

A person wearing a grey beanie, a black jacket, and a backpack is walking away from the camera on a paved path. The path is surrounded by trees with vibrant autumn foliage in shades of yellow, orange, and red. In the background, a large cable-stayed bridge with a tall pylon is visible against a clear blue sky. The scene is set in a park-like area with a low stone wall and a grassy field.

AUXILIARY BUSINESS DEVELOPMENT ANNUAL REPORT

VOL. 3 | FY20



THE UNIVERSITY OF UTAH
Auxiliary Business Development
LICENSING • MARKETING • AFFINITY

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OUR OFFICE

FUNCTION

CORE VALUES

TEAM

SPECIAL PROJECTS

We service the university's Auxiliary Services branch and help those departments do several important things—generate revenue, develop their brand, share information and messaging, capitalize on assets and develop key partnerships to advance their success. In short, we are responsible for three main functions within Auxiliary Services—Licensing & Trademarks, Marketing, and Business Development.

In the Auxiliary Business Development office no two days are alike. Depending on the season, a given week may include designing cups and popcorn tubs for Rice-Eccles Stadium, co-hosting a fan event with a local retailer, brokering sponsorship deals, managing multi-million dollar contracts or working with UMC to throw a BBQ. Another week may include reviewing Ute Proud designs with the Ute Tribe, executing a Red Zone tailgate giveaway, redesigning websites, writing news stories, taking photos, writing captions for Print & Mail's next calendar, designing web and print ads...the list goes on. There is truly never a dull moment here in ABD and we have a lot of fun working to accomplish the core mission of the university.

MARKETING & COMMUNICATIONS

TRADEMARKS & LICENSING

AFFINITY & PARTNERSHIPS

Our office works under a shared set of core values. These values shape not only our work, but how our office interacts with campus, students, faculty, staff and the university community as a whole.

We put heavy emphasis on accepting and facilitating change. We know that no two days are alike, so we try our best to be flexible and to adjust to the demands of the current day.

Come by our office sometime and you will see how we put these values into practice.



CHANNEL YOUR INNER ELON MUSK

Fail fast, succeed sooner

Be a sponge

*Do what makes sense, not
what has been done before*

CREATE A COMMUNITY OF RAVING FANS

Amplify pride

Exceed expectations

*Be the place people want to
flock to*

Blow minds, create "Wow"

#KevinBaconProject



DEVELOP YOUR A-Z

*There are 26 letters in the
alphabet, sometimes it's plan
Q*

Reduce & Simplify

*Follow through and execute
your plan*

EMBRACE FUN AND A LITTLE WEIRDNESS

Flexibility matters

Respect

We are one - We are ABD

*Celebrate Success; Cheers
to "U"*



YOU'RE A DRAGON, BE A DRAGON

Humbly own your stance

*Be real, be awesome, be
passionate, be accessible, be
you*

Chill out

Be excellent to each other



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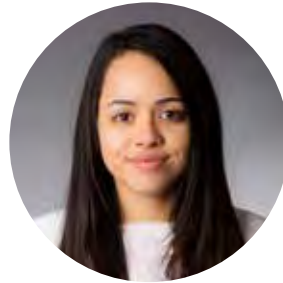


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We have built our team in the spirit of creating collaborative opportunities across Auxiliary Services and the university. Managing *marketing and communication* activities centrally across auxiliaries allows us to maximize *sponsorship* opportunities. Having *trademarks & licensing* in house allows us to build, maintain, and leverage the university brand across campus. These three pillars of our office work hand-in-hand and allow us to recognize and take advantage of new revenue opportunities, create operational efficiencies, and allocate resources appropriately.

STUDENT EMPLOYEES & INTERNS:

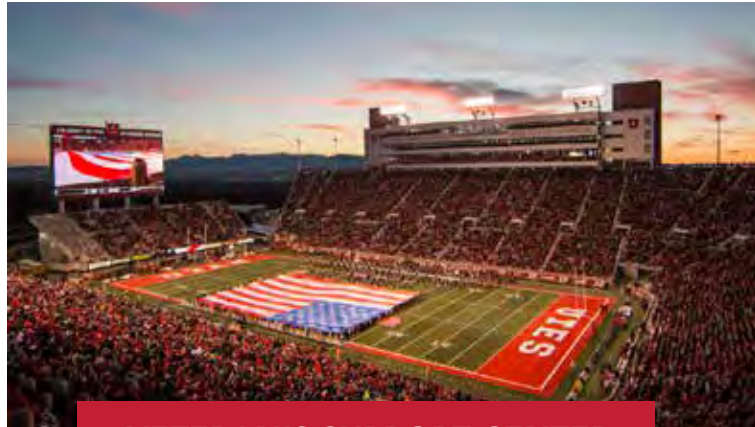
Sunny Beuerman, Pepsi Ambassador
Miranda Jensen, Pepsi Ambassador
Grey Larson, Graphic Design
Damon Ngo, Marketing Coordinator
Nikalya Spriggs, Marketing Coordinator
Gill Smith, Intellectual Property
Hunter Moreton, Data Analytics
Carolyn Whipple, Special Events
Brandon Daynes, Special Events
Ethan Bradshaw, Special Events
Isa Buoscio, Special Events
Jack Idstrom, Special Events
Jackson Murray, Special Events
Jaelynn Meyers, Special Events
Jennifer Rogers, Special Events
Aleksandra Szuszkiewics, Special Events
Jennifer Rogers, Special Events
Liam Hammons, Special Events
Maxene Harris, Special Events
Puneet Singh, Special Events
Ryan Hoo, Special Events



AUXILIARY WELLNESS CHALLENGE

The Auxiliary Wellness Challenge ran for its fourth consecutive year in FY20. In the spirit of continuous improvement, we were able to work with HR to designate the Wellness Challenge as a sanctioned Well U activity giving employees added incentive to participate.

2019 Wellness Challenge Participants: 171
Number of points tracked: 389,565
Total participants earning Well U credit: 71



VETERAN'S SUPPORT CENTER

On October 25, 2019, we opened our office tailgate party for a third year to all student veterans and their families. We worked closely with the Veteran Support Center on campus to get the word out about the event, and also worked with Image One, a licensee, to make special edition t-shirts to give out during the tailgate. We had nearly 300 people attend our tailgate party that day.

