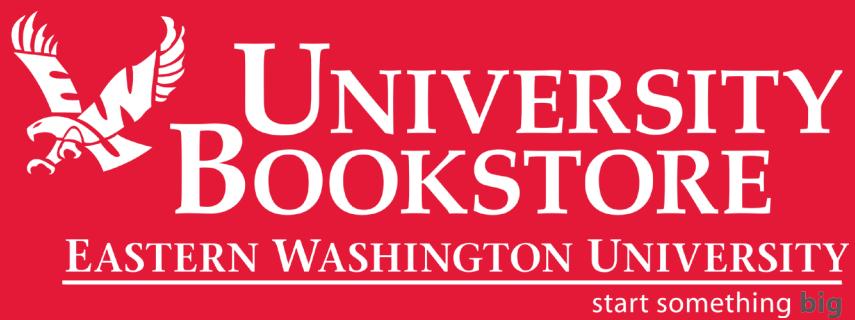


**Location**  
**152 Pence Union Building**  
**Cheney, WA 99004**  
**Customer Service: 509.359.2826**  
**Fax: 509. 359. 2410**  
**Bookstore.ewu.edu**



**Analysis &  
Business Plan  
FY14**



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# EXECUTIVE SUMMARY I.

## Welcome to the University Bookstore

Our University Bookstore, located on Eastern Washington University's Cheney campus, is designed to attract and serve our students, faculty, staff, alumni, community members and life-long fans of EWU. Our bookstore offers textbooks, in multiple formats, for all classes taught at the Cheney campus, Spokane Riverpoint campus and for distance learning.

In addition to textbooks, we offer a wide variety of items such as: general books, backpacks, school supplies, emblematic clothing and gifts, calculators, holiday gift items, video games, greeting cards, computer software and accessories.

We are dedicated to enhancing the quality of life for students, while improving facilities and operations at Eastern Washington University. To accomplish this mission all profits are reinvested in Eastern Washington University to support the students.

## Mission Statement

Our mission is to serve Eastern Washington University students, staff, faculty, alumni, and families along with the Cheney, Spokane and surrounding communities. As the official bookstore of Eastern Washington University, we are providing customers the educational products, services and resources to support Eastern Washington University's mission and strategic goals: Student Success, Institution of Innovation, Community Engagement and Visibility.

## Vision

Our Strategic Plan supports the mission and strategic plan of Eastern Washington University. Our products and services leave a lasting positive first impression on potential students and their families upon their initial visit to campus. We play an important role in supporting and developing activities, service levels and merchandise assortments that will assist in the retention of students and staff. We embrace the opportunity we have in connecting with alumni and helping to encourage their Eagle spirit. We seek to develop promotions and provide pathways that encourage the local community's involvement in Eastern Washington University.

# STRATEGIC II. PLANNING EFFORTS



## STUDENT SUCCESS

Create an environment where students are able to achieve success and develop professional business skills through job training and interaction with customers in an actual business environment.

### Key Strategies

Student focused training in a real world learning lab

Providing student supervisor positions

Expand student positions in developmental courses to accelerate their progress toward degree

Develop and hire internship positions

### Indicators of Success

Developed annual, quarterly and daily training with student employees

Provide student supervisor training and development

Hired 3 new student positions from their developed field of study to help achieve success for the overall business of the store. Positions were filled in film, web design and graphic design

Students gain knowledge and experience through their involvement in store processes in areas such as: inventory management, deposits and accounting

Created 2 new internship positions in accounting and public relations



"Working as the Public Relations Intern with the Bookstore gave me numerous skills that helped me pave my career path. The encouragement from the Bookstore employees created confidence in myself that in return helped me land a great job after graduation!"

Rebecca Harrell, Public Relations Intern



Build knowledge of the college bookstore industry that will assist in the changes of society and develop an adaptive business model for pathways available for diversity and changes within the textbook market through partnership programs.

### Key Strategies

Seek partners that provide diversified textbook options to assist in lowering the cost of education to our students

Increase number of textbook rental titles

Utilize partnerships to enhance security environment while enabling access to advanced textbook and merchandise software applications



### Indicators of Success

Partnering with Rafter enables us to purchase more used books, supply campus textbook rentals and offer online sales and rentals; Jeff Wieck is a Rafter National Textbook Board Member

Jeff Wieck -Program Coordinator, Kristin Polley -Retail Merchandising Analyst, and Lynn Grytdal -Marketing Coordinator attended the ICBA conference, which provided information relating to emerging trends in the textbook market, changes in society and customer behavior and their impact on the bookstore environment. Post conference meetings are scheduled with store staff including planning sessions for implementing new ideas, for example, the addition of our lifestyles department for fall 2014.

Worked with OIT and Missouri Books System (MBS) to host in store servers, which increased system security and allowed access to TA Online, their most advanced textbook and merchandise management system

Textbook rental numbers have grown to over 2000 titles available in the spring of 2013 from an offering of 34 titles in the fall of 2010. See Appendix A for Rental Textbooks Percentage of Sales and for Textbook Rental Timeline.



### COMMUNITY ENGAGEMENT

Work to increase community engagement through planned promotions and build relations with the community.

### Key Strategies

Plan and promote events that engage the EWU community

Participate in planning and decisions for the Cheney community at large

Set up external mobile stores to reach and engage more EWU alumni and fans

Develop and build an email list to inform community of upcoming events

Create a program to engage the clubs, organizations and departments on campus to increase their knowledge of our events and promotions

### Indicators of Success

A calendar of events was established to provide weekly promotions throughout the bookstore. A small sampling of these events are: Freshman Move-In Spirit Party Hour, Ugly Sweater Promotion, Random Acts of Kindness and the Children's Reading Program. For a complete list of FY14 events, see Appendix B.

Kristin Polley and Becca Harrell, student intern, participate in the Cheney Merchants Association as official EWU representatives to plan and engage the City of Cheney.

The University Bookstore reaches out to EWU fans, alumni and community through our mobile store. Engaging the community by participating in events such as: setting up a kiosk at Spokane's Riverpark Square Mall, participation at the Cheney Rodeo Roundup and vendor fair, a booth at the Bloomsday Trade Show and traveling to Corvallis, OR to support

Alumni outreach efforts at the EWU vs OSU football game

Informing internal staff of bookstore events and promotions, Debbie Bleeker established a weekly email, the "Bookstore Scoop", this information allows staff to better engage the customers

A Partnership Program was developed by Kristin Polley and Becca Harrell to build relationships with groups on campus. These clubs and organizations are encouraged to use social media to check in when visiting the bookstore. The group with the greatest participation gets free, month-long promoting of their events through the bookstore.

Our bookstore staff is community involved in many different ways, from campus committees to coaching, we strive to support the community that supports us. See Appendix C for our list of involvement.

The bookstore staff trained and mentored a community member through Career Path Services. This non-profit specializes in workforce development for people with disabilities; these clients obtain work experience in a training environment. We opened our doors to having a client placed with us, in collaboration with Career Path Services and with the EWU Human Resources department. The client had a seizure disorder and short term memory loss. The University Bookstore staff worked hard to help the Career Path Service's client learn and perform the bookstore cashiering tasks. The goal was to offer a Cheney resident professional support to gain job experience in hopes of becoming more independent.



## VISIBILITY

Assist with strengthening Eastern Washington University's reputation through an assortment of sales and events scheduled throughout the year, thus increasing the market share of EWU insignia products in the local and regional communities.

### Key Strategies

Increase sales of Insignia Merchandise (EWU clothing and gifts)

Build a store front that enhances the game day experience for the football community

Plan promotions using a diversified mix of marketing channels



Bloomsday Trade Show

### Indicators of Success

Bookstore achieved record sales of Insignia Merchandise

EWU Clothing \$1,153,494  
EWU Gifts \$305,395

Combined \$1,458,889 & 84,355 individual pieces

The Inferno Team Shop was created and built to help athletics enhance their fans' game day experience

The bookstore planned and developed more than 60 community and campus events, highlighted by Bloomsday, Cheney Rodeo, Game Day Sales, Move in Weekend, Holiday Sales and others. See Appendix B for a complete listing of events

Increased emphasis on Social Media and community networking

Developed Campus Partnership Program

Joined Cheney Merchants Association

## MARKETING AND III. PROMOTIONAL OVERVIEW

### HIGHLIGHTS OF FY14 BIG IMPACT EVENTS



**"The Inferno Shop at Roos Field has really elevated our game day experience for our fans. I cannot tell you how many positive comments that I received from our fans excited about the store. It is incredibly important that we continue to enhance our game day environment and there is no doubt that the Inferno Team Store will assist us in accomplishing this."**

-Bill Chaves, EWU Athletic Director

### Inferno Team Shop

New this past year was the addition of the Inferno Team Shop at Roos Field. The University constructed this building behind the press box at Roos Field to showcase food concessions and bookstore apparel and gift sales. The Inferno Shop has proven to be an exciting enhancement to the Game Day experience for our Eagle fans. It provides a secure, weather protected area for merchandise, staff and fans while allowing the bookstore to have 3 times more merchandise available than before when using tents. The sales at the Team Shop have proven its value, football game day sales from 2012 to 2013 have grown over 19%. We are excited to

see what this year will bring when Game Day starts here on August 23rd.

### Yard Sale

The annual yard sale is just that. We bring our merchandise outside on the PUB skirt and sell under a tent. All items are priced at very low prices. Some items that go out to sell are unique things that vendors have sent to us as samples and other items include discounted regular merchandise. Just like personal yard sales, we use this promotion to move out old stock. In addition to the merchandise we sell, the University Bookstore works with dining services to provide popcorn, hot dogs and lemonade in exchange for monetary donations. All the donated money for the food goes to a local charity. We also provided a location for students to donate their gently used clothing and in return they received a coupon for discounts toward future purchase of EWU clothing. All clothing collected was given to the Cheney clothing bank.

### Grad Finale

In preparation for commencement, Grad Finale was created to assist graduating students in completing their last minute tasks prior to graduation. The Bookstore works with partnered vendors to help create a party like atmosphere to celebrate the achievements of our graduating students. We have a professional photographer set up a mobile studio to take photos of graduates in their cap & gowns, bring in our national vendor, Jostens, to assist the students in buying their class rings and announcements, and

a sales representative for our diploma frames is available to answer any questions about the frames. Our staff provides personal fittings of the cap & gowns to make sure all our graduating students are formally dressed for their commencement. Grad Finale is scheduled for 3 days in Spring quarter. We set up one day at the Phase 1 building on Riverpoint campus downtown Spokane. Then return to campus for 2 days in the Bookstore. We offer free shipping to the students who purchase their regalia at the Riverpoint campus event. In addition to the vendors, we provide refreshments and a variety of giveaways each day of the event.

### **Homecoming Food Drive**

Homecoming is an annual tradition at Eastern Washington University and as part of the celebration the bookstore hosts a Community Food Drive. Since its inception 15 years ago the food drive has evolved into a competition among the residence halls. Working with Residence Life and considering the discrepancy of residents among the various halls the bookstore developed this competition based on food items collected per student living in each residence hall. The hall that collects the most food items per resident is awarded a 25% discount on all EWU clothing for the rest of the academic year. A traveling trophy is also awarded to the annual winners. Various halls have won throughout the years but in 2012 Brewster Hall established new records for most food collected, 5,330 total pieces and an impressive 43.7 food items per resident. This event is marketed by the Bookstore and Residence Life using their various marketing channels and all collected food is donated to the Cheney Food Bank.

### **Cheney Rodeo**

As part of our community outreach & visibility the University Bookstore has hosted a booth at the Cheney Rodeo for the past two years. We have provided a variety of merchandise that caters to the community, fans, and out-of-town participants alike. This year we also participated in the Cheney Rodeo Round-Up on Saturday morning in downtown Cheney. The Rodeo Round-Up is primarily attended by the Cheney Community and Rodeo Participants. EWU Admissions has also expressed interest in partnering with us to have a presence at this event. This year we featured a group of EWU AUAP students who were there to showcase information and clothing styles in Japanese culture. Our participation in the Cheney Rodeo events has been met with great excitement by EWU faculty, staff, fans, and especially alumni who are proud to see EWU participating in local events.

