

華埠基金 VANCOUVER CHINATOWN FOUNDATION

Vancouver Chinatown Foundation Marketing Plan Presentation

Team 1

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April 12, 2021



Content
Situational Analysis
Segmentation Analysis
Recommendation & Implementation
Success Metrics
Financial Implications
Risks & Contingencies

Company Overview

Mission and Vision

to **promote the wellbeing** of those in need, **foster resilience** and inclusivity, and preserve **cultural heritage**

2021 Objective

to help Chinatown businesses **survive the COVID-19 pandemic**



Situational Analysis - Stakeholders

Local authorities

Vancouver Chinatown Revitalization Committee

Constituents/beneficiaries

Chinatown businesses

Low-income residents and/or seniors

Local communities

Visitors - people who has visited or planned to visit Chinatown

Early Chinese Immigrant - people who have been in Chinatown for multiple generations

Chinatown organizations

(e.g. BIA, SUCCESS, Dr.Sun Yat-Sen Classical Chinese Garden)

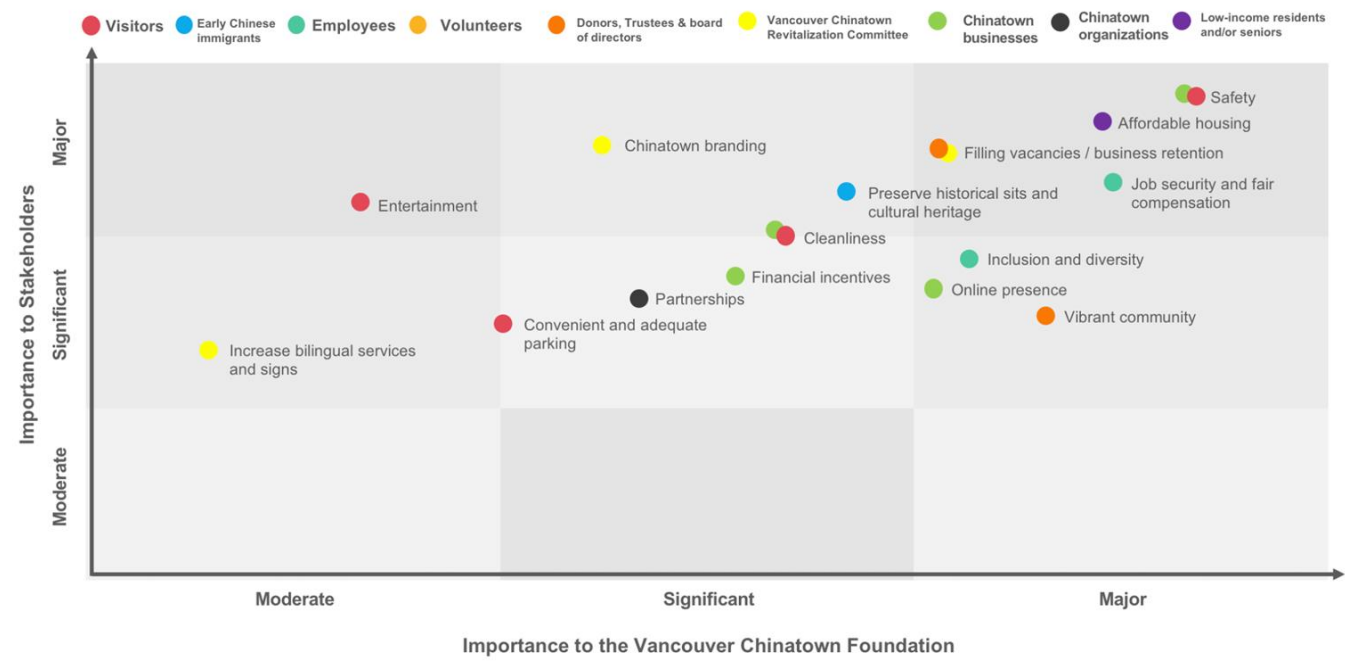
Internal stakeholders

Donors, Trustees & Board of Directors

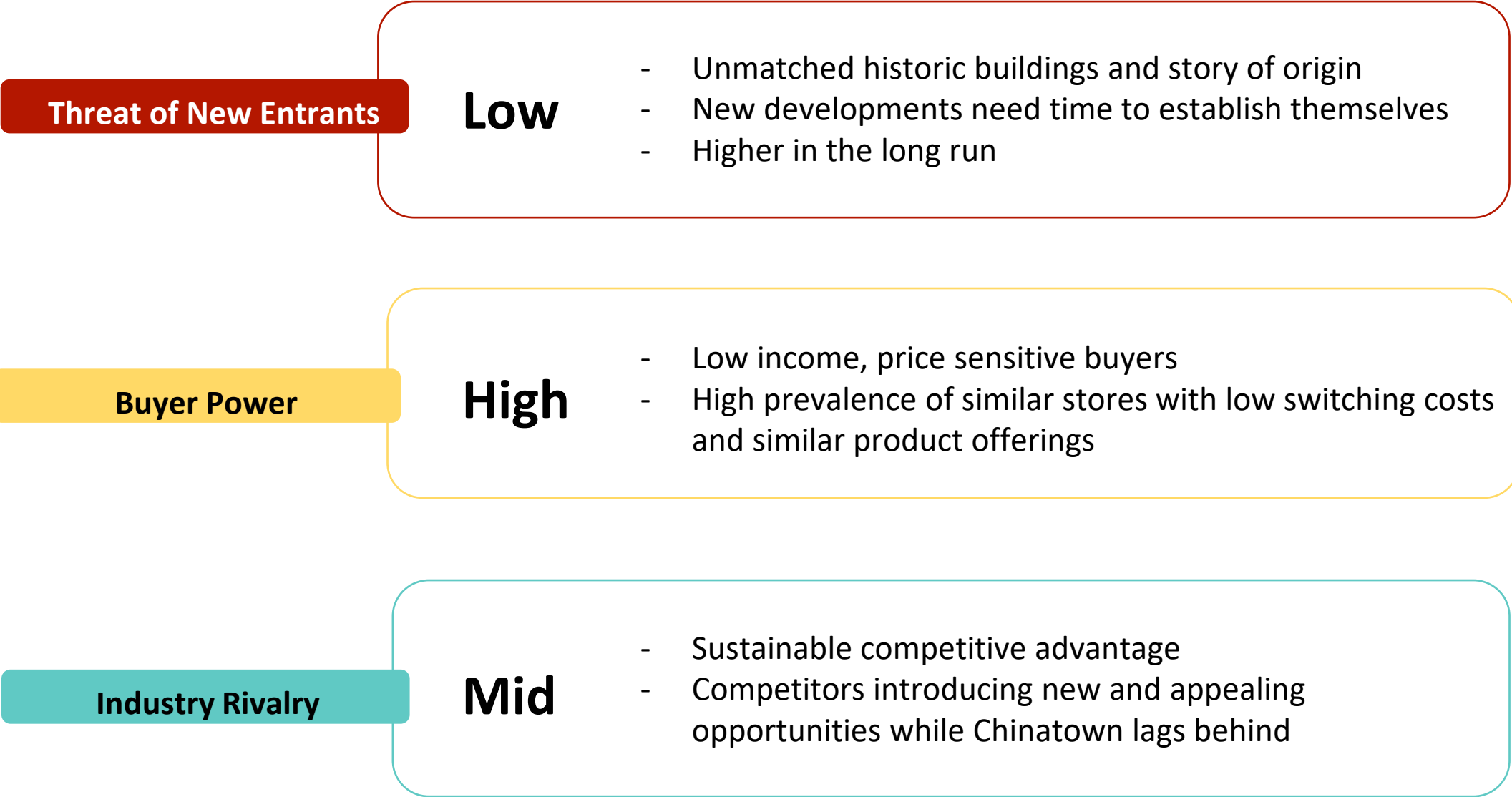
Employees

Volunteers

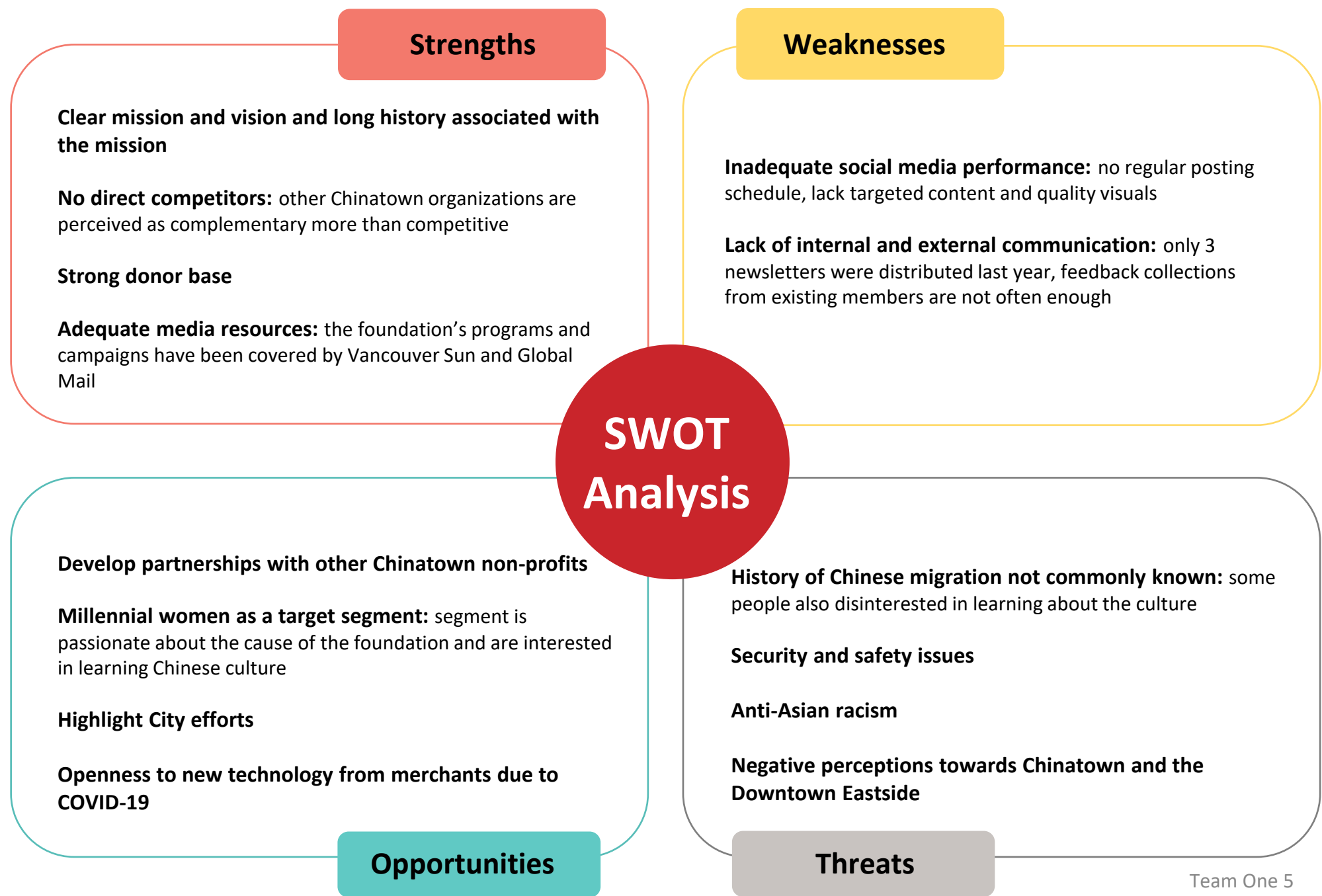
Materiality matrix - the matrix is built to identify key issues and factors that are likely to influence stakeholder satisfaction and perceptions toward Chinatown, affecting the operating performance of VCF.



Situational Analysis - Porter's 5 Forces



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Goals and Objectives

Support Chinatown businesses while preserving the area's cultural heritage

Objective #1



Increase patronage to Chinatown by 20% by September 2022

Objective #2



Stabilize the vacancy rate of Chinatown businesses, currently at 17%, within one year (May 2021 to May 2022)

Segmentation Analysis

Attributes Age groups			Positive Perceptions	Food and Dining	Events and Festivities	History and Culture	Retails and Shops	Average Spend	Convenience to visit	Aligned attitudes	Total score
		Weight*	0.25	0.2	0.1	0.1	0.15	0.05	0.1	0.05	1
Segments - Female											
17-25		Ranking**	2	4	5	4	4	2	2	4	3.3
26-44			5	5	4	5	4	3	4	5	4.55
45-56			4	5	3	5	3	5	5	4	4.2
Segments - Male											
17-25		Ranking**	2	4	4	3	5	2	3	4	3.35
26-44			3	5	4	4	4	3	4	5	3.95
45-56			4	4	4	4	3	5	5	5	4.05
Average scores valued by target segments			4.00	4.67	4.00	4.33	3.67	3.67	4.33	5.00	

