

University of British Columbia

Social Ecological Economic Development Studies (SEEDS) Sustainability Program

Student Research Report

AMS Sustainability Lending Library Marketing Plan

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ams
SUSTAINABILITY

AMS SUSTAINABILITY LENDING LIBRARY

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INTRODUCTION

Envision a world where adventure and creativity does not come at the expense of the planet or break the bank. This is the vision behind the Alma Matter Society (AMS) Lending Library (LL), the University of British Columbia's (UBC) first volunteer-led initiative of its kind. In a world where consumerism and waste are rampant, the LL is a beacon of hope, offering a low-cost, low-barrier, and low-waste solution to allow UBC students, faculty, and staff to pursue their passions and experiment with new recreational activities. By providing an eco-friendly and cost-effective alternative to traditional purchasing, the AMS LL is paving the way for a more sustainable and equitable future for the UBC community.

EXECUTIVE SUMMARY

AMS Sustainability is set to launch the LL as part of its student services. This low-cost, low-barrier, and low-waste solution will allow the wider UBC community to pursue passion projects and try out new recreational activities through an equipment borrowing model. The LL is scheduled to launch in September 2023 and is a joint effort between AMS Sustainability and SEEDS under the Sustainable Projects Fund. To effectively compete, the LL must raise awareness of its sustainable impact, convenient services, and affordable prices among the campus community. This report outlines targeted marketing recommendations, based on the LL's differentiators, that will lead to significant growth for service when executed correctly.

This report outlines a one-year marketing plan for the LL that effectively promotes the benefits of purchasing second-hand recreational goods. The plan is actionable, creative, and feasible, incorporating primary and secondary research, market segmentation, S.M.A.R.T. objectives, and various strategies to establish the LL as the go-to shopping destination for consumers seeking sustainable and affordable recreational goods within the Point Grey Peninsula.

The marketing plan begins with a detailed analysis of the LL's current situation and prevailing market factors through secondary research. As the LL operates in the growing recreational rental goods and circular economy industry, leveraging the trend of used-goods purchasing is crucial. The plan takes into account important sociocultural factors such as the increasing consumer concerns around sustainable consumption.

Overall, this marketing plan presents a clear and concise strategy for the LL to achieve its desired growth goals and position itself as a leader in providing sustainable and affordable recreational goods for the greater UBC community.



OVERVIEW

Primary research was gathered by distributing a survey and conducting one-on-one interviews. With 280 valid respondents, an understanding of respondents' familiarity with AMS initiatives, sustainable shopping behaviours, and their willingness to pay for rental goods services was gained. Ten in-person interviews with survey respondents fostered a deeper understanding of their opinions on motivators and barriers to purchasing second-hand items and renting goods. Based on these results, eight user segments were created and three were selected to target based on their alignment with the LL values and business model: "Practical Peter," "Student-in-the-Know," and "Unaware Waste-Reducer."

The S.M.A.R.T. objectives focus on increasing the number of unique and repeat users. The first objective is to attain 400 unique users who borrow at least one item during the first year of operation, as measured through the transaction tracking system. The second objective is to retain 75% of users who will use the service again or multiple times by 12 months post-launch, as measured through the transaction tracking system.

Six strategies and 13 tactics are suggested to achieve these objectives, along with metrics to monitor the progress and effectiveness of the suggested tactics after implementation. Regarding the implementation of this proposal, a marketing budget of approximately \$1,383 is projected. Overall, the purpose of this marketing plan is to increase the number of unique and repeat users of the LL by driving awareness and comprehension of the service



INDUSTRY DEFINITION

The LL operates within multiple industries, making it a unique player in the market. Primarily, it belongs to the consumer goods rental industry that includes recreational goods, such as home improvement and outdoor activity items (United States Department of Labor, 2022). In Canada, this industry generated a revenue of \$3.1B in 2021, with individuals accounting for 70.6% of total sales (Statistics Canada, 2022). However, as Canadian data is limited for these industries, American sources are also relevant. In the United States (US), the consumer goods rental industry is projected to grow at a compound annual growth rate of 10.9% year-over-year (The Business Research Company, 2022). Furthermore, recreational items are expected to account for approximately \$2.5B, or 11.2% of the US consumer goods rental industry revenue for 2022 (Kentley Insights, 2019; Kentley Insights, 2023).

Though the recreational consumer goods rental industry is not an exact match for the LL, the business can be better understood by looking at the circular and sharing economy industries. The circular economy services industry aims to extend product life spans through renting, leasing, reusing, and recycling existing materials and products, while the sharing economy promotes resource sharing between citizens instead of individual ownership (Ghosh, 2020). As KPMG (2022) predicts substantial consumer growth within the circular and sharing economy industry, the LL has the potential to capture recreational rental sales through its model.

MARKET ANALYSIS

AGGREGATE MARKET FACTORS

INDUSTRY SIZE & GROWTH RATE

As stated above, the consumer goods rental industry in Canada generated \$3.1B in revenue, with British Columbia holding the third-largest share at 7.8% (Statistics Canada, 2022). Despite the turbulence faced by other industries due to the COVID-19 pandemic, this sector saw a 4.3% increase in revenue since 2020 (Statistics Canada, 2022; Gupta et al., 2020). The popularity of thrifting and secondhand purchases is likely to contribute to further growth in the consumer goods rental industry. According to NARTS (2022), 62% of Generation Z and Millennial consumers look for secondhand items before purchasing new ones.

The LL aims to reduce waste by lending recreational equipment to the UBC community, encouraging the adoption of a circular economy model. The shift from creating, using, and disposing of products to reusing, repairing, and sharing them is a key aspect of a circular economy, which can eliminate waste (Government of Canada, 2022). According to KPMG (2022), the circular economy has the potential to unlock \$4.5 trillion of economic growth by 2030, and \$25 trillion by 2050.

SEASONALITY

Seasonality can significantly impact the LL's business since the inventory falls under several categories, including kitchen appliances, arts and crafts, outdoor equipment, and academic aids. Demand for these items varies depending on the season. For instance, for camping and outdoor equipment, the highest peak in demand occurs around June and July, with a second peak in December (Pattern Data Science, 2022). On the other hand, usage rates for kitchen appliances increase during the winter months when more people cook indoors due to the colder season (Hauser & Millard, 2021). Academic aids and art supplies have less prominent seasonality changes in demand.

Furthermore, the LL needs to consider the population of students on campus, as it ultimately affects the volume of the target market. Most North American universities have winter sessions that start in the fall and end in the spring, with two breaks in between (The University of British Columbia, 2023). During the summer session, fewer students are enrolled. Therefore, it is safe to assume that the demand for the LL will be higher during the winter sessions (from September to April) when most students are on campus attending classes. Conversely, there will be less demand during the summer months and breaks when many students are away from campus.

DISTRIBUTION CHANNELS

The LL storefront is situated on the basement floor of the Nest building on the UBC Point Grey Campus. They operate as a "retail" channel with a physical location to store rental equipment and facilitate rental exchanges. Four volunteers operate the service, and flexible operating hours are available. Currently, they use the Moneris point-of-sale (POS) system to internally track inventory. The system is utilized across other AMS services, therefore will not accrue additional costs.

ENVIRONMENTAL MARKET FACTORS

SOCIOCULTURAL

In recent years, there has been a notable shift among consumers towards more sustainable lifestyles, with many businesses adapting their business models to align better with the principles of the circular economy (StartUS Insights, 2023). According to Krosnick and MaInnis (2020), 81% of Americans accept that the Earth's temperature is rising, which is the highest percentage since 1996. Moreover, in 2020, millennials made up 40% of all consumers, and 40% of this demographic believe that businesses must contribute to a more sustainable society (Zappulla, 2019).

The goal of sustainability is to keep products in use for as long as possible, which can be achieved through renting goods or buying secondhand. With sociocultural trends moving towards a more sustainable future and economy, more consumers will start gravitating towards businesses that incorporate circular economy principles into their model.

Secondhand shopping, also known as thrifting, has been around for a long time, but it has only recently begun trending, especially among Generation Z, after influencers rebranded it as a new popular aesthetic (Chu, 2020). The rise in the popularity of thrifting has also decreased some of the stigmas

SITUATION ANALYSIS

that were once associated with buying secondhand, such as being unable to afford new clothes or the belief that secondhand items are dirty because they are used (Santos, 2020). This socioeconomic trend of using secondhand items and decreased stigma around thrifting increases the potential for more consumers to engage with initiatives such as the LL.

DEMOGRAPHIC

According to recent research, the demographics of those who use second-hand items have undergone a massive shift (James et al., 2010). While thrifting has traditionally been associated with lower-class shoppers, the trend has shifted towards those of higher socioeconomic status, particularly the middle class. The research reveals a significant increase in middle-class shopping at thrift stores for clothing, equipment, and furniture.

Apart from socioeconomic status, age also plays a significant role in the use of second-hand items. With thrifting becoming more mainstream, many young people have started to visit thrift stores in search of affordable and unique fashion items. As a result, Generation Z and Millennials have emerged as the driving force behind the thrifting movement (Chu, 2020).

ECONOMIC

As 2023 marks the beginning of a mild recession, many have already experienced layoffs or reduced working hours, significantly affecting their income (Danise, 2023). This reduction in disposable income has an impact on the purchasing and usage of secondhand items as well as consumer goods rental companies. According to the World Economic Forum, there is a 91% chance of weak economic growth and a 24% chance of high inflation in the US in 2023 (Markovitz & Feingold, 2023). As the Canadian economy is largely influenced by the US, buying power of consumers in Canada will be affected. This could lead to a surge in usage of the LL as more consumers turn towards "pre-owned" goods (Petrecca, 2008).

COMPANY ANALYSIS

AMS CORPORATE OBJECTIVES

The UBC AMS's overarching corporate objective is to improve the educational, social, and personal lives of UBC students located on the Vancouver campus.

They look to achieve this goal through three priorities:

- 1** Provide a healthy and safe environment for all students.
- 2** Advance an affordable and accessible educational future through community support and systemic action.
- 3** Promote fun and fulfilling social lives for students.

SITUATION ANALYSIS

DIVISIONAL OBJECTIVES

AMS SUSTAINABILITY

The Sustainability division of the AMS was established to promote a green society and a more sustainable campus community. The division aims to achieve this goal by making measurable reductions in the environmental footprint of the UBC student body. The AMS Sustainable Action Plan (ASAP) was developed by the division to achieve this goal (Stancer & Evans, 2019). Its objectives include:

1. Build resilient **facility operations** within AMS facilities.
2. Increase ethical and local sourcing for AMS **business operations** and events.
3. Demonstrate **advocacy and leadership** by supporting the advocacy efforts of student organizations on campus.
4. Evaluate AMS **student services** through a sustainability-focused lens.
5. Establish **campus coordination** between the AMS and other UBC organizations and student groups to promote more sustainable practices.
6. Foster **Indigenous coordination** through working with the AMS Indigenous Committee to pursue social sustainability.

SEEDS

In 2011, AMS Sustainability introduced the Sustainable Projects Fund to support student-led sustainability projects. Students can apply for funding of up to \$15,000 through this initiative. The Social Ecological Economic Development Studies (SEEDS) division is a partner in supporting this fund. SEEDS' primary objective is to facilitate student research and interdisciplinary partnerships between UBC students, faculty, staff, and community members to advance sustainability initiatives on the UBC campus. By providing data, applied research, and knowledge exchange, SEEDS supports AMS Sustainability's objectives in scaling and achieving sustainability commitments at UBC.

AMS LENDING LIBRARY

The LL is a sub-division within the AMS Sustainability division, established in partnership with SEEDS under the Sustainable Projects Fund.

The LL's objective is to allow students to pursue passion projects and try new activities while empowering the community to reduce material waste through sharing.

The LL team consists of three team members from the AMS side – the Sustainability Projects Coordinator, AVP Sustainability, and VP Administration, as well as a member from SEEDS – the Climate Action & Food Systems Applied Research Coordinator.

**Please note that this team only includes paid leadership roles and does not include the LL volunteers.*

SITUATION ANALYSIS

ANALYSIS OF MARKETING MIX

PRODUCT

The AMS is the student union of UBC Vancouver and offers a range of services, including but not limited to Peer Support, Safewalk, Tutoring, Food Bank, Advocacy, and eHub, all of which are designed to enhance the well-being of the UBC community.

The LL is a new service that has been developed to be a low-cost, low-barrier, and low-waste solution that houses a variety of equipment and tools for UBC students, faculty, and locals to the UBC area to borrow. The service's aim is to provide access to items that one may occasionally need or want to try, which reduces the need for new purchases. Furthermore, the service lowers potential barriers to access, by providing the service at a low cost and through a consistent, and trustworthy borrowing process. The items offered were selected by the LL team based on popularity, taking into consideration the data obtained from a primary research survey conducted in the summer of 2022. Considering the objective of the LL as well as the borrowing service model, the items offered are primarily for recreational and short-term use. They can be classified into four categories: Kitchen Appliances, Arts and Crafts, Outdoor Equipment, and Academic Aids. Kitchen Appliances include food processors, air fryers, and toasters. Arts and Crafts inventory includes sewing machines and art supply kits. Outdoor Equipment includes tents, flashlights, backpacks, and gardening supplies. Academic Aids include graphing calculators and molecule kits.

The lending process is designed to be familiar and convenient for students and other users of the service by mimicking the interactions of a library, a process that they are likely familiar with. They can visit the location and check out items with one of the LL volunteers. A borrowing fee will be paid when the item is checked out, and the user's credit card information will be kept on file in case of damages or failure to return the items.

The LL service has been designed to align with the mission and goals of the AMS and its Sustainability division. It is available as a low-cost and convenient tool for the greater UBC community to pursue various hobbies and recreational activities with few barriers to entry. Additionally, it has been designed with sustainability at the forefront, where the community can share resources, save money, and create value through reusability.

Inventory Offered:

Kitchen Appliances • Arts and Crafts • Outdoor Equipment • Academic Aids



SITUATION ANALYSIS

ANALYSIS OF MARKETING MIX

PRICE

The LL service is not driven by profit objectives, rather, it is intended to meet the needs of the UBC community. To account for funding and repair costs, the AMS has determined that a small fee per item is necessary to sustain and expand operations in the future. Furthermore, all borrowing fees will be used to support the operations, increase the breadth and depth of inventory offered, repair older inventory, and promote the service.

Based on primary research conducted on the UBC student body during the summer of 2022, the AMS concluded that the average willingness to spend on the LL items is \$2 per week. Therefore, a \$2 flat rate was chosen as the borrowing fee for all items, allowing students to take items home for up to one week at a time. The AMS has not yet considered pricing promotions, add-ons, or a pay-what-you-can pricing model, as the service has not yet launched. However, they are open to exploring other pricing models.

According to data uncovered through the primary research survey, the main competitors of the LL service are thrift stores and online marketplaces such as Facebook Marketplace and Amazon. Currently, the pricing of the LL service is lower than that of all its direct competitors.

PLACE

The LL will be located in a room on the basement floor of the UBC Nest building, which is currently under construction (Figure 1). This room will also serve as the storage space for all the LL inventory. Its proximity to other sustainability initiatives, such as the AMS Food Bank, AMS Interactive Sustainability Centre, and Sprouts Cafe, will attract desirable customer segments to use the LL service. While current hours of operation have not yet been finalized since operations will be fully led by a group of volunteers, it is expected that the LL will operate on weekdays during school hours.

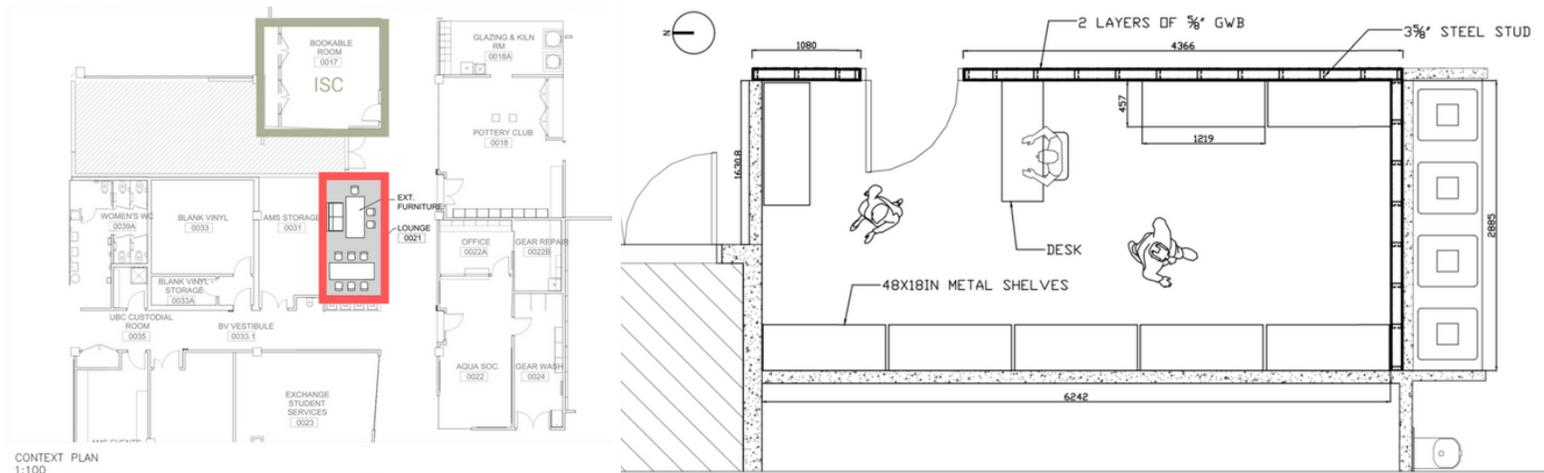


Figure 1

SITUATION ANALYSIS

PROMOTION

The main promotional channels for the LL are expected to include social media, out-of-home promotion, word of mouth, and partnerships with student groups and clubs.

While the AMS Sustainability division and the LL service itself have no social media presence, the wider AMS organization has a large Instagram, Facebook, and TikTok presence. It is expected that the AMS' Instagram, Facebook, and TikTok will be the main social media platforms used to promote the LL service. Specifically, the organization's most prominent social media platform, its Instagram page, has over 10.6K followers and averages one post a day (Figure 2). Despite having a large audience, its engagement rate is relatively low at 0.2%, with an average of 18 likes and 3 comments per post (Phlanx, 2023). The AMS Facebook page boasts an impressive 9.3K followers (Figure 2). Although the organization has previously launched paid Facebook and Instagram advertisements for election events and the AMS Sexual Assault Support Centre, no campaigns have been run for the AMS Sustainability division's products and services. The AMS TikTok platform, which was launched in the summer of 2022, has gained a following of 667, with 13.1K likes (Figure 2). The platform has showcased multiple student-led sustainability projects funded by the AMS Sustainable Projects Fund.

