

ANNUAL REPORT ON STATE EXPENDITURES TO PROMOTE TOURISM

FISCAL YEAR 2019

ABOUT THE MASSACHUSETTS OFFICE OF TRAVEL & TOURISM

The Massachusetts Office of Travel & Tourism (MOTT) is the state agency dedicated to promoting Massachusetts as a leisure-travel destination. An integral part of the Commonwealth's economy, tourism generates \$24.2 billion in travel related expenditures, supporting \$1.6 billion in state and local taxes and 153,200 in-state jobs.

MISSION STATEMENT

To promote Massachusetts as a tourism destination for domestic and international markets and to contribute to the growth of the Commonwealth's economy.

Prepared by the Massachusetts Office of Travel & Tourism
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THE COMMONWEALTH OF MASSACHUSETTS

GENERAL LAWS

Chapter 23A. Section 13T Department of Economic Development

Section 13T. (a) There shall be a Massachusetts Tourism Trust Fund which shall be administered by the Massachusetts marketing partnership established in section 13A and held by the partnership separate and apart from its other funds. There shall be credited to the fund \$10,000,000 from the room occupancy excise imposed by section 3 of chapter 64G and section 22 of chapter 546 of the acts of 1969.

(b) There shall also be credited to the fund all revenue as designated under the Gaming Revenue Fund pursuant to subclause (b) of clause (2) of section 59 of chapter 23K.

(c) All available money in the fund that is unexpended at the end of each fiscal year shall not revert to the General Fund and shall be available for expenditure by the fund in the subsequent fiscal year.

(d) Money in the fund shall be applied as follows:

(i) 40 per cent to the Massachusetts marketing partnership; and

(ii) 60 per cent to regional tourism councils.

(e) The partnership shall submit an annual report to the clerks of the senate and house of representatives and the joint committee on tourism, arts and cultural development not later than December 31 on the cost-effectiveness of the fund. The report shall be made available on the office of travel and tourism's website. The report shall include: (i) expenditures made by the partnership from money out of the fund to promote tourism; (ii) expenditures made by the partnership for administrative costs; (iii) expenditures made by the regional tourism councils to promote tourism; and (iv) expenditures made by the regional tourism councils for administrative costs.

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(i) Expenditures made by the partnership from money out of the fund to promote tourism

PART A: MARKETING PROGRAMS

Overview: Promote Massachusetts as a destination to domestic and international travelers

Objective: Develop, implement, and measure results of programs in key consumer and trade markets

Section 1. International Marketing

MOTT promotes Massachusetts to traveler markets throughout the world. MOTT has representation in 11 source markets to international travelers. These travelers tend to stay longer and spend more than domestic travelers. Due to global competition and the cost of long-distance travel, international travelers are more difficult to attract. For major source markets, MOTT has representatives with demonstrated and effective relationships in market with key decision makers. MOTT's international marketing programs are focused on business-to-business marketing, targeting travel media and major tour operators to ensure Massachusetts is well-represented as an appealing four-season travel destination.

International Marketing Representation

Key International Markets

MOTT holds contracts for representation with seven key international markets:

- **Canada**, represented by VoX International
- **United Kingdom**, represented by Travel & Tourism Marketing, Ltd.
- **Germany**, represented by Marketing Services international, gmbh
- **France**, represented by Express Conseil
- **Japan**, represented by Global Consulting, Inc.
- **Italy**, represented by Thema Nuovi Mondi
- **Ireland**, represented by Tara Travel Services

MOTT has representation in an additional four emerging international markets through agreements with major regional destination marketing organizations Brand USA and Discover New England.

- **China**, through Brand USA
- **India**, through Brand USA
- **Scandinavia**, through Discover New England
- **Australia**, through Discover New England

Overview of International Marketing Representative Activity

- **Public Relations**

MOTT's international representatives promote Massachusetts as a destination to major international media outlets, as well as key travel and trade publications, and high-value new media targets (bloggers, vloggers, and social media influencers). Among MOTT's seven contracted international markets, the following media value for FY 2019 is directly attributed to the public relations programs and activity managed by MOTT's representatives, i.e. a direct result of a media FAM, press release, ongoing media relationships (including presentations and roundtables), response to media inquiry, or similar media assistance through MOTT's seven contracted* international representatives.

