

# Loewe Retail Pop-Up Strategy Proposal



Mali M. Dandridge

# **Types of Retail Pop-Ups**

- Collection Launches
  - The LoeweMuseum
  - The AtlantaAnagram Shop
- Seasonal Retail Pop-ups
  - Napa Valley
  - Martha's Vineyard





## **Potential Pop-Up Dates**





# The Loewe Museum

Collection Launch no. 1



"While other designers of the moment are now beginning to gain real recognition for working in the liminal space between art and design, Anderson has long vacillated between the two spheres, showing collections of avant-garde clothes that nod to art while also curating private exhibitions of photography, sculpture, and painting in his spare time."

Noor Brara, Art Net News



Loewe's persistent commitment to artistry and craft is

special.



The general public is unaware of how heavily inspired Jonathan Anderson is by his beloved artists and the art world in general. This is unique to Loewe as a brand.

A Loewe Museum Pop-up will help bridge this consumer knowledge gap, ultimately deepening their relationship with, and respect for, the brand. The idea also plays on the fact that Loewe stores are commonly said to "feel like museums."

# An Example of Jonathan's Inspiration:

"I was mesmerized by these cubes," Anderson says of Magor's assemblages, which resemble plastic storage units used to stow away off-season clothes. 'I really liked what she was trying to say. She's talking about putting all your belongings on the street, and blowing it all out. And I think in doing that, she takes things that are no longer wanted and brings them into question, which I think is incredibly important."

Jonathan Anderson





### **Elements of The Museum Exhibits**

- Archival pieces from previous collections and other non-shoppable art-work
  - Liz Magor's Cubes (Spring 2020)
  - Loewe Mackintosh Collection
  - Ken Price Collaboration
  - Loewe Weaves x Sotheby's
- Shoppable Artist Collection Elements (Current season, Currently Stocked)
  - Ex: Ceramic printed t-shirts
- Works from Loewe Craft Prize Winners
- Ideally would show the original art piece that inspired the collection; however, if impossible we will show a high-res aesthetically pleasing video of the art-work.
   The video will to be played on loop
  - Blurbs about artist information and Jonathan's muse will accompany each piece.



# **Current Shoppable Collection**





SS23 women's pre collection, Look 07

SS23 women's pre collection, Look 41

Key Archival Products to be featured in Pop-Ups



Loewe Weaves x Sotheby's





## **Key Archival Products to be featured in Pop-Ups**





Hedonistic Release: Mens SS23 Inspired by Florian Krewer (NYC Based German Artist)



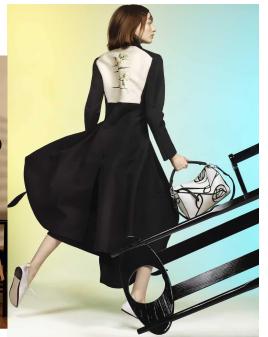
Holiday Capsule Collection 2020 Inspired by Ken Price



# **Key Archival Products to be featured in Pop-Ups**









**Capsule Collection Inspired by Charles Mackintosh** 

### **Art of Craft Prize Winners and Finalists**









A Time of Sincerity (woven horsehair basket)

Dahye Jeong

'SHE' (wall installation)
Fanglu Lin

# Key Logistics



### City & Spaces

- San Francisco (emerging market, store opening)
  - Union Square (Close to new Loewe store)
  - Art & luxury fashion hubs nearby (Westfield, SFMOMA, Asian Art Museum, etc)
- Gallery Space Ideal
  - Space should be an empty gallery for rent, comfortable walking distance to the new Loewe store to drive foot traffic
  - Sites like <u>storefront</u> and <u>loopnet</u> enable us to choose from listings
  - Gallary's also list spaces directly ex. <u>Chandran Gallery</u>

## **Additional Logistics**

### Will have to loop in a Curator:

Laura L. Camerlengo (SFO based)

#### Timeframe:

- Would run for ~2 months
- Peak Tourism: Fall (Sept, Oct) due to the ideal weather

### Staffing:

 Personnel to be pulled from nearby stores SFO and use recruits from San Jose Puffer pop-up

### **Risks & Other Considerations:**

- Bay Area is very earthquake prone, so we need earthquake insurance to protect merchandise
- Should incorporate elements of environmental sustainability throughout product education as SF natives are socially conscious
  - Bilal should highlight Loewe's leather sourcing and efforts to mitigate waste during staff education





# **Key profit-driving add-ons:** "**Museum Gift Shop**"

- Museum entry is free to promote accessibility, so this profit driving add-on is crucial
- Feature artist-inspired clothing from current collection
- Have a stock of entry-level buyer's items
  - (i.e. popular bags, SLGs for customizables, etc)
- Feature elements of Bilal's Loewe learning sessions
  - Client advisors will be trained by Bilal about the craft and inspiration behind the products being sold.
  - They will serve as both product educators and museum "docents."



