

OFFICE OF PERFORMANCE MANAGEMENT & OVERSIGHT

FISCAL 2014 ANNUAL REPORT GUIDANCE

The Office of Performance Management & Oversight (OPMO) measures the performance of all public and quasi-public entities engaged in economic development. All agencies are required to submit an Annual Report demonstrating progress against plan and include additional information as outlined in [Chapter 240 of the Acts of 2010](#).

The annual reports of each agency will be published on the Office of Performance Management [website](#), and will be electronically submitted to the clerks of the Senate and House of Representatives, the Chairs of the House and Senate Committees on Ways and Means and the House and Senate Chairs of the Joint Committee on Economic Development and Emerging Technologies.

Filing Instructions:

The Fiscal Year 2014 report is due no later than **Friday, October 3, 2014**. An electronic copy of the report and attachments A & B should be e-mailed to James.Poplasky@MassMail.State.MA.US

1) AGENCY INFORMATION

Agency Name Massachusetts Office of Travel and Tourism

Agency Head Betsy Wall

Title Executive Director

Website www.massvacation.com

Address 10 Park Plaza, Suite 4510, Boston, MA 02116

2) MISSION STATEMENT

Please include the Mission Statement for your organization below.

To market Massachusetts as a leisure travel destination in order to generate state and local tax revenues, create jobs, and support travel-related businesses.

3) PERFORMANCE AGAINST PLAN REPORT

Please provide details on the progress and accomplishments for Fiscal Year 2014 as it relates to the Fiscal Year 2014 Plan submitted by your agency. Plans are posted on the OPMO [website](#) for easy reference. This information should be included as **Attachment A and should include prior year perspective**. In addition to your Performance to Plan Report, Questions 4 through 10 provides guidance on the specific information required

under Chapter 240 of the Acts of 2010.

4) ACCOUNTING

Please provide financial information for your agency. Below please give a summary of *Receipts and Expenditures* during the fiscal year, and include the *Assets and Liabilities* at the end of the fiscal year. Please include the most recent audited financial report for the agency as **Attachment B**.

	AMOUNT
Receipts	\$13,636,124.38
Expenditures	\$13,636,124.38
Assets	\$0
Liabilities	\$0

5) INVESTMENTS OR GRANTS TO BUSINESSES OR INDIVIDUALS

Does your agency make **investments** and/or provide **grants** to businesses or individuals? **Yes X** **No**

If **Yes**, please provide detailed information on investments and/or grants made during FY14 in the **Performance Against Plan Report – Attachment A** section of this report. Information should include the number, nature and amounts of investments made and grants awarded by your agency along with job, investment and/or other economic development impact. Please list the name(s) of the investment and/or grant programs offered by your agency in the space provided below:

Grant Details:

1. Grants provided, per Massachusetts General Law, Chapter 23A, Section 14

The office of travel and tourism is hereby directed, subject to appropriation, to establish a program for financial assistance to those public or nonprofit agencies which promote or provide services for tourism, convention, travel and recreation in the Commonwealth.

RTC- TOTAL GRANT AMOUNT: \$7.5 M	AWARDED GRANT
Berkshire CVB	\$ 390,030.39
Southeastern Mass CVB	\$ 194,581.51
Cape Cod Chamber of Commerce	\$ 592,557.02
Franklin County Chamber	\$ 231,503.88
Greater Boston CVB	\$ 2,335,748.19
Greater Merrimack Valley CVB	\$ 402,789.58
Greater Springfield CVB	\$ 310,521.55
Martha's Vineyard Chamber	\$ 255,979.07

Nantucket Chamber of Commerce	\$ 270,127.04
North of Boston CVB	\$ 339,573.55
Plymouth County CVB	\$ 260,192.19
Central Mass CVB	\$ 297,063.27
MetroWest Chamber of Commerce	\$ 304,936.74
Johnny Appleseed Trail Assoc.	\$ 190,257.29
Hampshire County	\$ 228,473.72
Mohawk Trail Association	\$ 161,850.00
TOTAL	\$ 7,500,000.00

2. Grants provided to individual organizations via the Regional Tourism Council (funding which came from MOTT's Stability Funds):

FY14 GRANTS	PURPOSE	RTC REGION	GRANT \$
DOMESTIC MARKETING			
JetBlue Marketing Initiative - Massport/MOTT/Worcester Collaboration	Marketing Worcester Regional Airport	Central Mass. CVB	\$ 150,000.00
Doors to History - National Trust for Historic Reservation	Promoting awareness of National Trust for Historic Reservation	Greater Boston CVB	\$ 20,000.00
Discover Middleborough	Creating a website to market Middleborough	Plymouth County CVB	\$ 15,000.00
AICUM/Association of Independent Colleges & Universities in Massachusetts	Representing Massachusetts at four (4) National College Fairs/Higher Education	Greater Boston CVB	\$ 10,000.00
Shelburne Falls Area Business Association	Promoting Film in Massachusetts	Mohawk Trail Association	\$ 5,800.00
Brian Butterworth/Red Lion Inn	Transportation Services for NTA meeting	Berkshire Visitors Bureau	\$ 873.20
Mass. Poetry Outreach Project	Marketing Mass Poetry Festival	Greater Boston CVB	\$ 7,500.00
Dighton Rehoboth Marching Band	Representing Massachusetts at the National Independence Day Parade	Southeastern Mass CVB	\$ 5,000.00

	held in Washington, DC		
Boston Pride Committee	Marketing Massachusetts at the World Pride 2014 event in Toronto Canada in June.	Greater Boston CVB	\$ 10,000.00
Destination Worcester	Marketing Massachusetts at the Trade Show for Travel Agents held in Fort Lauderdale Florida in May 2014	Central Mass. CVB	\$ 7,500.00
JazzBoston	JazzWeek Brochure to Market Massachusetts	Greater Boston CVB	\$ 10,000.00
North of Boston/River Cities	River Cities Marketing	North of Boston CVB	\$ 25,000.00
Boston Symphony Orchestra	Live Internet Streaming of Boston Pops Concert	Greater Boston CVB	\$ 300,000.00
Southeastern Mass CVB	Cultural Trail Development	Southeastern Mass. CVB	\$ 10,000.00
Cape Cod Chamber of Commerce	Webpage for unpaved Cape Cod – linking off-roads, bike & unpaved trails	Cape Cod Chamber	\$ 10,000.00
Greater Springfield CVB	Billboard Marketing Campaign	Greater Springfield CVB	\$ 5,500.00
Martha's Vineyard Chamber of Commerce	Spring for the Arts Marketing Campaign	Martha's Vineyard	\$ 4,130.00
Nantucket Island Chamber of Commerce	Half-page Advertisements marketing Nantucket Island	Nantucket Island	\$ 2,000.00
Freedom Trail Association		Greater Boston CVB	\$ 5,500.00
SPORTS MARKETING			
Plymouth County CVB	AAU Basketball Championship	Plymouth County CVB	\$ 15,000.00
MetroWest Tourism & Visitors Bureau	Massachusetts Badminton Association	MetroWest	\$ 2,500.00
Johnny Appleseed Trail Association	Field Day Obstacle Race	Johnny Appleseed Trail	\$ 5,000.00

6) DEBT OR EQUITY INVESTMENT DETAILS

Is your agency involved in **debt** or **equity investments** for businesses? Yes No

If **Yes**, please provide detailed information on debt and/or equity investments made during FY14 in the **Performance Against Plan Report – Attachment A** section of this report along with job, investment and/or other economic development impact. Please list the name(s) of the debt and/or equity investments programs offered by your agency in the space provided below:

3T

7) LOAN DETAILS

Is your agency involved in **real estate loans**, **working capital loans**, or any **other type of loan** or **guarantee**? Yes No

If **Yes**, please provide detailed information on loan(s) and/or guarantee(s) made during FY14 in the **Performance Against Plan Report – Attachment A** section of this report along with job, investment and/or other economic development impact. Please list the types of loan(s) and/or guarantee(s) offered by your agency in the space provided below:

3T

8) OTHER FORMS OF FINANCING OR FINANCIAL ASSISTANCE?

If your agency provides any other form of financing or financial assistance, please include FY14 details in the **Performance Against Plan Report – Attachment A** section of this report along with job, investment and/or other economic development impact. Please list the types of other forms of financing offered by your agency in the space provided below:

3T

9) PATENTS OR PRODUCTS

Does your agency track **patents** or **products** resulting from agency-funded activities? Yes No

If **Yes**, please include details in the **Performance Against Plan Report – Attachment A** section of this report along with job, investment and/or other economic development impact. Please list the agency-funded activities of your agency that promote patent and product advancement in the space provided below:

3T

10) TECHNICAL ASSISTANCE

If your agency provides technical assistance, please provide detailed information on technical assistance provided during FY14 in the **Performance Against Plan Report – Attachment A** section of this report along with

job, investment, and/or other economic development impact. Please list the name(s) of the technical assistance programs offered by your agency in the space provided below:

3T

11) MANAGEMENT TEAM

Please confirm that the senior management team listed on your website is accurate and report on any current or pending vacancies and/or replacements.