***Articles generated in FY 2019:** 330

***Estimated Media Value in FY 2019:** \$ 25,143,707

**Due to the nature of MOTT's representation in emerging markets, these amounts do not include coverage generated in China, Scandinavia, Australia, or India.*

- **Familiarization Trips**

Familiarization Trips are an important component of the international program at MOTT. A familiarization trip (FAM) enables journalists and travel agents to experience a destination firsthand. For media FAM participants, the goal of the visit is to generate features on Massachusetts in major international publications, including magazines, travel sections of newspapers, and social media channels. For international tour operators who participate in FAMs, the goal is to experience and promote the destination to the operator's consumers through packaged tours and promotions. Familiarization tours promote lodging venues, attractions, events, restaurants and thematic programs unique to the Commonwealth.

Familiarization Trips in FY 2019: 52

Total number of FAM participants in FY 2019: 224

Countries represented by FAMs in FY 2019: 14

- **Sales Calls, Sales Mission, Workshops, and Trainings**

MOTT's international representatives maintain relationships with tour operators and travel planners. These relationships increase MOTT's understanding of travel and trends and traveler demands. Additionally, strong relationships increase tour operators / travel planners understanding of the product: Massachusetts, the destination. MOTT's representatives visit frequently with decision makers and host workshops, webinars, and trainings for tour operator staff to ensure they have the latest news on attractions, events, and what to do in Massachusetts. Sales missions are conducted in key markets to connect regions and businesses with key decision makers including travel media and tour operators. MOTT participated in the following sales missions in 2019:

- **Global Sales Calls** – hosted by Discover New England, November 2018
- **Japan Sales Mission** – hosted by MOTT, February 2019
- **Aer Lingus Roadshow** – hosted by Aer Lingus, March 2019
- **Discover America Day - Denmark** – hosted by Discover New England, March 2019
- **China Sales Mission** – hosted by Brand USA, March 2019
- **United Kingdom Sales Mission** – hosted by Discover New England, June 2019

- **Microsites and Social Media**

MOTT's international representatives maintain localized microsites translated into the primary language of the market. In some markets they also maintain localized social media profiles on key platforms. On microsites and on social media channels, MOTT's representatives communicate events, press releases, travel ideas, and promotional campaigns.

- **International Trade Shows**

Massachusetts is represented at key consumer and trade shows by MOTT's international representatives, to ensure broad coverage of target audiences, as well as to minimize international travel costs by MOTT staff. These shows include:

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- **SITV** - Consumer Show - Montreal, CANADA
 - **World Travel Market** – Trade Show – London, UNITED KINGDOM
 - **Destinations Manchester** – Consumer Show – Manchester, UNITED KINGDOM
 - **Dublin Holiday World** – Consumer Show – Dublin, IRELAND
 - **Destinations London** – Consumer Show – London, UNITED KINGDOM
 - **Showcase USA** – Trade Show – Venice, ITALY
 - **ITB Berlin** – Trade Show – Berlin, GERMANY
- **Monthly Reports**

MOTT’s key market representatives are required to provide Activity Reports monthly, detailing the following components: Market Highlights, Market Overview, Digital Activity/Social Media, Website Update and Analytics, Travel Trade News, Trade Activity, Sales Calls, Upcoming FAMs, Fulfillment Update – Responses to General Consumer/Trade Inquiries.

MOTT’s key market representatives also submit public relations reports monthly, which cover earned media, estimated value and circulation, as well as ongoing outreach, and media FAM updates.

Marketing Associations

Discover New England: Regional marketing consortium of the six New England states; Maintains representation in key international markets, participates in major international trade shows, and hosts a New England trade show for international buyers each year

Brand USA: National destination marketing organization for the United States; organizes cooperative advertising programs, trade shows, sales missions, and educational events for domestic destinations to collaboratively promote to international audiences

Expenditures in FY 2019: \$ 1,159,807

Section 2. Domestic Marketing

MOTT promotes Massachusetts as a destination to the domestic travel market. With a focus on niche and thematic assets, MOTT takes a multi-channel approach to marketing. Programs are designed to generate awareness, inspiration, and engagement with potential travelers. Partnerships and collaborations with the Regional Tourism Councils and other tourism stakeholders to leverage resources and amplify efforts have bolstered the impact of MOTT’s initiatives in FY 2019.

