

Marketing Plan for the UBC Free Store

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MARKETING PLAN REPORT



COMM 468 – Section 202

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EXECUTIVE SUMMARY

The UBC Free Store (UBC FS) is a student volunteer initiative that operates in a permanent location in the basement of the old UBC Student Union Building. The UBC FS exists to challenge the status quo of a consumerism-based economy. Their key objective is to promote an ethic that is rooted in sustainable and environmentally friendly activities. They do this by creating a pathway for unwanted goods to re-circulate, find a new use and owner, and avoid the landfill. The UBC FS organizers wish to enable and normalize the circular-economy on UBC campus.

Currently, the UBC FS is striving to become an established and recognized component of the UBC economy. It takes in donations, which are then made available to the UBC population for free. This unique operating model poses a number of challenges for the UBC FS. Donations are the sole determinate of product selection and without frequent and quality donations, it is challenging for the UBC FS to gain traction. The FS's organizers are passionate about the environmental mission of the FS and without higher awareness and engagement; their ability to promote this mission is limited. The primary objective of the UBC FS is to increase donations. Once this is achieved, higher consumption, awareness and engagement can be addressed.

Both primary and secondary research has been gathered to form the basis of this marketing plan's recommendations. An online survey was distributed to gain a sound understanding of the ways in which members of the UBC population interact with their favourite brands, as well as their interest in environmentally beneficial activities. Through this analysis, a target segment and proposed positioning statement has been developed.

This plan's recommendations are primarily directed at three core elements. Strategies and tactics have been developed in order to increase the frequency and quality of donations, increase consumption of goods from the UBC FS, and eliminate any unnecessary landfilling of waste. By achieving these three objectives, the UBC FS has the potential to become a major hub of environmentally friendly activity and impact many individuals.

The report makes some recommendations that are not free to implement; however, all suggested activities serve a purpose in the collective goals of the UBC FS and opportunities to obtain funding are available. A detailed breakdown of the budgeted costs indicates the total cost of implementation to be \$9,526. However, there are many opportunities within each of the proposed activity to mitigate costs and this figure represents the upper bound of potential costs.

An implementation plan for the recommended strategies and tactics is broken down into three phases over the next year and monitors and controls are carefully outlined in order to ensure that success is achievable and measurable.

COMPANY OVERVIEW

The UBC Free Store is a not-for-profit organization that maximizes the product life cycle, eliminating product waste and reducing the ecological and social implications of consuming new items. The UBC FS engages community to create awareness around the consequences of societal buying behaviour to construct a more sustainable future.

SITUATION ANALYSIS

INDUSTRY DEFINITION

The UBC FS participates in the second hand or used goods retail industry. This industry collects or purchases used merchandise and sells these goods directly to consumers. The industry includes thrift stores and pawnshops, but excludes stores that sell second hand motor vehicles and parts.

The UBC FS operates a non-for-profit organization where all items are collected or donated for free. The inventory is then displayed in the UBC FS for customers to take for free. Currently, all items that are not picked up from the UBC FS after a given amount of time are either recycled or landfilled. All donations and pickups are done through the UBC FS storefront location in the bottom of the Old SUB at the University of British Columbia, Vancouver Campus.

INDUSTRY ANALYSIS

Aggregate Market Factors

INDUSTRY SIZE

Through an analysis of the Canadian used goods industry, we determined that used goods business establishments in Canada are most heavily concentrated in Ontario, British Columbia and Quebec. British Columbia contains an estimated 18.8 percent of the industry establishments in Canada (IBISWorld, 2016).

GROWTH RATE

From 2011 to 2016, the used goods industry in Canada had a growth rate of 1.2 percent annually; the anticipated growth rate for the next five years is 1.1 percent (IBISWorld, 2016). Growth in the used goods industry is forecasted to decline as the Canadian economy improves over the next five years. The reason for this decline is a positive correlation

between unemployment rates and willingness to buy used goods. Therefore, improvement in the economy slows growth in the used goods industry.

Industry growth is also heavily influenced by the competition of mass merchandisers who buy in bulk and sell at a significant discount to customers. As a mature industry, the number of used goods organizations is expected to grow at an annual average rate of only 0.5 percent over the next five years. The majority of the growth observed in this industry is from the expansion of for-profit used goods stores like Savers (IBISWorld, 2016). Savers capitalize on the environmental movement and succeeded in reducing the stigma around buying used goods. These types of large used goods merchandisers are anticipated to grow significantly in the next five years.

SALES CYCLICALITY

The used goods industry experiences sales cyclicalities in relation to varying economic circumstances. Per capita disposable income, the national unemployment rate and the percentage of low-income people influence the used goods industry heavily. Better economic circumstances are reflected in higher cash on hand for customers, providing individuals with a larger variety of retail choices. With a higher disposable income, an individual is more likely to choose a non-used good alternative. When the economy is suffering the used goods industry experiences growth; consequently, growth is highly dependent on economic circumstance. The unemployment rate in Canada is projected to decrease from the 2011 rate of 6.9 percent to a 6.4 percent unemployment rate in 2021. For this reason, the used goods industry is anticipated to stall in growth.

Category Factors: Porter's Five Forces

SUPPLIER POWER: HIGH

Supplier power in the used goods industry is high. Suppliers in this industry control the inventory that circulates in used goods businesses. Supplier power is particularly high for the UBC FS as they struggle to maintain sufficient inventory. Although suppliers' ability to drive up price is irrelevant, the individuals donating their unwanted goods still have multiple options of how they could choose to donate or dispose of their items giving them substantial power. The UBC FS has very limited restrictions on what items they will refuse to accept, therefore the only current limitations preventing suppliers are physical barriers and lack of awareness.

BUYER POWER: LOW

Buyer power in the second hand goods industry is low. Used goods establishments are given less control over inventory than traditional retail outlets and therefore the buyers ability to influence the product mix is slightly limited. Furthermore, the UBC FS gives away their inventory. The free aspect of the store makes it so that bargaining based on price is impossible, which limits buyer power. The unique offerings that are usually not found in

multiples can be described as “treasure finds” and do not allow the buyers variety to substitute it with.

COMPETITIVE RIVALRY SUPPLIER: MEDIUM

The competition for obtaining suppliers in the used goods industry is medium. The Goodwill and Salvation Army are very established brands with strong social missions. For many Canadians these charities are the go-to organizations for donating unwanted goods. Smaller used goods establishments need to be engaged in the community in order to be considered as a place to donate instead of these large and established organizations.

Despite the large companies that have a strong global presence, UBC campus has very low competition. While UBC Re-use It is aimed towards UBC employees for swapping furniture and equipment between faculties, students are not involved with this organization. Foro is the main direct competition but is profit-driven as a way for students to locally sell their used goods. However, our primary research indicated Foro has only 7% awareness.

COMPETITIVE RIVALRY BUYER: LOW

The UBC FS differs from a traditional charity that recirculates used goods to people in need and also differs from a for-profit used goods establishment. Buyer power is low for a used goods organization that provides goods for free. Additionally, not-for-profits in the used goods industry who are motivated by a social mission to reduce overall waste would not consider competition in the traditional way of overtaking a competitor's market share. In the case that a used goods organization does not charge any fees for their products, buyers have no monetary negotiating power to influence prices in relation to the businesses competitors.

THREAT OF SUBSTITUTES SUPPLIER: MEDIUM

There are a high number of various organizations to donate to however, the location of the FS makes it more accessible for those living in the UBC area. The low awareness influences donors' initial decision of where to donate their used goods but can easily be influenced by providing more convenient drop off bins and through reinforcing their environmental mission.

THREAT OF SUBSTITUTES BUYER: HIGH

Due to the wide selection of products available at the FS, there are various substitutes for buyers to consume these goods. This includes regular retail outlets, second hand stores, or items passed down from friends and family. The cost efficient selection at the FS has an advantage among competitors should the intended product be of similar value however, the value proposition of the FS would only consider substitutes a threat if the product sought after is new.

THREAT OF NEW ENTRANTS: LOW

There are low start-up costs required to build a used goods exchange platform, especially because of the increased mobile platform. Because the overarching goal is about reduced consumerism, other online exchange sites still promote the mission. The limited physical space on campus with the development of the new SUB prevents a high threat of new entrants. The largest competitors are new retail stores who offer differentiated products which results in the consumer purchasing new items.

Environmental Factors

SUPPLIERS

The used goods industry is unique in that the suppliers for the industry are generally individuals in the community. Therefore, donations depend on awareness and convenience of an establishment's location(s) as well as the supplier's psychographic values that determine whether they would prefer to donate to a thrift store or the Salvation Army, for example.

ECONOMIC

The current economic downturn is an opportunity for the used goods industry because when disposable income is low the demand for the industry is higher (IBISWorld, 2016). With 20 billion of outstanding student debt in Canada, many students need to seek out creative ways to save money in order to eventually pay back their debt. Since the beginning of the decade, college debt has been increasing and this poses a serious challenge to many Canadian post-graduates and current undergraduates (Berger). With the world oil crisis, Canadians have seen a national income cut by 50 billion (Kirby, Hutchins, & Gillis, 2016). Economic experts predict that Canada could enter a full-blown recession. The poor economic climate is an opportunity for the UBC FS to add value to the thousands of students experiencing student debt. With immediate employment for post graduates being an uncertainty for many, the UBC FS can help lower student stress by assisting with some of their financial demands through supplying them with free products.

NATURAL

The trend toward green buying behaviour is creating opportunities for used goods establishments, as demonstrated by the used goods merchandiser Savers. Businesses are taking advantage of an increase in green consumers, who are seen as opinion leaders with careful buying behaviour and a need for information on products. Much of the research from over 10 years ago and today has a strong focus on purchasing behaviour and tactics to encourage environmentally sustainable purchasing. British Columbia and Ontario rank as having the highest environmental consciousness in Canada (Mayer, 2012). British Columbia's cultural outlook towards environmental sustainability is an opportunity for the UBC FS to engage in the green movement. Additionally, the focus on environmental progress within Vancouver specifically provides the UBC FS with the opportunity to be connected with a network of organizations who are also aiming to change buying behaviour and create sustainability (Mayer, 2012).

Despite strong trends toward environmentally conscious behaviour, incentivizing long-term behavioural changes in people can prove to be very challenging for marketers (Shrum, McCarty, & Lowrey, 1995). Government policy may play an important role to incentivizing corporations and the entire retail ecosystem towards a more sustainable future.

CULTURAL/SOCIAL

The trend towards environmental sustainability has created greater acceptance surrounding buying used goods. However, as you will see in greater detail later under the segmentation section of our report, the majority of consumers are simply following the trend of environmentally sustainable consumption but will not necessarily go out of their way to change their purchasing behaviour. Recycling is an excellent case study of how the majority of society can adopt a behaviour, however substantial collaboration and government involvement was needed to create this behaviour across society. There is opportunity in the green movement, particularly in British Columbia. As mentioned previously, British Columbia is in the top three provinces for the highest concentration of used good establishments, reflecting the demands of the people in these regions. Finally, the active green consumers are often opinion leaders, which is a cultural and social benefit for the UBC FS.

COMPANY ANALYSIS

Current Objectives

The UBC FS exists to challenge the status quo of a consumerism-based economy. Their key objective is to promote an ethic that is rooted in sustainable and environmentally friendly activities. They do this by creating a pathway for unwanted goods to re-circulate, find a new use and owner, and avoid the landfill. The UBC FS organizers wish to enable and normalize the circular-economy on UBC campus.

Current Positioning and Marketing Mix Strategies

The number and quality of donations determine the product offering of the UBC Free Store. In order to build up an inventory of valued goods, they must encourage donation behaviour. The relationship between quality/desirability of items and product turnover is also notable; items that have a higher actual or perceived value will have a shorter shelf life.

The UBC FS's basement location offers low foot traffic. The probability of individuals stumbling across the location on their own is low; therefore, there is a need to create and promote for a reason to visit the UBC FS. Alternatively, an off-site presence – such as donation bins or event pop-ups – could lend the UBC FS more awareness.

The UBC FS's pricing strategy is fixed and offers no feasible improvements; everything is free. Therefore, in the absence of a revenue stream, improvements to the organization must be possible without monetary contributions, or through the assistance of external grants.

Minimal promotion is currently in place. This is likely due to limitations of available human hours and funding. A cohesive message must be developed first, and from there, there is an opportunity to gain funding from SEEDS and the Student Environment Centre (SEC) to have promotional posters made in addition to other opportunities for funding. Online presence is also a large area for growth and an opportunity to engage the UBC community.

There are few volunteers currently engaged with the UBC FS and those volunteers are limited in their availability. The UBC FS attracts passionate and hard working individuals that represent the values of the UBC FS in their day-to-day lives. These volunteers are capable of turning UBC FS into an influential catalyst for change, granted the proper direction and organizational infrastructure.

Analysis of Vision/Mission, Culture, Human and Financial Resources

The vision and mission for the UBC FS is at the heart of everything the volunteers do. The culture of the UBC FS is congruent with the values of a large portion of the UBC population, however the used goods organization has not been effective in communicating their value to the majority of UBC students. The UBC FS has an opportunity to further communicate their mission and engage the UBC community.

