

**Marketing Plan Report**

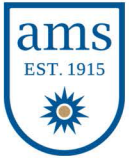
**Amal Hatmi, Jade Yang Kam Wing, Vipin Aulakh, Yinmei Hong, Zoe Yi-Chia Lin**

**University of British Columbia**

**COMM 468**

**December 05, 2016**

Disclaimer: "UBC SEEDS Program provides students with the opportunity to share the findings of their studies, as well as their opinions, conclusions and recommendations with the UBC community. The reader should bear in mind that this is a student project/report and is not an official document of UBC. Furthermore readers should bear in mind that these reports may not reflect the current status of activities at UBC. We urge you to contact the research persons mentioned in a report or a SEEDS team representative about the current status of the subject matter of a project/report".



# Marketing Plan Report



## Team 6

Amal Hatmi  
Zoe Yi-Chia Lin  
Jade Yang Kam Wing  
Yinmei Hong  
Vipan Aulakh



**COMM 468**  
Section 101  
Dec. 5, 2016

# Table of Contents

<b>Table of Contents</b>	<b>1</b>
<b>Executive Summary</b>	<b>3</b>
<b>Situation Analysis</b>	<b>4</b>
Company Overview + Industry Definition	4
Industry Analysis	4
Aggregate Market Factors	4
Porter’s Five Forces	5
Environmental Factors	7
Company Analysis	8
Current Objectives	8
Current Market Mix and Positioning	9
Competitor Analysis	9
Key Competitors	9
Competitive Matrix	11
Benchmark	11
Customer Analysis	12
Research Methodology	12
Research Findings	12
Market Segmentation	14
Planning Assumptions	15
SWOT	15
<b>Goals and Objectives</b>	<b>16</b>
<b>Core Strategy</b>	<b>17</b>
Recommended Primary Target Segment: Oblivious Undergrads	17
Recommended Secondary Target Segment: Influenced Academic	17
Recommended Positioning	18
<b>Marketing Strategies and Tactics</b>	<b>18</b>
<b>Objective 1</b>	<b>18</b>
Marketing Strategy 1.1 Educate our audience on the environmental impacts by creating visuals	18
Tactic 1.1.A “Love Your Mug Hour”	18

Tactic 1.1.B Video Series	19
Tactic 1.1.C Posters on Sort it Out Bins	19
Tactic 1.1. D Create Brand Persona: “Maggie the Mug” Mascot	19
Marketing Strategy 1.2 Cultivate relationships with key influencers to endorse the initiative via social media	20
Tactic 1.2.A Advertise Mugshare through Social Media	20
Tactic 1.2.B Influencer Posters	20
<b>Objective 2</b>	<b>20</b>
Marketing Strategy 2.1 Loyalty Stamp Cards	20
Tactic 2.1.A Offer Loyalty Stamp Cards	20
Tactic 2.2.A Increase the eco-tax to motive students to bring their own Mugs and participate in the Mugshare Program	21
<b>Objective 3</b>	<b>21</b>
Marketing Strategy 3.1 New Points of Distribution	21
Tactic 3.1A Add One New Pick-up/Drop-Off Location for Mugshare in Uppercase	22
<b>Timeline for Implementation</b>	<b>22</b>
<b>Budgets</b>	<b>22</b>
<b>Monitors and Controls</b>	<b>23</b>
<b>Appendices</b>	<b>24</b>
Appendix A: Exhibits	24
Appendix C: Competitive Matrix Calculations	25
Appendix D: Online Survey Questions	27
Appendix E: Face-to-face Interview Questions	34
Appendix F: Demographics Infographics	35
Appendix G: Customer Relation to Reusable Mug	37
Appendix H: Influence of Eco tax versus discount	37
Appendix I: Factors that are important to bring reusable mug	38
Appendix J: Peer Recommendation	38
Appendix K: Satisfaction for AMS and UBC Sustainability	39
Appendix L: Calculation of the AMS Loss	39
Appendix M: Budget & Calculations	40
Appendix N: SWOT	42
<b>References</b>	<b>44</b>

## Executive Summary

Over the last four months, a group of students at UBC Sauder School of Business have been working with the Alma Mater Society of UBC to analyze hot beverage consumption amongst UBC students with a specific focus on disposable cup waste. The goal of the research has been to understand the motivators that influence students to bring a reusable mug, so that a campaign may be designed to address the issue of single-use disposable cup waste that is a pressing issue.

Our analysis confirms that there is no 'one-size-fits-all' solution to reduce coffee cup waste on a campus as diverse as UBC's. However, through our segmentation process we have identified which students the AMS should target during their campaign and how they should expect to achieve this (*The Oblivious Undergrad* and the *Influenced Academic*). Students have a variety of pressures and preoccupations that pose a barrier to make sustainability their priority in their lifestyle choices. Simultaneously they are being affected by social and financial pressures. The AMS is currently strong in its brand recognition and its sustainability efforts have been acknowledged by our survey respondents, which allows for the inference that a campaign will be met with positive reception and will impact the student body.

This report explores how AMS can leverage its strengths and the insights curated in this report to create a resonating message that will remain strong despite high volumes of student turnover. The two main initiatives through which AMS aims to reach students is an **eco-tax program** aimed to discourage disposable mug usage and the **Mugshare Program** where students pay a deposit to borrow and return reusable mugs in the Nest.

The three main objectives highlighted in this report are:

1. To raise subscription to the Mugshare program to 2% of the student body in 2017 vs 2016 by April, 2018.
2. Increase reusable mug usage rate at Uppercase by 5%, in 2017 vs 2016 by April, 2018.
3. Add one additional Mugshare location in 2017 vs. 2016 by September, 2018.

The tactics for the strategies that will meet the objectives have been outlined in detail with instructions on when and how to implement, as well as ranked in order of priority. The tactics that we suggest the AMS prioritize immediately are raising the tax, and look into planning the promotional materials to be launched by fall of 2017.

## Situation Analysis

### Company Overview + Industry Definition

The AMS is involved in many projects, stretching from providing student services and influencing student behaviour in the area of sustainability, as well as owning businesses that are participating in different industries. Amongst all of the AMS Sustainability's initiatives, this year the focus is on reducing disposable cup waste. On campus there are two major programs influencing student behaviour with regards to how they consume their hot drinks: the Mugshare program and an eco-tax program at Uppercase which incentivizes students to refrain from using single-use disposable cups. Due to these programs' intersection with the Canadian consumer food services industry, we have chosen to focus on the Hot Beverages industry for this report. AMS participates in the Hot Beverages industry mainly through Uppercase, its owned and operated coffee location on Campus. Uppercase is affected by shifts in the hot beverages industry, and is simultaneously influenced by changes in student tastes and preferences due to its location at the heart of the UBC Vancouver Campus.

### Industry Analysis

#### Aggregate Market Factors

Through Uppercase, the AMS is operating in an industry that is constantly experiencing growth and change. The Canadian hot beverages industry is valued at CAD 3.47Bn as of 2015, experiencing a growth from CAD 3.025 Bn in 2014<sup>1</sup>. The projected growth for the industry is also positive, seeing as the market is moving towards a more diversified product offering, as consumers become more health conscious towards the adverse effects of caffeine and wish to switch to herbal alternatives in their hot beverage choices. The industry is forecasted to grow up to CAD 5.1 Bn by 2020 (Appendix A: Exhibit 1). While this is positive for the industry and its players, it is concerning when considering the waste that is created in this industry alone. Statistics show that there are about 60,000 students on campus, 1.5 million disposable cups per year from UBC campus alone goes to the landfill. This could be a huge issue at UBC campus as the community keeps growing and we put more strain on our environment.

AMS is subject to demand cyclicalities due to the flow of students on campus throughout the school year. During the winter term (September-April), the student population frequents the Nest and thus demand is higher in these months. During the summer months (May - August) classes are still ongoing but there is lower than normal traffic on campus. During the final exam

---

<sup>1</sup> Euromonitor International Statistics

periods (April and December), Uppercase experiences lower than normal volumes as there is less routine experienced on campus. In general, queues at Uppercase are very long at the end of the hour (fiftieth minute e.g. 10:50 AM), and demand experiences cyclicity as we move through the months. Especially during midterm season where there is high traffic. Furthermore, in terms of demand variations, there is also a relatively constant demand from students who frequent Uppercase who are loyal to the brand. Uppercase is known for their snacks like the famous Blue Chip cookies, Bernoulli's Bagels. Uppercase is also frequented for the convenience of location. Uppercase also partners with UBC Food Services participates in the meal plan where students can get a discount if they pay with their UBC Cards.

AMS' goal to reduce disposable cup waste is very much affected by distribution channels. Given that they are determined to influence UBC student behaviours, they need to ensure that their initiatives are accessible and readily available for students to participate. Currently, they only have one pick-up/drop-off location for Mugshare, their reusable mug program. Students can easily subscribe to the Mugshare program using their student cards. In terms of location, it is inconvenient for students to use the program because their only location is situated in the basement of the Nest. Students might turn away from the program's offering, because of its location that is hidden from plain sight.

## Porter's Five Forces

### **Threat of New Entrants: HIGH**

While in general, there are high barriers to entry to opening a food service location on campus, UBC Food Services owns the majority of the locations and thus continues to open more locations each year as their fixed costs are low. UBC Food Services recently added new locations to their 40-location repertoire. Uppercase has the opportunity to enjoy economies of scale for being the only coffee place at the Nest, but experiences fierce competition beyond their location.

### **Bargaining Power of Buyers : HIGH**

Due to the plethora of locations within close geographic proximity to Uppercase, consumers have the option of choosing convenience, price or brand loyalty. Uppercase does not have the lowest prices for coffee, and so competes on that front with other locations. Coffee is an important commodity in students' lives. Starbucks offers a 10 cents discount and promotional incentives that could potentially make it more attractive to buyers. Starbucks and Tim Hortons are also closeby, thus they are competing for the dollars of those who are more brand loyal.

### **Bargaining Power of Suppliers: MEDIUM**

In terms of bargaining power of suppliers, they have a moderately low power over disposable cups and a moderately high power for mugs at Uppercase (i.e. specialized product) AMS has two categories of suppliers, as the Mugshare program In terms of bargaining power of suppliers for disposable cups, there are many suppliers manufacturing disposable cups and therefore we believe AMS has the opportunity to choose from a variety of suppliers namely Dart/Solo and Green Century. Thus, price for disposable cups are more or less price elastic. In terms of reusable mugs, it is believed that it is more a specialized product and therefore, suppliers have more bargaining power for those niche demands. The first and current stock of reusable mugs were donated by University of Victoria and the average cost for a mug will be \$8-\$9 if purchased later.

