

UNIVERSIDAD ESAN



In collaboration with:

**“Análisis Estratégico para el Fortalecimiento del Turismo
Deportivo Regional: Caso Shreveport-Bossier Sports
Commission”**

UNIVERSITY OF DALLAS

Satish & Yasmin Gupta College of Business

**Trabajo de investigación presentado en satisfacción parcial de los
requisitos para obtener el grado de Maestro en Administración por:**

Manuel Leoncio Paredes Palomino

Asesor: Profesor Michael Kuban

Maestría en Administración a Tiempo Completo – MAT60

Fecha 25 de junio de 2025

“La Universidad de Dallas y la Universidad ESAN no expresan aprobación o desaprobación con respecto a las opiniones dadas en este documento que son responsabilidad exclusiva del autor.”

Manuel_Paredes_Palomino_Tesis_MBA.docx

ORIGINALITY REPORT

9% SIMILARITY INDEX	7% INTERNET SOURCES	2% PUBLICATIONS	2% STUDENT PAPERS
-------------------------------	-------------------------------	---------------------------	-----------------------------

PRIMARY SOURCES

1	docplayer.net Internet Source	1%
2	www.visitbatonrouge.com Internet Source	1%
3	www.visitjackson.com Internet Source	<1%
4	www.coursehero.com Internet Source	<1%
5	www.sportsbusinessjournal.com Internet Source	<1%
6	zipatlas.com Internet Source	<1%
7	www.researchgate.net Internet Source	<1%
8	www.invensislearning.com Internet Source	<1%
9	Submitted to Pennsylvania State System of Higher Education Student Paper	<1%
10	Submitted to Barcelona School of Management Student Paper	<1%
11	Submitted to St Mary's University, Twickenham Student Paper	<1%
12	www.climechart.com Internet Source	<1%

Este trabajo de investigación:

“Análisis Estratégico para el Fortalecimiento del Turismo Deportivo Regional: Caso Shreveport-Bossier Sports Commission”

Ha sido aprobada.

A handwritten signature in blue ink, consisting of a large, loopy initial 'D' followed by a series of smaller, connected strokes that form the rest of the name.

Diego Cueto Saco (Jurado)

Manuel Leoncio Paredes Palomino

Asesor estratégico con sólida experiencia en desarrollo de negocios, inversión pública y diseño de esquemas colaborativos entre instituciones gubernamentales y actores privados. Ha brindado apoyo directo a autoridades de alto nivel del sector público en la estructuración y gestión de iniciativas en sectores como energía, agua, transporte, educación y modernización administrativa. Reconocido por su capacidad para alinear prioridades institucionales con estrategias accionables, generar consensos entre los stakeholders y garantizar la viabilidad de proyectos. Con experiencia aplicando estándares internacionales y enfoques orientados a resultados para entregar soluciones sostenibles y de alto impacto.

EXPERIENCIA PROFESIONAL

Delta Consulting

Empresa especializada en consultoría de proyectos entre el sector público y privado

Director General y Fundador

Mayo 2022 - Actualidad

- Lidero una firma de consultoría especializada en gestión de proyectos, inversión pública, análisis tributario y peritajes técnicos.
- Diseñamos e implementamos soluciones integrales para entidades públicas y privadas, alineadas a objetivos estratégicos y marcos regulatorios.
- Dirijo la operación general de la empresa, gestionando equipos multidisciplinarios, asegurando la calidad técnica de los entregables y promoviendo relaciones de alto nivel con clientes e instituciones clave.

Ministerio de Energía y Minas

Asesor

Agosto 2021 - Abril 2022

- Asesoré al Viceministerio de Electricidad en estrategias de inversión y marcos regulatorios, impulsando políticas para fortalecer el sector y promover el cumplimiento normativo.
- Contribuí al diseño e implementación de iniciativas para mejorar la infraestructura energética y promover la sostenibilidad, ampliando el acceso y las oportunidades de inversión.
- Facilité la articulación entre entidades del Estado, inversionistas privados y organismos internacionales, promoviendo alianzas público-privadas en el sector energético.

Autoridad Nacional del Agua

Asesor

Noviembre 2019 - Diciembre 2020

- Formulé y promoví proyectos de inversión pública orientados a mejorar el acceso y la sostenibilidad de los recursos hídricos, asegurando su alineación con los marcos normativos.
- Gestioné la coordinación interinstitucional para asegurar el financiamiento y la aprobación de iniciativas de infraestructura de gran escala.
- Brindé asesoría técnica para optimizar el diseño de los proyectos y la participación de los actores involucrados, facilitando su ejecución efectiva.

Instituto Tecnológico de la Producción del Ministerio de la Producción

Asesor

Julio 2018 - Abril 2019

- Impulsé proyectos estratégicos de inversión bajo mecanismos especiales de financiamiento, promoviendo el desarrollo regional y su alineación con los objetivos institucionales.
- Brindé soporte técnico a las Direcciones de Operaciones y Ejecutiva, facilitando la ejecución efectiva de proyectos mediante esquemas innovadores.
- Representé al ministerio en talleres regionales, fortaleciendo el relacionamiento con actores clave y promoviendo iniciativas para dinamizar las economías locales.

Ministerio de Energía y Minas

Asesor

Agosto 2016 - Agosto 2017

- Asesoré a los Viceministerios de Energía y Electricidad en proyectos de inversión público-privada, fomentando la cooperación institucional para el desarrollo de infraestructura y la ampliación del acceso energético.
- Monitoreé y gestioné una cartera de proyectos en energía e hidrocarburos, asegurando su alineación con las políticas nacionales y objetivos estratégicos del sector.
- Lideré la implementación del Sistema de Gestión Antisoborno ISO 37001, fortaleciendo la transparencia y reduciendo riesgos de corrupción en los procesos de contratación pública.

Ministerio de Educación

Especialista

Enero 2016 - Marzo 2016

- Gestioné procesos de contratación de bienes, servicios y obras, garantizando el cumplimiento del marco normativo vigente.
- Integré comités de selección, asegurando la transparencia y equidad en la evaluación de propuestas.
- Realicé estudios de mercado para identificar proveedores y respaldar decisiones informadas en los procesos de adquisición.

Ministerio de Transportes y Comunicaciones

Especialista

Octubre 2011 - Diciembre 2015

- Lideré por varios meses el área de compras en PRONATEL, unidad orientada a la expansión de la infraestructura de telecomunicaciones en zonas rurales del país.
- Gestioné procesos de contratación de bienes, servicios y obras, así como la administración de activos y almacenes, garantizando el cumplimiento del marco legal vigente.
- Integré comités de selección para concursos públicos, asegurando transparencia, eficiencia y competencia técnica en los procedimientos de adquisición.
- Brindé soporte especializado en proyectos financiados por organismos internacionales, aplicando criterios técnicos y normativos en contrataciones del Estado.

FORMACIÓN PROFESIONAL

ESAN GRADUATE SCHOOL OF BUSINESS

2023 - 2024

Maestría en Administración - MBA

UNIVERSITY OF DALLAS

2023 - 2024

Maestría en Administración de Empresas MBA

UNIVERSIDAD DE PIURA

2015 - 2018

Bachiller en Administración de Empresas

OTROS ESTUDIOS

PUCP: *Diplomado en Estrategias de Negociación y Comunicación Eficaz para la Gestión de Conflictos* 2012

UTRIVIUM: *Diplomado en Contrataciones del Estado*

2012

PUCP: INGLÉS AVANZADO

Experiencia de Voluntariado y/o Skills

- Yo soy sus ojos
- Patas de Rana

2019 - 2021

2019 - 2021

Resumen Ejecutivo

El presente trabajo de investigación tiene como objetivo general fortalecer el rol de la Shreveport-Bossier Sports Commission (SBSC) como un agente clave en la promoción del turismo deportivo y el desarrollo económico en la región de Shreveport-Bossier, ubicada en el noroeste de Louisiana, Estados Unidos. La SBSC, desde su creación, ha buscado fomentar y apoyar la realización de eventos deportivos diversos para dinamizar la economía local y atraer visitantes de ciudades y estados cercanos. Sin embargo, enfrenta retos significativos relacionados con la antigüedad de su infraestructura, la limitada conectividad regional y la creciente competencia de otras ciudades en el ámbito del turismo deportivo. Ante esta situación, los objetivos específicos de la investigación consistieron en realizar un diagnóstico estratégico que identifique las fortalezas, oportunidades, debilidades y amenazas (FODA) de la SBSC; analizar y comparar su situación con la de comisiones deportivas en ciudades similares de la región sur de Estados Unidos; y proponer recomendaciones orientadas a maximizar el impacto económico y social de la SBSC en la comunidad local. Este enfoque busca dotar a la organización de un plan estratégico robusto y adaptado a las tendencias actuales del turismo deportivo.

Para el desarrollo de la investigación, se emplearon herramientas teóricas ampliamente reconocidas en el campo de la administración y la planificación estratégica. El análisis FODA se utilizó como base metodológica para examinar tanto los factores internos que afectan a la SBSC (fortalezas y debilidades) como las condiciones externas del entorno (oportunidades y amenazas). Entre las fortalezas identificadas se encuentran el apoyo regional e institucional, la ubicación estratégica en un cruce interestatal importante y la experiencia de su equipo directivo en la gestión de eventos deportivos. Por otro lado, las debilidades detectadas incluyen la antigüedad y

limitaciones de la infraestructura deportiva, la falta de conectividad directa con aeropuertos de gran escala y un presupuesto restringido para inversión en nuevas iniciativas.

El estudio también se apoyó en un benchmarking con ciudades comparables como Little Rock, Baton Rouge, Jackson y Birmingham. Esta comparación permitió identificar buenas prácticas en términos de gestión, promoción y diversificación de eventos deportivos. Asimismo, se realizaron consultas directas a líderes de comisiones deportivas de dichas ciudades, obteniendo *insights* sobre estrategias exitosas para atraer eventos y sobre los desafíos enfrentados en los últimos años. La recopilación de información secundaria a través de reportes oficiales, bases de datos y literatura académica completó el panorama, ofreciendo un análisis amplio y profundo del contexto en el que opera la SBSC. Como complemento, se elaboró un listado maestro de instalaciones deportivas en la región de *Shreveport-Bossier*, detallando características como ubicación, capacidad, estado de conservación, accesibilidad y proximidad a servicios turísticos, información crucial para la toma de decisiones estratégicas.

Entre los principales hallazgos, se destaca que el turismo deportivo constituye una oportunidad relevante para dinamizar la economía local y fortalecer la actividad turística en la región. Esta modalidad ha experimentado un crecimiento sostenido en los últimos años, reflejado en el aumento de viajes, eventos y gastos asociados en diversas ciudades de Estados Unidos. Para un territorio como Shreveport-Bossier, que cuenta con una considerable capacidad hotelera, una oferta de entretenimiento variada y una ubicación estratégica, aprovechar esta tendencia podría generar impactos económicos y sociales significativos, consolidando a la región como un destino competitivo en el ámbito deportivo.

Las conclusiones centrales del estudio subrayan la necesidad de que la SBSC adopte un enfoque estratégico integral y diversificado. Es fundamental ampliar el portafolio de eventos

deportivos para incluir disciplinas emergentes como el *pickleball*, los *e-sports* y el *padel*, los cuales presentan tasas de crecimiento significativas y atraen a audiencias más jóvenes y tecnológicamente conectadas. Asimismo, la modernización de las instalaciones existentes y la planificación de nuevos espacios multipropósito permitirían incrementar la frecuencia de uso de los recintos deportivos, garantizando ingresos constantes durante todo el año. Otro punto crítico es el fortalecimiento de la estrategia de marketing digital. La SBSC debe incrementar su presencia en redes sociales y plataformas en línea, aprovechando el potencial de estas herramientas para llegar a públicos regionales y nacionales.

El trabajo también concluye que la colaboración interinstitucional es clave para el éxito de la SBSC. Forjar alianzas con universidades locales, empresas privadas y organizaciones comunitarias no solo facilitará el acceso a recursos adicionales, sino que también fomentará un sentido de pertenencia y participación en torno al deporte. Por último, se recomienda incorporar principios de sostenibilidad en la gestión de eventos y en la planificación de infraestructuras, considerando el impacto ambiental y la creciente preferencia de los turistas por destinos responsables.

Esta investigación fue desarrollada por un equipo internacional de estudiantes del programa MBA de la University of Dallas durante un periodo de diez semanas. La combinación de análisis estratégico, comparación con casos de éxito regionales y la formulación de propuestas orientadas a la acción busca dotar a la Shreveport-Bossier Sports Commission de un marco estratégico que le permita fortalecer su posicionamiento y consolidarse como un referente en el turismo deportivo regional.

Introducción

La Shreveport-Bossier Sports Commission (SBSC) es una organización dedicada a la promoción y organización de eventos deportivos en la región de Shreveport-Bossier, ubicada estratégicamente en el noroeste de Louisiana, Estados Unidos. Esta comisión fue establecida con el objetivo de estimular el turismo y dinamizar la economía local a través del deporte, aprovechando su posición geográfica como punto de conexión entre Texas, Louisiana y Arkansas. En un contexto donde el turismo deportivo ha demostrado ser un motor económico significativo para ciudades intermedias, la SBSC enfrenta retos asociados con la creciente competencia regional, la necesidad de modernización de su infraestructura y la diversificación de su portafolio de eventos para atraer a audiencias más amplias y diversas.

El interés por este estudio surge de la necesidad de analizar de manera integral la situación actual de la SBSC y proponer un conjunto de estrategias que le permitan consolidarse como un referente en el turismo deportivo en el sur de Estados Unidos. Los antecedentes del tema muestran un crecimiento constante en la demanda de eventos deportivos a nivel nacional, reflejado en el aumento de viajes, actividades y gastos asociados a este sector. Este dinamismo no solo se debe a deportes tradicionales, sino también al auge de disciplinas emergentes como el *pickleball*, los *e-sports* y el *padel*, que representan nuevas oportunidades para regiones como Shreveport-Bossier. Sin embargo, se observa que otras ciudades con características similares han avanzado con mayor rapidez en la implementación de estrategias efectivas para atraer eventos y turistas, lo que refuerza la necesidad de un análisis estratégico enfocado en esta comisión.

El objetivo general de esta investigación es fortalecer el papel de la SBSC como un catalizador para el desarrollo económico regional a través de la identificación de fortalezas,

oportunidades, debilidades y amenazas en su entorno competitivo, el análisis de su posicionamiento frente a ciudades comparables y la formulación de recomendaciones estratégicas concretas. Los objetivos específicos incluyen la elaboración de un listado maestro de instalaciones deportivas, el análisis de tendencias y prácticas exitosas en turismo deportivo, y la proposición de un plan de acción que permita a la SBSC mejorar su desempeño organizacional y su atractivo como destino deportivo.

La importancia de este estudio radica en su contribución tanto al ámbito académico como al práctico. Desde la perspectiva académica, ofrece un análisis detallado de una organización regional en el contexto del turismo deportivo, un área en crecimiento que requiere estudios aplicados para entender sus dinámicas y desafíos. En el ámbito práctico, el trabajo aporta herramientas concretas para la planificación estratégica de la SBSC, lo que podría traducirse en un impacto positivo en la economía local mediante el incremento del flujo turístico, la generación de empleo y el fortalecimiento de la identidad regional. Además, este estudio puede servir como referencia para otras organizaciones similares que enfrentan retos análogos en diferentes regiones.