### **Off-Site Football Game Sales**

As part of our sponsorship with EWU Athletics and our relationship with the Alumni Association, we participate in one off-site Football event each year. Thus far we have hosted merchandise sales at UW and OSU. At these "rivalry" games there is a large following of fans and alumni that attend in support of EWU and our goal is to ensure their support is met with the full game day experience and the ability to boost their Eagle Pride through our presence.

We offer special promotions and re-useable bags at these events, which the fans absolutely love and appreciate. Our location at the event is vital to our financial success and we work closely with the Alumni Association to ensure that we are in a prime location, preferably close to their EWU tailgate party.

### **Trade Show**

Bloomsday is the largest fun run in the world, with an average of 50,000 participants, and a higher number of Trade Show attendees, as it is open to the general public. This is one of the most visible events in the Inland Northwest, with participants coming from throughout the nation and overseas. As ambassadors of the University we have participated in the Bloomsday Trade Show for the past two years, and have added various EWU entities to enhance the experience for Trade Show attendees: Athletics, Admissions, Alumni, PEHR Club, MARCOM. Through this event we are able to support the University's mission of Community Engagement, Visibility and promote Eagle Pride. We are reaching a vast range of demographics on behalf of EWU at this event. So far we have been the only University featured at this event, which gives us priority by the Bloomsday staff when selecting a location for our booth. The increase in EWU Clothing during the race has been visibly noticeable during both years we have been part of the Bloomsday Trade Show, in comparison to past races.

### **Social Media**

During FY14 the social media outlets have proven to be our greatest strength in communicating with our community. We currently maintain:

-  A Facebook page
-  A Twitter account
-  Instagram
-  Pinterest
-  A YouTube channel
-  Email Marketing, E-blast

We have increased our amount of postings to maintain a trending and current status. Photos of many of our new items are shared as well as current events and promotions. Our goal is to increase visibility on several platforms and maintain our current successful level of postings on those that are already used daily. For our Social Media Statistics, please see Appendix D.

# MERCHANDISING OVERVIEW IV.

The bookstore merchandise plan is developed to meet the diverse needs of our Eastern community. We understand the important role our merchandise has in strengthening the reputation of EWU and expanding its visibility in the community. It is our belief that everyone who wears or uses our insignia merchandise becomes an ambassador of EWU. It is with this belief as a cornerstone of our buying process that we have developed the following core purchasing values.

**We will purchase EWU Insignia merchandise only from vendors who have been licensed by Licensing Resources Group (LRG). We will work with other vendors to obtain EWU licensing but will not purchase from them until approved.**

**We will maintain a selection of "value" items throughout the store. These value items will be clearly identified and will represent the best possible pricing we can provide to our customers.**

**We will purchase emblematic clothing only from vendors that publish Workplace Codes of Conduct that are in compliance with industry fair labor practices standards and are approved by the Fair Labor Association (FLA).**

**Preference will be given to vendors whose products are**

Produced in the USA.

Certified as meeting sustainability requirements

## For FY14 the top 10, non-textbook vendors, ranked by retail sales are

	MV Sport \$180,917
	Insignia Products
	Under Armour \$143,634
	Insignia Products
	Russell Athletic \$108,219
	Insignia Products
	Wide World Sports \$85,314
	Insignia Products
	Jostens \$79,111
	Graduation Regalia
	D&H Distributing \$77,388
	Electronics & Software
	Nike \$74,106
	Insignia Products
	Adidas \$68,843
	Insignia Products
	Gear for Sports \$58,568
	Insignia Products
	Richards PEN \$52,265
	School Supplies

Each year the bookstore staff starting in January develops plans for the following fall quarter. A vendor analysis is performed and open to buy dollars are allocated based on vendor performance from the just completed July – December period. Vendor representatives conduct sales meetings with our buyers at the bookstore as well as at National and Regional Trade Shows.

Our buyers are constantly searching out new vendors that will meet the ever-changing needs of our diverse community. Last year the addition of our Inferno Shop provided an opportunity to meet the needs of our ever-increasing tailgate community. The bookstore sold tents, chairs, games, coolers and other spirit items requested by our game day fans.

The Eastern community has requested more national brands be available in store and on-line so our buyers have sought out opportunities to add brands to our merchandise mix. Columbia and Carhartt were added this year to the merchandise mix that already included Nike, Adidas, Under Armour, New Era and Dakine. We realize that most of our customers have favorite brands and when we are able to combine those with our Eagle logo we are providing a reason to make the University Bookstore their store of choice.



Clothing by WideWorld Sports made in the USA



# OPERATIONAL OVERVIEW III.

## FINANCIAL AND FACILITY MANAGEMENT

Eastern Washington University Bookstore is a self-supporting auxiliary unit. Revenue is generated through the resale of merchandise such as textbooks, clothing, gifts, supplies and electronics. The Bookstore employs 13 full time staff and 30 part time primarily student staff. Annual rent is \$309,216 and is paid to the Pence Union Building and offsets the operational expenses of the building. A 5% Administrative fee is assessed on all earned revenue and is paid

	FY15 (Budgeted)	FY14 (Projected)	FY13	FY12
<b>REVENUES</b>	\$5,608,750	\$5,738,132	\$5,936,310	\$5,511,615
Wages/Benefits	\$841,692	\$873,551	\$620,998	\$627,915
COGS	\$3,720,375	\$3,898,745	\$3,984,587	\$3,804,05
Direct Expenses	\$467,780	\$827,041	\$1,042,630	\$1,084,531
Total Expenses	\$5,529,847	\$5,599,337	\$5,648,215	\$5,516,501
Net Income	\$78,903	\$138,795	\$288,095	-\$4,886

## FULL-TIME EMPLOYEES



**Bob Anderson**

**Director of Bookstore and PUB**

EWU BA in Business Administration-Marketing  
WWU Masters of Public Administration  
EWU employee 19 years

Direct, plan and coordinate the functions of the University Bookstore and PUB.

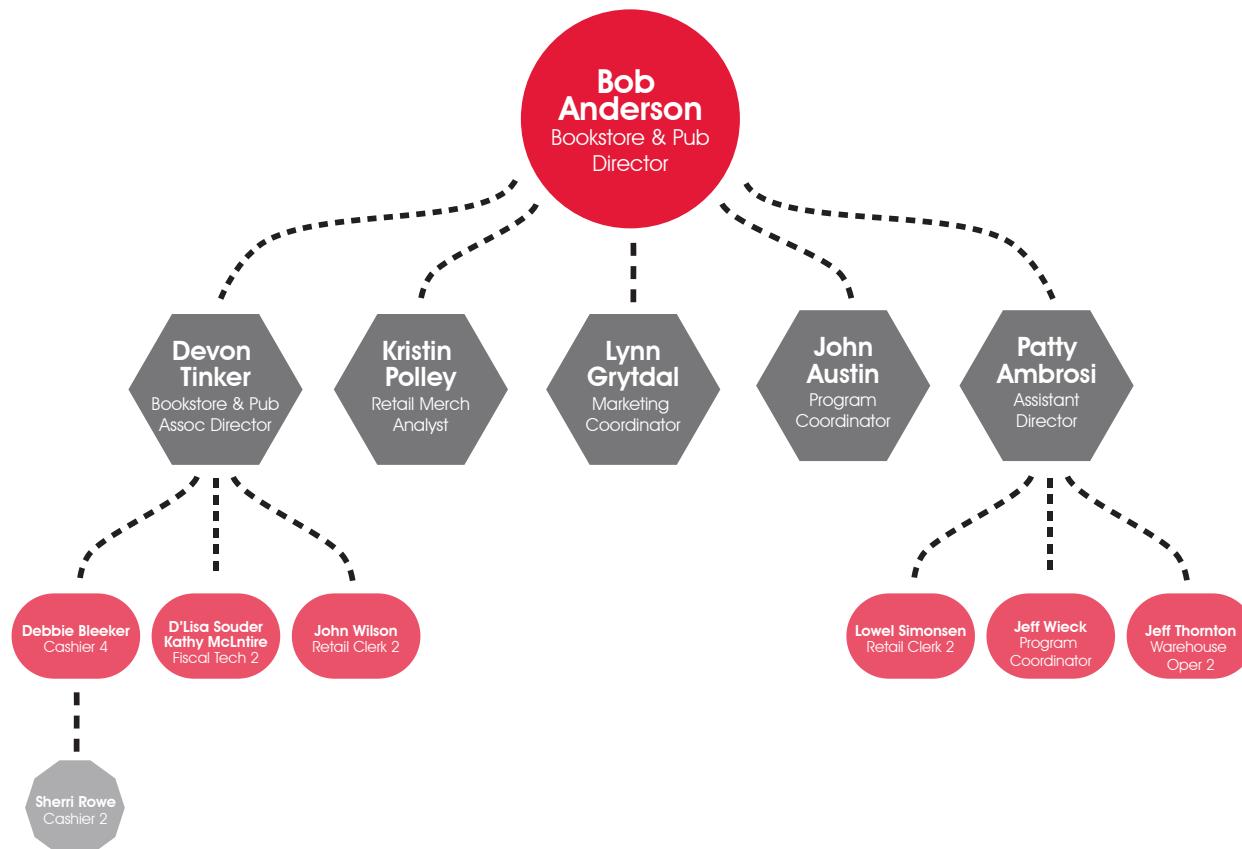
Direct supervision of the key management staff responsible for bookstore operations, purchasing, and marketing.

Primary liaison between Pence Union operations and ASEWU and other Union tenants.

Primary liaison between bookstore and Eastern community including departments, staff and alumni.

Develop and coordinate business relations with community including vendors, business partners and other organizations.

## OPERATIONAL MANAGEMENT



**Devon Tinker**

**Associate Director of Bookstore and PUB**

EWU BA in Business Administration-Marketing  
EWU Masters of Business Administration  
EWU Employee 17 years

Responsible for PUB and bookstore daily routines.

Preparing and maintaining all pertinent University budgets

Implementing store policies according to OFM regulations and organized operational plans.

Lead and direct supervisor to 3 classified staff and approximately 15 hourly staff

Assist store marketing staff with promotions and decisions.



**Patty Ambrosi**

**Assistant Director/Textbook Manager-Bookstore**

Gonzaga University BA in Communication Studies  
EWU Employee 24 years

Coordinate and direct the functions of the textbook department

Direct supervision of 3 staff members: Warehouse Operator 2, Program Coordinator and Retail Clerk 2

Work directly with departments and professors in processing book orders for each academic quarter

Participate in new student orientation programs, including Running Start, to help insure the students understand the textbook buying process

Coordinate the "Daily" and "End of the Quarter" Book Buyback programs



**Lynn Grytdal**

**Marketing Coordinator**

EWU BA in Administrative Office Management and Marketing  
EWU Employee 15 years

Promote the products and services of the EWU University Bookstore through traditional marketing as well as online social media channels

Assist in business relations with external community including vendors, business partners and related groups

Responsible for managing a group of students who assist in maintaining the inventory of the Bookstore, marketing the Bookstore and maintaining a well marketed presence throughout the store in all department displays

Purchasing the insignia merchandise including clothing, gifts and assist other buyers with merchandise planning and ordering



**Debbie Bleeker**

**Cashier 4**

EWU BA in Art History  
EWU Employee 20 years

Assure the accuracy and consistency of deposits and cash handling procedures for the University Bookstore and Dining Services based on OFM requirements

Assist the Associate Director of Bookstore /PUB Operations with staffing and questions regarding cash handling

Assist in the maintenance and trouble shooting of the POS system

Manage the Customer Service area of the University Bookstore, assist customers and staff with questions they may have . Assist the University Bookstore and Dining Services with cash handling training



**Jeff Wieck**

**Program Coordinator**

EWU BA English Literature  
Minor in Anthropology  
EWU Employee 10 years

Coordinate the textbook rental programs at the University Bookstore

Coordinate the "Slightlyredbooks" on-line program (Selling and acquiring used titles)

Assist in the adoption and ordering of University textbooks each quarter

Assist in coordinating textbook buyback

Perform miscellaneous bookstore duties including shipping, receiving, and inventory management of textbooks



**Kristin Polley**  
**Retail Merchandise Analyst**

EWU BA in Business Administration & Marketing  
EWU Minor in International Business  
EWU Employee 1.5 years & 4 years as a student employee

Primary liaison between Bookstore and EWU community including departments, staff, students, alumni and parents.

