

**MARCH 2023**

# **INTEGRATED MARKETING COMMUNICATIONS PLAN**

**KALEIDOSCOPE MARKETING**

UCSB Department of Communication

**DESIGNED FOR**

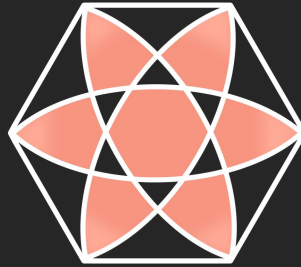
**Crush Bar & Tap, Santa Barbara**



**KALEIDOSCOPE**

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**KALEIDOSCOPE**

## **TEAM BIOGRAPHY**

***Kaleidoscope provides insightful, sustainable marketing and advertising strategies to an inclusive, diverse client base to grow businesses beyond expectations.***

Our agency name, Kaleidoscope, and our logo coincide with our position statement.

Like a kaleidoscope, which constantly changes patterns or sequence of objects, here at Kaleidoscope, we understand the ever-changing patterns of people and business.

Our agency aims to create sustainable marketing strategies with an all-inclusive perspective to our clients' brands.

Kaleidoscope caters to a diverse client base, and we are passionate about helping businesses spread their message.



**KALEIDOSCOPE**

## PROJECT MANAGER:



Kathy To is the Project Manager for Kaleidoscope. Currently, she serves as the Membership Vice President for Alpha Phi Omega, the premier, inclusive campus-based leadership development organization through the provision of service to others. Her past experiences as a PR/Marketing Intern for the nonprofit mental health organization, #ICANHELP, and founder of her high school's first coding club, Hack Club, gave her the opportunity to lead in her passion of uplifting and teaching others in her community. As the project manager for Kaleidoscope, Kathy will oversee and contribute to the team in all aspects of creating a business plan to grow clients' businesses beyond expectations.

## CONTENT WRITERS:



Isabella Cifuentes is the Content Writer for Kaleidoscope. Currently, she is a third-year communication student at UCSB with a general interest in digital marketing. In previous years, she has had experience in creating promotional flyers, as well as website content for an ultrasound/x-ray service company called Reveal Mobile Imaging. This opportunity enabled her to gain a deeper insight into how to effectively communicate a company's message. As one of the content writers for Kaleidoscope, she will be responsible for creating the written material in representing clients' brand.



Ava Kopelow is the Content Writer for Kaleidoscope. Currently, she is a third-year communication student at UCSB. She has had the opportunity to help businesses in the past with their marketing and advertising. Her most recent job was at a clothing store where she was given the responsibility to run their social media and help advertise for their company. As one of the content writers for KALEIDOSCOPE, she will use these skills and knowledge to create the written material for the brand.



Cici Qiao is the Content Writer for Kaleidoscope.

Currently, she is a third-year student at UCSB double majoring in Communication and Language, Culture, and Society. She specializes in digital advertising and content creation. Her past experiences include being an editor for School Magazine Club in her high school and running its social media account. She wrote articles about school events and published them on social media to share daily happenings in school and build the school's online reputation. As one of the content writers for Kaleidoscope, she will build on her past experiences and skills to help her clients' businesses grow by creating written content.



## VISUAL DESIGNER:



Kaijun You is the Visual Designer for Kaleidoscope.

Currently, he is a third-year student at UCSB double majoring in Communication and Film and Media Studies. In high school, he was the president of an animal protection club named "Care a Lot." He organized fundraising activities by designing and selling school pride merchandise to help local stray animals. In college, he has experience making short films, creating posters, and making plans for a dancing team, "Triple X." As the visual designer for Kaleidoscope, he will be responsible for creating the logo, posters, and any other forms of visual elements for the team and local business.

## STRATEGY CONSULTANTS:



Ashley Wang is the Strategy Consultant for Kaleidoscope. Currently, she is a second-year communication and economics student. She has worked for many clubs and organizations to boost their publicity. She specializes in social media marketing and content editing. In her last internship, she was responsible for creating Instagram contents and membership newsletter for The Modern Day Wife. As the strategy consultant for Kaleidoscope, she will analyze each specific market and business insightfully to propose the most effective and suitable marketing strategies for her client.



Kyle MacLean is the Strategy Consultant for Kaleidoscope. Currently, he is a third-year communication student at UCSB. In the past, he has had the opportunity to help people and businesses with advertising and content creation. He has helped potential athletes and broadcasters as well as shoe reselling businesses release content to boost their popularity, improve their pages, and increase their images. As the strategy consultant for Kaleidoscope, he will use his prior experiences and knowledge to dissect each specific market to derive the best marketing strategies for his client.

# POSITIONING STATEMENT

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**Crush Bar & Tap is an inclusive queer bar  
that provides a safe space for  
all members of the LGBTQ+ community.**

**Unlike other bars in Santa Barbara,  
Crush Bar & Tap not only  
offers a wide range of locally sourced food, drinks, and entertainment  
but also actively supports and empowers members of the LGBTQ+  
community. By fostering a welcoming environment that promotes  
acceptance and equality, Crush Bar & Tap is not just a bar but a vital  
hub for LGBTQ+ members seeking connection and affirmation.**





# MARKETING OBJECTIVES

## PRIMARY TARGET AUDIENCE:

- By conducting interactive activities and advertisements with customers 3+ times a month, we want to increase the number of people attending events by 8% within 6 months.
- Increase customers by increasing advertisements
- Emphasize qualities that Crush Bar have (ex. Advertise events)

## SECONDARY TARGET AUDIENCE

- Highlight LGBTQ involvement and ownership
- Create a distinction between Crush bar vs. other establishments by promoting the chill vibe for all ages to enjoy
- By promoting the LGBTQ+ involvement and alcohol through events and social media posts 2+ times per week, we want to increase the number of customer visits by 12% within 6 months.

# CLIENT BRIEF

## Client background

### Organization History.

Crush Bar & Tap branched out from Crushcakes (2008). The original owner, Shannon, identifies as queer; when she realized that all of the employees at Crush Bar & Tap also happened to be queer, they decided to officially make it “the first gay bar in Santa Barbara”<sup>1</sup>. The goal was to create an all-inclusive space and was inspired by Schitt's Creek, hence its apothecary-themed bar. Jema purchased the bar and took over as CEO in May of 2021 to continue that vision.<sup>2</sup>

### Employees.

Crush Bar & Tap is made up of a few key players. The marketing manager is Angela, the CEO is Jema, and Kaitlyn is in charge of the structure of the bar. For staff, there are bartenders and a rotating staff of bar backs<sup>3</sup>. All employees at Crush Bar & Tap belong to the LGBTQ+ community.<sup>4</sup>

### Mission Statement/Values.

Crush Bar & Tap's mission statement is “to provide a safe space for queer and marginalized communities to enjoy local beverages, snacks and entertainment.”<sup>5</sup> Jema values keeping the space accessible to all communities while providing quality food, drinks, and most importantly—entertainment.<sup>6</sup>

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<sup>1</sup>Crush Bar. (n.d.-a). *About Us | Crush Bar in Santa Barbara, CA*. Crush Bar | Locally Source Goods for Your Dining Pleasure in Santa Barbara, CA. <https://www.crushbarsb.com/about-us/>

<sup>2</sup> Hamilton, K. (2022, June 28). Client Briefing.