In addition to the tailgate we hosted for student veterans and their families, we have taken an active role in supporting the Veteran's Support Center on many levels including serving on boards and helping to promote their student veteran of the year programs.



STUDENT SUPPORT

Aligning with the university's mission to promote student success and transform lives, we have expanded the number of scholarships and student positions in our office. We have done this through creative partnerships with community businesses, licensees and other vendors from our network.

The Licensing & Trademarks Office partnered with Top of the World to run Declaration Days for a fifth year and awarded a \$1,000 scholarship to a University of Utah student. In sum, Top of the World put up \$10,000 to be awarded to students across the country.

The Campus Store awarded several scholarships through a partnership with MBS, University Federal Credit Union and America First Credit Union (AFCU). Our office also provides two scholarships to support the swoop mascot program, in partnership with AFCU.

We also employed 21 students over FY20 giving them hands on experience in all of the areas of our office. Positions included special event interns, Pepsi ambassadors, intellectual property assistants, and graphic designers.



POP-UP SHOPS

We coordinated several pop-up shops in conjunction with licensees and the Campus Store in FY20. A trend in retail, pop-up shops bring attention to a specific vendor and the campus store. These events take a lot of coordinating. The Licensing & Trademarks office works with vendors and the Campus Store to find dates and facilitate sales. Our business development team works to find sponsors for the events, and our brand activation team coordinates with the scheduling office and vendors to ensure flawless execution. All of this happens while our marketing team builds custom marketing campaigns and artwork to promote the event.

The most successful of these events took place on October 26th, 2019. Spyder released their collegiate outerwear in 2019. To make the announcement to the Utah community we invited them to campus to build out a pop-up shop that consisted of an igloo complete with fake snow and lounge stocked with snacks and drinks provided by Pepsi. Product sold out in just a few hours which led to a huge demand for the product to be carried full time in the campus store.



LICENSING & TRADEMARKS

METRICS

DATA DRIVEN DECISIONS

IP ENFORCEMENT

SPECIAL PROJECTS

LOOKING FORWARD



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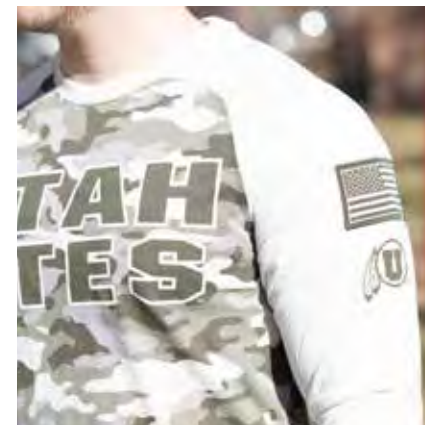
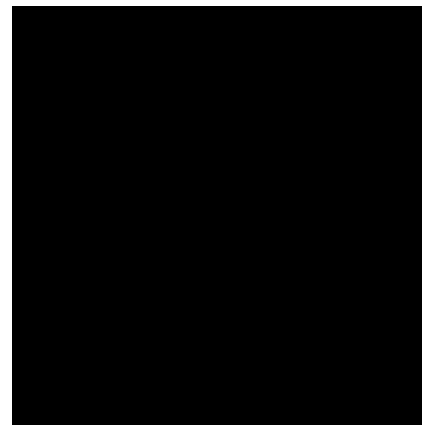
Manager,
Licensing & Trademarks

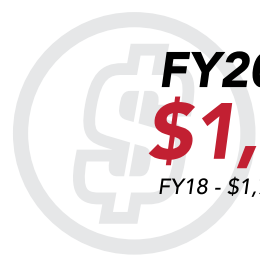
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Managing the Licensing & Trademarks office is lot of work. Every year, Richard and Chase review more than 6,000 pieces of artwork from licensed vendors and manage more than 400 licensees. They regularly work with people who are selling unlicensed goods to help them become licensed and use our marks correctly.

Richard and Chase also play a role in monetizing the University of Utah brand. A percentage of everything sold bearing university marks comes back to The U to fund scholarships and other initiatives on campus.

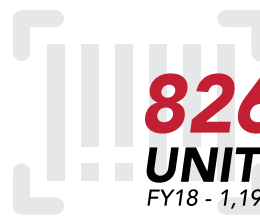




FY20 ROYALTIES

\$1,506,029

FY18 - \$1,749,313 | FY19 - \$1,406,029



826,498

UNITS SOLD

FY18 - 1,194,538 | FY19 - 807,203



7,229

ARTWORK SUBMISSIONS



339

LICENSEES



747

RETAILERS

TOP 5 RETAILERS



TOP 5 APPAREL LICENSEES



TOP 5 HARD GOODS LICENSEES





WHOLESALE VALUE: **\$5,264,945**
ARTWORK SUBMISSIONS: **3,611**

Utah Utes

WHOLESALE VALUE: **\$1,777,772**
ARTWORK SUBMISSIONS: **1,027**



TOP SELLING ITEM
Circle & Feather Long Sleeve 1/4 Zip

Vendor: Knights Apparel
Whole Sale Value: \$159,324
Royalties: \$25,492
Units Sold: 6,138



TOP SELLING ITEM
Utah Utes Canopy

Vendor: Rawlings
Whole Sale Value: \$76,896
Royalties: \$12,303
Units Sold: 576

UTAH

WHOLESALE VALUE: **\$1,478,127**
ARTWORK SUBMISSIONS: **956**



TOP SELLING ITEM
Utah Fleece Hoodie

Vendor: Knights Apparel
Whole Sale Value: \$47,321
Royalties: \$7,996
Units Sold: 2,295



WHOLESALE VALUE: **\$1,212,128**
ARTWORK SUBMISSIONS: **675**



TOP SELLING ITEM
Interlocking U Long Sleeve Tee

Vendor: Knights Apparel
Whole Sale Value: \$75,192
Royalties: \$12,031
Units Sold: 4,104



WHOLESALE VALUE: **\$739,432**
ARTWORK SUBMISSIONS: **656**



TOP SELLING ITEM
Block U Zip Jacket

Vendor: G-III
Whole Sale Value: \$16,776
Royalties: \$2,684
Units Sold: 427

UNDER ARMOUR SNAPSHOT QUARTERLY REVIEWS

Trademarks & Licensing performed snapshot reviews for Under Armour (UA) for each quarter of FY20. The primary goal was to provide insights into UA's performance, forecasting trends, sales, and royalties. Trademarks & Licensing conducted forecasts to determine when UA would reach its royalty guarantee. The second goal was to assist UA in better understanding retailer growth in the market to expand its products in new and demanding retailers. The third goal was to share the University of Utah Consumer Survey's key findings to help UA fulfill the University of Utah consumer demands such as preferred products, price, retailer, factors, and more. The last goal was to provide UA with potential opportunities such as Amazon stocking Utah UA products, football bowl game specific products, and a special uniform and collection. Trademarks & Licensing can help licensees connect with retailers in an effort to facilitate a deeper understanding of the Utah market.