The culture of the UBC FS is laidback and carefree. The organizers have described their intended culture as anarchist in the way that they hope for the UBC FS to evolve naturally, without much external intervention and to remain authentic.

As mentioned previously, although there are currently no financial resources with no revenue streams existing, there are opportunities for funding through UBC and the provincial government.

Key Success Factors

Perhaps one of the greatest accomplishments of the UBC FS to date has been acquiring a brick and mortar location in UBC's Old SUB. This location acts as a hub for the UBC FS and lends great potential for expansion.

Primary Research

RESEARCH METHODOLOGY

A key aspect of our primary research was to quantify current awareness of the UBC FS. Determining awareness is an important metric to measure any improvements in awareness of the UBC FS in the coming years. We distributed a Qualtrics survey to students and faculty on UBC campus to determine willingness to consume used goods, what determines donation behaviour and to what degree respondents were environmentally conscious and whether or not this was emulated through their behaviours. While we were unable to gather data from Empty Nesters or determine the exact percentage of Necessity consumers, we were able to infer meaningful findings from our data that allowed us to define our seven market segments for the UBC FS.

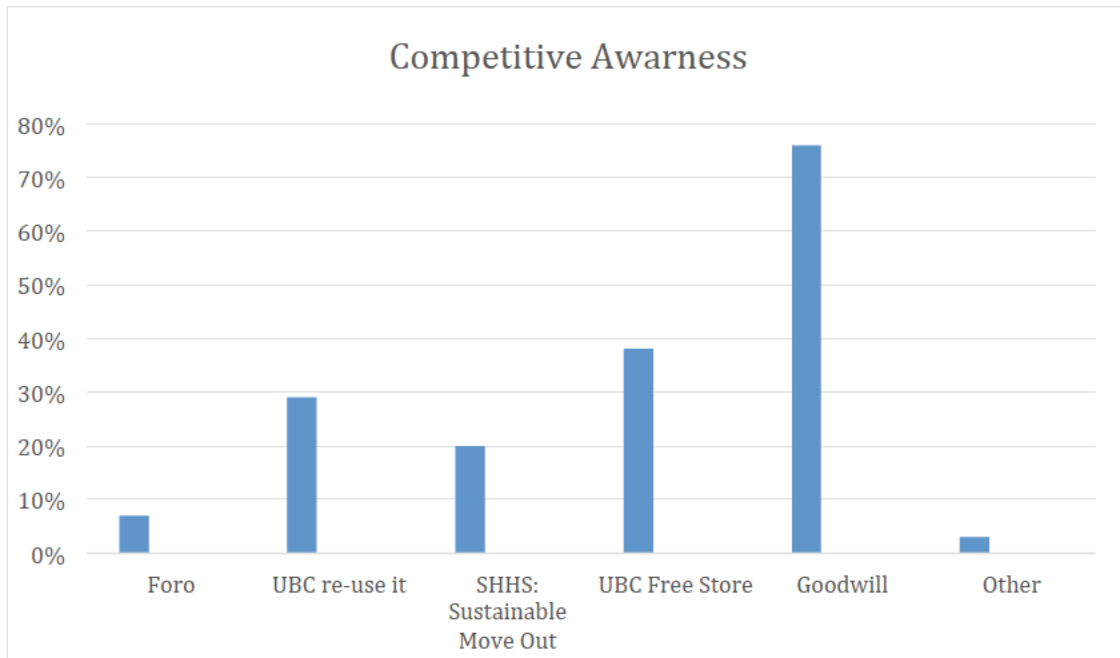
In order to quantify the Necessity segment, we chose to look at those who listed “strongly agree” in response to “I value low price” as a determinant to the segments size. Due to the limitations in determining how financially dependent a student is, those who listed “strongly agree” see cost as a primary consideration to their purchases. As outlined in Appendix B, Question 4, the Necessity segment includes 23.7% of the UBC population.

The survey was distributed through Facebook among various club groups. We also conducted intercepts in the Old SUB and the Nest. To receive more faculty respondents, the survey was emailed to previous professors. Due to several respondents dropping out of the survey, the total number of completed surveys was 95. The survey ran for two weeks from late-February to the first week of March. The survey was designed to take five to ten minutes to complete and included 24 questions. Skip Logic was used to skip irrelevant questions depending on respondent’s previous answers. The questions were used to determine willingness to engage with second hand stores, environmental influence on purchasing and disposal decisions, consumption and donation motives, current awareness of the Free Store, what drives volunteer activity and demographic information. With completion of the survey, students had an opportunity to participate in an in-depth interview in return for a \$5 AMS gift card to be used towards any AMS business. We conducted five personal interviews to gain greater insight into the motives of used goods consumption and donation of unwanted goods behaviour.

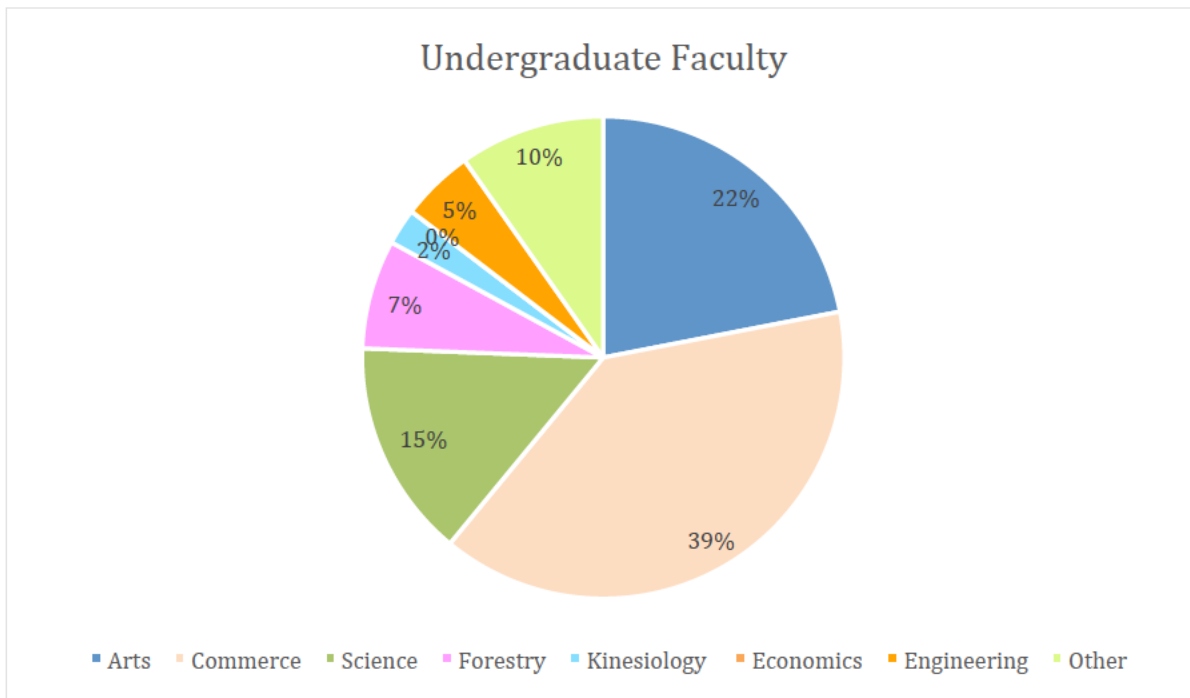
**As a result of the limited sample size of our survey, the following data is inferred based on an overall analysis of our survey in its entirety.*

HYPOTHESES, FINDINGS AND RESULTS

Regarding awareness, we hypothesized that 25% of the UBC population had heard of the UBC FS. Our primary research revealed an awareness level of 37.5%, with the highest awareness compared to local competitors. However, the conversion into consumers and donors’ actual engagement with the UBC FS is much lower at 14%.

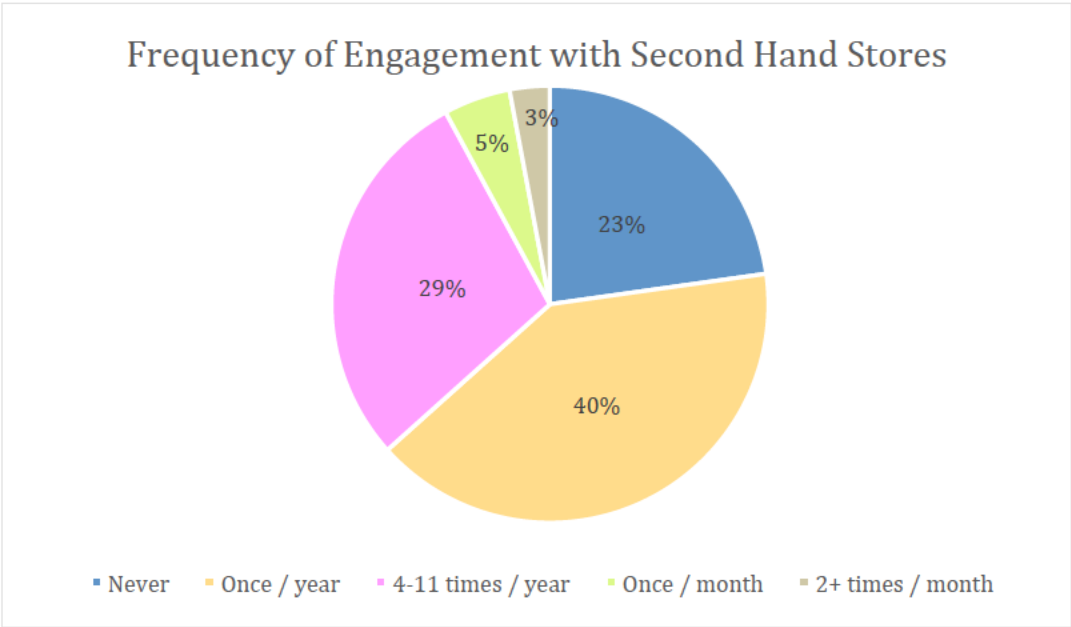


While there is a bias of responses from undergraduates, our responses were distributed among the various faculties of UBC. The representative percentages are indicated below.



Despite the large number of responses from the Commerce faculty, they had the lowest engagement with the UBC FS. When comparing results of student's relation to the UBC FS, the Arts and Forestry faculty have the highest percent of actually visiting the store, at 28% and 33% of each faculty respectively. In terms of actually donating or consuming items from the UBC FS, 17% of Forestry students have both donated and consumed at the store, followed by 8% of science students and 3% of Commerce students. This supports the idea that the environmental mission of the FS is best conveyed to the Forestry faculty. The forestry faculty also responded with 67% making a conscious effort to recycle everyday and 17% dedicated to a zero waste lifestyle. This faculty best encompasses our Ecocentric LOHAS segment.

An important portion of our primary research was to determine how frequently respondents had donated or purchased items from a used goods store. Majority of respondents engage once per year followed by 29% purchasing or donating between 4-11 times per year.



To determine the factors that affect the willingness to donate, we hypothesized that personal values and convenience would be the two most prominent factors to influence donation of unwanted goods behaviour. The survey results indicated that UBC students, staff and faculty most commonly dispose of unwanted goods by first, donating to a local charity, and second, passing down to a friend or family member. We determined that a convenient drop off location and a desire to de-clutter were the greatest motivators in how UBC students, staff and faculty dispose of goods.

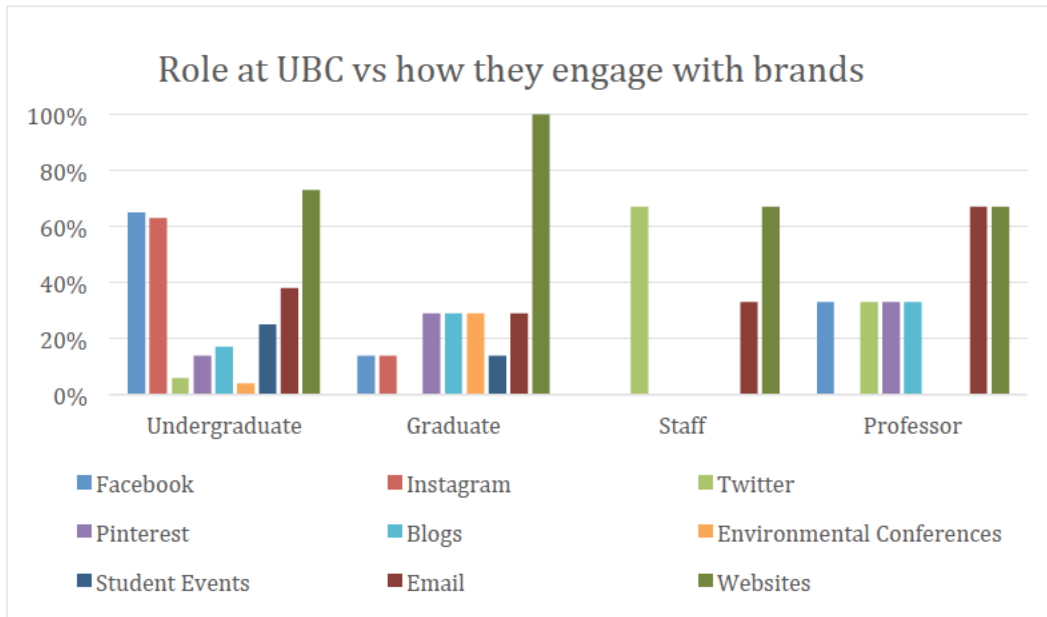
Important factors	Mean
Close drop off location (convenience)	4.20
To de-clutter	4.02
Environmental consciousness	3.94
Charitable impact	3.89
Local pickup provided by second hand store	3.59

On the Consumption side we made following hypotheses:

1. We predicted that the high environmental consciousness and low price would be the most significant motivators to the consumption of used goods.
2. We predicted that individuals who are conscious of their environmental impact and value low price will be most likely to purchase used goods.
3. We predicted that environmental activities would be important to individuals at UBC.
4. We predicted that furniture and kitchenware would be the most desired items in a used good store.