Assist in business relations with external community including vendors, business partners and related groups

Buy and manage merchandise; bags & accessories and gifts

Assist in planning & preparing continuous employee training

Plan social media calendar and post daily on various social media platforms- collect metrics from social media posts

Recap events, promotions, coupons, social media, and other marketing endeavors to determine rate of investment

**John Austin**  
**Program Coordinator**

EWU BA in Journalism  
EWU Employee 13 years

Manage, order and provide customer service for the computer, electronics and gaming area of the Bookstore

Manage internet sales for the Bookstore's website. Includes: processing orders, photographing merchandise, uploading, describing and placing photos online

Order software for students, faculty and staff for both personal and departmental use

Assist in marketing for both the Bookstore and PUB by designing and executing promotional material and photographing special events

Assisting departments (Textbooks, Emblematic, Gifts, Supplies, Shipping) and others as needed



**Lowell Simonsen**  
**Retail Clerk 2**

EWU Employee 11 years

Work with Stewart Scholarship program buying books for participating students

Special order books for textbook and trade book customers

Work with vendors and publishers to stock and maintain a trade book department

Manage and coordinate the processing of online textbook orders

Work with campus and area event coordinators to facilitate author events

Assist with shipping and receiving of textbooks

Assisting in returning unsold textbooks



**Jeff Thornton**  
**Warehouse Operator 2**

EWU Employee 23 years

Physically bring freight in and out of the store. Help the drivers unload their freight as well as helping them load merchandise that is leaving the store

Receiving all the textbooks into the Bookstore and inputting all relevant data into the MBS system. Information includes quantity, price, invoice data, and invoice dates

Routing all merchandise to appropriate areas of the store and letting people know what is in and how much merchandise they received

Coordinate with the Accounting Department to make sure any shortages, credits, and errors are resolved in a timely manner



**John Wilson**  
**Retail Clerk 2**

Whitworth BA in Music Education  
EWU Employee 8 years

Lead cashier

Purchase and receive cards and posters

Purchase and receive school supplies

Assist with store displays

Assist with shipping and receiving



**Kathy McIntire** (Retired 6-30-2014)  
EWU Employee 34 Years

**D'Lisa Souder** (Hired 7-1-14)

**Fiscal Technician 2**

EWU BA in Children Studies and Sociology

Primary responsibility is overseeing Accounts Payable in the EWU Bookstore

Work with the buyers, shipping and receiving, vendors and our accounts payable department on campus to ensure accurate state payments

Reconciling all product returns to various vendors. Reconciliation includes stockledger, formal vendor credit memos and the Banner process

AP liaison with Banner and vendors regarding payment status

Operates register as needed

Backup for Associate Director.



**Sherri Rowe**  
**Cashier 2**

EWU Employee 1 year

Assist Cashier Supervisor in preparing daily deposits for the University Bookstore and Dining Services

Assist Customers with questions and problems

Place orders for supplies and money to help maintain the needs for the office

Assist in purchasing school supplies, gifts, food items, greeting cards, and other items

Process receiving for school supplies, apparel, gifts, food, cards and more

Organize and count back stock areas for inventory

Provide customer service, cashier as needed, stock shelves, assist with special projects



## PART-TIME EMPLOYEES



**Arlette Coumbs**  
**Cashier**

Baylor BA in Sociology  
SWBTS MDIV  
EWU Employee – 2 ½ years

Cashiering

Stocking supplies

Inventory preparation

Bookstore Committee participation



**Crystal Chain**  
**Warehouse Operator 2**

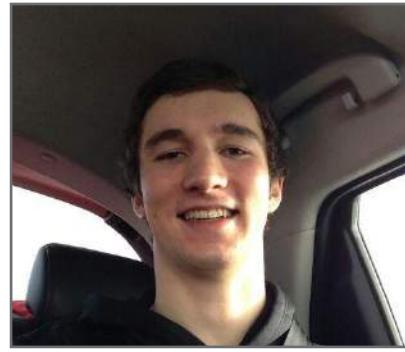
EWU BA in Vocal Performance  
Emblematic clothes and gifts  
EWU Employee – 4 years

Stocking clothing and gifts  
Stockroom organization  
Special Promotion Assistance  
Receiving of merchandise

## STUDENT EMPLOYEES

The University Bookstore is proud to employ 27 student workers; during FY14 we hired 22 new student employees. These students are key to our customer service success, they have many duties; operating the cash register, welcoming customers and working on special projects to name just a few.

Of our 27 student employees, 6 are student supervisors. During FY14 we promoted 2 students to supervisory positions. The student supervisors are expected to be leaders, aiding cashiers in the operation and balancing of their tills. They are responsible for closing and securing the bookstore physically, reporting all significant incidents to management and assisting in theft prevention. They are a vital part of the bookstore team, helping out wherever needed and we are fortunate to have them.



**Cory Brandt**



**Haliey Gilbert**



**David Malinak**



**Bailey Riley**



**Gunnar Swager**



**Brandon Cinkovich**



**Deb Stone**  
**Cash Room Cashier**

EWU Employee – 3 months

Reconciliation of Bookstore/Dining deposits  
PUB Customer Service counter

We have opened up the opportunity of student internships to support students pursuing experience in their field of study. In FY14 we brought on 2 new interns, Alicea Schofield with an accounting internship and Becca Harrell, a public relations intern. We aim to assist them outside of the classroom, focusing on specific learning activities and objectives to help make them successful. These students are not only gaining work experience but they are a huge asset to the University Bookstore.



"Working in the Bookstore, as an intern, has allowed me to explore the field of accounting as well as apply what I learn in class to real world experiences. I am grateful to have had the opportunity to gain knowledge in my desired field of study while I am still in school."  
- Alicea Schofield, Accounting Intern

## CONTRIBUTIONS TO THE COMMUNITY

The University Bookstore is proud to support the campus it serves. We make every effort to collaborate with departments, organizations and the community to better serve our students. During FY14 we shared over 1200 shopping bag with various organizations and departments to support their events.

### Alumni/University Advancement

We have many opportunities to work in cooperation with campus organizations to encourage student and community support. To aid in this, we provide the Alumni Board of Directors with bookstore discount cards each year. We've had the opportunity to include coupons on football tickets and pass out themed coupons to fans attending basketball games and other sporting events. We are pleased to partner with the University Advancement office's promotion, distributing 20% off coupons randomly to community members who are "showing their Eastern colors". To support the fiscal responsibility of campus departments, we offer a discount on bulk purchases of binders, folders and other supplies needed for their programs.

Contributions as a percent to net sales



Contributions to the University rose from 13.1% to 14.8%. Contributions include rent, administrative fees and POS discounts.

### Athletics

The University Bookstore is a proud sponsor of Eastern Athletics. During FY14, our contribution of \$5,000 upheld our sponsorship. We have continued this support in signing an "EWU Athletics Sponsorship" contract for the next two years for a total commitment of \$14,000. We are extremely proud to support our Eagles at our Inferno Team Shop, located at Roos Field. In addition, we provide merchandise at other home sporting events such as; basketball, volleyball and hockey games. We enjoy this opportunity to develop relationships with fans, athletes and staff. To assist the athletic ticket office, our customer service desk sells athletic event tickets as well as being the outlet for students to pick up tickets for play-off games and events requiring advance tickets.

### Authors/Book Signings

Eastern Washington University turns out highly successful individuals. We were delighted to showcase campus and community authors at a special event. We promoted the success of their books, enjoyed refreshments and the authors were on sight, available to discuss and autograph their works.

### Special Requests

We are working hard to establish rapport with everyone involved in our campus. We make an effort to communicate with faculty and staff to determine their merchandise needs and the needs of their students. Our goal is to have these products in stock when they are needed, from art supplies to calculators; we want our students to have the right product at a competitive price available at their campus bookstore. Our professional staff is happy to have the opportunity to work with the EWU community by researching new products that will meet their specific needs. We process requests for specific folders, planners, art paper, books and much more. We work with the needs of our customers for customized items in all our departments. For example, when

an organization wants personalized clothing for their staff, our marketing coordinator spends the time to get all the details on what they want, she offers available options, helps them come to a decision, confirms the order and follows thru until the finished product is in their hands.

### Spokane Market

Having an EWU Spokane campus is a great benefit to our students. In support of these students, our bookstore website offers free shipping when students at our Spokane campus order their textbooks online. In addition, we coordinate with ASEWU Student Services to provide test taking materials, scantrons and green exam books, at the Spokane campus.

Seasonally, you will also find Eagle gear in downtown Spokane. We support the office of University Advancement in supplying merchandise for a kiosk at the River Park Square Shopping Mall.

### EWU Clubs and Organizations

There are approximately 150 recognized clubs and organizations on Eastern's campus. We are encouraging their involvement with the bookstore through our Partnership Program. We encourage their members to check in on facebook and the group with the most hits during the month will get the spotlight the following month. This gives us an opportunity to build relationships with them as well as promote their efforts to our customers. We have a unique relationship with the university's Gamers Club. Their membership dues are paid through the bookstore customer service desk and in turn they receive a \$5 bookstore gift card. Using their Gamer's Club membership card, each member receives a 10% discount on all non-electronic gaming items. We also offer special pre-orders on new release gaming merchandise.

### Services

We pride ourselves in offering not only merchandise but services as well. We are happy to assist anyone who walks through our doors, sharing general information, answering questions and giving directions. When needed, we hand out special event tickets working with Eagle Entertainment, Associated Students of EWU, Student Activities and others. In addition to traditional payment types, we also accept EagleFlex payments allowing students the use of monies on their pre-paid account. Eagle fans from near and far can have their purchases shipped to them, typically their orders are packaged and shipped the next business day. We offer our text book Buy Back program all year, not just the typical 2 weeks at the end of each quarter.

### SUSTAINABILITY

In striving to do business in an environmentally, economically, and socially conscious way, the University Bookstore offers a wide variety of products and services that are environmentally responsible. We are always looking for ways to be sustainable while maintaining excellent customer service and a professional look. From textbook options to clothing, from school supplies to gift wrap, we make sustainability a priority. We pride ourselves in working with vendors that are environmentally conscious and we encourage our employees to participate in the fullest. Purchasing used textbooks, downloading digital versions and renting textbooks are all viable sustainable options we offer our students. Many of our textbooks, new or used, can be sold back when the student is finished using them. Commonly a textbook will be bought and sold several times during its lifespan. We offer a donation program for those titles that are not currently being bought thru our buyback program. It's a great, easy to use program for students who have no further need for the textbooks and would otherwise throw them away.

The University Bookstore uses shopping bags that are made from 100% recycled film; they are quality, reusable bags and are offered by our cashiers as an option not an obligation. In addition, the bookstore offers the following products made from recycled materials: notebooks, filler paper, writing pads, all weather writing paper, index cards, copier paper, clipboards, folders, art paper, refillable whiteboard markers, card stock, greeting cards, stainless steel water bottles, Under Armour Catalyst apparel line and diploma frames. Along with offering a wide variety of merchandise made of recycled materials we also partner with companies who have environmental initiatives. A sample of these companies includes Burt's Bees, Roaring Springs, Recycled Paper Greetings and Rite in the Rain.

We recognize that sustainability counts in the big ways and in the small ways. Here are some additional things we do daily at the bookstore; wrap customers' gifts in 100% recycled boxes with wrapping paper and tissue paper made from recycled materials. We reduce additional waste by using web and social media resources for much of our marketing. Many of the boxes that we receive our shipments in are reused in several ways. We pack and ship customer orders in them, we pass along empty boxes to students and departments that need them and we repack boxes for transporting items or storing them in our back stock. Our electronic department accepts empty printer cartridges from customers and staff for recycling purposes as well.