# Key Moments: Gallery Opening ft. Artist Talks

- Gallery Opening
  - Red carpet and photographer
  - DJ present to curate a vibe
  - Free Champagne & H'orderves for all guests
  - Curators + artists to hold Q&As and mingle with guests.

### **Overall Goal:**

 Situate Loewe within the San Francisco Arts and Culture ecosystem.



Renting gallery space for 2 months near San Francisco's Union Square

- \$35,500-40,000 per month to rent a dedicated gallery space (ex. 381 Geary)
- \$15,000-25,000 per month rent empty commercial space

\*Based on Info from LoopNet

Capex: \$100,000

Launch event:

- Catering with waiters \$125 per person
  - Recommend: Left Coast Catering

Artist Speaking Honorarium \$10,000-20,000 per artist Local Bay Area DJ: \$150 per hour







381 Geary St





## PR & Buzz-Creation

### Media Outreach

- Key Journalists and Media Outlets:
  - Newspapers: SF
     Chronicle, LA times,
     NYT Style Section
  - FashionPublications: VogueBusiness, BoF, WWD

### PR for Launch Event

- Julian, Ali & Jummy to provide PR invite list for launch event
  - celebrities, SFO arts& culture players, etc
- San Francisco client advisors provide us list of VICs to invite

# **LOEWE**



Steven Meisel A Show of Hands, 2019

loewe.co



A store exhibition "pop-in" at San Francisco storefront once it opens

- Dedicated space meant to highlight art that has inspired by the current shoppable collection
  - Ex: Import Chinese ceramics and keep them in store for ~1 month
- Can be a rotating feature that makes the SFO store special
  - Can highlight new artists when new collections drop OR feature archival collections with artist inspiration





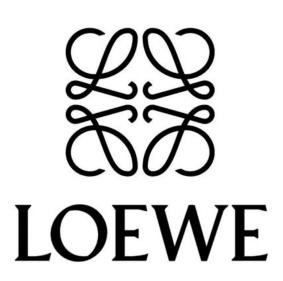




# The Atlanta Anagram Shop

Collection Launch no. 2

# The Big Idea: The Elevated Anagram Shop



The idea of an Elevated Anagram shop aligns with Loewe's Brand Identity.

Rather than vying for market space in the already heavily-saturated commercial- streetwear space, Loewe is carving out a wholly-new fashion-oriented Anagram space, which we believe the Atlanta consumer will appreciate.

To clarify, the product selection is not merely anagram- laden cotton tees and hoodies. It's deeper, richer, and more refined. "T-Shirts and Hoodies consist of 35% of our MRTW business currently.

There is definitely projected growth as we see an increase in brand awareness and we capture a more commercial client. **That being said our goal is not to increase the penetration of the jersey business but to elevate this more aspirational client into world of LOEWE through other elevated categories.**"

Jesse Lee, Loewe U.S. Men's Merch Manager







### There is BIG money in Atlanta

### The cities wealthiest neighborhood houses the southern elite

- Buckhead- the most elite neighborhood with commercial relevance
  - "There is no community quite as lavish in Buckhead. It has some of the most beautiful mansions for sale in Atlanta and is a favorite among the city's elite" Natalie Gregory
  - Bustling entertainment district with luxury shopping concentrated in. Lenox Square Mall, where Loewe plans to open in 2024

### - Midtown also an ideal place

- "An active arts and business district, Midtown is located right in the heart of Atlanta. It is one of the city's best urban neighborhoods because of its exceptional shopping and dining spots" -Natalie Gregory
- Close to the high Museum of Art, Sahanah College of Art and Design (SCAD), and the Atl Botanical Garden