<sup>3</sup> Ibid.

<sup>4</sup> Ibid.

<sup>5</sup> Crush Bar. (n.d.-a). *About Us | Crush Bar in Santa Barbara, CA*. Crush Bar | Locally Source Goods for Your Dining Pleasure in Santa Barbara, CA. <https://www.crushbarsb.com/about-us/>

<sup>6</sup> Hamilton, K. (2022, June 28). Client Briefing.

### **Key Products and Service.**

Key products include their sangria, pretzels, and a unique rosé.<sup>7</sup> Although Crush Bar & Tap only serves beer and wine, they are mostly locally sourced as well as their food such as The Jam (locally made breads, assorted jam and sea salted butter), The Ranch (Local assorted salamis, cheeses, olives, nuts, dried cranberries, breads & crackers), etc.<sup>8</sup> The main services that they provide in order to generate engagement are Drag Show Fridays, Rupaul's All Stars viewing, and their most popular event is Thursday Karaoke Nights.<sup>9</sup> They also offer a big patio space for private parties, events, during day business meetings, etc.<sup>10</sup>

### **Current Communication/Marketing Efforts.**

Crush Bar & Tap's main marketing channels are their website and Instagram.<sup>11</sup> Visual branding qualities on the website include their white logo heart, high quality photos of employees and events, and the main colors are black and white. Verbal qualities include their eccentric menu names (i.e: "THE BENDER", "PUNCH DRUNK LOVE").<sup>12</sup> Moreover, there are rainbow details such as the border lining the bottom of the web page.<sup>13</sup> Their infographics on Instagram do not follow a consistent theme. Each post features wildly different colors, fonts, and visual/verbal aspects, which can be refined for a more cohesive brand.<sup>14</sup> Some posts are infographics and others are photos/videos of customers and performers within the bar. Some posts feature their menu items, such as drinks or foods.<sup>15</sup>

<sup>7</sup> Ibid.

<sup>8</sup> Crush Bar. (n.d.). *Menus | Crush Bar in Santa Barbara, CA*. Crush Bar | Locally Source Goods for Your Dining Pleasure in Santa Barbara, CA. <https://www.crushbarsb.com/menus/>

<sup>9</sup> Hamilton, K. (2022, June 28). Client Briefing

<sup>10</sup> Ibid.

<sup>11</sup> Ibid.

<sup>12</sup> Crush Bar. (n.d.). *Menus | Crush Bar in Santa Barbara, CA*. Crush Bar | Locally Source Goods for Your Dining Pleasure in Santa Barbara, CA. <https://www.crushbarsb.com/menus/>

<sup>13</sup> Ibid.

<sup>14</sup> Crush Bar & Tap. (n.d.). Instagram. <https://www.instagram.com/crushbarsb/>

<sup>15</sup> Ibid.



## Buyer Personas.

**Characteristics:** Members of LGBTQ+ community who seek a safe place to build community and enjoy local beverages and entertainment are mostly engaged with Crush Bar & Tap. A large proportion of buyers are recurrent customers who are loyal to the bar.<sup>16</sup>

**Demographics:** A large portion of current customers of Crush Bar & Tap are individuals aged between 20 and 30 who identify themselves as female and queer.<sup>17</sup> Since providing quality food and beverage is one of the main goals of Crush Bar & Tap, the current majority of customers are those with established careers rather than college students whose consumption level does not meet the price of Crush Bar & Tap.<sup>18</sup>

**Purposes:** a) Local buyers seek a safe space to network with the local LGBTQ+ community and enjoy a welcoming place where they feel comfortable expressing their identity. b) Tourists seek to have an authentic taste of the queer culture in Santa Barbara, and enjoy the diverse and friendly atmosphere of the LGBTQ+ community. c) People seek a place for relaxation to meet with people and socialize during the day.

## Primary Target Audiences.

Crush Bar & Tap currently serves a racially diverse profile of people who are active on social media. Characteristics include 20-30 year olds who lean female and queer.<sup>19</sup> The primary audience are folks with an established career rather than college students.<sup>20</sup> While the CEO states that their ideal primary target audience is everyone, we believe that having a focused primary target audience is most effective. Similar to what the organization currently serves, the ideal primary target audience is 20-30 year olds with an established career that identify as LGBTQ+. In addition, according to Public Policy Institute of California, there is a racially and ethnically diverse population in California who identify themselves as part of the LGBTQ+ community.<sup>21</sup> Therefore, ideally, Crush Bar & Tap would have a racially diverse primary target audience.

<sup>16</sup> Hamilton, K. (2022, June 28). Client Briefing.

<sup>17</sup> Ibid.

<sup>18</sup> Ibid.

<sup>19</sup> Ibid.

<sup>20</sup> Ibid.

<sup>21</sup> *California's LGBT Population*. (2023, January 24). Public Policy Institute of California.

<https://www.ppic.org/blog/californias-lgbt-population/>

## Secondary Target Audiences.

According to the CEO, they also want to attract customers who would like to socialize or relax even during the day. Jema hopes to engage with various audiences, not only LGBTQ+ individuals.<sup>22</sup>

## Primary Competitors.

Crush Bar & Tap's primary competitors are Satellite, Milk & Honey, and The Good Lion.<sup>23</sup> Satellite has very similar offerings delivered in a more modern way.<sup>24</sup> Milk & Honey has a kitchen, so they are able to offer a really great happy hour food menu.<sup>25</sup> The Good Lion is a great cocktail bar because they have a liquor license.<sup>26</sup>

The CEO & all of the staff identify as part of the LGBTQ+ community, so unlike competitors that are not explicitly gay bars, Crush Bar & Tap has a deep understanding of their clients and can create a safe community for LGBTQ+ and marginalized communities.<sup>27</sup> Crush Bar & Tap also has indoor and outdoor space (courtyard) options to host various events, private parties, and more.<sup>28</sup>

The overall industry is the bar industry, and within the bar industry, Crush Bar & Tap occupies the sector that covers mainly LGBTQ+ clients. Crush Bar & Tap is a gay bar that is slightly higher end than college bars/clubs, yet still accessible with its daily happy hour and locally sourced goods.<sup>29</sup>

<sup>22</sup> Hamilton, K. (2022, June 28). Client Briefing.