All is accurate.

12) BOARD OF DIRECTORS

If applicable, please confirm that the board of director information on your website is accurate and provide information on any current or pending board vacancies.

All is accurate. The Massachusetts Marketing Partnership Board currently has 11 Directors, and no vacancies.



Betsy Wall, Executive Director, 10 Park Plaza, Suite 4510, Boston, MA 02116, 617-973-8500

Mission Statement To market Massachusetts as a destination for leisure travelers from domestic and international markets in order to generate state and local revenues and ultimately to grow and sustain jobs in the tourism sector.

Economic Impact of Travel in MA	CY12	CY13
Direct Domestic and International Spending	\$17.7 billion	\$18.5 billion
Jobs Supported	126,500	129,400
Number of Visitors (Domestic + International)	\$22.1 million	\$25 million
State and Local Taxes	\$1.1 billion	\$1.2 billion

-The Massachusetts Office of Travel and Tourism (MOTT) is responsible for branding and engagement of prospective and current travelers- to inspire them to choose Massachusetts as a leisure destination in a highly competitive environment.

-MOTT's efforts are aligned with Massport's international route development program per statute, BrandUSA, the nation's international travel promotions program, U.S. Travel Association, Discover New England (The Consortium of New England States' tourism offices, and Massachusetts' sixteen regional tourism councils.

-We currently have offices in 8 international markets, including Canada, UK, Germany, China, France, Japan, Italy and Ireland.

-Our website, massvacation.com, is one of the top 20 global travel sites and ranks #2 of the 50 U.S. State Tourism Offices in digital and social media engagement. This year, our digital program measured over 700 million impressions.



MASSACHUSETTS
IT'S ALL HERE.[®]
massvacation.com

MASSACHUSETTS OFFICE OF
TRAVEL & TOURISM

2013 ANNUAL REPORT

Commonwealth of Massachusetts



Governor Deval Patrick

SECRETARY OF HOUSING AND ECONOMIC DEVELOPMENT

Gregory Bialecki

Massachusetts Office of Travel & Tourism

EXECUTIVE DIRECTOR

Betsy Wall

REPORT DATA

Data in this report are the most current available at the time of publication. Data are based on all travel – domestic and international, leisure and business, unless otherwise specified. Data are reported on a calendar-year basis, unless otherwise specified. A visitor is defined as someone who travels at least 50 miles one way or stays overnight.

TRAVELSTATS

The Massachusetts Office of Travel & Tourism (MOTT) publishes a free monthly research e-newsletter, *TravelStats*, which comprises lodging, attractions, and airport data; lodging tax collections; Massachusetts Tourism Fund receipts; and site and circulation data for massvacation.com. Current and past issues are posted at www.massvacation.com/research.

TOP NUMBERS

MASSACHUSETTS TRAVEL INDUSTRY BY THE NUMBERS



ECONOMIC IMPACT

- Direct spending by domestic and international visitors totaled \$17.7 billion in 2012 (p. 4).
- Visitor expenditures supported 126,500 jobs in 2012 and \$3.7 billion in wages and salaries (p. 4).
- Visitor expenditures generated \$1.1 Billion in Massachusetts state and local tax revenue in 2012 (p. 4).
- Each dollar spent by a visitor in 2012 generated 3.8 cents in state tax receipts and 2.4 cents in local taxes (p. 4).
- State hotel room occupancy tax collections totaled \$194.6 million and local option room occupancy tax collections totaled \$155.7 million in FY2013 (p. 6).

VISITOR ORIGIN

- In FY2013, Massachusetts hosted 21.9 million domestic visitors. In CY2012, there were 2.1 million international visitors; 1.3 million came from overseas and 691,000 from Canada (p. 10).
- Domestic visitors accounted for approximately 90% of all visitors; international visitors, 10% (p. 10).

DOMESTIC & INTERNATIONAL VISITORS

- In FY2013, 59.7% percent of all person trips originated in New England and 16.8% from the mid-Atlantic states (NY, NJ, and PA) (p. 12).
- Visiting friends and relatives is the most frequently reported primary trip purpose (47.2%) (p. 13).
- Travel by personal car is the dominant mode of transportation (69.4%) (p. 13).
- 45.9% of the domestic visitors who spent at least one night in Massachusetts reported staying in a hotel, motel, or bed and breakfast (p. 13).
- Seasonality of domestic visitors...16% of domestic visitors come in the first quarter of the calendar year (Q1), 22% during (Q2), 37% during (Q3) and 25% during (Q4).
- Canada, the United Kingdom, and China are the top three countries of origin and accounted for 50% of all international visitors to MA in 2012 (p. 25).

MASSACHUSETTS 2013 ANNUAL REPORT

PUBLISHED JUNE 2014

CONTENTS

MASSACHUSETTS TRAVEL INDUSTRY BY THE NUMBERS

Top Numbers	2
Economic Impact	4-5
Room Occupancy Taxes	6
Spending by Industry Sector	7-9
Visitor Volume	10
Domestic Visitor Economic Impact By County	11
Domestic Visitor Origin	12
Domestic Visitor Behavior	13

MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

FY2013 Domestic Marketing Programs	14-24
Digital Advertising	17
Print	19
LGBT Marketing Program	20
Group Tour	20
massvacation.com	21-22
Governor's Conference	23
Consumer Database & Relationship Marketing	23
Public Relations	23-24
MOTT International Overview	25-26
MOTT Regional Grant Program	27

*NOTE: Disregard 2007 heading at the bottom of all odd pages.

ECONOMIC IMPACT

MASSACHUSETTS TRAVEL INDUSTRY BY THE NUMBERS

Direct Economic Impact of Travel on Massachusetts, 2008 – 2012

Calendar Year	Expenditures (\$ Millions)	Payroll (\$ Millions)	Employment	State Tax Receipts (\$ Millions)	Local Tax Receipts (\$ Millions)
2012	17,739.6	3,742.0	126,500	676.4	428.3
2011	16,913.8	3,629.0	124,700	652.2	406.1
2010	15,529.9	3,475.7	121,700	622.7	383.6
2009	14,352.6	3,407.5	121,500	573.8	341.5
2008	15,576.8	3,650.1	128,800	598.1	364.6

Source: TIA, The Economic Impact of Travel on MA Counties, 2012

Direct expenditures by domestic and international visitors to Massachusetts totaled \$17.7 billion in 2012, an 4.9% increase from 2011 and a 13.9% increase over 2008.

Massachusetts' 2012 direct expenditures represented a 2.1% share of all 2012 U.S. direct expenditures (\$855.4 billion).

Domestic visitors spent \$15.4 billion in 2012, 86.8% of all spending; international visitors, \$2.3 billion, 13.2%. An analysis of spending by industry sectors shows major differences between domestic and international visitors' spending behavior.

In 2012, domestic spending increased 5.4%; international increased 1.7%.

Visitor spending supported 126,500 full-time, part-time, and seasonal jobs, an increase of 1.4% from 2011, and payroll of \$3.7 billion, a 3.1% increase.

The state received \$676.4 million in revenues through the state sales tax, excise taxes, and taxes on travel-related personal and corporate income, a 3.7% increase from 2011. Local community revenue totaled \$428.3 million in sales and property tax revenue, a 5.5% increase.

Domestic and International Direct Expenditures by Industry Sector, 2012

2012 EXPENDITURES	DOMESTIC (\$ MILLIONS)	INTERNATIONAL (\$ MILLIONS)	TOTAL (\$ MILLIONS)	% OF TOTAL
PUBLIC TRANSPORTATION	5,008.1	285.9	5,294.0	29.8%
Auto Transportation	2,329.8	34.3	2,364.1	13.3%
Lodging	3,165.4	812.1	3,977.5	22.4%
Foodservice	3,031.4	442.2	3,473.6	19.6%
Entertainment & Recreation	897.4	186.9	1,084.3	6.1%
General Retail Trade	973.7	572.4	1,546.1	8.7%
2012 Totals	\$15,405.8	\$2,333.8	\$17,739.6	100.0%
Percentages	86.8%	13.2%	100.0%	
2011 Totals	\$14,619.8	\$2,294.0	16,913.8	
Percentages	86.4%	13.6%	100.0%	

Source: TIA, The Economic Impact of Travel on MA Counties, 2012

ECONOMIC IMPACT

MASSACHUSETTS TRAVEL INDUSTRY BY THE NUMBERS

THE MULTIPLIER IMPACT

Visitors' direct expenditures have a multiplier impact on the Massachusetts economy through indirect and induced spending. Indirect spending results from Massachusetts' travel-related businesses purchasing goods and services within Massachusetts. Induced spending results from

employees of travel-related businesses spending part of their income in MA. This multiplier impact is measured for expenditures, earnings, and employment. In 2012, the total impact of all travel spending was \$28.2 billion, an 4.7% increase from 2011.

