Ancillary Services Strategic Plan 2014–2019
Enriching the College experience, together.
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Together, our College Ancillary Services (CAS) team is a proud group. Our history of serving the Algonquin College community is a satisfying one. In the future, we're confident our services will be even more fulfilling.

As the College continues to grow, we'll grow alongside it, meeting every challenge that comes our way — just like we always have. As Algonquin expands its reach regionally, nationally and around the globe, this will require hard work. We'll work hand-in-hand to ensure College Ancillary Services teams enhance the Algonquin experience for learners at every one of our campuses — in Ottawa, Perth, Pembroke, online and abroad. We will succeed. Together.

We're taking a broad view.

Our managers are visiting other institutions to explore ancillary organizations locally, nationally and internationally. We've set out to find the services most important to today's learners, and to evaluate their delivery, so that we'll reach our goal: to enrich student life across all of our Algonquin College campus communities. We acknowledge that each campus is unique.

We consulted with Algonquin students, employees and leaders — the information gathered proved invaluable. We went outside the College, identifying industry trends, measuring progress at other institutions and reflecting on the preferences of the diverse communities we serve. We learned much and we continue to learn.

Some of our greatest insights came from our own CAS team members. You told us, time and again, that our main goal is clear: student success.

I share your enthusiasm — and confidence.
We’ll achieve our goals by keeping students at the forefront and evolving to meet their needs:
• By continuously improving to adapt to the expectations of our students and partners.
• By leveraging technology to deliver services in new, convenient and interactive ways.
• By supporting our employees with an empowering, inclusive environment.
• By building our brand and nurturing a healthy, sustainable lifestyle on each campus.
• By striving for growth across all of our CAS business units.

This is why our strategic direction is evolving.

In 2011-2012, the entire Algonquin College community revisited the College-wide Strategic Plan. The result was a new strategic plan that guides our activities through 2017. The Algonquin College Strategic Plan 2012-2017 addresses our need to be efficient, to build a strong financial foundation and to make strategic investments which will enhance the overall experience of our students.

During our consultations, our stakeholders enlightened us on what our future looks like at CAS. We listened. This helped shape our vision and the direction articulated in this Strategic Plan.

This Strategic Plan is our foundation. It will help us with every decision we make as we work toward our goals. It provides a framework as we strive to deliver convenient, interactive and enjoyable services in Ottawa, Perth, Pembroke, online and abroad. To this end, we developed a balanced scorecard that will guide our processes and keep us on track.

This has been, without a doubt, the most thorough research we’ve ever conducted. And it was necessary.

We recognize that change can be difficult and unsettling. That is why, from the outset of this strategic planning process, we have been committed to maintaining inclusive, transparent and open-minded conversations.

We are committed to demonstrating our core values of Caring, Learning, Integrity and Respect on our journey to connect with learners locally, online and around the globe. As we embark on this new direction, we will continue to build on our strong, proud history.

Together.

Sincerely,

Brent Brownlee | Director, College Ancillary Services
Realizing Tomorrow Today

We believe the future is exciting. At Algonquin, we are helping to shape it.

We’re talking about the near future. In as little as five years, a revitalized College Ancillary Services, with a renewed, consolidated and collaborative business environment, will share the spotlight as essential to the Algonquin experience.

Our communities will be taking notice.

There will be buzz about our product selection, our exemplary client service and our competitive prices. Students will embrace — and be excited by — how we’ve adopted the digital world and what it offers them. We’ll be creating vibrant, dynamic student experiences.

We’ll be the place they head to — physically and virtually.

What else will that mean?

We see a future — a not-so-distant future — where we are contributing to the financial sustainability of Algonquin College by delivering an even healthier bottom line.

By adhering to our mission and vision, we will thrive.

Because even in the future, some things shouldn’t change.
**Our College Mission**
To transform hopes and dreams into skills and knowledge, leading to lifelong career success.

**Our College Ancillary Services Vision**
To be a trusted partner with focused services that deliver a vibrant college experience.

**Our College Ancillary Services Balanced Scorecard**
The success of the College Ancillary Services Strategic Plan 2014–2019 will be measured through the application of our balanced scorecard. The balanced scorecard will serve to clearly identify appropriate metrics to assess our business unit performance.

- **Student Experience**
  We will embrace a student focused culture while ensuring that our services are relevant and adaptive.

- **Employee Growth and Learning**
  We will provide resources and opportunity to cultivate employee development and recognize successes.

