

**Museum of Anthropology  
Strategies on Increasing Student Patronage  
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University of British Columbia  
COMM 486M  
April 06, 2017**

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# Museum of Anthropology

## STRATEGIES ON INCREASING STUDENT PATRONAGE

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# Executive Summary

“The Museum of Anthropology will become one of the world’s principal hubs for exhibition, teaching, and research of international visual, intangible, and performative culture” (MOA 2014 Annual Report). The Museum of Anthropology, commonly referred to as MOA, is the home of multiversity galleries with a special emphasis on displays of Northwest Coast First Nations.

The objective of this report is to provide strategic recommendations in respect to achieving the goal of increasing student participation and attendance in the short term, leading to increased student patronage in the long term, thus aligning with MOA’s mission. Through a detailed analysis of MOA, the museum industry in Canada, and both direct and indirect competitors, the report outlines three strategies in order to achieve the goal.

- a. Increase the impact of online marketing - MOA does have a relatively large number of followers or subscribers on many of their social media channels such as FaceBook, Twitter, and Instagram. However, we believe that these channels can be used more effectively through several tactics listed in the report.
- b. Increase brand awareness in the UBC community - MOA has an established name and is generally regarded highly in the Vancouver museum industry. In stark contrast, UBC students are unfamiliar with the brand, leading to low student attendance.
- c. Create extrinsic motivation for both new and returning customers through changes in the internal processes of MOA - A trend in the museum industry suggests that more museums around the world are becoming more interactive in order to increase attendance and participation.

In terms of limitations, our report uses findings based in 2014 owing to the fact that MOA has only published annual reports until that year. This won’t be an issue as our recommendations draw information from not only the report but also our findings from several other cited sources. MOA has little to no problems attracting certain target segments such as tourists, Vancouver locals, and avid museum goers; consequently, our report focuses predominantly on students rather than other consumer segments such as Vancouver locals and tourists.

We want to thank you for taking the time to read our report and hope our recommendations can be implemented to help MOA become an educational cornerstone of culture within the UBC community.

# Situation Analysis

## SWOT and Company Analysis

The Museum of Anthropology, MOA, is an institute located in the University of British Columbia’s campus, thus caters to UBC students, tourists visiting Vancouver, as well as locals in the vicinity of the UBC campus.

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>a) Multiple revenue streams: MOA shop, facility rentals, and exhibits/tours</li> <li>b) Public sector and UBC funding</li> <li>c) Contains several high-profile artefacts; notably the yellow cedar sculpture, The Raven and the First Men</li> <li>d) MOA is highly regarded on many travel sites including tripadvisor</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>a) Location: albeit only 20 minutes away from Downtown, only accessible through bus transit and personal vehicle</li> <li>b) MOA is not profitable, with a deficit of almost \$160,000 as of 2014</li> <li>c) Lack of interest in the community of student/younger generation</li> <li>d) Lack of <b>student engagement</b> in online presence</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>a) Increasing accessibility is trending</li> <li>b) Technological advancements; Virtual/augmented reality is quickly becoming more relevant in society</li> <li>c) “Creative renaissance”; today’s generation of young adults grew up with a palette of digital tools, giving them opportunities for more creative pursuits than any other generation (museumsociety, 2008)</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>a) Increasing minority demographics; currently only 9% of core museum visitors are minorities (museumsociety, 2008)</li> <li>b) Increasing volatility in energy prices can affect museum operating budgets, including preservation standards</li> <li>c) Economic threats such as recession may hinder revenue streams such as admission fare and MOA shop</li> </ul>

The MOA is widely regarded in the Vancouver museum industry; on TripAdvisor, MOA is rated 4.5/5 from over 2600 reviews, and is ranked 5th of 345 of “things to do in Vancouver.” In terms of cash inflows, MOA has an entrance fee, a gift shop, rental program, and funding from UBC and the Government. However, as of 2014, according to the annual report, MOA ran a deficit of almost \$160, 000. In respect to location, MOA is placed conveniently 20 minutes away from Vancouver Downtown; however, it is a “destination location.” In other words, despite the close proximity to central Vancouver, potential customers need to seek out MOA through public bus transit or a personal vehicle owing to the fact that it is not close to any other attractions outside of UBC. In 2014, the City of Vancouver created a 10 year plan to expand the Millenium Line

Skytrain with phase 2 of the plan being “rapid transit to UBC,” which may be a future, long-run opportunity.

A growing concern for MOA is that while it does attract many tourists and avid museum go-ers, only 1,163 out of 50, 000 (2.4%) post-secondary students attended MOA in 2014 (2014 MOA annual report). This is a problem because UBC students are a perfect target audience for MOA and increased participation from students would not only increase revenue and profitability, but it would also align with MOA’s mission to “encourage full academic and student participation while promoting UBC’s values, commitment, and aspirations” (2014 MOA annual report).

There are multiple opportunities that MOA can take advantage of: we are living in a time of a “creative renaissance” as today’s younger generations grow up with many tools, digital or otherwise, to pursue creative endeavours. Moreover, a growing trend in the museum industry is increased technology or interactivity. A long term possibility that MOA can also look into the future is the innovation of virtual and augmented reality. This phenomenon has been generating a lot of buzz on the internet and may soon be a part of museum’s future; albeit, the technology still has years to develop if this were to be feasible.

There are also several threats in respect to MOA’s future. According to Museumsociety, only 9% of core museum visitors are minorities and this may be a potential issue as the minority demographic in the Americas are rising exponentially. Moreover, similar to many other industries, museums are also susceptible to economic factors; however, these threats will not be discussed as issues in the report owing to the fact that they do not concern students - student admission is free.

## **5C and Industry Analysis**

### **Company:**

MOA is an internationally well-known anthropology museum for its focus on BC First Nations culture and its effort of collaboration with the First Nations band. It is also one of the main tourist attractions for tourists coming to BC.

### **Collaborators:**

There are three main collaborators with MOA: the First Nation Band, UBC, and other museums. As MOA's main focus is on the First Nations of BC, MOA works closely with the First Nations peoples with respects for research, styles of displaying the artifacts, and the interpretation of the artifacts.