No obstante, la investigación presenta ciertas limitaciones inherentes al alcance del trabajo y a las condiciones en las que se desarrolló. Entre ellas se encuentra la dependencia de datos secundarios y la disponibilidad de información pública sobre comisiones deportivas comparables, lo que pudo restringir el nivel de profundidad en algunos análisis. Asimismo, el tiempo limitado para la ejecución del proyecto, establecido en diez semanas, condicionó la amplitud de las consultas a actores clave y la posibilidad de realizar visitas de campo más extensas. A pesar de estas limitaciones, se considera que los resultados obtenidos son representativos y útiles para los fines estratégicos planteados.

Este capítulo introductorio plantea, por tanto, el marco general que guía el desarrollo de la investigación, estableciendo los fundamentos teóricos y prácticos para las secciones posteriores. La estructura adoptada permitirá abordar de manera ordenada el diagnóstico de la SBSC, el análisis comparativo con otras ciudades y la formulación de propuestas estratégicas, siempre con el propósito de fortalecer el turismo deportivo regional y su impacto en el desarrollo económico sostenible.



**Final Proposal for
Shreveport-Bossier Sports Commission
University of Dallas**

Team of SBSC:

Marwan Ahdeid, Swaptagni Das, Jack Haywood, Kenia Lopez, Rodrigo Miranda, Manuel Paredes, Swethaa Pillai, Frank Posada

Table of Contents

The Team 14

Project Proposal 17

Background..... 17

Scope of Work 18

Timeline..... 19

SWOT Analysis 20

Analysis of Strengths 21

Analysis of Weaknesses..... 23

Analysis of Opportunities..... 25

Analysis of Threats..... 27

Market Research 33

Statistical Data on the Comparable Cities..... 34

Little Rock, AR..... 35

Birmingham, AL..... 37

Baton Rouge, LA 38

Jackson, MS 40

Comparable Cities - Highlights 43

Facility developments by competitors comparison 51

Growing Sport Recommendations..... 53

Finding of Sport Commissions (Responses)..... 58

Master Facilities List..... 64

Recommendations and Conclusions..... 77

Recommendations 77

Specialized Sports & Event Variety 77

Enhance Marketing Strategy 78

Community Engagement 79

Eco-Friendly Sports Tourism..... 79

References 81

The Team

Jack Haywood is from London, United Kingdom, and he is in the final year of completing an MBA with a concentration in Finance. He completed his undergraduate degree at Butler University and spent four years as an NCAA Division I athlete. He is currently the graduate assistant coach of the University of Dallas Men's Soccer program. It has given him a platform to mentor student-athletes and share his knowledge of the sport with them. When he graduates, he wants to pursue a career in capital markets, wealth management, or finance in sports.

Kenia Lopez has over a decade of experience in customer service and most recently worked at Fossil Group, Inc. as a Quality Assurance Coordinator in the Customer Care department. She brings experience working with clients and businesses in multiple industries, including beauty, legal, and retail. With a passion for helping people and the community, she spends her free time volunteering at church and the local food pantry. She earned her undergraduate degree from Franklin & Marshall College and will receive her MBA from the University of Dallas in November 2024.

Manuel Paredes currently leads a consulting firm that advises companies on developing and executing projects with the Peruvian government. With over fifteen years of experience in the energy sector, he has held leadership roles, including advising senior government officials and contributing to various mega-projects in his country. Manuel is on the verge of completing his MBA at the University of Dallas in November 2024. Renowned for his creative problem-solving

abilities, he skillfully manages his time between family, studies, work, and his enthusiasm for triathlons.

Rodrigo Miranda currently works at FDH Aero as an FP&A Manager. His strengths lie in Financial Analysis and Modeling. Rodrigo has a bachelor's degree in accounting from Universidad La Salle in Mexico City and an MS in International affairs from ICN Business School in Nancy, France. He is excited to receive his MBA from the University of Dallas in December 2024.

Frank Posada is a seasoned professional with extensive clinical trial experience and deep IT expertise. He specializes in system integration and customization, where he excels in providing technical support and optimizing IT solutions to enhance data quality and operational efficiency in clinical settings. His unique ability to bridge the gap between clinical operations and technological innovation drives significant advancements in healthcare technology and medical research. Frank earned his bachelor's degree in information systems from the University of Texas at Arlington.

Marwan Ahdeid is an experienced IT business analysis consultant specializing in financial services. He holds a bachelor's degree in international business from the University of Texas and is pursuing an MBA at the University of Dallas to enhance his expertise further. Marwan is a recognized dynamic leader who is results-focused and skilled in product and project management, leveraging diverse process methodologies and technical tools. In addition to his technical expertise, he is fluent in English, Arabic, and French.

Swaptagni Das is an experienced Compliance and Ethics Professional from India. She has approximately 11 years of experience in the pharmaceutical sector. She holds two bachelor's degrees in law and another in Microbiology. She also holds a master's degree in biotechnology. She is pursuing her second master's in business administration from the University of Dallas for career enhancement and knowledge enrichment. Her ability to be detail-oriented and solution-focused helps her excel in her workplace.

Swethaa Pillai has worked as an assistant marketing manager in a seafood company for three years, gaining valuable insights into the seafood industry while recognizing the diversity of business models within it. With an undergraduate degree in Business Administration, she quickly realized the importance of broadening her understanding of how different aspects of business function together. Now pursuing her Master's in Business Administration, Swethaa aims to deepen her knowledge, learn from the experiences of her peers, and build a strong network to enhance her business acumen and advance her career.

Project Proposal

Our team is committed to helping the Shreveport Bossier Sports Commission (SBSC) develop a Regional Sports Tourism Facility Master List to enhance future sports tourism, venue development, community engagement, and event planning in the Shreveport-Bossier region. The team will analyze comparable nearby cities' sports commissions and research the top facilities in Shreveport-Bossier. Finally, the team will provide a plan that presents detailed documentation based on activity and venue types, which can be shared with interested parties. The Satish and Yasmin Gupta College of Business at the University of Dallas will provide this Capstone pro bono.

Background

Founded in Shreveport, Louisiana, SBSC works to encourage a variety of sporting activities and events in its area. It engages with different community partners to boost sports tourism. The region offers a wide choice of hotels, entertainment venues, and dining options, making it appealing for travelers. Its location along major transport routes further increase its ability to attract sporting events.

Scope of Work

Goal #1 - Multi-Use Facility Optimization:

- A. The team will study the different venues and facilities available for SBSC and recommend upgrades and expansions to support diverse sports activities. These upgrades and expansions may include infrastructure, accessibility, and technology to meet the needs of other national and regional sports commissions.
- B. The team will thoroughly analyze the sports commissions of other comparable cities and understand their facilities and modes of operation. Based on this learning, the team will recommend best practices and approaches tailored to the unique needs and opportunities in Shreveport-Bossier that SBSC can implement.
- C. The team will recommend a flexible, multipurpose facility/venue to host various sports, entertainment, and corporate events like festivals, concerts, trade shows, etc. Ultimately, this will broaden the facilities' usage and attract year-round events.

Goal #2 - Facility Master List

The team will survey a diverse group in the industry and consult field experts for the ideal plan that will be most effective.

- A. Additionally, the team will compile details for the facilities and create documentation that will include points such as parking, access to the facilities, ratings of the facilities, floorplans, and proximity to nearby hotels.

Timeline

The team will complete the project in ten weeks. We will provide deliverables to Shreveport Bossier Sports Commission by the dates* below:

Project Proposal	9/10/24
Survey	9/30/24
Project report and presentation	11/18/24

*Dates are subject to change.

SWOT Analysis

SWOT Analysis

Strengths:

- Strong Regional Support & Partnership
- Strategic Accessibility
- Skilled Leadership & Event Management Expertise
- Positive Economic Impact & Community Engagement
- Multi-Event Offerings
- Collaboration with Local Schools & Universities

Weaknesses:

- Aging Infrastructure
- Limited Transportation Access
- Low Funding
- Collaboration Challenges
- Geographical Location

Opportunities:

- Infrastructure Investments
- Sports Tourism Development
- Expanding Event Portfolio
- Optimize Facilities
- Partnerships and Sponsorships
- Curtis “50 Cent” Jackson Investments

Threats:

- Regional Competition
- Coordination Challenges
- Multi-Purpose Facilities Use by Competitors

Analysis of Strengths

1. Strong Regional Support and Partnerships

The SBSC has significant backing from local and regional governments, as well as support from the business community. This collaboration helps secure essential funding, sponsorships, and event logistical support. Government involvement ensures smooth operations regarding permitting and infrastructure, while business partnerships enhance event promotion and financial sustainability. This local backing positions the SBSC as a critical driver of tourism and economic activity, making it easier to attract large-scale sporting events.

2. Strategic Accessibility

The region's location in northwest Louisiana, near major cities like Dallas, Baton Rouge, and Little Rock, offers strategic access for participants and spectators. The presence of crucial interstates such as I-20 and I-49 ensures seamless transportation, while Shreveport Regional Airport adds the convenience of air travel. This accessibility increases attendance and boosts participation in regional sporting events, making the area an attractive hub for local and interstate competitors. Its connectivity provides a competitive edge in drawing crowds from neighboring states.

3. Skilled Leadership and Event Management Expertise

The SBSC is led by experienced professionals who excel in event management and logistics. Their efficient coordination of complex, multi-day events ensures a smooth experience for participants and audiences and strong relationships with local government agencies and businesses. This expertise not only enhances the execution of large-scale events, but also contributes to the sports commission's competitive advantage in attracting high-profile sporting events.

4. Positive Economic Impact and Community Engagement

The sporting events organized by the SBSC significantly contribute to the local economy, driving revenue for hotels, restaurants, and retailers. This economic impact translates to job creation and sustained growth for local businesses. Strategic partnerships with local schools and universities, such as Louisiana State University Shreveport (LSUS), strengthen the sports commission's community ties. Collaborations with educational institutions provide additional venues, talent, and volunteer resources, fostering youth engagement and enhancing long-term local support.

5. Multi-Event Offerings

The SBSC hosts various events, from mainstream sports like football and basketball to niche activities like fishing and archery. This diversity allows the sports commission to appeal to a broad audience and reduces dependence on any single event type. By hosting different events year-round, the sports commission ensures a steady flow of visitors, bolstering the region's reputation as a versatile sports hub and promoting repeat tourism.

6. Collaboration with Local Schools and Universities

The sports commission partners with local schools and universities like LSUS to enhance event offerings and foster community involvement. These collaborations provide additional venues and opportunities for student engagement in event management. The sports commission nurtures local talent by involving students through internships and volunteer roles while strengthening ties with educational institutions and ensuring ongoing support and regional pride in its initiatives.

Analysis of Weaknesses

1. Aging Infrastructure

The infrastructures in Shreveport-Bossier are identified as aging, and the need for more diversity in available assets further complicates efforts to attract and retain major sporting events. Event organizers and participants increasingly expect world-class, seamless experiences when attending sporting events, including reliable amenities, modern facilities, and robust support services. If Shreveport-Bossier cannot meet these expectations, they risk losing out on lucrative sporting events, reducing the economic impact for the region. Ongoing water infrastructure issues, including outdated pipes and discolored water, further exacerbate these challenges by potentially affecting reliability during events (Moore, 2024). Event organizers looking to host significant competitions will likely assess these risks and consider alternative locations to guarantee a more dependable infrastructure.

2. Limited Transportation Access

Shreveport-Bossier faces notable transportation challenges despite its strategic location at the intersection of Arkansas, Louisiana, and Texas. Limited infrastructure, especially in air and road networks, hinders its competitiveness against more accessible cities. The absence of a nearby major airport restricts its ability to host national and international events, as cities with strong international connectivity offer significant logistical advantages. Additionally, with only I-20 and the partially developed I-49 serving the region, visitors may be discouraged by less convenient travel options (Brown y otros, 2023).

Travelers from major metropolitan areas, especially those farther away, may find road travel inconvenient due to the gaps in the highway system, longer travel times, and limited alternative routes. Public transit within Shreveport-Bossier is restricted, making it difficult for visitors to navigate the city once they arrive. This adds to the challenge of hosting events that

expect large numbers of out-of-town attendees who may need access to rental cars or rideshare services.

3. Low Funding for Growth

The Shreveport-Bossier metropolitan area in Louisiana reports a poverty rate of 21.4%, ranking 15th among 386 U.S. metro areas with available data (Stebbins, Cities with the highest poverty rates, 2023). This high level of poverty constrains funding for growth and development, limiting resources for infrastructure upgrades and marketing initiatives aimed at attracting larger events (Stebbins, Cities with the highest poverty rates, 2024).

4. Collaboration Challenges

Greater collaboration among cities and organizations in the Shreveport-Bossier region is necessary to strengthen shared media, marketing, and promotional support, which are currently lacking. This absence of cooperation undermines the effective organization and delivery of sporting events and weakens the region's ability to present a cohesive strategy to potential event organizers. Improved collaboration could optimize resources and lead to more successful event outcomes (Shreveport-Bossier Sports, 2019).

5. Geographical Location

Although Shreveport-Bossier is centrally situated within Northwest Louisiana, its location does not offer the same advantages as cities positioned closer to major metropolitan areas. Being in the Arkansas, Louisiana, and Texas region provides access to several nearby towns; however, its distance from larger urban hubs reduces its appeal for event organizers seeking optimal accessibility and market reach. Other cities with superior connectivity and more prominent geographic positions are better positioned to secure high-profile events (Brown y otros, 2023).

Analysis of Opportunities

1. Infrastructure Investments

Promoting enhancements to the region's sports facilities and infrastructure could significantly increase Shreveport-Bossier's appeal as a host for larger events and as a destination for visitors. A recent federal grant awarded to SPORTRAN aims to modernize the public transportation system by replacing older buses with cleaner, more environmentally friendly models (Terrell, 2024). Shreveport-Bossier should pursue similar funding opportunities to further improve its infrastructure and strengthen its position in the competitive event-hosting market.

2. Sports Tourism Development

Creating sports tourism packages that integrate event attendance with visits to local attractions and accommodations has the potential to strengthen the local economy and draw tourists from greater distances. By implementing a strategic and focused sports tourism agenda, the community impact can be amplified. Additionally, fostering closer collaboration with organizations such as "Visit Shreveport-Bossier" and "Explore Louisiana" would support this goal.

Research highlights a strong link between sports tourism and factors such as population density, economic capacity, and infrastructure growth. The industry has experienced an average annual growth rate exceeding 14% in recent years (Cheng y otros, 2024). Facilitating package deals that include event tickets and transportation to attractions like aquariums, casinos, or museums could further drive the expansion of sports tourism.

3. Expanding Event Portfolio

Expanding the event portfolio to include various sports, such as track and field, basketball, and wrestling (famous in the area), represents a significant opportunity for the SBSC. By

integrating these sports, the sports commission can tap into new audience segments, including younger, tech-savvy individuals attracted to esports and culturally diverse groups that follow cricket. Including martial arts can also enhance local community engagement and offer educational and cultural enrichment opportunities. This strategic expansion could boost the local economy by driving up attendance, increasing spending at local businesses, and attracting sponsorships while positioning Shreveport-Bossier as a dynamic and inclusive sports destination for these niche market segments. The expansion aligns with trends showing the economic benefits of diverse sporting events of youth and amateur competitions (Halff, 2022).

