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Social Ecological Economic Development Studies (SEEDS) Sustainability Program

Student Research Report

Marketing Plan for Interactive Sustainability Centre Report

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AMS SUSTAINABILITY MARKETING PLAN

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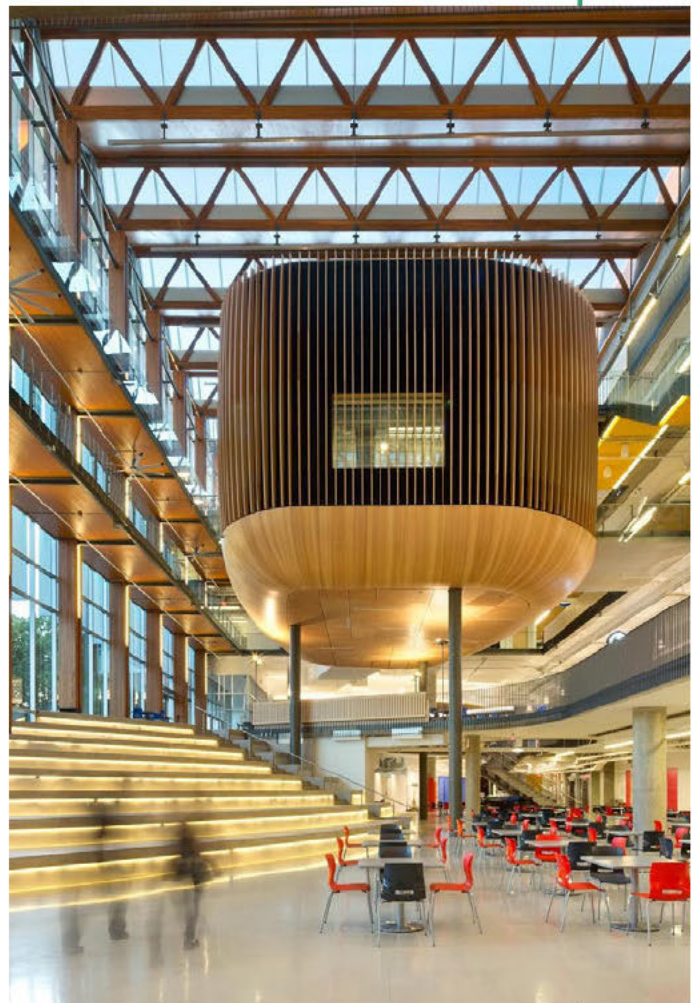


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EXECUTIVE SUMMARY

First being formed in 1999, AMS Sustainability is the current leader in campus sustainability at the University of British Columbia. Focusing on working with different companies and initiatives to create a more sustainable future, AMS Sustainability wants to create a long-term culture change in the student body.

The AMS Interactive Sustainability Centre (ISC) was created to help AMS Sustainability achieve its overarching goal of creating a net-zero student society. As there was no physical location for AMS sustainability-related clubs to collaborate on campus, the ISC was born. The main feature of the ISC is its private meeting room space, supported by a television dashboard showing sustainability metrics for the AMS Nest and additional information for the Sustainability Project Fund (SPF).



SEGMENTATION AND GOALS

After completing our secondary research to learn more about our competitors and industry, we defined the ISC's potential consumer segments with our primary research. Analyzing the results from our 120 survey respondents and 7 in-depth interviews, we selected three segments to target: the Convenient Connors, Active Abbies, and No Club Nancys. We believe that these three segments are the most likely to use the ISC the way it was intended to be, as well as the most receptive to our S.M.A.R.T. objective.

GOALS & OBJECTIVES

Our S.M.A.R.T. objectives are created to help the ISC achieve their goal of raising its awareness and impact on UBC's society. The first objective is to increase student awareness of the ISC from 36% to 60% by the end of Winter Term 2 2023 (September 2022 to April 2023), as measured by a survey. The second objective is to increase the user usage rate at the ISC by 200% in 8 months (FW 2022/23 Session). (both first-time usage rate and repeat usage rate can be measured via a survey). The third objective is to increase sustainability projects on campus, as measured by SPF applications, by 100% from 16 to 32 applications in an academic year (September 2022 to April 2023).

We will achieve these goals by using strategies such as utilizing the current AMS social media channels, creating a new AMS Sustainability Instagram, creating in-person experiences where people can interact with the ISC brand, expanding on product offerings, increasing the awareness and number of SPF applications, and many more. As for our tactics, examples include improving SEO and website presence, using light projectors to guide potential users to the ISC, and creating murals in front of the ISC that will explain the ISC's offerings.

We will monitor the progress of our objectives through three key performance indicators:

- 1. Instagram engagement (i.e. growth, shares, conversion using Instagram Insights)**
- 2. Feedback surveys through campus-wide survey deployments**
- 3. Quality of leads (i.e. Google Search Console and Google Analytics)**

Overall, the goal of this marketing plan is to help the ISC raise its awareness and sustainability impact on UBC's student society.



CATEGORY DEFINITION

The AMS Interactive Sustainability Centre (ISC) is a sustainability-focused, student-funded initiative created by AMS Sustainability, which operates as the sustainability branch of the AMS at the University of British Columbia. The ISC can be categorized as a physical resource and community hub, which ultimately operates as a student service provided at the University of British Columbia, Vancouver Campus (UBC).

In 2021, UBC was ranked 13th out of 1,115 institutions globally in delivering on the United Nations' Sustainable Development Goals (SDGs) (Times Higher Education, 2022). This ranking was conducted by The Times Higher Education Impact Rankings, the only global performance organization that assesses universities against the United Nations' SDGs. UBC was further awarded the 3rd overall university in the Climate Action category and tied for 1st in the Industry, Innovation and Infrastructure category (Times Higher Education, 2022).

AGGREGATE MARKET FACTORS

Number of Students

56,936

Total of Undergraduate Students

46,322

Number of Graduate Students

10,614

Number of Staff

10,647

Number of Faculty

5,696

Market Size & Growth Rate

As of March 2022, the UBC Vancouver campus's total enrollment consisted of 58,768 students (UBC, 2022).

This total can further be attributed to 47,400 total undergraduate students and 11,368 graduate students.

When compared to the 2020/2021 year, enrolment has increased by 3%, with a majority of growth stemming from graduate master's degrees, undergraduate baccalaureate degree programs, and nondegree student enrolment (UBC, 2022). Despite this growth, however, the number of projected students for upcoming years remains unclear.

While it is assumed the total enrollment will remain relatively consistent at a total of roughly 59,000 students, UBC's rigorously qualitative admissions criteria cause expected growth rates to remain unclear.

AGGREGATE MARKET FACTORS

Because various criteria cannot be accurately forecasted, such as an applicant's likeliness of accepting their offer and the likeliness of registering for a full course load, year-over-year growth cannot be anticipated. This, in turn, can impact future budgetary projections which are pivotal for the funding of student services and organizations, such as AMS Sustainability.

In regard to total applications, when compared to the 2020/2021 year, the number of applications from graduate, domestic, and international students has increased by 29%, 36%, and 27%, respectively (UBC, 2022).

As for admissions, when compared to a 4 year moving average of ~40%, the 2021/2022 admittance rate (the ratio of admitted students to completed applicants within an admissions cycle) has seen a decrease of ~6% (UBC, 2022). However, when compared to last year, the overall yield rate for the 2021/2022 year (the ratio of registered students to admitted students within an admissions cycle) has increased by roughly ~3% (UBC, 2022). This growing yield rate boasts positive projections, such that there is a larger number of applicants that are accepting their admittance offers, ultimately increasing the total UBC population, funding, and prospective consumers.

Stage In Product Lifecycle

The Interactive Sustainability Centre officially opened for use by the public in February of 2022. This places the ISC in the introductory stages of the product lifecycle, operating at UBC, which is in the maturity stage.

ENVIRONMENTAL FACTORS

Sociocultural Factors

Lack of Engagement: Students' Apathy For Student Union Election

Low voter turnout for the student union body has been an ongoing problem for universities. The UBC AMS election in 2021 only had a 6.9% voter turnout (Ava-Pointon, 2021).

A low voter turnout may be caused by a lack of engagement by student unions, in turn, showing student unions may not be an effective representation of the majority of students (Wilson, 2019). The gap between students and student unions signifies the lack of belief in the actions of student unions, creating lower engagement of students with the services provided.

ENVIRONMENTAL FACTORS

Climate Emergency

Climate Emergency has been one of the top global crises that countries have been tackling. Canada is aiming to have net-zero greenhouse gas emissions by 2050 (Public Service Alliance of Canada, 2021). A number of strategic plans responding to the climate emergency crisis are being developed by various organizations, including universities. UBC addresses Climate Emergency actions through activities and priorities such as strengthening emission reductions, supporting climate initiatives, and fostering a culture of engagement and advocacy for climate action (UBC, 2021). The strong support for actions globally for climate emergencies encourages students to support and participate in initiatives across campus.

Economic Factors

COVID-19 & Blended Learning

In the past three years, the COVID-19 pandemic has greatly affected the education system. With students going back home and learning online, universities have become empty. International students have been impacted financially and psychologically, resulting in a decrease in enrollment and economic troubles for Canadian universities (Firang & Mensah, 2022). During these hard times of distance learning, students have questioned the breakdown of tuition fees (Hyslop, 2021). Aside from the financial hardships of students, student services during distance learning have also become inaccessible. Some universities and student unions have responded by decreasing student services budget during the pandemic (Kuo, 2021).

Classes transitioning back to in-person have forced student services, subsidiary clubs, and organizations to adjust to COVID-19 restrictions. Whereas some services have faltered, online services such as eHub and Peer Support at UBC have doubled during the pandemic (Kuo, 2021).

Technological Factors

Acceleration of Digital Strategy

As a result of the pandemic, organizations have overgone a digital transformation to continue providing for consumers' needs. A survey conducted shows customers' interactions with organizations have been at least 80% through digital channels and organizations have responded by accessing online channels and investing in technological initiatives (LaBerge et al., 2020). Aside from prioritizing health and hygiene as a need, people have an increased preference for interacting remotely (LaBerge et al., 2020). Universities and colleges were pushed to adopt "remote learning" and prioritize strategies focused on digital innovations (Gallagher & Palmer, 2020).

COMPANY ANALYSIS

Current Objectives

AMS Sustainability's corporate goal is to be a leader in sustainability, whether it's environmental, social, or economic. They have one main objective:

- ★ **To create a net-zero student society at UBC**

Current Goals

AMS Sustainability has been working towards this goal through multiple channels. Starting the Sustainability Projects Fund (SPF) in 2011, the AMS is focused on supporting six project types:

- **Student empowerment**
- **Education & awareness**
- **Community organizing**
- **Operations**
- **Advocacy**
- **Info-sharing & partnerships**

Funding projects up to \$15,000, the SPF is available to any UBC student who has an idea for a sustainability project that helps work towards environmental, social and economic sustainability at UBC.

The AMS Sustainable Action Plan (ASAP) is an outline that acts to translate the goal of creating a net-zero student society into tangible actions. The ASAP is focusing on five key areas:

- 1. Facilities Operations:** Using eco-friendly systems to help with everyday tasks. Examples include using a rainwater collection system to flush
- 2. Advocacy and Leadership:** Ensuring that all future plans will be built around the ASAP, whether that is their own projects or collaborating with student organizations.
- 3. Student Services:** Having a wide variety of student services such as Tutoring and the eHub, many of which relate to the United Nations Sustainable Development Goals (UBC Alma Mater Society, 2022).
- 4. Campus Coordination:** Working with UBC organizations such as SEEDS, USI and C+CP to create better learning and experimenting experiences (UBC Alma Mater Society, 2022). Also working with student-led initiatives on climate and sustainability projects.
- 5. Indigenous Coordination:** Making social sustainability a priority, the AMS works with the AMS Indigenous Committee to get a better grasp of what their community needs are.

Finally, the AMS Sustainability has multiple ongoing projects aimed at involving UBC's student body. This includes larger projects such as the AMS Sustainability Subcommittee and the Interactive Sustainability Centre, as well as short-term projects like the Revolving Gardens in the UBC Nest and AMS Thingery (UBC Alma Mater Society, 2022).

Through these five areas, AMS Sustainability plans to continue leading the path toward achieving a more sustainable society at UBC.

The Interactive Sustainability Centre (ISC):

One of the ways AMS Sustainability plans to achieve its goal of a net-zero student society is by opening the Interactive Sustainability Centre (ISC). The three main goals of the ISC are:

- 1. To be the main hub where students can collaborate on sustainability-related projects and initiatives**
- 2. Provide access to sustainability-related resources on and off-campus**
- 3. Function as a meeting room for AMS affiliates**

To achieve these three goals, there are three main objectives for the ISC:

Objective 1: Expand the impact and reach of the ISC's services and offerings, all while acting in accordance with the AMS Sustainable Action Plan (AMS of UBC, 2020). At the time of this report, the ISC had just had their grand opening on February 14. Although AMS Sustainability has emailed all UBC Sustainability clubs and filmed a promotional video for the ISC, there has only been minimal impact and reach on the UBC community.

Objective 2: Increase the overall number of users; increase the number of both first-time and repeat interactions with the ISC and its service offerings. ISC's grand opening provided a burst of new users, but AMS Sustainability has struggled with retaining its consumers. Investing over \$24,000 in renovating a storage room to create this new centre, the AMS plans on making the ISC the hub for all sustainability-related collaboration at UBC (Gaster, 2022). Currently, they are focusing on increasing their number of users through word-of-mouth marketing.

