

State Priorities The Virginia Career Works Story What's Next

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What is a Brand?

- More than Logo or Nice Materials
- The story connecting
your reason for ***being***
with your audience's
reason for ***caring***
- ***Examples: McDonald's; Michael Jordan***

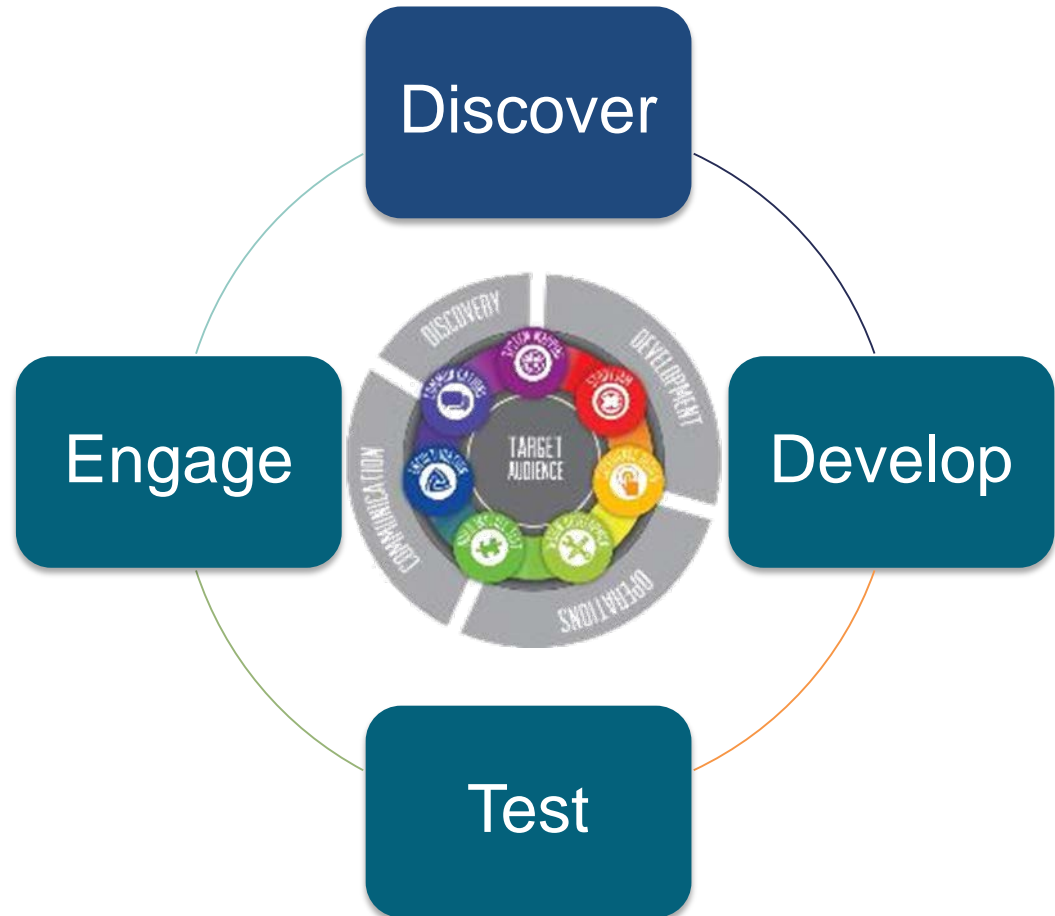
What A Brand Does

- Ensures a clear, accurate, consistent, actionable story regardless of who is telling it
- Creates a roadmap with positioning on-ramps and off-ramps as you evolve and grow
- Embodies and multiplies the value you are creating for your stakeholders, staffs, and citizens