- **Innovation**
  We will adapt and align our organizational structure to pursue innovation and experiential learning opportunities that leverage our resources.

- **Financial Success**
  We will deliver focused services that significantly contribute to the College’s long term sustainability and exceed industry relevant benchmarks.
Getting There

We’re right on track.
During the past seven months, our team has not only kept track of our current operations, we’ve been thinking ahead to the future. Our future.

Since we launched our planning process, we’ve been busy.
We introduced growth opportunities to the College Leadership Council, opening the discussion on our future. We completed our Annual Report and delivered this to President’s Council. We developed our goal statements for our 2014–2015 business plans and shared five year financial projections with the College Budget Committee.

We consulted our CAS business unit managers, who helped create our vision statement. We developed our balanced scorecard framework which now serves as the CAS guide for our monthly reports and goal setting, our initiatives planning and our development exercises.

The financial dashboards we created are already helping us collaborate more effectively. We are communicating with each other using similar metrics, comparing our data points and identifying common key performance indicators.

We met with students within the School of Business Management and Entrepreneurship Program to help us identify future Retail Services opportunities.

We analyzed our data to find out more about who uses our services, and how often. This helped us sort out different audience groups that use our services; we identified these market segments to prioritize our future marketing and communications.

We looked at our strengths, our opportunities to improve, and what forces exist in the market that may be impacting our performance. We used business tools to take a closer look at our environment and to assess our market position.

We will shape our future in partnership with you — to focus our services and enhance student experiences across Algonquin College.
We didn’t do it all by ourselves, of course. We recognize that an outside perspective is sometimes needed. It’s why we recruited consultants, JC Williams, who helped us better understand the retail landscape, market trends, and the performance of similar operations at other post-secondary institutions.

Throughout the process, we checked-in with you on our progress. As a result, we modified our approach. You will continue to have an integral role to define how we will succeed today and in the future.

We will shape our future in partnership with you — to focus our services and enhance student experiences across Algonquin College.

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The road ahead

No plan is ever really completed. It shouldn’t be. It’s ever evolving.

It’s why we’ll continue to meet with you, our team members, colleagues and students, to help us achieve our vision and reach our goals. You will help identify the goals and build the initiatives of our annual business plans. To achieve our vision, we will consult with our stakeholders: our CAS team members, our residence partners, our diverse student groups, College employees and Algonquin leadership.

Together, we will define better ways of doing business and adding value to student experiences at Algonquin College. We will refine our approach and expand our service delivery so that all of our learners will benefit from CAS.

Within College Ancillary Services, we have the knowledge and experience to identify good ideas. In partnership, we see a greater number of opportunities ahead.

With a fresh outlook, our possibilities are endless.
Who Are We?

We’re a team.
With more than 200 full and part-time CAS members, we supply students with Print, Food, Retail, Parking, and Residence Services that generate significant financial contribution for the College. But, it’s what doesn’t come with a price tag that we’re most proud of.

We’re improving campus life.
Our business units have evolved to meet the varied needs of an ever diverse and growing Algonquin College Ottawa campus community. Our Perth and Pembroke campuses each respond to the needs of their distinct populations locally and from the greater Eastern Ontario region. Each campus thinks big, providing a broad range of services. We know all students, regardless of their home campus, deserve a big Algonquin experience.

Here’s where we are now.

Print Services
Print Services exists to give students and staff alike a source for obtaining all of their printing, copying, binding, and design needs without leaving the campus. At any time, students are only steps away from a product — their product — that will leave a lasting impression.

Food Services
CAS believes a healthy lifestyle is achieved by choice. When it comes to food choices, we offer lots of it. From quesadillas to sushi: our options vary from Greek, Mexican and Japanese to your traditional take-away fare found at our very own Tim Hortons.
But because there can never be too many healthy options — we continue to create and supply menus that emphasize fresh, local ingredients at student-friendly prices. We are so much more than a grab-and-go food service for students in a rush. (Although we’re good at that too).
Retail Services

Our campus stores are a big hit with students. In person or online, it’s where they order school supplies, e-Textbooks, Algonquin branded clothing and gifts.

Our expectations were surpassed when it came to the success of our retail “pop-up” at the Perth Campus. We’ve found that portable stores allow us to offer a wide variety of goods conveniently to students and promote AC pride.