Note: The table has an x-axis of key reasons for visting and general perceptions of Canadian consumers, and a y-axis of segments types based on gender and age groups.

* Weights are allocated based on the level of importance necessary to determine the best segment fit.

** Rankings are based on each segment's key priorities, from 0 (low value) to 5 (high value).

Culture Enthusiasts

Generation: Millennial (ages 26-44)

Gender: Women

Geography: Lower Mainland

Income: \$25,000 to \$49,999

Media Consumption: Active social media users, primarily Instagram

Values: Preserving historical sites, learning about my culture and other cultures, supporting local businesses, sustainability

Interests and Hobbies: Physical activity, Dining out, Outdoor activity, History and Culture, Reading, Arts and Crafts

Concerns about Chinatown: Cleanliness, Safety

Population: 254,455 (Statistics Canada)

Value proposition: For Culture Enthusiasts, Chinatown Vancouver is a culturally rich, unique and vibrant neighbourhood that needs your support.



Food Fanatics

Generation: Millennial and Gen X (ages 26-56)

Gender: Men

Geography: Lower Mainland

Income: \$25,000 to \$49,999

Media Consumption: Active social media users, primary Instagram and Twitter

Values: Supporting local businesses and sustainability

Interests and Hobbies: Physical Activity, Shopping, Food and Dining

Concerns about Chinatown: Cleanliness, Parking affordability and availability

Population: 385,286 (Statistics Canada)

Value proposition: For Food Fanatics, Chinatown Vancouver is a neighbourhood home to the best and most authentic Asian food in the lower mainland.



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Recommendations

Objective #1

Increase patronage to Chinatown by 20% by September 2022



Strategy #1.1

Establish Chinatown Vancouver's presence on social media

Strategy #1.2

Use history and culture as PoDs to target Culture Enthusiasts

Strategy #1.3

Bring in Food Fanatics via dining, grocery, and retail

Instagram Page	Followers	Top Hashtag Use
@visitchinatown (YVR)	1085	39600
@torontochiantown	4809	12800
@calgarychinatown	2432	2320
@lachinatown	49100	56500
@chinatownlondon	43900	82800
@explorechinatown (NYC)	7655	161000
@chinatownfoundation	2355	N/A

Recommendations

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Increase patronage to Chinatown by 20% by September 2022



