
Executive Summary • Fall 2022

FUNDRAISING & PARTNERSHIPS

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Mathias, Jiashi, Jonathan, Natsumi

DESIGN CHALLENGE

The Problem

We were tasked to change the perceptions of CicLAvia as a “just cyclists” event to one that celebrates city exploration and all forms of non-motorized transportation from the lens of **fundraising and partnerships**. As a non-profit, raising money is always a struggle. **What are ways CicLAvia can increase financial support to the organization?**

The Solution

We created a **poster campaign** that aimed to **increase awareness** about the **donation opportunities for CicLAvia**. It contained visual elements that were aligned with CicLAvia branding, a catchy tagline, and a QR code that lead to the donation website.

Final Insights

We found that without encouragement and guidance to engage with the posters, most event goers were reluctant. However, they were willing and open to do so once encouraged. Having someone to facilitate the engagement makes a lot of difference. We also found that scale and placement matters. We tested the same design in different sizes and locations, and the one that gathered the most attention was the largest one next to the route map.



METHODOLOGY OVERVIEW

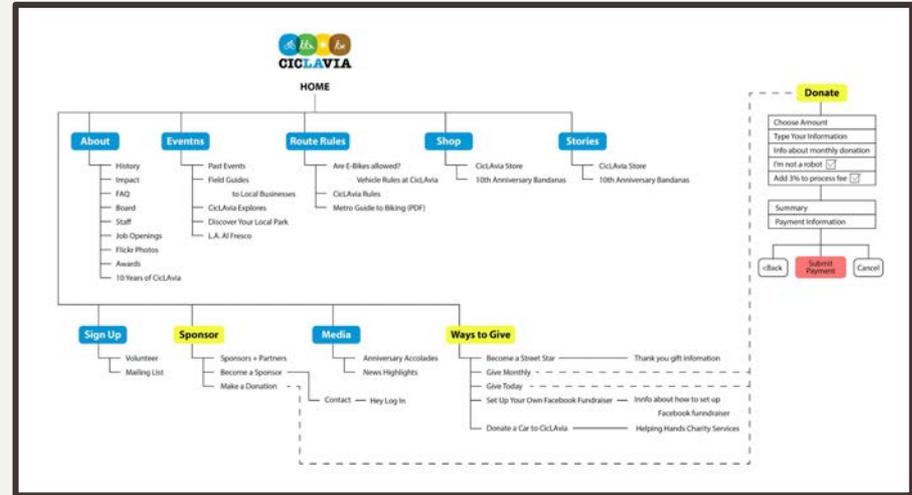
Competitive Analysis

	Client	Direct Competitor	Direct Competitor	Direct Competitor	Indirect Competitor
Program					
Company Highlights	CicLAvia	Sunday Streets SF	Open Streets MPLS	Open Streets PGH	International Rescue Commission
Non-Profit Host	CicLAvia	Liveable City	Our Streets Minneapolis	Bike PGH	International Rescue Commission
Website	www.ciclavia.org	www.sundaystreetsf.com	www.openstreetmpls.org	www.openstreetpgh.org	www.rescue.org
Location	Los Angeles, CA	San Francisco, CA	Minneapolis, MN	Pittsburgh, PA	Global
Steps to Donate (from Website Homepage)	> Home > Donate	> Home > Redirects to Organizer's Website > Donate	> Home > Donate	> Home > Donate	> Donate on Homepage
Donation	Frequency of Donation One-time, Monthly	One-time, Weekly, Bi-Weekly, Monthly, Quarterly, Semi-Annually, Annually	One-time, Monthly	One-time	One-time, Monthly
Minimum Fixed Amount	\$10	\$10	\$5	\$50	\$15
Free Items	Enamel pin, tumbler, helmet, stickers	N/A	N/A	N/A	Sticker
Preview					
Sponsorship	✓	✓	✓	✓	✓
Partnership	✓	✓	✓	✓	✓
Volunteer	✓	✓	✓	✓	✓
Shop	✓	✗	✗	✗	✗
Facebook Fundraising	✓	✗	✗	✗	✗
Gifts	✗	✗	✗	✗	✗
Streaming Campaign	✗	✓	✗	✗	✓
Social Media Channels (for the event)					
Instagram	✓	✓	✗	✗	✓
Facebook	✓	✓	✗	✗	✓
YouTube	✓	✗	✗	✗	✓
Tik Tok	✗	✗	✗	✗	✓
Twitter	✓	✓	✓	✓	✓
LinkedIn	✓	✗	✓	✗	✓

Compared to direct competitors (US open streets events), CicLAvia has a much stronger brand identity and social media presence. This is helpful in overcoming rejection hurdles for Street Star sign-ups based on a reluctance of brand trust or identity. It's also worth looking at indirect competitors (other large and global non-profit organizations) to draw inspiration on how they run their website and what contributes to their success in raising funds.

Competitive Analysis

Sitemap



We broke down CicLAvia website's information architecture focusing on the Sponsor, Ways to Give, and Donate pages. We found an opportunity to reorganize the content for better usability and recognition, as well as incorporating a better storytelling tool on these pages in order to get more people to support.