We are committed to delivering the products our students want and need and to being brand ambassadors for Algonquin College and Algonquin Thunder. We believe we are integral to the promotion of school spirit across our campuses. Our role is not just transactional, we are a place that students enjoy coming to throughout the week. We aim to have the products students want, as much as the products they need to be successful.

Parking Services

We know what it’s like to be a student rushing to class. We’ve been there, too. You pull into a parking space, you grab your books and backpack and go!

Having to stop to buy a parking pass can chew away at valuable minutes needed to get to class and be on time. This is why we offer text to pay via mobile phone for pay and display lots at Woodroffe campus.

Our team plays an active role in campus environmental sustainability planning and has a focus on efforts that promote sustainable transportation options.

We’ll continue to support our campuses with up-to-date features and functionality to maximize the convenience of our Parking Services and to promote sustainability.

Residence Services

Algonquin Residence is a home to over 1000 of our students.

Our residence offers more than just a comfortable bed, a shiny bathroom and an efficient kitchen facility. It is an engaging and fun community that supports student academic success and healthy living.

We know there’s a clear link between comfortable living and academic success. We attract students from Canada’s urban, rural and Aboriginal communities and from locations around the world. We’ve been recognized on how we meet the needs of students who are living with a disability.

Even when the traditional school year ends each spring, our residence is a home for our year-round students, a variety of conferences, sporting and association events.
In our most recent survey in December 2013, we learned 86% of our students thought we had a good selection of products at Connections: The Campus Store and 82% were happy with what The New Technology Store had to offer.

Student experience
The Algonquin experience is not defined by physical borders or boundaries. It is a sentiment, a philosophy that is shared with equal passion across all our campuses: Ottawa, Perth, Pembroke, online and beyond — regionally, nationally, internationally.

What are we prepared to do to create a better future?
We are a business. There is, however, more to business than just a bottom line.

We will create student-focused services that expand and diversify our operations profitably. We will live our College values of: Caring, Learning, Integrity and Respect. We will evolve to meet the needs of the diverse communities we serve to improve student life.

For us, it’s all about strengthening the student experience.

Since we exist within the College, we’re better able to adapt and respond to our market.

We are part of student culture. It’s all around us — literally. This allows us to better use one of our most effective research tools: listening to our students.

We recognize that our research needs to extend well beyond chatting at the counter. It’s why we conduct surveys, hold focus groups and glean data from classroom studies.

And it’s working.

Employee growth and learning
We’re a skilled group.
With over 80 full-time and almost 150 part-time members within the CAS team, students are able to draw on a broad array of expertise from each of our business units. With a healthy mix of long-term service
and newer team members, we offer a clever balance of time-tested wisdom and fresh insight. It’s a perfect combination, really. We’re a perfect combination.

Our 2013 Employee Engagement Survey proved that, despite our large numbers and varied backgrounds, we enjoy working with one another! Moreover, our members feel respected — by each other and by our managers. This is encouraging feedback as we strive ahead.

Still, we know we can do better for our team. There are areas where we can improve. Open communication will be fundamental to our success and the opportunity for employment growth vital to our future. We will renew our focus to recognize the proud service of our CAS teams. We want our team members to thrive.

To our team — We believe in you! You are, after all, the foundation to our success.

Innovation

We will accelerate our performance through innovation. We’re excited about how technology is allowing us to advance goals and improve our student experiences. The ongoing integration of technology into industry processes and service delivery means we’ll have to ‘keep up’. We’re prepared. Our business units have already pioneered.

Right now, our business area websites provide product and service information, allowing clients to make purchases from anywhere, with the click of a mouse. Our text-to-pay functionality, our online AC Card and Meal Plan portals, and our eTextbook on-demand print capabilities expand our range of services to reach a broader audience across multiple platforms.

We’re actively researching ways to advance our virtual shopping experiences, including the exploration of new web-based and mobile platforms. This initiative, of course, means access will improve for all students, in Ottawa, Perth, Pembroke, online and also internationally.

Our new systems benefit us as much as they do our clients. The information we gather with paperless purchases helps us plan data-driven decisions — from product placement to store layouts.

Are we ahead of this innovation curve?

Is that achievable?

We believe we’re in step with it. And, we will continue to be.

Financial success

Three million or more dollars. Every year.

That’s the total contribution back to the College generated by our hard-working CAS team members. Plus, College Ancillary Services has contributed nearly one million dollars to a reserve fund in support of future growth and business innovation each year for the past five years.

