

Business Plan

FY 2023/2024



FISCAL YEAR 23-24

PROPOSED OPERATING BUDGET

PROJECTED REVENUE

Hotel Room Tax	\$2,900,000
Grants	\$1,000,000
Partnership/Co-op Marketing	\$164,500
Events/Rentals	\$87,000
Miscellaneous	\$60,000

Total Projected Revenue **\$4,211,500**

PROJECTED EXPENSES

Marketing/Communications	\$ 1,660,359
Management & Operations	\$784,375
Sales, Partnership, Services	\$610,945
Community Relations	\$585,000
Sports & Events Authority	\$539,247

Total Projected Expenses **\$4,179,926**



Table of Contents

- 5** MARKETING
- 7** COMMUNICATIONS/CONTENT
- 11** EXPERIENCE DEVELOPMENT
- 13** PARTNERSHIP
- 14** SALES
- 20** HERSHEY HARRISBURG SPORTS & EVENTS AUTHORITY (HHSE)

Visit
**HERSHEY &
HARRISBURG**

ORGANIZATIONAL OBJECTIVES

Visit Hershey & Harrisburg (VHH) is the official destination marketing/management organization focused on the progressive growth of the travel industry in Dauphin County. A thriving travel industry improves the local economy for the benefit of all. Visit Hershey & Harrisburg is committed to facilitating a sustainable total destination experience for travelers and residents alike. Organizational areas of focus in 2023-2024 will include Destination Alignment and development of a DEI Strategic Plan.

1 DESTINATION ALIGNMENT

Destination alignment is a key factor in improving our competitiveness to attract visitors, talent and investors to our region. We have a unique opportunity to align our economic development, talent attraction and tourism propositions around a common and inspiring platform. Our core values, customer promises, and features should align regardless of who we target.

BENEFITS & OUTCOME

The co-creation of an aligned destination strategy will support economic growth for the region by:

- Providing better consistency and therefore increasing equity for our destination
- Growing destination appeal by conveying a unique and inspiring value proposition
- Supporting investment
- Supporting private-sector led HR efforts to better attract talent and increase productivity

AREAS OF FOCUS

Research & Stakeholder Engagement, that includes data collection, audience segmentation, destination assessment benchmarking, stakeholder conversations. This will help gather the data and insights that will inform our positioning.

Positioning & Messaging Strategy, co-created with our partners to provide a unique competitive brand for our destination. It includes a strategic narrative (“what makes us unique”), experience principles (“how do we want our audience to feel”) and overarching messaging guidelines (“what do we say and how do we say it”)

Messaging Toolkit This will articulate our positioning & messaging strategy with our different audiences and touchpoints. A shared centralized platform will be developed for public and private stakeholders to access.

Governance & Implementation This final piece will set in motion an on-going integration process, educating and uniting a broad range of regional partners and stakeholders around our common story. Ensuring proper governance and buy-in will be key to the success of this program.





2 BUILDING A DEI STRATEGY

This will be a multi-phased approach to strategic plan development, which includes initial in-destination discovery and prioritization, stakeholder listening sessions, supplemental stakeholder survey development and deployment, insight summary reporting, and final recommendation delivery.



AREAS OF FOCUS

Destination Discovery & Prioritization

As with any good strategy, the approach will begin with definition of the issues and identification of strategic priorities. Expected outcomes include:

- Organizational DEI Mission Statement
- Current Situation Analysis Report
- Established DEI Goals, Strategic Objectives, Priority Pillars, and Best Practices

Stakeholder Listening Sessions

To identify key issues and prioritize content for inclusion in the surveys to be conducted in Phase 3. The research team will conduct focus groups of diverse local business owners and residents.

Destination Discovery & Prioritization Survey of Diverse Existing & Prospective Leisure Travelers

To further strengthen the depth and breadth of knowledge about the diverse perspectives, motivations, and behaviors of our targeted traveler.

The survey will likely explore topics such as:

- Travel Preferences
- Travel Considerations
- Travel Activities
- Cultural Activity Perceptions
- Destination Perceptions
- Destination Marketing Perceptions

Strategic Plan & Recommendations Development

A final report summarizing high-level learnings and focus areas will be developed. Recommendations may focus on the following areas:

- Internal Training & Development
- Community Engagement
- Local Business Engagement & Promotion
- Cultural Programming Development & Participation
- Leisure Travel Marketing Opportunities





MARKETING OBJECTIVE & GOALS

Our marketing objective is “simply” to drive visitation to our region and business to our tourism partners. Our goals include inspiring travel consideration, informing potential visitors about the region’s diverse assets, differentiating our destination from competing regions, and enhancing visitors’ trips by providing informative and actionable online and text assets and resources.

TRENDS

- Leisure booking lead time is increasing.
- “Road Trips” are the most popular trip type for 2023.
- Wellness continues to be a strong driver for travel. The top 3 desired activities of wellness vacationers in 2022 were outdoor enjoyment, spa treatments, and outdoor physical activity.