One of the major collaborators is the UBC community since MOA is a part of UBC. However, currently, there seems to be a disconnection between MOA and the UBC community since that there is a low student patronage, and the low awareness students have for MOA. It is important for MOA to get the UBC students to get visit MOA in order boost the number of visitors since UBC students is the group that has the easiest access to MOA, and it is also the group that is supposedly easiest reach group by social media channel. Therefore, our strategy 1 will be looking at how to reach the students using social media, and strategy 2 will be aiming to create connections between MOA and UBC as a whole.

The other collaborators of MOA are other Anthropology museums. Occasionally the artifacts of MOA will be transferred to other museums for display, and other museums artifacts will be displayed in MOA too. By doing so, it increases both partners' reputations and the reputation of MOA.

### **Customers:**

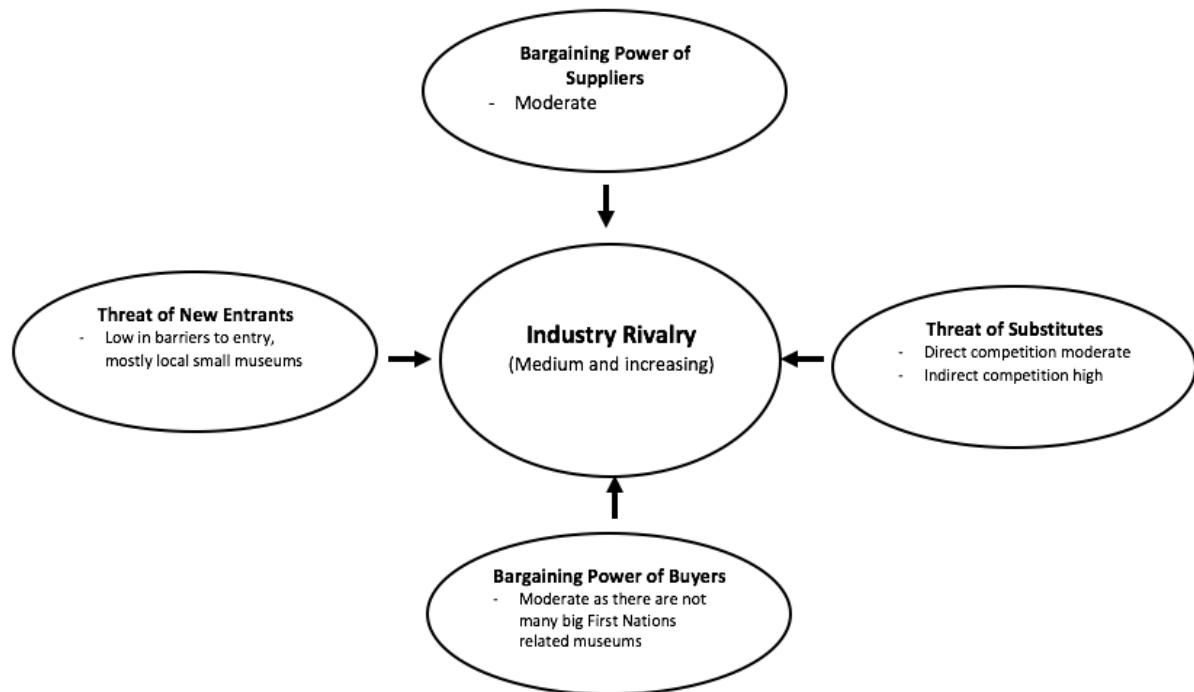
The number of total visitors in on a slow, but steady increase from 126,782 in 2008 (MOA Annual Report 2007-2008, n.d.) to 140,130 in 2014 (MOA Annual Report 2013-2014, n.d.). Surprisingly, even though UBC students segment is the segment that is the easiest accessibility to MOA, the UBC student patronage is not doing well according to our interview with a MOA. This might be due to the fact that there are many other alternatives entertainments that students choose over visiting the museum, and this will be discussed further in the next section, the competitor section.

### *Frequency of repurchasing*

The frequency of repurchasing, returning customers for the MOA case, is pretty low, and there is often a few months or years until the next revisit. So therefore, it is very important to create an incentive for the customers to revisit MOA, and our third strategy will be targeted towards increasing incentives for visitors to visit and revisit MOA.

## Competitors:

Porter's Five Forces for Museum Industry



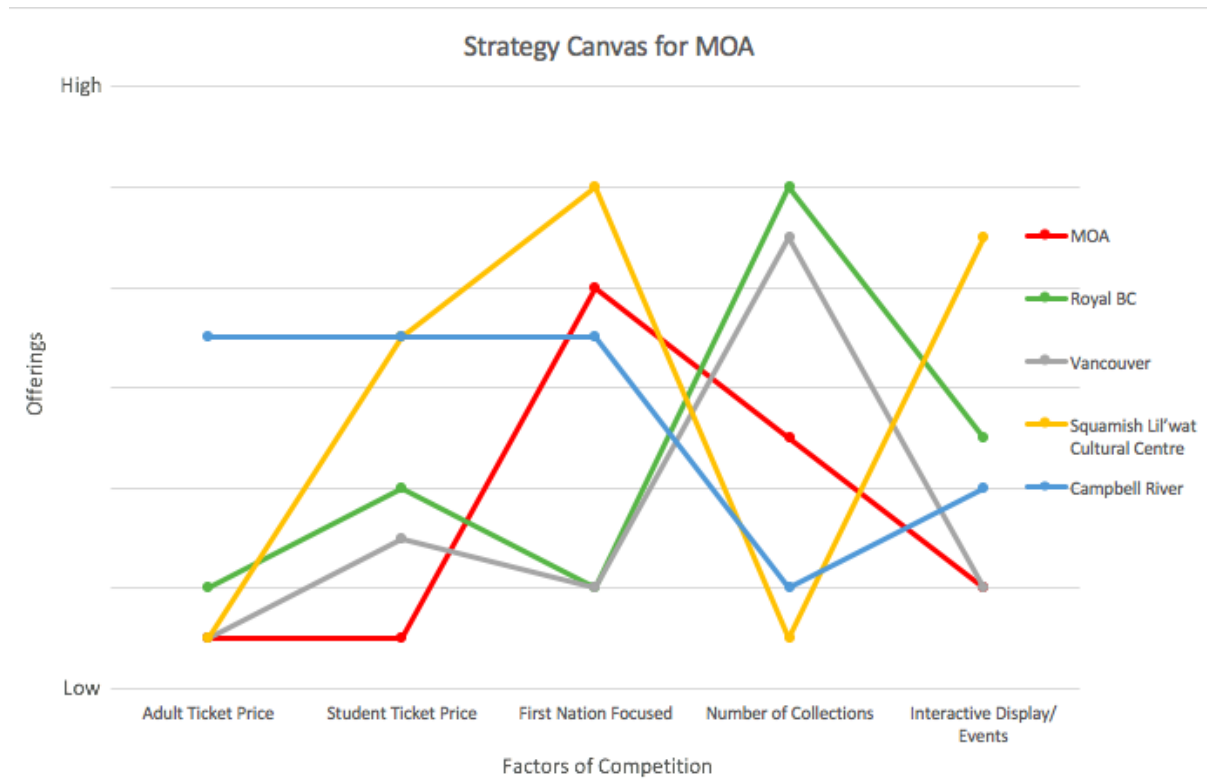
According to Porter's 5 forces, there are direct and indirect competitors that are competing with MOA. Since we are focusing on increasing UBC student patronage, indirect competition will be more important in this case. However, we created a strategy canvas of our direct competitors so that we can see what areas we could improve on.

