Description of project

Beebe Library lacked a clearly identified brand message and tagline so the library director and assistant director decided to focus on developing them. At the same time the administrators wanted to revise the existing logo (figure W-1) to include the new tagline (figure W-2). Because they wanted the new materials to be used throughout the library, they also decided to develop a set of new brand standards (editorial and design), including a revision of the library brand’s color palette, standardization of logo use, and standardization of fonts (figures W-3, W-4, and W-5). Finally, because they wanted staff to be able to create marketing materials on their own, they hired a designer to help construct a template (figure W-6) that could be used by any staff member in the production of promotional materials. The template was a standardized layout for marketing materials (flyers, bookmarks, posters) that had some features that were fixed and some elements of design (colors, pictures) that could be changed by staff, depending on the event or project being marketed.

Did you see this as a branding project, or did you view it as something else?

This project was seen as a branding project initially and then evolved into a broader marketing project as we decided to develop promotional templates.

Who initiated the project and why?

The author of this book, Elisabeth Doucett, initiated the project because she and the library director, Sharon Gilley, identified the need for a clear message about the library’s role in the community. There was a wonderful logo that had been designed when the library was remodeled and updated in 1999. The library director wanted to maintain that logo but also
saw the need to formulate a clear brand message and to revise the logo to include the message.

Who was involved in the project, and what was each person’s relationship to the library?

The project was executed by the library’s director, assistant director, and staff. An outside graphic designer (Susan Edwards of Extra Mile Design) was brought in to revise the existing logo, write brand standards, and create a marketing template.

Who ran the project?

The assistant director of the library ran the project with regular input from the library director.
What was your objective for the project, and do you think you achieved that objective?

The primary objective of the project was to develop a clear brand message and to integrate it into the existing library logo. The objective was definitely achieved. After hard work on the part of the library staff, a brand message and subsequent tagline were identified. With the help of the outside graphic designer, the existing logo and the new tagline were integrated into a revised logo that is now being used in all library promotional materials.

How did you measure success?

Success was defined as the development of a tagline that could be effectively integrated with our existing logo.

Figure W-3 Revised Beebe Library color palette
What do you think you did particularly well in this project?

The participation of staff at the very beginning of the project made a big difference in their interest and involvement in the project. The integration of the existing logo with the new tagline was executed well because the team worked hard ahead of time to understand the library’s role in the community. The use of an outside graphic designer who understood what we were trying to do in the project made a big difference in the success of the final outcome.

What do you think could have gone better?

The project took longer than anticipated. The work had to be done around all of the other responsibilities that I had as an assistant director. Therefore, it frequently was not my top priority. I think we did not develop a clear measurement of success for the project. In retrospect, I would have been more careful about that because an established indicator of strong success helps you make a case for continuing work of this nature (marketing) in the future. I also thought we should have spent more time training our library board about branding and why it was important. They were supportive but not particularly

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**Figure W-4** Design standards table of contents

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enthusiastic about the project. If they had been more strongly involved, I think the branding work might have gone further and progressed faster.

*Did you get staff involved and, if so, how? If not, why not?*

The library staff were involved in every element of this project. They worked on identifying the characteristics that make Beebe Library unique and wrote taglines that articulated that uniqueness. The intention to introduce marketing templates also made it important to include staff in the entire process. They would be responsible for using the templates to develop future promotional materials so it was important for them to accept the templates and learn how to use them. As we went through the branding process, the staff were trained consistently about marketing and branding. We wanted them to share in the ownership of branding and felt we could accomplish that only if the staff really understood what we were trying to do.
Did you develop brand standards as part of this project? If not, how do you maintain consistency in your branding work?

Both editorial and design standards were developed as part of this project. All staff were given copies of both and trained in how to use them. We hope that over time this approach will provide the consistency needed to ensure the brand look is maintained. When staff members came to me with questions I would refer them to the brand standards so that they would get used to using those as their guidelines. My ultimate objective was to make everyone an owner of the branding process.

What advice do you have for a library initiating a branding project?

Make sure you have someone involved in the project who is excited by it and is willing to champion it. Branding takes time and energy, and it is hard to
incorporate into an organization if there is no one leading the charge. The person running a branding project does not have to be an expert in the topic. However, he does have to have a real interest in learning and be willing to talk about what he is learning so that he can energize other staff members to get involved.

