



Sports and Entertainment Promotion Plan

Bayview DECA

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April 25rd, 2016

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I. EXECUTIVE SUMMARY

Company Description: The Toronto Blue Jays are a professional Canadian baseball team based in Toronto, Canada. The team plays a 162 game season, 81 of which are played at their home field, the Rogers Centre in downtown Toronto. The team will celebrate their 40th season in Major League Baseball (MLB) during the 2017 season.

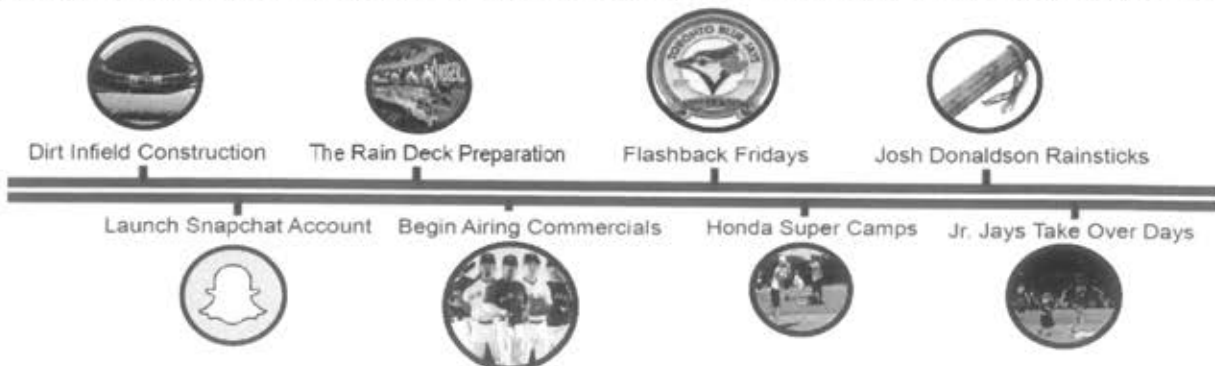
Situation: When the Blue Jays won the World Series in 1992 and 1993, they experienced unprecedented levels of ticket sales, becoming the first team in MLB history to attract over 4 million fans per season for three consecutive years. However, after 1993, fan turnout decreased substantially from 4 million to 1.5 million per year as the team failed to reach the playoffs for 21 years. Then in 2015, when the team made it back to the playoffs, the Blue Jays experienced a 43% increase in fans during the latter half of the season, selling out the 49,000 seat Rogers Centre for every home game in September. Based on a situational analysis conducted for the team's upcoming 40th season, the organization believes that a new promotional plan is needed to rebuild and expand its customer base and sustain consistently high ticket sales.

Main Objective: Facilitate the regrowth of Blue Jays' brand loyalty to reach a total season attendance of over 4 million fans in the 2017 season.

Strategies:

1. Strengthen customer relations by giving back to the fans through giveaways and events.
2. Renovate and rebrand the Rogers Centre to improve the overall fan experience.
3. Increase national awareness by promoting the Blue Jays and baseball in Canada through numerous initiatives and advertising campaigns.

Schedule of Events: Throughout the season, the Blue Jays will introduce many new events to celebrate their current and past success. These will be crucial in rebuilding the fan base and will bring the team a higher level of popularity nationwide. The events will be carried out as follows:



Budget/Return on Investment: The projected budget for this promotional plan is \$14,022,300 (USD). Based on the initiative, the projected increase in revenue is 179%, with a 68% increase in ticket sales and an 111% increase in merchandise revenue. In addition to monetary gains, the company will see an increase in brand loyalty as a result of the campaign.