Competitive Analysis

Sitemap

Netnography

Source	Overview	Standout Comments	Adm1 Contact
iStockphoto	The post is 10 years old. It was a Reddit meetup group with a nice initial post and graphic. However, the responses were very negative and complained of others' behaviors, and the conditions for others that didn't choose to ride a bicycle.	"Missed out on the whole meet-up thing! Dam, I was a walker, which was much more sane (didn't have the money for a bike atm). They advertise it as a bike-skateboard-walk-whatever thing, but the mood seemed exclusively for cycling. I was pretty disappointed, as I was looking forward to the novelty of walking in the middle of the street. Oh well, first world problems."	
iStockphoto	In contrast to the above thread, this was ALOT more positive in response.	"I love CicAvia and go to pretty much all of them and this one is my favorite. If the Hollywood one a few years ago is any guide, it is always the busiest one. This will also be way longer than the south La one."	One of the commenters linked to a blog where someone covers it, but excludes historical context of http://thejazztimes.com/2012/08/19/2013-cicavias-hollywood-ride/
Twitter Post iStockphoto iStockphoto	08/19/2019: Twitter post with video clip by Andrew Burgess showcasing Hollywood Blvd during a CicAvia event. Hashtag offers a great opportunity to find participants that are non-commercial to reach out and connect with regarding their feelings on donating or not	"Hollywood Boulevard should be like this every day. It's crazy how much quieter and more relaxed it is without cars #CicAvia #Bancars" @jonesbrian "I attended the food fair with CicAvia yesterday and it was fabulous. Hope you plan another one early in 2022."	
iStockphoto iStockphoto	This comment stood out as a potential individual to interview because it took 5 years for them to actually participate. It could prove insightful to see what the reason is behind their action.	@ads_in_motion "This is the most skaters I've seen CicAvia cover on its posts. So glad you are marketing beyond the cyclist audience now."	
YouTube iStockphoto	A little documentation posted from someone that attended the recent "Meet the Hollywood" event.	@projectcha "I've been to numerous events over the years, first time volunteering! Had a blast!"	
iStockphoto	This comment under a @CicAvia post was interesting because they claimed to support the organization. It could be a potential source for user feedback on partnerships.	@natureturnfood "Sure did! Was an absolute blast...thanks for events, love supporting you. Can't wait for October! Going to share some pics..."	
iStockphoto	The screenshot stood out for the context about booths.		

 **mercrat** How come all the stands are so boring? No I do not want a Covid test or an REI subscription 😂
2w 1 like Reply

— Hide replies

 **juneric_iv04** @mercrat Always fun going through Hollywood! Maybe we will get some booths for local businesses in future. That would be really cool!
2w 1 like Reply ...

 **mercrat** @juneric_iv04 agree! Seems like a missed opportunity
2w 1 like Reply

 **juneric_iv04** @mercrat facts
2w Reply

We visited different social media channels and online communities to see what the users are saying. Hashtags offer a great opportunity for CicLAvia to connect and reach out to participants about their experiences at the event.

Competitive Analysis

Sitemap

Netnography

Heuristic Evaluation

Aesthetics & Minimal Design :

Textblock - Although type is not too long, the use of images and intergrating them with reasons to become a donor could be convey in quicker manner and with more dynamic typography

Help & Documentation :

Street Star Info - It's not immediately apparent that the photo on the left of the text is of the enamel pins monthly donors get since the pins are not mentioned until the bottom of the form.
—considerations video could explain this info in easier manner

Consistency & Standards :
The form is very standard but a bit bland.

Flexibility & Ease of Use:

We evaluated the donation flow on the CicLAvia's website to identify opportunities in improving usability, accessibility and impact of fundraising efforts. We've found that the current way of advertising the Street Star program is not in its most effective form because the benefits are mentioned at the bottom of the page instead of at the top to immediately gather any interest.

**SUBJECT MATTER
EXPERT
INTERVIEWS**

INTERVIEW #1

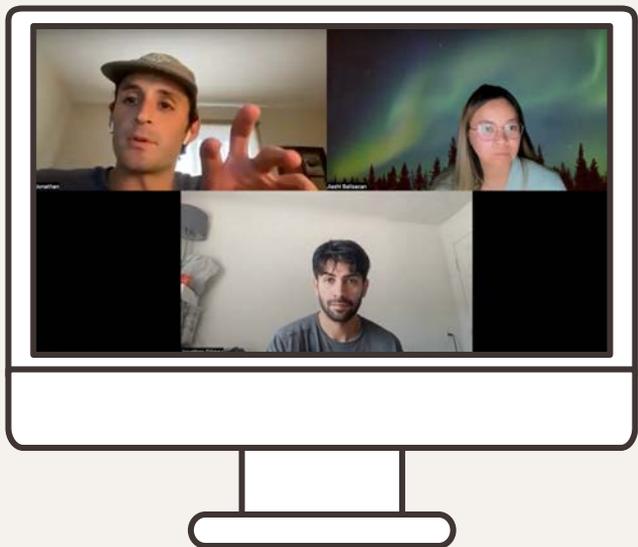


*“The amazing thing about a partnership is the **close relationship and trust** you build.”*

– JONATHAN SHARP

Architect, Designing in Color

Similar values and vision foster a strong partnership.



The most memorable and surprising story we heard during the interview:

- Hearing about how Jonathan looks at the **partnership & collaborators**. He views clients as partners. In other words, people that hire him for architectural work should have some similar values.
- Even if a company has values that align, Jonathan also takes into account the quality of the relationship with individual people at an organization.

What this participant cares about the most + What motivates them:

- He made many points that demonstrate his deep care for the communities CicLAvia travels to.
- Around minute 5, he elaborates how the 9 person staff at CicLAvia faces challenges to deeply understand the **conditions in neighborhoods** around LA – unless CicLAvia has staff from every LA neighborhood, which would be impossible.
- To understand the needs of communities you have to understand which businesses in a specific community matter the most to their residents. **Genuine knowledge** of communities CicLAvia visits will lead to more partnerships.
- The full description of their DCo installation at Cic' 10 share some of his collective's ways of thinking about design.

What frustrates them:

- Knowing CicLAvia could engage the public a lot more in the mission and vision of CicLAvia. Jonathan points out that the public loves the events, but the **mission of CicLAvia is not always understood**.

Questions we would like to explore in our next conversation:

- More on **engagement/interactions** - Sharp mentioned that at the Watt's event coming this December they have designed the layout of tables around businesses to promote them, and to create a slower pace to encourage participants in going to the local businesses.