Partnering with the EWU Recycling Department we are able to recycle a large volume of our waste. Blue recycle bins are located near every desk as well as having easy access to many larger recycle bins. Cardboard, paper, plastic and journal tape is a small sampling of what we recycle from our everyday operations. To further our efforts, our associate director, Devon Tinker, invited the EWU Recycling Department to presen

a clear picture of what items we can recycle and how we can better support the work they are doing. This collaboration made us more effective and thorough in our recycling practices.

We are motivated to continue our efforts to find solutions to all our customers' needs in sustainable ways

Since October 2012 when online discounts were implemented, customers have saved \$2,170 on merchandise totaling \$11,598.

We shipped merchandise and textbooks to 46 of the 50 states in the last fiscal year, six parcels to Canada and additional shipments to France, Great Britain and Germany.

## COURSE MATERIALS

Rapid change describes the new world of Course Book delivery with rentals both in store and online becoming a desired option by our students. In fall 2010 the Bookstore worked with Missouri Book Systems (MBS) to launch our first rental program with 34 titles available to rent and 296 total books actually being rented. The early success of this program led the Bookstore to seek out other national partners and in fall 2011, Bookrenter was added as an option. With the addition of Bookrenter and increased emphasis from MBS the Bookstore was able to rent 1,232 books for fall 2011. In store rentals reached their peak in fall 2012 with 3,234 books rented in store with savings of \$270,000 to our students.

In addition to changing their name to Rafter, Bookrenter reduced their rental offerings and savings per book for winter 2012. Their management team determined that they had acquired too large of an inventory of used books, which resulted in a reduction of titles offered and savings per book. Their model changed from a used book owner to a facilitator of transactions between bookstores and wholesale distributors. This change reduced savings to our students and led the bookstore to feature more online rentals, which offered

tured links from the bookstore to National Rental providers and the bookstore serving as a pick-up and return site for books rented online through Rafter.

One constant remains throughout the Course Materials delivery evolution and that is students have more options than ever before and that what is new for fall may not be available for winter. Bookstore plans for fall 2014 are described in the Planning For the Future section of this plan. The START WITH US program has as its genesis the desire to provide students with more options than ever before with complete pricing transparency. These options will include online and in-store rentals, new and used textbook sales and for the first time a significant digital option. The bookstore while maintaining a robust in-store program will continue to serve as a gateway to ever increasing on-line options. The student loyalty program initiated in spring 2014, offering a 10% discount to students purchasing their entire required textbook from the bookstore, will continue for fall 2014.

The bookstore is proud that we have saved EWU student over \$1.4 million dollars since rentals were introduced in fall 2010. It will be our goal to continue to save our students money by expanding options through national vendor alliances.



# BENCHMARKS AND METRICS VI.

## COST CONTROL PLAN

Our primary metric is gross margin dollars which is calculated by subtracting cost of sales from sales. Each department is given a monthly goal that adds up to the store total of \$1,573,786.

We will focus on the gross margin dollar estimates and how each department is performing in relation to their individual metrics. For departments not meeting their goals, emphasis will be placed on increasing margin dollars or reducing expenses. Employee hours may be moved from an underperforming department to a department exceeding goals with the understanding that the store goal has priority and that the departments need to add up to the budgeted total.

### Sales Projections by Department

We currently provide monthly sales by department to each buyer.

The bookstore has a marketing plan outline for FY14. This is a fluid document and merchandise revisions will be made as needed to increase sales and generate gross margin dollars. If a department is falling short of projections we will determine if increased promotional activity should take place or should we place our emphasis on the departments exceeding forecasts with the intent of taking advantage of customer demand.

Discounts and markdowns increase cost of goods and reduce gross margin dollars and net profit. Last year the discounts and markdowns totaled \$389,411 for the bookstore combined. These dollars equal 6.6% of our total store sales and exceed the ICBA benchmark average of 3.7%.

The two primary factors influencing our higher metric are both directly related to our strategic goal of expanding EWU visibility:

Aggressive marketing efforts based on discounting prices to increase product placement in community

Discounts provided to departments to enhance their outreach efforts

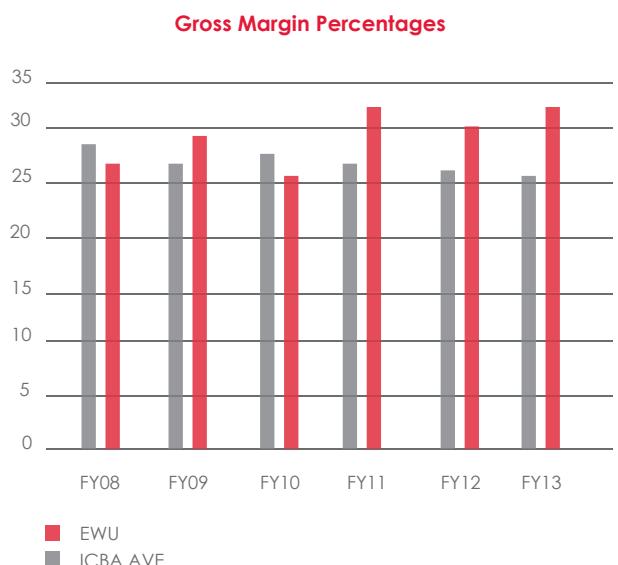
## TEXTBOOK OVERVIEW

Our textbooks pricing strategies include leaving prices at our standard markup. We are planning on purchasing the Verba software product to assist in designing a dynamic buyback, comparing our prices so we may compete with all textbook sources.

Sales-Rental books will continue to be our primary focus to offer savings to our students. Rafter and MBS have both maintained available titles but have increased the cost of renting.

## BENCHMARKS

All of our bookstore metrics are compared annually to the Independent College Bookstores Association (ICBA) survey. The discrepancy between reported annual sales volumes from largest store, \$53,578,419 to the smallest \$1,016,531 mandates that revenue and expense metrics be expressed as a percent of sales. Other metrics not directly governed by sales volume and illustrated by sales growth and Gross Margin Return on Investment are expressed as a percent to total.

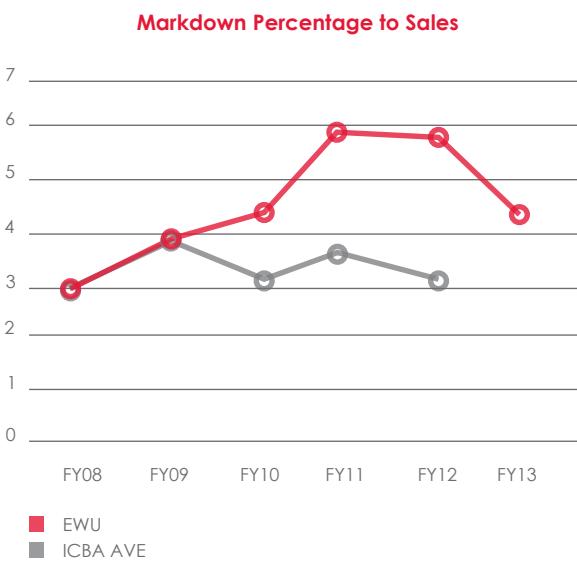


**Gross Margin Percentage:** Gross margin is revenue less cost of goods sold and states the profit from the sales of products less the cost of those products. In order to effectively benchmark with other ICBA stores this metric is expressed as a percentage of sales. In FY13 the bookstore reported a gross margin % of 31.8, which was ranked 11 of the 78 stores reporting in the ICBA survey.

Gross Margin Return on Investment

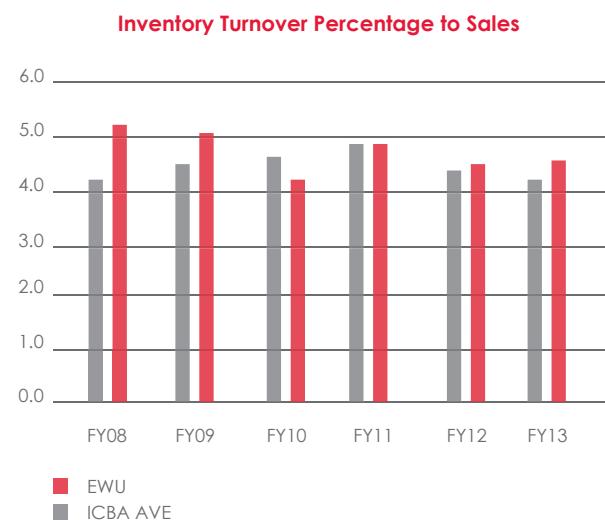


**Gross Margin Return on Investment:** An important tool in analyzing inventory, sales and profitability. The metric compares gross margin earned by the products purchased to the inventory investment required to generate gross margin dollars. The critical components of this calculation are the gross margin and average inventory, which are directly influenced by inventory turnover. In FY13 the bookstore reported a gross margin return on investment of 2.28, which was ranked 11 of the 78 stores reporting in the ICBA survey.

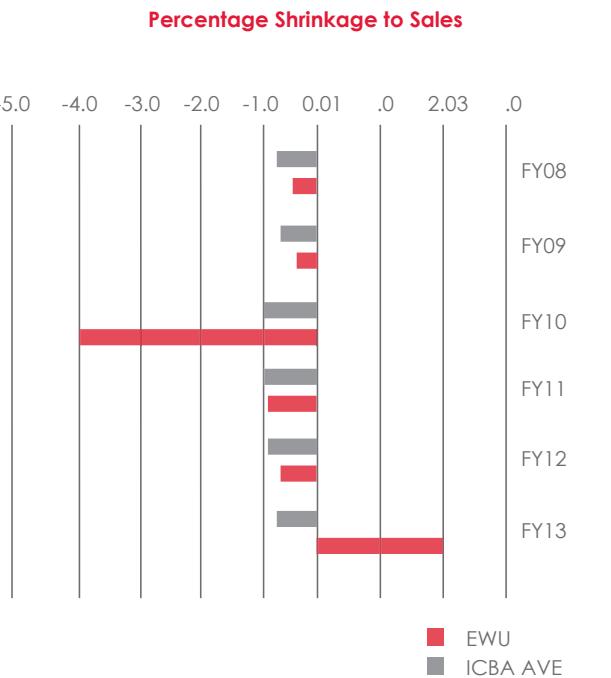


Note: FY13 was not shown in ICBA Operating Survey.

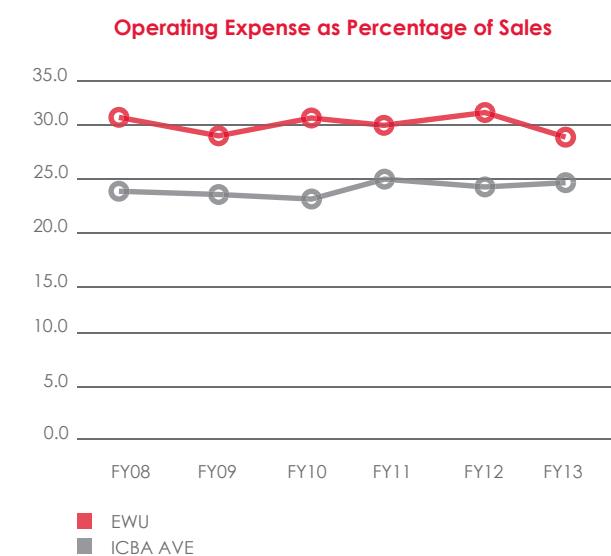
**Markdowns as a Percentage to sales:** Markdowns are generated by reducing the received price of inventory either through promotional discounts to customers or slow selling merchandise that requires markdowns to free up investment in inventory. Markdowns directly reduce Gross Margin dollars and eventual Net Income. This metric is expressed as a percent of total sales; it was not benchmarked for FY13 on the ICBA survey. The bookstore's % decreased from 5.81% in FY12 to 4.37% in FY13



**Inventory Turnover:** This metric is calculated by dividing net sales by average inventory and the calculation generated is compared directly to other bookstores since sales volume variance is not critical to the benchmark. A turnover rate too low is a reflection of excessive inventory on hand while too high a rate may result in lost sales due to not having merchandise when required to meet customer needs. In FY13 the bookstore reported an Inventory Turnover of 4.9, which was ranked 20 of the 78 stores reporting in the ICBA survey.