Contrary to our hypothesis, the most popular item to be obtained from a used goods store were books and magazines at 85% of respondents. The other two categories with relatively high frequencies were furniture and clothing. Kitchenware had the lowest frequency of the categories.

Another research objective was to determine the best channels of communication for the UBC population to engage with the UBC FS and its corresponding brand. We predict that Facebook will be the most commonly preferred channel of communication for students. In our survey, we had participants identify as an undergraduate student, a graduate student, a UBC staff member or a UBC professor or instructor. Our hypothesis stated that Facebook was going to be the preferred medium across the entire population. However, contrary to our hypothesis, our results showed that company websites were the most popular avenue of communication among each segment. Specifically, 73% of undergraduates, 100% of graduates, 67% of staff, and 67% of teaching faculty use websites to connect with brands.



Also, we predict those with high levels of environmental consciousness and active recycling behaviour to be influenced more highly by student clubs and environmental community leaders for influence on their purchase behaviours. The survey results suggested that 90% of those who refer to environmental leaders in their community make a conscious effort to recycle every day.

Based on our own experience with volunteerism, in addition to secondary research, we determined several potential motivating factors to encouraging volunteer engagement in clubs at UBC. We hypothesized that individuals volunteer in groups that help boost their resume, align with their values and interests, allow them to build community and make friends, encourage personal development, or allow them to have a positive impact on their community. We can infer from our primary research findings that all of the factors listed are important to the UBC population when making a decision to engage in volunteering.

Popular Products

The primary product categories of the used goods industry are clothing, books, furniture, housewares and kitchenware, toys, musical instruments, electronics and sporting goods. The most consumed used goods products in Canada are clothing at 40.7 percent of consumption, with 24.9 percent of that being women's apparel. (Morea, 2016)

The large variety and low price of clothing lends itself to being the most favourable item category for many used goods establishments. Poor economic conditions in Canada have led to a rise of used goods sales in men's, women's and children's clothing apparel over the past 5 years (Morea, 2016).

Demographic Segmentation

The largest age demographic for consumers of used goods stores in Canada are customers aged 35 to 64. This age group represents 65.4 percent of the industry's revenue in 2016 (Morea, 2016). Consumers in this age group tend to channel their financial resources towards household goods to and investing in their children's future. The most popular item categories for this age segment are furniture, kitchenware and clothing. In the next five years this age group is projected to remain the largest contributor to used goods industry revenue.

Consumers under the age of 35 account for 19.8 percent of industry revenue. More specifically, adults aged 25 to 34 are reported to comprise the bulk of industry sales for consumers under 35 as their spending behaviours are often focussed on an entire household, purchasing used goods for not only themselves but also their families (Morea, 2016).

Currently, individuals 65 years and older account for an estimated 14.8 percent of used goods industry revenue. The improvements in the Canadian economy and capital markets over the past five years improved retirement savings levels and consumer confidence creating higher spending for this age category. Consequently, the age groups market share has decreased slightly in the past five years. (Morea, 2016)

Social Media Segmentation

Data collected in February 2016 found that 90 percent of young adult ages 18 to 29 were active on some form of social media. This age category comprises 55 percent of active members on the social media platform, Instagram (Perrin, 2015). Therefore, consumers under the age of 35 are the best target group for digital marketing strategies on Instagram.

Individuals over the age of 65 in Canada have increased their social media engagement. The number has grown as individuals hit retirement and are faced with more spare time. 35 percent of the age group use social media (Perrin, 2015).

Trends

A shift in consumer's preference, particular in women's clothing, has led to an increase in market share for the used goods industry overall. Over the past decade, vintage clothing has gained momentum. This trend is expected to continue over the next five years. Used goods establishments are anticipated to focus marketing strategies towards fashion-conscious shoppers with strict financial constraints (IBISWorld, 2016).

Segmentation

SHORT-TERM RESIDENCE STUDENTS

The Short-Term Residence Students segment includes individuals aged 18 to 21 living in on-campus residences for the school year. These students include first year residence students and exchange students living on campus. This segment places a high value on experiences and is not as concerned with the aesthetics of their temporary living environment. Convenience is a significant motivator for short-term residence students as they are limited in their ability to transport items and are often on a time constraint. Factors such as flying, storage space and financial circumstance determine this segments need to purchase items once they have arrived in Vancouver, as well as determining their willingness to donate. This segment will be targeted for donations in the short-term, while the UBC FS has limited storage space and low inventory. In the long-term, once awareness has been developed and inventory is growing and stable, the Short-Term Residence Students will also be targeted as UBC FS consumers. These individuals will be seasonal users of the free store taking goods for the purpose of their short-term living environment and donating the unwanted goods they are unable to take home with them to the UBC FS at the end of the year. UBC houses 9,400 short-term students per year, therefore this segment has excellent potential and provides an opportunity for the UBC FS to be a part of the sustainable move in and move out program with UBC Student Housing.

CONVENTIONALS

The Conventionals segment is characterized primarily by individuals whose purchasing behaviour is not significantly driven by personal values, but is however heavily influenced by the behaviour of those surrounding them. This segment is focussed on social affirmation and will engage in green consumption behaviour when they are sending an outward signal through their consumption behaviour. They are not motivated by intrinsic values that would lead them to environmentally conscious behaviour. Conventionals would engage with the UBC FS on one-off occurrences, mainly for temporary product usage when attending a themed party, for example. These individuals are generally low engagement consumers, purchasing many day-to-day items impulsively. Their engagement with the UBC FS is dictated by events and seasonal holidays (i.e. Halloween). Although they are environmentally disengaged and their use of a UBC FS item may be temporary, using items from the UBC FS would substitute items being purchased new from a dollar store for instance. Therefore, the environmental gain of this segment is notable. UBC's Greek community is a good touch point for this segment. Conventionals represent 19.8 percent of the UBC population based on our analysis attached in Appendix D. Conventionals are consumption-based and do not present a viable source for donations.

ECOCENTRIC LOHAS

Ecocentric LOHAS (Lifestyles of Health and Wellness) consumers, as described by the Natural Marketing Institute (NMI), encompass the environmentally conscious population on UBC campus (Natural Marketing Institute, 2013). This segment actively makes purchasing and lifestyle decisions based on their environmental values. Driven by an effort to reduce their environmental impact, LOHAS consumers will inconvenience themselves to choose a sustainable alternative. These consumers are loyal to brands that align with their values and are vocal about their support. They respond to green-marketing buzzwords

such as “local”, “ethical”, “green” and “sustainable.” As opinion leaders, these segments are very critical of brands and operate on two extremes: acting as a brand's biggest advocate or criticizing a brand publicly if the company does not live up to the LOHAS high environmental standards. Individuals in this segment are likely to make up the volunteer-base for the UBC FS. Based on the content covered in degree-required courses of various faculties, we believe that LOHAS consumers compose a large portion of the forestry and land and food systems faculties. As LOHAS consumers are characterized as being highly engaged with their favourite brands, they are likely to engage with the UBC FS as both consumers and donors. In order to quantify this segment, we extrapolated from NMI data. Through this data we inferred that LOHAS consist of 19 percent of UBC population. LOHAS are currently the primary donors and consumers of the UBC FS, despite limited promotional efforts towards the group by the UBC FS, thus demonstrating the activism of the LOHAS segment.

EMPTY NESTERS

The Empty Nesters segment makes up 11 percent of UBC and surrounding areas as seen in Appendix D. This segment is composed of individuals between the ages of 40 to 64. This segment includes individuals who have raised children and those children have moved out, leaving their parents with items that had been collected throughout 20 years or so of their child's life. Often individuals in the Empty Nester segment are concerned with planning for retirement, and may choose to downsize their family home to a smaller dwelling. Whilst downsizing the Empty Nesters will go through and donate large amounts of their family's unwanted possessions. Empty Nesters enjoy creating value for others and prefer donating items when the option is made convenient to them.

TREASURE HUNTERS

The Treasure Hunters segment use second hand stores for the purpose of finding unique items that cannot be found at a regular retail outlet. Treasure Hunters enjoy the thrill of finding exciting products and shop at used goods stores for this reason. This segment represents 6.2 percent of the UBC population shown in Appendix D.

NECESSITY

The Necessity segment is students that are driven by absolute financial constraints. These students will go out of their way to save money. They are focussed on staying true to a budget, but often struggle to do so. They are not wasteful and are limited in their ability to buy new items. This segment represents 23.7 percent of the UBC population shown in the Segmentation Analysis under Appendix D.

GEOGRAPHICALLY CLOSE FAMILIES

Geographically Close Families include young families living on UBC campus. Individuals with children often experience high turnover of clothing, toys etc. as their children grow and preferences change rapidly. Therefore parents are often inclined to save money and

buy used goods as well as donate unwanted items when they are no longer relevant to their children. Geographically Close Families is not a recommended target strategy due to the lack of fitting respondents from our primary research to this segment. Their unique product consumption would not currently fit the flow of products at UBC as the turnover of children's clothing would be quite low and of little importance to UBC students. With future growth, however, the UBC FS could be a beneficial agent between families for recycling toys and books within their community. Geographically Close Families represent 5.2 percent of the UBC population (The University of British Columbia, 2015) (Appendix D).

COMPETITIVE ANALYSIS

Globalization in the used goods industry is low as the majority of establishments operate on a local or regional level (IBISWorld, 2016). Key players of for profit and not-for-profit organizations in the used goods industry include Savers Inc., Salvation Army, Winmark and Goodwill Industries (IBISWorld, 2016). Although the main players in this market have a strong North American presence, including Goodwill Industries operating in 165 locations, there are relatively low barriers of entry due to the low initial investment required (IBISWorld, 2016). On average, establishments in the used goods industry in Canada have a relatively low market share concentration. The industry's largest players account for 14 percent of total industry revenue (IBISWorld, 2016). The industry experiences a strong consumer demand that entices new entrants into the market as a result of stable profit margins of for-profit used good stores shown in Appendix E. There has also been an emergence of ecommerce retailers that have had a significant influence on purchasing methods. Key success factors in the industry are included under Appendix F.

Local direct competitors include Foro and UBC re-use it. Foro is a free mobile "marketplace" for students to buy and sell items on campus (Foro, 2016). Foro currently supports 23 college and university campuses acting as a localized Kijiji with a higher level of trust due to students buying and selling to one another. Their current social media campaigns offer cash giveaways on Facebook. Foro also offers sponsorship programs, currently present at the University of Victoria, BCIT, UBC, Simon Fraser University and others (Foro, 2016).

UBC re-use it is a "virtual online warehouse designed to assist UBC employees at the Point Grey campus to find and exchange low-value items of \$1,000 or less between departments (e.g. furniture, audio-visual equipment, office supplies, etc.)" in order to facilitate the reuse of goods and minimize wasteful disposal (re-use it! UBC). Using the service is low cost as the fees only include transporting the item to its new location and a promotional fee for posting the item. A report conducted by the SEEDS program on ten North American universities who incorporate reuse of campus products found that nine out of ten universities have surplus stores operating on business days that sell items on campus (Paul, Kaushal, Bhatted, Chandran, & Chaudhary, 2009). Although they are generating minimal revenue to cover the cost of the supply chain management department, the three key success factors of on campus used goods stores were narrowed down to: full-time employees to coordinate asset management, a facility to store items and an online platform

supported by mobile users. The University of Victoria provides an excellent model of asset management. They have both a full time employee (Surplus Asset Coordinator) and a facility (Surplus Asset Recovery Centre) to store items of re-usable value, as well as a website providing guidance for sales, reusing, recycling and proper disposal of unwanted goods (Richer, 2016).

As Keiko Nakamura, CEO of Goodwill Industries, stated, “There’s been a dramatic shift in consumers: there’s no longer a stigma in shopping in thrift stores” (Aalto, 2012). While they still focus on budget conscious consumers, the Goodwill has recognized a stronger student base that are looking for lower cost furniture. Indirect competitors such as Walmart offer new items at a discount which affect the success of the value-oriented models of used good stores as price is often the deciding factor for customers (IBISWorld, 2016). Additionally, the emergence of ecommerce websites allow consumers to shop at their own convenience from home as well as connect them with a larger supplier base (IBISWorld, 2016). The various target segments as seen on online used goods retail platforms seem to be targeting through environmental consciousness and price sensitivity. The Salvation Army is able to attract consumers through their high community involvement, promoting charity work as their first priority (IBISWorld, 2016).