Multiplier Impact of Direct Spending, 2012

Impact Measure	Direct Impact	Indirect & Induced Impact	Total Impact	% change over 2011
Economic Impact (millions)	\$17,739.6	\$10,465.3	\$28,204.9	4.7%
Earnings (millions)	\$3,742.0	\$3,423.2	\$7,165.2	2.9%
Employment (thousands)	126.5	78.0	\$204.5	1.2%
Indirect impact — travel industry operators purchasing goods and services in MA				
Induced impact — employees of businesses and suppliers spending part of their earnings in MA				
Source: TIA, The Economic Impact of Travel on MA Counties, 2012				



ROOM OCCUPANCY TAXES

MASSACHUSETTS TRAVEL INDUSTRY BY THE NUMBERS

In FY2013, state room occupancy tax collections (including convention centers) totaled \$194.6 million, a 5.9% increase from FY2012 and a 20.9% increase over FY2009. Local room occupancy tax collections totaled \$155.7 million, an 6.6% increase over FY2012 and a 73.4% increase over FY2009.

In FY2012, Suffolk, Middlesex, and Barnstable counties were the top three room occupancy tax-producing counties, accounting for 66.8% of state and 74.7% of local option room occupancy tax collections. On 10/1/2009 the local option rooms tax rate was increased from a maximum of 4% to 6%.

Room occupancy tax collections are driven by the overall performance of the lodging sector. In CY2013 Massachusetts' room revenue was up 5.9% compared to the U.S. rate which increased 6.2%.

Room Occupancy Tax Collections, FY2009 – 2013

Fiscal Year	State \$ Millions	% Change	Local Option \$ Millions	% Change
2013	194.6	5.9%	155.7	6.6%
2012	183.7	9.8%	146.1	11.3%
2011	167.3	9.9%	131.3	28.2%
2010	152.2	-5.4%	102.4	14.0%
2009	160.9	10.6%	89.8	9.6%

Source: MA DOR (state totals include convention center collections)

MA Lodging Results CY2013 vs. CY2012 % Change

	Supply	Occupancy	Room Rate	Revenue
U.S.	0.7	1.5	3.9	6.2
MA	0.4	1.8	1.8	5.9
NJ	0.7	-1.8	2.5	1.3
NY	2.3	0.5	3.4	6.3
PA	2.1	-1.9	1.6	1.7

Source: Smith Travel Research

Room Occupancy Tax Collections by County, FY2012

County	State Collections (\$000)	Share %	Local Option Collections (\$000)	Share %
Barnstable	\$13,120	10.8%	\$11,657	8.0%
Berkshire	\$4,085	3.4%	\$3,846	2.6%
Bristol	\$2,777	2.3%	\$2,384	1.6%
Dukes	\$1,889	1.6%	\$1,384	0.9%
Essex	\$6,880	5.7%	\$6,579	4.5%
Franklin	\$488	0.4%	\$429	0.3%
Hampden	\$3,708	3.0%	\$2,535	1.7%
Hampshire	\$1,511	1.2%	\$1,516	1.0%
Middlesex	\$24,363	20.0%	\$31,533	21.6%
Nantucket	\$1,968	1.6%	\$2,023	1.4%
Norfolk	\$8,414	6.9%	\$8,376	5.7%
Plymouth	\$2,645	2.2%	\$2,396	1.6%
Suffolk	\$43,780	36.0%	\$65,891	45.1%
Worcester	\$6,011	4.9%	\$5,562	3.8%
Total FY2012	121,639	100.0%	146,111	100.0%
Total FY2011	110,401		131,281	

Source: MA DOR

SPENDING BY INDUSTRY SECTOR

MASSACHUSETTS TRAVEL INDUSTRY BY THE NUMBERS

In 2012, the largest share of visitors' direct expenditures was for public transportation, followed by lodging and food service. The lodging sector generated the largest payroll of any category; food service generated the most jobs.

Expenditures, Payroll, & Employment by Industry Sector, 2012

Industry Sector	Expenditures (\$ Millions)	% Total	Payroll (\$ Millions)	% Total	Employment	% Total
Public Transportation	5,293.9	29.8%	644.4	17.2%	14,800	11.7%
Auto Transportation	2,364.1	13.3%	130.9	3.5%	3,900	3.1%
Lodging	3,977.5	22.4%	933.6	24.9%	29,300	23.2%
Foodservice	3,473.6	19.6%	905.2	24.2%	47,800	37.8%
Entertainment & Rec	1,084.4	6.1%	519.6	13.9%	17,500	13.8%
Retail	1,546.2	8.7%	201.3	5.4%	7,600	6.0%
Travel Planning	n/a	n/a	407.0	10.9%	5,500	4.3%
	17,739.6	100.0%	3,742.0	100.0%	126,500	100.0%

Note: Travel Planning does not generate expenditure data

Source: TIA, The Economic Impact of Travel on MA Counties, 2012

PUBLIC TRANSPORTATION

Spending in 2012 for public transportation totaled \$5.3 billion, a 5.2% increase from 2011 and a 13.0% increase over 2008.

Public transportation accounted for 29.8% of all expenditures, 17.2% of payroll, and 11.7% of employment.

The public transportation industry comprises air, intercity bus, rail, boat and ship, and taxicab and limousine services.

Public Transportation Industry: Economic Impact, 2008 – 2012

Calendar Year	Expenditures (\$ Millions)	Payroll (\$ Millions)	Employment
2012	5,293.9	644.4	14,800
2011	5,032.4	621.4	14,500
2010	4,575.7	585.0	14,000
2009	4,131.1	575.0	13,800
2008	4,684.3	598.5	14,800

Source: TIA, The Economic Impact of Travel on MA Counties, 2012



SPENDING BY INDUSTRY SECTOR

MASSACHUSETTS TRAVEL INDUSTRY BY THE NUMBERS

LODGING

Spending in 2012 for lodging totaled \$4.0 billion, a 7.6% increase from 2011 and an 11.6% increase over 2008.

The lodging industry represented 22.4% of all expenditures. It generated the largest share of payroll, 24.9%, and the second largest share of employment, 23.2%.

The lodging industry comprises hotels and motels, inns, resorts, campgrounds, and ownership or rental of vacation and second homes.

FOOD SERVICE

Spending in 2012 for food service totaled \$3.5 billion, a 3.8% increase over 2011 and an increase of 16.5% over 2008.

Food service accounted for 19.6% of total expenditures. It generated the second-highest share of payroll, 24.2%, and the largest share of employment, 37.8%.

The labor-intensiveness of the food service sector and the large share of visitor expenditures spent on food results in this sector's major contribution to the travel industry's economic impact and to employment.

Food service comprises restaurants, other eating and drinking establishments, and grocery stores.

AUTO TRANSPORTATION

Spending in 2012 for auto transportation totaled \$2.4 billion, an increase of 3.9% over 2011 and an increase of 15.6% over 2008.

Auto transportation accounted for 13.3% of all expenditures, 3.5% of payroll, and 3.1% of employment.

Auto transportation comprises privately owned vehicles used for trips (i.e., automobiles, trucks, campers, and other recreational vehicles), gasoline service stations, and auto rentals.

Lodging Industry: Economic Impact, 2008 – 2012

Calendar Year	Expenditures (\$ Millions)	Payroll (\$ Millions)	Employment
2012	3,977.5	933.6	29,300
2011	3,695.6	912.0	28,700
2010	3,415.8	870.9	28,200
2009	3,095.5	848.3	28,400
2008	3,564.0	938.3	30,900

Source: TIA, The Economic Impact of Travel on MA Counties, 2012

Food Service Industry: Economic Impact, 2008 – 2012

Calendar Year	Expenditures (\$ Millions)	Payroll (\$ Millions)	Employment
2012	3,473.6	905.2	47,800
2011	3,345.0	876.2	47,400
2010	3,143.8	842.6	46,300
2009	2,980.9	833.9	46,000
2008	2,981.3	856.3	47,300

Source: TIA, The Economic Impact of Travel on MA Counties, 2012

Auto Transportation Industry: Economic Impact, 2008 – 2012

Calendar Year	Expenditures (\$ Millions)	Payroll (\$ Millions)	Employment
2012	2,364.1	130.9	3,900
2011	2,275.3	129.1	3,900
2010	1,982.0	124.7	3,800
2009	1,838.4	126.3	3,900
2008	2,045.8	128.0	4,000

Source: TIA, The Economic Impact of Travel on MA Counties, 2012

SPENDING BY INDUSTRY SECTOR

MASSACHUSETTS TRAVEL INDUSTRY BY THE NUMBERS

ENTERTAINMENT & RECREATION

Spending in 2012 for entertainment & recreation totaled \$1.1 billion and increase of 2.8% over 2011 and an increase of 13.4% over 2008.

