

**Fall Executive Committee Meeting
Chicago, October 21 – 22, 2011**

Topic: Marketing Report

Background: At the 2011 Annual Conference the board directed the executive director to investigate marketing options for YALSA and to report on the topic at the Fall Executive Committee Meeting. A report is provided below.

Action Required: Discussion

Marketing & branding background info:

- Branding
 - Current YALSA logo has been in use since 2003
 - Other logos have been created periodically for specific initiatives, such as Teen Tech Week™, Books for Teens, Best of the Best, etc.
- Staff support
 - 30% of the Web Services Manager position is “PR, marketing and media relations.” Other staff are directed to work with the Web Services Manager on marketing matters and do not have marketing as part of their job descriptions.
- Strategic documents
 - In 2001 YALSA leadership made the decision to develop a Marketing Plan. A draft was developed and presented at Midwinter 2002 (see further in this document). In 2003 it was decided to postpone any further work on the Marketing Plan until after the Strategic Plan had been completed and adopted. There was uncertainty about whether to focus on an organizational marketing plan or more specifically on a membership marketing plan.
 - During their spring 2003 meeting via conference call, the Executive Committee felt the need to further reflect on the specifics of creating a marketing plan. They felt that internal (ALA) and external marketing was needed. Further discussion was postponed until more information was available from the Business and Strategic Plans, which were in the process of being updated. Board and Executive Committee documents for the remainder of 2003 and into 2004 do not make any further mentions of a marketing plan.
 - In the summer of 2006 YALSA’s Board adopted a communications plan, one portion of which focused on implementation of the marketing goal in YALSA’s strategic plan (see further in this document).

Possible strategies:

- Work with a consultant toward a particular marketing goal, such as developing a new logo and tag line, evaluating YALSA’s current marketing efforts, developing a new

- marketing strategy, conducting marketing research, etc. The cost would range between \$5,000 - \$10,000.
- Avenue M Group: provides consulting services, including brand mapping, logo and tag line development, communication audits, and more.
www.avenuemgroup.com/
 - Calvin Trout & Associates: provides consulting services, including marketing audits, marketing strategy development and more.
<http://calvindroutassociates.com/index.html>
 - NorthStar Strategies, Inc: provides consulting services, including marketing plan development, creating advertising messages and market research.
www.northstarstrategies.biz/index.html
 - Try again to secure pro-bono help through graduate schools or not-for-profits
 - www.kellogg.northwestern.edu/research/nonprofit/info/work.htm
 - www.taprootfoundation.org/getprobono/catalog/marketing.php
 - Restructure staff responsibilities or expand staff
 - Expand marketing role for member groups and/or board of directors
 - Currently:
 - YALSA has three marketing taskforces: Midwinter, Annual and Awards & Selected Lists
 - Board members have been asked to use social media to raise awareness about YALSA and its programs, resources and services
 - Possibly:
 - Ad ad-hoc board group on marketing, or on a subtopic (like using social media to market)
 - Board training on association and nonprofit marketing
 - Ask ALA, through YALSA's rep on the ALA Executive Board, to consider establishing a marketing department
 - Keep cost of marketing in mind when considering the development of future services and programs, such as book awards, public awareness campaigns, etc.
 - Continue to explore how social media can assist with marketing efforts
 - Other?

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/

YALSA MARKETING PLAN



A skeletal framework presented at ALA Mid-winter Meeting
January, 2002

Amy Dreyer Tubergen



Marketing Communication Services

Overview

Background:

In December 2001, YALSA contracted to create a Marketing Plan to present at the ALA mid-winter meeting scheduled for January 18-23, 2002. As the project developed, a decision was made to create a skeletal plan to present at the meeting. By presenting a Marketing Plan framework at this time, YALSA staff is able to solicit feedback and buy-in from YALSA leadership at an early stage. Modifications, expansions and contractions can be made before time and resources are expended in developing specific activities, timelines, budgets and responsibilities. It is recommended that the Marketing Plan be completely fleshed out once the framework is accepted.

The Marketing Plan is based on three goals indicated by YALSA. These goals are:

- Improve awareness/image of YALSA to internal and external audiences.
- Increase YALSA membership
- Develop partnerships with targeted organizations

Plan Parameters:

An overriding consideration was to create a Marketing Plan that was practical and provided a roadmap to arriving at the desired results, not one tossed in a drawer.

To that end, the Marketing Plan was created under the following parameters:

- The Plan covers only a two-year period
- The Plan is sensitive to the limited monetary and human resources of YALSA
- The Plan works within the goals of YALSA's Strategic and Business Plans
- The Plan works within current YALSA structure, and allows for the creation of project specific task forces
- The process provides opportunities for review at various stages

GOAL A	
Improve awareness of YALSA to internal and external audiences.	
Objective 1	Strategies
Develop unique YALSA identity	<p>Develop YALSA Logo</p> <p>Develop YALSA Bookmark</p> <p>Develop YALSA Brochure to promote advocacy and YALSA participation</p>
Objective 2	Strategies
Increase YALSA's web presence	<p>Review and update Teen Hoopla website</p> <p>Explore offering on-line, web based training</p> <p>Expand members only and public access content as needed; allow on-line membership application</p> <p>Coordinate web links with current and new partners</p> <p>Expand TRW to focus on literacy</p> <p>Encourage member participation on electronic lists and virtual committees</p>
Objective 3	Strategies
Create training programs for outside organizations	<p>Determine program topics (i.e. SUS) and expertise available within YALSA</p> <p>Identify organizations interested in YALSA trainings</p> <p>Develop pilot training program(s)</p> <p>Execute, evaluate and expand trainings as appropriate</p>
Objective 4	Strategies
Increase YALSA's visibility within youth advocacy circles	<p>Train/Encourage YALSA leadership to serve as YALSA representatives on state, regional and national youth-serving committees</p> <p>Submit features, editorials, and reviews to appropriate media</p> <p>Feature YALSA is TRW materials</p>