The AMS also uses physical, out-of-home promotion in the form of flyers, on-screens, and experimental marketing throughout the Nest building. Furthermore, AMS team members often set up booths around campus to promote different initiatives and events.

The AMS works closely with partners such as UBC Sustainability, SEEDS, and AMS clubs on campus to promote their products and services. With over 350 clubs on the AMS Network at UBC, the AMS has large email lists that encompass all UBC Vancouver undergraduate students. Furthermore, the AMS has a regular email newsletter that contacts all club executive members monthly. The AMS' partnership with SEEDS provides another platform for promotion, where relevant AMS products and services can be featured on their website and monthly newsletter.

Instagram • Facebook • TikTok

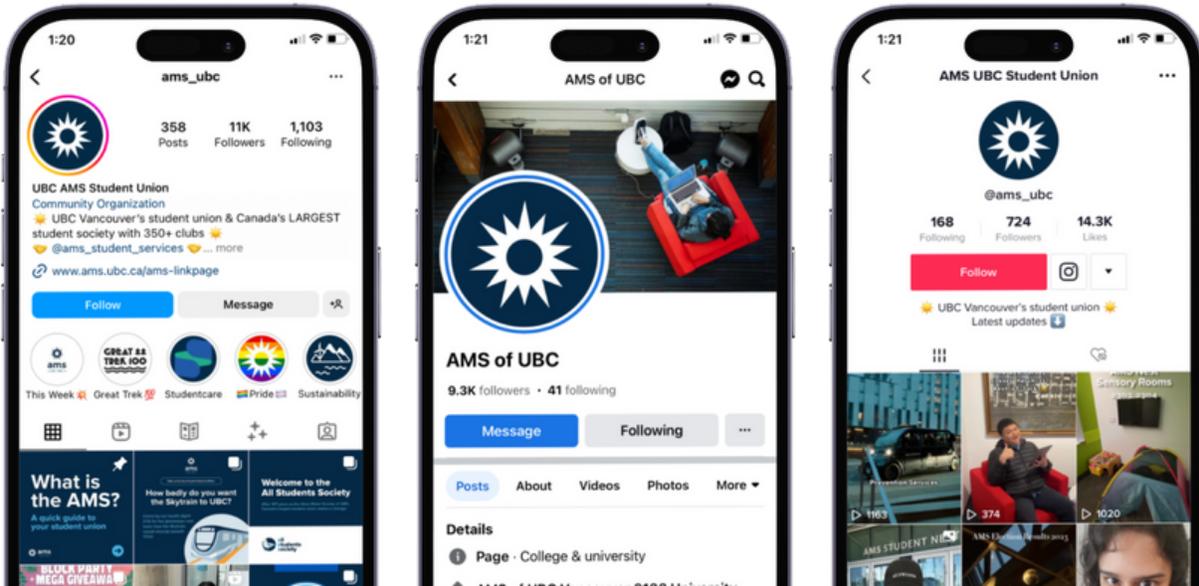


Figure 2

SITUATION ANALYSIS

ANALYSIS VISION/MISSION, CULTURE, FINANCE, HR

AMS Mission: To deliver a memorable and fulfilling university experience for all students.

AMS Sustainability Mission: To create a more sustainable campus community.

SEEDS Mission: To utilize research and partnerships to advance sustainable practices on campus.

AMS Lending Library Mission: To empower students in pursuing passion projects while reducing waste through applying circular economy principles.

CULTURE

The AMS has a generally strong and supportive culture, composed of students from various backgrounds and with different areas of expertise. As a student-led organization, it offers flexibility in work and a community of understanding. The general structure follows a top-down approach, modeled after government and political influences in North America.

HUMAN RESOURCES

The AMS organization is divided into four branches – Academic, External, Finance, and Administrative affairs. The AMS Sustainability division falls under VP Administration and is led by Associate VP Sustainability. Within AMS Sustainability, there are two coordinator roles – Food Systems and Projects Coordinator. The Projects Coordinator manages the operational and marketing components of the LL service, including volunteers.

The AMS uses a three-tier pay structure for employees. Student staff, Tier 1 employees, are paid \$16 hourly. Tier 2 employees earn \$17/hour, while Tier 3 employees earn \$18/hour. The AMS strives to be equitable and accommodating to its student employees, given their course workload and outside commitments. Its convenient location for students makes the AMS an attractive employer for UBC Vancouver students.

FINANCIAL RESOURCES

The AMS generates revenue from student fees, businesses, and investments, with some government subsidies. In Fiscal Year 2021/2022, the organization earned an estimated 26 million, spending just under 4.7 million on operational expenses. The majority of their expenses were allocated to student services and overhead costs. Over 1.2 million was spent on student services, such as Safe Walk, the Sexual Assault Support Centre, and the Food Bank. Additionally, almost 1.7 million was spent on overhead costs, including Human Resources, Administration, and IT services.

As a non-profit organization, the remaining profits were distributed among various AMS student funds, such as the Clubs Benefit and Capital Projects Funds. The AMS also invested 262K in marketing and communications and 93K in research during the last fiscal year (UBC AMS, 2023). While the AMS'

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marketing and communication expenses are relatively high, the marketing budget for the AMS Sustainability Division is currently unknown. According to the client representative, the LL is expected to have a marketing budget of \$500.

KEY SUCCESS FACTORS

AMS

One key success factor of AMS is its brand awareness among its target market. According to the primary research, 92% of participants had heard of at least one AMS service (Appendix G), which can be largely attributed to the organization's long-standing history. The AMS dates back to 1915 and has become the most prominent student organization and resource center on the UBC Vancouver campus.

As a non-profit student union, the AMS has few competitors, especially at its scale. Its unique value proposition lies in being the only official student union on the UBC Vancouver campus, built and led by student leaders. This student-driven philosophy has fostered a culture of motivation among AMS leaders, staff, and volunteers.

Another success factor is the organization's young talent. Younger workers tend to be more flexible, motivated, and open to change, as well as value diversity in the workplace. This talent force allows AMS to innovate quickly and at a lower cost of labour.

AMS SUSTAINABILITY

The AMS Sustainability division is relatively new within the AMS organization and has lower awareness and usage among the target market. However, the AMS brand power and loyalty are key success factors for this sub-brand.

Additionally, AMS Sustainability benefits from a strong relationship and connection with UBC, which provides access to research and other resources. This support includes monetary sponsorships and partnerships with UBC Sustainability and SEEDs.

Another success factor is the like-minded team and community centered around sustainability. The AMS Sustainability team and target market share the common goal of improving and scaling sustainable practices across campus. This shared mindset and vision have allowed the organization to succeed due to their strong strategic focus.

LENDING LIBRARY

The LL's key strengths are significantly lower product costs than competitors and a strong vision of sustainability. The lending service offers a price point that for-profit competitors cannot match. Additionally, the not-for-profit, community-focused element of the service allows for a product that prioritizes value over revenue. The LL team is expected to consist mainly of volunteers, further emphasizing their commitment to community and value-driven operations.

CUSTOMER ANALYSIS

PRIMARY RESEARCH

The research aimed to categorize the LL’s market into customer segments based on respondents’ purchase decision criteria, behaviour, and attitudes. From there, the most attractive target segments were identified. Attractiveness was determined based on the segment’s potential in allowing the LL to reach its goal of increasing the number of unique users and repeat usage rates were selected. Clearly defined target segments will allow the LL to effectively capture those individuals using strategies and tactics tailored to their preferences. Primary research was also used to evaluate how customers interact with the LL’s competitors and their preferred communication channels.

The methodology for research included distributing surveys both online and in-person, as well as conducting in-person interviews on the UBC campus. The survey (Appendix A) was created on Qualtrics and was distributed through multiple communication channels such as UBC-related newsletters, UBC-related social media accounts, and in-person outreach throughout the campus. It yielded 280 valid respondents. Criteria for validity was set in place to eliminate respondents who do not frequent the UBC Point Grey campus and can not easily access the LL services. Ten in-person interviews (Appendix B) were conducted with current UBC students who had already completed the survey. These respondents were chosen based on simple random sampling and provided further insights into their attitudes towards the LL.

Limitations of the research include that in-depth interviews were limited to students, and the overall response rate from UBC faculty, staff, and neighbouring community members was lower. Also, incentives were used to encourage responses, which may have led to more respondents rushing to complete the survey.

CUSTOMER DESCRIPTION AND BEHAVIOUR

In the survey, respondents shared what factor would influence them the most to try the LL. Their responses were classified into three categories with the result in percentages Influenced by friends (69%), influenced by being in proximity on campus (Physical location) (19%), and influenced through social media (12%). The majority of respondents selected the 'Influenced by friends' category (69%), which includes receiving recommendations from friends in person and when they are brought to the LL location by friends (Figure 3).

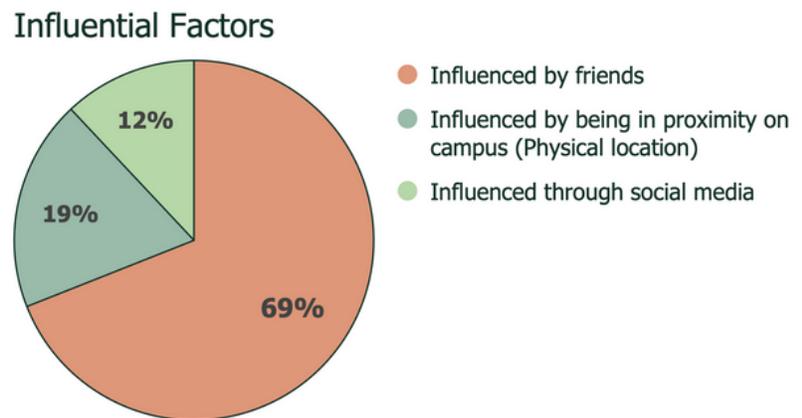


Figure 3

SITUATION ANALYSIS

To further understand what would influence their decision-making process to use the LL, respondents were asked to rank the importance attributes. The percentages reflect those who selected the attribute as 'Most important' (Figure 4). Results show respondents strongly value low fees (32%), the variety of items offered (21%), and a simple borrowing process (16%).

'Most' Important Attribute

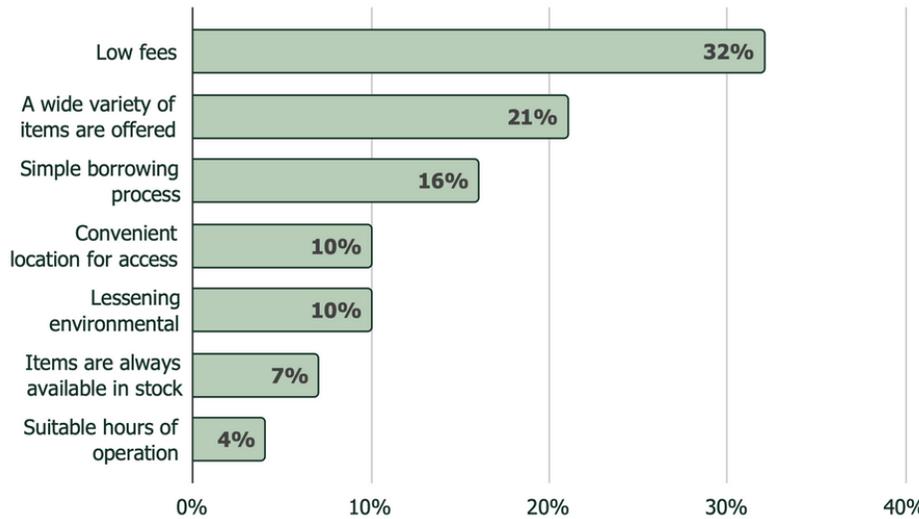


Figure 4

To measure the dollar amount respondents considered as 'low' for fees, respondents were asked for their willingness to pay to borrow an item for a week. Results showed 22.5% of respondents are willing to pay at most \$2 or less, which is the current cost of borrowing.

However, 54% of respondents mentioned they are willing to pay between a maximum of \$3-\$8 a week. In evaluating how respondents feel about the current variety of items and the borrowing process, it was found that 58% of respondents 'Somewhat agree' or 'Strongly agree' with being satisfied with the item selection, and 75% were satisfied with the borrowing process.

COMPETITION AND SHOPPING HABITS

As AMS is home to over 350 student-led associations that borrow equipment for club activities, these clubs represent a valuable channel to reach new potential users. Survey results show 43% of respondents have AMS club affiliations currently or in the past. The main competition in providing club equipment is the Club Resource Center. However, only 20% of club-affiliated respondents have used the service, and of those who have not, 40% were unaware of the service.

In this survey, it was investigated how respondents currently engage with second-hand items. The following statements were presented to gain insights into which platforms respondents currently use and understand their shopping habits regarding purchasing second-hand items. The percentages reflect those who selected the 'Strongly agree' and 'Somewhat agree' (Figure 5).

Second-hand Shopping Habit

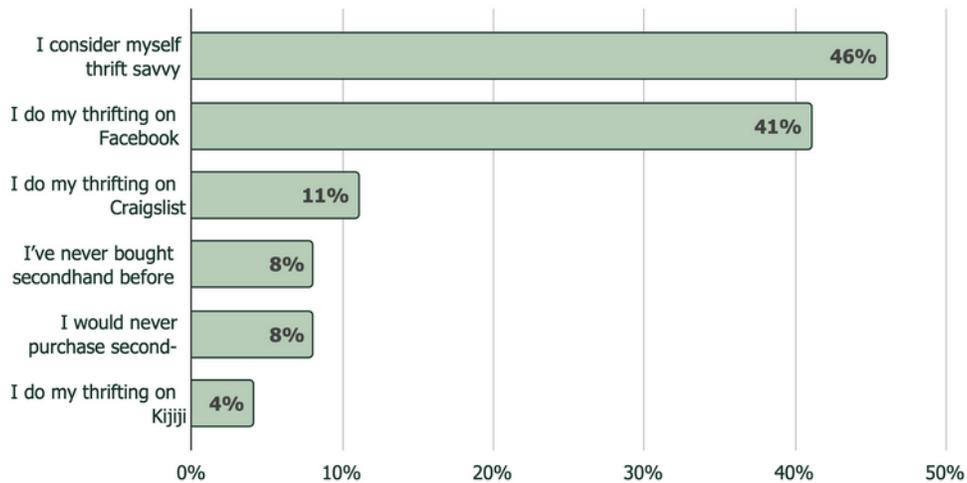


Figure 5

The result shows 41% of respondents purchased second-hand items through Facebook Marketplace. To explore further, interviewees were asked what factors they would consider when choosing between the LL versus one of its competitors and why they would prefer a particular service. Interviewees who lived near the UBC campus viewed the LL as more convenient and accessible than its competitors. Overall, there is a consensus that borrowing would be cheaper than purchasing second-hand items, especially for special occasion items. Interviewees noted that the LL would be more reliable and secure since it is a campus program, compared to the risks they face buying second-hand items on other platforms. However, they raised concerns about the availability, maintenance, and cleanliness of the shared equipment, as well as the transportation of larger items.

In response to prompts inquiring as to what influenced respondents to use second-hand items versus purchasing new ones, 61% of respondents 'Strongly agree' or 'Somewhat agree' they would use second-hand items to reduce waste, and 43% of respondents agree that they would pay a premium for products/services that are less harmful to the planet. Interview participants also noted borrowing second-hand items is more suitable when they need them for a brief period or on special occasions, avoiding items taking up unnecessary space during idle time (Appendix C). As well as enabling them to try out equipment without the financial commitment, which is especially attractive for big-ticket items.

In the survey, respondents shared what communication channels they would utilize the most to interact with AMS/UBC-related content. The following are the significant results with percentages that reflect those who have selected 'Very likely' or 'Somewhat Likely': Instagram (UBC-related accounts) (78%), TikTok (UBC-related accounts) (27%), Facebook (UBC-related accounts) (16%).

The insights collected from primary research provide an in-depth understanding of the various consumers in the market which will support the customer segmentation process and provide the foundation for building the strategies and tactics tailored to the users of the LL.

CUSTOMER SEGMENTATION

SEGMENTATION METHOD

After filtering out those who did not pass the attention check questions or were under 18 years old, the segments consisted of 280 valid respondents. The segments (Appendix D) were developed from 3 main criteria identified from the primary research and survey data collected.

First, respondents were segmented based on their familiarity with the various UBC AMS/campus initiatives. They were divided into two initial segments: (1) those who had tried an initiative at least once and were interested in trying it again and (2) those who were unaware of the initiatives, who had never tried it, or had tried it at least once but were not interested in trying it again. Since the LL is an AMS initiative, it is important to understand respondents' current level of awareness and willingness to utilize the initiatives offered by the AMS.

After learning about the respondents' familiarity and interest in AMS initiatives, they were further segmented using behavioural criteria to understand the level of environmental consciousness and action taken by the LL's market, and the subsequent product-market fit. Respondents were separated based on whether they answered "Strongly disagree [or] Somewhat disagree", "Somewhat agree [or] Strongly agree", or "neither disagree nor agree" with the statement "I purchase or use second-hand items to reduce waste".

Upon understanding the degree the respondents integrate environmental sustainability in their purchase decisions, the groups were segmented via the criteria of "how likely" they were to "use the LL in the next 6 months". The six segments were separated into "Very likely & somewhat likely" or "Very unlikely & somewhat unlikely & neither unlikely nor likely". Overall, the total market has been separated into twelve segments.

Since there was overlap between these twelve segments, where particular segments shared similar preferences for the product, price, promotion, and place of the LL, the twelve segments were clustered into eight distinct segments (Figure 6).

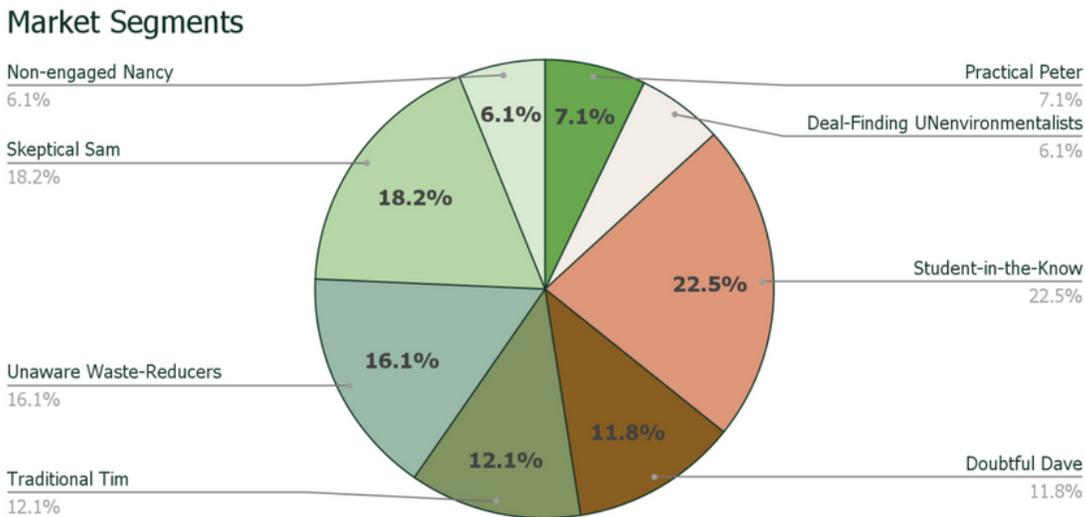


Figure 6

SITUATION ANALYSIS

MARKET SEGMENTATION

The primary research results revealed a total of 8 segments based on 3 criteria. Displayed below are the questions and segmentation criteria used.

