

Strategic Report for the Morris and Helen Belkin Art Gallery
Anqi Yu, Jackson Wu, Jocelyn Trenaman, Maggie Yu, Mathews Kandathil
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March 27, 2017

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PAINTED OVER CONSULTING

Strategic Report Prepared for the Morris and Helen Belkin Art Gallery
and the Arts and Culture District
March 27, 2017

Team 4

Mathews Kandathil

Jocelyn Trenaman

Jackson Wu

Anqi Yu

Maggie Yu

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Executive Summary

Introduction

The Morris and Helen Belkin Art Gallery (Belkin Art Gallery) is located inside the Campus of UBC in Vancouver. It is a non-profit organization that strives to promote student involvement with art. However, due to lack of awareness, there are not enough visits from the students. Therefore, this report provides a detailed analysis of the current situation and offers feasible strategies that can boost the Belkin Art Gallery's brand image and stimulate more students' participation.

Current Situation

The Belkin Art Gallery's primary issue is to get more students to visit and to interact with the exhibited contemporary art. The potential factors that might contribute to this issue include the lack of presence in the UBC community, the lack of interest and engagement from students, the lack of brand identity and a misconception that non-arts students cannot enjoy contemporary art.

Strategies

Through the application of business model canvas, SWOT, Petal, and ERRCs, we provide a well-rounded analysis of the Belkin Art Gallery. To tackle the problems, we offer two main strategies, which are based on increasing the Belkin Art Gallery's brand awareness and promoting the students' involvement with BELKIN ART GALLERY.

Tactics

We have several tactics for the strategies, which include increasing usage of Facebook and Instagram to promote the upcoming exhibits and to engage with students, improving the website user experience, initiating a Museum Hack style tour, raising more awareness of the outdoor art tour, and becoming more involved in existing events happening in UBC throughout the year such as Imagine Day.

Risks and Mitigations

There are some potential risks regarding the implementation of our strategies. For instance, the mailing list must be hosted on Canadian servers. To mitigate this risk, the Belkin Art Gallery can use the software vendors Campaign or Cakemail with about \$50/month.

Conclusion

After the implementation of the strategies and tactics, the Morris and Helen Belkin Art Museum will raise more awareness and have more students from different faculties to visit their exhibitions.

Introduction

Morris and Helen Belkin Art Gallery

Strategic Report for the Arts and Culture District

Mathews Kandathil [REDACTED]
Jocelyn Trenaman [REDACTED]
Jackson Wu [REDACTED]
Angel Yu [REDACTED]
Maggie Yu [REDACTED]



Painted Over Consulting is composed of Mathews Kandathil, Jocelyn Trenaman, Jackson Wu, Angel Yu, and Maggie Yu. We were tasked with providing a strategic recommendation of the ‘what, how and why’ for the University of British Columbia’s Arts and Culture District. As a team, we decided to concentrate our strategic plan on improving UBC students’ involvement with the Morris and Helen Belkin Art Gallery (Belkin Art Gallery), one of the Arts and Culture District’s venues.

The Belkin Art Gallery is internationally recognized for its exhibitions, programs, and online projects and is one of Canada’s premier showcases for contemporary art. They specialize in Canadian avant-garde art of the 1960s and 1970s. Formerly located in the basement of Main Library on the University campus, the Belkin Art Gallery was founded in 1948 and named the UBC Fine Arts Gallery. In 1995, the Fine Arts Gallery was rededicated to the Morris and Helen Belkin Art Gallery and opened its new premises on Main Mall.

Currently, the Belkin Art Gallery is showing the “To Refuse/ To Wait/ To Sleep and M&A” exhibition which investigates belief and prediction in economic models, precarious labour and illicit and marginalized markets. As well, they feature an Outdoor Art Tour composed of 26 artworks across campus that are a source of aesthetic pleasure, commemorate histories and events, and introduce new ideas and possibilities into the campus environment. The Belkin Art Gallery offers free admission and free guided outdoor tours.

Overview

Overview

Key Issue

The Belkin Art Gallery is not getting enough UBC students from all faculties to visit their exhibits.

Underlying Issues

- Lack of presence
- Lack of brand identity
- Lack of interest and engagement from students
- A misconception that non-arts students cannot enjoy contemporary art



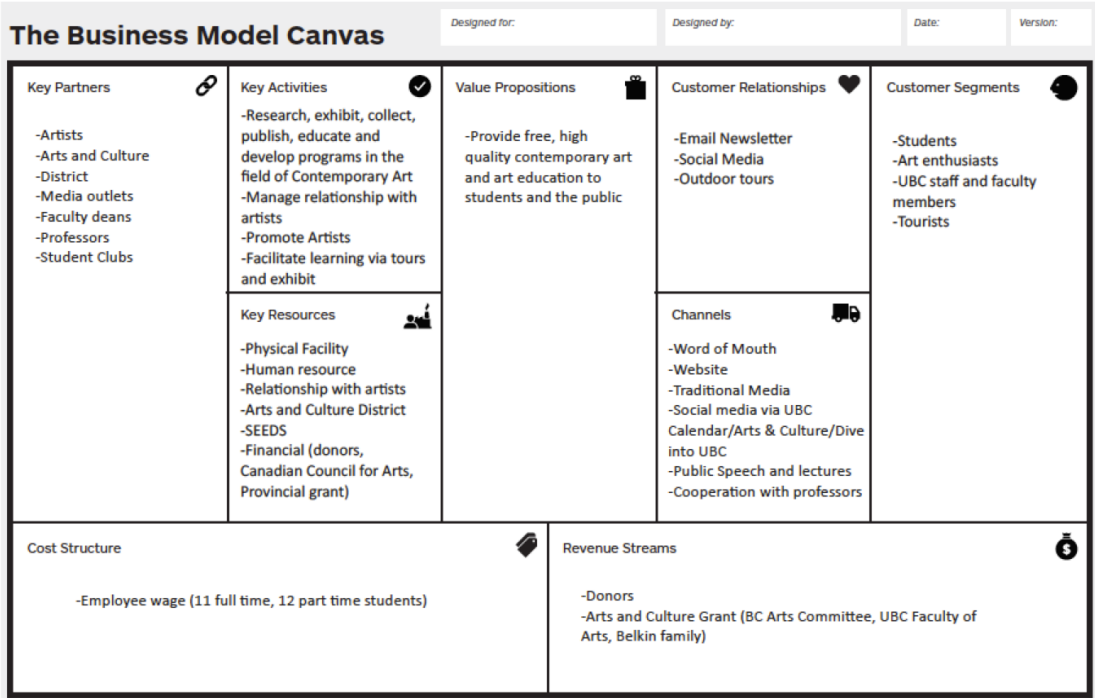
Overview	Situational Analysis	Potential Scenarios	Recommendations	Implementation	Metrics	Finance	Risks & Mitigations	Conclusion	Appendices
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The key issues facing the Belkin Art Gallery pertain to low levels of attendance from UBC students in all faculties to visit their exhibits. Based on our survey data, 32.26% students have heard of the Belkin Art Gallery but have never gone. Although the Belkin Art Gallery has some recognition in the student community, it has a poor conversion rate in getting students to visit its facility. One piece of feedback indicated that while they were aware of the Belkin Art Gallery, they were never able to get around to visiting the museum. Currently, the majority of visitors are those who major in the humanities and need research materials for their academic requirements.

Based on the 2-hour interview with the Belkin Art Gallery staff, we have identified four underlying issues with the BELKIN ART GALLERY. These issues are lack of presence, lack of brand identity, lack of interest and engagement from students outside of humanities majors, leading to a misconception that non-arts students cannot enjoy contemporary art. At first glance, the Belkin Art Gallery building is not inviting from the outside. It has no visible sign for entrance, and it has been mistaken for as a backdoor on several occasions. It currently does not have a cohesive brand image. Due to its poor presence on campus and low marketing efforts, students can be enticed by several other alternative events to participate in. Lastly, as with any sort of art exhibit, people who aren't well versed in contemporary art could feel intimidated to visit because they feel like they lack the sophistication to properly understand the content.

Situational Analysis

Business Canvas Model



Overview	Situational Analysis	Potential Scenarios	Recommendations	Implementation	Metrics	Finance	Risks & Mitigations	Conclusion	Appendices
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Business Canvas Model

The business canvas model gives us a quick overview of the BELKIN ART GALLERY’ key stakeholders as well as their current cost and revenue structure. Being a non-profit organization means their revenue stream is limited to donors and Arts and Culture Grant available in BC. However, they do have other resources on hand such as utilizing their relationship with their current partners to promote and market their events. We also found that Belkin Art Gallery currently has very little engagement on their customer relations category, thus highlighting an area they should focus to improve on.