WALMART ZIP CODE DATA RESEARCH

Trademarks & Licensing conducted zip code consumer research for Walmart. Total Utah Ute "fans" per zip code were calculated to help Walmart stock Utah products in the proper stores. The total number of Utah Ute fans found per zip code was divided into specific types of fans like Alumni, Students, Staff, and Season Ticket Holders. From this research, Walmart can provide consumers with the proper products and stock based on their zip code. Trademarks & Licensing can help retailers get an understanding of the demographics and consumers near their store locations.

ROYALTY RATE IMPACT RESEARCH

Trademarks & Licensing researched the impact of raising the royalty rate from 12% to 16% as of July 1st, 2016. The research presentation consisted of 6 years of data and analyzed sales, royalties, average unit price, units sold, licensees, retailers, products, the market, consumers, the economy, inflation, and athletics. A SWOT analysis was derived after extensive research and came to several different conclusions and findings. In general, the study found that the increased royalty rate significantly impacted U of U royalties while having minimal effects on licensees and retailers in the short run. These findings were shared with Auxiliary Business Development, the University of Utah Campus Bookstore, and Institutional Analysis at the University of Utah. The royalty rate research confirmed that the change brought increased and balanced royalties to the University of Utah while working with and promoting licensees, retailers, and consumers.

RAWLINGS VS LOGO BRANDS EXCLUSIVE ANALYSIS

Trademarks & Licensing received rivaling proposals from two different licensees--Rawlings and Logo Brands. Both... Rawlings and Logo Brands proposed a contract for exclusivity on specific hardline products. We analyzed both deals and compared them to one another. We measured the pros and cons and always kept in mind bringing the best to the University and Utah Ute buyers. Breaking down these two proposals and which one would be a better fit helped Trademarks & Licensing reach a conclusion and made a significant impact on the future of hardline products. Trademarks & Licensing can make business decisions that have substantial effects on the market.

COUNTERFIND

The enforcement of University trademarks is essential to maintain legal protections on registered marks. Failure to monitor the use and enforce proper use of the marks leads to misuse through infringement, dilution, cybersquatting, unfair competition, false advertising, and tarnishment. The University monitors its trademarks and likeness as a valuable business asset that has grown through goodwill and reputation.

The sale of licensed products generates royalty dollars paid to the University of Utah. Royalty dollars are shared between athletics, central campus, and auxiliary departments. Unlicensed and infringing products do not generate royalty dollars for the University, affecting revenue used for student scholarships

This past year, we implemented the use of a software called CounterFind. This software provides automated tracking, monitoring, and removal of infringed and unlicensed products from Facebook, Instagram, Amazon, Etsy, Redbubble, and eBay. These websites are typically where the largest collections of infringed items exist. Details of the success of this software shown to the right.

STATE TRADEMARK REGISTRATION & TRADEMARK DOCKET

During the course of the year, the Licensing department, in collaboration with the university's General Counsel Office, has assumed the responsibility to register and renew state trademarks for campus departments. Doing so allows our general counsel team to focus on more time consuming projects and provides greater campus trademark visibility to the licensing team.

As part of the new responsibilities for licensing, we have partnered with a third party company to provide us with a trademark docketing solution to maintain and stay on top of not only state trademark renewals, but the progression and renewal process for federally registered marks used in the retail landscape.



LISTINGS REMOVED: 135
ESTIMATED RETAIL VALUE: \$67,500



LISTINGS REMOVED: 226
ESTIMATED RETAIL VALUE: \$113,000



LISTINGS REMOVED: 227
ESTIMATED RETAIL VALUE: \$113,500



LISTINGS REMOVED: 54
ESTIMATED RETAIL VALUE: \$1,577



LISTINGS REMOVED: 7
ESTIMATED RETAIL VALUE: \$3,500

STUDENT WORKER PROGRAM & SPECIALIZED POSITIONS

Trademarks & Licensing has focused on providing students with opportunities to learn and grow through real-time experiences for years. This past year, Trademarks & Licensing wanted to go a step further and specialize in the positions offered.

DATA ANALYTICS: Data has become a top priority in our office for driving decisions and reviewing results. We were able to hire a student who is studying towards a career in this specific area, so not only were they excited about the opportunity, but they were extremely knowledgeable and possessed skills to make an impact immediately. Compiling information and presenting it in an exciting and understandable format led to further opportunities for licensees, retailers, and other campus departments. Most of the research, reviews, and analysis included in this report was completed by the Data Analytics student.

INTELLECTUAL PROPERTY: Intellectual property (IP) is the basis on which our office operates. Maintaining and enforcing proper IP use is a crucial element in protecting the rights obtained through trademark registration. We utilized a student to assist in comparing the efficiency of individual efforts versus using new software to track and remove infringing products from online marketplaces. The Intellectual Property student also put together various presentations focused on the education of our current IP and using University IP in different mediums properly. They also researched and created a presentation about Fair Use laws to educate what constitutes others using University marks and the University to use others' marks without infringing on rights.

LICENSING & TRADEMARKS WEBSITE REDESIGN

We are excited to have officially launched the newly redesigned licensing website as it will be host to several excellent resources to campus, current licensees, prospective licensees, and retailers. Licensing.utah.edu features case studies of past collaborations and offers for future collaborations, photo shoots, and detailed data analytics services.



THE PINK BUS



Continuing a campus favorite event, the PINK bus returned to campus in the Fall to welcome students back to school. With students lining up before, after, and between classes, the PINK bus sold out of Utah product a few hours before the planned time.

NORTHWEST BLANKETS



A new and growing relationship had Northwest coming to the University campus for the first time to test a new product and customization capabilities. The Northwest Company settled into the bookstore on a football game day and offered customizable name blankets. This event allowed fans to choose from one of three blanket styles and customize the name they wanted on the blanket of choice. With great blanket choices, customized names, high-quality product, and quick turn around times for production and shipping, these blankets were a popular gift for Christmas.