<sup>23</sup> Ibid.

<sup>24</sup> *Satellite SB: Farmers Market Vegetarian and Natural Wine.* (n.d.). Satellite SB. <https://satellitesb.com/>

<sup>25</sup> *milk & honey tapas.* (n.d.). Milk & Honey Tapas. <https://milknhoneytapas.com/>

<sup>26</sup> *The Good Lion.* (n.d.). The Good Lion. <https://www.goodlioncocktails.com/>

<sup>27</sup> Hamilton, K. (2022, June 28). Client Briefing.

<sup>28</sup> Ibid.

<sup>29</sup> Ibid.



## **Client Communication Challenge (CCC)**

### **Client Communication Challenge.**

Currently, they only have one marketing manager and the bar is limited in resources and budgeting to designate towards marketing channels.<sup>30</sup> Their website is outdated,<sup>31</sup> and Instagram is their only other marketing channel. Crush Bar & Tap has a high turnover of employees,<sup>32</sup> which means employees lack the depth in knowledge to communicate with consumers the brand persona of Crush Bar & Tap and build meaningful, long-lasting consumer relations.

### **Challenge for the Client.**

Client resources are limited, so the client is unable to designate a marketing team to focus on client communication. This is a challenge for the client because without specialized marketing, the brand lacks a clear brand persona to communicate to consumers. Crush Bar & Tap lacks brand equity and distinguishment; their primary target audience turns to competitors for similar offerings. The website lacks updates,<sup>33</sup> and the business's Instagram lacks a consistent brand persona.<sup>34</sup> The evidence that supports that this fact is a problem is also in their high turnover rate of employees and sole marketing manager.<sup>35</sup> Ownership also admitted that they have come to us for marketing inspiration as a way to gain ideas and ways to attract new and regular customers.

<sup>30</sup> Ibid.

<sup>31</sup> Crush Bar. (n.d.-a). *About Us | Crush Bar in Santa Barbara, CA*. Crush Bar | Locally Source Goods for Your Dining Pleasure in Santa Barbara, CA. <https://www.crushbarsb.com/about-us/>

<sup>32</sup> Hamilton, K. (2022, June 28). Client Briefing.

<sup>33</sup> Crush Bar. (n.d.-a). *About Us | Crush Bar in Santa Barbara, CA*. Crush Bar | Locally Source Goods for Your Dining Pleasure in Santa Barbara, CA. <https://www.crushbarsb.com/about-us/>

<sup>34</sup> Crush Bar & Tap. (n.d.). Instagram. <https://www.instagram.com/crushbarsb/>

<sup>35</sup> Hamilton, K. (2022, June 28). Client Briefing.



## **Causation of Problem.**

Currently, Crush Bar & Tap is undergoing a transformative period with a recent switch in owners, so the new owner needs to decide whether she wants to continue the previous brand persona, make changes to create a clearer & more distinguished brand, or use it as an opportunity to re-brand.<sup>36</sup> The problems have surfaced at this time because Crush Bar & Tap is facing low, daily returning consumers to sustain its business operations.<sup>37</sup> This puts ownership in a bind because it is quite the challenge to keep regular customers happy but also find a way to attract new customers. High turnover rate of employees is due to external factors, such as the fact that many people can not afford to live in Santa Barbara for long periods of time.<sup>38</sup>

## **Client's Budget Constraints for Challenge.**

For our challenge, the client's budget constraints are "no events"; events are costly, and while they bring in many consumers at once, Crush Bar & Tap is focused more on returning, daily consumers.<sup>39</sup> The client's budget constraints mean that our solutions must be utilizing what Crush Bar & Tap already has, and turn away from solutions like adding more employees to build a marketing team.

## **Solution**

### **Solutions to the CCC.**

Data shows most customers are from their social media, so expanding and improving the marketing channels are crucial<sup>40</sup>: Their website should include a calendar of upcoming events. Their Instagram is key for building customer relations via customer interactions (responding to comments, DM's, encouraging customers to tag their Instagram & repost customer photos). To achieve a clear, more consistent brand persona, Crush Bar & Tap needs to define some adjectives that are key "personality traits" or characteristics of their business. All of their marketing materials should adhere to these for a solid theme for all of their infographics across all marketing channels. This includes font, 2-3 main colors, and the kinds and quality of images that will be used.

<sup>36</sup> Ibid.

<sup>37</sup> Ibid.

<sup>38</sup> Ibid.

<sup>39</sup> Ibid.

<sup>40</sup> Statista. (2021, March 4). *Change in media use among LGBTQ consumers in the U.S. 2019.*

<https://www.statista.com/statistics/325358/change-media-use-among-female-lgbt-consumers-usa/>

**Logic Behind the Proposed Solutions.**

By being more active on marketing channels, this builds brand equity because customers will continuously see Crush Bar & Tap pop up on their feed. From a consumer's perspective, their social media channels do not provide enough information about Crush Bar & Tap for Consumers. Therefore, by updating the website and utilizing Instagram to continuously promote daily offerings can help build consumer knowledge on the happenings for Crush Bar & Tap.

**Metrics for assessing the success of solutions.**

To measure the success of solutions, Crush Bar & Tap can look into the key performance indicators (KPI's) of Instagram Analytics. For business profiles, businesses are given access to KPIs such as: post reach, post shares, likes, comments, etc. By setting an objective (i.e.: After implementing the proposed solutions, Crush Bar & Tap would like to observe a 20% increase in their post reach over the span of x days/weeks/months), the business can appropriately measure the success of these solutions. For websites, the KPI's are often accessed in the back end through the web developer or UI/UX designer. Utilizing the same strategies mentioned above, Crush Bar & Tap can set a numerical, measurable objective and see whether the solutions reach certain metrics as an indicator of success.





