



HOFFMAN YORK



Montana State Library

Brand Positioning Recommendation

Presented to the MSL Commission 2.9.22

Presented to the Montana State Library Commission, 2/9/22

Project Objective

Develop and implement a rebranding strategy that represents the full scope of services and value Montana State Library provides librarians, state agencies and local municipalities, professionals and other Montanans.

Project Plan

RESEARCH & DISCOVERY



BRAND DEVELOPMENT



CAMPAIGN PLANNING & CREATIVE



MEDIA BUY AND CAMPAIGN LAUNCH



Methodology

HY conducted in-depth interviews with 21 internal and external Library stakeholders and surveyed additional groups:

State Library Staff

Jennie Stapp, State Librarian
Malissa Briggs, Central Services Manager
Genevieve Lighthiser, Administrative Specialist
Bryce Maxell, Natural Heritage Program
Cara Orban, Consortia Director
Erin Fashoway, GIS
Evan Hammer, Digital Library Admin.
Jennifer Birnell, Montana Memory Project
Jim Kammerer, State Publication Librarian
Tracy Cook, Lead Consulting Librarian
Troy Blanford, Water Information Systems

Library Commission

Bruce Newell, Commission Vice Chair
Elsie Arntzen, Commissioner
Kenning Arlitsch, Commission Chair
Kristin Kerr, Commissioner
Peggy Taylor, Commissioner
Robyn Scribner, Commissioner

Government

Kristen Juras, Lt. Governor
Amy Sassano, Deputy Budget Director
David Bedey, State Representative
Kim Abbott, State Representative

Survey Participants

- Montana Association of Counties
- League of Cities and Towns

- What's the first thing that comes to mind when you think of the Montana State Library?
- What benefits does the Montana State Library provide to the residents of Montana?
- What information resources or brands do you identify as best-in-class, and why?
- What is your understanding of Montana State Library's current brand?
- What do you view as the biggest opportunities afforded by a successful rebranding of MSL?
- What do you perceive will be the biggest challenges?
- Who do you identify as the most critical user groups of the Montana State Library?
- What are your thoughts on Montana State Library's current name?

IDENTIFY THE PROBLEM

IDENTIFY AND
UNDERSTAND AUDIENCES

INFORM BRAND VALUES,
POSITIONING, MESSAGING

INFORM NAMING
RECOMMENDATION

INFORM VISUAL IDENTITY AND
COMMUNICATIONS MATERIALS

INFORM STRATEGIC AND TACTICAL
ROLLOUT PLAN

Problem Analysis

PROBLEM 1:
Montanans are using MSL programs without realizing it.

PROBLEM 2:
Montanans are not aware of MSL programs.

GOAL:
Grow awareness of MSL's mission and programs to increase the value returned to the state and its residents.

Programs

Local Library Programs

Proprietary
Collections

Data & Info Programs

Shared
Library

Technical
Assistance

Library2Go

Hot Spots

Talking
Book
Library

State
Government
Documents

GIS Data-
driven
Products

Montana
Memory
Project

Natural
Heritage
Program

Audiences

Local Library Programs

Talking Book Library

Data & Info Programs

Library Admins

Local Library Users

Impaired Communities and Support Services

State Agencies

Local Municipalities

Outdoor Recreationalists

Natural Resource Professionals

Real Estate Professionals

Reporters

Emergency Services

Emotions

Local Libraries

Local library programs are looking for the resources to help serve their communities better.

Trust

Care

Data & Info Users

Data and information users are looking for reliable, accessible data about the state of Montana.

Confidence

Knowledge

Values

ACCESS

Open-data advocacy helps equalize the knowledge base of Montanans.

TRUSTED

Non-partisan with a reputation for integrity and transparency that fosters strong relationships across the state.

NOBLE

All areas of the library contribute to making lives better for Montanans.

EFFICIENT

Promotes data-sharing that expedites decisions and leads to better outcomes.

LEADING-EDGE

Anticipates the information needs of Montanans which results in innovative product and service offerings.

SWOT Analysis

STRENGTHS

- Trusted source among MT public libraries.
- Highly rated among those familiar with MSL's mission.
- A range of useful programs necessary to a wide audience.

- Solidified brand clarifies value.
- Build support among legislature for funding.
- Expand usage among existing base by connecting individual programs with larger MSL brand.

OPPORTUNITIES

WEAKNESSES

- Programmatic structure creates divide between MSL departments.
- Low awareness even among those that use MSL programs.