Strategy #1.1

Establish Chinatown Vancouver's presence on social media



Strategy #1.2

Use history and culture as PoDs to target Culture Enthusiasts

Strategy #1.3

Bring in Food Fanatics via dining, grocery, and retail

Tactic 1.1A: Rebrand @VisitChinatown

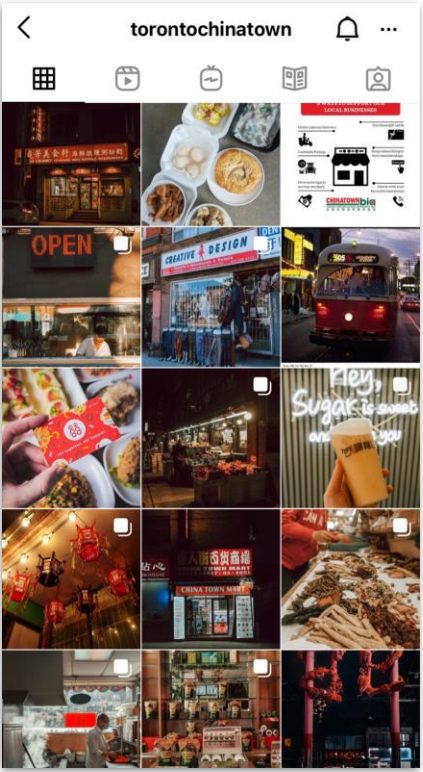
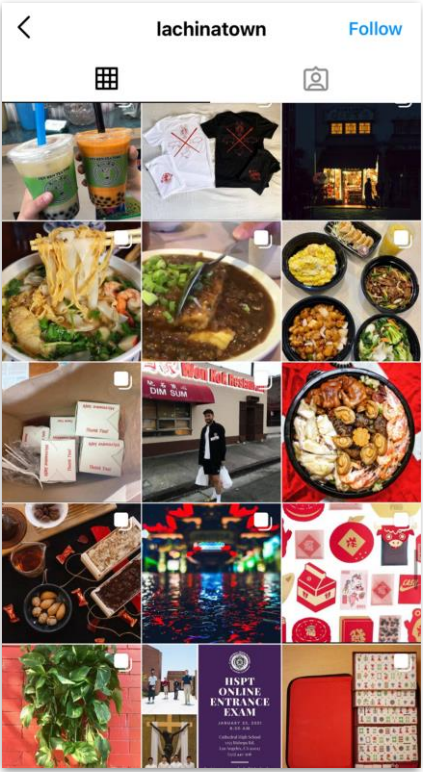
- @ChinatownYVR
- New Brand Voice and Content Guidelines
- Removal of Van Van and "Demystify Chinatown"

Support: @VisitChinatown has the lowest follower count in Canada despite having the highest # participation



Source: <http://radio-canada.ca>

Instagram Feed Comparison



Recommendations

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Tactic 1.1B: Expand Content Categories to Address Unique Concerns

- Highlight City and community efforts
- Provide parking information

Support: The top concerns these segments had were cleanliness, safety and parking



Recommendations

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Tactic 1.1C: Encourage Engagement Through Photo Contests and Food Giveaways

- #ChinatownYVR photo contest
- Food Giveaways

Support: 63% of respondents agreed that they would go to Chinatown to take pictures for Instagram and there is high interest in Food and Dining



Recommendations

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Tactic 1.2A: Launch an Educational Social Media Campaign Centered Around History and Culture

- Raise awareness of history
- Bring attention to the state of Chinatown
- Encourage visits to key landmarks

Support:

- Low knowledge, but high desire to learn
- 90% expressed desire to see historical and cultural sites on social media
- #1 consumer attitude: Preserving historical sites



Recommendations

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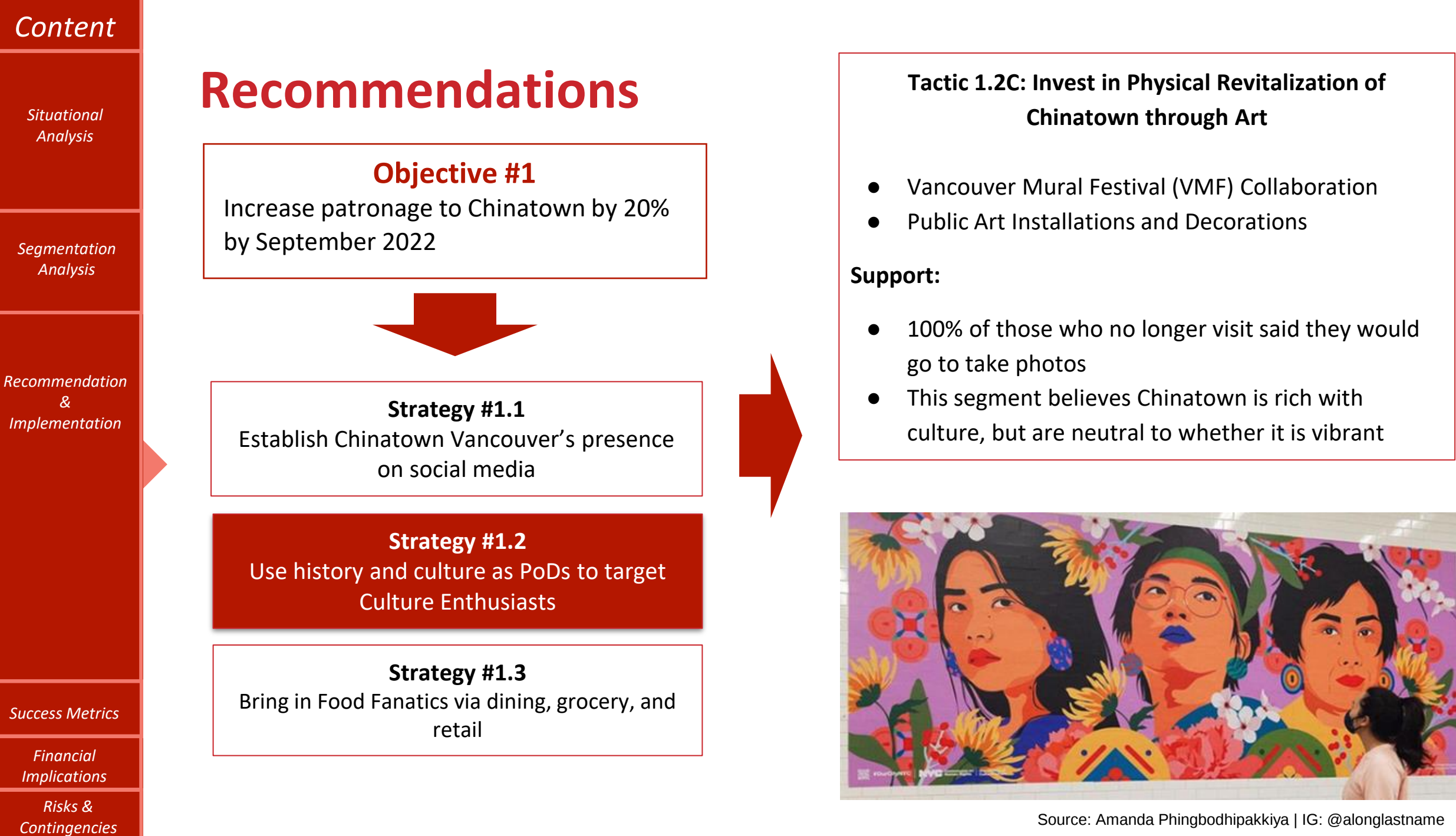
Tactic 1.2B: Host Ongoing Events and Experiences and Promote on Social

- Arts and cultural fairs, Recreational programs

Support: 59% of this segment rely on Instagram to learn about events in Chinatown, but 51% has not seen promotions on social media