Entertainment & recreation accounted for 6.1% of all expenditures, 13.9% of payroll, and 13.8% of employment.

Entertainment & recreation comprises user fees, sporting events, admissions at amusement parks, and attendance at movies and other cultural events.

RETAIL

Spending in 2012 for general retail totaled \$1.5 billion, an increase of 2.3% over 2011 and an increase of 14.9% over 2008.

General retail accounted for 8.7% of all expenditures, 5.4% of payroll, and 6.0% of employment.

General retail comprises gifts, clothes, souvenirs, and other incidental retail purchases.

TRAVEL PLANNING

In 2012, travel planning accounted for 10.9% of payroll and 4.3% of employment. This sector does not generate direct expenditures in Massachusetts because the expenditures take place in visitors' points of origin.

Travel planning comprises travel agents, tour operators, and others involved in planning trips.

Entertainment & Recreation Industry:
Economic Impact, 2008 – 2012

Calendar Year	Expenditures (\$ Millions)	Payroll (\$ Millions)	Employment
2012	1,084.4	519.6	17,500
2011	1,054.7	503.0	17,100
2010	997.0	491.2	16,900
2009	955.2	473.4	16,600
2008	955.9	496.3	17,300

Source: TIA, The Economic Impact of Travel on MA Counties, 2012

Retail Industry: Economic Impact, 2008 – 2012

Calendar Year	Expenditures (\$ Millions)	Payroll (\$ Millions)	Employment
2012	1,546.20	201.3	7,600
2011	1,510.80	202.8	7,600
2010	1,415.4	195.0	7,400
2009	1,351.5	194.8	7,500
2008	1,345.5	193.6	7,700

Source: TIA, The Economic Impact of Travel on MA Counties, 2012

Travel Planning Industry:
Economic Impact, 2008 – 2012

Calendar Year	Payroll (\$ Millions)	Employment
2012	407.0	5,500
2011	384.5	5,500
2010	366.3	5,300
2009	355.9	5,300
2008	439.1	6,800

Source: TIA, The Economic Impact of Travel on MA Counties, 2012

VISITOR VOLUME

MASSACHUSETTS TRAVEL INDUSTRY BY THE NUMBERS

Massachusetts hosted 21.4 million domestic person trips in FY2013. See the chart of domestic visitor origins for FY2013 on p. 12.

In CY2012, Massachusetts hosted 2.1 million international person trips. 66% of the person trips were from overseas, 34% from Canada.

Massachusetts' share of all Canadian travel to the U.S. in CY2012 was 3.0%, down from 3.4% in 2011. Massachusetts' share of overseas travel to the U.S. decreased from 5.1% to 4.5% in CY2012.

For visitation numbers from top international markets, see p. 25.



DOMESTIC VISITOR ECONOMIC IMPACT BY COUNTY

MASSACHUSETTS TRAVEL INDUSTRY BY THE NUMBERS

In 2012, domestic visitors spent \$15.4 billion in direct expenditures, a 5.4% increase from 2011 and an increase of 13.8% over 2008.

Greater Boston - Suffolk, Middlesex, and Norfolk counties - generated 69.3% of all travel expenditures, 61.5% of state tax receipts, and 57.4% of local tax receipts.



Domestic Economic Impact on Massachusetts Counties, 2008-2012

County	Expenditures (\$ Millions)	Payroll (\$ Millions)	Employment (Thousands)	State Tax Receipts (\$ Millions)	Local Tax Receipts (\$ Millions)
Barnstable	\$902.58	\$226.73	8.61	\$37.72	\$54.01
Berkshire	355.13	86.06	3.39	17.22	10.20
Bristol	447.65	86.97	3.01	22.53	8.54
Dukes	127.98	30.78	1.20	4.77	7.26
Essex	780.45	170.50	6.23	39.79	20.17
Franklin	57.81	9.91	0.36	3.03	1.82
Hampden	484.29	101.89	3.17	25.72	9.67
Hampshire	119.84	24.67	0.86	6.19	3.19
Middlesex	2,258.11	579.52	19.81	121.06	60.43
Nantucket	152.63	31.24	1.01	4.45	5.33
Norfolk	972.32	277.31	9.47	49.65	21.13
Plymouth	532.97	100.79	3.65	25.03	24.23
Suffolk	7,442.94	1,354.31	42.69	189.34	136.50
Worcester	771.12	145.00	5.30	39.37	17.22
Statewide 2012	15,405.84	3,225.69	108.75	585.89	379.72
Statewide 2011	14,619.81	3,113.70	106.81	562.21	358.63
Statewide 2010	13,474.99	2,992.62	104.73	538.88	339.88
Statewide 2009	12,419.6	2,929.5	104.4	495.2	301.8
Statewide 2008	13,539.5	3,150.6	110.9	518.5	323.5

Source: TIA, The Economic Impact of Travel on MA Counties, 2012

DOMESTIC VISITOR ORIGIN

MASSACHUSETTS TRAVEL INDUSTRY BY THE NUMBERS

In FY2013, visitors from New England and the mid-Atlantic states (NY, NJ, and PA) accounted for 76.5% of all domestic person trips to the state.

The largest source of visitors was Massachusetts residents themselves, 7.3 million person trips, 33.1% of all domestic trips; followed by New York state with 2.4 million person trips, 11.0% of trips; and Connecticut, 2.2 million person trips, 10.1% of trips.

Again, the definition of a visitor is one who travels 50 or more miles one way or who stays overnight.

Domestic Visitor Origin: Top 10 States, FY2013

State	Person Trips to Massachusetts	Share of all Person Trips
Massachusetts	7,250,000	33.1%
New York	2,412,000	11.0%
Connecticut	2,211,500	10.1%
New Hampshire	1,541,500	7.0%
Rhode Island	618,000	2.8%
California	826,500	3.8%
Florida	519,500	2.4%
New Jersey	991,500	4.5%
Maine	1,050,000	4.8%
Vermont	428,000	2.0%
All Other States	3,551,500	16.1%
All New England States	13,099,000	59.7%
All Mid Atlantic States	3,688,500	16.8%

Source: TNS, Travels America, FY2013



DOMESTIC VISITOR BEHAVIOR, FY2013

MASSACHUSETTS TRAVEL INDUSTRY BY THE NUMBERS

DOMESTIC TRIP DURATION & COMPOSITION

Just under 2/3 of all person trips in FY2013 included an overnight stay. Overnight visitors averaged 3.3 nights in Massachusetts. All visitors — overnights and those on day trips — averaged 2.1 nights. 20.0% of all travel parties included one or more children less than 18 years of age. 39% included only one adult, 50% had two adults and 11% had three or more adults.

DOMESTIC TRANSPORTATION MODE

The majority of visitors, 69.4%, drive their own vehicle to Massachusetts. Air travel ranks second at 18.1%.

Domestic Visitor Transportation Mode, FY2013	
Own Auto/Truck/Motorcycle	69.4%
Airplane	18.1%
Rental Car	3.2%
Bus	2.9%
Train	2.3%
Ship/Boat	1.1%
Motorcoach	0.4%
Camper/RV	0.2%
Source: TNS, Travels America, FY2013	

DOMESTIC LODGING

43.6% of overnight visitors stay in a hotel/motel/inn or B&B, 45.4% in a private home.

Overnight Domestic Visitor Lodging, FY2013	
Hotel/Motel/Inn	43.6%
Private Home	45.4%
Condo/Timeshare	3.3%
RV/Tent	1.6%
Bed & Breakfast	2.3%
Other	3.9%
Source: TNS, Travels America, FY2013	

DOMESTIC TRIP PURPOSE (PRIMARY)

Visiting friends or relatives is the dominant trip purpose and accounts for 47.2% of all domestic trips. Personal travel accounts for 17.7% of all trips.