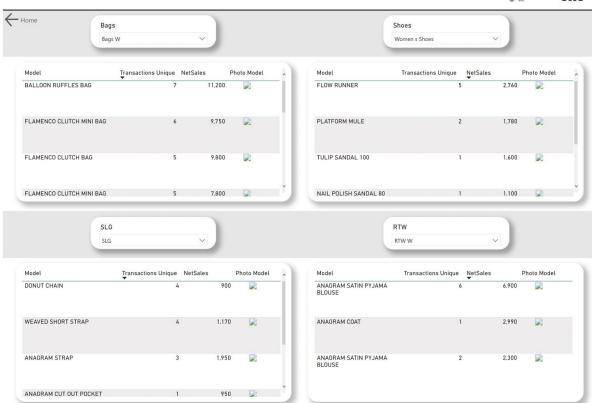
# CONSUMER DEMOGRAPHIC + Tendencies

### **LOEWE**

#### PRODUCT CATEGORIES BY MODEL







## Loewe Data that Supports Product Assortment Decisions

Indicates that we should focus on Popular Bags, SLG customizables, shoes, and Anagram RTW basics.

# Product Mix to be featured in Pop-Ups

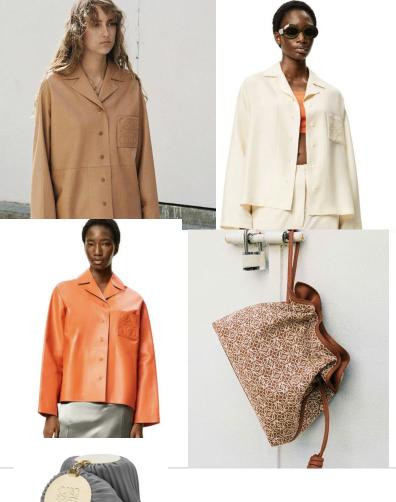
### **Data-Backed Product Assortment:**

- Flow Runners
- Anagram RTW Basics
  - Ex: Anagram pyjama blouse in silk
- Popular Bags + SLG customizables
  - Puzzle
  - Flamengo
  - Bracelet Pouch

### **Key Materials to Highlight:**

- Silk
- Nappa Leather
- Demin
- Jacquard





## **Community Building Launch Event**

- Anchored by a "Community Conversation" ft GQ discussing the intentionality behind the shop
  - M/M Design will be interviewed to speak about their revamp of Loewe's anagram
  - GQ Editor & Chef: Jim Nelson
  - Jonathan Anderson
  - GQ Style Editor: Yang-Yi Goh





# Connection through the Arts & Music: Celebrity Musicians & Local DJs

- Celebrity-Musicians as Brand Reps
  - Ideally, A\$AP Rocky (& Tyler the Creator)
    - A\$AP Rocky has organically worn a lot of Loewe
    - Tyler's quirky likability resonates with Loewe as a Brand
  - Alternatives already familiar with Loewe:
     Steve Lacey, Kaytranada, Skepta, J-Cole
  - Alternatives from or based in Atlanta:
     Childish Gambino, Migos, Playboi Carti
- Local, upcoming Atlanta DJs
  - Stationed every day of the pop-up



# Closing Event: Community Building Arts Event

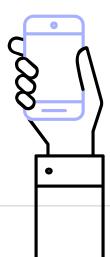
- Partner with a renowned Atlanta Arts Museum to solidify Loewe's cultural relevance with the city's arts scene
  - **Top pick:** MODA (Museum of Design Atlanta)
  - Great alternative: MOCA-GA (Museum of Contemporary Art of Georgia)
- Goal: Bring the Community-oriented Spanish Arts Synergy to Atlanta
- Can replicate craft-prize format
- Should sustain a partnership for years to come, can be apart of Loewe's dedication to support the arts
  - Could serve to solidify the U.S. Branch of the Loewe Arts Foundation





# Social Media Activation Component

- Instagram Takeover of @Loewe IG Account by Celebrity Musician Campaign Rep
- Celebrity musician to post on their IG feed & story during both the Launch and Closing event
- GQ to cover "Community Conversation" on all official social media platforms







# Cities & Spaces

- Partner with a local retailer
  - Top Pick: A-Ma Maniere (upscale, modern, boutique showcasing European-inspired men's streetwear & sneakers)
  - Loewe has an established relationship with A Ma Maniere
- Near bustling midtown
  - Close to Atlanta Contemporary
     Museum, Westside Cultural Arts
     Center, and the Trap Music Museum

# A MA MANIÉRE





# **Key Logistics**

## Staffing

- Temporary, >1 month
- Staffed: Pulled from nearby stores
- Significant education from Bilal needed to educate consumer base on product
- Local DJs to be stationed every day of the pop-up