STRATEGIES

- Focus significant attention on content creation and dissemination.
- Increase the quantity and quality of a context type of content.
- Disseminate & amplify paid and organic social media & search.
- Develop & distribute additional vertical video content.
- Develop content with wellness and road trip trends in mind.
- Broaden the diversity within our images and footage library to represent people of all types, ethnicities, and ages enjoying our destination.
- Review external facing marketing pieces to ensure that the imagery represents the diversity of all of our visitors.
- Monitor & react to changing landscape with data driven decision making.
- Evaluate visitor spend by segment & utilize Visa Destination Insights to inform market priorities and campaign timing.
- Utilize a third party firm to evaluate our advertising competitors for messaging as well as ad effectiveness in our primary markets.



PAID MEDIA /CAMPAIGNS

Paid marketing campaigns have four categories:

1

OUTER MARKET PRIMARY BRANDING CAMPAIGNS

Target Market: Philadelphia, New York, Washington DC, and Baltimore DMAs

- These are the largest in scale and most complex campaigns.
- Execute a Fall campaign in mid-September through late October.
- Execute a Spring campaign mid-April through mid-June.
- Campaigns will promote our 3 marketing pillars (Family, Adult, and Outdoor) and drive to the associated landing pages.
- Mediums under consideration include Digital, Video, Out of Home, TV, Social, Transit.

2

LOCAL AND REGIONAL CAMPAIGNS

Target Market: HLLY DMA (Harrisburg, Lancaster, Lebanon, York)

- These campaigns primarily feature our Trails, Experiences, and new initiatives.
- Executed 3-4 times a year to focus on a single topic or experience.

3

SOCIAL "PUSH" CAMPAIGNS

- Social push campaigns are executed more frequently and will traditionally have a more targeted audience.
- Content pages or themed series will be promoted via push campaigns to a defined target audience.

4

PAID SEARCH CAMPAIGNS

- Execute paid search campaigns for select events large-scale events such as but not binding or limited to: America's Largest RV Show, PA Christmas & Gift Show, PA Farm Show, Great American Outdoor Show, etc.
- Develop individual campaign landing pages with actionable information for attendees such as nearby places to eat, parking information, places to stay, etc.



COMMUNICATIONS & CONTENT

COMMUNICATIONS

External communications: VHH brand and mission-focused messaging for media relations, travel writers, travel content creators, community awareness, and crisis management.

Internal communications: Partner messaging related to VHH Executive and Departmental updates industry trends, and media relations, community awareness, and crisis management efforts.