### *Indirect Competitors*

Speaking of the indirect competitors that are competing with MOA for UBC students are places or events that UBC students would prefer to go during their leisure time other than going to MOA. The common places or events that students go to are pubs, clubs, restaurants, sporting events, and theatres. Keep in mind that most of these events are social events where students get to meet people, or the event itself has a very high entertainment value. On the other hand, MOA positioned itself as a educational and research institution, and students often think that visiting a museum is for educational purpose only. Therefore, visiting a museum, not just MOA, might not be the first option for students. Moreover, during site visiting to MOA, we realised that most of the sections in MOA, other than the great hall and the outdoor exhibitions, are shelf displays, and there were not much interactive displays, this can then reinforce the educational purpose perceptions in students' minds.



## Direct Competitors



MOA needs to persist its values that they are an educational and research based museums that put its emphasis on the First Nations people of BC. However, we can enhance the experiences of the visitors. By looking at our direct competitors, we can use them as proxies to see of what are some ways that is working for them. Therefore we created a strategy canvas, the graph above, with factors of competition such as, please see Appendix A Graph 1, ticket price (the more expensive the ticket price is, the lower the offering), first nation focused, number of collections, interactive displays. As it is shown in the strategy canvas, MOA's ticket price is generally higher than other museum. However, as our main target segment of our report is on the UBC student, which is free of admission, the ticket price will be out of the scope of our report. Nonetheless, the ticket price is something to be considered in achieving other goals. When comparing MOA to larger museums like Royal BC Museum and the Museum of Vancouver, we offers lower number of collections. Yet, a majority of our collections is about the First Nations, and only a small section of their exhibition is on the First Nations. Overall we provide a lot more of First Nations collections comparing to other museums.

An interesting thing to note about the other small museums that are operating at local basis, such as the First Nations Museum and the Campbell River Museum, is that they tend to position themselves as museum that provides educational value, and "experimental" value at the same time. Both of Squamish Lil'wat Cultural Centre Museum and the Campbell River provides solely on First Nations collections in low a

number, but they have come up with ways for them to compete with museums that offers a large amount of collections. For example, the when you enter the Squamish Lil'wat Cultural Centre Museum you are welcomed by traditional songs by people from the Squamish and Lil'wat Nations. It also offers a variety of interactive paid workshops such as making cedar rope, wood paddle rattle, hand drums, and even experiencing indigenous tea ceremony. The Campbell River Museum on the other hand, arranges their collections into sections that simulates the situations, such as logging, fishing (see appendix b). This "experimental" value seems to overlaps with a the factors (social, entertainment) that students choose other leisure events over visiting the museum. Therefore, it will be a good idea if incorporate what these museums are doing to increase student patronage, and this will be discussed further into details in strategy 3.

### **Climate:**

#### *Political and Regulation Factors*

Currently, there is not much collaborations going on between UBC and MOA. However, since UBC campus is located on the land of First Nations, it is important for the UBC community to respect the First Nations, and to get involved. UBC students are free of admission to enter MOA, but it does not seem to motivate students from visiting. Therefore, it is important for UBC to come up with a way to engage the UBC community, faculties, and students as a whole, and this will be demonstrated in strategy 2.

#### *Economic Environment*

If economy is doing well, people will have more disposable income to spend, and they will be more likely to engage in leisure events. However, when the economy is not doing well, people will only choose the events that will bring the most benefit to them. When applied to students, they might be more inclined to spend the money elsewhere since they do not perceive going to museums as something that brings them happiness.

#### *Social and Cultural*

What is the social perception of visiting a museum? If most people see visiting a museum as something they would do during their leisure time, more and more people will go to the museum. However, at the moment, students do not see going to the museum as something that they will do during their leisure time. For some students, museum is not even in their consideration of what to do during their leisure time.

#### *Technological*

The current trend of raising in technology has bring museum experience and promotion into an other level. There are a lot more innovative, interactive displays in the museum, and it is still in an increase trend. Yet, on the other hand, MOA does not have much interactive displays other than a touch screen for people to browse online contents, and this is something that MOA can improve on to get more visitors.

[entertainmentdesigner.com]



[youtube.com:jackord]



Most museums also offer online collections for free, and it can in a sense compete with the actual museum. Would people still want to visit the actual museum if the collections are viewable online? Therefore, the questions here should be “What can the museums do to add value to their physical exhibition to motivate visitors to visit the museum itself?”, and the answer for this question can be solved by using innovative technology. Combining interactive displays, demonstrated in the pictures above, together with museum exhibition will give visitors the experience that they cannot get by browsing the online content. Our strategy 3 will be addressing this problem.

Online promotion is also facing an increase trend. As social media is a huge part of people’s lives, students are especially active on social media, advertisement on social media is getting more and more popular. Therefore, online marketing is a huge area that MOA should focus on. Yet, the online social media engagement shows that of MOA shows that currently MOA’s online marketing is not doing so well. So, this will be our main focus for strategy 1.