Objective 3: Introduce more sustainability initiatives and programs to the UBC population. The ISC was created to act as a catalyst for interacting with other offerings from AMS Sustainability, such as the Zero Waste Foodware Strategy and the Sustainability Subcommittee. They are hoping the ISC will foster more in-person collaboration, helping foster the creation of sustainability projects.

MARKETING MIX (4PS)

PRODUCT

AMS Sustainability created the ISC to be the catalyst in helping sustainability leaders work together more effectively. As the hub for all sustainable projects and initiatives, leaders and club members can collaborate at the centre, whereas other students can learn more about UBC Sustainability. Currently, the ISC is differentiated by its ease and convenience during the booking process. As it is a single room, there is much more privacy for clubs to discuss without being disturbed by the public.



image of the exterior of the ISC

Awareness of the ISC currently remains low, which provides their current consumers convenience due to less competition with booking times. ISC also has a dashboard in the centre that gives updates on new and ongoing sustainability projects at UBC.

PRICE

There is currently no price to use the ISC, as it is free to all students. However, there must be someone in your group that is a part of the UBC or AMS community to use the ISC. For example, students from alternative universities could still use the ISC, as long as the room booking was made by a current UBC student who must also be present. Currently, there are no future plans of increasing the price to use the ISC.

PLACE

The ISC is located in the basement of the Life Building, created by renovating an old storage room. The Life Building, which is located beside the AMS Nest, the combined area which has the highest foot traffic on campus. In addition to the many study rooms, accommodations, and short distance to the bus loop, many of the club offices are located in the AMS Nest. This will help encourage consumers to use the ISC more, as it is in a convenient and high-traffic location. As for their online presence, the ISC currently does not have a website as they are focused on increasing the awareness of their in-person location.

PROMOTION

The ISC is currently being promoted on the AMS Sustainability social media channels, allowing them to reach over 10,000 people and providing the opportunity to partner with other pages to cross-promote sustainability-related content. AMS Sustainability also has a robust and complete website that currently highlights sustainability-related resources including the ISC. Leading up to the initial launch of the ISC, small-scale social media campaigns were used to promote the new room. However, the most success was driven by direct advertising towards individuals and groups that have had previous engagements with AMS Sustainability.

Through word-of-mouth advertising, newsletters and direct emails, the ISC was able to attract its initial user base. Given the niche reach of this strategy, we will be looking to further reach users and increase brand awareness through posters, email campaigns, and a dedicated webpage on the AMS Sustainability website. With AMS' respectable social media following and access to other pages, informative and consistent posts could help to reach the desired audience. Other prospective strategies could include guerilla marketing, enhancing the product offering and increasing collaborations with other sustainable campus organizations.

MISSION, CULTURE & RESOURCES

Mission & Vision

AMS Sustainability's vision is to create a more sustainable society at UBC by combining sociocultural, economic, and environmental factors into an actionable sustainability plan (UBC Alma Mater Society, 2022). Their mission for the ISC is to create a centralized resource hub where students can go to learn more and become involved in sustainability projects and initiatives. Having only launched the ISC this semester, AMS Sustainability is still learning how to best utilize the ISC's potential.

Culture

AMS Sustainability believes strongly in incorporating sustainability into their daily lives. Whether they are encouraging students to start their own projects and initiatives through the SPF fund (UBC Alma Mater Society, 2022) or creating the Soap Stand to reduce student plastic waste (Heromag, 2021), AMS Sustainability is always listening to the student society's request to bridge sustainability with their daily lives.

Human Resources

AMS Sustainability currently has a team of three, consisting of VP Admin, Associate VP Sustainability, and Sustainability Projects Coordinator. With a larger team in previous years, two positions were cut coming into this year include due to the COVID-19 pandemic limiting AMS Sustainability's services and responsibilities: Sustainability Projects Fund Administrator and Sustainability Social Media Coordinator. All of AMS Sustainability's workers are paid an hourly wage of \$15.60, encouraging UBC students that are interested in sustainability to get involved.

Financial Resources

AMS Sustainability's budget is spent on operational costs regarding sustainability projects. This includes past projects, such as the AMS Soapstand and the Revolving Gardens, as well as executing current and future projects like the ISC. AMS Sustainability does not raise money from fundraisers or sales, instead of getting its budget from annual student fees. Therefore, their projects are non-profitable operations for the time being. There are also no marketing expenses, as they promote their projects through organic social media and email campaigns.

KEY SUCCESS FACTORS

Although the ISC is very new, one of its current key success factors is its physical space. Unlike the majority of other sustainability resources for UBC students, the ISC is a physical place where people can meet to collaborate and learn more about campus sustainability. As it is located in the heart of UBC at the AMS Nest, the location of the ISC will help generate more users in the early stages due to foot traffic.

Another key success factor for the ISC is brand association. As the ISC is a part of AMS Sustainability, there will already be an association between the product and AMS Sustainability when the centre launches. As AMS Sustainability currently plays a large part in assisting sustainability clubs and initiatives on campus, their consumers may also utilize the ISC when looking for more resources and spaces to work on their projects. The ISC will also be able to utilize the AMS' primary Instagram account when promoting events and updates on social media. With over 7,000 followers, the ISC has a direct line of communication with its target market of UBC students.

Lastly, the ISC prioritization of sustainability clubs and initiatives for room bookings is pivotal for success. Meeting rooms are hard to come by at UBC, especially during exam seasons. This leads to a lot of clubs not being able to find an available room --

to host their group meetings and smaller events. The ISC helps solve this problem for sustainability clubs by giving them priority in room bookings compared to other students, encouraging sustainability-focused consumers to utilize their services. Currently, they have reached out to all sustainability clubs during the ISC's grand opening to let them know of their product's services, helping them achieve multiple bookings.

CUSTOMER ANALYSIS

Secondary Research

To gauge interest in the need for collaboration and sustainability of the student body of UBC, a research team consisting of five School of Community and Regional Planning graduate students ran two focus groups, with a total of ten participants, to understand the UBC campus' student population about their interests of ISC's physical design and programming and how the ISC space should be utilized.

Based on the secondary research done by AMS Sustainability when they interviewed AMS sustainability-related clubs in September 2020, there were a few key notable themes and takeaways surrounding student perceptions of sustainability and preferences of interactive spaces.

A number of key themes and insights were identified regarding student awareness and sustainability actions:

- A general consensus that the term "sustainability" was viewed as interdisciplinary, co-opted, and often overused.
- A strong gap existed between the sustainability needs of campus students and the ability to identify and connect with sustainability on-campus initiatives.
- Strong communication gap (i.e. as students are unaware of what sustainability actions they can take and where they should go to learn about these actions on campus).
- Sustainability knowledge mostly comes from social media, such as Facebook.
- Awareness of sustainability initiatives is limited to on-campus rallies, such as campus climate strikes, but are otherwise unaware of most on-campus initiatives.
- The "top-of-mind space" that is frequently mentioned and is associated with the fostering of a sense of engagement and collaborative work is the Nest.

There were also a number of important takeaways revolving around needs and preferences that were unique to UBC students. For example, in one interview, a participant mentioned they wanted a space that could hold events ranging from small workshops to larger networking events. The clubs also stated they have regular internal meetings throughout the semester and are currently frustrated with the campus room booking process, as rooms are frequently fully booked. Therefore, they hoped the development of the ISC would make collaboration easier, provide them with a reliable meeting room, and help them facilitate a net-zero environment. Another point raised was that UBC students were somewhat wary of UBC-ran initiatives and highly favoured partnership collaborations with other student groups.

In addition, these sustainability-related clubs also requested various physical features when asked about their ideal meeting room:

- AV equipment.
- Chairs and tables (separate tables to enable breakout groups, but can be combined for larger meetings).
- A sink or kitchenette.
- Large whiteboard.
- Zero-waste-enabling features, such as rentable name tag lanyards for conferences, waste hub, etc.

Primary Research

The purpose of our survey deployment and in-depth interviews is to gauge key data and insights on identifiable behaviours of current and potential users of the ISC, collaboration preferences on sustainability projects, motivators and pain points regarding their degree of involvement with sustainability projects, brand awareness revolving the ISC and AMS Sustainability, and key marketing tactics and communication platforms that influence sustainable decisions.

Our methodology consisted of deploying a survey via relevant Facebook groups to over 120 UBC students and conducting in-depth interviews with 7 interviewees. We focused on interviewing students who have experience with leadership, organizing sustainability initiatives, and past experiences with the ISC. The majority of interviewees were club executives who provided insights on their needs and experience with collaborations and utilizing sustainability resources on the UBC campus. We also asked interviewees about their interpretation of the ISC brand and their attitudes towards ISC and booking accommodations at UBC.

Customer Description & Behaviour

There were key psychographic and behavioural trends regarding UBC students' awareness of sustainability and on-campus initiatives in our survey that mirrored our secondary research findings. When students were asked to select their primary source of information to answer their sustainability questions and needs, 43% of respondents selected social media as their key source of information. When asked for the key channel where they've heard about the AMS Sustainability, 30% of respondents selected AMS Instagram - followed by 20% of respondents selecting physical campus posters or notice boards as the second most popular channel. This indicates that the ISC's key customers should be primarily targeted via social media and in-person poster placements.

In terms of our in-depth interviews, we identified a few key findings regarding behaviours and consumer preferences regarding sustainability campus involvement. We learned that most of our interviewees didn't want to start their own club, as they found the process either too complicated or the commitment to be too time-consuming. Key individuals involved in leadership positions for sustainability initiatives are aware of the ISC and have recall of the service offering, with someone even having visited the ISC before. A key pain that the interviewees mentioned was the logistical difficulty of booking rooms and the lack of availability of bookable rooms.

There were also notable challenges to the adoption of the ISC when the interviewees mentioned Sprouts and similar student-led clubs as well as mentioned that there are currently opportunities that already allowed for easy enough collaborations with Science Undergraduate Society clubs. Furthermore, many people are not inclined to use the ISC, as they believe that the existing room is too small to use to host events. In alignment with one of the challenges uncovered in our secondary research, when asked what sustainability resources they were aware of existed on campus, our interviewees said that they are aware of many sustainability initiatives.

COMPETITIVE ANALYSIS

Competitive Overview

Since the ISC's offerings are quite diverse and it does not fit into a single product or service category. ISC is a meeting space for AMS clubs but is also trying to be a place where UBC students can come to learn more about sustainability and make connections with like-minded people. As a result, its competitors include meeting rooms on campus, UBC study spaces, as well as campus sustainability hubs.

Key Competitors

Meeting Rooms

UBC Meeting Rooms and other campus learning spaces such as libraries, the Nest and the Life building are quite similar across faculties and buildings. Their booking system is very easy to use with instant booking confirmation and the ability to instantly view availability in real-time. They also have large tables, chairs and whiteboards. There are oftentimes problems with cleanliness and low availability due to the high demand and lack of upkeep. However, the meeting rooms are easy to find and free to use for students. They are also often the first places that come to the minds of students when they think of in-person meetings.

Over the past two years, Zoom and other online communication platforms, such as Discord and Facebook Messenger, have become the default method of conducting meetings at UBC. They are extremely accessible as people do not have to commute to a meeting room or hear about a lack of meeting room availability and opening hours. People can tune in from all over the world. However, they are less personable and it can be harder to brainstorm ideas and collaborate as a team when compared to in-person meetings.

	Meeting Room Qualities					
Competitor	Availability	Ease of Booking	Resources	Ambience/ Cleanliness	Furnishings	Location Accessibility
UBC Faculty/Colleges Meeting rooms	Low	High	Medium	Medium	Medium	High
Libraries	Medium	High	Medium	Medium	Medium	High
Nest & Life Building	Low	Low	Low	Low	Low	High
Empty Classrooms	Medium	Low	Low	High	Medium	High
Online Meetings	High	High	Medium	Medium	N/A	High
ISC	Medium	Medium	High	Medium	Medium	Medium

Meeting Room Competition Matrix

Sustainability Hubs

Sustain UBC has an extensive portfolio of programs that help the UBC community be more sustainable and get involved with campus sustainability. However, there is so much content that it is overwhelming and extremely difficult to find specific programs/initiatives one may be interested in. There are also no offerings for individual students just willing to learn more or groups wanting to be more sustainable. They also do not offer a physical place for a group to collaborate.

The UBC Climate Hub is a student initiative that runs multiple climate action-oriented projects as well as events for students. The Climate Hub is very easy to find online and uses a very intuitively designed website but is limited in scope as it is only focused on climate and not all aspects of sustainability. It also has two dedicated full-time employees which gives it great growth potential.

The Global Lounge seems to be the closest direct competitor to the ISC. It offers a huge physical space for events and groups with a focus on global citizenship and social justice. It has a lounge area, media centre and resource centre with great furnishings and amenities. The Lounge has four different programs: the Club/Organization Network, World's Challenge Challenge (case competition), UBC and AMS Global Fund (Grants of up to \$2,000 for relevant projects) and the UBC Tandem language learning program. The Lounge has many more opportunities for students but again is limited in scope and is not focused on sustainability.

	UBC Sustainability Hub Characteristics				
Competitor	Accessibility	Breadth of Sustainability Expertise/Info	Depth of Sustainability Expertise/Info	Student Involvement Opportunities	Physical Space Offering
UBC Climate Hub	High	Medium	Low	High	None
Simon K.Y. Lee Global Lounge	Medium	Low	Low	High	High
Sustain UBC	High	High	High	High	None
ISC	Low	Low	Low	Low	Medium

Sustainability Hubs Competition Matrix

Another potential competitor to the ISC for parties interested in learning about sustainability is the internet at large. It is extremely easy to find information about living a sustainable life and how to be better for the world if one is motivated to do so. However, pointed, specific information is hard to come by.