Campaigns

i. “5 THINGS” SEASONAL PROMOTION

Overview: Seasonal collateral highlighting things to do, see, and experience throughout Massachusetts

Objective: Inspire consumers and drive traffic to seasonal landing pages; industry pitching material in support of the public relations team’s seasonal outreach; emphasis on “evergreen” (or perpetual) content to extend the life of collateral

Run Time: year-round

Components/Tactics:

- **5 Things: Summer** – day trips, family-friendly activities, listing and map of ice cream shops, holiday highlights, and event listings; landing page: massvacation.com/summer

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- **5 Things: Fall** – a seasonal itinerary, fall foliage hotspots, ways and places to embrace the harvest, holiday highlights, and event listings; landing page: massvacation.com/fallfun
- **5 Things: Winter** – romantic getaway ideas, spa and wellness retreats, winter activities, artisan and local makers, holiday highlights, and event listings; landing page: massvacation.com/winter
- **5 Things: Spring** – in bloom (flowers, gardens, and shows), ways to celebrate moms and dads, hikes for all levels, Massachusetts footwear brands, holiday highlights, and event listings; landing page: massvacation.com/spring

ii. APPLECHUSETTS

Overview: Seasonal campaign focused on all things apples, highlighting orchards, cideries, events, and the storied history of the apple in Massachusetts.

Objective: Inspire fall travel in Massachusetts through connections with the beloved fruit, reaching consumers in digital and print; promote a major fall event in the western MA region of Franklin County

Run Time: September – November 2018

Component/Tactics:

- **“Applechusetts” guide** – digital and print guide focused on apples, produced in-house and highlighting orchards, restaurants, recipes, and events; promoted on social media and at key visitor centers
- **Yankee Magazine co-op** – digital advertisements featuring fall activities in MA with a special focus on apples; participation opportunity for regional tourism councils and local attractions.
- **Franklin County’s CiderDays 2019** – partnership with Franklin County to increase coverage and awareness of major event. Yankee Magazine’s senior food editor, Amy Traverso, who lead a demo of her apple hacks at CiderDays

iii. WINTER STAY-CATION SOCIAL MEDIA PROMOTION

Overview: Paid social media campaign focusing on winter activities in Massachusetts specific to MA residents, including dining hotspots and shopping destinations.

Objective: Generate interest among MA residents for activities in Massachusetts and boost awareness of masavacation.com and MOTT’s social media handles; gauge performance of ad units with different styles and themes

Run Time: September – November 2018

Components/Tactics:

- **Paid Social Media** – promoted posts on facebook and Instagram featuring shopping and food, a/b testing performance of different ad units
- **Visit Widget** – promoted social media posts featuring MOTT’s new digital itinerary tool
- **Digital Retargeting**

iv. MA WHALE TRAIL SPRING CAMPAIGN

Overview: Promote the 40 sites and activities linked by the Massachusetts Whale Trail on the New England-focused Yankee Magazine

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Objective: Increase awareness of the whale-related activities in MA through promotion of MA; continue momentum from 2018 launch of MA Whale Trail through continued cooperative promotion among attractions and destinations

Run Time: May – June 2019

Components/Tactics:

- **Yankee Magazine Co-op** – digital advertisements on Yankee’s website and email newsletters; reduced price advertisements for regional tourism councils to advertise whale watching tours, museums, and other attractions at a reduced rate
- **whaletrailma.com** – feature 40 attractions and destinations on special landing page dedicated to MA Whale Trail, promoted on social media
- **TravelCon sponsorship** – promote MA Whale Trail at major travel trade show in Boston; co-sponsoring welcome event with Greater Boston

v. ARTWEEK MASSACHUSETTS

Overview: ArtWeek is a 10-day celebration of arts, culture, and creative communities. In its fifth year, the award-winning festival became a statewide series for the first time in 2018; MOTT signed on as a Lead Champion Partner.

Objective: Support, promote, and advance ArtWeek Massachusetts’ mission of shining the statewide spotlight on hundreds of affordable and accessible creative experiences during the innovative creative festival. Support success of statewide version of festival in order to preserve impact beyond Greater Boston.

