

## b-clinic 2014 Spring opportunities

### Opportunity 1

#### Institution

Shop-in-the-Garden, UBC Botanical Garden and Centre for Plant Research.  
<http://www.botanicalgarden.ubc.ca/shop-in-the-garden>

#### Project background and scope

The retail shop at the UBC Botanical Garden seeks to (a) obtain more customers to the Shop, (b) select appropriate merchandise for sale in the Shop, and (c) ensure appropriate promotion and distribution for its merchandise.

The MBA student team would review the past and present finances and all other operations of the Shop so that they could make recommendations on future merchandise strategy and promotion of it.

#### Project champion

Patrick Lewis, Director, UBC Botanical; the team will work closely with June Woodward and the FOG Shop Committee.

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### Opportunity 2

#### Institution

Marpole Oakridge Area Council Society (known in the community as Marpole Place Neighbourhood House)

#### Project background and scope

Marpole Place Neighbourhood House is a vibrant community hub that strives to respond to the needs of its community through collaboration, capacity building and partnership to bring about positive social change. Its goal is to be a low barrier and inclusive organization that provides support, activities, resources and opportunities for those who are isolated, at risk, marginalize and/or economically disadvantaged.

Volunteers make up the core of its service delivery and volunteerism plays a vital role in creating community connection and addressing and reducing the effects of isolation, discrimination, and



poverty. Marpole Place has strong community partnerships with community members, local businesses, health and service agencies and social advocacy groups.

The MBA student team will work with staff (and board) to

- develop a strategic plan for short and long run.
- further develop a brand for MP.
- identify client groups in area to target for programs/services, and proposals for how to engage with them
- identify sources of revenue and profit making programs/ projects.

Project champion

Cindy McMillan, Executive Director.

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## Opportunity 3

Institution

TestAmerica Laboratories, CT, USA; [www.testamericainc.com](http://www.testamericainc.com)

Project background and scope

TestAmerica is the largest environmental testing company in North America. With labs and service centers around the United States, the company provides the broadest array of testing services for US and international clients. Clients include industrial corporations, government agencies and environmental consultants. The company tests air, water, waste and soil samples for remediation of contaminated sites, on-going monitoring and new site development.

For many years, TestAmerica has served the Canadian market “over-the-border” without a lab or logistics center in the country. Canadian clients ship their samples directly to their US labs for analysis. Recently, one of its US competitors in the specialty mold/asbestos market has opened a lab in Calgary (with a second lab in Vancouver rumored). They perceive a risk of losing profitable “cross-border” business to a now “local” competitor.

In addition, for its larger environmental testing market serving the energy and industrial sectors, they get only a limited amount of business today cross-border from Canada. However, they know that demand for testing in Canada is increasing (e.g., oil sands development, pipeline infrastructure projects) and the pricing of tests in Canada are much higher than in the US. They also know that a large Canadian lab testing competitor serves the US market with a logistics center in the US that coordinates sample shipments from around the US at a site close to the border for easy movement to their lab in Canada.



Internally, they have informally debated opening a Canadian entity (lab or just logistics center) for years, but have never done a detailed market analysis to reach conclusion. They have also thought about acquiring a small lab in Canada as an entry strategy, but have not conducted a rigorous search.

They now need to answer the following questions in the LRP “Phase 1” (through May):

- Does the entry of the asbestos/mold competitor into the Alberta/BC markets sufficiently threaten the future profitability of its Canadian asbestos/mold business so that establishing its own presence “in country” delivers material and superior risk-adjusted return on investment compared to the current “over-the-border” approach?
- Is the core environmental testing market in Canada sufficiently attractive to warrant establishing a lab or logistics presence in country given the costs and complexities involved?
- If the answers to the above are “no”, does that change to “yes” with a combined offering to spread the “fixed costs” of a Canadian entity?
- If “yes”, given how they operate in the US, what is the best risk-adjusted organizational entry approach to Canada (e.g., how to enter and manage)?

Lastly, although it is beyond the scope of Phase 1, the project needs to be aware that even if a Canadian presence looks attractive, Phase 2 of the LRP (May-July) would consider how the Canadian returns compare to other alternate international expansion plans given limits on the company’s resources (financial and “human capital”).

