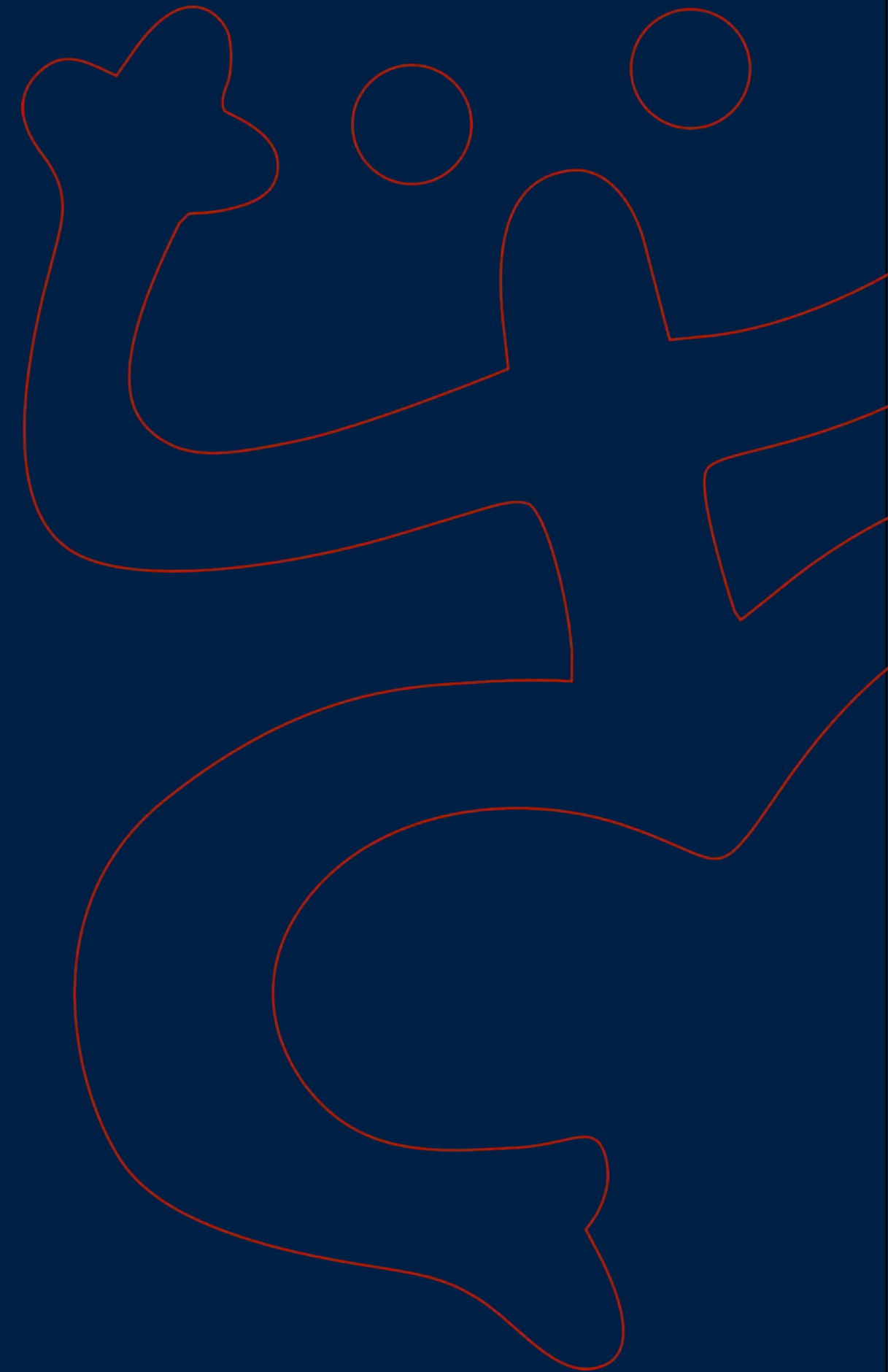


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1. **Share of wallet:** The effect of consumers tightening their wallets, which could impact subscription growth plans for many media companies
2. **Rise of advertising:** How publishers lean further into a more hybrid business model approach, re-prioritizing and re-balancing for advertising revenue.
3. **Big Tech:** The legislative, regulatory, and settlement space between news media companies and the Big Tech platforms.
4. **Diversification of the business:** How to growth the business and the audience?



Challenges

1. Compete with audience time
2. Audience preferences
3. Growth audience in Puerto Rico
4. Growth the business

Opportunities

1. Redesign Editorial Team
2. Improve audience experience
3. New programs to fulfill audience preferences
4. Diversity lines of business

Reapply successful Irish Heritage Tourism initiative "The Gathering" in Puerto Rico May 1st to August 31st, 2024.