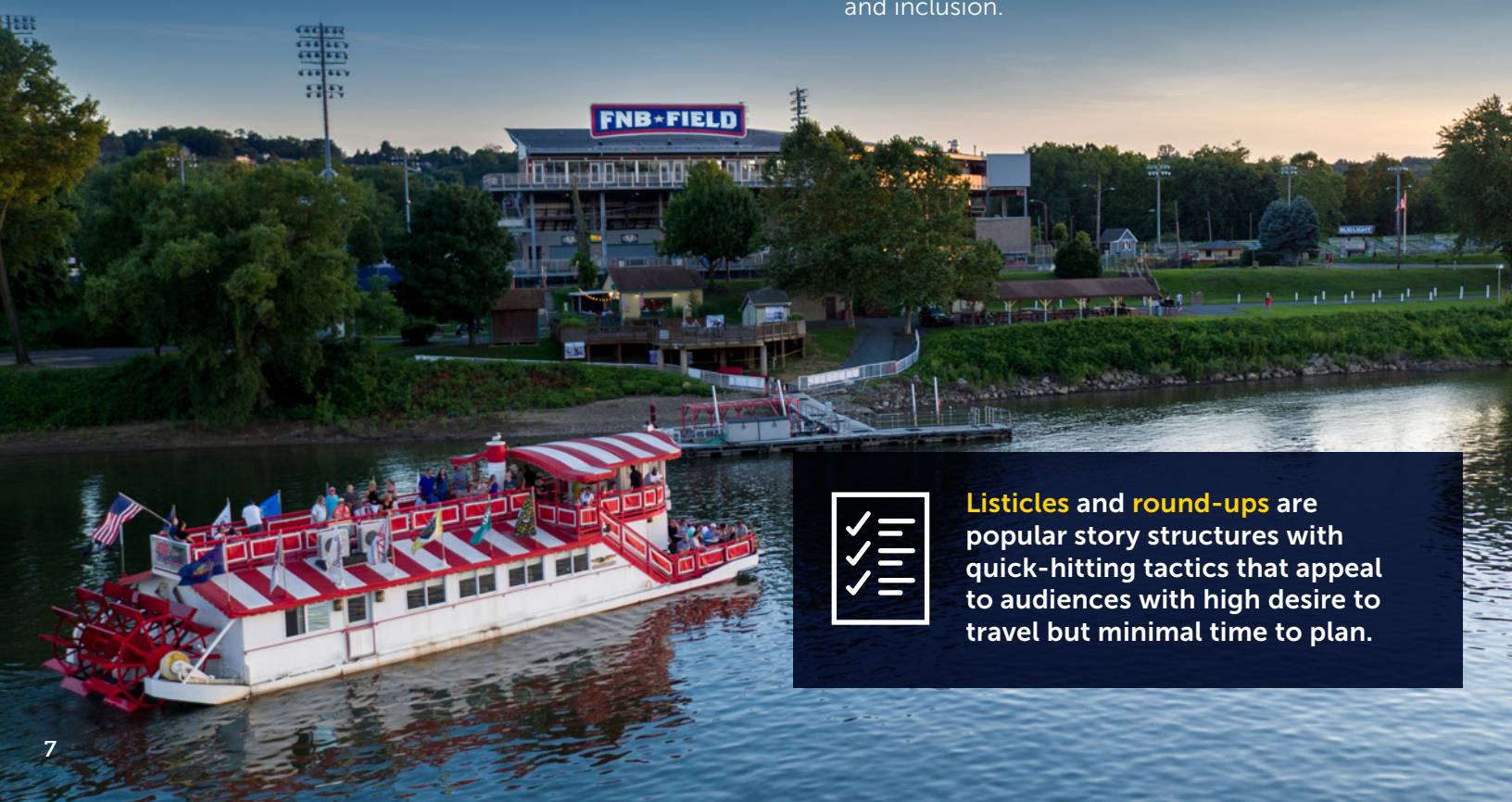
TRENDS

- Hosted media are less reliant on and less interested in DMO guided tours, preferring flexible itineraries that allow spontaneity and exploration.
- Short-staffed newsrooms will utilize social posts, pre-packaged interviews & content folders, and Zoom interviews to streamline coverage opportunities.

OBJECTIVES

Elevate the following to appropriate stakeholders (Partners, government, media, local residents, and statewide & regional officials & representatives):

- Awareness of VHH’s role in positively affecting local economic impact through tourism
- Awareness of the diversity, variety, accessibility, and flexibility of tourism assets in Dauphin County
- Awareness of VHH’s commitment leveraging the expertise of diverse community organizations to best facilitate our goals for a destination-wide embrace of diversity, equity, and inclusion.



Listicles and **round-ups** are popular story structures with quick-hitting tactics that appeal to audiences with high desire to travel but minimal time to plan.



STRATEGIES

- Create and distribute news releases, website articles, and/or Partner memos as new projects roll out or new business is confirmed.
- Develop a process for Partners to submit news and content for both internal and external sharing.
- Populate Media section of VisitHersheyHarrisburg.org with a mix of informational and inspirational content.
- Pre-package relevant images, videos, and VHH leadership interviews for media use and reference.
- Host and/or periodically meet with local and state representatives to provide destination and industry updates.
- Position VHH as local journalists' go-to source and voice for tourism-related news and events in our region.
- Communicate VHH efforts to expand content, guides, and travel resources designed to highlight the region's diversity, events, and culturally significant historical moments.
- Pitch succinct and timely story themes to journalists whose content interests align with the region's assets and experiences.
- Develop a repeatable evaluation method for measuring PR impact.

ADDITIONAL STRATEGIES

Trade Shows & Media Marketplaces

- Mid-Atlantic Travel PR Alliance (MATPRA)
- Under Consideration: TravelMedia's International Media Marketplace (IMM NYC), Society of American Travel Writers Annual Convention (SATW), North American Travel Journalists Association Conference (NATJA).



PARTNER OUTREACH

Engage tourism partners to support media visits, develop new story pitches, share VHH-developed content, and share Partner-developed video and photo content.

CONTENT

Audience-specific website, social media, and marketing campaign copy aligned with the region’s tourism assets in Family, Couples, Outdoor, and Trails & Experiences categories.

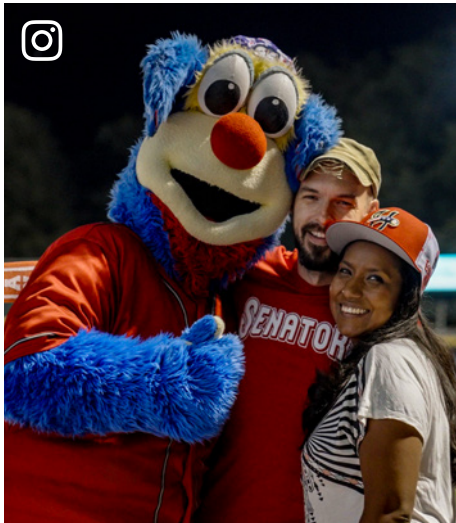
TRENDS

- Travelers are eager to share photo & video social content (UGC) with DMOs, often becoming loyal destination ambassadors when their content is requested and/or credited.
- Special event reminders, multi-photo posts, and short video clips drive steady engagement and positively affect reach and impressions.