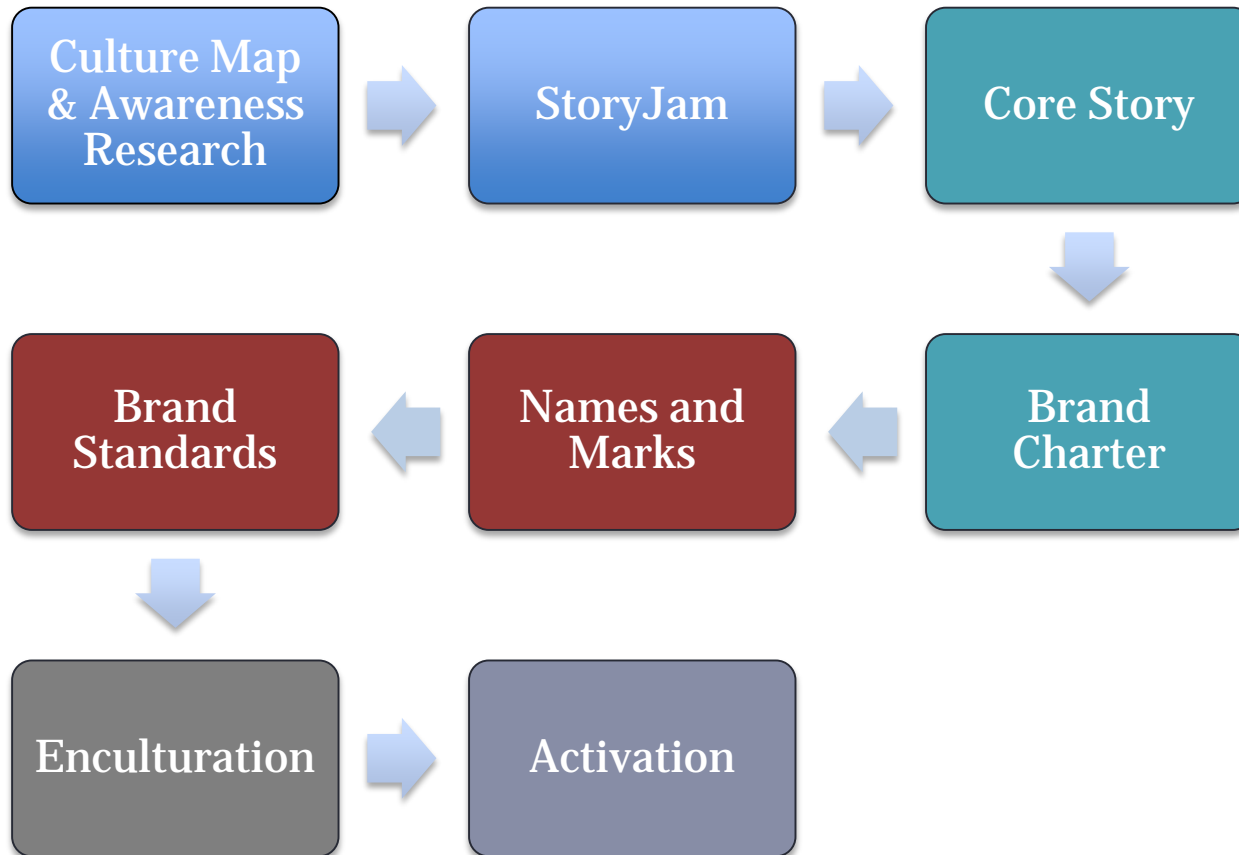
How We Got Started

- RFP Issued
- Brand Advisory Committee Established
 - Local Board Director
 - VCCS
 - VEC
 - Virginia Tourism
 - VBWD Member

Team Selected



Brand Development Process



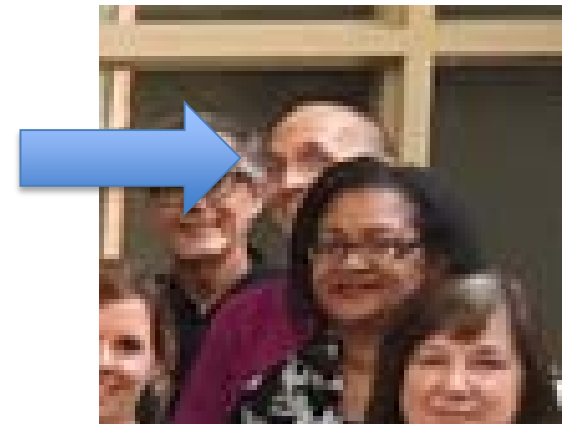
High Level Culture Mapping Findings

- The VWS is invisible or fragmented in the market today.
- Negative equity from the perceived failure of past brand initiatives
- Low internal brand affinity & lack of passion for current VWS brand
- The brand should be perceived as “non-government.”
- A belief that regional WIB and Career Center brands have some market equity, and regional localization is perceived as valuable for the new brand architecture.
- There is a perception that the brand underperforms the actual level of service, but customer perceptions include bureaucratic inefficiencies and delays that the new brand should debunk.
- There are perceived systemic barriers predominantly around assurance of universal brand adoption.
- There is positioning opportunity around “expertise and engagement.”
- The brand needs to be aspirational but reality-based in what it promises.