OBJECTIVES



Reapply successful
Irish Heritage Tourism initiative
“The Gathering” in Puerto Rico

➔ May 1st to August 31st, 2024:

1. Increase local economic activity, particularly at community level.
2. Drive tourism (# visitors, length of stay, \$ spent), especially from US Diaspora, which constitutes close to half of all island tourists.
3. Celebrate and connect the Diaspora to the Puerto Rican culture, thereby strengthening our ties and shared pride.
4. Mobilize citizens, communities, government and business to work collectively on behalf of Puerto Rico's economic recovery = Social dividend.





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- **Largest ever tourism initiative in Ireland.** Built around the concept of Heritage tourism --incenting those with ancestral links to return home for a series of cultural events and festivals. Branded under "The Gathering; Be a Part of it".
- **Initiative celebrated Irish culture, arts, sports, music and heritage** as a means of reversing tourism decline.
- **A " people's project"** – Eager adoption by citizens in Ireland and Irish Diaspora exceeded expectations. More than 900 volunteers participated in planning and implementation. Strong focus on community events.
- **Consisted of large, medium and small-scale events** (Tier 1,2,3). In most cases, Tier 1 events were new, Tier 2 were extensions of existing events and Tier 3 were local, community events or family reunions in towns.



Invite them Home!

Send a personal invitation to family or friends abroad to come home in 2013. Just pick up a postcard at the library desk and let us know where in the world you're sending it.



Gathering of the people

IT STARTED AS A TOURISM DRIVE but it became much more than that. It was a project conceived by Government but ultimately shaped and directed by the people of Ireland. This State-backed tourism promotion morphed into a national movement that spread to every corner of Ireland and across the world to the global Irish family. Nobody knows for sure but an estimated 700,000 or more people got involved on a voluntary basis to organise the 5,000 and more Gatherings that took place in 2013. The Gathering Ireland 2013 had become a true people's project.

Each one of the 5,000 gatherings has its own individual story – of friendship and kinship, of long-lost family connections rekindled. Stories of communities coming together to celebrate and welcome home those now living overseas. Stories of

Brennan left Bascumson for the States in 1948, he could hardly have guessed that he would return 65 years later with his son John who would then be the Director of the CIA, one of the most powerful positions in the US administration.

On a gorgeous summer's evening, Owen Brennan planted a tree before being welcomed by up to 200 of his kinsfolk in the beautifully restored parish church that now serves as a community centre. It was a particularly poignant occasion Owen had been baptised in this church in 1926. I watched as he met former neighbours and relatives, including 100-year-old John Mooney, the oldest man in the parish.

When I later got the chance to chat with Mr Brennan, I discovered that we too had a personal connection. It

2013... Let's make it a Year to Remember.
The Gathering. Join the celebration...

be part of it.

- **Project planning** needs to be 14+ months out.
- Strong **government backing** and support but non-partisan. Garnered support from all political affiliations.
- Implemented by a **dedicated management team** (non-state agency) with full executive powers in order to increase agility, cost effectiveness and flexibility.
- Online open access **website for registering** all events and booking via e-commerce. Must undertake IT/tech/digital solutions from the start.

- **Media alliances** played a key role in driving awareness. Well chosen TV sponsorships, use of influencers and digital/social media were focus.
- Early involvement from **airlines and cruise ships** critical to ensure they add seats, trips, rooms.
- **Early involvement of key diaspora groups** and their leaders was crucial in driving attendance and invitations from family and friends to participate in family reunions. Objective was for each participant to **invite at least one additional person** behind ad campaign "How Irish are you?".

• Marketing:

- Website & social media pages acted as primary online communications hub for the project and continually shared a stream of articles, news, stories, competitions among families, blogs, images and videos to provide compelling reasons to visit.
- Investment was made to produce **quality content**, including personal **testimonies** of older generations.
- Leveraged **celebrities, public figures and influencers** to drive awareness and engagement.

• Regional leadership:

- Designated 34 coordinators at city/county level.
- Active support of local authorities in setting up a collaborative framework & implementation.
- Invested in over **80 workshops** to train communities.
- **Credible Board of Directors:** Had ultimate responsibility for funds management and project accountability.
- **Safety & Security:** Must ensure investment in these areas.