Relative Advantage of The ISC

Compared to its meeting room competition, the ISC currently does not seem to have a clear advantage in anything but well-stocked resources for meeting rooms. The booking system which, in our conversations, we have understood to be a key differentiator because of needing to email back and forth with Anisha is actually not an advantage and is more inefficient than the standard UBC booking system.

Furthermore, the only sustainability characteristic that the Interactive Sustainability Centre has an edge over the most competition at the moment seems to be that it has a physical meeting space to offer. Competitors have more student involvement opportunities while the ISC only seems to have some books, posters, and recycling bins. We noticed during the Grand Opening, that very few people take the time to read through books while recycling bins are not enough of a draw for people to visit the centre. There is plenty of more relevant and detailed information about campus sustainability on the internet through their competitors but the ISC does not have an online presence which makes it more inaccessible. Furthermore, the location of the ISC is in the basement, in between the Life building and the Nest. As we found out when we first visited the ISC, it is extremely difficult to find.

PLANNING ASSUMPTIONS

We made several key assumptions for this report. Based on our secondary research of the various climate and sociocultural issues, this report assumes there would be greater reasons for UBC students to get involved. This is because of our findings in which UBC appears to be funding student groups dedicated to solving the aforementioned climate and sociocultural, as well as student initiatives directed at solving sustainability-related issues. Furthermore, the SPF awarded by the UBC and AMS Sustainability aims to provide student organizations with up to \$15,000 in funding for new initiatives.

We're also assuming that with the influx of funding from AMS sustainability and emphasis placed on finding solutions for pressing sustainability-related issues, there will also be an increase in competition for funds and other resources amongst student groups. However, we perceive that this would also motivate more sharing --

of ideas and encourage more collaboration amongst all clubs to work towards spreading the word, recruiting more students to join in on initiatives, and increasing sustainability opportunities across the UBC campus. This assumption is reflected in our survey data, where 33.7% of respondents indicated that they're interested in getting involved or starting their own sustainability initiative.

SWOT ANALYSIS

Strengths

One of the ISC's key strengths is its relationship with the AMS. Being associated with the AMS provides the ISC with lots of social media reach, as it can be advertised on AMS' social media and newsletters whenever they have events and updates. Since the AMS also has a good public reputation among UBC students, this will help with consumer attitudes toward the ISC as well.

Another one of the ISC's key strengths is the physical room itself. Located in the AMS Nest, it is in a high-traffic area on campus where many students go during non-class hours. The ISC also has the advantage of a free-to-use physical room; compared to competitors such as Sustain UBC, which only have an online database of sustainability resources on campus. A physical area that can be booked out for events and club meetings gives the ISC a comparative advantage.

Lastly, the ISC having the Sustainable Projects Fund (SPF) is another key strength. The SPF is how a majority of UBC-led sustainability projects are funded. Having application forms at the ISC will encourage potential consumers to visit, learn more about the facility, and become repeat consumers.

Weaknesses

One of the ISC's weaknesses is where it is located in the AMS Nest. The ISC is currently located in the basement between the AMS Nest and the Life Building. While both buildings have a lot of foot traffic and include many other commodities to keep students there, the basement of the Life Building is not very noticeable. Many students tend to view it as a connector between the two buildings and do not take notice of the services and stores there. This may lead to the ISC being looked over by a majority of the students who have yet to learn about it. The room is also quite small, with a capacity of 10 people. Compared to other room booking services on campus which have multiple rooms with higher capacities, the ISC would not be able to handle high demand.

The ISC also has a lack of product differentiation from other meeting rooms. One of the key features currently being advertised for the ISC is the easily accessible meeting room for sustainability clubs. However, we quickly noticed that there is not much differentiation that would make the average consumer realize the meeting room is sustainability-focused. Aside from the dashboard showing sustainability statistics of the AMS Nest, the centre's layout is very similar to a standard study room. This is hurting the ISC's positioning, as many consumers will misuse it as a study room rather than the collaborative-focused discussion room that was intended for sustainability-minded students.

Another one of the ISC's weaknesses is its room booking process. Unlike the majority of room booking services at UBC which are processed through an automated system, the ISC currently requires one person to reply to the consumer's email. The back-and-forth delays the process and is viewed as more work than existing room booking services, turning away potential customers from using the ISC. There is also only one person replying to the emails currently, which can lead to delayed responses if there are too many requests.

Not having a website dedicated to the ISC is another weakness. Currently, the only official information about the ISC is hidden in the "Get Involved" page on AMS Sustainability's page. Without their own website, the ISC is limiting their potential. For example, interested consumers currently have to put in a lot more effort to learn about the ISC or book a meeting room. This can turn a lot of potential customers away due to the much easier room booking systems on campus.

Opportunities

As has been widely observed, sustainability is Gen Z's (most of the UBC student population) primary concern. For the Interactive Sustainability Centre, this is a huge opportunity to get users who are largely sustainability-conscious to the room. The interest exists, people want to learn more and engage in sustainable activities, the ISC needs to market itself correctly in order to engage it.

UBC has many sustainability clubs and organizations which the ISC can join forces with and build a partnership that furthers the goals of all involved. Partnerships can expand the ISC's reach by drawing even more people in and raising its profile. Vancouver is also a sustainability hub of North America and has many companies/organizations working in the sustainability space or with a heavy emphasis on sustainability, for instance, the David Suzuki Foundation, Chop Value, Nada, and many more. These organizations offer a big opportunity for the ISC to build a conversation about sustainability on campus.

Threats

The obvious threat is all the other meeting room and sustainability hub competition out there. For those wanting to be involved in sustainability projects, there are other UBC alternatives so ISC will need to get its name out there and position itself in a way that is different. When it comes to meeting spaces, the ISC also faces stiff competition from spaces that have been long established and are the default choices of students. For students looking to learn more about sustainability, the internet at large may also be stiff competition and could threaten the utility of the ISC.

The Ubyyssey published an article criticizing how the ISC used over a \$24,000 budget. This is one of the first things that come up when one searches the Interactive Sustainability Centre on Google. It has very publicly hurt the reputation of the ISC and could deter students from visiting the centre.

Lastly, one of the largest threats to the ISC is the prevalence of online collaboration since the onset of the pandemic. The convenience and efficiency of meeting online have reduced the number of in-person student meetings. For a room meant for in-person collaboration, this is a massive threat that can lead to it being underutilized.

MARKET SEGMENTATION

Our team segmented users for Interactive Sustainability Centre for AMS Sustainability based on our survey. Out of 127 respondents in our survey, we received 122 reliable answers. We chose to segment based on 3 criteria: UBC club involvement, sustainability archetype, and likelihood to use ISC. Refer to Appendix A for the segmentation process.

Criteria 1: UBC Club Involvement

Our team chose to filter based on club involvement because ISC's main users are mostly club executives according to our client interview and secondary research. Understanding how current marketing efforts and positioning are targeted aligns our recommendations on ISC's current goals.

This criterion asked if the participant is "currently part of a UBC club (i.e. AMS club, faculty club, etc.)", "currently an executive member of a UBC club", and "started own UBC club or initiative", or "none of the above apply". A considerable 24% of respondents identify as not involved in any clubs on campus and 76% are involved in a club. After team deliberation, we grouped club executives and club members --

members together as these respondents ultimately have the drive to be part of a group or community that works for a shared goal.

Criteria 2: Sustainability Archetype

Since ISC is a community hub geared toward encouraging sustainable actions and initiatives, we deemed segmenting based on a sustainable lifestyle as important for positioning the ISC.

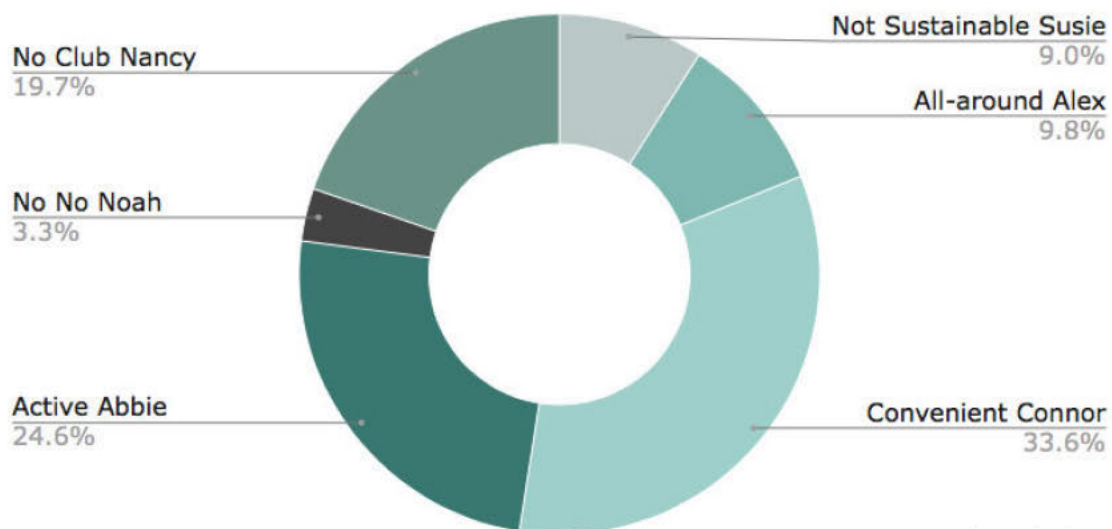
We further filtered our segment by using the sustainability archetype. This criterion asks how their friend would see them based on sustainability. The options for this criterion: "the least sustainable", "the one who says they care about the environment but does nothing to prove it", "the one who cares about sustainability when they remember to and it's convenient", "the one who is actively trying to live more sustainably", or "the eco-warrior".

Similar to criteria 1, we condensed groups into three groups: "least sustainable", "sustainable when convenient", and "active sustainable".

Least sustainable includes "the least sustainable", and "the one who says they care about the environment but does nothing to prove it". "Active sustainable" includes "the one who is actively trying to live more sustainably" and "eco-warrior".

Criteria 3: Likelihood To Use The ISC

Our last criterion asks how likely the participant will book to use the ISC in the next 3 months by choosing from strongly agree to strongly disagree. We condensed the groups by grouping them between agree and disagree. Comparing agrees and disagrees shows the current attitudes of users towards ISC.



segmentation breakdown

SEGMENTATION ANALYSIS

Segment 1: "Not Sustainable Susie" - 9.02%

Key Characteristic: Either a member or an executive of a club at UBC, not a sustainable person and disagrees with using the ISC in the next 3 months.

The "Not Sustainable Susie" is so uninterested in living a green lifestyle that they would not be interested in starting or collaborating on a sustainability project or initiative. Although they want to learn how to be sustainable, their actions are not enough to be considered sustainable. Although most of their knowledge about sustainability is from social media, they would not be influenced by any form of media to work on sustainability-related projects. Tiktok has a slight chance though. They care more about the attractiveness of the room than any information about sustainability. They are regular passers-by who would use rooms without bookings.

Segment 2: "All-around Alex" - 9.84%

Key Characteristic: agree to use the ISC in the next 3 months, they are either a club member, club executive, or not involved, and they can be sustainable or not sustainable

The "All-around Alex" is your well-rounded student. They can be involved and not involved in a community or sustainable project. Like Convenient Connor, Agreeable Alex loves the convenience of meeting rooms, but they also put importance on the supply of resources in a room, whether be the resources sustainable-related or supply for general use. Because they care about the supply of resources, they are extremely dissatisfied with what's currently available in the ISC.

Segment 3: "Convenient Connor" - 33.61%

Key Characteristic: Either a member or an executive of a club in UBC, a sustainable person only when convenient, and disagrees with using the ISC in the next 3 months

The "Convenient Connor" is your typical involved student who enjoys being part of clubs on campus they are interested in. They at least try to live sustainably but their friends would describe them as only sustainable when it's convenient for them. They would not start their own sustainable initiative but there is a chance they will collaborate on an existing sustainability project. They are currently not a part of a sustainability initiative inside or outside campus, but half of them want to be and half of them don't want to get involved. They are so convenient that they care more about location, availability, and ease of booking, and do not care about the number of resources accessible in the ISC. If they were to look for information about sustainability, they would use Instagram, posters around campus, email, or --

workshops. Their awareness of AMS Sustainability and ISC is low. If they were to visit ISC, they would be more inclined if ISC was recommended by a fellow club member, and would most likely ignore the AMS website and AMS social media.

Segment 4: "Active Abbie" - 24.59%

Key Characteristic: Either a member or an executive of a club in UBC, lives a sustainable lifestyle, and disagrees with using the ISC in the next 3 months

The "Active Abbie" is a driven student who places a high level of importance on being part of a community. They are so driven that they live a very sustainable life. They are already involved in a sustainable initiative in or outside of UBC. Active Abbie will likely visit the ISC if there is an opportunity to start a sustainability initiative or project. Compared to Convenient Connor who mostly cares about the convenience of the ISC, Active Abbie looks at other aspects of the room such as attractiveness and amount of sustainability information and resources. Their awareness of AMS Sustainability is high and most of them have heard of it from AMS Instagram, word of mouth, and campus clubs.

Segment 5: "No No Noah" - 3.28%

Key Characteristic: Not a member of any UBC Club, not a sustainable person, and disagree with using the ISC in the next 3 months

The "No No Noah" is an uninvolved student in their fifth year (or greater) of their university studies. They do not even bother to learn or try to be sustainable. They are very certain they don't want to be involved in sustainable projects on campus and would not bother to search for one.

Segment 6: "No Club Nancy" - 19.67%

Key Characteristic: Not a member of any UBC Club, convenient and actively sustainable, and disagree with using the ISC in the next 3 months

The "No Club Nancy" is your typical green student at UBC. They have never heard of AMS Sustainability or AMS Sustainability -- and if they have, they would most likely have heard about it from a UBC Blog or email, as these are their most frequently used mediums for information. They want to learn more about sustainability but there is not enough drive for them to start their own green initiative. If they were to use the ISC, it is more likely they would have been recommended by their fellow peers.