### **Pressure From Substitutes: LOW**

With constant innovation in the industry, there will always be a variety of substitutes for the hot drinks provided. There are many pressure from substitutes namely, vending machines selling energy drinks, and food locations inside and outside of the Nest. The AMS provides also a range of food and beverages available to the students, faculty and visitors on campus and would also act as substitutes to Uppercase. Furthermore, iced tea energy drinks, popular caffeine alternatives (Red Bull, Monster, Yerba Mate) and prepackaged caffeinated beverages provide a similar caffeine fix to coffee, however they are not considered as hot beverages. Since we are focusing on the consumption behaviours related to disposable cups, they are not considered direct substitutes.

### **Industry Rivalry: VERY HIGH**

The hot beverages industry plays an important part on the UBC Campus. There are many competitors that are located nearby, offering the same food and beverages services similar to Uppercase. According to our research and findings, the competitors are mainly; Starbucks, Tim Hortons and UBC Food Services run coffee shops. All of these locations provide different pricing and promotional incentives, which affect and influence the customer's purchase decision. Moreover, Tim Hortons and Starbucks have high level of brand recognition which impact consumers purchasing decision significantly. In terms of sustainability practices, Starbucks provides a 10 cent discount while AMS charges a 10 cent eco tax on top of hot drinks prices at Uppercase. Wording also plays an important role in perception for purchase decisions; 'tax' is associated with a negative connotation while the word 'discount' has a more positive impact on customers' perception. As the industry's pricing is elastic, it is important to take into consideration the different effects that can influence customer behaviour from short to long run. Compared to AMS' Mugshare program, competitors like Starbucks offers a cheaper alternative, that is reusable cups to their clients. However, AMS' mugshare program is a differentiated offer provided to students as it only encounter students a one time deposit for the whole term and the mug is cleaned for them. Brand loyalty is also another factor that builds



a fierce competition in the industry. Different students have different preferences and go-to places they usually get coffee on campus. Some might even get coffee before coming on campus, therefore the industry of hot beverages both on campus and outside is really high. With 40 locations on campus alone, it is risky to raise prices and keep up with sustainability initiatives in such a competitive landscape.

## Environmental Factors

There are many factors that affect the industry of consumer food services on a national level in terms of demographics, political/regulatory and socio-cultural factors.

### Demographic

UBC Vancouver campus is comprised of 52721 students and 14114 faculty & staff <sup>2</sup>. The mean age of the largest demographic (Undergraduates) at UBC Vancouver Campus: 20.76 yrs old, average of 21 years old (Appendix A: Exhibit 2). According to our research and findings, the average debt per student is around \$25000. University students tend to be price-sensitive and live on a tight budget due to lack of funds and resources to support themselves, even managing with a part time job.

### Political/Regulatory: Greening Trends

Vancouver as being one of the greenest cities in Canada, has implemented an action plan with all levels of government to organizations, residents and businesses to achieve the goal of 'Zero Carbon, Zero Waste, Healthy Ecosystems.' According to CBC News, Vancouver city's director of waste management is considering to ban disposable cups and plastic bags in the market in order to achieve the zero waste goals by 2020.

UBC is also recognized as one of the most sustainable universities in Canada and year after year, keep innovating and setting the green trends in the education sector and sustainable buildings like the Nest. Some achievements and initiatives are namely: 636 courses include sustainability as a focus, 444 faculty engaged in sustainability research, 896 students, staff and faculty participants in Social, Ecological, Development Studies (SEEDS) sustainability research program. Furthermore, Zero Waste Psychology Research was also implemented. The research is led with the partnership with UBC's Brain and Attention Research (BAR) Lab part of the Department of Psychology, in partnership with Metro Vancouver, was used to make aware the effective practices in recycling to create a change in behaviour, at UBC and across Metro Vancouver.

---

<sup>2</sup> According to the 2015 UBC Census

The AMS is also always finding innovative and ongoing sustainable ways and practices to achieve zero waste. They implemented the AMS lighter footprint strategy, AMS Sustainability Project Funds, and many other initiatives to promote sustainability and create projects to reduce waste and ecological footprint of UBC students. These trends are strongly contributing to UBC's sustainable culture which is a positive indicator that can impact and create a social change in behaviour for the environment and community in Vancouver.

### **Socio-cultural Factors**

Amongst socio-cultural factors, Peer pressure is a significant in influencing purchase decision and behaviour. It also plays an important role in environmental behaviour. UBC undergraduate students fall in the average of 21 years old (comprising of the Millennials and Generation Y/Z) Millennials tend to be more inclined to authenticity, technology, trends on social media and being ethical. While Generation Y/Z, members are more easily influenced by peer pressure as confirmed by primary research, but are also avid followers of trends.

According to a Hotel case study done on finding the effect of social pressure on environmental impact, peer pressure is one the most persuading factors to change social behaviour towards customers perception of eco-friendly rules. The participants were travelers who were exposed to a bathroom sign requesting them to reuse their towels for greener practices. Washing the towels daily is waste of water and is considered as part of a huge expense for the the hotel, not including the detergent and energy cost. The study suggested that appealing to the client's green conscience with just an environmental friendly reminder and message aren't enough and that persuasion by informing the client that past and current guests have reused and are reusing their towels have a greater impact on their change of behaviour. Similarly, if the AMS wants to promote zero waste incentives, the Mugshare program and reduce single-use cup waste, it is important to reinforce the message of environmental sustainability and impact of disposable cup waste with the help of peer pressure so as to drive more influence towards social change and behaviour.

## **Company Analysis**

### **Current Objectives**

AMS Sustainability's main objective is to be a community front-runner in sustainability to ensure its competence in serving students, while the AMS aims to "improve the quality of the educational, social, and personal lives of the students of UBC". The Mugshare program and the eco-tax incentive are **designed** by the AMS to discourage usage of disposable cups. Another goal of the AMS with this campaign is to implement incentives without suffering a financial loss through their business, Uppercase.

## Current Market Mix and Positioning

### Price

Uppercase offers competitive pricing in regards to their food and beverages. The eco-tax of \$0.09 is charged on top of hot drink purchases when using a disposable cup. To encourage students to bring their own mugs, the Mugshare program requires a 5-dollar membership deposit which is returned to the student at the end of the semester. According to primary research conducted, respondents reported that 5 dollars is a reasonable charge for the Mugshare program but 32.9% reported that it should be \$3 or less.

### Product

There are two main products or programs on offer by AMS in terms of their current effort of reducing disposable cups. Firstly, Uppercase's eco-tax charge for disposable cups which is added to purchases at the location, and the Mugshare program in its pilot phase.

### Promotion

Regarding its promotional strategy, Uppercase gives students a 5% discount when they pay using their UBC Card. For those who are using a reusable mug, they won't be charged the \$0.09 eco-tax. Our survey responses indicate that Uppercase should offer stronger incentives for people who bring their own mugs.

### Place

AMS is located in the Nest, situated in the heart of the UBC campus. The structure also hosts various food services and clubs and is close to most bus stations. Currently, Uppercase is the only coffee store located inside the Nest. AMS has also created a Facebook page to gather more participants for the Mugshare. However, according to research, 88% students still lack awareness and knowledge on the program's offerings.

### People

AMS has approximately 500 employees. To ensure that the efforts of AMS operations are directed towards students, the organization's council is composed of UBC students themselves. The AMS Council is composed of elected representatives from across the University.

## Competitor Analysis

### Key Competitors

Starbucks (formally known as *Starbucks Corporation*) is the world's largest coffeehouse chain, operating over 20,000 locations worldwide. Not only does Starbucks offer a variety of

beverages, but they also offer merchandise such as mugs to promote affiliation with their brand as much as possible. This is also a great way to lessen the use of disposable cups. The UBC Campus has four Starbucks locations, which includes the bookstore, the University Marketplace, the Engineering Building , and one close to the Forestry building. Starbucks remains successful in retaining their loyal customers. For the purpose of this project, we decided to focus on the bookstore location of Starbucks due to the central location and proximity. Some of their strengths include:

- **High Brand Recognition:** Starbucks have established themselves as a premium coffeehouse chain and have made huge impacts with their worldwide presence. As a result, they can afford to charge customers higher price points. Not only does this mean large profits, but also aids with positive global recognition. The high brand recognition amongst students, especially international students (due to their international presence), gives a favourable association of high quality and familiarity.
- **In-Store Merchandise:** Apart from selling higher price and better quality mugs, Starbucks offers cheaper reusable cups at \$1 and give you a \$0.10 discount, although customers have to wash it themselves after each use.

Some of their weaknesses include:

- **High price point:** While their high price point was a strength in the previous paragraph, it is also a weakness. The hefty price tags on some of their products (even the most basic products), can deter customers from purchasing.

Sauder Cafe runs through UBC Food Services and is located in the heart of the campus inside the Henry Angus building. Many busy students consume their products, the main reason being the convenience of location. Through UBC Food Services, there is an additional \$0.25 charge for the usage of disposable cups. However, there is a \$0.15 discount if you bring your own mug.

Tim Hortons is currently the largest fast food restaurant chain in Canada that provides a variety of products that appeals to a wide range of consumers due to its low prices. The company's product line consists of premium coffee and an assortment of baked goods and foods . As well as selling goods from within its restaurants, it also sells products such as coffee packets, Christmas hampers and coffee machines through it's online shop and through grocery stores. Focusing on the Tim Hortons located beside Triple O's on campus, many students are highly attracted to the low prices, convenient location, and long hours, hence it always being busy.

## Competitive Matrix

	<b>CONVENIENCE</b>	<b>LOCATION</b>	<b>PRICING</b>	<b>TASTE</b>	<b>HOURS</b>	<b>TOTAL (AVG)</b>
<b>STARBUCKS</b>	4	5	3.64	4.5	2.64	<b>3.96</b>
<b>TIM HORTONS</b>	4.5	4.90	3.63	3.5	2.92	<b>3.89</b>
<b>SAUDER CAFE</b>	4	4.93	3.62	3.5	2.99	<b>3.81</b>
<b>UPPERCASE</b>	3.6	4.97	3.62	4	3.02	<b>3.84</b>

(See Appendix C for details)

## Benchmark

The five most important factors in choosing where to buy hot drinks on campus were determined from primary research through the online survey and face-to-face interviews. Taking a look at the matrix, Uppercase is leading in competition in location and hours. This is understandable because it is situated in the Nest, which is very close to the central location and there is high traffic on all sides. Uppercase is also the only store that operates on all 7 days in the week and has long hours.

However, Uppercase falls short to its competitors when looking at convenience, pricing, and taste. Competitors like Starbucks and Tim Hortons have an advantage for convenience because one can directly go to the source, in order to get to Uppercase the consumer must go through the Nest, which may be a negative for many students. Uppercase is tied with the Sauder Cafe in having the highest price, which is a highly unattractive factor for the consumer. As for the taste, it is very subjective although, Uppercase had a fairly high ranking right behind starbucks.