# Strategies and Recommendations

## **Strategy 1: Increase the impact of online marketing through effective utilization of online communication mediums**

In order to address MOA's main weakness, such as lack of interest in the UBC students community and low brand awareness, MOA must make consistent efforts in building student's awareness and stimulating their interests in what MOA is offering. Generation Y/Millennials are heavy users of digital networks. They are highly influenced by social media content, as well as being actively engaged with new information online. It is crucial for MOA to reach their target audience efficiently by growing its online presence. To strengthen MOA's digital outreach, our tactics centres around three major aspects: social media, and search engine optimization and email marketing.

### **TACTIC 1.A: Increase online engagement on social media accounts**

According to the study conducted by American Press Institution (Appendix E), which measures the use of seven different social networks as pathways to news and information, fully 88 percent of those surveyed get news from FaceBook at least occasionally, 83 percent from YouTube, and 50 percent from Instagram. Sizable minorities of Millenials also report getting news from Pinterest (36 percent), Twitter (33 percent), Reddit (23 percent), and Tumblr (21 percent). Hence, we believe the most effective social media channels for MOA to reach UBC students are Facebook, Instagram and Twitter.

Then we conducted a comprehensive social media audit to evaluate the current performance and impacts of MOA's social media accounts: Facebook, Instagram and Twitter (Appendix F). By identifying the top 3 posts on each social media account with highest number of likes, shares and comments, we are able to understand what content would resonant and engage with followers the most (Appendix B).

MOA's Facebook account has an average of 5-10 likes and 1-3 shares. The outperforming posts are related to two main categories: educational posts about First Nations and art collections in MOA (Appendix G). Posts promoting MOA events such as workshops and talks tend to receive low level of interaction. One possible reason is that the students' background knowledge of First Nation is not sufficient enough to trigger their interests to go the event, and that's why they are more interested in easy-reading article posts about First Nations first. We believe Facebook should be the platform that helps students to build up the fundamental knowledge of First Nation, by posting a mixture of educational/informational articles and attention-grabbing photos of exquisite collections in MOA.

MOA's Twitter is performing with the lowest level of engagement. The average number of likes and number of shares are 5 and 2 respectively. The top 3 posts (Appendix H) that have the highest interaction contain either a specific hashtag or tag other twitter accounts. Most posts only contain text or text with one picture, which makes the post look dull and

plain. We strongly suggest MOA create rich media content (images, gifs, and short videos) for its Twitter posts, in order to generate leads and engage an online community of users.

MOA's Instagram receives hundreds of likes yet less than 5 comments for each post (Appendix I). A key problem is that almost none of these posts have hashtags. The hashtag is likely the most popular means of categorizing content on social media. It makes the social media content discoverable and allows users to find relevant content from other people and businesses. The hashtag also allows users to connect with and engage other social media users based on a common theme or interest. To gain millennials to its posts, exposure, MOA should add trendy hashtags that's popular among millennials to its posts, such as **#photooftheday**, **#discoverubc**, **#ubclife**, **#vancityhype**, **#museumlove**, etc.

### **TACTIC 1.B: Search Engine Optimization**

Studies have shown that the majority of search engines users are more likely to click on one of the top 5 suggestions in the search engine results pages, SERPS. To take advantage of this and gain visitors to MOA's website, they require search engine optimization, SEO (Chitika, 2013). As MOA's website can appear closer to the top positions in the search results of Google, Yahoo, Bing or other search engine, there is a much higher rate of traffic that comes to MOA's website as a result of unpaid search results. Right now, MOA would be within the top five results with searching the keywords "Vancouver museum" and "Vancouver must see". However, the primary goal for MOA at this stage is attracting young UBC students, so it's important for MOA to show up within the top 5 results by the search engine related to UBC student life. By using tools such as Google Keyword Planner and Google Analytics, when students search keywords like "free events ubc", "ubc student life", "must do ubc", "ubc fun", "ubc date spots". MOA will be one of the top results they will see.

### **TACTIC 1.C: Utilization of Email Marketing**

The goals of email marketing is to convert potential student visitors to actual visitor and to stay connected with them. With a strong SEO, more student browsers are like to land on MOA's web page. After they open the page, we recommend MOA offer a free ebook for students to download about valuable collections at MOA and other fun facts about UBC, with a pop-up page for email signup alongside. In other words, people can only get this ebook if they sign up for newsletters. The ebook provides an initial interest for people to check out the museum, and the later monthly email newsletter with well-designed and interesting content can consistently nurture their interest until they have their first visit.

In addition, MOA must improve its email newsletter appearance, which is not very attractive at the moment (Appendix J). We strongly suggest MOA to include more colour, graphics, and pictures in the newsletter, in order to draw subscribers attention by visual effects, otherwise the message will not be delivered effectively.

## **Strategy 2: Foster a Stronger Relationship with the UBC Community Through Increasing MOA's Brand Awareness**

Offering free admission for UBC students and with it being only walking distance from most UBC buildings, MOA has made itself extremely accessible to their core target market. Despite these perks, the lack of attendance from students is yet an ongoing concern. One of the key weaknesses we have identified in the company analysis is MOA's low brand awareness in the UBC community (SWOT). We believe there is an opportunity to close this gap between MOA and its target market by leveraging organizations in the UBC community, specifically the individual UBC faculties. Faculties and undergraduate societies have a great deal of influence as well as governance over their respective student bodies. By leveraging the power of undergraduate societies, MOA is able to broadcast information and marketing initiatives across all faculties via integrated communication streams. We believe that an increase in brand awareness from UBC students at the faculty level will help bridge the gap between MOA and its target market, and directly lead to an increase in attendance and ticket sales

### **TACTIC 2.A: MOA Ambassadors**

The first step in becoming more integrated with UBC faculties is to elect an individual to represent MOA in the undergraduate society board of executives including the AUS, CUS, SUS, etc.,. Since MOA does not have an existing relationship with the undergraduate society boards, we recommend MOA to meet with the Dean and the undergraduate society president to pitch the ambassador idea and obtain approval a few months before the board elections take place in February. MOA will work closely with each faculty to establish the role of the MOA ambassador, whom will become the primary liaison between the two organizations. The core responsibilities of the MOA ambassador are to spread awareness of MOA and promote upcoming events, as well as gather any feedback and insights (i.e. survey) from the students in the faculty, which will then be reported back to MOA monthly in a comprehensive report for further analysis. MOA can then compare the reports from all faculties in order to create events that will be more attractive to students and configure marketing initiatives to be more effective. A target quota will be established for the total number of students who attend MOA events per calendar year and a roster will be posted monthly to compare the attendance level of each faculty. The roster will provide an extrinsic motivator for the MOA ambassadors and also present invaluable data insight for MOA on a monthly basis.