Strengths		Weaknesses	
<ul style="list-style-type: none"> • Free admission • Steady flow of high quality contemporary art exhibits featured . • An engaging outdoor tour featuring 28 featured Exhibits unique to the UBC campus. • Medium - high engagement with students majoring in the humanities, and Art students off-campus (ie: Emily Carr) • CASL laws do not apply to marketing initiative 	<ul style="list-style-type: none"> • Low visibility among the student body • Limited marketing funds (1/3 of communications salary and a few hundred dollars allocated to each exhibition) • Revenue streams are limited to funding. • High logistical limitations. (No food/drink in the venue and limited space) • Disorganized website • No web metrics to track engagement • Unpredictable traffic 	<p>Leverage the Belkin Art Gallery's most successful social networks and create more on-campus events to improve engagement</p> <p>Offer a more welcoming atmosphere for students.</p> <p>Implement web engagement tracking software to make more data driven decisions</p> <p>Collaborate with student clubs</p> <p>Promote the art gallery tours as a must-do for UBC students,</p> <p>Revamp the website user experience</p>	<ul style="list-style-type: none"> • Potential of vetoing of any planned events from higher positions • Competition against other events on campus • Competition against other Art Galleries in Vancouver • Potential of cut funding
Opportunities		Threats	
<div style="display: flex; justify-content: space-between; font-size: small;"> Overview Situational Analysis Potential Scenarios Recommendations Implementation Metrics Finance Risks & Mitigations Conclusion Appendices </div>			

SWOT Analysis

A SWOT analysis was conducted upon interviewing the Belkin Art Gallery for approximately two hours, identifying their key pain points and current strengths that we can help leverage for increased success. The key strengths identified were the service offerings that the Gallery offered to its students. With a constant flow of high quality art, combined with unique outdoor exhibits placed on a beautiful campus, there is high opportunity for the gallery to market

Potential Scenarios

Eliminate

- The stigma that art galleries are only for "art experts"

Reduce

- The unwelcoming feeling of the BAG

Raise

- Student awareness & involvement with the Belkin Art Gallery
- Digital marketing (including analyzing data received from DM)
- Social Media presence
- Outdoor Art Tour information
- Collaboration with UBC clubs and events

Create

- Student events hosted by the BAG
- Fun, exciting tours for "non-art" students
- Brand Identity
- Logo
- An organized and branded website



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ERRC Analysis

From the ERRC analysis of the Belkin Art Gallery, we found that they need to eliminate the stigma of art galleries being only for "art experts" and that non-arts-majors would not enjoy and/or understand the artwork. Furthermore, the Belkin Art Gallery needs to reduce the unwelcoming atmosphere of the building as most individuals believe the entrance is the back door and therefore do not know how to enter the building. To help Belkin Art Gallery reach their goal, they must raise students' awareness and involvement, increase digital marketing efforts (increase their tracking of Google Analytics data), strengthen social media presence, provide Outdoor Art Tour information on their website and within the gallery, and increase collaboration with UBC clubs and events. Finally, some aspects that the Belkin Art Gallery is missing, and needs to improve on is creating more UBC student events, hosting fun tours for "non-arts" students, adding a brand identity which reflects the Belkin Art Gallery's characteristics (including a logo), and creating an organized, easy-to-use, branded website.

Recommendations



Future Vision

Belkin Art Gallery to be the place for UBC students to discover the most unique, adventurous and diverse arts & cultural offerings in the city

Benefit to Consumers

- Bridges the gap that exists in the Vancouver arts and culture scene
- Offers an opportunity to enhance their UBC experience & UBC connections
- A gathering place for enlightening and inspirational experiences
- They feel the thrill of discovery
- They have taken some deeply meaningful learning & experience away from the work.
- They feel more authentically connected to arts & culture experiences.
- Contemporary art allows a reflection on our society and recent issues

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Future Vision

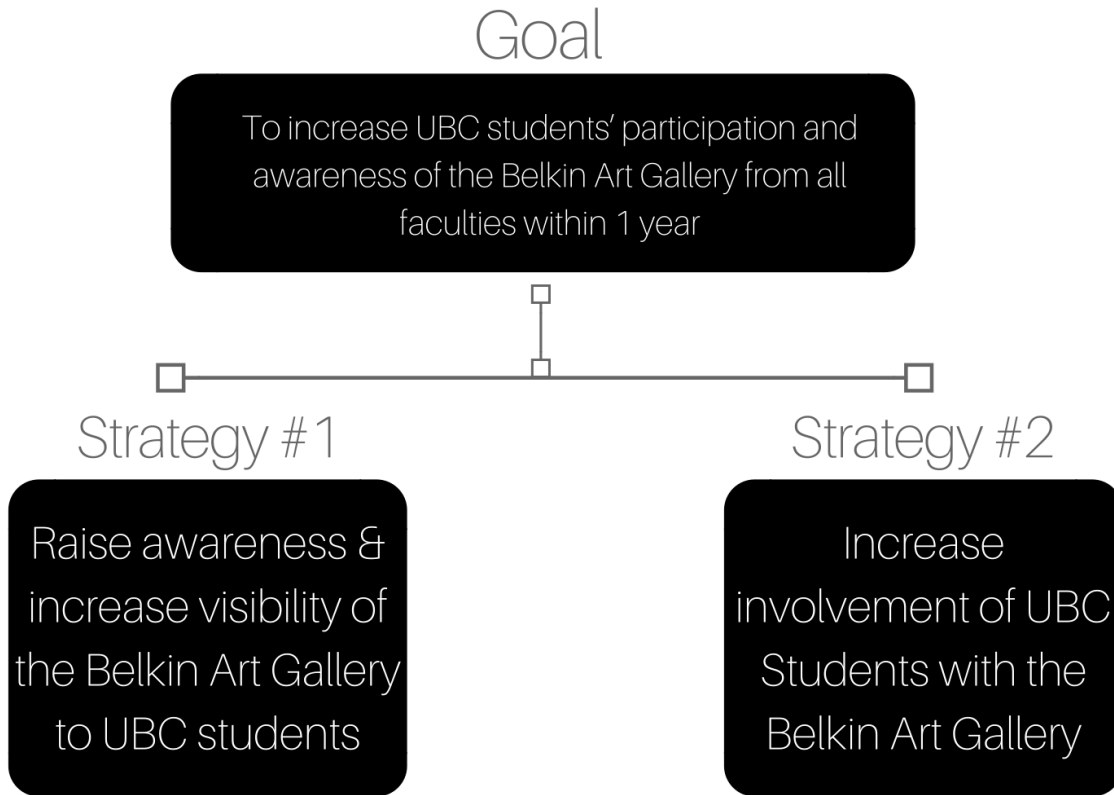
The future vision of the Arts and Culture District is to be the place for UBC students to discover the most unique, adventurous and diverse arts and cultural offerings in the city. To help the Arts and Culture District achieve this future vision, the Belkin Art Gallery will adopt the same future vision.

Benefits to Consumers

Currently there is a belief that a gap exists in the Vancouver Arts and Culture scene within UBC, the Belkin Art Gallery can bridge this gap by offering UBC students an enlightening and inspirational experience. Students looking to enhance their UBC experience and connection (shared campus, friendships discovered, rights of passage, learned how to learn) can feel the thrill of discovery, take away some deeply meaningful learning and experience from the work, and have a more authentic connection to the arts and culture.

Benefits of Contemporary Art

Contemporary art is the art of today. It refers to the art produced by artists living today. It provides an opportunity to reflect on our society and recent issues. Contemporary art is different from other arts because it's globally influenced, culturally diverse, and technologically advanced. Contemporary art is a dynamic combination of materials, methods, concepts, and subjects that challenge traditional boundaries and abandon any ideologies. Contemporary art is like a cultural dialogue. It inspires the audience to come up with their own ideas and provoke deeper thoughts. There's no uniform understanding to any piece of contemporary art. Most exhibits at Belkin Art Gallery belongs to the category of contemporary art. We want to position Belkin Art Gallery as an art institution that facilitates learning, engages students, and promote interactions.



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SMART Goal

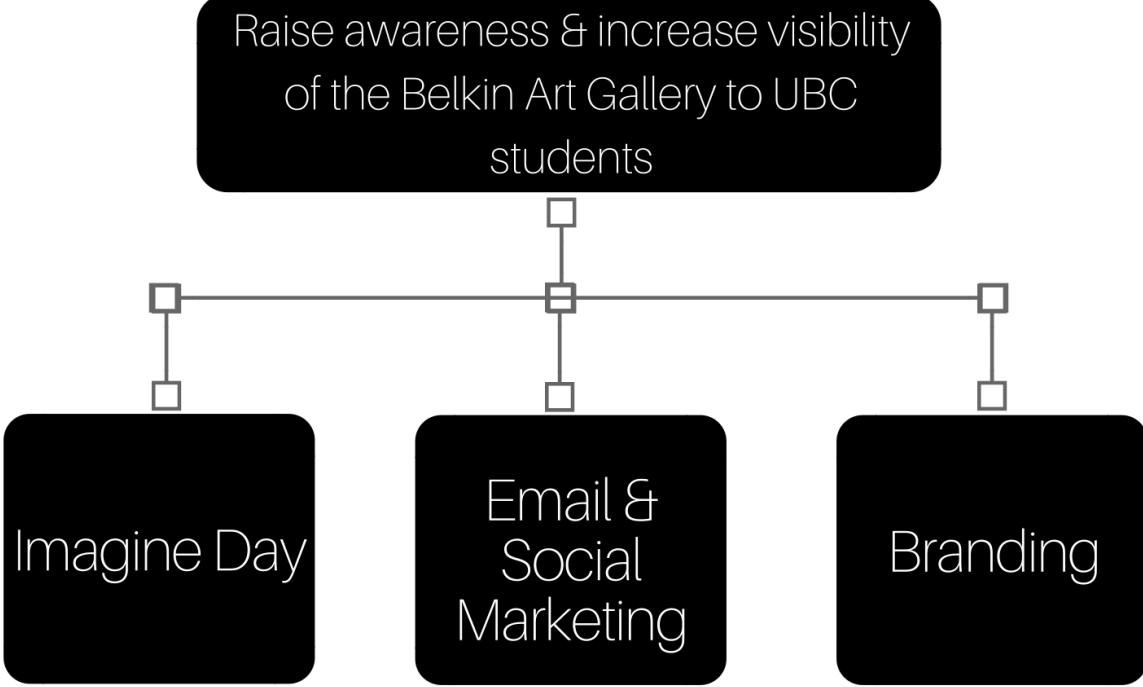
After meeting with Shelly Rosenblum (PhD Curator of Academic Programs), Jana Tyner (Communications and Publications / Assistant to the Director) and Naomi Sawada (Manager of Public Programs), they informed our team their goal for the Belkin Art Gallery is to increase UBC students' attendance at the Belkin Art Gallery from all faculties within one year. They are less concerned about the number increase of students but rather the diversity in groups of students, specifically reaching faculties who do not normally attend as students in Humanities, English, Political Science, Anthropology, First Nations Studies, Creative Writing, Film or Theatre make up most of their student consumer. This will be measured through an annual survey and number of UBC students from all faculties who attend the BELKIN ART GALLERY.