RESULTS

THE GATHERING IRELAND 2013

- **250K+**
incremental tourists in 2013
- **€170M**
in incremental revenue
(conservative estimate)
- **SOCIAL DIVIDEND**
with positive impact on communities,
renewed sense of community spirit.
- **€13M BUDGET**
(\$500,000 Euros in 6 large events),
spread across two years.
- **AWARENESS**
Successfully raised awareness
(87% aware of The Gathering).
- **INVITES**
1:3 adults personally invited
someone to visit Ireland in 2013
- **8,000 MEDIA PLACEMENTS**
totaling advertising value of €115M
- **1,100 LOCAL/COMMUNITY EVENTS.**
Funding driven to attract visitors.
- **80 LOCAL TRAINING**
workshops conducted.
- **2.1 MM CUMULATIVE WEB VISITORS**
57% from outside of Ireland.
- **1,418 JOURNALISTS**
came to cover The Gathering.
- **PROMOTED**
at key trade and media events





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ORG RECOMMENDATIONS

A TRULY INTEGRATED APPROACH



Local twist: Create and reapply successful Irish experience while giving it a local twist.

Sponsored by Institute of Puerto Rican Culture.

Discover Puerto Rico (DMO) would be in charge of promoting Junte Boricua in key overseas markets behind integrated campaign and microsite.

Puerto Rico Tourism Company would promote Junte Boricua locally and work with hotels and cruises.

Puerto Rico Convention Center District Authority

Institute of Puerto Rican Culture

Discover Puerto Rico

Puerto Rico Tourism Company

Puerto Rico Convention Center District Authority



Committees

A TRULY INTEGRATED APPROACH



Board of Directors would be comprised of private industry representatives and government.

Economic

Sponsorships

Advertising

Destination Experience

Transportation

Security

Communities

Events

Technology

Ambassadors

Coverage



A wide-angle photograph of a large concert arena. The stage is illuminated with bright blue and white lights, featuring a large, illuminated 'A' shape. The audience is dense and fills the arena. A large white graphic of a person with arms raised is overlaid on the right side of the image.

EVENTS STRATEGY

TIER

New events

- Opening Ceremony at El Morro
 - Puerto Rican Day Parade in San Juan
- Closing Ceremony

1

TIER

Existing enhanced events

Events taking place at the Puerto Rico Convention District Authority:

- Coliseo de Puerto Rico
- Distrito T-Mobile
- Bahía Urbana

Calendar to be discussed with the main local event producers.

2



Juneteenth

TIER

Family

Family reunions are key for the success of Junte Boricua. We will encourage families to create events where relatives join and celebrate being together.



Cultural

May

- Fiesta Lloreniana – Juana Díaz
- Día Internacional de los Museos
- Festival de la piña – Lajas
- San Juan Beauty Show – San Juan
- Expo Energía Renovable – San Juan
- Mojito Fest – San Juan
- Concierto Ednita Nazario – San Juan

June

- Festival del jíbaro – Comerío
- Fiesta Negra – Arroyo
- Parada orgullo LGBTTIQ+ - Cabo Rojo
- Fiestas Patronales – Dorado
- Noche de San Juan
- Festival Viequense – Vieques
- Día Nacional de la Salsa – San Juan
- Hamilton – San Juan

July

- Festival de la Hamaca – San Sebastián
- Feria Nacional de Artesanía – Barranquitas
- Fiestas de Santiago Apóstol – Loiza
- Fiestas Patronales – Cataño

August

- Concurso Nacional de Trovadores – Morovis
- Miss Universe Puerto Rico – San Juan
- Trastalleres a Trastalleres – San Juan

To be completed
by ICPR & Mayors



Engage US mayors, diaspora leadership to send delegations to PR and help us with enrollment, registrations and fundraising.

Create Ambassadors' Program:
50 Ambassadors per city.

Ten cities x 50 Ambassadors = 500 coffee meetings with Junte Boricua Ambassadors, where their main objective is summoning the Diaspora to Junte Boricua to enjoy family, cultural and tourism related activities.

Leverage Puerto Rican celebrities to 'adopt a town', blog, tweet, invite their families, appear in promotional ads, sing theme song together.



