

**University of Colorado
University Memorial Center
Marketing Plan**

Executive Summary

The University Memorial Center (UMC) is the focal point for campus-based student interaction, relaxation and engagement in social networks, including arts and cultural communities. The UMC houses Marketing, Food Services, Scheduling, Connection Games Area, Student Programs Office, Program Council, Art Gallery, GOLD Leadership Development Program, CU NightRide, and the Dennis Small Cultural Center.

The purpose of the UMC marketing plan is to identify key stakeholders, develop strategies and tactics to increase awareness, create loyalty and generate revenue through research of the customer base in order to identify and offer programs of interest relevant to target audiences.

Target Market/Stakeholders

The UMC serves undergraduate and graduate students, faculty, staff, the general public, parents, alumni and business partners. Each target audience requires different strategies and tactics for key message content and delivery, with the end-goal of soliciting a call to action.

Situational Analysis

The main benefits offered to the community-at-large, is a central hub offering food, relaxation, and entertainment, as well as the opportunity to exchange philosophies and ideas in a variety of settings. Competition includes Boulder food establishments, entertainment venues and the outdoors.

Research

A critical component of successful marketing is an understanding of what the target market wants and expects from the UMC, and how the UMC meets this expectation. Ongoing research with qualitative and quantitative methods is recommended with surveys, feedback mechanisms and focus groups with a balanced mix of on- and off-campus students, faculty, staff and other key constituents. The entertainment, ambience, venues, customer service and type of food offered are key areas to analyze on an ongoing basis.

Goals

- Communications: communicate key messages via a variety of mediums. Key messages include information about customer benefits, competitive pricing, social connections, entertainment and cultural diversity.
 - Advertising: generate awareness about all facilities and programs at the UMC.
 - Web Site: frequent updates for fresh content and opportunities for online communities with affinity groups; opt-in newsletter about upcoming events and promotions; web specials to encourage frequent visits.
 - Direct Marketing: targeted messages for business leaders; partnerships including GOLD Leadership mentoring opportunities; event planning services and venues.
 - Public Relations: build public awareness and credibility; event information; sponsoring activity; community benefit editorial.
 - Kiosk Marketing: direct selling and information about the UMC.
 - Banners/posters: key messages throughout campus about the UMC, its departments and specific events.
- Budget: review of past activities; expense/revenue tracking; promotion planning to meet budget.
- Measures: initial benchmarks should be defined in order to assess increased revenue, participation, feedback and customer relationship management effectiveness.

UMC Departments

Food Services

- Audiences: Prospective students, current students, parents, alumni, faculty, staff, job-seekers, general public and the business community.
- Purpose: To provide cost-effective food alternatives appealing to a diverse audience.
- Strategies: Create and disseminate brochures about catering services to community-at-large; surveys; comment cards; measures of sales; employee training; customer satisfaction follow-up; display boards about healthy-eating options; themed events recognizing cultural differences; punch cards for loyal customers; discounts for loyal business customers; banners/posters for events; advertising as budget allows.

Scheduling

- Audiences: Alumni, faculty, staff, general public and the business community.
- Purpose: Create opportunities and solutions for housing meetings, events and entertainment. Foster positive word of mouth by providing excellent service.
- Strategies: Create and disseminate brochures about services to the community-at-large; virtual tours of venues on the Web site; online booking; surveys; comment cards; measures of sales; immediate customer inquiry response; customer satisfaction follow-up; testimonials; photos of events; advertising (bridal shops, business journals, Colorado Association of Nonprofits; chambers of commerce).

Connection Games Area

- Audiences: Students, alumni, faculty, staff, general public and the business community.
- Purpose: To serve recreational needs and encourage camaraderie.
- Strategies: Midnight bowling with prizes; Saturday morning bowling & breakfast; billiards tournaments; promote with inexpensive posters in businesses frequented by families (ice cream shops, etc.); partner with GOLD Leadership Development Program for community fundraisers.

Art Gallery

- Audience: Identified arts patrons, students, parents, faculty, staff and the business community.
- Purpose: To build audiences and awareness of artistic richness at the Art Gallery.
- Strategies: Create a brown bag luncheon program to invite special groups to the UMC Art Gallery for single-topic programs; invite friends, donors and the community to arts events and grand-openings; send arts calendar; host receptions; hands-on demonstrations by local artists; student art sales; host K-12 art shows to raise awareness about CU in high school and middle school students; banners and posters throughout campus.

GOLD Leadership Development Program

Audience: Students, faculty, staff, parents, alumni and the business community.

Purpose: Promote opportunities for students to become leaders.

Strategies: Tiered-involvement levels (committees, organizers, participants); online interest survey; testimonials; student advocates/ambassadors for constituent outreach; advertising as budget allows; partner with alumni and businesses for student leadership opportunities.

Dennis Small Cultural Center

Audience: Students, parents, alumni, faculty, staff and the business community.

Purpose: Promote cultural diversity and inclusion/acceptance of others.

Strategies: Welcome sessions; partner with the Art Gallery and Food Services to highlight cultures/events (Black History Month, Cinco de Mayo, Hanukah, etc.); outreach and education through entertainment; diversity newsletter; media PR; partner with the Student Programs Office; event descriptions/venue information on the Web site; banners.

CU Night Ride

Audience: Students, parents, faculty and staff.

Purpose: Safe night-time transportation and pedestrian escorts.

Strategies: Safety education programs; flyers for student orientation packets; employee orientation; posters/banners throughout campus with access numbers; dorm flyers.

Student Programs Office

Audience: Students, parents, alumni, faculty, staff and the business community.

Purpose: Advisory function for student organizations.

Strategies: Promote services to campus groups; posters/banners for events; brown-bag events; classroom announcements; advertising.

Next steps: create budgets; establish tactics and timelines; define key stakeholders and their roles; establish production schedules and deliverables; define measures of success.