SEGMENT 1: "PRACTICAL PETER" (7.1%)

Combined response 1. Tried once/Multiple times/Will try again, Somewhat disagree & Strongly disagree, Very likely & somewhat likely 2. Tried once but uninterested/Never heard of it/Heard of it never tried, Somewhat disagree & Strongly disagree, Very likely & somewhat likely

When it comes to shopping, Practical Peter evaluates his options to find items that best fit his personal needs. Even though he is not purchasing second-hand items to reduce waste or protect the planet, he will seek them out if they are the most convenient, affordable, or reliable option. Peter is not particularly interested in the environmental impact, but he finds the LL very practical because 75% of the segment lives close to campus in the City of Vancouver, making it convenient to borrow items and bring them home. Similarly, Peter's awareness of AMS initiatives will mainly depend on whether the services could solve a problem for him. So, he does not need to be their number one fan, but he will utilize the services when he needs them.

When it comes to the LL, Peter values the simple borrowing process (25%) above all else, with convenience (20%), low fees (20%), and a wide variety of items (20%) also factoring into his decision to use the service. He wants to make sure he can borrow the item he needs when he needs them, no fuss. Peter trusts his friends when it comes to trying out a new service, as 61% of the segment is strongly influenced by recommendations from friends. He stays informed about new initiatives by being active on Instagram (85%) and keeping his eye out for campus events (80%), as well as AMS newsletters (80%). As Peter would say, "A \$200 tent for \$2 a week? All the fun and none of the commitment, let's go camping!"

SEGMENT 2 : "DEAL-FINDING UNENVIRONMENTALISTS" (6.1%)

Combined response 1. Tried once/Multiple times/Will try again, Somewhat disagree & Strongly disagree, Very unlikely & somewhat unlikely & neither unlikely or likely 2. Tried once/Multiple times/Will try again, Neither agree or disagree, Very unlikely & somewhat unlikely & neither unlikely or likely

When it comes to AMS initiatives, the Deal-Finding Unenvironmentalist knows what is available to them, and when they hear about initiatives on Facebook or on-campus events, they make sure to try them out. The Deal-Finding Unenvironmentalists think climate change is a hoax, they do not understand why they have to pay for plastic bags. So, you won't find Deal-Finding Unenvironmentalists protesting on campus for climate change awareness, but you will find them using services that offer them a lower price. While only 23.5% of the Deal-Finding Unenvironmentalists segment are averse to second-hand shopping, 52% are attracted to the LL for its low prices. However, despite Deal-Finding Unenvironmentalists' love of low prices, you likely won't find them trying out the LL any time soon as they do not like to shop from places with an environmental focus.

SEGMENT 3: "STUDENT-IN-THE-KNOW" (22.5%)

Combined response 1. Tried once/Multiple times/Will try again, Somewhat agree & Strongly agree, Very likely & somewhat likely 2. Neutral - Neither agree or disagree, Very likely & somewhat likely

Student-in-the-Know is always aware of the latest buzz around campus. They hear about new initiatives from friends and try them at least once to stay in the loop on all things AMS related. They like what they hear about the LL, especially the low fees (30.2%). The Student-in-the-Know takes the time to research and understand the impact of their purchases. They value staying informed, with 85.7% taking into account the environmental impact in their decision-making when shopping. When trying a new activity, the segment prioritizes finding second-hand equipment options over buying new items to minimize waste. The remaining 14.3% of this segment does not have a strong preference for purchasing second-hand items to reduce waste. Not that they intentionally want to harm the environment or avoid second-hand items altogether; in fact, none of them would outright refuse to purchase second-hand items. These Student-in-the-Know prioritize having a wide range of choices when it comes to shopping. These students (44% of indifferent students; 14.2% of segment) value the wide variety of items the LL offers over its eco-friendliness. Overall, Student-in-the-Know is eager to find second-hand items for all the fun activities they want to try this semester and will likely use the LL in the next 6 months.

SEGMENT 4: " DOUBTFUL DAVE" (11.8%)

Tried once/Multiple times/Will try again, Somewhat agree & Strongly agree, Very unlikely & somewhat unlikely & neither unlikely or likely

Dave supports current AMS initiatives and is mindful of his environmental impact when choosing between new and second-hand purchases. However, he doubts the usefulness of the LL due to its limited selection of items. Only 58% of the segment are satisfied with the current offerings, and 64% express discomfort with keeping their credit card information on file for liability purposes. While many in the segment consider themselves thrift-savvy, they may prefer other platforms that offer a wider variety of second-hand items. Dave does consider the environmental impact of his purchases, but he is not intensely passionate about saving the planet, as only 36% of the segment is willing to pay a premium for environmentally conscious products. He prioritizes getting good value for his money, which is why he currently has little motivation to use the LL in the next 6 months.



SITUATION ANALYSIS

SEGMENT 5: " TRADITIONAL TIM" (12.1%)

Tried once but uninterested/Never heard of it/Heard of it never tried, Somewhat disagree & Strongly disagree, Very unlikely & somewhat unlikely & neither unlikely or likely

Tim is a traditional shopper who always purchases brand-new items and does not give much thought to the amount of waste generated by their shopping habits. Less than 1% of the segment identifies as being thrift-savvy, and 76% of them only ever purchase new items. The Traditional segment has the highest percentage of individuals who view second-hand items as unsanitary and therefore do not consider using them. Additionally, 79% of Traditional Tim believe that recycling is sufficient in reducing waste and being considerate of the environment. As Tim would say, "Why would I borrow if I can have my own?"

SEGMENT 6: "UNAWARE WASTE-REDUCERS " (16.1%)

Combined response 1. Tried once but uninterested/Never heard of it/Heard of it never tried, Somewhat agree & Strongly agree, Very likely & somewhat likely 2. Neutral - Neither agree or disagree, Very likely & somewhat likely

Many Unaware Waste-Reducers have never heard of AMS initiatives, but when a friend tells them about an initiative, they can be easily persuaded to try it out (60%). However, even when they try an AMS initiative, they are not sold on the service. Despite this, they love to purchase items second-hand. When they are trying a new activity, they will check if the equipment is available at the thrift store or a second-hand source before buying the equipment new as they care about their environmental footprint. Thus, upon a friend sharing about the new hot spot for environmentally conscious shopping, Unaware Waste-Reducers will go check the LL out, hoping to recycle goods while paying a low price. While Unaware Waste-Reducers do not always know or care about what the AMS offers them, they seek out ways to align their care for the environment with their lifestyle and are likely to try out the LL upon hearing about it to do so. The next time an wants to try sewing, Unaware Waste-Reducers, upon learning about the service, will check the LL's inventory rather than buying a whole new machine they may not use again and would contribute to waste.

SEGMENT 7: "SKEPTICAL SAM " (18.2%)

Tried once but uninterested/Never heard of it/Heard of it never tried, Somewhat agree & Strongly agree, Very unlikely & somewhat unlikely & neither unlikely or likely

Sam is not well-versed in the current AMS initiatives, which makes him hesitant to use the LL services. Although he does take environmental impact into account when shopping, he does not see himself borrowing any of the items available at the LL. Only 45% of the segment is satisfied with the current selection of items, and 75% of them are uncomfortable with keeping their credit card information on file for liability reasons. Sam may have better luck finding second-hand items through sources that he is more familiar with, and that cater better to his needs. As Sam would put it, "The Nest has a basement? When did that happen?"

SITUATION ANALYSIS

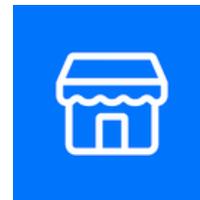
SEGMENT 8: "NON-ENGAGED NANCY" (6.1%)

Tried once but uninterested/Never heard of it/Heard of it never tried, Neither agree or disagree, Very unlikely & somewhat unlikely & neither unlikely or likely

If you want to convince Non-engaged Nancy to try out an AMS initiative, you just need their friends to talk to them about it, as 76% of this segment is influenced by their friends talking about a service. However, even if Nancy's friend drags them to try out the initiative, they are rarely convinced that it is worth using. When Nancy wants to try out a new hobby, they do not think about the environment, they just want to find the items they need easily (35%). Nancy does not like the sound of the LL, it is too complicated, and they'd rather just buy the items new as second-hand items seem too unsanitary.

COMPETITIVE ANALYSIS

The LL's close competitors are Amazon, Staples, and Facebook Marketplace. Weaker competitors include Clubs Resource Centre, UBC Libraries and UBC Bookstore. Even though they are not fully considered to be a consumer goods rental industry, these organizations compete against the LL because they provide services to either lend the same items or to provide items at a low, affordable price to which consumers may consider purchasing instead of borrowing.



COMPETITIVE OVERVIEW

CLOSE COMPETITORS

Amazon

Amazon offers a wide variety of products and services, with low prices and convenient services. The relevant products that compete with the LL are electronics, office, sports and outdoor equipment, home, and garden equipment. Buyers can pick up items purchased from Amazon at Canada Post pick-up points or wait 3-6 shipping days for orders (Amazon, 2023). Amazon uses a variety of print and digital advertising. Affiliate websites also link users to Amazon products and if users purchase an item within 24 hours, the affiliate website gets part of that money (CoSchedule, 2023). Amazon has a range of prices, depending on the product, generally, at a price slightly lower than other retailers. According to Amazon's 2021 Annual Report (2022), the company "invested and will continue to invest aggressively to expand and leverage its customer base, brand, and infrastructure" (p. 8).

Staples

Staples sells products that meet small business and education needs, such as office supplies, computers, electronics and accessories (Staples, 2023). The company has a location at UBC Vancouver and has a sophisticated online shopping platform. It runs advertisements digitally and physically, as well as through social media and its website. Prices for items are slightly above Amazon.

Facebook Marketplace

Facebook Marketplace is an online platform where people can discover, buy and sell items (Meta, 2023). People can browse listings, search for items in their local community or find products that are available for shipping. Since the items on this platform heavily come from individual Facebook users, prices vary on different items. Items for an affordable price are abundant and are usually second-hand.

WEAKER COMPETITORS

Clubs Resource Centre

The Clubs Resource Centre is a part of the AMS and provides meeting rooms, event space, discounted merch, event support, and most competitively, free equipment rentals (UBC AMS, 2023). They have a full range of audio and video gear. It takes at least 3 weeks for a request for equipment to be approved. These items include cords, cables, microphones, speakers, stands and accessories.

The Clubs Resource Centre offers mainly A/V gear. They are located in AMS Nest. They reach their audience through physical products such as posters and banners, and internal communications such as newsletters to AMS Affiliated clubs. The organization also has access to AMS social media channels. Clubs looking for more information on this service can refer to their website. This provides no financial barriers as everything is free for borrowing.

UBC Libraries

There are 9 libraries across the UBC Vancouver campus. These libraries are a vital support network for research, learning and teaching excellence at UBC. Additionally, the Library provides technology for faculty staff and students to borrow including, laptops, chargers, technology relating to audio, film and media, projectors, display adaptors, headphones, microphones and recording equipment (The University of British Columbia, 2023).

These Libraries mainly lend out technology equipment. With 9 locations across UBC Vancouver, they can easily distribute items directly to students, free of charge. Their main sources of promotion include their Instagram account, website and digital signage across UBC Vancouver. They also have access to UBC newsletters.



SITUATION ANALYSIS

UBC Bookstore

The UBC Bookstore supports students, faculty, staff, alumni and the university community by providing a wide range of products like books, supplies, apparel, technology, and items for lifestyle and graduation (The University of British Columbia, 2023). It distributes products through an online store and an in-person store in the heart of the Vancouver campus. Its promotional channels include social media and its website. Prices of items vary but are slightly above Amazon.

COMPETITOR MATRIX

Based on the survey results, we've determined that low prices, a simple borrowing process, and a variety of items are the most important factors to someone using a service. Figure 7 also included a convenient location and environmental footprint. Appendix E indicates how each factor is ranked in terms of low, medium, and high.

Organization	Low Price	Convenient Location	Simple Transaction Process	Variability of Items	Lessening Environmental Footprint
AMS Lending Library	Medium	Medium	High	Medium	High
Amazon	High	High	High	High	High
Staples	High	High	High	High	Low
Facebook Marketplace	High	Low	Medium	High	High
UBC Bookstore	High	Medium	High	Medium	High
Clubs Resource Centre	Low	Medium	Medium	Medium	High
UBC Libraries	Low	Medium	High	Medium	High

Figure 7

Low Price: According to HBR, consumption is sometimes driven not so much by the actual cost of a paid-for product, but by its perceived price (Gourville & Soman, 2002). This information is useful for determining how much the LL should price itself, based on public perception of the value the LL can provide.

SITUATION ANALYSIS

Convenient Location: A location that is near a business' target segment is important to the business' success because prospects are more inclined to purchase items from the business because of convenience and increased confidence that the product will be delivered (Charalambous, 2019).

Simple Transaction Process: Preventing a customer from buying a product is a barrier to purchase (Starlight, 2022). To improve sales or usage of a service, businesses need to decrease the barriers to encourage more purchasing or usage (Starlight, 2022). A complicated transaction process might cause a customer to lose interest in clicking the buy button.

Variability of Items: The effect of purchasing decisions on product variation variables has a significant effect (Ma'ruf, 2017). This means that any additional product variations made by the company will increase consumer purchasing decisions.

Lessening Environmental footprint: People think it is important for businesses to demonstrate social responsibility and take stances on current social movements. Three-fourths of people (75%) are likely to start shopping at a company that supports an issue they agree with (Cox, 2019).

BENCHMARKING BASED ON COMPETITOR MATRIX

Lessening Environmental Footprint: Unlike Amazon and Staples, the LL does not require far-away shipping from warehouses. Thus, the negative environmental impact from the LL is relatively low. This is a key aspect the LL can focus on as it is a core value of the target segments. Facebook marketplace is the only competitor that utilizes reusability through the circular economy approach, providing an even more sustainable model as maximizing reusability is embedded in the lending process.

Convenient Location: The LL has a moderate ranking for a convenient location. While it is on campus and is accessible to UBC students, it does not offer online shipping like Staples, Amazon or the UBC Bookstore. However, because this location is where the LL's target market is, convenience is a key component the LL should capitalize on.

Low Price: The LL lending service provides an unmatched price point relative to for-profit firms and its three close competitors. The very low price is possible as the service's overarching goal is to provide the highest utility to the community, rather than prioritizing revenue. Thus, price-sensitive consumers will more likely be attracted to the LL.

Simple Transaction Process: A simple transaction process contributes to the overall convenience of the LL's experience. Facebook Marketplace has a complicated transaction process because customers would have to contact sellers to coordinate a time, location and price to obtain an item. Furthermore, sellers may impose limitations on the methods of payment, which brings additional restrictions. The LL's transaction process is more simple because users will only need to pay and provide their credit card information to borrow an item.

PLANNING ASSUMPTIONS

This marketing report is based on several assumptions that are supported by the situation analysis:

- 1** The trend towards adopting lifestyles that support environmental sustainability is expected to continue growing over the next few years, including the popularity of second-hand shopping or thrifting.
- 2** Financial constraints on students are likely to persist, with a mild recession at the start of 2023 resulting in reduced income for many. It is therefore unlikely that there will be a drastic increase in purchasing power.
- 3** With nearly 100% of the UBC population vaccinated against COVID-19, the decision to use the LL is not expected to be influenced by the pandemic. Additionally, UBC has gradually reduced COVID-19 safety regulations on campus, indicating increasing comfort levels among students.
- 4** Our definition of convenience includes factors such as a convenient location and a simple transaction process, however, it is understood that a convenient location alone does not fully represent the concept of convenience.
- 5** Worth noting that the AMS of UBC already has a Hootsuite account that the LL can utilize.



SWOT ANALYSIS

STRENGTHS

The LL offers a wide range of borrowing items at incredibly low prices, a key strength that appeals to respondents who value affordability. The \$2 fee per item for a one-week borrowing period ensures that anyone near UBC, not just students, can access tools and resources they may not be able to afford new.

The LL's physical location on the UBC Point Grey campus and its AMS affiliation provides convenient and secure access to users, who do not have to worry about meeting strangers in unfamiliar areas for transactions. The LL's model of rental goods promotes sustainability and aligns with the sociocultural trend toward sustainability among consumers. Its target market of Generation Z and Millennial students, who are more likely to engage in initiatives promoting sustainability, further strengthens its appeal.

The AMS of UBC's large network, social media following, and campus partnerships provide a strong foundation for the LL's brand awareness and success as an AMS initiative. With over 350 clubs on the AMS Network at UBC, executive teams are contacted monthly through an email newsletter. The longstanding history of the AMS, dating back to 1915, has contributed to its strong brand awareness across its student target market. As the LL is an AMS initiative, it grants access to a wide audience from the get-go to help establish and strengthen the brand.

WEAKNESSES

As a not-for-profit initiative, all proceeds from LL's rental transactions go towards covering operational, materials, and other expenses. However, the suggested rental fee of \$2 per item raises concerns about whether it is sufficient to cover all costs. If not, funding from the AMS may be necessary, which is not sustainable in the long run.

The LL's limited selection and quantity of products available for rent pose another weakness. It may become challenging to keep up with demand if multiple users want to borrow the same item during the same week. This could affect the rate of returning users and push them towards competitors like Facebook Marketplace, where there is a variety of items to choose from at a fair price.

Additionally, the LL relies on volunteer availability to operate the store, which could lead to inconsistent operating hours. Inconsistent hours may make it hard for users to recall store hours, and they may opt for other services, prohibiting user retention.

SITUATION ANALYSIS

OPPORTUNITIES

Through the survey results, it is evident that the current price of \$2 per item for each borrowing is quite low. All three of the target segments (Practical Peter, Student-in-the-Know, and the Unaware Waste-Reducer) have shown a willingness to pay more than \$2 per item. The ideal range would be between \$3-\$5 per item for each borrowing. With the increased price point, borrowing is still deemed very affordable for most individuals, and it would help earn more proceeds that can be put back into its operations—making it more sustainable in the long run.

The trend towards using secondhand items and decreased stigma around thrifting increase the potential for more consumers to engage with initiatives such as the LL. The consumer goods rental industry will likely see a greater rise as thrifting and using secondhand items have started becoming trendy since 2021. This is especially true among students, who are the LL's target markets. More initiatives like the LL are sparking interest and gaining attention as the public gravitates towards more sustainable options when consuming goods.