Source: www.hthaostudio.com



Public Art Installations



Amanda Phingbodhipakkiya
IG: @alonglastname



Kate Tova
IG: @kate_tova



Chinatown London
IG: @emmauk_23



Chinatown Toronto
IG: @torontochinatown

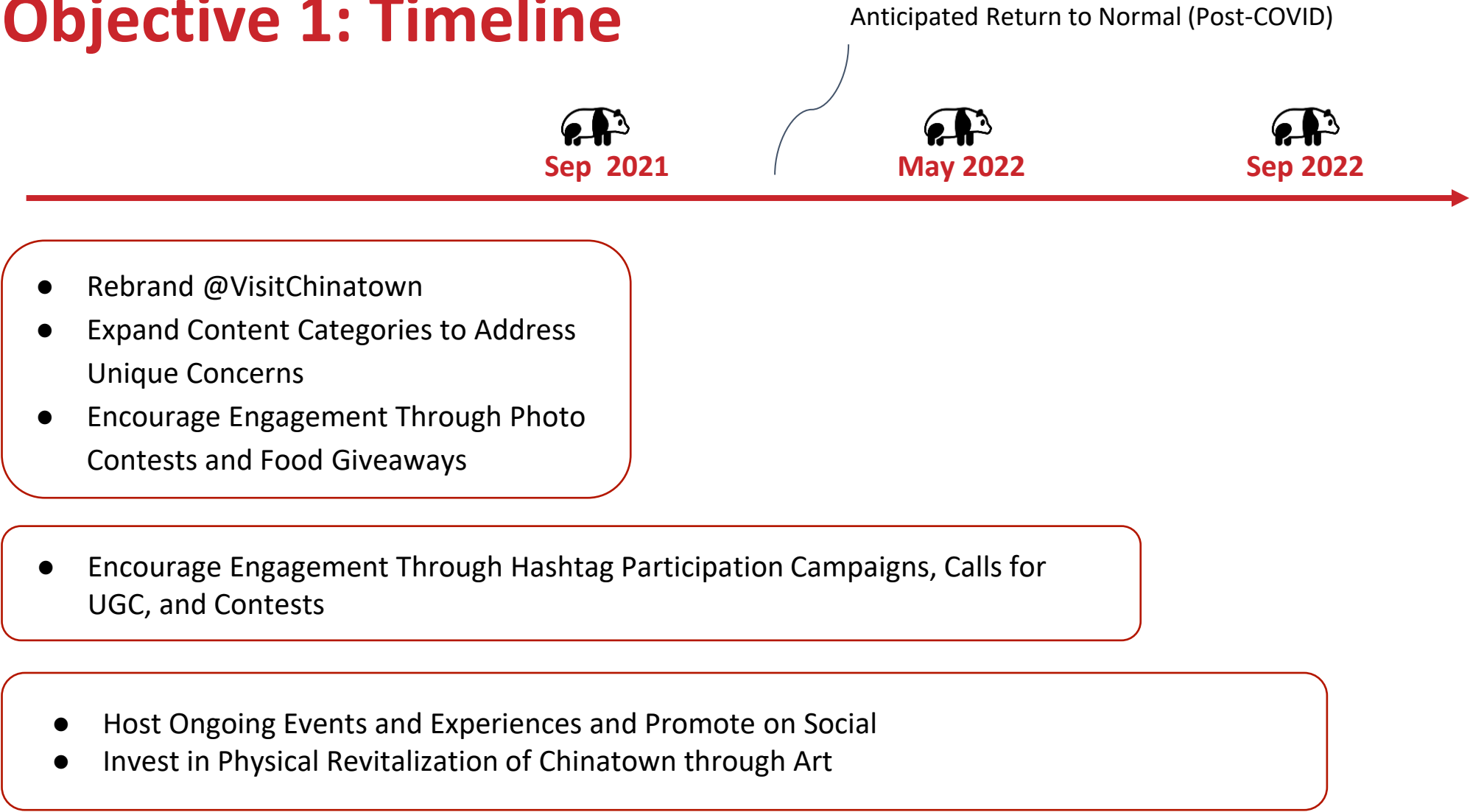


Calgary Chinatown
IG: @calgarychinatown



Amanda Phingbodhipakkiya
IG: @alonglastname

Objective 1: Timeline



Recommendation

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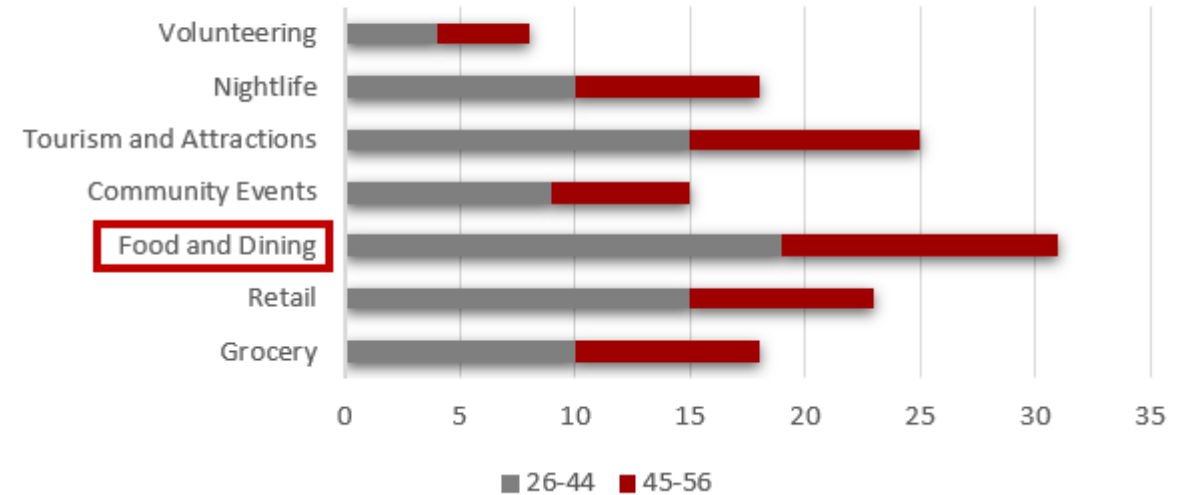
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Strategy #1.3

Bring in Food Fanatics via dining, grocery, and retail

Primary Reasons for Visiting Chinatown by Food Fanatics



Implementation



Jan 2022



Sep 2022

- Host offline events like Chinese New Year (Dec-Jan) and giveaway gifts, coupons/referrals, and Chinese meals for events like “Dine-out event for Chinatown”
 - Online events possible during the time of COVID
- Positioning Chinatown restaurants as the most authentic Chinese food in Vancouver (through events and marketing)
 - Having Chinese chefs, Chinese traditional ingredients, dishes, recipes, and so on as the points of highlight
 - Work on **IGTV series**, **behind the scenes series** - video, stories, posts, photos
 - Introduce **Cook-with-Me series** in the format of live streaming or recorded videos, and accompanying group chats, Instagram feeds and stories, e-newsletters and so on.

Recommendation

Objective #2

Stabilize the vacancy rate of Chinatown businesses, currently at 17%, within one year (May 2021 to May 2022)



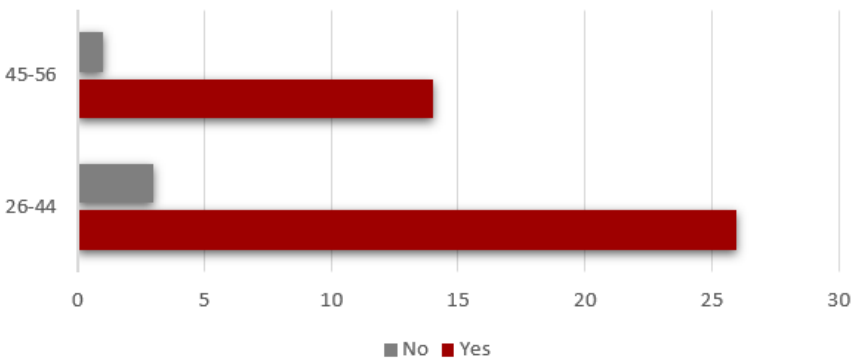
Strategy #2.1

Increase Distribution Efficiency (modern marketing strategies)

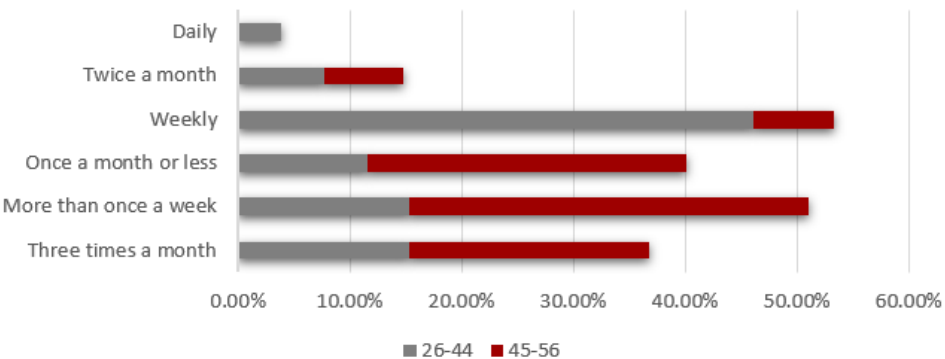
Strategy #2.2

Increase marketing support for Chinatown Businesses

Do you order restaurant food online?
(by Food Fanatics)