OBJECTIVES

- Be the region’s “storyteller.”
- Position the Hershey Harrisburg Region as an overnight getaway destination in key drive markets.
- Increase social media reach, followers, and engagement across VHH channels.
- Increase content diversity.

USER GENERATED CONTENT (UGC) is increasingly showcased by DMOs and individual businesses to highlight authentic and real-time traveler experiences.



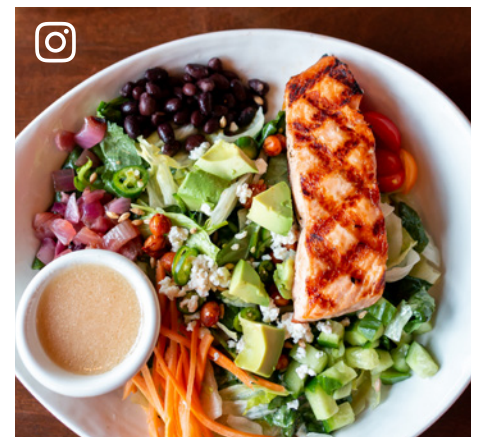
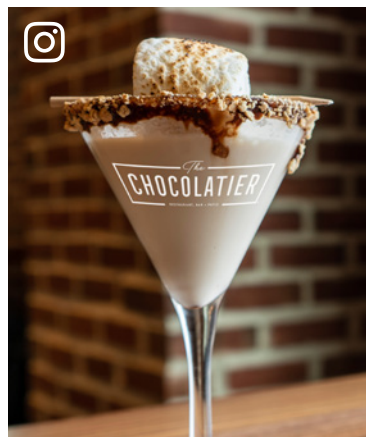
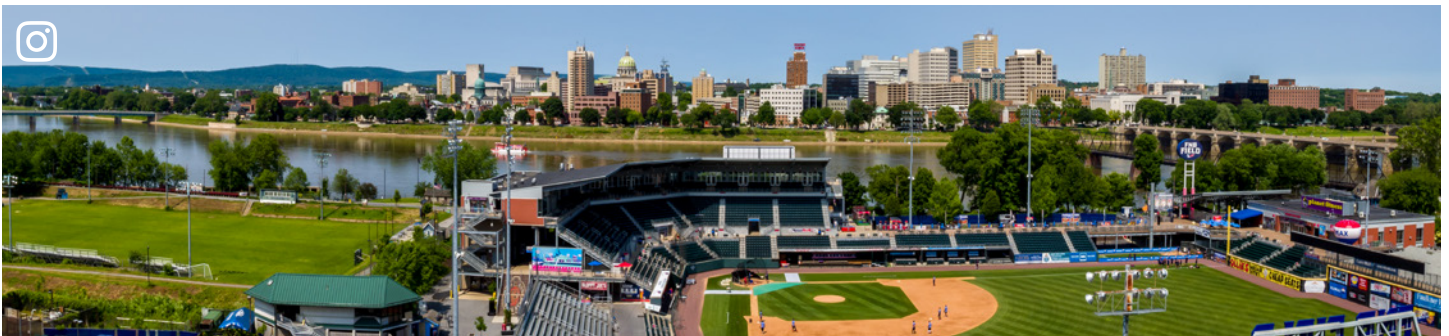
STRATEGIES

- Develop engaging Getaway Guide, e-newsletter, website, and social copy to showcase the region’s diverse tourism assets with attention to our core Family Fun, Grown-Up Fun, and Outdoor pillars.
- Support well-performing organic content with sponsored social media posts.
- Maintain a Content Calendar to inform areas of asset needs, content themes, and multi-platform deployment schedules.
- **Leverage Organic User Generated Content (UGC via Crowdriff) to:**
 - offer an authentic, unbiased view of the destination from the visitors’ lens.
 - organically supplement and diversify the VHH photo and video content library.
 - maximize the currency of “now” by showcasing current/recent visitors’ experiences.
 - build mutually-beneficial content sharing relationships that reinforce brand loyalty
 - spur social engagement and increased destination awareness through organic sharing.
 - elevate content featuring hidden gems or small businesses with modest social footprints.
- **Leverage Content Collaborator Programs to:**
 - create visual or written content for specific and assigned areas of need.
 - maximize content reach and engagement to new and existing audiences.
- highlight experiences from a diverse array of engaged travelers.
- present “expert” or “niche” content coverage of specific experiences.
- strategically supplement VHH content collection efforts.
- identify opportunities to work with a variety of culturally diverse creators covering locations and experiences.
- Research emerging social media platforms and trends.
- Explore opportunities for seasonal or themed contests and giveaways.
- Maximize reach by repurposing existing static and video content to fit available placements including traditional timeline posts, stories, and reels.
- Incorporate short format video (vertical, 1:1, and 4:5 aspect ratio placements) with increased frequency into the social calendar.