- Libraries are often seen as a luxury by those that are unaware of full offering.
- Being able to demonstrate efficiency, effectiveness, ROI is critical: perception that MSL services could (and maybe should) be provided by the private sector, for a cost.
- Other organizations getting credit for what MSL provides

THREATS

State Library Brand Qualities

- Ability to simplify the complex, provide clarity and help people see things in new and different ways
- Welcoming and encouraging of exploration
- Innovative but mindful toward the long-term effects of our actions
- Believes in doing the right thing

EFFICIENT
ADAPTABLE
EXPERT
GENUINE
TRUSTED
RELATABLE
APOLITICAL

Defining a Brand Positioning

- Internal statement that drives organizational alignment
- Defines what makes the organization different and/or better
- Shows why audiences should believe them
- Good positioning statements extend beyond messaging and branding

amazon.com®

- Positioning statement: For consumers who want to purchase a wide range of products online with quick delivery, Amazon provides a one-stop online shopping site.
- Mission: To serve consumers through online and physical stores and focus on selection, price, and convenience.
- Brand message: From A to Z

Building a Positioning Statement

For *target audience*,

Montana State Library is *category*

that provides *value proposition*

because *reason to believe*.

Montana State Library Positioning

For Montanans of all backgrounds who seek
confidence in their decisions,

Montana State Library is the **trusted resource**

that provides **leadership and guidance in a
fast-moving world**

through its **innovative information services and
relationships built by dedicated staff.**

Brand Strategy Canvas

A structured approach to planning customer-first strategy



<p>Consumer/User Insights A</p> <p>In a world filled with information overload, people are looking for trusted sources to make decisions in their personal and professional lives.</p>	<p>Brand Positioning Statement</p> <p>AUDIENCE & THEIR BARRIERS</p> <p>A For Montanans of all backgrounds seeking confidence in their decisions,</p> <p>POINT OF DIFFERENTIATION & BEHAVIORIAL SHIFT:</p> <p>B C Montana State Library is the trusted resource</p> <p>That provides leadership and guidance in a fast-moving world</p> <p>REASON TO BELIEVE. WHAT'S THE ONE THING?</p> <p>D E Through its innovative information services and relationships built by dedicated staff.</p>	<p>Company Values</p> <p>Access</p> <p>Trust</p> <p>Nobility</p> <p>Efficiency</p> <p>Leading-edge</p>
<p>Competitive Environment B</p> <p>While there are not traditional external competitors, Montana State Library positions itself against the endless stream of unfiltered information coming from search engines and social media.</p>		<p>Brand Personality</p> <p>Sage + Explorer</p> <p>Knowledgeable, assured and guiding while still willing to go where no one else has (daring).</p>
<p>Rational Benefits C D</p> <p>Accessible information</p> <p>Organized data sets</p> <p>Technical guidance</p>	<p>Brand Essence</p> <p>TBD with Creative</p>	<p>Key Brand Messages</p> <p>TBD with Creative</p>
<p>Emotional Benefits E</p> <p>Reliability</p> <p>Confidence</p> <p>Knowledge</p>		

Four Key Reasons to Change a Name

1. High negative associations with brand
2. Change in organizational mission
3. Avoid brand confusion
4. Signal a shift in brand offering