Frequency of Ordering Restaurant Food
Delivery per Month by Food Fanatics
(On Average)

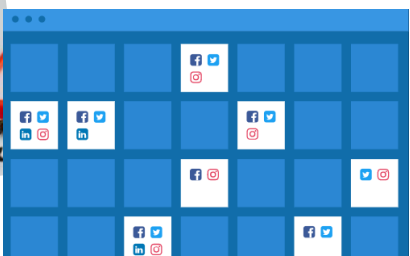
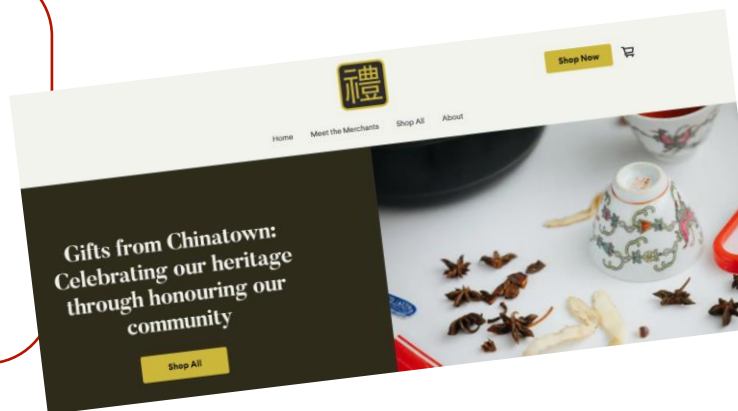


Implementation


Dec 2021


May 2022

- Onboard more merchants to Gifts From Chinatown
- Keep people posted about upcoming events through social media platforms and their Event Calendars



- Utilize the online delivery platforms like Uber, DoorDash, Skip the Dishes, and Chowbus for online food delivery and grocery shopping, especially during the time of the pandemic



Recommendation

Objective #2

Stabilize the vacancy rate of Chinatown businesses, currently at 17%, within one year (May 2021 to May 2022)

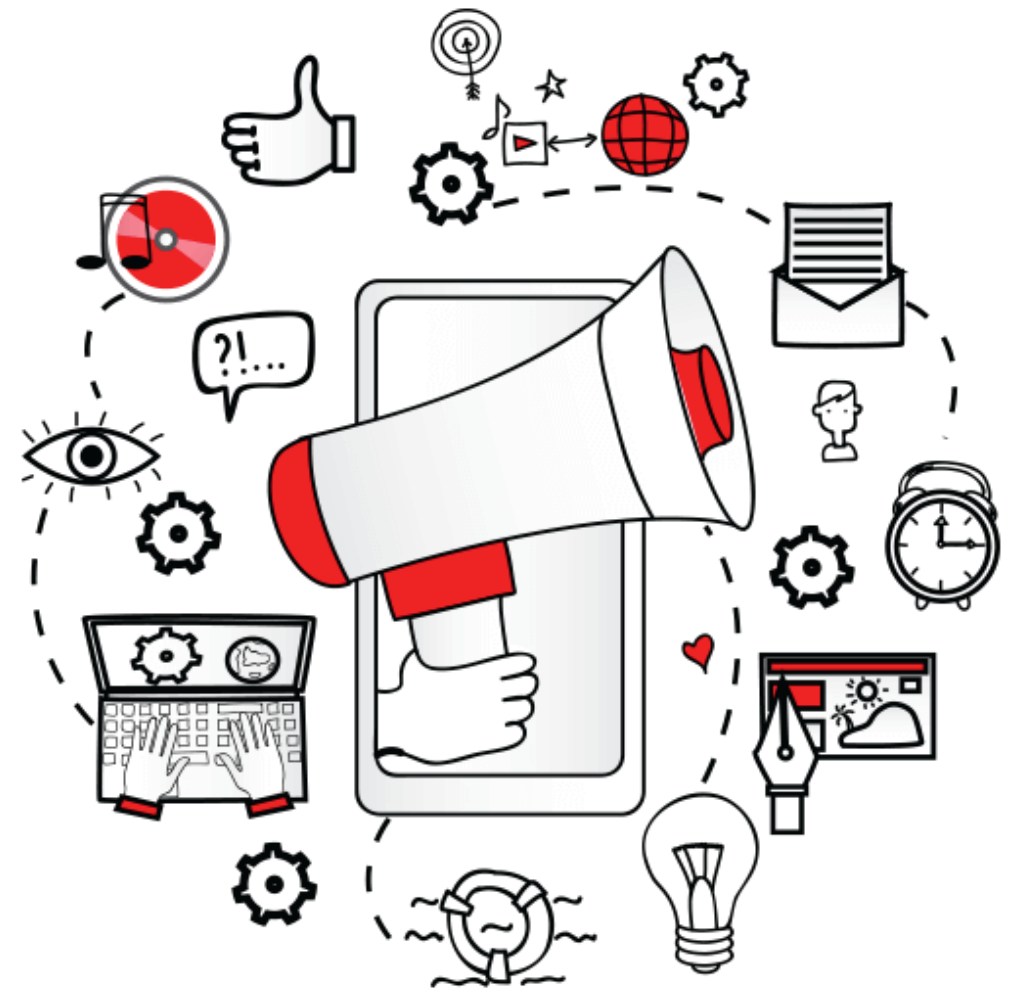


Strategy #2.1

Increase Distribution Efficiency (modern marketing strategies)

Strategy #2.2

Increase marketing support for Chinatown Businesses



Implementation



Dec 2021



May 2022

- Increase marketing support through volunteers (for example, partnering with UBC Volunteer clubs and Reading Week volunteer program)
- Establish a social media directory of Chinatown businesses



- This could include paid advertising (including paid ads, influencer marketing, etc.), owned exposure (blogging, content marketing, social media, organic search) or general content marketing efforts, TV or traditional media advertising, etc.

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Success Metrics for VCF

Domain 1: Values (8.2/10)

Mission and vision

Corporate strategy

Leadership

- member engagement (e.g. target email open rate of 17.79%, regular meeting attendances and events participation)

Domain 2: Performance (6.5/10)

Project alignment

- affordable housing project (e.g. # of applications for housing received from targeted population; resident turnover)

Campaign performance

Social media performance

Domain 3: Resources (7.9/10)

Funding

Media relation

Government relation

Community relation

Human resources

Success Metrics for Chinatown

Domain 1: Physical revitalization

Safety

Cleanliness

- can be measured based on customer satisfaction and with absolute/relative sentiment on social media: # and % of targeted population reporting a positive image towards the safety and cleanliness of Chinatown (relative to neutral and negative mentions)

Domain 2: Commercial revitalization

Foot traffic

Business retention and attraction

- vacancy rate

Domain 3: Cultural revitalization

Historic sites and heritage buildings

Cultural activities

Inclusion and diversity

- *this attribute is developed to target and engage employees of Chinatown and support workforce diversity and inclusion in the neighborhood