Relative to its competitors, Uppercases weaknesses are quite clear: Its high prices and location may discourage many consumers to look to the competitors products and hot beverages.

## Customer Analysis

### Research Methodology

The main purpose of our primary research was to gain insight on issues current to AMS Sustainability in terms of the Mugshare program and the eco tax charged at Uppercase. To understand the range allowed to raise the eco tax while not losing money and customers at Uppercase, an online survey was conducted. In the same online survey, the reason students choose to buy disposable cups over bringing their own reusable mugs were explored as well. Consumer behaviour of disposable cup purchases were further explored in face-to-face interviews.

The goal of the *online survey* was to collect a broad range of data in regards to student motivation and the relationship between students and sustainability. The survey was conducted to explore purchase decisions, purchase influences and attitudes of UBC students (Appendix D). The survey was distributed through our team's networks, mostly through Facebook. Given the short period of time we were allowed, our team was not able to collect as many survey responses as we have planned. Although, we tried our best to distribute the survey to different faculties, most of our networks were limited to Sauder students. As a result, the responses might be subjected to biased preferences and UBC students might not be accurately represented in the results.

The *face-to-face interviews* allowed our team to ask more in-depth and open-ended questions to explore student motivation and attitude further. The interviews focused on questions relating to students familiarity with the Mugshare program and their attitudes towards sustainability. The questions were designed to collect non-verbal cues, which is a good way to indicate honesty in responses. We also invited respondents to share their opinions on AMS' sustainability efforts. A free association test was incorporated to allow us to judge recognition and major mental associations amongst participants. We asked the participants to say words that they think are associated with 'Mugshare' and 'AMS' (Appendix E). A research limitation is that, since the interviews were conducted at the Nest, most interview respondents said they frequented the Nest.

### Research Findings

Over a 7-day period, our team collected 80 online survey responses from students and faculty all across campus. The survey respondents were mostly between the ages 18-24 (92.23%). The face-to-face interviews were conducted concurrently with the survey. We interviewed a total

of 26 people at the Nest where the mean age being 20.4 years old. From the 26 participants, we found that the mean coffee/hot drinks purchase is 3.5 per week (Appendix F).

**Customer relationship to reusable mug |** Our team found that a large population of respondents are buying 2-3 times (31.3%) or 4+ times (23.8%) a week. We can infer that coffee is a commodity to the respondents here. The top three most visited coffee locations on campus are Starbucks (75.3%), Tim Hortons (64.9%), and Sauder cafe (40.9%). These coffee shops will be used as main competitors for our analysis. Uppercase (26%) is placed fourth as the top visited coffee shop for respondents. Additionally, we found that a big portion (60%) of the respondents never bring their own mugs, compared to the 12.5% that brings 4+ time a week (Appendix G). This result is supported by the face-to-face interview results were 65% responded 'never' when asked if they bring their own reusable mugs to fill up coffee.

**Influence of eco tax versus discount |** Uppercase charges an eco tax for every hot drink purchased with a disposable cup. Our team wanted to find out to what extent does an eco tax affect purchase decision. We found that 76.3% of respondents are in fact unaware of the \$0.10 eco tax at Uppercase and 61% were unaware in the face-to-face interviews. Upon learning about it, 45% of participants were indifferent about it compelling them to bring their own mugs. While 22.5% of respondents were not compelled to change purchase decision. The \$0.10 eco tax does not seem to compel the population to bring their own mugs. However, it does affect customers who purchase at Uppercase. The results said that 25% are unlikely to purchase coffee at Uppercase, while 38.8% were undecided (Appendix H). Here, we can infer that the 38.8% are undecided because of other factors, such as peer pressure or moral judgement. When given the opportunity to decide which eco tax amount would compel respondents to bring their own mug, a big portion (30.8%) selected '\$0.50 is enough to compel them to bring their own mugs.' The second most popular answer was 'I'm comfortable with any amount, whether I bring a mug or not will just depend on if I remember.'" An interesting phenomenon occurred when we changed the way we phrased the questions. We asked how much drinks should be discounted when customers bring their own mugs: 27.8% of the respondents said \$0.50 and 24.1% said more than \$0.50. We can understand from the responses that purchase decisions are heavily influenced by discounts.

**Important reusable mug attributes |** We found that 73% of the respondents do in fact own their own mugs, but they just do not bring them. Factors that are important to participants to bring their reusable mug includes: attractiveness, lightweight, easy to clean, and convenient purchase location (Appendix I).

**Influences to behaviour + attitude |** We hypothesised factors that would influence participant to bring reusable mugs includes peer pressure and social pressure. The results verified our

proposition, where in fact, participants are influenced by friends, discount, faster check-out, and social pressure (30 and above likelys and very likelys). When asked to what extent participants agreed with statements in terms of their sustainability attitudes, a majority agreed or strongly agreed that “[they] try to buy eco-friendly products as much as possible.” However, when making decisions about food and drinks, a number of people “don’t really think about sustainability...” We can infer that students to make the association with sustainability when making purchase decisions on food and beverages. Finally, we found a big portion of participants agreeing to the statement: “I feel more inclined to be sustainable due to peer pressure or social pressures” (Appendix J).

**Mugshare program** | When we asked students if they were aware of the Mugshare program in the Nest run by the AMS, the majority (96.2%) indicated they don’t. When prompted, 25.3% of participants suggested that the deposit to join the Mugshare program should be less than \$3. Another 22.8% of participants said it should be \$5. We also did a word association test with ‘mugshare’ in the face-to-face interviews. Top associations includes reusable, sharing, and ‘I don’t know’. We found 88% of participants were unaware of Mugshare program.

**Brand dilution** | Students seem to think UBC and AMS are the same organization and confuse the initiatives, as more participants (37) agreed that UBC is doing enough. This a threat when considering AMS’ initiatives because the message does not come across very clear (Appendix K).

## Market Segmentation

Based on the insights from the online survey and face-to-face interviews, the target segments were compiled. The three most prominent segments are the Oblivious Undergrad, the Price Sensitive Student and the Influenced Academic.

### Oblivious Undergrads

These students drink several cups of coffee a day, and never bring their own mug. The Oblivious Undergrad is most likely an upper-year University student who is busy and preoccupied with multiple commitments, and so drinks multiple warm beverages a day to keep up their active lifestyle, but never remembers to bring their own mug. They do not see their waste-creation behaviour as part of the problem, but would do well from being reminded and being incentivized. The oblivious undergrads also frequent the same coffee-locations that are convenient to them, and are brand loyal.

### Price Sensitive Students



These students are very sensitive to changes in prices and are aware of taxes and discounts applied. The Price Sensitive student is most likely a lower-year student on student loans. This leads them to be very budget conscious as they have many years ahead of them to study. They keep themselves updated on the latest promotions and deals. When surveying, we learned that a \$0.10 tax is not considered compelling enough to change behaviour and 27.8% of our participants responded favourably to a raise in the tax, saying that they would bring their own mug if the tax was higher. However, some students (30.8%) also showed preference in receiving a discount if they bring their own mug, saying that if they receive \$0.50 discount, they will be compelled to stop using single-use disposable cups.

### Influenced Academic

This student is most likely in their early years of their university experience, only starting to build their networks on the core values they hold dear. Caring for the environment is not a core principles that is ingrained, but since being environmentally conscious is a large part of the culture at UBC, this student takes the time to learn more about it and is susceptible to at least try to change their behaviour. This student has friends who are very conscious about their waste behaviours, and so in their presence, the Influenced Academic is especially conscious about their behaviour relating to waste and sorting trash.

## **Planning Assumptions**

A number of key assumptions have been made about the industry for the purpose of this report. We assume that the industry is growing at a rate of 4% in volume growth in Canada, which is the bona-fide market growth rate. Since our campaign is at UBC, we will be taking UBC as a representation of the Industry and assume the same cyclical demand affecting UBC, but not the Industry as a whole. Through this logic we will be basing our analysis of the demands for coffee through the Winter Term (September to April).

## **SWOT**

Current strengths that AMS has is that Uppercase is one of the few campus coffee locations open on weekends. Uppercase has the added benefit of having extended hours 9:00AM-5:00PM on weekends, where most coffee locations on central campus are either closed on weekends or open for a limited time. Uppercase's central location also ensures that it experiences steady traffic throughout the day, and heavy traffic during peak hours. This means that as a campus food service location, there is a huge opportunity to influence the waste that is created on campus on a campus that is growing each year. The AMS itself has a strong, established and recognized brand that is representative of its reputation as a provider of services and an advocate for the students. By charging each student \$2.50 each year in their student fees, the AMS has been able to build a fund to support sustainability initiatives put

forth by students through the Sustainability Project Fund. This puts AMS in a strong position to push forward ideas that could bring a positive impact to campus life.

While the Mugshare program is unique, it currently only has one location in the basement of the Nest, creating a barrier for students who are in a rush or are unaware of the service. The general lack of awareness manifested itself in the primary research phase, where we learned that 62% of the survey respondents were unaware of the Mugshare program entirely. Uppercase's policy of charging an 'eco-tax' has negative repercussions as there is a negative association with the word "tax". The Eco-tax is currently being undercharged, not reaching its full financial potential, marketed at \$0.10 and is actually only charging \$0.09 (Appendix A: Exhibit 3). This \$0.01 represents a financial loss of \$2032 between May 2015 and Sept 2016 for Uppercase (Appendix L).

With a strong sustainability culture at UBC, AMS has the opportunity to leverage the resources and expertise at an university that is aiming to be the most green university campus in North America. UBC is also situated in Vancouver, which is aiming to be the greenest city in the world by 2020. Moreover, the coffee industry is growing each year, a Canadian industry worth 3.6Bn today, and forecasted to be valued at 5.1Bn by 2020. There is an opportunity to impact a growing segment of consumers by engaging the different generations: Generation Z and Millennials, through social media.

Student turnover is a threat to the efficacy and longevity of any campaign run at UBC. With 10,000 new students entering UBC and the departure of a similar number every year, constant reinforcement is necessary to enforce the messages of the program. There is also a threat of substitute products, since the financial constraints of a student's budget will eventually force them to either seek alternative, cheaper sources of caffeine or bring their warm drink from home. With the multitude of coffee locations on campus, consumers can choose a location based on their convenience, taste, preference and budget. Thus, there is a high bargaining power of buyers. Competitive firms are also in the business of selling reusable mugs. Cognitive dissonance also plays a huge role in the mind of hot drink consumers, causing inconsistent thoughts in their waste behaviours. While 73% own a reusable mug, 60% never bring it with them and 40% of respondents are perfectly happy using a reusable mug. A graphical representation of the SWOT analysis can be found in Appendix N.