TOP OF THE WORLD + SPYDER



Unique in two different ways, Top of the World not only brought Utah fans together with the Spyder brand but they did so with an igloo! Made complete with a lounge area, hot chocolate, and fake snow, the Utah x Spyder coats and jackets arrived just before the cold weather did. Selling out of the initial order on the day of the event, the campus store placed an order three-times the size of the initial order the day after the event.

UTAH SPORTS COLLECTIVE WATCH PARTY



For the second year in a row, retailer Utah Sports Collective hosted a Utah Football away game watch party. Located in Gardner Village, Utah Sports Collective took advantage of some great outdoor space for fans, many of whom were player's parents, to enjoy prizes, food, drinks. This ticketed event was a sellout crowd of over 100 fans who gathered together watch and celebrate Utah's nail biting victory over Washington 33-28.



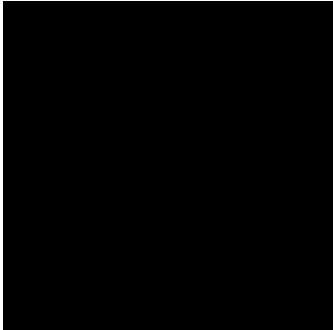
VETERANS SUPPORT CENTER TAILGATE

Continuing to work with the Veteran’s Support Center as in years past, Trademarks & Licensing took an even more active role in supporting the efforts behind selecting veterans to be honored for their military service. The ceremony takes place during Veteran’s Day on campus and honors 10-12 honorees. In addition to working on the Veteran’s Week committee, Trademarks & Licensing hosts student veterans and their families for a tailgate prior to the home football game surrounding military appreciation and Veteran’s day. This tailgate typically sees ~300 student veterans and family members.



DECLARATION DAYS

Year four of collaborating with licensee Top of the World on encouraging incoming Freshman to declare what University they will be attending. Using social media to share their school of choice and school spirit, participating Freshman may also be chosen as winners of some scholarship dollars, courtesy of Top of the World. Top of the World picks three winners from across the nation along with the Trademarks & Licensing office providing another \$1,000 scholarship to a participating University of Utah student.



Licensing operations are adapting to the new normal by reducing focus on special lead licensee programs, independent licensing, and licensee semi-exclusives. Attention has turned to focused interaction with our top licensees and retailers. Doing so allows us to increase the university's presence online through new brand stores, powerful SEO, interactive social media, and a host of other digital assets directed to inform, interact, and help our consumers have access to a wide range of merchandise options from the comfort of their home.

SPECIAL UNIFORM & RETAIL COLLECTION



Close relationships with the athletic equipment teams and Under Armour, Fall 2021 will debut a new, special uniform for football and basketball with a matching theme for retail items. Other sports are also being considered to support the program, creating a theme that can be marketed for an entire school year. Recent years have shown that a special athletic uniform, accompanied by an apparel collection, results in increased royalties generated for the University as fans are excited about new, unique merchandise.

COVID-19 RETAIL IMPACT

RETAILER IMPACT: After closing their doors, retailers had to immediately find alternatives to interact with consumers. Those alternatives appeared in the form of increased online interaction with free delivery, curbside delivery, and other drive thru options.

Retailers closed mid-March through the end of April. Those who remained open shifted focus to essential products (e.g., sanitation and food).

Stores slowly started opening in May, with most operating at some capacity by the end of June.

LICENSEE IMPACT: In the news, we find numerous articles speaking to the challenges retailers face. Not as frequent are those manufacturers producing products for retail and the impact COVID-19 has had on them. The following are highlights from Utah's program:

Licensees have the most extensive negative fallout projections. Over 40 percent of our top licensees anticipate their business down, with recovery time projected out more than 12 months, impacting FY2021 and FY2022.

Top licensees (More than \$10k in annual royalties) New Era, Rico Industries, Outerstuff, Cutter & Buck, and '47 Brand are months behind on royalty payments. Their financial situation will have a direct impact on Fall 2020 orders.

Licensees with greater than \$30,000 in royalty revenue generation who have had significant order cancellations, pulled out of college, or adversely impacted in other ways include Victoria's Secret PINK, Northwest, and Colosseum.

CANCELED EVENTS & IN-PERSON ACTIVATIONS: Due to the effects that COVID-19 has had on retailers and licensees, changes in activations and collaborations will have to take place moving forward.

MARKETING & COMMUNICATIONS

CAMPUS STORE
RED ZONE
STADIUM & ARENA
PRINT & MAIL
COMMUTER SERVICES
SPECIAL PROJECTS

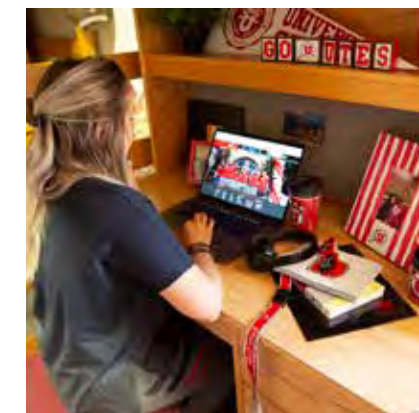


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Our team manages marketing, communications and PR efforts for the university's eleven auxiliary departments. We create digital and traditional advertising content for these departments, host and manage events and oversee their websites and social media channels.



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DIGITAL MARKETING



64,821
EMAIL SUBSCRIBERS
13% GROWTH



139
EMAIL
CAMPAIGNS SENT



75
PHOTO SHOTS



SOCIAL MEDIA IMPRESSIONS
4,857,576

GIVEAWAYS



SPRING 2019 - We launched the Golf Weekend Getaway in April of 2020 and gathered over 3,000 new email addresses over the course of the giveaway. The winner received a three night stay with Golf Mesquite Nevada, four rounds of golf for two people, \$1000 worth of Utah Red Zone gear, and \$250 towards food and drinks for their trip. Needless to say, the fans were thrilled over this epic giveaway and that is the main reason we do them. We love to engage the fans in fun and unique ways that also connect them with our partners, such as America First.