Strategies

The first strategy we recommend to achieve the Belkin Art Gallery's goal is to raise awareness and increase visibility of the Belkin Art Gallery with UBC students from all faculties. The second strategy we recommend for the Belkin Art Gallery to implement is to increase UBC students', from all faculties, involvement with the BELKIN ART GALLERY. We believe following these recommendations will allow them to achieve their goal of increasing UBC students' attendance at the Belkin Art Gallery from all faculties within 1 year.

Implementation

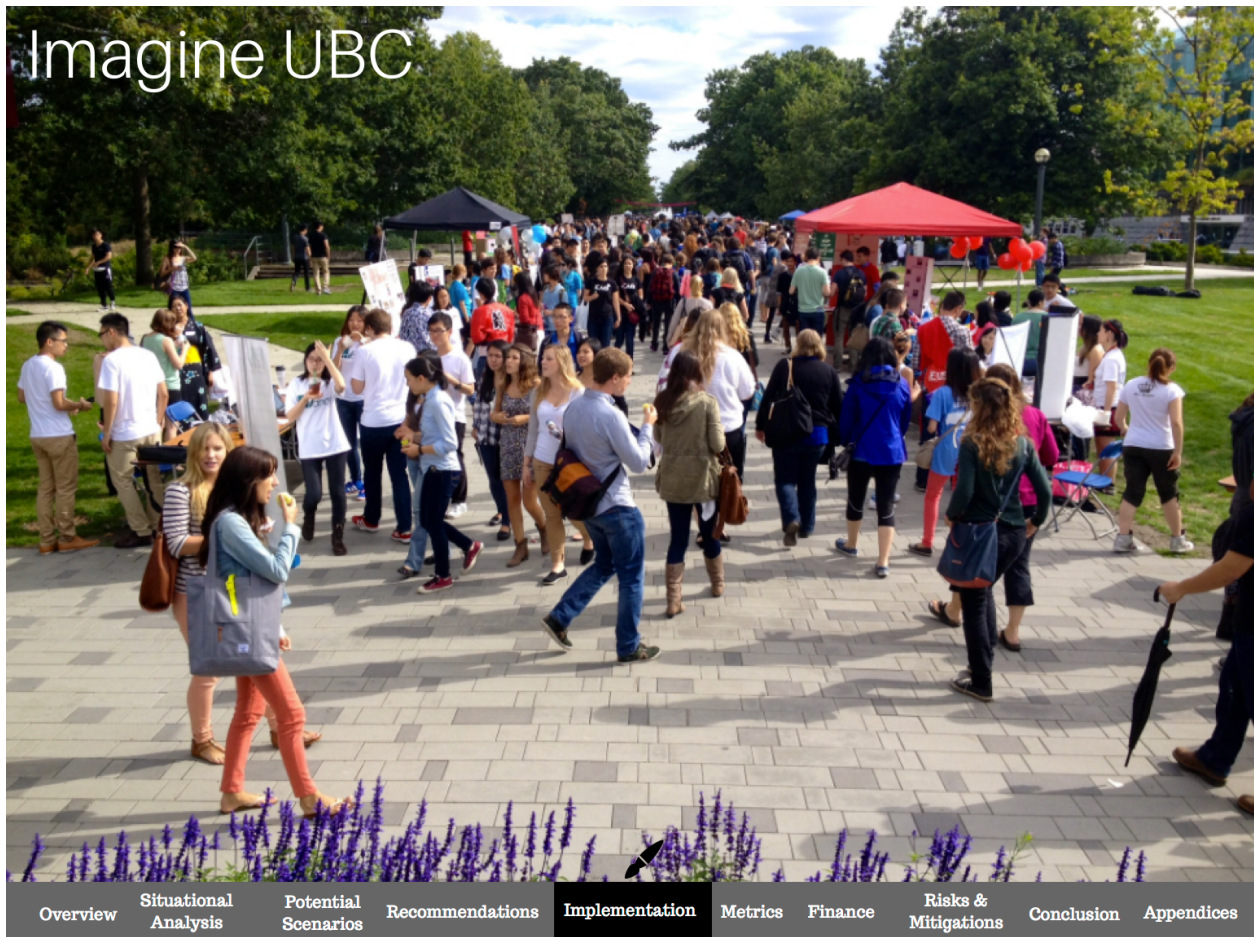
Strategy #1



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Tactics for Strategy #1

To achieve Strategy #1 which is to raise awareness and increase visibility of the Belkin Art Gallery to UBC students we recommend implementing three tactics. The first tactic is to involve the Belkin Art Gallery with Imagine Day. The next tactic is to increase the Belkin Art Gallery’s digital marketing. The final tactic is to create a brand identity that shows the Belkin Art Gallery’s characteristics. We believe implementing these tactics will raise awareness and increase visibility with UBC students and help the Belkin Art Gallery achieve their goal of increasing attendance from UBC students from all faculties.



Tactic 1.A: Imagine Day

Every start of the school year, the campus will hold Imagine Day to offer about 9000 new students an opportunity to explore the campus. If the leaders can give a brief introduction about the Belkin Art Gallery and other art galleries in UBC, it can greatly improve the brand image and the level of student engagement. Another way to raise the awareness is to offer free food during lunchtime on the Imagine Day. They can set up tables on the lawns outside of the Belkin Art Gallery to attract people’s attention. Meanwhile, place a banner outside and invite the students to go into the Belkin Art Gallery to have a taste of the art exhibit. Further, the UBC Sauder Imagine Day Committee can do scavenger hunt related to the outdoor art pieces.

To test the waters with this idea, our team reached out to the Sauder Orientation Coordinator, who mentioned that they are currently shifting the itinerary of Imagine Day to incorporate elements of scavenger hunts and other highly engaging events. Adding some of the artwork of the Belkin Art Gallery would be very feasible in this case.

Digital Marketing



MARCH 2017

Everyone is welcome and admission is free.

Wikipedia Edit-a-thon

Saturday, March 18, noon–5 pm

In collaboration with UBC Department of Art History, Visual Art & Theory Instructor Christine D'Onofrio, and concurrent with [Arts+Feminism](#) events worldwide, the Belkin Art Gallery invites participants of all genders and expressions to join in a **Wikipedia Edit-a-thon**. On Saturday, March 18, help create and edit articles about female artists, feminist art scholarship and feminist art movements. [read more...](#)

Archives LIVE!

A Reactivating: Art and Archives event

Wednesday, March 22, 7–8:30 pm

[Western Front Grand Luxe Hall](#)
303 East 8th Avenue, Vancouver

Join us for a panel discussion with Lorna Brown, Marcia Crosby and Kay Higgins at the Western Front as they explore personal and professional experiences related to the broad thematic of feminisms and archives. The evening's discussions will be moderated by the *Pleasure and Protest, Sometimes Simultaneously!* free school with Randy Lee Cutler and Magnolia Pauker. This is the third in an ongoing series of forums, *Reactivating: Art and Archives*, which gathers a community of interest around the issues of art, activism and archives. [read more...](#)

Artist talk with Marianne Nicolson & catalogue launch for

UPCOMING AT THE BELKIN



Image courtesy of S. Wilson / *The Peak*



Marianne Nicolson, *The Sun is Setting on the*



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Tactic 1.B: Digital Marketing

Tactic 1.B.1: Implement email metrics to make better data-driven decisions

Part of tactic 1 can help the Belkin Art Gallery add more contacts to their e-mail mailing list. Critical to e-mail marketing is the optimization of the send-outs and quality of e-mails. Email marketing platforms can track key metrics such as total opens, average opens per person, open rates, click-through rates, and hard/soft bounces. Despite the popularity of social media, e-mail marketing continues to be one of the most effective digital marketing methods on par as well. Below, we illustrate the value of e-mail metrics:

Total Opens/Open Rate: The total number of people opening your email and the percentage of opens versus total amount send. Factors that affect the open rate are the subject line and time of the e-mail send out. The Belkin Art Gallery will be able to gauge the best time to send out e-mails.

Average opens per person: How many emails an average person opens. If you organize a list of emails categorizing the different faculties, you can find out which faculty responds to your emails the most.

Click-Through Rates: The % of links clicked on your email. The average e-mail newsletter has five different sections, which of these sections are performing the best? If readers bounce off the newsletter before reading the entire piece, the Belkin Art Gallery may want to consider sending out two separate, shorter newsletters provided that open rate is reasonably high.