Through a survey conducted by Print Measurement Bureau (PMB), 40.6% of respondents were willing to pay a premium for environmentally friendly products and 67% agreed that they recycle diligently (Print Measurement Bureau). This demonstrates the importance of the environment consciousness as a factor influencing purchasing and disposal behaviours.

Demand in the used goods industry is influenced by short-term macroeconomic factors and long-term consumer trends. Due to the nature of used goods organizations, consumer perceptions play a key role in the seasonality and turnover of inventory. The demand is countercyclical to economic fluctuations meaning that when the economy is weak, consumer demand increases as individuals are financially pressured to look for more cost efficient alternatives (IBISWorld, 2016).

In contrast to the competition, the UBC FS is not only student operated but it also provides free products in order to make sustainable behaviour accessible to all. As a not-for-profit, the UBC FS is mission driven, and environmental sustainability is at the forefront of the stores decision-making. The primary focus of the UBC FS is waste reduction, reduced consumerism, community support and educating students on sustainable lifestyle choices and how this can benefit student health overall.

Through our primary research we asked what motivated people to donate their unwanted goods to a local charity. We found that the most important factors were convenience, environmental consciousness and to simply de-clutter. Pick-up provided by the charity was notable but had less of an impact on respondent’s decision to donate unwanted goods to a local charity (Question 9). Environmental consciousness influences consumer’s aspirations to reduce waste and demonstrate a lifestyle of environmental consciousness. Purchasing from a used goods store has certain intrinsic value in that customers may feel they are making a difference through buying a used product as opposed to buying new. External

motivations can also be at play for consumers who are motivated by approval from peers and social gratification.

When comparing local competitors on UBC campus, there is greater awareness of the UBC FS in comparison to UBC re-use It and Foro. Despite a higher awareness, the engagement of the UBC FS is still low with only 14% of respondents having ever visited, taken or donating items to the organization. After describing the UBC FS's mission to reduce unnecessary consumerism and noting the stores convenient location, 76% of respondents stated they are "likely" or "very likely" to donate to the organization.

PLANNING ASSUMPTIONS

Performance for the Used Goods Stores industry can be affect by several factors, such as general economic trends, unemployment rate and disposable income. Therefore, several assumptions need to be made to predict the industry's future. The key assumption we made in this report is the used good industry in Canada will keep growing steadily at 1.2%, as it was report to be in the past five years (IBISWorld, 2016). Our objectives for UBC FS are based on assuming there are no fluctuations in the market and student demand for free alternatives will remain consistent.

SWOT

STRENGTHS

Looking back at our primary and secondary research, we were able to conduct a comprehensive SWOT analysis of the Free Store's internal and external factors. The Free Store has a couple of key strengths that are core to its initiative. With the mission to reduce consumerism, the FS offers all donated products free to students. The FS aims to minimize the environmental consequences of purchasing new products and disposing of old products ineffectively, by operating through volunteers who portray this outlook in their everyday lives and distribute this message to consumers.

WEAKNESS

As discovered in our primary research, current brand awareness of the Free Store is 37.5% however, 86% of respondents have never actually visited the location. The main weakness the UBC FS faces is the limited selection of donated items. As outlined in threats, the new SUB has limited the amount of foot traffic in the old SUB. Currently, representatives from the store estimate that they only see 15 shoppers on a weekly basis. The Free Store does not have set operating hours as they welcome any visitors at any hour of the day. This prevents urgency to visit the store and may be a factor resulting in low frequent donations. The Free Store is currently resorting to landfilling some items that sit on the shelves for too long or that are unusable in their condition. This goes directly against their mission statement when there other options available for either extending the life of the products or disposing of the products in a way that's beneficial to the environment.

OPPORTUNITIES

There are currently a number of opportunities that would be beneficial for the Free Store to harness. The rising trend of sustainability on campus has resulted in faculties and groups promoting green initiatives on campus and students becoming more aware of their impact on the environment. This aligns with the core values of the Free Store and will ease student's reactions to the marketing initiatives. Another opportunity is the cyclical student resident turnover. At the beginning of each year, 9,400 new students move into residence and are in need of kitchenware, furniture, and other items to use in their rooms. As well, at the end of the year when those students move out, many of them are looking to dispose of those items that they've acquired throughout the year before they head home.

THREATS

The used goods market is highly saturated including well known competitors such as Value Village and the Salvation Army. These companies tend to be the primary organizations donors consider, as supported in our primary research (Appendix B Q2). A main threat on campus is due to the opening of the new student union building. The Free Store, which is located in the original SUB building, now faces very minimal foot traffic preventing potential customers from discovering the store. As well, the store's main target demographic is the student population. Students do not typically own an excessive amount of stuff as they tend to live minimally due to their high cost of living and it may be inconvenient transporting unused goods to campus.

GOALS AND OBJECTIVES

OVERALL GOAL

In response to our situational analysis, our overall goal for the UBC FS is to increase awareness, increase weekly donations, and attempt to eliminate all wasteful processes from the UBC FS's operations.

SMART OBJECTIVES

SMART Objective #1: Increase the average number of weekly donors by 100% compared to April 2016 (average of 4 donors per week) averages by April 2017.

SMART Objective 2: Increase weekly consumption by 400% by April 2017, compared to April 2016 (current estimated average of 15 customers per week).

SMART Objective #3: Eliminate all landfilling of unwanted goods from the UBC Free Store by April 2017.

CORE STRATEGY

RECOMMENDED TARGET MARKETS

The recommended target markets for the UBC FS can be broken down into consumers and donors based on the segments predicted engagement with the organization.

Donors – Customer Profile

SHORT-TERM RESIDENCE STUDENTS



Pierre is a 19-year-old on an exchange to UBC from France. Pierre had limited space in his suitcase when he travelled to Canada for the semester. Pierre is motivated by convenience and has some disposable income, as he is able to travel and participate on an exchange abroad with the help of his parents. Pierre ended up buying all of his kitchenware, small appliances, bedding etc. in Vancouver. Now Pierre is moving back to France and making a decision on what to bring back in his two suitcases. He will need a convenient way to dispose of the items in his residence.

ECOCENTRIC LOHAS



Lisa is a 21-year-old forestry student who makes takes environmental impact into her daily lifestyle choices. She is extremely brand loyal to companies whose values align with her environmental ethic. Lisa is also an activist who is focused on improving the Corporate Social Responsibility of businesses who do not align with her values. Lisa responds to green-marketing buzzwords such as “local”, “ethical”, “green” and “sustainable”. Lisa is concerned about the future of our plant and therefore uses products for their entire life cycle. Instead of wasted her unwanted items by disposing of them in the garbage, Lisa will either repurpose the item or donate it to a second hand store.

EMPTY NESTERS



Ellen and Paul have three children; all three of the children are now graduated from university and have moved out of their family home, located on the University Endowment Lands. Ellen and Paul are motivated by minimalistic values, travelling and planning for retirement. The couple wants to downsize to a smaller residence so they can save more money for travel. They currently own a lot of items that are no longer relevant to them that they had collected through out their children’s lives. The couple will be selective in the process of downsizing and will dispose of large numbers of items. Typically, Ellen and Paul would donate their unwanted goods to an organization like the goodwill or Salvation Army, depending on convenience.

Due to the current low inventory at the UBC FS it is imperative that most of the targeted segments are donors, with one consumer base, being the Necessity segment. In the future when the organization has build up a stable inventory, we recommend targeting other groups such as the Ecocentric LOHAS and Short-Term Residence Student segments.

Consumer – Customer Profile

NECESSITY



Julie is a 20-year-old second year Sauder student who received a scholarship to study commerce at UBC. She is academically driven and works while in school to afford paying for her residence and remaining tuition. She is self-dependant as her parents are unable to financially support her studies. As a result, Julie is unable to afford basic home decor and appliances. Julie relies on friends and family for used items as she does not have the discretionary income to purchase new and is therefore always looking for cost efficient options.

RECOMMENDED POSITIONING

The UBC Free Store is a not-for-profit organization that maximizes the product life cycle, eliminating product waste and reducing the ecological and social implications of consuming new items. The UBC FS engages community to create awareness around the consequences of societal buying behaviour to construct a more sustainable future. Unlike competitors such as Value Village and Foro who offer second hand products at cost efficient options, the UBC Free Store is aimed towards supporting students with their primary incentive to minimize overall environmental impact.

MARKETING STRATEGIES

SMART OBJECTIVE #1

SMART Objective #1: Increase the average number of weekly donors by 100% compared to April 2016 (average of 4 donors per week) averages by April 2017.

Strategy #1: Develop Processes to Keep Track of Inventory

TACTIC #1: CREATE A WEBSITE AND AN APP TO TRACK INVENTORY THROUGH JOINT STUDENT PROJECTS

Currently, the UBC Free Store has an inconsistent method of tracking inventory being donated and consumed in the store. In order to measure the impact of UBC FS and shape inventory towards the needs of their target customer, the UBC FS needs a mandatory inventory tracking system.

To compete with other similar services such as Foro, the UBC FS should adopt a greater online presence which can be facilitated through an active website and app to track inventory. To develop these technical platforms the UBC FS should partner with UBC Sustainability and the Commerce, Engineering or Computer Science faculty. Incorporating sustainability across the faculties is a mandate of UBC and therefore collaborating with the UBC FS would be a viable student project for these three faculties.

UBC FS Website

Since the website will be more of an informational and promotional tool than a customer interface platform, the store should partner with a Marketing student and use WordPress to develop the website. WordPress is a simple tool to use and would give a Marketing student relevant experience for their resume.

UBC FS App

In order to create an app, the UBC FS should partner with the Engineering or Computer Science faculty. The app should allow for a degree of customer interaction for customers to keep track of the points they acquire through donations, a system that will be elaborated on in the following tactic (Tactic 2). As indicated by our secondary research, more and more consumers are engaging with brands through online platforms. By creating an app, the UBC FS has the opportunity to create with businesses like Foro.

TACTIC #2: IMPLEMENT A POINTS REWARD SYSTEM WITH PARTNERS TO INCENTIVIZE DONATIONS

We suggest implementing an adaptive points system, similar to reKindness - a fashion swapping platform that operates on the circular economy and carries values similar to that of the UBC FS (reKindness, 2015). However, because the UBC FS wants to make consumption as accessible as possible to the Necessity segment, we have taken an adaptive approach to the points system of reKindness. This point system means that each item of inventory that enters the UBC FS is ranked on a point scale of 1-5 based on quality. These points can then go towards partnerships that the UBC FS will develop with the Calendar, or coupons towards locally sourced AMS businesses, such as Sprouts or Seedlings. Items will be ranked by category: for example, a kitchen appliance = 20 points, clothing article = 10 points and books = 10 points. These points will be relative to the most popular item categories as represented by our primary research. The top three product categories for

used goods consumption, as shown by our primary research are books and magazines (85%), furniture (66%) and clothing (56%).

TACTIC #3: IMPLEMENT HOURS OF OPERATION AND MANDATORY STAFFING

In order to facilitate consistent monitoring of inventory, the UBC FS will need volunteers supervising the stores operations. Therefore, we suggest the UBC FS adopt hours of operation where volunteers will interact with customers and have a mandatory check out where the volunteer records what is being taken from and donated to the store throughout the day and accounts for total items in inventory at the end of the week. This way the UBC FS can monitor trends in customer behaviour and use this data to understand why some product categories are less popular than others. With this information the UBC FS can evaluate unwanted items and either repurpose them or develop creative marketing content to appeal to students and why they could benefit from this product category. This inventory data analysis will therefore grow consumption at the UBC FS and further the stores overall mission.

TACTIC #4: INCREASE VOLUNTEER BASE AND RECRUIT A PAID EMPLOYEE

The role of the paid employee will be to decide all marketing strategies and manage all social media and website traffic as well as organizing volunteers. The UBC FS will create a free posting for a paid employee to be spread across the Vancouver campus through UBC's Post a Job (The University of British Columbia). As outlined later on in budgeting, the position will be 10-15 hours per week at \$15 per hour, adjusted based on anticipated supply and demand throughout the year. Hours will increase in the long term as marketing initiatives gain momentum and become more complex due to the expected rise in customer engagement. The UBC FS can write a proposal to UBC Sustainability, SEC or Sauder Philanthropy Program as examples, for a grant to be used towards the paid employee. A sample proposal can be found in Appendix G.

Volunteers can be recruited through the UBC sustainability newsletter as well as through partnership opportunities with other faculties. A form should be submitted to the AMS Google Docs before September 20th, 2016 in order to have a featured ad in the AMS newsletter (Call For Volunteers). As well, targeting South Campus will help foster a community for isolated people living in that area to help the organization. The volunteers will be responsible for operating the store during store hours from 12:00-5:00pm during business days. These hours are simply a suggestion and can be adjusted based on the availability of volunteers, however it is crucial there is consistency of operational hours from week to week. The volunteers will also encompass a "street team" who will be used to fuel awareness during desired high donation and high consumption periods. Managing inventory will include a weekly pickup from the bins distributed around campus and implementing marketing strategies such as distributing posters for seasonal events. When an item is donated or taken, the volunteers will keep track of the inventory flow in an excel spreadsheet as part of the "check-in" and "check-out" process.