SOCIAL MEDIA



FOLLOWERS: **8,733** (+1.22%)
IMPRESSIONS: **1,242,324**



FOLLOWERS: **9,511** (+91.17%)
IMPRESSIONS: **2,259,462**



FOLLOWERS: **3,135** (+9.8%)
IMPRESSIONS: **1,230,500**



PRESENTED BY
AMERICA FIRST
CREDIT UNION

FALL 2019 - Our fall giveaway featured a custom pair of skis, two season ski passes, and \$500 worth of outerwear from the Utah Red Zone. We worked with ski manufacturer Moment Skis to create a one of a kind set of skis. The exclusivity of the product in this giveaway drove 2,638 unique entries.

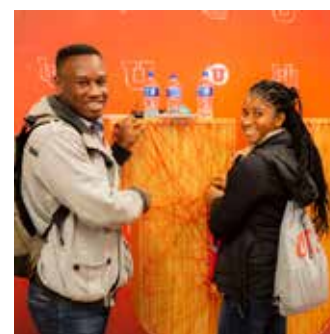
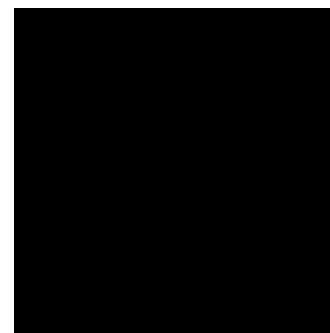
EVENTS & POP UP SHOPS

As part of our ongoing effort to make the University Campus Store the hub of campus, we hosted scores of events in and around the store during FY20. From sidewalk sales to Faculty and Staff night to inviting licensees and other vendors to use the space, we've made great strides in increasing foot traffic into the store, as well as fostering a welcoming environment for students and staff to gather, hang out and, of course, purchase Utah product.

Events in FY20 were cut short by the COVID-19 pandemic. Prior to shutting events down we hosted some of the most innovative events we have ever put together and worked with more partners and companies to make them happen.

COVID-19 also gave us the opportunity to get creative with many of our spring events. Our Apple Sale event was held solely online for the first time ever, and still produced 1.3 million in sales and won the title of the most successful collegiate Apple sales event in history. In addition, our Grad Fair event proved to be challenging with the cancellation of commencement. However, we moved the entire sales event online for those who wished to celebrate independently and still brought in over \$850,000 in sales of regalia.

Notable events included the ever popular Welcome Back Breakfast with Kodiak Cakes serving up fresh pancakes, the Spyder Igloo pop-up shop, and the PINK GRL PWR tour that visited campus.



REVAMPED BOOKING WEBSITE

In FY19 we redesigned the stadium website to give fans a better experience when looking for game day information. In FY20 we focused on revamping the event booking side of the website. Working with the stadium staff and Jessica, our new stadium sales manager, we were able to create a site that highlights not only our incredible spaces, but also the services provided by the stadium. The site includes all new photography, copy and a new look that creates consistency with all of the branding for The Tower. Also built into the new site are automations that have streamlined our responses to rental inquiries.



THE TOWER SPACE KIT

In another effort to make the rental process at The Tower the first in its class, we redesigned our space rental kit that is given to each person that visits The Tower for a space walk through. This piece contains all of the statistics and facts about our spaces for people to reference. It also conveys the first-class service people should expect to receive when hosting their event with us.



SAFERIDE

As one of the Presidential Safety Task Force's recommendations, SafeRide provides a safe and reliable transportation mode on campus to ensure student safety during night hours. With the TapRide app, students can request a ride to and from most locations on campus weekdays after 6 p.m. Since its launch in August 2019, SafeRide averages over 40 trips per night.

MARKETING EFFORTS: Commuter Services and the Auxiliary Business Development marketing team designed the official SafeRide vehicle decal and other marketing materials. Social media posts, digital TV signage and outdoor A-frames were utilized to increase student awareness. Door stickers, similar to the UPD courtesy escort stickers, were placed on multiple buildings around campus.

PRESS EVENT: The SafeRide press event, held on August 23, 2019, invited the local media to get a firsthand look at the newly launched safety program. Multiple news outlets including KUTV, KLS, Salt Lake Tribune and Deseret News published articles and aired segments about SafeRide and its impact on the university.

COMMUNITY OUTREACH: The SafeRide program was heavily promoted at multiple tabling events, including PlazaFest and the 'Keeping U Safe' fair and the USA Block Party. Also, numerous university departments, including HRE, USA and the Marriott Library, made efforts to promote SafeRide to their respective audiences.



#UTECOMMUTE



The #UteCommute social media giveaway gave AirPods to four randomly selected students who commuted to home football games using alternative transportation, like riding UTA, bicycling, walking, or scooting. Accommodating home football games requires lot of road closures, which results in parking challenges and congested traffic. The purpose of this giveaway was to motivate students to avoid driving to campus for home football games.

CLEAR THE AIR CHALLENGE

The 'Clear the Air Challenge' is a national, month-long competition challenging commuters to reduce their vehicle emissions by choosing alternative transportation methods. This year Commuter Services teamed up with the Sustainability Office to host and promote a giveaway that rewarded ten randomly selected challenge-participants with gift cards to local and sustainable businesses.

SEPTEMBER BIKE WEEK

The 'Lock n Roll' video demonstrated the best practices for locking your bicycle properly and promoted the 'Lock It or Lose It' program hosted by the University Police Department.



MAY BIKE MONTH

Commuter Services joined the Sustainability Office in celebrating National Bike Month virtually by hosting the #RideWithU challenge through the Strava U of U Commuter club. A Salt Lake City bike route guide published on social media encouraged beginner cyclists to participate in the Bike Month challenge.



AV SHUTTLE TESTING

With innovation at the forefront of our priorities, we joined with UTA and UDOT to host the autonomous shuttle pilot program on campus from August to September 2019. The first of its kind in the state, the shuttle has no driver or steering and transported students from the Union to the Lassonde Studios.



SEMESTERLY COMMUTER GUIDES

Each Fall and Spring semester, Commuter Services publishes an updated version of the 'Back to School Commuter Guide' in @TheU and on social media. This guide serves as a comprehensive resource that outlines everything new and returning students need to know about commuting to campus.

FUEL FOR FINALS

Commuter Services provided Pepsi drinks, coffee, hot chocolate and healthy snacks to ensure students did not take their final tests on an empty stomach. Fuel for Finals stations were located at three commuter hot stops: the Stadium tunnel, the Merrill Engineering lot and the Business loop.