## Goals and Objectives

The goal of this marketing plan is to help AMS influence sustainable behaviour in the student population that is subjected to massive turnover yearly. In the short term, the aim is to increase awareness amongst students and engage them in this initiative, so that our long term goal of

adding new points of distribution and building loyalty is feasible. Three objectives are outlined to help achieve the above goal:

**1. Brand awareness for AMS and the Mugshare program - “Love your mug”**

Raise subscription to Mugshare program to 2% of the student body in 2017 vs. 2016 by April, 2018.

**2. Brand loyalty and customer satisfaction**

Increase reusable mug usage rate at Uppercase by 5%, in 2017 vs. 2016 by April, 2018.

**3. Points of distribution**

Add one additional Mugshare location in 2017 vs. 2016, by September, 2018.

## Core Strategy

### Recommended Primary Target Segment: Oblivious Undergrads

We recommend that the AMS should primarily target the Oblivious Undergrad segment through the campaign and the Mugshare program. Our analysis shows that the Oblivious Undergrads make up a considerable population, as 73% of our survey respondents do in fact own their own mugs, but 60% of our respondents never bring it with them to campus. Through our tactics, we aim to address the barriers that are hindering this segment of the market from engaging in positive behaviour traits in regards to coffee mugs. Respondents reported that weight, inconvenience of cleaning and forgetfulness were the main barriers for students who do not bring their own mug. The survey results also indicate that when asked whether they were satisfied with using disposable cups, an overwhelming 40% said that they agree and strongly agree that they are satisfied, and a similar number indicated that they are concerned with their coffee cup usage. We aim to inform and educate the Oblivious Undergrad that their consumption behaviours are not independent from the problem at hand, and that their barriers can be reduced through the Mugshare program.

### Recommended Secondary Target Segment: Influenced Academic

We believe that the secondary segment AMS should target is the Influenced Academic, a segment which ranks high in peer and social pressure. From our survey, we learned that 46% of our respondents either agree or strongly agree that social or peer pressure influences them to make sustainable lifestyle choices. Another question revealed that 46% of the respondents would consider joining a mugshare program if they were recommended by a friend. This indicates that there is a viable segment of the student body willing to switch to reusable mugs

in the format of the mugshare or a discount program to give them financial incentives. Like the Oblivious Undergrad, they would respond favourably to being reminded, as 62% of respondents said that they would be more likely to bring their own mug if they were reminded of the environmental impact of their decisions.

## **Recommended Positioning**

“For the oblivious undergrads and influenced academics, Bring Your Own Mug is a campaign for hot beverage consumers at the Nest which provides convenience, financial savings, and reduces the number of disposable cups used on campus, unlike Starbucks, which provides reusable cups for purchase.”

## **Marketing Strategies and Tactics**

### **Objective 1**

Increase subscription to Mugshare program by 2% of the student body in 2017 vs 2016 by April, 2018.

### **Marketing Strategy 1.1 Educate our audience on the environmental impacts by creating visuals**

The first strategy is to implement a promotional strategy to inform our unaware audience about the campaign. The strategy will target students visiting the Nest. The reason why it is important to target those people is that they not well-informed about the environmental impact of coffee cup waste, unaware of mugshare (88%), unaware of savings when you bring a mug, but also act as a reminder to those who are absent-minded like the Oblivious Undergrad.

#### **Tactic 1.1.A “Love Your Mug Hour”**

In order to create a change in behaviour and invite UBC students to take part in this movement, “Love Your Mug Hour”, an hour long event will be a special way to sensitize students and faculty about the impact of disposable waste cups and raise awareness about the campaign and Mugshare program. In order to spread the news around campus, AMS sustainability can also partner with UBC Sustainability and The Ubyyssey, along with promoting through social media. There will be an appearance by a mascot, explained in tactic 1.1.D, in charge of educating the audience by handing out swag, Mugshare membership and loyalty cards to Uppercase. Furthermore, in order to create more social media hype around this special event, a special Snapchat Geotag filter will be created and readily available for the

students to send us their best photo in regards to the overall campaign and event. The winner will be offered a special discount or prize.

### **Tactic 1.1.B Video Series**

It is important to communicate awareness through creativity, therefore AMS sustainability should create a series of short, strategic 7 seconds educational videos. The videos will aim to inform students about the impact of disposable cup waste and the campaign we are designing. In addition, the video will have to be relatable in order to keep students' attention and to persuade them to change their behaviour. The mascot as previously mentioned will be included and inviting a social influencer and avid supporter of the zero waste movement on campus such as Mr Santa Ono to be present in the video. The target market is approximately 60,000 Students mostly gen Y and millennials, therefore creating humorous and relatable videos about the different impacts of hot beverages cup waste and how students have the power to change their behaviours and contribute to a zero waste community will be effective.

We also know that the targeted audience is highly avid on technology and active on social media channels. Sharing those videos on platforms like Facebook, Twitter and Instagram will make it more interactive and will more likely raise awareness around peers. It is important to make sure that the educational video is pushed all over social media channels, AMS & UBC's website. Thus, creating a movement of change in behaviour.

### **Tactic 1.1.C Posters on Sort it Out Bins**

In order to educate, informative posters and visuals surrounding the campaign and the BYOM program should be implemented. Posters can be placed in strategic places, such as on top of the sort out bins where there are more chances of student traffic. By creating a partnership with UBC sustainability, they will enable AMS sustainability to make sure that the posters and visuals are uniformly spread on campus. According to our online survey, around 31% of the students agreed that they were likely to be very likely influenced by their peers. Those posters will aim to create remorse and moments of thought, which is crucial to the change in behaviour towards sustainability.

### **Tactic 1.1. D Create Brand Persona: "Maggie the Mug" Mascot**

In order to make an impact on the student life and behaviour on campus, it is essential for AMS sustainability to build a real-life interactive campaign. Maggie the Mug will act like the new brand representative to communicate a message of empowerment for students to change their behaviour. The mascot will be a giant walking mug which will kickstart the campaign. It will be an easily recognizable mascot for brand association and to which students will easily associate the brand with the Mugshare program and the overall campaign. According to our online

survey and face-to-face interviews almost 88% of students were unaware of the Mugshare program. The mascot will aim to sensitize students about the impact of the waste of disposable cups and also create brand exposure by making sure to make several appearances in the Nest and around Campus. Brand ambassadors can also help by volunteering and helping the mascot to facilitate communication and better articulate the message of change.

## **Marketing Strategy 1.2 Cultivate relationships with key influencers to endorse the initiative via social media**

In order to reinforce the campaign and the Mugshare program, it is important to implement a strategic promotional strategy, like partnering social influencers. President Santa Ono comes to mind as a key influencer to partner with to push this message through social media.

### **Tactic 1.2.A Advertise Mugshare through Social Media**

AMS can use their existing network resources to advertise the Mugshare program. An example of an optimal choice for a UBC celebrity would be Santa Ono. He has 5500 follows on Instagram as 'ubcprez' and 8000 followers on Twitter. If he agrees to advertise the Mugshare program, we can effectively post information regarding the program on his social media channels. This would spearhead the advertising campaign of the program by exposing information regarding it effectively.

### **Tactic 1.2.B Influencer Posters**

In conjunction with tactic 1.1.C, the same method is applicable for creating the posters. Santa Ono and other influencers, such as presidents of various Undergraduate Societies, would have their quotes on the posters. The posters of UBC influencers supporting the Mugshare program can be displayed on the entrances of the Nest, Uppercase, and beside the Mugshare location.

## **Objective 2**

Increase reusable mug usage rate at Uppercase by 5%, in 2017 vs 2016 by April, 2018.

## **Marketing Strategy 2.1 Loyalty Stamp Cards**

Students are extremely price sensitive and with the plethora of options on campus for coffee, loyalty cards are an effective way to incentivize students to both save money as well create opportunities for repeat purchase and positive behavioural change. This will also increase brand loyalty in the long term, as students will eventually be familiar with Uppercase and the AMS.

### **Tactic 2.1.A Offer Loyalty Stamp Cards**

This tactic highlights how the dual objectives of increasing mug usage and creating traffic at Uppercase can be achieved. By issuing punch-loyalty cards exclusive to Uppercase, we will offer 1 punch for bringing your own mug, and two punches for Mugshare members. With the collection of 10 stamps, users can enjoy a free coffee or cookie of up to a \$2 value, an initiative which will incentivise users to bring their own mug to Uppercase and enjoy financial discounts. As an added promotional tactic, the day we initiate the loyalty card program we will create awareness for the punch card by giving our cards with hot drink purchases and educate patrons on the benefits of bringing your own mug.

### **Tactic 2.2.A Increase the eco-tax to motive students to bring their own Mugs and participate in the Mugshare Program**

In order to increase the Mugshare participation, the \$0.09 eco-tax can be increased. Most consumers are more motivated by the penalty than rewards regarding change in behaviours. In the initial stage, the eco-tax fee should be increased to \$0.10 immediately to avoid the unnecessary loss. On the basis of data that was offered by our client, Uppercase had 203,158 transactions from May 2015 to Sep 2016 with the \$0.09 eco-tax, which equals \$18,284 in eco-tax revenue. However, they could profit \$2,034 (\$20,316-\$18,284) more, if the \$0.10 eco-tax is applied. According to our observation, the \$0.10 eco-tax could be seen in the screen when consumers are paying their beverages.

For a long-run operation, the eco-tax could be increased to a larger amount, such as \$0.15 for purchases without own mugs. Currently, UBC Food Services gives a \$0.15 discount to students who bring their own mug. Increasing the tax to \$0.15 would mean matching the competitors, which is crucial. Expanding on that, in our interview research, 63% of responses held that \$0.25 charge for the disposable cups seems reasonable, therefore increasing the tax can be very beneficial. Once consumers notice the increased eco-tax in their bills, it may increase motivation to bring their own mug.

## **Objective 3**

Add one additional Mugshare location in 2017 vs 2016, by September, 2018.

### **Marketing Strategy 3.1 New Points of Distribution**

Mugshare is looking to get more students and faculty to participate in the program and a great way to do that is by adding new mug pickup and dropoff locations. Adding a new location at Uppercase is a great start in increasing participation due to the high volumes of consumers that

pass by the business and buy coffee. This also gives students a chance to purchase mugs right when they purchase their coffee instead of the more inconvenient location downstairs of The Nest.

### **Tactic 3.1A Add One New Pick-up/Drop-Off Location for Mugshare in Uppercase**

This tactic focuses on implementing the new location at Uppercase. There would be a separate line for people who participate in the Mugshare program and bring a Mugshare mug or their own mug. This would entail faster service for participants, which gives the others an incentive to join because it is much more convenient than waiting in the original line for so long. There would also be promotional material like informative pamphlets/posters at the counter promoting the Mugshare program and sustainability, and also have a sign at the beginning of the Uppercase line doing the same.