Financial Implications - Marketing Budget

CATEGORY	CORRESPONDING STRATEGIES	# OF CAMPAIGN	PROJECTED SUBTOTAL	NOTES
Paid Social			\$ 14,495.00	
Instagram	Tactic 1.1A	6	\$ 10,495.0	Total size of target segments in Vancouver = 514,167 Targeted reach = 514,167*60% = 308,500 audiences Assume CTR=0.9% (source: WordStream 2017) Assume CPC=\$0.63 (source: WordStream 2017) Estimated total cost per campaign = \$1,749 1,749*6=\$10,495
Twitter	Tactic 1.1A	4	\$ 4,000.0	Target # of follower growth= 500 - benchmark ChinatownLondon 9489 followers Assume \$2 CPA (sources: WebFX) Bidding method -automatic bid Estimated total cost per campaign = \$1,000 1,000*4 = \$4,000
Influencer			\$ 1,080.0	
Sponsored Content	Tactic 1.3B	6	\$ 900.0	Industry average - Instagram: \$10/1,000 followers Assume collaborating with local influencers with average followers of 10-30k Estimated total cost per sponsored content = \$150*6=\$900
Online			\$ 180.0	
Email Newsletter	Tactic 1.1A	N/A	\$ 180.0	Annual subscription fee: 14.99/month*12= \$180 (source: Mailchimp)
TOTALS			\$ 16,835.0	
CATEGORY	CORRESPONDING STRATEGIES	# OF CAMPAIGN	PROJECTED SUBTOTAL	NOTES
Cultural events - Millennial women			\$ 7,129.90	
Location rental	Tactic 1.2B	1	\$ 5,000.00	Venue rental in Vancouver typically cost around \$5,000 *note cost can be eliminated by forming partnerships with historic sites in Chinatown
Press release	Tactic 1.1A	3/campaign	\$ 1,313.00	The cost is usually \$275 - \$600 to send a single release, with pricing based on the number of words in your release (source: canadaone) - avg=\$438
Event posters/brochures	Tactic 1.1A	1	\$ 356.9	Price per 5,000 pieces = \$356.87 (source: PsPrint by deluxe)
Site decoration (e.g. lantern)	Tactic 1.1A	1	\$ 460.00	Average cost for decoration in Vancouver (source: Thumbtack) 45 hanging paper lanterns with LED lights: \$375 Labor for setup and breakdown of items from other vendors: \$85 Other materials: unable to estimate
Volunteer recruitment and training	Tactic 1.1A	1	\$ -	
Speaker/trainer	Tactic 1.1A	1	\$ -	for mahjong/tai chi/kungfu in the plaza, recreational/educational programs
Art installation	Tactic 1.1C	1		
Food-related events - Millennial men			\$ 1,356.90	
Video production	Tactic 1.13A	1	\$ 1,000.0	Film Director - >\$250 per hour Script Writer - >\$150 per hour Cameraman - >\$400 per hour Editor - >\$175 per hour Actors - >\$500 per hour Equipment - up to 100s per hour Studio Shooting - up to \$400 per hour Narrator - >\$400 per hour Audio Files - up to \$1000 Video Rendering - up to \$75 per hour B-Roll - expect to pay a percentage between 10 and 50% of your total cost Miscellaneous Fees - can cost very little up to 1000s extra (source: beverlyboy) *note the costs may vary since video production can also be done by VCF employees or volunteers
Event posters/brochures	Tactic 1.13B	1	\$ 356.9	Price per 5,000 pieces = \$356.87 (source: PsPrint by deluxe)
TOTALS			\$ 8,486.80	

Annual Digital Marketing Budget

Highlights

- Total cost = \$16,835/year (benchmarking: 3x marketing budget of 2017)
- Target Audience Size for 2021 = 308,500 (60% of Total Vancouver millennial men & women)

Event Budget per Campaign

Highlights

- Total cost with successful partnerships: x < \$8486
- Total cost with unsuccessful partnerships: x > \$8486

Risks & Contingencies



Competition

- Presence of other cultural sites
- Presence of Richmond night market, and restaurants



Environment

- COVID-19 pandemic
- Online environment - Engagement



Unsuccessful Partnerships

- Misaligned end goals
- Events Partners withdrawal



Unsuccessful: Changing Perceptions

- Contingent on City efforts

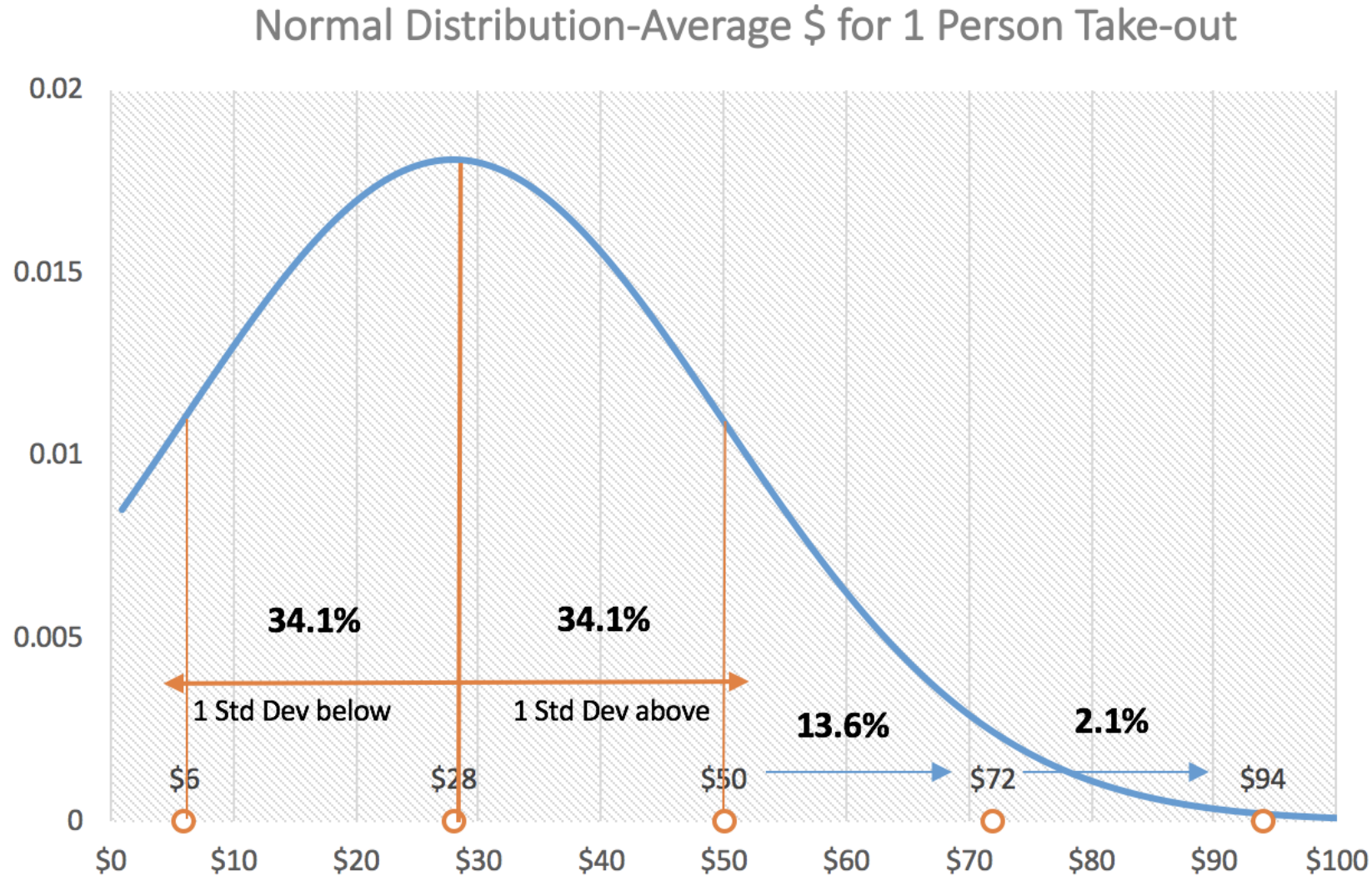
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FOUNDATION