4. Optimize Facilities

A facility audit will uncover tournament-ready facilities. It will also uncover needed modifications and improvements. The audit will become the foundation for new facilities that can serve both residents and tournament directors' unmet needs. In this process, every tournament-ready facility is surveyed. The audit will determine whether a facility is tournament-ready and for which age groups and skill levels. The audit will decide which sports should be emphasized and why there needs to be a focus on those sporting events. Finally, it should offer reasons for every selection, provide a list of event owners with events that could be held, and make recommendations about modifications and improvements to each facility, as well as the impact these changes would have each year (Schumacher, 2015).

5. Partnerships and Sponsorships

Forging partnerships and sponsorships with educational institutions and sporting clubs outside the Shreveport-Bossier area represents a lucrative opportunity for the SBSC. This strategic initiative would enhance the sports commission's sponsorship portfolio and draw a more extensive regional visitor base, leveraging external networks to boost the local economy. These partnerships

will serve as a platform for promoting Shreveport-Bossier as a vibrant sporting destination, leveraging the visibility and networks of these institutions to enhance the area's reputation and appeal. Furthermore, these collaborations will drive immediate economic benefits through increased tourism and spending and contribute to long-term community development and engagement (Clement, 2023).

6. Curtis “50 Cent” Jackson Investments

In April 2024, rapper and businessman Curtis “50 Cent” Jackson formally announced he would sign a 30-year lease to take over former Millennium Studios in downtown Shreveport and transform it into G-Unit Studios (Boucher, 2024). Jackson has also increased his investments in Shreveport by purchasing several properties in the downtown area that he will be converting into businesses. Recently, in August 2024, Jackson hosted his first event, Humor & Harmony, which lasted for four days and included big names in comedy, music, sports, and entertainment. Most notable for sports was the entertaining celebrity basketball game played at Stageworks to a sold-out crowd (Greer, 2024). With the attention that Jackson is bringing to the city of Shreveport and the transformative plans he aims to develop in the downtown area, his investments in the city highlight significant opportunities for new job creation, economic development, and an increase in tourism.

Analysis of Threats

1. Regional Competition

One of the more significant threats that Shreveport-Bossier faces is the competition from comparable cities and their sports commissions. Shreveport-Bossier’s geographic location conveniently lies within a few hours of surrounding cities in Arkansas, Louisiana, Mississippi, and Texas. As a result, Shreveport-Bossier must consider the competition they face as these cities are

also working on expanding their reach to host multiple diverse events that bring in more revenue from sports tourism. Research on sports tourism indicates that memorable experiences significantly determine destinations' competitiveness from various perspectives (Moradi y otros, 2022). The table below compares critical insights on comparable cities and their unique sports/activity events as advertised on their tourism websites and publicly accessible city tourism brochures.

Table 1*Comparison of cities' sports activity*

City	Population*	Median Income*	Unique City Events/Activities
Little Rock, AR	202,218	\$58,697	<ul style="list-style-type: none"> • Esports: ReWired Fest, cash-pool tournaments, LAN parties, gaming tournaments, and meetups for players of all ages and skill levels • The Big Dam 100 cyclist event, 3,500 cyclists yearly • Bowling, chess tournament, bike polo
Jackson, MS	145,995	\$42,193	<ul style="list-style-type: none"> • PGA Tour Sanderson Farm Championship • Helice and Fitasc Shooting Club Championship • USA Junior Olympic National Gymnastics Championship • Mississippi High School Athletics Association Varsity Cheer/Dance Championship • AAU Southern Hospitality Volleyball tournaments. • Dixie National Rodeo • National Barrel Horse Association Adult & Youth Competitions • Mississippi Sports & Fitness Expo
Baton Rouge, LA	225,500	\$50,155	<ul style="list-style-type: none"> • US Youth Soccer Southern Regional Championships • Tiger-Rock Martial Arts World Championship • United States Bowling Congress Women's Championships • USA Track and Field Masters Outdoor Championships • Marucci World Series, amateur baseball • National Pro Fastpitch Softball Championship Series • National Collegiate Waterski • BMX track, 35 ft rock climbing tower, track cycling, cricket

Birmingham, AL	200,431	\$42,464	<ul style="list-style-type: none"> • Magic City Classic - most giant HBCU football game • Birmingham Legion FC • Barber Vintage Festival - vintage motorcycles • YellaWood 500 at Talladega • NBA G League - Birmingham Squadron • 17th annual 14U WWBA National Championship • MotoAmerica Superbikes • Move United-The Hartford Nationals - community adaptive sports • Alabama State Games - multi-sport Olympic-style event
Shreveport-Bossier, LA	391,957	\$53,053	<ul style="list-style-type: none"> • Red River Balloon Rally • Super Derby Festival of Racing • Pet Palooza • Super Retriever Series Crown Championship • Paintball, shooting range, fishing championships

Note. Adapted from *Little Rock, AR; Jackson, MS; Baton Rouge, LA; Birmingham, AL; Shreveport-Bossier, LA: Population and income statistics*, by Data USA, 2022 (<https://datausa.io/>). Copyright 2022 by Data USA.

Consequently, it is crucial for tourism managers to assess and leverage competitive advantages while evaluating the destination’s position within the regional market (Gomezelj & Mihalič, 2008). In doing so, Shreveport-Bossier would find opportunities to host unique events that help differentiate the city from other destinations and increase its regional competitive advantage.

2. Coordination Challenges

The sports sector in Shreveport-Bossier exhibits fragmentation, as multiple organizations operate in isolation, making collaboration difficult (Brown y otros, 2023). In event planning, the lack of coordination causes significant difficulties; it usually results in scheduling conflicts, ineffective use of resources, and lost chances to hold major sporting events that may attract large

numbers of people. These companies find it challenging to create well-organized plans without a consistent methodology, restricting events' general effectiveness and scope. This affects the quality and scope of events, limiting the region's ability to attract a broader and more diverse audience while reducing engagement from external markets (Brown y otros, 2023). There are extensive financial ramifications of this fragmentation. More events imply more business for the local economy, like hotels, restaurants, stores, and other service sectors, depending on the flood of people during significant events. This drop in economic activity might harm the larger society, lowering the possible income and employment possibilities produced by well-run sports tourism.

Effective leadership is essential to unify these fragmented organizations and address the existing challenges (Brown y otros, 2023). Regular stakeholder meetings, joint ventures, and cross-sector alliances help to build a culture of trust and cooperation using initiatives. Clear communication and cooperative planning meetings will enable these companies to match around shared goals to coordinate activities toward a single target. Additionally, Shreveport-Bossier can better position itself to maximize sports tourism's social and economic advantages by encouraging collaboration and a more united approach to sports event planning, generating long-term success for the area.

3. Multi-Purpose Facilities Use By Competitors

In line with competing cities' economic development strategies, there is a rise in event directors seeking out and selecting facilities to set up and host more than one type of event, in addition to adding expos and trade shows that appeal to spectators and athletes (Sports y otros, 2022). More importantly, the emergence of multi-purpose facilities has allowed cities to maximize their resources while increasing revenue and exposure that benefits the surrounding community (Mortenson, 2023). While SBSC has multi-use complexes like Stageworks and the YMCA of

Northwest Louisiana, where a multi-field baseball/softball complex was added, it still falls behind in utilizing its facilities for multi-purpose use. For example, MacArthur Park in downtown Little Rock has introduced sports like bike polo, badminton, and street hockey along with traditional sports like soccer, pitching, and batting practice to increase the use of the park resources (Park). To remain competitive in the sports tourism market, SBSC would benefit from planning additional events that maximize the use of its facilities to maintain a steady income, including during the sport's off-season.

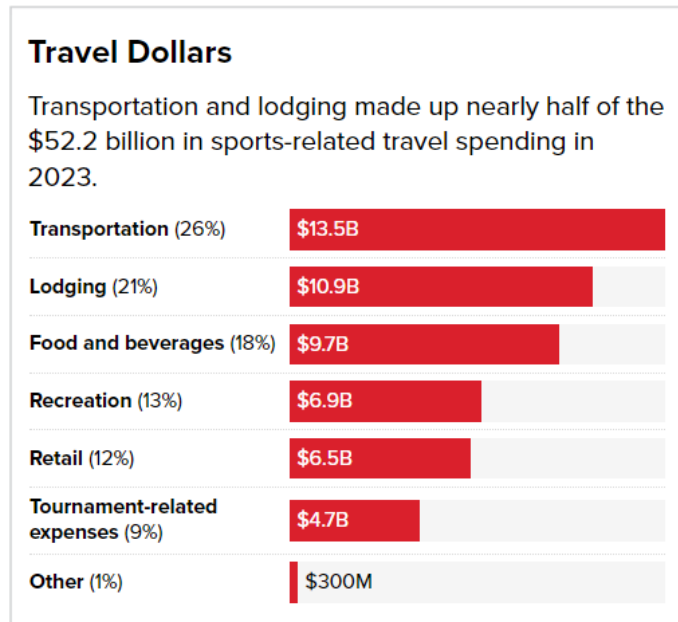
Market Research

Leveraging Economic Impact Through Sports Tourism

In recent years, there has been a noticeable increase in travel related to sports events across the United States. This upward trend reflects growing public interest in attending tournaments and competitions, which in turn generates significant spending on lodging, transportation, and other travel-related services. What was most intriguing about this study was that in 2023, there was an apparent rise in transportation and lodging spending due to the increase in sports-related travel. This is especially important for a city's economic impact as it increases demand for hotel stays, potentially leading to a rise in lodging prices and eventually to a surge in food, gas, shopping, and other local tourist attractions spending.

Figure 1

Sports-related travel spending in 2023



Note. Reprinted from *Sports Events and Tourism Association 2023 State of the Industry report*, by Sports Events and Tourism Association, 2024 (<https://www.sportseta.org/Research/State-of-the-Industry>). Copyright 2024 by Sports Events and Tourism Association.

In smaller cities, this transpires in small to midsize sports events that generate revenue by lodging multiple fans, supporters, and their families who attend the family-friendly events. Smaller sports events are often viewed as an effective means to promote tourism that supports the local economy and enhances community well-being. These activities can encourage growth while balancing environmental and social considerations. These events have become the building blocks of smaller cities' tourism and have contributed to the rise in the popularity of sports tourism and its recognition by local governments as a benefit to overall local economic growth.

Additionally, the increased interest in sports tourism has created a path for multiple marketing and sponsorship opportunities. Increased competition has created a need for businesses to differentiate their products in the marketplace and get more returns for their promotional dollars (Turco, 2018). Even in small to midsize sports events, companies and organizations have realized that sponsorships can strategically help reach a wider audience of their target market. For local businesses, this offers an opportunity to attract tourists visiting and staying in the area, which can lead to organic marketing through word-of-mouth and social media. Therefore, local restaurants, stores, hotels, and attractions would benefit significantly from sponsorship opportunities at local sports events.

The following sections will explore how Shreveport-Boisier and comparable cities like Baton Rouge, LA, Birmingham, AL, Jackson, MS, and Little Rock, AR, have successfully utilized sports tourism and marketing to leverage local economic impact.

Statistical Data on the Comparable Cities

To provide a comprehensive comparison, the following analysis examines statistical data on key demographic, economic, housing, infrastructure, education, and climate characteristics of several cities in the southern United States compiled by the U.S. Census Bureau (2020) and the

U.S. Bureau of Labor Statistics (2023). The selected cities are Little Rock, AR; Birmingham, AL; Baton Rouge, LA; and Jackson, MS. The cities all share similarities in population size and regional factors yet offer unique profiles that reflect their distinct local dynamics. This comparison highlights the commonalities and differences across these cities, offering insights into how demographic trends, economic conditions, housing markets, and public infrastructure impact each location.

Little Rock, AR

Demographics:

Little Rock, Arkansas, is a moderately sized city with a population of approximately 203 000, according to Data USA (Data USA, 2022). The city is ethnically diverse, with a median age of 36.4 years (Data USA, 2022) and has an average household size of about 2.5 people, reflecting stable demographic trends over recent years (Data USA, 2022).

Economic Data:

The economy of Little Rock is driven by several key sectors, including government, healthcare, education, finance, and transportation (Data USA, 2022). The city has several large employers, including government agencies, hospitals, and national corporations (Data USA, 2022). The median household income is around \$50,000, while the unemployment rate hovers near the national average (Data USA, 2022). Little Rock's downtown area has seen revitalization efforts in recent years, boosting business activity (Data USA, 2022).

Housing and Infrastructure:

Little Rock's housing market is relatively affordable, with a median home price of approximately \$200,000 (Zillow, 2023). The city has a mix of historic neighborhoods and newer suburban developments. Public infrastructure includes a well-established road network and public transit options, though car ownership remains high due to the city's spread-out nature (Data USA, 2022). Little Rock has invested in urban renewal projects, including park expansions and downtown revitalization (City of Little Rock, 2023).

Education:

Little Rock is home to several higher education institutions, including the University of Arkansas at Little Rock and Philander Smith College (City of Little Rock, 2023). The city's public school system serves many students, with various magnet and charter schools providing educational options. The high school graduation rate in Little Rock is slightly below the national average, but there are ongoing efforts to improve education standards (Data USA, 2022).

Climate and Weather:

Little Rock has a humid subtropical climate, with hot, humid summers and mild to cool winters (Climate-Data.org, 2023). The city experiences an average annual temperature of around 62°F. Rainfall is frequent throughout the year, averaging about 50 inches annually (NOAA, 2023). Severe weather, including thunderstorms and occasional tornadoes, can occur during the spring and summer (NOAA, 2023).

Birmingham, AL

Demographics:

Birmingham, Alabama, is a moderately sized city with a population nearing two hundred thousand. The population is predominantly African American, with a relatively small average household size and a median age that reflects a balanced mix of younger and older residents. In recent years, the city has experienced a gradual population decline, largely due to suburban migration (*Data USA, 2023*)

Economic Data:

Historically, as a steel industry center, Birmingham's economy has diversified into healthcare, education, finance, and insurance (City of Birmingham, 2023). The University of Alabama at Birmingham (UAB) is a major economic driver, employing thousands in healthcare and research roles (UAB (University of Alabama at Birmingham), 2023). The median household income in Birmingham is lower than the national average, at about \$38,000, and the unemployment rate is slightly above the national average (Data USA, 2023). The city has made recent efforts to attract new businesses and improve economic opportunities (City of Birmingham, 2023).

Housing and Infrastructure:

Housing in Birmingham is relatively affordable, with a median home price of around \$150,000 (Data USA, 2023). The city has older historic districts and newer suburban developments (City of Birmingham, 2023). Infrastructure is supported by a network of highways and public transportation options, but like many Southern cities, it is car-dependent. Recent infrastructure

investments include park revitalization and public transit improvements (City of Birmingham, 2023).

Education:

Birmingham is home to several higher education institutions, including UAB and Samford University (City of Birmingham, 2023). The city's public school system has faced challenges, with some disparities in school performance across districts (Birmingham City Schools, 2023). Efforts are underway to improve public education through charter school initiatives and better funding for existing schools (Birmingham City Schools, 2023).