RECOMMENDED TARGET MARKET

Segment 3: "Convenient Connor" - 33.61%

The Convenient Connors represent 34% of the market, making up the largest segment. This segment represents a large opportunity for the ISC, as people in this segment are involved at UBC as club members and executives, however, they only act sustainably when it's convenient. As with over 95% of the market, they are also dissatisfied with the current ISC. This segment does not value sustainability as high as other segments, as they only do so "when they remember and it's convenient", meaning that they will likely not seek out sustainable initiatives on their own.

While the size of this segment does represent over a third of the market, there is the challenge of converting them to repeat users of the ISC. As they are involved at UBC, our awareness tactics should be effective in this segment. That being said, providing a product that is desirable and convenient for this group to use will be the biggest obstacle. If prompted and provided a convenient and relevant incentive, this segment could trial the ISC, and with the suggested product changes, also become repeat users. As this group has a proven track record of involvement at UBC, taking on or assisting a sustainability-related project could be well aligned if it is a convenient and beneficial opportunity for them.

Segment 4: "Active Abbie" - 24.59%

Because of their active sustainable lifestyle and willingness to get involved, this segment is the most likely to start their own sustainability-related initiatives and get involved. Making up nearly a quarter of the market, this segment is both substantial and actionable. As with most other segments, they currently would not use the ISC in its current form, however, there is an opportunity to alter the ISC to make it more desirable to this segment. With our suggested tactics, which we will get into later, we strongly believe that the Active Abbies will be an integral segment for the ISC to target.

Segment 6: "No Club Nancy" - 19.67%

This segment represents nearly a fifth of the market, and their personal values align with what the ISC represents in terms of sustainability. Although they are not currently involved in clubs at UBC, they do value sustainability to a certain extent. The largest obstacle with this segment will likely be encouraging them to get involved. While they are already sustainably driven, converting them to take on an initiative will need to be addressed. We believe this can be achieved by improving the product mix to provide more resources and support throughout the process, providing ideas for initiatives and providing lower-involvement ways of supporting these sustainability projects.

RECOMMENDED BRAND POSITIONING

Positioning Statement

“For Active Abbie, Convenient Connor, and No Club Nancy, the ISC is a student community hub at UBC which provides the most convenient physical space on campus to engage with and collaborate on sustainability, unlike the Global Lounge which provides a larger space for students to engage with intercultural and social justice initiatives.”

Key Points of Difference

The ISC is located in the Nest, which is a high-traffic building that stands as a centralized hub for student life at UBC. The ISC is the only sustainability hub to offer a physical space for students, unlike Sustain UBC and the Climate Hub which are online resources, and unlike the Global Lounge which is solely for global, intercultural, and social justice initiatives. As the only sustainability-focused organization on campus to have a physical presence in such a convenient location, this gives the ISC the ability to be the "heart" of all sustainability discourse on campus.



GOALS & OBJECTIVES

The overall goal of our plan is to first raise awareness of the ISC amongst UBC students, then increase repeat usage rates among sustainably inclined students, before finally increasing the number of student-led sustainability initiatives, as measured by increasing the number of applications for the SPF program.

WE CAN ACHIEVE THESE GOALS BY ATTAINING THE FOLLOWING 3 S.M.A.R.T. OBJECTIVES:

- 1** Increase student awareness of the ISC from 36% to 60% by the end of Winter Term 2 2022 (September 2022 to April 2023), as measured by a survey.
- 2** Increase usage rates through ISC bookings by 175 % by the end of Winter Term 2 2022 (September 2022 to April 2023), as measured by a survey.
- 3** Increase student-led sustainability projects on campus, by increasing SPF applications by 100%, from 16 to 32 applications, by the end of Winter Term 2 2022 (September 2022 to April 2023).

To attain these objectives, we have designed several strategies and accompanying tactics. These marketing strategies were created through the use of the data collected from our primary research findings. In this way, Each unique strategy and tactic serves to capitalize on an identified consumer need, opportunity, and behaviour to best provide the ISC with the brand dominance needed to become the all-encompassing sustainability hub they seek to become.

Each of our 3 objectives is accompanied by various strategies, which are further expected to be achieved through the execution of their respective marketing tactics and implementations.

OBJECTIVE 1

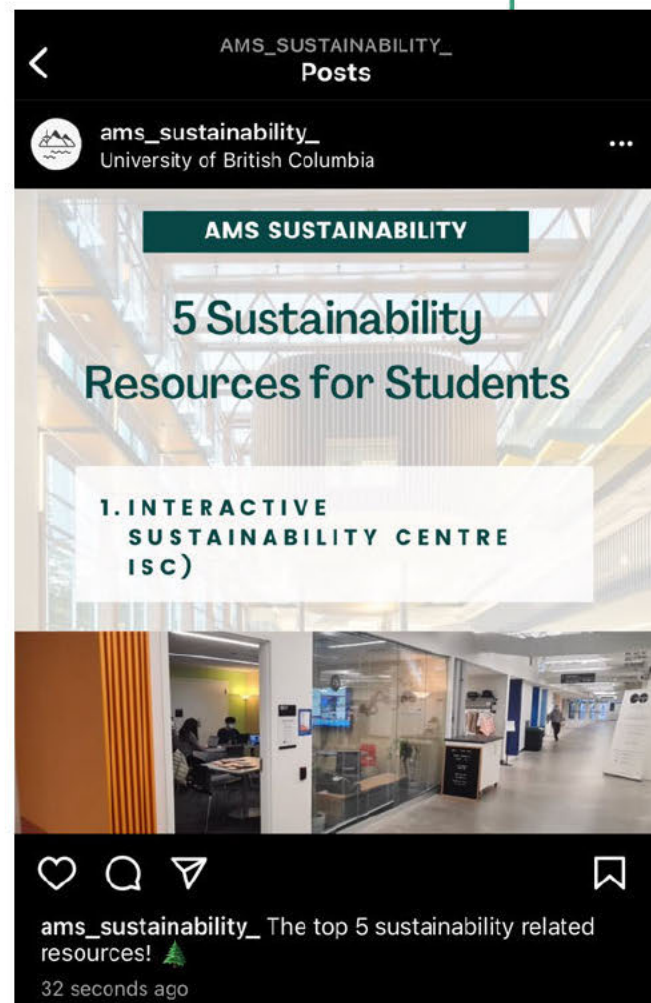
Increase student awareness of the ISC from 36% to 60% by the end of Winter Term 2 2023 (September 2022 to April 2023), as measured by a survey.

Strategy 1.1: Utilise social media to expand the reach and educate users about the ISC.

With over 90% of university-aged students actively using social media (Myers, 2022), it has never been more important for a university service to communicate with its target market through social media. Given the AMS Sustainability's current presence on Instagram through their own pages (ams_student_services, ams_nest & ams_ubc), they have a total of 14,000 followers. It is critical that we start raising awareness for the ISC through easily accessible and frequently visited channels by students such as Instagram. From our research, 35.08% of our survey respondents say their primary source of sustainability information is social media, highest out of all the options (sus website, friends/families, SUS UBC clubs, others (UBC courses, traditional knowledge and ancestors).

Tactic 1.1A: Create a recurring posting schedule for the ISC and have it shared across AMS's social media accounts.

Through the Instagram page, @AMS_UBC, the ISC could have exposure to over 7,000 people. Sharing posts with the intent of informing followers of the ISC service offerings, is an efficient and accessible place to start raising awareness for the ISC. We should aim to share 3 posts during the first month of each semester, followed by 1 post per month to remind people of the ISC's service offering, for a total of 6 posts per semester. Posts can be a creative mix between in-feed posts, stories and reels, depending on the AMS's other posts in their schedule. With the posts, we recommend clean and simple posts (that match the AMS's brand) that simply convey what the ISC is. AMS Sustainability should be mindful of scheduling these posts among other posts going up on the page. It would be preferable to allow at least 1 day between posts so that followers have the highest chance of seeing them (Myers, 2022).



Tactic 1.1B: Create a dedicated AMS_Sustainability Instagram account to provide a direct channel to sustainability-driven students.

AMS Sustainability having access to the aforementioned Instagram accounts are crucial for reaching the broad student body; however, creating a new page focused on UBC sustainability could help target students who are more engaged and interested in sustainability. This would help to give AMS Sustainability more control over their social media posts, which would allow more frequent posts. These posts could be used to deliver regular updates and information regarding campus sustainability initiatives and events directly to their audience. Currently, there is no go-to place where students can remain privy to and learn about sustainability events and initiatives on campus. This Instagram page will fill that void by providing users with information aligning with their potential interests. Through this page, AMS Sustainability will have the ability to reach not only those already actively searching for sustainability on campus but also a broader audience through shared posts, suggested accounts and the Instagram explore page.

Tactic 1.1C: Host a mural design contest where the winners get their designs painted on the walls of a UBC building.

Through the new AMS Sustainability page, we propose that they host a mural design contest where applicants can submit their design ideas for a chance to be chosen. An earned media through word-of-mouth marketing - a mural contest in this case - is a cost-effective tactic that can expand reach and awareness (Mosley, 2022). The design contest will be hosted on AMS Sustainability's new Instagram page and will be promoted across all 3 of AMS's other Instagram accounts. Once the contest closes, the winners will be chosen through a vote where the post with the most likes gets chosen. This way applicants and friends will be encouraged to share their posts across their own social media, therefore driving more traffic and awareness to the AMS Sustainability's page, all for a chance of having their work transform the facade of a building. Possible buildings to be used for this mural include the Buchanan Building A, Chemistry Building, Engineering Building or the Life Building (within Life or Nest Building).



Strategy 1.2: Increase resources and information about the ISC available online.

It is important for the ISC to appear in search results related to UBC sustainability. Currently, the ISC does not appear amongst any search results related to sustainability at UBC, so users cannot be aware of it. To alleviate this issue and bring the ISC to people's attention, AMS Sustainability should improve its online presence by ameliorating its ISC webpages as well as improving its Search Engine Optimization (SEO) for the ISC.

Tactic 1.2A: Improve the ISC's website presence by adding a dedicated landing page with more information and functionality.

Currently, the ISC is only featured in a small text box on the AMS Sustainability landing page with a computer-generated mock-up of the room. There is no way to interact with or learn more about it. By adding the ISC's own dedicated landing page, people who come across the AMS Sustainability's website will be able to learn more about the ISC and what it actually is. Through this new sub-page, the ISC can also incorporate a new room booking feature which will allow users to more simply book a room for events and meetings. Within this new sub-page, there will be space to add more text allowing for more keyword use. This leads to the second tactic: improving SEO.

Tactic 1.2B: Improve ISC's Search Engine Optimization (SEO) through long-tailed keywords and the use of H1 tags.

With the ISC's new dedicated landing page, there is the opportunity to improve SEO by populating more H1 tags with long-tailed keywords. These specific and targeted keywords will help to rank the ISC amongst internet searches for UBC Sustainability related topics. We recommend using keywords such as "UBC Sustainability", "University Sustainability", or "AMS Sustainability". For a further list of potential keywords to highlight on the new ISC subpage see Appendix A. These keywords are specific, targeted and relevant, and so they should help rank higher amongst UBC sustainability-related searches, leading to increased awareness of the ISC. To further this point, currently, the ISC is outranked by the "Integrated Service Centre" for most UBC ISC-related search results. Improving SEO across the new landing page should also help AMS Sustainability's ISC become more searchable for those seeking it. Through the new subpage, AMS Sustainability can also use this as an opportunity to educate viewers about the ISC's service offerings, while at the same time boosting SEO through the use of keywords throughout the page.



Strategy 1.3: Create in-person experiences that interact with the ISC brand.

While the first two strategies were focused on the ISC's online presence, we also recognize the usefulness of utilizing in-person awareness tactics. With each of the ISC's segments frequenting the commonplace of UBC, raising awareness amongst our target segments through in-person tactics may have potential positive spillover effects.



Tactic 1.3A: Create a mural on campus to pique passerbys' interest.

Building off tactic 1.1C, the mural will be used as a tactic to peak people's interest. Having been chosen by voters, the mural will be a unique and beautiful design that will feature a small message and QR code at the bottom. We recommend having the message say "Mural designed by x, and brought to you by the Interactive Sustainability Centre (ISC)". The mural will then feature a QR code that will take users to the new landing page where viewers can learn more about the ISC.



As mentioned in tactic 1.1C, the mural can be placed on the outside of numerous different buildings. Ideally, the mural would be placed outside the Life building as the outer walls have great exposure to thousands of students. It is located between most lecture halls and the bus stops, near popular eating areas, and near the on-campus fitness studios – all of which could drive an abundance of traffic by the mural. As mentioned, the mural will have a unique and beautiful design, which also has the potential to be featured on social media posts as a backdrop.