References for employee funding can be found in Appendix H.

Strategy #2: Educate People and Attract Donations

The low level of customer engagement of the UBC FS and a lack of effective promotional campaigning means there is a generally poor knowledge of the organizations environmental mission. Typically, the store is just thought of as a free item exchange. However, the overall goal of the store as a service is to reduce consumerism and decrease our environmental impact as a community.

TACTIC #1: SOCIAL MEDIA CALENDAR TARGETING DONATIONS DURING PEAK DONATION TIMES

In order to promote donations during the peak turnover times, the UBC FS should create a social media calendar that emphasizes donations during peak seasons. These posts can include cross-referencing to partners like UBC Sustainability, UBC Student Housing and Hospitality Services and the University of British Columbia Facebook page.

TACTIC #2: PARTNERING WITH ENVIRONMENTAL LEADERS

This will start with the UBC Free Store developing it's network of "aspiring contacts" on social media. Their social media community will reflect both their current partnerships and aspiring connections. The UBC FS's aspiring social media community will include environmental leaders in the Vancouver community (TEDx Speakers etc.) and beyond. This will help the organization to reach the Ecocentric LOHAS community and create a greater awareness throughout our target segments. The environmental leaders are role models to this target audience and are vocal in expressing their opinions and making conscious efforts towards preserving our environment. The values of the UBC FS resonate with the beliefs of these leaders, which will drive free PR.

TACTIC #3: PURCHASE A WEEKLY AD IN CAMPUS NEWSPAPERS AND NEWSLETTERS

The UBC FS should attract consumer engagement through ads in campus newspapers and newsletters, such as the Ubyyssey and the UNA eNewsletter. The UNA eNewsletter is used to connect 36 strata located on South Campus. This is an optimal opportunity to reach a large audience and drive awareness from UBC's South Campus population. It will be aimed towards encouraging residents to donate their used goods and create a stronger UBC community. These ad spots will showcase statistics that describe the impact of consumerism and environmentalism. See Appendix I for a poster example.

Strategy #3: Convenient Donations

Creating more physically accessible donation locations is ideal to creating immediate and more frequent donations to the Free Store.

TACTIC #1: CONVENIENT DONATION BINS

Leaving donation bins in student residences near the Nest and throughout various parking lots are just a few examples of highly populated areas that may provide higher volume donations. Although the UBC FS is on campus and in a central area, the Old SUB is isolated and not frequently passed through. Having a donation bin within an individual's residence would make donations substantially more convenient for students that would otherwise discard of the items.

TACTIC #2: PICK UP SERVICES AND SET DONATION TIMES

Pickup services for residences and homes within UBC Endowment lands should be available on a fixed bimonthly schedule for large donations. This will help target those individuals who are willing to donate but the current location is an inconvenience.

To create a sense of urgency among contributors, we propose that the store implement scheduled donation periods. For example, donations would only be accepted at the store once every week and pickup services would only be provided bi-monthly. This would encourage donors organize their belongings while also encouraging sustainability from the UBC FS's perspective, limiting the number of trips required and the environmental effects of those trips.

Strategy #4: Partner with Local Junk Removal Company

There are a number of established junk removal companies that operate in and around UBC campus, 1-800-Got-Junk being the most prominent.

TACTIC #1: ALLOW 1-800-GOT-JUNK TO MAKE DONATIONS

1-800-Got-Junk operates on a cost-per-weight basis; they take the junk they pick up from clients to Vancouver city dumps, where they are charged a weight-determined dumping fee. Therefore, they are incentivized to dispose of the waste they collect in the cheapest way possible in order to maximize their profit. If they are able to dispose of their collected items for free, their costs can be significantly reduced, which increases their profit.

It is common for empty nesters to use junk removal companies to help them clear out their garages or storage rooms. Thus, removing items that are still useable. Empty nesters may not have the means or time to take unwanted items to a thrift store or any other donation service and we believe there is an opportunity to capitalize on this common occurrence. We recommend that the UBC FS allows 1-800-Got-Junk to donate items (provided they are in reasonable condition) at no cost to them. In this way, shared value can be created and both parties involved can benefit.

SMART OBJECTIVE #2

SMART Objective 2: Increase weekly consumption by 400% by April 2017, compared to April 2016 (current estimated average of 15 customers per week).

Strategy #1: Strengthen Online Presence

An online presence is a significant tool to create connections between organizations and their customers. A brand's online presence is often the number one touchpoint for the majority of its consumer base and the consumers that engage with organizations on social media platforms tend to share their experiences with others. Therefore, it is essential that the UBC FS capitalizes on their online potential by generating a unique and engaging presence. This strategy aims to strengthen the UBC FS's media presence through social mediums.

TACTIC #1: COMMUNITY ENGAGEMENT ON SOCIAL MEDIA PLATFORMS

Following our research of various social media channels, we suggest that the UBC FS use Facebook and Instagram as their key platforms for engagement. Our primary research indicates that, of individuals who engage with their favourite brands through online mediums, 59% of respondents use Facebook, 56% use Instagram and 74% use websites.

For content generation, we recommend posting images of new and unique items that come into the store with creative captions. The UBC FS comes into contact with a large amount of relatively random items, all which have potential stories behind them. Leveraging these unique stories will drive viewership. The appropriate frequency for posting is under 5 posts per day. In order to best implement this tactic, we suggest the UBC FS to use Hootsuite as a monitor in the process. This will not only make the posting process easier, but the analytics tool - which collects and analyzes data - will help to optimize future performance of each new post.

TACTIC #2: SOCIAL MEDIA CONTESTS

In order to improve the UBC FS's engagement with their followers, we suggest they run a contest on Facebook and Instagram. This contest will consist of the UBC FS posting an image of an unique or captivating donation. In order to enter the contest, individuals would have to like or follow the UBC FS account, like the image, and tag a friend or two. This style of contest drives engagement and helps the UBC FS extend their network. The showcased item should be something unique and highly desired. UBC FS should use a unique hashtag that represents the treasure giveaway with a call to action statement in the post description. For example, if an empty nester donates a set of beer glasses, the call to action statement might be: "Want to win this beer glass set? Repost and tag three friends who you would celebrate with!" The glasses could then be given to whoever received the most likes on their reposted image. Alternatively, the winner could be determined randomly. An example of a hashtag could be #FreeStoreTreasures.

Strategy #2: Seasonal Print Campaigns

As we expect long term donations to increase by 100%, it is imperative that consumption increases to a similar degree to avoid items sitting idle in the store and eventually going to waste. The main problem facing the current lack of consumption is low awareness of the UBC FS. In order to target a larger audience for higher volume consumption, we recommend running print campaigns on campus for specific events. This will help educate consumers of the UBC FS's mission and capture consumers in first year, versus fourth year students who will soon graduate and leave the UBC community.

TACTIC #1: TARGET SEPTEMBER MOVE IN

We suggest that the UBC FS partners with Sustainable MOVE-IN in September, and MOVE-OUT in April by running print campaigns in residences, the SUB, and faculty buildings. These posters would focus on generating awareness of the FS and position it as a place to pick up small essentials. By doing this, the UBC FS can optimize awareness and target these high donation/consumption periods.

We believe it is most valuable for the UBC FS to target September move in. However, as we went through this process, we developed a few ideas for print campaigns that may be valuable for the UBC FS in the future. We understand that these items are not currently actionable as they all require inventory volumes to be consistently higher, but they may be helpful at some point down the line. The UBC FS should promote goods from various categories in coordination with seasonal trends and holidays. Here are a couple examples of what this would look like:

- *Early September:* With many 1st year and exchange students arriving on campus for the first time, there is sure to be a need for essential items. In this case, UBC FS would promote items such as binders, stationery, or small kitchen items.
- *Late October:* With Halloween at the end of the month, the UBC FS would be promoting itself as the ideal place to “shop” for a costume.
- *Early December:* As students begin to experience exam stress, the UBC FS could promote itself as the “safe place to stress shop”. Many individuals enjoy the act of browsing in stores when they are under stress as a therapeutic release. The UBC FS can offer the same therapeutic browsing experience, without the risk of incurring unnecessary costs. Additionally, with Christmas coming up, there is the opportunity to promote small knick-knack items or gifts for friends.
- *Early April:* As the year begins to wind down, some students start to realize that they will not be able to pack all of their belongings in a small suitcase to take on a plane home with them for the summer. There is an opportunity here to gain donations, based on seasonal trends.

These are just a few examples of ways that the UBC FS could maintain relevance and capitalize on trends throughout the year. Many themed parties occur throughout the year that the UBC FS can take advantage of. The Calendar is a great resource to follow for up

coming events. Activities of this sort can offset new purchases from cheap retailers, which is a large gain.

Strategy #3: More Appealing Store Experience

Currently the location the Free Store is not ideal as the old SUB is no longer a building frequently visited by students. However, relocating the UBC FS is not a feasible option at this stage. Therefore, we recommend altering the store layout and creating a more appealing atmosphere in order to maximize the potential of the current space.

TACTIC #1: CREATE A BRIGHTER ATMOSPHERE

Making the FS more aesthetically pleasing requires a brighter atmosphere which can be altered with various light fixtures. Incorporating fairy lights is a simple yet effective measure to make the area more engaging and comfortable.

TACTIC #2: IMPROVE AESTHETICS WITH WALL ARTWORK

Various pieces of art, whether created by the customer or already in place, gives the perception that the store is permanent and more lively. We suggest creating a wall stencil of the UBC FS's mission. This will remind customers why they are shopping at the FS and that they are co-participants in an effort to preserve the environment. This may create a more positive environment as users of the UBC FS are reminded of their positive impact. In order to accomplish this, a competition will be held between art students to design the best mural. As work like this can be featured in their personal art portfolio, we believe arts students would be eager to help out. We also recommend incorporating a chalkboard wall for consumers to share positive messages and feel more connected with the store.

TACTIC #3: CREATE PERMANENT STORAGE AND SHELVING INFRASTRUCTURE

Creating permanent shelving and clothing racks will make the store more organized and allow for optimal use of space. With the expected rise of donations, the FS will need a place to store the inventory. Due to the current limited area, more organizational fixtures can increase units per square footage. This will also help with inventory counts, volunteer work putting away donated items and ease the shopping experience.

SMART OBJECTIVE #3

SMART Objective #3: Eliminate all landfilling of unwanted goods from the UBC Free Store by April 2017.

Strategy #1: Repair or Repurpose Damaged Items

When items sit idle in the store for a prolonged period, or are deemed to be damaged beyond the point of use, there are a number of ways that the UBC FS can extend their life or

responsibly dispose of them. We propose that all reasonable efforts be made to restore damaged goods to their original glory. Patagonia's "Worn Wear" campaign is an excellent example of how repairing clothing, rather than replacing it, can be made into a more desirable action regardless of one's environmental ethic (Patagonia, 2016). Patagonia believes that "the single best thing we can do for the planet is to keep our stuff in use longer" and this belief is consistent with the UBC FS brand (Patagonia). The act of repairing goods is likely a common practice amongst our "Necessity" consumers, but they may feel shameful about this. However, through this strategy, we hope to normalize repairs and turn it into something admirable and trendy, similar in the way that Worn Wear has generated a cool-factor about wearing old garments. Additionally, the Worn Wear website is a great resource for instructions on common repairs. Certainly, some items are damaged beyond the point of repair; however, by breaking down materials into smaller components, the UBC FS can realize new potential from any item.

TACTIC #1: CO-HOST A "REPAIR AND REPURPOSE NIGHT" WITH THE "KNITTING AND SEWING CLUB AT UBC"

On top of repairing any mildly damaged items that are donated, the UBC FS should run a "Repair and Repurpose Night" in collaboration with the Knitting and Sewing Club. This event is intended to engage the "Necessity" consumers and has the potential to help a lot of clothing items find new life and avoid the landfill. The Knitting and Sewing Club at UBC has a substantial member base of creative individuals who bond over the activities of sewing, knitting, and crocheting. Although we are certain that the Knitting and Sewing Club members are highly skilled, it is important to note that only simple fixes and repairs would be offered. The Knitting and Sewing Club has hosted successful on-campus events in the past; on March 21st, they ran an event titled "DeStress Fest 2016" that aimed to provide a creative outlet for students who may be feeling stressed by exam season. We believe this sort of activity is highly congruent with the values of the UBC FS.

If items are beyond repair beyond repair, the UBC FS should cut the fabric up into squares that can be used in craft projects. These squares can be offered for free on the shelves of the UBC FS as craft material, or they can be used as material for the event. There are many creative and unique ways in which these materials can become useful again. For example, quilts could be made from the fabric, or individuals could come and create their own Halloween costumes out of salvaged materials.

Strategy #2: Recycle All Items That Cannot Be Repurposed

As for all items that cannot be easily repaired or repurposed, we believe it is important to dispose of them in the most environmentally friendly way possible. From a brand perspective, it is important for the UBC FS to maintain consistent values across all of their activities. In this way, a cohesive and transparent stance on environmentalism can be bolstered.