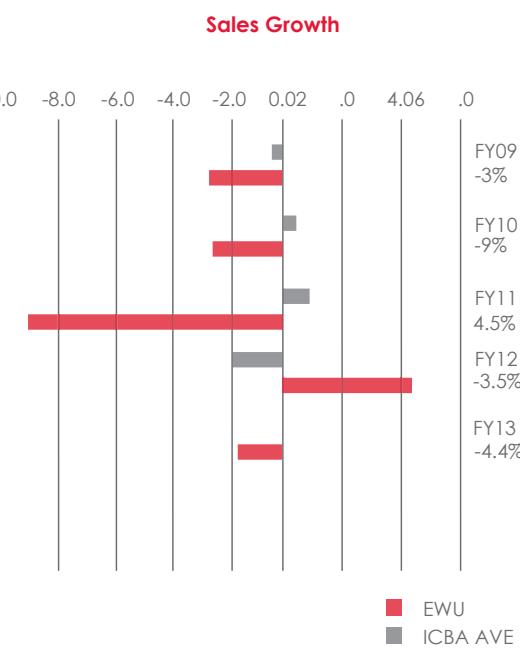
**Shrinkage to Sales:** This metric analyzes the variance between an annual physical count compared to accounting inventory. This variance can be positive or negative although a positive variance results only from store staff errors related to inventory management. A negative variance commonly referred to as shrinkage is a reflection of theft as well as staff errors in inventory management. This metric is benchmarked as a percentage of total sales. In FY13 the bookstore reported an Inventory Overage of 1.97%.



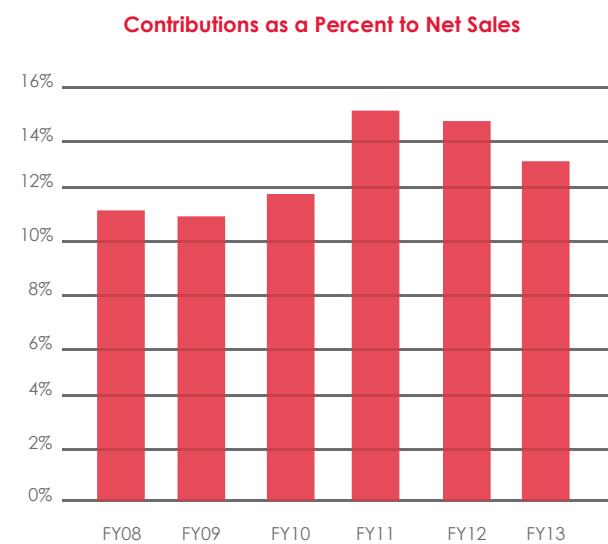
**Operating Expenses as a Percentage of Sales:** This metric compares all operational expenses, those not included in cost of goods, to the annual sales volume of the store. Operational expenses are sometimes labeled as controllable expenses but this is not an accurate reflection since University bookstores often have no control over rent, administrative expenses or even salaries paid to employees. This metric is benchmarked as a percentage of total sales. Operating expenses are deducted from a store's gross margin resulting in operating income. In FY13 the University Bookstore reported Operating Expenses as a % of sales at 28.9%, which was ranked 60 of the 78 stores reporting in the ICBA survey. The bookstore historically has had a high % in this metric due to the contributions back to the University in the form of rent, administrative overhead and discounts to departments.

**Personnel Expenses as a Percent of Sales:** Personnel expense metrics are such a critical component of Operating Expenses that they are benchmarked separately. Minimum wage rate discrepancies by state will impact college bookstores, which typically employ a large number of student and hourly employees. This metric is benchmarked as a percentage of total sales. In FY13 the bookstore reported

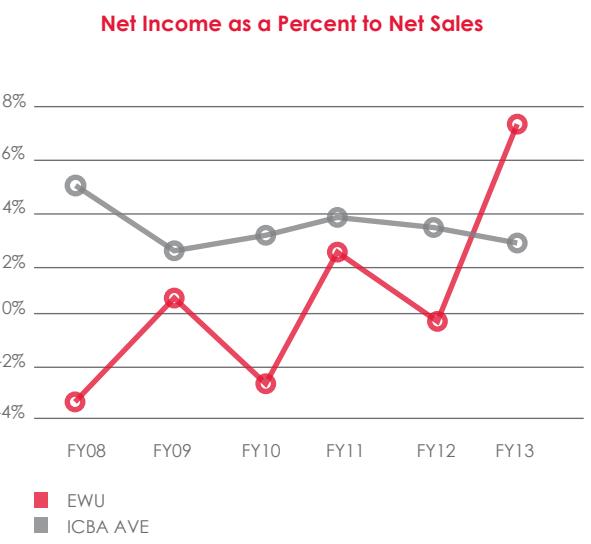
Personnel Expenses as a % of sales at 14.4%, which was ranked 35 of the 78 stores reporting in the ICBA survey.



**Sales Growth:** This metric is expressed as a percentage of sales growth for a determined time period normally as an annual percentage. Sales growth is determined by comparing annual dollar differences in sales expressed as a percentage. In FY13 the bookstore had a 6.62% gain on net sales of \$5,697,773 compared to \$5,344,189 in FY12.

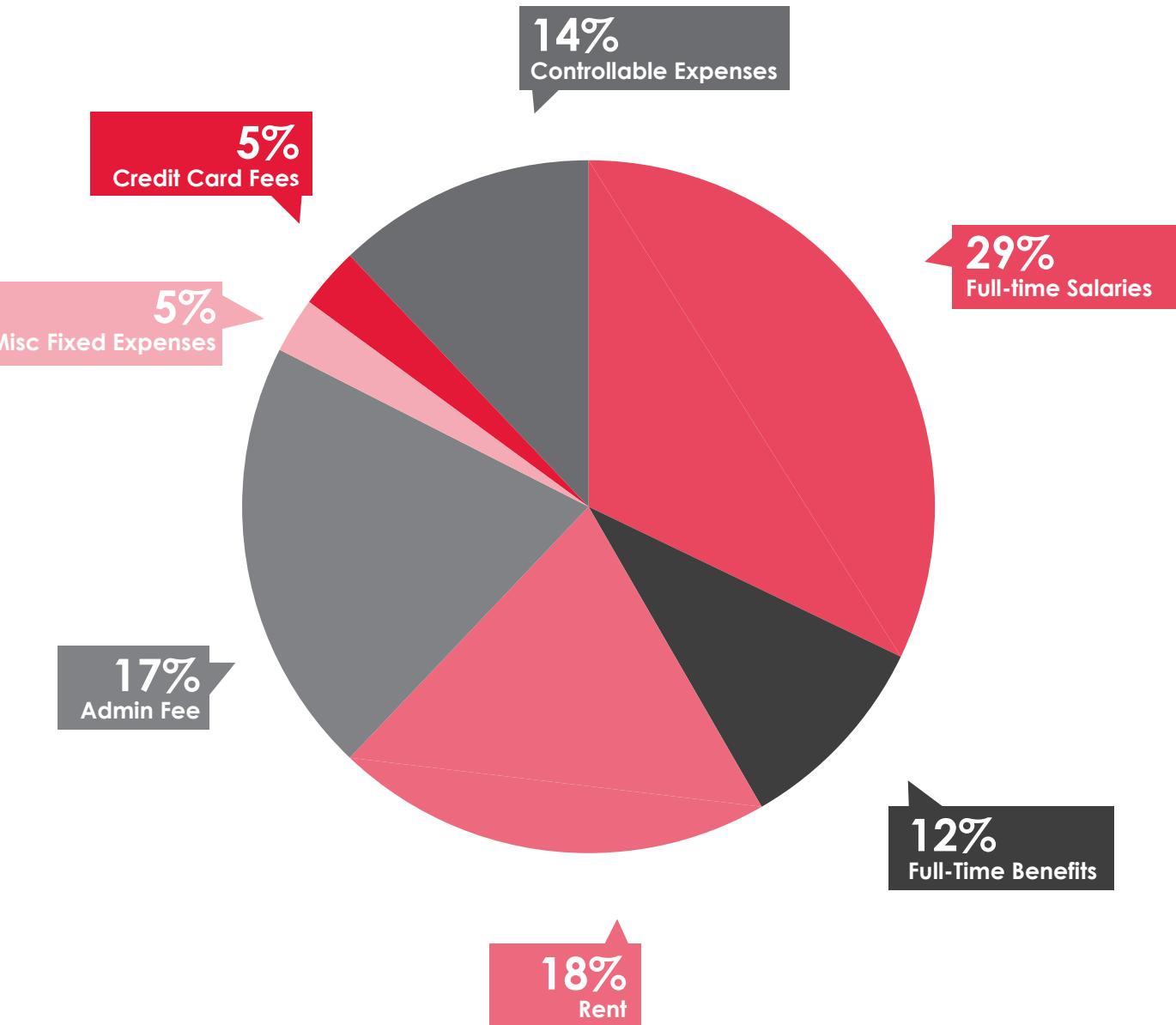


**Contributions as a Percent of Sales:**  
This metric reflects the amount of dollars contributed to the University by the bookstore and benchmarked as a percentage of net sales. This is not tracked by the ICBA survey so our benchmark reflects the contribution percent and its annual change. Rent, administrative overhead, discounts taken at registers, contributions to university community and staff hours donated to university events are components of this calculation.



**Net Income as a Percent of Sales:**  
This metric reflects the difference between all revenue including investment income less all expenses and is expressed on this benchmark as a percent of sales. In FY13 the bookstore reported Net Income as a % of sales at 7.2%, which was ranked 15 of the 78 stores reporting in the ICBA survey.

## FY14 Bookstore Expenses



# PLANNING FOR THE FUTURE VII.

The future is bright at the University Bookstore. We are excited to be kicking off our new **START WITH US** campaign, promoting our new partnership with Verba and designed to enhance our students' textbook buying experience. Red Shelf, a leading national provider of digital textbooks is another new partner we have added for fall and their contracts with publishers like Cengage, Sage and others will provide digital options for our students and faculty. We will continue to expand our Student and Faculty Outreach Programs and aggressively pursue new pathways to expand our visibility efforts.

We are encouraging our students to **START WITH US** by visiting our website to compare textbook options.

Students will see pricing on our new and used textbooks as well as rentals and digital versions, if available. We have teamed up with Verba and using their software we will have available textbook pricing from some of our competitors, such as Amazon, half.com and Abebooks.com

compared on our website. Not only will this make the bookstore more transparent in their pricing but also it will bring students to our door that, in the past, may not even have looked to the University Bookstore for their textbooks. If a student chooses to purchase from our competitor and they click the link from our website, we will receive a commission on the purchase. Our loyalty program offers our students 10% off their textbook purchase when they buy all their required books for the quarter from us. We are proud to be the one source that carries ALL course materials for EWU classes-One Stop Shopping. We are working in collaboration with EWU Dining Services in planning a faculty presentation prior to fall quarter 2014. As they roll out their new catering menu, the bookstore will be presenting all the details of the new compare program, **START WITH US**.

## Our Message to the EWU students

"When you begin your search for the lowest textbook price, start with us. We are a one-stop shop. Compare our textbook price to our competitors right from our website. Just click, compare and save. It is that easy."