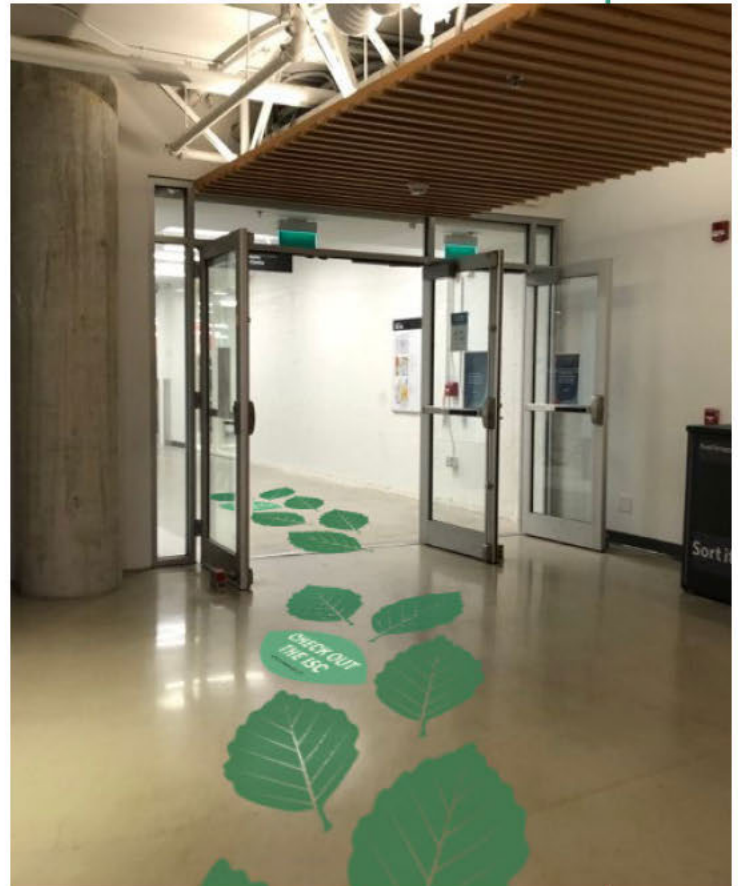
Tactic 1.3B: Create a light display featuring the ISC using the large outdoor projectors by the Nest/Alumni Centre.

AMS Sustainability can use a form of guerrilla marketing to create a cool and interactive light display outside of the Alumni Centre. In the plaza by the Nest, there is a light projector that can be used to display a short message to advertise the ISC. Passersby will be met with a cool light display and have their interest peaked at the site of the ISC advertisement.

Tactic 1.3C: Create a road path within the Nest to guide people from the Nest auditorium to the ISC.

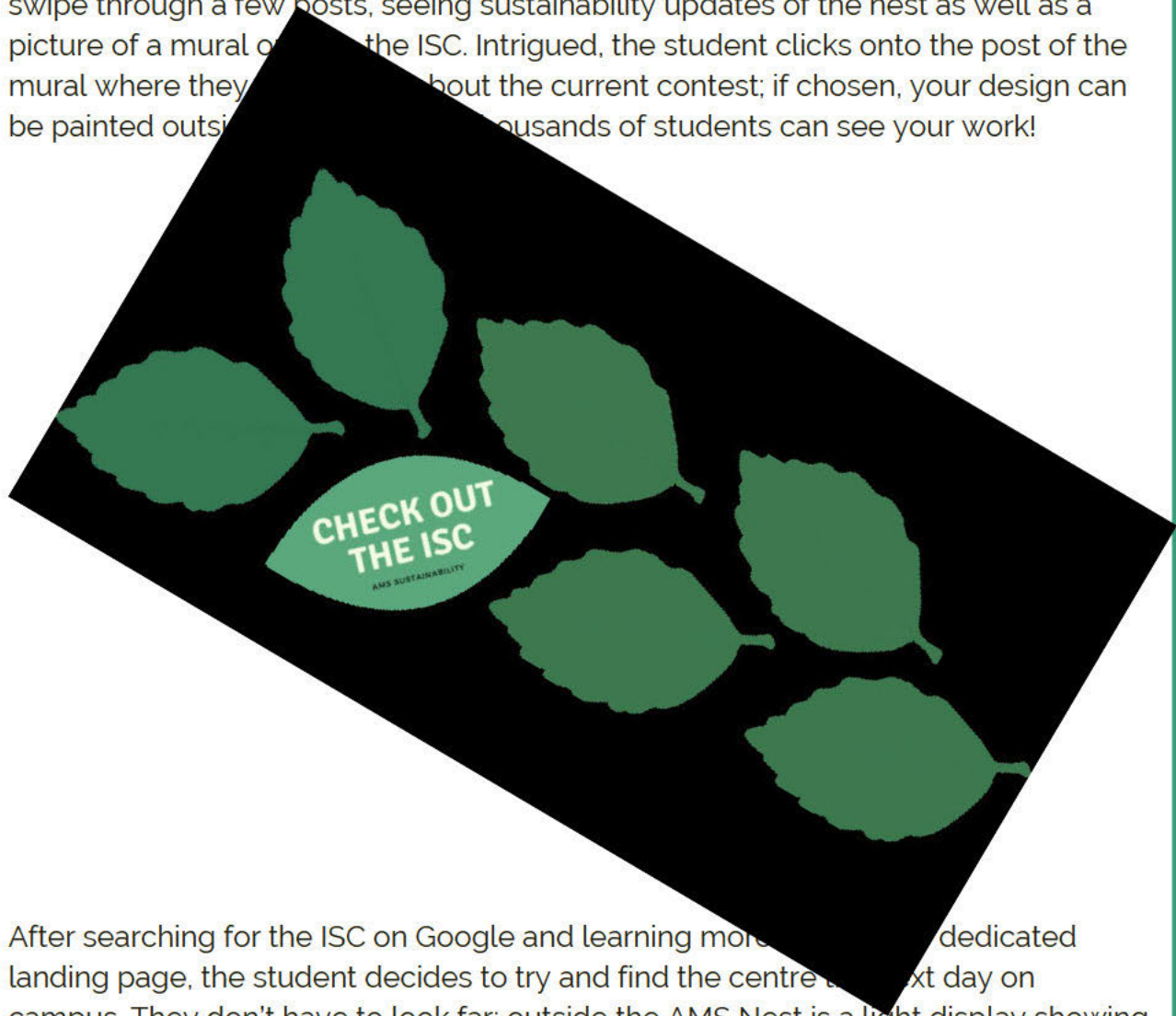
Currently, the ISC is located in the basement of the Nest and Life building. It is out of the way and hard to find, so adding a path leading directly to the ISC will help those people find it. In addition, for those not actively seeking out the ISC, the path may provoke some curiosity and lead them to the ISC.

This inexpensive tactic can accomplish 2 things: improve the product by increasing accessibility and be a form of marketing that can increase awareness of the ISC.



POV of Objective 1:

A UBC student is scrolling away mindlessly on Instagram after school. When looking at their friends' Instagram Stories, they see a post on AMS's main Instagram account, showcasing the newly opened ISC. Curious to learn more, they click on the tagged account, taking them to AMS Sustainability's Instagram account. There they swipe through a few posts, seeing sustainability updates of the nest as well as a picture of a mural on the ISC. Intrigued, the student clicks onto the post of the mural where they learn about the current contest; if chosen, your design can be painted outside the ISC so thousands of students can see your work!



After searching for the ISC on Google and learning more about the dedicated landing page, the student decides to try and find the centre the next day on campus. They don't have to look far; outside the AMS Nest is a light display showing the roadmap of how to get to the ISC. After following the map and arriving at the ISC, the student talks to the Sustainability Coordinators there, learning more about the ISC and deciding to submit their own design for the online mural.

OBJECTIVE 2

Increase the usage rate per user of the ISC by 175% by the end of Winter Term 2, 2023 (September 2022 to April 2023), as measured by a survey, distributed at the end of both Winter Session semesters.

Usage rate refers to both first-time and repeat uses or interactions with the ISC. This increase is benchmarked against the total number of ISC users or visitors that our team observed and monitored throughout our observatory research. This includes an average of:

- 2 users per hour,
- 10 users per day (calculated against a day with 5 prime usage hours),
- 50 users per week (calculate against a week with 5 weekdays).

Provided these averages, the estimated number of users currently engaging with the ISC is ~800 users per semester (1,600 per Winter Session) on the high end. However, provided our projected usage rate increase of 175%, the new total would be 4,400 users/ Winter Session (2,200 users per semester). This 175% increase can further be broken down. We anticipate for our recommendations to result in a 150% increase in the usage rate of the ISC. The additional 25% represents our anticipated increase in usage rate resulting from events and interactions outside of simply room bookings (i.e. the ISC's recycling services).

These observations took place during the inaugural week of the ISC grand opening, which occurred during the AMS's Sustainability Week in February 2022. At this time, relative to all other weeks, marketing collateral and advertising (both physical and digital) were being promoted at a high frequency.

Provided the collaborative nature and concentrated efforts of AMS Sustainability and other sustainability-focused student organizations, many marketing materials were deployed to promote the various events throughout the week, ultimately optimizing the number of potential visitors for the ISC. Consequently, the total number of visitors observed during the AMS's Sustainability Week provides a data-driven and optimistic forecast for future traffic and usage rates for the ISC.

Strategy 2.1: Expand Service Offerings To Encourage User Engagement

The ISC currently seeks to communicate the availability of its physical space for collaborative use. However, upon analysis of our primary research, we have --

identified several opportunities to expand upon the service offerings provided by the ISC. These tactics are designed in accordance with the needs of our target segments, as well as qualitative data from informational interviews to help prospective consumers of the ISC. These tactics aim to incentivize and encourage user engagement with the ISC.

Tactic 2.1A: Create AMS Sustainability "Club Consultation" Appointments For AMS Clubs At The ISC

Through scheduled appointments, "Club Consultation" sessions will be available for prospective consumers who may not be as informed about or committed to sustainable practices; notably, club executives and student organizations. These appointments will provide club leaders and organizations with an opportunity to discuss sustainability issues they are facing, as well as a personable and tailored way to understand how their operations can become more sustainable in general. In this way, Club Consultation appointments are directed at increasing both first-time usage and repeat interactions with the ISC. Moreover, Club Consultation sessions work in alignment with the AMS's Sustainable Action Plan (ASAP) and the subsequent push for campus organizations to become more sustainably conscious (AMS of UBC, 2021).

Through informational interviews held with various UBC organizations, clubs, and students, demand for improved sustainability-related support was identified among our target segments. Most notably, for interviews with individuals that could be categorized under our Convenient Connor segment, such as UBC club executives, we discovered a large interest in learning about how to operate and become more sustainable. This was especially apparent among club executives from non-sustainability-related clubs such as the UBC Social Enterprise Club and UBC Agapé Street Missions.



"AMS Sustainability doesn't directly help clubs, so if there were a way to support [club] endeavours in a way other than through a grant, funding, or monetary incentive, that would be really helpful. For example, we use a lot of plastic when handing out our supplies to the homeless, so a contact can give recommendations for the club to be able to operate and source supplies more sustainably would be really helpful."

- President, UBC Agapé
modified excerpt, appendix B

Club Consultations appointments at the ISC would be hosted by an AMS Sustainability representative at the ISC. Representatives would be assigned to a fixed number of "cases" to act as a dedicated liaison between AMS Sustainability and the respective UBC club. To assist the development, accessibility, and growth of the Club Consultation program, additional AMS Sustainability positions can be made available through an application process; directed at attracting students in sustainability or an environmental-focused field of study. Appointments will be bookable through "sign up" links available on the new ISC webpage, AMS Sustainability social media, or via direct email contact with relevant AMS Sustainability representatives.

Tactic 2.1B: Establish "Industry Nights" For Industry-Relevant Networking And Education.

Through a series of recurring events hosted at the ISC, "Industry Nights" seeks to provide interested students with an opportunity to discover, learn, and network with professionals working in sustainability-related careers and learn about jobs in sustainability. Networking Nights will make use of both the ISC and the exterior space beyond the room itself; the space in front of "Get Thrifty" and the back entrance to The ARC Fitness Centre.

In regard to the low awareness of AMS Sustainability and the ISC among our target segments, making use of the exterior space outside of the ISC itself will be impactful for both the accessibility of the ISC's offerings and the overall usage rate of the ISC. First, provided the limited amount of space within the ISC itself, hosting events outside of the room itself increases the accessibility of each Industry Night given the increase in max occupancy (with a larger, more open space). Moreover, this works to increase observability for potential consumers and students walking by an already public, high-traffic space and, in turn, further drive first-time uses and engagement with the ISC. In addition to this, our survey indicated a user skewed perception of what the ISC provided.



As many participants believed the space was primarily for studying, Industry Nights, hosted both in and outside of the ISC room itself, will help shift the ISC's brand perception and physically showcase the service's expanded offerings (appendix C).

The ultimate purpose of the ISC's Industry Nights is to further foster an environment and platform for like-minded individuals to connect on and discuss sustainability initiatives, topics, and career paths. Industry Nights are intended to both showcase the diverse uses of the room, as well as invite students to attend recurring events or host their own. To expand the reach and promotion of this tactic, AMS Sustainability can partner with other sustainability clubs, businesses, and student groups. For example, a collaboration with the Faculty of Forestry or a partnered event with the Commerce Undergraduate Society's Sustainability to introduce students to prospective employers and career resources.

Tactic 2.1C: Create "Speaker Series" Events At The ISC

The third tactic directed at expanding upon the ISC's service offerings is the creation of the "Speaker Series." The Speaker Series aims to leverage the use of notable and influential individuals from sustainability-related projects and initiatives to incentivize and encourage interested users to interact with the ISC. The Speaker Series will closely resemble a Ted Talk or panel session and make use of both the inside and exterior space outside of the ISC itself to increase the max occupancy. AMS Sustainability can choose to organize self-hosted or partnered events.

The Speaker Series will take the form of recurring events initially planned for every other month (reasoning can be found under the Implementation section). This will maintain the relevance of the ISC and encourage first-time and repeat interactions with the ISC.

Similar to Tactic 2.1B, the Speaker Series creates opportunities to partner and collaborate with UBC organizations, as well as notable individuals who specialize and operate in the sustainability sector. For instance, events may be anything from "A Night With David Suzuki" to "What's On Santa Ono's Mind?"

