

University of British Columbia

Social Ecological Economic Development Studies (SEEDS) Sustainability Program

Student Research Report

# UBC THUNDERBIRDS AND RECREATION

## Marketing Plan Report

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Prepared For: UBC Athletics and Recreation

COMM 468

University of British Columbia

December 8<sup>th</sup>, 2023

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**SEEDS** Sustainability  
Program

UBC sustainability

# UBC THUNDERBIRDS

## MARKETING PLAN REPORT



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# OVERVIEW

## INTRODUCTION

UBC Thunderbirds Athletics and Recreation offers UBC students the chance to engage in various events, including Varsity Athletics, Intramural Programs, and Thunderbird-related events such as Day of the Long Boat and Storm the Wall. Their objective is to supply UBC students with a secure environment, enabling individuals to participate in events while proudly representing their school. UBC Thunderbirds Athletics and Recreation offers students diverse opportunities to participate in various sports clubs, utilizing high-quality facilities such as the Doug Mitchell Thunderbird Sports Center, the UBC Aquatic Center, Thunderbird Stadium, War Memorial Gymnasium, and more (The University of British Columbia, 2023). In contrast to the United States, the college sports industry in Canada is considerably smaller. This can be attributed to a difference in culture, as sports like football and basketball in the United States significantly influence an individual's willingness to view their school as a "brand for me."



## EXECUTIVE SUMMARY

UBC Thunderbirds Athletics and Recreation provides the University of British Columbia (UBC) students with diverse opportunities, including the participation within Varsity Athletics (attending or participating), Intramural Programs, and Thunderbird-related events. Their objective is to create a secure environment for students to actively participate in events while proudly representing their school while utilizing UBC's high-quality facilities. UBC Thunderbirds Athletics and Recreation aims to resonate with UBC students as a "Brand for me" instilling a sense of belongingness and connection on the UBC campus.

UBC hosts a vibrant extracurricular landscape, comprising four major programs that significantly contribute to the overall student experience. The UBC Thunderbirds Athletics and Recreation program, the largest among these, goes beyond competitive sports to encompass Intramural teams and signature events, engaging over 6,000 students and faculty annually. Following closely is the UBC Alma Mater Society (AMS), overseeing a network of 300 student-run clubs and hosting large-scale events. Additionally, faculty undergraduate societies cater to the diverse academic disciplines, which fosters connection and community among their 3,800 members. UBC Greek Life, involving over 1,500 members, not only provides a sense of belonging but also offers housing, philanthropic opportunities, and career networking. Despite a 1% growth in enrollment for the academic year 2022-23, competition for these additional students among the extracurricular programs is anticipated to be high, presenting both challenges and opportunities for expansion and impact. UBC Thunderbirds Athletics and Recreation is actively competing with other organizations on campus, as their primary objective is to capture the attention and engagement of the student community.

Primary research for the UBC Thunderbirds was conducted using two methods: online surveys and in-person interviews. The online survey, involving 205 valid respondents, provided insights into how students identify themselves at UBC. Diving deeper, the surveys and interviews were utilized to explore motivators and barriers to why students participate and attend in UBC Thunderbirds events. Findings were segmented into eight segmentation groups, with the most optimal and attainable being 'Not Convinced' Colin, 'Long Distance, Low Commitment Casual Girlfriend' Barbie, and 'Reluctant' Ronald as target segments for our S.M.A.R.T. objectives. The 'Not Convinced' Colin segment, making up 13.6% of the market, represents an untapped demographic for the UBC Thunderbirds. The 'Long Distance, Low Commitment Casual Girlfriend' Barbie segment is a 8.8% of the market, is an attractive group with an existing connection to UBC Thunderbirds. Lastly, the 'Reluctant' Ronald segment, comprising 11.2% of the market. Despite their reluctance, the opportunity for growth lies in their existing partial resonance with the Thunderbird brand, making them easily accessible for targeted outreach and advertising efforts.

Our S.M.A.R.T. objectives aim to address the overarching marketing goal of increasing the percentage of the target segments that agree the UBC Thunderbirds Athletics and Recreation is a "Brand for me". This involves increasing the combination of both brand awareness and brand knowledge. Our first objective includes launching the UBC Thunderbird App as a centralized hub for all aspects of UBC Thunderbirds Athletics and Recreation by August 31<sup>st</sup>, 2024. Our second objective will focus on achieving a 20% increase in individuals within target segments who agree or strongly agree that the UBC Thunderbirds are a "Brand for me",

determined through consumer behavior in a survey conducted in March 2025. Our third and final objective aims to increase the participation rates at UBC Thunderbird events (Varsity, Intramurals, Thunderbird-related events) among target segments (Colin, Barbie, and Ronald) by 30%; raising it from 29% to 38% per academic year. Consequently, a set of 13 different tactics are outlined, ensuring a multifaceted approach to achieving the S.M.A.R.T. objectives set out by the COMM 468 Thunderbirds Marketing Team.





# SITUATIONAL ANALYSIS

## CATEGORY AND INDUSTRY DEFINITION

The University of British Columbia (UBC) is renowned not only for its academic excellence but also for its diverse portfolio of extracurricular activities. Each extracurricular program at UBC offers students a way to engage with their peers and create a sense of community. UBC hosts four major players that significantly shape the experience of the students (AMS of UBC, 2023). The first is the UBC Alma Mater Society (AMS), which is an organization on campus that plays a role in fostering community through events such as concerts, student-run clubs, and volunteer positions (AMS of UBC, 2023). In addition to the AMS, the UBC Thunderbirds Athletics and Recreation program stands out as the leading program due to its size and reach across the campus. This program is not confined to just competitive sports but extends its influence to recreational activities, such as intramural teams, and special team events (e.g. Storm the Wall) (UBC Athletics & Recreation, 2023). The third integral component of UBC's extracurricular programs is Greek Life. Through sororities and fraternities, this program offers students a sense of belonging with its traditions, housing, and philanthropic events in the community (The Ubyyssey, 2022). Finally, the Undergraduate Societies within each faculty at UBC add to the list of programs offered at UBC to enhance each student's experience. These societies are created within each discipline to foster a sense of community amongst students. This is carried out through academic events, career workshops, and social gatherings (Student Services, 2023). While each of these players offers different opportunities and experiences for students, the common objective is enhancing each individual's experience at the University of British Columbia. The overarching goal is to create a place for students to find a sense of belonging and connect with peers throughout their time at the university.

## AGGREGATE MARKET FACTORS

### 1. Industry Size & Growth Rate

The extra-curricular programs at the University of British Columbia are diverse, encompassing four major programs, each with its unique size and impact. The UBC Thunderbirds Athletics and Recreation program stands as the largest among those four, due to its reach and presence on campus. This program holds 36 varsity teams, employs over 100 volunteers managing the intramural programs, and actively engages over 6,000 students and faculty from their special events (e.g. Storm the Wall, Day of the Long Boat, TriDu) (Michaels K, 2015). Closely following is the UBC Alma Mater Society (AMS), which is the second-largest player in this portfolio of programs. The AMS oversees a network of more than 300 student-run clubs, which provides opportunities for students to connect (Student Services, 2023). Beyond the clubs available to students, this program hosts events that bring together over 6,000 students and staff, such as the 'Back-To-School Barbeque', and 'Block Party' (AMS of UBC, 2022). The third major player is the various faculty undergraduate societies within UBC, across each academic discipline. With over 3,800 members across each faculty, these

societies promote connection and community amongst students in each respective discipline (UBCFA, 2023). Finally, the fourth major contributor to UBC's extracurricular program portfolio is Greek Life. This program involves over 1,500 members. The Greek Life community at UBC plays an important role in providing a sense of belonging to the students involved. Not only does Greek Life offer philanthropic opportunities for its members, but it also offers housing, community events, and career networking opportunities (UBC Fraternities, 2023). As of the academic year 2022-23, UBC saw a growth rate of 1% in enrolment (University of British Columbia, 2022). The growth has a substantial impact on the extracurricular programs which offers them a large amount of room for expansion. Despite this positive impact on the programs, the dispersion of this growth will not be guaranteed for each program. This means the competition in reaching these additional students will be fairly high.

## **2. Seasonality**

As a university-based organization, the sales and engagement of the UBC Thunderbirds Athletics and Recreation programs are significantly influenced by seasonality. A notable surge in activity happens during the Fall and Winter semesters (September-April), in contrast to the Summer semester (May-August). Since UBC offers fewer classes during the summer months, there are less students circulating the campus (UBC Science, Faculty of Science at the University of British Columbia, 2023). At the onset of the school year, there is a noticeable increase in merchandise sales to the incoming class of UBC students, as well as returning students. The 'Back to School' season in 2023 at UBC showed a surge of transactions for academic items, as well as UBC merchandise during the first month of school (SHCS Staff Website, 2023). The surge is further amplified by major events, such as 'Homecoming', and the 'Winter Classic' during the academic year, which expects to bring up to 5,000 attendees (University of British Columbia Athletics, 2023). In addition to the monetary impact of the different seasons, there is a noticeable difference in participation during the summer semester. The large events, such as 'Storm the Wall', 'Back to School BBQ', and 'Day of the Long Boat', take place during the Fall and Winter semesters. This is a major contributing factor to a lull in participation, and a sense of school spirit amongst students attending Summer courses.

## **3. Distribution Channels**

Most university sports teams, similar to the UBC Thunderbirds, are intrinsically tied to their respective institutions for their distribution strategies. In UBC's case, the UBC Bookstore serves as a physical outlet for selling UBC Thunderbird merchandise on campus, which has now extended to an e-commerce platform that offers UBC Thunderbird merchandise (Thunderbird, 2023). Moreover, to UBC Thunderbird merchandise, tickets for games are sold on the UBC Thunderbird and UBC Recreational official websites (University of British Columbia, 2021).

## 4. Corporate Partners

The UBC Thunderbirds Athletics and Recreation have developed partnerships with more than 35 corporate entities, encompassing a range from local Vancouver businesses to multi-million-dollar companies. Notable sponsors in this extensive network include names such as Lululemon, Powerade, Molson Coors, Holiday Inn & Suites, Bell Media, and Pink Elephant Cafe (University of British Columbia, 2009). These corporate collaborations offer substantial exposure for the UBC Thunderbirds and their respective partners. As a result of their award-winning facilities, UBC Thunderbirds is able to reach over 3.2 million individuals in annual traffic per year, which is a key driving factor in attracting corporate partnerships (University of British Columbia, 2009). The visibility extends through multiple channels, including Varsity events, Special events (e.g. Gladiator), Recreational programming, and concerts. An example of a recent partnership involves Lululemon and the UBC Thunderbirds Varsity teams. The partnership, lasting five years entails Lululemon funding collaborative research at UBC with a focus on wellbeing, health, and biomaterials. Additionally, Lululemon will also sponsor a scholarship for two or more student-athletes, recreation leaders, and other BIPOC leaders (University of British Columbia Athletics, 2023). In leveraging these partnerships, the UBC Thunderbirds Athletics and Recreation program is not only able to strengthen its financial support but also can create mutually beneficial relationships that enhance the experience for participants and attendees. This network of corporate partners has a significant contribution to the success of the UBC Thunderbirds program and events.

## ENVIRONMENTAL FACTORS

### 1. Economical

University students, with limited streams for full-time income, face an additional financial burden as interest rates rise. This further constraints their disposable income, and therefore their purchasing freedom (Government of Canada, 2023). The impact of inflation in 2022 resulted in a 3.5% reduction in consumers purchasing power (IBISWorld, 2023). This decrease in disposable income directly affects students by limiting their capacity to spend money on non-essential items, such as recreational activities, events, or optional merchandise. A study conducted in August 2023 found that 77% of the students surveyed 'found it very hard to afford everything they need. Additionally, 60% had to 'cut out certain necessities to make ends meet'. This study also found that nearly 30% of students were considering leaving their secondary institution because of their lack of money (Corp ES, 2023). This environmental factor plays a major role in the purchasing power of this demographic.

### 2. Sociocultural

Within secondary educational institutions, the focus typically centers on students' academic achievements. Consequently, recreational sports and Varsity programs are challenged in justifying their services to their institutions to obtain funding and provide continuous opportunities for students (Vasold et al., 2019). These programs play a pivotal role in fostering a sense of community and belonging on campus. By providing

platforms for teamwork and shared experiences amongst peers, recreational sports and Varsity programs are likely to have a strong positive impact on each student's academic achievements, creating a well-rounded educational experience. Acknowledging that social networks play an important role in a student's academic success (Stadtfeld C et al. 2019), gives clear justification for the need for recreational programming. These programs not only contribute to the physical well-being of the students but also serve to create a community for those individuals. By fostering that sense of community, secondary education institutions will positively contribute to their student's academic success.

### **3. Demographic**

While the UBC Thunderbirds Athletics and Recreation programs have a consistent presence on the Vancouver campus, it is mostly only accessible to individuals affiliated with UBC. This includes current UBC students, Varsity athletes, faculty members, and parents/family members associated with individuals at UBC. This limited amount of access constricts the primary consumer base to the people who fall into any of those previously mentioned categories. On a broader scale, as of February 2022, there were 43,488 domestic students and 16,804 international students at the UBC Vancouver campus. The retention rates for the academic year 2021/2022, on average, was 94% in first-year students. Within the limits of campus and affiliations, the UBC Thunderbirds cater to individuals with a focus on health, well-being, and group-organized activities. This demographic engages with programs that are beneficial to their health, quality of life, and personal development (Vasold et al., 2019).

## **COMPANY ANALYSIS**

### **Current Objectives**

The primary goal of UBC Thunderbirds is to expand the UBC community's identification with the Thunderbirds as a distinct brand, creating a strong sense of being a Thunderbird. This Thunderbird logo serves as a visual representation of the university's commitment to creating a unique brand that instills a sense of pride among current and former members of the UBC family, including students, faculty, staff, and alumni. Promoting the principle of "winning together" is another vital aspect of the UBC Thunderbirds brand (University of British Columbia, n.d.). The brand is positioned as an inclusive environment and emphasizes the importance of support for all individuals participating in or attendants of UBC Thunderbird events. The UBC Thunderbirds encourage a strong sense of community by using the inclusive language of "we", and provide each individual confidence in their ability to contribute to the UBC Thunderbirds spirit.

Academic and performance excellence stands as pillars of the UBC Thunderbirds brand. The history of success associated with the UBC Thunderbirds, such as an 80-year legacy with 241 UBC Olympians,



symbolize a commitment to both competitive sport and ensuring academic success amongst students (University of British Columbia, n.d.).

“Victory through honor” ties the UBC Thunderbirds connection to UBC’s earliest history of connecting with Indigenous Peoples, which unceded land they operate on (University of British Columbia, n.d.). Acknowledging the cultural heritage and legends of First Nations, the Thunderbird symbol is represented as a sign of respect and consideration. Before commencing any project that will use the UBC Thunderbirds logo, the medium needs to integrate the UBC Thunderbirds identity according to their key considerations. This approach ensures that the UBC Thunderbird brand is consistent and appropriately represented across all media and mediums used. To build and sustain this legacy of success, the UBC Thunderbirds will persist in direct collaboration with students, building a connected community where each individual feels empowered to contribute to the Thunderbirds’ spirit. UBC Thunderbirds are dedicated to ensuring that their students develop a more profound and meaningful connection with the Thunderbirds.

## **Mission, Culture, Human, and Finances**

UBC Thunderbirds vision for its program is inspiring excellence, championing health and sport, and building our community. Their campaigns and efforts are aimed at promoting excellence in both academics and athletics. Their goals are to foster a competitive spirit, promote teamwork, and instill a sense of pride and community within the university (Thunderbird, 2023). UBC emphasizes the importance of maintaining high standards across Varsity teams, Intramurals, and Thunderbird events to achieve these goals. To achieve their ultimate vision, the UBC Thunderbirds need to focus on effective resource management, strategic partnerships, and community engagement to ensure their student-athletes’ holistic development and success while maintaining the university’s academic standards and reputation.