As previously mentioned, the LL currently has a limited inventory in both variety and quantity. Therefore, expanding the LL's inventory to meet the needs of a broader range of UBC community members can increase its success. When users need an item, seeing that the item is available when they visit will likely cause them to check out the item. If the item is seen to be unavailable every time they visit, they are likely to not return for any future borrowings. Thus, increasing the inventory of the LL may increase the usage of the service from return users.

THREATS

The LL faces stiff competition from a variety of businesses with larger-scale operations that are more established such as Amazon, Facebook Marketplace, and the UBC Libraries. From the survey results, all three target segments highly value having a wide variety of items that are always in stock. This may be difficult for the LL because compared to its competitors, the LL operates on a much smaller scale, and may not always be able to provide users with the exact items they are looking for. This is a threat for the LL as consumers find it easier to find the items they are looking for from the competitors, which may cause difficulty for the LL in retaining users.

The UBC Clubs Resource Center is a part of the AMS and provides meeting rooms, event space, discounted merch, event support, and most notably, free audio and visual equipment rentals. As the Clubs Resource Center is already well established and has access to AMS social media channels and the newsletter, it will be harder for the LL to retain users that are renting for club events and purposes. Most UBC club executives are familiar with the Clubs Resource Center already and know how the process of renting equipment works, therefore they may be hesitant in trying the newly established LL. Ultimately, this is a big threat for the LL because it may be a large customer segment that is hard to attract, especially if they decide to expand their product offering to include more recreational goods.

SITUATION ANALYSIS

Lastly, a possible threat to the LL is the limited adoption of sustainability practices by the UBC community which can limit the initiative's success. Much of the LL's business model is based on the concept of a circular economy. Though it is amazing for sustainability efforts, many people still have stigmas toward using secondhand items or using rental goods. Ultimately, how much the UBC community adopts and cares for sustainability practices will affect the success of the LL.

Refer to Appendix F for a summary of the SWOT analysis.

RECOMMENDED TARGET SEGEMENTS

"PRACTICAL PETER" SEGMENT (7.1%)

Although a smaller segment of the target audience, "Practical Peter" is attracted to LL due to its affordability and convenience. They prioritize a straightforward borrowing process and a selection of products that meet their individual needs rather than messaging focused on sustainability and waste reduction. By targeting this group, LL can expand its user base to include those with diverse motivations for using the service, leading to potential repeat usage and valuable feedback for future item selection.



However, retaining user loyalty in this segment is a significant challenge. As they prioritize convenience and affordability, they may easily switch to other sources of obtaining second-hand items they perceive as better. The concept of sharing items to reduce waste may not register during their decision-making process, leading to less differentiation between LL and other platforms that sell second-hand items. Nevertheless, if LL continues to provide items at an extremely low cost, competitors would find it hard to compete.

"STUDENT-IN-THE-KNOW" SEGMENT (22.5%)

The marketing report will target the "Student-in-the-Know" segment, whose values align with the LL's mission of minimizing environmental impact. This segment is also more likely to make repeat purchases, with 64% having used AMS services multiple times and finding them to be excellent initiatives. Additionally, 100% of this segment is likely to use the LL within the next six months.



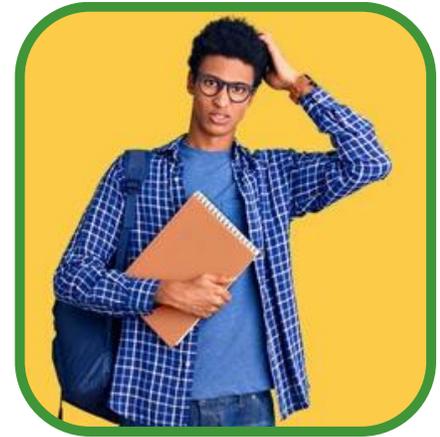
TARGET SEGMENTS & BRAND POSITION

However, one challenge the LL may face in targeting this segment is that some prioritize variety over environmentally sustainable options. The LL's unique selling proposition is its greater levels of item circularity, but its limited variety may make capturing repeat purchases from this segment challenging. To overcome this, the LL should continue offering second-hand items and update its product selection to capture this segment over its competitors.

“UNAWARE WASTE-REDUCER” SEGMENT (16.1%)

The "Unaware Waste-Reducers" segment will be targeted in this marketing report. When they want to try sewing in the future, instead of buying a new machine that they may only use once and contribute to waste, they will check the LL's inventory upon learning about the service. By targeting this segment, the LL can attract and establish a loyal user base who highly value using second-hand items, leading to a high repeat usage rate and a reliable user base.

However, the LL may face a challenge in securing the loyalty of Unaware Waste-Reducers as they are not inclined to use AMS services. Unlike the "Student-in-the-Know" segment, they may not be attracted to or trusting of the LL due to its affiliation with the AMS. Therefore, the LL needs to market its sustainable model and emphasize the circular nature of its service to secure this segment's loyalty.



RECOMMENDED POSITIONING

POSITIONING STATEMENT

For *Practical Peter*, *Student-in-the-Know*, and the *Unaware Waste-Reducer*, the *AMS Lending Library* is a *circular economy service* that provides the *most sustainable* and *convenient* place to borrow items at an *extremely low price point*, unlike Facebook Marketplace which provides *the most broad variety of items through an expansive online network*.

KEY POINTS OF DIFFERENCE

Unlike other competitors in the circular economy industry, the LL stands out as the organization with the most sustainable model. The LL emphasizes the reusability aspect, where each item is expected to be borrowed by new users every week. Compared to Facebook Marketplace, each item will be used more regularly, extending the longevity of item cycles.

The LL is the only UBC campus-based and student-led service offering a variety of recreational-use items. With this, users are able to access inventory at a consistent and central location, mitigating the potential risks of danger and unfamiliarity. Supported financially and operationally by UBC, a reputable and trusted brand, the service is safe and risk-free of counterfeit goods and potential fraud that may be present in second-hand marketplace alternatives. Providing trust and consistency allows the service to be the most convenient circular economy service for the student-related target segments., a reputable and trusted brand, the service is safe and risk-free of counterfeit goods and potential fraud that may be present in second-hand marketplace alternatives. Providing trust and consistency allows the service to be the most convenient circular economy service for the student-related target segments.

Furthermore, as a non-profit solution, the service's main goal is to encourage student well-being and sustainable practices on campus. This intention differs from competitors, which are for-profit and have the goal of maximizing financial returns. This allows the LL service to be offered at a much lower-than-market price point than its competitors. This at-cost model allows the service to be the most affordable option available to the market.

GOALS AND OBJECTIVES

The LL is a service designed to support AMS Sustainability's mission to "run and advocate for a greener campus community." **The primary goal of this marketing plan is to increase the number of unique and repeat users of the AMS Sustainability Lending Library by driving awareness and comprehension of the service.** This goal will be accomplished through these two S.M.A.R.T. objectives:

S.M.A.R.T. Objective #1: Attain 400 unique users who borrow at least one item by 12 months post-launch, as measured through the transaction tracking system.

S.M.A.R.T. Objective #2: Retain 75% of users who will use the service again or multiple times by 12 months post-launch, as measured through its transaction tracking system.

MARKETING STRATEGIES & SUPPORTING TACTICS

OBJECTIVE 1

Attain 400 unique users who borrow at least one item by 12 months post-launch, as measured through the transaction tracking system.

STRATEGY 1.1 - DEMONSTRATE VALUE OF THE PRODUCTS BY PROVIDING ADDITIONAL SERVICES AND COMMUNICATING THROUGH BRANDING

Being a new service, the LL must establish consistent branding to increase brand awareness and salience. The primary data collection found that while 92% of participants have heard of an AMS service, only 12% have tried the service (Appendix G). The respondents from the 1-on-1 interviews indicated that many AMS services were not top-of-mind and could not be recalled during their internal information search process.

With this said, the LL must establish differentiated branding, revolving around its positioning as a sustainable and convenient brand. Knowing that the target segments value service convenience (Practical Peter) and sustainable practices (Student-in-the-Know and Unaware Waste-Reducer), it is important that LL’s core product branding conveys these components. Furthermore, it is recommended that the LL adapts and creates its own unique brand identity. This is because the AMS organization is quite large and encapsulates dozens of different services. The LL can use its points of difference to attract existing AMS users and new users to the service, using this strategy.

The following two tactics will increase a sustainability-focused brand character and heighten convenience within the rental process, to demonstrate the value of the service and increase brand recall when users are looking to rent items.

TACTIC 1.1A - BUILD BRAND CHARACTER USING A LOGO, SLOGAN, BRANDING GUIDELINES AND IMPROVING THE OVERALL STORE ENVIRONMENT

According to the U.S. Chamber of Commerce (2016), 55% of brand first impressions are visual. This is why the LL needs to build a strong brand character through a logo, slogan, branding guide and the store environment.



Figure 8

Providing a logo that communicates a joyful, sustainable brand can help users and community members recognize the organization. The world and arrows of the logo represent the circular economy, in which the LL takes part in (Figure 8).

As the key differentiation between the LL is "sustainability and convenience", a slogan such as "lending for a cleaner future starts here" can communicate these two points. This slogan can be used on posters, promotions, and in front of the LL store.

To establish a strong and memorable brand, the LL needs to maintain consistency in its images and communication. Consistent branding fosters consumer trust and promotes customer loyalty (Sharma & Jain, 2019). Therefore, it would be beneficial for the LL to continue to use a branding guide set out by the UBC AMS Sustainability department, including the designated colours and fonts. Moreover, by providing a convenient and reliable means of transporting items through appropriately sized branded bags, the rental process is simplified and service awareness is increased, which can attract new users to the service.

Physical space is important as users are required to enter that space to pick up items. Brands across the world developed the physical space of a store to communicate their brand character to users. To further communicate sustainability, a space that features indoor plants and wooden fixtures and furniture can provide the appropriate environment. Decoration can be sourced from thrift shops or donations to communicate a "circular economy." Examples of these items include lamps and vases.

TACTIC 1.1B - IMPROVE THE RENTAL PROCESS BY PROVIDING AN APPROPRIATELY-SIZED, BRANDED BAG TO CARRY AND RETURN BORROWED ITEMS

Being situated on the UBC campus, the LL's strength with convenience is an important factor to the target markets (20% of Practical Peter, 20% of Unaware Waste-Reducer and 8% of Student-In-The-Know). The LL should offer users reusable branded bags with rentals to transport the item. As indicated by a recent study (Li & Wang, 2022), providing users with reusable eco-friendly shopping bags may increase perceived convenience, especially for larger or heavier items available such as an air fryer or sewing machine. Many potential users are also aware of the environmental impact of their purchase decisions as 15% of Practical Peter, 37.2% of Unaware Waste-Reducer and 54% of Student-In-The-Know purchase second-hand because they are passionate about the climate.

These bags could significantly simplify the rental process. By providing a bag at the point of rental, the students can easily carry the item and later return it in the same bag, thus reducing the risk of damage or loss during transportation. This also adds value to the rental service as it provides a convenient and reliable means of transporting the items (Figure 9). Furthermore, branded bags with signature colours will increase brand awareness as users walk through the campus with their bags when leaving the LL (Chinery, 2022).



Figure 9

The branded bags will drive awareness as they serve as a visible reminder of the rental service, as users carrying the branded bags can potentially attract the attention of others, increasing brand exposure and attracting new users. Lastly, providing reusable bags that are returned with the item is conducive to one of the LL's values of decreasing the AMS environmental footprint by avoiding the waste generated through continuously purchasing and discarding single-used bags (Li & Wang, 2022).

It is important to note that while eco-friendly reusable bags may initially be more expensive than single-use bags, they offer long-term cost savings for the company, as they can be used multiple times and reduce the need to purchase single-use bags repeatedly. In addition, eco-friendly bags have a positive environmental impact by reducing waste and promoting sustainability (Li & Wang, 2022).

Additionally, the LL can create branded stickers using their logo and colours, and place the stickers on each item (Figure 10). An Advertising Specialty Institute (2019) study indicates that branded items lead consumers to be nearly 2.5 times more likely to perceive products positively if they are branded. Moreover, while increasing the enjoyability of users' experience with the LL items, these branded stickers can also increase security, by holding users accountable to their rental date by reminding them that this item must be returned to its source (Beck & Palmer, 2010).



Figure 10

STRATEGY 1.2 - ESTABLISH A SECURE AND SIMPLE TRANSACTION PROCESS TO EASE CUSTOMER TRANSACTION EXPERIENCE AND TO IMPROVE DETAILED TRACKING FOR CONSUMER INSIGHTS

The second strategy is to establish a secure and simple transaction process. From this report's situation analysis, a simple transaction process is within the top 3 (following low fees and product selection) most important factors leading to the decision to utilize the LL.

A simple transaction process can build user trust and confidence, encouraging repeat purchases. It also reduces administrative workload and the risk of errors, allowing staff to focus on other aspects of the business. Overall, establishing a secure and simple transaction process is essential for the success of the LL and can greatly impact user satisfaction and loyalty.

TACTIC 1.2A - USE MYTURN.COM, DEDICATED LENDING LIBRARY SOFTWARE, TO AUTOMATE THE TRANSACTION PROCESS AND PROVIDE A SEAMLESS CUSTOMER EXPERIENCE

To support its operations, the LL should integrate myTurn.com, a cloud-based platform that offers essential features. This platform allows users to browse items online, check availability, reserve items, and receive reminders, thereby automating the transaction process and reducing human error to enhance the overall user experience (Figure 11). Additionally, myTurn provides item usage analytics for inventory management and usage tracking. Since the LL experiences annual staffing changes similar to AMS, an all-in-one platform will facilitate smoother transitions between different management and efficient staff onboarding. Furthermore, operational consistency will be achieved for both staff and users in the long run.

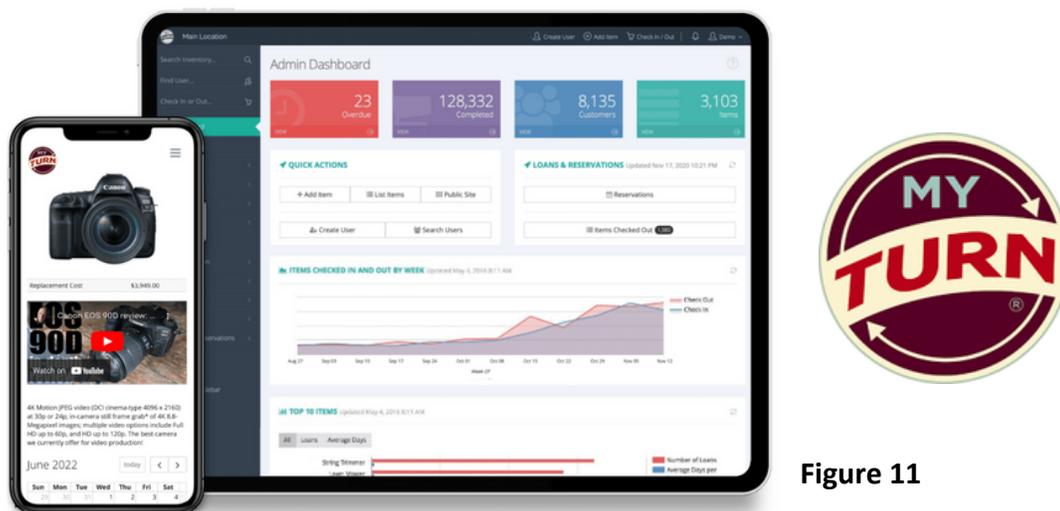


Figure 11

TACTIC 1.2B - UTILIZE MYTURN TO TRACK USAGE PATTERNS AND INCREASE PRODUCT SELECTION FOR HIGHLY SOUGHT-AFTER ITEMS, GUARANTEEING THEIR AVAILABILITY WHILE ALSO GAINING INSIGHT INTO USER DEMANDS

From the situation analysis, it is shown that product selection is the second most important attribute for survey participants. By utilizing myTurn's analytical reports, the LL can effectively manage its inventory and track usage, gaining valuable insights into user preferences and item availability. If a particular item is consistently in demand, the LL should consider increasing its inventory to ensure that it can continuously attract new users with available products. This would expand the depth of product offerings and allow the Library to scale its operation and serve a greater number of users. Moreover, by analyzing both usage rates and duration data, the LL can make informed decisions about future product purchases that will best meet the needs of its users.

STRATEGY 1.3 - UTILIZING PHYSICAL SPACE ACROSS CAMPUS AND AT THE LENDING LIBRARY TO SPREAD AWARENESS AND ENGAGE WITH COMMUNITY MEMBERS

As a partner with UBC, the LL has access to a wide selection of UBC real estate at low or no costs. Furthermore, the AMS organization owns and manages the “Nest”; a 250,000 sq. ft building designed

to fulfill their overarching mission of improving student well-being on campus. Lastly, it is known that the AMS is home to 350+ student clubs, many of which are also affiliated with faculties and have club rooms in many alternative buildings beyond the Nest. Utilizing these physical spaces and partnerships within the UBC Vancouver campus to implement direct physical marketing can be an inexpensive yet effective approach to increase the number of first-time user conversions. Moreover, utilizing physical marketing can easily be seen by the target segments, who are frequently at the UBC campus. By placing the marketing materials close in vicinity to the LL service, users can conveniently act on the call-to-action and try out the service.

The primary research respondents overwhelmingly prefer physical promotional avenues over online ones (Appendix H). Specifically, to try the service for the first time, they prefer to engage with physical promotions, rather than through social media. This finding demonstrates the viability of a physical channel strategy. Within this strategy, it is recommended that the LL promotes physical marketing across the UBC Vancouver campus. It is important that the marketing materials highlight the LL's positioning as the most sustainable and convenient. To do this, it is important that the signage and partner locations align with the LL's desired associations. For example, physical materials for the LL should be promoted within sustainability-related cafes like Agora and Sprouts to align with sustainable messaging. Furthermore, materials should be available in clear, easy-to-access areas, such as by the main entrance of the Nest, to signal convenience messaging.

TACTIC 1.3A - ESTABLISH A STRONG PRESENCE ON THE UBC CAMPUS TO MAINTAIN CONTINUAL AWARENESS OF THE LENDING LIBRARY BY PLACING PHYSICAL SIGNS IN KEY AREAS ON CAMPUS

In order to establish a strong presence on the UBC campus and strengthen the association between the LL and UBC to increase the number of first-time users of the service, physical signs promoting the LL should be placed around key areas on campus (Figure 12).



Figure 12

Marketing through physical signage on university campuses can be a highly effective approach for targeting students and maintaining continual awareness of the LL. Students tend to be fast-paced and quick to consume information, so direct physical marketing in high-traffic areas can be highly effective in catching their attention (Platt Retail Institute, 2011). Physical signs can help create brand recognition and awareness. By providing repeated exposure to the LL name and its message, or message through physical signage, the LL can establish a sense of familiarity and trust with their target segments, especially the Student in the Know who is strongly influenced by information or events available on campus (83%) (MacInnis et al., 1999).