Make sure your director is on board. Before we started branding, my director and I had many conversations to make sure that she understood and supported what I wanted to do. As a result, once we started the process she was more than willing to participate in it and work to rally the support it needed.

If possible, persuade your library to provide enough money for you to hire a professional graphic designer. As I say many times in this book, you can do a very good job of branding without the help of a professional designer. However, once you work with one, you start to really understand the value they bring to the process. They have a unique, artistic eye and thought process that really makes the difference between good and outstanding.

Develop a timetable, work it out carefully—and then add a month to it. I found that no matter how hard I tried to keep to our timetable, something would invariably slip. In a corporation a project tends to keep moving forward because everyone has the same agenda. In a nonprofit organization it is much harder to make things happen by specific dates because so many people are involved in the process and all are trying to do many different jobs. Accept that things will take longer than you want and you can avoid burning yourself out.
Description of project

The library director, Victor Dyer, felt that the Ipswich Public Library needed a new logo to represent the new, exciting activities going on at the library. The library had just completed an addition, and he believed the time was right for branding.

As the director considered this idea, he spent a lot of time studying the library, looking for inspiration for a logo. One day he noticed the beautiful grillwork in the older part of the building and realized that it was exactly what he was looking for (figure W-7). The grillwork became the focal point of design efforts and eventually led to the final logo for the library.

The director asked Ed Emberley, a resident of Ipswich and a Caldecott Award winner, to play with the idea of a design. Emberley came up with several variations, including one for the children’s room (figure W-8), and they decided to go with that option. The logo won an award from the Massachusetts Library Association in 2001.

The library began using the new logo on its stationery, library cards, website, and newsletter; to promote a one book program; as a banner for a special program for children; and on the cover of the library’s plan of service. Today the logo is used in a newspaper column and on all of the library’s brochures. For fun, the library even made play eyeglasses for kids using the children’s logo.
Did you see this as a branding project or did you view it as something else?
The project was always meant to develop a logo for the library.

Who initiated the project and why?
The library director initiated the project. He shared the work done on the logo with the library trustees, and they voted to accept the logo as official. During that process the director showed the trustees all of the many ways in which the logo could be used, and that helped convince them of its appropriateness. A key objective of the project was to develop a logo that would have flexibility and that could be used in many different ways, depending on the needs of the library.

Initially the library was fairly conservative about how it used the logo, putting it on such traditional items as business cards and stationery. Then, as administrators and staff became more comfortable with the concept, they started to play with the logo. As an example, initially the logo was used in one way on the library business card. Then the logo was blown up larger and bled out to the edge of the business card with more distinctive colors. Over time the library has found more and more ways in which it can evolve the logo.

Who was involved in the project, and what was each person’s relationship to the library?
The library director started the project. The actual logo design was done by illustrator Ed Emberley. The library director was assisted by the library’s assistant director, Genevieve Picard. Additionally, an outside design firm was used to finalize various pieces of the project.

Who ran the project?
The library director and assistant director ran the project.

What was your objective for the project, and do you think you achieved that objective?
The objective of the project was to develop a new identity that would work with the new building. As part of this process, one objective was to integrate the old with the new as much as possible because users had a strong emotional attachment to the original library. The logo did this by using an architectural element from the original building as a key component.
How did you measure success?

There were no specific measures of success. The library wanted to develop a flexible logo that could be used as widely as possible, and that was achieved.

What do you think you did particularly well in this project?

The director felt this project went very well. He and the assistant director were very happy to have been able to work with such a noted illustrator and felt his input made the logo truly outstanding. That feeling was confirmed when the logo won a Massachusetts Library Association PR award.

What do you think could have gone better?

Nothing in particular was identified as needing improvement. The director got the logo he wanted in that it is very flexible, can be adapted for use in various places, and can be used with multiple colors (figure W-9). The library staff has no interest in changing any part of the logo.

Did you get staff involved and, if so, how?

The staff were involved informally. They were shown variations of the logo and asked for their input.

Did you develop brand standards as part of this project? If not, how do you maintain consistency in your branding work?