The UBC Thunderbirds receive resources from various channels, including funding from the University of British Columbia’s overall budget for sports and athletics. Financial support stems from sponsorships from local businesses, corporations, and alumni who are invested in promoting the university’s athletic programs. Revenue is generated through ticket sales, merchandise, and donations from enthusiastic supporters and fans of the UBC Thunderbirds. UBC works directly with students and groups, including administration, counseling, career services, social development, and recreation. The other relationship is between the university and the community, which includes campus planning, alums, and community affairs (University of British Columbia, 2022). These outlets provide resources for the diverse needs of the student body, ensuring that students have access to a wide range of academic and extracurricular support services. The university’s collaborations with the community contribute to developing campus infrastructure, fostering alum engagement, and promoting a sense of shared responsibility and mutual benefit between UBC and its surrounding environment.

## Key Success Factors

One of the key success factors of UBC is being able to keep a strong focus on student-athlete development, and providing comprehensive academic and athletics support services. UBC's reputation as a highly achieving academic school has attracted many students to choose UBC over competing universities. Their commitment to fostering an inclusive and diverse environment for all their students has established a Thunderbird community. This community consists of alumni, fans, current athletes, and future Thunderbirds who all contribute to UBC athletics' long-term success and sustainability. In 2020, over 5,700 alum engagements and around \$3.56M were raised from alumni events (University of British Columbia, 2022). The university's commitment to fostering strong industry partnerships and engaging alumni networks further enhances its position among competing universities.

## Current Market Mix and Positioning

### 1. Product

The representation of the athletic departments and sports teams of the University of British Columbia falls under the product element of the marketing mix for the UBC Thunderbirds. The core offering of the UBC Thunderbirds is their active involvement in various sports, spanning Varsity sports like soccer, football, basketball, and more. UBC offers not only Varsity athletics but also many Intramural programs that include several sports, and levels such as 'Elite' and 'Co-Ed'. As part of their product strategy, they extend beyond athletic competitions to include the sale of branded merchandise, such as apparel, hats, and other fan gear. This not only serves to generate additional revenue but also plays a crucial role in promoting the team's brand. Furthermore, as a component of their product mix, UBC Thunderbirds Athletics and Recreation facilitates student participation in Intramural sports throughout the entire school year. Lastly, the UBC Thunderbirds offers several events throughout the year that are open for all students to sign up for such as 'Storm the Wall' and 'Day of the Long Boat'. These two events are very interactive and create a fun environment for people to get involved with their peers outside of academic responsibilities.

### 2. Place

The place element of the UBC Thunderbirds has various locations, both on and off the University of British Columbia campus. Home games and events are hosted at different venues on the UBC campus, such as Doug Mitchell Thunderbird Sports Centre, Thunderbird Stadium, and War Memorial Gym, forming a crucial part of the place strategy. The Thunderbird facilities within the University of British Columbia serve as key locations for promoting the team's presence and engagement. Thunderbird Varsity games are hosted by other Universities across Canada and the United States. This strategic approach broadens the reach of UBC Thunderbirds and contributes to their brand exposure. To enhance accessibility, tickets, merchandise, and team information are not only available at physical locations but are also conveniently accessible online through the official UBC Thunderbirds website, and associated e-commerce platforms. This multi-channel approach, including online

availability, further emphasizes the importance of both on and off-campus locations in the overall place strategy of UBC Thunderbirds' marketing mix. The inclusion of on-campus events and Thunderbird facilities enhances the overall experience for the UBC community and fans.

### 3. Price

The pricing structure for the UBC Thunderbirds includes ticket purchases, merchandise, and participation fees. Ticket prices for UBC Thunderbirds' events differ depending on the nature of the game. UBC students have free admission for all UBC Thunderbird Varsity games however they must purchase tickets for special events including the 'Winter Classic', 'Homecoming', and 'Pride Night'. Certain UBC Thunderbirds events, such as 'Storm the Wall', are free for students to participate in. To facilitate purchases, tickets for games, and festivals can be acquired through the official UBC Thunderbirds website, and through the link provided in their Instagram biography. The UBC Thunderbirds also offer merchandise both in the UBC Bookstore and at Varsity games. This pricing strategy reflects the diverse nature of UBC Thunderbirds' events, offering flexibility, and accessibility to a broad audience.

### 4. Promotion

As part of the marketing mix, the UBC Thunderbirds strategically promote themselves across various digital channels. They are predominantly active on Facebook and Instagram as they utilize these platforms to share information about game days, schedules, results, merchandise, 'Homecoming' celebrations, and student employment opportunities. The UBC Thunderbirds leverage their website as a central hub for comprehensive information and engagement. This approach to promotion ensures that the UBC Thunderbirds engage with their audience through diverse online channels, including social media, their website, and direct communication via newsletters.



# CONSUMER ANALYSIS

## Primary Research

The primary research aimed to pinpoint the main target consumers of the UBC Thunderbirds, explore potential new consumer segments, and uncover the challenges faced by the UBC Thunderbirds in establishing a consumer base that resonates with them as a 'Brand for me'.

The methodology consisted of conducting and distributing the online survey through Qualtrics and facilitating in-person interviews. The survey was distributed to those in and around campus at locations such as the Nest, outside of various faculty buildings, and through the use of the personal social media networks of the COMM 468 Thunderbirds Marketing Team (e.g. Instagram, Facebook, personal message group chats). Additionally, in-person interviews were conducted at random by the COMM 468 Marketing Team outside of the Nest with a total sample size of 50 participants.

One limitation was the structure of the survey. The team built the survey with a large integration of both display and skip logic patterns. This made the data cleaning and analysis more challenging for the team and limited the questions they could utilize in creating and evaluating our target segmentation strategy. Furthermore, an additional limitation emerged following the data collection phase related to the composition of survey participants. Notably, the presence of two UBC Thunderbirds team members; Noah Hrdlicka and Ella Nuttall-Smith, who both are student-athletes could potentially introduce bias and influence the survey responses. This potential skew in data had to be carefully considered to maintain validity and accuracy of the survey as a whole.

## Customer Description and Behaviour

Through a survey of 205 valid respondents from UBC, it was recorded that 18% of students have "Never Participated" in any UBC Thunderbird events, while roughly 10% of students participate "1-4 times per academic year", 17% participated "1-4 times per semester", and 55% participated "1-4 times per week". Of the 82% of students who had participated in any UBC Thunderbird events, 77.4% of them were overall satisfied with their experience at these events. Of the 205 respondents, 27% identified as being a part of one or more Intramural teams. Looking deeper into the Intramural participants, 78% agreed to having positive opinions about the quality of Intramural programs that UBC Thunderbirds Athletics and Recreation offer, and 84% agreed they enjoy participating in Intramural programs provided by UBC Thunderbirds. When analyzing the current social media followings of the UBC Thunderbirds the survey revealed that 72% of respondents follow the UBC Thunderbirds on social media, 34% follow UBC Recreation on social media, and 18% of respondents don't follow any UBC Thunderbird related social media accounts. The survey also showed that 43% of respondents had purchased UBC Thunderbird merchandise one or more times within the last year, but 37.5%



of this cluster found the quality of UBC Thunderbirds merchandise as “low quality”. Further insights were provided through the in-person interviews conducted on the UBC campus. When respondents were asked, “What comes to mind when you think of the UBC Thunderbirds?”, 61.11% said “Sports/Varsity Athletics”, 31.48% said “School Spirit/Pride”, and 7.41% said “Recreation/Intramurals”. When asked about barriers to participation the three most popular answers were “time restrictions”, “awareness of events”, and “intimidation”.

From the results provided by the survey and in-person interviews, it can be determined that students currently participating in UBC Thunderbird events are mostly satisfied with their experiences. The barriers presented through the in-person interview questions demonstrate that efficient time management, and lack of awareness are key factors in preventing individuals from engaging in UBC Thunderbird events. When looking at the time management barrier, the issue is complex given UBC’s status as a high-performing university, and the pride students take in their work and academic achievements. As for awareness, this could be increased through the use of different advertising channels to target students, staff, faculty, and alumni, as will be shown in tactics provided further down.

## Customer Segmentation

After filtering out the inapplicable survey responses from those who did not pass the attention check question, there were 205 viable responses left to create segments. When curating the segments ([Appendix C](#)) there were three main criteria utilized through the use of both primary research and survey data.

First, segmentation of the respondents was performed through the preliminary question: “How often do you participate in UBC Thunderbirds events (Storm the Wall, Day of the Long Boat, Triathlon), or engage in recreation and Intramurals, sports clubs, or attend/compete in Varsity events?” From there, the 205 participant responses were separated into four distinct segments depending on their frequency of participation in UBC Thunderbirds events. These four segments based on frequency of participation include “Never Participated”, “1-4 times per academic year”, “1-4 times per semester”, and “1-4 times per week”. Since the UBC Thunderbirds are primarily concerned with student engagement and participation, it is crucial first to see how many people engage with the UBC Thunderbirds organization and its affiliated events and programs.

Further segmentation then took place using the criteria of the participants’ resignation of Thunderbird spirit throughout the UBC campus using the survey question, “To what degree do you feel the Thunderbirds contribute to school spirit?”. The answers to this question included “Very Strong”, “Somewhat Strong”, “Neutral”, “Somewhat Not Strong”, and “Very Not Strong”. For the segmentation participants who responded “Very Strong” and “Somewhat Strong” were grouped as “Strong”, and participants who responded “Neutral”, “Somewhat Not Strong” and “Very Not Strong” were grouped as “Weak” in terms of their ideals of Thunderbirds contributing to school spirit. The four segments based on the first criterion were then separated into 8 distinct clusters based on the answers to the second criterion.

Finally, with eight segments set in place based on the frequency of participation in Thunderbird events and the resignation of the Thunderbirds’ contribution to school spirit, the last criterion was based on the likelihood of

the participants recommending Thunderbird events to their friends. The reasoning behind the use of this question as the last criterion is to in a way analyze whether participants truly enjoy Thunderbird events. For example, this question helps to separate those who participate often in Thunderbird events, are they participating because they feel that these events are of high value, or because there is no better alternative? Since the overall objective is to increase the percentage of people in the UBC community who recognize the UBC Thunderbirds as a “Brand for me”, seeing who is likely to recommend UBC Thunderbirds to friends can help to more accurately segment our segments to find a target segment.

Overall, after implementing the three criteria, the pool of 205 respondents was divided into 16 individual clusters. However, after further analysis of the 16 segment clusters, it was recognized that some clusters could be combined to create one single segment as their needs could be met by the same set of the four P’s (Price, Product, Place, and Promotion).

### **Segment 1: ‘Never’ Nelly (9.8%)**

**Key Characteristics:** **Never participates** in any Thunderbird events, and **does not believe** that the UBC Thunderbirds contribute to school spirit.

Nelly is an average UBC student who attends their classes but does not engage in extra university activities beyond that. They are not a part of any UBC clubs or extracurriculars and focus more on their life outside of the UBC campus. They do not feel drawn or interested in staying on campus longer than needed. Nelly has friends from high school who are not a part of UBC and the majority of their social gatherings happen outside of the UBC campus. They have never been part of a sports team before, nor do they have an interest in ever joining one. Nelly has a passion for music and art and prefers doing activities in smaller group sizes, which they cannot find at UBC.

### **Segment 2: ‘Not Convinced’ Colin (13.6%)**

**Key Characteristics:** **Never participates or participates only 1 to 4 times per academic year** in any Thunderbird events, and **agrees** that the UBC Thunderbirds contribute to school spirit.

Colin is a commuter student who doesn’t have enough time because he is juggling work, transiting to school, and academic commitments. He would be interested in being more involved in UBC Thunderbird events because he wants a greater sense of community on campus, however, he has not made it a priority in his schedule. Colin has seen the benefits of joining clubs at UBC through his friends but cannot commit to making the time to join those clubs himself. He is unlikely to join a club during his time at UBC and does not have anything against the idea of participating. Colin participated in some organized sports in high school but it has never been a priority for him.

### Segment 3: 'The Long-Distance, Low-Commitment Casual Girlfriend' Barbie (8.8%)

**Key Characteristics:** Participates in UBC Thunderbird events **multiple times per academic year or semester**, **does not agree** that the UBC Thunderbirds contribute to school spirit, **would recommend** UBC Thunderbirds events.

Barbie enjoys physical activity and playing sports with friends at UBC, however, she does not have a strong association with the UBC Thunderbirds. Her goal is to get exercise and hang out with her friends but she does not feel the need for it to be tied to any particular organization. Barbie is not loyal to the organizer of events and she does not make her choices of activities based on it either. Her biggest priority is that the events she participates in, are well-executed and she has a good time with her community. Barbie influences her friends because she is very social and likes to get people to participate. She is an extrovert who cares about getting involved on the UBC campus.

### Segment 4: 'Lover' Larry (8.3%)

**Key Characteristics:** Participates in UBC Thunderbird events **multiple times per term**, **agrees** that the UBC Thunderbirds contribute to school spirit, **would recommend** UBC Thunderbird events.

Larry is very keen to be involved at UBC. He cares greatly about his identity within whatever academic institution he is a part of. Larry wishes he could have been on a Varsity team, however, he is happy being able to participate in Intramural programs to get his physical activity and feel like he is a part of a team. Larry would be interested in going to Varsity games because he cares about UBC and sports, however, he does not have a lot of friends who are willing to go to the games with him. Larry sees the value in having a community on campus and that is why he would recommend events to others.

### Segment 5: 'Active' Ally (10.7%)

**Key Characteristics:** Participates in UBC Thunderbird events **multiple times per week**, and **does not agree** that the UBC Thunderbirds contribute to school spirit, and **would recommend** UBC Thunderbird events to friends.

Ally is a very enthusiastic member of multiple Intramural teams and participates in most of the UBC Thunderbird events. Ally was class president in high school so sees the value of co-curricular activities that will help her prepare to get into a good grad school. She knows being very involved in campus life at UBC is important for her mental health and also for her future career success. She does not feel that the UBC Thunderbirds contribute to a strong self of school spirit, however, she can see so many benefits from attending those events, she would happily promote them to other people.

## Segment 6: ‘Reluctant’ Ronald (11.2%)

**Key Characteristics:** **Participates** in UBC Thunderbird events **multiple times per term or week**, **does not agree** that the UBC Thunderbirds contribute to school spirit, and **would not recommend** UBC Thunderbird events to friends.

Ronald is someone who actively participates in recreational, intramural or sports club events. They are very active physically, as being fit or playing sports is a large part of their identity outside of academics. However, they do not think highly of the UBC Thunderbird activities or recreational facilities they use regularly. Ronald does not resonate as a “Thunderbird” as they primarily utilize recreational and/or Intramural opportunities as means of convenience. However, if they were presented with another extra-curricular opportunity, whether that is with the UBC Thunderbirds or not, they would most likely take it. Ronald would not recommend UBC Thunderbird recreational, Intramural, or sports club activities to any of their friends.

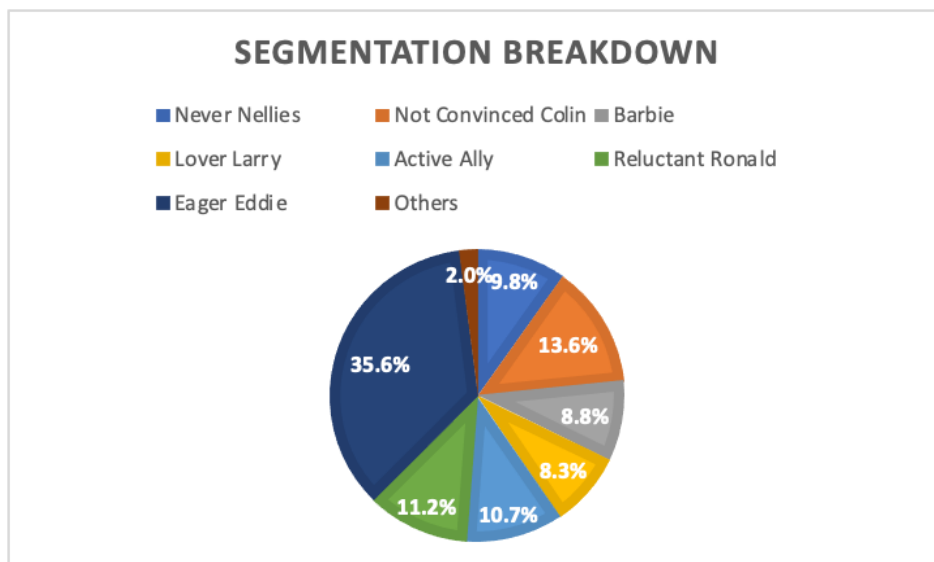
## Segment 7: ‘Eager’ Eddie (35.6%)

**Key Characteristics:** **Participates** in UBC Thunderbird events **multiple times per week**, and **agrees** that the UBC Thunderbirds contributes to school spirit.