Climate and Weather:

Birmingham experiences a humid subtropical climate characterized by hot, humid summers and mild winters (Climate-Data.org, 2023). The city averages about 56 inches of rain annually, with the wettest months being spring and summer (NOAA, 2023). Occasional severe weather, including thunderstorms and tornadoes, occurs in the region, particularly during the spring (NOAA, 2023).

Baton Rouge, LA

Demographics:

Baton Rouge, Louisiana's capital, is a city with a population exceeding two hundred thousand (Data USA, 2023). It reflects considerable ethnic diversity and has a relatively young population compared to other cities of similar size (Data USA, 2023).

Economic Data:

Baton Rouge's economy is closely tied to the petrochemical industry, with numerous regional refineries and chemical plants (City of Baton Rouge, 2023). Additionally, the city serves as a hub for government, education, and healthcare (City of Baton Rouge, 2023). The median household income is around \$43,000 (Data USA, 2023), and the unemployment rate fluctuates around the national average. Baton Rouge is also home to several large employers, including Louisiana State University (LSU) and state government offices (Data USA, 2023).

Housing and Infrastructure:

Baton Rouge offers relatively affordable housing, with a median home price of approximately \$240,000 (Data USA, 2023). The city is characterized by older historic neighborhoods and expanding suburban areas (City of Baton Rouge, 2023). Infrastructure includes highways, public transportation, and a developing downtown area. Baton Rouge also faces infrastructure challenges related to flooding and drainage due to its proximity to the Mississippi River (City of Baton Rouge, 2023).

Education:

Baton Rouge is home to LSU, a major research institution, and Southern University (City of Baton Rouge, 2023). The public school system in Baton Rouge has faced performance challenges, but several charter and magnet schools offer alternatives (East Baton Rouge Parish School System, 2024). Ongoing efforts focus on improving educational outcomes, particularly in underserved communities (East Baton Rouge Parish School System, 2024).

Climate and Weather:

Baton Rouge has a humid subtropical climate with long, hot, and humid summers, and mild winters (Climate-Data.org, 2023). The city averages about 60 inches of rain annually, with the wettest months occurring in the summer (NOAA, 2023). Baton Rouge is prone to severe weather, including thunderstorms and occasional hurricanes, particularly during the late summer and early fall (NOAA, 2023).

Jackson, MS

Demographics:

Jackson, Mississippi, is a small capital city with a population in the range of one hundred fifty thousand (Data USA, 2023). The community has a strong African American presence and a median age that points to a relatively young demographic profile (Data USA, 2023). The city's population has declined in recent years, partially due to suburban migration (U.S. Census Bureau, 2023).

Economic Data:

Jackson's economy is driven by healthcare, education, government, and manufacturing. The city's median household income is about \$37,000, which is lower than the national average, and the unemployment rate is slightly higher than the national average. Major employers include the state government, the University of Mississippi Medical Center, and various manufacturing and distribution companies (Data USA, 2023).

Housing and Infrastructure:

Jackson's housing market is among the most affordable in the region, with a median home price of approximately \$140,000. The city's infrastructure includes a network of highways, though public transportation is limited, making car ownership common. Jackson faces significant infrastructure challenges, particularly with aging roads and water systems (Data USA, 2023).

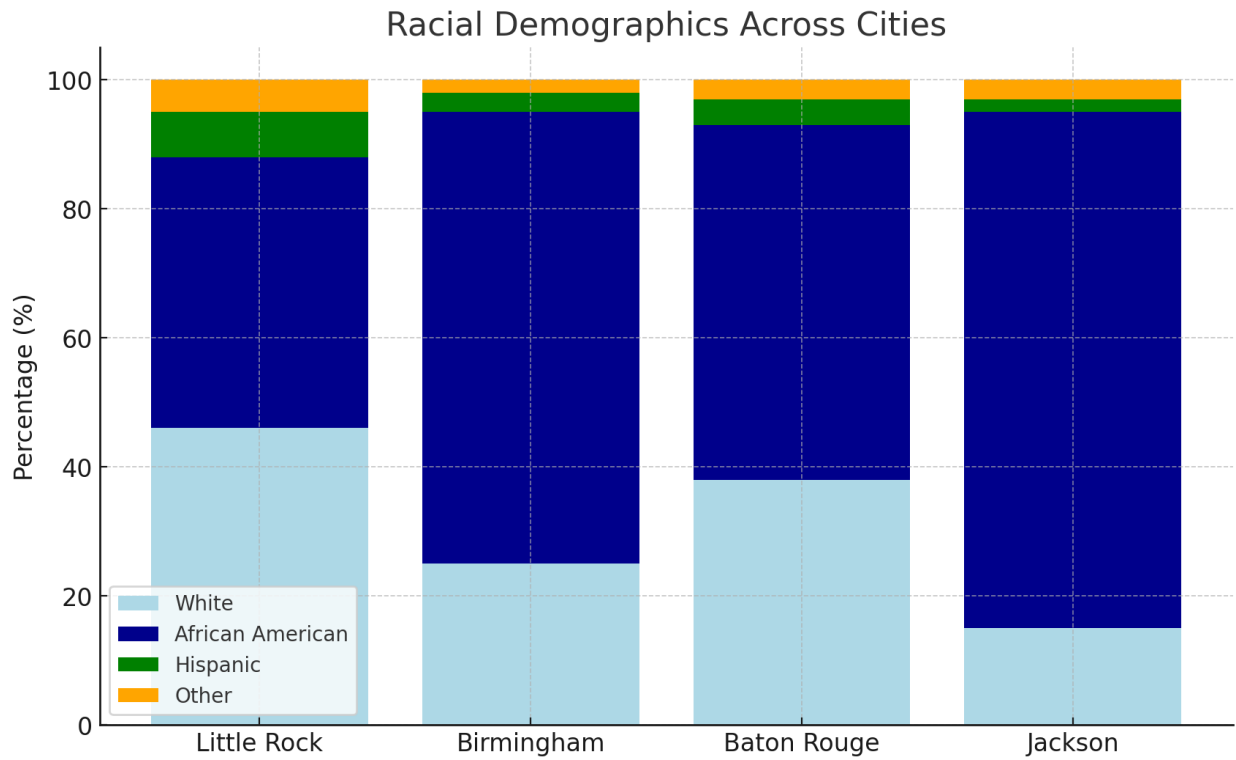
Education:

Jackson is home to several higher education institutions, including Jackson State University and Millsaps College. The city's public school system has faced challenges with funding and performance, but efforts are underway to improve educational outcomes through investment in charter schools and other initiatives (Data USA, 2023).

Climate and Weather:

Jackson has a humid subtropical climate characterized by hot, humid summers and mild winters. The city receives about 53 inches of rain annually, with the wettest months in spring and summer. Severe weather, including thunderstorms and tornadoes, is expected in the spring and summer. Below is a stacked bar chart representing the racial demographics across the four cities (Little Rock, Birmingham, Baton Rouge, and Jackson). The chart shows the breakdown of White, African American, Hispanic, and other racial groups in each city (Data USA, 2023).

Figure 2
Racial Demographics Across Cities



Note. Reprinted from Data USA (2023), *City profiles: Demographics data*, <https://datausa.io>

How can the Shreveport-Bossier Sports Commission leverage its statistical data?

Shreveport-Bossier's economy, based on sectors such as oil and natural gas, manufacturing, casinos, and healthcare, offers numerous opportunities for industry collaborations. SBSC can partner with energy companies to sponsor eco-friendly sports events, work with manufacturing firms to produce sports merchandise, and develop sports medicine conferences with healthcare institutions. The area's average commute time of 22 minutes and good car ownership rates make it an accessible destination for regional tournaments (Data USA, 2023).

The region's proximity to the Red River provides water sports and riverside activities opportunities. Educational partnerships with institutions like Louisiana State University-Shreveport and Bossier Parish Community College can lead to hosting collegiate sports events,

developing sports management programs, and utilizing university research for sports science advancements. The humid subtropical climate allows for year-round outdoor activities and the promotion of winter sports tourism for visitors from colder regions (Data USA, 2023).

Shreveport-Bossier's unique attributes, such as its connection to the I-20 Cyber Corridor, present opportunities for hosting esports tournaments and developing tech-integrated sports experiences. The area's high religiosity could be leveraged for faith-based sports leagues and charity events. Additionally, the growing film industry in the region offers potential for sports-themed film festivals and movie location tours combined with sports activities (Data USA, 2023).

To capitalize on these opportunities, the Shreveport-Bossier Sports Commission should develop a comprehensive sports tourism plan, enhance its digital presence, create signature events, invest in infrastructure, foster community engagement, and establish regional partnerships. By implementing these strategies, Shreveport-Bossier can position itself as a premier destination for sports events, leveraging its unique attributes to boost tourism, enhance the local economy, and create a vibrant sports culture in the region (Data USA, 2023).

Comparable Cities - Highlights

To dive deeper, we have compiled notable highlights of each city that showcase its competitive advantage in the sports tourism industry. Each city has created noteworthy sports events, marketing, and entertainment efforts that have grown their local economy and are worth reviewing as potential ideas for Shreveport-Bossier.

Birmingham, AL

The Greater Birmingham Convention & Visitors Bureau (GBCVB) has a well-established sports infrastructure and organization. (Greater Birmingham Convention & Visitors Bureau, 2023)

- GBCVB has a dedicated sports division known as the Birmingham Sports Commission (Greater Birmingham Convention & Visitors Bureau, 2023).
- Sports Business Journal (SBJ) ranked the Magic City No. 3, behind Fort Worth, TX, and Greensboro, NC, in drawing sports events that are major economic drivers (Sports Business Journal, 2023).
- They have hosted major events like the Bassmaster Classic and The World Games 2022 (Greater Birmingham Convention & Visitors Bureau, 2023).
- The city has experience hosting Division 1 college championships, major golf tournaments, and international racing events (Greater Birmingham Convention & Visitors Bureau, 2023).
- They have facilities for over 50 different sports, including traditional sports like baseball and basketball, as well as niche sports like ax throwing and drone racing (Greater Birmingham Convention & Visitors Bureau, 2023).
- While not specific to Birmingham, the Alabama Athletic Commission is based in the city and oversees boxing and mixed martial arts in the state (Alabama Athletic Commission, 2023).
- The World Police and Fire Games is expected to attract more than 10,000 athletes to Birmingham in 2025, who will compete in more than 60 sports (World Police and Fire Games, 2023).

Little Rock, AR

The Little Rock Convention & Visitors Bureau promotes and facilitates sporting events in Little Rock, Arkansas (Little Rock Convention & Visitors Bureau, n.d.).

- They have a dedicated sports planning section on their website, which indicates they actively work to attract and support sporting events in the city (Little Rock Convention & Visitors Bureau, n.d.).
- The bureau promotes Little Rock as a top sporting event location, emphasizing the city's convenience and affordability (Little Rock Convention & Visitors Bureau, n.d.).

- Flexible sports event locations in Little Rock suggest they have various venues available for sporting events, including tournaments, conferences, and games (Little Rock Convention & Visitors Bureau, n.d.).
- The bureau assists event organizers by offering to coordinate conventions, meetings, and sporting events. They encourage potential organizers to submit RFPs (Request for Proposals) for their events (Little Rock Convention & Visitors Bureau, n.d.).
- While not exclusively focused on sports, the Little Rock Convention & Visitors Bureau appears to include sports events as part of its broader mission to attract visitors and events to the city (Little Rock Convention & Visitors Bureau, n.d.).
- The bureau emphasizes Little Rock's central location, excellent facilities, and engaging entertainment as selling points for hosting sporting events in the city (Little Rock Convention & Visitors Bureau, n.d.).

Jackson, MS

The Jackson Convention & Visitors Bureau (dba Visit Jackson) is Jackson's official marketing organization, which includes all sports events. Jackson does not have a sports commission as of yet (Visit Jackson, n.d.).

- They have a sports section on their Visit Jackson page that mainly highlights their multipurpose facilities like the Jackson Convention Complex (JCC), the Mississippi Fairground Complex (MFC, and the Mississippi Veterans Memorial Stadium) (Visit Jackson, n.d.).
- The Jackson Futbol Club and Buddy Butts Park have a combined 22 u6-u19 soccer fields, 10 of which are lighted (Visit Jackson, n.d.).
- Jackson has hosted the USA Junior Olympic National Gymnastics Championship, National Barrel Horse Association Adult and Youth Competitions, the Southwestern Athletic Conference Football Championship, and the annual PGA tour Sanderson Farms Championship (Visit Jackson, n.d.).
- The Mississippi Sports Hall of Fame and Museum is a great tourist attraction. It holds an award-winning sports memorabilia collection and honors over 300 athletes, coaches, and influential sports icons. It is also available to rent for events (Mississippi Sports Hall of Fame, s.f.).

- They have invested in Threshold 360 virtual software and updated photos to showcase all their multipurpose venues on their website (Visit Jackson, n.d.).
- Jackson State University is a top-ranked HBCU (historically black college or university) and a Southwestern Athletic Conference (SWAC) member in NCAA Division 1 with a big football fan following (Jackson State University, n.d.).

Baton Rouge, LA

The Baton Rouge Recreation and Environmental Commission (BREC) and Visit Baton Rouge collaborate to market sporting events in Baton Rouge (Visit Baton Rouge, n.d.) (Baton Rouge Recreation and Environmental Commission (BREC), n.d.).

- Visit Baton Rouge has multiple dedicated Sports sections on its website that highlight quick insights into facilities, hotels, travel accessibility, and the services they provide for sporting events (Visit Baton Rouge, n.d.).
- BREC hosts a variety of sports programs throughout the year, including camps, classes, and weekly programs (Baton Rouge Recreation and Environmental Commission (BREC), n.d.).
- BREC has an Extreme Sports Department with a BMX track, air gun range, disc golf courses, mountain bike trails, and three skate parks (Baton Rouge Recreation and Environmental Commission (BREC), n.d.).
- Baton Rouge markets itself as the “Sportsman’s Paradise” on its website, instead of only stating North Louisiana, because of its many bayous, swamps, and coastal marshes, which provide fishing and wildlife viewing opportunities (Visit Baton Rouge, n.d.).
- It is home to Louisiana State University (LSU) and Southern University, both members of the Southwestern Athletic Conference (SWAC) in NCAA Division I (Louisiana State University, n.d.).
- Since 2020, Baton Rouge has hosted over 180 sporting events, bringing in 107,700 attendees (Visit Baton Rouge, n.d.).

Shreveport-Bossier, LA

The SBSC and the Shreveport-Bossier Convention and Tourists Bureau, or Visit Shreveport-Bossier, collaborate to bring sporting events to Shreveport-Bossier and surrounding parishes (Visit Shreveport-Bossier, n.d.).

- Shreveport-Bossier has a dedicated sports commission page that spotlights all its sports events, venues, and services. These are also on the Visit Shreveport-Bossier website (Visit Shreveport-Bossier, n.d.).
- Have started unique events like the CenterPoint Energy Red River Balloon Rally and the 2024 Radiance Technologies Independence Bowl (Shreveport-Bossier Sports Commission, n.d.).
- SBSC has secured high-profile events like the Ochsner LHSAA State Wrestling Tournament, the Gulf Coast Athletic Conference (GCAC) Volleyball Championship, and the Super Retriever Series Crown Championship (Shreveport-Bossier Sports Commission, n.d.).
- As part of Northern Louisiana, Shreveport-Bossier markets itself as the “Sportsman’s Paradise” because of accessibility to bayou parks/areas for fishing, hiking, and other outdoor activities (Visit Shreveport-Bossier, n.d.).
- The NAHL Shreveport Mudbugs Hockey team is a big part of the community that is watched by many loyal fans (Shreveport Mudbugs, n.d.).