### **Timeline for Implementation**

The recommendations should be implemented in four phases. It is important to note that September-April is the busiest time of the year since it is the school year. The AMS should create all of the promotional material for the main campaign (Strategy1-3) in Phase One, which can be before school starts (summertime 2017). In Phase Two, which is around October-November 2017 the AMS should actively promote the campaign and try to get their voice out to as many people as possible. Phase Three is event activation (around October 2017), where the AMS should implement all the events recommended in this report. Finally, phase four is the repeat phase where everything will be repeated in order to constantly reach new people and remain relevant.

### **Budgets**

The financial considerations can be seen in the budget approximations in Appendix M. It is broken down under the three objectives stated in this report and itemized under the cost considerations for each tactic. By the estimates, Objective 1 is by far the most complex, and thus will require the most financial investment. It is imperative to consider that in order to create a campaign that can be reinforced year after year, investing now is important. We need to employ photographers, videographers and editors to create content that is visually appealing. However, being on a University campus with fledgling artists, allows us to reach out to our community of students and offer them avenues of expression. For this reason, under tactic 1.1.A there are two options to either hire a local professional, or a student by offering a financial prize for work completed. In objective 2, the recommendations encompass an increase in the eco-tax at at least \$0.01, but upto \$0.15 as this would be on par with competitors such as UBC Food Services. Since these are revenue streams, they will not impact the cost projection.



## Monitors and Controls

**Objective 1** | A viable method to measure AMS' brand awareness is by conducting an annual online survey at the end of each academic year. This way the responses collected can be compared year by year to understand brand awareness growth. The online survey should be distributed through AMS' social media channels and can be included in annual newsletters to students. AMS can encourage participation with prize incentives such as gift cards to Uppercase. Brand awareness questions should be similar to Question 4 in Appendix D. The questions will allow AMS to determine their ranking on consumer's preferred brands. With student turnover every year, questions that asks students if they think UBC/AMS is doing enough in terms of sustainability can find out student's awareness of AMS' sustainability initiatives. Ultimately, AMS can find out every year whether their reusable mug marketing campaign is self-sustaining by looking at student responses to the above questions. By tracking progress yearly, they can make small adjustments to improve the effectiveness of the campaign. In addition, staff turnover would not see the termination of the reusable mug program and campaign. The second metric for objective 1 should be measuring yearly subscription rate to the Mugshare program. The number of sign ups can be collected at the checkout step when signing up for Mugshare in their basement location in the Nest.

**Objective 2** | Objective 2 can be measured by tracking the number of hot drink transactions with a reusable at Uppercase monthly. This can be easily done by incorporating data collection in their current point-of-sale system. Creating an accessible one-click option for cashiers on the interface for hot drinks purchased with Mugshare reusable mugs can help track the usage rate. Of course, an option for reusable mugs should be included on the interface to allow more data to compare usage rate of Mugshare mugs. Collecting monthly data can help AMS determine whether or not they should be more aggressive with their campaign.

**Objective 3** | To measure Mugshare participation rate in the new distribution location, AMS will simply have to track the number of signups at Uppercase. By setting a goal of 3%, whether it is achieved, AMS can realize from the results whether the new distribution location assisted in increasing participation rate.

# Appendices

## Appendix A: Exhibits

**Exhibit 1. Hot drinks industry forecast. Source: Euromonitor International.**



**Exhibit 2: UBC Facts & Overview. Source: UBC.**

### Average age

Student Level	Avg. Age	Median Age
Undergraduate	23	21
Graduate	31	28

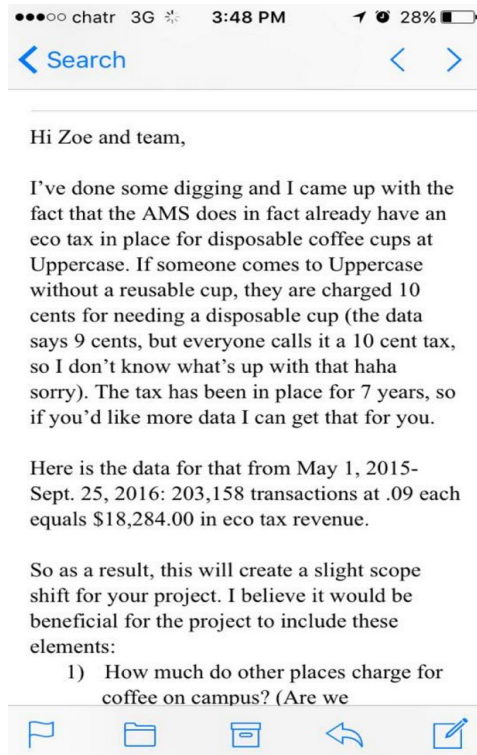
### Enrolment headcount

		2010	2011	2012	2013	2014	2015
Undergraduate	Post-Baccalaureate Degree	2,645	2,553	2,483	2,540	2,566	2,554
	Diploma & Certificate	2,270	2,176	2,123	2,122	2,202	2,263
	Non-Degree	2,720	2,708	2,458	2,402	2,669	2,716
	Residents	1,158	1,202	1,232	1,269	1,326	1,378
	Baccalaureate Degree	28,959	29,643	30,859	31,602	32,524	34,075
	<b>Total</b>	<b>37,752</b>	<b>38,282</b>	<b>39,155</b>	<b>39,935</b>	<b>41,287</b>	<b>42,986</b>
Graduate	Diploma & Certificate	66	40	49	47	61	55
	Doctoral Degree	3,517	3,660	3,727	3,678	3,627	3,539
	Masters Degree	6,112	6,290	6,287	6,222	6,350	6,141
	Non-Degree	3	3	8	2	1	
	<b>Total</b>	<b>9,698</b>	<b>9,993</b>	<b>10,071</b>	<b>9,949</b>	<b>10,039</b>	<b>9,735</b>
<b>Grand Total</b>		<b>47,450</b>	<b>48,275</b>	<b>49,226</b>	<b>49,884</b>	<b>51,326</b>	<b>52,721</b>

Students	Vancouver	Okanagan	Total
<b>Undergraduate</b>	42,986	7,668	50,654
<b>Graduate</b>	9,735	724	10,459
<b>Total</b>	<b>52,721</b>	<b>8,392</b>	<b>61,113</b>

- **61,113** total students at both campuses (up 2.6% from 2014/15)
- **1,388** Aboriginal students (up 0.5% from 2014/15)
- **14,851** additional students in UBC Continuing Studies

### Exhibit 3: Email from client highlighting 1 cent discrepancy.



### Appendix C: Competitive Matrix Calculations

	CONVENIENC E	LOCATION	PRICING	TASTE	HOURS	TOTAL (AVG)
STARBUCK S	4	5	3.64	4.5	2.64	3.96
TIM HORTONS	4.5	4.90	3.63	3.5	2.92	3.89
SAUDER CAFE	4	4.93	3.62	3.5	2.99	3.81

<b>UPPERCAS E</b>	<b>3.6</b>	<b>4.97</b>	<b>3.62</b>	<b>4</b>	<b>3.02</b>	<b>3.84</b>
-----------------------	------------	-------------	-------------	----------	-------------	-------------

### Competitive Matrix Calculations and Methodology

Location: Determined by calculating the distance from the center of campus (UBC Bookstore) to each business (Google Maps). Additional math shown below was used to get the results on a scale 1 - 5 with a relatively comparable spread.

Distance from UBC Bookstore to Uppercase: 100M $([5-0.1] + 10) = 14.9$ $14.9/3 = \underline{4.97}$	Distance from UBC Bookstore to Starbucks: 0 $([5-0] + 10) = 15$ $15/3 = \underline{5.0}$
Distance from UBC Bookstore to Sauder Cafe: 250M $([5-0.25] + 10) = 14.75$ $14.75/3 = \underline{4.93}$	Distance from UBC Bookstore to Tim Horton's: 300M $([5-0.3] + 10) = 14.7$ $14.7/3 = \underline{4.90}$

Convenience: Determined by considering whether the customer experience in purchasing coffee was simple. Points were allocated to each enterprise based on how well they met the following requirements:

- Is the coffee shop easily accessible?
- Is the wait time quite short?
- Is the coffee shop close to classes?

Prices: Based on the price of one cup of coffee (12oz). Additional math shown to get a reasonable spread.

Uppercase total price of one 12oz coffee: \$1.90 $(1.9 - 20) / (-5) = \underline{3.62}$	Starbucks total price of one 12oz coffee: \$1.85 $(1.85 - 20) / (-5) = \underline{3.64}$
Sauder Cafe total price of one 12oz coffee: \$1.90 $(1.9 - 20) / (-5) = \underline{3.62}$	Tim Horton's total price of one 12oz coffee: \$1.89 $(1.89 - 20) / (-5) = \underline{3.63}$

Hours: Used a range of 18 hours that any store could be reasonably open (6am - 12am), how many hours each grocery store is open. Adjusted to match five-point scale.

Uppercase: 10.9 hours (avg) $(10.9/18) * (5) = \underline{3.02}$	Starbucks: 9.5 hours (avg) $(9.5/18) * (5) = \underline{2.64}$
Sauder Cafe: 10.75 hours (avg) $(10.75/18) * (5) = \underline{2.99}$	Tim Horton's: 10.5 hours (avg) $(10.5/18) * (5) = \underline{2.92}$

Taste: Points allocated based on responses from face-to-face interviews.

## Appendix D: Online Survey Questions

Q0 Thank you for participating in this study. We are students at UBC conducting research for a Marketing course. We are conducting research on student attitudes towards reusable coffee mugs, and sustainability initiatives at UBC. This study will take no more than 5 minutes of your time. This study is anonymous, and your identity will be kept strictly confidential. We do not anticipate any risk associated with participating in this study. If at any time you are experiencing any discomfort, you are free to withdraw from further participation. Principal investigator: Jenny Dickson, Sauder School of Business. [jenny.dickson@sauder.ubc.ca](mailto:jenny.dickson@sauder.ubc.ca)

Q1 Please indicate your consent to participate in this study

- I consent to participate in this study

### Purchase Decision

For the next set of questions, please be aware that an eco tax represents an additional fee added to your bill when you order a coffee and use a disposable cup. A discount is a deduction from your bill when you bring your own mug.

Q2 How often do you buy coffee or hot drinks on campus?

- 4+ times a week  
 2-3 times a week  
 Once a week  
 2-3 times a month  
 Once a month  
 Less than once a month  
 Never

Q3 How often do you buy coffee or hot drinks from Uppercase in the Nest?

- 4+ times a week
- 2-3 times a week
- Once a week
- 2-3 times a month
- Once a month
- Less than once month
- Never

Q4 Where do you buy coffee on Campus? Please choose your top 3

- Starbucks
- Tim Hortons
- Sauder Cafe
- Ike's (in Irving K. Barber Learning Centre)
- Corner Store
- Uppercase
- Loafe
- Boulevard
- Great Dane
- others

Q5 How often do you bring your own mug with you to campus?