We’ve been able to achieve steady revenue growth at or close to the rate of inflation over the same period.

We are a reliable and important revenue source for the College.

We’re proud of how CAS has tangibly contributed to supporting the Algonquin College mission: to transform hopes and dreams into skills and knowledge, leading to lifelong career success.

And that mission, we believe, is priceless.
Analysis and Exploration

Our strategic plan is an ambitious one. That’s why we knew it would benefit from outside expertise. The J.C. Williams Group helped provide it.

The retail consulting firm told us how our market is unfolding — and the competition that is emerging. Their view of our environmental landscape has put a spotlight on areas that will focus our attention, and guide our analysis and exploration as we forge ahead.

While much of our recent initiatives have been launched and tested in Ottawa, for us, it is only the beginning. The outcomes of our Ottawa-based research can benefit all Algonquin College campus locations. We welcome collaboration to share our results and experiences with our College partners and to inform our stakeholders about recognized change opportunities across our College campuses.

Our efforts allowed us to take a closer look at the market conditions to consider how we'll adapt as we move ahead. For instance, there are only five office stationary stores within the Ottawa campus area. All of these stores offer products that are mid-priced and only one is within walking distance of the campus. This information helps us determine which book and stationary products our students need most and in doing so, improve convenience.

Our research told us that the retail landscape has changed. Customers everywhere do a lot research before making a purchase. This means we have to be even more diligent and committed to earning their business.

More variety

We need a deeper assortment of goods and services, particularly in growth categories like health and personal care; clothing; specialty foods; even jewelry and luggage.
Keep our customers close

It is not uncommon for our customers to leave campus to make a purchase. But it should not always be necessary. By identifying students’ off-campus purchases and then by taking steps to make those purchases more attractive on-campus — with competitive pricing, improved selection and enhanced customer service — we will improve the student experience while improving our bottom line.

Showcasing our offers

The consultants highlighted that successfully showcasing products and services can be simple — without elaborate pomp and fanfare.

A “shop in shop” retail concept can be effective as a simple seasonal display or retail counter — or it can be a permanent installation. With this concept, we provide a brand or a select retailer with temporary space and in doing so, expand the section of merchandise we make available to students. The merchandise we temporarily highlight is often complementary or seasonally important. Attracting new customers in-store creates the ability to cross-promote existing products and thereby increase sales.

“Pop-up” retailing can improve student convenience. “Pop-up” stores can be small, sometimes mobile trailers can be used. They offer us a great way to address student needs quickly. For secondary retailers, they offer the ability to be set-up with a low investment, low commitment and allow us to test product lines and obtain excellent student feedback.

Plugging in

The world of digital media is an ever-changing one, constantly offering new methods for us to reach our goals. We need to keep pace.

Expect to see us adopting new methods. Aggressively improving our online commerce means we’ll be in step with rapidly changing buyer behaviour. We’ve learned that almost 80 per cent of Canadians make purchases with a point and click of a mouse. An even higher percentage use the internet to research purchases before buying in-store.

We will use this insight to guide our digital delivery.
Recommendations

Goals statements and initiatives

The following goals were derived from extensive analysis conducted as part of our strategic planning process. The goal statements identified under each balanced scorecard pillar represent directions for guiding CAS team members for the next 5 years.

Student experience

Ancillary Services will tailor our services to engage students and deliver a vibrant College experience.

- Encourage healthy lifestyle and environmental sustainability.
- Build trust and customer relationships through client feedback.
- Simplify our in-person and digital service delivery.
- Incorporate student learning opportunities into each of our business units.
- Infuse enjoyment and social responsibility into our culture.

Employee growth and learning

Ancillary Services will empower our team through targeted professional development and employee engagement.

- Initiate programs that support leadership development and job specific training.
- Build trust through open and honest communication.
- Celebrate our successes and acknowledge employee contribution.
- Encourage team building activities when employees assemble.
- Conduct an Ancillary organizational structure review looking for opportunities to support employee growth.

Innovation

Ancillary Services will seek opportunities to enhance service delivery and capture new business.

- Outline an annual promotions and communication strategy leveraging College partnerships, social media and digital channels.
- Expand services to support the College brand, building pride at all campuses.
- Foster a culture of continuous improvement.
- Implement a technology strategy to enhance ease and speed of service.
- Serve the College as the management conduit for all retail point of sale and digital transactions.
- Seek meaningful external partnerships to build collaborative solutions.