ADDITIONAL STRATEGIES

Trade Shows & Educational Conferences

- Content Marketing World
- Social Media Marketing World



EXPERIENCE DEVELOPMENT

Current Programs



PROGRAMS UNDER CONSIDERATION



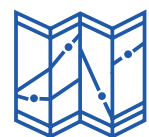
Hershey Harrisburg Savings Pass



The Harrisburg Arts District



Culinary Tour



Historic Walking Tour



TRENDS

- Travelers are interested in unique, authentic travel experiences that showcase a wide diversity of businesses, cultures, institutions, and the natural landscape of a destination.
- Pennsylvania’s wealth of culture, art, and historical sites make it a key association for both young and seasoned travel demographics.
- Visitors of all ages show an increased demand for outdoor experiences and variety.
- Interactive, personalized experiences are a growing expectation in travel.
- Travelers are very intentional about spending locally and supporting independent businesses.

OBJECTIVES

- Formulate a consistent outreach/ communication strategy to send push notifications, texts, and e-mails to users who signed up but have not checked in.
- Maintain good relationships with existing venues/breweries and communicate the value that we’re bringing to them in terms of visits, check-ins, and brand exposure.
- Continue to research trends in the industry and adapt to the changing visitor preferences
- Bolster each program with new opportunities and venues.
- Research new digital, interactive technologies as well as updates to current platforms.
- Create and maintain relationships with other DMOs to identify new programs, trends, and technologies.

GOALS

- **RETAIN 90% OF EXISTING BEER TRAIL PARTNERS**
- **ATTRACT 10% NEW BEER TRAIL PARTNERS**
- **GROW EACH TRAIL’S USERBASE BY 10% OR MORE**
- **INCREASE SIGN-UP TO ACTIVATION (CHECK INS) RATIO ON ALL INTERACTIVE PROGRAMS**

STRATEGIES

- Use sponsorship opportunities to facilitate direct engagement at live events to promote our trails and enhance activations.
- Maintain annual renewals of paid programs.
- Identify and incorporate new assets into existing programs, such as new outdoor experiences in the Adventure Trail, new businesses in the Beer Trail and Sweet Treat Trail, and updated elements to Murals & More.
- Enhance technical and experiential knowledge by researching, communicating with, and visiting other destinations to engage with their programs and inform future VHH programming.
- Add limited-time promotions and opportunities within existing programs.

PARTNERSHIP

TRENDS

- Workforce Development - DMO's are evaluating what role they can play to support this important hospitality challenge
- Hospitality businesses rely heavily on DMOs like VHH to help promote their businesses. DMOs typically offer a hierarchy of Partnership pricing and benefit models to align with business needs and affordability.
- As more minority-owned businesses open in our communities, DMOs are developing new Partnerships and opportunities to bring more exposure and support to these businesses.
- In the post-pandemic era, DMO Partners are demonstrating an increased interest in opportunities to network with tourism colleagues. With significant personnel changes and operational modifications, collaboration and networking are priorities.

STRATEGIES

- Increase Partner awareness of the Value of the Marketing Assistance and Co-Op Billboard programs.
- Reengage and reintroduce former Partners to the benefits of partnering with VHH.
- Identify key decision makers within prospect businesses.
- Accentuate the value of Partnership while bolstering awareness of VHH within the community.
- Utilize existing lists of tourism related businesses to identify key target prospects.
- Work with Partners to position our destination as inclusive and welcoming to all visitors.
- Promote workforce development programs.
- Evaluate and expand current Partnership funding sources
- Identify local business prospects with diverse offerings to strengthen the regions value to a broader audience.
- Collaborate with local community organizations to enhance visibility.

GOALS

- **RETAIN 90% OF EXISTING PARTNERS**
- **ADD 15% NEW PARTNERS**
- **POSITION VHH AS AN ESSENTIAL EXTENSION OF MARKETING AND SALES EFFORTS FOR LOCAL TOURISM RELATED BUSINESSES**

TACTICS

- Plan and execute a robust calendar of educational and networking events.
- Increase Partner and prospect site visits.
- Attend educational conferences to expand industry knowledge and identify emerging trends.
- Maximize opportunities to engage with potential prospects at local events.
- Coordinate with internal teams to identify new potential leads.
- Collaborate with tourism entities, such as PRLA, to address workforce challenges.

INDUSTRY ENGAGEMENT AND COLLABORATION

- Foster B2B relationships with industry partners including PRLA, PA DMO Group, PACE.
- Showcase discounted Partnership levels to increase minority owned business Partnerships.
- Pursue sponsorship opportunities.



SALES

The Sales Department is responsible for promoting the Hershey Harrisburg Region as a welcoming destination and environment to the travel trade to host their diverse audiences and to serve as a conduit to facilitate client – partner sales opportunities.