- 4+ times a week
- 2-3 times a week
- Once a week
- 2-3 times a month
- Less than once a month
- Never

Q6 Are you aware that there is a \$0.10 eco tax added to your bill when using a disposable cup at Uppercase?

- Yes
- No

Q7 Following up from the last question, how much does a \$0.10 ecotax compel you to bring your own mug to Uppercase next time?

- Not at all compelled
- Not compelled
- Indifferent
- Compelled

- Very compelled

Q8 At Uppercase, are you more or less likely to purchase a coffee if you are made aware there is a \$0.10 eco tax for using a disposable cup?

- Very likely
- Likely
- Undecided
- Unlikely
- Very unlikely

Q9 How important are these attributes in your decision to purchase a new reusable mug?

	Not at all important	Unimportant	Neither important nor unimportant	Important	Very important
Avoid the \$0.10 Eco fee (penalty tax)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordable price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attractive aesthetics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lightweight	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Easy to clean	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Convenient purchase location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q10 How important are these attributes in your decision to bring your own reusable mug to campus?

	Not at all important	Unimportant	Neither important nor unimportant	Important	Very important
Avoid the \$0.10 Eco fee (penalty tax)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordable price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attractive aesthetics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lightweight	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Easy to clean	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Convenient purchase location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q11 Are you aware that at AMS' coffee location, Uppercase, you receive a discount for bringing a reusable mug when ordering hot drinks?

- Yes
- No

Q12 In your opinion, how much should your hot drink be discounted by when you bring your own mug?

- There should be no discount
- \$0.05
- \$0.10
- \$0.15
- \$0.25
- \$0.50
- More than \$0.50

Q13 Pick the best statement that describes your opinion about the \$0.10 eco tax on your hot drink if you do not bring your own reusable mug:

- \$0.05 eco tax is enough to make a difference and compel me to bring my own mug
- \$0.10 eco tax is enough to make a difference and compel me to bring my own mug
- \$0.15 eco tax is enough to make a difference and compel me to bring my own mug
- \$0.25 eco tax is enough to make a difference and compel me to bring my own mug
- \$0.50 eco tax is enough to make a difference and compel me to bring my own mug
- No amount of tax is enough to make me bring my own mug
- I'm comfortable with any of the above ecotax, but whether I bring a mug will just depend on if I remember to do so



Q14 Are you aware that the AMS runs a Mugshare program in the Nest? (for a deposit that is returned at the end of the year, students can borrow and return reusable mugs daily in the NEST)

- Yes
- No

Q15 In your opinion, how much should you be expected to pay as a deposit to join a Mugshare program?

- Less than \$3
- \$3
- \$4
- \$5
- \$6
- \$7
- More than \$7
- Cannot comment, still need more info on Mugshare before answering

Q16 How likely are the following to influence your decision to bring your own mug?

	Very unlikely	Unlikely	undecided	likely	Very likely
Recommendation from a friend	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommendation from faculty/staff members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A discount on my drink	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An applied eco tax if I do not bring one	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Faster checkout at cafe (i.e. separate queue)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being reminded of the environmental impacts of using disposable cups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Consumer Behaviour + Attitudes**

Q17 To what extent do you agree with the following statements

	Strongly disagree	Disagree	Neither agree not disagree	Agree	Strongly Agree
I try to buy eco-friendly products as much as possible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I don't really think about sustainability when I am making decisions about food and drink	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would rather not bring a mug to school for coffee because a disposable cup is more convenient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am very passionate about sustainability and try to incorporate it into my life everyday	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel more inclined to be sustainable due to peer pressure or social pressures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being sustainable and living a zero waste lifestyle is very important to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18 Please indicate to what extent you agree with the following statements. (Please keep in mind that UBC is the University of British Columbia, and the AMS is the Alma Mater Society, the student society that represents the student body.)

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
UBC is doing enough in promoting sustainable initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The AMS is doing enough to promote sustainability initiatives on campus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with using disposable cups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am concerned about using disposable cups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is my responsibility as a consumer to decide whether to use a disposable or reusable cup	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe it is UBC's job to appropriately recycle cups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q19 I am loyal to Uppercase because they have a strong emphasis on reusable mugs.

- Highly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Highly disagree

### Demographics Info

Q20 Please indicate your age.

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 54+

Q21 Please indicate the gender you identify with

- Male
- Female
- Other
- Prefer not to answer

Q22 Please choose all of the programs that you or your household engages in

- Retailer Take Back Program (e.g. Glass bottles to Liquor Stores)
- Curbside recycling program (Blue boxes)
- Compost

Q23 Please indicate the type of housing you are currently residing in

- University residence
- Apartment/Condo
- Detached home
- Basement Suite

## Appendix E: Face-to-face Interview Questions

### Background(program) questions:

- 1) How often in a week do you buy coffee or hot drinks on campus?
- 2) How many times out of that would you say, do you buy your coffee at Uppercase in the Nest? (Calculate share of pocket)
- 3) Where do you purchase coffee: tell us your top 3
- 4) Why do you choose these places?
- 5) Do you bring your own mug to campus?
- 6) If yes→ What motivates you to bring your own mug?
- 7) If no→ What demotivates you from bringing your own mug?
- 8) I'm going to say some words, please let me know all the words or images that come to your mind, without filtering them. (Free association test)
  - a) Mugshare?
  - b) AMS Sustainability
- 9) Do you know about that when you take a reusable mug to Uppercase you receive a \$0.25 discount?
- 10) Do you know about a program called Mugshare at the Nest?
- 11) If yes→ what do you know about it?
- 12) If no→ what do you think this could be?

### Script to clarify misconceptions

Mugshare is a program run out of the Nest which allows students to borrow and return reusable mugs for a \$5 deposit which is returned at the end of the semester.

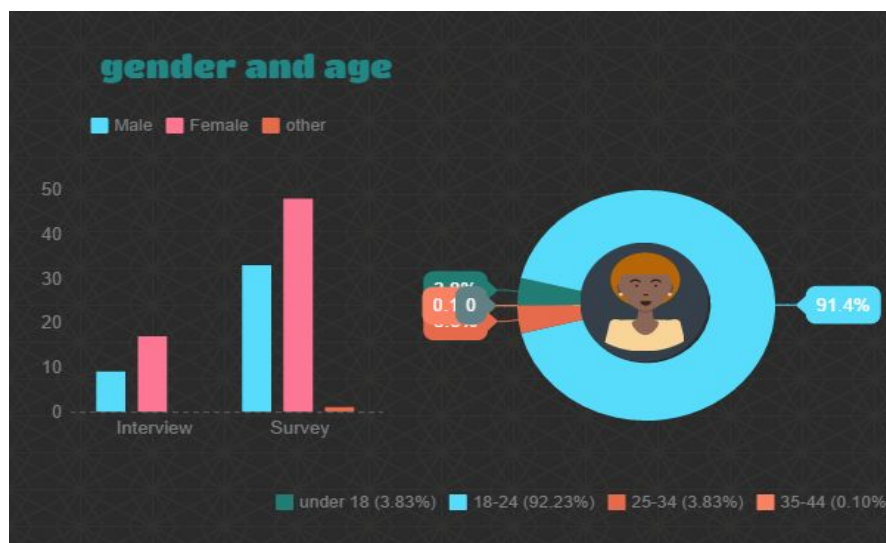
### Pricing questions:

- 13) Are you aware there is an eco fee for using a disposable cup when ordering coffee at Uppercase?
- 14) If yes→ what do you think is a reasonable charge?
- 15) If no→ what do you think is a reasonable charge?
- 16) Are you aware there is a \$0.25 discount if you bring your own reusable mug to Uppercase?
- 17) If yes - do you think is a reasonable charge?
- 18) If no - how much discount should be applied for encourage students to bring their own mugs?

### Satisfaction level questions:

- 1) Do you think the AMS is doing enough to educate the student body to be more sustainable in their food and drink choices?
- 2) Do you think you as a student have access to adequate resources and information to make wise sustainability choices?
- 3) What methods do you personally think would motivate the student body to bring their own mug to campus or participate in the mugshare program?

## Appendix F: Demographics Infographics



## The programs that participant household engages ( Survey)



## The interviewers Occupation/Faculty



■ Art (30.76%) ■ Answer as a "student" (42.30%) ■ science (7.70%)  
■ Other (19.24%)