COVID-19 MESSAGING

As the university navigated COVID-19 challenges, Commuter Services made many transportation-related adjustments to ensure the health of the university community and to accommodate healthcare employees and essential workers. These adjustments included free parking in designated lots, a new Campus Shuttle route, prorated parking permit refunds and more. Commuter Services worked with central Marketing and Communications and the University Health internal communications department to effectively distribute these adjustments to the community.

REBRANDING

During FY20 we took the time to review everything from the commuter services website to the signs used for lot closures and special events. Our goal was to create a consistent brand and increase clarity across all of the internal Commuter Services departments.

NEW WEBSITE: University Marketing and Communications' web developers built an updated Commuter Services' website, allowing customers to navigate more efficiently. The new and improved website launched in December 2019, and includes new features like a permit finder, Commuter Update feed and much more.

LOT ENTRANCE SIGNS: To achieve consistency and improve clarity on the hundreds of parking signs throughout campus, we began a comprehensive overhaul and are now replacing signs one by one. With a particular focus on 'U after 3 p.m.' student parking, we arranged ride-alongs and hosted focus groups to understand points of confusion better and learned more about what's relevant to students.

VEHICLE WRAPS: We designed new wraps for the parking enforcement vehicles. These wraps bring visibility to the purpose of the parking enforcement vehicles and remind people that parking is enforced.



MARKETING CAMPAIGNS

 **18** EMAIL CAMPAIGNS

 **14** @THEU ARTICLES

 **13** TRAINING VIDEOS

 **11** BLOG POSTS

During FY20 we designed marketing campaigns for Print & Mail that reinforced our messages through multiple marketing channels. From changes in the ordering process to communicating new sustainability goals we made an effort to spread the message as far and wide as possible.

EMAIL CAMPAIGNS: Over the last two years we have been building our email lists to include all past and present Print & Mail customers. We use the channel to communicate important changes in processes and to promote new products and services.

@THEU ARTICLES: @TheU provides a platform for us to reach all of campus with the authority of the central marketing and communications office. We use the weekly newsletter in conjunction with our email blasts to reinforce messages with the campus community.

TRAINING VIDEOS: Some things are better better explained visually. To help facilitate the shift to more self-service platforms we have written and produced several training videos people can watch to learn the best practices when using our new systems.

BLOG POSTS: In FY19 we redesigned and launched our brand new website. One of the new features we included in the rebuild is the Print & Mail blog. We use this platform as a resource people can reference when they have questions or want to learn more about the printing process.

2020 CALENDAR

University Print & Mail Services creates a calendar each year for faculty, staff and students. It is a great resource and provides university-specific dates and information. The 2020 calendar centered around “Things to do at the U.” It highlighted activities like visiting Pioneer Theater Company, mountain biking one of the many trails close to campus, and our incredible museums.

For a second year, our office was able to bring University Federal Credit Union on as a sponsor, allowing us to create a stunning calendar.



NEW STATIONARY

University Print & Mail Services refreshed university stationary including business cards during FY20. Changes included the introduction of white ink printing which brought a modern flair to business cards and other print products.

Communications included email blasts sent to campus, samples being distributed and multiple stories in the @TheU news letter.



SENDSUITE

SendSuite is a tool the university community can use to track and monitor shipments. It has streamlined work within Print & Mail Services by eliminating phone calls and emails asking questions like “did my package arrive?” SendSuite also saves time by allowing users to drop a package at one of our 13 drop-off locations around campus.

We spent time crafting and distributing messages about the benefits of SendSuite and training videos on how to use the service.

UPRINT

UPrint is another effort to improve efficiencies and make ordering from Print & Mail as simple as possible. UPrint gives campus the ability to order a print project and track their orders as well as browse available products like COVID signage.

Our marketing campaigns advertising UPrint were designed to promote adoption of the system. We also put together an educational campaign including training videos to show Print & Mail customers how simple this new self-service platform is

COVID-19 COMMUNICATIONS

In an effort to help campus navigate new protocol during the COVID-19 pandemic, we printed a plethora of informational signage departments and buildings could use to communicate changes and policies. We also designed packages of signage to make ordering simple.

In addition to signage, Print & Mail created messaging to help the U community adhere to the new social distancing and sanitation standards. Messages included: three email blasts, a new website landing page, eight social media campaigns, and three @TheU articles.



BUSINESS DEVELOPMENT

CURRENT PARTNERSHIPS
PARTNERSHIP PROGRAMS



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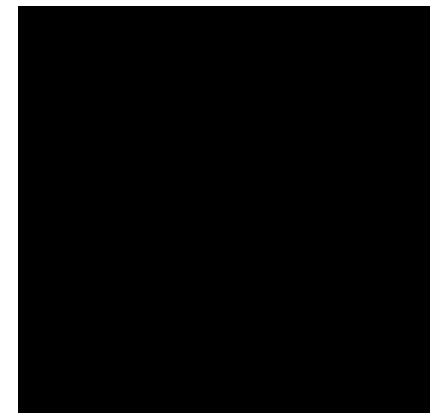
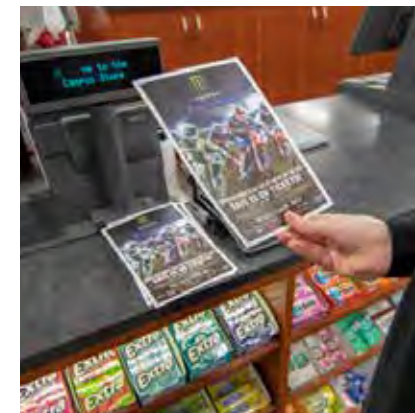
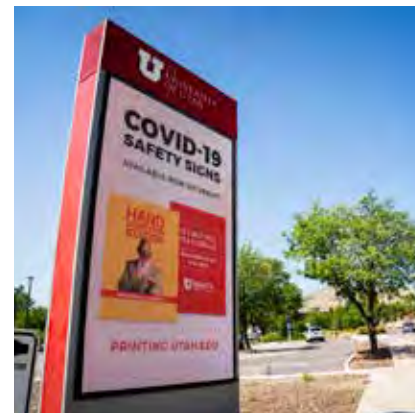


MAKENNA HOMER

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Under the direction of Patti Ross and Gordon Wilson, the business development and affinity arm of our office is focused on finding opportunities for new revenue, improving existing revenue streams and providing support to campus-wide initiatives like monetizing university assets as a part of President Watkins' focus on ensuring the long term vitality of the university.