Events in Different Cities Comparison

The Shreveport-Bossier Sports Commission plays a vital role in promoting and organizing a wide variety of sporting events across Shreveport and Bossier City, Louisiana. To understand how Shreveport-Bossier compares to other cities of similar size and characteristics, we conducted a comparative analysis examining key factors: City, Population, Venues (Sports Facilities), Number of Events Annually, Average Attendance per Event, Admission Cost (Average), Unique Factor, Sports Infrastructure, Public & Private Investment, Tourism Promotion, and Community Participation. This analysis helps provide insight into the region's standing in terms of sports tourism and infrastructure development.

Table 2

Comparison of Events in Different Cities

City	Population	Venues (Sports Facilities)	Number of Events Annually	Average Attendance per Event	Admission Cost (Average)	Unique Factor	Sports Infrastructure	Public & Private Investment	Tourism Promotion	Community Participation
Shreveport-Bossier, Louisiana	393,000	Multiple arenas and fields	50+ (Regional tournaments, military events)	5,000	\$10-\$50	Strong regional sports tourism, diverse events, and growing infrastructure (e.g., Tinsley Park renovations)	Multiple arenas and fields (e.g., Brookshire Grocery Arena)	Moderate (Military and state funding for sports)	Regional promotion, focused on military and local events	Strong local support, especially for military-related sports
Wichita, Kansas	397,000	INTRUST Bank Arena, Wichita Sports Forum	60+ (NBC World Series, Prairie Fire Marathon, collegiate championship)	7,000	\$15-\$60	High investment in youth sports and aviation-related events	Top-level facilities like INTRUST Bank Arena, Wichita Sports Forum	High (Significant investments in youth sports, public, and private partnerships)	Aggressive campaigns targeting sports tourism (Visit Wichita)	High level of community involvement, major volunteer base
Tulsa, Oklahoma	413,000	BOK Center, ONEOK Field	75+ (National level events, NCAA, professional sports)	10,000	\$20-\$70	Major concerts and multi-sport events	BOK Center, ONEOK Field, Tulsa Sports Complex	Very High (NBA, NCAA partnerships, major facility upgrades)	Strong marketing partnerships for major events (NCAA, professional concerts)	Very High, especially for national events (NCAA, professional sports)
Little Rock, Arkansas	203,000	Simmons Bank Arena, War Memorial Stadium	40+ (Youth sports, regional events)	4,000	\$10-\$45	Centralized sports complexes and smaller-scale events	Simmons Bank Arena, War Memorial Stadium	Moderate (Smaller investments focused on youth sports)	Moderate promotion focused on regional youth sports	Moderate, mostly for youth and regional events
Corpus Christi, Texas	317,000	American Bank Center, Whataburger Field	45+ (Water sports, regional tournaments)	4,500	\$12-\$55	Focus on water sports and regional tournaments	American Bank Center, Whataburger Field (Focus on water sports)	Moderate (Public support for regional tournaments)	Focused on water sports tourism	High community involvement, especially in water sports
Bakersfield, California	409,000	Mechanics Bank Arena, Sam Lynn Ballpark	50+ (Baseball, soccer, regional competitions)	6,500	\$14-\$65	Strong baseball tradition and events in the oil industry context	Mechanics Bank Arena, Sam Lynn Ballpark (Focus on baseball)	High (Strong baseball investments, public and private sponsors)	Strong promotion for baseball and soccer events	High community participation, driven by baseball traditions

Note. Table created by the author using data from Visit Wichita (n.d.), Visit Tulsa (n.d.), and Shreveport-Bossier Sports Commission (n.d.).

Summary of Chart Findings

The comparative analysis between Shreveport-Bossier, LA; Wichita, KS; Tulsa, OK; Little Rock, AR; Corpus Christi, TX; and Bakersfield, CA, highlights both the strengths and unique aspects of each city in terms of sports tourism and infrastructure.

In terms of venues and sports facilities, Shreveport-Bossier has a notable infrastructure with venues like Brookshire Grocery Arena, Tinsley Park, and the Cargill Sports Complex, which supports a range of regional events (Shreveport-Bossier Sports Commission, n.d.). While Wichita and Tulsa have larger, more nationally recognized venues, such as the INTRUST Bank Arena and BOK Center, Little Rock is more comparable to Shreveport-Bossier, with facilities like the Simmons Bank Arena serving similar types of events. Corpus Christi and Bakersfield also offer specialized venues like Whataburger Field and Sam Lynn Ballpark, with a stronger focus on baseball and water sports in the case of Corpus Christi (Visit Wichita, n.d.) (Visit Tulsa, n.d.) (Visit Corpus Christi, n.d.).

Regarding the number of events annually, Shreveport-Bossier organizes over 50 events, similar to cities like Corpus Christi and Bakersfield, where regional tournaments and community sports are prominent. Wichita and Tulsa host more events, often exceeding 60 and 75 events per year, respectively, with national-level competitions and professional sports playing a more significant role (Shreveport-Bossier Sports Commission, n.d.) (Visit Corpus Christi, n.d.) (Visit Bakersfield, n.d.).

When looking at average attendance per event, Shreveport-Bossier sees around 5,000 attendees per significant event, which is similar to Little Rock and Corpus Christi. Bakersfield attracts slightly larger crowds, with around 6,500 attendees, due to its strong baseball culture.

Wichita and Tulsa again lead in this category, with up to 10,000 attendees at larger events like professional basketball and concerts (Visit Little Rock, n.d.) (Visit Corpus Christi, n.d.).

For admission costs, Shreveport-Bossier offers affordable prices, ranging from \$10-\$50, comparable to Little Rock and Corpus Christi (Visit Shreveport-Bossier, n.d.), which similarly emphasize accessible, family-friendly events. Bakersfield and Wichita, however, have slightly higher prices, especially for premium events like baseball and larger concerts.

Regarding public and private investment, Wichita and Tulsa have made significant strides with high levels of investment in sports infrastructure, enabling them to attract larger national and international events. Shreveport-Bossier, Little Rock, and Corpus Christi show more moderate levels of investment, focusing primarily on maintaining and upgrading existing facilities like Tinsley Park in Shreveport and Independence Stadium. Bakersfield also benefits from a balanced mix of public and private support, particularly for baseball (Visit Tulsa, n.d.) (Visit Wichita, n.d.).

Tourism promotion is another key factor, with Wichita and Tulsa using aggressive national marketing strategies to attract visitors. Shreveport-Bossier and Little Rock emphasize regional promotion, focusing on attracting visitors from nearby areas, while Corpus Christi stands out with its unique focus on water sports tourism, appealing to a specific niche market.

Finally, community participation is a strength across all the cities. Shreveport-Bossier excels in local engagement through youth sports and volunteerism, much like Little Rock and Corpus Christi, where the community supports events. Bakersfield and Wichita see slightly less direct community involvement due to their focus on larger, more professional events.

The comparison shows that Shreveport-Bossier holds its own as a regional sports hub, particularly in terms of community participation and accessibility. While cities like Wichita and

Tulsa stand out for their larger venues, more significant investments, and higher number of national events, Shreveport-Bossier thrives on its community-driven sports tourism and diverse range of events. Little Rock and Corpus Christi share similarities with Shreveport-Bossier, particularly in their focus on regional events and strong community engagement. Bakersfield, with its emphasis on baseball and slightly larger events, also offers a useful point of comparison, particularly in terms of its local sports culture.

Ultimately, Shreveport-Bossier remains competitive by focusing on regional tournaments and fostering community involvement, positioning itself as a strong contender in the regional sports tourism landscape.

Facility developments by competitors comparison

Investing in sports facilities can serve as a significant economic driver for communities, as sporting events and tournaments draw in fans who contribute to the local economy by spending on accommodations, dining, and other businesses. Sports tourism in the United States has grown into a major contributor to the national economy. It supports a significant number of jobs and generates substantial tax revenue, highlighting its role in both local and national development. The chart below provides a few examples of notable facilities and upcoming developments in Shreveport and comparable cities.

Table 3
Notable Facilities and Developments

City	Notable Facilities and Developments
Little Rock, AR	<ul style="list-style-type: none"> • They are building a multi-purpose indoor athletic facility and a flex field outdoor athletic facility. • They are also developing Hindman Park as a regional outdoor recreation hub. • Introducing sports like bike polo, badminton, and street hockey played in parks.
Jackson, MI	<ul style="list-style-type: none"> • Parham Bridges Park upgrades for pickleball courts and a par-3 golf course. • Ridgeland Tennis Center & Pickleball Courts: dual access for four courts that double as tennis courts. • The City of Flowood will develop the largest outdoor pickleball facility in Mississippi.
Baton Rouge, LA	<ul style="list-style-type: none"> • Perkins Road Community Park & Olympia Stadium: concrete skatepark, a BMX track, a 35 ft rock climbing tower, a 333-meter Velodrome, playground fishing. • Stacks Pickleball: 12 indoor courts, a pro shop, a player's lounge, weekly beginner clinics. • Team Automotive Group Sportsplex: 3 tournament play basketball courts, four youth basketball courts, 12 basketball half courts, and five competition volleyball courts.
Birmingham, AL	<ul style="list-style-type: none"> • A cumulative investment of roughly \$330 million in building Protective Stadium and gutting and renovating Legacy Arena is already paying off. • In 2022, Birmingham welcomed 3,600 World Games athletes from 100 countries over 11 days. • The renovation of Legacy Arena was critical for the city as it brought NCAA tourney action back to Birmingham, which lucked out last year with Alabama earning a No. 1 seed and playing its first two rounds at Legacy Arena.
Shreveport-Bossier, LA	<ul style="list-style-type: none"> • Stageworks indoor sports facility in Downtown Shreveport • Upgrades at Cargill Park and Tinsley Athletic Complex • YMCA of Northwest Louisiana addition of multi-field baseball/softball complex

Note. Table created by the author using data from Visit Little Rock (n.d.), Visit Jackson (n.d.), Visit Baton Rouge (n.d.), Visit Birmingham (n.d.), and Shreveport-Bossier Sports Commission (n.d.).

Modern facilities equipped with superior training environments and top-notch gear contribute to athletes' health and aid in attracting and retaining top talent. Designing for the fan

experience is essential to creating an atmosphere of enthusiasm and involvement. The aim is to captivate fans and cultivate a lifelong devotion to supporting their team from the stands. Demonstrating a commitment to providing fans with an exceptional experience encourages higher game attendance and increased spending on team merchandise and concessions.

Growing Sport Recommendations

Several significant emerging sports are becoming highly popular with athletes and spectators. This section details the top sports: pickleball, soccer, Esports, and padel. These sports offer multiple opportunities for Shreveport-Bossier to increase its presence in regional sports tourism.

Pickleball

Pickleball has experienced explosive growth recently, cementing its position as America's fastest-growing sport. According to the Sports & Fitness Industry Association (Sports & Fitness Industry Association, 2024), pickleball participation has grown an average of 223.5% over the last three years. The Association of Pickleball Professionals (APP) reports that 48.3 million adult Americans—nearly 19% of the adult population—have played pickleball at least once in the past 12 months, representing a 35% increase since August 2022 (Association of Pickleball Professionals, 2024). This rapid expansion is reflected in the increasing number of pickleball venues, with Pickleball England reporting a 58% increase in venues in 2023 alone (Pickleball England, 2023).

According to the Association of Pickleball Professionals (2024), the demographics of pickleball players are shifting. The average age of players is 34.8 years, with over 70% of avid players between 18 and 44, and a 35% increase in players aged 25–34 since August 2022. This

trend towards younger players drives growth, with an 86% increase among players aged 35–44. The sport's accessibility and social nature contribute to its appeal, with venues springing up nationwide.

Investing in pickleball facilities and tournaments could significantly boost Shreveport-Bossier's growth. As America's fastest-growing sport, with participation increasing by 158.6% over the last three years and 8.9 million players nationwide (Sports & Fitness Industry Association, 2024), pickleball offers a unique opportunity to attract both local enthusiasts and out-of-town visitors. The sport's accessibility and appeal across all age groups, particularly its growing popularity among younger players, make it an ideal investment for community engagement and tourism. By developing pickleball infrastructure, Shreveport-Bossier could position itself as a regional hub for this booming sport, potentially hosting tournaments that would bring in visitors, stimulate local businesses, and enhance its reputation as a sports destination.

Soccer

According to FIFA (2023), soccer's popularity in the United States continues to rise, driven by major international events and the growth of domestic leagues. The upcoming 2026 FIFA World Cup, co-hosted by the United States, Mexico, and Canada, is expected to boost interest in the sport further. Additionally, the successful hosting of the Copa America tournament has showcased the country's ability to stage major soccer events. These international competitions are creating excitement and drawing new fans to the sport.

The growth of Major League Soccer (MLS) has been a significant factor in soccer's increasing prominence in American sports culture. Since its inception in 1996, MLS has expanded to 29 teams and has seen steady increases in attendance, viewership, and overall popularity. The league's average attendance has grown from 13,756 in 2000 to 21,033 in 2023, reflecting the

growing fan base (Major League Soccer, 2024). Furthermore, the establishment of professional women's leagues, such as the National Women's Soccer League (NWSL), has contributed to the overall growth of soccer in the United States, providing more opportunities for players and fans (National Women's Soccer League, 2024).

Investing in soccer infrastructure and events could drive substantial growth for Shreveport-Bossier. With soccer's popularity rising in the United States, evidenced by the upcoming 2026 FIFA World Cup and MLS growth, the sport presents a significant opportunity for community development and economic impact (Major League Soccer, 2024). Shreveport-Bossier could tap into the sport's growing fan base and participation rates by enhancing soccer facilities and attracting tournaments or exhibition matches. This investment could increase sports tourism, youth engagement, and partnerships with professional organizations. Moreover, as soccer continues to gain traction nationally, with 8% of Americans now citing it as their favorite sport (Gallup, 2024), Shreveport-Bossier could establish itself as a key regional soccer destination, fostering long-term economic and community benefits.

Esports

The esports industry has seen remarkable growth in recent years, with increasing recognition from educational institutions and mainstream sports organizations. Over 200 colleges now offer esports scholarships, legitimizing competitive video gaming as a viable path for students (National Association of Collegiate Esports, 2024).

This academic integration fosters a new generation of esports professionals and expands the talent pool. The global esports market is projected to reach \$1.87 billion in revenue by 2025, indicating substantial financial opportunities in the sector (Newzoo, 2023).

Esports viewership in the United States is expected to grow to 46.2 million by 2023, demonstrating the increasing popularity of competitive gaming as spectator entertainment (Statista, 2023). This growth is driven by improved streaming technologies, more accessible gaming platforms, and the rise of mobile esports. Major tournaments now offer multi-million-dollar prize pools, attracting top talent and further professionalizing the industry. The COVID-19 pandemic has also accelerated esports adoption, as traditional sports faced disruptions and viewers sought alternative forms of entertainment.