TARGET MARKETS



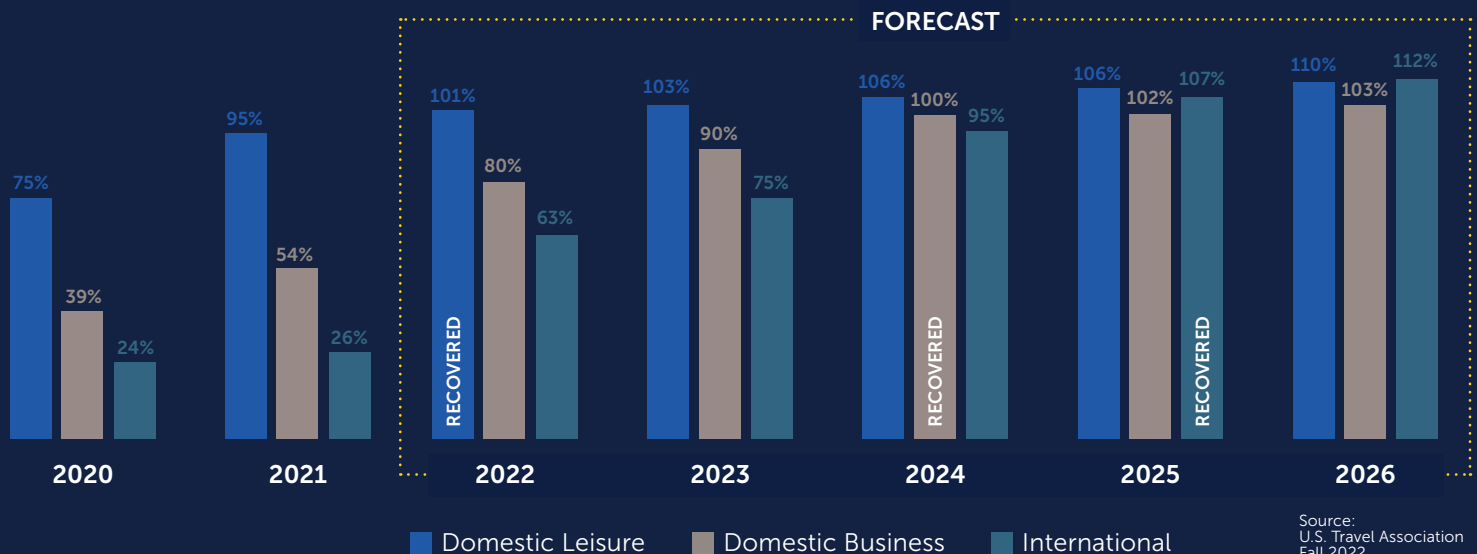
Meetings & Conventions/
SMERF



Tour & Travel/
International



RECOVERY FORECAST FOR DOMESTIC AND INTERNATIONAL TRAVEL VOLUME % Recovered Compared to 2019



Source:
U.S. Travel Association
Fall 2022

MEETINGS & CONVENTIONS/SMERF

State of the Market: The improvement of business travel, meetings, events, and conventions continued with a slight slowdown in 2023 as the economy enters a mild recession. Many planners believe the market will surpass pre-pandemic levels by the end of Q1 in 2024. While optimism remains high and new bookings are strong, concerns about space, dates and rates have all increased.

TRENDS & FORECAST

- Rescheduling the backlog of events from the pandemic continues with short lead times. It is difficult to look too far into the future with 40% of bookings occurring in the current year.
- Increase in meeting space demand shifts the power to meeting suppliers, and planners know it – 64% of those that responded to MPI’s Meeting Outlook said 2023 is a seller’s market with less concessions and tighter attrition clauses.
- Planners are looking more to second and third-tier destinations, as well as unique venues and unconventional options to help compensate for continued cost increases with F&B and A/V.
- Planners are focusing on wellness and Bleisure/ blended travel.

OBJECTIVES

- Increase lead-to-definite booking ratio which will, in turn, increase convention business hotel room nights.
- Strengthen relationships with meeting planners to understand and meet expectations.
- Create more opportunities for partners to connect with planners.
- Promote unique selling attributes to reach a broader mix of planners including our bleisure activities and diversity and inclusion efforts.
- Attract diverse meetings to our region.
- Utilize findings of stakeholder surveys to position Hershey & Harrisburg as a welcoming environment to attract diverse audiences.

97% OF TRAVEL MANAGERS SAY THEIR APPROACH TO SOURCING HOTELS HAS CHANGED SINCE 2019.



WHILE COST SAVINGS AND FLEXIBLE RATES ARE STILL THE TOP PRIORITY, **FOCUS ON DIVERSITY, EQUITY AND INCLUSION IS EMERGING AS SECONDARY PREFERENCES.**





MEETINGS & CONVENTIONS/SMERF CONT.

STRATEGIES

- Implement feedback from the Destination Analyst Meeting Planner survey into marketing and sales initiatives.
- Continue to capitalize on trending destination strengths by promoting the popularity of second tier destination appeal and Bleisure travel.
- Leverage our region’s priority economic sectors to generate business events through regular discussions and collaboration with the Harrisburg Regional Chamber & CREDC and DCED.
- Demonstrate VHH’s commitment to Diversity & Inclusion by incorporating diverse imagery, creation of a “Diversity, Inclusion and Sustainability” toolbox, and promotion of city MEI scores when applicable.
- Continue targeted trade show attendance, hosting client site tours and client events.
- Continue involvement with regional MPI chapters in Philadelphia, Potomac through attendance at chapter meetings and member events.
- Conduct research and attend trade shows and events to strengthen our knowledge and relationships with diverse audiences and decision makers.