Run Time: Year round

Components/Tactics:

- **Website:** Homepage carousel and tile features, events calendar listings, blog post
- **Social media:** Organic messaging across Facebook, Twitter, and Instagram leading up to and during ArtWeek
- **Consumer and Industry Newsletters**
- **Awareness:** Encourage participation from Regional Tourism Councils to spread the word and get involved in promotion. Share information about ArtWeek with domestic media, MOTT’s international representatives, tour operators, consumers.
- **Pitching and Media Outreach:** Work with ArtWeek/Boch Center PR team to support and compliment pitching and outreach strategy.

Consumer Focus Groups

Qualitative Study MOTT conducted focus groups among Massachusetts and New York residents to identify consumer awareness and perceptions of travel to MA destinations. Surveys were conducted in 6 super regions of MA as well as New York City. Results are for use in marketing planning, providing the foundation for campaign creative to build upon opportunities and positive perceptions and remove perceived barriers to traveling to MA. Emphasis was placed on consumer awareness of attractions lesser known.

Associations and Memberships

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National Tour Association Business-building association for professionals serving customers traveling to and within North America

American Bus Association The leading domestic association of group tour buyers and sellers, connecting destinations and attractions with key tour operators

United States Travel Association The lead educational and advocacy organization for the tourism and hospitality industry in the United States; Hosts the major international trade show IPW each year

Subscriptions

Visit Widget Digital itinerary development tool, personalized to the user and linked to the back-end of the massvacation.com website

Libris Photo-storage service which MOTT uses to store and catalog thousands of images of Massachusetts

Meltwater Press clippings service to track media coverage of Massachusetts as a destination

Expenditures in FY 2019: \$ 221,372

Section 3. Trade Shows

Trade shows are a key mechanism for interacting with consumers, learning industry best practices, engaging with the Massachusetts and regional tourism industry, and interfacing with decision makers in the tourism industry.

Major Trade Shows in FY 2019

The Big E

Domestic Consumer Agricultural Fair; West Springfield, Massachusetts

American Bus Association

Domestic Group Tour Marketplace; Louisville, Kentucky

Boston Globe Travel Show

Domestic Consumer Show; Boston, Massachusetts

Discover New England Summit

International Tourism Marketplace; Mount Washington, New Hampshire

IPW

International Tourism Marketplace; Anaheim, California

Expenditures in FY 2019: \$ 60,152

Section 4. Website, Social Media, and Database Marketing

MOTT's digital marketing tools communicate everything from the fundamentals of traveling to Massachusetts to the latest events, attractions, and restaurant openings. These channels are updated constantly. MOTT's website serves as the foundation for MOTT promotions and, combined with social media, is a cost effective tool for generating earned media value.

Analytics for Website, Social Media Channels, and Email Database

Website

- **massvacation.com** over 1.2 million sessions and 3.3 million page views to the flagship marketing tool for MOTT in FY 2019. This site is continuously-updated with business listings and events throughout Massachusetts. Landing pages are developed for key promotions and holidays. This site is fed by a business listing database, where users can upload information about their business, including contact information, events, images, and promotional copy.

Social Media Channels

- **Facebook** A social networking website and service where users can post comments, share photographs and links to news or other interesting content online, play games, chat live, and even stream live video.

Likes: 224,000

- **Instagram** An online mobile-only photo-sharing, video-sharing, and social networking service that enables its users to take pictures and videos, and share them either publicly or privately on the app, as well as through a variety of other social networking platforms, such as Facebook, Twitter, Tumblr, and Flickr.

Followers: 21,500

- **Twitter** Social networking microblogging site where users broadcast short posts called tweets. Posts are restricted to 280 characters. MOTT uses twitter to promote events, share travel ideas, and interact directly with consumers through steady engagement.

Followers: 78,100

Emails

- **Consumer Emails** List of 40,000 subscribers who receive information 2-3 times per month regarding events, deals, and giveaways. Consumers opt in to receive these emails, and select which lists they want to be a part of. Emails are based on holidays, seasonal themes, and activity type.

Subscriptions

Mail Chimp: email marketing platform used to send MOTT's consumer and industry emails.

Jebbit: survey subscription to gather more information on MOTT's consumer database, including where and when they travel, where they stay, and their interests

Datapipe: provides web hosting and monitoring services

BrowserStack: platform to test page updates across multiple browsers, e.g. Chrome, Explorer, Safari.