StoryJam®

32 participants from across the statewide workforce system met on 7/19/17 to:

- Develop brand attributes for a brand charter, architecture, marks and nomenclature
- Determine messaging and positioning opportunities
- Develop the foundation for brand deployment and enculturation



StoryJam™ Results

- *Explored* **rationale** for a new workforce brand
- *Identified* **critical elements of the brand charter**
- *Determined* **the must-have attributes and messages** for key constituencies and support groups.
- *Proposed* **strong brand pillars** to provide support for the new brand.
- *Defined* a **personality and character** for the new brand.
- *Confronted* **obstacles and failure drivers** to achieving success.
- *Expressed* the new **brand autobiography**
- *Identified* **success factors for implementation**

The Big Idea

- There is a significant opportunity to better serve Virginia businesses and job-seeking citizens by unifying the state workforce system's public face under a new and comprehensively applied brand.
- **We are branding *the interface between all of the people, organizations, and functions that comprise the Virginia Workforce System.***

Top Reasons for a New Brand

- **AWARENESS** – help people know we exist, what we do and where we are, counter poor reputation, present the entire system
- **CLARITY** – help business understand the system, not step on each other's toes knocking on same doors, control our brand's destiny
- **IMPACT** – facilitate employment, deliver a unified and consistent message, confer credibility, help economic development, cost savings, realize ROI, set a marker for system change and collaboration
- **EFFECT** – engage discouraged job seekers, re-energize the system, connect adults with the system, reach across generations

Brand Charter



Values

“What does The Brand stand for?”

The unswerving core principles and foundation of the organization.

- **Access**
- **Trust**
- **Support**
- **Innovation**

Values & Purpose

Brand Promise

“What do people get from us?”

The implicit contract between the brand, employees, partners, and the public.

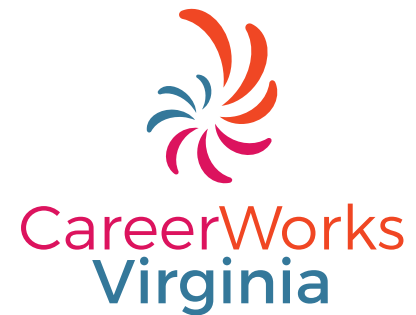
Virginia Career Works identifies, develops, and connects a diverse, skilled talent pool with Virginia businesses; changes lives; and advances economic prosperity.

Values & Purpose

Naming Strategy

- Because the two primary audiences both expressed a clear passion for clarity and directness, we focused on **Descriptive** names.
- All names contemplate “Virginia” as a modifier.
- We avoided names that might evoke past initiatives.

Tested Group



Finalist Selected



VIRGINIA
CAREER WORKS



VIRGINIA
CAREER WORKS

Key Factor

In Virginia, the brand should help us leverage the opportunity to bring more residents into the system.

Resident Focus a Prime Opportunity

Usage of Virginia Workforce Resources				
	Frequently	Sometimes	Rarely	Never
Residents				
VEC	20%	28%	32%	21%
Local Center	18%	25%	19%	38%
Employers				
VEC	38%	32%	14%	16%
Local Center	53%	21%	8%	18%

Specific Career Centers were shown to respondents based on their county of residence (Residents) or county in which most employees work (Employers). Full list shown in Appendix.

***B2.** How often, if at all, have you used any state of Virginia websites or locations, such as the Virginia Employment Commission (VEC), local workforce offices or career centers, and/or community college career centers in the past?*

INSIGHT

When shown the list, most Virginia residents say they rarely or have never used a workforce system entity. Among employers, about half indicate frequent usage of their local career center.

IMPLICATION

Increasing resident flow through the local centers, increases the candidate pool, which in turn is likely to increase employer usage.

Policy Integration and Implementation

- **VBWD endorsed statewide branding policy**
- **VCCS has issued guidance-regional transition plans and funding**
- **Full implementation across Virginia by Sept. 3, 2018**
- **September-Workforce Development Month**

Final Thought

- Brand Use >>>> B to C
- Think of as Franchise Model
- Local Boards = Owners/Operators
- Virginia Career Works = Service Delivery

Questions?



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