imparts fun and creativity into (i) the performance tracking process and (ii) ways to recognize and reward staff performance throughout the year.



Performance Rating Scale

1 – FAR EXCEEDED OBJECTIVES

Achieved results that consistently and significantly surpassed objectives

2 – EXCEEDED OBJECTIVES

Achieved results that frequently exceeded objectives

3 – MET OBJECTIVES

Achieved results that consistently met and may have occasionally exceeded objectives

4 – PARTIALLY MET OBJECTIVES

Achieved results that generally met objectives but with some significant shortfalls

5 – DID NOT MEET OBJECTIVES

Achieved results that consistently and significantly fell short of objectives



2014 TOURISM EXPERIENCE INVESTMENT SUCCESSFUL APPLICANTS

The Bermuda Tourism Authority is pleased to publish the list of successful experiences for the 2014 Tourism Experience Investment initiative. The experiences identified for investment demonstrated alignment with the Bermuda National Tourism Plan objectives, with emphasis in the areas of sports, arts and culture, natural resources and marketing/PR.

The BTA looks forward to the contribution that these experiences will provide in enhancing and increasing Bermuda's tourism product offering.

SPORTS

Bermuda International Invitational Race Week Multi-class sailing regatta	May 3-9, 2014
Saracens -The Big Game Professional rugby team tour to Bermuda	June 2-8, 2014
Light Tackle tournament International light tackle fishing tournament	June 15-19, 2014
Bermuda Flyfish Invitational Open water fly-fishing tournament	June 24-28, 2014
Bermuda Billfish Series of four sport fishing tournaments with inclusive media buy	June 30 - July 20, 2014
Beach Tennis Beach tennis tournament on Horseshoe Bay	Aug 27-28, 2014
Bermuda Invitational Celebrity golf tournament	Sept 12-14, 2014
Around the Sound Swim Harrington Sound swim tournament	Oct 12, 2014
CAIS Boys Soccer Tournament Canadian Association of Independent Schools: 24 team soccer tournament	Oct 15-19, 2014
RBVC Argo Cup Sailing event on the world match racing tour	Oct 20 - 26, 2014
Newport to Bermuda Bi-annual open ocean sailing race	June 20-28, 2014
Queen of Bermuda women's triathlon All women's triathlon	Nov 7-9, 2014
World Rugby Classic 8 team international rugby tournament	Nov 8-15, 2014
Bermuda Squash Challenge Tri-nation amateur squash tournament	Nov 13-15, 2014
Goslings Invitational Golf tournament	Nov 30-Dec 4, 2014
Bermuda Regional Bridge American Bridge League annual regional tournament	Jan 24-30, 2015
Bermuda Open Volleyball International team tournament	Apr 3-5, 2015

Annual Swim Meet International masters swim meet at National Sports Center	Apr 15, 2015
Open BIC NA Championships North American open Bic sailing championships	Apr 24-27, 2015
Bermuda Golf Association Season long schedule of golf events	ALL YEAR

ARTS & CULTURE

St George's Historical Reenactments The historical reenactments in St. Georges Square	ALL YEAR
Harbour Nights Weekly street festival with local entertainment and vendors	SEASONAL
Rockfire Bermuda Performance art, fire dancers & production	SEASONAL
City Fashion Festival High end fashion festival with local and overseas fashion designers	July 7-12, 2014
1814 Historical Events Reenactment of Bermuda's connection to the 1814 historical events in America	Aug 1-16, 2014
Peace Events International Peace day concert featuring overseas and local artists	Sept 19-20, 2014
Frog and Onion Oktober Fest Celebration of Oktoberfest	Oct 1-4, 2014
PanHellenic Experience Sorority and fraternity experience to take place in Bermuda	Apr 7-10, 2015
Gemini Dream Weekend Land and sea-based themed experience	May 30- June 1, 2014
Chewstick Lounge Showcases featuring some of Bermuda's best local entertainers	ALL YEAR

NATURAL RESOURCES

Little Island Big Adventure Eco/historical tours	ALL YEAR
--	----------

MARKETING, PR & OTHER

Caitlin End-to-End Charitable island long walk, cycle, and swimming event	May 2, 2014/15
UberVida Whole Day Dreaming All day adventure to Bermuda's north barrier reef	SEASONAL
Summer Jam Music entertainment event featuring international artists on the Queen's Birthday holiday	June 13-15, 2014
Cup Match Beach Fest Cup Match experience at Horseshoe Bay Beach	July 30-31, 2014
Somerset Cricket Club Host of annual 2-day Cup Match Classic	July 31 - Aug 1, 2014
Bermuda Dog Show All breed kennel club of Bermuda's championship show	Oct 18-19, 2014
Fall Salsa Fete Salsa event featuring international salsa performances	Nov 7-10, 2014
St Peters Church Tours of the oldest Anglican church in the western hemisphere	ALL YEAR

Coconut Rockets Fly board experience at Black Bay Somerset	ALL YEAR
Horse Trail Rides Horse trail rides along the South Shore	ALL YEAR
Spirit of Bermuda Special events and experiences featuring the iconic Bermuda Sloop.	ALL YEAR

Total Funding	\$930,500
Average of Total Funds Given	\$30,016
Highest Given	\$150,000
Lowest Given	\$4,000
Median	\$15,000
Event Funding	\$804,000
Experience Funding	\$126,500
No. of Approved Submissions	33
Sports Funding	\$630,000
No. of Submissions	21
Average Given	\$31,500
Highest Given	\$150,000
Lowest Given	\$5,000
Arts & Culture Funding	\$290,500
No. of Submissions	11
Average Given	\$29,050
Highest Given	\$75,000
Lowest Given	\$4,000
Natural Resources Funding	\$10,000
No. of Approved Submissions	1
Marketing/Advertising/PR	
No. of Approved Submissions	9



SEPTEMBER/OCTOBER 2014 TOURISM EXPERIENCE INVESTMENT SUCCESSFUL APPLICANTS

The Bermuda Tourism Authority is pleased to publish the list of successful experiences for the September/October 2014 Tourism Experience Investment initiative. The experiences identified for investment demonstrated alignment with the Bermuda National Tourism Plan objectives, with emphasis in the areas of Sports, Arts and Culture, and New Experiences.