TACTIC #1: LOCATE APPROPRIATE RECYCLING FACILITIES

Common recycling and compost stations can be found just about anywhere on UBC campus. However, e-waste and “special items” recycling stations are not as commonly available. UBC Waste Management has a “special items” recycling station in the basement of the old SUB that accepts clean soft plastics, small e-waste items and batteries. This station sits against the wall on the right as you enter the SUB from the North. For larger e-waste items, it may be necessary to go to the facility at the back of the University Services Building, which is open 7:30am to 3:30pm, Monday to Friday. Additionally, there is a Vancouver based non-profit called “Our Social Fabric” that accepts textile donations in large quantities in order to divert textiles from the landfill and promote the circular-economy (Our Social Fabric: A Textile Recycling Initiative).

TACTIC #2: RECIRCULATE UNWANTED BOOKS

There are a number of free book exchanges on UBC campus. UBC FS should recirculate books through these channels when needed. Another outlet that could be used, depending on the quality and nature of the books is Textbooks for Change (Textbooks For Change).

TIMELINE FOR IMPLEMENTATION

The implementation plan for the marketing strategies and tactics is broken down into three phases. Priority activities appear in the first phase of the implementation timeline and the overall structure follows the UBC school semester system. It is our assumption that the UBC FS will not be open during the summer months and this plan takes that into account.

Phase #1

IMMEDIATE AND ONGOING ACTIVITIES

The UBC FS can begin to recycle all their unwanted goods and continue to do this into the future. Repairing and repurposing of goods can begin as soon as reasonably possible although, a co-hosted event with the Knitting and Sewing Club at UBC will take place later on during the 2016/17 school year.

Although the UBC FS does not operate during the summer months, there are a number of things that could be done in preparation of September 2016. As noted in our recommendations, the start of the school year is an important time for the UBC FS to establish itself as a brand. Before anything else can be considered, the first thing that needs to improve is the frequency and quality of donations. During the summer months, the strategies and tactics pertaining to garnering donations will be a focus. Our recommendations to increase convenience of donations, through off-site donation bins and available pick up services could be organized and facilitated prior to September 2016. Additionally, the summer months are the ideal time to reach out to 1-800-got-junk to begin exploring a potential partnership. Further, any and all upgrades to the store’s atmosphere

that can be accomplished before September 2016 would be valuable. This activity can have some spill over, if needed, into phase #2, where more human capital is assumed. Lastly, before September 2016, the UBC FS should establish which volunteers from past years will be committing to another year of service and how many more are needed.

Phase #2

SEPTEMBER – DECEMBER 2016

This phase includes the bulk of our recommendations. Right at the start of September, a large push to increase the volunteer base will be needed as store hours are to be implemented on the first day of school. At this time, the store will reopen and donations are to remain a large area of focus. Ads in campus newspapers and online newsletters can be run and social media platforms can be established. As human capital increases, we recommend allocating the social media management tasks to one or two dedicated and knowledgeable volunteers who can develop and implement the strategies for engagement throughout this phase and into the New Year. An example of the key seasonal trends that should be capitalized on appears in the description of this tactic. However, the most notable of which is to target September move in and the activities surrounding that through the print campaign.

Near the end of phase #2, the UBC FS should plan to co-host their repair and repurpose night in partnership with the Knitting and Sewing Club. In this way, a creative outlet can be given to students who would be experiencing stress from exam preparation. The UBC FS should also begin to reach out to the UBC community with their web-development project. Ensuring that this project is adopted early in the year will allow the UBC FS to implement their adapted points system and inventory management procedures at the start of phase #3.

Phase #3

JANUARY – APRIL 2016

At the start of phase #3, the UBC FS should push online engagement in order to regain the attention of students returning from winter break. We recommend that the UBC FS kick off the year with a social media contest. Ideally, the website can go live for the beginning of phase #3 as well, and the points system can be adopted. Further along, near the exam season the UBC FS should host a second event with the Knitting and Sewing Club.

BUDGETS

For a detailed breakdown of the costs associated with each of the above recommendation, please refer to appendix J.

SMART OBJECTIVE #1

We aim to develop a website in collaboration with one of the UBC faculties. Therefore, we did not budget for any costs associated with this activity. As well, implementing an adaptive points system and hours of operation will be done at no cost to the UBC FS. Further, a paid employee is to be hired. The budgeted amount for this is \$15 / hour for 10 hours per week. Although hours will be influenced by student response to our marketing tactics and overall seasonality, the paid employee should expect to work 340 hours in the school year, creating a total cost of \$5,100.

For advertising expenditures, the UNA takes editorial spots for free to include in their weekly newsletter. However, the pricing for ad space in the Ubyssy is based on the size of the ad and is priced per issue. For a full page ad, it costs \$1,778. Price then drops as the size of the ad goes down. The smallest size that can be purchased is a “business card” sized ad spot, which costs \$102. Given the Free Store advertises for the last month before the end of the school year for donations, targeting resident move out, two ad spots would range from \$3,556 to \$204.

For the UBC Free Store to target resident turnover, we suggest that they place donation bins in the main UBC residences. These are Place Vanier, Totem Park, Gage Towers, Marine Drive, and Ponderosa. A Rubbermaid 69 litre bin from Canadian Tire is priced at \$9.99. For 5 of these units it would cost \$49.95.

Assuming that, to make the rounds in surround neighborhoods for donation pick ups, the volunteers would need to rent a vehicle, we have budgeted for U-Haul rentals. They offer a range of sizes of rental vehicles. Unless the volunteers are going to pick up large pieces of furniture, the best van to rent is the 9' Cargo Van. This van has a base cost of \$19.95 each day and then distance cost of \$0.49 each kilometre. At most, we estimate that the volunteers would have to do round trips of a total 25 kilometres each day. As we have proposed that it is a bi-monthly service, total cost each month would be approximately \$64.40.

SMART OBJECTIVE #2

Social media strategy is to be implemented by the paid employee and associated costs have been outlined above. A Hootsuite membership is \$9.99 / month and we have budgeted for 8 months of usage. The total cost is \$79.92.

Seasonal print campaigns can be done in a number of ways, each with varying levels of cost. For our budgeting, we have decided to identify the most cost efficient way possible, and recommend that the UBC FS prints 8.5 x 11” posters through UBC Print Services. The quoted price for a colour poster from UBC Print Services is \$0.35 per print (The University of British Columbia). Our recommendation for assumes that the total amount of posters needed will be 53 sheets per seasonal event. This includes 4 posters for each of the 12

residence buildings, as well as 5 posters in the new SUB. Thus, for each seasonal event the cost will be \$18.55. Our total budget assumes that 5 campaigns will be done, giving a total of \$92.75; however, this number can be adjusted depending on the monitored success of these campaigns. The UBC FS can add and subtract from this recommended number of 5 campaigns.

Upgrades to the UBC FS's atmosphere and storage system have also been budgeted modestly, in order to keep costs as low as possible. Fairy lights can be acquired for \$7.00 or repurposed lights can be sourced as well (eBay Inc., 2016). The wall paintings are assumed to be possible without incurring any labour costs. We believe that the UBC FS can get a talented artist to do this work for free. The cost of materials to turn one of the walls into a chalkboard wall is \$25.47 (Home Depot, 2016). Lastly, shelving units will be sourced from Habitat for Humanity's ReStore and we have budgeted \$100 for these upgrades (Habitat for Humanity Greater Vancouver, 2016).

SMART OBJECTIVE #3

The strategies and tactics pertaining to the third and final objective are all actions and activities that can be completed without any cost to the UBC FS.

MONITORS AND CONTROLS

We intend to monitor our overall goal of increased awareness through a survey in April 2017. We will contrast these future survey results with our current awareness level of 37.5 percent from our primary research. In order to monitor our success of increasing inventory and consumption we will compare the April 2017 inventory averages to the estimated inventory averages we received from the facilitator of the UBC Free Store, Laura. By keeping track of the number of repurposed items, in addition to inventory turnover, we will measure the overall reduction of waste in April 2017. As we have very limited data of current reduction of waste, we will assume the current average is greater than zero.

What follows is a breakdown of the ways in which the UBC FS can measure the success of these recommended strategies and tactics.

SMART OBJECTIVE #1

As we expect donations to increase by 100%, there are various ways to monitor whether our tactics are being successful in attracting new donors and larger more frequent donations. The implementation of specific hours of operation and volunteers organized by a paid employee will control the outreach of their social media tactics, as well as be able to quantify their donations. This system to track inventory will allow for a deeper understanding of peak periods to target as well as what items are being commonly donated. The point reward system will help control quality donations and determine what

types of events incentivize students. In regards to the upcoming September 2016 move-in, there is expected to be low inventory because the current school year has ended. However, with more established processes to monitor inventory, it will be easier to compare success with the April 2017 move-out. This gives a year for the FS to create strong brand awareness. Pickup services and various donation bins will help determine the most convenient and clustered drop off areas to target their messages.

SMART OBJECTIVE #2

Currently the FS has 699 Facebook likes and low response to their extra curricular events. Their most recent event of 'Free Yoga' had 16 attendees. Greater awareness and engagement with the store pushed through social media should increase overall response rates to events and the number of page 'likes' by April 2017.

SMART OBJECTIVE #3

This objective is relatively straightforward to measure; once the UBC FS can confidently say that they no longer landfill anything that they come in contact with, they will be successful. It is important to mention that any incremental gains towards this goal are valuable.

APPENDICES

Appendix A – Online Survey

Q1 How frequently have you donated or purchased items from a used goods store (a store that primarily sells second hand goods)?

- Never (1)
- Once per year (2)
- 4-11 times per year (3)
- Once per month (4)
- 2+ times per month (5)

Q2 If you have ever purchased second hand items from a used goods store, what store(s)?

Q3 To what extent do you agree with the following statements?

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
I am dedicated to a zero waste lifestyle (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I make a conscious effort to recycle every day (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I recycle when it's convenient to me (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not consider recycling in my day to day life (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4 To what extent do you agree with the following statements, regarding purchases from a used goods store?

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
I value low price (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am more likely to visit a store that is closer in proximity to me (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I aim to reduce environmental impact by purchasing second-hand items (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I don't like products that show any signs of prior usage (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is important that my friends like how I dress (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I shop at second-hand stores to find one of a kind fashion pieces (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q5 For the following product categories, would you use items from a second-hand source? Check all that apply.

- Kitchenware (1)
- Small appliances (2)
- Clothing (3)
- Furniture (4)
- School supplies/stationary (5)
- Electronics (6)
- Books/magazines (7)

Q6 How likely are the following to influence your decision to buy used goods?

	Very unlikely (1)	Unlikely (2)	Neutral (3)	Likely (4)	Very likely (5)
Recommendation from a family member (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommendation from a friend/classmate (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommendation from bloggers/online (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommendation from environmental leaders in your community (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On campus clubs (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q7 How did you furnish your current residence? Check all that apply.

- Purchased new items (1)
- Items passed down from a family member or friend (2)
- Purchased used items online (3)
- Purchased used items from a store (4)
- Previously owned items (5)
- Items found for free either online or offline (6)

Q8 When you dispose of goods you no longer want, how often do you do the following?

	Never (1)	Once per year (2)	2+ times per year (3)	Once per month (4)	Once per week (5)
Donate to a local charity (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sell online (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dispose of in trash (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leave the belongings outside your building in hopes they will be used by someone else (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pass down to friend or family member (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9 What motivates you to donate your unwanted goods to a local used goods store? Rate factors on importance.

	Not at all Important (1)	Somewhat unimportant (2)	Neutral (3)	Somewhat important (4)	Very Important (5)
Close drop off location (convenience) (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local pick up provided by second hand store (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You don't want to be wasteful (environmental consciousness) (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Charitable impact (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To declutter (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q10 Please consider the following statement: Imagine there is an organization that accepts donations in order to offer free items of the following categories: kitchenware, furniture, school supplies, electronics, books/magazines and clothing. The described organization is built on the fundamentals of a circular economy and reduced consumerism.

Q11 If you could conveniently donate items to this organization, how likely would you be to do so?

- Very unlikely (1)
- Unlikely (2)
- Neutral (3)
- Likely (4)
- Very likely (5)

Q12 Where are you most likely to engage with brands that you like?

- Facebook (1)
- Instagram (2)
- Twitter (3)
- Pinterest (4)
- Blogs (5)
- Environmental conferences (6)
- Student events (7)
- Email (8)
- Websites (9)

Q13 Which of the following organizations have you heard of previously? Check all that apply.

- Foro (1)
- UBC re-use it (2)
- SHHS: Sustainable Move Out (3)
- UBC Free Store (4)
- Goodwill (5)
- Other sustainability service in UBC, please identify: (6) _____

Q14 Which of the following describe you in relation to the UBC Free Store?

- I have never heard of it (1)
- I have heard of it (2)
- I have visited it (3)
- I have taken goods from it (4)
- I have donated goods to it (5)
- I have both taken goods and donated goods to it (6)

If I have never heard of it Is Selected, Then Skip To Regarding on campus volunteer involvement...If I have heard of it Is Selected, Then Skip To Regarding on campus volunteer involvement...