The signs would display the LL's name, logo, catchphrase, and colours (Figure 13). Such signs can be placed in high-traffic areas, including the Nest, the Irving K Barber Learning Center, and on-campus housing, to reach a large number of students, especially Unaware Waste Reducer who actively take steps to reduce their impact on the environment but are unaware of UBC AMS services. Additionally, to catch the attention of the target segments, especially Student-in-the-Know who actively take steps to reduce their impact on the environment and utilize UBC AMS services, the LL can partner with various sustainability initiatives that have a permanent physical presence on campus in order to establish an agreement to have permanent signage on their site.



Figure 13

Specifically, the LL can partner with Food Hub Market in the Centre for Interactive Research on Sustainability, Agora Eats Cafe in the MacMillan building, and Sprouts Cafe in the Nest, asking for permission to keep posters promoting their services year-round. These would be attractive partnerships as all of these initiatives seek to aid students by providing low-cost, convenient and environmentally-conscious services. Furthermore, the LL can promote the various initiative's services in the form of a poster on their site as well.

TACTIC 1.3B - ESTABLISH A PATHWAY TO THE LENDING LIBRARY ON THE NEXT FLOOR TO GUIDE PEOPLE TO THE LENDING LIBRARY AND MURAL

Physical pathways leading to stores can have a significant impact on the presence and awareness of the LL on the UBC campus, ultimately leading to increased purchases (Dopson, 2022). A pathway to the LL can serve as a means of promoting, increasing store visibility by guiding potential new users towards the Library, making it more accessible, and even creating a sense of anticipation for what they will find inside (Figure 14).



Figure 14

The pathway would be made of 12" x 12" stickers in the shape of some of the items offered by the LL, such as a sewing machine or camping tent. The stickers would also display "Follow this path" and create a trail from the Nest floor, starting at the bottom of both staircases, to below the LL door (Figure 15).



Figure 15

A well-designed and visually appealing pathway can also contribute to the attractiveness of the LL (Jones, 2022). Using the brand colours and a talented artist for the stickers can help to draw attention and create a positive impression of the Library. This can be particularly important in crowded or competitive areas, such as the Nest and Life Building, where other stores may be vying for attention.

This continual physical presence will educate students on the location of the LL, thus establishing it as easily accessible on campus, as well as capture the attention of potential customers and create a sense of excitement about the items displayed on the stickers and anticipation that can encourage them to explore the Library and rent an item.

To further engage with community members, the path will lead to a dynamic, sustainability-themed mural where community members can contribute to the painting (Figure 16). This allows the users to feel a sense of belonging and can contribute by adding their mark to the LL.

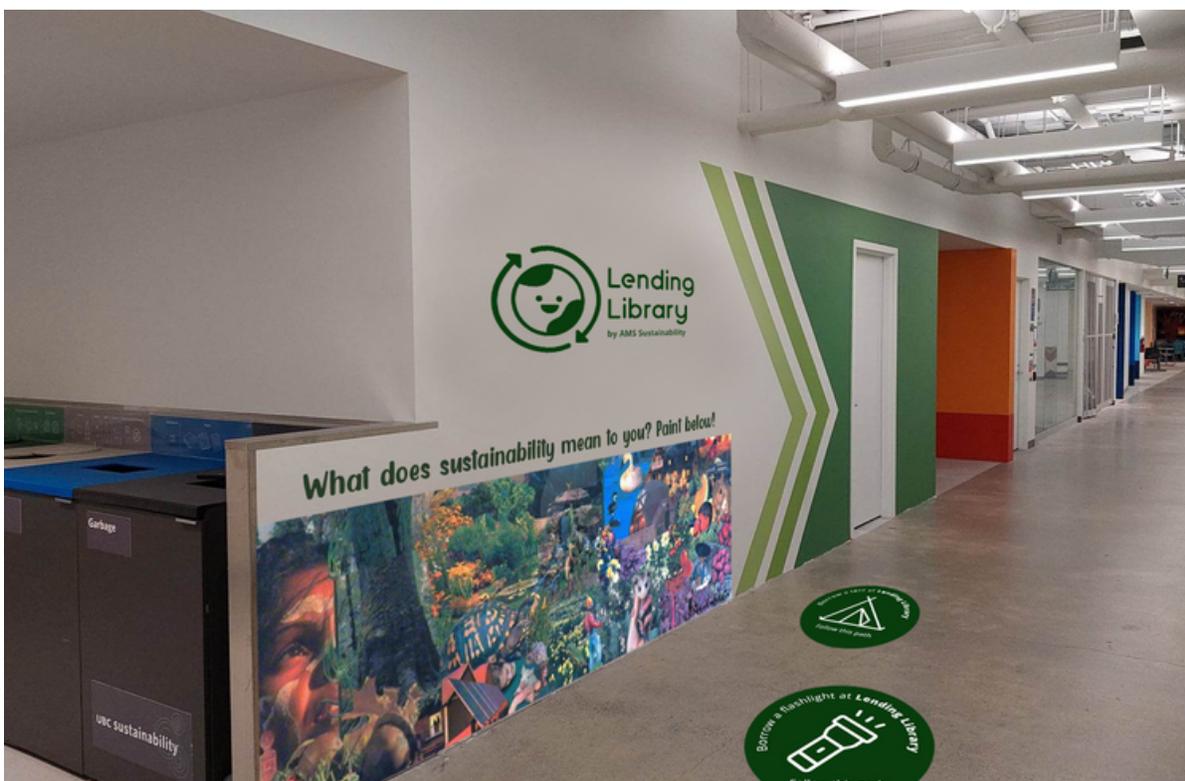


Figure 16

TACTIC 1.3C - HOST PRODUCT SHOWCASING ON CAMPUS THROUGHOUT THE YEAR TO PROMOTE AWARENESS OF THE SERVICE AMONG THE STUDENT BODY AND NEWCOMERS

The LL's physical location on the UBC campus is one of the LL's key strengths, providing convenience and accessibility for the community to borrow items. However, newcomers to the UBC campus may have difficulty finding the storefront, therefore to fully leverage this strength and demonstrate its commitment to sustainability, the LL should host product showcase events that take form in boothing. These boothing events can occur during Imagine Day, Clubs Day and the basement of the Nest throughout the year.

Boothing Logistics

To best demonstrate sustainability, the booth will have green tablecloths and paper streamers for decoration. The LL's logo and information will be displayed on a large paper poster. Each boothing session will include 2 - 3 volunteers to speak on behalf of the LL. 5 items will be showcased. Visitors to the booth can touch and ask questions about these items. Boothing is also an opportunity for the LL to obtain emails and contacts for the newsletter. Volunteers will also show a map of how to get to the LL, which shares how convenient the location is.

Imagine Day

Imagine Day is the first day of school. This day focuses on welcoming first-year undergraduate students and has boothing opportunities along Main Mall for organizations across UBC. By boothing during this event, the LL can focus on attracting first years.

Club Day/Club Fair

Happening every September and January, Clubs Day occurs inside and in front of the Nest and provides an opportunity for organizations across UBC to showcase themselves to the general UBC population. Unlike Imagine Day, Clubs Day will be an opportunity for the LL to connect with students beyond the first year (Figure 17).



Figure 17

The Nest

To maintain regular product showcasing, the LL can booth at the basement of the Nest once every two months. This can constantly remind community members that the LL is present and can showcase new products as they are purchased (Figure 18).



Figure 18

STRATEGY 1.4 - EDUCATION THROUGH AMS OWNED CHANNELS TO RAISE AWARENESS THROUGH BRAND SALIENCE

It is recommended that the LL utilizes online channels to drive service traffic. Specifically, leveraging AMS' owned marketing channels to go-to-market with this new initiative would be beneficial, considering that long-standing salience and reach is a pivotal strength of the AMS organization. Considering the large audience and contact lists available to the wider organization, leveraging owned media can have great impacts. Furthermore, as a non-profit service, the LL's smaller budget is best fit for owned rather than paid channels. Earned media strategies should be explored later down the line, however, are not possible given the recentness of the service. As the service is new, it is important to educate potential users about the service, and using AMS-owned channels allows the service to control the correct branding – wording, tone, messaging, timing etc., directly from the source.



TACTIC 1.4A - UTILIZE AMS' EXISTING WEBSITE DOMAIN TO CREATE A DEDICATED SUBPAGE FOR THE LL USING SEO STRATEGIES

The LL can utilize AMS' current web domain to establish a subpage that furnishes website visitors with comprehensive information regarding its lending services (Figure 19). The subpage must comprise details on how the service operates, operational hours, location, links to social accounts, and an equipment reservation page. Moreover, the subpage can contain a section that permits the LL users to submit recommendations for new items, which would enable them to cater to the needs of existing users better. Additionally, the subpage can also provide educational content on the circular economy and the LL's role in creating a positive environmental impact through its operations. To facilitate the learning process for users, the subpage should incorporate information about the membership program. If space allows, a FAQ section could be beneficial in reducing the burden on store staff and assisting visitors in obtaining answers to their queries in just a few clicks.

To enhance the visibility of the LL's services, the subpage should undergo SEO optimization, which can improve its performance in organic search results, making it more easily discoverable when people search for relevant keywords. Examples of SEO strategies include conducting keyword research and incorporating them into the subpage's content such as sustainability, borrowing, lending, and second-hand. Additionally, creating internal links to the subpage from relevant pages on AMS' website can help search engines discover the subpage and understand its significance in the context of the website. Finally, building external links to the subpage from authoritative websites such as UBC SEEDS can increase its credibility and visibility in search results.

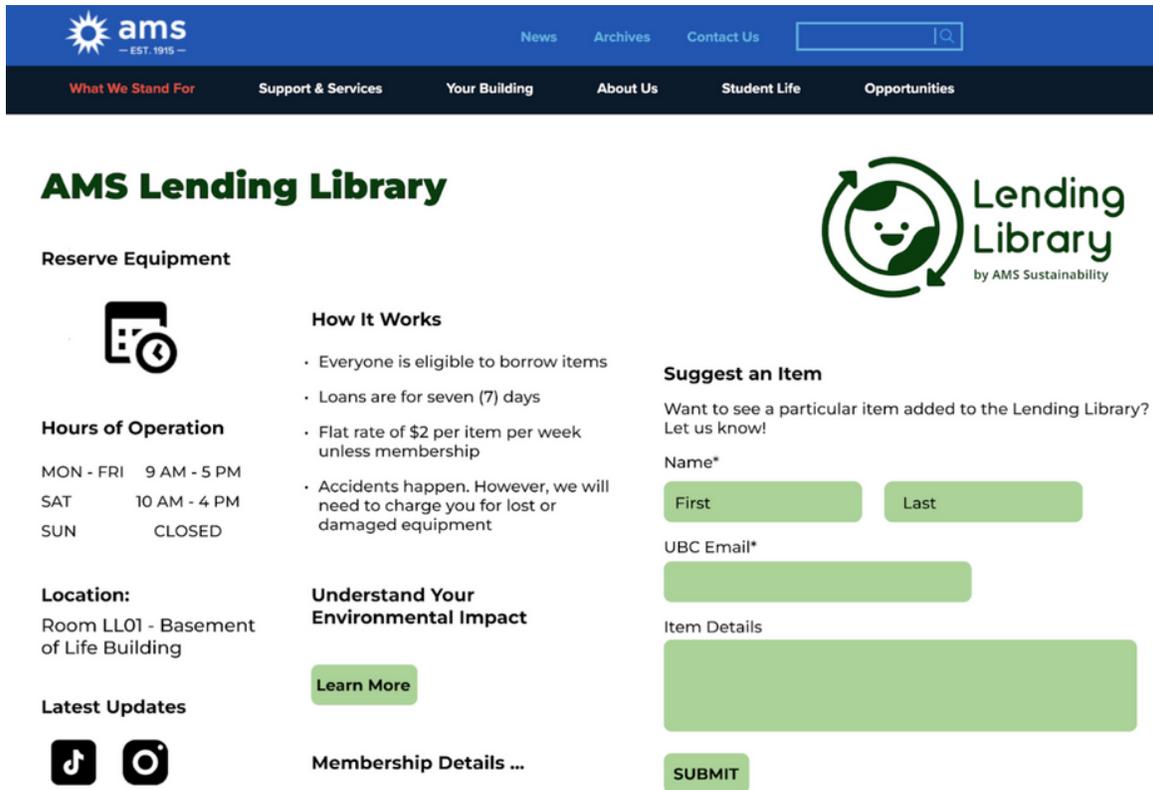


Figure 19

TACTIC 1.4B - BUILD AND UTILIZE A CONTENT CALENDER TO ENGAGE CURRENT USERS AND RECRUIT NEW USERS

Social media presents a valuable channel for increasing awareness of the LL. Given that Canadian adults devote an average of 5 hours and 26 minutes to digital media each day, it is imperative that the LL undertakes measures to harness a portion of this time allocation (Guttman, 2023). Invesp (2023) found that 78% of consumers said that corporate social media posts impact their purchases. But to effectively manage content on these platforms, a content calendar is needed.

Laying out social media content in an organized Excel chart can ensure a steady, reliable stream of content to feed community members and users. The content calendar covers a variety of engagements such as campaigns, paid advertisements, and day-to-day posts. The content calendar contains the following information for each communication piece: post date, subject, caption, image/visual, channel, proper approvals required, type of communication, and budget allocated. This will help the team know when everything is shared and posted.

The content calendar will include both “feathers” and “bricks” content. Feathers are simple, day-to-day posts that keep community members engaged, such as weekly social media posts and “bricks” which require more resources to produce and are designed to grab the attention of viewers and potentially convert them to users (Sietsema, n.d.). An example of brick content for the LL is a high-quality video production that is shown as advertisements (Figure 20).

Instagram contests and giveaways with a duration of one week and occur once every two months offer participants an opportunity to secure complimentary one-week rentals.

Hootsuite will be used to schedule and post TikTok and Instagram posts and execute campaigns. The LL will use AMS' Hootsuite account, allowing for this tool to be free. Hootsuite can also provide data for analysis.



Figure 20

TACTIC 1.4C - UTILIZE AMS' MAILING LIST AND MONTHLY NEWSLETTER TO FEATURE ANNOUNCEMENTS AND CALLS TO ACTION FOR THE LL'S SERVICES

According to survey results, all three target segments preferred receiving communications from the AMS through official newsletters, in addition to social media platforms such as Instagram and TikTok. By leveraging AMS' owned marketing channels, the LL can take advantage of the cost-effectiveness and convenience of using its extensive mailing list and periodic newsletter to reach a greater audience. AMS' newsletter (from: communications@ams.ubc.ca) is sent to every member of UBC's student society, which includes over 47,000 undergraduate students from various faculties, according to UBC's official website. Students are automatically enrolled on the mailing list when they enter the school and receive periodic announcements unless they have specifically unsubscribed. The newsletter is managed through the Mailchimp software which also provides valuable analytics to see how well students are engaging with the content.

Furthermore, by communicating through official AMS channels, the LL can tap into AMS' established relationship and credibility with its audience, which can help build trust for the service. This approach not only reduces the administrative burden on its volunteer-led team from creating a separate newsletter but also expands the reach of its announcements to a much wider audience that may otherwise be unattainable.

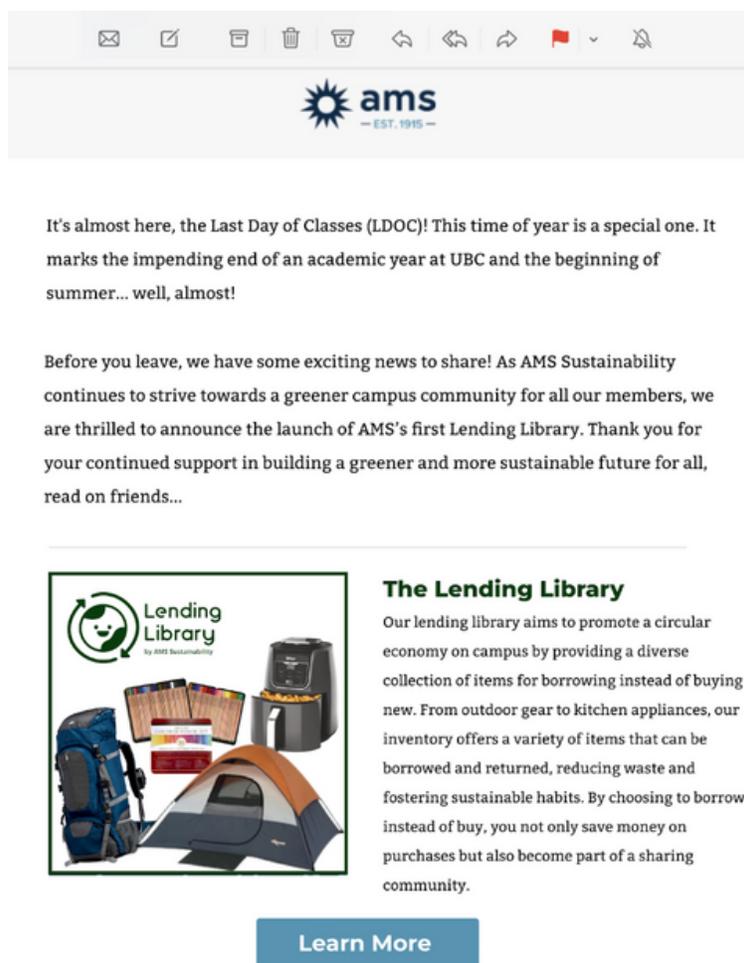


Figure 21

Being featured in the AMS newsletter is an excellent way for the LL to provide a call to action and direct interested students to their webpage or social channels to stay up-to-date and learn more about the service. To ensure that their message reaches new mailing list subscribers and those who check their inbox infrequently, the LL should aim to be featured at least three times per semester, preferably spaced out throughout the semester. In the newsletter, the announcements should be placed around the midsection of the email since studies have found that although the top of the email gets the most views, readers who scroll down are much more likely to engage with the content and view 3 times as long (WNIP, 2021). Each announcement should also be accompanied by a captivating image, designed according to the LL's brand character. Images can be repurposed from those used for social channels. Implementing this tactic will allow the LL to share major announcements such as the addition of new items or educational content to raise awareness, and cultivate interest in its service among the student body (Figure 21).

OBJECTIVE 2

Retain 75% of users who will use the service again or multiple times by 12 months post-launch, as measured through its transaction tracking system.