INTERVIEW #2

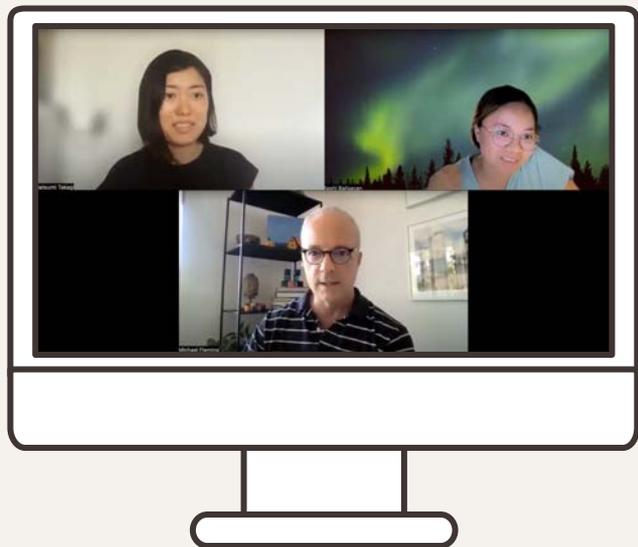


*“If you want CicLAvia to succeed, like we all do, sometimes you just have to **ask the hard questions.**”*

– MICHAEL FLEMING

Executive Director, David Bohnett Foundation

Build a relationship with donors before asking.



The most memorable and surprising story we heard during the interview:

- **The power of asking in fundraising.** Grant amount given to CicLAvia significantly decreased in 2017 simply because they did not ask any money that year.

What this participant care about the most + What motivates them:

- Michael values **genuine relationships.** He explained how funders can simply write a check for organizations, and while financial assistance is important, engaging in other ways that is what really would **help the organization succeed and grow.**

What frustrates them:

- CicLAvia has been good at building relationships (partnerships), but according to Michael, **CicLAvia could improve on the "following up"** with their partners.

Questions we would like to explore in our next conversation:

- Michael mentioned that not many people, even other donors, understand CicLAvia's financial blueprint. That's how it gets challenging for them to get more people to support financially. This is something that Sandra also talked about during the stakeholder meeting and we think this circles back to the **lack of storytelling** on CicLAvia's part. We would love to ask Michael's **perspective around how to tell a better story,** considering his position in an organization that provides funding, they probably hear different types of stories from grant requests and proposals.

INTERVIEW #3



*“Everyone is a
potential supporter
of something.”*

– MEISHA RAINMAN

Chief Impact Officer, CicLAvia

Focus on the long-term relationship with donors.



The most memorable and surprising story we heard during the interview:

- Meisha mentioned that collecting donations on the day of the event is too labor intensive for the little amount of money, compared to donations made outside of the event. They realized there was a better and more profitable way.

What this participant cares about the most + What motivates them:

- She cares about the long-term relationship of monthly donors. Unlike one-time donors, which mainly make one transaction, monthly donors are supporters. She cares about how to maintain a good relationship with the supporters.

What frustrates them:

- CicLAvia is a fun event. Therefore, the fundraising should be in accordance. However, in order to do so, they need to solve their staffing issues.

Questions we would like to explore in our next conversation:

- I would like to ask about the strategy for turning one-time donors into monthly supporters.

INTERVIEW #4

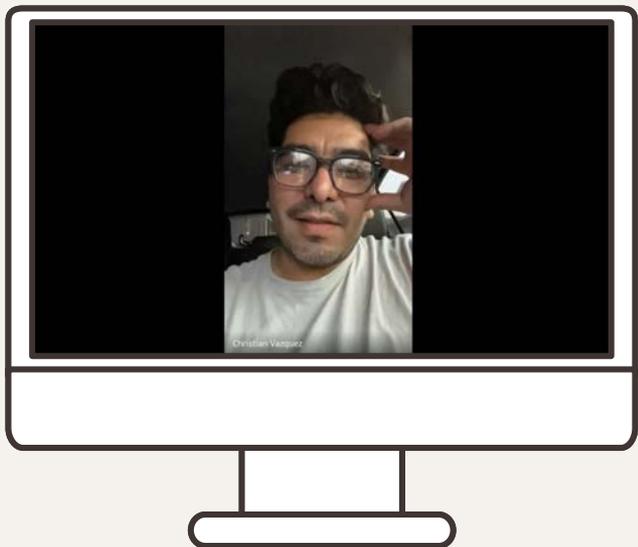


*“Everyone is a
potential supporter
of something.”*

– CHRISTIAN VAZQUEZ

Chief Impact Officer, CicLAvia

Creating a more inclusive cycling community.



The most memorable and surprising story we heard during the interview:

- It was interesting to hear how CicLAvia has helped form Hollydale Cycling Club into a more **robust and defined community**. They have also been able to support themselves for future events through the donations they've received while working their bike repair booths.

What this participant cares about the most + What motivates them:

- Aside from wanting to create a group focused on health, Christian really demonstrated a passion and focus on wanting to involve communities in cycling to create a more **inclusive environment**, but also to improve the health of communities across LA county.

What frustrates them:

- Sometimes people take advantage of the free service by bringing old bikes that they don't intend to ride and exploit the free repair and labor.
- Paying more out of pocket for certain tools that are needed to repair bikes.

Questions we would like to explore in our next conversation:

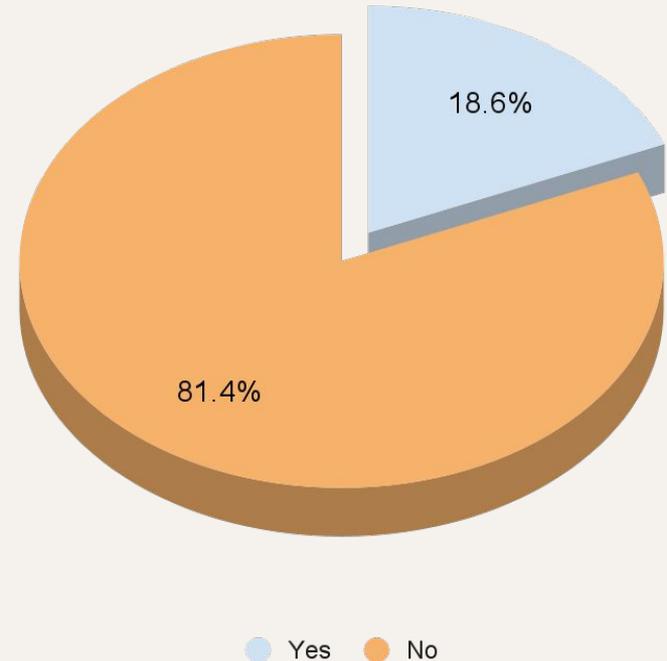
- We would like to see how their experience went at the most recent event
- Understand what other pieces (swag) they intend to create for proceeds