Hard Bounce: This metric measures the % of emails that are not reaching the subscriber. This is a great metric for having an up to date mailing list.

Based on these metrics, the Belkin Art Gallery can gain much greater insight into their e-mail marketing efforts, and optimize their e-mails by identifying which aspects are working the best. As of now, the only metric of success based on these e-mail newsletters are empirical observations based on the number of increased visitors. The limitation of this however, is that there may be individuals who are constantly reading the newsletters but end up not visiting the art gallery.

Tactic 1.B.2: Increase usage of Facebook and Instagram to engage with students

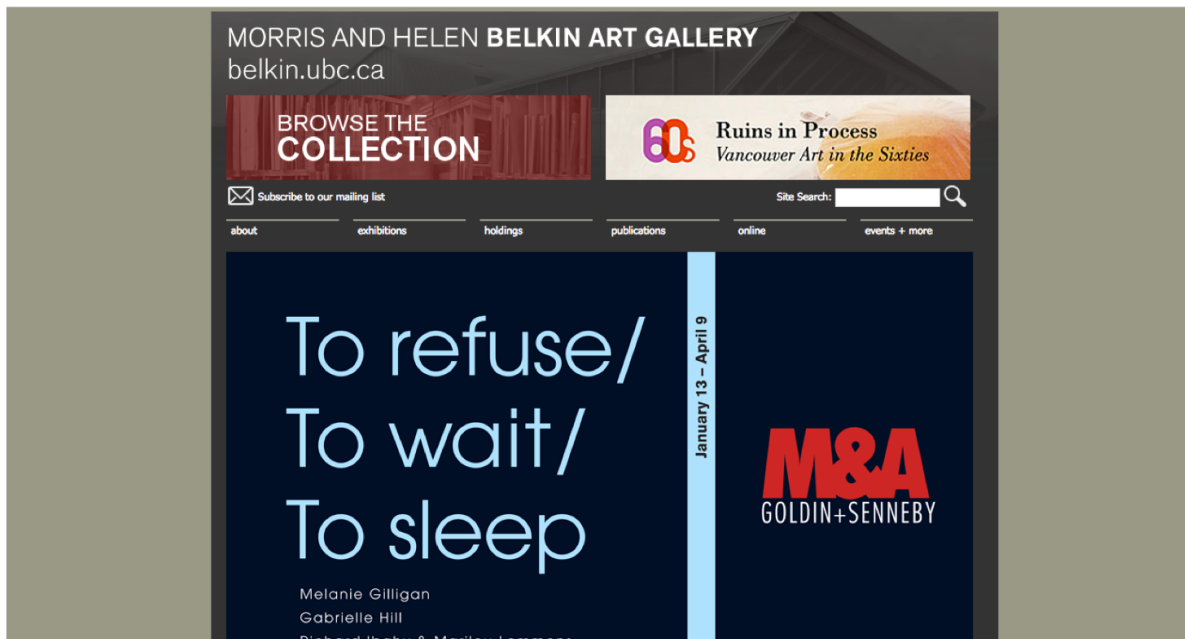
Social media is one of the most prominent communication channels that Canadians tap into. 57% of online Canadians use social networks monthly or more, compared with 51% in the US and 38% in the UK (Forrester). That being said, it also indicates that most businesses likely have a social media page, and the Belkin Art Gallery is no different. The Belkin Art Gallery has found considerable success on Twitter, with 6214 followers. To put into perspective, this is over 10% of the UBC population. Given that these followers may be members outside of the UBC community, a conservative guess at 50% of the follower base being students is still quite impressive. Facebook and Instagram are fairly popular options as well.

Based on our survey sample of over 60, common pieces of feedback revealed that students desired more marketing on Facebook - including Facebook event invites and notifications. Out of those who are interested in visiting the art gallery, 79% answered they are very likely to engage with brands they like on Facebook. Instagram followed second at over 70%, while Twitter was the lowest at 7.88%. Half of the respondents also revealed that they had an interest in art but were turned away by art tours because they felt that contemporary art was too complex or abstract for them to understand. Our psychographic surveying revealed that most students enjoy spending time with family, use their spare time to view art if given the "right opportunity", spending their free time doing activities and enjoying cultural experiences, and are willing to spend at least \$5 to participate in fun local events.

Another analysis on the social technographics (the study of how individuals utilize the internet) of Canadians revealed that 57% of Canadians are joiners. Joiners are people that maintain their profile on a social networking site and actively participate online (Forrester). These are individuals who engage with events on Facebook, by clicking going/interested/not going. That being said, while the Belkin Art Gallery does promote its events on social media from time to time, the majority of the posts do not have strong Call-to-actions in terms of what's being presented and how to access the events. For example, this promotion: <https://www.instagram.com/p/BQqni1jBhfa/?taken-at=5335474> is missing information on time, place, and where to register.

To streamline these efforts, we highly recommend scheduling outdoor tours as a Facebook event that students can engage with, and then register on the Belkin Art Gallery's website using a landing page. The landing page can include fields that will greatly assist with data collection, such as e-mail, name, and faculty. Additionally, the Belkin Art Gallery has a very detailed google map, mapping out all the coordinates of the exhibits with descriptions that they could showcase on these Facebook events and registration link.

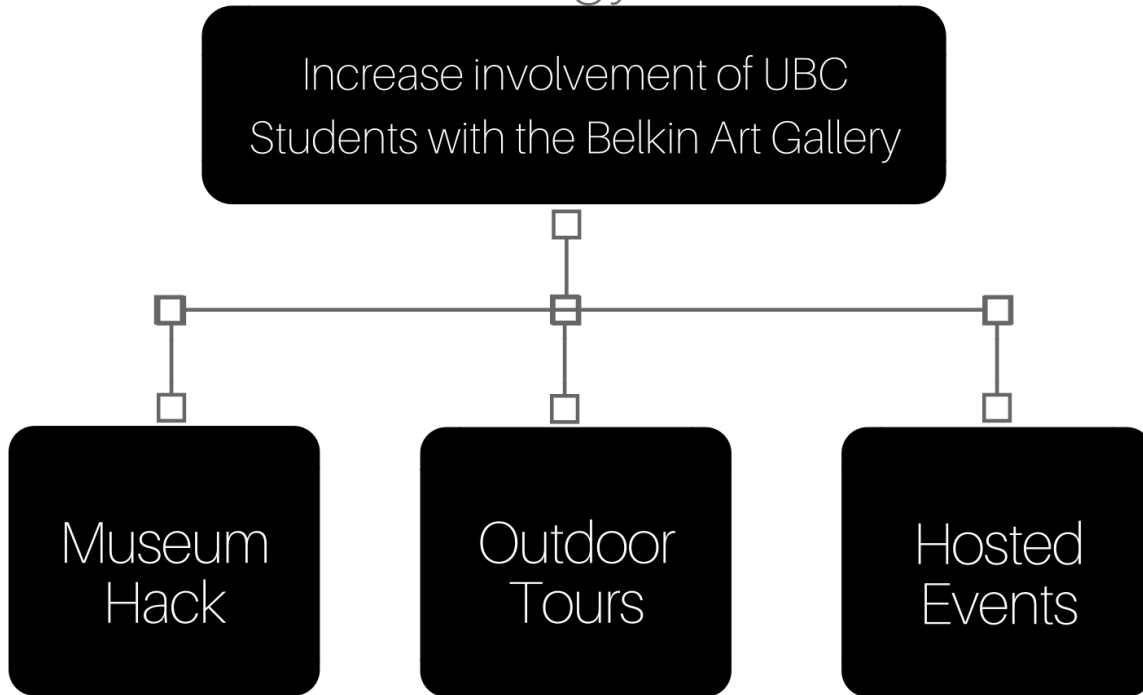
Branding



Tactic 1.C: Branding

Currently the Belkin Art Gallery does not have a brand identity. They are known as a contemporary art museum or the art gallery on UBC campus; however, due to limited funding they are unable to establish a strong brand image. As you can see from their black and grey website and non-existing logo, the Belkin Art Gallery lacks branding which reflects their “courageous, collaborative, innovative, inspiring, enriching & welcoming” (UBC Arts & Culture District Strategic Plan Brand- Blue Print, 2015) image. If the Belkin Art Gallery’s website was updated to reflect the Belkin Art Gallery’s characteristics it would promote recognition with target market, set them apart from the competition, shows what they offer and lets UBC students know what to expect. A logo can be created to showcase the Belkin Art Gallery’s characteristics as well. With a logo that reflects their brand image they can use it to raise student’s awareness by putting the logo on all their content, such as emails, website, pamphlets, etc. To cut costs, we recommend the Belkin Art Gallery to hold a Logo Design Contest which UBC students can submit their logo design for a chance to a prize. This contest will also create buzz within the UBC campus and raise awareness with UBC students.

Strategy #2



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Tactics for Strategy #2

To achieve Strategy #2 which is Increase involvement of UBC Students with the Belkin Art Gallery, we recommend implementing three tactics. The first tactic is to incorporate Museum Hack into the Belkin Art Gallery's tour. Tactic two is to increase engagement with their Outdoor Art Tour, and tactic three is to host student events. By implementing these tactics, the Belkin Art Gallery will increase student involvement and allow the Belkin Art Gallery achieve their goal of increasing attendance from UBC students from all faculties.

Museum Hack



What do millennials want?