Financial success

Ancillary Services will support the College’s long-term financial sustainability.

- Meet budgeted expectations using a balanced scorecard decision making approach.
- Use targeted metrics to optimize business processes and improve results.
- Utilize customer relationship analytics to identify revenue opportunities.
- Establish a platform for the utilization and maintenance of our capital reserves.
Measuring our success

We will measure Student Experience for improvements in:
• Customer satisfaction results, Net Promoter Score
• The number of student learning opportunities and work experience outside the classroom

We will measure Employee Growth and Learning for improvements in:
• Algonquin College Employee Engagement Survey results
• Professional development participation and team building activities

We will measure Innovation through:
• Investment in research and development through Strategic Investment
• Incremental contribution from new initiatives

We will measure Financial Success for increases in:
• Average sales and number of annual transactions
• Net contribution per business unit
Political, Economic, Social, Technology, Environmental, and Legal (PESTEL) Analysis

Political factors
Ontario colleges are dealing with decreased government funding.

Our role, therefore, is even more important now than ever. The College is depending on Ancillary Services to double its 2012–2013 contribution within five years. It is, to be sure, an ambitious objective.

We believe our greatest opportunity lies with as-of-yet untapped sales categories, with new business ventures and by achieving even stronger partnerships within Algonquin College. We will invest more in high performing categories and divest from low performing categories. Together, we will succeed.

Economic factors
Convenience and price play a big role in our student’s purchasing decisions.

We have determined price influences our business unit traffic more than any other factor. Leveraging a low-price profile is key. Ignoring the price sensitivity of our customers, is likely to result in a modest — but persistent — sales decline.

In support of the influence of price, College Ancillary Services needs only observe customer traffic across our Food Services outlets to gather insight. We’ve seen that the less than ideal location for our Tim Hortons is offset due to its branding and low-price product range. Conversely, with Starbucks, prime location compensates for its branded high-priced product range.

Social factors
Physical accessibility. User-friendly online services. Affordable options.

While CAS relies on the College to provide physical access to its operations, our team has significant opportunity to add value to its online services and to create even more affordable options that address the social values and expectations of our audiences.

There is great potential for our online services. We have opportunity to improve. When comparing our e-shopping platforms to other competitors in our region like Best Buy and Future Shop, our platforms appear cumbersome.

Improving our online showrooms and e-commerce platforms will attract new customers, and may become a preferred channel for selected sales categories.

We have the capability to manage and bolster our reputation through social media — posting special offers or by alerting customers of service delays. With the increased use of social media, our customers will not only appreciate but expect social media engagement.
Technology factors

We have the data. Lots of it.

Our Point of Sales Systems (POS) currently hold significant information about what, when, where and why our customers make purchases. Sorting through this data will yield information about product ranges and categories that can yield attractive sales in dollars, margin and volume. That, in turn, will help us plan food menu choices, retail merchandising and store layout, even product placement. The data will help steer our pricing and purchasing decisions — in-store and online.

Deriving historical data and sales trends will help identify the impact of seasonal sales events and support the development of a robust events calendar. Opportunity exists with digital signage across campuses. Promoting seasonal sales events could have a positive impact on peak-time purchasing and improve the speed and effectiveness of our communication initiatives.

Environmental factors

Ancillary Services is ready to go green (or greener) and to take an even stronger role in moving the College’s environmental initiatives forward.

The printed word

The PrintShop will see more pressure to promote digital solutions over printed material. CAS is pursuing a College-wide print management strategy that will reduce its environmental footprint. However, the prevalence of eTextbooks that replace print-bound textbooks could generate an increase in retail on-demand printing.

The word on the street

Parking Services will be expected to take an active, green role, too, encouraging alternate travel modes, such as cycling, carpooling and public transit.

The word on food

Food Services will continue its efforts to reduce food waste, packaging and energy consumption.

The Final Word

Developing alternate revenue streams is what we do and what we have always done. It simply means we will enhance our menu offerings while promoting environmental sustainability.

Legal factors

Unlike many Canadian colleges who use third-party providers, Ancillary Services operates its own food services. With that autonomy, CAS takes on the legal responsibility to govern the safe operation of food service on campus.

It is a responsibility we welcome. Our Food Service team obtains all provincially mandated food handling certifications and we ensure food safety equipment is always available and maintained. Moreover, our food handling practises are reviewed for effectiveness on a continuous basis.