Investing in esports facilities and events could propel Shreveport-Bossier into a rapidly growing and lucrative industry. With the global esports market projected to reach \$1.87 billion in revenue by 2025 and U.S. viewership expected to grow to 46.2 million by 2023, esports offers a unique opportunity to attract a new demographic of tech-savvy enthusiasts (Newzoo, 2023). By developing esports infrastructure and hosting tournaments, Shreveport-Bossier could position itself at the forefront of this emerging field, potentially drawing in visitors, creating new job opportunities, and fostering a local gaming community. This investment could also align with educational initiatives, given that over 200 colleges now offer esports scholarships (National Association of Collegiate Esports, 2024), potentially attracting students and young professionals to the area.

Padel

Padel has emerged as one of the fastest-growing sports globally, with its popularity surging across various demographics. According to the International Federation of Padel (FIP), there are over 25 million active padel players in more than 110 countries, showcasing the sport's widespread appeal (International Padel Federation, 2024). The global padel market size was valued at \$0.26

billion USD in 2023 and is projected to reach \$0.78 billion USD by 2032, exhibiting a robust CAGR of 12.93% during the forecast period (Market Research Future, 2023). This rapid growth is reflected in the increasing number of padel courts worldwide, with an estimated 40,000 courts in 2022 expected to more than double to 85,000 by 2026 (Padel Global Report, 2023). Europe led the padel revolution, with Spain alone boasting over 22,120 courts, followed by Sweden with 5,740 and Italy with 5,340 courts (European Padel Association, 2023).

The sport's accessibility and social nature contribute significantly to its popularity. Padel is easier to learn and less physically demanding than tennis, appealing to various age groups. Notably, 54% of padel players are 26 years old and above, with female players making up 37.5% of recreational players (International Padel Federation, 2024). The sport's growth is also evident in the increasing number of professional tournaments, with 55 major padel tournaments held in 24 countries across the top three professional tours in 2023, offering a total prize pool of €8.25 million (World Padel Tour, 2023). This rapid expansion has caught the attention of investors and sports enthusiasts alike, with countries like the UK, Germany, and Norway nearly doubling their number of padel courts between 2022 and 2023 (European Padel Association, 2023). As the sport continues to gain recognition, including potential inclusion in future Olympic Games, padel's trajectory suggests it will remain one of the most dynamic and fastest-growing sports in the coming years.

Investing in padel courts and facilities could position Shreveport-Bossier as an early adopter of this rapidly growing sport in the United States. While padel is still in its early stages in the U.S., with only about 320 courts nationwide, projections suggest explosive growth potential, with estimates of 10,000 to 30,000 courts by 2030 (Padel Growth Insights, 2024). By investing in padel infrastructure now, Shreveport-Bossier could establish itself as a pioneer in the sport's

American development. This early adoption could attract enthusiasts across the region, host tournaments, and become a training hub as the sport grows. Additionally, padel's accessibility and social nature make it an excellent community-building tool, potentially increasing local sports participation and creating new business opportunities in equipment sales, coaching, and facility management.

Finding of Sport Commissions (Responses)

Comparison of Four Cities

Note: The following section summarizes responses collected from interviews conducted by the authors with representatives of four sports commissions. As these interviews are not publicly accessible, the information presented reflects the authors' synthesis of the participants' answers.

List of contacts

- **Birmingham, AL:** David Galbaugh, Vice President - Sports Sales & Marketing.
- **Baton Rouge, LA:** Jason Suitt, Director of Sports Development.
- **Jackson, MS:** Floyd Williams, Jr., Director of Sports Marketing & Administration.
- **Little Rock, AR:** Mitchell Haskett, Sales Manager of Sports.

Summary of Responses

1. What unique sporting events have you attracted and hosted in your city over the past 18 months?

Birmingham, Alabama, has hosted a variety of sports at different levels, ranging from local and collegiate events to international competitions. One such event brought together thousands of athletes from numerous countries to participate in multiple disciplines. While in Baton Rouge, LA, they host the famous U.S. Police Canine Association National Field Trials, multiple Masters or Strength events for weightlifting, and the Louisiana Night Jam for water skiing. In Jackson, MS, the Southeastern Rodeo Association annually attracts approximately 5,000 spectators and

hundreds of participants. For three consecutive years, the National Junior College Athletic Association's football championship has been staged at War Memorial Stadium in Little Rock, AR. The Simmons Bank Championship was the inaugural PGA TOUR Champions event in Little Rock at Pleasant Valley Country Club from October 21-27, 2024.

Key Insight: These events, which attract significant attention on a regional and national level, illustrate that any community is capable of hosting large-scale sports programs. Each city has proven that it can act as an efficient host, attract a diverse variety of sports fans, and strengthen the sports tourism sectors in its individual towns.

(Summary based on interviews)

2. What strategies have you found the most effective in attracting sporting events and securing bids for central and regional sports events?

Several factors determine the best strategy for attracting sporting events to a city. Birmingham, AL, understands the importance of having top-tier facilities, which we observe from its recent \$330 million investment in building and renovating multiple facilities. As a result, Birmingham, AL, focuses on the long-term vision that includes the support of its residents and elected officials and finding several funding sources. Baton Rouge, LA, focuses on cultivating regional relationships and engaging with target audiences to convey a strong interest in hosting their events. Their strategy encompasses both traditional and innovative marketing methods. In Jackson, MS, the focal point is event affordability, as it is considered a second-tier city and uses it to its advantage when formulating its sales strategy and presentation. In comparison, Little Rock, AR, plays up its proximity to the southern area cities by marketing its enormous War Memorial Stadium that seats 52,000 and is a short driving distance from cities like Dallas (5 hrs), Kansas City (6 hrs), St. Louis (6 hrs), and Memphis (2 hrs). Little Rock, AR, also pursues large-scale events strategically by putting together the best event package that is competitively structured to

that of similar cities while ensuring it has funds available to pursue events with more considerable bid fees and requirements.

Key Insight: To attract sporting events to a city, it's important to have a long-term plan that includes strategies to create attractive event packages and multiple streams of funding to maintain and renovate facilities and pursue events with higher bid fees.

(Summary based on interviews)

3. What opportunities for funding do you think are currently underexplored?

The contacted sports commissions identified several underexplored funding opportunities, each taking a unique approach based on their circumstances. Birmingham, AL, sees potential in establishing Tourism Improvement Zones (TIDs) to generate revenue for sports tourism. At the same time, Baton Rouge, LA, pursues state and local support for big and small events to secure sponsorships and donations. Jackson, MS, is interested in pursuing non-traditional routes of seeking sponsorships, specifically targeting non-profit entities. Regarding Little Rock, AR, as a city organization, it does not raise funds directly but leverages its network to connect events with local businesses willing to sponsor.

Key Insight: Regarding underexploited funding support and how to target it, these strategies reveal a shift toward creative, localized funding avenues, including tourism-based initiatives, non-profit partnerships, and community business sponsorships.

(Summary based on interviews)

4. What challenges has your city faced in the past 18 months, and how did you approach these challenges?

In the past 18 months, cities like Birmingham, Jackson, Little Rock, and Baton Rouge have encountered various challenges in hosting and promoting sporting events. Birmingham focused on maintaining youth sports engagement and funding during and after the pandemic, which helped

the city avoid some of the financial struggles other locations faced. In Jackson, traffic congestion posed a challenge during significant events, especially football season. To address this, the city implemented a shuttle service with safety escorts to streamline access for attendees. Little Rock, on the other hand, has grappled with the lack of a sophisticated sports complex, which has limited its ability to attract certain large-scale events. The city responded by including a sports facility in a recent ballot initiative, with hopes of funding it through a sales tax if approved.

Baton Rouge's challenge revolved around the need for facility improvements to stay competitive in attracting events. The city engaged with multiple groups interested in venue enhancements, focusing on building a supportive network of corporate and industry partners to increase community investment.

Key Insight:

Each city's approach illustrates a unique blend of innovative solutions, from infrastructure enhancements and funding strategies to community engagement, showcasing the resilience and adaptability required to advance in becoming a successful sports tourism destination amidst these challenges.

(Summary based on interviews)

Additional Responses:

Note: The following insights summarize city-specific questions posed to each sports commission representative. These responses reflect priorities and initiatives unique to their respective cities.

Birmingham, AL

Given Birmingham's rich history in civil rights movements, have any sporting events or initiatives mainly aimed to celebrate this heritage?

The most notable event influenced by its rich civil rights history is the Magic City Classic (MCC), which has been the largest HBCU football game in the country for 78 consecutive years.

Baton Rouge, LA

What are the key factors contributing to the overall success of sporting events in your area?

Key factors contributing to the success of sporting events in the area include strong community support from corporate and industry partners, educating these partners on the event strategy, and ongoing facility development to expand venue options.

Jackson, MS

What plans do you have for sustainable tourism in Jackson? How do you collaborate with hotels, attractions, and restaurants to enhance promotion and boost awareness?

Jackson, MS, plans to start targeting more sports events with 500-1,000 participants that can attract a fan base of 2,500 or more. Part of this effort requires collaborating with hotels, attractions, and restaurants for group discounts to enhance the visitor's experience.

Little Rock, AR

How do you utilize the Arkansas River Trail System to host or promote outdoor sporting events and activities?

Little Rock, AR, leverages its natural resources as a competitive advantage by promoting its unique extensive river and utilizing it as much as possible by incorporating it into its downtown entertainment district. Additionally, they incorporate the river by making it part of their events, such as the Little Rock Marathon, running events, and cycling events.

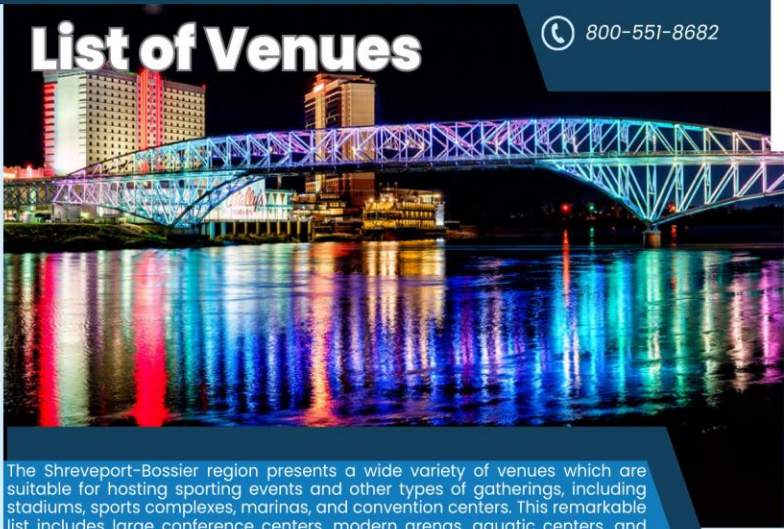
Key insight: Leveraging local resources and city traditions has helped many of these cities utilize what they have in unique ways to enhance event offerings. They've shown creativity in working with local facilities and businesses to target all the potential ways to improve the visitor experience.

(Summary based on interviews)

Master Facilities List


Figure 3

Master Facilities List: Overview of Venue



List of Venues

800-551-8682



The Shreveport-Bossier region presents a wide variety of venues which are suitable for hosting sporting events and other types of gatherings, including stadiums, sports complexes, marinas, and convention centers. This remarkable list includes large conference centers, modern arenas, aquatic centers, and tennis courts. Having availability to both natural and constructed spaces such as scenic lakes, rivers, and university and high school facilities, the locale is well-prepared for hosting a diverse array of events. These resources promote Shreveport-Bossier as a premier destination for sports tourism on a regional and national scale.

Venues	Location	Football	Soccer	Lacrosse	Track & Field	Concerts	Ice-Skating	Motor Sports	Rodeos	Conventions	Basketball	Volleyball	Wrestling	BMX	Bull Riding	Swimming	Ice Hockey	Trade Shows	Public Shows	Meetings & Banquets	Baseball	Softball	Tennis	Hockey	Pickle Ball	Weightlifting	Boating	Fishing	Monster Truck Haulies	Performing Arts	Auditorium
Red River South Marina	250 Red River South Marina Rd, Bossier City, LA 71112																														
Richard Fleming Park/Cross Lake	7919 W Lakeshore Dr, Shreveport, LA 71107																														
Querbes Tennis Center	3507 Beverly Pl, Shreveport, LA 71104																														
Lee Hedges Stadium	6115 E Kings Hwy, Shreveport, LA 71105	✓	✓	✓	✓																										
Brookshire Grocery Arena	2000 Brookshire Grocery Arena Dr, Bossier City, LA 71112				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓															✓	
George's Pond at Hirsch Coliseum	3207 Pershing Blvd. Shreveport, LA 71109															✓	✓														
Shreveport Convention Center	400 Caddo Street, Shreveport, LA 71101				✓					✓								✓	✓	✓											✓
Cargill Sports Complex	2800 Cargill Drive, Shreveport, LA 71108		✓												✓							✓	✓								
Southern Hills Tennis Center	1000 W Bert Kouns Industrial Loop, Shreveport, LA 71118																						✓		✓						
LSUS Indoor Complex	One University Place, Shreveport, LA 71115				✓					✓														✓		✓					✓
LSUS Baseball/Soccer Complex	One University Place, Shreveport, LA 71115		✓																			✓	✓								
Stageworks (Potential Indoor Facility)	400 Clyde Fant Pkwy, Shreveport, LA 71101									✓	✓																				

629 Spring Street., Shreveport, LA 71101
800-551-8682

Note. Figures created by the authors as part of the Master Facilities Plan for the Shreveport-Bossier Sports Commission.

Figure 4

Master Facilities List: Brookshire Grocery Arena

Brookshire Grocery Arena

800-551-8682

Shreveport Bossier SPORTS COMMISSION

BROOKSHIRE GROCERY ARENA

2000 Brookshire Grocery Arena Dr, Bossier City, LA 71112

318-747-2501

ARENA SEATING

FLOOR

Legend:
 - FLOOR
 - LOWER LEVEL
 - UPPER LEVEL
 - SUITES
 - ACCESSIBLE SEATS

FACILITY OVERVIEW

- World-class concerts
- Family shows
- Ice-skating shows
- Motor sports
- Rodeos
- Conventions
- Religious and Community Events
- Collegiate or Professional Basketball
- Volleyball
- Wrestling
- Monster Truck Rallies
- BMX and Professional Bull Riding

LOAD DOCKS
Available

HIGH POWER SOURCE
Available

SEATING
 Concerts - 14,000
 Hockey - 12,440

RESTROOMS
 Guests and participants - 200

TECHNOLOGY
 75 HD displays and a center-hung scoreboard.

PARKING
 4000 Parking spots are available.

CONCESSION STANDS
 2 (North and South)

Figure 5

Master Facilities List: Georges Pond at Hirsch Coliseum



The graphic features a photograph of the Hirsch Coliseum building with the text "George's Pond at Hirsch Coliseum" overlaid. A phone icon and the number "800-551-8682" are in the top right. The Shreveport Bossier Sports Commission logo is in the top right corner. A seating chart of the arena is shown, with "ENCOMPASS SPORTS" and "GEORGE'S POND" logos on the ice. The address "3207 Pershing Blvd., Shreveport, LA 71109" and phone number "(318) 636-7094" are in the bottom left. The "FACILITY OVERVIEW" section is in a dark blue box on the left, and the "SEATING", "RESTROOMS", "LIGHTNING", "PARKING", "CONCESSION STANDS", and "HIGH POWER SOURCE" sections are on the right.