II. COMPANY DESCRIPTION

Founded in 1977, the Toronto Blue Jays are the only Canadian team in Major League Baseball. After going through years of normal expansion team struggles, the Blue Jays became a divisional powerhouse in the late 80s, ultimately reaching the pinnacle of MLB success in 1993 when the team won back-to-back World Series Championships. However, after the MLB strike in 1994, the Blue Jays had trouble fielding a competitive team and had gone 21 years without a playoff appearance until the 2015 season. The Blue Jays were bought by Rogers Communications, a major Canadian media corporation, in 2000 and currently play at the Rogers Centre, a 49,282 seat stadium with a fully retractable roof and a conjoined 348-room hotel¹. Although once viewed as a state-of-the-art baseball facility, it has since become in dire need of renovations to keep up with other modern stadiums. With core players like Josh Donaldson, Troy Tulowitzki, and Marcus Stroman all locked up for the foreseeable future, the Blue Jays are starting to rebuild themselves as the formidable team they once were as they aim for both on field and off field success in the present and future.

Strengths:	Weaknesses:
<p><u>Playoff Caliber Team</u>: Fans are attracted to a winning team. If Blue Jays make the playoffs → more games → more fan attendance → increased ticket prices during playoffs</p> <p><u>Marketing</u>: Very successful campaign last year centered around #ComeTogether</p>	<p><u>Small Loyal Customer Base</u>: Many of the new Blue Jays fans are only recently acquired.</p> <p><u>Lack of Adequate Facility</u>: Rogers Centre is not a pure baseball facility. Currently the one of only two stadiums without a real grass field.</p>
Opportunities:	Threats:
<p><u>Toronto and Canada</u>: Currently very popular in Toronto only, can appeal to the national audience</p> <p><u>Merchandise Strength</u>: growing popularity; last two months had 100% increase in merchandise sales²</p>	<p><u>Competitive Market</u>: Toronto consists of 3 other Major League teams (Maple Leafs, Raptors, FC) as well as 6 other professional teams</p> <p><u>AL East</u>: The Blue Jays play in a tough division, playoff appearance not guaranteed</p>

¹ Rogers Centre. "Rogers Centre Facts." *Rogers Centre*. Rogers, 13 Dec. 2009. Web. 12 Jan. 2016.

² Dobby, Christine A. "Blue Jays Success Reaping Big, Profitable Rewards for Rogers." *The Globe and Mail*. The Globe and Mail, 2 Oct. 2015. Web. 12 Jan. 2016.

III. OBJECTIVES

Based on the SWOT analysis, one main objective and three sub-objectives were created:

Main Objective	Facilitate the regrowth of Blue Jays' brand loyalty to reach an attendance of over 4 million fans in the 2017 season. This objective can be split into three main components.
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1.	Promote the Blue Jays and the sport of baseball in Canada, capture a national audience in preparation for the Blue Jays 40th Anniversary.
2.	Give back to the fans and the community through merchandise giveaways and events, generate consumer incentives to attend games.
3.	Renovate and makes changes to the Rogers Centre in order to bring the best baseball experience for the fans, introduce the Rain Deck and a new all-dirt Infield.

IV. SCHEDULE OF EVENTS

A - Special Events

During their playoff run in 2015 and in the offseason of 2016, the Blue Jays' popularity across the nation skyrocketed presenting the company with a great opportunity to sell their product and to start rebuilding their brand loyalty³. As a result, the Blue Jays will be



introducing many new events throughout the 2017 season revolving around a theme of celebrating all of the team's successes as part of their 40th season. This will help stimulate consumer spending, and increase the likelihood of repeat business, subsequently expanding their customer base and thus effectively rebuilding brand loyalty.

40th Season Flashback Fridays Presented by: The Toronto Star

On April 21st, the Blue Jays will introduce their first of ten Flashback Fridays to celebrate their 40th season in the MLB. These Flashback Fridays are a 2 part promotion occurring every 2nd and 4th Friday consisting of a bobblehead giveaway and pregame festivities as follows:

³ Young, Chris. "Popular 2015 Canadian Google Searches Include 'Blue Jays', 'Justin Trudeau' and 'Drake' | Toronto Star." *Thestar.com*. The Toronto Star, 16 Dec. 2015. Web. 12 Jan. 2016.