We are the principle food provider for the College population. But we are not the only one. It is incumbent on us to identify unsafe food practises — anywhere — whenever we notice them.

First and foremost, CAS exists to make the College operate smoothly and offer students the crucial services they need in order to succeed. The services we offer and will introduce, therefore, must also achieve this goal.
Value, Rarity, Inimitable, Non-Substitutable and Exploitability (VRINE) Analysis

Value
For the customer, there are different ways to define value, depending on the product or service. Price and convenience are likely at the top of our customers’ value list, regardless of the purchase. When it comes to Food, Retail, and Print Services, you can add variety to that list.

True, Ancillary Services does enjoy a competitive advantage because of our exclusive operating rights on campus. But that cannot — and should not — absolve us from offering prices that compete with similar off-campus businesses.

Offering desirable, quality products and services, in a convenient way, is crucial to our students. When it comes to food, students perceive value in a large range selection — like at the MarketPlace Food Court or at our satellite operations (Portable Feast, The Fix Eatery and the 35th Street Market Café). Customers making purchases at our Print and Retail Services are interested in convenience and price. They are also becoming more focused on online service delivery to meet their curriculum needs.

Our Parking Services is in a unique position. Demand far exceeds supply. This business unit cannot be perceived as focused on profit, it must promote the initiatives and innovation it has introduced which impact Algonquin’s environmental footprint.

Rarity
At a macro level, Parking Services is our rarest commodity. At a micro level, when defining rarity as being immediate and conveniently availability, food services, textbooks, course supplies, and print services are perceived as crucial and therefore as rare.

To maintain rarity, individual business units will use active measures such as competition shopping to ensure product relevance and to monitor price sensitivity.

Inimitable or non-substitutable
We know most CAS products and services are available elsewhere.

But not all. Parking can’t be substituted.

College branded merchandise provides exclusive range opportunity. When we sell products sporting the Algonquin College logo, it not only increases Algonquin pride, it also helps drive demand for future Algonquin branded products. That, of course, translates into increased revenue. The obvious items here are branded clothing and giftware. Print Services can also reap rewards via new ranges of branded stationary.

Historically hard copy textbooks have been non-substitutable. As eTextbooks continue to replace traditional textbooks we will need new products to fill this physical footprint.

Exploitability
Our future is bright with many opportunities. We simply need to develop them.

With improvements to marketing and communications through the use of a marketing and events calendar, CAS can drive seasonal traffic, new purchases, and improve service delivery.

Our fixed notice-boards and video screens communicate messages from external organizations, the CAS business units and the College community. Going forward, this platform can be looked upon as a mechanism that may provide new sources of advertising revenue.

Smartphones are now the norm. By developing a mobile CAS storefront, we may be able to increase targeted sales by improving access and convenience.

Retail and Food Services have an opportunity to compare their performance to industry-accepted metrics (sales per square foot, worked hours per square foot). CAS may uncover approaches to maximize space utilization, merchandising efficiency, and profitable product categories. With the introduction of eTextbooks, there is an immediate opportunity to re-dimension retail sales space and diversify our product ranges.

Given parking demand exceeds supply, maximizing College access often means improvements to revenue. With our parking asset we must remain vigilant that when comparing to other institutions, we offer competitive pricing.
## Segmentation Analysis