Brand standards were not developed as part of this project. The library director decided that the logo should be highly flexible and usable with many different colors, so he felt no need to set specific guidelines. The library keeps control...
of the brand by having materials distributed through the assistant director, who in essence is the brand gatekeeper.

What advice do you have for a library initiating a branding project?

Keep your eyes open—our logo was right here in front of us. Having an open mind and wide open eyes can help you find inspiration in things that you normally take for granted, like architectural elements in your building.

Consider your building’s architectural design as a potential source of inspiration.

Consider developing a very adaptable logo—one that can appear in a variety of colors and can be placed in a variety of settings (figure W-10).

Try to make your logo as timeless as possible so it does not have to be redone regularly. Do not use images that can become dated quickly, such as a computer or a mouse.

This logo was fairly conservative because the library’s community is fairly conservative. The logo should reflect the nature of the library’s community.

Colors for the logo were based on a collection of sea glass that the assistant director had. Again, look around, inspiration can be everywhere!

![Ipswich Public Library branding colors](image-url)

Figure W-10  Ipswich Public Library branding colors
Harris County Public Library
Houston, Texas
Rhoda Goldberg, Interim Director
Sarah Booth, Marketing Coordinator (former)

_Description of project_

The entire Harris County Public Library brand manual as described below can be found online at http://data.webjunction.org/wj/documents/14700.pdf.

In 2007, the library’s marketing coordinator, Sarah Booth, attended a Public Library Association preconference on branding. She came back to her job determined to develop a branding manual (brand standards) for the Harris County Library system. The system is large, having twenty-six branches all across county. The branches are very community focused but they are also part of one system. The system had a logo, but because it was not used consistently across the various branches, there was a desire for greater consistency.

As one step in the development of its long-range plan, the library had been working on its core values, so that information was available to inform the branding.

All of this work was part of a serious self-evaluation by the system, which had doubled in square footage between 1999 and 2004. It had built two joint-use libraries and two stand-alone libraries and added one branch. The system was growing rapidly and needed to define its direction for the future. Decision makers felt that a branding project would help clarify the community’s understanding of the library’s role.

_Did you see this as a branding project, or did you view it as something else?_

The project was started specifically to develop a branding manual (figure W-11) and to ensure consistent use of the system’s brand (figures W-12 and W-13).

_Who initiated the project and why?_

The project was initiated by Sarah Booth, who was the coordinator of marketing and programming. She reported to the deputy director.

_Who was involved in the project, and what was each person’s relationship to the library?_

The project was managed by the marketing coordinator and the publicity committee and thus involved a variety of library staff. Given the structure of
Who compiled your brand manual? How did you get funding for the work?

The manual was both developed and produced in-house. The manual was specifically crafted to be easy to follow, and it was available online.

What was your objective for the project, and do you think you achieved that objective?

The project’s objective was to develop a consistent process for using the library’s logo so that the system would be seen as having a stronger core identity. There was consistent implementation of the brand standards across the system so the project objective was achieved.
What was the message that you wanted to convey with your brand?
The library wanted the brand to convey who it was as an organization and what made it unique. The brand standards were meant to act as guidelines defining how the brand was to be used to ensure that the library’s message was conveyed clearly and consistently. Harris County Public Library is different from Houston Public Library, and there was a need to differentiate.

How did you measure success?
There were no measures for success. The project was deemed successful if staff started using the logo within the parameters of the brand manual.

What do you think you did particularly well in this project?
There was a committee that worked on the project so there was staff buy-in. The manual ended up being incredibly clear and concise. It made using the logo properly an easy endeavor.

The community colleges that are part of the system had to buy in, and allowing some flexibility in the branding process helped that to happen.

Sarah Booth, the marketing coordinator, owned the project and was passionate about it, so her commitment and enthusiasm powered the project to fruition. Training the staff helped ensure implementation.

What do you think could have gone better?
The project went well, which facilitated the change process. The rationale for making the changes was explained very clearly, and that helped people buy into the concept.
What advice do you have for a library initiating a branding project?

Just do it and do not be afraid of branding. If you want to do it and have a commitment, it will work.

Appoint a brand advocate, someone who is committed to making the project work. Then give her plenty of leeway to get the job done. Look for creative people.

Staff involvement makes a difference in proper execution.

A manager who is supportive helps move the project along.