PROPOSED TRADE SHOW SCHEDULE

- CVent Connect
- Connect DC
- PCMA
- PASAE Annual Expo
- RCMA Emerge
- HelmsBriscoe
- Destination East
- Small Meetings Market
- MPI Summer and Fall Outings
- SMART Meetings
- Express Conferences

GOALS

50% LEAD TO DEFINITE CONVERSION RATIO

INCREASE OPPORTUNITY FOR PARTNER/PLANNER ENGAGEMENT

INTERNATIONAL

State of the Market: The sluggish recovery for international inbound travel continues to face headwinds with a full recovery expected in 2025. The U.S. officially announced the end of vaccine requirements for international air travelers on May 11. Overseas arrivals to the U.S. remain at -29% of the pre-pandemic numbers.

FORECAST/TRENDS

- Lengthy visa wait times continues to be a challenge to full recovery.
- Travel from Canada has also experienced a remarkable recovery and has surpassed 2019 levels.
- China has dropped inbound quarantine mandates and resumed outbound group travel, fear about safety outside China is hindering arrivals back to the U.S.



One of the Hershey Harrisburg Region's top markets, **India, has led the recovery, reaching +109% in Q1 2023.**

DOMESTIC GROUP TOUR

State of the Market: All signs point towards a building momentum for group travel in 2023. A national survey of tour operators reveals that business is looking strong for the rest of 2023 and into 2024. **63% of tour operators reported that their bookings were up from 2022.**

FORECAST

- Elevated hotel rates with limited supply, local supplier staffing challenges, and driver shortages continue to impact bookings.
- Booking patterns continue to be erratic.
- Student travel continues to lead this segment
- Group size remains smaller than pre-pandemic but has leveled out and is predicted to begin slowly increasing in 2024.
- Meaningful travel (authentic experiences that connect with the local community and are mindful of the environmental and social impact on a destination) are trending upwards.
- Operators are looking for more pricing and booking flexibility as well as value-added products and services.



KEY TARGET MARKETS

- MOTOR COACH OPERATORS
- TOUR OPERATORS
- INTERNATIONAL INBOUND RECEPTIVE OPERATORS
- INTERNATIONAL TOUR OPERATORS

OBJECTIVES:

- Maintain active presence at key industry trade shows and marketplaces.
- Stay abreast of industry trends
- Build group and FIT room nights.
- Reconnect and develop client relationships occurring due to staffing turnovers.

STRATEGIES:

- Support the key domestic and receptive tour operator partners that feature overnight itineraries in the region.
- Strengthen relationships with key domestic and receptive tour operators through trade show meetings, in person sales calls and client events.
- Active involvement in client events at domestic and international industry trade shows, sales missions, and trade marketing.



STRATEGIC ALLIANCES

Visit Hershey & Harrisburg will continue to build on momentum created through local and statewide collaborative efforts.

STRATEGIES

- Build on Keystone Crossroads partnership (Lancaster and Gettysburg) to collectively promote the region to tour planners.
- Elevate and expand sales initiatives through increased PA Tourism grant funding to target domestic group tour and international inbound receptive tour operators.
- Support statewide or regional partner initiatives when they align with our markets through active engagement in industry client events, trade show partnerships, sales missions, and trade marketing.
- Activate partnership with the Great Lakes of North America initiative.



PROPOSED TRADE SHOW SCHEDULE

- SYTA
- NTA
- ABA
- IPW
- IITA
- PA BUS



GOALS

50%

LEAD TO DEFINITE
CONVERSION RATIO

EXPANDED DESTINATION
SALES AND MARKETING REACH
THROUGH INITIATIVES CREATED
BY NEW REGIONAL AND
STATEWIDE PARTNERSHIPS.





HERSHEY HARRISBURG SPORTS & EVENTS AUTHORITY

The mission of the Hershey Harrisburg Sports & Events Authority is to promote sports tourism and events initiatives in the Hershey Harrisburg Region, to forge mutually beneficial partnerships with new and existing clients, support locally produced events to expand audiences, encourage participation in physical activity and community events as a means to increase overall health and wellness for persons of all ages and abilities, and drive economic development as it relates to sports and events tourism.



INDUSTRY TRENDS

Diversity matters

- Sports planners are considering diversity, equity and inclusion when selecting host destinations.
- Many are giving preference to cities providing a sports environment that is safe, inclusive and free from discrimination.



Emerging sports

- Pickleball remains one of the fastest growing emerging sports. Pickleball-specific facilities will open their doors in our market this year.
- Other emerging sports include badminton and gravel racing, as well as the continued development of esports.