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<td>Students living on-Campus</td>
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<tr>
<td>Segment #</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
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<td>---</td>
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<td>---</td>
</tr>
<tr>
<td><strong>Name</strong></td>
<td>Direct F</td>
<td>Direct M</td>
<td>In-direct</td>
<td>Online</td>
<td>Residents</td>
<td>College Staff</td>
<td>College</td>
</tr>
<tr>
<td><strong>Why</strong></td>
<td>Academic needs, personal needs, ease of accessibility, campus experience, socializing</td>
<td>Academic needs, personal needs, ease of accessibility, campus experience, socializing</td>
<td>Academic needs, ease of accessibility, financial return, campus experience</td>
<td>Academic needs, ease of accessibility, financial return, campus experience</td>
<td>Academic needs, personal needs, ease of accessibility, campus experience, socializing</td>
<td>Personal needs, departmental needs, marketing needs</td>
<td>Program needs, departmental needs, marketing needs</td>
</tr>
<tr>
<td><strong>How</strong></td>
<td>AC Card, cash, debit and credit cards, in-store and online mediums</td>
<td>AC Card, cash, debit and credit cards, in-store and online mediums</td>
<td>AC Card, cash, debit and credit cards, in-store and online mediums</td>
<td>Debit and credit cards, in-store and online mediums</td>
<td>AC Card, cash, debit and credit cards, purchase plans, in-store and online mediums</td>
<td>Food and Retail Purchase Cards, internal charges, College credit card, in-store and online mediums</td>
<td></td>
</tr>
<tr>
<td><strong>Segment Size</strong></td>
<td>5398 individuals</td>
<td>6539 individuals</td>
<td>3351 individuals Breakdown: 1595 female 1756 male</td>
<td>758 individuals</td>
<td>988 individuals Breakdown: 478 female 510 male 973: 25 years of age and younger 15: 26 years of age plus</td>
<td>2816 individuals Breakdown: 1479 female 1337 male 822: 18-35 years 1424: 36-55 years 570: 56 plus</td>
<td>Currently: $2.5m retail $1.8m print Opportunity: $4.6m retail $1.5m print</td>
</tr>
<tr>
<td><strong>Trends</strong></td>
<td>Moderate growth potential</td>
<td>High growth potential</td>
<td>Stable growth potential</td>
<td>High growth potential</td>
<td>Low growth potential</td>
<td>High growth potential</td>
<td>High growth potential</td>
</tr>
<tr>
<td><strong>Determining Dimensions</strong></td>
<td>Lowest price, online experience, in-store experience, convenience and availability, brand recognition, quality, impulse</td>
<td>Lowest price, online experience, in-store experience, convenience and availability, brand recognition, quality, impulse</td>
<td>Lowest price, online experience, convenience and availability, brand recognition, In-store experience, quality, impulse</td>
<td>Online experience, lowest price, convenience and availability, brand recognition</td>
<td>Lowest price, online experience, in-store experience, convenience and availability, brand recognition</td>
<td>Conveniency, speed of service, attractive product offer and knowledge, quality/reputation, best price</td>
<td>Conveniency, speed of service, quality/reputation, invoicing/budgeting, product knowledge, best price</td>
</tr>
</tbody>
</table>
The following SWOT analyses were derived by examining our Woodroffe operations however select elements are applicable to other campuses.

### Overall College Ancillary Services SWOT analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• CAS capital reserve fund</td>
<td>• Consistency of financial performance</td>
</tr>
<tr>
<td>• Campus client base</td>
<td>• Marketing and communication strategy</td>
</tr>
<tr>
<td>• College resources and expertise</td>
<td>• Speed of implementing continuous improvement</td>
</tr>
<tr>
<td>• Proven profit centre for the College</td>
<td>• Technology strategy</td>
</tr>
<tr>
<td>• Updated infrastructure</td>
<td>• Decisions based on analytics and customer relationship management</td>
</tr>
<tr>
<td>• Our people: Employees and Management Team</td>
<td>• Determining alternate revenue streams</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Leveraging social media and digital channels</td>
<td>• Student expectations of online service offerings</td>
</tr>
<tr>
<td>• Centralized Ancillary Service Centre</td>
<td>• Rising education costs for students</td>
</tr>
<tr>
<td>• Alternate revenue sources and enhanced services</td>
<td>• Rapid technology advancement</td>
</tr>
<tr>
<td>• Price/value communication package</td>
<td>• External competition: College Square, Centrepointe, etc.</td>
</tr>
<tr>
<td>• Digital and e-commerce delivery</td>
<td>• Online competition</td>
</tr>
<tr>
<td>• Partnerships and branding</td>
<td></td>
</tr>
</tbody>
</table>