### **TACTIC 2.B: Sponsor Faculty Events**

Once MOA establishes a strong presence in each faculty, it can potentially bring in large groups of students to exhibits by hosting faculty events. Ambassadors can work with undergraduate society clubs to use MOA as an affordable event venue, provided it is appropriate, and host minglers or club socials while touring the exhibit. First year students can also be targeted as potential visitors. MOA can become a destination in the campus tours of various campus orientation events that are either UBC wide (i.e. Imagine

Day) or faculty specific (i.e. The Spark). Currently MOA's pricing for rental spaces of their facilities are for large spaces at a steep price ranging from \$2500 - \$5000. In order to get more UBC events happening at MOA, they can open up smaller spaces for smaller event with around 15-100 people at a special price more affordable to UBC clubs.

**TACTIC 2.C: Integrate MOA Tours into Course Curriculums**

MOA is an excellent space for learning and culture appreciation. Many courses offered through UBC such as ARTH (Art History) and EDUC440 (Aboriginal Education) have teaching objectives that align with MOA's emphasis on art, culture and history. MOA can collaborate with professors to integrate a museum tour for their students during the year, or select MOA as a client or artifact for a group project. Extracurricular credit can be awarded upon the professor's discretion to incentivize student attendance. The aim is to provide means for students to visit MOA – especially in a large group – as a way to not only enhance their undergraduate experience but to also improve their learning.

### **Strategy 3: Changing Internal Processes in Order to Create External Motivation for New and Existing Customers Through Innovation**

#### **TACTIC 3.A: The use of interactive exhibits in order to increase student participation during visits and tours**

As previously mentioned, indirect competitors such as pubs, theatres, and UBC events may draw students' interests away from visiting MOA when they have leisure time. In order to address this issue, MOA can change their internal processes in the form of making exhibits more interactive. Interactive learning can "foster active engagement and accountability; promote student retention" (Carleton College, 2016). In other words, not only would this make exhibits more entertaining for visitors who are looking to spend leisure time, but could also help students learn and retain information more effectively. Implementing this tactic could also give MOA a competitive edge over other local museums - our strategy canvas suggests that interactive exhibits are scarce in Vancouver, with only the Squamish Lil'wat Cultural Centre having interactive displays. This could provide a point of differentiation from the majority of other museums that don't use an interactive approach. This can be done in several ways:

- A) Encourage social interaction among visitors - potentially through workshops which will be discussed in tactic 4.B
- B) Involve physical activity - Although this may require additional R&D and/or innovation, a great way to get active participation is to add a physical component. This could potentially be done through having artefacts that people can physically move around or with which an individual can take a humorous or interesting photo



[visitseoul.net]

- C) Using social media mediums to encourage interaction and participation - Aligned with our previous strategy of increasing the utilization of social media channels, MOA can also leverage their FaceBook, Twitter, and Instagram accounts in order to provoke participation from students. One recommendation would be to provide an Aboriginal-themed pin or small trinket for students who check in to MOA using FaceBook. Additionally, if MOA provides humorous or interesting photo



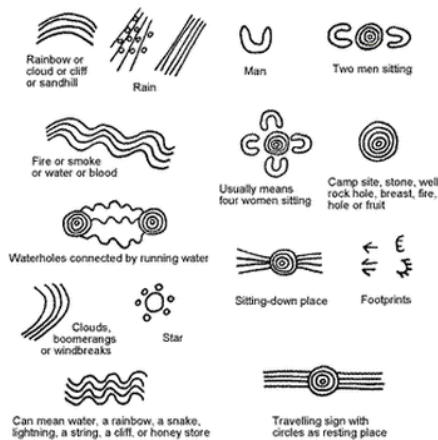
opportunity, MOA can host a photo contest for a pre-specified prize on Instagram or Facebook to encourage students to post pictures on social media.

### TACTIC 3.B: Creating Regular Workshops

Another recommendation to increase student and general public participation is to have paid workshops hosted by a MOA employee. This tactic has been employed by several museums including the Squamish Lil'wat Cultural Centre Museum, The Canadian Canoe Museum, and many more. Implementation of this plan would be a draw for both UBC and University Hill students in the vicinity of UBC. Marketing of this plan would be executed through strategy 1, an increase in online marketing through social media channels and search engine optimization. MOA does hoest events that do encourage participation; however, we recommend instead of making it a special event that happens once every so often, make regular workshops that can be attended day to day.

Examples of potential workshops could be:

- a. Making a dreamcatcher workshop (\$15 at Squamish Lil'wat Cultural Centre)
- b. Aboriginal Art workshop - A MOA employee would first talk about Aboriginal art and then participants could draw or paint



[<http://art-educ4kids.weebly.com>]

- c. Aboriginal Face Mask workshop - a workshop where MOA employee teaches participants to create simple masks reminiscent of those worn by Native Americans

Along with the increased participation and attendance, this could also become a new stream of revenue for MOA.

## Financial Implications

Based on the 3 strategies and their corresponding tactics proposed in this report, there are some tactics that requires further investment, and there are some that does not. Nonetheless, whether to implement these strategies would depend on the effectiveness of the strategy and whether the benefit would offset the cost of implementing.

Most of the tactics in for strategy 1- increasing the impact of online marketing- would not have MOA incur extra cost. However, the search engine optimization tactic might require a bit of investment since if MOA itself could not achieve the SEO that is desired, MOA would have the profession to do the SEO by itself, MOA would probably want to outsource it to a SEO company, and the cost will vary from around \$4,500 to \$8,000 initial cost and \$600 to \$2,000 additional monthly cost (WebPageFx, n.d.). This cost can build up in the long-term. However, if the SEO can bring a lot more visitors that would eventually cover up the cost, then they should go for this tactic.

By implementing strategy 3 tactic a- increase in interactive exhibits- might have MOA incur some cost since there is R&D involved in this tactic, and MOA would also need to produce the interactive exhibit itself. However, since this is the current trend of museums, we believe that MOA should implement this strategy in order to not only increase the number of visitors, but at the same time also imp

Fortunately, according to past financial records suggest that funds received from private donors and public support would be sufficient to help MOA to carry out these plans while maintaining financial liquidity, especially considering the recent anonymous donation of a collection of art and \$7 million they received.