SURVEY DATA SYNTHESIS

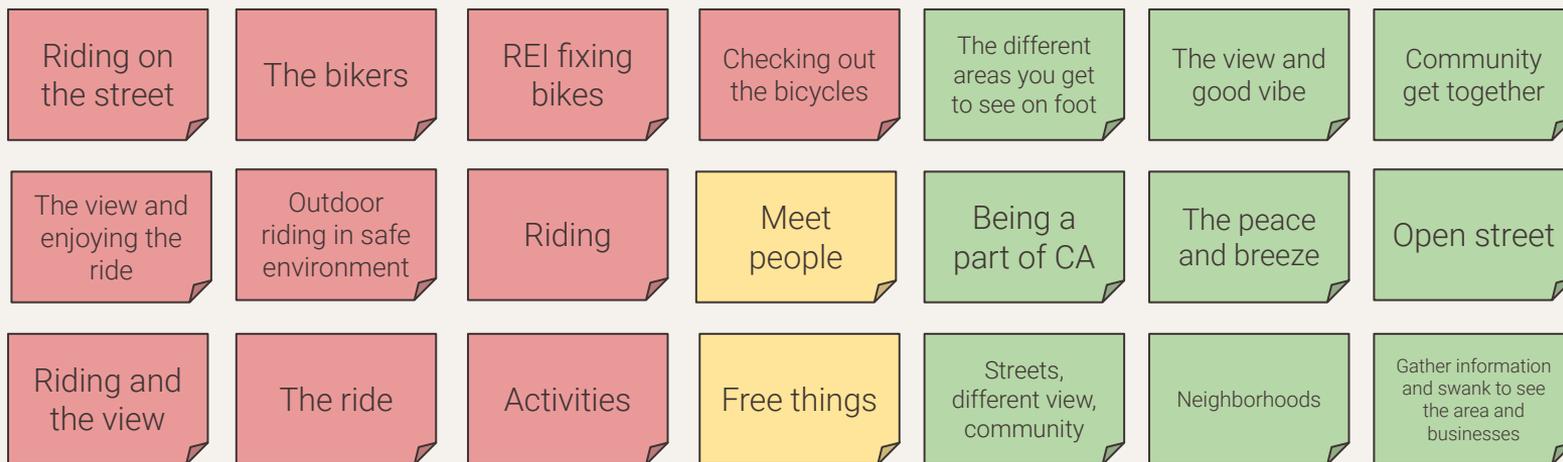
“Are you aware of the Street Star Program?”

This graph shows that $\frac{4}{5}$ of participants weren't aware of the Street Star program.

One of our team's focus is on **increasing awareness** of the program to potentially increase donations and subscriptions.



“What do you enjoy most about the event?”



Cycling & other activities

The neighborhood route

“If you have NOT donated, feel free to share why.”

Didn't know about it	I will!	First time attending, wasn't aware	Because the city should have allocated budget to make this happen, the police department and sheriffs don't need that much money	Just haven't	Unavailable funds
Never knew	Will donate today	I didn't know	Transparency	Low income	No funds
Was not aware	Didn't know there was an option	Don't know	Have not found the time to	Pandemic	Lack of funds

Lacking Awareness

Financial Difficulty

EVENT INSIGHTS



1

The current posters weren't grabbing enough attention.

We observed this specific sign for 10 minutes after re-affixing it. One person stopped and took a picture of it in that timeframe.

2

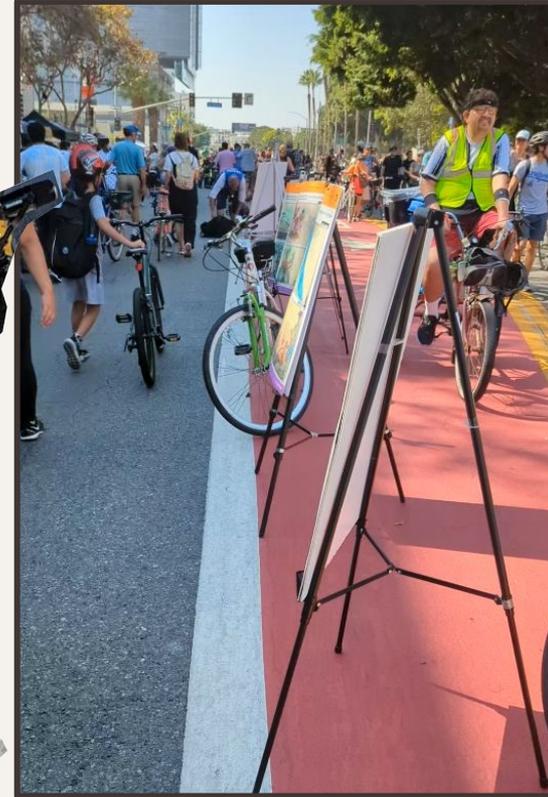
People were more than happy to exchange their opinion snack, in particular healthy ones like bananas.



4

The public library had posters on stands with dedicated placement for books. We noticed they drew got a lot of attention.

Jonathan gathered several hours of audio recordings of interviews and conversations at these busy areas.



1

A good turnout of participants were enjoying the event even through the drizzle.



2

The large-scale posters received the most attention, but people were still hesitant on taking action. When we did engage with people, they were happy to start providing their feedback once they had guidance.



