

YALSA Board of Directors Meeting
ALA Midwinter Meeting, Seattle
January 25 – 29, 2013

Topic: Marketing Project Update

Background: As per Board directive, YALSA contracted with a marketing consultant, Susan Harris at North Star Strategies, so that the organization could build some expertise in the area of marketing and develop a strategy for its marketing efforts. The first step in the project was for the consultant to interview by phone several YALSA members in order to get a sense of the association and member needs. After the interviews, the next step was to survey members, lapsed members and nonmembers. Survey results can be found at:

- Members: <http://ow.ly/en2DL>
- Lapsed members: <http://ow.ly/en2JQ>
- Nonmembers: <http://ow.ly/en2PA>

As a next step, the consultant led a work session with the Executive Committee and staff in order to get more member leader feedback to help inform her work on YALSA's Self-Guided Marketing Plan, which she is in the process of finalizing. A summary of what was addressed and accomplished that session is provided below

Action Required: Discussion

YALSA Strategic Brand Definition

What Is A Brand?

A brand is a product/service that adds other dimensions to **differentiate it in some way** from other products/services designed to fill the same need.

- Kevin Keller, Strategic Brand Management

What Do Strong Brands Have In Common?

- Multi-dimensional Brand Equity that is developed and nurtured over time
- Set of Core Values that the organization embraces and lives by
- Well-defined Brand Positioning in the minds of customers

What Is Brand Equity?

Brand Equity is made up of two parts:

- Brand Identity... Who the brand is and What it stands for
- Brand Delivery ... What the brand Does

Brand Identity (who the brand is and what it stands for)

Dimensions & Their Definitions

- Heritage: The actual or perceived origin (time, place, historical event) and initial product or service form
- Personality: The key personality and character traits associated with a brand that have developed since its origin
- Unique Attributes: How the brand presents itself: how it looks and feels, its tone and manner
- Symbols: How the brand is graphically represented (logo, icons, etc.)
- Perceived Quality: How the brand is perceived in terms of setting trends and leading the market

Brand Delivery (what the brand does)

Dimensions & Their Definitions

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|----------------------------|--|
| Functional Benefits | The physical, tangible benefits that are provided by the brand, and the manner in which those benefits are provided. |
| Emotional Benefits | The intangibles or feelings that come from the brand's offerings. |
| Perceived Value | The absolute and relative value between a brand's benefit and price. |

YALSA Brand Equity & Delivery Components

Brand Identity

Brand Delivery

<u>Heritage</u>	<u>Personality</u>	<u>Unique Attributes</u>	<u>Symbols</u>	<u>Perceived Quality</u>	<u>Functional Benefits</u>	<u>Emotional Benefits</u>	<u>Perceived Value</u>
Can-Do attitude	Supportive	Thinks differently	Logo	Highest quality materials	Leadership opportunities	Community	Expensive but worth it
Visionary	Visionary	Printz award	Acronyms	Awards leader	Networking	Supported	
Led by members	Passionate Youthful	Focus on teen library services exclusively	TRW/TTW	Network to belong to	Professional development	Connected	
Advocate for teens	Advocate	YA librarian advocate	'Y'		Conferences/symposiums	Shared experiences	
Cutting edge ideas	Trusted Quirly	Non-biased awards	Award seals		Online resources	Making a difference	
Out of box thinking	Inquisitive Outspoken	All types of librarians	Orange and blue	guidelines	National help teens	Helps me	
ALA	Fun-loving	Flexibility			Lists & awards	Appreciated	
Evolves w/ prof trends	Innovative	Board governance award			TRW/TTW	Creating together	
Margaret Edwards	Energetic Edgy	Engagement opportunities		Best practices	Important		
1957	Knowledgeable	Research focus			Advocacy	Belonging	
International leader	Tech-savvy	Responsiveness			Scholarships	Empowered	
Underdog	Cool				National forum	Validated	
	Perceptive				Research	Confident	
	Inclusive					Cared for	

What Are Brand Core Values?

A Definition:

Brand **Core Values** are the key things that the brand will stand for

They need to be adopted by and integrated into the organization

They function as the internal barometer, or “conscience” in decision-making

YALSA Brand Equity Drivers

Brand Identity				Brand Delivery			
<u>Heritage</u>	<u>Personality</u>	<u>Unique Attributes</u>	<u>Symbols</u>	<u>Perceived Quality</u>	<u>Functional Benefits</u>	<u>Emotional Benefits</u>	<u>Perceived Value</u>
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YALSA Core Values

- Recognized Authority in Library Services for and with Teens
- Committed Advocate for Library Services for and with Teens
- Cutting Edge Visionary
- Connect and Empower Members

YALSA “Sacred Cows”

YALSA recognizes the following aspects to be foundational to the brand and its core values:

- ALA parentage
- Member driven
- Young Adult librarianship
- Literature focused

What is Brand Positioning?

Brand Positioning is how the organization wants the target consumers to **think and feel** about the brand. A **Brand Positioning** statement answers the following six questions:

Who are you?

Your brand name

What business are you in?	Scope of business
What people do you serve?	Target
What are their special needs?	Needs
With whom are you competing?	Frame of reference
What makes you different?	Point of difference

Source: *Selling the Invisible*, Harry Beckwith

YALSA Brand Positioning Draft

Who are you? What business are you in?

The Young Adult Library Services Association (YALSA) is an organization which empowers librarians, library workers, library advocates and graduate students from both public and school libraries.

What people do you serve?

People who are passionate about serving teens through libraries, and who aspire to provide innovative, engaging programs and services for and with their teen patrons.

What are their special needs?

They seek a professional partnership with a cutting edge, visionary organization that can elevate their knowledge, skills and tools to “best in class” while advancing the recognition, respect and reputation of the profession itself.

With whom are you competing? What makes you different?

YALSA is the nationally recognized authority in library services for and with teens, that understands and embraces the non-traditional, unique approach needed to truly engage teens. YALSA’s outspoken, edgy, tech-savvy mindset helps its members engage teens on their terms. YALSA’s comprehensive offerings provide an all-in-one solution to members needs, including: professional development, networking, national advocacy, best practices, national guidelines, and research to empower dedicated professionals in library services for and with teens.

Additional Resources:

- Communications, Marketing and Planning,”
www.councilofnonprofits.org/resources/communications-planning
- “Critical Role of Marketing Research,”
<http://managementhelp.org/marketing/market-research.htm>
- Katya’s Nonprofit Marketing Blog: www.nonprofitmarketingblog.com/