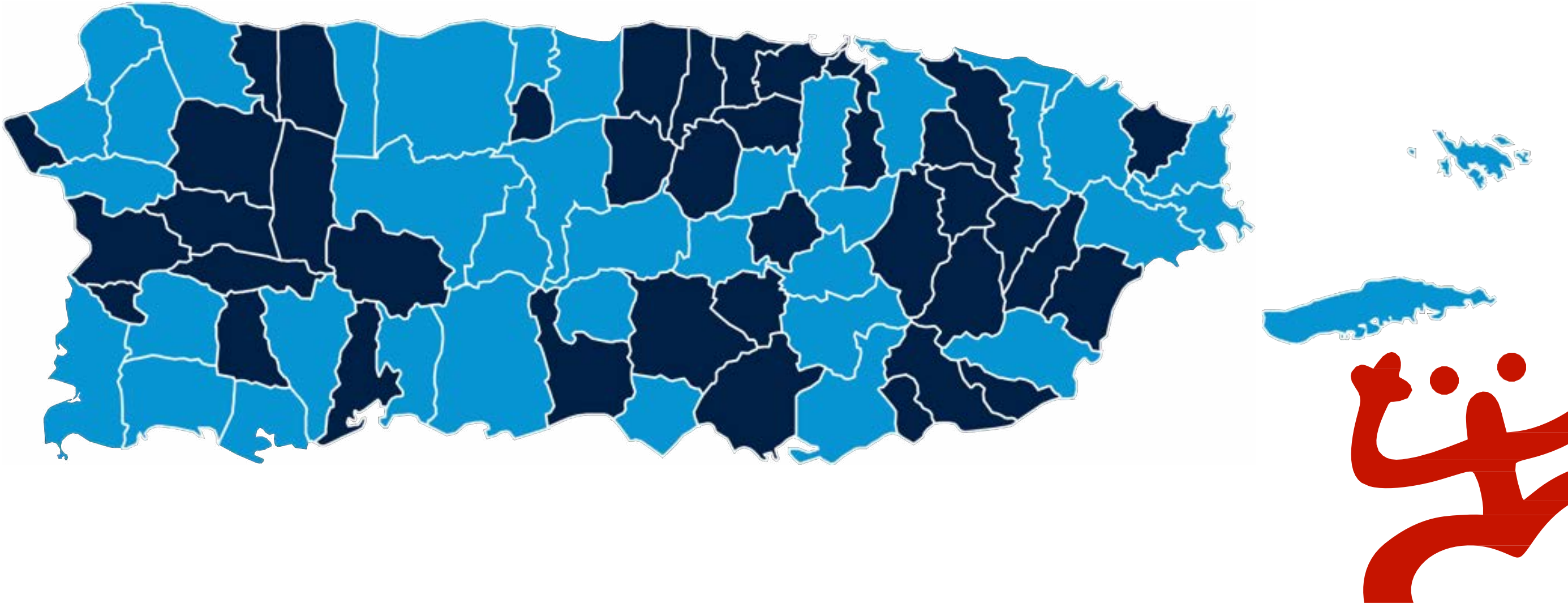
PROPOSED EDITORIAL COVERAGE



Somos Puerto Rico Coverage:

- Somos Puerto Rico (30 municipalities)
- Somos USA (9 cities)
- Junte Boricua Coverage
- Partnership with US Media publishers:
 - Alliances with universities
 - Presence in existing events in US
 - Reach out Puerto Rican talent in US to help us spread the word

Juana Díaz	Luquillo	Dorado	Sabana Grande
Coamo	Las Piedras	Cataño	Caguas
Trujillo Alto	Hormigueros	Vega Alta	Mayagüez
Rincón	Salinas	Florida	Humacao
Maunabo	Juncos	Toa Baja	Maricao
Patillas	San Lorenzo	Adjuntas	Lares
Las Marías	Morovis	Vega Baja	Toa Alta
Arroyo	Carolina	Corozal	Aibonito
Quebradillas	Guayanilla	Guaynabo	San Sebastián
Comerío	Camuy	Gurabo	



2023 PLAN: CAMINO AL JUNTE



Cities to be visited:

SOMOS NEW YORK

June 2023

SOMOS CHICAGO

June 2023

SOMOS BOSTON

July 2023

SOMOS WASHINGTON, D.C.