- Experience
- Memories
- Conversational content



Tactic 2.A: Museum Hack

Analysis

In order to tackle the misconception that non-art students cannot properly appreciate contemporary art, we looked into a company called Museum Hack, who has created tours that were rated the top things to do in NYC, San Francisco and Washington DC on sites like TripAdvisor. What does Museum Hack do and what was the secret behind their success?

Museum hack was created under a vision to provide a new and different museum experience. Unlike a traditional museum tour that is one size fits all, Museum Hack tour is packed with fun and interactive activities. It has tours ranging from private tour for family and VIP, to bachelorette tours for a girl's night out, or a team building tour for company adventures. Their competitive advantage is their ability to segment their audience and customize their tours to suit their needs.

Today's audience have completely different expectations than their parents and grandparents. They want experience, memories, and something they can tell their friends about. Known for their Renegade tour which includes interesting stories, activities in the galleries and fun photos with the art, Museum Hack successfully drew thousands of millennials to an aging business.

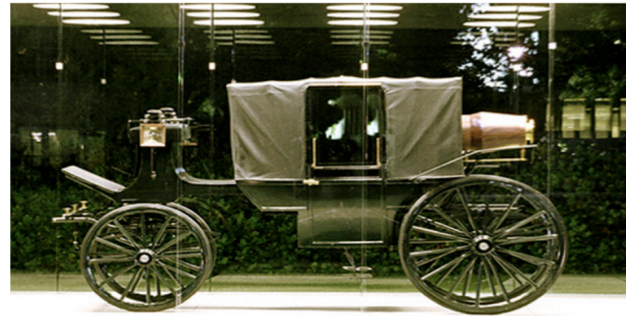
Proposed Tactic

Borrowing the idea from museum hack, Belkin Art Gallery can do something similar where they customize the existing tour into two variations- one tour geared towards students who are more casual towards arts and want a fun and lighthearted experience; one tour geared towards those who are very keen in art and would like more in-depth information on the art pieces. The benefit of segmenting the students is that it will allow the gallery to cater to a wider range of audiences, where students who aren't familiar with contemporary art will feel less intimidated to participate in an art tour.

The tour for casual art consumers could involve more information and stories that is relatable and will help them understand the context of the art. They could also engage students on social media with trending hashtag for their take on the meaning behind certain art pieces. The tour created for more advanced art students could be more in depth and thought provoking.

The outdoor art tour should be hosted as a special event on a semester basis.

Outdoor Art Tour



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Tactic 2.B: Outdoor Art Tour

The next tactic we will implementing is increasing UBC students' engagement with the Belkin's Art Gallery's Outdoor Tour. The new UBC Outdoor Art Tour features twenty-six sites including works from the University Art Collection, objects of interest, and artwork that has been commissioned or donated to specific departments and faculties. Our group had the opportunity to go on the tour with Naomi and had an amazing, educational experience which we believe all UBC students will enjoy. Although, the tour is a great aspect to the Art Gallery not many students have done or even know about this tour. The lack of student engagement of the Outdoor Tour could be from the hard to find information on the Belkin Art Gallery's website, the lack of signage and the unstructured tour scheduling, the shortage of involvement from UBC clubs and the absence of advertising about the tour.

First, finding information about the Outdoor Tour on the Belkin Art Gallery's website, you have to go through two clicks (if you know where to click), and the information is below the fold on the page, which makes it harder for students to find. To find index of the works you must click to another page and there is only information about 6 of 26 pieces. The Belkin Art Gallery could improve awareness and information about the Outdoor Tour by having a direct link from the home page, featuring more photos of the pieces, or call-to-actions on the homepage.

Second, we believe the tour can be improved by having more signage and having scheduled tour times. By having signs describing each piece with a QR code providing more information through scanning, like the sign of the Toy boat (Appendix 6), students would build awareness of the tour. As well, with the help of a map, students would be able to do self-guided tours and have an understanding of the pieces. To add, having scheduled tour times would incline more students to sign up/ and show up for the Outdoor Tours.

Next, we plan to get the Outdoor Art Tour more involved with UBC clubs involved to increase students' involvement. The first club the Belkin Art Gallery would partner with is UBC Recreation, specifically with their "Get Moving" campaign in which "they want every individual at UBC, whether student, faculty, staff or community resident, to find ways to move more and sit less." With the Outdoor Tour pieces

being all over campus this is a great way to get UBC “moving” with a purpose. This partnership could raise awareness to UBC students and receive more participation from students looking to accomplish their “Get Moving” goals.

Overall, the Outdoor Art Tour is not being utilized enough by UBC students because most do not know about it. By implementing these tactics and increasing their advertising of the Outdoor Art Tour on their current marketing channels (paper invitation, email invitation, paper poster, digital sign on UBC digital sign system, website email, imagine day email sign-up, welcome back BBQ table), we believe the Belkin Art Gallery will be able to increase the amount of UBC students from all faculties involved with the Outdoor Art Tour and the BELKIN ART GALLERY.

Hosted Events



Annual BAG BBQ



Art Appreciation Night

Overview	Situational Analysis	Potential Scenarios	Recommendations	Implementation	Metrics	Finance	Risks & Mitigations	Conclusion	Appendices
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Tactic 2.C: Hosted Student Events

Analysis:

One of the tactics the Belkin Art Gallery could employ to increase awareness amongst the UBC students would be to host events at the gallery. Under the assumption that every event hosted at the art gallery would attract at least one new individual, we can assume a positive increase in both student awareness of and potential engagement in the art gallery.

The best time to host an event at the art gallery would be in September. This period not only gives us the benefit of having great weather, allowing us to host outdoor events, but it is also the start of the school year – a period where students have relatively less academic constraints and have a higher propensity to attend events.

We understand that, in order to ensure the safety of the several priceless art pieces showcased at the Belkin Art Gallery, food or drinks are not permitted within the premises of the gallery and therefore believe that hosting an outdoor event at or within close proximity to the gallery would not only warrant the safety of the abovementioned art pieces, but also allow the art gallery to take advantage of the good weather conditions in September.

Proposed Tactic(s):

Increasing engagement, in a sustainable manner, requires a two-pronged approach from the Morris and Helen Belkin Art Gallery. It would require hosting one, considerably large and significant event once a year in order to attain new patrons and increase the general level of awareness and interest in the art

gallery, complimented by several smaller scale events hosted throughout the year in order to retain the newfound patrons of the Belkin Art Gallery.

Taking each point mentioned above into consideration, we believe that an annual “Back to School Barbecue”, in September, would be an ideal tactic that could be employed by The Morris and Helen Belkin Art Gallery, to attract new individuals to the art gallery. Since a back to school barbecue is an outdoor event, it would not require food or drinks to be served inside the art gallery, and it would also serve as a great platform to attract first year students. Focusing the majority of our efforts on enticing first year students would prove to be more fruitful in the long run as these students are always more willing to attend new events, ensuring the highest number of participants in the back to school barbecue, and in turn increasing the total awareness of the Belkin Art Gallery.

Although the annual Back to School Barbecue would be highly effective in increasing awareness of the Belkin Art Gallery, since it would only take place once a year, it would not be very effective in retaining the high participation levels throughout the year. Therefore, another tactic the Belkin Art Gallery could use to ensure patron retention is to host periodic “Art Appreciation Nights” at the art gallery, showcasing the newest art pieces the gallery has to offer. This would ensure that those patrons, of the Belkin Art Gallery, who have a natural inclination towards and appreciation of the arts would have a reason to revisit the art gallery periodically.

Success Metrics

Success Metrics

- Sign-in sheet to track the number of students and which faculty they are in.
- Online website traffic (Google Analytics)
- Number of social media followers
- Number of students who attend the outdoor tour
- Number of students who attend the events that BAG hosts throughout the year
- Interactions with social media advertising, etc.

Overview	Situational Analysis	Potential Scenarios	Recommendations	Implementation	 Metrics	Finance	Risks & Mitigations	Conclusion	Appendices
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To measure the success of our strategies and tactics, we can apply several metrics, including sign-in sheet to track the number of students and which faculty they are from, online website traffic, the number of social media followers, the number of students who attend the outdoor tour, the number of students who attend the events that Belkin Art Gallery hosts throughout the year and their interactions with Belkin Art Gallery’s social media advertising.