### **Timeframe**

 Springtime ideal (not cold out, but before hurricane season)

## **Regional Risks**

- Hurricane season
  - June 1st through Nov 30th



- Celebrity Musician partnership:
  - 50/50 Split: Outfit & Cash for Appearance
    - \$20-25k per person worth of product + additional cash for appearance & engagement
  - Cover travel costs to ATL for "Community Conversation" & Cypher est. \$10,000 per person
- Partnership with A MA Maniere (or other local popular streetwear retailer) est. \$10,000
- Local DJ est. \$5,000-7,500
- Community Conversation Launch ft. GQ
  - Want editor's expertise, so will cost \$\$
  - Cost Mitigated if we buy Ad-Space



# Cost breakdown



## **Buzz-Creation**

### **Media Outreach**

- Key Journalists and Media Outlets:
  - Vogue, Elle, Harper's Bazaar
  - NYT Style
  - Complex
  - Dazed
  - HighSnobiety

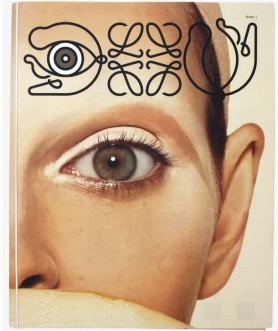
### PR Outreach

- Handled by Julian, Jimmy, and Ali
- Invite influencers, friends of house, and local Atlanta creatives and "cool kids" to key events

### **Guerilla Marketing**

- Mini Zines
  - Similar to the "Eye-Loewe-Nature" Fan Zines given in-store
- Poster-Plastering
  - Downtown ATL & other trendy neighborhoods







# Loewe's Luxe Napa Valley Experience

Seasonal Pop-Up no. 1

## **BIG IDEA:**

Loewe would fill a huge gap in the market. Napa Valley lacks luxury shopping opportunities, but there are many wealthy tourists.

Napa Valley is a tourist destination visited by the cultured elite - Loewe's target market.

It is a major tourist hub for wealthy Californians, along with national and international tourists

- ½ hour away from San Francisco
- 1- ½ hour away from lucrative tech hub
   San Jose

-

The pop up will help generate buzz in Northern California, which will help generate buzz for the new SFO store.





# About Napa's Tourist Demographic

3.85 million tourists in a typical year (based on a 2018 study)

Peak season corresponds with the region's harvest season, which is August through October. The retail pop up should be during this time. .

Loewe consumer demographics align with those of the typical Napa tourist

- Highly educated, highly cultured
- The kind of people who go to luxury wineries Note: Will attract an older, more seasoned consumer

Wineries often open & most active Thurs- Sunday
The average tourist spends 3 nights in Napa, usually centered around a
weekend

## **Key Elements**

- Rotating Vineyard Partnership
  - Partner with Napa's most luxe wineries
  - Purchase two Loewe "pop-up vans" and park them for 1 week at a time at each location
- Big Launch: "Napa Valley Luxe Fest: Sip & Shop"
  - Partner with Brown Estates, which is Black owned and located downtown near First Street shopping hub.
  - Idea centered around luxury consumption: luxury foods & wines, goods, and experiences (ex. Spa massage)
  - Can potentially be an annual event
- Loewe-branded decked out vans
  - To be parked at or near multiple luxury vineyards & shopping hubs (ex. First street)
  - Transportable, so can travel to different parts of wine country, which is spread out

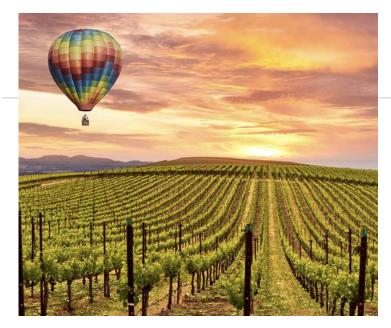






# A Weekend in Napa: A Special VIC Experience

- Hot air balloon ride during sunset across napa valley
  - Hot air balloon will have Loewe branding
- Balloon will drop invitees off in the middle of a vineyard, have a gourmet meal waiting for them
- Van on to be site to present and sell merchandise
- Loewe to provide overnight lodging at a nearby luxury resort







## **Key Venues**

## Wineries

- Newton Vineyard (LVMH Owned)
  - Can form partnership with the spirit company or have
     LVMH bankroll part of due to cross-selling opportunities
- Hall St. Helena
  - Known for integration of art & wine
- Quintessa
  - High scores from top critics, stunning views
- Robert Mondavi Winery
  - Known for the intersection of art and wine. Summer concert series popular, truck can be on the grounds for that event.
- Domaine Carneros
  - Really popular among visitors. Regal, majestic chateau setting.
- Brown Estates
  - Downtown Napa. Black owned. Ideal for "Sip and Shop" because it's right off First street.

