

# 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***

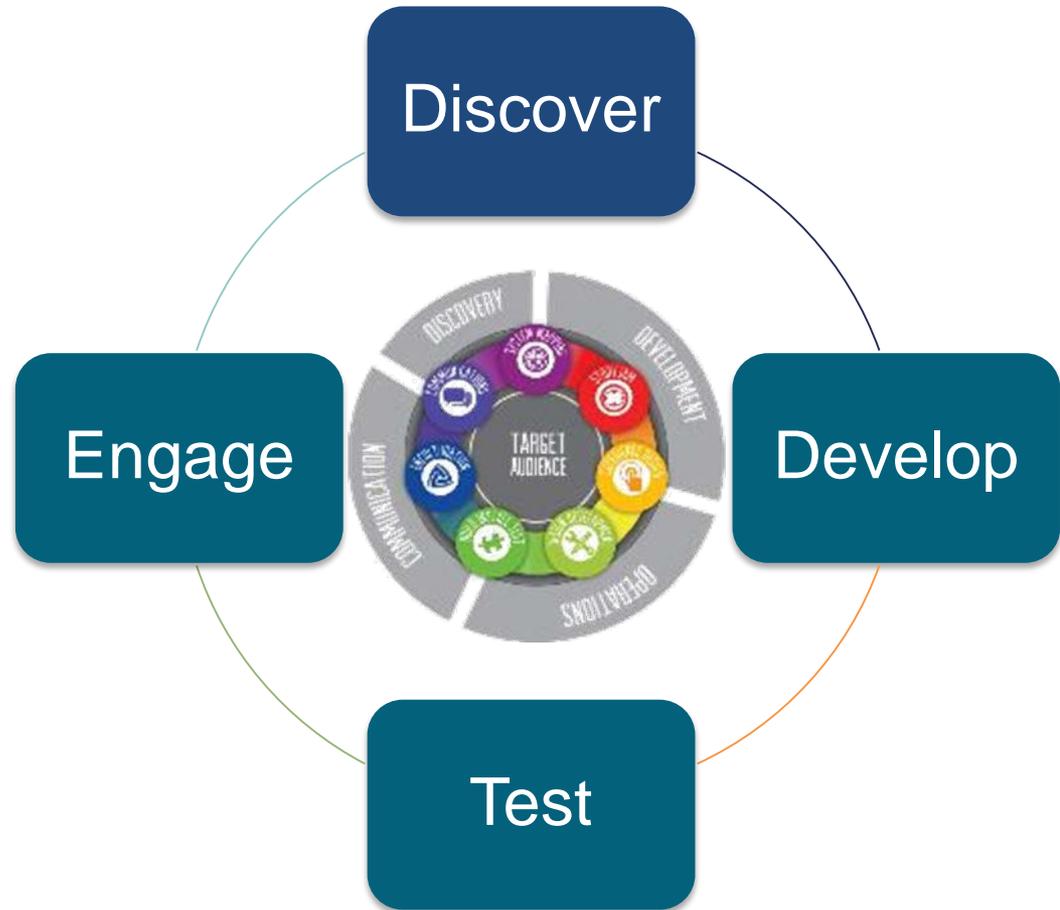
# What A Brand Does

- 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

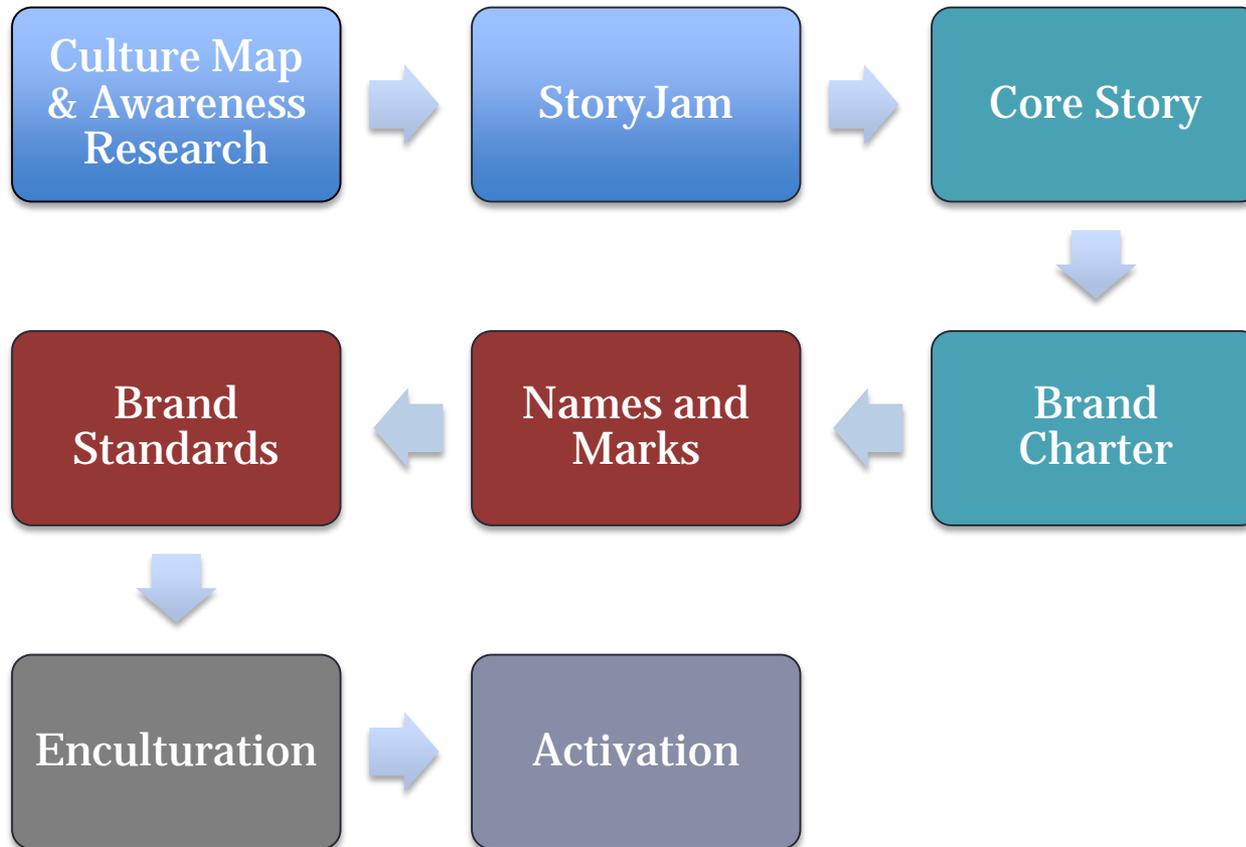
# How We Got Started

- 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
<b>Residents</b>				
VEC	20%	28%	32%	21%
Local Center	18%	25%	19%	38%
<b>Employers</b>				
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?



**VIRGINIA**  
CAREER WORKS