Domestic Visitor Primary Trip Purpose, FY2013	
Visit Friends/Relatives	47.2%
Personal	17.7%
Entertainment/Sightseeing	13.1%
Business (General/Personal)	10.5%
Outdoor Recreation	4.9%
Other	4.0%
No Answer	2.6%
Source: TNS, Travels America, FY2013	

DOMESTIC TRIP ACTIVITIES

Visiting family and friends is the most frequently reported trip activity by domestic visitors, 27.8%, followed by shopping, 18.1%. Fine dining, beaches, rural sightseeing, historical places/museums, and urban sightseeing follow in rank order.

Domestic Visitor Top 10 Activities: FY2013	
Visiting Relatives	27.8%
Visiting Friends	19.4%
Shopping	18.1%
Fine Dining	16.1%
Beaches	16.6%
Rural Sightseeing	13.5%
Urban Sightseeing	12.4%
Historical Places/Churches	12.1%
Museums	8.8%
State/National Parks	7.4%
Art Galleries	4.5%
Source: TNS, Travels America, FY2013	

MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

MOTT MISSION

MOTT is the state agency dedicated to promoting Massachusetts as a leisure travel destination in order to stimulate the Massachusetts economy by generating state and local tax revenues, creating jobs, and supporting the growth of travel-related businesses.

DOMESTIC MARKETING OVERVIEW

MOTT's domestic marketing programs focus on generating overnight leisure travel by consumers in selected media markets within Boston, New England and New York. Research is used extensively to determine best customer prospects, markets, campaign timing, messages and collateral materials. It's also used to evaluate results. Advertising spending is focused on the summer, fall & winter seasons. Public relations is used year-round to help keep MOTT's messaging in the marketplace. MOTT's marketing programs are fully integrated with a mix of broad-based traditional and social media

Massachusetts Market Share From Target DMAs			
DMA	Total Visitors from DMA (000)	Visitors from DMA to MA (000)	MA Market Share
New York City DMA	65,551	2,846	4.3%
Hartford/New Haven DMA	10,462	1,679	16.0%
Albany/Troy DMA	5,977	673	11.3%
Providence/New Bedford DMA	5,385	1,243	23.1%
Boston DMA	27,562	6,270	22.7%
Sprngfld/Hlyke DMA	3,221	919	28.5%

Source: TNS FY2013

FY2013 DOMESTIC MARKETING PROGRAMS

MOTT's programs are research driven and targeted at best customer prospects and are rigorously evaluated both during and post program. All marketing programs target Massachusetts' best customer prospects: 35-64 years old with a household income of \$75,000+. Media is skewed toward women, who have a greater propensity to plan and make travel decisions. In FY10, we allocated 70% of media budget to TV (broadcast and cable) and reduced print expenditures which were reallocated to online/search. (see media table on page 15)

- Radio
- Online Advertising Campaign
- www.massvacation.com
- Public Relations
- Targeted Consumer Outreach
- Social Media: Facebook, Twitter, Pinterest, Instagram, Google+, YouTube
- Niche Programming:
 - MA Green
 - LGBT
 - Small Meetings
 - Multicultural
 - Weddings
 - Disability

MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

Domestic Marketing Budget

Marketing, collateral, and research	FY13: \$4.93m	FY12: \$3.63m
Public relations	FY13: \$305,000	FY12: \$200,000
Total	FY13: \$5.235m	FY12: \$3.65m

Media

	FY13	FY12
Net media	\$ 1.991m	\$ 2.076m
Allocation by market		
New York DMA	28.23%	27.51%
Massachusetts	44.07%	44.74%
Connecticut	2.01%	1.69%
All Markets/National	25.70%	21.25%
Allocation by media		
TV	0%	0%
Radio	10.5%	13.22%
Print	4.3%	4.97%
Digital	85.20%	81.81%

MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

FY13 AT A GLANCE

FY13 DOMESTIC MARKETING CAMPAIGN

Tagline: It's All Here

Primary Markets: Massachusetts, New York DMA

Domestic Marketing Total Budget - \$4,931,275

RADIO ADVERTISING

Fall Foliage Opportunistic Radio – Live Reads & DJ Endorsements

:10 & :15 copy read live by stations, as well as :30 & :60 copy used in hand-picked DJ endorsements (for example: Lisa Donovan on the Matty in the Morning Show on Kiss 108)

Air Dates: 10/1/12 – 10/14/12

The messaging for these radio spots encouraged listeners to visit Massvacation.com to check out the new fall foliage fun planner and find leaf conditions, the latest fall events and 9 unique driving routes, with plenty of things to see and do along the way in Massachusetts.

Winter Opportunistic Radio - Live Reads & Endorsements

:10 & :15 copy read live by stations, as well as :30 & :60 copy used in hand-picked DJ endorsements (for example: Lisa Donovan on the Matty in the Morning Show on Kiss 108)

Air Dates: 12/31/12 - 1/13/13

Encouraged listeners to visit Massvacation.com/skilocal, where they could find winter trip ideas, the latest conditions at all 12 ski areas in Massachusetts and enter the Ski Local Instagram Photo Contest for a chance to win lift tickets. The main message was to stay in Massachusetts and ski local.

February Vacation Opportunistic Radio - Live Reads & Endorsements

:10 & :15 copy read live by stations, as well as :30 & :60 copy used in hand-picked DJ endorsements (for example: Lisa Donovan on the Matty in the Morning Show on Kiss 108)

Air Dates: 2/11/13 – 2/24/13

This campaign continued support for the Ski Local campaign

with an emphasis on increasing awareness that folks did not need to travel far to go skiing or snowboarding for February vacation. The spots drove to Massvacation.com/skilocal, where listeners could find real-time ski conditions at all 12 ski areas in MA, winter fun events and activities, and enter the Instagram Photo Contest for a chance to win lift tickets.

April Vacation Opportunistic Radio - Live Reads & Endorsements

:10 & :15 copy read live by stations, as well as :30 & :60 copy used in hand-picked DJ endorsements (for example: Lisa Donovan on the Matty in the Morning Show on Kiss 108)

Air Dates: 4/8/13 - 4/21/13

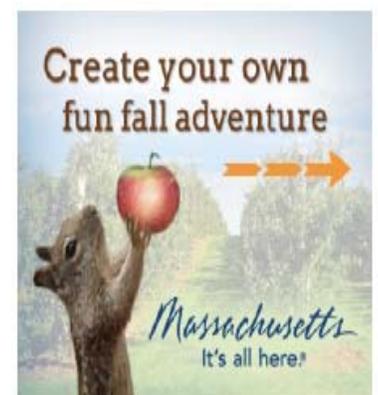
For this campaign we ran radio media specifically driving to the MassFinds Blog, as the radio also coincided with the launch of the spring MassFinds blog banners. The messaging was specific to the blog and discovering something new and different to do this April vacation, in particular where consumers could find under-the-radar things to do in Massachusetts, as well as in-depth looks at familiar favorites.

Spring Opportunistic Radio – Live Reads & Endorsements

:10 & :15 copy read live by stations, as well as :30 & :60 copy used in hand-picked DJ endorsements (for example: Lisa Donovan on the Matty in the Morning Show on Kiss 108)

Air Dates: 5/13/13 – 5/26/13

Encouraged listeners to visit the MassFinds blog to find all kind of spring adventures and timely things to do in Massachusetts, from world-class museums to gorgeous hiking spots, there's something for everyone during the springtime in Massachusetts.



MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

DIGITAL ADVERTISING

FY13 Fall Campaign – Fall Foliage Fun Hub

MOTT developed new flash banner advertising to drive traffic to the Fall Fun Hub, which was a new experience on Massvacation.com, where consumers could see foliage conditions by week, fun fall events, driving routes, up-to-date blog posts and a text campaign for foliage alerts. The banner creative encouraged consumers to visit Massvacation.com to plan their own fun fall adventure. We also ran high-impact creative the week leading into Columbus Day weekend to encourage visits/stays in MA over the long weekend.

Results of Fall Digital Campaign:

10,919,939 impressions delivered
60,048 clicks
.55% CTR

FY13 Winter Campaign – Ski Local & Winter MassFinds Blog

MOTT's winter flash banner campaign focused on 2 promotions – the Ski Local campaign and the Winter MassFinds Blog campaign – supported by digital banner ads, print and radio. Ski Local was a new initiative for MOTT in 2013, with the goal of increasing awareness of all the great skiing, snowboarding and winter activities offered right in Massachusetts. With campaign headlines such as "Are we there yet? Yes we are." and "A full day of skiing. A full night of anything." MOTT reinforced the message that you didn't need to go far for skiing, snowboarding and winter fun. We also created digital high-impact banner ads that ran the week leading into the MLK Day long weekend and February School Vacation week to encourage visits/stays in MA during this time.