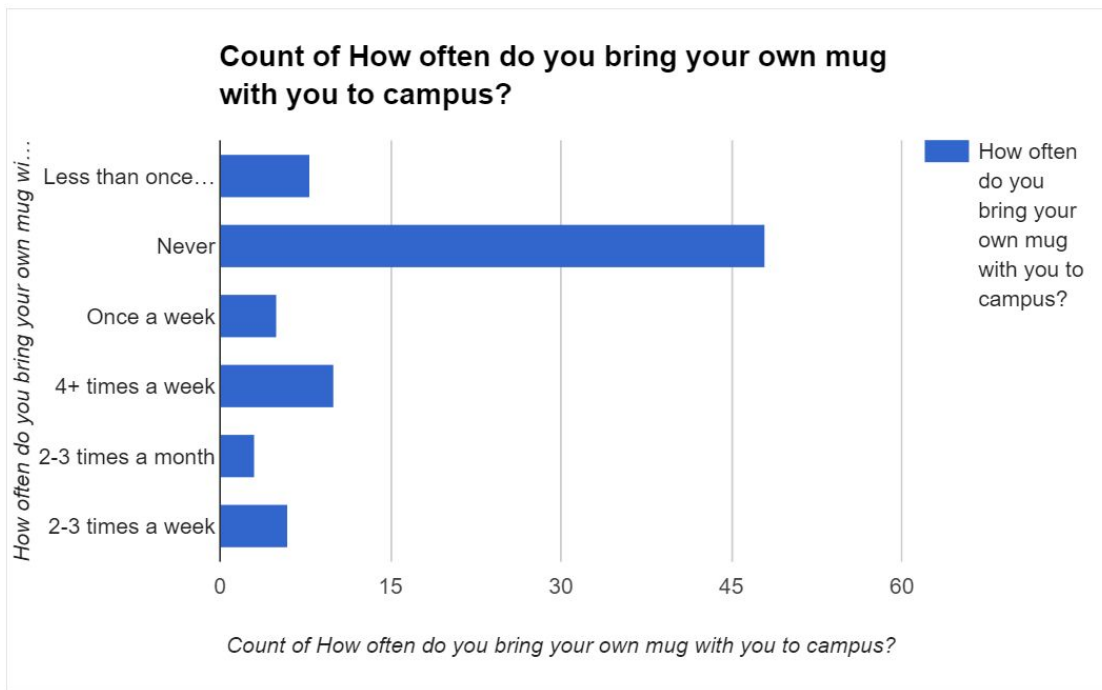


## Type of housing the participants residing in

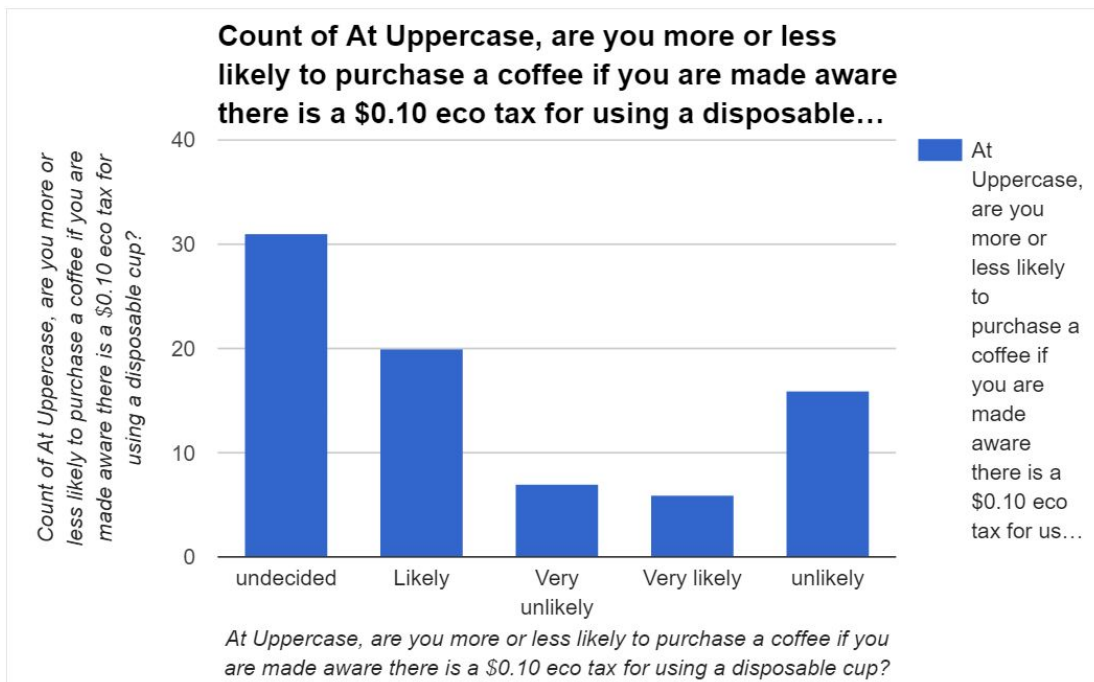
- University resi..
- Apartment/Condo
- Detached home
- Basement Suite



## Appendix G: Customer Relation to Reusable Mug

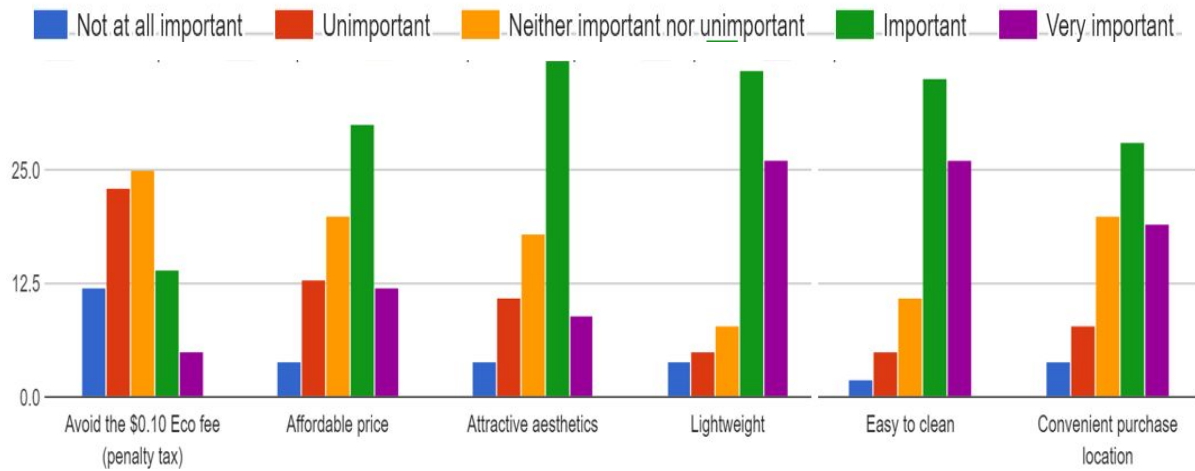


## Appendix H: Influence of Eco tax versus discount

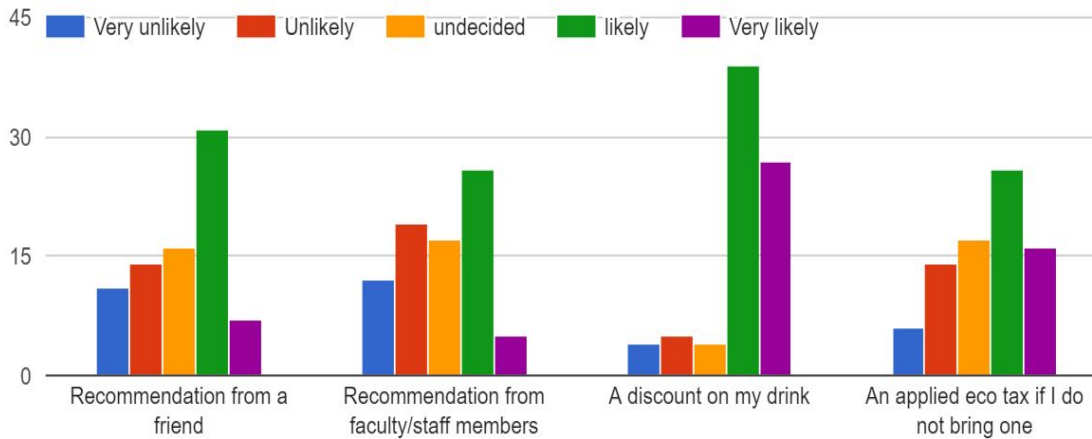




## Appendix I: Factors that are important to bring reusable mug

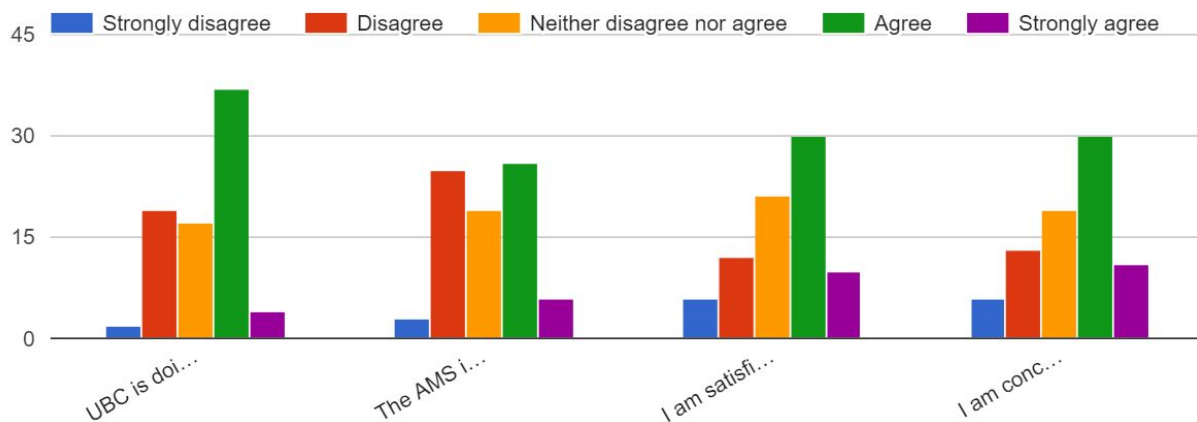


## Appendix J: Peer Recommendation





## Appendix K: Satisfaction for AMS and UBC Sustainability



### Note:

First graph: "UBC is doing enough in promoting sustainable initiatives."

Second graph: "The AMS is doing enough to promote sustainability initiatives on campus."

Third graph: "I am satisfied with using disposable cups."

Fourth graph: "I am concerned about using disposable cups."

## Appendix L: Calculation of the AMS Loss

Tax revenue for \$0.10:  $203,158 * 0.10 = \$20,316$

Tax revenue offered by AMS with \$0.09 ecotax: \$18,284

The loss:  $\$20,316 - \$18,284 = \$2,032$

## Appendix M: Budget & Calculations

Item	Cost per unit	# of Units	Total Cost
<b>Objective 1: increase brand awareness for AMS Sustainability and subscription to Mugshare program</b>			
Strategy 1: Inform our audience			
Tactic 1.1.A Create brand persona(mascot)			
Option 1: Reward for Students design (art)	\$100	1	\$100
Option 2: Cost for Professional design(website)	\$399 <sup>a</sup>	1	\$399
Tactic 1.1.B educational videos			
Cost for Photographer	\$350/day	1	\$350
Cost of costume & others	\$100*	1	\$100
Tactic 1.1.C Posters on tops of bins(Nearby)			
(4/0 24lb laser, 8.5 x 11)	\$0.55 <sup>b</sup>	200	\$110
Tactic 1.1. D Special Event(booth) in the Nest (main floor) - Love your mug day			
Cost for Free Swags (pen) *	\$0.39 <sup>d</sup>	300	\$117
Cost for snapchat geotag filter	\$5/20,000	25*	\$125
Nest 250,000 square feet (AMS, 2016)	Square feet <sup>d</sup>		
Strategy 1. 2: Marketing Strategy 1.2			
Tactic 1.2.A Influencer Instagram/ Facebooks	0	0	0
Tactic1.2. B Posters (large and customized size)	\$8.17 <sup>e</sup>	10*	\$81.7
Strategy 2.1 Increase brand loyalty through incentives by providing students with loyalty stamp cards			
Tactic 2.1.A Offer Loyalty Stamp Cards (other features and # might be applied)	Different packages	10,000 <sup>f</sup>	\$139.99 <sup>f</sup>
Tactic 2.1.B Reward: Free drink for every 10 purchases			
Annually costs for reward with \$2 value	\$0.5 <sup>g</sup>	14,689 <sup>i</sup>	\$7,345 <sup>j</sup>
Opening: free cookie (Happy Hour)	\$1 *	100	\$100
Estimated revenue (appendix 1)			
Tactic 2.2.A Increased eco-tax to \$0.10(\$0.10-\$0.09)	\$0.01	121,894 <sup>h</sup>	(\$1,219)
<b>Objective 3: New mug pickup location to engage members</b>			
Strategy 3.1: New Points of Distribution			
Tactic 3.1.A New location at Uppercase*	0	1	0
Tactic 3.1.B Separate Line for Own Mug (promotional material at counter and in the line)	\$8.17 <sup>d</sup>	2	\$16.34
<b>Fix cost</b> Total (excluded reward program and tax with option1) \$20.03			
Total (excluded reward program and with option2) \$320.03			
Total cost (Annually reward program with option 1 and without any increased in revenue): \$6,146			
Profit (Annually reward program with option 1 and with 5% increases in revenue): \$21,352 <sup>B</sup>			
Profit (Annually reward program with option 1 and with 13% increased in revenue): \$67,297 <sup>C</sup>			