As for other tactics, material capital expenditure is not anticipated and, as such, no large funding would be required to initiate and sustain these tactics as described. An important part to implementing tactics to increase brand awareness depends highly on the effective negotiation and collaboration with UBC faculties and students. Should this be successful, little to no material cost would be incurred for the implementation of this strategy.

In spite that all the strategies proposed focus only on increasing UBC Students patronage, financial sustainability can still be achieved as revenues are generated from revisiting students will cover the ongoing costs of implementation. It is worth noting that none of the effects generated from these improvements would be one-off. They will serve to provide sustainable benefit for MOA as students are likely to recommend MOA to their friends and/or families and come with them for tours or events after their initial visits, thus generating revenue for MOA to sustain both itself and these tactics.

# Measuring Success

	Metrics	Target
Strategy 1	<p>a. Increase in number of followers, comments, and shares across MOA’s social media accounts.</p> <p>b. Increase in click-through and bounce rates of MOA’s landing page</p>	<p>UBC Students will be actively participating with one another through MOA’s social media channels.</p>
Strategy 2	<p>a. Annual increase in student attendance per faculty</p> <p>b. Increase in number of guided tours partnered with specific courses at UBC</p> <p>c. Increase in number of UBC club events at MOA</p>	<p>UBC students and clubs will view MOA as a viable option to host events, leading to an increased overall brand awareness of MOA at UBC. This also directly leads to additional revenue streams as well as increase attendance from students.</p>
Strategy 3	<p>a. Attendance of students to workshops hosted by MOA</p> <p>b. Increase in attendance rate from all target audiences, not just students</p>	<p>MOA will become an, innovative, leading museum that attracts both students and the public owing to its interactive exhibits. Ultimately, MOA will be able to find a nice harmony between novel ideas and the preservation of traditional history.</p>

# Risk and Contingencies

Risk	Likelihood	Mitigation	Contingency
Failure to incentivize MOA ambassadors	High	Select ambassadors whose value align with MOA's	Provide extrinsic rewards
"Youthen" of strategy loses other age group segment	Medium	Make sure all innovations displays are all related to educational purpose	Eliminate few strategies that contradict strategies targeting the other age groups
Overly focused on online marketing losing unreachable segments	Low	Diversify marketing channel	Decrease reliance on online marketing, and discover new marketing channels

## *Failure to incentivize MOA ambassadors- High*

Having MOA ambassadors is one of the tactics that we use to increase MOA's brand awareness in the UBC community. However, there is a high chance that the MOA ambassadors will not will not have high motivation of help MOA increase brand awareness among students. One way to mitigate this risk is to select ambassadors whose value aligns with MOA. In other words, the ambassadors should be intrinsically motivated to promote for MOA. If, unfortunately, the MOA ambassadors are not motivated, we will have to provide extrinsic rewards such as prizes and titles to further motivate them.

## *"Youthen" of strategy loses other age group segments- Medium*

As our objective is to increase UBC student patronage, the strategies that we use to target the students are very different than the strategies that we used to target general public. The strategy that we proposed, like having interactive exhibits and posting pictures on social media, are very "eye-catching" approach. However, as we know that most of the visitors to MOA currently are middle age adults and seniors, and the value that will attract them to visit the museum seems to be the educational value, which is very different from students looking for entertainment value. They might not like the idea of museum being a place for entertainment purpose, and we might potentially lose these segments.

MOA should make sure that their innovative interactive displays is closely connected to educational purpose as a mitigation to this risk. So that we would not loss the original purpose of the museum, and further lead to loss of existing segments. If unfortunately, we are starting to lose the other segments we will have to eliminates few of the strategies that contradicting the values that other segments values.

## *Overly focused on online marketing losing unreachable segments- Low*

Increasing online marketing is one of our Main strategy proposed, but we should not be overly focused on using this as our sole channel of promotion. As mentioned above, most of the MOA visitors are middle aged and seniors, they might not be as technology savvy as young adults. If we do not diversify our marketing channels, ads on magazines and posters, to ensure that we reach different target segments as a mitigation for this risk.

There is a possibility that a portion of our intended target segments will not be reached. However, if we were actually losing segments due to the fact that we are over relying on online marketing, we will have to engage in less online marketing and discover new marketing channels that can target the other segments.

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# Appendices

## Appendix A - Competitor Information

Direct Competitor Comparison Table					
Museum	MOA	Royal BC Museum	First Nations Museum	Museum at Campbell River	Museum of Vancouver
Adult price	\$18	\$17	\$18	\$8	\$18
Student Price	\$16 (free for UBC students)	\$11	\$5	\$5	\$15
First Nation focused	Mostly First Nations	Little First Nations	All First Nations (Squamish and Lil'wat Nations)	First Nations and colonization	Few First Nations
Number of Collections	570,000	7000000	Few collections	Few collections	A lot of collections
Interactive display/ Events	Tours and talks	Technology interactive displays	Variety of interactive workshops	Situation simulation display, arrange collections based on coastal lifestyles	Technology interactive display
Locations	Vancouver	Victoria	Whistler	Campbell River	Vancouver
Websites	moa.ubc.ca	<a href="http://royalbcmuseum.bc.ca/">http://royalbcmuseum.bc.ca/</a>	<a href="https://slcc.ca/#video">https://slcc.ca/#video</a>	<a href="http://www.crmuseum.ca/index.php">http://www.crmuseum.ca/index.php</a>	<a href="http://www.museumofvancouver.ca/">http://www.museumofvancouver.ca/</a>

## Appendix B - Exhibition at Campbell River Museum



Picture 1: Logging industry section (Campbell River Museum, n.d.)