Eddie is a Varsity player at UBC who identifies with the UBC Thunderbirds. He feels immense amounts of pride when wearing Thunderbird merchandise and makes it known to every person he meets that he is a Varsity athlete. He is proud of his athletic accomplishments and his team at UBC. Eddie likes to share his success with his peers and would be eager to share how UBC Thunderbird events have helped him succeed. Eddie wears UBC Thunderbird merchandise multiple times per week and enjoys other students asking him about what Varsity team he is apart of.

## Segment 8: Others (2.0%)

The remaining clusters consisted of a small amount of respondents that did not match with any of the previous segments. Seeing as the size of these clusters were so small it was impractical to create segments for these clusters. The figure below displays the breakdown of the segmentations in the UBC population.



**Figure 1**



# COMPETITOR ANALYSIS

## Competitive Overview

The UBC Thunderbirds Athletics and Recreation lack direct competitors. However, they participate in indirect competition with organizations such as the UBC Alma Mater Society (AMS), undergraduate societies, and UBC Greek Life. Even though they may not provide similar products, these organizations compete for the same consumer loyalty in terms of brand identity.

### UBC Alma Mater Society (AMS)

The UBC AMS holds considerable influence over an individual's choice to identify as a UBC Thunderbird. Many students, alumni, staff, and faculty, choose to associate themselves with UBC in general rather than specifically with the UBC Thunderbirds. It is not that the UBC AMS deliberately targets these specific consumer segments as they aim to connect with all UBC students, staff, alumni, and faculty. However, the 'Never' Nelly and the 'Not Convinced' Colin consumer segments tend to identify more with the UBC AMS, especially since they are less engaged in participating in UBC Thunderbird events.

### Objectives

The primary goal of the UBC AMS is to support students. This entails holding UBC and governments accountable on their behalf. They are committed to assisting students dealing with challenges such as debt, lengthy daily commutes, difficult roommates, academic struggles, and more (University of British Columbia, 2023). They are prepared to take a stand and initiate change when necessary.

### Marketing Mix

**Product:** The UBC Alma Mater Society does not aim to sell tangible products. Instead, their primary focus is on promoting their services to UBC students. They develop specific campaigns for students that hold the University accountable. These campaigns encompass academic and financial advice, proposed plans to improve the university experience, the creation of diverse visions for the campus's future, and actively listening to individuals' thoughts on how to enhance the UBC experience (University of British Columbia, 2023).

**Price:** As their products and services are intangible, there is no associated price tag.

**Place:** Similar to the UBC Thunderbirds, the UBC AMS is situated on campus, with its main headquarters located at 6133 University Blvd, Vancouver, BC, Canada (University of British Columbia, 2023).

**Promotion:** The UBC Alma Mater Society promotes its products and services through various forms of advertising across campus. Its primary promotional channel is through various social media accounts, where it

showcases academic services, events, and more. Additionally, they utilize in-person advertising methods such as placing posters in convenient locations across campus, including the Nest and different restaurants.

### **Positioning**

The UBC Alma Mater Society is the sole campus organization that holds UBC and governments accountable on behalf of the students. They distinguish themselves from competitors through their commitment to providing essential services for students facing challenges such as debt, daily commutes, academic struggles, etc.

### **Undergraduate Societies**

While the UBC AMS serves as a significant indirect competitor to the UBC Thunderbirds, Undergraduate Societies also play an essential role in influencing student identifications. Similar to the UBC AMS, most Undergraduate Societies do not specifically target these consumer segments. However, because these segments do not identify with the UBC Thunderbirds, they tend to attract individuals from the 'Never' Nelly, 'Not Convinced' Colin, and 'Long Distance, Low Commitment Casual Girlfriend' Barbie target segments.

### **Objectives**

The four largest Undergraduate Societies at UBC, namely the AUS, CUS, EUS, and SUS, each have their own respective objectives.

Arts Undergraduate Society (AUS): They aim to enhance the social, academic, personal, and professional lives of Arts students at UBC.

Commerce Undergraduate Society (CUS): Their objective is to elevate the value of a UBC Sauder School of Business degree while preparing students personally, professionally, and academically.

Engineering Undergraduate Society (EUS): They seek to support the academic, professional, and social needs of engineering students.

Science Undergraduate Society (SUS): Their goal is to promote the physical, academic, and social well-being of Science students at UBC.

### **Marketing Mix**

Product: While all four Undergraduate Societies sell clothing apparel, thereby contributing to their "brand for me" status, they, like the UBC Alma Mater Society, primarily focus on providing essential services to help their students succeed within their respective faculties.

Place: All of these Undergraduate Societies are situated on the UBC campus.

AUS: 140-1866 Main Mall, Buchanan D, Vancouver, BC, V6T 1Z1.

CUS: 445-2053 Main Mall, Vancouver, BC, V6T 1Z2.

EUS: 2332 Main Mall, Vancouver, BC, V6T 1Z4.

SUS: 2055 East Mall, Vancouver, BC, V6T 1Z4.

**Price:** As most of their services are intangible, assigning a specific price to products can be challenging. In regard to their clothing apparel, prices generally range from \$50 to \$100 CAD.

**Promotion:** All Undergraduate Societies promote their products and services through diverse advertising channels across the campus. Their primary promotional platforms include various social media accounts where they highlight academic services, events, and more. Additionally, they utilize in-person advertising techniques by strategically positioning posters in convenient locations across campus, particularly in areas visited by students within their respective faculties. For instance, the CUS may promote specific services around the Henry Angus building, as it is a central location for accessing *most* Sauder students.

## **Positioning**

Undergraduate Societies set themselves apart from their competitors by exclusively offering support, products, and services to members within their respective faculties. For instance, the AUS is among the few organizations providing specific support to students within the Faculty of Arts. They also distinguish themselves in various other ways.

**AUS:** They stand out by promoting involvement, equity, and inclusion, actively participating in community initiatives, and addressing concerns related to mental health and harassment.

**CUS:** Their differentiation lies in promoting transparency, inclusivity, and empowerment, offering support for all members, and empowering students to make independent decisions.

**EUS:** Their unique positioning revolves around providing support, wellness, and tutoring, ensuring access to essential resources to navigate the challenging engineering program.

**SUS:** They differentiate themselves by cultivating strong relations with other campus communities, and organizing inclusive events to facilitate interaction among students from diverse backgrounds throughout the year.

## **Greek Life**

UBC's Greek Life represents a significant competitor that strongly influences the UBC Thunderbirds' ability to attract students and foster a stronger sense of a "Brand for me". Many students on campus prefer identifying with their respective fraternity or sorority rather than as a UBC Thunderbird. Generally, these segments exhibit a higher sense of school pride but are primarily focused on their involvement with their respective Greek Life affiliates. These segments include 'Not Convinced' Colin and 'Long Distance, Low Commitment Casual Girlfriend' Barbie.

## **Objectives**

Greek Life at UBC comprises 11 fraternities and eight sororities (University of British Columbia - UBC Fraternities, 2023). Although fraternities consist of men and sororities consist of women, their objectives are similar. UBC fraternities are dedicated to developing student leaders who act in the community. They value leadership, service, and brotherhood. These fraternities serve as social groups for individuals who are far from home and in need of friends. They engage in character building and volunteering activities. On the other hand, UBC sororities are committed to enhancing the university experience by fostering friendships, providing academic support, promoting athletics and community involvement, and developing leadership skills. UBC sororities encourage female students to leave their mark on campus and offer a sense of belonging.

## **Marketing Mix**

**Product:** Clearly, UBC Greek Life does not offer any tangible products. While they may not directly compete with the UBC Thunderbirds in terms of enhancing their "Brand for me" status on campus, they do influence how individuals identify themselves. UBC Greek Life aims to provide an experience to its members, marketing a sense of brotherhood or sisterhood to the student body. It is a space where individuals can feel a sense of belonging and seamlessly integrate into a community.

**Place:** Eight UBC fraternities reside in a dedicated house within the Greek Village, while three others are situated on campus in houses that they either own or rent. Unlike UBC fraternities, UBC sororities do not have their own designated homes. However, numerous sorority members reside at 2770 Wesbrook Mall, Vancouver, British Columbia, which is close to the Doug Mitchell Sports Centre.

**Price:** To become a member of either a UBC fraternity or a UBC sorority, a specific fee is required. New members joining UBC fraternities typically pay an annual fee of approximately \$1,200 CAD (UBC Fraternities, n.d.), whereas active members pay an annual fee of around \$960 CAD. UBC sorority members incur a similar cost to their fraternity counterparts. New sorority members are expected to pay an annual fee of around \$1,200 CAD, while active members contribute an annual fee of approximately \$960 CAD (UBC Sororities, n.d.).

**Promotion:** UBC fraternities and sororities use various channels to advertise their services, emphasizing brotherhood, sisterhood, networking opportunities, and more. The most common promotional methods they use include utilizing social media accounts, advertising on their respective websites, and promoting through in-person meet-ups on campus.

## **Positioning**

UBC fraternities and sororities distinguish themselves from potential competitors by providing exclusive opportunities to their members for community building, networking, and fostering a sense of brotherhood and/or sisterhood. They offer a diverse set of benefits that cannot be replicated by clubs, varsity sports teams, intramural programs, etc. These opportunities include networking and connection events, fostering a sense of belonging, and enhancing social life. Many individuals who join a fraternity or sorority do so because they haven't been able to establish meaningful connections at university, and/or are seeking a social group where they can establish strong bonds, replicating the friendships they had back home or in high school.

## **Competitive Matrix**

### **Explanation of Attributes Selected**

#### **Number of Events**

This attribute is crucial to measure, as the quantity of events organized by a specific entity significantly affects an individual's identification of that organization as a "Brand for me". The greater the number of events conducted by an organization, the greater the impact on an individual's ability to connect with the brand.

#### **Event Quality**

The quality of events plays a crucial role in determining whether someone identifies with a particular brand. If events are well-planned and entertaining, there is a higher likelihood that individuals will perceive the brand as a "Brand for them".

#### **Advertising**

Advertising was selected as an attribute because, the data collected from in-person interviews, observed that many individuals felt UBC Thunderbirds-related events lacked sufficient promotion. Advertisements play a crucial role in facilitating individuals' connection with a specific brand. One of the primary reasons why the UBC Thunderbirds have struggled to attract a large consumer base for brand identification is due to a lack of advertising. One major complaint from individuals was the lack of information about when and where events were being held.

#### **Sense of Belonging**

A strong sense of belonging significantly influences an individual's identification with a brand. When consumers feel a connection with a particular brand, they are more willing to attend events, identify with the brand, and take pride in being part of the community. In our in-person interviews, we noted that many individuals expressed a lack of belonging with the UBC Thunderbirds. 61.11% of respondents associated the UBC



Thunderbirds with sports/Varsity athletics, and none of the individuals that were interviewed in person were Varsity athletes.

### Time Commitment

Time commitment plays a crucial role in determining whether someone is willing to identify with a particular brand. To attract new consumers and have them perceive your brand as a “Brand for them”, individuals must be willing or able to allocate the necessary time. The data collected from in-person interviews showed that 37.50% of respondents identified time as one of the major barriers preventing them from participating in Thunderbird-associated activities.

### Variety of Services Provided

The UBC Thunderbirds offer a large amount of services and opportunities in comparison to their relevant competitors on campus. The UBC Thunderbirds provide numerous services and opportunities for individuals to engage with the brand. For instance, individuals can attend varsity events, participate in intramurals, and join Thunderbird-related events such as Storm the Wall, Day of the Long Boat, and more.

### Barriers to Entry

Barriers to entry play a significant role in determining whether a brand resonates with a particular individual. This aspect is extremely important because every competitor on this list faces specific barriers to entry that impact their popularity. The data collected from in-person interviews demonstrated that factors such as time, distance, awareness, and intimidation all contribute to students' willingness to engage with the UBC Thunderbirds and consider them as a “Brand for them”.

## COMPETITIVE MATRIX

| ATTRIBUTES                  | NUMBER OF EVENTS | EVENT QUALITY | ADVERTISING | SENSE OF BELONGING | COMMITMENT | VARIETY OF SERVICES | BARRIERS TO ENTRY |
|-----------------------------|------------------|---------------|-------------|--------------------|------------|---------------------|-------------------|
| UBC Thunderbirds            | High             | Medium        | Low         | Low                | High       | High                | High              |
| UBC Alma Mater Society      | High             | Medium        | Low         | Medium             | Low        | High                | Medium            |
| UBC Undergraduate Societies | Low              | Low           | Low         | Medium             | Low        | Low                 | Low               |
| UBC Greek Life              | High             | High          | Medium      | High               | High       | Low                 | High              |

## **Competitor Analysis**

### **Benchmark Based on the Competitive Matrix**

#### **Number of Events**

Regarding the number of events, the UBC Thunderbirds are comparable to their campus competitors, such as the UBC AMS and UBC Greek Life. Similar to these organizations, the UBC Thunderbirds host a significant number of events. This can be seen as a positive aspect, as it allows individuals to engage with the brand more consistently.

#### **Event Quality**

Similar to the number of events, the UBC Thunderbirds are also comparable to their competitors in terms of event quality. The in-person interviews revealed that the UBC Thunderbirds are recognized for hosting events of medium quality. According to research, 59.46% of respondents indicated that Varsity athletic events, recreational activities, or other Thunderbird-related events had a significant impact on their UBC experience. Notably, UBC Greek Life is the only group with higher event quality than the UBC Thunderbirds.

#### **Advertising**

Unfortunately, the UBC Thunderbirds need substantial improvement in advertising. In comparison to their competitors, the UBC Thunderbirds face challenges in this aspect. The research findings indicate that a major factor contributing to a lack of participation in UBC Thunderbird events is due to not enough advertising.

#### **Sense of Belonging**

Compared to their competitors, the UBC Thunderbirds face challenges in establishing a strong sense of belonging among their consumers. The research findings revealed that some individuals on campus are not even familiar with the Thunderbird. Unlike the UBC AMS, UBC Undergraduate Societies, and UBC Greek Life, a significant number of people do not feel a sense of belonging to the UBC Thunderbirds when compared to their competitors.

#### **Time Commitment**

Attending UBC Thunderbird events requires a substantial time commitment compared to its competitors. The majority of UBC Thunderbird events extend beyond one hour, posing a challenge for individuals dealing with the challenging demands of school. In contrast, events hosted by the UBC AMS and UBC Undergraduate Societies are not as time-consuming and are perceived as more convenient by consumers.

## **Variety of Services**

In comparison to its competitors, the UBC Thunderbirds provide a diverse range of services, which proves beneficial when it comes to attracting new consumers and encouraging them to perceive the UBC Thunderbirds as a “Brand for them”. The UBC Thunderbirds enjoy the best of both worlds by providing services which are social and physical. This sets them apart from UBC Greek Life and UBC Undergraduate Societies, whose events are considered to be more social rather than physical.