STRATEGY 2.1 - PROVIDE PRICE DISCRIMINATION TACTICS TO ENSURE LOYALTY AND ACCOMMODATIONS TO MULTIPLE PRICE-SENSITIVITY LEVELS

A price discrimination strategy is critical for the success of the LL as it is a non-profit. Not only does the LL have to make sure that the profit covers operational costs, but the LL also has to consider how it can increase brand loyalty and accommodate multiple price-sensitivity levels of users. 32% of survey respondents ranked low fees as the “most important” factor in their decision-making process. The LL currently offers a low fee of \$2 for each borrowing. Survey results also showed that the willingness to pay is much higher (averaged \$5) than what the LL is charging for each borrowing (\$2). It is crucial that the LL reevaluates its pricing approach to enhance user acquisition and retention. Therefore, the price discrimination tactics of offering tiered-pricing options and a rewards program are essential for the LL to differentiate itself from competitors, increase its profits, and grow a loyal user base.

TACTIC 2.1A - IMPLEMENT A TIERED PRICING STRATEGY

The primary research data suggests an increase of the price to \$4 per item per week would be achievable, due to an increased willingness to pay. To promote user loyalty, implementing a tiered pricing system will provide a cheaper option to borrow items throughout the semester and reduce the number of payments required. The \$4 fee is targeted toward users who may not borrow items from the LL very frequently. One additional benefit of this tactic is that it increases the revenue stream of the LL, allowing the service to be less reliant on funding from the AMS to sustain operations and providing them with greater revenue to scale operations by purchasing more items to meet user demands which retain user loyalty.

Very Important Borrowers (VIB) membership program

Users who find themselves borrowing many items throughout the semester can pay a one time fee of \$30 for the semester, enrolling as a member called Very Important Borrowers (VIB). VIBs are able to borrow up to two items at a time, whenever they want. Furthermore, VIBs have the option of extending the rental of their item by one week. This option is the most affordable for those who see themselves using the service often and the program will be tracked through myTurn.com. The VIB program can provide a secure revenue stream for the LL.

TACTIC 2.1B - PARTNER WITH UBC FOOD VENDORS FOR DISCOUNTS TO ENCOURAGE USAGE

By partnering with other like-minded organizations, such as Sprouts and Agora café, discounts can be used for each other. The benefits of these partnerships are mutual because they help spread brand awareness across all organizations. The partnerships also highlight the LL's strength in convenience because students can redeem benefits from food places on campus, instead of elsewhere in Vancouver.

The partnership program works by obtaining points from Sprouts or Agora Café. These points can be spent on a discounted experience with the LL. Similarly, when a user uses the Lending Library's service, they will obtain points that can be used for a discounted food item from either of the two food outlets.



For every \$50 spent on a food outlet, a one-time discount can be applied to an individual. For a non-VIB, they can reduce the borrowing fee for one item from \$4 to \$2. For VIBs, they can expand their borrowing capacity from 2 items at a time to 4 items.

Users of the LL can obtain points by using the service. For every 10 borrows, VIBs and non-VIBs can redeem \$1 off every purchase from Sprouts or Agora Café.

Points can be tracked through an Excel sheet that LL, Sprouts and Agora Café have access to. The columns will include the student number, name of the student, points obtained by Agora Cafe, points obtained by Sprouts and points obtained by the LL. Staff will ask for student information and document points after each transaction. Excel is the best tool to track because of the complexity of collaboration and because this collaboration is new and still being tested. The collaboration will end in December 2023 for analysis of its effectiveness.

STRATEGY 2.2 - ENGAGE WITH COMMUNITIES THROUGH SOCIAL MEDIA SHARING

Focusing on social sharing as a marketing strategy is a great way for the LL to engage with the greater UBC community. As shown through primary research, respondents are most likely to engage digitally with AMS-related content through Instagram and TikTok (Figure 22). By creating shareable content and encouraging users to share their experiences on social media, the LL can increase its brand awareness, reach a wider audience, and build a community of supporters. Additionally, social media sharing can emphasize the LL’s positioning as the most sustainable and convenient service that is offered at a low price point. Overall, social media sharing can be a cost-effective and impactful marketing strategy for the LL to engage with its target market, increase its user base, and increase social awareness.

Preferred Communication Channel for AMS-Related Content

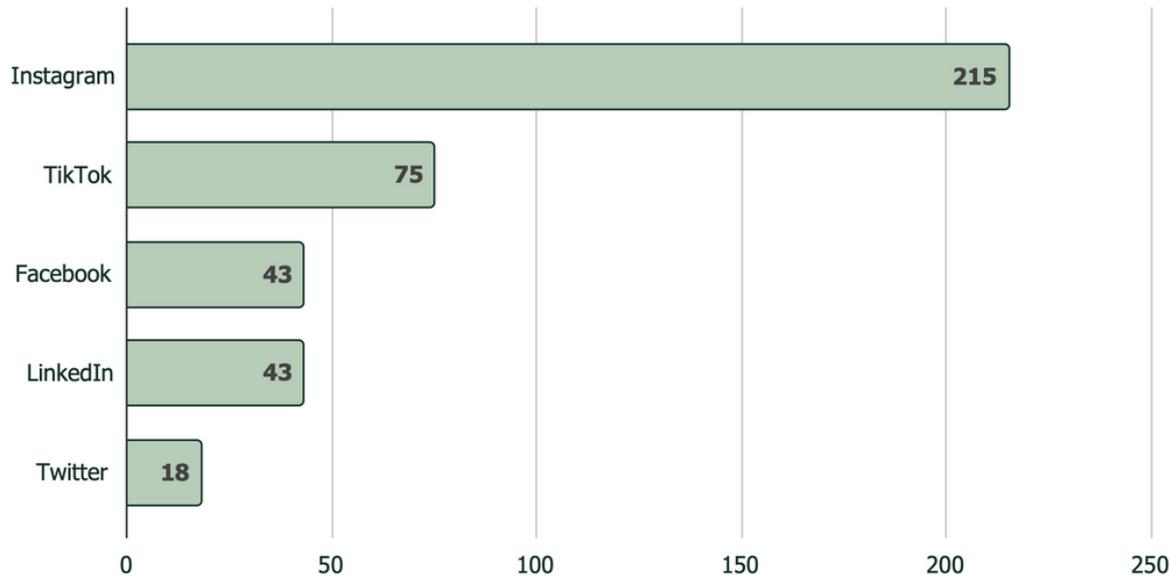


Figure 22

TACTIC 2.2A - INCENTIVIZE REPEAT RENTALS BY INCREASING SOCIAL MEDIA ENGAGEMENT THROUGH AN INSTAGRAM CAMPAIGN

Based on the survey, friends and family play a significant role in the decision-making process of all of the LL’s target segments when making a purchase, especially Practical Peter. Thus, referrals to AMS initiatives from friends have a more significant impact on users than regular social media posts. The LL can institute a rewards program once a semester.

Instagram stories displaying products for purchase (or rent) serve as an effective strategy to enhance social media engagement, foster growth, and heighten brand awareness (Shopify, 2022). Furthermore, one-third of viewed stories on Instagram are from businesses and it is a highly effective way of leading consumers to purchase (Shopify, 2022). Thus, the recommendation is that the LL incentivizes repeat rentals by increasing its social media engagement through social sharing and rewards.

The LL can share instructions for the program in an Instagram post explaining how the LL users can receive a free one-week rental of any of the available items if they:

- 1) take a picture of themselves using the item rented
- 2) post the picture on their story
- 3) tag the LL Instagram in the story post

Participants will then be given a free one-week rental of one item. The LL can then repost the story on its account to encourage existing users to rent again from the library (Figure 23). Additionally, friends of those posting the Instagram story will see the post and may be stimulated to click the tag and learn about the LL or return to the LL if they have previously used the service.

The benefits of a campaign such as this are that it increases awareness, by drawing in new account viewers through account tags and incentivizing new followers by stimulating interest in following the account after seeing that one's friend participating in fun and new activities enabled by the LL's rental service. Furthermore, the stories enhance the frequency of brand engagement as followers are motivated to try the service and post themselves, in order that they may receive a free rental as well. As the LL would be offering this incentive every semester, users would be motivated to stay up-to-date on the LL announcements on its social media.



Figure 23

TACTIC 2.2B - PROVIDE ENGAGING CONTENT THAT ENCOURAGES SOCIAL SHARING ON TIKTOK

TikTok is popular among Generation Zs and is the second most popular platform for the LL's target segments (Figure 22). Many Generation Zs are now using TikTok as a search engine platform, similar to Google (Huang, 2022). Considering that many within the LL's target market are Generation Z students, utilizing social sharing on TikTok is essential. Creating content based on the STEPPS framework, which stands for social currency, triggers, emotions, public, practical and stories, will encourage TikTok users to share content (Managing Matters, 2021), which can help current users maintain their trust and interest in the LL.

An example of an advertisement with emotions that convey freedom would be showcasing a camper deep in the thick forests of British Columbia, surrounded by birds, waterfalls and flowers. This will inspire viewers to desire camping, which requires a tent. A call-to-action message such as "rent today, explore tomorrow" will direct viewers to use the LL.

TIMELINE FOR IMPLEMENTATION

Figure 24 below shows the one-year timeline of implementation for the LL’s two proposed objectives. The timeline begins in May of 2023 and ends a year later in April 2024. The LL will not start operations in the summer instead, the launch date will be the beginning of September.

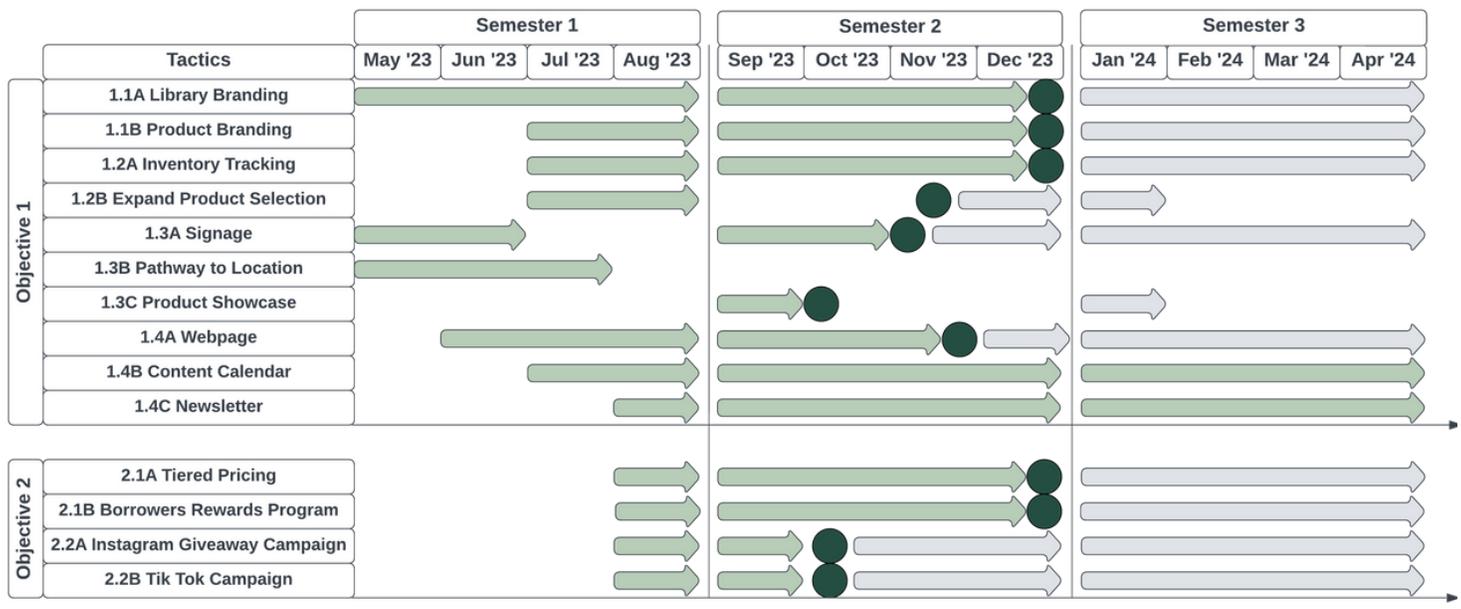


Figure 24

Legend

- Evaluation Point
- ➔ Implement
- ➔ Execute pending prior success

S.M.A.R.T. OBJECTIVE 1

To implement the first objective, the LL should start prepping branding materials, setting up the transaction tracking system, creating signage and pathways, establishing the webpage, and implementing the content calendar and newsletter during the summer semester. This prep and creation phase allows for the service to successfully launch at the beginning of the school year (September 2023).

Tactic 1.1A

The LL should start creating and finalizing the logo, slogan, stickers, and store environment during the first summer semester. At the end of semester two, the LL should evaluate the library branding used, using the survey described within monitors and controls, to test the tactic’s success in achieving the first objective. If successful, they can continue to push the branding available, if unsuccessful, new branding should be developed using A/B testing and user feedback.

Tactic 1.1B

At the beginning of the summer semester, stickers and bags with the LL logo should be sent for production. Once the items have arrived, stickers should be placed on all LL inventory and bags should be stored so they are ready for use during launch day. Similar to Tactic 1.1A, an evaluation point will happen at the end of semester two where the LL can understand how well the branded products have resonated with users.

Tactic 1.2A

The LL should purchase MyTurn in the summer term, in order to use it as the tracking system for the September launch. This is because volunteers require time to become familiar with and learn the software before the launch. An evaluation point will happen after the first semester of launch, in December, where the LL will evaluate whether the system is fulfilling the LL's commitment to be convenient, by measuring efficiency and utility. This evaluation will be conducted by the Sustainability Coordinator, by gathering feedback from LL volunteers.

Tactic 1.2B

The LL should expand its product selection once before the launch date, and once after the evaluation point in November. The first expansion ensures that the LL has enough item inventory and selection for the first set of users who try out the service. There will be an evaluation point in November, which is two months post-launch so that the LL can evaluate how often certain items are being borrowed based on seasonality and which items are most popular. This way, product selection can be expanded based on demand.

Tactic 1.3A

Signage will be created at the beginning of the summer semester to ensure it will be available for the September launch. After the launch, the signage will be placed throughout predetermined areas on campus to help draw attention to the service.

Tactic 1.3B

The pathway should be installed in the summer term so that it is ready before the launch in September. This will increase curiosity from those who pass by the area prior to the launch. After the installation, nothing else is needed for the pathway, other than regular maintenance checks from AMS Nest facility members.

Product showcases will be first implemented around the time of the launch, as Clubs Day and UBC Imagine Day occur in September. An evaluation of the showcase's success will be performed after the events. This evaluation is detailed within Monitors and Controls. If successful, the LL can continue product showcases in the third semester.

Tactic 1.4A

Creation of the webpage will begin in early June. This will provide adequate time to ensure a smooth launch. Specifically, the webpage should run with no issues and users should be able to visit the page by August. There should be an evaluation point in November to check if there are any updates to the page that needs to be made, or if any modifications are necessary. This evaluation depends on both in-person and survey feedback from users.

Tactic 1.4B

The content calendar will be created in the middle of semester one. This way, all communication efforts can be clearly organized and tracked before and after the launch.

Tactic 1.4C

The first newsletter regarding the LL should be sent out in August, prior to the back-to-school season. This way, awareness and reach can be generated among the UBC population prior to the launch.

S.M.A.R.T. OBJECTIVE 2

The second objective will be implemented one month prior to the launch. This involves price discrimination tactic set-ups and training, as well as social media sharing to generate awareness.

Tactic 2.1A

The price change and the VIB membership program will be taught in August to the volunteers of the LL who need to be familiar with the program strategy and price differences. The Sustainability Projects Coordinator will be the subject matter expert who can then train the lead volunteer to take over this role after the first semester. This tactic will then be implemented during the beginning of the launch, with an evaluation point near the end of semester two, to determine if the pricing tactic is accomplishing the repeat user objective. If unsuccessful, changes to the pricing model can be made.

Tactic 2.1B

The Borrowers Rewards Program will require contacting potential partners involved, such as Agora and Sprouts Cafe, before the official launch in September. From there, all partners must be trained about the program system and requirements. All volunteers need to be trained on the program details as well. An evaluation point at the end of semester two helps the LL to make any modifications to the program if necessary, and discuss with partners the insights from the first semester of operations.

Tactic 2.2A & Tactic 2.2B

The Instagram giveaway and TikTok campaigns will be brainstormed starting in August. Additionally, initial posts for the campaigns will begin near the end of August, to drive awareness and hype surrounding the LL amongst the greater UBC community. A campaign wrap-up evaluation will be conducted to better understand user acquisition and conversion rates. This data will be used as a benchmark for future digital campaigns.

BUDGET

Tactic	Cost Description	Budget
Tactic 1.1A	Small indoor plants serve as store decorations and can be purchased from a local flower shop.	3 small plants x \$3 = \$9
Tactic 1.1B	Each product will be branded with stickers, which is a cost-effective way of executing this tactic. Stickers can be printed from JukeBox. To help transport items from the LL to the homes of users, durable tote bags, with the LL brand, will carry some items. There are 10 items that have the appropriate size for transporting in tote bags. These bags can be sourced from Vistaprint.	25 stickers for \$27 10 bags x \$13 = \$130
Tactic 1.2A	A yearly subscription to myTurn.com can improve inventory and user tracking.	\$540/year
Tactic 1.2B	Allocating \$100 each year to purchase new items can attract new users as these items can generate more interest.	\$100 each year to purchase new items
Tactic 1.3A	The LL can leverage the physical space on campus by posting paper, letter sized posters and sandwich boards. Paper posters can be printed from UBC Library printers and the sandwich board can be printed at Vistaprint.	50 letter sized posters x \$0.40 = \$20 1 sandwich board = \$203
Tactic 1.3B	The LL's floor sticker path to help guide visitors to the store location can be printed from Stickermule and art supplies for the mural, such as paint and brushes, can be purchased from Michaels.	10 stickers = \$231 Art supplies = \$75

Tactics 1.3C to 2.2B do not require a budget. Overall, the total budget will cost \$1,235 x 1.12 (tax) = **\$1,383**.

MONITORS & CONTROLS

The following metrics are based on the assumption that the LL currently does not have any metrics in place for tracking the number of unique users or repeat purchases.

OBJECTIVE 1

Attain 400 unique users who borrow at least one item by 12 months post-launch, as measured through the transaction tracking system.

The LL can keep track of new unique users, who borrow at least one item through MyTurn's user ID tracking function, as per Tactic 1.2A. This system will require adequate training for each of the volunteers for the platform utilized properly during daily operation and items available in-store must be continually updated on the platform. MyTurn provides video guides and onboarding materials to educate volunteers on the software tool. Additionally, it is recommended that the LL's lead volunteer pulls the myTurn product analytics report every 3 months to identify possible areas for product expansion based on user demand, as per Tactic 1.2B. Staying on top of what products are in greatest demand and ensuring their availability will help the service continually attract new users.

Monitoring in-person membership sign-ups during product showcase events should be tracked via a Google Forms survey that is translated internally into an Excel database. The same Google Form can be used for membership sign-ups through the AMS monthly newsletter as well. This survey link can track the effectiveness of Tactic 1.3C and 1.4C in achieving the objective.