# SWOT ANALYSIS

## STRENGTHS

- fully staffed with LGBTQ+ employees
- increasing customer loyalty
- events

## WEAKNESSES

- lacking a clear identity
- limited resources
- high turnover of employees

## OPPORTUNITIES

- rising LGBTQ+ pride
- organizations that support LGBTQ+ business
- Covid-19 end attracts more tourists

## THREATS

- more competitors in the market
- others bars also host events
- rising fixed costs
- competitions located nearby

# SWOT Analysis

## STRENGTHS

### Fully Staffed with LGBTQ+ Employees.

All current Crush Bar & Tap employees belong to the LGBTQ+ community.<sup>41</sup> This makes Crush Bar & Tap more trustworthy and appealing to its target audience, as their goal is to create “a safe space, an inclusive space, a loving, respectful space for all to enjoy.”<sup>42</sup> This is a key component in what makes their bar unique from other competitors.

### Increasing Customer Loyalty.

The CEO of Crush Bar & Tap, Jema, mentioned that she was once a loyal customer and knew the previous owner very well.<sup>43</sup> She emphasized that, like herself, that many of the customers are returning customers, which demonstrates the relationship that customers<sup>44</sup> gradually grow with Crush Bar & Tap and their staff.

### Events.

Crush Bar & Tap offers plenty of events throughout the week with the intention of generating entertainment, including Drag Show Fridays, Rupaul's All Stars viewing, Live Music, and Thursday Karaoke Nights.<sup>45</sup> Those events are unique to Crush Bar & Tap, which contributes to one of its strengths.

<sup>41</sup> Hamilton, K. (2022, June 28). Client Briefing. Comm 166.

<sup>42</sup> *About us: Crush bar in Santa Barbara, CA.* Crush Bar | Locally Source Goods for your Dining Pleasure in Santa Barbara, CA. (n.d.). Retrieved February 7, 2023, from <https://www.crushbarsb.com/about-us/>

<sup>43</sup> Hamilton, K. (2022, June 28). Client Briefing. Comm 166.

<sup>44</sup> Ibid.

<sup>45</sup> Ibid.

## **WEAKNESSES**

### **Lacking a Clear Identity.**

The CEO of Crush Bar & Tap, Jema, mentioned that their brand identity hasn't been consistent, especially since switching ownership of the establishment. Jema explains that she has a lot of different ideas on how she would like to present Crush Bar & Tap, such as the aesthetic and uniqueness of the products that they offer.<sup>46</sup> However, it would be beneficial to narrow her options down to give a more concise message to customers.

### **Limited Resources.**

The CEO of Crush Bar & Tap emphasized that she doesn't have a complete marketing team to help with implementing marketing strategies to advertise their establishment.<sup>47</sup> Although she has one marketing manager, Angela, they need more support in making their brand known and bringing in returning customers.

High Turnover of Employees. Customers tend to like loyalty and familiarity. Most regulars at a restaurant or bar tend to come back when they make a connection with a bartender or waiter. If Crush Bar & Tap is consistently gaining and losing staff members,<sup>48</sup> it could affect the personality of the establishment and lose the warm welcome feeling one gets from being a returning customer.

## **OPPORTUNITIES**

### **Rising LGBTQ+ Pride.**

The 1969 Stonewall Uprising in Manhattan was a turning point for the LGBTQ+ community, which largely impacted the modern gay rights movement.<sup>49</sup> Throughout the years, the LGBTQ+ rights movement has made tremendous progress with increasing global LGBTQ+ pride parades celebrating the LGBTQ+ community's social and self-acceptance, achievements, legal rights, and pride.<sup>50</sup> Those

<sup>46</sup> Ibid.

<sup>47</sup> Ibid.

<sup>48</sup> Hamilton, K. (2022, June 28). Client Briefing. Comm 166.

<sup>49</sup> US Census Bureau. (2022, May 24). LGBTQIA+ Pride Month: June 2022. Census.gov.

<https://www.census.gov/newsroom/stories/lgbt-pride-month.html>

<sup>50</sup> 2023 Global Gay Pride Calendar. (n.d.). <https://www.iglta.org/events/pride-calendar/>

movements bring about greater emergence of LGBTQ+ pride and higher social awareness of the LGBTQ+ community.<sup>51</sup> That is, people within the LGBTQ+ community have been further empowered to speak out their gender identity and sexual orientation without being shameful and afraid of being discriminated against. As a result, the rising LGBTQ+ pride can be an opportunity for Crush Bar & Tap to move forward and continue working on providing an authentic place for LGBTQ+ members who seek to build communities.

### **Organizations that Support LGBTQ+ Business.**

With a rise in LGBTQ+ Pride and more propaganda of queer culture, a trend to advocate and support LGBTQ+ business has taken place worldwide.<sup>52</sup> Meanwhile, organizations and policies that protect queer rights and encourage LGBTQ+ business also emerged. Founded in 2002, The National LGBT Chamber of Commerce is a non-profitable organization that is dedicated to supporting LGBTQ+ business owners, showing the diverse talent of the community, and advocating a more friendly marketing environment for LGBTQ+ businesses.<sup>53</sup> By taking advantage of such organizations, Crush Bar & Tap can become a certified LGBTQ-owned business and enjoys the business resources brought by the certification.

### **Covid-19 End Attracts More Tourists.**

As Covid-19 has become more controlled, this led to an increasing number of tourists worldwide. According to UNWTO's forward-looking scenarios for 2023, there are "all regions bouncing back" in international and regional tourists.<sup>54</sup> In Santa Barbara, hotel occupancy rebounded to 73%, indicating a flourish in local tourism.<sup>55</sup> For Crush Bar & Tap, these numbers foreshadow an increase in potential customers.

<sup>51</sup> Ibid.

<sup>52</sup> 200+ Major U.S. Companies Oppose Anti-LGBTQ+ State Legislation. (2022, March 31). Human Rights Campaign. <https://www.hrc.org/press-releases/200-major-u-s-companies-oppose-anti-lgbtq-state-legislation>

<sup>53</sup> NGLCC. (2023, February 2). *Home* - NGLCC. NGLCC - National LGBT Chamber of Commerce. <https://nglcc.org/>

<sup>54</sup> *Tourism Set to Return to Pre-Pandemic Levels in Some Regions in 2023*. (n.d.). <https://www.unwto.org/news/tourism-set-to-return-to-pre-pandemic-levels-in-some-regions-in-2023>

<sup>55</sup> Palminteri, J. (2022, December 14). *Tourism makes a big post-COVID-19 comeback in Santa Barbara*. News Channel 3-12. <https://keyt.com/news/economy/2022/12/14/tourism-makes-a-big-post-covid-comeback-in-santa-barbara/>

## **THREATS**

### **More Competitors in the Market.**

Up until now, Crush Bar & Tap has been the only queer bar in Santa Barbara which makes it unique.<sup>56</sup> However, there's a possibility for other queer bars to enter the market which will increase the competitiveness.