In this way, provided the influence and status of potential speakers, the Speaker Series aims to further increase publicity for the ISC while, foremost, communicating the ISC's diverse service offers beyond room bookings; this tactic is directed at drawing prospective users in and showcasing the various service offerings.



Tactic 2.1.D: Use the ISC as a convenient studio for virtual events hosted by clubs and other campus groups

With a limited capacity, ISC is not as desirable a place as others to host events. With the pandemic changing students' preference for collaboration, ISC can be used as a studio for virtual events or podcast recording. As a go-to-hub for sustainable initiatives, ISC can provide recording equipment such as a tripod, microphone, headphones, camera, light, and monitors which increases ISC's resources and further promotes its convenience of use to sustainability groups on campus. Remote learning has been seen as ineffective (Dickler, 2021), however, the growing preference for online interaction pushes universities to adapt (Gallagher & Palmer, 2020). Using the ISC as a studio creates a convenient physical space for sustainability groups and initiatives while catering to their audience's needs for online interaction.

The ISC which was renovated recently is the perfect environment for sustainability groups to host their virtual events. The ISC offers a beautiful background that showcases sustainable products such as the bookcase made out of recycled chopsticks from ChopValue.

Strategy 2.2: Communicate service offerings

The previous strategy was about modifying what the ISC offers. In addition to changing the product and services, it is also important to ensure that the UBC community knows about these changes so that they come and use the new ISC.



Tactic 2.2A: Utilize the walls outside the ISC

Currently, the walls outside the ISC are almost completely blank. We believe that this is a great asset that is currently underutilized. In our survey, we added a photo of the ISC and asked participants to identify what the room was. AMS Sustainability can use these walls to paint a colourful, eye-catching mural that has information regarding its history as well as key offerings such as a bookable event space, recycling, and the mission to foster an engaged and sustainable community.

We realize that the ISC's services are not static, so we also propose a large dynamic bulletin where they can advertise upcoming events, and new services, and include regularly updated actions individuals can take to be more sustainable. This virtual bulletin board can be integrated into the TVs that are already present outside of the ISC.

We believe that more clearly communicating the ISC's mission, values, and offerings outside of the ISC will not only make the room more inviting but also increase usage as students will know what it offers.

Tactic 2.2B: Promote the ISC's alternative recycling bins, at UBC residences

The ISC has a more comprehensive set of recycling bins (incl. batteries, electronics, styrofoam, and stationary) than most UBC residences do however, students are not aware of this. AMS Sustainability should post flyers on residence doors and noticeboards, as well as advertise on the AMS social media page that such a service exists.

Simple posters may not be enough for students to take their recyclables all the way to the Nest as it is a much longer way than taking them to your basement. In order to combat this, we suggest the ISC launch a RecycleCard.



This will act as a loyalty card to encourage students to bring in their waste repeatedly and encourage behaviour change in order to increase ISC usage as well as improve campus sustainability. When a student drops off their recycling for the first time, they get a RecycleCard which is stamped by an AMS Sustainability representative at the ISC every time one drops off their recycling. After 10 stamps, the student would be eligible for a 50% discount off their next purchase at an AMS Food Services outlet. This incentive would encourage students to bring in their recycling instead of it being disposed of incorrectly or being disposed of at all.



AMS ISC

INTERACTIVE SUSTAINABILITY CENTRE

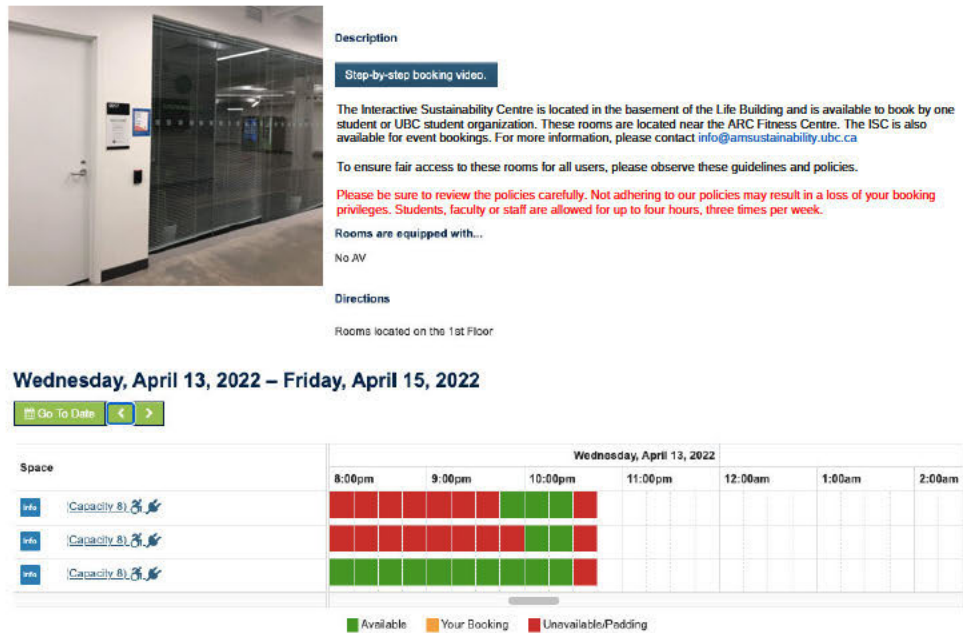
Recycle your waste at the ISC and collect 10 stamps and get 50% off your next food purchase from AMS food services

Strategy 2.3: Optimize the room booking process

The ISC room booking process requires that potential bookers send an email to the current Sustainability Projects Coordinator at amsbookings@ams.ubc.ca in order to begin the ISC booking process. Such a process is time-consuming and long for all involved parties and is very different from the standard UBC meeting room booking process which shows the room availability online and allows users to make a booking instantly.

Tactic 2.3A: Automate The ISC Room Booking Process

To optimize the room booking process, we recommend changing the current ISC room booking process from Calendly to align with other UBC room booking systems. This aims to streamline the room booking process on a standardized platform for students, and subsequently increase the overall usage rate given a more simplified and familiar process.



Description

[Step-by-step booking video.](#)

The Interactive Sustainability Centre is located in the basement of the Life Building and is available to book by one student or UBC student organization. These rooms are located near the ARC Fitness Centre. The ISC is also available for event bookings. For more information, please contact info@amsustainability.ubc.ca

To ensure fair access to these rooms for all users, please observe these guidelines and policies.

Please be sure to review the policies carefully. Not adhering to our policies may result in a loss of your booking privileges. Students, faculty or staff are allowed for up to four hours, three times per week.

Rooms are equipped with...




No AV

Directions

Rooms located on the 1st Floor

Wednesday, April 13, 2022 – Friday, April 15, 2022

[Go To Date](#) < >

Space	Wednesday, April 13, 2022						
	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am	2:00am
Info (Capacity: 8) 	Unavailable	Unavailable	Unavailable	Available	Available	Available	Available
Info (Capacity: 8) 	Unavailable	Unavailable	Unavailable	Available	Available	Available	Available
Info (Capacity: 8) 	Available	Available	Available	Available	Available	Available	Available

Legend: ■ Available ■ Your Booking ■ Unavailable/Padding

A common frustration among survey participants is the lack of room availability. In this way, to further optimize the room booking process and increase the number of potential room bookings, the updated ISC room booking process will be centralized and accessible through the current IKB room booking process (pictured above); this is in addition to booking via the new ISC webpage. A redirect link on the ISC webpage itself will ultimately redirect individuals to the IKB room booking page. This tactic aims to centralize the availability and transparency of rooms onto a single, high-traffic platform, while further increasing awareness of the ISC for those who cannot find an available room in IKB. This, in turn, incentivizes interaction or future room bookings with the ISC.

Automating the room booking process effectively decreases the responsibility and time spent on mundane booking tasks (ex. Communication, upkeep, etc.) for the AMS Sustainability Projects Coordinator and other relevant team members. As such, this saved time can be spent optimizing other tactics and further nurturing the ISC. To ensure prospective users can still interact directly with an AMS Sustainability representative, a contact email address will be displayed on the page, registering concerned consumers to the appropriate service lines.

POV for Objective 2:

A UBC student has just finished a club meeting and is cutting through the Life Building as a shortcut to get to the gym. Instead of taking the usual route, they decided to venture through the bottom floor in search of a recycling bin for used batteries. They had just become aware of the alternative recycling service after seeing a flurry of posters throughout their residence, which advertised something called a "RecycleCard" which could be used to receive a discount for AMS food vendors. However, upon entering the basement of the building, they're met by a small crowd of students sitting in rows of chairs in front of "Get Thrifty."

At the front of the rows of chairs is a podium controlled by an older fellow who vaguely resembles Santa Claus. They ask, "what's go ng on?," and are told that the man standing at the podium is David Suzuki; he's wrapping up his speech to kick off his Speaker Series event at the ISC – but what exactly is the ISC? Carrying their gym bag, they wander closer to the ISC room itself. A beautiful, large mural outside of the room briefly details the purpose of the ISC before they turn around to see a digital poster, on a TV dashboard, promoting an upcoming "Industry Night" featuring BC Hydro as the company sponsoring the event. They had always envisioned a career with the company and had long been interested in learning more about careers in sustainability, despite their background as an English major. They recycle their batteries, receive their RecycleCard, and mark off the date for the upcoming Industry Night in their calendar.

One week later, while trying to find an available room to book at ISC for their club meeting, they stumble across a new booking option on the usual IKB room booking page. Since all rooms were full, they decide to click the option which brings up a list of available booking times for the ISC. "Hey, I've been here before," they think, before booking a room time, conveniently before their upcoming Industry Night event. At the event, they decide to ask an AMS Sustainability representative more about the ISC. They explain to them that they also offer consultations with UBC clubs to help them become more sustainable in their operations. This is perfect as their club had just discussed an announcement from the AMS detailing their mission to promote sustainability. They sign up their club to meet with an AMS Sustainability rep in the upcoming week.

OBJECTIVE 3

Increase the number of sustainability projects on campus, as measured by SPF applications, in an academic year (September 2022 to April 2023).

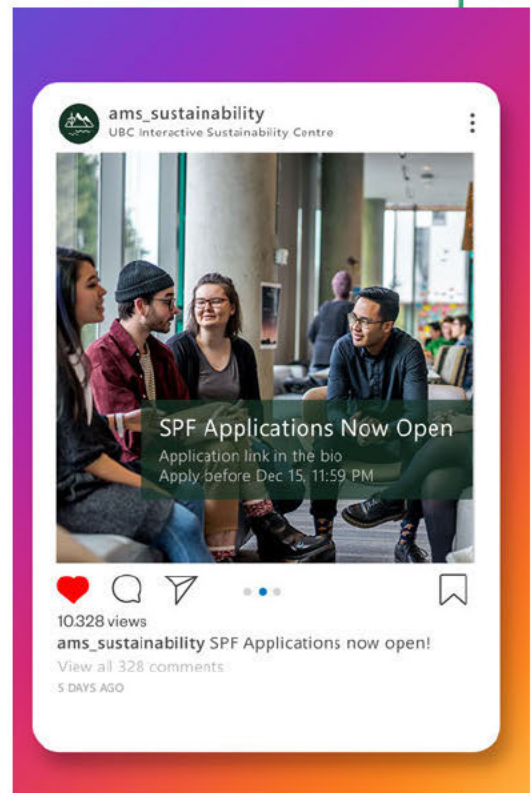
Strategy 3.1: Increase awareness and educate students about SPF funding for external projects through channels familiar to this audience.

Since the ISC is associated with the AMS, by positioning the ISC as the top-of-mind resource for sustainability-related initiatives, the AMS would be able to attract “No Club Nancies” and assist them with their projects through the SPF program while simultaneously reinforcing the ISC’s brand association with sustainability.

Tactic 3.1A: Increase digital promotions and reach of the SPF funding to “No Club Nancies” via social media and student-facing communication channels.

The first tactic is to increase awareness and interest in the SPF among “No Club Nancies” through promotion via new communication channels. While it’s recommended that the AMS Sustainability prioritizes promoting the SPF funding on their page through the use of call-out banners or small text boxes that link to a microsite dedicated to informing interested students of the SPF and the application process.

This tactic focuses on improving the discovery process by directing students from key communication channels of relevant sustainability-focused organizations around campus. For example, the AMS can reach out to identifiable organizations that provide opportunities to students who have started their own initiatives (e.g. UBC Chem, the Bike Kitchen, and the UBC Thrift Store) and ask to have the SPF promoted in high visibility places, within their digital communication channels, including headers of email blasts, pinned posts on social media pages, and highlight sections on monthly newsletters. The information can then link interested students to the SPF page where they can learn more about the program.



Tactic 3.1B: Promote to and inform “No Club Nancies” of the SPF funding through physical posters and flyers.

Building off the previous tactic, the SPF program can also be promoted through posters and flyers at high foot-traffic locations around campus, such as key junctions at the Nest or Life building, as well as placed in on-campus student residences. Many of the previously noted sustainable campus organizations that the AMS will be pushing for digital promotions will also have physical locations that would make targeting concentrated groups of “No Club Nancies” easier. The posters and flyers will showcase the ISC to build a visual association of the SPF to the ISC while also recommending that interested applicants visit the ISC to learn more, include concise information about the SPF program, and include an accessible QR code that takes viewers to the SPF microsite.

Strategy 3.2: Increase the number of sustainability-related projects initiated at the ISC.

Part of the goal of the AMS is to lead local sustainability by supporting students through initiatives and projects at UBC. To encourage recurrent usage of the room and foster more collaboration among sustainability-driven students, we believe that providing students with goal-oriented objectives and a centralized, sustainability-oriented, working space will help guide the conversation to creating more meaningful sustainability projects that can be applied to the SPF.