Financial Implication

Financial Implication

Cost Projections	
Total Revenue	\$1,601,243
Carryforward and Deferred Commitments from 2015/16	\$303,260
<hr/>	
Total Funding Available	\$1,904,503
Total Administrative and Operating Expenses	-\$1,468,623
Total project implementation Expenses for the First Year	-\$18,146
One-year Subscription of the Mailing Server for the Website	-\$636
Website Design Fee	-\$15,500
Logo Design Fee	-\$1,750
Outdoor Signage Fee	-\$200
Brochure Print Fee (for 100 prints)	-\$60
Deferred Contributions and Commitments	-\$330,129
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Total revenues Carry Forward to 2017/18	\$69,459
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Overview	Situational Analysis	Potential Scenarios	Recommendations	Implementation	Metrics	 Finance	Risks & Mitigations	Conclusion	Appendices
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Numbers modeled from the 2016 Belkin Art Gallery Annual Report

Timeline

Timeline

Imagine Day

- Collaborate with Imagine Day coordinators
- Table and banners setup

Digital Marketing

- Purchase Email Marketing Services
- Analyze email marketing campaign to optimize efforts

Branding

- Create Brand Identity & logo
- Update Website

Museum Hack

- Implement Museum Hack tour style

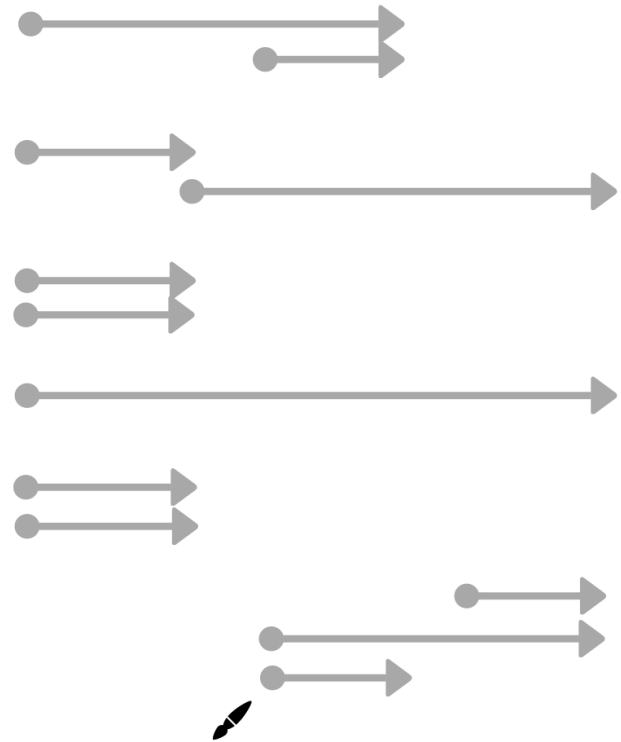
Outdoor Art Tour

- Update Website
 - Create Artwork information signs
 - Collaborate with UBC Recreation's "Get Moving UBC"
- Increase marketing efforts

Hosted Events

- Art Appreciation Night
- Outdoor BBQ

Spring 2017 Fall 2017 Beyond



Overview	Situational Analysis	Potential Scenarios	Recommendations	Implementation	Metrics	Finance	Risks & Mitigations	Conclusion	Appendices
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The proposed timeline will begin in April 2017 as some of the tactics' key activities can and should be implemented as soon as possible. Other key activities will be implemented at the beginning of the 2017 Winter Session (September 2017), as many tactics revolve around Imagine Day. As well, the the Get Moving UBC "UBC Walkabout" campaign begins in January. Other tactics are long term implementation and can be carried out for at least 5 years.

Risks and Mitigations

Risks and Mitigations

Risks	Mitigations
<ul style="list-style-type: none"> • Inability to use popular US email marketing services • Costs of Email marketing subscriptions • Approval from UBC board • Inappropriate designs submitted to the Logo Design Contest • Unable to implement the Museum Hack style tour 	<ul style="list-style-type: none"> • Using Canadian email marketing services • Utilize free trials to test investment worth • Provide research on success rates • Have guidelines and regulations to eliminate this risk • Host as a special event on a semester basis using student volunteers

Overview	Situational Analysis	Potential Scenarios	Recommendations	Implementation	Metrics	Finance	 Risks & Mitigations	Conclusion	Appendices
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Implementing the recommended tactics to achieve the strategies of raising awareness/ increase visibility and increase involvement of UBC Students with the Belkin Art Gallery, we found there were some risks but provided mitigations to combat the risks.

One major limitation of email marketing for the Belkin Art Gallery, and by extension the rest of UBC is that mailing lists **must** be hosted on Canadian servers. Due to this, popular services such as Mailchimp, Hubspot, and Marketo cannot be used. That being said, there are several reputable alternatives that host on Canadian servers that the Belkin Art Gallery can look into in order to improve their email marketing. Campaign and Cakemail are two alternative Canadian email marketing services that the Belkin Art Gallery can explore.

Pricing for both are as follows:

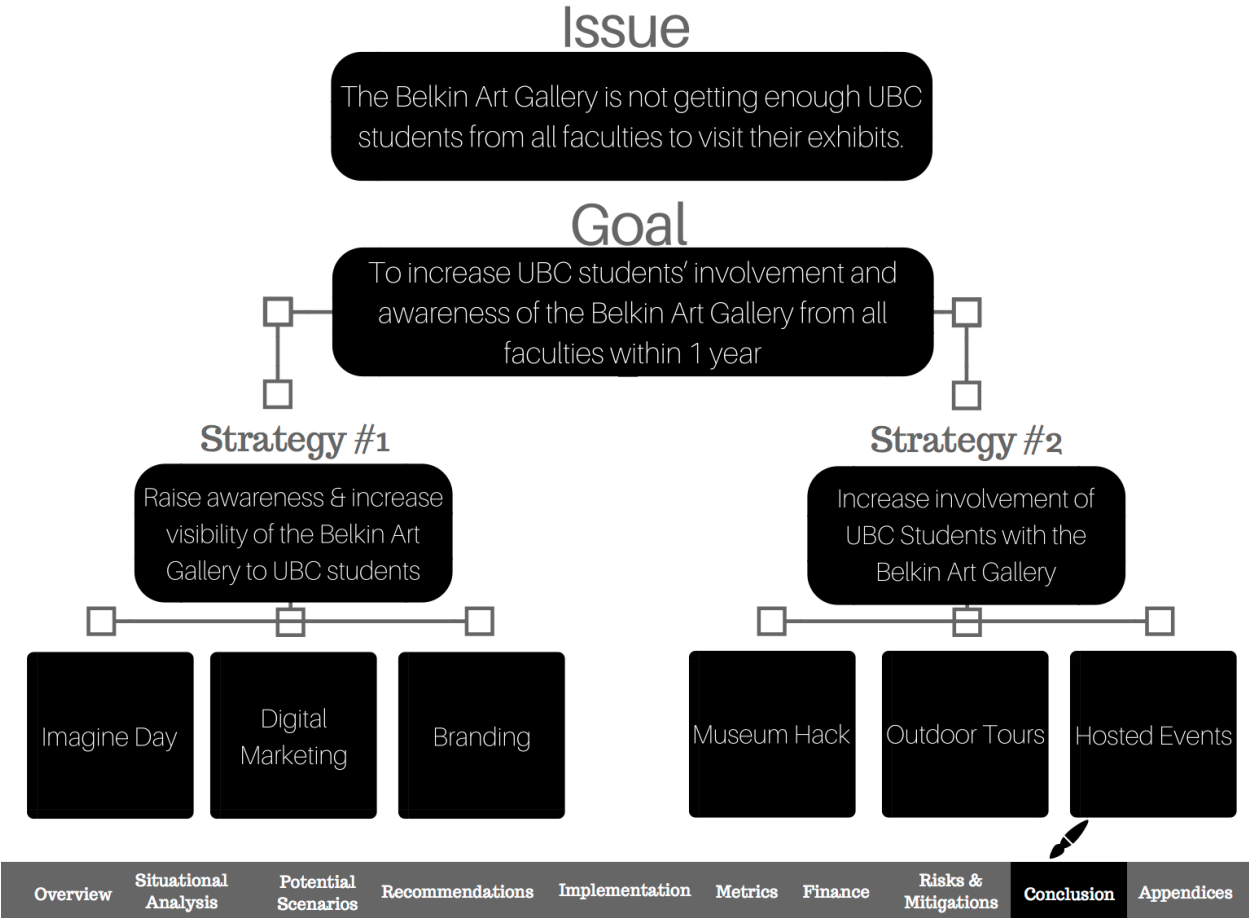
First, Campaign that has pricing of \$65.34/month for 25,000 emails up to 5000 contacts or up to 500 contacts + 20,000 emails per month free (Email Marketing, 2017). One way to test the waters is to randomly sample 500 emails out of the mailing list to gauge interest. Second, Cakemail whose pricing is \$41.50/month for 25,000 emails up to 5000 contacts (The email marketing tool for Small Business, 2017). Another risk is the additional expense that must be incurred on these e-mail marketing subscriptions. Additional visitors do not bring in more profit. The only possibility of having additional

funding would be if there is a huge amount of new visitors that allow the Belkin Art Gallery to gain access to more potential funding from the school. If funds are insufficient, we recommend using the free 30-day trial of these programs regardless, and invest in a few months of subscription before unsubscribing - then using the data acquired to forecast future decisions.

The next risk is with the Logo Design Contest; students may submit inappropriate designs. We plan to eliminate this risk by having guidelines and regulations. As well we run the risk of Belkin Art Gallery employees not being able to accommodate museum hack style tour. To mitigate this, Belkin Art Gallery can host as a special event on a semester basis using student volunteers. Qualified students will do the tour, share that experience as a reflection for an art history course and get extra credit. Screening the volunteers to make sure students are knowledgeable and a good fit. The final risk is all the tactics will need to be validated by the school before the Belkin Art Gallery can move forward. While our team cannot mitigate the risk of rejection entirely, we have conducted thorough research on all of the tactics and they are reputable sources to minimize the potential of this opportunity being compromised. We leave the final decision on vendor choice to the Art Gallery.

Lastly, there is the risk that the gallery cannot implement the Museum Hack style tour due to insufficient staffing. We recommend the following adaptation to mitigate this risk. To accommodate the staff demand for the outdoor art tour, Belkin Art Gallery could hire qualified student volunteers to be the guide. At the end of each tour, student volunteer will share that experience as a reflection for an art history course and get extra credit. Screening the volunteers is crucial in making sure that the students is knowledgeable and a good fit for the position.