Outside Perspectives

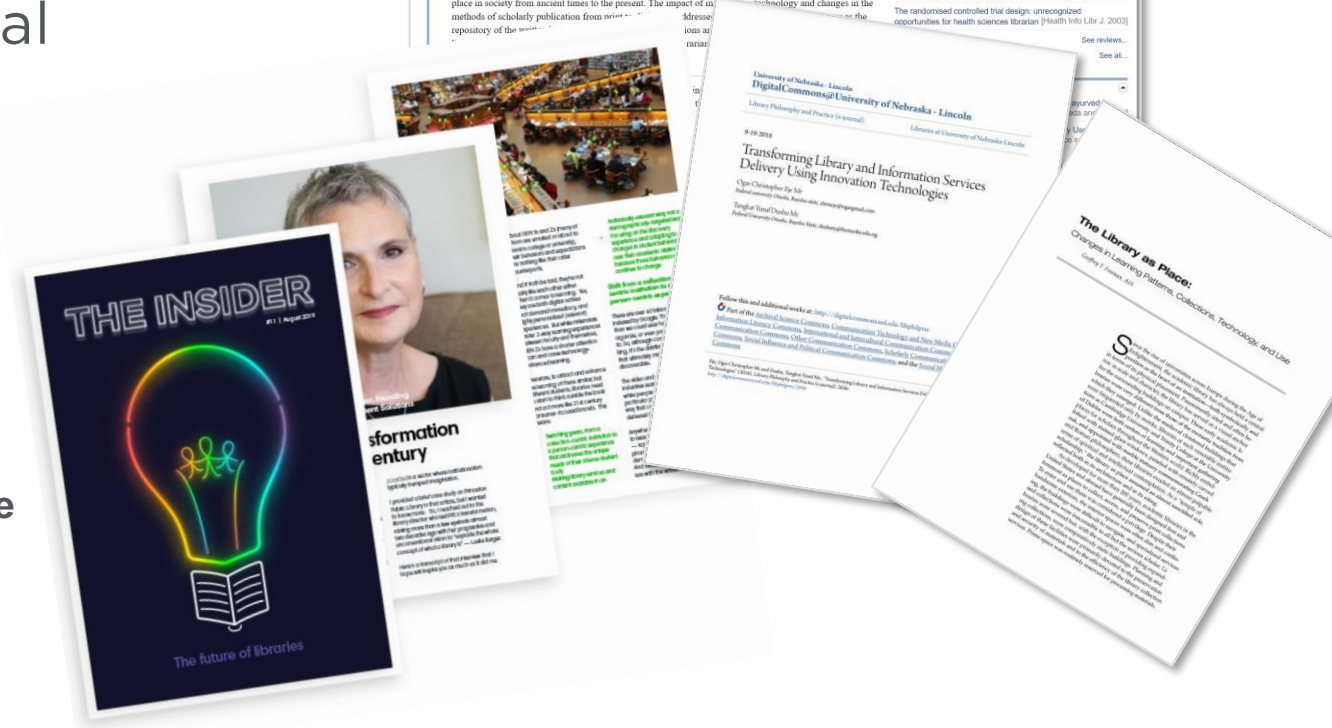
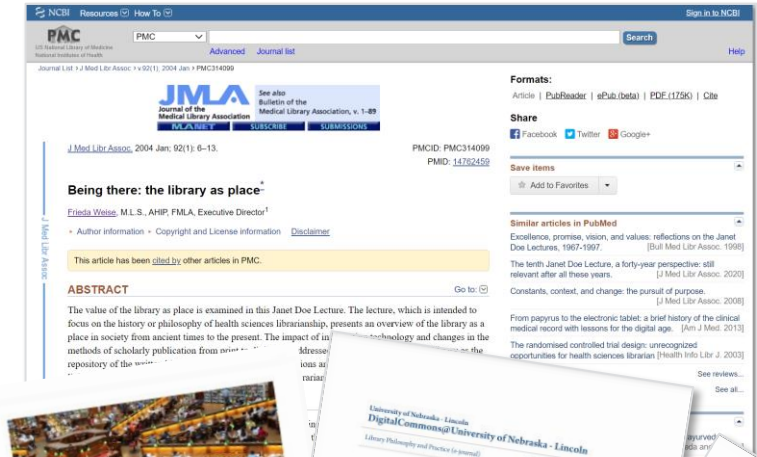
- Articles, speeches and blogs published by professional associations and thought leaders highlight the fundamental transformation of libraries from . . .

PLACE



SPACE

- Physical place
 - Buildings / structures
 - Centers for community
- Virtual space
 - Meta-physical universe
 - Digital resource hubs



Sources: American Library Association, Digital Library Foundation, Council on Library Information & Resources, The Insider Magazine, Pew Research

Discovery Process Summary - “*Library*”

- Despite the acknowledged limitations of the legacy descriptor “*library*,” it continues to endure institutionally and with users.
 - No alternative descriptor has emerged.
 - It still strongly associated with key attributes of trust, reliable information and access to resources.
 - Most importantly, “*library*” as a term has strong overall positive equity among users and State legislators.

Implications & Next Steps

- **Recommendation:** Based on Discovery & expert outside perspectives, it is recommended to continue to use “*library*” as the category descriptor for MSL brand.
- **Next Steps:** Using the MSL naming platform, the next phase of “Naming & Logo Exploration” will further investigate other ways to dimensionalize the MSL brand.
 1. Adding a positioning or “promise” line to support “*Montana State Library*” brand name.
 2. Evaluating and potentially refreshing MSL logo to better align with current range of services, as well as digital applications.
 3. Designing an integrated Visual Identity system to bring all services, programs & ideas of MSL together to reinforce the master MSL brand.

Thank you.



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