**Note:** For detail of budget numbers from a-j, B and C, see calculation below.

- a. \$399 (99designs, 2016)
- b. \$0.55 for 4/0 24 lb laser, 8.5 x 11 per sheet (Printprint, 2016)
- c. \$0.39/ 300 order free shipping (4imprint, 2016)
- d. \$5/20,000 Square feet (Snape)
- e. \$8.17/per big post Included tax (Clubcard, 2016)
- f. Packages 1,000 for 139.99 (Vistaprint, 2016)

**The calculation for the cost of reward of free drink annually (estimate number):**  
Methodology for g-j, A, B and C

- g. 0.5, for \$2-dollar value drink ( $\$2 * (100\% - 85\%) = \$0.05$   
the profit margin of coffee industry 85% (Chron, 2016)
- h. 121,894 transactions (with eco-tax)
- i. 14,689 transactions for the rewards (without eco-tax)
- j. \$7,345 The total cost for reward without any increased revenue

Uppercase has 203,158 transactions with ecotax (57% without ecotax) from May 1 2015 to Sep 25, 2016 (20 month). Therefore, in average, 12 months would be 121,894 transactions (with eco-tax) and 161,580 transactions (without eco-tax).

The cost for Reward with \$2-dollar value drink, without any increase in sales (without eco-tax transactions):  $161,580 / 11 = 14,689$  the 11<sup>th</sup> drink have \$2 dollar reward  
 $14,689 * \$0.5 = \underline{\$7,345}$

**B. \$21,532 Profit (Annually reward program with o and with 5% increases in revenue):**

If we assumed that the reward program will bring 5% increased purchases (transactions without eco-tax):

- The Uppercase coffee average price: \$3.6 (calculation base on its menu)
- The total purchase (transaction) after the loyalty program applied:  $161,580 * 1.05 = 169,659$
- Number of rewards:  $169,659 / 11 = 15,424$
- Increased revenue:  $169,659 * \$3.6 - (161,580 * \$3.6) = 610,772 - 581,688 = \$29,084$
- Cost of the drink for reward program with 5% increased revenue:  
 $15,424 * (2 * (100\% - 85\%)) = \$7,712$   
Profit – cost=  $\$29,084 - \$7,712 = \$21,372$   
Profit (Annually reward program with option 1 and with 5% increases in revenue):  
 $\$21,372 - \$20,03 = \underline{\$21,352}$

**C. \$67,297 Profit (Annually reward program with option 1 and with 13% increase in revenue):**

The industry average: 13% increased purchases after implemented loyalty program (Shopify, 2011)

- the total purchased after the loyalty program applied:  $161,580 * 1.13 = 182,585$
- Number of rewards:  $182,585 / 11 = 16,599$
- Increased revenue:  $182,585 * \$3.6 - (161,580 * \$3.6) = \$657,306 - 581,688 = \$75,618$
- Cost of the drink for reward program with 13% increased revenue:

$16,599 * (2 * (100\% - 85\%)) = \$8,300$

Profit – cost =  $\$75,618 - \$8,300 = \$67,318$

Profit (Annually reward program with option 1 and with 13% increase in revenue):

$\$67,318 - 20.03 = \underline{\underline{\$67,297}}$

**Appendix N: SWOT**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- Uppercase is open on weekends</li> <li>- Is centrally located and experiences high traffic</li> <li>- The AMS has a strong, established, recognized brand as the representative organization for the student body and the provider of services</li> <li>- AMS has funds allocated to support sustainability initiatives (\$2.5 per student per year)</li> </ul>	<ul style="list-style-type: none"> <li>- Mugshare currently only has one location in the Nest, in the basement</li> <li>- Lack of awareness, 62% of the respondents were unaware of campaign or Mugshare.</li> <li>- Eco tax is currently not achieving its financial potential at the current rate</li> <li>- Employing the word ‘tax’ currently has negative associations</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>- AMS can leverage the strong existing sustainability culture at UBC, a University currently trying to be the most green campus in North America, in a city trying to achieve zero waste</li> <li>- Opportunity to reduce waste and create an impact in the campus community which is growing every year</li> <li>- Coffee Industry growing, forecasted to be at 5.1Bn by 2020. Opportunity to impact growing segment of</li> </ul>	<ul style="list-style-type: none"> <li>- Student turnover, 10,000 new student coming in every year and an equal number graduating</li> <li>- Threat of substitute products</li> <li>- Cognitive dissonance; while students and staff are aware of the adverse effects of using single-use coffee cups, they don’t associate their actions with the consequences as a whole.</li> </ul>

<p>consumers.</p> <ul style="list-style-type: none"><li>- Engage millennials and generation z, who are easily influenced by social pressure to change their behaviour</li></ul>	<ul style="list-style-type: none"><li>- High Bargaining power of buyers: convenience, locations, saving, free stuff will take them away from sustainable options</li><li>- Strong brands like starbucks also sell mugs, with perceived better designs and higher quality.</li></ul>
---	---

## References

Almanac, B.C. "Vancouver considering Ban on Disposable Coffee Cups, Plastic Bags - British Columbia - CBC News." *CBCnews*. CBC/Radio Canada, 05 Feb. 2016. Web. 05 Dec. 2016.

"AMS Sustainability Initiatives" *AMS Sustainability*. N.p., n.d. Web. 04 Dec. 2016.

"AMS Sustainability Projects Fund." *AMS Sustainability Projects Fund*. N.p., n.d. Web. 04 Dec. 2016.

"About The Nest." *UBC Alma Mater Society*. N.p., 2016. Web. 04 Dec. 2016.

Bush, Thomas. "SWOT Analysis of Starbucks, the World's Leading Coffeehouse Chain." *PESTLE Analysis*. N.p., 20 Apr. 2016. Web. 04 Dec. 2016.

"Coffee in Canada" Euromonitor International Statistics 2016.

"Demographics Overview | Planning and Institutional Research." *Demographics Overview | Planning and Institutional Research*. N.p., n.d. Web. 04 Dec. 2016.

"Disposable Coffee Cups Archives - Zero Waste Canada." *Zero Waste Canada*. N.p., 06 Mar. 2016. Web. 05 Dec. 2016.

"Generational Differences Chart." *WMFC*. N.p., n.d. Web. 04 Dec. 2016.

"Greenest City Action Plan." *City of Vancouver*. RedDot CMS, n.d. PDF. Web. 05 Nov. 2016.

"Hot drink Beverages Industry in Canada" Euromonitor International Statistics 2016.

Kline, Maureen. "Why Your Brand Should Appeal to Sustainability-Friendly Millennials." Inc. N.p., 30 Sept. 2014. Web.

Krakovsky, Marina. "Hotel Case Study: Peer Pressure's Impact on the Environment." *Scientific American*. N.p., 01 Nov. 2008. Web. 04 Dec. 2016.

"Loyalty Cards." *Vistaprint*. N.p., 2016. Web. 04 Dec. 2016

Hayes, Mark. "5 Reasons Loyalty Programs Will Increase Your Ecommerce Sales – Shopify." *Shopify's Ecommerce Blog - Ecommerce News, Online Store Tips & More*. N.p., 27 Oct. 2011. Web. 04 Dec. 2016.

"Menu." *AMS Sustainability*. N.p., 2016. Web. 04 Dec. 2016.

News, CBC. "Coffee Cups among Many Items You Actually Can't Recycle, City Says - CBC.ca | Metro Morning." *CBCnews*. CBC/Radio Canada, 21 June 2016. Web. 05 Dec. 2016.

Norris, Doug. *Millennials: The Newest, Biggest and Most Diverse Target Market*. Rep. N.p.: Environics Analytics, n.d. Print.

"Open Kitchen." *UBC Food Services*. N.p., 2016. Web. 04 Dec. 2016.

P. Ashkin, Stephen. "Environmental Leader." *RSS*. N.p., 15 Aug. 2015. Web. 06 Nov. 2016.

"Poster Printing Vancouver | PrintPrint.ca." *PrintPrint.ca*. N.p., 2016. Web. 04 Dec. 2016.

Press, Aleksandra Sagan *The Canadian*. "As Student Debt Climbs to an Average past \$25K, Schools Invest in Battling the Mental-health Issues It Causes." *National Post*. N.p., 30 May 2016. Web. 04 Dec. 2016.

"Pricing | 99designs." *99designs*. N.p., 2016. Web. 04 Dec. 2016.

"Sale Products." *Sale Price Imprinted Products | Promotional Gifts on Sale at 4imprint*. N.p., 2016. Web. 04 Dec. 2016.

"SEEDS Sustainability Program." *SEEDS Sustainability Program*. N.p., n.d. Web. 05 Dec. 2016.

Song, Qing Yang, Yi Xing, Cathy Wu, Nina Zheng, and Charles Arnold. *Tim Horton's Company Synopsis*. Vancouver: n.p., n.d. PDF.

"Starbucks Recycling, Sustainability and Waste Management." *Starbucks Coffee Company*. N.p., n.d. Web. 05 Dec. 2016.

"Sustainability Is Sexy." *Cup Facts*. N.p., n.d. Web. 5 Nov. 2016.

*UBC Facts Sheet*. Rep. University of British Columbia. N.p.: n.p.PDF. Web. 04 Dec. 2016.

"UBC Named Top Canadian University in Sustainability." *UBC News*. N.p., 27 Oct. 2015. Web. 05 Nov. 2016.

"UBC Overview & Facts." *Overview and Facts | The University of British Columbia*. N.p., n.d. Web. 04 Dec. 2016.

"Vancouver Large Format Poster Printing, Big Posters, Fast, Same Day Printing, Vibrant Colour, Art Posters, Bond Paper, Photo Satin, Gloss, Kraft Paper Posters." *Clubcard Printing Canada*. N.p., 2016. Web. 04 Dec. 2016.

"Vancouver Greenest City 2020 Action Plan." *City of Vancouver*. N.p., n.d.PDF. Web. 04 Dec. 2016.

"What Is a Good Coffee Shop Profit Margin?" *What Is a Good Coffee Shop Profit Margin? | Chron.com*. N.p., 2016. Web. 04 Dec. 2016.

Wilson, Jamar. "Topic: Coffee Market in Canada." *Www.statista.com*. N.p., 2015. Web. 04 Dec. 2016.