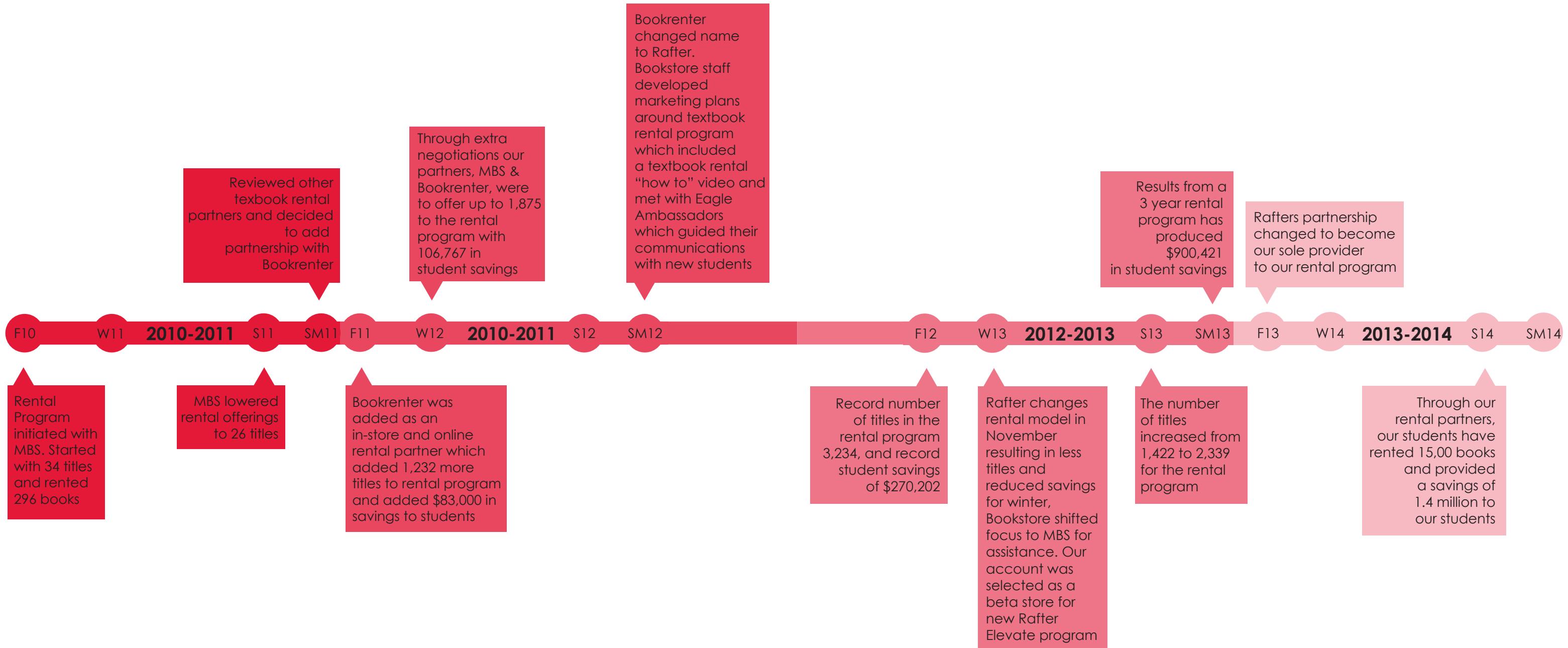
Our **Faculty Outreach Program** is designed for bookstore staff to make introductions and build relationships with faculty and department secretaries. During June and July 2014, our staff met with 37 individual faculty members, 6 department administrative assistants and attended the Provost's faculty meeting. We encourage them to reach out to us with any need or idea they have, we give them the highlights of our new **START WITH US** program and share a friendly face when they come visit us in the store.

We have had much success with our past promotions and are looking ahead to repeat many of them and modify those that could be more successful. A few of these fun promotions to look forward to are: the Homecoming Week of Sales culminating with the Game Day Sale, the Halloween costume contest, EWU Symphonic Choir performing in the store and our Holiday Game Day and Holiday Sale. We anticipate a strong promotion season for FY15, for a full listing of our proposed marketing plan for FY15 see Appendix E.

The bookstore environment is ever changing and our plans for FY15 include adding a Lifestyles department that will include new products like Go Pro Cameras, Fit Bits and other wearable technology all centered on the active lifestyles of our Eastern community. The past two years our participation in the Bloomsday Trade Show has not only provided us an excellent Outreach/Visibility opportunity but also provided invaluable experience in the vibrant active lifestyles world. In an estimate from Juniper Research, wearable technology sales are predicted to increase from \$1.4 billion in 2014 to \$19 billion in 2018. Our new Lifestyles department will establish our niche in this rapidly expanding market.

# APPENDIX A.

## TEXTBOOK RENTAL TIMELINE Fall 2010- June 2014

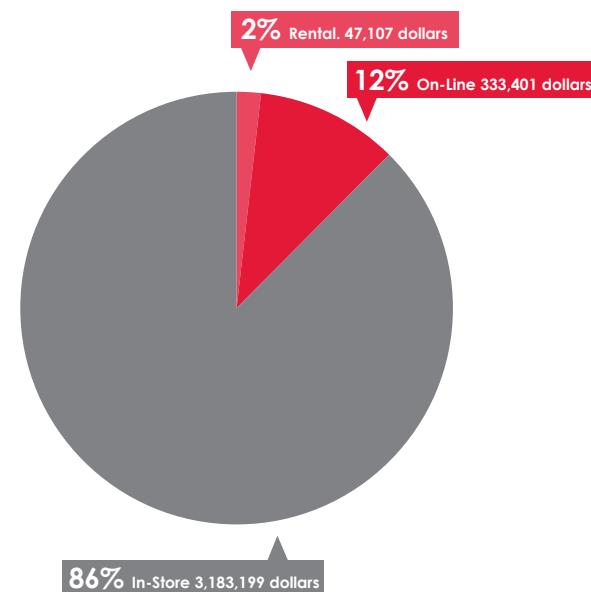


## B. APPENDIX

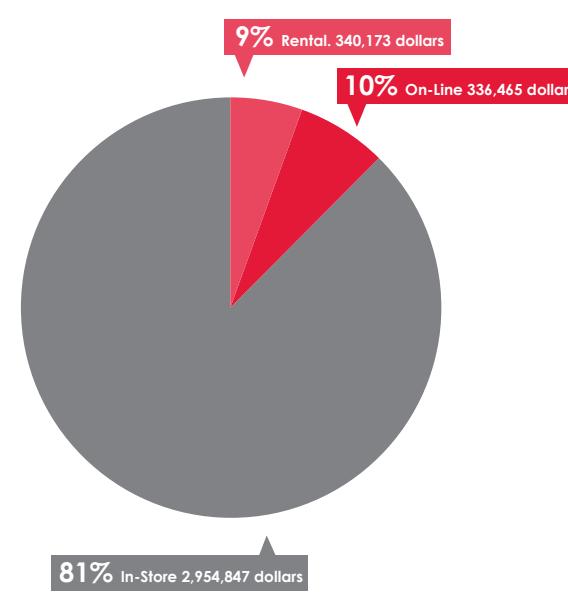
### TEXTBOOK SALES BY YEAR

These charts show the pathway of rental textbooks sales. It also shows the annual dollar amount reported for textbooks and how it is distributed through the diversified pathways utilized.

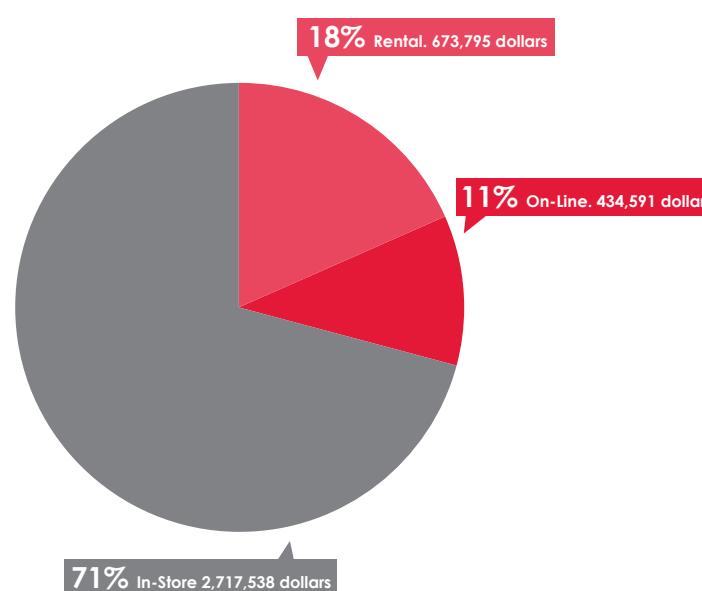
**2010-2011**



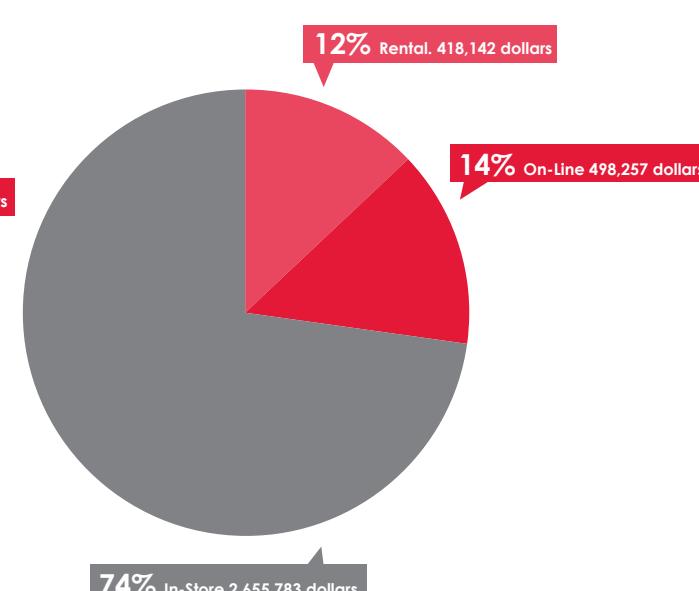
**2011-2012**



**2012-2013**



**2013-2014**



### Bookstore Marketing FY14

**Event:** Campus Celebrities Photo Shoot

**Promotion:** Showcased various staff, faculty, students and fans on our Facebook, Twitter, Pinterest and Website pages wearing EWU clothing. Each celebrity received a 25% off coupon for one clothing item.

**Benefits:** Promoted Eagle gear on social media. Celebrities usually purchased items they modeled or other clothing the day of modeling.

**Event:** Independence Day Sale

**Promotion:** 20% off American made merchandise.

**Benefits:** Showcased American made products, encouraged patriotism and supported our national holiday.

**Event:** Cheney Rodeo Kiosk

**Promotion:** We offered EWU merchandise on site during the Cheney Rodeo.

**Benefits:** We supported a Cheney community event and promoted EWU visibility. \$575.95 Profit

**Event:** firstSTEP 20% off sale and stayed open later

**Promotion:** 20% off EWU Clothing & Gifts all day, remained open 1 ½ hours later.

**Benefits:** Encouraged incoming students and families to show their Eagle Pride. Sales clearly support that staying open later is a benefit to our firstSTEP customers.

**Event:** Ladies First Sale

**Promotion:** 10-25% off clothing, gifts and bags, refreshments were provided.

**Benefits:** Campus ladies loved it! Sales: \$2900.86

**Event:** Man Cave Sale

**Promotion:** 10-25% off clothing, gifts and bags, refreshments were provided.

**Benefits:** Campus Staff loved it! Sales: \$6261.78

 **Event:** Oregon State University Football Game Offsite Kiosk  
**Promotion:** Traveled to Oregon to enhance the EWU game day experience for our fans and supported our team. This special event offered a variety of merchandise and we offered 40% off select Under Armour pieces with purchase of regular priced clothing.  
**Benefits:** Sales: \$5211.20

 **Event:** Campus move-in weekend "Check in" Sale  
**Promotion:** Targeted at students moving onto campus in the fall. By checking in on Facebook, customers received a coupon good for 10% off any 1 item.  
**Benefits:** Freshmen and their families are now our social media audience. We gained 336 new Facebook fans and 322 coupons were redeemed.

 **Event:** 2013 Inferno Team Shop Grand Opening  
**Promotion:** Promoted the opening of the new Inferno Team Shop. Customers received a free Under Armour piece with a purchase of \$50 or more.  
**Benefits:** Created awareness and excitement for new Inferno Team Shop. Enhanced the game day fan experience and supported EWU Athletics.

 **Event:** Game Day Sales  
**Promotion:** We offered 20% off clothing for home football games.  
**Benefits:** Supported our football team and fans love it.

 **Event:** Round Up for EWU Scholarships  
**Promotion:** We invited customers to round up their sales total to the nearest dollar.  
**Benefits:** This money is used to help fund EWU Scholarships. We raised \$579.10 during fall quarter and \$317.53 during winter quarter.