THANK YOU

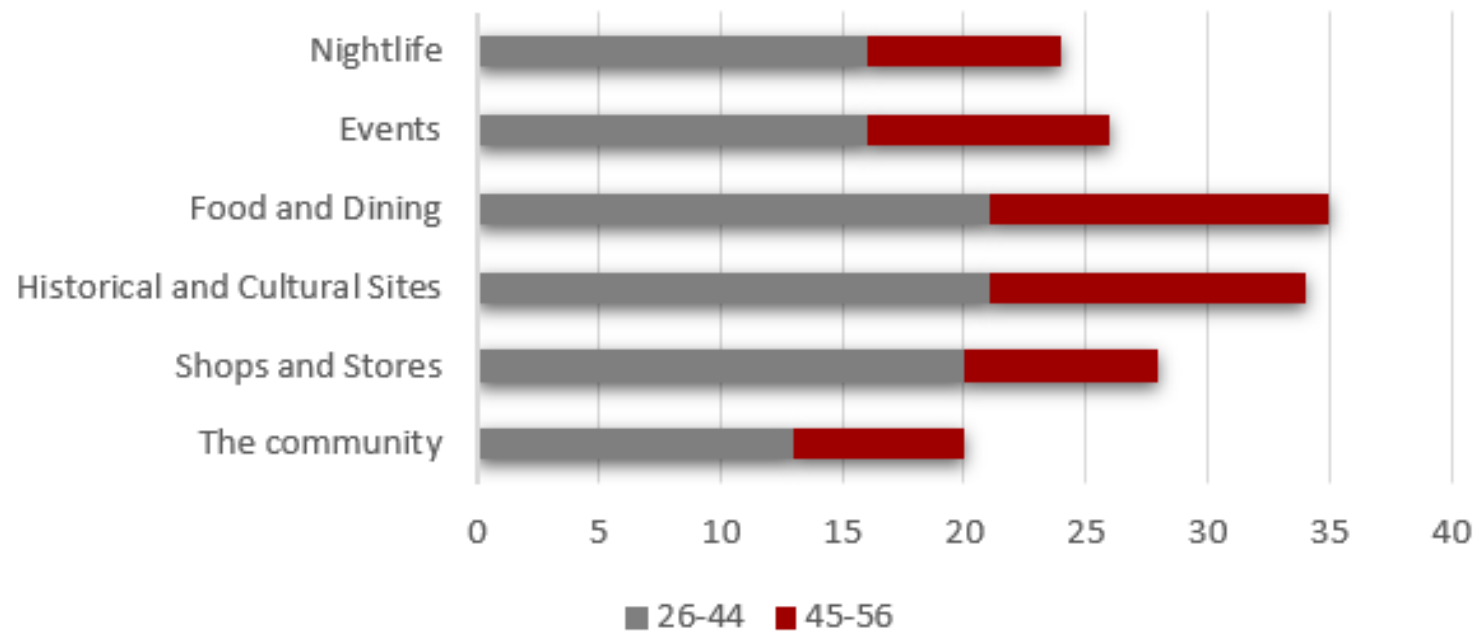
Any questions?

Appendix A: Average \$ for 1-person Take-out Normal Distribution



Appendix B: “What would you prefer to see on social media about Chinatown Vancouver?”

**Willing-to-see Categories on Socia Media
by Men Foodies**

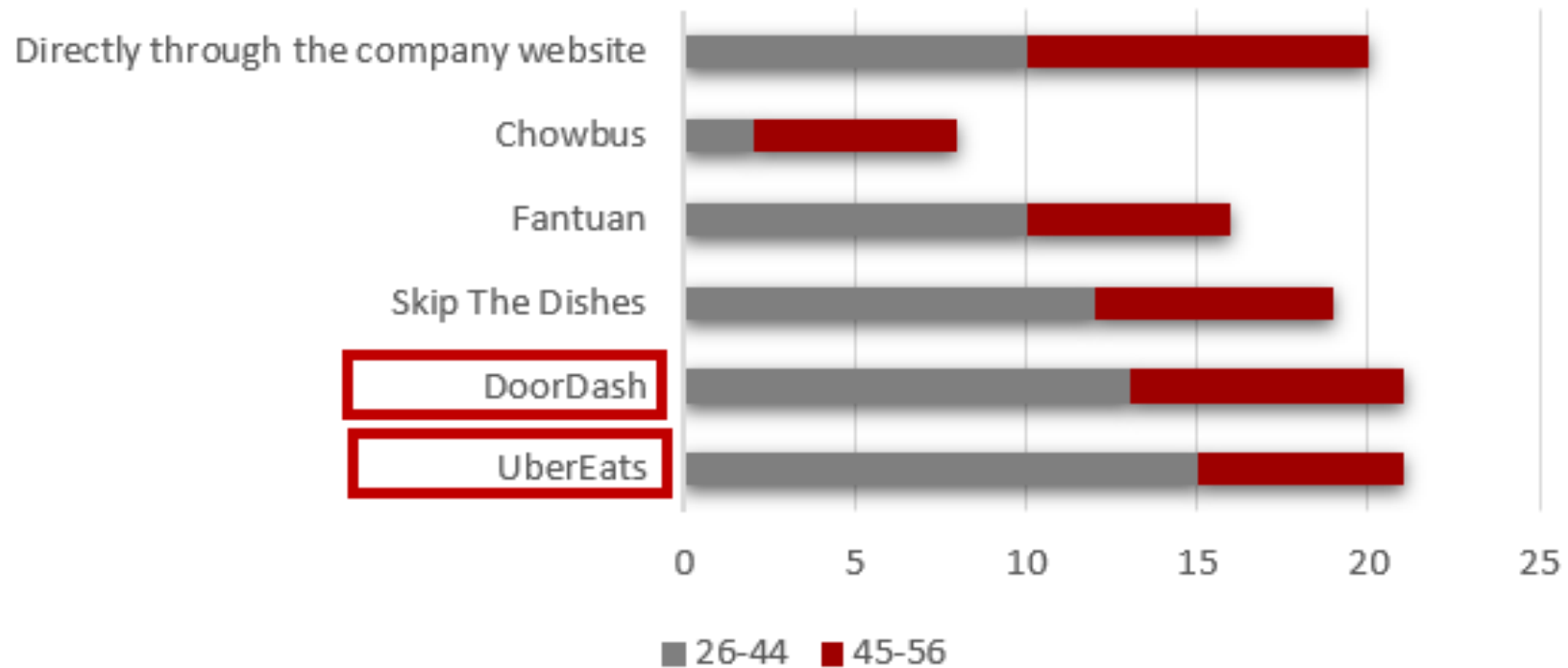


Appendix C: “Do you order groceries online?”