### **Other Bars Also Host Events.**

Currently, Crush Bar & Tap features numerous fun events to attract and keep their customers (karaoke night, drag show),<sup>57</sup> but other competitors may host bigger events that increase the competition and draws away from Crush Bar & Tap's events.

### **Rising Fixed Costs.**

Throughout the past years, the Covid-19 pandemic has led to tremendous economic shocks which led to an increasing unemployment rate, supply-chain disruptions, and shifts in prices and costs.<sup>58</sup> For Crush Bar & Tap, it is at risk of being negatively impacted by a potential wave of the pandemic.

### **Competitors Located Nearby.**

As the competitor of Crush Bar & Tap, Satellite is not only located nearby but also provides similar services. For example, Satellite claims to provide local farm products and natural wine,<sup>59</sup> which are also offered in Crush Bar & Tap and could be a potential threat to Crush Bar & Tap.

<sup>56</sup> Hamilton, K. (2022, June 28). Client Briefing. Comm 166.

<sup>57</sup> Ibid.

<sup>58</sup> Ogden, R. (2021, December 16). *How did the COVID-19 pandemic affect input costs for U.S. producers? A review based on BLS input cost indexes : Beyond the Numbers: U.S. Bureau of Labor Statistics.*

<https://www.bls.gov/opub/btn/volume-10/how-did-the-covid-19-pandemic-affect-input-costs-for-us-producers.htm>

<sup>59</sup> *Satellite SB: Farmers Market Vegetarian and Natural Wine.* (n.d.). Satellite SB. <https://satellitesb.com/>



# PRIMARY TARGET AUDIENCE

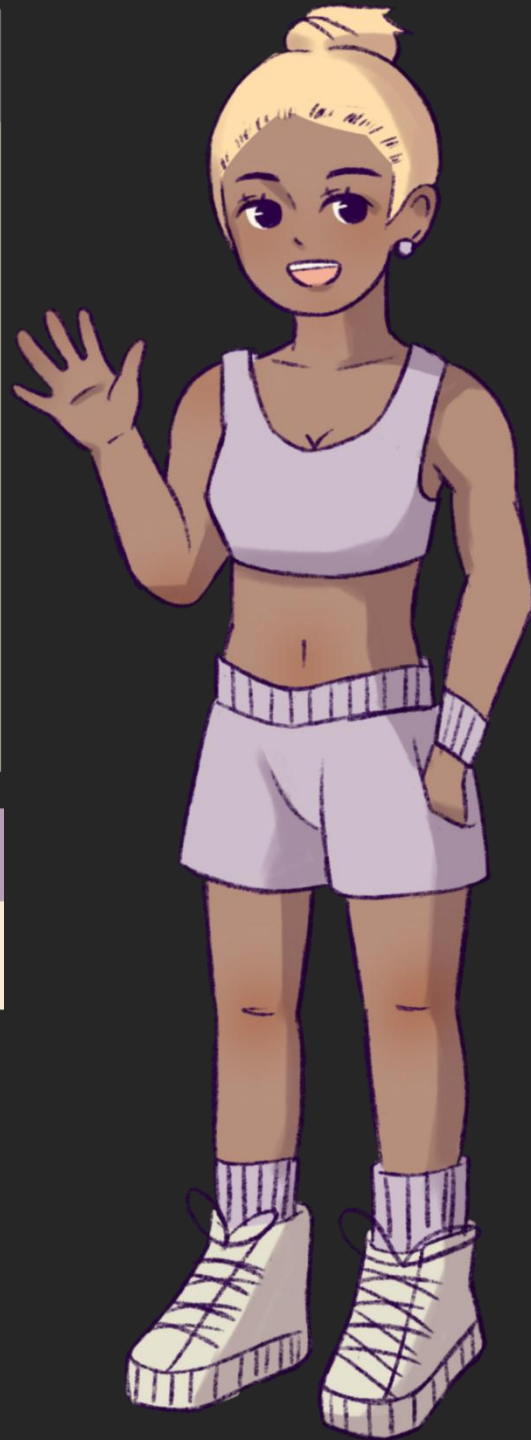
## PASSIONATE GLORIA

### DEMOGRAPHICS

- Age: 22-30 years old
- Location: Santa Barbara
- Household Income:  
approx. \$60,000-\$65,000

### PSYCHOGRAPHICS

- Interests:
  - Workout
  - Hang out with friends
  - Socialize and party
- Lifestyle:
  - Pursues a healthy lifestyle
  - Friendship with undergraduate acquaintances
- Values:
  - Community
  - Fun
  - Pride



### CHALLENGES+GOALS

- Challenges:
  - Lack of support from family
  - High stress from work
- Goals:
  - Look for a safe place to find a sense of belonging
  - Release her stress

### PREFERRED CHANNELS + CONTENT TYPE

- Instagram
- Social networking



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## ABOUT GLORIA

Gloria is a 26-year-old queer female<sup>60</sup> who earned a bachelor's degree in economics at UCSB,<sup>61</sup> and now has three years of working experience in the Chase bank located on State Street in Santa Barbara.<sup>62</sup> As a JP Morgan Wealth Management Private Client Advisor, Gloria's annual income is around \$64,560.<sup>63</sup> Moved from Laguna beach to Santa Barbara alone, Gloria now lives in a three-bedroom and two-bathroom apartment in Cortona Point with two roommates.<sup>64</sup> As a woman who pursues a healthy lifestyle, Gloria has a membership of Gold's Gym on State Street and works out at least four times a week after work.<sup>65</sup>

As part of her daily routine, doing yoga at home and having organic food is indispensable in her lifestyle. In addition, Gloria has a friend circle established since her undergraduate time. Her friends—Ari, Rachel, and Alex—are all part of the LGBTQ+ community and are proud of their identities. However, while her friends support Gloria's choice, her family is more conservative about Gloria's sexual orientation, and their lack of support often makes Gloria depressed.<sup>66</sup> In this case, she wants more courage and needs an open space to discuss her identity with other members of the LGBTQ+ community.