## **Barriers to Entry**

The UBC Thunderbirds face significant barriers to entry when compared to their competitors. Similar to the challenges observed in UBC Greek Life, it was discovered that individuals encounter difficulties in engaging with UBC Thunderbird-related events and connecting with the Thunderbird. Various factors contribute to these challenges, including issues related to time, distance, awareness, and intimidation.

## **Conclusion**

In summary, following an analysis of the UBC Thunderbirds' competitors, it is concluded that they are on par with their rivals. Despite facing challenges in areas such as advertising, a sense of belonging, time commitment, and barriers to entry, the UBC Thunderbirds compensate for these deficiencies through other strengths, including the quantity and quality of events they host. To surpass their competitors, the UBC Thunderbirds must prioritize addressing their weaknesses and making their events more convenient for the public. This strategy will elevate the brand’s awareness and prompt more individuals to consider the UBC Thunderbirds a “Brand for them”.



## SWOT

### Strengths

There are several significant strengths that contribute to the overall success of the UBC Thunderbirds Athletic and Recreation programs. Firstly, the facilities that the UBC Thunderbirds operate in are a major strength. The programs offer a diverse range of activities due to their diverse portfolio of facilities across the UBC campus. This not only attracts a wide spectrum of athletes but also enhances the overall appeal of the programs offered. Secondly, the reputation of the UBC Thunderbirds Varsity teams and UBC Thunderbirds Intramurals volunteer structure are key strengths of their program. The Intramurals program is not only a reputable program amongst UBC students but is also used as a benchmark for other universities across Canada. Both of these programs reflect positively on the UBC Thunderbirds and positions them as leaders in the collegiate sports organization within Canada. Lastly, the rich history of producing notable alumni, including over 251 Olympians over the last 80 years (University of British Columbia, n.d.), serves as a powerful strength. This track record adds prestige to the program and establishes the UBC Thunderbirds Athletics and Recreation program as a significant contributor to the development of elite athletes. The success of previous UBC Thunderbird Varsity athletes demonstrates the program's effectiveness in nurturing talent and solidifies its position as a leader in collegiate athletics. Overall, the UBC Thunderbirds strengths come from their elite facilities, strong Varsity and Intramurals reputation, and legacy of producing notable olympic-level athletes.

### Weaknesses

The UBC Thunderbirds Athletics and Recreation program faces several weaknesses that have a strong impact on their ability to reach their current goals. The first weakness identified is the lack of financial resources the UBC Thunderbirds programs have. The constrained budget for marketing hinders the program's ability to increase brand awareness. This financial limitation poses a barrier to their promotional efforts and impedes on the implementation of comprehensive marketing strategies. The next weakness identified is the program's weak brand loyalty among UBC students towards the UBC Thunderbirds brand. The failure to establish the UBC Thunderbirds as a "brand for me" amongst UBC students reflects a disconnect between the program and their target audience. This lack of identification creates a substantial challenge to the programs' long-term success, as brand loyalty is a crucial part in sustaining engagement and support. Finally, the inconsistent media presence of the UBC Thunderbirds Athletics and Recreation program has a major impact on the success of the program's goals. Inconsistently posting on major social media platforms, such as Instagram, Tik Tok, and Youtube, undermines the program's ability to effectively engage with UBC students. This limited digital presence diminishes the program's visibility, which hinders their ability to create a connection with their primary audience. In summary, the key weaknesses the UBC Thunderbirds Athletics and Recreation program hold are the limited financial resources, the weak brand loyalty among UBC students, and the inconsistent media presence.



## Opportunities

Each opportunity presented to the UBC Thunderbird Athletics and Recreation program is strongly linked to the room for growth for the program throughout the UBC campus. The first opportunity for growth stems from the lack of school spirit within UBC, and the absence of strongly identified clubs or mascots. The program has room to instill a sense of identity and pride to UBC students using their UBC Thunderbird mascot. The second opportunity for growth is created by the annual influx of new students at UBC. This opportunity offers a continuous space to experiment new marketing strategies. With each incoming class, the program can try various marketing tactics to identify and refine what resonates most effectively with the UBC student population. This dynamic environment gives the UBC Thunderbirds Athletics and Recreation program the flexibility to adapt and tailor their strategies until they find the most effective one. Finally, with numerous students not involved in any club at UBC, there is an untapped market for expansion for the UBC Thunderbirds Athletics and Recreation program. This gives the program an opportunity to broaden its reach, and increase its participant base. Overall, the UBC Thunderbirds have opportunities to enhance school spirit, experiment with different marketing strategies from each new student cohort, and tap into the potential room for growth within the large UBC student population.

## Threats

There are three major threats that could hurt the growth and sustainability of the UBC Thunderbirds Athletics and Recreation program. Firstly, the wide variety of extracurricular options within the UBC community poses as a significant threat to the program's visibility and appeal. With many activities fighting for the UBC students' attention, distinguishing the UBC Thunderbirds from other options poses a challenge. The risk of being overshadowed by the diverse range of extracurricular activities requires strategic differentiation from the UBC Thunderbirds programs and targeted marketing efforts to showcase the unique value proposition the program holds. Secondly, the general academic focus among UBC students poses a threat to the UBC Thunderbirds Athletics and recreation participation rates. Many students at UBC prioritize academic achievements over extracurricular involvement, which limits the number of potential participants. The program will need to show the value in a balanced lifestyle, and how that can positively impact students' ability to succeed in their academics. Thirdly, the UBC Thunderbirds Athletics and Recreation programs exclusion of events related to arts, music, and culture creates a vulnerability. This limitation excludes a large portion of the demographic that may not be solely interested in sports. The lack of diversification to appeal to a broader range of interests poses a threat, as other programs may have the ability to fill this gap that the UBC Thunderbirds programs cannot. In summary, the UBC Thunderbirds face threats from the abundance of extracurricular choices offered at UBC, the predominant focus on academic success, and the program's exclusion of certain arts related areas.

The complete SWOT table is located in [Appendix D](#).



## TARGET SEGMENTS

### Recommended Target Segments

#### **‘Not Convinced’ Colin**

Although this segment consists of 13.6% of our market, the ‘Not Convinced’ Colin segment is a part of an uncaptured demographic that the UBC Thunderbirds can target to increase its presence on campus significantly. This consumer group never participates in any Thunderbird events; however, they agree that Thunderbird contributes to school spirit and would recommend UBC Thunderbird events. This segment values the importance of school spirit and building a strong-knit community; however, with commuting to school, they do not have enough time to juggle work, commuting,, and other school commitments. This segment has potential growth because these students would be interested in being more involved with the UBC Thunderbirds. They want to feel a greater sense of community involvement on campus, however, they have not made it a priority to make space for it in their schedule. One challenge to consider when targeting this segment is time constraints since these students cannot commit to joining more UBC events and organizations. Time is crucial to this segment, so there is a potential threat of not wanting to participate in future Thunderbird events. However, with greater importance on a sense of belonging, this segment is an attractive market to target due to its alignment with UBC Thunderbirds commitment to fostering a community at the University of British Columbia.

#### **‘Long Distance, Low Commitment Casual Girlfriend’ Barbie**

The “Long Distance, Low Commitment Casual’ Barbie” segment represents 8.8% of the total market, and while this percentage may seem relatively small, it translates to a significant group since the overall market size exceeds 60,000 individuals. The absolute number of individuals within this segment is substantial enough to be qualified as a viable market segment, as it represents over 5,000 participants. Additionally, it is important to recognize that the 8.8% figure might be a conservative estimate due to the limitations of the survey’s sample size. This segment is appealing due to its existing connection with the UBC Thunderbirds. Leveraging this pre-established link can be used as a strategic advantage when trying to boost loyalty and participation within the UBC campus. The potential for growth within this segment demonstrates a valuable opportunity for the UBC Thunderbirds to harness and exploit. A key advantage for Barbie is identifiability. Due to their active or previous involvement in the UBC Thunderbirds programs, event coordinators will have access to information about this segment, allowing for a more targeted and personalized approach for outreach and marketing strategies. This segments active participation in significant events such as Storm the Wall further solidifies its suitability as a target segment. Barbie demonstrates an ideal level of responsiveness from their willingness to participate. Overall, the ‘Long Distance, Low Commitment Casual Girlfriend’ Barbie segment holds substantial potential for the UBC Thunderbirds to target.

## **'Reluctant' Ronald**

The segment known as 'Reluctant' Ronald consists of 11.2% of the total market. Ronald actively engages in UBC Thunderbird events multiple times per term or week and does not agree that the UBC Thunderbirds contribute to school spirit. Ronald also would not recommend UBC Thunderbird events to friends. The decision to target Ronald is based on their existing, although partial, resonance with the Thunderbird brand. The other two target segments, Colin and Barbie, lack substantial investment in the Thunderbird brand, making it unwise to overlook individuals already identifying with the UBC Thunderbirds as a "Brand for me". Although Ronald does not agree that the UBC Thunderbirds contribute to school spirit and would not recommend UBC Thunderbird events to friends, there is an opportunity for growth in this area. Given Ronald's active participation in UBC Thunderbird events, ranging from multiple times per term to per week, reaching them would not be difficult. This indicates that Ronald is easily accessible with the suggested tactics, and the UBC Thunderbirds will not need to go out of their way to advertise to them. Furthermore, they align with the UBC Thunderbirds' brand strengths, which include excellent facilities, as they actively attend events in those facilities, and UBC Varsity teams, as they are more than willing to attend Varsity games.



## BRAND POSITIONING

### Positioning Statement



For ‘Not Convinced’ Colin, ‘Long Distance, Low Commitment Casual Girlfriend’ Barbie, and ‘Reluctant’ Ronald, UBC Thunderbirds Athletics and Recreation is the only campus organization that enhances the social, physical wellness, and personal lives of UBC students, unlike the UBC Alma Mater Society (AMS) which distinguishes itself through a diverse range of extracurricular opportunities, and the inclusion of a broad spectrum of cultural and academic possibilities.



### Key Points of Difference

UBC Thunderbirds Athletics and Recreation delivers interactive and engaging events and programs to students, alumni, athletes, and communities. However, UBC Thunderbirds stands out from its competitors because they provide a variety of services for everyone to enjoy, whether it involves athletics or other activities that promote a sense of belonging among UBC affiliates. The Thunderbirds aim to create an inclusive and engaging environment for all students and future generations. Although the UBC Thunderbirds compete against other organizations across campus, they differentiate themselves by enhancing the social, physical wellness, and personal lives of UBC students.

## GOALS AND OBJECTIVES

### Overarching Marketing Goal

The overarching marketing goal is to increase the percentage of the specified target segments that agree the UBC Thunderbirds Athletics and Recreation is a "Brand for me". This involves increasing both brand awareness and brand knowledge. However, the main marketing goal is to foster more school spirit on campus and encourage individuals to embrace the Thunderbird identity. The implementation of three new S.M.A.R.T objectives will help facilitate the UBC Thunderbirds in achieving their goals.

- 1.** Launch the UBC Thunderbird app which is a 'one-stop-shop' for all things related to the UBC Thunderbirds Athletics and Recreation by August 31st, 2024.
- 2.** Achieve a 20% increase in the number of individuals within our target segments who agree or strongly agree that the UBC Thunderbirds is a "Brand for them" as indicated by their consumer behavior in a survey conducted in March 2025.
- 3.** Increase the participation rate of individuals within our target segments (Colin, Barbie, and Ronald) in UBC Thunderbird events (Varsity, Intramurals, Thunderbird-related events) by 30% from 29% to 38% per academic year as measured through a survey in March 2025.





# MARKETING STRATEGIES AND TACTICS

## S.M.A.R.T. OBJECTIVE #1

*Launch the UBC Thunderbird app that is a 'one-stop-shop' for all things related with UBC Athletics Thunderbirds and Recreation by August 31<sup>st</sup>, 2024.*

The Thunderbird App will be released by this specific date to ensure its readiness and execution can be fulfilled for the beginning of the upcoming school year. This enables students to begin the academic year with a positive brand awareness and high engagement.

**Strategy 1.1:** *Design a mobile app that offers easy access to all UBC Thunderbirds ticketed events and participation schedules.*

The initial strategy involves the app's design process, marking the first crucial step toward accomplishing the primary objective. Through student-led initiatives, the UBC Thunderbirds can seek hands-on experience in app development which will ensure the app comes to fruition with minimal associated costs. The app will be designed to incorporate specific features aimed at facilitating convenient access to all UBC Thunderbirds' event tickets and participation schedules. To achieve this goal, the UBC Thunderbirds will employ specific tactics as part of the execution of this strategy.

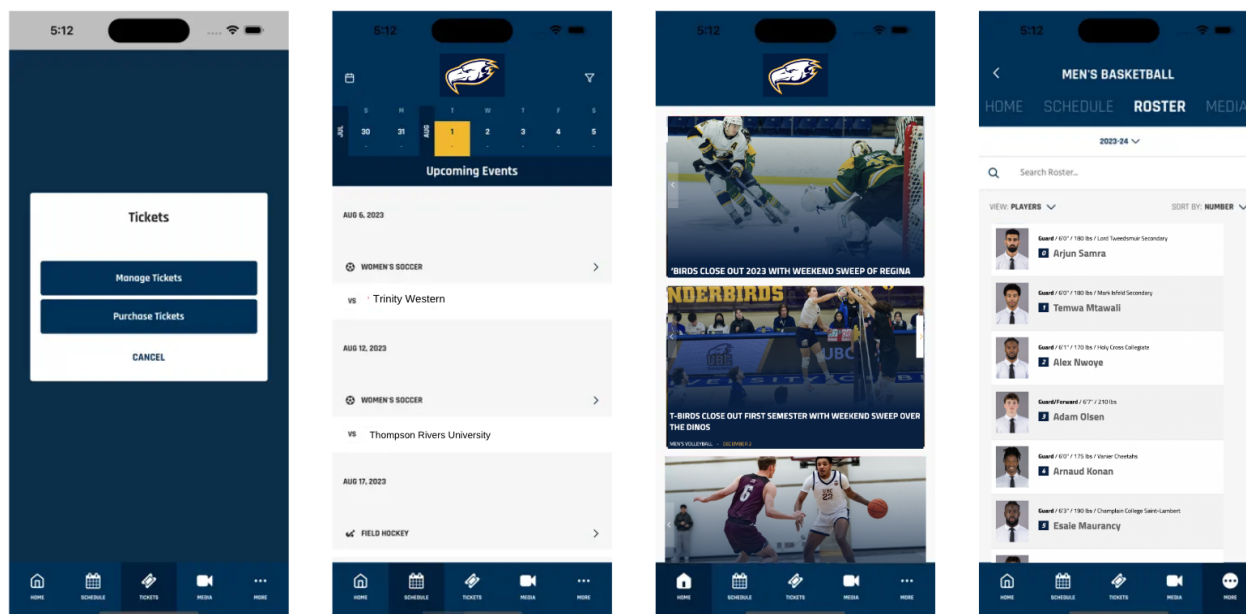


Figure 2



**Tactic 1.1A:** *Integrate a personalized calendar feature that encompasses dates and ticket purchasing deadlines for Varsity events, Intramural events, and Thunderbird-related events. Additionally, include a function that allows users to subscribe to specific Varsity teams for real-time updates on game schedules and team statuses.*

The Thunderbird app will be a user-friendly interface, similar to popular sports apps such as the Score and Bleacher Report. As demonstrated in Figure 2, the app's primary features are designed for simplicity and accessibility, with a straightforward login process utilizing student IDs. This is a crucial step for ensuring there are less barriers for students to sign up for ticketed events, and to inform students about free admission. Users can expect real-time game status updates and receive notifications for their favourite teams. This functionality is especially beneficial for students who are unable to physically attend games. More specifically, this function will serve as a means to target the 'Not Convinced' Colin and 'Long Distance, Low Commitment Casual Girlfriend' Barbie segments, as they do not regularly participate in Thunderbird events. Additionally, this function will allow students to easily check scores on their favourite UBC Varsity teams while they are playing away from home. The aim is to keep students actively engaged with UBC Varsity teams, fostering a sense of connection and support, regardless of their physical location as a viewer or the team's current location. Emphasizing these essential features and aspects of the app aligns with the overarching marketing goal of increasing the percentage of students who identify with the UBC Thunderbirds as a "Brand for me". The app serves as a platform, facilitating a seamless connection between UBC affiliates and the UBC Thunderbirds while establishing a greater sense of belonging within the UBC community.