Tactic 3.2A: Provide students with the ASAP Plan’s list of sustainability issues which can be accessed via a bulletin board

The first tactic is to add a sustainability initiatives ideas bulletin board inside the ISC with a cohesive (but not exhaustive) list of ideas drawn from the existing ASAP plan; the plan outlines some of the most pressing and prioritized sustainability issues that UBC encourages its students to tackle (this is also an indicator for students of certain focus areas of priorities for the AMS when making project and budget approvals for SPF applications). Together, students can meet up with and collaborate with other like-minded peers to select and solve an issue from the board and develop it into a full-fledged project throughout the term. This physical bulletin board and large whiteboard spaces encourage brainstorming and foster collaboration while also effectively allowing students to fully utilize the given space.

Tactic 3.2B: Partner with sustainability-related clubs to promote the SPF applications to "Active Abbies".

The AMS Sustainability and ISC can partner with sustainability-related clubs to encourage the promotion of the SPF funding to club members who likely have awareness of the ISC or of the AMS. Potential clubs recruited for this tactic can include the Sauder Sustainability club or UBC Environmental Policy club. Club executives will be encouraged to reshare ISC and SPF-related posts on their respective social media and verbally recommend the SPF as a resource to generate word-of-mouth buzz and referrals.

Through these clubs, sustainability-driven students can learn more about the SPF program and be encouraged to collaborate further at the ISC. The AMS Sustainability can offer benefits for this segment through prioritization of their room booking and increased information on the sustainability resource offerings.

POV for Objective 3:

A UBC student gets off their bike, having just arrived on campus. They need a quick repair and decide to head down to the Bike Kitchen in the basement of the Life Building. While waiting for their bike to be repaired, they walk around the Life Building to kill time and end up finding a poster showcasing the SPF fund and the ISC. After learning about it, they are interested but do not intend on doing anything with their newly learned information. A few days pass, and the student receives the monthly email blast from the Bike Kitchen. An avid biker, as they read the email, the student finds more information about the SPF application and the ISC in the monthly spotlight section.

Interested in learning more, the student ends up clicking on the link provided to learn more about the ISC and SPF applications. The following week, the student goes back to the Life Building, but this time goes into the ISC to learn more about the current sustainability initiatives and the SPF fund. At the centre, they find information about the current sustainability problems AMS SUS are trying to tackle with the ASAP on the bulletin board. With this information, the student feels inspired and ends up sharing this information with his friends and peers of other clubs they are involved with, helping continue share and raise awareness for the SPF.

TIMELINE

		2022					2023				
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Objective 1 (Awareness)	Strategy 1.1 (Social Media)		■	■							
				■							
	Strategy 1.2 (Increase ISC Info)		■	■							
Objective 2 (Usage Rate)	Strategy 1.3 (Create "In-Person" Experiences)		■	■	■	■	■	■	■	■	■
Objective 3 (Increase SPF Applications)	Strategy 2.1 (Expand product offerings)				■	■	■	■	■	■	■
	Strategy 2.2 (Communicate Product Offerings)				■	■					
Objective 3 (Increase SPF Applications)	Strategy 2.3 (Optimize room booking)				■	■					
Objective 3 (Increase SPF Applications)	Strategy 3.1 (Awareness of SPF Funding)				■	■	■	■	■	■	■
	Strategy 3.2 (Increase number of SPF Projects initiated at the ISC)				■	■					

IMPLEMENTATION

Objective 1

In order to take advantage of orientation week that happens during the first week of Term 1, the AMS Sustainability team will have to begin implementing some tactics in August. We recommend having the AMS Sus instagram page and path to the ISC built by Imagine Day so they can be promoted during orientation week when most returning and new students are learning about the services UBC has to offer. Having already created an Instagram page as well as a posting schedule will also mean that AMS Sus could launch a campaign during their first week, especially when new students are building their social networks and figuring out which campus accounts they should follow. The start of the year is also when many students seek out opportunities to get involved in campus organisations/clubs, having an established website by Imagine Day along with a social media presence and improving their SEO would attract motivated students looking for sustainability opportunities on campus.

Furthermore, this is also the time new students are exploring the physical UBC campus in pleasant weather, that is why it is essential for the ISC to have all the ground work done for their outdoor light display to be projected and make students aware of the ISC.

Having the Instagram page setup also means that during orientation week, AMS SUS can drive engagement by introducing the mural design challenge during the first week of classes (September, 2022). Since getting approval for and painting murals across campus is a much longer process, and we hope to have student groups contribute to the painting of these murals, we believe it would be best for this to be completed over the course of Winter Term 1 from September to December.

Objective 2

Using the same rationale as in Objective 1, we suggest the AMS implement their new ISC booking process, paint the exterior walls, and add the notice board, implement these recommendations before orientation week to maximise student awareness. Similarly, promotions for the RecycleCard should begin during orientation week as the AMS can leverage Student Residence Orientations/Move-In Days to spread awareness.

In order to keep students coming back to the ISC, we recommend having at least one major AMS SUS event at the ISC per month. That is why we recommend hosting the Speaker Series in October, December, January, and March, while hosting Industry Nights in November, February, and April. Starting these events in October instead of the first month of classes also gives organisers time to arrange for speakers and industry professionals who would attend these events. Lastly, we recommend only starting club sustainability consultations in January so that the AMS has time to hire students to fill those positions in Term 1.

Objective 3

Implementing SPF promotions (digital and physical) will have to be done throughout the academic year in order to keep the funding at the top of No Club Nancy's mind. The bulletin board with issues from the ASAP plan would need to be implemented by the time students start using the ISC in September so that they have time to come up with projects and get started on building them. Building partnerships with clubs and other UBC organisations to promote the SPF will also need to start in September but would be an ongoing activity.

BUDGET

	Tactic	Marketing Tool	Brief Description	Estimated Cost (August 2022 to April 2023)
Strategy 1.1	1.1A	AMS Sustainability Posting Schedule	The AMS Sustainability currently already employs social media coordinators who manage the creation and posting schedules of their respective pages. We propose that the AMS Sustainability leverage these positions to add-in additional posts related to the ISC. Having 2-3 posts during the first month of school, and then mentioning the ISC once per month after that. As these positions are already being paid at a rate of \$15.60 per hour, we anticipate that the added time of creating 8-10 more posts per school year would equate to roughly 3 hours of additional work time.	\$15.60 x 3 hours = \$46.80
	1.1B	Dedicated AMS_Sustainability	Creating a new AMS_Sustainability Instagram page can also fall under the responsibilities of either an AMS social media coordinator or under the AMS Sustainability Projects Coordinator. We anticipate that the time needed to create and post weekly will add an additional 5 hours per school year.	\$15.60 x 5 hours = \$78.00
	1.1C	Mural Design Challenge	This portion of the mural contest will not cost the AMS Sustainability any considerable money. The main costs associated with running this contest is the hours required to create the social media posts. We have allocated 2 hours to the AMS social media coordinators for this tactic.	\$15.60 x 2 hours = \$31.20
Strategy 1.2	1.2A	Create new landing page/sub-page for the ISC on the AMS Sustainability website	Creating a new landing page would be the responsibility of someone on the AMS IT team. As this requires only adding a subpage to an existing website, the level of expertise is not very high and most of the work has already been done. For this reason we have allocated our budget for this tactic according to a lower-level AMS IT salary (\$35.18 per hour) as well as 5 hours of work.	\$35.18 x 5 hours = \$175.89
	1.2B	Improve SEO	Improving the SEO will be done concurrently with creating the new landing page on the AMS Sustainability's website. The research needed to determine the optimal keywords to use can be done by one of the social media coordinators or the AMS Sustainability Projects Coordinator. We budgeted for 1 hours worth of work and an hourly rate of \$15.60.	\$15.60 x 1 hour = \$15.60

BUDGET

Strategy 1.3	1.3A	Create campus mural	Depending on the size, murals can typically cost between \$2500 - \$7500 to have professionally painted. However, with the AMS Sustainability's connections and presence on campus, we propose partner with the UBC Paint Club. Given that there is no set price for this type of partnership, we have allocated a maximum of \$2000 to have this work completed for both murals. For the sake of the budget we have split them up 50/50, and so \$1000 will be allocated to design mural contest. The budget includes the cost of paint and equipment (assuming the club does not already have their own).	\$1000 Maximum
	1.3B	Projector light display outside Nest	Given that billboards in mid-sized cities can cost roughly \$3000 per month (\$100 daily), we assumed similar pricing for the projector light display outside the nest (given the lack of advertising cost information available). We plan to only advertise on Wednesday and Friday nights when this plaza may be most frequented at night. This means that there would be 2 days per week, times 4 weeks per month, times 8 months per school semester. Typically this would cost \$6400 for 2 semesters; however, given the AMS Sustainability's affiliation with UBC, we believe that they could receive more favorable terms. For this reason we have budgeted for \$1000. Depending on the deal struck with UBC, this \$1000 could cover the entire school year, or be allocated on strategic nights with the most traffic (ex. Pit nights, events at the Nest on Fridays/Saturdays or during Jumpstart).	\$1,000
	1.3C	Floor path to ISC	A pack of 12 ground arrows costs roughly \$30 on amazon. These arrows can be further customized with Sharpies or other resources available at the AMS Sustainability's disposal.	\$30
Strategy 2.1	2.1A	AMS Sustainability consultation	As this time spent will simply be replacing office hours, there will be no additional cost incurred.	\$0
	2.1B	Industry Night	Industry night costs typically include venue booking, equipment and staff. However, since the event will be hosted by the AMS Sustainability and within the Nest (outside the ISC and within the ISC), there will be none of those costs incurred. There will be a \$400 per event light food and beverage budget provided.	\$400 x 2 events = \$800
	2.1C	Speaker series	The cost of hiring a notable speaker can cost roughly \$3000. There is also the option of utilizing speakers such as the AMS president or AMS Sustainability representatives to speak, where they can be booked on a volunteer basis. For the budget, we have allocated a maximum of \$3000 for the speaker series.	\$3,000

BUDGET

	2.1D	Virtual Events Studio	The cost for setting up a studio for virtual events depends on the quality of the equipment. Since the studio set-up is to provide convenience, the equipment will only be of standard quality. The set-up will include a tripod (\$50), camera (\$200), microphone (\$50), headphones(\$200), monitor (\$280), and light (\$150).	\$1,000
Strategy 2.2	2.2A	Mural outside of the ISC	dynamic bulletin board outside the ISC will not cost the AMS Sustainability anything, as there already exist TV's that can be used for this.	\$1,000
	2.2B	Recycling reward card (10% off AMS food voucher)	We have assumed that 100 people will use the new recycling program per month, and each spends an average of \$10 using their 10% discount voucher.	100 people x \$1 per person x 8 months = \$800
Strategy 2.3	2.3A	Calendly booking process	Calendly does have paid subscription services, however the ISC only needs the basic version as it allows for the booking of a single space.	\$0
Strategy 3.1	3.1A	Promote SPF funding on AMS Sustainability and SPF website homepages and on social media	The cost of adding in a promotional banner online or on social media will take roughly 1 hour for the social media coordinator.	\$15.60 x 1 hour = \$15.60
	3.1B	Promote SPF funding through posters and flyers	The cost of adding creating and printing posters to promote the SPF will have a budget of \$200 (including 2 hours for the social media coordinator or AMS Sustainability Projects Coordinator to create the design).	\$200
Strategy 3.1	3.2A	Sustainable initiatives ideas bulletin	Bulleting boards can be found for as cheap as \$60 online. We have also allocated another \$40 for design elements.	\$100
	3.2B	Partner with sustainability related clubs	The cost of partnering with sustainability related clubs is non-monetary.	\$0

MONITORS AND CONTROLS

Social Media Channels:

Both AMS and UBC social accounts on Facebook and Instagram will be used. In regards to Instagram, social posts will be made using both the existing AMS Sustainability account, as well as the new ISC-focused account.

Email Newsletters:

Existing AMS of UBC and faculty-focused newsletters will be leveraged to promote the survey. These channels fall in alignment with existing promotional tactics and distribution strategies. For example, the "communications@ams.ubc.ca" can be leveraged provided various surveys are already promoted quite regularly. The additional use of a reward or prize to further incentive participation should be considered, prior to deployment, by the AMS Sustainability team; however, this is not required.

To ensure the survey effectively measures both first-time and repeat usage rates, the following questions should be asked:

Have you ever visited the Interactive Sustainability Centre (ISC)?

- Yes
- No

In the last 4 months (September 2022 - December 2022), how many times did you visit the Interactive Sustainability Centre (ISC)?

- Please indicate the number of times (i.e. 1)*

Which of the following purposes have you interacted with the Interactive Sustainability Centre (ISC) for?

- Room bookings
- Events (incl. Speaker Series, Industry Nights, etc.)
- Virtual Events
- Recycling Services
- Other (please specify): _____

Which of the following events at the Interactive Sustainability Centre (ISC) have you attended?

- Speaker Series: David Suzuki
- Industry Nights: Teck
- UBC Sustainability Week
- Other (please specify): _____

Objective 1

Methods of engagement can include posting stories and posts of events at the ISC or booking announcements on both the AMS Instagram page (Tactic 1.1A) and the newly established AMS Sustainability Instagram page (Tactic 1.1B). Before diving into specific KPIs associated with each tactic of this objective, it is worth highlighting that this strategy of overhauling the AMS' social media presence via Instagram can only achieve success through frequent updates and engagements with students, as well as strategically tracking metrics of success across all owned accounts.