## Shopping-hubs

First Street Napa







## **Key Logistics**

## **Staffing**

- Seasonal 2-3 months
- Pull from nearby store (SFO) and use talent from San Jose Pop-up
- Product knowledge important for these consumers:
  - Bilal to fly out for a staff-wide education.
- Staff can work long weekends
   (Thurs-Sun) and enjoy Mon-Wed off
- Two people per van needed at a time
- Aubrey and Britney to handle Van Visual Merchandising

## **Regional Risks**

- Wildfires in vineyards and nearby counties
  - Wildfire season (July- Oct) overlaps with harvest season, so that's a risk
- If fire season is especially bad, there will be fewer tourists.
- The van is mobile, so damaged goods are unlikely
- Hot air balloon safety concerns



#### Shopping Patterns:

- Demographic should be similar to those who vacation in Sag Harbor (wealthy, educated, elite)
- However, it will take place in the fall, so different products appropriate for different seasons

Limited truck space so only need the F/W essentials (best-sellers & entry level items) Products Include:

- Best Selling Handbags + Customizable SLGs
- Sunglasses
- Mohair Scarves
- Fragrances and Candles
- Flow Runners













## **Product Assortment**

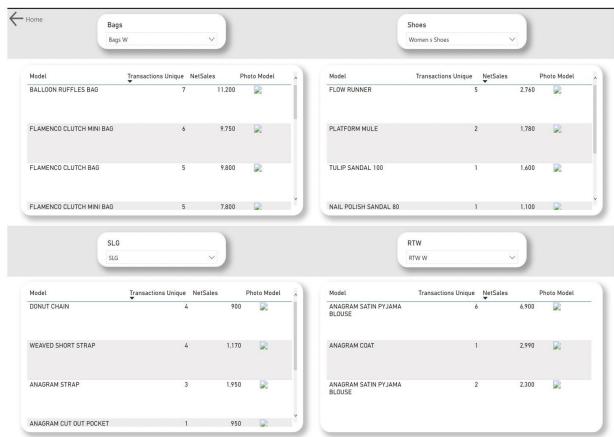


#### **LOEWE**

#### PRODUCT CATEGORIES BY MODEL







## Loewe Data that Supports Product Assortment Decisions

Indicates that we should focus on Popular Bags, SLG customizables, shoes, and Anagram RTW basics

## Cost Breakdown



Two camper-vans to be parked in Napa for 2-3 months

VW Camper Van: \$40,000-150,000 to buy\*Numbers pulled from <u>ClassicCars.com</u>

Interior design, VM, and Branding & other van Renovations:

- Average camper van conversion cost: \$15,000-20,000 \*Note: Benefit of buying can be re-used for future activations

Loewe-branded hot air balloon

- \$3,000-5,000 (for branding)

Hot air balloon ride chater for about 30 VICs

- 4 people can go per ride. Plan for about 8 rides total.
- Each ride costs \$200-300 per person

Catering for Vineyard Diner

- \$100/ person

Overnight lodging at luxury resort for about 30 people

- \$700-\$900 per night for a room

	Cin O Chan					Cin O Chan	Sip & Shop
Week 1	Sip & Shop Launch @ Brown Estates	Off	Off	Van Set up	Van Set Up	Sip & Shop Launch @ Brown Estates	Launch @ Brown Estate
Week 2	Newton Winery, Hall St Helena	Off	Off	Off	Off	Newton Winery, Hall St Helena	Newton Winery, Hall S Helena
Week 3	Hall St. Helena, Quintessa	Off	Off	Off	Off	Hall St. Helena, Quintessa	Hall St. Helen Quintessa
Week 4	Quintessa, Robert Mondavi	Off	Off	Off	Off	Quintessa, Robert Mondavi	Quintessa, Robert Mondavi
Week 5	Robert Mondavi, Domaine Carneros	Off	Off	Off	Off	Robert Mondavi, Domaine Carneros	Robert Mondavi, Domaine Carneros
Week 6	Domaine Carneros, Newton Winery	Off	Off	Off	Off	Robert Mondavi, Domaine Carneros	Robert Mondavi, Domaine Carneros
				46			