TOP 20 EVENTS GENERATED OVER

\$141 million

IN ECONOMIC IMPACT TO THE
HERSHEY HARRISBURG REGION.

OVERALL SPORTS & EVENTS
ROOM NIGHTS BOOKED IN
2022-23 EXCEEDED 100,000,
AN INCREASE OF OVER 15%
FROM THE PREVIOUS FISCAL YEAR.



DESTINATION STRENGTHS



LOCATION

Convenient Mid-Atlantic location that offers easy access for millions of potential participants and attendees.



VERSATILE VENUES

Expansive, updated and multi-purpose indoor and outdoor spaces accommodate a wide variety of events



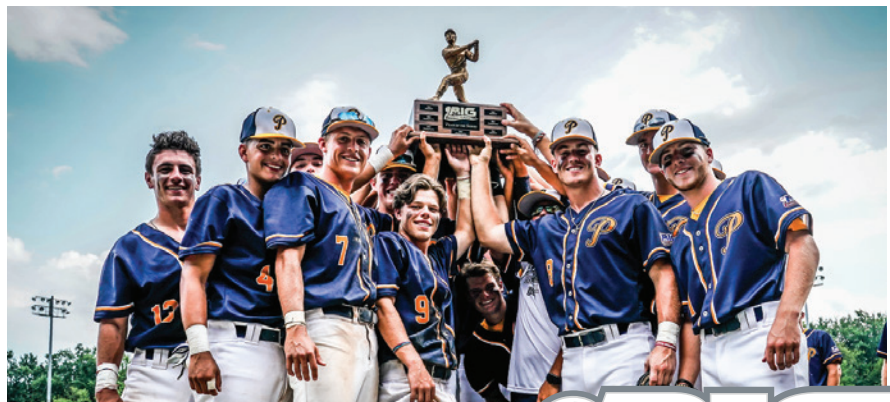
DEDICATED TEAM

Team of three with 30+ years of combined industry experience offers superior client support.

MARKETING & COMMUNICATIONS

OBJECTIVES

- Expand our social media platforms and presence, boosting visibility in those spaces.
- Build upon our brand through compelling content development on our website and social media platforms.
- Create a media calendar to craft press releases on events that will help position our destination as a key market for sporting events.
- Leverage marketing and communication outreach through messaging to the community, local media and national industry publications.



**2023 EVENT: JULY 20-23
FNB FIELD ON CITY ISLAND**



The Big 26 Baseball Classic is an annual all-star event featuring high school athletes from Pennsylvania and Maryland. The event also features the Buddy Program to include and uplift special needs athletes.

Big 26 continues to build on strong relationships with national brands like Marucci Sports and Gatorade in efforts to provide a world-class experience.

BIG 26 GOALS:

- Increase participation in tryouts for the 2024 event through college coach/MLB scout testimonials and promotion.
- Integrate local college sports management program students to assist with the event.
- Secure increased revenue sources that will further grow the event.

GOALS

- INCREASE ECONOMIC IMPACT OF SPORTS AND EVENTS BUSINESS BY 10% OVER 2022-23 LEVELS.
- INCREASE EXPOSURE/ FOLLOWING ON ALL SOCIAL MEDIA PLATFORMS (INSTAGRAM, TWITTER, FACEBOOK)
- RAISE DESTINATION'S MEI INDEX SCORE TO 90+.
- TARGET TRENDING MARKETS LIKE PICKLEBALL, ESPORTS AND COMPETE SPORTS DIVERSITY CLIENTS.

TRADE SHOW SCHEDULE

- Esports Travel Summit
- NCAA Hosting Symposium
- SPORTS Relationship Conference
- Sports ETA 4S Summit
- TEAMS Conference
- Connect Women in Sports Tourism Forum
- Compete Sports Diversity Winter Conference
- Sports Express Conference
- Connect Sports Spring Marketplace
- Sports ETA Symposium

SALES STRATEGIES

Leverage PA Sports Membership and capitalize on the 20th anniversary of PA Sports and our role as a charter member.

- Deploy new prospecting tools such as membership with Compete Sports Diversity to identify prospective minority groups such as LGBTQ+ and adaptive sporting events.
- Explore our second owned-event that will provide an opportunity for increased visibility of HHSE to the local community.
- Enhance sports event service offerings provided to rights holders to ensure customer retention and increase attendance and overall visitor spending.
- Continue to increase our role in destination and product development (i.e. pickleball facility, esports combine, swimming venue).
- Increase use of incentives to attract events, including financial, savings pass program, multi-year discounts, etc. to generate new sports business opportunities and grow key events.

Focus on student-athlete partnerships

- Coordinate efforts with our partners for the next NCAA (governing body of collegiate athletics) four-year bid cycle to host future championships spanning 2026-30, across all three divisions, in both men's and women's events.
- Enhance partnership with the PIAA as a continued partner and host to the following Championships: Basketball, Individual & Team Wrestling, Competitive Spirit, Singles/Doubles/Team Tennis and Cross Country.





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