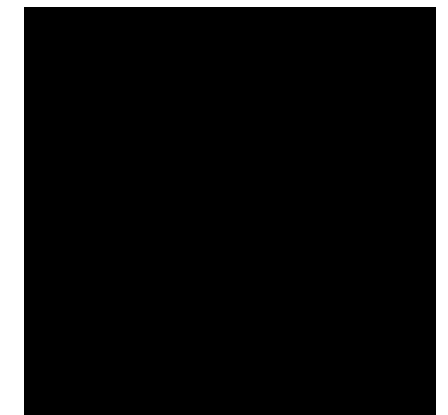
FY20 Marked the third year of our 10-year agreement with PepsiCo. We continue to be a leading force in PepsiCo's nation-wide portfolio of universities and are frequently used as an example of how a partnership should be implemented and managed in industry and peer groups.

SAMPLING EVENTS: Pepsi introduced several new products on campus in FY20. One of the many sampling events they supported was Commuter Services' Fuel For Finals event. Pepsi brought samples of their newly released Starbucks Triple Shot and other new energy drinks to help students through the stress of finals.

These events are a win-win. Pepsi is able to get its product out to the market and we are able to enhance our events and provide a service to students. We are also able to promote the cafes and convenience stores on campus where people can purchase the products being sampled.

SPONSORSHIP SUPPORT: Several events and department-level initiatives are made possible by financial support from Pepsi. In FY20 we launched the new Auxiliary Services website which included a new way for departments to request financial support from Pepsi. This process will provide the template as we add more partners to the Affinity partnership program.

ESPORTS SPONSORSHIP: In March, as everything shifted to being virtual and online, we approached Pepsi with a sponsorship opportunity with our varsity esports team. We were able to get Pepsi included on the new uniforms, backgrounds during broadcasts, and their branding integrated into the new building 72 space. We hope this is the first of many sponsorships we are able to sign with various campus departments.





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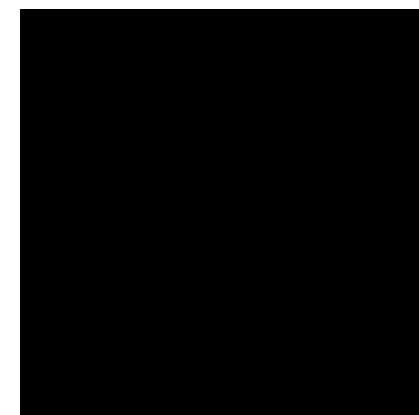
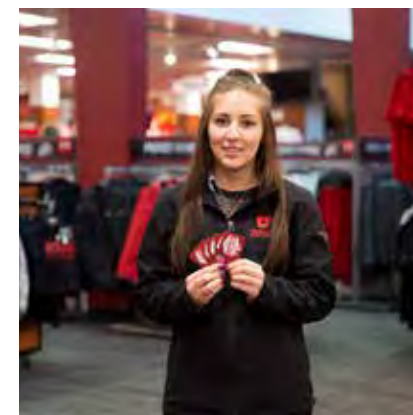


America First Credit Union continues to be a strong supporter of the university and Auxiliary Services. Through their partnership, we are able to provide more than \$25,000 in scholarships directly to students every year. Their partnership also helps us connect with fans and the broader university community.

SCHOLARSHIP GIVEAWAYS: America First supports several scholarship programs with our office. They offer two full scholarships for Swoop, provide the funding for the Campus Store grant program, and support other student initiatives like the #UCampusLifeCampaign.

UTAH RED ZONE GIVEAWAYS: A fan favorite, the Utah Red Zone runs giveaways that feature large prizes like season tickets, golf trips, and custom skis. These giveaways help us reach the larger university fan base and build out email lists. America First benefits by capitalizing on the affinity for the university. Last year these giveaways made over a million impressions on social media and received more than 10,000 unique entries.

SWOOP PROGRAM SUPPORT: America First provides two full scholarships for the Swoop program that supports students who spend their time in costume at sporting and community engagement events. Previous to these scholarships, Swoop was purely a student volunteer. With the scholarships in place, we can recruit mascots that have experience interacting with crowds in different settings. Having experienced mascots allows us to interact more closely with the community and create lasting memories.





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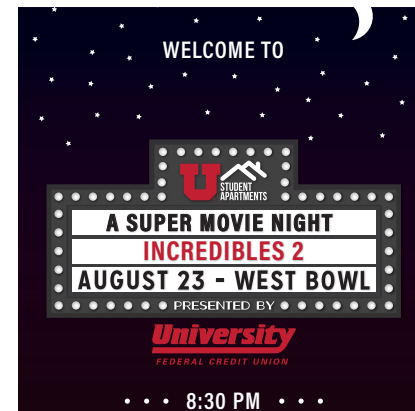
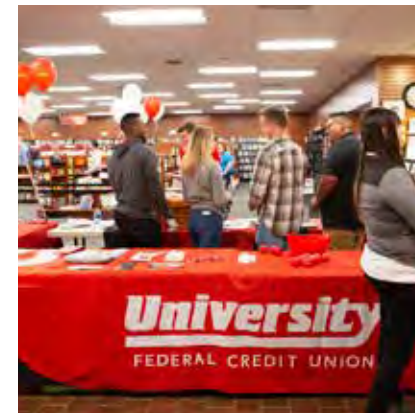


FY20 marked the third year of our expanded partnership with the University Federal Credit Union. Their contract with us is largely based on in-person events so when COVID hit we were forced to get creative with how we fulfilled this partnership.

AUXILIARY WELLNESS CHALLENGE: In its fourth year, the Auxiliary Wellness Challenge provided an opportunity for some workplace comradery and healthy competition. After gathering feedback from the first three wellness challenges, we added an option for individuals who wanted a harder challenge. Participants were invited to participate in the Coach Dan John Challenge where the challenge was based on weight loss and measured by a bod pod weigh in and weigh out. This challenge allowed us to overlay another sponsor and provide an elevated experience for participating employees.

SHIFTING EVENTS ONLINE: COVID forced us to shift many of our traditional events to a virtual platform. Employee Appreciation Day turned into Employee Appreciation Week along with Student Appreciation Day at the Campus Store and Faculty and Staff Night. To make up for the lost in-person touchpoints, we were able to work with UFCU to provide other opportunities like a custom branded box used for all orders shipped during faculty and staff week. We hope to be able to get back to in-person events next year.