Findings: Scale & Placement

3

For the December event, we implemented field research that had a focus on the **spatial** placement of posters, their **scale**, and relevance in content to the ongoing context of our community event.



- 4** Supporting campaigns with marketing analytics can add valuable data to better understand actions and behaviors – especially for donation campaigns.

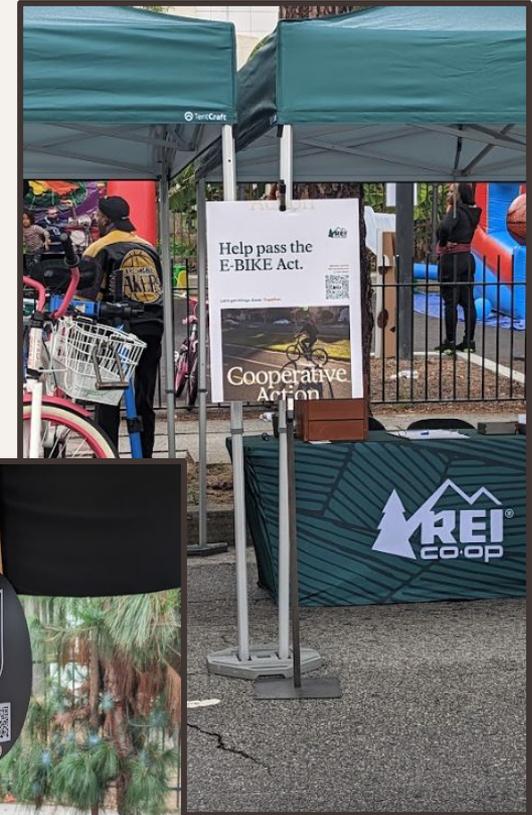
Did they click through to the registration page?

HOW MANY PEOPLE CLICKED THE LINK TO THE SITE?

What did they view
on the website?

5

There were a lot of missed opportunities to bring awareness to the Street Star program



**IDEAS &
INSPIRATIONS**

Redesign Donation Flow

CAN BE CUSTOMIZED BY:

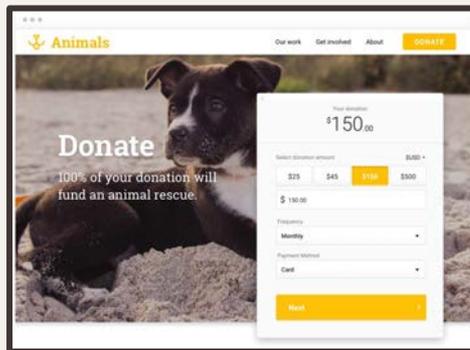
Redesigning the current CicLAvia donation page to **make donating more seamless** for supporters. Customizing the donation pages by highlighting:

- Quick and easy payment method with suggested amounts and simplified steps
- Be transparent about the goal and the ask
- Clear information about the incentives for one-time and monthly donors, etc.

CONSIDERATIONS:

Current donation page is cluttered, outdated, requires too many steps and not intuitive.

Donation page needs to be at the forefront, and it should have a clear ask and goal.



Donate today!

Become a **CicLAvia Street Star** with a **monthly donation**.

Or make a **one-time donation** in support of the open public spaces we create throughout Los Angeles. **Every dollar makes a difference.** You can even donate your car as a tax deduction – [learn more about that here.](#)

Amount *

\$500
 \$250
 \$100
 \$50
 \$25
 \$10
 \$

How Often?

Monthly

Your Information

Name *

First Name Last Name

Email *

email@example.com

Address *

Address Line 1

Address Line 2

City State/Province

Virtual Marathon

CAN BE CUSTOMIZED BY:

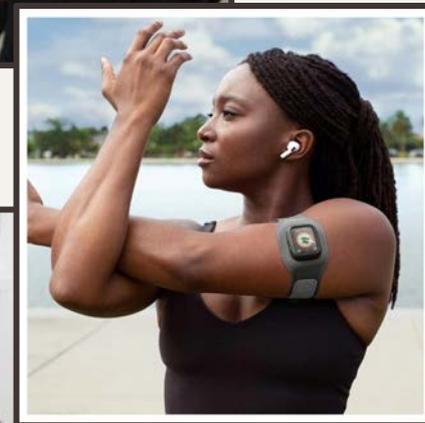
Have participants engage with CicLAvia outside of the events by creating a virtual marathon to get people active in their own way. Add a social element to it by including a Discord channel, social hashtags, live broadcast, and more.

CONSIDERATIONS:

There are a lot of people that have digital watches, Fitbits, etc – so there is a decent amount of people that would be able to participate

Resources

- <https://runsignup.com/Race/IN/Anywhere/SocialDASHtancingforWheeler>
- <https://www.charityfootprints.com/>
- <https://www.virtualrunevents.com/charities>



Stunts on Wheels

CAN BE CUSTOMIZED BY:

Hosting a social media campaign via TikTok and Instagram reels where participants can be asked to make some kind of movement.

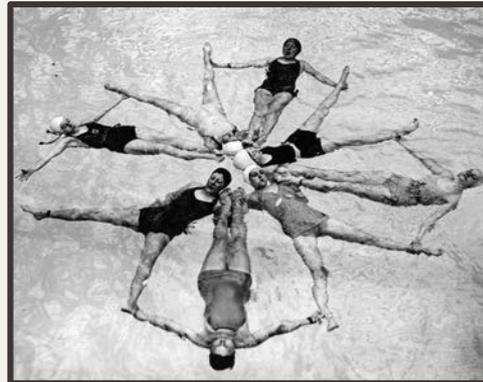
CONSIDERATIONS:

The unmounting and traffic passthrough stops on the route are successful at getting people off their bikes or stopping other forms of wheels.

Activate in less dense areas of the route.

Resources

- <https://fitsmallbusiness.com/crazy-publicity-stunts>



CicLAvia-gram

CAN BE CUSTOMIZED BY:

Installing inflatable gates at several hubs, encourage people to post the picture with hashtag. Using the hashtag, they can post to an Instagram photo campaign / challenges.