**Tactic 1.1B:** *Establish a loyalty program consisting of three distinct tiers: Gold, Silver, and Bronze. Advancing through each tier unlocks additional benefits and discounts for purchasing Thunderbird merchandise.*

As previously stated, Tactic 1.1B consists of three distinct tiers: Gold, Silver, and Bronze. Evidently, Gold is the highest tier, followed by Silver, and Bronze. When UBC students initially join the loyalty program, they will not be assigned to any particular tier. However, as they actively sign up for and participate in various Thunderbird events, they will progressively advance through each tier. Each tier offers its own set of exclusive benefits and discounts for the purchase of Thunderbird merchandise. The Bronze Tier entails a one-time 15% discount on all UBC Thunderbird merchandise up to \$20 CAD. As students progress to the Silver Tier, they receive a one-time increased discount of 25% up to \$30 CAD. After successfully achieving the Gold Tier status, students are entitled to free admissions to special events such as 'Homecoming' and 'The Winter Classic', along with selecting a free exclusive Thunderbird merchandise item of their choice, up to \$50 CAD. This tiered structure acts as a powerful incentive, encouraging individuals to consistently engage and participate in a variety of Thunderbird events throughout the year, fostering a sense of loyalty and commitment to the Thunderbird community. The tiered structure provides a clear framework for recognizing and rewarding students based on their level of engagement with Thunderbird events. Through their participation, students not only earn tangible benefits but also feel a sense of accomplishment and recognition within the Thunderbird community. The exclusive benefits and discounts associated with each tier create a personalized experience for participants. This personalization fosters a stronger connection to the Thunderbirds, as individuals feel that their commitment and involvement are acknowledged and rewarded. Overall, the loyalty program serves as a powerful incentive structure, not only by providing tangible rewards but also by instilling a sense of belonging,

accomplishment, and commitment among UBC students; thereby strengthening the UBC Thunderbird community

**Strategy 1.2:** *Educate our target segments about the advantages and rewards associated with downloading the app.*

Strategy 1.2 includes educating our target segments about the advantages and rewards associated with downloading the Thunder app. To effectively implement this strategy, we have devised specific tactics designed to inform and incentivize our specified target segments.

**Tactic 1.2A:** *Collaborate with UBC JumpStart and integrate an information session into the orientation schedule. Create a promotional package containing details about the Thunderbird app to distribute to first-year students.*

Tactic 1.2A involves a strategic partnership with UBC JumpStart, aiming to integrate the Thunderbird app into the university experience during the orientation schedule. Collaborating closely with JumpStart leaders, we plan to conduct an information session dedicated to educating all students about the app's features and benefits. As part of this initiative, a promotional package will be distributed during the UBC JumpStart orientation. This package will include QR codes (Figure 3), simplifying the download process for the Thunderbird app, along with a pamphlet that provides a detailed explanation of the app's functionalities and outlines the associated loyalty program. Moreover, the UBC Thunderbird app will be accessible through both the iOS and Google Play Store platforms. The rationale behind choosing UBC JumpStart for this collaboration stems from its affiliation with first-year students. Recognizing the potential to create a strong initial connection, we view JumpStart as an ideal platform to introduce the Thunderbirds as a distinct "Brand for me" right from the beginning of students' UBC journey. Our strategic aim is for this brand affiliation to persist throughout their entire university experience, providing consistent support until they graduate. By consistently educating first-year students about the Thunderbird app and its benefits, the team envisions a scenario where widespread adoption of the app occurs within a couple of years, contributing to a sense of unity and engagement across the student body. The introduction of the app during this important orientation period exploits the enthusiasm of incoming first-year students, who are eager to join a new school and actively participate in forming a new community. Through this collaborative effort with UBC JumpStart, our goal is to establish the Thunderbird app as an integral part of the university experience, fostering a spirit of community and involvement that endures throughout students' academic journeys.

**Figure 3**



**Tactic 1.2B:** *Craft compelling Instagram advertisements featuring a captivating short video introducing the app.*

Tactic 1.2B involves crafting compelling Instagram advertisements featuring a captivating short video introducing the app. The team would like to emphasize the app's primary purpose, highlight user benefits, and include a hyperlink to navigate users to the iOS or the Google Play Store to download the app for free. Moreover, including a direct hyperlink simplifies the user journey, while making it convenient for viewers to transition from the advertisement to downloading the app. This seamless process is designed to enhance the likelihood of user conversion. This tactic recognizes the power of Instagram advertisements by using a visually engaging platform to effectively communicate the app's value to a wider audience, particularly those who may not be actively engaged with the UBC Thunderbirds on social media platforms. Instagram displays ads to individuals based on their engagement and behavior, demographic information, and relevance. Many of our targeted segments may not currently engage with the UBC Thunderbirds, but this approach provides an effective means to reach them, even if they don't follow any UBC Thunderbirds social media accounts.

## **S.M.A.R.T. OBJECTIVE 2**

*Achieve a 20% increase in the number of individuals within our target segments who agree or strongly agree that the UBC Thunderbirds is a "Brand for them" as indicated by their consumer behaviour in a survey conducted in March 2025.*

**Strategy 2.1:** *Create a storytelling campaign called 'Thunderbird Tales' that strengthens the emotional connection individuals have with the UBC Thunderbirds.*

The 'Thunderbird Tales' will be a captivating storytelling campaign crafted to deepen the emotional connection between UBC students and the UBC Thunderbirds (Figure 4). The narrative will exceed just sports related results, and will focus on the personal stories of the athletes, coaches, participants, and attendees. The 'Thunderbird Tales' aims to promote inspirational stories from real life experiences with the UBC community. Figure 5 shows an example of a story from UBC Thunderbirds Quarterback returning from a major injury to lead the team to the Vanier Cup Final. Using a diverse range of digital platforms (e.g. Instagram, Tik Tok, YouTube), the campaign intends to amplify the voices of individuals who have interacted with the UBC Thunderbirds Athletics and Recreation program to foster relatability for the audience. The purpose of this tactic directly addresses the need for belonging on the UBC campus, as the 'Thunderbird Tales' seeks to resonate emotionally with individuals watching.



Figure 4



Figure 5



**Tactic 2.1A:** *Conduct and document video interviews to collect personal stories from students, alumni, faculty, and staff who possess inspiring experiences and memories related to the UBC Thunderbirds. Transform these videos into a documentary series, which will be featured in in-person advertisements displayed on public screens across campus, showcased on large screens before games, and presented in classes with the approval of professors.*

The purpose of this tactic is to capture the personal narratives of UBC students, alumni, faculty, and staff affiliated with the UBC Thunderbirds, in order to show how the UBC Thunderbirds Athletics and Recreation program has had a positive impact on the community. The interviews will cover the inspiring experiences and unique memories participants cherish, shedding light on the impact the UBC Thunderbirds community has had on them.

Most faculties around the UBC campus have multiple digital screens around the buildings. This is where the documentary series can be played. In addition to that, the UBC Thunderbirds Athletics and Recreation program can arrange an agreement with professors to share the video before classes, particularly larger first year classes with 100+ students. This serves as a means to reach our specified target segments (Colin and Barbie) as they do not actively participate in Thunderbird events and will likely not see these video interviews elsewhere. Finally, these documentary series can be played at any major event on the UBC campus, such as, Varsity games, large assemblies, and welcoming ceremonies.

**Tactic 2.1B:** *Host live and virtual storytelling events at War Memorial Gymnasium and MacInnes Field (weather dependent) where individuals can share their personal 'Thunderbird Tales'.*

These events serve as platforms for individuals to share their personal experiences with the UBC Thunderbirds. Having live events will help foster a real-time connection between previous participants and individuals watching. The physical presence at the War Memorial Gymnasium or MacInnes Field on the UBC campus provides a more intimate shared space, helping to increase the sense of community that comes along with the UBC Thunderbirds. Simultaneously, the inclusion of the virtual events will increase accessibility, allowing a wider audience to participate and contribute. This will make these events more inclusive, and can unite a greater community campus wide.

**Strategy 2.2:** *Create engaging promotional videos and photos that demonstrate the fun and inclusive environment created by the UBC Thunderbirds for all.*

These promotional materials aim to demonstrate that the UBC Thunderbirds Athletics and Recreation program is inclusive to everyone. The visuals should capture community, school spirit, and teamwork. The overall atmosphere captured in these promotional videos and photos should convey a sense of belonging to UBC students through activities created by the UBC Thunderbirds Athletics and Recreation department.

While highlighting the fun aspects of participating in UBC Thunderbird-related activities, these videos should hold a focus on diversity to show that the program is inclusive to everyone. This strategy will be used as a tool



to communicate that the UBC Thunderbirds is not just a sports community but also an all-encompassing space where individuals can find community and a sense of belonging.

**Tactic 2.2A:** *Share vibrant videos capturing the atmosphere at UBC Thunderbirds Varsity events, Intramural programs, and Thunderbirds-related events in high-traffic public hotspots such as ARC and Bird Coop, Undergraduate Buildings, the UBC Aquatic Center, and the UBC Nest.*

The rationale for employing this tactic stems from a lack of awareness surrounding these events. A recurring response during our in-person interviews indicated that individuals would be more inclined to participate in such events if they were informed about them. Implementing this strategy serves as an additional means to provide information and connect with our targeted segments. Our plan involves showcasing these dynamic videos on television screens at popular public hotspots to ensure visibility for everyone. This approach ensures maximum engagement, and helps to captivate a more diverse audience.

In addition to increase visibility, this tactic seeks to maximize engagement cultivate a more diverse audience by targeting individuals who may not usually be exposed to UBC Thunderbirds promotional content. This tactic is crucial for reach our specified target segments since they do not actively participate in Thunderbird events. The use of videos will create a more immersive experience for students watching which extends beyond traditional advertising, such as email marketing.

**Tactic 2.2B:** *Distribute posters across campus featuring images of Varsity athletes and participants in Intramural and Thunderbird-related events. This aims to illustrate the enjoyable and inclusive environment fostered by the UBC Thunderbirds.*

Placing these posters strategically across the UBC campus ensures widespread visibility (Figure 6). The primary goal is to illustrate how there is a place for any individual to join the UBC Thunderbird community. Even if direct participation does not immediately follow, the posters serve as an informative touch point which better acquaints students with the UBC Thunderbird programs. This increased awareness not only will contribute to the positive perception of the UBC Thunderbirds but also establishes a foundation for potential future engagement. This approach will showcase that the UBC Thunderbirds is more than a sports program, which might make individuals more likely to join over time.



**Figure 6**

## S.M.A.R.T. OBJECTIVE 3

*Increase the participation rate of individuals within our target segments (Colin, Barbie, and Ronald) in UBC Thunderbird events (Varsity, Intramurals, Thunderbird-related events) by 30% from 29% to 38% per academic year as measured through a survey in March 2025.*

These percentages were calculated by evaluating the annual attendance of events within each target segment compared to their potential attendance. It was observed that the specified segments (Colin, Barbie, and Ronald) only attend 29% of the UBC Thunderbird-related events they could potentially engage with. Based on the data, it is suggested that a 30% increase in the participation rate is a viable goal to pursue by March 2025.

**Strategy 3.1:** *Host a pep rally at the beginning of each semester to boost school spirit and celebrate the identity of the UBC Thunderbirds.*

Hosting a pep rally at the beginning of each semester is one of the strategies employed to increase the participation rate in UBC Thunderbird events. This particular approach serves as a means of engaging all students who may not necessarily connect with the school through sports but rather through community involvement. Primary research findings conducted through in-person interviews, show 'Sports/Varsity Athletics' is the most popular association that initially comes to mind for consumers when asked about the UBC Thunderbirds, with 61.11% of total respondents mentioning it. This strategy is more specifically directed at the target segments 'Not Convinced' Colin and 'Long-Distance, Low-Commitment Casual Girlfriend' Barbie, who may not find resonance with the UBC Thunderbirds through sports. While it may attract individuals from the 'Reluctant' Ronald target segment, it was specifically designed as a means to reach those who rarely participate in Thunderbird events. The pep rally will strictly emphasize boosting school spirit and celebrating their identity as Thunderbirds. It will not incorporate sports activities but rather serve as an occasion to celebrate pride as a Thunderbird in various ways.

**Tactic 3.1A:** *Feature a mix of entertainment, including performances by the school band, UBC Cheerleaders and UBC Dance Clubs.*

To effectively engage the target segments that do not actively participate in UBC Thunderbird events (Colin and Barbie), entertainment that resonates with these individuals during the pep rallies must be incorporated. Many of them struggle to identify with the UBC Thunderbirds and do not perceive it as a "Brand for me" due to its association with sports. As a significant number of individuals within these target segments do not resonate with sports, the decision to celebrate the UBC Thunderbirds aims to appeal to these individuals. The inclusion of the school band, UBC Cheerleaders, and UBC Dance Clubs is deemed an effective means of conveying school spirit to those who may not typically associate with the UBC Thunderbirds (Figure 7).





**Figure 7**

**Tactic 3.1B:** *Include interactive elements like themed photo booths, face painting stations, and spirit gear distribution to encourage active participation located at the front of the pep rally.*

Incorporating interactive elements such as themed photo booths, face painting stations, and spirit gear distribution will foster increased participation among the attendees. This approach serves as a means for individuals to express their school spirit and convey the UBC Thunderbird experience. This is considered as an effective method to attract individuals from all of the target segments (Colin, Barbie, and Ronald), encouraging them to actively support and represent their school. The inclusion of these interactive features at the front of the pep rally ensures that each individual has the opportunity to obtain gear, enhancing the overall atmosphere of the event and generating greater excitement among attendees. This setup promotes a shared representation of the school, fostering increased interaction among individuals and ultimately boosting overall school spirit.

**Tactic 3.1C:** *Organize a faculty challenge as a way to attract a larger audience.*

To attract a larger audience at the event, a faculty challenge among participants has been devised. Upon entering the event, attendees will have the flexibility to choose their seating, allowing them to sit with friends from other faculties if they wish. At some point during the pep rally, participants will be instructed to relocate to specific areas based on their respective faculties. The faculties will then compete to determine which one has the highest number of individuals in UBC Thunderbird gear and produces the loudest cheer.

This initiative serves as an incentive for attendees to interact with different people, dress up in UBC Thunderbird attire, engage in face painting, and show support for their school. The winning faculty will gain the privilege of boasting about their victory over their counterparts, with the announcement circulated throughout the campus via in-person posters and featured in the UBC Newspaper. This tactic is designed to target all target segments (Colin, Barbie, Ronald), as it serves as a means to represent your school with your fellow students.



**Strategy 3.2:** *Co-host a tailgate event with the UBC Alma Mater Society (AMS) prior to the Homecoming walk.*

To effectively target the 'Not Convinced' Colin and 'Long Distance, Low Commitment Casual Girlfriend' Barbie segments, a recommended strategy involves co-hosting an event with the UBC Alma Mater Society (AMS). Despite the UBC Alma Mater Society (AMS) being a competitor to the UBC Thunderbirds, collaborating with them opens avenues to engage with our target demographic that traditionally refrains from participating in UBC Thunderbird events.

As noted previously, the 'Not Convinced' Colin and 'Low Distance, Low Commitment Casual Girlfriend', Barbie segments are challenging to reach through UBC Thunderbird platforms. The goal is that the attendance of these segments would significantly increase if the event were co-hosted with the UBC AMS.