The Winter MassFinds campaign continued to support MOTT's MassFinds Blog, with digital banner creative that pulled in the blog post title of the day directly into the banner ad. This functionality proved to be successful, as it provided users with a snapshot of timely and fresh content that they could find more of on the blog.

This campaign ran in Massachusetts, New York DMA and Connecticut – 1/7/13 – 3/3/13.

Results of Winter Digital Campaign:

64,090,433 impressions delivered
171,231 clicks to site
.27% CTR

FY13 Spring/Summer Campaign – Mass Insider & Spring MassFinds Blog

In the spring of 2013, MOTT launched a new Mass Insider campaign, with new flash banner advertising that encouraged consumers to sign up for MOTT's Mass Insider emails by offering them a chance to win one of two Massachusetts prize packages. By becoming a Mass Insider, consumers would have access to great deals, timely events, insider info and could subscribe to receive category specific emails (for ex. Arts & Culture, Dining & Nightlife, Weddings, etc.). This campaign ran in Massachusetts, New York DMA and surrounding New England states from 5/1/13 – 6/30/13.

The original spring MassFinds Blog banner campaign was also repurposed for spring 2013, continuing to drive traffic to the MassFinds blog. New creative was designed specifically for the high-impact banner units such as the Boston.com Homepage Takeover unit, which ran leading up to April School Vacation week and Memorial Day weekend to encourage visits and bookings for summer vacation during this time. This campaign ran in Massachusetts, New York DMA and surrounding New England states from 4/8/13 – 6/30/13.

Results of Spring Digital Campaign:

87,799,742 impressions delivered
305,694 clicks to site
.35% CTR



MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

Pay-Per-Click Campaign

In 2013, MOTT continued their PPC presence with ad copy and display banners that aligned with the seasonal campaign/messaging running online, print, radio, etc. at the same time. This campaign ran on Google, targeting Massachusetts & New York DMA 9/18/12 – 6/30/13.

Results of PPC Campaign

76,117,789 Impressions Delivered
125,511 Clicks to site
16% CTR

FY13 Paid Social Media Campaigns

By utilizing cost efficient paid social tactics, we're able to extend our scale in messaging beyond the organic social reach, to reach new audiences and entice engagement and new follows. After two years of targeting a narrow group within the Northeast Corridor, in FY13, MOTT expanded nationally and into Canada, showcasing the brand and amplifying it's up-to-date content to a much broader audience group on Facebook and Twitter.

FY13 Paid Discovery Campaign

In FY13, MOTT partnered with paid discovery platforms to efficiently and effectively target users actively seeking quality, fresh content and driving these unique users to our up to date blog content. Advertisers only pay for the unique user that lands on the page and stays for longer than 5 seconds. We also benefit from allowing users to vote UP our content, marking it as interesting and relevant, and having the platform reward us by providing free, earned unique page views.

Massachusetts Sports Office SEO

MOTT began to perform Search Engine Optimization (SEO) for the MA Sports Office in Feb. 2013.

For onsite SEO activities in 2013, we optimized 41 pages on the MA Sports website and added six new pages of content to the website. We continue to increase the amount of relevant content on the website as well as optimize

each new page as it is added.

In 2013, MAsportsOffice.com received 2,416 visits to the website with 1,078 visits being driven organically (45% of overall

LGBTMassVacation SEO

MOTT began to perform Search Engine Optimization (SEO) for the LGBTMassVacation.com site in Jan. 2013. In 2013, we optimized 49 pages on the LGBTMassVacation.com website and developed three new pages for the website. In 2013, LGBTMassVacation.com received 16,300 visits to the website with 6,110 visits being driven organically (37% of overall traffic).

MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

[MassFinds Blog](#)

With a total 1,034,447 blog visits in 2013, the blog has proved to be a major success in attracting web traffic, while also displaying the power and consumer interest in storytelling beyond a simple Facebook post, 140-character Tweet, or email. Ran on Facebook & Twitter, targeting New England & New York DMA - January - June 2013

The blog continues to be a platform to visually and contextually inspire travel to the state of Massachusetts. We've found major success in featuring content geared towards the 'great outdoors', while also finding a consistent popularity among posts that are presented in a list-type format — example: "8 Museums that are World Class Hidden Gems" — giving users a easily-digestible sense of the content experience.

[Social Media Growth](#)

In FY13, MOTT's social presence has grown exponentially:

Facebook: 184,133 Likes

Twitter: 50,121 Followers

Pinterest: 2,140 Followers

Instagram: 1,650 Followers

Google+: 762 Followers, 2,588 +1s

More importantly, outside of a focus on increasing the social reach, MOTT has placed an emphasis on increasing engagement across each channel — in other words, out of the 184k Likes that we have on Facebook, how can we continue to keep a greater percentage of those fans engaged and active with the content we share. In 2013, MOTT generated over 1.4 million Engaged Users on Facebook, and received a total of 4,787 Retweets on Twitter.

[Massvacation.com Redesign](#)

In FY13, MOTT performed a complete redesign and rebuild of the Massvacation.com site, which was launched on 6/27/13. This new site experience is a best-in-class tourism website and innovative digital marketing platform. The website seamlessly integrates all branding, content, interactions, social media and acquisition efforts in order to drive experience and message

consistency while increasing tourism revenue in the Commonwealth. In addition, this new website leverages a responsive design approach to provide an optimal and seamless viewing experience across a wide range of devices including desktop/laptop computers, mobile and tablet devices.

[New Logo & Brand Identity](#)

In conjunction with the redesign of Massvacation.com, MOTT also revisited the tone, look and feel of their brand in FY13. The Massachusetts script logo had been in place for over 12 years and the new site launch seemed like the perfect time to come out with a new logo and brand identity.

[Revamp of Consumer Email Marketing](#)

In FY13, MOTT revamped the structure and aesthetic of the Mass Insider email program, which includes interest-specific emails as well as broader email topics. The new look and feel was designed to be consistent with the new Massvacation.com and brand identity. For the interest specific emails, we have incorporated two new sections, 'Insider Deals' and 'Insider Finds'. We also placed a new highly analytical focus on the email campaign, utilizing new tactics to measure deliverability and open rates. For the first time we conducted A/B subject line tests. This data continues to help inform the subject lines we create moving forward. Through our new analytics driven approach we are continuously analyzing more data and learnings to improve all aspects of the email campaign.

[User-Generated Content Curation & Contests](#)

In FY13, MOTT held its first Instagram contest as part of their Ski Local winter campaign, which encouraged consumers to ski locally in Massachusetts and take a photo of themselves/friends/family skiing or snowboarding in MA. After seeing success with the winter promotion, MOTT launched another Instagram promotion leading into the summer of 2013, which encouraged consumers to take photos while on the road this summer in MA. Users had to upload a photo of something they did or saw on their Massachusetts road trip, tag it with #WICK-EDROADTRIP & @VisitMA to qualify.

MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

PRINT

Opportunistic Print

Ski Local Creative

Visuals of family/friends skiing in Massachusetts, with enticing headlines such as “Are we there yet?” and “Your adrenaline rush is closer than you think.”

Created in 2013. Ran in Boston Globe Magazine and The Phoenix (Boston) in January & February 2013.



Storybook Mass Insider Creative (Winter/Spring)

Visual of an open book with various sights, attractions and things to do in Massachusetts, which changed depending on the season.

Originally created in 2012; Repurposed in 2013. Ran in Pathfinderers Magazine (Winter 2013 issue), Boston Magazine (Spring 2013 issue)



Wicked Road Trip Creative (Spring/Summer)

Visual of a map of Massachusetts that featured 5 “wicked” road trips across the state and also summer imagery, such as lobster rolls, ice cream, beaches, etc.

Created in 2013. Ran in Boston Globe Magazine as 3-page Gatefold Spread (May 2013 issue) and again as a 3/5 page in Boston Globe Magazine’s June 2013 issue.



Group Tour Print

“Ultimate Massachusetts Tour” Creative

Visual and copy representing a variety of things to do and see in Massachusetts, from historic to thrill-seeking, targeted to Group Tour operators.

Originally created in 2012; Repurposed in 2013. Ran in Destinations Magazine (May/June 2013), Courier Magazine (May 2013), Group Tour Magazine (Summer 2013) and Black Meetings & Tourism (May/June 2013).

MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

LGBT MARKETING PROGRAM

In CY2013, MOTT continued to build upon the newly updated LGBTMassvacation.com site and blog, geared towards the LGBT community in Massachusetts. LGBTMassvacation.com had 16,300 total site visits in 2013:

Facebook: 24,024 Likes

Twitter: 2,081 Followers

GROUP TOUR

MOTT markets Massachusetts year round as a group travel destination, working proactively with tour operators and travel agents.