Objective 1.1A - Instagram Insights

Key Instagram metrics to grow engagement and interest amongst the ISC's target customers would be the reach of unique accounts (rather than impressions), active bio link clicks to the new AMS Sustainability site upon launch (Tactic 1.1B), engagement with posts and stories, overall traffic, and shares. Another measure of success is analyzed through students who complete the feedback survey in campus-wide newsletters; this would be expressed in an increased percentage of the student body that is aware of the AMS/ISC through the AMS Instagram page and indicates selects the AMS Instagram page as a primary source of information for their sustainability involvement needs.

For **Tactic 1.1B**, the key Instagram metrics to track are page growth, conversion and traffic to the landing page using UTM parameters such as Google Analytics, engagement with posts and stories, shares, and unique reach using the #AMSSustainability hashtag. As a new page, the first metric to track will be growth in followers; after the initial buzz, tracking conversion and active bio link clicks through to the ISC landing page (Tactic 1.2) during notable campaigns and events/seasonal openings of the SPF applications (SMART Objective 3) should take priority. Instagram Insights tracking of shares and Stories link stickers of relevant hashtags is especially relevant for Tactic 1.1C, as the mural contest is expected to generate viral content that drives high awareness and engagement with the AMS Sustainability brand and ISC.

To track engagement and gain further insight into potential improvements to the AMS Sustainability Instagram page, Instagram polls are recommended. An example of the type of Instagram story poll is as follows:

Have you used our recycling services:

Option 1: Yes!

Option 2: Not yet, but I can't wait to

Objective 1.2 - Google Search Console & Google Analytics

The key to ensuring the quality of leads and the relevance of search is through Google Search Console and Google Analytics. Specific to tactic 1.2A, we recommend measuring landing page success by measuring the traffic growth after the initial launch, the bounce rate of the landing page, new and recurrent traffic, traffic source, and session duration. If traffic growth dips shortly after it spikes through the initial drive in traffic through the newsletter and social media promotions, the update of content on the page may not be of high relevance or interest to the customer.

A high bounce rate on the landing page could be improved by having a pop-up feedback box on the page for users to give quick feedback on what they'd prefer to see and how their user experience can be improved. While new traffic measurement is integral to evaluating the success of the launch and the quality of leads from other traffic sources and the SEO, recurrent traffic that's measured bi-weekly or monthly indicates if users see enough value to return to the page and learn more about sustainability and relevant student resources.

Another measurement of success is through session duration; if the average session duration is only a few seconds, there isn't enough relevant information to capture a user's attention. A relatively long session duration with a high bounce rate indicates a confusing or frustrating user experience or an overwhelming amount of content. Lastly, measuring traffic sources indicates the success of the AMS Instagram page and specific posts to identify which leads result in the greatest call-to-actions. If page traffic spikes after paid social media from Instagram campaigns, the ROI can be justified.

Objective 1.3 - Campus-Wide Newsletter

We intend to track the awareness and impact of our in-person experiences through campus wide survey deployments and social media mentions. We recommend that the AMS deploys a campus-wide survey via their newsletter one quarter after the implementation that includes questions that measure the awareness of how effective students perceive this form of marketing to be.

Some of the questions that could be in the survey are:

What words do you associate with the "ISC"? (List a few words in the short-form text box below)

Which of the following on campus promotions of the ISC have you experienced?

- The Mural outside the Life Building
- Light display located in the Nest/by the Alumni Centre
- Light road path leading from the Nest Auditorium to the ISC

For each of the visual displays, how effective was each when it came to persuading you to visit the ISC? (Selectable options range from very ineffective to very effective on a likert scale)

Do you find yourself paying more attention to in-person promotional tactics or online promotional tactics of the ISCs?

- In-person (i.e. the Mural, light displays)
- Online (i.e. social media posts on the AMS Instagram, the AMS website)

Objective 2

In order to monitor the increase in usage rate of the ISC, we recommend deploying a campus-wide survey, to determine whether a 175% increase from the status quo, has been achieved.

The survey is expected to be distributed at the end of each Winter Session semester to increase drive momentum and ensure that the product offerings are always up to date. Moreover, provided the versatility of a survey, Objective 2-specific questions can be combined with and distributed in conjunction with the Objective 1 survey.

In order to promote and encourage student participation, the survey should be distributed across a variety of digital mediums.

To adequately evaluate the impact of Objectives 2's accompanying strategies and tactics, the following monitoring methods should be used. These methods will provide tangible and data-based insight into the impact of each tactic and, subsequently, provide AMS Sustainability with an opportunity to alter or adjust the deployment of each tactic to optimize its efficiency in the future. The long-term objective of this is to, ultimately, drive further user engagement through --

improved service offerings. The time and frequency for which each method will be used to track and monitor data will vary.

Tactic 2.1A, 2.1 B, and 2.1C - Follow-Up Emails

Follow-up emails will be sent within 24hrs of the event or consultation session with an invitation to review the experience, as well as provide feedback. This will provide direct insight into improvements and modifications that can be made for the execution of consultation sessions and future events.

For events that require an RSVP, AMS Sustainability will have access to a list of participant email addresses.

Tactic 2.2B - "To Learn More, Contact Us"

Posters and marketing collateral used to promote the ISC's recycling services will feature a "contact address." This can take the form of a general email address, such as sustainprojects@ams.ubc.ca, or the new ISC website in the bottom right of the collateral. This provides individuals with a means to directly contact and connect relevant AMS Sustainability stakeholders for further information such as what the ISC is or how the recycling discount promotion works.

Below is an example of a feedback survey newsletter:



Tell Us About Your Experience!

You could win a \$25 gift card to AMS food outlets!

Make your voice heard! Take the [2022 AMS Sustainability Experience Survey](#) to help the AMS make tangible, evidence-based changes for students, the Interactive Sustainability Centre (ISC), and our environment!

This is your opportunity to anonymously share about your experience with a range of topics from the accessibility of the ISC or sustainability-related resources and our past events. This year, we've also added questions about in-person collaboration to improve our understanding and provision for how to improve the services we provide!

As a token of our appreciation, every student that answers the survey in full can choose to be entered into a giveaway for 10 winners to win a \$25 gift card that can be used to purchase your favourite snack from any AMS food outlet!

TAKE THE SURVEY

If you have any questions, please feel free to reach out to your Sustainability Projects Coordinator, John Doe, at sustainprojects@ams.ubc.ca

This is a mockup for a possible email survey that can be distributed to promote to survey to effectively measure the impact of each strategy and tactic.

Objective 3

Tactic 3.1A - Traffic To The SPF Microsite

While tracking the conversation rate from the main site is important, as it tells the effectiveness and strength of the call-to-action messaging and/or the corresponding graphic on the landing page to apply. Traffic sources will indicate which channels and specific organizations (through the use of specific embedded external links generated using UTM parameters) can attract more interested non-club, sustainability-driven students. This will also help the AMS prioritize paid media based on top-performing metrics and increase the quality of leads to the application through improvements in SEO keywords.

Similar to tracking traffic and engagement for Tactic 1.2, it's also necessary for the AMS to measure the digital success of locating and completing an application by measuring the bounce rate on both the microsite as well as the application itself. A high bounce rate on the microsite indicates that the application itself isn't easy to locate on the page, the discovery process is confusing, or there could be information overload. A high bounce rate and long session duration on the application page itself would imply that the application process is difficult or too lengthy and should be revised, as the third SMART objective focuses on driving high application volumes through garnering greater awareness as well as lowering the application barrier.

Tactic 3.1B - Internal Newsletters

The AMS can deploy surveys through internal newsletters to students who have signed up to receive bi-weekly/monthly newsletters to gauge the effectiveness of poster placements and compare, similarly to the survey questions designed for Tactic 1.3, physical promotional tactics to digital ones.

Tactic 3.2A - Direct Feedback

The methodology we recommend the AMS uses to gather feedback is different from our aforementioned approaches. For Tactic 3.2A, which is based on in-person collaboration over a longer period of time, customer satisfaction and dissatisfaction can often be a lot more nuanced and contextual. Gathering feedback from customers directly at the ISC through reaching out in person could help gather more qualitative feedback and help the AMS improve the in-person project experience. For Tactic 3.2B, having ISC representatives network at certain partnership events and connect with club executives over a longer period of time can foster greater community awareness and word-of-mouth buzz. More formalized feedback through surveys of the ISC's quality of collaboration and projects can also be conducted.

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APPENDICES

APPENDIX A: GOOGLE KEYWORDS

Keyword	Google Ads Search Volume	Google Ads Competition
UBC Sustainability	100-1000	Low
UBC Sustainability Initiative	10-100	Low
Sustainability Resources	10-100	Low
AMS Club	10000-100000	Low
Sustainable resource	100-1000	Low
Sustainable Energy Resource	100-1000	Low
University Sustainability	100-1000	Low
Vancouver Sustainability	10-100	Low
AMS Sustainability	100-1000	Low

APPENDIX B: INFORMATIONAL INTERVIEW QUESTIONS

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 insight into motivating factors of participants to get involved with campus sustainability.

Duration: 10 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 AMS Sustainability and Interactive Sustainability Centre. 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.

Your signature below indicates your consent to participate in this study. For studies conducted electronically, your selection of the option 'I consent to participate in this study' confirms your consent.

Participant Signature

Date

Print Name

APPENDIX B: INFORMATIONAL INTERVIEW QUESTIONS

Engagement and warm up:

- "Thank you for participating..."
- "Total interview should only take around 10 mins"
- Ensure consent form is completed by participant
 - Make sure participants have or will also do the survey. Share this link with them: https://qfreeaccountssjc1.az1.qualtrics.com/jfe/form/SV_74jJw0UPJLPqkeO

Intro and overview: (~1min)

- Explain purpose of study and intended use
 - We are researching sustainability initiatives and involvement on campus. And would like to get your thoughts on a few topics.

Preliminary Questions: (5-6 mins)

- Identify type of participant: Student, Staff, Faculty, Other collegiate student, Others

- Have you ever wanted to start or join a club/ initiative at UBC?
 - If yes, why or why not haven't you (obstacles)

- What are 3 sustainability-focused resources or campus projects that come to mind off the top of your head?
 - Initial thoughts?
 - Have you used any of these resources?

- How do you feel about the resources, accessibility, and opportunities to collaborate on sustainability-related initiatives at UBC?
 - What resources do you love? (what would you prioritize)
 - What resources/ improvements would be useful (leading towards what they'd want from the ISC)?

- On a scale of 1-5, with 1 being you strongly disagree and 5 being you strongly agree, can you rate your attitude towards the following statements regarding sustainability:

APPENDIX B: INFORMATIONAL INTERVIEW QUESTIONS

- It's important to me to learn to live a more sustainable life
- It's important to me that I actively make an effort to be sustainable
- I plan to start my own sustainable project during my time at UBC
- I plan to collaborate with other students on sustainability projects

- For the answers where the interviewee responds with 1 or 2, consider asking them "why" and gauge their pain points / motivations.

Explanation and Overview of Study (~2 min)

- Explanation of our intended area of study
 - "The Interactive Sustainability Centre is a room in the Nest run by AMS sustainability with the aim of fostering a community to collaborate on sustainability on campus"

 - We are looking into how the ISC can better serve the UBC community. The ISC fosters a community where individuals can collaborate on sustainability initiatives on campus (ex. Business ideas, campus initiatives, etc.).
- On a scale of 1-5, can you rate the importance factor of each of the following points that may influence your decision to interact with the ISC
 - Location
 - Booking Availability
 - Ease of Booking Process
 - Supply of resources (ex. Whiteboards, expert help, markers, books, etc.)
 - Attractive design of room (good lighting, cleanliness, etc)
 - Attractiveness of furniture (tables and chairs)
 - Sustainability Information/Resource
 - Number of Activities

AMS Sustainability-specific questions: (4-5mins)

Set A: Students involved in sustainability groups / initiatives

- Have you heard about the ISC before? If yes, how so?

- How do you envision yourself using the ISC?
 - For personal uses? For club purposes?

- How do you envision *other people* could use it? *
 - How would you pitch the ISC to a friend?

APPENDIX B: INFORMATIONAL INTERVIEW QUESTIONS

Set B: Students not involved in sustainability groups / initiatives

- Have you heard of the ISC before? If yes, how so?

- What kind of groups/ initiatives on campus are you a part of? Why?



- Do you care about campus sustainability? What are the areas you believe need the most addressing?

END

APPENDIX C: SURVEY QUESTIONS - BRAND PERCEPTION

Q12 - In 1-2 sentences, please describe what you think the purpose of this room is:

Page Options 


 


False


In 1-2 sentences, please describe what you think the purpose of this room i...


True


In 1-2 sentences, please describe what you think the purpose of this room i...



Meetings for AMS Sustainability 

Group work or teaching 

media room 

To study but looks weird 

To meet up for group work. Maybe a group project or presentation? 

 Page: 1 Of 20 

APPENDIX C: SURVEY QUESTIONS - BRAND PERCEPTION

Q12 - In 1-2 sentences, please describe what you think the purpose of this room is:

Page Options ▾

False

In 1-2 sentences, please describe what you think the purpose of this room i...

True

In 1-2 sentences, please describe what you think the purpose of this room i...

no idea



This looks like a common study area accessible to any visitor to the building.



Meeting room



It is where the sustainability room is because that is the only room in UBC I know that has battery recycling.



for get thrifty to scheme ;)



APPENDIX C: SURVEY QUESTIONS - BRAND PERCEPTION

Q12 - In 1-2 sentences, please describe what you think the purpose of this room is:

Page Options 

False


In 1-2 sentences, please describe what you think the purpose of this room i...

True

In 1-2 sentences, please describe what you think the purpose of this room i...

Meeting room/study room 

A room for students to collaborate on sustainability issues at ubc. 

workshop for a student club 

For students to work in a calm and collaborative environment. 

Another meeting room in The Nest 