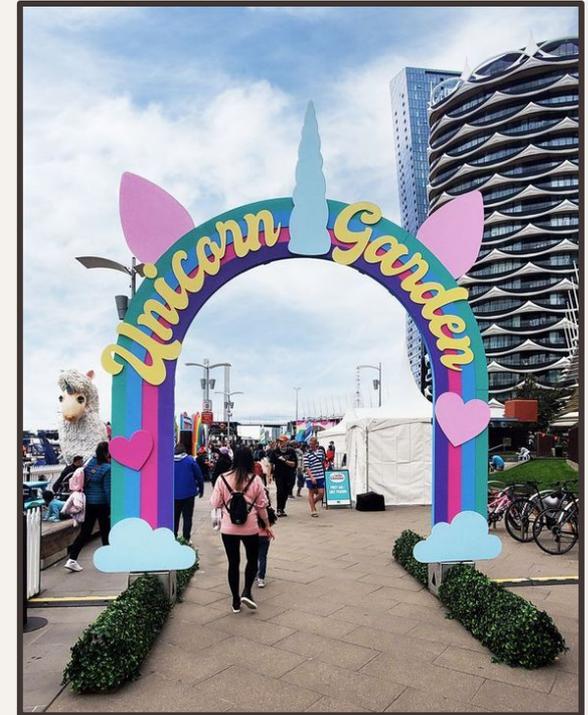
CONSIDERATIONS:

The installation created for the CicLAvia's 10th anniversary event by Designing in Color was very successful.

Inflatable arches are often used in race events to mark important locations and promote certain partners

Resources

- <https://www.thisiscolossal.com/2022/08/olafur-eliasson-donum-estate/>



Sneaker Collection

CAN BE CUSTOMIZED BY:

Doesn't have to be sneakers. Could be the collection of donated bikes for kids. Have a donation drive to collect items such as bikes, skateboards, scooters, etc. and donate to kids around LA, or recycle. There is also the website that sells or recycles pre-owned sneakers that were collected and sent to them.

CONSIDERATIONS:

GotSneakers.com pays for the shoes. There is a list of similar programs below. This could be a good way to bring attention to CicLAvia while doing something good for the community and environment.

Resources

- <https://runsignup.com/Race/IN/Anywhere/SocialDASHtancingforWheeler>
- <https://www.charityfootprints.com/>
- <https://www.virtualrunevents.com/charities>



Translucent Booth

CAN BE CUSTOMIZED BY:

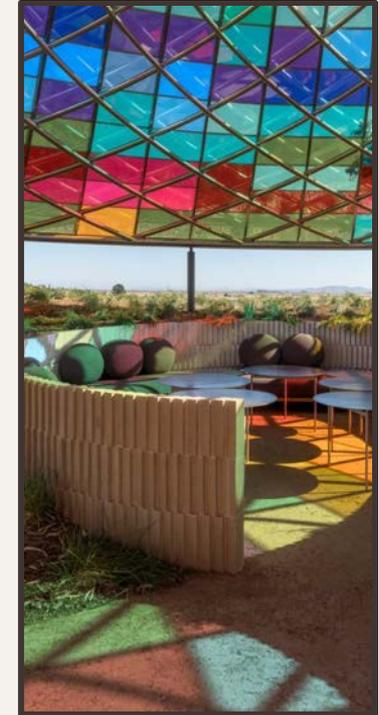
Creating a donation booth with a stained glass look. Implementing a design at the scale. Perhaps it's an info booth in this form.

CONSIDERATIONS:

At Oct. 9th CicLAvia event, Team Slay's intervention, transparent-colored-paint banner, was highly visible. The beautiful paint on the plastic material looked illuminated by the sunlight passing through the material and inviting for the public to participate.

Resources

- <https://www.thisiscolossal.com/2022/08/olafur-eliasson-donum-estate/>
- <https://highlike.org/olafur-eliasson-48>



Helmet Company Partnership

CAN BE CUSTOMIZED BY:

Offering discounts on helmets and/or donate a portion to CicLAvia

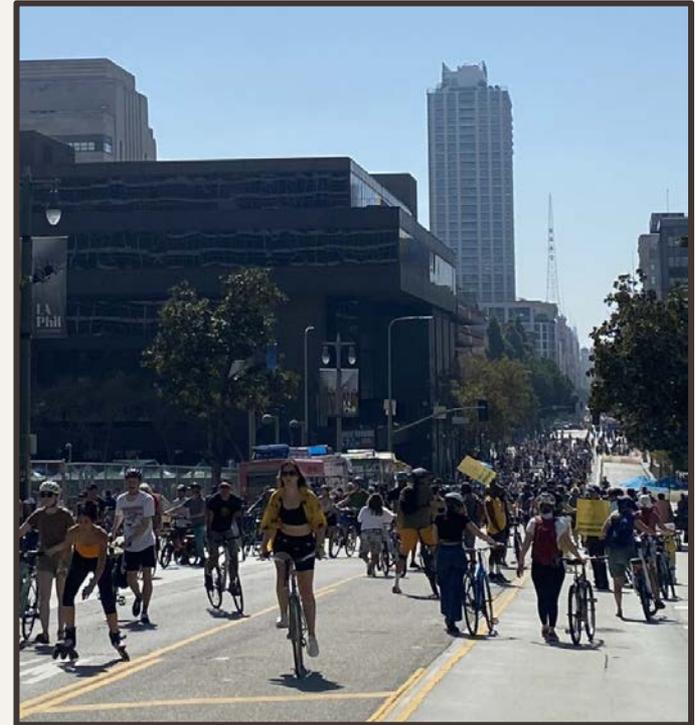
CONSIDERATIONS:

Helmets are clearly a relevant item to wear, and **most people wore helmets** so a partnership where a vendor sells them could be feasible.

At Oct 9th event, going from crowd to crowd, we could always spot at least a few people not wearing a helmet which is a safety hazard.