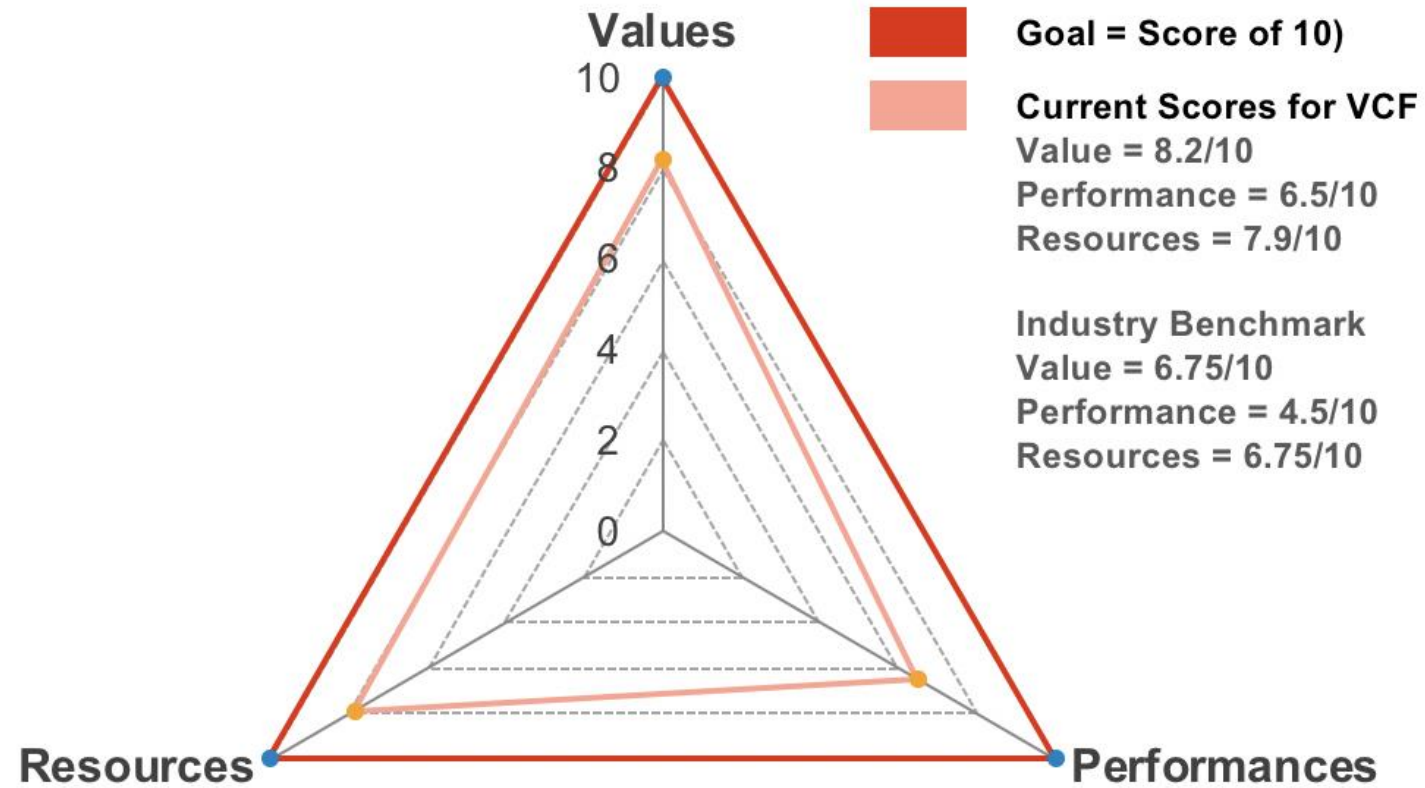


Appendix D: “Which service(s) do you use to order food online?”

Delivery Platforms used by Men Foodies to Order Food Online



Appendix E: Radar Chart



Appendix F: Detailed Success Metrics for Chinatown Foundation

Key Performance Indicator for the VCF			
Domains	Attributes	Explanations	Metrics
Value	Mission and vision	does the foundation's mission statement accurately reflect its vision/mission	Impact Measures - no specific metrics *please refer to the Performance section to see how the foundation can measure its success in achieving its mission
	Corporate Strategy	does the foundation has a short-term & long-term strategic plan	Impact Measures - no specific metrics *please refer to the Performance section to see how the foundation can measure its success in its strategic planning
	Leadership	how often are staff meetings held? how do the foundation communicate with its stakeholders? are the core value of the foundation been communicated to the employees? how has the foundation effectively demonstrated its ability to communicate internally	Member engagement: - email/newsletter open rate, forwarded email, shares, meeting attendances, events participation Member advocacy: - Positive Testimonials: Increase in absolute and relative numbers of positive testimonials on various social media platforms and owned channels - Net Promoter Score: how likely are member to recommend the foundation to a friend or a family or their businesses partners
Performances	Project alignment	to what extent does the foundation's programs reflect the real needs of the Chinatown community or constituency it serves?	Affordable housing - # of applications for housing/rental contracts received from targeted population (a) seniors with low incomes/receiving housing subsidies (b) people in minority racial/ethnic/disability groups - Residents satisfaction (e.g. residents of the May Wah) # and % of targeted population in Chinatown reporting a positive image towards the housing complex (relative to negative mentions) # and % of turnover of residents Business retention - Vacancy rate, customer retention rate
	Campaign performance	how much value does each campaign/recreational program/event (e.g. #giftsfromchinatown) brings to VCF or to Chinatown, does the campaigns launched drive organizational behavior?	Number of visitors to Chinatown (if applicable) Number of participants - # of people participating in the story telling center program - Cross Cultural Walking Tours - # of people participating in the recreational/educational programs Membership growth Volunteer base Events sponsorship - \$ amount or product offerings
	Social media performance	<i>*this can also be applied to BIA's social medias since VCF cannot directly promote for businesses</i>	Awareness - Mention: Increase in both absolute and relative numbers of mentions of VCF (per period, typically measured on Twitter, relative = relative to your competitors) - Organic Search: Increase in organic traffic from search engines, and average proximity to the top of search engine results page (based on relevant keywords for Chinatown Vancouver) - Views: Increase in number of views of brand-related content on video platforms (e.g., IGTV, YouTube, Dailymotion, Vine, Periscope) - Followers: Increase in the absolute and relative numbers of people following you on various social networking sites (e.g., Twitter followers, subscribers to brand-related blogs and email lists), also known as audience size Engagement - Like or favourites: Numbers of "likes" (e.g., Facebook) or "favorites" (e.g., Twitter, Instagram) or "thumbs up" (e.g., Reddit) for brand-related content in owned social media channels - Shares: Numbers of times owned social media content is "shared" (e.g., Facebook) or "retweeted" (Twitter) or similar (sometimes referred to as amplification) - Comment: Numbers of times owned social media content is commented on in social media channels; also, the nature of comments, for example, how positive they are and how relevant they are to the brand
Resources	Funding	Sponsorships, donor	Dollar raised, donor base
	Media relation	media resources (e.g. does the foundation make use of newspapers to disseminate information about its events?)	Press Clippings + Sentiment Analysis: the amount of press clippings that mention Chinatown with a positive/neutral tone of voice Article quality scores: quality scores based on article content with the highest scores reserved for articles that deliver key corporate messages Overall Traffic: Increase in overall traffic to BIA/VCF's owned media channels (e.g., site visits, page views, blog visits, Facebook page visits, Facebook organic post reach) Organic Search: Increase in organic traffic from search engines, and average proximity to the top of search engine results page (based on relevant keywords for Chinatown Vancouver)
	Government relation	does the foundation collaborate with local authorities, are there sustainable efforts in advocacy for policy changes and/or governmental help in revitalizing Chinatown?	Aualitative assessments - no specific metrics - any new or amended legislation to strengthen Chinatown's intangible heritage, enhance street-cleaning efforts, or address safety concerns? - approval for financial support - does VCG being consulted by government agencies on issues that relate to Chinatown?
	Community relation (partnerships)	please rate the foundation's relationship with other Chinatown organizations	Aualitative assessments - no specific metrics Partner engagement/satisfaction, events sponsorships, direct messages between organizations/continuous communication, is here any mutually reinforcing activities, if so, how many?
	Human resources	staff commitments to deliver projects and projects results	Employee engagement, volunteer base

Appendix G: Detailed Success Metrics for Chinatown

Key Performance Indicator for Chinatown Vancouver		
Domains	Attributes	Metrics
Physical revitalization	Safety	• # and rate of reported crimes in the Chinatown neighborhood • # of safety programs and amount of fund available to support the programs • Absolute Sentiment: Increase in the share of positive mentions of Chinatown in terms of safety (relative to neutral and negative mentions) - can be tracked on social media with Chinatown relevant hashtags • Relative Sentiment: Increase in the share of positive mentions (relative to positive mentions of other neighborhoods e.g. Strathcona) and decrease in the share of negative mentions (relative to negative mentions of other neighborhoods)
	Cleanliness	• % increase in investment dollars in street-cleaning efforts and graffiti removal • Absolute Sentiment
Commercial revitalization	Foot traffic	• Tourist flow & inflow ◦ # of cruise ships if applicable (310 cruise ship calls were expected in Vancouver in 2020) ◦ Dr.Sun Yat Sen Classical Chinese Garden visitors (goal: annual # of visitors > 100,000) ◦ Overnights in all types of Chinatown accommodation if applicable (e.g. hotels, airbnb) ◦ Tickets sold • # of participants in any Chinatown related recreational programs (e.g. storytelling programs) • # of participants in any Chinatown related events
	Business retention and attraction	• Vacancy rate • Customer retention rate, Gross margin, Sales revenue (measured by business owners) • Social Media Traffics (measured by business owners) - Increase in traffic from social media platforms to brand-relevant sites ◦ Organic Search: Increase in organic traffic from search engines, and average proximity to the top of search engine results page (based on relevant keywords) ◦ Positive Testimonials: Increase in absolute and relative numbers of positive testimonials on various social media platforms and owned channels
Cultural revitalization	Historic sites	• % increase in investment dollars in historic sites/heritage buildings maintenance • # of favorable policy measures passed
	Cultural activities	• # of cultural activities/education programs hosted and # of attendance
	Inclusion and diversity (developed to target employees of Chinatown businesses specifically)	• average demographics in the area of Chinatown compared to other neighborhood (if applicable) • % demographic data (e.g. % of workforce that identifies as a certain gender or other demographic identity)