As the objective is to achieve 400 unique users by the end of the 2024 school year (April 30, 2024), the LL should aim for ~200 new users every term. Each term is approximately 4 months (September to December and January to April), thus, the service should attain 50 new users per month. Please note that all AMS services will not run during the summer months (May to August). It is recommended that the LL's lead volunteers monitor new, unique users through the user ID tracking function within MyTurn monthly. This objective should be discussed during the monthly 1-on-1 meetings between the lead volunteer and the Sustainability Projects Coordinator. If unique users fall short of the 50 new users per month goal, it should be discussed during 1-on-1 meetings as well as the progress and implementation of each tactic. If the LL reaches 400 unique users by the end of April 2024, it will have successfully completed Objective 1.

Additionally, 12 months post-launch, the LL can conduct a Qualtrics survey towards current users of the service to monitor the progress of Objectives 1 and 2. This survey can measure what tactics are most effective in attracting new unique users (Appendix I).

OBJECTIVE 2

Retain 75% of users who will use the service again or multiple times by 12 months post-launch, as measured through its transaction tracking system.

Through MyTurn’s analytics function, the LL can export reports on service usage per user within the customer/member tab, by exporting member data based on all inventory borrowed. A filter can be applied within the software to split all user IDs by repeat users and one-time users. This view can be exported into a spreadsheet, where they can then divide repeat users by total user IDs, to uncover the number of repeat users. This “one-time vs repeat users” filter can be saved after the first time it is created. From here, the lead volunteer can automatically apply the saved filter on MyTurn and export the report monthly for review. As the service has yet to be launched, it is recommended for the Sustainability Projects Coordinator to begin monitoring repeat users starting December 2023, after the service has already been running for 4 months.

In the same Qualtrics survey utilized to monitor Objective 1, the LL should include a question indicating whether or not each respondent has rented an item from the service more than once (Appendix J).

The LL volunteers should segregate the target segment responses from the overall pool of responses in order to determine the repeat purchase rate of the target segments. Within the target segment responses, the percentage of users who have rented more than one item in the last year can be calculated by dividing the number of users who have rented twice or more by the number of target segment users who have rented at least once, equalling the ratio of repeat users to the total number of users.

RISKS & MITIGATIONS

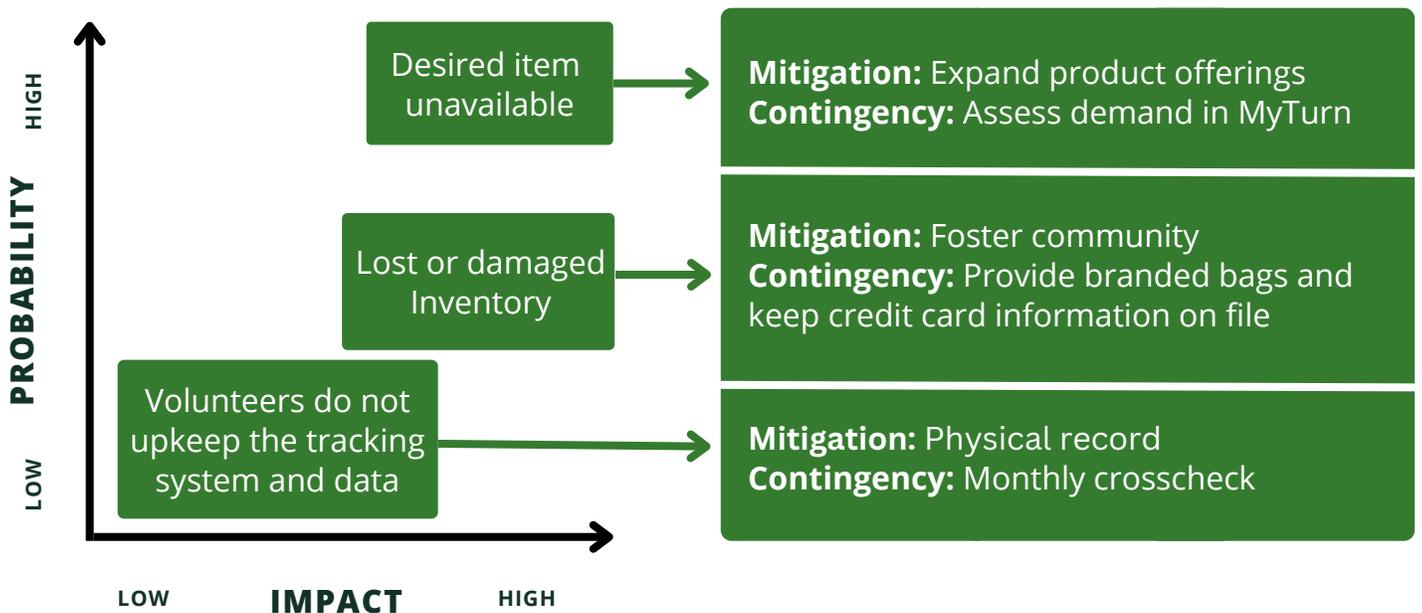


Figure 25

While this plan has been carefully crafted, every marketing plan has risks. To mitigate these risks and ensure the LL successfully implements this marketing plan, we have identified three key risks in Figure 25 that they may face. Each risk identified also has a mitigation strategy and contingency plan.

- 1** The **first** risk identified is that when potential users visit the LL, the item they are searching for is either already being rented at that time or not in the Library's inventory. This could lead to potential users not returning to the service and going to competitors to purchase items instead. This risk has a high probability as there are many possible recreational activity equipment items the LL's target markets could desire, and the inventory at the LL is currently quite limited in quantity and variety. To mitigate this risk, and ensure that they are not losing potential rental users to competitors, the LL could expand their product offerings using the earnings from the first year of operations made from its membership program. A contingency is to use the MyTurn analytics to determine which items are most in demand and most often rented out, and use a Qualtrics survey to determine what items are most in demand but not in the current inventory offering.
- 2** The **second** risk is lost or damaged inventory. This risk has low probability and high impact, as if users do not return the items or items are returned in poor or unusable condition, the LL would then incur additional costs to replace the items. Furthermore, excess time is needed to replace the item, which would limit the number of products available to other users. The low probability of this risk was inferred from The Thingery, an alternative equipment lending service that has stated that "less than 1% of all checkouts require additional action to retrieve them." To mitigate this risk, it is encouraged the LL to foster a community and share, through repeat users, that care about the well-being of the service. Repeat users drive the loyalty and accountability aspect of the service, which should minimize lost and damaged inventory. A further contingency for this involves Tactic 1.1B, where bags for items can remind users to return the items. Furthermore, credit card information and IDs are kept on file, which limits incentives and the possibility of not returning or returning damaged inventory.
- 3** The **third** risk is that volunteers do not upkeep the tracking system or manually input every purchase and new service user. This would lead to data and product analytics being inaccurate as fewer rentals and users would be recorded. This has a low probability, depending on the level of employee monitoring and management of the LL employees, the risk is lower, but it is important to consider as it may impact the LL's ability to achieve its 400 unique user goal. To mitigate this risk, and ensure the platform is being utilized during its daily operation, it is suggested that volunteers must physically record the number of unique users during their shift with their signature before they leave the Library to create a sense of accountability. Furthermore, a contingency is to have the LL lead cross-check these numbers once a month and email a reminder about the importance of accurate recording to volunteers whose records have discrepancies to create a sense of accountability.

CONCLUSION

The UBC AMS Lending Library is a one-of-a-kind model that marks the beginning of truly achieving AMS Sustainability's overarching mission to cultivate a greener campus community. In providing recreational goods at an extremely low cost in an environmentally sustainable manner, they enable students and community members to partake in recreational activities and thus fulfill an unmet need of campus well-being. Through the proposed S.M.A.R.T. objectives, coupled with the implementation of each unique strategy and tactic, the Lending Library's launch and future operations will excel in achieving its desired reach and utilization across its target markets.

The pivotal launch of this service marks the beginning of a new era for sustainability... lending for a cleaner future starts here.





ams
SUSTAINABILITY

THANK YOU!

Client Consulting Project
UBC AMS Lending Library



HELEN MA



VICTOR WU



MORIAH KLEINE



AMANDA JU



ANGELA ZHAO

APPENDIX A - SURVEY QUESTIONNAIRE

PARTICIPANT CONSENT CLASS PROJECT FOR COMM 468

Principal Investigator: Jenny Dickson, Sauder School of Business,
jenny.dickson@sauder.ubc.ca

Purpose: The purpose of this study is to gain consumer insights into campus-based lending resources.

Duration: 5 minutes

Study Procedure: This study is being conducted as part of a course where business school students learn how to develop a marketing plan by applying insights gained from market research. In this study, you will be asked about your opinions on the **AMS Sustainability Lending Library**. We may also ask you some personality and demographic questions.

Confidentiality: Your identity will be kept strictly confidential. You will not be identified by name in any reports of the completed study.

Risks: We do not anticipate any discomfort arising out of participating in this research. However, in case you feel you are experiencing any risks or discomfort, you are free to withdraw from further participation at any stage.

Contact for information about the study: If you have any questions or desire further information with respect to this study, you may contact Jenny Dickson at jenny.dickson@sauder.ubc.ca.

Contact for concerns about the rights of research subjects: If you have any concerns about your treatment or rights as a research subject, you may contact the Research Subject Information Line in the UBC Office of Research Services at 604-822-8598.

Consent: Your participation in this study is entirely voluntary and you may refuse to participate or withdraw from the study at any time without consequence.

For studies conducted electronically, you're selecting the option 'I consent to participate in this study' confirms your consent.

Which of the following best describes you?

Under 18 years old

18-20

21-25

26-30

30-34

35-39

40 + years old

APPENDIX A - SURVEY QUESTIONNAIRE

Giveaway Notice

*This survey would not be possible without your participation. You will have the opportunity to **win one of four \$20 UBC Bookstore gift cards** after completing this survey!*

Please answer thoughtfully and to the best of your ability. Thank you.

Next button will appear in 3 seconds.

Please select the best representation of your knowledge of the following UBC AMS/AMS-affiliated campus initiatives:

	Never heard of it	Heard of it but never tried it	Tried it but wouldn't try again	Tried it once and interested in trying again	I've used it multiple times	Great initiative, I use them often
Peer Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safewalk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tutoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocacy Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entrepreneurship Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food Bank	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sprouts Cafe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MugShare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interactive Sustainability Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Roots on the Roof	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Displayed to those who selected they've used the services at least once

How often do you use these services:

	Less than once a month	1-3 times a month	1-3 times a week	Greater than 3 times a week
Peer Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safewalk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tutoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocacy Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entrepreneurship Hub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food Bank	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sprouts Cafe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
MugShare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Roots on the Roof	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

APPENDIX A - SURVEY QUESTIONNAIRE

Which of the following best represents your affiliation with the AMS clubs?

- I am **not** a part of one
- I was a part of one but **not** within the last year
- I am **currently not** a part of one but I was within the last year
- I am currently a part of one

Displayed to those have been a part of a AMS club currently or in the past

This section will have questions on the AMS Clubs Resource Centre.

What equipment have you borrowed from the UBC AMS Clubs Resource Centre? Select all that apply.

- Sound equipment
- Easel
- Bill counter or barcode scanner
- Tables, chairs, ladder
- I have not rented from the Clubs Resource Centre

What option best describes why you have **not** borrowed from the UBC AMS Clubs Resource Centre?

- The equipment I needed was not in stock
- The equipment I needed was not offered
- I did not know about it
- I did not need it
- Other: Please specify

APPENDIX A - SURVEY QUESTIONNAIRE

Have you used other lending services from UBC for your club?

Yes: Please specify

No

To what extent do you agree with the following statements?

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
I consider myself thrift savvy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I've never bought secondhand before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do my thrifting on Facebook Marketplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do my thrifting on Craigslist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do my thrifting on Kijiji	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I only buy new	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would never purchase second-hand items	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



The AMS Lending Library is a low-cost, low-barrier, and low-waste solution that houses a variety of equipment and tools for UBC students, faculty, and locals to the UBC area to borrow. It provides accessibility to items that one may occasionally need to reduce new purchases and increase accessibility.

Location: AMS Student Nest Building – UBC Vancouver Campus

Cost: \$2 borrowing fee per item for up to one week at a time

Popular Inventory: Camping Equipment, Sewing Machine, Art Supplies, Kitchen Appliances, Cables & Adapters, Gardening Tools

Users: Anyone can have access to the AMS Lending Library borrowing services

Lending Process: The service will be similar to a library. Users can access available inventory through the AMS Sustainability website. They can then visit the location, where they will be helped by a volunteer. The borrowing fee will be paid when the item is checked out. A credit card will be kept on file in case of damages or overdue/failure to return.

APPENDIX A - SURVEY QUESTIONNAIRE

Given what you know about the AMS Lending Library Service, to what extent do you agree with the following statements?

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
I am satisfied with the \$2 fee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am comfortable that my credit card is kept on file to ensure liability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the location of the AMS Lending Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the process to borrow items	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the selection of items available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

After learning about AMS Sustainability’s Lending Library, how likely are you to use the service in the next 6 months?

- Very Unlikely
- Somewhat Unlikely
- Neither Unlikely or Likely
- Somewhat Likely
- Very Likely

Which of these factors would most influence you to try the Lending Library?

- Recommendation from a friend **through social media**
- Recommendation from a friend **in person**
- My friend takes me there
- I see others use it on social media
- I pass by the location on campus
- I see it being advertised on campus
- Other: Please specify

APPENDIX A - SURVEY QUESTIONNAIRE

Attention Check: select No

Yes

No

Have you ever used a lending/sharing service similar in nature to the AMS Lending Library?

Yes: Please specify

No

How important are each of the following attributes in your decision to use a lending library? Rank from most to least important.

- Convenient location for access
- A wide variety of items are offered
- Suitable hours of operation
- Lessening environmental footprint
- Items are always available in stock
- Low fees
- Simple borrowing process

To what extent do you agree with the following statements?

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
I reduce waste by recycling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I purchase or use second-hand items to reduce waste.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I don't think we should be charged for plastic bags at the grocery store.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would pay a premium for products/services that are less harmful to our planet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My friends would describe me as the one in our group who is really passionate about the planet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe second-hand items are not sanitary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

APPENDIX A - SURVEY QUESTIONNAIRE

Attention Check: select Yes

Yes

No

Which of the following would you be most interested in borrowing?
Only rank your top 3.

- Stand Mixer
- Sewing Machine
- Air Fryer
- Blender
- Adapter
- Mobile stand (eg. for projector use)
- HDMI Cable
- Food Processor
- Camping Backpack
- Art Supplies Kit
- Gardening Kit
- Chemistry Molecule Kit
- Graphing Calculator
- LED Flashlights
- Camping Tent

What is your maximum willingness to pay to borrow an item for a week?

0 20

Dollars \$

APPENDIX A - SURVEY QUESTIONNAIRE

To what extent do you learn about AMS-related updates through these channels

	Extremely unlikely	Somewhat unlikely	Neither likely nor unlikely	Somewhat likely	Extremely likely
Facebook (AMS-related accounts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Instagram (AMS-related accounts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Twitter (AMS-related accounts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TikTok (AMS-related accounts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LinkedIn (AMS-related accounts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-campus events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Ubyyssey	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
AMS email newsletters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Posters and flyers on campus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Within the past 6 months, how often were you on the UBC Vancouver campus?

- Never
- Less than once a month
- 1-3 times a month
- Once a week
- 2-3 times a week
- Greater than 3 times a week

Which gender identity do you most identify with?

- Male
- Female
- Non-binary / third gender
- Prefer not to say

APPENDIX A - SURVEY QUESTIONNAIRE

Where do you currently reside?

- UBC residence
- On-campus (Wesbrook Village, University Endowment Lands)
- Off-campus (City of Vancouver)
- Off-campus (Lower Mainland, excluding Vancouver)
- Prefer not to say

Which of the following best describes you?

- UBC Undergrad student
- UBC Graduate student
- UBC Doctorate student
- UBC Alumni
- UBC Faculty
- UBC Staff
- UBC neighborhood resident
- Other: (Please specify)
- Not affiliated with UBC
- Click to write Choice 10

APPENDIX A - SURVEY QUESTIONNAIRE

What is your Faculty?

Arts

Commerce

Engineering

Education

Science

Forestry

Land and Food Systems

Kinesiology

Law

Medicine

Dentistry

Nursing

Pharmacy

Other: Please specify

Where did you find this survey?

Facebook

Instagram

Newsletter (please enter which one)

Reddit

Discord

Other

APPENDIX A - SURVEY QUESTIONNAIRE

Thank you for filling out this survey :)

If you'd like to be entered into a giveaway for a chance to win one of four \$20 UBC Bookstore gift cards, please enter your email.

APPENDIX B - INTERVIEW QUESTIONNAIRE

Interview - AMS Lending Library

Thank you for participating in our survey! We will now ask some more in-depth, but quick questions

What do you think AMS lending library service aims to achieve?

Long answer text

Can you recall the items offered by the AMS Lending Library service? Is there a specific item you were most interested in borrowing?

Long answer text

Which item on this list would you borrow, if you cannot recall?

- Sewing Machine
- Stand Mixer
- Blender
- Food Processor
- Air Fryer
- Mobile Stand (eg. for project use)
- HDMI Cable
- Adapter
- Graphing Calculator
- Chemistry Molecule Kit
- Camping Tent
- LED Flashlights
- Camping Backpack
- Art Supplies Kit
- Gardening Kit

APPENDIX B - INTERVIEW QUESTIONNAIRE

What would be your purpose for borrowing that item?

Long answer text

Are there any other items from the list you would borrow?

Short answer text

If you need the items, where would you purchase them? Internal reference: e.g. buy new, marketplace, craigslist, kijiji

Short answer text

Why would you use AMS Lending Library service over the one(s) you just mentioned.

Long answer text

Why would you NOT borrow items rather than purchasing them?

Long answer text

If you were the head of AMS Sustainability, what would you do to get the word out about the Lending library? *

Long answer text

How would you move people from knowing about the service to using it?

Long answer text

Please submit your email for an additional entry to win our giveaway.

Short answer text

APPENDIX C - SUMMARY OF INTERVIEW RESULTS

Ten interviews were conducted with UBC students after they completed the survey. Based on their survey results, they were segmented into different categories. The following categories were identified: Unaware Waste-Reducer, Practical Peter (3), Student-in-the-Know, Skeptical Sam, Doubtful Dave, and Traditional Tim.

A summary of their responses is below:

“What do you think AMS lending library service aims to achieve?”