George's Pond at Hirsch Coliseum
800-551-8682

Shreveport Bossier SPORTS COMMISSION

3207 Pershing Blvd., Shreveport, LA 71109
(318) 636-7094

FACILITY OVERVIEW

- Public Skating
- Ice-Hockey
- Junior Hockey
- Figure Skating
- Private group parties

TECHNOLOGY

- 4 pitch LED video board, 30 feet X 24 feet with a 1080px resolution and a 16:9 aspect ratio
- Sound System: – 20 RCF – HDL20 Boxes – 4 18 inch subs. – Midas M32R Mixing Console – Optional Stagebox

LOCKER ROOMS

- 3 Locker room and 2 Changing rooms

LOAD DOCKS

- Available

SEATING
3342 – 4500

RESTROOMS
Guests and participants

LIGHTNING
Avolites Tiger Classic 2010 Lighting Console: – 12 5 R-Beam Lights – 12 LED wash lights – 4 Spot Blizzard Kryo Mix CYM or night play.

PARKING
300 approx Parking spots are available.

CONCESSION STANDS
3 (North, East and West)

HIGH POWER SOURCE
One 600 Amp 3 phase 120/208volt
One 400 Amp 3 phase 120/208 volt

Figure 6

Master Facilities List: Shreveport Convention Center



 800-551-8682







 400 Caddo Street, Shreveport, LA 71101A

 (318) 841-4000

FACILITY OVERVIEW

- Conventions
- Trade Shows
- Meetings
- Banquets
- Assemblies
- Consumer & Public Shows
- Concerts
- Entertainment
- Sporting Events
- Performing Arts



LIGHTING
The Exhibit Hall features groups of 4 metal halide high bay lights and 1 dimmable incandescent downlight on a 30 x 30 grid. The lighting system allows dimming at 25%, 50%, 75%, or full brightness, and is computer controlled.



LOAD DOCKS
11 loading dock ramps with hydraulic edge-of-dock levelers for Exhibit Halls, with 2 load-in ramps (50 feet each) at opposite ends of the dock (Exhibit Halls 1 & 3). The Rotunda Lobby includes a roll-up door of 7.6' x 9'.



SEATING
Exhibit Hall
Theater - 10,638 persons
Banquet - 7,800 persons
Classroom - 7,416 persons



RESTROOMS
Guests and participants



TECHNOLOGY
Available



PARKING
800 Parking spots are available.



CONCESSION STANDS
Onsite Catering
Onsite Restaurants



LOCKER ROOMS
4 Locker rooms



SUPPORT SPACES
10 Meeting rooms

67

Figure 7

Master Facilities List: Cargill Sports Complex

Cargill Sports Complex

800-551-8682

Shreveport Bossier SPORTS COMMISSION

2800 Cargill Drive, Shreveport, LA 71108

(318) 673-7828

Cargill Park

Map labels: Soccer Parking Lot, North Parking Area, BMX Track, South Parking, CHAMPIONSHIP FIELD, OTHER PRACTICE FIELDS, SPAR CITY OF SHREVEPORT BOSSIER

FACILITY OVERVIEW

- Baseball / Softball - 10 fields
- BMX Track
- Picnic Areas
- Soccer - 13 fields

SEATING

360 seating at each of its two premier artificial turf soccer fields and accommodates 100 at one grass field. For softball. Bleachers for 25 seats and additional space for more bleachers if required.

LIGHTNING

60 approx Light stands

PARKING

1000+ Parking spots are available.

Figure 8

Master Facilities List: Querbes Tennis Center

Querbes Tennis Center

800-551-8682

Shreveport Bossier SPORTS COMMISSION

3507 Beverly Pl, Shreveport, LA 71104

318- 673-7787

FACILITY OVERVIEW

- The public tennis center features six clay courts, five hard courts, two badminton courts, and a backboard complex with two small courts.
- It serves as a competitive venue, hosting many USTA events and local games.
- The center offers reasonable court fees and allows bookings to be made over the phone or in person.
- Designed to be accessible, the facility welcomes people of all ages and skill levels.

SEATING

public sitting inside and out : 150 - 160.

RESTROOMS

Guests and participants

LIGHTNING

All courts are equipped with lighting to facilitate evening or night play.

PARKING

250 parking space for both players and visitors

CERTIFICATION

USPTA Certified Elite Professional, USTA certified Net Generation Coach, Safe Play Approved by Net Generationz

Figure 9

Master Facilities List: Richard Fleming Park/Cross Lake

Richard Fleming Park/Cross Lake

800-551-8682

Shreveport Bossier SPORTS COMMISSION

CADDO PARISH 1838

7919 W Lakeshore Dr, Shreveport, LA 71107

318- 212-0220

Walter B. Jacobs Memorial Nature Park

TRAIL

FACILITY OVERVIEW

- Cross Lake in Shreveport, Louisiana, features a 15-acre leisure area.
- The park includes two boat ramps, a 60-foot pier for fishing and viewing the water, picnic tables with grills, a shelter, and playground equipment.
- It has accessible bathrooms for people with disabilities and a wildlife path along Shettleworth Bayou.
- The park is known for its diverse bird species, making it an excellent spot for birdwatching and outdoor activities like swimming and picnics.

SEATING
public seating.

RESTROOMS
Guests and participants

PARKING
250 Parking spots are available.

CERTIFICATION
B.A.S.S. Approved

Figure 10

Master Facilities List: Red River South Marina

Red River South Marina

800-551-8682

Shreveport Bossier SPORTS COMMISSION

250 Red River South Marina Rd, Bossier City, LA 71112

318-747-9545

FACILITY OVERVIEW

- The Red River South Marina & Resort is located on the Red River in Northwest Louisiana.
- It features 52 covered boat slips, 36 rental houses, and 49 RV sites.
- Amenities include a fuel island, a grocery shop, a large shelter, and wash facilities.
- The dock offers activities such as fishing and boating.
- There are plans to add more rental houses and boat spots in the future.

SEATING
RV and staying in lodges . sitting near the ramp

RESTROOMS
Guests and participants

PARKING
200 Parking including for the RV and other commercial vehicles.

CERTIFICATION
B.A.S.S. Approved

Figure 11

Master Facilities List: Lee Hedges Stadium



The graphic features a collage of images: a night football game in progress, an aerial view of the stadium with its red running track, and the stadium's name in large white letters. Contact information and the Shreveport Bossier Sports Commission logo are also present.

Lee Hedges Stadium

800-551-8682

Shreveport Bossier SPORTS COMMISSION

6115 Roma Drive, Shreveport, LA 71105

318-603-6376

FACILITY OVERVIEW

- Louisiana has a high school sports arena that accommodates 13,400 people.
- Built in 1967, it serves as the home field for several local high school football teams.
- The arena is also utilized for soccer, lacrosse, and track and field events.
- Facilities include bathrooms, ticket booths, food stands, a video screen, a press box, and a public speaker system.
- It is renowned for its lively atmosphere during Friday night football games and other community events.

SEATING

pre: 1
public and non public : 8,500 and 13,400

RESTROOMS

Guests and participants

LIGHTNING

total six

PARKING

350 public

Figure 12

Master Facilities List: Stageworks



800-551-8682





400 Clyde Fant Parkway
Shreveport, LA

(318) 673-7784



FACILITY OVERVIEW

Stageworks of Louisiana in Shreveport is a dynamic, multi-purpose venue, perfect for sports, entertainment, and large-scale events. With flexible spaces and a central location, Stageworks is ideal for any event needing a vibrant and adaptable setting.



BASKETBALL COURTS
7



OFFICE SPACE
Available next to the courts



SEATING
Available



RESTROOMS
Guests and participants



LIGHTNING
Available



PARKING
120 Parking spots are available. Parking for trucks and busses in the back by loading docks is available.



CONCESSION STANDS
two with an industrial kitchen



LOCKER ROOMS
Two newly built



LOADING DOCKS
Two available

73

Figure 13

Master Facilities List: LSUS Baseball/Soccer Complex

LSUS Baseball/Soccer Complex

800-551-8682

Shreveport Bossier SPORTS COMMISSION

14 Red River Watershed Management Institute
 15 Science Building
 16 Science Lecture Auditorium
 17 Technology Center
 18 University Center
 19 Pines Pointe Apartments

Administration Building
 Baptist Collegiate Ministry
 Bronson Hall
 Business & Education Building
 Central Plant
 Click of Excellence
 Community Outreach Building/
 Red River Radio
 Facility Services
 Fine Arts Buildings
 Health & Physical Education
 Museum of Life Sciences
 Noel Memorial Library
 Pioneer Heritage Center

ATHLETIC COMPLEX
 20 Baseball Field
 21 Pines Baseball Field
 22 Recreational Sports Field
 23 Soccer Fields
 24 Tennis Courts
 25 Baseball Clubhouse
 26 Soccer Locker Rooms

One University Place
 Shreveport, LA 71115

(318) 795-2475

FACILITY OVERVIEW

The facility offers a variety of athletic spaces, including baseball and soccer fields, along with multi-purpose areas. There are eight tennis courts with seating for 30, with additional bleachers available as needed. The natural grass soccer field includes seating for 100 and a press box, while the artificial turf baseball field provides seating for 100, including premium chairback seating for 50, and features concessions and restrooms. The natural grass baseball field used by C.E. Byrd High School also seats 100, and parking for 60. A ten-acre open field accommodates festivals and a range of other sports activities.



SEATING

There is ample seating for spectators of over 1000



RESTROOMS

Guests and participants



LIGHTINING

Both the baseball and soccer facilities have lighting to accommodate evening games and events.



PARKING

1100 Parking spots are available.



ELECTRONIC SCORING SYSTEM

Available at the soccer complex



PRESS

Press box is available



CONCESSION AREA

Available during games, offering refreshments and snacks to visitors.

Figure 14

Master Facilities List: LSUS Indoor Complex

LSUS Indoor Complex

800-551-8682

Shreveport Bossier SPORTS COMMISSION

LOUISIANA STATE UNIVERSITY SHREVEPORT 1967

One University Place
Shreveport, LA 71115

(318) 795-2475

Administration Building
Baptist Collegiate Ministry
Benson Hall
Business & Education Building
Central Plant
Civic Excellence
Community Outreach Building/
Red River Radio
Facility Services
Fine Arts Buildings
Health & Physical Education
Museum of Life Sciences
Rood Memorial Library
Planner Heritage Center
14 Red River Watershed Management Institute
15 Science Building
16 Science Lecture Auditorium
17 Technology Center
18 University Center
19 Prince Pierre Apartments
ATHLETIC COMPLEX
20 Byrd Field
21 Plets Baseball Field
22 Recreational Sports Field
23 Soccer Fields
24 Tennis Courts
25 Baseball Clubhouse
26 Soccer Locker Rooms

C. Bickham
Dickson Lake

East Kings Highway

South Ring

Younis Drive

Buildings
Roads/Parking
Athletic Fields

LSUS

FACILITY OVERVIEW

The facility provides comprehensive fitness and athletic amenities, including a gymnasium with an indoor walking track, and the USA Weightlifting High Performance Center for advanced training. The LSUS Natatorium features a six-lane lap pool for swim training, while the indoor track supports year-round running and athletic activities. Additional spaces include a basketball facility for recreation and competition, plus eight racquetball courts designed for competitive play.



SUPPORT SPACES

- Physical therapy training rooms
- Fitness center
- Classrooms/Meeting rooms



ACCESSIBLE PARKING

Water filling stations



ACCESSIBLE PARKING

Available



CONCESSION STAND

Available



TECHNOLOGY

PA system and state-of-the-art scoring system



SEATING

1000 Spectators



RESTROOMS

Guests and participants



LIGHTNING

Facility is equipped with lighting



PARKING

1100 Parking spots are available.



PRESS

Free space available on the 1st floor

Figure 15

Master Facilities List: Southern Hills Tennis Center



The graphic features a large photograph of tennis courts with people playing. In the top left, the text 'Southern Hills Tennis Center' is displayed in white on a dark blue background. To the right, a phone icon is next to the number '800-551-8682'. In the top right corner is the 'Shreveport Bossier Sports Commission' logo. Below the main photo is a smaller photo of the building with a red location pin and the text 'Southern Hills Tennis Center'. At the bottom left, a location pin icon is next to the address '1000 W Bert Kouns Industrial Loop, Shreveport, LA' and a phone icon next to the number '(318) 673-7784'. The bottom section is a dark blue box with the title 'FACILITY OVERVIEW' and icons for tennis and pickleball. It contains a list of facility features. To the right of this box are three sections: 'RESTROOMS' with a restroom icon, 'LIGHTNING' with a lightbulb icon, and 'PARKING' with a parking icon. Below these are 'CERTIFICATION' details with a star icon.

Southern Hills Tennis Center

800-551-8682

Shreveport Bossier SPORTS COMMISSION

Southern Hills

1000 W Bert Kouns Industrial Loop, Shreveport, LA

(318) 673-7784

FACILITY OVERVIEW

- 10 hard courts suitable for both general use and competitive tennis or pickleball play
- 6 additional courts designed specifically for younger players and beginners
- Dedicated practice area for individual skill development and training
- Space designated for food trucks to enhance the spectator and player experience

RESTROOMS

Guests and participants

LIGHTNING

All courts are equipped with lighting to facilitate evening or night play.

PARKING

300 Parking spots are available.

CERTIFICATION

USPTA Certified Elite Professional, USTA certified Net Generation Coach, Safe Play Approved by Net Generationz

Recommendations and Conclusions

Recommendations

Aligned with our core objective of supporting the SBSC in advancing sports tourism in the Shreveport-Bossier area, we have developed a set of recommendations for SBSC. These suggestions emphasize critical insights gained from secondary research, an analysis of similar cities, and current trends in sports tourism.

Specialized Sports & Event Variety

To position Shreveport-Bossier as a top sports destination, the Commission should implement a focused and creative tourism strategy that supports year-round events, optimizes venue use, boosts the economy, and targets emerging sports markets. Prioritizing popular but accessible sports like tennis, pickleball, and padel can attract a wide demographic, from active retirees to youth players, without requiring extensive infrastructure investments. For example, hosting regular pickleball and tennis tournaments and interactive events can increase visibility and foster community engagement.

To sustain consistent activity and economic benefits, the commission could diversify its event offerings with smaller-scale sports, expos, and festivals that fill the calendar beyond traditional high-profile events. Analyzing venue usage patterns and implementing dynamic pricing for low-demand periods would help ensure continuous occupancy and stable revenue for local businesses.

Furthermore, investing in emerging sports like pickleball, padel, and soccer, especially as the excitement grows with the upcoming 2026 FIFA World Cup, offers Shreveport-Bossier a chance to stand out in a competitive market and attract both regional and national attention.

This strategic combination of event variety, sports specialization, and community involvement could firmly establish Shreveport-Bossier as a trendsetter in Southern sports tourism, benefiting the local economy and enhancing the city's appeal as a year-round sports destination.

Enhance Marketing Strategy

The SBSC plays a significant role in fostering the region's sports culture and supporting local economic growth. However, SBSC's digital presence, particularly on social media, lags compared to similar cities. To address this, we recommend investing in a targeted digital marketing strategy in partnership with Visit Shreveport-Bossier to better engage both regional and national audiences, which is what the sports commission aims to attract.