CENTRALIZED FULFILMENT: During our exploration of a campus-wide banking relationship, we uncovered a complicated web of relationships that existed between various campus departments and the credit union. The varied contracts and relationships resulted in the same assets across departments being valued differently and the credit union receiving varying levels of support and fulfillment. We have been able to work with the credit union to identify the areas that best align with their mission and craft a centralized contract allowing us to ensure all of the assets are being delivered and fulfilled to our high standards.



Departments across campus are selling sponsorships and assets to community partners with little to no coordination. This creates a climate where a single company will receive multiple requests for money, or, another way to put it, death by 1,000 paper cuts. Further, the current approach does not allow for any oversight of the partners or the fulfillment of sponsorships. Affinity and Campus Partnerships aim to curb these issues and allow campus to come together in a more collaborative and unified effort in the spirit of One U.



AFFINITY PARTNERSHIPS

AFFINITY PARTNERSHIPS

CAMPUS WIDE BANKING: Our first effort in building an affinity level partnership outside of the pouring rights category is in banking. In the last year, we have cleared a path for us to bring a high six to seven-figure banking deal to our campus. In addition to socializing the path forward in the banking category, we have been able to meet with additional potential partners to explore opportunities and discover where we can provide the most value to a partner.

CAMPUS SOCIALIZATION: Our team has met with every campus department and group that has, or is currently, selling sponsorships to socialize the affinity partnership program. With the exception of a few departments, most development officers are excited to be working on these campus-wide sponsorship agreements. When we have some in place, it will allow them to focus their efforts toward large philanthropic gifts rather than smaller, one-off sponsorship deals.

SPONSORSHIP VS PHILANTHROPY: One hurdle we are going to have to work through before we can fully launch the affinity program is what makes a gift a sponsorship over a philanthropic donation. Historically on our campus, the line has been blurred; unfortunately, this makes it difficult for us to enforce agreements with any level of exclusivity. We are working closely with the advancement office, general counsel, and tax services to help define this line.

CAMPUS PARTNERSHIPS

PROCESS IMPROVEMENTS: In addition to launching our website designed to capture leads from businesses interested in advertising on campus, we spent FY20 improving processes to make fulfillment of partnerships easier for both us and our partners. One improvement that will set this program up for future success was the launch of our CRM system. The system is designed to manage our relationships and keep all stakeholders in the loop on what conversations are happening with potential partners. This system also allows us to track revenue, both realized and expected, where a partner is in the sales process, and where each lead is being generated from (online, cold outreach, phone call, etc.).

DIGITAL SIGNS: Ad sales have begun on the digital sign located on 1500 E and South Campus Drive. After many iterations, we are moving ahead with installing 12 additional signs strategically located using input from facilities and campus safety. The additional signs are slated to be installed and functional in Spring 2021.

CAMPUS RESOURCE GUIDE: We envision our office to be the go to for departments looking to sell and fulfill sponsorships. We have started working with several departments providing services such as ad sales, asset valuations, and sponsorship fulfillment. To be a better resource we are writing and publishing a campus resource guide that will be available on our new website to anyone on campus looking to bring a sponsor on board.

Working closely with UMC our team designed and developed websites to promote our partnership programs and the new digital sign platform. Both of these websites were designed to provide information to campus about the programs as well as educate and capture leads from potential partners and advertisers. Both of these sites integrate with our CRM system allowing us to streamline the sales process and save on human capital.

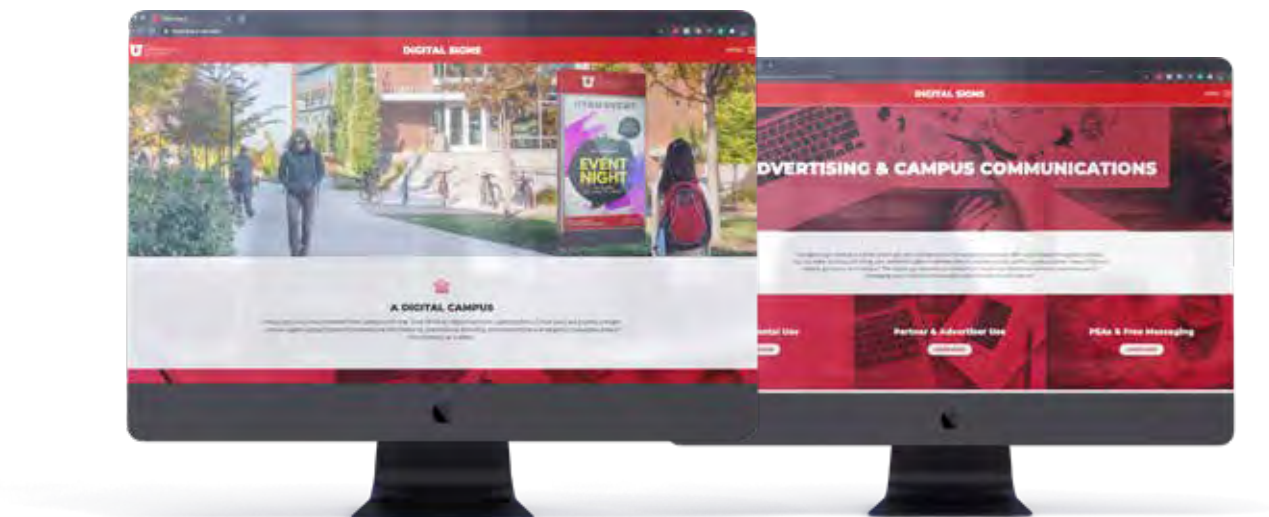
AFFINITY WEBSITE: This site is the home for all things sponsorships and partnerships at the university. This site was built to educate campus on how our office can be a resource as they seek out sponsorships as well as show potential partners the benefits of partnering with us. In the coming year we will be adding articles, case studies, and more guides to help campus as we align toward standardizing sponsorships across campus.

DIGITAL SIGNS: To support the roll out of the digital sign network we created digitalsigns.utah.edu. This site provides information about the functionality of the signs as well as advertising and messaging information. Like the Affinity web site it includes links to our CRM so we are able to send out information quickly to those who are interested in using the signs.

AFFINITY.UTAH.EDU



DIGITALSIGNS.UTAH.EDU





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