## PR & Buzz-Creation

#### Media Outreach

- Key Journalists and Media Outlets:
  - Newspapers: SF
     Chronicle, LA times,
     NYT Style Section,
     Napa Valley Registrar
  - Fashion Publications:Vogue, Vogue Business,BoF, WWD



## The Vans serve as marketing tools!

- Loewe Logo on the side of the Vans
- Parked in Major thoroughfares

## Longevity & Re-Use Potential: "Salone del Mobile su Ruote de Loewe"

- Loewe Vans can be reused and driven around the country
- Can serve to raise brand awareness and test new and upcoming markets
- Vans can be parked in other popular seasonal vacation destinations during their high seasons. This way, we don't have to worry about space rental.
  - Potential Locations Include:
    - Newport, RI
    - Park City, UT
    - Jackson Hole, WY
    - Lake Tahoe, CA
    - Cape Cod, MA









# Memory-Making Moments in Martha's Vineyard

Seasonal Pop Up no. 2

## **BIG IDEA:**

This pop-up fills a gap in the market: many wealthy consumers in the area who have a lot of spending power, but no outlet due to the few luxury stores in the area. Martha's Vineyard mirrors Loewe's eclectic vibe while being a hub for the nation's wealthiest, elite individuals:

"Martha's Vineyard has a long history of attracting some of the most influential people in the world both as visitors and homeowners." (Business Insider)

Goal: Provide significant commercial revenue in this popular US tourist markets



- High Season is from July to Aug, starting with July 4th and ending with Labor Day
  - "The island's population grows from around 17,000 to around 200,000 in the summer" (Business Insider)
- "Down Island" is the ideal location
  - Consists of Vineyard Haven, Edgartown, and Oak Bluffs
    - A recent study named Vineyard Haven as the most expensive small town in the nation. The town is also known for being star-studded and "the place to see be seen."
    - **Edgartown** is notoriously beautiful and "Main Street" is the ideal quintessential shopping strip
    - **Oaks bluff** is considered the island's party haven. Often referred to as "Fun Central"
      - Considered a "Wet Town" (i.e. heavy drinking culture)

## Basic Location + Tourist Information



### **Event Kick Off**

- Seaplanes from NYC & Boston to take VICs and Friends of House to Martha's Vineyard overnight
- Partner with "Farm. Field. Sea" Insider Experience
  - Known for curated events with local vendors in unexpected locations
  - "Maker's tables" dinners are feasts by local chefs
- Trunk Show: "The Most Exclusive Day in Luxury Shopping"
  - Invitees are presented with new & exclusive items
  - Items bought by invitees are delivered via consignment to their homes
  - Set around fashion show dates and major drops





## **Key Locations**

- Loewe Vans to be re-designed with a Ibizan summertime theme and driven around popular down-island hubs
- Van "pop-up" should be parked in key shopping hubs be located in and around Edgartown, Oaks Bluff & Vineyard Haven
  - Main Street, Edgartown
    - A lot of higher-end chain stores and luxury shopping: Lululemon, Lilly Pulitzer, Vineyard Vines
  - Tisbury Marketplace, Vineyard Haven
    - If chosen, van should be parked next to or near Vineyard Vines to pick up on the Luxury Traffic





## **Key Logistics**

#### **Staffing for Vans**

- Seasonal 2-3 months
- Pull from nearby store (Boston)
- Provide housing as an incentive (similar to Sag Harbor)
- Will need 2 client advisors to man the van at all times

#### **Staffing for Seaplanes & Trunkshow**

- Crew for seaplanes provided
- Top Client Advisors pulled for Trunk Show.
  - Dane to oversee event.
- Farm. Field. Sea Dinners staffed by hosts



#### **Risks**

- Hurricanes
  - Season runs from June 1- Nov 30th.
- Martha's Vineyard has the same "high" season as Sag Harbor, which may prove overwhelming for Loewe's small U.S. corporate team







#### Media Outreach

- Key Journalists and Media Outlets:
  - NYT Style Section, Vogue, In style, Elle, WWD, Allure, Harper's Bazaar

#### PR Outreach

- To be handled by Julian, Jimmy, and Ali
  - Invite influencers, friends of house