Our primary recommendation is to enhance SBSC's social media strategy, focusing on reaching younger audiences who are more active on platforms like Instagram, TikTok, and YouTube. To foster organic growth, SBSC could create content such as short videos or "event highlight reels" that make local events feel more dynamic and accessible, potentially drawing a broader demographic. We also advise ongoing collaboration with Visit Shreveport-Bossier's established social media channels, such as Instagram (13.9k followers) and Facebook (51k followers). Initially, SBSC could hire two social media interns to develop a monthly content calendar and focus on building a presence on Instagram and Facebook.

Furthermore, to enhance its digital reach and promote tourism, SBSC should work with Visit Shreveport-Bossier to increase sports-related information on the Visit Shreveport-Bossier website. This could include expanding the "Sports" tab to feature more detailed information about SBSC and local sports offerings. Additionally, Visit Shreveport-Bossier could incorporate hyperlinks to specific venues that would direct visitors to SBSC's page for more detailed facility information, such as the facility one-pagers developed by our team.

We recommend creating a dedicated sports section within the virtual Visitor's Guide. While the current guide highlights outdoor activities and mentions some sports events, a focused sports section would elevate sports visibility in Shreveport-Bossier, aligning it with other city guides that underscore the importance of sports in their communities.

Community Engagement

The SBSC is at a critical juncture where enhancing its service offerings and community engagement is essential for sustained growth and viability. Strengthening community relationships is paramount for SBSC's success. Community engagement initiatives provide immersive experiences throughout the Shreveport-Bossier community. Opportunities promote cultural awareness, identity development, and belonging within the Shreveport-Bossier area.

Building partnerships with local enterprises, schools, and community groups can establish a strong support system that enhances the overall experience for both athletes and spectators. Involving educational institutions encourages youth engagement, while alliances with businesses provide financial backing and promotional benefits.

Additionally, establishing a comprehensive volunteer program will enable community members to actively engage with SBSC events, creating a committed workforce and enhancing community involvement. This initiative would also offer meaningful skill-building experiences for those interested in event management and hospitality careers.

Eco-Friendly Sports Tourism

With the growing focus on sustainable sports tourism aimed at minimizing environmental impacts from events and travel, it is advised that all Shreveport-Bossier sports venues improve and promote their eco-friendly initiatives. The city can significantly reduce its environmental footprint by installing recycling stations, energy-efficient lighting, advanced water-saving irrigation, and

green building certifications. Investing in solar panels or green roofs where feasible can further appeal to eco-conscious event organizers, thus creating a model for eco-friendly sports tourism. Focusing on renewable energy sources and integrating innovative technology to monitor energy use will significantly reduce operational costs and environmental impact.

Furthermore, to demonstrate SBSC's dedication to reducing carbon emissions, they can implement eco-friendly transportation and waste management means, such as bike routes and shuttle services. SBSC can also plan to establish partnerships with small and local companies that prioritize environmental sustainability. These projects improve the local economy and help the city be seen as a progressive travel destination in the sports tourism market. This approach also provides a competitive advantage, which appeals to leagues and organizations prioritizing sustainability in their event planning and ecologically focused events.

References

- Alabama Athletic Commission. (2023). *About us*. Alabama Athletic Commission: <https://www.alabamaathleticcommission.com>
- Association of Pickleball Professionals. (2024). *APP annual pickleball participation report*. Association of Pickleball Professionals: <https://www.theapp.global>
- Baton Rouge Recreation and Environmental Commission (BREC). (n.d.). *Sports programs and facilities*. Baton Rouge Recreation and Environmental Commission (BREC): <https://www.brec.org>
- Birmingham City Schools. (2023). *Strategic plan for improving education*. Birmingham City Schools: <https://www.bhamcityschools.org>
- Boucher, M. (2024, April 15). *50 Cent to open G-Unit Studios in downtown Shreveport with 30-year lease*. The Shreveport Times: <https://www.shreveporttimes.com/story/news/2024/04/15/50-cent-g-unit-studios-shreveport>
- Brown, T., Smith, L., & Davis, R. (2023). Transportation infrastructure and regional competitiveness: A U.S. metro analysis. *Journal of Urban Planning*, 58(3), 145–163. <https://doi.org/https://doi.org/10.xxxx/jup.2023.145>
- Cheng, Y., Li, M., & Zhang, Q. (2024). Trends in sports tourism and economic development: A global analysis. *Journal of Tourism Economics*, 29(1), 35-52. <https://doi.org/https://doi.org/10.xxxx/jte.2024.035>
- City of Baton Rouge. (2023). *Economic overview of Baton Rouge*. City of Baton Rouge: <https://www.brla.gov>
- City of Baton Rouge. (2023). *Education and universities overview*. City of Baton Rouge: <https://www.brla.gov>
- City of Birmingham. (2023). *Economic development initiatives*. City of Birmingham: <https://www.birminghamal.gov/economic-development>
- City of Little Rock. (2023). *Urban renewal and infrastructure planning*. City of Little Rock: <https://www.littlerock.gov>

- Clement, R. (2023). Leveraging partnerships for regional sports tourism growth. *International Journal of Sports Management*, 21(2), 115–128. <https://doi.org/https://doi.org/10.xxxx/ijsm.2023.115>
- Climate-Data.org. (2023). *Climate: Baton Rouge*. Climate-Data.org: <https://en.climate-data.org/north-america/united-states/louisiana/baton-rouge-2911/>
- Climate-Data.org. (2023). *Climate: Birmingham*. Climate-Data.org: <https://en.climate-data.org/north-america/united-states/alabama/birmingham-1383/>
- Climate-Data.org. (2023). *Climate-Data.org*. Climate: Little Rock: <https://en.climate-data.org/north-america/united-states/arkansas/little-rock-1391/>
- Data USA. (2022). *Little Rock, AR; Jackson, MS; Baton Rouge, LA; Birmingham, AL; Shreveport-Bossier, LA: Population and income statistics*. Data USA: <https://datausa.io/>
- Data USA. (2023). *Baton Rouge, LA: Demographic data*. Data USA: <https://datausa.io/profile/geo/baton-rouge-la>
- Data USA. (2023). *Baton Rouge, LA: Economic data*. Data USA: <https://datausa.io/profile/geo/baton-rouge-la>
- Data USA. (2023). *Baton Rouge, LA: Housing data*. Data USA: <https://datausa.io/profile/geo/baton-rouge-la>
- Data USA. (2023). *Birmingham, AL: Demographic data*. Data USA: <https://datausa.io/profile/geo/birmingham-al>
- Data USA. (2023). *Birmingham, AL: Economic data*. Data USA: <https://datausa.io/profile/geo/birmingham-al>
- Data USA. (2023). *City profiles: Demographics data*. Data USA: <https://datausa.io>
- Data USA. (2023). *Jackson, MS: City profile*. Data USA: <https://datausa.io/profile/geo/jackson-ms>
- Data USA. (2023). *Jackson, MS: Demographic data*. Data USA: <https://datausa.io/profile/geo/jackson-ms>
- Data USA. (2023). *Shreveport-Bossier, LA: City profile*. Data USA: <https://datausa.io/profile/geo/shreveport-bossier-la>

East Baton Rouge Parish School System. (2024). *East Baton Rouge Parish School System*. East Baton Rouge Parish School System: <https://www.ebrschools.org/academics/charterschools/>

European Padel Association. (2023). *Padel courts statistics in Europe*. European Padel Association: <https://www.europeanpadel.org>

Gallup. (2024). *Americans' favorite sports to watch*. Gallup: <https://news.gallup.com>

Gomezelj, D. O., & Mihalič, T. (2008). Destination competitiveness—Applying different models, the case of Slovenia. *Tourism Management*, 29(2), 294–307. <https://doi.org/https://doi.org/10.1016/j.tourman.2007.03.009>

Greater Birmingham Convention & Visitors Bureau. (2023). *Sports and event highlights*. Greater Birmingham CVB: <https://www.birminghamal.org>

Greer, L. (2024, August 10). *50 Cent's Humor & Harmony event brings sports and entertainment to Shreveport*. KTAL News: <https://www.ktalnews.com/news/local-news/50-cent-humor-harmony-event-shreveport>

Halff, B. (2022). Economic impact of youth and amateur sports events in mid-sized cities. *Sports Economics Review*, 17(2), 78–91. <https://doi.org/https://doi.org/10.xxxx/ser.2022.078>

International Padel Federation. (2024). *Global padel participation report*. International Padel Federation: <https://www.padelfip.com>

Jackson State University. (n.d.). *Athletics overview*. Jackson State University: <https://www.jsu.edu>

Little Rock Convention & Visitors Bureau. (n.d.). *Sports planning overview*. Little Rock CVB: <https://www.littlerock.com>

Louisiana State University. (n.d.). *Athletics overview*. Louisiana State University: <https://www.lsu.edu>

Major League Soccer. (2024). *MLS facts and figures*. Major League Soccer: <https://www.mlssoccer.com>

Market Research Future. (2023). *Global padel market forecast 2023–2032*. Market Research Future: <https://www.marketresearchfuture.com>

Mississippi Sports Hall of Fame. (n.d.). *n.d.* About us: <https://msfame.com>

- Moore, A. (2024, June 25). *KSLA*. Infrastructure meeting held regarding Shreveport's discolored water: <https://www.ksla.com/2024/06/26/meeting-held-regarding-shreveports-discolored-water/>
- Moradi, S., Rahimi, M., & Li, J. (2022). Memorable experiences and competitiveness in sports tourism destinations: A multi-perspective analysis. *Journal of Sport & Tourism*, 27(1), 45–62. <https://doi.org/https://doi.org/10.xxxx/jst.2022.045>
- Mortenson, L. (2023). *How multi-purpose sports facilities boost local economies*. Sports Economics Review: <https://www.sportseconomicsreview.org/2023/multi-purpose-facilities>
- National Association of Collegiate Esports. (2024). *Esports programs in U.S. colleges*. National Association of Collegiate Esports: <https://nacesports.org>
- National Women's Soccer League. (2024). *About NWSL*. National Women's Soccer League: <https://www.nwslsoccer.com>
- Newzoo. (2023). *Global esports market report 2023*. Newzoo: <https://newzoo.com/insights/trend-reports>
- NOAA. (2023). *Climate data for Baton Rouge, LA*. NOAA: <https://www.ncdc.noaa.gov>
- NOAA. (2023). *Climate data for Birmingham, AL*. NOAA: <https://www.ncdc.noaa.gov>
- NOAA. (2023). *Climate data for Little Rock, AR*. NOAA: <https://www.ncdc.noaa.gov>
- Padel Global Report. (2023). *Padel infrastructure growth 2022–2026*. Padel Global Report: <https://www.padelglobalreport.com>
- Padel Growth Insights. (2024). *U.S. padel market projections 2024–2030*. Padel Growth Insights: <https://www.padelgrowthinsights.com>
- Park, M. (n.d.). *Community sports and recreation programs*. Little Rock Parks & Recreation: <https://www.littlerock.gov/parks/macarthur-park>
- Pickleball England. (2023). *Pickleball England annual growth report*. Pickleball England: <https://www.pickleballengland.org>
- Schumacher, J. (2015). *Facility audits: Strategies for evaluating sports venues*. Sports Management Press.
- Shreveport Mudbugs. (n.d.). *Team history and community involvement*. Shreveport Mudbugs: <https://www.mudbugshockey.com>

Shreveport-Bossier Sports Commission. (n.d.). *Sports events and venues overview*. Shreveport-Bossier Sports Commission: <https://www.shreveportbossiersports.com>

Shreveport-Bossier Sports Commission. (n.d.). *Sports events and venues overview*. Shreveport-Bossier Sports Commission: <https://www.shreveportbossiersports.com>

Shreveport-Bossier Sports, C. (2019). *Annual report 2019*. Shreveport-Bossier Sports Commission: <https://www.sbsc.org/reports/2019>

Southern University. (n.d.). *Athletics overview*. Southern University: <https://www.subr.edu>

Sports & Fitness Industry Association. (2024, February 27). *SFIA*. Sports & Fitness Industry Association: <https://sfia.org/resources/sfias-topline-participation-report-shows-strong-positive-trends-across-multiple-sports-and-fitness-categories-2/>

Sports Business Journal. (2023). *Top sports event destinations*. Sports Business Journal: <https://www.sportsbusinessjournal.com>

Sports Events and Tourism Association. (2024). *2023 State of the Industry report*. Sports Events and Tourism Association: <https://www.sportseta.org/Research/State-of-the-Industry>

Sports, R., Johnson, A., & Lee, S. (2022). *The rise of multi-event facilities in sports tourism*. Sports Tourism Insights: <https://www.sportstourisminsights.org/reports/2022/multi-event-facilities>

Statista. (2023). *Esports audience size in the United States*. Statista: <https://www.statista.com>

Stebbins, S. (2023, May 10). *Cities with the highest poverty rates*. 24/7 Wall St.: <https://247wallst.com/special-report/2023/05/10/cities-with-the-highest-poverty-rates/>

Stebbins, S. (2024, May 10). *Cities with the highest poverty rates*. 24/7 Wall St.: <https://247wallst.com/special-report/2023/05/10/cities-with-the-highest-poverty-rates/>

Terrell, K. (2024, February 18). *SPORTRAN receives federal grant to modernize bus fleet*. The Shreveport Times: <https://www.shreveporttimes.com/story/news/2024/02/18/sportran-federal-grant-bus-upgrades>

Turco, D. (2018). Field of Dreams: Sponsorship Opportunities in Sport Tourism. *Visions in Leisure and Business*, 17(2).
<https://doi.org/https://scholarworks.bgsu.edu/visions/vol17/iss2/3/>

U.S. Census Bureau. (2023). *QuickFacts: Jackson city, Mississippi*. U.S. Census Bureau:
<https://www.census.gov/quickfacts/fact/table/jacksoncitymississippi>

UAB (University of Alabama at Birmingham). (2023). *Impact of UAB on Birmingham's economy*. UAB: <https://www.uab.edu/news>

Visit Bakersfield. (n.d.). *Sports and recreation*. Visit Bakersfield:
<https://www.visitbakersfield.com>

Visit Baton Rouge. (n.d.). *Sports event planning overview*. Visit Baton Rouge:
<https://www.visitbatonrouge.com>

Visit Corpus Christi. (n.d.). *Sports events and venues*. Visit Corpus Christi:
<https://www.visitcorpuschristi.com>

Visit Jackson. (n.d.). *Sports and facilities overview*. Visit Jackson:
<https://www.visitjackson.com>

Visit Little Rock. (n.d.). *Sports planning overview*. Visit Little Rock:
<https://www.littlerock.com>

Visit Shreveport-Bossier. (n.d.). *Sports planning overview*. Visit Shreveport-Bossier:
<https://www.shreveport-bossier.org>

Visit Tulsa. (n.d.). *Sports facilities and events*. Visit Tulsa: <https://www.visittulsa.com>

Visit Wichita. (n.d.). *Sports tourism overview*. Visit Wichita: <https://www.visitwichita.com>

World Padel Tour. (2023). *2023 season review and tournament statistics*. World Padel Tour:
<https://www.worldpadeltour.com>

World Police and Fire Games. (2023). *Birmingham 2025 overview*. WPF 2025:
<https://www.wpfg2025.com>

Zillow. (2023). *Little Rock home values*. Zillow: <https://www.zillow.com/home-values/little-rock-ar>