Group Tradshows:

Attended, maintained and created new relationships with tour operators as well as generating leads for the Massachusetts travel industry. Massachusetts (MOTT) attended American Bus Association Marketplace, Alliance Military Reunion and Cruise Canada New England Symposium.

Group Tour Advertising (Print & PPC)

In FY13, MOTT ran print ads directly targeting group tour operators in industry publications such as Destinations Magazine, Courier Magazine, Black Meetings & Tourism and Group Tour Magazine.

A new element to FY13's Group Tour campaign included a pay-per-click search campaign. MOTT put a small investment of \$4,000 into a test budget where MOTT's Group Tour ads could show up to users searching keywords relevant to group travel within Google. These ads drove to the Group Tour page on Massvacation.com, which was also updated to include a form for users to fill-out to request more information, which also increased lead generation for MOTT.

We were able to track a total of 7 leads from this PPC campaign (April – June 2013), which for a small investment of \$4,000, was a very viable and efficient result.

Group Travel Promotions

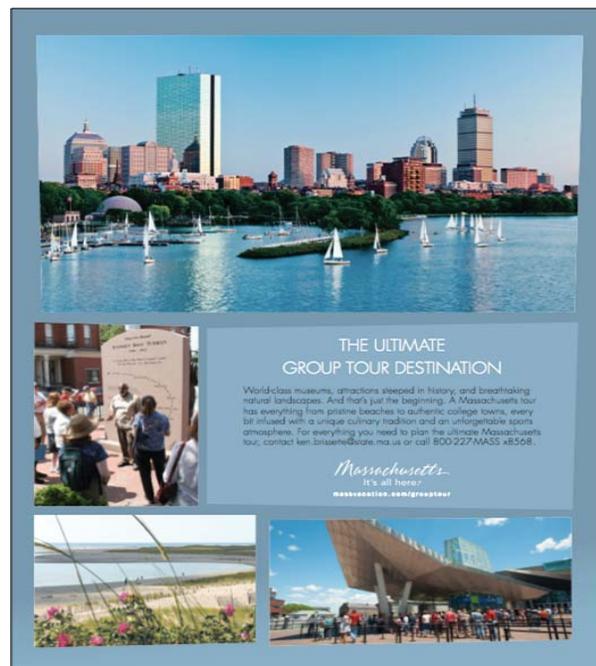
Massachusetts participated in the National Tour Association Tour Operator Profile Book, American Bus Association Conference, National Tour Association Conference and Ontario Motorcoach Association Conference.

GOALS

Consistently educate domestic tour operators and travel agents on the newest Massachusetts product and position Massachusetts as a top group tour destination.

RESULTS

In FY2013, the Massachusetts group tour program generated 310 qualified leads from new and current tour operators who actively book groups to Massachusetts.



MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

Massvacation.com

MOTT operates a highly interactive web site, massvacation.com, that provides users with comprehensive information about what to see and do, where to stay, and how to plan a trip. In CY13, for the third year, MOTT had seasonal micro sites for fall foliage and winter fun which generated high seasonal traffic. The site was also optimized and is performing very well in keyword searches in Google, Bing and Yahoo. Other content:

- Information centers
- Events up to 24 months in advance
- Mapping and travel directions
- Special lodging deals
- Special offers from MOTT's marketing partners
- Links to attractions, hotels, retail, restaurants and events.
- Ongoing contest to win a Massachusetts prize package
- Press Room
- Research
- Responsive Design

In CY13, MOTT continued to develop seasonal microsites specific to the timely campaigns that ran throughout the year (Fall Foliage, Ski Local, etc.), as well as maintain and update the main site, Massvacation.com, with comprehensive information for visitors to use as a resource to plan a trip to Massachusetts, including lodging, attractions, deals and events. The site was also continually optimized for SEO.

In January 2013, MOTT began the redesign and development of Massvacation.com. MOTT wanted to create a highly visual, user-friendly and engaging site, that also served rich and relevant content for visitors to inspire and help them along their travel planning experience. It was also very important that the new site worked seamlessly across all devices – desktop, tablet and mobile, as Massvacation.com continues to see increases in traffic from mobile devices. We also added a trip itinerary tool to the site, where users are able to create a personal account and add lodging properties, attractions, restaurants and events to their own itinerary. The personal itineraries can also be printed out and shared through email or social media channels by the user.

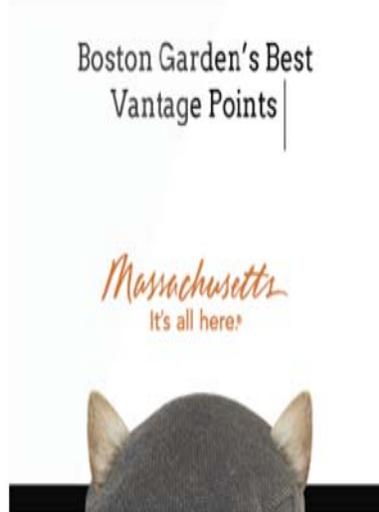
SEO also played a major role in making sure that the new site was properly indexed by Google, which ensured that Massvacation.com did not decrease in search rankings when the new site launched. In June 2013, the new Massvacation.com officially launched as a responsive and highly functional website for both consumers and Massachusetts industry partners. In December 2013, Massvacation.com was named among the top 20 best designed tourism websites in the world by Skift.com*.

New Logo & Brand Identity - Social



MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

Fall MassFinds Blog Creative



Spring MassFinds Blog Creative



CY2013 Traffic Recap (All Traffic)

		CY2012 1/1 – 12/31	CY2013 1/1 – 12/31	% Change
Uniques	massvacation.com	1,438,919	1,923,073	33.65
Total Visitors	massvacation.com	1,813,535	2,415,030	33.17
Pageviews	massvacation.com	5,094,444	6,293,044	23.53
Time/visit	massvacation.com	0:02:01	00:01:55	-4.71

MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

CONSUMER DATABASE AND RELATIONSHIP MARKETING

Throughout 2013 MOTT continued to increase our consumer database. This database is used to support the seasonal promotions, interest email program and text messaging. The primary source for acquiring new customers and for updating existing customer records is via www.massvacation.com. Our sign up forms comply with CAN-SPAM best practices.

GOVERNOR'S CONFERENCE

MOTT hosts the annual Governor's Conference on Travel & Tourism and 2013 marked its 26th year. The conference attracts more than 400 industry professionals who convene for networking with their colleagues from across the Commonwealth's travel sector. The conference features a Keynote by the Governor and presentations by other industry leaders. The conference includes panel discussions. Once again, the Larry Meehan Awards were presented to five recipients. This award is given in honor of the late Larry Meehan, one of the industries greatest advocates for Massachusetts.

PUBLIC RELATIONS

MOTT's public relations program aims to promote the Commonwealth as a premier leisure destination, rich in culture and diversity. The majority of the program's focus is on media relations, gaining valuable third-party endorsements from respected travel press, and in turn, influencing consumer behavior when it comes to visiting Massachusetts

As a result of MOTT's public relations efforts, Massachusetts has enjoyed positive coverage in the nation's top circulating publications, regional newspapers and magazines and online travel and lifestyle sites.

JOURNALISTS TO MASSACHUSETTS

MOTT works closely with Massachusetts' lodging facilities and attractions to keep up-to-date on their services, promotions and special events, in order to serve as an information resource to journalists wishing to visit the state. Working personally and directly with journalists, MOTT provides familiarization tours to groups and individual journalist interested in writing about the state for coverage on line, in print and on the radio.

Through the efforts of MOTT's public relations team, journalists representing the following publications visited the Commonwealth in CY2013:

AAA New England
About.com Guide to New England for Visitors
Boston Globe
Boston Herald
Boston Magazine
Boston Metro
Celebrity Cafe
Connecticut Magazine
Country Living
Destinations of the World
Edge Publications
Executive Profile
Family.com
Fodors.com
Food & Wine
Gayot.com

MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

Hartford Courant
Improper Bostonian
Inside Reel
Instinct Magazine
Journey Magazine
Lawrence Eagle-Tribune
Lonely Planet
Mom Trends
New York Post
New York Times
News Explore
NY 1
NY Daily News
Out & About
Pathfinders
Passport
Philadelphia Daily News
Real Simple
Spectrum
Taking-the-Kids
Today's Parent
Travel & Leisure
Worldtravelguide.net

LOCAL AND NATIONAL CONSUMER BUSINESS AND TRADE MEDIA RELATIONS

MOTT regularly researches, prepares and distributes press releases that cover a wide range of topics aimed to stimulate media interest. In FY13, MOTT distributed the following releases:

Fall Festivals
Farm Stays
Holidays in MA
Massachusetts Markets
Back to Nature
Dining Without Boundaries
Summer Dishes/Seafood Recipes
Black History
Harvest Festivals
Columbus Day Weekend

Haunted Lighthouses
Pumpkin Inspired Recipes
Mass Gift Guide
Indoor Activities
New Year, New You

MASSVACATION.COM PRESS ROOM

In CY2013 MOTT further updated its press room with new images, information, press materials, and story ideas. In addition, HD footage is available free of charge to promote the state via broadcast. The press room also posts leads for the entire industry to take advantage of, and get the opportunity to, showcase their properties, attractions or events for interested journalists. Our image library is now located on Flickr.