Conclusion



In conclusion, if the Belkin Art Gallery implements our suggested tactics of collaborating with Imagine Day, increase their digital Marketing, creating a brand identity, starting a Museum Hack style tour, boost promotion of their Outdoor Art Tour, and hosting student events, they will be able to successfully raise awareness, increasing visibility, and increase involvement of UBC students from all faculties with the BELKIN ART GALLERY. With successful completion of the recommended strategies, the Belkin Art Gallery will achieve its goal of increasing UBC students' involvement and awareness of the Belkin Art Gallery from all faculties within 1 year which eliminates their key issue of The Belkin Art Gallery is not getting enough UBC students from all faculties to visit their exhibits. Thank you for listening to our strategic plan for the Morris and Helen Belkin Art Gallery, we will now open the floor up for any questions.

Appendices

Appendix 1: Petal Analysis

Appendix Petal Analysis



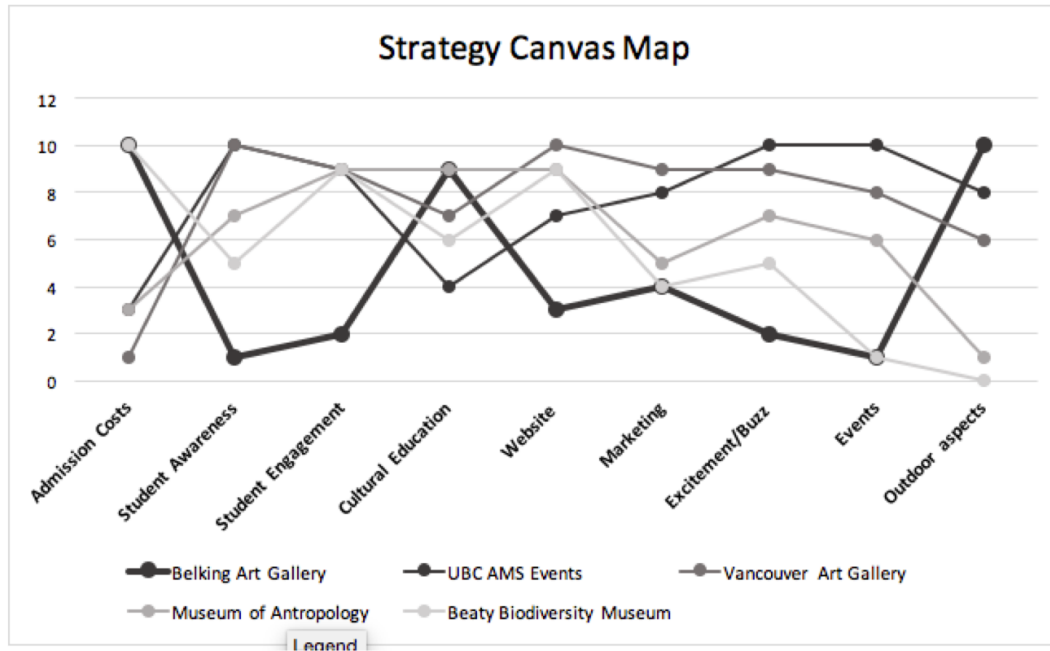
Overview	Situational Analysis	Potential Scenarios	Recommendations	Implementation	Metrics	Finance	Risks & Mitigations	Conclusion	Appendices
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Petal Analysis

From the Petal Analysis, we found that the Belkin Art Gallery has a high competition rate. The petals that the Belkin Art Gallery is competing in are Vancouver art galleries, other UBC Arts and Culture District venues, UBC events, and UBC attractions. There are over 15 art galleries located in Vancouver, BC, most being contemporary art galleries, with the top competitor being Vancouver Art Gallery. The UBC Arts and Culture District also brings competition as they all offer a deeper connection to art. Their main competitors within the Arts and Culture District are the Museum of Anthropology because of the location and artwork offerings and the Audain Art Centre as the AHVA Gallery shows work from the renowned Visual Art Faculty and students. UBC events also competes with the Belkin Art Galleries they offer an experience and activity for UBC students. Some events are UBC sports, UBC Improv shows, AMS events, and drinking events, such as Pit Night and Calendar events. AMS events is their biggest competition within UBC events as they gain a lot of awareness from UBC students with Block Party selling around 6000 tickets (AMS Block Party, 2017). As well, the Belkin Art Gallery is competing against other UBC attractions such as the Beaty Biodiversity Museum, UBC Botanical Gardens, UBC Rose Garden, Nitobe Memorial Garden and Pacific Museum of the Earth (many of the UBC Arts and Culture Districts venues fall within UBC attractions too). Because the Beaty Biodiversity Museum is located in the heart of campus and attracts attention with the giant blue whale bones hanging in window, it is Belkin Art Gallery's main competition within UBC attractions.

Appendix 2: Strategy Canvas Map

Appendix



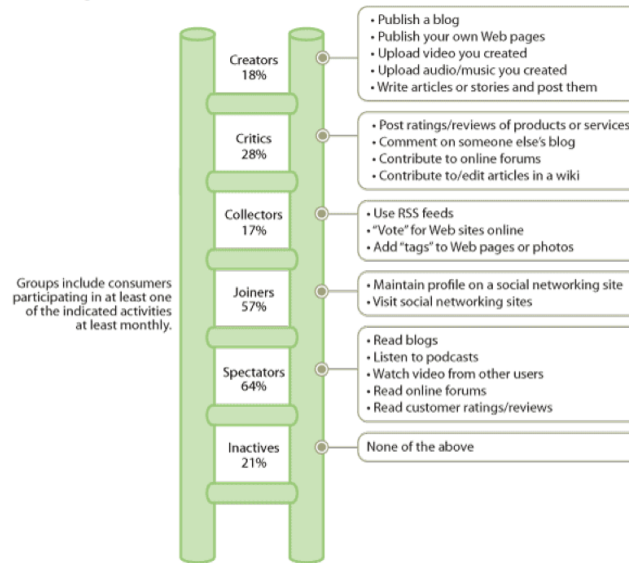
Strategy Canvas Map

From the Petal Analysis, we found that the Belkin Art Gallery’s main competitors are the Vancouver Art Gallery, Beaty Biodiversity Museum, UBC AMS Events, and the Museum of Anthropology. To measure where the Belkin Art Gallery could improve on points of parity, we ranked them and their competitors based on admission costs for students, awareness and engagement from students, cultural education offered, their website, marketing techniques, and excitement or buzz of the event or venue, events hosted, and outdoor aspects. From the Strategy Canvas Map, we found the Belkin Art Gallery could improve UBC students’ awareness and engagement, their website, marketing, excitement or buzz, and events hosted. A point of differentiation that the Belkin Art Gallery has over their competition is their outdoor aspects as they have an Outdoor Art Tour which has 26 art pieces spread over the UBC campus.

Appendix 3: Social Technological Research

Appendix

Social Technological Research



Base: Canadian online adults
 Source: North American Technographics® Financial Services, Media, And Marketing Online Survey, Q3 2009 (Canada)

Source: Forrester Research, Inc.

Overview	Situational Analysis	Potential Scenarios	Recommendations	Implementation	Metrics	Finance	Risks & Mitigations	Conclusion	Appendices
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Social media is one of the most prominent communication channels that Canadians tap into. 57% of online Canadians use social networks monthly or more, compared with 51% in the US and 38% in the UK (Canadian Social Technographics® Revealed) (Now Everybody's Premium!). That being said, it also indicates that most businesses likely have a social media page, and the Belkin Art Gallery is no different. The Belkin Art Gallery has found considerable success on Twitter, with 6214 followers. To put into perspective, this is over 10% of the UBC population. Given that these followers may be members outside of the UBC community, a conservative guess at 50% of the follower base being students is still quite impressive. Facebook and Instagram are fairly popular options as well.

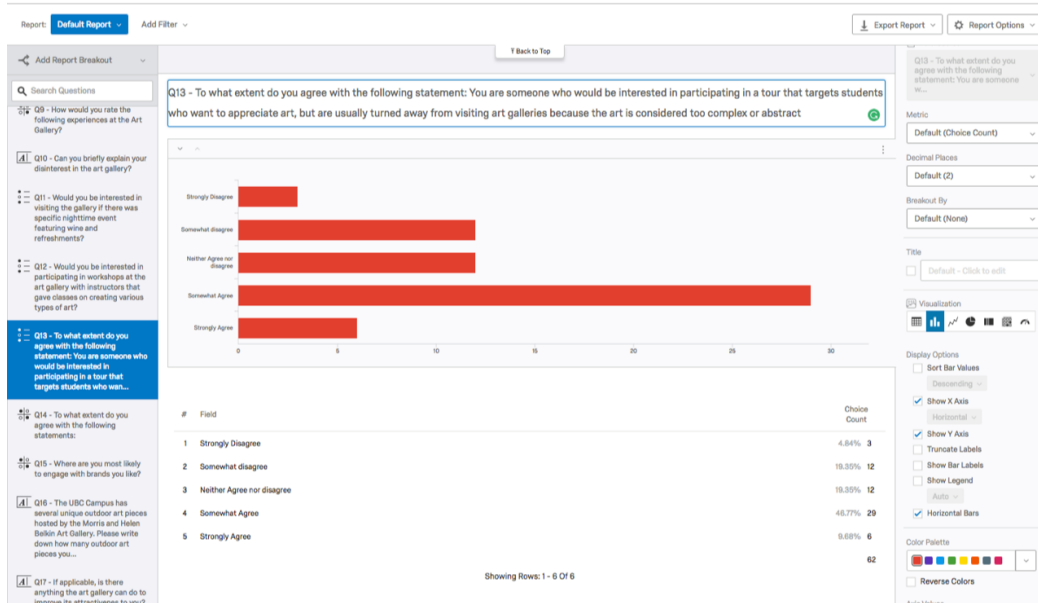
Fifty-seven percent of online Canadians use social networks monthly or more, compared with 51% in the US and 38% in the UK

- 82% of Generation Y consumers use social networks each month
- 57% are joiners
 - Joiners are people that maintain their profile on a social networking site and actively participate online. It is suggested that these are also the individuals who engage with events on Facebook, by clicking going/interested/not going.
- 64% are spectators
 - These are individuals who read blogs, listen to podcasts, watch videos from other users, and generally consume content but may not create accounts.