- The goal of the lending library service is to allow UBC students to borrow items that they need to use occasionally, but not often, to reduce waste
- Help the environment and encourage the use of second-hand goods/ help out students
- To lessen our environmental footprint
- Promote sustainability on campus
- Encourage environmental advocacy
- Good for the environment... and access
- Recycle resources, to save energy and material
- More access to resources that are usually more expensive for students, and things that they wouldn't usually own
- More sustainable, reduce buying, consumerism. convenient for living on campus
- Offering affordable services for students because students don't have money to buy
- Making niche activities more accessible to the community of UBC, allowing the community to work together to save money & creating a sense of community by sharing products that people usually wouldn't buy to use just once

What would be your purpose for borrowing that item?

- Camping, cooking, sewing
- Hem pants, adjust clothes, repair clothes; technical needs for projector or tv
- For fun recreational activities
- Cook at home
- BBQ trip
- Less commitment than buying it, try for fun
- No foodstuff because I don't know the cleanliness standards. But maybe HDMI or adapter for my personal uses. Computer or presentation.

APPENDIX C - SUMMARY OF INTERVIEW RESULTS

If you need the items, where would you purchase them? Internal reference: e.g. buy new, marketplace, craigslist, Kijiji

- Thrift store, or FB marketplace
- FB Marketplace, thrift store, brand new, borrow from a friend
- Amazon
- Usually buy new, offline spaces, home depot
- Salvation Army or brick & mortar stores
- Usually, buy new, Amazon first & see if its cheaper than buying in person/don't buy second hand, but for high-value items would look for it
- Buy new

Why would you use the AMS Lending Library service over the one(s) you just mentioned?

- If I only needed the item once or for a brief period, I would be more inclined to borrow it, as it would take up unnecessary space.
- Accessible and easy, avoid unsafe meetups (FB marketplace)
- It is most likely cheaper and on campus
- It's less wasteful and doesn't have to commit to paying the full price
- Security, reliability & no risk of being scammed
- Convenience, physical distance
- Its cheaper & more affordable, accessible based on the distance
- Unnecessary to buy a new one if I use it once a year
- I don't think I would in general because I live too far away. I live in Richmond.
- Items have to be very niche (occasional), very specific toward an activity that is not a daily occurrence, or expensive. If it's an item that I would use daily, I would purchase it.

Why would you NOT borrow items rather than purchase them?

- Transportation of the items, and the general hassle of having to bring the item back.
- Availability
- Not familiar with borrowing things in general and the process of how it works
- Since they're used by a lot of people, they may be broken and not as nice
- If it's something I'm interested in pursuing using the item long term
- Longevity/condition
- I would rather own a high-quality item, to myself that I can use for a long time, buy new

APPENDIX C - SUMMARY OF INTERVIEW RESULTS

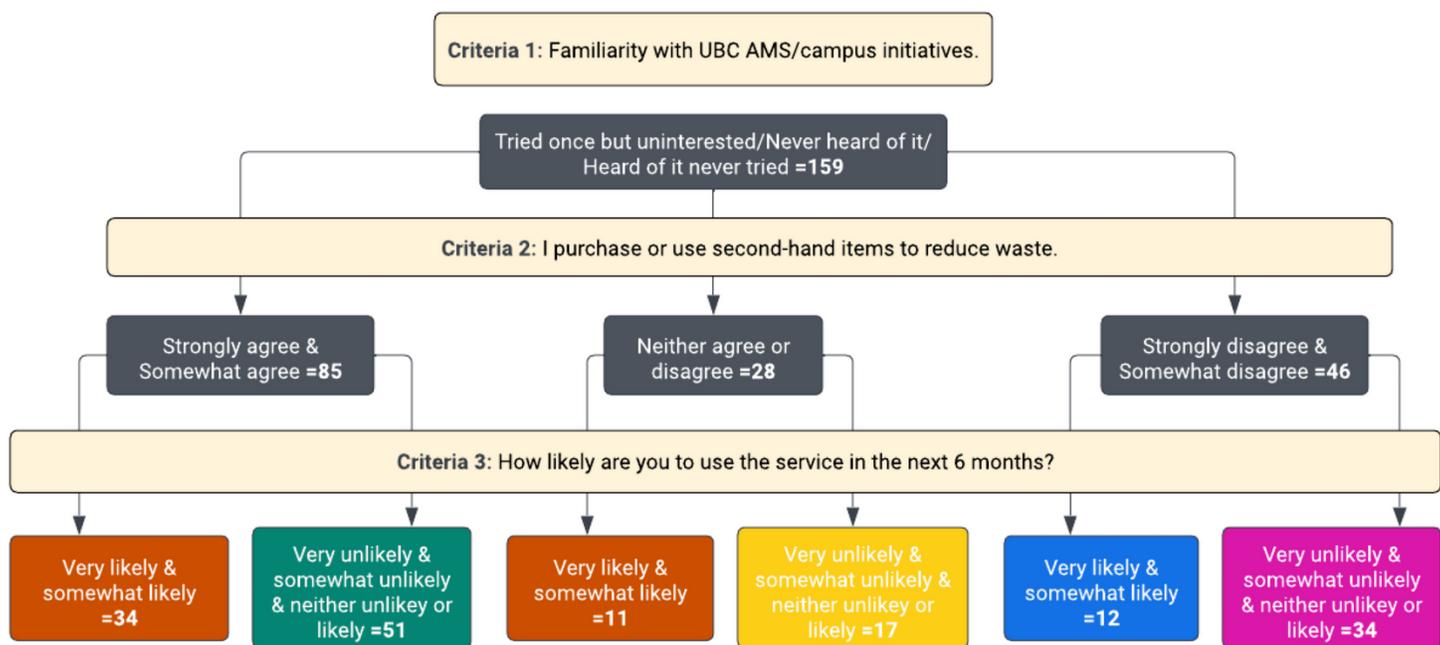
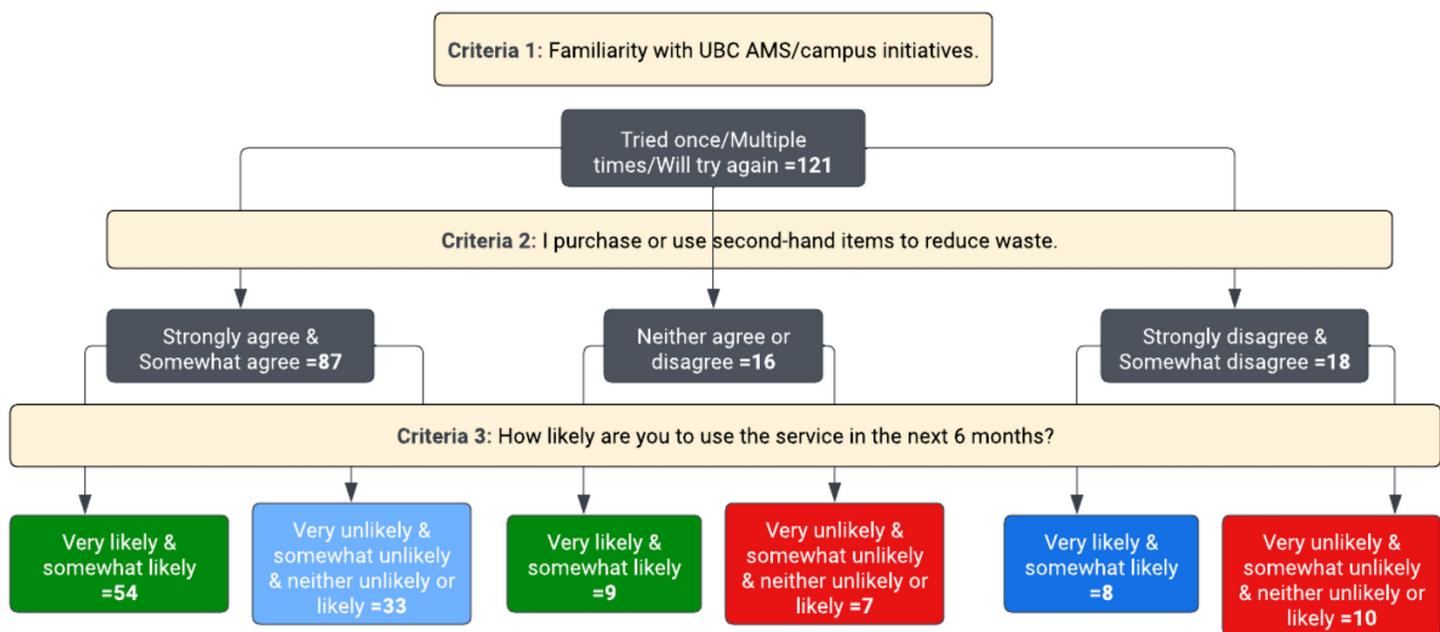
If you were the head of AMS Sustainability, what would you do to get the word out about the Lending library?

- More surveys that ask students what they want (Instagram paid sponsor)
- New users get a free trial and then afterwards enforce borrowing fee
- Raise awareness in residential buildings and place this equipment where they usually borrow vacuums (front desk?)
- A big in-person event at the nest, a grand opening that grabs people's attention
- Recruit a bunch of Sauder students to market it
- Reaching older students using Instagram, for younger students (TikTok), having colourful posters, and other print marketing communications at big events or just around campus (e.g. Block Party)

How would you move people from knowing about the service to use it?

- Word of mouth from your community (referrals)
- If my friends tell me the items are new, good quality and pretty cheap then they might convince me
- Student discounts, using flex dollars for paying, especially when first years are required to use their card for the meal plan
- If the equipment were useful people would just come, if the process was simple and don't jump through any hoops, tap the student card and go
- Encouraging these activities more to students, providing a free first trial for students, and friends referrals.

APPENDIX D - SEGMENTATION METHOD



APPENDIX E - COMPETITOR MATRIX RATING EXPLAINED

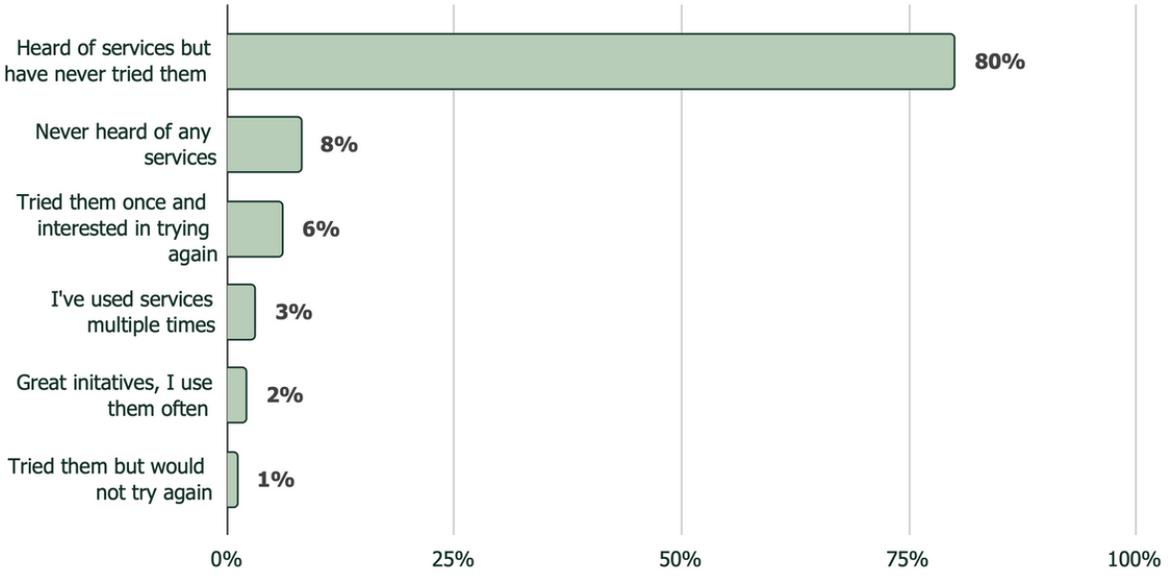
Ranking	Low fees	Convenient Location	Simple Transaction Process	Variability of items	Lessening Environmental Footprint
High	\$5+ per item	Has at least one physical location and an online store that offers pick-up locations and delivery services	Supports a variety of payment methods like debit, credit, e-transfer, cheque, cash and more. Purchasing is simple with no additional steps required.	100+ items	Each item does not require much transportation from store to household (0 - 20km of distance travelled)
Medium	Free - \$5 per item	Has at least one physical location or an online store that offers pick-up locations.	Supports a variety of payment methods like debit, credit, e-transfer, cheque, cash and more. Additional steps are required to complete the transaction. Examples include: Recording credit information for security reasons or negotiating prices)	10 - 100	Each item requires moderate transportation from store to household. (20 – 50km of distance travelled)
Low	Free	Does not provide shipping services nor have a physical location	Accepts only one type of payment only and requires additional steps to complete the transaction. Examples include: Recording credit information for security reasons or negotiating prices)	0 - 10	Each item requires lots of transportation from store to household. (50+km of distance travelled)

APPENDIX F - SWOT TABLE

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • A wide range of items are offered for borrowing at affordable prices for the public. • Has a physical location on campus, making it convenient, accessible, and safe to those who live near the UBC Point Grey campus. • Provides a service that promotes sustainability and the circular economy, which aligns with sociocultural trends. • Large audience and network through AMS channels. 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Pricing model may not be financially sustainable in the long run. • Minimal depth and breadth of available rental goods relative to competitors. • The Lending Library relies on volunteers to run the store, which may affect the consistency and availability of operational hours.
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • All three target segments have shown a willingness to pay more than \$2 per item. • Secondhand items trend and decreased stigma around thrifting increases the potential for more consumers to engage with initiatives such as the Lending Library. • Expanding the Lending Library's inventory to meet the needs of a broader range of UBC community members can increase its popularity and success. 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Consumers value having a wide selection of items offered. • The Clubs Resource Center is a potential competitor and could limit potential customers if they begin offering the same inventory. • Limited adoption of sustainability practices by the UBC community can limit the division's success in achieving its sustainability goals.

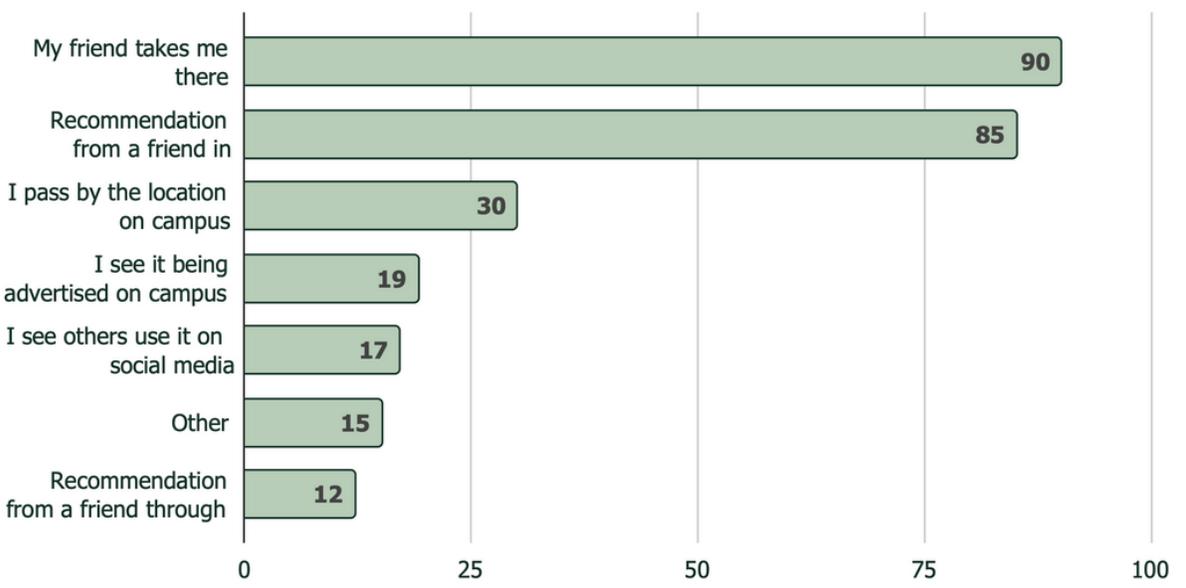
APPENDIX G - FAMILIARITY WITH AMS SERVICES

What is your knowledge of UBC AMS/AMS affiliated campus initiatives?



APPENDIX H - 'MOST' INFLUENTIAL FACTOR

'Most' Influential Factor



APPENDIX I - MONITORING SURVEY (PART A)

1. Given your experience with the AMS Lending Library Service, to what extent do you agree or disagree with the following statements? [Likert scale - strongly disagree, somewhat disagree, neither agree or disagree, somewhat agree, strongly agree]

- a. Simple borrowing process
- b. The items I need are always available
- c. I often see physical signs about the LL around campus
- d. The sticker pathways help me find the LL location
- e. I learned about the LL through a clubs day product showcase (Boothing)
- f. I reserve items from the AMS web page before borrowing
- g. I check if items are available on the AMS web page before borrowing

2. Which words do you associate with the Lending Library? [Select all that apply]

- a. Low-prices
- b. Sustainability
- c. Easy to use/convenient
- d. Secure/Safe purchasing
- e. Reliable

3. After learning about AMS Sustainability's Lending Library, how likely are you to recommend the service to a friend?

- a. Very Unlikely
- b. Somewhat Unlikely
- c. Neither Unlikely or Likely
- d. Somewhat Likely
- e. Very Likely

APPENDIX J - MONITORING SURVEY (PART B)

5. Which of the following did you learn about the Lending Library from? Please select all that apply.

- a. Instagram
- b. TikTok
- c. Posters on campus
- d. I heard about it from a friend
- e. Through a Google search
- f. Popup Booth/on-campus event
- g. Stickers on Nest Floor
- h. Other: Specify

APPENDIX J - MONITORING SURVEY (PART B)

6. Have you rented at least one item from the AMS Lending Library in the last school year (between September 2023 and May 2024)?

- a. Yes
- b. No

7. If YES to question (a), how many items from the Lending Library have you rented in the last year (between September 2023 and April 2024)?

- a. 1
- b. 2-3
- c. 4-6
- d. 7-10
- e. +10

7. If YES to question (a), Given your experience utilizing the AMS Lending Library Service, to what extent do you agree with the following statements? [Likert scale - strongly disagree, somewhat disagree, neither agree or disagree, somewhat agree, strongly agree, NOT APPLICABLE]

- a. One-time rental fee is reasonably priced (\$4)
- b. I am a part of the Lending Library's VIB (membership) program, and I enjoy a subscription (\$30/semester)
- c. I enjoy using the Lending Library's rewards program (between Sprouts Cafe & Agora Cafe)
- d. I enjoy viewing the Lending Library's Instagram content
- e. I enjoy viewing Lending Library's TikTok content

**Each of these answers above is able to monitor a specific tactic.*

- *A) and B) refers to the success of Tactic 2.1A*
- *C) refers to the success of Tactic 2.1B*
- *D) refers to the success of Tactic 2.2A*
- *E) refers to the success of Tactic 2.2B*

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