<sup>60</sup> U.S. Census Bureau QuickFacts: Santa Barbara city, California. (n.d.). Census Bureau QuickFacts. <https://www.census.gov/quickfacts/fact/table/santabarbaracitycalifornia/INC110221>

<sup>61</sup> Home | Department of Economics | UC Santa Barbara. (n.d.). <https://econ.ucsb.edu>

<sup>62</sup> State St and Hope Ave | Chase Bank. (n.d.). <https://locator.chase.com/ca/santa-barbara/3768-state-st>

<sup>63</sup> J.P. Morgan Wealth Management - Private Client Advisor - Santa Barbara/ Ventura/ Thousand Oaks/ Simi Valley CA Area. (n.d.). Chase- Candidate Experience Page. [https://jpmc.fa.oraclecloud.com/hcmUI/CandidateExperience/en/sites/CX\\_1002/requisitions/preview/210302714/?keyword=santa+barbara](https://jpmc.fa.oraclecloud.com/hcmUI/CandidateExperience/en/sites/CX_1002/requisitions/preview/210302714/?keyword=santa+barbara)

<sup>64</sup> Point, C. (n.d.). Cortona Point | Apartments in Goleta, CA. <https://www.cortonapoint.com>

<sup>65</sup> Gold's Gym. (n.d.). Gold's Gym - The Best Strength, Weight & Performance Training Gyms. <https://www.goldsgym.com/>

<sup>66</sup> The importance of family acceptance for LGBTQ youth. (2021b, February 16). MDedge Pediatrics. <https://www.mdedge.com/pediatrics/article/235976/mental-health/importance-family-acceptance-lgbtq-youth>

During weekends, Gloria often hangs out with Ari, Alex, and Rachel and looks for a place to enjoy quality food. While none of them are heavy drinkers, they all enjoy socializing and partying,<sup>67</sup> and all want a place to release their stress from family and work.<sup>68</sup> Besides, Gloria is a loyal user of Instagram as she uses it to get to know more friends from the LGBTQ+ community by following and contributing to the tags about the community.<sup>69</sup>

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<sup>67</sup> *Crush Bar & Tap*. (n.d.). Instagram. <https://www.instagram.com/crushbarsb/>

<sup>68</sup> *How to Support LGBTQ Youth*. (n.d.). Lambda Legal. <https://www.lambdalegal.org/know-your-rights/article/youth-ally>

<sup>69</sup> Parson, C., & Lau, J. (2019, May 6). *Celebrating LGBTQ Pride with New Features, Hashtags, & Tools*. Instagram. <https://about.instagram.com/blog/announcements/celebrating-lgbtq-pride-with-new-features-and-tools>



# SECONDARY TARGET AUDIENCE

## MULT-FACETED MATT

### DEMOGRAPHICS

- Age: 35-40 years old
- Location: Santa Barbara
- Household Income:  
approx. \$70,000-\$75,000
- Queer

### PSYCHOGRAPHICS

- Interests:
  - Socialize with friends
  - Play with his dog
  - Care about environment
- Lifestyle:
  - Owns a steady job and income
  - Has settled down with his life
- Values:
  - Hard work
  - Stability
  - Happiness

### CHALLENGES+GOALS

- Challenges:
  - Loneliness
- Goals:
  - Look for a place to just chill and relax
  - Make new friends

### PREFERRED CHANNELS + CONTENT TYPE

- Facebook
- Social networking



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## ABOUT MATTHEW

Matthew (Matt) is a 39- year- old queer male<sup>70</sup> who works as a Physical Therapist at SB Physio<sup>71</sup>, where his annual income is around \$73,000 per year.<sup>72</sup> He is originally from San Francisco and went to UC Santa Cruz for college, where he majored in Biology.<sup>73</sup> Instead of moving back to the city after graduation, Matt got himself an apartment on State Street.

It was the perfect place where he could balance his city work life and his relaxing, outdoor hobbies. After all, Matt loves nature, and nothing says a day well spent like being a part of his community going grocery shopping at the SB Farmers Market on Sundays.<sup>74</sup> All of the things Matt used to love, however, are changing now. He is recently recovering from the pain of breaking up with his long-term ex-boyfriend and is starting to move on to a new chapter in his life. This means that not only is he moving on from his old go-to spots, but the people he would frequently see. That's why although he loves a chill night in, he's been forcing himself to get out more and make new friends. Like many others his age, Matt is realizing that it's hard meeting new people in his late 30's.<sup>75</sup> He's not in his 20's anymore; his tastes and ways of spending free time have changed as he's matured. Matt is not a big drinker and prefers a glass of wine over a tequila shot. He likes to stay sharp and spends his free time indulging in crossword puzzles and trivia games. He is used to using Facebook to connect with his colleagues and friends to talk about their work and politics.<sup>76</sup>

<sup>70</sup> *Santa Barbara, California Population 2023.* (n.d.).

<https://worldpopulationreview.com/us-cities/santa-barbara-ca-population>

<sup>71</sup> *SB Physio - Santa Barbara's best physical therapy.* (2020, October 20). SB Physio. <https://www.sbphysio.com>

<sup>72</sup> *Physical Therapist salary in Santa Barbara, CA.* (n.d.). Intuit Mint. Retrieved February 15, 2023, from <https://mint.intuit.com/salary/physical-therapist/santa-barbara-ca#:~:text=Santa%20Barbara%2C%20CA%3F-,The%20average%20salary%20for%20a%20physical%20therapist%20in%20Santa%20Barbara,bonuses%2C%20tips%2C%20and%20more>

<sup>73</sup> *UCSC General Catalog - Biology B.S.* (n.d.).

<https://catalog.ucsc.edu/Current/General-Catalog/Academic-Units/Physical-and-Biological-Sciences-Division/Molecular-Cell-and-Developmental-Biology/Biology-BS/>

<sup>74</sup> *Home.* (n.d.). Sbcfma. <https://www.sbfarmersmarket.org/>

<sup>75</sup> Williams, A. (2012, July 13). *Why Is It Hard to Make Friends Over 30?* The New York Times. <https://www.nytimes.com/2012/07/15/fashion/the-challenge-of-making-friends-as-an-adult.html>

<sup>76</sup> Web Solutions, Inc. (2022, March 23). *How to Choose the Right Social Media Platform to Reach Your Target Audience.* Web Solutions, Inc. <https://www.exposure.com/blog/most-popular-social-media-platforms-by-total-users-age-and-gender/>



# CREATIVE STRATEGY STATEMENT:

## KEY CONSUMER BENEFIT:

Crush Bar & Tap builds a safe space for the LGBTQ+ community in Santa Barbara. Customers will benefit from belonging to a community that embraces and empowers all LGBTQ+ members while also having fun and enjoying local goods.

## PROMOTIONAL MIX:

For our primary target audience, we intend to use a combination of social media marketing (Instagram specifically) and collaborations with other businesses. For our secondary target audience, we will employ social media marketing to promote our events as well. In addition, we will do face-to-face marketing by giving out promotional pins and encouraging them to share about the alcohol at Crush Bar & Tap.