 **Event:** Spokane Chiefs Event  
**Promotion:** Provided EWU Merchandise at URC for the Spokane Chiefs Hockey Game.  
**Benefits:** As part of our URC sponsorship, supported Spokane hockey team.

 **Event:** Red Hot Monday Online Sale  
**Promotion:** Percentage off online clothing purchase based on Saturday's EWU football game score.  
**Benefits:** Supported football team and rewarded fans.

 **Event:** Neighbor Festival  
**Promotion:** We hosted a free photo booth at the festival. Photos were posted to Facebook and Twitter.  
**Benefits:** Got the students involved, increased Eagle Pride and encouraged a positive bookstore perception.

 **Event:** Riverpoint Student Information Fair  
**Promotion:** We hosted an information table at the Riverpoint campus. We shared with our Riverpoint students about our free shipping program on textbooks for Spokane courses, showcased new merchandise and had a drawing for an EWU gift basket.  
**Benefits:** Created a positive perception of the bookstore and educated our Spokane students on services that we offer.

 **Event:** Breast Cancer Awareness Promotion  
**Promotion:** \$5 Breast Cancer Awareness T-shirt with purchase of EWU Clothing  
**Benefits:** Raised awareness and support for breast cancer survivors and families. We sold 120 shirts during the \$5 promo. In the first week of the promotion, we sold 132 of the 144 shirts, selling out shortly thereafter.

  **Event:** Homecoming Promotions  
**Promotion:** 50% off Value Tees, Crews, Hoodies, Sweats & other promos throughout the week culminating with our 20% off Game Day Sale.  
**Benefits:** Fun support of Homecoming Week and encouraged school spirit. We sold 1485 pieces during the 50% off sale, a total of \$11905 in sales.

  **Event:** Homecoming Food Drive  
**Promotion:** Dorms are challenged to collect as many non-perishable food items as possible throughout the week. On Friday they bring the food they collected to the PUB, the bookstore counts it and the winner with the most items has bragging rights for a full year and a beautiful trophy to showcase in their dorm.  
**Benefits:** 7702 food items were collected. 5 of our 7 dorms participated in the challenge.

 **Event:** Halloween  
**Promotion:** Black sale offered 31% off all black items. We took pictures for our Facebook costume contest and we participated in the campus wide Trick-or-Treating event for our young community members.  
**Benefits:** It's a fun holiday for everyone, we contributed to a campus event and promoted our Facebook page.

 **Event:** Bag & Backpack Sale  
**Promotion:** 20% off bags & backpacks.  
**Benefits:** Fun promotion for bag lovers and helped reduce inventory.

 **Event:** Jacket Sale  
**Promotion:** 40% off jackets.  
**Benefits:** Offered a great discount to our customers and helped reduce inventory.

 **Event:** Ugly Sweater Promotion  
**Promotion:** Wear your ugly sweater in the store and receive 20% off our EWU Ugly Sweater.  
**Benefits:** Created buzz & excitement. We sold 111 sweaters in 2 days, selling out in 5 days.

 **Event:** Black Friday Online Promo  
**Promotion:** We offered 40% off select items and free shipping with purchase.  
**Benefits:** Unique promotion, participated in a national pastime.

 **Event:** NCAA Playoff Promo  
**Promotion:** When you spend \$50, you get 50% off 1 NCAA piece; spend \$100 get 1 NCAA piece free.  
**Benefits:** Supported EWU Athletics, moved NCAA inventory.

 **Event:** Family Spirit Contest  
**Promotion:** Encouraged families to send in a photo of their family in EWU Gear and we posted them on Facebook.  
**Benefits:** Promoted Eagle Pride, we had 4 families participate.

	<b>Event:</b> Choir Performance
	<b>Promotion:</b> We hosted one choir dress rehearsal during each fall, winter and spring quarters.
	<b>Benefits:</b> Increased foot traffic due to performers, enabled choir to practice in front of a live audience for their upcoming performance.
	<b>Event:</b> Holiday Game Day & Holiday Sale
	<b>Promotion:</b> 30% off EWU clothing and gifts. Various events were held in-store: gift wrap battle, donut eating contest, choir performance and a visit from Santa.
	<b>Benefits:</b> Created fun atmosphere and celebrated the holidays, increased Eagle Pride and promoted a positive bookstore perception. V &CE
	<b>Event:</b> Northtown Mall Display
	<b>Promotion:</b> Set up EWU Merchandise in a display at Northtown Mall in Spokane.
	<b>Benefits:</b> Promoted EWU in local community, shared comments and photos on Facebook and Twitter.
	<b>Event:</b> Winter Quarter Facebook Check-In Sale
	<b>Promotion:</b> 10% off 1 item for checking in on Facebook.
	<b>Benefits:</b> Increased social media following, added 125 new Facebook fans and 116 coupons were redeemed.
	<b>Event:</b> Seahawks Blue Friday Sale & Seahawks Superbowl WIN Sale
	<b>Promotion:</b> 20% off select EWU Gifts when wearing Seahawks gear.
	<b>Benefits:</b> Showed support of a local team and provided a unique promotion in response to a customer request.
	<b>Event:</b> Hockey Shirt Give-away
	<b>Promotion:</b> Under Armour donated 2 EWU Hockey shirts to each home game to give away and created a special banner to post in URC.
	<b>Benefits:</b> Vendor support of campus event and the bookstore.
	<b>Event:</b> BOGO Clearance Sale
	<b>Promotion:</b> Buy one clearance item, get one half price.
	<b>Benefits:</b> Promoted sales of slow moving merchandise, customers love a great deal.
	<b>Event:</b> Groundhog Forecast Sale
	<b>Promotion:</b> 20% off T-shirts if the groundhog doesn't see his shadow or 20% off sweatshirts if he does see his shadow.
	<b>Benefits:</b> Fun promotion, everyone wins.
	<b>Event:</b> Random Acts of Kindness
	<b>Promotion:</b> Offered 26% off EWU clothing and passed out FREE candy packets. We randomly purchased student's scantrons as an act of kindness.
	<b>Benefits:</b> Students LOVED this! Created awareness and encouraged kindness.

	<b>Event:</b> Presidents Day Online Sale
	<b>Promotion:</b> Save your "Lincolns"! When you spend \$20 or more online you receive \$5 off.
	<b>Benefits:</b> Encouraged online shopping and created sales on a day the bookstore is closed.
	<b>Event:</b> Grumpy Cat Sale
	<b>Promotion:</b> 20% off our NEW Grumpy Cat merchandise
	<b>Benefits:</b> Offered trending and unique merchandise.
	<b>Event:</b> Clifford Children's Event
	<b>Promotion:</b> Hosted local daycares for book reading, snacks and a fun craft.
	<b>Benefits:</b> Reached out to the community, provided a fun event for children and encouraged reading.
	<b>Event:</b> Valentine's Day Sale
	<b>Promotion:</b> 15-20% off pink, purple and white items throughout the week and 25% off RED items on Valentine's Day.
	<b>Benefits:</b> Create fun atmosphere & celebrate the holiday.
	<b>Event:</b> Basketball Game Kiosk
	<b>Promotion:</b> Hosted merchandise sales at four Men's and four Women's Basketball games at Reese Court.
	<b>Benefits:</b> Supported EWU Basketball and provided merchandise for fans.
	<b>Event:</b> Basketball Ticket Giveaway
	<b>Promotion:</b> Drawings were held to give away a pair of basketball tickets to each home game.
	<b>Benefits:</b> Fans enjoyed the free tickets! The tickets were provided to the bookstore through our sponsorship of Athletics.
	<b>Event:</b> March Mayhem Sale
	<b>Promotion:</b> Buy 1 pair of shorts and get 1 shirt 25% off.
	<b>Benefits:</b> Fun promo for March Madness
	<b>Event:</b> Cheap as Pi Promo
	<b>Promotion:</b> On "Pi" day (3-14) we offered a selection of products for \$3.14 and provided FREE pie to our customers.
	<b>Benefits:</b> Students LOVED the free pie!
	<b>Event:</b> "Up All Night" (with Eagle Entertainment)
	<b>Promotion:</b> We hosted a table that offered games and giveaways, promoted our new textbook loyalty program and had an enter-to-win drawing for textbooks.
	<b>Benefits:</b> Partnered with Eagle Entertainment and collected 200 emails from the event.
	<b>Event:</b> Spin the Wheel Promo
	<b>Promotion:</b> Spin the wheel to determine your discount on clearance merchandise.
	<b>Benefits:</b> This promotion moved clearance merchandise quickly. We had 148 coupons redeemed, an increase of 34% above last year's sale

-  **Event:** Where in the World is Swoop?  
**Promotion:** Encouraged customers to post vacation photos with (plush) Swoop on Facebook. The photo with the most votes wins a prize.  
**Benefits:** Promoted Eagle Pride and participation with social media. We had 8 participants and 150 people vote.
-  **Event:** April Fools' Sale  
**Promotion:** The sale isn't what it seems... if discount says 12% off, it's actually 21% off.  
**Benefits:** Unique promotion for April Fools' Day.
-  **Event:** Get Lit Book Promo  
**Promotion:** The more general books you buy, the more of a discount you receive.  
 $1 \text{ book} = 10\% \text{ off}$ ,  $2 \text{ books} = 20\% \text{ off}$ ,  $3 \text{ books} = 30\% \text{ off}$   
**Benefits:** Supported campus event and encouraged reading.
-  **Event:** Grad Finale  
**Promotion:** 2014 Grad celebration and sales at our Riverpoint campus and in the Bookstore. We offered graduation regalia fittings, special buy alumni shirts, refreshments and giveaways. Vendors were available to assist customers with their graduation needs.  
**Benefits:** Fun event honoring our 2014 graduates in Cheney and in Spokane.
-  **Event:** Eagle Pride Week Sale  
**Promotion:** 25% off EWU clothing when you wear EWU clothing into the store.  
**Benefits:** Increased Eagle Pride.
-  **Event:** Bloomsday Trade Show Booth  
**Promotion:** Offered merchandise at the Bloomsday Trade Show. Special offers included \$5 EWU RUN T-shirts and 40% off Under Armour pieces.  
**Benefits:** Made EWU more visible and promoted Eagle Pride.
-  **Event:** Mother's Day Promo  
**Promotion:** 20% off EWU clothing, gifts, and handbags. Students could have their photos taken and the bookstore made them into cards and mailed them to mom for Mother's Day.  
**Benefits:** Students loved it!
-  **Event:** Cinco De Mayo Sale  
**Promotion:** Purchase \$20 or more in EWU clothing and receive \$5 off. (Online and in-store)  
**Benefits:** Fun support of this celebration.
-  **Event:** Headphones and Speakers Sale  
**Promotion:** 20% off all headphones and speakers  
**Benefits:** Customers loved this promo!
-  **Event:** Yard Sale on the PUB skirt  
**Promotion:** Merchandise for the yard sale was comprised of clearance, markdown, promo items and the like. We offered them at inexpensive prices, customers enjoyed music and refreshments. All donations benefited a local charity.  
**Benefits:** Customers loved this event! We reduced slow moving products before inventory and had sales of \$2016.06. Donations for the refreshments totaled \$123.00, benefiting the Cheney food bank.