Appendix 4: Primary Research Survey Data

Appendix

Primary Research Survey Data

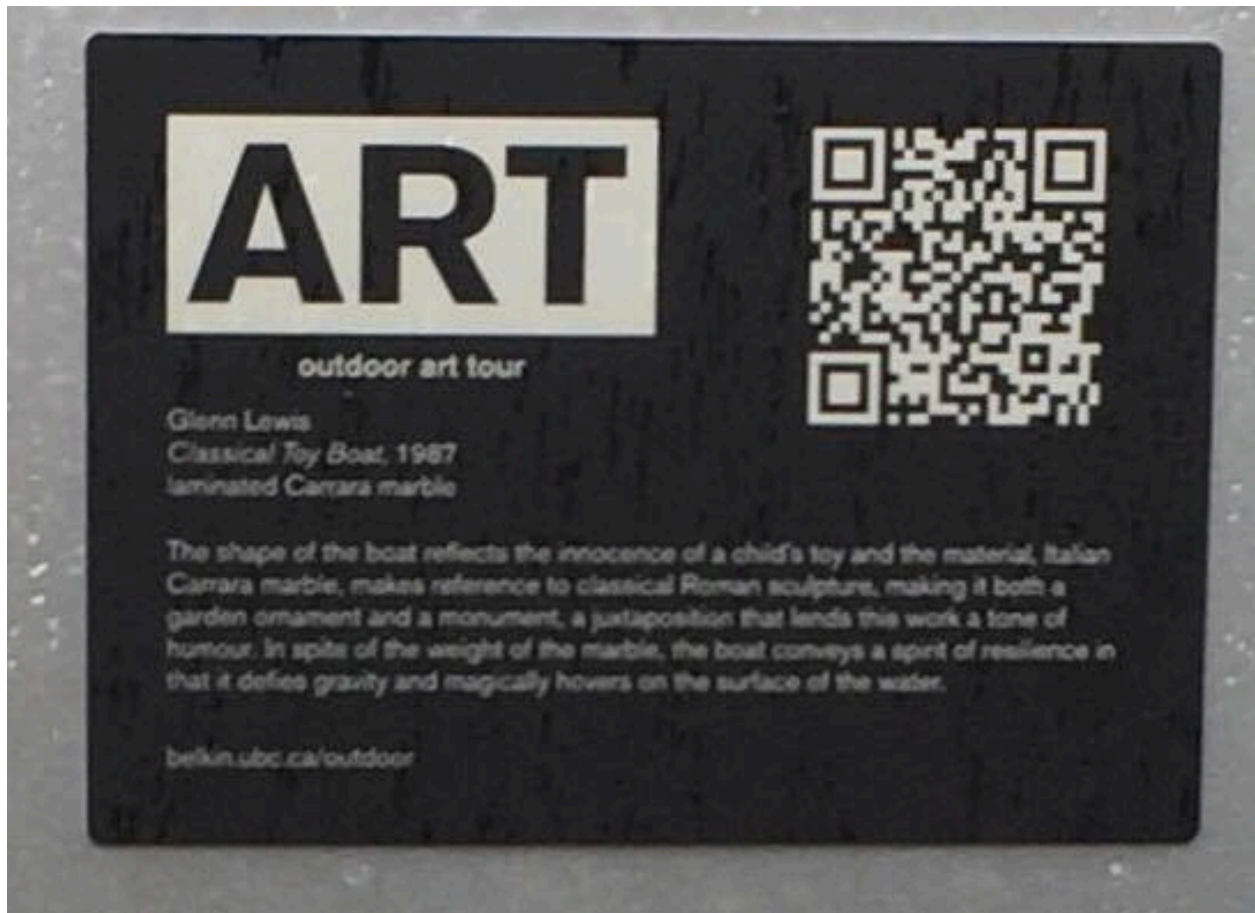


Appendix 5: Statement of Work Summary

Although our strategies have changed drastically since the beginning of the semester, here is a summary of our original Statement of Work. By way of this project, we intend to raise awareness of and interests in the UBC Arts & Culture District. We plan on transforming the UBC Arts & Culture District, the Morris and Helen Belkin Art Gallery specifically, into a focal point for like minded individuals with an affinity towards Arts & Culture. The scope of the project includes idea pitching, design of strategy and delivery strategy to client and excludes implementation of strategy. The end result of this project will be an elaborate and intricately planned strategic guideline, backed by valid and reliable research, for the UBC Arts & Culture District, that will successfully increase the general awareness of, and interests in, the numerous offerings the Arts & Culture District is equipped with. We also intend on developing a sustainable and long term strategy that focuses on growing the general awareness of the UBC Arts & Culture District, compelling active participation from community members, in the Arts & Culture District's offerings. Additionally, the Arts & Culture District Board will have full ownership/access rights to the all the deliverables/outcomes of this project. How will we perform the work of the project is through an initial hypothesis that will be theorized to address the scope of this project. The hypothesis is that there are two main gaps in the art gallery. One of these gaps is the visibility and engagement of the Arts & Culture District among the student body. The other is that there may be a high population of art inclined students on campus who do not feel that the current exhibits resonate with their preferences for art. To alleviate these issues, our team proposes three key ideas.

- Influence the Imagine Day itinerary to include the Arts and Culture District
- Create great greater opportunities for social moments to occur near the art gallery.
- Installing picnic tables around the art gallery featuring descriptions of either the art exhibits or the history of the Arts & Culture District itself
- Coffee shop inside the art gallery
- Improve student engagement on social media
- Streamlining the marketing efforts of student clubs on campus
- Contingent to the outcomes of our research
 - An app that lists the types of art related events happening on campus.
 - A coffee shop inside the art gallery to create more opportunities for students to visit.
 - Art workshops for students to participate in.

Appendix 6: Toy Boat artwork from the Outdoor Art tour Sign



Appendix 7: Belkin Art Gallery Meeting Agenda and Notes

COMM 486 M Strategic and Integrated Decision Making
Initial Client/Team Meeting Agenda
 Morris and Helen Belkin Art Gallery/ UBC Art and Culture District

Date: Thursday, March 9, 2017

Time: 12:30 – 2pm

Location: TBD

Project: Strategic Plan for the Art and Culture District

Client: Shelly Rosenblum (Morris and Helen Belkin Art Gallery) and Deb Pickman (UBC Art and Culture District)

Team: Team 4- Angel Chi, Mathews Kandathil, Jocelyn Trenaman, Jackson Wu, and Maggie Yu

Secretary: Angel Chi

Agenda Item	Discussion Leader
Statement of Work Overview <ul style="list-style-type: none"> • What our scope of the project is (Included, excluded, grey zone) • Our outcomes/ deliverables from this project • Our intended approach • Approach questions (Questions Below) 	Jackson
Additional Questions (Questions Below) <ul style="list-style-type: none"> • Current Strategic Plan • Marketing • Finance • Administrative Questions 	Jocelyn

Notes

-> Contemporary Art Gallery

-> Academic Museum Gallery

Q: Is it a specific type of art for a small group of people vs large group?

A: Address the entire UBC community as a whole, student who come should be interested in ideas

contemporary: work produced by artists today, artists producing art today

modernism: ends around second world war

Q: Specific goal on % increase in student engagement?

A: Increase in diversity in groups of students, not about numbers, more classes, reaching out to many different kinds of course/discipline/projects/paper.

Q: Do you offer group tours?

A: Jenna gives some class tours (Emily Carl, class on campus), typically no high school/elementary (occasionally),

Departments

Humanity, English, Political Science, Anthropology, First Nations Studies, Creative Writing, Film, Theatre

Q: Do you think it's currently saturated with current group of students

A: No,

Q: Year level for visiting student

A: Not so many graduate students, but students on all levels,

Q: Metrics for measuring success

A: Quality over Quantity: User experience and depth of experience

Make it a regular stop in the social world of a university

Building expansion, can't rent out, can't hold parties, no food/drinks, no space, meet at Belkin meet somewhere else after,

Q: How did you used to market the Gallery previously, who did you market to?

A: More collaboration with other Arts and Culture District

Q: Specific Brand Identity for the Gallery

A: No for now, need more funding to establish

Q: Current Marketing Technique

A: Paper invitation, email invitation, list of upcoming events sent about once every two weeks, don't actively add new subscribers unless its asked, email list has about 3500 people, paper poster, digital sign on UBC digital sign system, website email, imagine day email sign-up, welcome back BBQ (tables)

Q: Secondary Research

A: Annual Report

Q: How does resource do you use for marketing

A: Limited advertising budget (~few hundred dollars each exhibition), a quarter of Jenna's job is marketing

Could there be collaboration between clubs and gallery, outdoor art- reanimate the building, and exposing students to outdoor arts

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