Participants within the 'Reluctant' Ronald segment are anticipated to attend the tailgate event irrespective of whether it is co-hosted with the UBC Alma Mater Society (AMS). The strategic collaboration with the UBC Alma Mater Society (AMS) is designed to draw individuals from the 'Not Convinced' Colin and 'Long-Distance, Low-Commitment Casual Girlfriend' Barbie segments. Additionally, it is expected to function as an effective approach in increasing participation rates at Thunderbird events within the 'Reluctant' Ronald segment.



**Tactic 3.2A:** *Incorporate an interactive spirit station, called the "Thunderbird Spirit Zone" where students can create customized banners and craft personalized signs to showcase their enthusiasm and connection to the UBC Thunderbirds community.*

The "Thunderbird Spirit Zone" serves as a space where participants can interact with the UBC Thunderbirds and grow their pride as a Thunderbird. Within this zone, there is an area for individuals to design personalized banners and craft individualized signs, expressing their enthusiasm and connection to the UBC Thunderbirds community. To heighten the atmosphere, the "Thunderbird Spirit Zone" incorporates energetic music to ensure that participants are enthusiastic about creating these signs (Figure 8).

The primary purpose behind the sign-making activity is to enable individuals to retain their creations as keepsakes. The aim is for individuals to hang up these signs in their homes or rooms, providing a continuous reminder of their UBC Thunderbird identity and the enjoyable experience they had at the event co-hosted by the UBC Alma Mater Society (AMS) and the UBC Thunderbirds. This initiative also acts as an incentive for future attendees to participate in the event. This tactic is aimed at individuals within all three of the specified target segments (Colin, Barbie, and Ronald).



**Figure 8**

**Tactic 3.2B:** Create a 'strongest arm' competition, focusing on determining who can throw a football the farthest. Collaborate with Uncle Fatih's, a popular pizza location on campus, to present the competition winner with a \$100 gift card.

The final tactic involves the creation of a "Strongest Arm" competition, where participants demonstrate their ability to throw a football the farthest. A collaboration with Uncle Fatih's Pizza is planned, with the winner being presented a \$100 gift card. The choice of Uncle Fatih's Pizza is based on its popularity on campus, as it is well-liked by many students, considering the general appeal of pizza.

Openness to collaborating with other campus restaurants is also expressed if they express interest in participating. Furthermore, although this tactic may not exclusively resonate with the 'Not Convinced' Colin and 'Long-Distance, Low-Commitment Casual Girlfriend' Barbie segments due to its sports-related nature. The broad appeal extends to a wider audience, including individuals in the 'Reluctant' Ronald segment who might find the sports competition more captivating. The goal is that introducing a lively sports competition could attract consumers from the 'Not Convinced' Colin and 'Long-Distance, Low-Commitment Casual Girlfriend' Barbie segments, potentially fostering an interest in sports among them.



# TIMELINE FOR IMPLEMENTATION

Figure 9 below illustrates a one-year implementation plan for the UBC Thunderbirds's three proposed objectives. The timeline will commence in March of 2024 and ends in March of 2025.

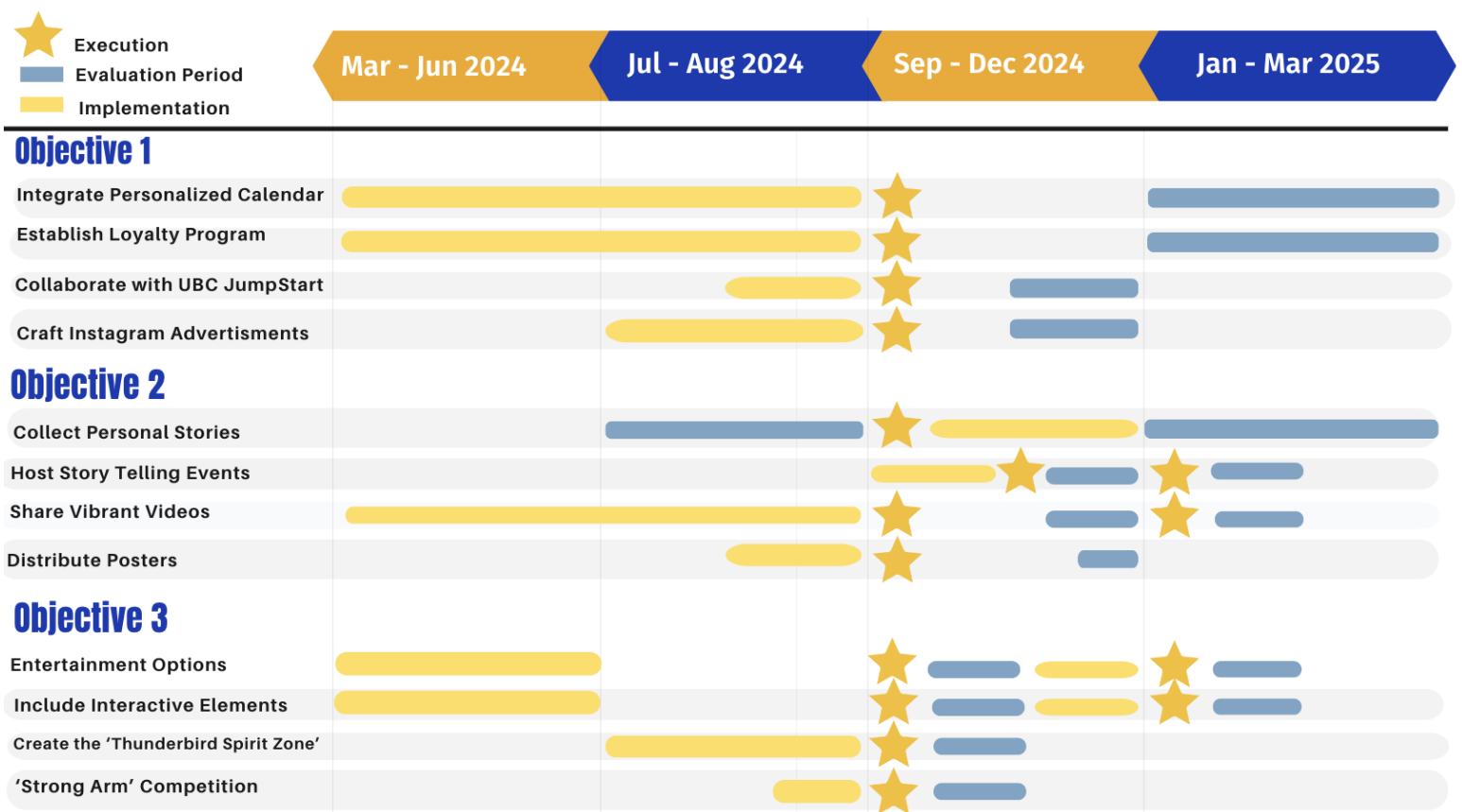


Figure 9



## **S.M.A.R.T. OBJECTIVE 1**

To implement, execute, and evaluate the Thunderbird app, specific dates and deadlines have been established to ensure its readiness for use in the upcoming academic year. The initial strategy involves integrating a personalized calendar and establishing a loyalty program. Based on secondary research, the average timeline for creating such features is approximately six months (Petelko, 2019). Given the development for the app commences in March, it is estimated that both the personalized calendar and loyalty program will be completed by August 31<sup>st</sup>, 2024. Subsequently, the intention is to launch the app for Term 1 of the Winter Session in 2024, and evaluate its performance and gather feedback in January 2025 for further improvements.

In addition to the implementation of the UBC Thunderbird app, a collaboration with UBC JumpStart is required to create a smooth partnership without any foreseen issues. Hence, August 2024 has been set as the starting point for the implementation, aiming to introduce the UBC Thunderbird app to first-year students in early September 2024. A couple weeks following the launch of the UBC Thunderbird app, during UBC JumpStart, an evaluation of the success and participant feedback of the app will need to take place. The collection period of the evaluations plan to be completed by the end of December 2024, this ensures a reasonable timeline is in place to form a decision on whether to repeat the process for the following academic year.

Regarding Instagram advertisements, the plan is to begin crafting them in July 2024 and August 2024 to ensure they are ready to be published by early September 2024 when Varsity events, Intramural programs, and UBC Thunderbird-related events begin. The plan is to evaluate the success of the tactic before the end of the 2024 calendar year. If all these tactics are completed on schedule, the UBC Thunderbird app will be successfully released by August 31<sup>st</sup>, 2024.

## **S.M.A.R.T. OBJECTIVE 2**

In alignment with S.M.A.R.T. Objective 2, it is important to implement specific tactics within a designated timeline to ensure the objective is completed in a timely manner. The strategy involves the creation of a UBC Thunderbirds storytelling campaign named 'Thunderbird Tales'. To conduct this storytelling campaign, the UBC Thunderbirds need to allocate a collection period in where they gather personal stories to be able to be shared at these storytelling events. The collection and evaluation of personal stories are planned to begin in July and August of 2024. This timeframe allows the UBC Thunderbirds to gather content, edit videos, and design posters for the new academic year. Distribution of these videos will take place during the first term of the winter session in the academic year of 2024/25, and the UBC Thunderbirds will evaluate how individuals have responded to these videos afterwards.

As for the 'Thunderbird Tales' events, planning and organization will take place at the beginning of the academic year (September 2024), leading to events being scheduled throughout October and November of 2024. The evaluation period of these events will be conducted in late November and December of 2024,

allowing the UBC Thunderbirds to make informed decisions and adjustments for the events expected to be held in second term of the winter session.

Content creation for the vibrant videos and distribution posters across campus, will take place from March 2024 to August 2024. Thus ensuring enough time is given for video editing. Since poster design is a quicker process, it will be undertaken solely during the summer months of 2024 (Figure 9). Both videos and posters will be showcased at the beginning of the new academic year (September 2024), in correlation with the commencement of various UBC Thunderbird events.

The subsequent months of term 1 (November and December of 2024) will be dedicated to the evaluation and improvement of future content. Completion of these tactics on schedule will provide the UBC Thunderbirds with sufficient data to determine the achievement of their objective; a 20% increase in individuals within the specified target segments (Colin, Barbie, Ronald) who resonate with the UBC Thunderbirds as a “Brand for me”. This determination will be based on a survey that will be conducted in March 2025.

### **S.M.A.R.T. OBJECTIVE 3**

In preparation for hosting a pep rally, the UBC Thunderbirds need to guarantee that the entertainment options meet the required standards. To achieve this, the tactic involves beginning the implementation of these options from March 2024 to June 2024. This time frame allows the UBC Thunderbirds a long enough period to carefully choose appropriate entertainment, such as the school band, UBC Dance Clubs, and UBC Cheerleaders. It also provides these groups with a sufficient time period to create the necessary choreography for the pep rally.

The execution of the pep rally is scheduled for the beginning of September 2024. This pep rally will be followed by an evaluation of its effectiveness and audience response. The assessment will enable the UBC Thunderbirds to make necessary adjustments for the subsequent pep rally at the start of Term 2 in January 2025. The same approach applies to the interactive elements that are to be included in the pep rally. Beginning in March 2024, the UBC Thunderbirds can design and determine which elements to incorporate. This information and feedback will contribute to the planning and preparations of the next pep rally scheduled to be held in January 2025.

The ‘Thunderbird Spirit Zone’ and the ‘Strong Arm’ Competition will be developed throughout the summer of 2024, and will be ready for implementation in September 2024 for the ‘Homecoming’ event. After ‘Homecoming’, the UBC Thunderbirds can evaluate the effectiveness of these tactics, decide on necessary adjustments, and determine whether to use them for the following year.

Should these tactics be completed on schedule, the UBC Thunderbirds will be prepared to assess whether there has been an increase in the participation rate at Thunderbird events within our specified target segments (Colin, Barbie, Ronald) through a survey conducted in March 2025.



## BUDGET

Below is an estimate of the costs associated with the marketing plan and tactics recommended. Each cost is reflected on an annual basis. Any tactic that requires the current marketing staff to execute will not be calculated as a separate cost and will be reflected as \$0.

Additionally, any equipment costs (e.g. Thunderbird posters, speakers for events, Thunderbird labeled boots) will not be considered an added cost, as the UBC Thunderbirds Athletics and Recreation program can use existing materials. All estimated costs are in CAD.

| Tactic # | Marketing Resource                             | Description   | Estimated Cost |
|----------|--|---|----------------|
| 1.1 A    | Product Development                            | <p>There are various options for building an app where costs will range from \$0-\$16,000+. Similar to the marketing project the UBC Thunderbirds collaborated with COMM 468 students for, the UBC Thunderbirds should reach out to the Faculty of Computer Science to partner with students learning to become software engineers.</p> <p>Building and sustaining the UBC Thunderbird app could be a on-going project for a computer science class that is looking for hands on experience.</p> <p>Alternatively, the Intramurals program could add another volunteer 'crew' for computer science students who can carry on updating and renewing the app as time goes on.</p> <p>Other options in building the app would require the current marketing team building the app online or hiring a software engineer to build it. Software engineers range anywhere from \$10,000 - \$ 16,000 to develop an app.</p> | \$16,000       |
| 1.1 B    | Customer Retention Initiative: Loyalty Program | The loyalty program will not entail initial marketing costs as it will be an extension within the UBC Thunderbirds app. Eventually, when app users start unlocking the different tiers, the UBC Thunderbirds department can decide what rewards to giveaway, depending on the availability of funding.  | \$0            |

|       |   |  |                               |
|-------|---|--|-------------------------------|
| 1.2 A | Learning Resources and Education Tools                | The current marketing staff at the UBC Thunderbirds office can educate jumpstart leaders on how to teach new students to use the app.  | \$0                           |
| 1.2 B | Visual Storytelling Campaigns: Instagram Ads          | It is recommended that businesses using Instagram ads for the first time should experiment with smaller amounts of funding to see the effectiveness. The typical spend to test out Instagram ads is \$100 over a minimum of two to three days (Chacon, 2019). Once the results of this tactic have been received, UBC Thunderbirds can decide on how much to continue investing.   | \$100 /over 2-3 days.         |
| 2.1 A | Endorsement Testimonials                              | Creating a documentary series from students, alumni, faculty, and staff can be performed by the digital media team in the Intramurals program, or current marketing staff to lower costs. The live and virtual storytelling events can be hosted by the current marketing team and can use existing equipment (such as speakers/tents/posters).  | \$0                           |
| 2.1 B | Narrative Experiences: Live and Virtual Storytelling  | The virtual storytelling events can be performed on either Instagram live stories, or pre-announced zoom calls. Both of which would be non-paid methods of marketing. The in person live events (hosted at the War Memorial Gymnasium & MacInnes Field) will use existing equipment provided by the UBC Thunderbirds Athletics and Recreation department.  | \$0                           |
| 2.2 A | Online Presence Amplification Through Digital Signage | Various departments across the UBC campus might have different methods associated with digital media advertisements in each respective building.<br><br>For example, Sauder allows people within the UBC community to submit content to be presented on the large screens on the main floor of the Henry Angus building; these submissions can be sent to the email address, <a href="mailto:bigscreen@sauder.ubc.ca">bigscreen@sauder.ubc.ca</a> for approval. Sauder does not charge for this service so this tactic will have no associated costs involved. | \$0                           |
| 2.2 B | Strategic Poster Distribution                         | Posters can be printed in the UBC Thunderbirds Athletics and Recreation office. The average price of printing color at UBC is \$0.40. Posters should be distributed in all major faculty buildings, all first-year residences, and all recreational facilities. The estimated number of posters that need to be printed is 3,000.  | \$0.4 x 3,000 units = \$1,200 |
| 3.1 A | Engaging  | The feature of entertainment that would include the school   | \$0                           |

|              |                             |   |   |
|--------------|-----------------------------|---|---|
|              | Entertainment Production    | band, UBC Cheerleaders, and UBC Dance team is estimated to have no cost, as many of these groups could use these events as exposure for their brand.  |   |
| 3.1 B        | Immersive Events Activation | <p>Photo booths and backdrops can be set up using existing UBC Thunderbird Athletics and Recreation gear. Spirit gear can be limited to 100 units of merchandise per pep rally. If UBC Thunderbirds hosts 2 pep rallies per term that comes to 200 units of merchandise. A recommended giveaway item would be the UBC Thunderbird Plush Toy which is valued at \$24.95.</p> <p>On average, the range most retailers mark up their apparel is 50-80% (Willsey, 2011). Assuming this is the case for UBC Thunderbirds merchandise, the estimated cost of the toy would be \$13.86. Therefore, the estimated total cost per term would be \$2,772.</p> | <p>\$24.95 x 200 = \$4,990 (in opportunity cost).</p> <p>Actual cost will be lower based on cost of production for UBC Thunderbird Plush Toy.</p> <p>Estimated actual cost: \$2,772/per term.</p> |
| 3.1 C        | Faculty Challenge           | This challenge would take place at the pep rallies as a way to gamify the aspect of school spirit. Since this competition will be taking place at the pep rally mentioned in the earlier tactic, it should have no additional costs to host.  | \$0   |
| 3.2 A        | Engagement Hub Creation     | The primary cost from this section would be the 'arts and crafts' Thunderbirds would provide to students. The tents, booths, and speakers for music are already resources that UBC Thunderbirds currently possess so these will not incur additional costs. The prices received from the website 'Arts and Crafts' for the materials of washable markers, crayons, and blank posters would come out to about \$132 to provide enough materials for this event.  | \$132   |
| 3.2 B        | Incentives: Gift Cards      | The winner of the strongest arm competition will win a \$100 gift card to Uncle Fatih's on the UBC campus.  | \$100   |
| <b>Total</b> |                             |   | <b>\$20,304</b>   |

# MONITOR AND CONTROLS

## S.M.A.R.T. OBJECTIVE 1

To review the effectiveness of Strategy 1.1 within this objective, the UBC Thunderbirds Athletics and Recreation department can use Google Analytics as a monitoring tool. The integration of Google Analytics will enable an efficient tracking process of user engagement with the features of the UBC Thunderbirds app. By leveraging the 'Custom Events' feature within Google Analytics, the UBC Thunderbirds Athletics and Recreation department can monitor essential metrics such as user interactions, calendar personalizations, and the number of tickets purchased using the app.