**Picture 2: Sporting fishing exhibition section (Campbell River Museum, n.d.)**



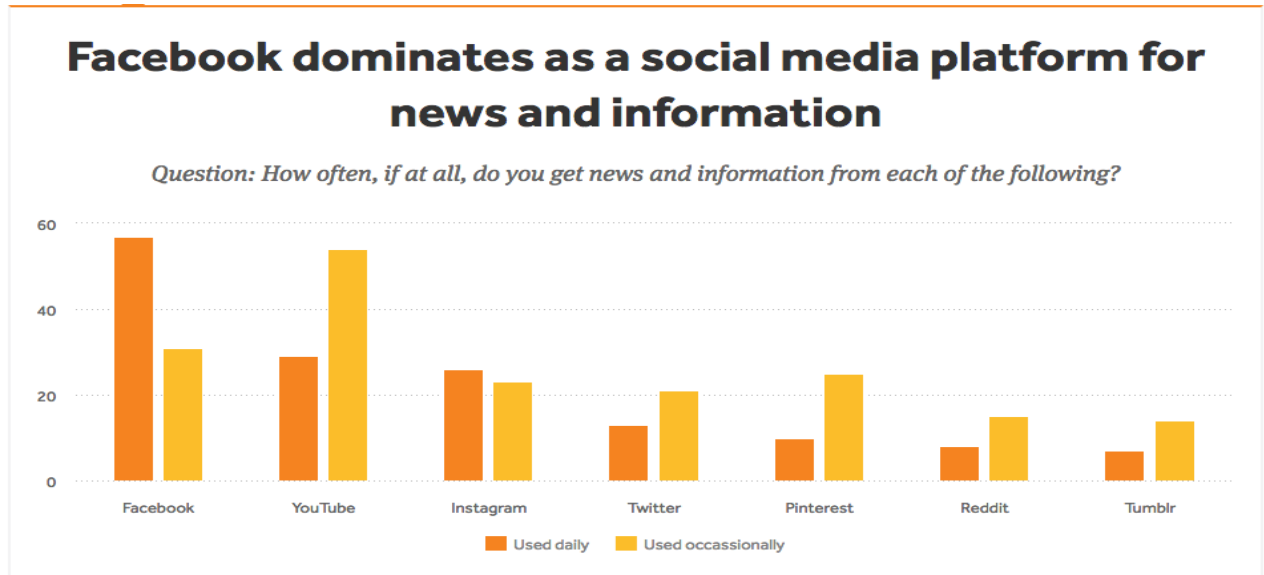
**Picture 3: Float house section (Campbell River Museum, n.d.)**

## Appendix C- Business Model Canvas

Business Model Canvas of MOA

<p><b>Key Partners</b></p> <ul style="list-style-type: none"> <li>- First Nations band government</li> <li>- Other Museums</li> <li>- UBC and faculties</li> <li>- Donors</li> </ul>	<p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>- Education purpose to public</li> <li>- Culture preservation</li> <li>- Increase inclusiveness of community</li> <li>- Research and programs</li> <li>- Exhibitions</li> <li>- Events</li> </ul>	<p><b>Value Propositions</b></p> <ul style="list-style-type: none"> <li>- A leading anthropology museum in education and research in different cultures around the world, with special focus on First Nations peoples of BC</li> </ul>	<p><b>Customer Relationships</b></p> <ul style="list-style-type: none"> <li>- Information source for community</li> <li>- Act as connection bridge between the community and the First Nations peoples</li> </ul>	<p><b>Customer Segment</b></p> <ul style="list-style-type: none"> <li>- Students</li> <li>- UBC students/ community</li> <li>- Public</li> <li>- First Nations</li> </ul>
<p><b>Cost Structure</b></p> <ul style="list-style-type: none"> <li>- Salaries and benefits for employees (1/2 of 2013 expenses)</li> <li>- Research and programming expenses (1/5 of 2013 expenses)</li> <li>- Earned revenue expenses</li> <li>- Operating expenses</li> </ul>	<p><b>Key Resources</b></p> <ul style="list-style-type: none"> <li>- Wide range of collections</li> <li>- Partnerships with different anthropology museums</li> <li>- Funding</li> </ul>		<p><b>Distribution Channel</b></p> <ul style="list-style-type: none"> <li>- On site</li> <li>- Online collections</li> </ul>	
	<p><b>Cost Structure</b></p> <ul style="list-style-type: none"> <li>- Salaries and benefits for employees (1/2 of 2013 expenses)</li> <li>- Research and programming expenses (1/5 of 2013 expenses)</li> <li>- Earned revenue expenses</li> <li>- Operating expenses</li> </ul>		<p><b>Revenue Stream</b></p> <ul style="list-style-type: none"> <li>- Government funding (culture preservation purpose)</li> <li>- UBC funding (research and development)</li> <li>- Ticket sales (education, experiences)</li> <li>- Endowment income (connection, common values)</li> </ul>	

## Appendix D - SOCIAL MEDIA CHANNEL RANKING




## Appendix E - SOCIAL MEDIA AUDIT

Site	URL	Profile Name	Followers	Last activity
Facebook	<a href="https://www.facebook.com/MOAUBC/">https://www.facebook.com/MOAUBC/</a>	MOAUBC	17,570	25/03/2017
Twitter	<a href="https://twitter.com/moa_abc?lang=en">https://twitter.com/moa_abc?lang=en</a>	MOA_UBC	7,041	25/03/2017
Instagram	<a href="https://www.instagram.com/moa_abc/?hl=en">https://www.instagram.com/moa_abc/?hl=en</a>	moa_abc	6,899	25/03/2017

## Appendix F - TOP 3 POSTS ON MOA'S FACEBOOK

**Museum of Anthropology**  
March 3 at 8:10pm · 🌐

Check out these great images from The Georgia Straight of the Coastal First Nations Dance Festival afternoon performances.



**Photos: 10th annual Coastal First Nations Dance Festival takes over...**  
On Wednesday (March 1), the 10th annual Coastal First Nations Dance Festival kicked off with a special performance for local school children, ...  
STRAIGHT.COM

Like Comment Share

👍❤️👍 65 Top Comments ▾


13 shares

Write a comment...

**Jeannine Osayande Ira Bond**  
Like · Reply · March 4 at 5:26am

**Museum of Anthropology**  
19 hrs · 🌐

Learn how the map of Canada is being redrawn to acknowledge the long Indigenous history of Canada.




**New maps to depict pre-colonial "Turtle Island" Canada**  
The Royal Canadian Geographical Society is teaming up with a number of Indigenous organizations to create new maps that strip modern political...  
CBC.CA

Like Comment Share

👍❤️👍 63 Top Comments ▾

**Museum of Anthropology**  
March 20 at 1:44pm · 🌐

Happy first day of spring! To celebrate, enjoy this cheery piece of Japanese chiyogami paper from the MOA collections.