Q15 What do you like about the UBC Free Store and is there anything that you would like to see changed?

Q16 Regarding on campus volunteer involvement, to what extent do you agree with the following statements?

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
I volunteer in groups that boost my resume experience (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I volunteer in groups that align with my values (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I volunteer in groups that align with my interests (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I volunteer in groups to build community/friendship (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I volunteer in groups for personal development (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I volunteer in groups because I want to have a positive impact on my community (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q17 Which of the following applies to your role at UBC?

- Undergraduate (1)
- Graduate (2)
- Staff (3)
- Professor or Instructor (4)

If Undergraduate Is Selected, Then Skip To Which academic year are you in? If Graduate Is Selected, Then Skip To What is your area of study? If Staff Is Selected, Then Skip To What is your role? If Professor or Instructor Is Selected, Then Skip To Which faculty?

Q18 Which academic year are you in?

- 1 (1)
- 2 (2)
- 3 (3)
- 4+ (4)

Q19 What is your main area of study (faculty)?

- Arts (1)
- Commerce (2)
- Science (3)
- Forestry (4)
- Kinesiology (5)
- Economics (6)
- Engineering (7)
- Other: (8) _____

If Arts Is Selected, Then Skip To Are you an exchange student? If Commerce Is Selected, Then Skip To Are you an exchange student? If Science Is Selected, Then Skip To Are you an exchange student? If Forestry Is Selected, Then Skip To Are you an exchange student? If Kinesiology Is Selected, Then Skip To Are you an exchange student? If Economics Is Selected, Then Skip To Are you an exchange student? If Engineering Is Selected, Then Skip To Are you an exchange student? If Other: Is Selected, Then Skip To Are you an exchange student?

Q20 What is your area of study?

If What is your area of study? Is Not Empty, Then Skip To Are you an exchange student?

Q21 What is your role?

If What is your role? Is Not Empty, Then Skip To Do you live on campus? (including Wes...

Q22 Which faculty are you a part of?

If Which faculty? Is Not Empty, Then Skip To Do you live on campus? (including Wes...

Q23 Do you live on campus? (including Wesbrook area)

- yes (1)
- no (2)

Q24 Are you an exchange student?

- yes (1)
- no (2)

Q25 In order to further our research, we are hosting a one hour focus group on campus. Participants will be offered FREE pizza. Would you be interested in participating? If yes, please select a time that works for you and enter your email address.

- Wednesday March 2 at 5:00 pm (1) _____
- Thursday March 3 at 4:00 pm (2) _____
- I am not interested (3)

If Wednesday March 2 at 5:00 pm Is Selected, Then Skip To End of Survey
 If Thursday March 3 at 4:00 pm Is Selected, Then Skip To End of Survey
 If I am not interested Is Selected, Then Skip To The organization described above is t...

Q26 The organization described above is the UBC Free store. Check it out in the basement of the old sub!

Appendix B – Online Survey Results

Q1 How frequently have you donated or purchased items from a used goods store (a store that primarily sells second hand goods)?

#	Answer	Response	%
1	Never	23	23%
2	Once per year	41	41%
3	4-11 times per year	29	29%
4	Once per month	5	5%
5	2+ times per month	3	3%
Total		101	100%

Q2 If you have ever purchased second hand items from a used goods store, what store(s)?

Text Response

buffalo exchange

Changes

Cheapskates

crossroads

Free store

Front and Company

Hunter & Hare

independent thrift and consignment stores in my neighborhood

other independent places (mostly clothing focused)

pawnshops

play it again sports

Rich Rags

sally ann

Salvation Army (x24)

SPCA

SPCA Thrift

SPCA thrift store

St. Vincent de Paul

Stevenson Books

Stevenson Books

Thrift stores

turnabout

Turnabout

value village (x29)

Vespucci

VGH thrift store

vv boutique (value village)

Wildlife Thrift Store

Annie's Attic

Bookstores/Book Sales

cheap skates

cheap skates

cheap skates

Community in Gas Town

Craigslist

Craigslist

Front and Company

furniture

goodwill

Goodwill

Goodwill

Goodwill

Goodwill

Salvation Army

- Salvation Army
- SPCA
- SPCA
- Sports Exchange
- Summerland Thrift Store
- Tennis Racquet
- Trends Fashion in Calgary
- Turnabout
- UBC bookstore
- used clothes store

Statistic	Value
Total Responses	77

Q3 To what extent do you agree with the following statements?

#	Question	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total Responses	Mean
4	I do not consider recycling in my day to day life	46	38	10	5	0	99	1.74
3	I recycle when it's convenient to me	9	15	7	40	28	99	3.64
2	I make a conscious effort to recycle every day	2	7	16	43	31	99	3.95
1	I am dedicated to a zero waste lifestyle	5	22	47	20	5	99	2.98

Q4 To what extent do you agree with the following statements, regarding purchases from a used goods store?

#	Question	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total Responses	Mean
1	I value low price	1	4	13	56	23	97	3.99
2	I am more likely to visit a store that is closer in proximity to me	0	5	9	58	25	97	4.06
3	I aim to reduce environmental impact by purchasing second-hand items	8	28	31	18	12	97	2.98
4	I don't like products that show any signs of prior usage	3	27	24	38	5	97	3.15
5	It is important that my friends like how I dress	9	19	22	42	5	97	3.15
6	I shop at second-hand stores to find one of a kind fashion pieces	20	28	18	25	6	97	2.68

Q5 For the following product categories, would you use items from a second-hand source? Check all that apply.

#	Answer	Response	%
1	Kitchenware	39	40%
2	Small appliances	46	47%
3	Clothing	54	56%
4	Furniture	64	66%
5	School supplies/stationary	48	49%
6	Electronics	41	42%
7	Books/magazines	82	85%

Q6 How likely are the following to influence your decision to buy used goods?

#	Question	Very unlikely	Unlikely	Neutral	Likely	Very likely	Total Responses	Mean
1	Recommendation from a family member	0	9	18	54	15	96	3.78
2	Recommendation from a friend/classmate	0	5	15	63	13	96	3.88
3	Recommendation from bloggers/online	3	27	30	34	2	96	3.05
4	Recommendation from environmental leaders in your community	4	31	21	36	4	96	3.05
5	On campus clubs	8	31	37	20	0	96	2.72

Q7 How did you furnish your current residence? Check all that apply.

#	Answer	Response	%
1	Purchased new items	72	77%
2	Items passed down from a family member or friend	60	64%
3	Purchased used items online	25	27%
4	Purchased used items from a store	31	33%
5	Previously owned items	51	54%
6	Items found for free either online or offline	23	24%

Q8 When you dispose of goods you no longer want, how often do you do the following?

#	Question	Never	Once per year	2+ times per year	Once per month	Once per week	Total Responses	Mean
1	Donate to a local charity	14	36	40	5	1	96	2.41
2	Sell online	34	28	30	3	1	96	2.05
3	Dispose of in trash	18	27	18	21	12	96	2.81
4	Leave the belongings outside your building in hopes they will be used by someone else	64	18	10	3	1	96	1.53
5	Pass down to friend or family member	5	29	43	18	1	96	2.80

Q9 What motivates you to donate your unwanted goods to a local used goods store? Rate factors on importance.

#	Question	Not at all Important	Somewhat unimportant	Neutral	Somewhat important	Very Important	Total Responses	Mean
1	Close drop off location (convenience)	2	3	8	44	39	96	4.20
2	Local pick up provided by second hand store	7	5	30	32	22	96	3.59
3	You don't want to be wasteful (environmental consciousness)	1	9	22	27	37	96	3.94

4	Charitable impact	0	8	22	39	27	96	3.89
5	To declutter	0	1	27	37	31	96	4.02

Q10 Please consider the following statement: Imagine there is an organization that accepts donations in order to offer free items of the following categories: kitchenware, furniture, school supplies, electronics, books/magazines and clothing. The described organization is built on the fundamentals of a circular economy and reduced consumerism.

Q11 If you could conveniently donate items to this organization, how likely would you be to do so?

#	Answer	Response	%
1	Very unlikely	4	4%
2	Unlikely	4	4%
3	Neutral	15	16%
4	Likely	40	42%
5	Very likely	33	34%
Total		96	100%

Q12 Where are you most likely to engage with brands that you like?

#	Answer	Response	%
1	Facebook	56	59%
2	Instagram	53	56%
3	Twitter	8	8%
4	Pinterest	14	15%
5	Blogs	17	18%
6	Environmental conferences	5	5%
7	Student events	21	22%
8	Email	36	38%
9	Websites	70	74%

Q13 Which of the following organizations have you heard of previously? Check all that apply.

#	Answer	Response	%
1	Foro	5	7%
2	UBC re-use it	22	29%
3	SHHS: Sustainable Move Out	15	20%
4	UBC Free Store	29	38%
5	Goodwill	58	76%
6	Other sustainability service in UBC, please identify:	2	3%

Other sustainability service in UBC, please identify:
Haven't heard of any

Q14 Which of the following describe you in relation to the UBC Free Store?

#	Answer	Response	%
1	I have never heard of it	60	63%
2	I have heard of it	22	23%
3	I have visited it	9	9%
4	I have taken goods from it	1	1%
5	I have donated goods to it	0	0%
6	I have both taken goods and donated goods to it	4	4%
Total		96	100%

If I have never heard of it Is Selected, Then Skip To Regarding on campus volunteer involvement...If I have heard of it Is Selected, Then Skip To Regarding on campus volunteer involvement...

Q15 What do you like about the UBC Free Store and is there anything that you would like to see changed?

Text Response	
Make it look alive	I love the free store. My only wish is that it was more well known and used by students. The old SUB is pretty deserted and I don't think people know that UBC has a free store or where it is.
a more open area	I like how it is always open but I wish they had more constant online updates of what there's at the store because things can go really fast and you might never know they had them. I also wish they had drop off stations around campus and close to the buses.
	Organization has been improved! Would be cool to see updates online when specific things come in (Specialty items etc), but that would be logistically difficult
Change to more important place on the nest	I like how it's open 24/7. It needs more engagement from the campus and provide education

Q16 Regarding on campus volunteer involvement, to what extent do you agree with the following statements?

#	Question	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total Responses	Mean
1	I volunteer in groups that boost my resume experience	5	10	22	46	12	95	3.53
2	I volunteer in groups that align with my values	1	3	16	39	36	95	4.12
3	I volunteer in groups that align with my interests	2	4	8	43	38	95	4.17
4	I volunteer in groups to build community/friendship	1	7	21	45	21	95	3.82
5	I volunteer in groups for personal development	2	4	19	49	21	95	3.87
6	I volunteer in groups because I want to have a positive impact on my community	0	4	19	46	26	95	3.99

Q17 Which of the following applies to your role at UBC?

#	Answer	Response	%
1	Undergraduate	82	86%
2	Graduate	7	7%
3	Staff	3	3%
4	Professor or Instructor	3	3%
Total		95	100%

If Undergraduate Is Selected, Then Skip To Which academic year are you in? If Graduate Is Selected, Then Skip To What is your area of study? If Staff Is Selected, Then Skip To What is your role? If Professor or Instructor Is Selected, Then Skip To Which faculty?

Q18 Which academic year are you in?

#	Answer	Response	%
1	1	8	10%
2	2	7	9%
3	3	24	29%
4	4+	43	52%
Total		82	100%

Q19 What is your main area of study (faculty)?

#	Answer	Response	%
1	Arts	18	22%
2	Commerce	32	39%
3	Science	12	15%
4	Forestry	6	7%
5	Kinesiology	2	2%
6	Economics	0	0%
7	Engineering	4	5%
8	Other:	8	10%
Total		82	100%

Other:

LFS

Pharmacy

Land & Food Systems

Land and Food Systems

LFS

LFS (and offended that this wasn't on the list!!)

Unclassified with science bachelors

If Arts Is Selected, Then Skip To Are you an exchange student? If Commerce Is Selected, Then Skip To Are you an exchange student? If Science Is Selected, Then Skip To Are you an exchange student? If Forestry Is Selected, Then Skip To Are you an exchange student? If Kinesiology Is Selected, Then Skip To Are you an exchange student? If Economics Is Selected, Then Skip To Are you an exchange student? If Engineering Is Selected, Then Skip To Are you an exchange student? If Other: Is Selected, Then Skip To Are you an exchange student?

Q20 What is your area of study?

Text Response

Science

Kinesiology

Kinesiology

Biomedical Engineering

Creative Writing, Italian

Clean energy

Statistic

Value

Total Responses

6

If What is your area of study? Is Not Empty, Then Skip To Are you an exchange student?

Q21 What is your role?

Text Response

Manager

Library Staff

If What is your role? Is Not Empty, Then Skip To Do you live on campus? (including Wes...

Q22 Which faculty are you a part of?

Text Response

Sauder

Sauder

Sauder

If Which faculty? Is Not Empty, Then Skip To Do you live on campus? (including Wes...

Q23 Do you live on campus? (including Wesbrook area)

#	Answer	Response	%
1	yes	32	34%
2	no	63	66%
Total		95	100%

Q24 Are you an exchange student?