## Vans driving around the island also serves as PR!

- Loewe Logo on the side of the Vans
- Parked at or around major thoroughfares

### Cost breakdown

#### Sea Planes to transport 50-70 people

- Roundtrip from Boston and NYC to Martha's Vineyard
- \$700 per person, 15 people per plane

#### One night of accommodation for all guests 50-70 guests

- Partner with local hotel, \$500 per night, about 30 rooms

#### Loewe logo branding for planes

- \$3000 per plane

#### Park Loewe Vans at major commercial hubs

- Will have to change interior design & VM to be more resort-centric, est. cost: \$2,500-5,000 per van
- Commercial parking \$250 per week

#### Farm. Field. Sea. Event + Dinner for VICs

- \$210/ person + private event fee





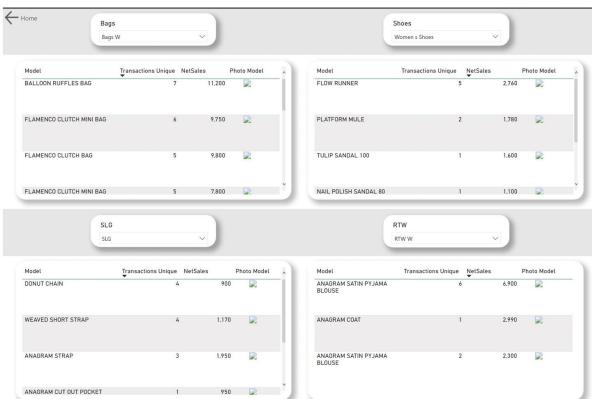


#### **LOEWE**

#### PRODUCT CATEGORIES BY MODEL







## Loewe Data that Supports Product Assortment Decisions

Indicates that we should focus on Popular Bags, SLG customizables, shoes, and Anagram RTW basics.

Department 🌃	Values WTD U TY	WTD \$ TY	VTD \$ vs L'	WTD MIX %	MTD U TY	MTD \$ TY M
30 RTW W	9	\$10,550	0%	41%	28	\$27,500
10 Bags W	7	\$9,433	0%	37%	41	\$60,203
91 Other Accessories	3	\$2,290	0%	9%	5	\$3,590
90 Perfumes	10	\$1,920	-25%	7%	36	\$5,646
15 Women s Shoes	1	\$1,100	0%	4%	8	\$7,160
80 Sunglasses	1	\$380	0%	1%	9	\$3,420
20 SLG			0%	0%	4	\$1,422
50 Soft Accessories			0%	0%		
Grand Total	31	\$25 673	899%	100%	131	\$108 941

The consumer demographic in Martha's Vineyard largely mirrors those who vacation in Sag Harbor; therefore, the product selection should be comparable.

## Loewe Data that Supports Product Assortment Decisions

Should stock: Beachy RTW, Best selling bags, Accessories, Women's Shoes, and Sunglasses

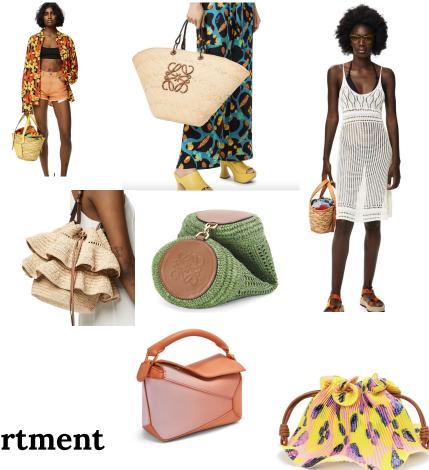
#### Demographic Shopping Patterns:

- Consumer demographic mirrors those who vacation in Sag Harbor (wealthy, educated, elite).

#### Products Include:

- Popular handbags in fun colors (ex. Vitamin Brights, Acids, Yellows, and Oranges)
  - Puzzle, Flamenco, Bracelet Pouch
  - Basket Bags (Beach Location)
- SLGs for bag customization (straps, charms, etc)
- Paula's Ibiza RTW
  - Linen, Loose Fits & Fabrications
- \*Buy now wear now model

## **Product Assortment**







# Overall, these Retail Pop-ups achieve the following:

Strengthen Loewe's brand recognition & reach within the US domestic market in all four locations: Atlanta, San Francisco, Napa Valley, and Martha's Vineyard.

Provide significant commercial revenue in established domestic or US tourist markets in two key locations: Napa Valley and Martha's Vineyard.



# THANKS!

# Any questions?

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