Using Google Analytics, the UBC Thunderbirds Athletics and Recreation department will be able to gauge the average session duration by app users. Additionally, they will be able to identify any friction towards app ticket purchasing. This data-drive approach will provide necessary insight in optimizing the effectiveness of the UBC Thunderbirds app. Ultimately, this strategy will elevate the overall experience each user has with the newly founded app.

Addressing the 'Loyalty Programs' mentioned previously, the incorporation of a Customer Relationship Management (CRM) tool will be useful to track user participation. The CRM tool will be integrated with Google Analytics to comprehensively monitor the 'Loyalty Programs' progress. The use of 'Custom Events' within Google Analytics will be essential in tracking important interactions resulting from the 'Loyalty Program', such as points earned, tier advancements, and rewards redeemed. Additionally, the e-commerce tracking in Google Analytics will shed light on which users redeem points and use discounts for products.

The second strategy within this objective, Strategy 1.2, will involve leveraging QR code analytics and Instagram insights for monitoring purposes. Uniquely coded QR codes integrated into the promotional packages that are distributed during UBC Jumpstart of the academic year 2024-25, will allow tracking of the app downloads. This approach will provide insight into peak engagement times and facilitate an in depth view of students' interactions post-information sessions (such as the UBC Jumpstart session).

Simultaneously, our Instagram advertising data will be collected through Instagram insights. This data will provide advertisement reach, click-through rates, and important engagement metrics (e.g. likes, comments, shares). From this information, the UBC Thunderbirds Athletics and Recreation department will be able to refine and make adjustments to ads posted to maximize the impact of their promotional efforts.

## **S.M.A.R.T. OBJECTIVE 2**

To effectively monitor the success of the storytelling campaign, including the documentary series and both live and virtual storytelling events, UBC Thunderbirds will implement a survey at the end of each event. This survey will be accessible via a QR code following each event, as well as on the UBC Thunderbirds' social media platforms. This allows attendees to easily share their experiences and provide feedback about the documentary series and storytelling events. As an incentive, students who complete the survey will be entered into a giveaway, with five winners receiving UBC Thunderbird merchandise. The data from these surveys will enable UBC Thunderbirds to analyze the overall success of the storytelling campaign which they can use to optimize future campaigns to achieve their overarching objective.

To gather feedback on the promotional videos and posters, the UBC Thunderbirds Athletics and Recreation department can conduct focus groups with individuals from their target segments. The focus groups will present an opportunity for participants to share their opinions freely regarding the tactic implemented. Factors that the UBC Thunderbirds Athletics and Recreation program could include are quality of the content, emotional impact and connection and general effectiveness in the videos and posters promoting UBC Thunderbird Spirit. The purpose of the focus groups allows the UBC Thunderbirds to get in depth responses on what factors were effective which will allow them to learn how to cater future videos and posters to make them more effective.

In addition to the surveys, the UBC Thunderbirds Athletics and Recreation department can monitor the effectiveness of the tactic by analyzing attendance changes in Varsity games, Intramurals, and other UBC Thunderbird-related events.

## **S.M.A.R.T. OBJECTIVE 3**

The strategies within Objective 3 will be measured using two different methods. The first method will be through social media insights. The UBC Thunderbirds Athletics and Recreation department can leverage the power of social media, specifically Instagram and Facebook, to implement a detailed monitoring strategy. The focus of this monitoring strategy is to determine the success of the 'Pep Rally's' based on the level of posting, sharing, and likes associated with the event.

To initiate this monitor, the UBC Thunderbirds Athletics and Recreation department can craft event-specific hashtags that are distinctive the 'Pep Rally'. The intention of this hashtag will not only foster a sense of community and enthusiasm amongst students, but also encourage them to share their experiences through posting photos and videos on social media. The overarching objective of this monitoring strategy is to track visibility, engagement, and reach resulted from this event.

The second method of monitoring for this objective will be through the level of attendance to the aforementioned events. It is important for the UBC Thunderbirds Athletics and Recreation department to gather



data on how many students attend in order to measure if they have hit their target goal and to have the data to compare against future pep rallies. The level of turn out to these events will give a clear indicator of how effective these tactics are.

## CONCLUSION

In conclusion, addressing and combatting the challenges of establishing UBC Thunderbirds Athletics and Recreation programs as a personalized and meaningful brand for the students of UBC, requires a multifaceted approach. The identified issues include the limited funding for marketing, the low brand awareness and brand loyalty amongst UBC students, and a relatively limited portfolio of offerings. All of these issues require strategic marketing tools to foster a stronger connection between the target demographic and the UBC Thunderbirds brand.

The proposed marketing strategies are designed to increase association and school spirit between the target market and the UBC Thunderbirds. By increasing visibility and awareness through the suggested new approaches, such as the UBC Thunderbirds app, the UBC Thunderbirds program will be able to overcome some of the current barriers and make participation more accessible for students.

Moreover, targeting the specifically mentioned target segments, 'Barbie' and 'Not Convinced Colin', will help the UBC Thunderbirds in building a stronger brand identity across the UBC campus. Acknowledging these segments and directly executing marketing efforts towards them will increase the likelihood of more UBC students associating the UBC Thunderbirds as a "brand for me".

By implementing the strategies and tactics proposed in this report, the UBC Thunderbirds Athletics and Recreation program should notice an increase in engagement, brand loyalty, and overall participation. Despite the threats posed by alternate extracurricular activities, developing the UBC Thunderbirds app and using more unique ways to shed light on the programs available will help the UBC Thunderbirds find their niche and grow their community within UBC.

Overall, the success of the proposed strategies stem from their ability to create a sense of belonging, community, and pride around the UBC Thunderbirds brand. Increased engagement, facilitated by accessible platforms and targeted marketing, will break barriers and foster a greater connection between UBC students and the UBC Thunderbirds programs. In doing so, the UBC Thunderbirds Athletics and Recreation program can position themselves as an integral part of the UBC campus and each student's experience.

# APPENDICES

## Appendix A: Online Qualtrics Survey Questions

### Default Question Block

#### PARTICIPANT CONSENT TITLE: CLASS PROJECT FOR COMM 468

**Principal Investigator:** Jenny Dickson, Sauder School of Business,  
jenny.dickson@sauder.ubc.ca

**Purpose:** The purpose of this study is to evaluate student engagement and participation associated with UBC Thunderbirds.

**Duration:** 6-8 minutes

**Study Procedure:** This study is being conducted as part of a course where business school students learn how to develop a marketing plan by applying insights gained from market research. In this study you will be asked about your participation and involvement with UBC Thunderbirds and your opinions on school spirit . We may also ask you some personality and demographic questions.

**Confidentiality:** Your identity will be kept strictly confidential. You will not be identified by name in any reports of the completed study.

**Risks:** We do not anticipate any discomfort arising out of participating in this research. However, in case you feel you are experiencing any risks or discomfort, you are free to withdraw from further participation at any stage.

**Contact for information about the study:** If you have any questions or desire further information with respect to this study, you may contact Jenny Dickson at jenny.dickson@sauder.ubc.ca.

**Contact for concerns about the rights of research subjects:** If you have any concerns about your treatment or rights as a research subject, you may contact the Research Subject Information Line in the UBC Office of Research Services at 604-822-8598.

**Consent:** Your participation in this study is entirely voluntary and you may refuse to participate or withdraw from the study at any time without consequence.

**Clicking the "I agree" button below will indicate that you consent to participate in this study and that you're 18 years of age or older.**

☐ I agree

☐ I do not agree

→ Skip to End of Survey if "I do not agree..." is Selected

## Appendix A: Online Qualtrics Survey Questions

### Demographic

#### Part A: Please answer the following questions about yourself.

Which of the following best describes you:

- ☐ UBC Student
- ☐ UBC Alumni
- ☐ UBC Faculty
- ☐ UBC Staff
- ☐ None of the above

→ **Skip to End of Survey if “None of the above” is Selected**

→ **Display if “UBC Student” is Selected**

What year are you currently enrolled in at UBC?

- ☐ 1st Year
- ☐ 2nd Year
- ☐ 3rd Year
- ☐ 4th Year
- ☐ Graduate
- ☐  Other

## Appendix A: Online Qualtrics Survey Questions

→ Display if “UBC Student” is Selected

What faculty are you enrolled in?

- ☐ Forestry
- ☐ Science
- ☐ Arts
- ☐ Commerce
- ☐ Engineering
- ☐ Kinesiology
- ☐ Education
- ☐ Land and Food Systems
- ☐ Other

→ Display if “UBC Student” is Selected

Are you an international student?

- ☐ Yes
- ☐ No

## Appendix A: Online Qualtrics Survey Questions

To which gender identity do you most identify?

- ☐ Male
- ☐ Female
- ☐ Transgender Male
- ☐ Transgender Female
- ☐ Gender Variet/ Non Conforming
- ☐ Prefer not to say
- ☐  Not Listed (Please Specify)

Which of the following Thunderbird associated organizations are you apart of? *Please select all that apply.*

- ☐ None
- ☐ Varsity Athlete (Current)
- ☐ Varsity Athlete (Alumni)
- ☐ Recreation or Intramurals Participant
- ☐  Not Listed (Please Specify):



## Appendix A: Online Qualtrics Survey Questions

How often do you participate in UBC Thunderbird events (Storm the wall, Day of the long boat, Triathlon) or engage in recreation and intramurals, sport clubs, or attend/compete in varsity events?

- ☐ Never
- ☐ Once a week
- ☐ 2-3 times a week
- ☐ 4+ times a week
- ☐ Once a month
- ☐ 2-3 times a month
- ☐ Once per term
- ☐ 2-3 times per term
- ☐ 4+ times per term
- ☐ Once per year
- ☐ 2-3 times per year
- ☐ 4+ times per year

Part B: Please answer the following questions in accordance with your general knowledge, sentiments, and opinions on The UBC Thunderbirds.

What words or emotions do you associate with this logo:



## Appendix A: Online Qualtrics Survey Questions

How important is a strong sense of school spirit?

- ☐ Not important
- ☐ Somewhat unimportant
- ☐ Neutral
- ☐ Somewhat important
- ☐ Very important

To what degree do you feel the Thunderbirds contribute to school spirit?

Very Strong

☐

Somewhat Strong

☐

Neutral

☐

Somewhat Not Strong

☐

Very Not Strong

☐

**Please answer the following questions related to UBC Thunderbird Varsity events. These events include notable occasions such as Homecoming and The Winter Classic for example.**

Which of the following best describes you?

- ☐ I attend at least one Varsity event per week.
- ☐ I attend at least one Varsity event per month.
- ☐ I attend at least one Varsity event per term.
- ☐ I attend at least one Varsity event per academic year.
- ☐ I never attend Varsity events.

## Appendix A: Online Qualtrics Survey Questions

→ Display if one of the following “I attend at least one Varsity event per week, I attend at least one Varsity event per month, I attend at least one Varsity event per term, I attend at least one Varsity event per academic year” is Selected.

Please indicate your satisfaction level with the Varsity event(s) you have attended.

- ☐ Highly dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Neutral
- ☐ Somewhat satisfied
- ☐ Highly satisfied

→ Skip Logic in place for this question: if “I am a part of more than one Intramural team” is Selected go to Skip Destination (A)

Which of the following best describes you ?

- ☐ I am a part of an Intramural team.
- ☐ I am a part of more than one Intramural team.
- ☐ I never attend Intramurals.
- ☐ I have no idea what Intramurals are.

## Appendix A: Online Qualtrics Survey Questions

### → Skip Destination (A)

Please select the option that applies:

|   | Strongly Disagree     | Disagree              | Somewhat Disagree     | Neutral               | Somewhat Agree        | Agree                 | Strongly Agree        |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| I feel that UBC's intramurals options contribute to a healthy campus environment.         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I associate participating in intramural activities as part of the Thunderbird experience. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I have positive opinions about the quality of UBC's intramural programs.                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I enjoy participating in UBC's intramural programs.                                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would recommend others to participate in UBC's intramural programs.                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### → Display if one of the following “ “I attend at least one Varsity event per week, I attend at least one Varsity event per month, I attend at least one Varsity event per term, I attend at least one Varsity event per academic year” is Selected.

Please select the option that applies:

|  | Strongly Disagree     | Disagree              | Somewhat Disagree     | Neutral               | Somewhat Agree        | Agree                 | Strongly Agree        |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| I think of varsity events/games as an important part of the Thunderbird experience | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel a sense of community when I attend UBC Varsity events.                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I plan to attend more UBC Varsity events in the future.                            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am knowledgeable about the various UBC Varsity sports and events offered at UBC. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would recommend UBC Varsity events to others.                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



## Appendix A: Online Qualtrics Survey Questions

→ Display if one of the following “I am a part of an intramural team, I am part of more than one Intramural team” is Selected.

Please indicate your satisfaction level with UBC's Intramural programs.

- ☐ Highly dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Neutral
- ☐ Somewhat satisfied
- ☐ Highly satisfied

→ Attention Check to maintain the validity and accuracy of our survey

If you are reading this, please select "Likely".

- ☐ Very unlikely
- ☐ Unlikely
- ☐ Neutral
- ☐ Likely
- ☐ Very likely

## Appendix A: Online Qualtrics Survey Questions

Do you follow the UBC Thunderbirds, UBC Rec, UBC TSC, or any other associated social media? *(Select all that apply)*

- ☐ UBC Thunderbirds
- ☐ UBC Rec
- ☐ UBC TSC
- ☐  Other: (Please Specify):
- ☐ None

Do you own any UBC Thunderbird merchandise?

- ☐ Yes
- ☐ No
- ☐ I don't know

How many times have you purchased UBC Thunderbird merchandise within the past year?

- ☐ None
- ☐ Once
- ☐ 2-3 times
- ☐ 4-6 times
- ☐ More than 6 times
- ☐ I don't know
- ☐ I can't remember

## Appendix A: Online Qualtrics Survey Questions

→ Display if one of the following: “Once, 2-3 times, 4-6 times, More than 6 times” is Selected.