#### Project champion

Students will work with the direct project owner, the VP Finance. The Team will be expected to work as a “consulting” team independently managing their time. Team will also work with General Manager for the mold/asbestos business, sales and marketing leaders and have access to other senior leaders for company and market information. Students will be considered as another project team.

The final deliverable is a recommendation to the CEO and senior team on whether to establish a presence in Canada and, if so, how?

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## Opportunity 4

#### Institution

The Rick Hansen Foundation (RHF); <http://www.rickhansen.com>

#### Project background and scope

In the fall of 2013, a group of MBA students worked on a b-clinic project for RHF that focused on creating the initial steps towards crafting new national public engagement campaign based on the

Rick Hansen Difference Makers (RHDM) theme that raises essential funding and awareness required to support the Foundation's programs that help meet community needs for persons with disabilities.

The Foundation would again like to engage MBA students in a b-clinic project to help refine and launch a series of integrated activities leading up to 22 May 2014, a day where the Foundation will acknowledge the work of Difference Makers and invite others to join the journey towards a barrier free society.

The RHDM initiative provides a unique occasion for RHF to tell its story, recognize the great progress and impact that has been accomplished to date, honour all those that have contributed and who are RHF's true difference makers and mobilize a community of new supporters who are committed to working together to create a barrier free society and support the Foundation's programs and designated community needs.

A consistent new RHDM look and feel will be developed (launched on May 22, 2014) and used across all channels to help unify all elements and phases, from online platforms and sense of voice in our written and social content to any and all collateral assets.

The RHF website will be used as the main source of information to all audiences providing timely and accurate information about RHF's new positioning & vision, while also housing social media content as well as a key tool for stakeholders and donors. As such the web-site will be a key priority and will be completely revamped but will be rolled out using a phased approach.

Social channels will lead the conversation throughout this initiative relying on real time unique and existing content that is eminently sharable and can be produced and uploaded instantaneously to help foster two way conversations. Achieving broad based social media engagement will be important to the overall objectives of RHF as it will be a key indicator of the Foundations relevance and will be leveraged to increase donor support.

*Opportunities for collaboration:* (student teams can focus on any one of the following):

1. Support social media campaign, with specific emphasis on:
  - a. creating pathways to encourage visits to the RHF website
  - b. building relationships with key influencers to amplify reach
  - c. leveraging all "assets" (blogs, social media, public speaking, etc.) for maximum affect
  - d. ultimately, growing community of followers.
2. Develop structure for RHDM Awards Program:
  - a. Develop Structure
  - b. Confirm DM selection criteria
  - c. Define launch/close date for nominations
  - d. Identify a mechanism to capture/store/sort nominations
  - e. A process to identify winners/best examples
  - f. Identify how to recognize those who were chosen (Diff Makers certificate, profile, prizes, etc.)
  - g. Lay the foundation for the expansion of the Ambassador program beyond SCI



3. Make 22 May a day to be remembered leveraging all possible marcomm channels and platforms:
  - a. Storytelling & Special events
  - b. Social and digital media; PR, earned and free media
  - c. Recognition and awards
  - d. Develop a co-sponsored RickTalks day at UBC
4. Developing a Volunteer Engagement Strategy focused on corporate Canada (employee/corporate engagement program)

#### Project champion

Doramy Ehling, Executive Vice President, Rick Hansen Foundation

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## Opportunity 5

#### Institution

St. James Anglican Church, Vancouver [www.stjames.bc.ca](http://www.stjames.bc.ca)

#### Project background and scope

Parish Church with a long tradition of community involvement in the downtown eastside is now confronting changes in its economic base, and thus seeking optimization of its resources including (non-worship) building usage.

Two important challenges the Parish Church faces are (a) the growing dependence on endowment due to diminishing regular donation consequent upon changing demographic, and (b) optimized use of aging facilities, with potential for improved rental income provided it sustains community service function.

A team of MBA students will help provide clarification of budget and related strategies with respect to the most effective management of financial resources and facilities.

#### Project champion

The Treasurer (R.W-L), Rector, Wardens and Administrator.