## VISUAL & VERBAL CUES:

All social media posts and flyers adopt the colorful, bright, and simple theme, indicating a welcoming and light-hearted environment for all customers. In this case, we used six colors from the rainbow flag as the theme color for Crush Bar & Tap. In order to create a chill and relaxing vibe, the colors have low saturation. Typography remains simple, clean, and readable.



|                    |               |      |
|--------------------|---------------|------|
| Arial              | Large heading | 48pt |
|                    | Small Heading | 22pt |
| <b>Arial Black</b> | Large Subhead | 18pt |
|                    | Small Subhead | 14pt |
| <b>Futura Bold</b> | Body Text     | 12pt |



# Primary Tactic I: Social Media

## Overview:

As mentioned in our solution section above, most of their customers are from their social media, especially their Instagram. Social media is often a good platform to enhance interactions between the audience and the company. Our first primary tactic aims to promote cohesiveness and consistency across all of their online channels.

## Implementation:

- Instagram
  - Instagram is their primary social media account for marketing and connecting with their customers. Their current Instagram page needs a more cohesive theme and color. Their graphics and posters should adopt the visual cues we suggested in our creative strategy.
  - They should constantly use hashtags like #CrushBar, #CrushBarKaraoke, and #CrushBarDrag when promoting their events. In order to get wider publicity, they should encourage people to come and share their experience at Crush Bar & Tap on Instagram using their hashtags or by tagging Crush Bar & Tap in their posts. Feature some of their customers' posts or pictures once a week on the feed to gain closer relationships with customers and enhance interactivity.
  - Use more interactive stickers when posting stories, such as the poll, the questions, and the slide, and add yours. Before each event, post a countdown story as a last-minute advertisement.
  - Create cohesive little graphics adopting our creative strategy as the cover of the highlights instead of pictures.
- Website
  - Redo the website with the colors we proposed in our creative strategy. Put a position statement on the homepage so that it is the first that people see when opening up the website.
  - As mentioned in our solution section, create an event calendar to help customers better understand when events will happen.

## Budget:

There should be no extra cost to implementing this tactic, given that all of the features on Instagram are free and can be done with current resources.





## Evaluation

To assess this tactic, first, check how many followers on Instagram gained after adopting the tactic. Regularly check the Instagram KPI's, such as story views, number of people clicking the stickers, and number of people using hashtags.

## **Primary Tactic II: Collaboration**

### Overview

There are many other places that the primary target audience will visit in their spare time. To increase the publicity of Crush Bar & Tap, we decided to promote Crush Bar & Tap and its events in other places, such as coffee shops. It will highly increase Crush Bar & Tap's publicity among their target audience when their promotional materials are everywhere they see.

### Implementation:

There are various ways to implement this tactic. It can be as simple as placing business cards on the counter or collaborating with these shops to have more diverse paths for promotion. Some coffee shops we could collaborate with are our Dune Coffee Roasters, Caje, and even Dart coffee company which has openly posted about pride month and has shown support for the LGBTQ community by having a gender-neutral bathroom decorated with rainbow decor. Below are examples of collaborations, but not limited to these.

- Business Card
  - Pay the coffee shop to put Crush Bar & Tap business cards on the counter for a week each month.
- Events Posters/Flyers
  - Pay the coffee shop to put up event posters or flyers one or two days before an event.
- Coffee Sleeves
  - Make collaborative coffee sleeves with Crush Bar & Tap and the Coffee shop logos. Crush Bar & Tap can promote and sell the coffees under the name of the partnered coffee shop during day time to establish a win-win collaboration.
- Discounts
  - People who came to the event can enter a raffle with the chance of winning a discount card at the partnered coffee shop.
  -





- With that, the coffee shop can promote Crush Bar & Tap's events while Crush Bar & Tap is also promoting the coffee shop.

### **Budget:**

The budget for the coffee shop depends on the bargaining agreement. The budget for printing the business cards<sup>77</sup>, coffee leaves<sup>78</sup>, and posters<sup>79</sup> is \$100 per month. The budget for collaborations should be \$0 since it's a win-win situation.

### **Evaluation:**

We can track the profit each month and the number of people coming to the events to measure the success of the tactics. If there is a notable increase in profit and customers (over 5%) after adopting this tactic, it should be considered successful.

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<sup>77</sup> Conquest, Graphics,

<https://www.conquestgraphics.com/blog/conquest-graphics/2022/11/10/the-average-cost-of-500-custom-business-cards-how-to-get-discounts>

<sup>78</sup> Custom Cup Sleeves, <https://www.customcupsleeves.com/pricing/>

<sup>79</sup> Staples, <https://www.staples.com/services/printing/custom-posters/>

# PROMOTIONAL MATERIAL (PRIMARY TACTIC 2)

@CRUSH BAR& TAP



**KARAOKE  
NIGHT**

**Mar. 29**  
8 p.m. - 11p.m.



**EARLY-BIRD  
CHECK IN**

Scan the QR code and  
leave your info for a  
**FREE DRINK**



@CRUSH BAR& TAP

**FREE DRINK**



**EARLY-BIRD  
CHECK IN**

Scan the QR code and  
leave your info for a  
**FREE DRINK**



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## Secondary Tactic I: Chill Nights

### Overview:

Our secondary target audience is mostly queer from 35 to 40 who are middle-aged. Most of them have certain pressure from work and family, and they generally just look for a place to chill. Karaoke night and Drag Shows might be too much for them. Instead, we suggest hosting and promoting some easy and chill nights several times a month while promoting LGBTQ+ involvement and ownership.

### Implementation

- LGBTQ+ Ownership
  - All staff can wear a rainbow pin in front of their chest during work so that the target audience can feel a sense of belonging. This can also be a custom pin with Crush Bar & Tap and the rainbow on it. These pins can also be put on the counter, and customers can grab one when they leave.
- TV Viewing
  - Promote some trending TV shows, such as NFL, Ru Paul's Drag Race, etc., so that people can bring friends and family just to hang out and have a couple of drinks and snacks.
  - Especially promote Ru Paul's Drag Race viewing to emphasize the LGBTQ+ friendly atmosphere at Crush Bar & Tap.
- Trivia Night
  - Have trivia nights every once a week. Each week can have different themes corresponding to the trending topics that week, either locally, nationally, or globally. Provide winners with little prizes, such as gift cards, free drinks, etc., to attract more people.
  - Make the trivia questions LGBTQ+ related as much as possible. Can invite one of the drag queens to host the trivia night once a month.
- Instagram Post
  - Make promotional posts on Instagram one day before the event. Consistently use the hashtag #CrushBarTriviaNight, #CrushBarDrag, #CrushBarRuPaul, #CrushBarNFL, etc.