How do you find the quality of the UBC Thunderbird merchandise?

1-Extremely low quality    2-Somewhat low quality    3- Neutral    4-Somewhat high quality    5-Extremely high quality

☐                      ☐                      ☐                      ☐                      ☐

How important are each of the following attributes in your decision to purchase UBC Thunderbird merchandise?

|                              | Not<br>important<br>at all | Unimportant           | Somewhat<br>unimportant | Neither<br>important<br>nor<br>unimportant | Somewhat<br>important | Important             | Very<br>important     |
|------------------------------|----------------------------|-----------------------|-------------------------|--|-----------------------|-----------------------|-----------------------|
| Low price                    | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/>                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Convenient purchase location | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/>                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Quality materials            | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/>                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Fashionable style            | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/>                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Comfortable apparel          | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/>                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Made sustainably             | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/>   | <input type="radio"/>                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

## Appendix A: Online Qualtrics Survey Questions

How likely are the following statements to influence your decision to buy UBC Thunderbird merchandise?

|                               | Very unlikely         | Unlikely              | Somewhat unlikely     | Undecided             | Somewhat likely       | Likely                | Very likely           |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Recommended from a friend     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Recommended from social media | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Free in store product samples | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Reduced price                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Highly popular on campus      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**Part C: Please rate the following statements according to the degree in which they align with you.**

Please select the option that applies:

|   | Strongly disagree     | Disagree              | Somewhat disagree     | Neither agree nor disagree | Somewhat agree        | Agree                 | Strongly agree        |
|---|-----------------------|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| I often find the pricing of merchandise at the UBC Bookstore to be reasonable.                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel that the variety of merchandise available at the UBC Bookstore is sufficient to my preferences.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I'm willing to pay a premium for exclusive or limited-edition merchandise from UBC Thunderbirds events. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I would consider attending more UBC Thunderbird events if ticket prices were lower.                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

## Appendix A: Online Qualtrics Survey Questions

To what extent do you agree with the following statements:

|   | Strongly disagree     | Disagree              | Somewhat disagree     | Neither agree nor disagree | Somewhat agree        | Agree                 | Strongly agree        |
|---|-----------------------|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| I will be recommending Varsity games to my friends.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I will be recommending merchandise to my friends.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I will be recommending Intramural sports to my friends.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I will be recommending events (e.g. Storm the wall, Day of the long boat, Triathlon) to my friends? | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### Closing Remarks

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On behalf of COMM 468 and The UBC Thunderbirds Team, we sincerely appreciate your assistance in our educational endeavours.



## Appendix B: In-Person Interview Questions

### *1. What comes to mind when you think of the UBC Thunderbirds? (Max Three Responses)*

- Sports/Varsity Athletics: 33 (61.11%)
- School Spirit/Pride: 17 (31.48%)
- Recreation/Intramurals: 4 (7.41%)

#### Conclusion:

The UBC Thunderbirds are predominantly linked to sports and varsity athletics by most individuals. This suggests the necessity of targeting other areas around campus that do not revolve around sports in order to promote greater school spirit.

### *2. What do you feel like is the biggest barrier in you participating in Thunderbird associated activities? (intramurals, attending events, etc.) (Max Three Responses)*

- Time: (37.50%)
- Distance: (6.25%)
- Awareness: (25.00%)
- Intimidation: (16.67%)
- Registration: (6.25%)
- Not Interested: (8.33%)

#### Conclusion:

Efficient time management and lack of awareness are key factors in preventing individuals from engaging in UBC Thunderbird-related events. When it comes to time management, the issue is complex to address given UBC's status as a high-performing university, and individuals take pride in their work. In terms of awareness, it could be increased through the use of different advertising channels to target students, staff, faculty, and alumni.

### *3. Can you share a memorable experience (if possible related to school spirit) that made you feel proud to be part of your school community? (Max Three Responses)*

- Nothing: (20.83%)
- Events: (64.58%)
- Friendship: (14.58%)

Conclusion:

For most individuals, their memorable experiences are associated with UBC-related events. This indicates that the UBC Thunderbirds should organize more distinctive Thunderbird-specific events. Events serve as a valuable means to promote school spirit.

*4. Are there any specific Thunderbird-related events, activities, or initiatives (e.g. clubs, teams) that have had a meaningful impact on your UBC experience? Please share your thoughts. (Max Three Responses)*

Varsity Athletics: (24.32%)

Recreation: (16.22%)

Thunderbird Related Events (Storm the wall, Day of the Longboat, etc.): (18.92%)

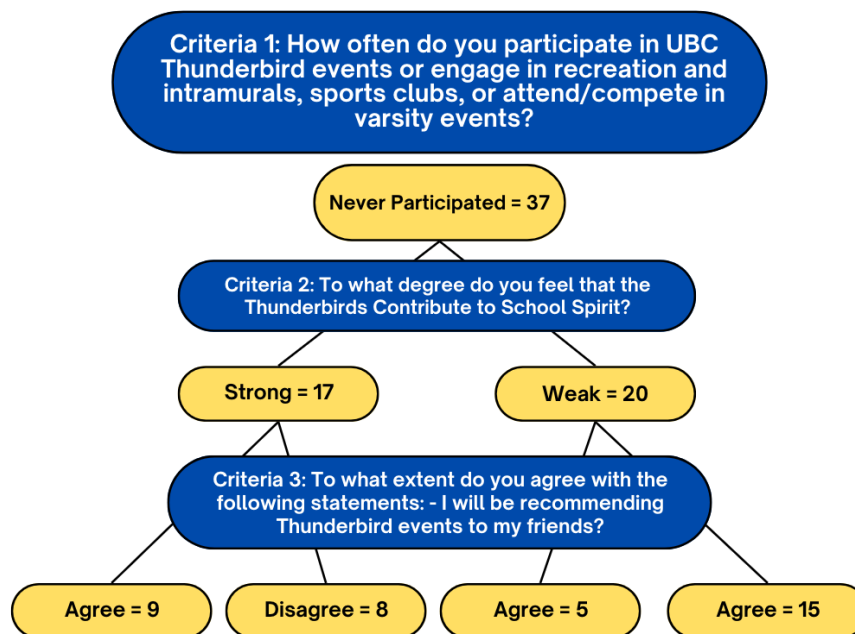
Nothing: (40.54%)

Conclusion:

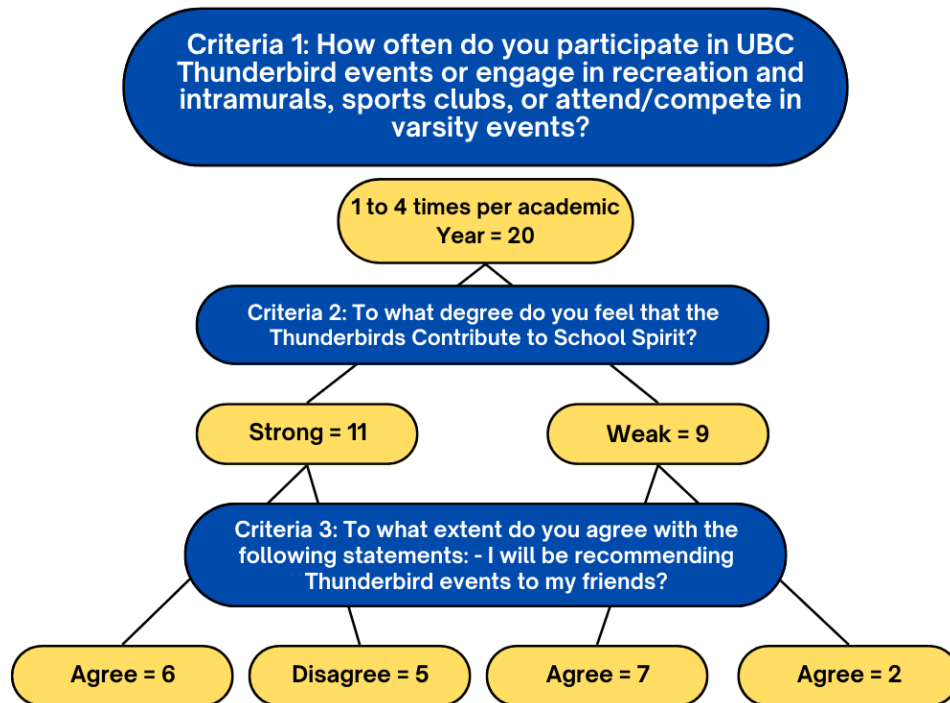
The majority of individuals find it challenging to identify a meaningful Thunderbird event that has had an impact on their UBC experience. This situation suggests a need to improve our events. By increasing investments in terms of both funding and planning efforts, we can create events that have an influential effect on the UBC community.

## Appendix C: Segmentation Criteria

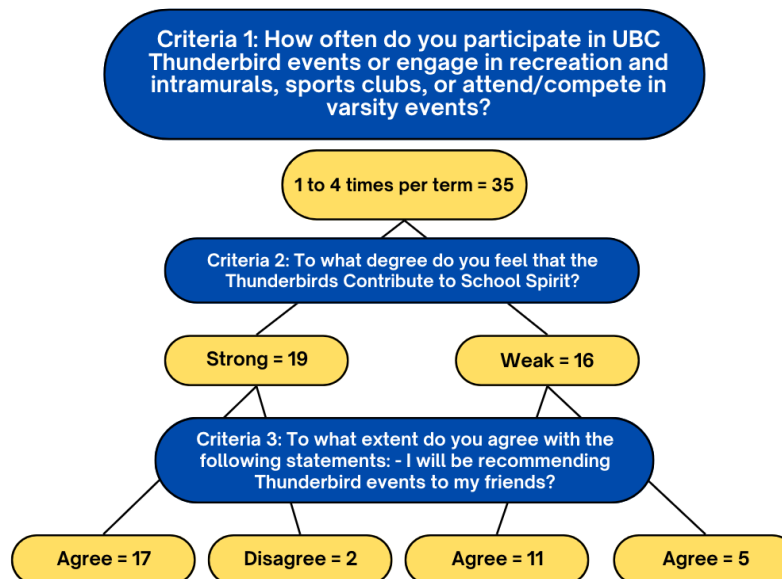
### SEGMENTATION 1



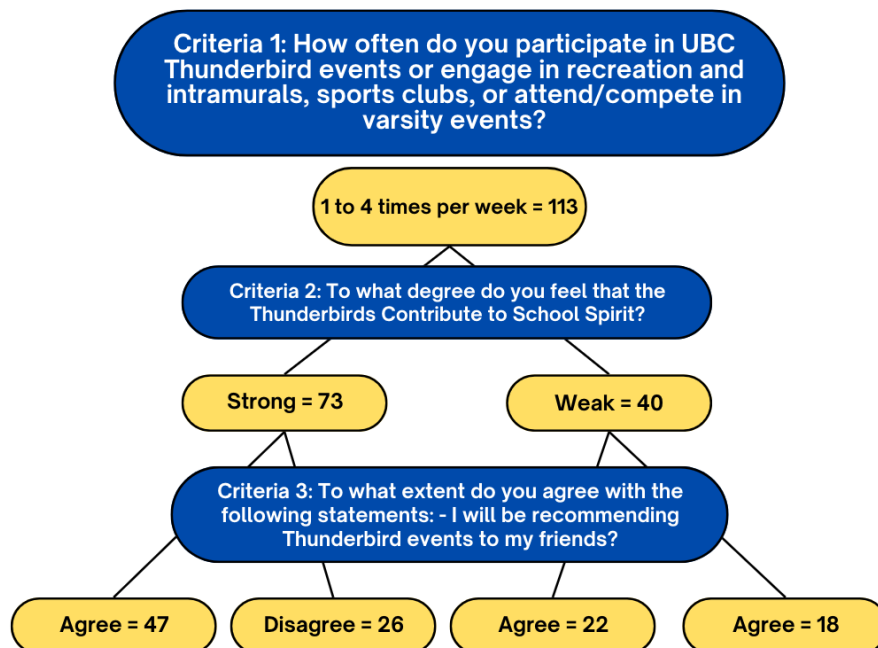
## SEGMENTATION 2



## SEGMENTATION 3

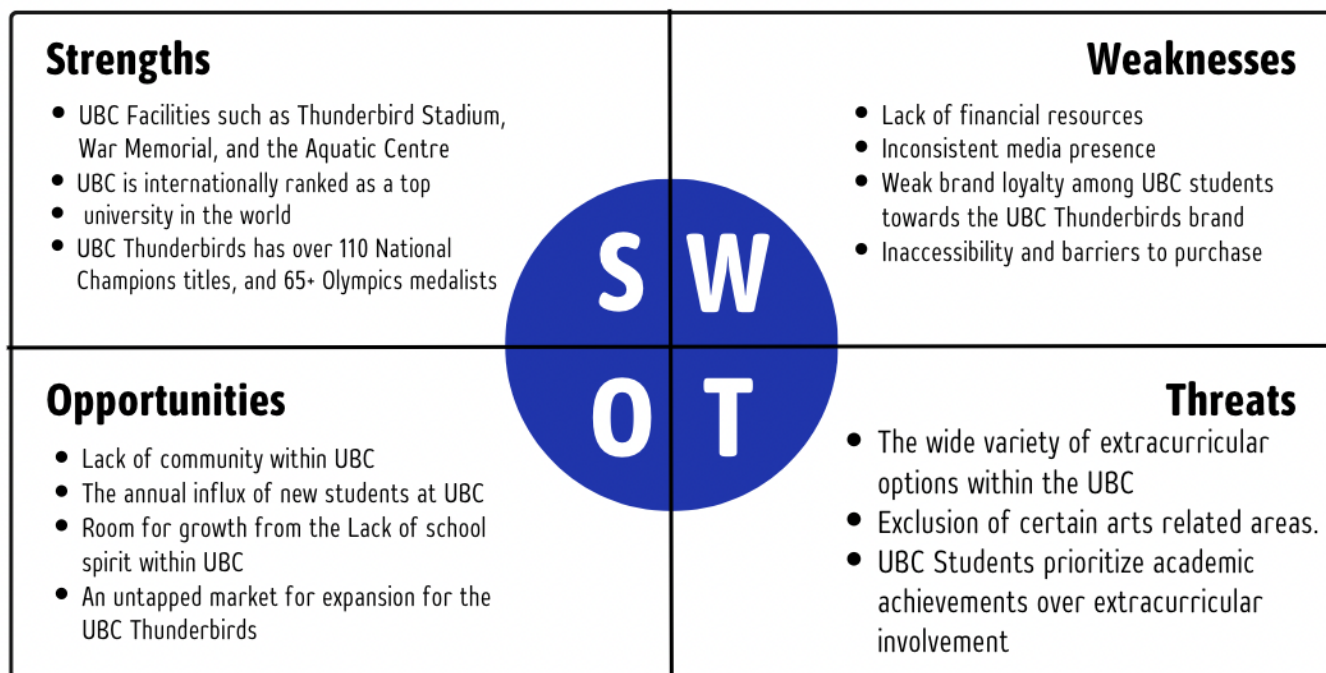


## SEGMENTATION 4





## Appendix D: SWOT Analysis



## Appendix E: Collaboration With JumpStart



### Get ready for Jump Start

You are eligible to register for Jump Start once you have received and accepted your offer of admission to UBC Vancouver. Before you register:

1. Check your admission status in the [Student Service Centre](#).
2. Accept your offer of admission by clicking **Admissions**, selecting **Accept Or Decline My Offer**, accepting your offer to UBC Vancouver, and paying the deposit.
3. Download the **Thunderbird App** to have easy access your Jump Start Ticket as well as to all UBC Thunderbirds ticketed events, merchandise, and participation schedules.



T-Birds

[Please visit UBCThunderbirds.com/mobiletickets.](https://www.ubcthunderbirds.com/mobiletickets)



## Appendix F: Collaboration With JumpStart



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