SUPPORT ADVERTISING AND MARKETING PROGRAMS

MOTT's integrated marketing team launched a new and innovative campaign in FY13 with a new social media strategy and blog called MassFinds, highlighting the little known places in Massachusetts. The public relations group promoted the campaign in national and regional trade and consumer press. Coverage appeared in the following press:

The BostonChannel.com/Boston Globe
Associated Press
Boston Herald
NECN
NY1
NY DMO Target Markets

MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

STRATEGY

To market and promote Massachusetts as a premier travel destination in primary international markets (Canada, United Kingdom, and Germany) and in secondary markets (Ireland, Japan, France, Italy).

MOTT contracts with destination marketing agencies in its primary and secondary markets to implement comprehensive promotional programs.

Marketing and public relations activities include, but are not limited to: ongoing proactive travel trade outreach, international travel trade and consumer shows, destination training programs, cooperative marketing with in-market travel partners, familiarization (FAM) tours, media relations, and consumer promotions. MOTT has increased its presence in Canada and has entered into partnerships with various tour programs and outlines.

TRAVEL TRADE PROMOTION

MOTT's travel trade promotion consists of proactive outreach to tour operators whose brochures feature New England and Massachusetts product. MOTT works to secure current product, to expand product offering, to support cooperative opportunities (consumer promotion, direct mail, point of purchase, etc.), and to assist in itinerary development. As needed, MOTT will provide tour operators with videos, promotional items, and literature to support promotion.

MOTT works in partnership with major airlines in each primary and secondary market to develop cooperative promotions.

MEDIA RELATIONS

Media relations conducted in MOTT's primary and secondary markets generate valuable earned media coverage for the state. MOTT's in-market agencies provide story ideas, issue press releases, develop/distribute e-newsletters, and respond to image/b-roll requests. In ffY13, the earned media value totaled \$14.0 million.

INDUSTRY PARTICIPATION

Familiarization Tours; Event Information; Thematic Itineraries New Product; Imagery; Events/Shows: Governor's Conference, Pow Wow, Discover New England Summit

International Visits to MA & Share

CY2012

	Visitor Volume to U.S. (000)s	MA Share of Country Market
Canada	691	3.0%
ALL OVERSEAS	1,339	4.5%
EUROPE	699	5.6%
United Kingdom	222	5.9%
PROC (china)	150	10.2%
Germany	124	6.6%
France	77	5.3%
Italy	57	6.8%
Japan	70	1.9%
Spain	38	6.3%
Ireland	25	7.4%
Australia	52	4.6%
Brazil	52	2.9%
SOUTH KOREA	46	3.7%
Source: U.S. Dept. of Commerce, OTTI		

MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

CY 2012 RESULTS

Canada	
Marketing Firm:	VOX International Inc
Visitation	691,000
Spending	\$450 Million
State and Local Taxes	\$28 Million

Germany	
Marketing Firm:	Buss Consulting
Visitation	124,000
Spending	\$150 Million
State and Local Taxes	\$10 Million

Italy	
Marketing Firm:	Thema Nuovi Mondi
Visitation	57,000
Spending	\$71 Million
State and Local Taxes	\$5 Million

China	
Marketing Firm:	Thema Nuovi Mondi
Visitation	150,000
Spending	\$465 Million
State and Local Taxes	\$30 Million

Brazil	
Visitation	52,000
Spending	\$98 Million
State and Local Taxes	\$6 Million

United Kingdom	
Marketing Firm:	Travel & Tourism Marketing
Visitation	222,000
Spending	\$290 Million
State and Local Taxes	\$18 Million

Japan	
Marketing Firm:	Global Consulting
Visitation	70,000
Spending	\$108 Million
State and Local Taxes	\$7 Million

France	
Marketing Firm:	Express Conseil
Visitation	77,000
Spending	\$102 Million
State and Local Taxes	\$7 Million

India	
Visitation	45,000
Spending	\$65 Million
State and Local Taxes	\$4 Million

Australia	
Visitation	52,000
Spending	\$99 Million
State and Local Taxes	\$7 Million

Source: MOTT, USTA, U.S. Dept. of Commerce

MOTT DOMESTIC MARKETING PROGRAMS AND RESULTS

REGIONAL TOURIST COUNCILS AND REGIONAL TOURISM GRANT PROGRAM

Massachusetts' 16 Regional Tourist Councils (RTCs) are independent, membership-based, not-for-profit organizations that market their regions as travel destinations. Each RTC focuses on the travel market segments that generate the greatest economic return for its region: domestic visitors, international visitors, leisure visitors, group travel, meetings, conventions, and sports events. RTCs are funded by membership fees, other private-sector revenues sources, and funds from the Regional Grant Program.

The Regional Grant Program was established by statute (Chapter 23A, Section 14) and is managed by MOTT. It provides state funds to each RTC to support its destination marketing programs. The grant program requires that RTCs match their grants with a minimum one-to-one match of nongovernmental funds. Grants are awarded based on a performance-based formula which evaluates the economic impact of RTCs' efforts (50%), their marketing plans (30%), and their abilities to raise matching funds (20%).

RTC FY2014 Final Summary	
Regional Tourist Council	Allocation
Berkshire VB	\$390,030.39
SE Mass CVB	\$194,581.51
Cape Cod Chamber	\$592,557.02
Franklin County	\$231,503.88
Greater Boston CVB	\$2,335,748.19
Merrimack Valley CVB	\$402,789.58
Greater Springfield	\$310,521.55
Martha's Vineyard	\$255,979.07
Nantucket Chamber	\$270,127.04
North of Boston CVB	\$339,573.55
Plymouth County CVB	\$260,192.19
Central Mass CVB	\$297,063.27
MetroWest	\$304,936.74
JOHNNYAPPLSEED	\$190,257.29
HAMPSHIRE	\$228,473.72
MOHAWK TRAIL ASSOC	\$161,850.00
TOTAL	\$6,766,185.00
Source: MOTT	

*Note In calendar year 2009 the Travel Industry Association (TIA) became the United States Travel Association (USTA).

Photo Credits:

Tim Grafft, MOTT

Greater Boston CVB

Berkshire Visitors Bureau

Greater Merrimack Valley CVB

Mohawk Trail Association

Office of Performance Management & Oversight

Massachusetts Office of Travel & Tourism (MOTT)

Fiscal 2014

Economic Development Business Plan



Massachusetts Office of Travel and Tourism

Mission Statement To market Massachusetts as a destination for leisure travelers from domestic and international markets in order to generate state and local revenues and ultimately to grow and sustain jobs in the tourism sector – part of Mass Marketing Partnership.

Business Plan Summary – The following table summarizes objectives, programs, and initiatives planned for FY14 and performance measurements by which to evaluate progress.

Goals	Strategy	Performance Measurement
Increase visitation and revenue from domestic origin markets.	Overhaul website; maximize use of all social media platforms to continue growth of unique, qualified hits. Align digital media and PR budget with origin markets and expand NY presence if budget permits.	Visitation and revenue metrics (DOR, USTA, TNS = sources)
Increase visitation and revenue from international origin markets.	Complete RFR process (now underway) to continue or change representation in key international markets. Continue travel trade and consumer programs. Align budgets with origin markets.	Visitation and revenue metrics (OTTI, US Dept. of Commerce = source)
Launch programs in emerging markets (China, India, Brazil).	Coordinate with Massport, Brand USA, AICUM and public colleges/universities, Institute of International Education.)	Visitation and revenue metrics (OTTI, US Dept. of Commerce = source)
Strengthen coordination with regional tourism councils.	Continue regional meetings to explain research methodology, digital and social media etc.	Review next year’s RTC plans for improvement.
Continue industry education: “Tourism U” statewide sessions.	Continue to enlist in-house and outside expertise to provide free info sessions for MA tourism industry.	Participation #s and reviews by attendees.
Coordinate with other MMP agencies.	Depends on budget; only MOTT has had significant budget.	TBD

Details on full economic impact – jobs, revenue, and market analysis included in the annual report