Resources

- <https://news.stanford.edu/news/2012/november/bike-safety-program-112612.html>



Clever Bumper Stickers

CAN BE CUSTOMIZED BY:

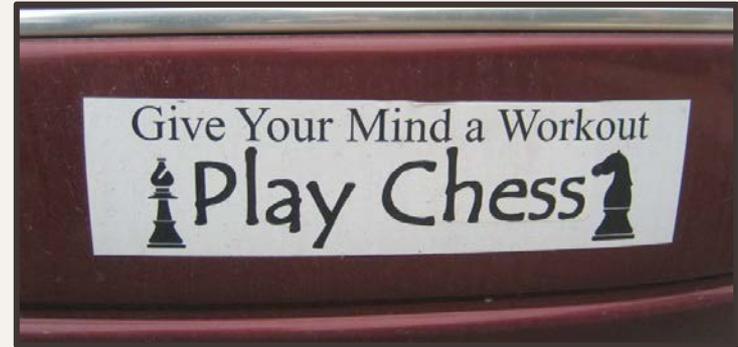
Having different bumper stickers in the Star Program tiers, or could be for sale during events or website to raise funds.

CONSIDERATIONS:

CicLAvia has pins that seem to be popular. Bumper/Stickers are still somewhat common and have the capability of being free advertisements

Resources

- [Printify.com](https://www.printify.com)
- [Zazzle.com](https://www.zazzle.com)
- [VistaPrint.com](https://www.vistaprint.com)



Costume Run

CAN BE CUSTOMIZED BY:

Encouraging event participants to wear a costume related to a them.

CONSIDERATIONS:

People are looking for opportunities to take pictures. When people in a large crowd wear the same costumes it grabs attention from non-participants, and it inspires them to take photos and share them on social media. This would help increase the awareness of the event and sponsorships.

Resources

- <https://globalowls.com/unique-fundraising-ideas-nonprofits/>



Donation Station

CAN BE CUSTOMIZED BY:

Using different labels for donation boxes that can potentially attract and appeal to participants

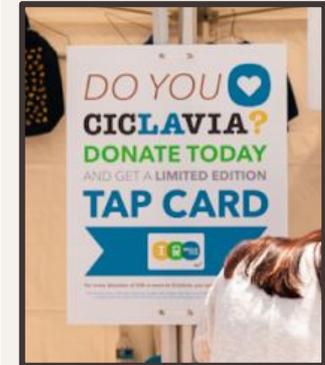
Can make use of different interesting labels or visuals (i.e. CicLAvia activity icons, or where the funds will be used for - staff, event, promotional materials, etc.)

CONSIDERATIONS:

Current donation boxes at the booth do not stand out. Also, CicLAvia would like to focus more on increasing monthly donors.

Resources

- <https://runsignup.com/Race/IN/Anywhere/SocialDASHtancingforWheeler>
- <https://www.charityfootprints.com/>
- <https://www.virtualrunevents.com/charities/>



Giant Donation Box & Sign Up for “Support Us”

CAN BE CUSTOMIZED BY:

Placing a huge donation box or an object with several QR codes on it.

CONSIDERATIONS:

People take pictures of huge and/or photogenic objects. If the picture is showcase-worthy, people are tempted to share it on social media. Through the picture shares, awareness of donation opportunities could exist.

Resources

- <https://www.youtube.com/watch?v=P2xMYboiJ4A&t=2s>
- <https://globalwls.com/unique-fundraising-ideas-nonprofits/>



Food Tasting Challenge

CAN BE CUSTOMIZED BY:

Getting sponsorships from local restaurants, and host multiple small food events such as contest, tasting, etc. at the event.

CONSIDERATIONS:

Free events and free foods attract people.

Resources

- https://www.youtube.com/watch?v=OE_RyIGEB6E
- <https://callhub.io/unique-fundraising-ideas/>



Branding & Merchandising

CAN BE CUSTOMIZED BY:

Creating an official character and appearing at the event, in order to increase its recognition. Perhaps an official announcement introducing it at the event.

CONSIDERATIONS:

The top 7 entertainment franchises get their profits from their merchandise much more than their original entertainment. Having loved characters can dramatically increase its sales.

Resources

- <https://www.titlemax.com/discovery-center/money-finance/the-25-highest-grossing-media-franchises-of-all-time/>
- <https://www.wordstream.com/blog/ws/2015/07/10/brand-awareness>



Carnival Games at Booths

CAN BE CUSTOMIZED BY:

Having different games/booths across the maps and hubs. This can be a way to engage with participants, get them off of their bikes, and to get people to be willing to use their phone.

CONSIDERATIONS:

Many people are familiar with carnival games. They can be an opportunity to engage participants - which could be an opportunity to inform them of the Street Star program or use the funds as donations.

Resources

- <https://www.pinterest.com/akwconsulting/carnival-fundraisers/>
- <https://www.signupgenius.com/groups/festival-game-ideas-fundraising.cf>
- <https://fundraisingip.com/let-the-games-begin-a-carnival-fundraiser>



'Ways to Give' Booth

CAN BE CUSTOMIZED BY:

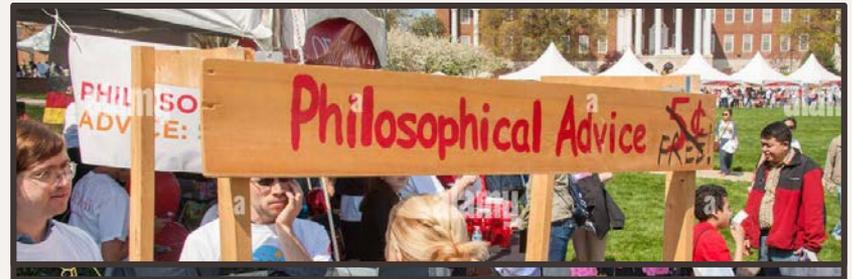
Placing retractable banners for more visibility and easier transport.