### Print Services SWOT analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Consistent and predictable revenue and profitability</td>
<td>• Service delivery time</td>
</tr>
<tr>
<td>• High College demand for print services</td>
<td>• An easily accessible and well communicated menu of services</td>
</tr>
<tr>
<td>• Modern infrastructure that are centrally located and highly visible</td>
<td>• Pricing strategy and range management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• College-wide print management roll out</td>
<td>• Rapid shift away from printed solutions</td>
</tr>
<tr>
<td>• Alternate revenue streams</td>
<td>• New competitors with on-demand services</td>
</tr>
<tr>
<td>• Shortening service value chain</td>
<td></td>
</tr>
<tr>
<td>• Availability of retail space within current footprint</td>
<td></td>
</tr>
</tbody>
</table>
## Retail Services SWOT analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Modern infrastructure that are centrally located and highly visible</td>
<td>• Operational metrics that steer decision making</td>
</tr>
<tr>
<td>• Expertise in the text trade</td>
<td>• Range management (width and depth)</td>
</tr>
<tr>
<td>• Operational processes integrated within the College business systems</td>
<td>• Retail strategy for capitalizing upon hot/cold traffic patterns, and top GM/sales/volume articles</td>
</tr>
<tr>
<td>• Exclusive retailer on campus</td>
<td>• Pricing and communication package</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• E-commerce/counter sales</td>
<td>• E-text impact (potential cannibalization by a third party model, financial planning)</td>
</tr>
<tr>
<td>• Sales space dimensioning to performance</td>
<td>• History of declining overall profitability (FY 11 to FY 13 $450k)</td>
</tr>
<tr>
<td>• Leveraging natural foot traffic and commercial calendar events</td>
<td>• Remaining relevant</td>
</tr>
<tr>
<td>• Availability of retail space within the current footprint</td>
<td></td>
</tr>
</tbody>
</table>

## Food Services SWOT analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Capital equipment reserve</td>
<td>• Operational metrics that steer decision making</td>
</tr>
<tr>
<td>• Production hub (equipment and staff at Marketplace)</td>
<td>• Range management (width and depth)</td>
</tr>
<tr>
<td>• Modern infrastructure that are centrally located and highly visible campus wide</td>
<td>• Lack of guidelines for the provision of food service on campus</td>
</tr>
<tr>
<td>• Strong, consistent foot traffic</td>
<td>• Lack of clear brand messaging</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Branding (i.e. Luigi’s and Kelly’s, etc.)</td>
<td>• Food borne illnesses (internally /externally originated)</td>
</tr>
<tr>
<td>• Active sales initiatives for Catering and Conference Services</td>
<td>• New non-Ancillary food service operations</td>
</tr>
<tr>
<td>• Leveraging relevant food trends</td>
<td></td>
</tr>
<tr>
<td>• E-commerce</td>
<td></td>
</tr>
</tbody>
</table>
# Parking Services SWOT analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Very strong demand versus supply</td>
<td>- Environmental sustainability strategy</td>
</tr>
<tr>
<td>- History of predictable revenue/profitability performance</td>
<td>- Peak day management</td>
</tr>
<tr>
<td>- Relatively low operational costs</td>
<td>- AC Card business model</td>
</tr>
<tr>
<td>- Operational metrics that steer decision making</td>
<td>- Operational metrics that steer decision making</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Alternate revenue sources</td>
<td>- 1000 temporary spaces still in use</td>
</tr>
<tr>
<td>- Flexible space management including a commercial calendar</td>
<td>- Infrastructure renewal</td>
</tr>
<tr>
<td>- Communication/signage</td>
<td></td>
</tr>
</tbody>
</table>

# Residence Services SWOT analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- An established Residence Life program focused on student success</td>
<td>- Inadequate IT services for students (non-reliable wifi and delay of service)</td>
</tr>
<tr>
<td>- Dedicated capital reserve fund</td>
<td>- Building has not been well maintained</td>
</tr>
<tr>
<td>- Security for students</td>
<td>- Rental rates benchmark above other post-secondary institutions</td>
</tr>
<tr>
<td>- Convenient: location on campus, access to public transport, access to retail and service amenities</td>
<td>- Retention rate throughout the academic year</td>
</tr>
<tr>
<td>- Robust Residence Orientation delivery</td>
<td>- Nonintegrated administrative systems between Campus Living Centres and the College</td>
</tr>
<tr>
<td>- Accessible units</td>
<td></td>
</tr>
<tr>
<td>- Ability to draw on best practices/resources through our partnership with Campus Living Centres</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Placing an increased focus on healthy living</td>
<td>- Market rates for rent</td>
</tr>
<tr>
<td>- Education on sustainable behavior</td>
<td>- Health event such as illness outbreak resulting in damaged reputation</td>
</tr>
<tr>
<td>- Increasing summer sales: student and external</td>
<td>- Critical building systems failure</td>
</tr>
<tr>
<td>- Enhancing the marketing of service offerings and amenities</td>
<td>- Centrepinte development</td>
</tr>
<tr>
<td>- Improving awareness of student focused support services</td>
<td>- Off-campus student housing opportunities</td>
</tr>
</tbody>
</table>