-  **Event:** Clothing Drive/Trade in Sale  
**Promotion:** Customers could exchange their gently used clothing items for a discount on EWU Clothing.  $1 \text{ item donated} = 10\% \text{ off}$ ,  $2 = 15\% \text{ off}$ ,  $3 = 20\% \text{ off}$ ,  $4+ = 25\% \text{ off}$   
**Benefits:** We collected 414 clothing items for the Cheney Clothing Bank.
-  **Event:** WIAA Track Meet Sales  
**Promotion:** Inferno Team Shop was open Friday and Saturday for the track meet.  
**Benefits:** Promoted Eagle Pride.
-  **Event:** Graduated Sale  
**Promotion:** The more items you buy the more you save. Purchase 1 item = 10% off,  $2 = 15\% \text{ off}$ ,  $3 = 20\% \text{ off}$ ,  $4 = 25\% \text{ off}$   
**Benefits:** Fun sale that encouraged a multi-item purchase. Promoted Eagle Pride.
-  **Event:** Author Event  
**Promotion:** The bookstore hosted 3 local/campus authors. The books were in stock to purchase and the authors were available to discuss and autograph their books.  
**Benefits:** Fun event, engaged the community and supported local authors. 31 books were sold for a total of \$141.41
-  **Event:** Graduation Team Shop Sales  
**Promotion:** Team Shop was open during both graduation ceremonies.  
**Benefits:** Promoted Eagle Pride, provided shelter from the rain and added to the commencement experience.
-   **Event:** Volleyball Game Kiosk  
**Promotion:** Hosted merchandise sales at home volleyball games in Reese Court.  
**Benefits:** Supported EWU Volleyball and provided merchandise for fans.
-  **Event:** Earth Day  
**Promotion:** Showcased sustainable products available in the bookstore.  
**Benefits:** Encouraged sustainability.
-   **Event:** Game night at Riverpoint  
**Promotion:** Offered a variety of merchandise at our EWU Riverpoint campus.  
**Benefits:** Supported students and staff that can't easily make it to Cheney. Encouraged Eagle Pride.
-   **Event:** Club Vegas event  
**Promotion:** Supplied two bookstore staff members to volunteer as dealers at card tables. Used vendor donated items to provide a grand prize giveaway basket for the event. Contributed "Eagle Bucks" that winning participants could redeem for bookstore gift cards.  
**Benefits:** Partnered with Eagle Entertainment for this fun event. Five students redeemed their Eagle Bucks and spent additional money in the store.
-  **Event:** Last Blast photos with Swoop  
**Promotion:** The bookstore hosted a photo booth in the Campus Mall featuring Swoop. Photos were posted on our Facebook page.  
**Benefits:** Students love photos with Swoop! We gained 15 new Facebook fans and increased social media interactions.

## APPENDIX C.

### EWU BOOKSTORE EMPLOYEE COMMUNITY INVOLVEMENT FY14

**Patty Ambrosi**

EWU Commuter Trip Reduction (CTR)  
Participant

**Bob Anderson**

EWU Event Planning Committee  
Member of the Student Union Board of  
Control (SUBOC)

**Caitlin Bailey**

PrimeTime Mentor at Cheney High School  
Assistant coach for the Cheney Parks and  
Rec - Specialized Recreation  
(Special Olympics)

**Debbie Bleeker**

Participated in EWU Books to Eat  
EWU Commuter Trip Reduction (CTR)  
Participant

**Cory Brandt**

President of Health Services Administra-  
tion Organization  
Eastern State Hospital Volunteer  
Intern at Hospice of Spokane

**Nick Coker**

Member of Phi Delta Theta Fraternity

**Arlette Combs**

Participated in EWU Books to Eat  
Cheney Clean Sweep Participant  
Cheney Baptist Church IronMay

**Crystal Chain**

Windsor Elementary School PTO treasurer  
Sunday school volunteer at Cheney  
Faith Center

**Brandon Cinkovich**

EWU Baseball Club Member

**Lynn Grytdal**

EWU Homecoming Committee  
EWU Commencement Committee  
EWU Game Day Experience Committee  
EWU Halloween Trick or Treat Tour

**Becca Harrell**

ASEWU Superior Court Justice  
Member of AXiD Sorority  
EWU Parking Appeals Board Member

**DJ Jigre**

ASEWU President  
Orientation Advisor

**Ashley McDaniel**

Assistant Red Rose Chair for Alpha Omi-  
cron Pi Sorority  
EWU Softball Team  
EWU Blood Drive  
Sister's for Soldiers (pen pals for de-  
ployed soldiers)  
Cheney Care Center Volunteer  
Jingle Bell Run Volunteer  
Strike out Arthritis Slow Pitch Umpire

**Mimi Mulambo**

Orientation Coordinator  
ASEWU Executive Assistant  
EWU Ambassador Tour Guide  
Alpha Omicron Pi Sorority Member  
EWU Student Coordinator for 26  
Days of Kindness  
EWU Panhellenic Vice President of Fi-  
nance & Administration

**Phil Peckels**

50 Hour Slam (state film competition)  
Spokane Film Festival Participant

**Kristin Polley**

Cheney Merchants Association repre-  
sentative for EWU  
EWU Homecoming Committee  
Asia University America Program Exit  
Interview Member  
Diversity Week Committee

**Sherri Rowe**

President of Cheney High Wrestling Asso-  
ciation  
Cheney Faith Center Council Member  
Hands to Hearts Member- Ministry orga-  
nization of Cheney Faith Center  
Cheney Clean Sweep Participant

**Lowell Simonsen**

Volunteer with Scout Troop 356

**D'Lisa Souder**

Volunteers of America Crosswalk  
Habitat For Humanity - 2012 - Current  
(Yearly Building Blitz - Deer Park)

**Gunnar Swager**

DJ for 5 campus & community events

**Jeff Thornton**

Band member of Chairman Rock,  
performing throughout the Spokane  
community

**Devon Tinker**

EWU Sustainability Earth Day Committee

**Sierra Vijarro**

Cheney High School Softball Coach

**Caitlyn Ward**

EWU Eagle Ambassador

**Jeff Wieck**

Medical Lake Parks and Rec softball  
coach  
Mat Maulers Wrestling Club coach  
Rafter Advisory Council

**Lorna Harris**

EWU Gamers Club President

**Britany Williams**

St. Luke's Rehabilitation  
Institute Volunteer  
VA Hospital Volunteer  
Cheney Hunger Run Organizer  
Free Rein Therapeutic Riding Volunteer

**John Wilson**

Lyons Club Web Master  
Lyons Club Eastern US Site Chairman  
Primary in charge of eye-glass recycling  
in WA, ID, & British Columbia

## APPENDIX D.

### EWU BOOKSTORE FY14 SOCIAL MEDIA STATISTICS

#### Facebook:

7/1/13: 2394

6/30/14: 3915

**Current Fans:** 4153

238 added since 7/1/14

We are posting an average of 2-3 times daily on Facebook

#### Twitter:

7/1/13: 350

6/30/14: 812

**Current Followers:** 937

125 added since 7/1/14

We are posting an average of 4-5 times daily on Twitter

#### Instagram:

7/1/13: 82

6/30/14: 190

**Current Followers:** 235

45 added since 7/1/14

New goal is to post a minimum of one time per day on Instagram

#### Pinterest:

7/1/13: 156

6/30/14: 232

#### YouTube:

**2013/14:** 9 new videos on YouTube

Without full time film student

Total Views T/Y: 1041 Average # views per video:116

Total Views on YouTube: 6665

New goal to increase number of videos and broaden scope of videos

#### E-Blast:

7/1/13: 525

6/30/14: 4396

**Current List:** 4534

138 added since 7/1/14

This is the first year we have sent emails to our list: 16 sent since September 2013

We were sending out an E-Blast an average of one email every three weeks

New goal is to email at least one time per week and increase during special events

## E. APPENDIX

### BOOKSTORE MARKETING PROPOSAL FY15

- Cheney Rodeo store
- First Step Sales and late store hours
- Ladies First Sale
- Man Cave sale
- UW football game store
- Move-In Spirit Hour Party
- Football season Team Shop open
- Red Hot Monday's Inferno online sale
- Round Up for EWU Scholarships with Alumni Association
- Halloween costume contest
- Trick or Treating
- Bag and Backpack sale
- Jacket sale
- Ugly Sweater promotion
- Black Friday online sale
- Holiday Sale
- Facebook Check-In sale
- BOGO Clearance sale
- Groundhog Forecast sale
- Random Acts of Kindness
- Children's reading program
- President's Day online sale
- Sales promotion at "Up all Night" with Eagle Entertainment
- Men and Women's basketball store
- March Mayhem sale
- Volleyball game sales
- Spin the Wheel sale
- April Fools sale
- Valentine's day sale
- Riverpark Square Kiosk partnered with Alumni Association
- Eagle Pride Week sale
- Bloomsday Trade show
- Mother's Day promotion
- Grad Finale
- Eagle Pride Week sale
- Bloomsday Trade show
- Mother's Day promotion
- Cinco De Mayo sale
- Headphone and Speaker sale
- Yard sale
- Graduation Team Shop sale
- Homecoming Food Drive
- Homecoming Promotions
- Choir Performances
- Swoop's Spring Break
- Family Spirit Photo Contest
- Earth Day
- Riverpoint campus event
- Eagle Week Promotions
- WIAA Track Event – sales
- Northtown Display
- Club Vegas Event
- Last Blast Photos with Swoop
- Collect clothing donations for Cheney Clothing Bank
- Local/Campus Author Event
- Campus Celebrities
- Independence Day Sale
- Home Football Game Day Sale
- Neighbor Festival
- Riverpoint Campus Student Information Fair
- Breast Cancer Awareness Promotion
- Basketball Ticket Promotion
- Graduated Sale

## APPENDIX F.

### Online Activity [Bookstore.ewu.edu](http://Bookstore.ewu.edu)

Since October 2012 when online discounts were implemented, customers have saved \$2,170 on merchandise totaling \$11,598.

We shipped merchandise and textbooks to 46 of the 50 states in the last fiscal year, six parcels to Canada and additional shipments to France, Great Britain and Germany.

Website sales at the University Bookstore have grown each year since our rudimentary beginnings offering online merchandise in the year 2000.

In our first year of tracking online sales, using a basic shopping cart developed by a student employed by the Bookstore (he now works for Amazon.com) we sold just over \$10,000 in merchandise. This was before we offered textbooks online but it was obvious the EWU community was looking for ways to get Eastern merchandise besides coming into the Bookstore itself.

By 2009 we were averaging over \$40,000 in merchandise sales a year. Then the Football team won the National Championship. That month we did over \$42,000 and finished off the year selling over \$144,000 in merchandise alone. Since the championship year we've had two straight years selling over \$70,000 in merchandise, comfortably settling in at a 75% increase in sales over pre-Championship numbers.

Growth of our merchandise sales continues. The last twelve months have seen a total of nearly \$83,000 in merchandise sales. The biggest growth area for online sales has been Commencement regalia sales. From February to June this year we sold \$14,580 in Graduation regalia online on 1228 items.

Online textbook sales continue to grow despite an eroding in pricing due to widespread embracing of our Rental program. For school year 2013/14 we sold \$479,907 in used and new textbooks online. The previous year saw \$418,059 in textbook sales, 15% growth despite all the factors threatening it. With the new features implemented or about to launch on the website for more purchasing options we can expect these numbers to continue to grow.

Customers were engaged on the website by various discount offerings throughout the year. Among the most popular discounts were a sliding scale based on how many points the EWU Football team put up during home games. Considering how high-scoring our team was this year, the discounts were plentiful and deep, up to 30% off.

Other online promotions included Black Friday discounts, sales for the men and the ladies, a 12% discount for Seahawks fans after their Super Bowl win, and our latest textbook offer, "Start With Us", which gives students 10% off their book order if they buy all their books from us. All told customers saved over \$1500 in merchandise using various discount codes.

Other ways the Bookstore website reaches out to customers includes shipping textbooks free to students taking Spokane/Riverpoint classes to compensate for the closing of our Spokane location. We can also collect email addresses of those that opt in and send specific marketing materials to those addresses.

We have become much more aggressive using Facebook and Twitter to point consumers to the website to order new merchandise by featuring students and staff wearing the actual product and a direct link to the website where the item is for sale.

#### *Internet Sales: Merchandise year by year:*

2002	.....	\$10,515
2003	.....	\$17,215
2004	.....	\$24,958
2005	.....	\$35,132
2006	.....	\$44,135
2007	.....	\$40,565
2008	.....	\$45,269
2009	.....	\$40,810
2010	.....	\$40,196
2011	.....	\$144,341
2012	.....	\$70,644
2013	.....	\$84,841

#### *Textbooks Sales online the last two years:*

Fall 2012	.....	\$183,448
Fall 2013	.....	\$247,725
Winter 2013	.....	\$97,163
Winter 2014	.....	\$128,714
Spring 2013	.....	\$137,448
Spring 2014	.....	\$103,468