Come up with creative signs such as "We'd appreciate your two cents!" (literally and figuratively) and then put a donation box + suggestion box next to each other.

A sign for each opportunity with clear goals and call to action: Donation, Volunteering, Partnership, Sponsorship

CONSIDERATIONS:

As stated on their website, CicLAvia offers different ways to give.



Solar Charging Booths

CAN BE CUSTOMIZED BY:

Offering seating or standing stations where participants can charge their phone.

Similarly to options that were present on tables at the Expo Park Hub, these could be customized to have signage for the Street Star program with a Call-to-Action and/or QR or direct donation code.

CONSIDERATIONS:

One significant benefit of this option is that individuals would have the opportunity to charge their device, but this would require for them to be stationary for an extended period of time – which would mean an opportunity to inform them.

<https://solarchargingstation.com/smart-charger/>



FUTURE CONSIDERATIONS

Food Truck Partnerships

CAN BE CUSTOMIZED BY:

Allow customers to round-up their total to the nearest whole dollar and donate the change to help support CicLAvia. Another option would be to place small signage near the point-of-sale with a code to donate directly.

CONSIDERATIONS:

By partnering with the food truck and vendors, CicLAvia could be provided an opportunity to increase one-time donations without allocating volunteers.



QR to AR Posters

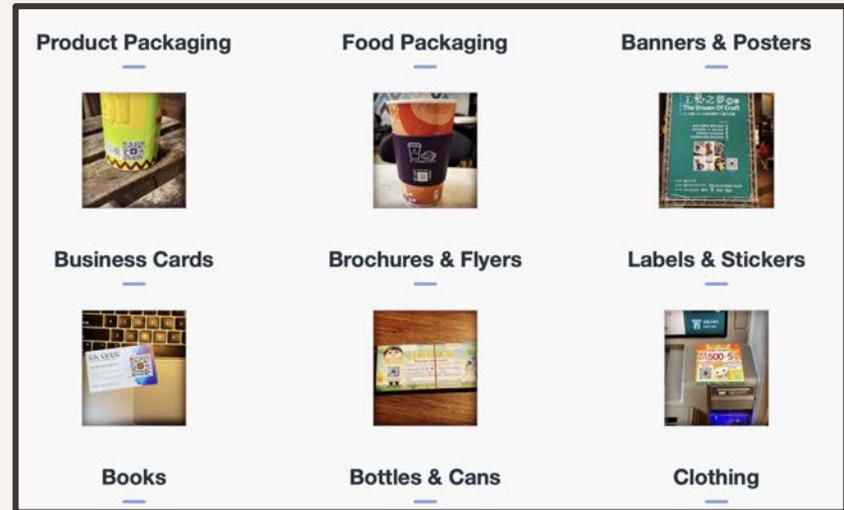
WHY AR? :

It's one thing get event goers to scan your QR code, but it's another to keep them **engaged** after they have scanned. Through the emerging possibilities of augmented reality, CicLAvia's story can begin to be told through dynamic visuals.

FEASIBILITY (no additional software needed):

Although earlier uses of AR involved downloading an application to your phone, these days web clients can now provide these experiences without having to download any additional software. Several of these services provide options to gather **analytics** for time of use, location, and journey within your site.

<https://ar-code.com>



RESEARCH INFORMED AR

ENGAGEMENT FOR THE FUTURE :

During our research phase we came across a series of studies on engagement of AR and QR code posters in public spaces. The research by Grubert-Grasset-Reitmar illustrated a variety of approaches for designing for hybrid media, which include the following:

1. Create seamless transition from the physical to digital spaces by integrating visual elements of both spaces in one another.
2. Place posters at stopping points.
3. Printed media should indicate that there is more to be explore, prompting the viewer's to use to open their smartphone camera.

Secondary Research:

https://www.researchgate.net/publication/257207429_Exploring_the_design_of_hybrid_interfaces_for_augmented_posters_in_public_spaces



Figure 2: The representation of a physical print medium can be preserved by turning it into a digital surface.



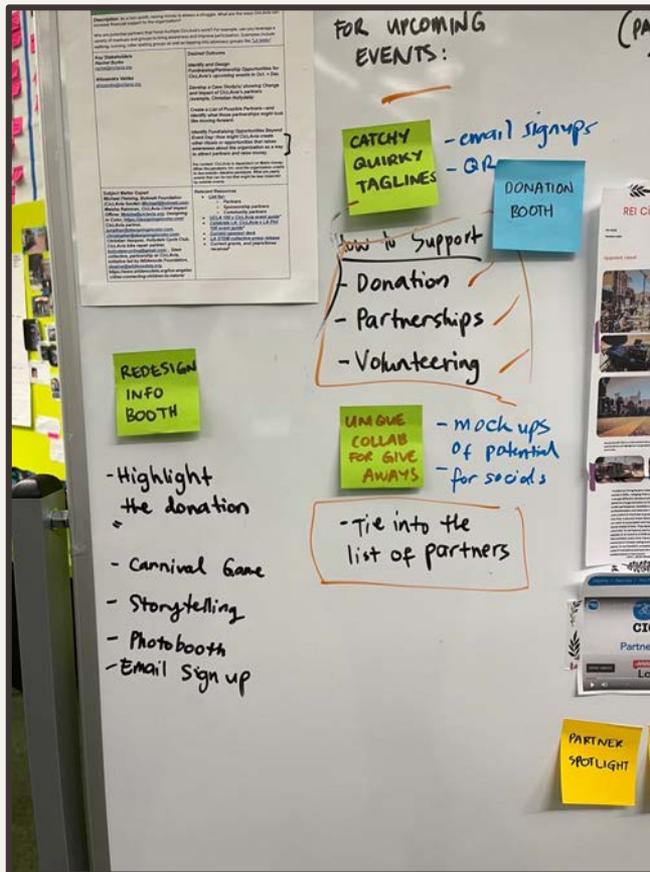
APPENDIX

October 9th Event



December 4th Event





THANKS!

Please let us know if you
have any questions!



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