July 2023

SOMOS HARTFORD

August 2023

SOMOS PHILADELPHIA

September 2023

SOMOS TAMPA

October 2023

SOMOS DALLAS

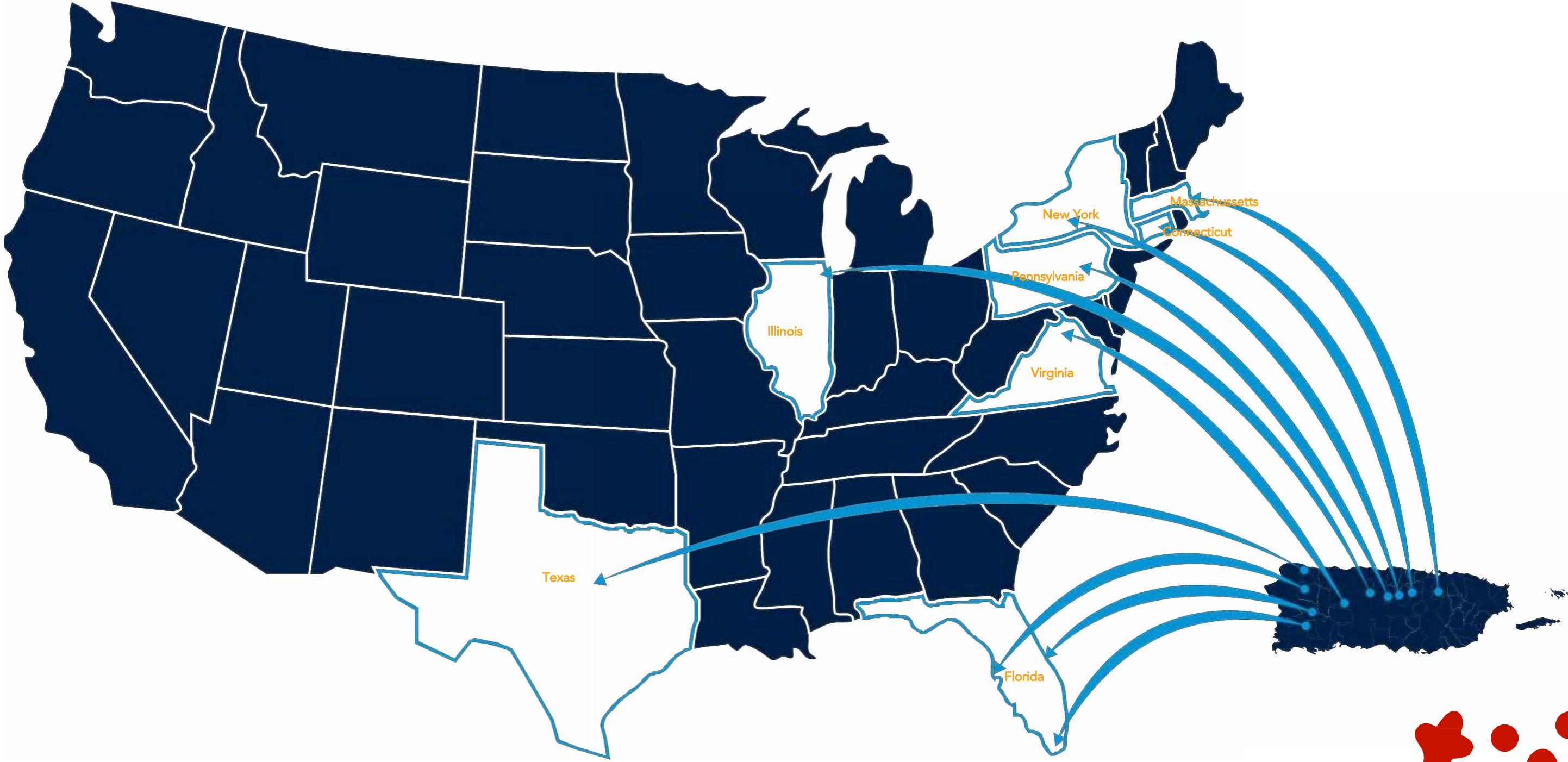
November 2023

SOMOS MIAMI

January 2024

SANSE ORLANDO

January 2024



Junte Boricua is excited to develop a partnership with corporations to be part of this exciting project. Junte Boricua is fully committed to collaborating with corporations to ensure this relationship elevates its brands and business through a strategic and powerful association.

Partnership Alignment

Junte Boricua and its partners relationship will be a long-standing partnership that has been customized to support shared goals of the organizations:

- Conduct the Junte Boricua event in Puerto Rico
- Promote and shine a spotlight on Puerto Rico to promote tourism through cultural and sports activities
- Make significant charitable and economic impact
- Spotlight and celebrate the local culture, family values, and community
- Strengthen relationships with the Diaspora

Power of Junte Boricua

- Junte Boricua will bring a large amount of Puerto Ricans and their descendants living in the diaspora, from the United States and abroad.
- Through this partnership, Junte Boricua uses its platforms and partner ecosystem to integrate the partners' messaging organically throughout broadcast, digital, editorial, and social mediums.
- Direct impact on the reputation and image as a sponsor of an initiative that will impact the economy and well-being of Puerto Rico
- Brand exposure in massive opening and closing activities of Junte Boricua that will take place in Puerto Rico.
- Connection of brands with Puerto Rican audiences in the archipelago and in the diaspora; with the potential to reach some 7.5 million people.



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