#	Answer	Response	%
1	yes	0	0%
2	no	90	100%
Total		90	100%

Q25 In order to further our research, we are hosting a one hour focus group on campus. Participants will be offered FREE pizza. Would you be interested in participating? If yes, please select a time that works for you and enter your email address.

Wednesday March 2 at 5:00 pm	Thursday March 3 at 4:00 pm
██████████@hotmail.com	
	██████████@gmail.com
	██████████@gmail.com
	██████████@gmail.com

If Wednesday March 2 at 5:00 pm Is Selected, Then Skip To End of Survey. If Thursday March 3 at 4:00 pm Is Selected, Then Skip To End of Survey. If I am not interested Is Selected, Then Skip To The organization described above is t...

Appendix C – In-Depth Interview Results

We conducted a free association test to our focus group to measure the positive and negative associations attached with the phrase ‘Free Store’ to measure if there were any outstanding opinions that may affect the predetermined image of the UBC Free Store. The results are as follows:

Positive Associations

- interesting
- chill/ relaxed
- friendly
- second hand thrift store
- organized thrift shop
- accessible
- sweet

Negative Associations

- crap stuff
- Knick knacks
- skeptical
- ulterior motive?
- self interest
- beat up
- used
- odor
- discolored
- I don't want to use this
- weird
- low quality
- not sure if there are people supposed to be there

We were also interested in knowing what UBC students thought the expected goods and quality of products would be offered at the Free Store. Our interviews showed that those who do not use second hand stores as their primary location for purchasing goods tend to assume that any products in the free store will be heavily used and in bad condition. There seemed to be more of a negative connotation attached with the name 'Free Store' as there is expected lower quality than found in thrift stores.

We found that the types of products students tend to be more price sensitive about are books, furniture, smaller items, and kitchen appliances, which is also what the respondents expected to find in a Free Store.

Although environmental impact is a concern among students, it tends to be more of a secondary thought to their purchases (Conventionals and Necessity). It was mentioned that those who actively shop at consignment stores already have the intention to reduce waste, therefore it can be said that environmental impact is a primary thought for those who are active users of a low waste lifestyle (Ecocentric LOHAS).

Most respondents make a conscious effort to donate and try to avoid throwing out where possible however, there is a convenience factor that motivates these efforts. When asked of what they envision for the Free Store, it seemed to be a reoccurring theme to offer donation bins in a central location to encourage more donations and be more accessible.

When asked what their visions for the future of the Free Store would be, participants agreed that a community of sustainability is an excellent initiative. It is unclear as to whether there should be people working as well as they noted the low selection of products. Despite the concerns of the poor location, it is not feasible to relocate the Free Store, and has potential to utilize the culture in the old sub.

What are your visions for the Free Store?

- Bright, clean, well ventilated – no smell, sturdy and safe shelves, no hidden nails to step on, WELCOMING, don't be too pompous, NOT intimidating.
- Makes you feel like a community that are making effort for sustainability.
- super cheap
- afternoon - evening hours?
- hostile looking
- have someone working those hours - more friendly and less confusing
- Donation bin near parking lot will encourage people who are driving to school to donate, especially for heavy and large items (furniture, books)
- great idea, but needs more notice, excellent idea and willing to support
- opinions (low quality, bad location, a great store)
- not ideal location
- interesting culture in the basement that you could work with

Do you think there should be some form of reciprocity program where students give something in order to take from the Free Store?

- Make customers feel that they could compensate the sense of guilty by donating next time and be engaged with the community
- people would shy away from a commitment
- more comfortable bringing in and taking something. some form of exchange
- it is engrained that people need to give something
- membership fee good idea - people feel more entitled to take stuff
- foster a sense of loyalty and more likely to take stuff in

Because the Free Store's mission is to reduce consumerism, charging students for a used item works against their value proposition however, including tokens for exchange or some form of loyalty program may spark deeper engagement with the store.

If drop off initiatives were done once a month, instead of all the time, it might produce urgency and would encourage regular "decluttering" or donating. Motivations for using second hand stores are because they are "cool" and "niche" and important for the budget conscious student.

The best way for students to find out about events on campus is through word of mouth and social media. As shown through our online survey results, Facebook is one of the

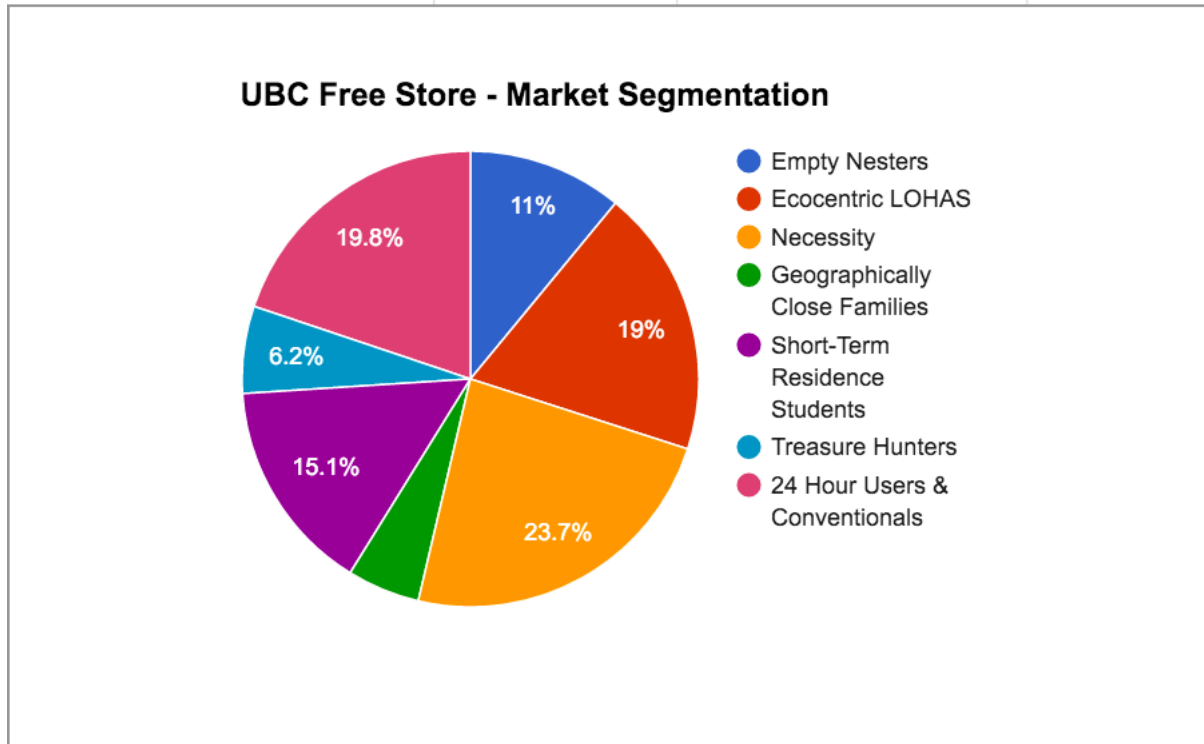
largest platforms used when engaging with brands they like, which will be recommended to inform students of promotional events in regards to the Free Store.

Appendix D – Quantified Segmentation

Total UBC	
Student Enrolment	51447
UTown	20000
Students on Residence	9400
	62047

		% Age 40-64	Total # in Area	
	Endowment Lands	35.90%	4000	1436
	Kitsilano	34.50%	41375	14274
	West Point Grey	38.40%	12795	4913
			Total	20624
Empty Nesters		Empty Nesters approx. 33% on UBC area equals:		6806
		Total Population	UBC Population	
Ecocentric LOHAS		19.00%	62047	11789
		23.7% of respondents listed "strongly agree" to "I value low price"	UBC Population	
Necessity		23.70%	62047	14705
		UTown	Nuclear Family #	
Geographically Close Families	Children	800	4	3200
			UBC Enrolment	9400
		6 of 97 respondents agreed strongly with "I shop at second-hand stores to find one of a kind fashion pieces"	UBC Population	
Treasure Hunters		6.19%	62047	3838
			UBC Total Population	
24 Users and Conventionals		What is left over	62047	12309

Empty Nesters	6806	11.0%
Ecocentric LOHAS	11789	19.0%
Necessity	14705	23.7%
Geographically Close Families	3200	5.2%
Short-Term Residence Students	9400	15.1%
Treasure Hunters	3838	6.2%
24 Hour Users & Conventionals	12309	19.8%
		100.0%



Appendix E – Barriers to Entry

Barriers to Entry checklist

Competition	Medium
Concentration	Low
Life Cycle Stage	Mature
Capital Intensity	Low
Technology Change	Low
Regulation & Policy	Medium
Industry Assistance	Low

SOURCE: IBISWORLD

Appendix F – Key Success Factors

Key Success Factors

IBISWorld identifies 250 Key Success Factors for a business. The most important for this industry are:

Attractive product presentation: Arranging used items in attractive ways will entice consumers to purchase more products.

Ability to control stock on hand: Operators will benefit from controlling inventory by purchasing or accepting donations of items that have the potential to sell quickly.

Ensuring pricing policy is appropriate: This industry competes on price. Therefore, operators in this industry must be cognizant of the product pricings of other used good stores, as well as the price of products in discount stores, which compete with this industry.

Effective quality control: Operators should examine and ensure used goods are functional, of purchasable condition and safe for use prior to purchasing them as stock.

Accessibility to consumers: In order to assure steady business, operators should locate their establishments in a region with an adequate population and close to an accessible location.

Appendix G – Applications for Funding

Resources:

<http://secubc.com/funding-application/>

<https://myams.org/grants-bursaries/>

<http://inside.warren-wilson.edu/~recycle/freestore.php>

Appendix H – References for Employee Funding

Funding Opportunities:

UBC Student Environment Centre: <http://secubc.com/funding-application/>

Opportunity for Volunteer Engagement:

Sauder Philanthropy Program:

[http://www.sauder.ubc.ca/About/Sauder Philanthropy Program](http://www.sauder.ubc.ca/About/Sauder_Philanthropy_Program)

Appendix I - Poster Example

—99%—
OF EVERYTHING WE
>>>> purchase <<<<
IS *ONLY* USED FOR
—6 MONTHS—



TOGETHER WE CAN BEAT THE STATISTICS
VISIT US IN THE BASEMENT OF THE SUB TODAY!

Appendix J – Budget

Objectives, strategies & tactics	Item/activity description	Cost per unit	# of units	Total cost
Objective 1: Increase donations				
Strategy 1.1: Develop processes to keep track of inventory				
Tactic 1.1.1: Create a website and app to track inventory	N/A	\$0	N/A	\$0
Tactic 1.1.2: Implement a points reward system for donations	N/A	\$0	N/A	\$0
Tactic 1.1.3: Implement hours of operation and mandatory staffing	N/A	\$0	N/A	\$0
Tactic 1.1.4: Increase volunteer base and recruit a paid employee	paid employee	\$15 / hour	340 hours	\$5,100
Strategy 1.2: Spread mission and attract donors				
Tactic 1.2.1: Social media calendar	N/A	\$0	N/A	\$0
Tactic 1.2.2: Partner with environmental leaders	N/A	\$0	N/A	\$0
Tactic 1.2.3: Ads in campus newspapers and online newsletters	UBYSSEY AD SPOTS	\$1778 - \$102	Twice/year?	\$3,556 - \$204
Strategy 1.3: Convenient donations				
Tactic 1.3.1: Donation bins	Rubbermaid Bins - 69L	\$9.99	5	\$49.95
Tactic 1.3.2: Pick up services	U-Haul Van	\$19.95/day + \$0.49/km	Twice/month @ 25km	\$64.40/month
Strategy 1.4: Partner with local junk removal company				
Tactic 1.4.1: Allow 1-800-Got-Junk to make donations	N/A	\$0	N/A	\$0
Objective 2: Increase consumption				
Strategy 2.1: Strengthen online presence				
Tactic 2.1.1: Community engagement on social media platforms	Hootsuite membership	\$9.99/month	8	\$79.92
Tactic 2.1.2: Social media contests	Responsibilities of paid employee	\$0	N/A	\$0
Strategy 2.2: Seasonal print campaigns				
Tactic 2.2.1: Target September move in	8.5 x 11" poster	\$0.35/print	53 x 5 = 256	\$92.75
Strategy 2.3: More appealing store atmosphere				
Tactic 2.3.1: Create a brighter atmosphere	Lighting	\$7	1	\$7.00
Tactic 2.3.2: Improve aesthetics	Chalkboard paint	\$25.47	1	\$25.47
Tactic 2.3.3: Create permanent storage and shelving	Shelving units	\$100	1	\$100
Objective 3: Eliminate waste				
Strategy 3.1: Repair and repurpose				
Tactic 3.1.1: Co-host event with Knitting and Sewing Club	N/A	\$0	N/A	\$0
Strategy 3.2: Recycle everything else				
Tactic 3.2.1: Locate appropriate recycling facilities	N/A	\$0	N/A	\$0
Tactic 3.2.2: Recirculate unwanted books	N/A	\$0	N/A	\$0
			Total Cost:	\$9,526

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