The BTA looks forward to the contribution that these experiences will provide in enhancing and increasing Bermuda's tourism product offerings.

SPORTS	
Bermuda Fly-fish Invitational Open water fly-fishing tournament	June 23-27, 2015
Bermuda Golf Association Season long scheduled of golf events	ALL YEAR
Bermuda National Swimming Championships International swim meet at National Sports Center	May 28-31, 2015
Bermuda Open Volleyball International team tournament	April 10-12, 2015
Bermuda Triple Challenge A three day weekend obstacle course series	March 13-15, 2015
Futsal Invitational 2015 International Indoor Soccer invitational	April 8-12, 2015
Kitty Michael International Golf Tournament Women's International Invitational Golf Tournament	April 20-24, 2015
Marion – Bermuda Yacht Race (Signature Experience) Invitational open water race from Marion, Massachusetts to Bermuda	June 19-27, 2015
Bermuda Open Golf Invitational Golf Tournament	March, 2015
Bermuda Marathon Weekend (Signature Experience) International running event	January 16 - 18, 2015
ARTS & CULTURE	
Bermuda Fashion Festival (M) Hamilton-based fashion events, partnered with New York fashion cruise	July 6 - 12, 2015
Bermuda Town Crier Competition Featuring 25 town criers from Bermuda and overseas	April 21-26, 2015
Bermuda Good Friday Kite Fest Beachside celebration of kite flying and cultural traditions around Easter	April 3, 2015
Chewstick Hubie's Nights Celebrating local entertainers and legacy of legendary Bermuda entertainment hub	February 6-October 2, 2015
City Art Festival (M) Featuring local artists and related events	October, 2015
City Food Festival Celebrating Bermuda's culinary offerings	March 16-21, 2015
Cup Match Summer Splash (M) Series of events and entertainment around the Cup Match holiday	July 25-29, 2015
Harbour Nights Weekly street festival with local entertainment and vendors	SEASONAL
Late Nights @ BNG Fusion of art and entertainment	January 29-April 30, 2015
Plein Air Festival Landscape painting experience for local and overseas artists	October 10-18, 2015

St George's Beach Town Gateway Featuring local entertainment and culture	February 1,2015-December 31,2017
Sunday Live at Snorkel Park Featuring local entertainment and culture	May 17-October 4,2015
Town Crier & Ducking Stool Historical Re-enactments Historical re-enactments in St. George's Town Square	April 1,2015-March 30,2016
Bermuda Festival of the Performing Arts (Signature Experience) Annual performing arts and cultural experience	January 23 – 8 March, 2015
NEW EXPERIENCES	
Bermuda Explorer - Authentic Bermuda Experience (M) Recreational, dining and cultural experiences with local families	ALL YEAR
Bermuda Heroes Weekend 2015 Cultural celebration and entertainment for National Heroes Day weekend	June 12-15,2015
Blue Sky Flights Aerial tour experiences	January 1,2015
Bridging Bermuda Railway Trail Enhancing Railway Trail experience	ALL YEAR
Funwox Bermuda Hydrobikes for water-based experiences	SEASONAL
LIV 2015 Land- and sea-based themed experience	July 3-6,2015
On D' Rock Experience Featuring local food, entertainment and vendors at new North Shore venue	February 1,2015
Scotcoupe Bermuda Alternative mobile guided tour experiences	April 1,2015
Pilot Gigs Invitational six-oared rowing regatta	October 2015
Shelly Bay Beach Amenities and Beach House Restaurant Family-focused, Bermuda-themed experience and tours	April 1,2015
The North Shore Ferry (M)	SEASONAL
The North Shore Tour Centre (M)	January 1,2015
Taste of Bermuda (M) Dining experiences with local families	ALL YEAR
The Bermuda Hibiscus Gardens Trail Eco-themed tour	ALL YEAR
Vista View Bermuda Family-friendly entertainment based at Dockyard	ALL YEAR
Soma Sailing Personalized yacht charter sailing and tours	ALL YEAR
2016 Viper North Americans High-performance one-design dingy regatta	March/April,2016

(C) Capital related support

(M) Marketing support

Total Funding	\$813,100
No. of Approved Submissions	40
Average of Total Funds Given	\$20,328
Lowest Given	\$6,000
Highest Given	\$80,000
Sports Funding	\$228,600
No. of Approved Submissions	10
Average Given	\$23,509
Highest Given	\$80,000
Lowest Given	\$6,000

Arts & Culture Funding	\$240,000
No. of Approved Submissions	14
Average Given	\$18,462
Highest Given	\$40,000
Lowest Given	\$10,000
New Experiences Funding	\$344,500
No. of Approved Submissions	17
Average Given	\$21,531
Highest Given	\$50,000
Lowest Given	\$9,500
Applicants	
Number of Applicants Reviewed	73