**Budget:**

The TV viewing costs zero money since Crush Bar already owns a TV. The budget for making 100 pins is \$300.<sup>80</sup> For the Trivia Nights, the budget should be under \$50.<sup>81</sup> The budget for hiring a Drag Queen host should be under \$500.<sup>82</sup>

**Evaluation:**

We can track the effectiveness to see if more people come when there are no major events (Karaoke Night and Drag Show). We can also track how many pins are taken daily and if more pins are taken during LGBTQ+-related events.

**Secondary Tactic II: Promote Alcohol****Overview:**

We hope to promote their alcohol to make it more appealing. Considering they don't have a liquor license, we want to emphasize their attractive beer and wine selection. A visually appealing, fun, and on-brand idea would be to offer a rainbow beer flight, especially for their LGBTQ+ events. This would be effective because people will want to post about it and tag Crush Bar & Tap, which would draw more people in.

**Implementation:**

- Rainbow Beer Flight
  - The beer flight would consist of 7 colors of the rainbow to represent the LGBTQ+ community.
  - Specifically, promote this beer flight during LGBTQ+-related events. It can be advertised on their Instagram story, and bartenders can recommend this to their customers, especially for large groups or parties.
  - Make this one of the signature drinks on the menu.
  - When customers order this, tell them they can get a free second drink if they post a picture of the beer flight on their Instagram and tag Crush Bar & Tap.
- Make Appealing Cocktails

<sup>80</sup> Wizard Pins, <https://wizardpins.com/products/soft-enamel-pins>

<sup>81</sup> Amazon, <https://www.amazon.com/Amazon-com-Gift-Card-Gold-Reveal/>

<sup>82</sup> Tasty, <https://tastyweb.club/how-much-does-it-cost-to-hire-a-drag-queen/>

- Bartenders should make several signature cocktails that are creative and attractive.
- These drinks should appear at the top of the menu with pictures and promote on social media and websites.
- Tell customers they can get free chips if they share the drink on Instagram and tag Crush Bar.

### **Budget:**

The budget for this tactic should be \$0 because it can be done with current resources.

### **Evaluation:**

The tactic's effectiveness can be tracked by measuring the number of people sharing the alcohol of Crush Bar & Tap on social media. We can also track if more people come just for the Rainbow Beer Flight or these appealing cocktails.



# RAINBOW

@CRUSH BAR & TAP

# BEER FLIGHT

**\$16  
ONLY**



**TAKE A TRIP TO THE RAINBOW**



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## Appendix A

### Promotional Material for Primary Tactic 2

@CRUSH BAR & TAP



**KARAOKE  
NIGHT**

**Mar. 29**  
8 p.m. - 11 p.m.



**EARLY-BIRD  
CHECK IN**

Scan the QR code and  
leave your info for a  
**FREE DRINK**



@CRUSH BAR & TAP

**FREE DRINK**



**EARLY-BIRD  
CHECK IN**

Scan the QR code and  
leave your info for a  
**FREE DRINK**



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## Appendix B

### Promotional Material for Secondary Tactic 2

**RAINBOW**  
*@CRUSH BAR & TAP*  
**BEER FLIGHT**

**\$16  
ONLY**



**TAKE A TRIP TO THE RAINBOW**

# Appendix C

## SWOT Analysis



### STRENGTHS

- fully staffed with LGBTQ+ employees
- increasing customer loyalty
- events

### WEAKNESSES

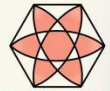
- lacking a clear identity
- limited resources
- high turnover of employees

### OPPORTUNITIES

- rising LGBTQ+ pride
- organizations that support LGBTQ+ business
- Covid-19 end attracts more tourists

### THREATS

- more competitors in the market
- others bars also host events
- rising fixed costs
- competitions located nearby



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# Appendix D

## Primary Target Audience Profile

### PASSIONATE GLORIA

A young queer female of Santa Barbara, seeking to socialize and build community.

| DEMOGRAPHICS                                                                                                                                                       | PSYCHOGRAPHICS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | CHALLENGES+GOALS                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Age: 22-30 years old</li> <li>• Location: Santa Barbara</li> <li>• Household Income: approx. \$60,000-\$65,000</li> </ul> | <ul style="list-style-type: none"> <li>• Interests:               <ul style="list-style-type: none"> <li>• Workout</li> <li>• Hang out with friends</li> <li>• Socialize and party</li> </ul> </li> <li>• Lifestyle:               <ul style="list-style-type: none"> <li>• Pursues a healthy lifestyle</li> <li>• Friendship with undergraduate acquaintances</li> </ul> </li> <li>• Values:               <ul style="list-style-type: none"> <li>• Community</li> <li>• Fun</li> <li>• Pride</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Challenges:               <ul style="list-style-type: none"> <li>• Lack of support from family</li> <li>• High stress from work</li> </ul> </li> <li>• Goals:               <ul style="list-style-type: none"> <li>• Look for a safe place to find a sense of belonging</li> <li>• Release her stress</li> </ul> </li> </ul> |
| PREFERRED CHANNELS + CONTENT TYPE                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>• Instagram</li> <li>• Social networking</li> </ul>                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                       |



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# Appendix E

## Secondary Target Audience Profile

### MULTI-FACETED MATT

*A middle-aged man in Santa Barbara, looking for a new beginning of his life.*

| DEMOGRAPHICS                                                                                                                                                                        | PSYCHOGRAPHICS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | CHALLENGES+GOALS                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Age: 35-40 years old</li> <li>• Location: Santa Barbara</li> <li>• Household Income: approx. \$70,000-\$75,000</li> <li>• Queer</li> </ul> | <ul style="list-style-type: none"> <li>• Interests:               <ul style="list-style-type: none"> <li>• Socialize with friends</li> <li>• Play with his dog</li> <li>• Care about environment</li> </ul> </li> <li>• Lifestyle:               <ul style="list-style-type: none"> <li>• Owns a steady job and income</li> <li>• Has settled down with his life</li> </ul> </li> <li>• Values:               <ul style="list-style-type: none"> <li>• Hard work</li> <li>• Stability</li> <li>• Happiness</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Challenges:               <ul style="list-style-type: none"> <li>• Loneliness</li> </ul> </li> <li>• Goals:               <ul style="list-style-type: none"> <li>• Look for a place to just chill and relax</li> <li>• Make new friends</li> </ul> </li> </ul> |
| PREFERRED CHANNELS + CONTENT TYPE                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>• Facebook</li> <li>• Social networking</li> </ul>                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                         |



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