Litmus: platform to check emails across multiple email clients

Git Repository: service that backs up for all website code, provides the capability to go back and revert to earlier versions if website issues arise

Expenditures in FY 2019: \$ 84,504

End of Part A. Marketing Programs

PART B. INDUSTRY SUPPORT PROGRAMS

Overview: Support small business and local marketing efforts to promote tourism across Massachusetts

Objective: Communicate research, trends, and opportunities for growth to MA travel industry

Section 1. Tourism Research

Subscriptions

Smith Travel Research – hotel and lodging data

TNS Custom Research – visitor profile data

US Department of Commerce – Overseas visitor arrivals data

StatsCanada – Canadian arrivals and profile data

United States Travel Association – Economic impact report by state and local tourism region

AirDNA – aggregating shared accommodation data by MA county

Reports and Presentations

Regional Tourism Data Presentations: MOTT’s research director met individually with the 16 Regional Tourism Councils (RTCs) to present and discuss tourism spending and volume reports, which is purchased annually by MOTT and the RTCs. These reports show traveler spending and demographics including traveler origin, spending by city/town, and type of spending/business, and places visited.

Expenditures in FY 2019: \$ 63,410

Section 2. Tourism Industry Meetings

Quarterly Board Meetings

Governor’s Advisory Commission on Travel & Tourism – Commission meetings

Massachusetts Marketing Partnership – Board meetings

Discover New England – Board meetings

Other Industry Meetings

Regional Research Presentations: MOTT’s research director presents tourism data at regional and local meetings including chambers of commerce, regional tourism councils, and municipal tourism offices

Trade show Briefings and Caucuses: Hosted briefing prior to major trade show IPW and hold caucus at trade shows including ABA Marketplace, NTA Exchange, and DNE summit.

Expenditures in FY 2019: \$ 956

Section 3. Industry Communication

Programs

Monthly Newsletter

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Distributed to an email list of over 4,000 industry professionals. The bulk of the list are users who have created business listings on massvacation.com, as well as other members of the Massachusetts tourism industry. News is related to major MOTT activity, participation opportunities, and major tourism developments in Massachusetts.

Industry Portal

MOTT maintains a media and industry portal for use by inquiring media, grant recipients, and tourism industry members. Information on the portal is organized by industry and media assets, including research reports, industry presentations, press releases, imagery, and other digital assets.

International Marketing Webinars

MOTT organized and hosted a series of webinars for the Massachusetts tourism industry to learn more about key international traveler markets. The webinars were hosted live and offered Q&A with MOTT's international representative from each market. The webinars are available on the Media & Industry Portal.

Expenditures in FY 2019: *including in website budget*

Section 4. Regional Tourism Council Grants

Overview

MOTT administers a matching state grant for promotion of local tourist councils each fiscal year. In FY 2019, the \$6 million grant was distributed among the 16 legislatively-designated regional tourism councils by a performance-based grant formula. For more information, please see the annual report on local tourism council assistance filed by MOTT on the media & industry portal on massvacation.com.

Expenditures in FY 2019: *funded through line item 7008-0901 and reported separately*

End of Part B. Industry Support Programs

(ii) Expenditures made by the partnership for administrative costs

Administrative Expenditures in FY 2019 are shared among the following Massachusetts Marketing Partnership agencies: Massachusetts Office of Travel & Tourism, Massachusetts Film Office, Massachusetts Sports Marketing Office, Commonwealth Marketing Office, and Massachusetts Office of International Trade & Investment

Part A. Staff List

MOTT Staff (10):

Executive Director
Chief of Staff
Director of Content
Director of International Public Relations
Director of Partnership Marketing
Marketing Manager
Media Relations Manager
Research Director
Special Projects Coordinator
Web Manager

Additional Staff (6):

Massachusetts Film Office (3 employees)
Massachusetts Office of International Trade & Investment (2 employees)
Commonwealth Marketing Office (1 employee)

Expenditures in FY 2019: \$ 1,218,716

Part B. Operations Expenses

Overview: Rent, office supplies, and travel expenses

Expenditures in FY 2019: \$ 171,505

End of FY 2019 Annual Report on State Expenditures to Promote Tourism