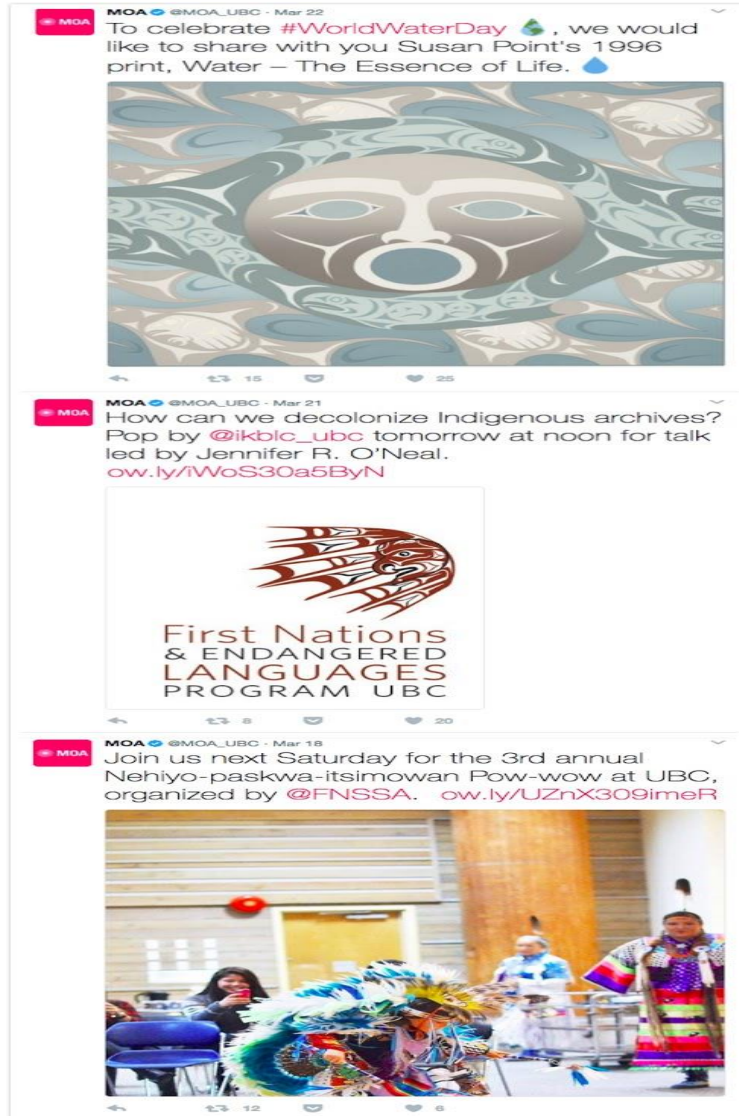


Like Comment Share

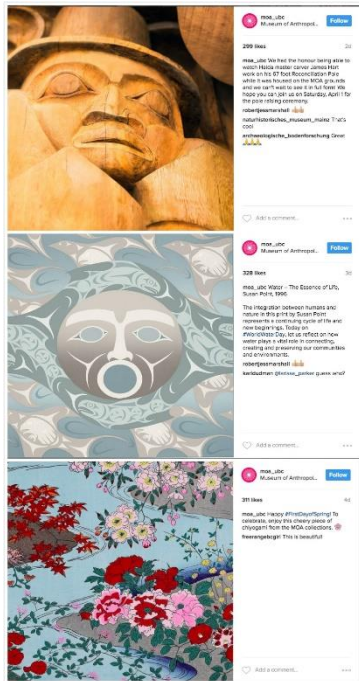
👍❤️👍 62 Top Comments ▾

11 shares

## Appendix G - TOP 3 POSTS ON MOA'S TWITTER



## Appendix H - TOP 3 POSTS ON MOA'S INSTAGRAM



## Appendix I - MOA'S CURRENT NEWSLETTER

Museum of Anthropology  
Blanket Stories + Volunteers Needed  
To: Erin  
Reply-To: us6-28b537b5e0-89bd15b91c@conversation01.mailchimpapp.com

Inbox - Google March 15, 2017 at 9:53 PM



Meet visiting artist Marie Watt.  
View this in your browser (<http://us6.campaign-archive2.com/?u=afa56d665b43d9204a8794f938&id=182e0c2776&e=059dde1773>)  
<http://moa.ubc.ca/volunteer>  
<http://moa.ubc.ca/volunteer>

### \*\* Become a MOA Volunteer

Are you interested in museums and world arts and cultures? Do you like meeting new people? Are you an active learner? If so, you should consider joining our friendly team of Volunteer Associates. Volunteering at MOA is rewarding, fun and educational, and as a Volunteer Associate you will become an important part of the museum's success.

We're currently recruiting new volunteers join our Education and Visitor Information Committees. If you're interested, we invite you to learn more and apply online (<http://moa.ubc.ca/volunteer>). The deadline is April 13, 2017.  
[http://moa.ubc.ca/portfolio\\_page/sewing-circle/](http://moa.ubc.ca/portfolio_page/sewing-circle/)

### \*\* Blanket Stories with Marie Watt

Marie Watt is a multidisciplinary artist who uses blankets, everyday objects that carry extraordinary histories of use, as one of her primary materials. She is visiting MOA this week and we welcome you to join us for one of the fantastic events we have lined up with her, including two artist talks on Thursday, March 16 ([http://moa.ubc.ca/portfolio\\_page/marie-watt/](http://moa.ubc.ca/portfolio_page/marie-watt/)) and Friday, March 17 ([http://moa.ubc.ca/portfolio\\_page/community-based-arts/](http://moa.ubc.ca/portfolio_page/community-based-arts/)), and a weekend-long community sewing circle ([http://moa.ubc.ca/portfolio\\_page/sewing-circle/](http://moa.ubc.ca/portfolio_page/sewing-circle/)) at MOA — no experience needed! These programs are free with admission.

### \*\* Calendar of Events

## Appendix J - ERRC

### ELIMINATE

- Negative brand perception
- Untargeted marketing

### RAISE

- Ticket sales and attendance
- Community engagement
- Online presence
- Brand awareness in the UBC community
- Donations and acquisitions

### REDUCE

- Idle time of exhibitions
- Negative stigma of MOA art exhibitions

### CREATE

- Student patronage
- Stronger integration with faculties and community programs
- Accessibility for commuters living outside of Point Grey