GOAL B Increase YALSA membership	
Objective 1	Strategies
Expand Teen Read Week follow-up plan	<p>Review effectiveness of current activities</p> <p>Analyze TRW respondents to determine needs and best approach</p> <p>Increase number of communications throughout the year</p>
Objective 2	Strategies
Target middle and high school librarians	<p>Create mailing to schools</p> <p>Provide SUS and other trainings to schools</p> <p>Solicit PTAs to provide membership as benefit to their librarians</p>
Objective 3	Strategies
Target book publishers, authors and related entities	<p>Create mailing citing specific benefits to specific audiences</p> <p>Develop opportunities for non-librarians to participate in activities</p>
Objective 4	Strategies
Use current members to recruit new members	<p>Incorporate membership recruitment into SUS training</p> <p>Create incentive for current members to recruit new members</p>
Objective 5	Strategies
Promote membership in targeted publications	<p>Place ads in key ALA and youth advocacy publications</p> <p>Submit <i>YAttitudes</i> and <i>JOYS</i> articles to media</p> <p>Include YALSA membership tagline in all articles, reviews and press releases</p> <p>Pursue joint recruitment efforts with ALA efforts</p>

GOAL C	
Develop partnerships with targeted organizations	
Objective 1	Strategies
Identify and prioritize potential partners	Consult local library systems that have established local partnerships with national organizations Research organizations to determine possible partners Analyze cost/benefit ratio for each potential partner
Objective 2	Strategies
Develop benefits/products YALSA may provide to each partner organization	Create network of members to write articles for partner organizations' publications Expand SUS program to provide training and programming for partner organizations Recruit YALSA members to serve on partner organizations' Boards
Objective 3	Strategies
Determine desired benefits to YALSA that each partner organization may provide	Monitor organizations websites, newsletters etc. to find opportunities for partnership Create "wish list" of benefits YALSA wants from partners (i.e. access to membership; participation in organizations' activities; cross promotion)
Objective 4	Strategies
Evaluate and expand current partnerships	Review TRW partners to maximize benefits to YALSA and partners Expand local partnerships to regional and national partnerships
Objective 5	Strategies
Solicit new partnerships	Utilize research to create partnership proposals Determine policies for partners' access to YALSA membership information, meetings and website Create mechanism to evaluate partnerships regularly

Excerpt from 2006 Communications Plan: Marketing

Target Audiences and the Tools to Market to Them

	YALSA Web Site	YALSA E-mailing Lists	YALSA Membership Roster	YALSA Blog	ALA and Other Divisional Rosters	Professional Library Journals	ALA Direct	ALA Communities	Chapter Newsletters/Journals	Non-Library Professional Journals	Non-ALA E-mailing Lists	ALA E-mailing Lists	Person-to-Person	Direct Mail
YALSA Members	•	•	•	•		•	•	•					•	•
Non-member YA Librarians	•	•		•	•	•	•		•	•	•	•	•	•
Subgroup: Middle & High School Librarians	•	•	•	•	•		•		•		•			•
AASL & ALSC Members	•				•		•	•			•			•
Publishers							•		•					•
Professional Journal Editors					•				•					•
Teens	•								•					
Parents of Teens									•					
Legislators									•					•
Library Administration					•	•	•	•	•	•	•	•		•
Members of the Media														•
Middle & High School Teachers									•	•	•			
Academics/Professors				•					•	•	•			

Communications Objectives

- To make an array of individuals and organizations aware of YALSA's products, services, events, and initiatives – training opportunities, nominations/elections, committee work opportunities, award winners, publication opportunities, initiatives like TRW, collaborations with publishers, regional institutes & other continuing education opportunities, advocacy initiatives, etc.

- Result - more YALSA members participating in YALSA activities and taking part in Division programs and services
- Result – more librarians who are not YALSA members asking for information and participating in YALSA programs and services.
- Increased membership in YALSA
- Inquiries from publishers and professional journals regarding YALSA’s programs and services.
- To have information about YALSA, its activities, and its members highlighted in professional journals.
 - Result – YALSA related articles appear in journals on a regular, not just frequent, basis.
 - Result - Unbiased information is available on YA literature and how librarians connect teens to the literature.
- To inform teens and their parents about YALSA programs and services.
 - Result - Teens and their parents will request information about YALSA.
 - Result – Teens and their parents will participate in YALSA programs and services.
 - Result - Parents of Teens will understand that, like teachers and guidance counselors, YALSA and YA librarians in general are on their side.
- To guarantee that Media outlets recognize YALSA as the expert organization on literature for and services to teens.
 - Result – upsurge in requests for information on YALSA from media outlets.
 - Result – upsurge in requests for YALSA members to speak on news programs about YA services and the importance of teen advocacy by librarians.
- To guarantee that library directors understand the importance of YA services for their library and their community.
 - Result - Increase in funding for YA services in libraries throughout the country.
 - Result - Increase in number of full-time YA staff in libraries throughout the country.
 - Result - Increase in requests from library directors for information on YA services and for YALSA professional development.
- To increase YALSA’s visibility with legislators around the country
 - Result – Legislators will openly support funding for YA services in public libraries throughout the country.

Who Will Deliver the Messages?

- YALSA Executive Director and staff
- YALSA bloggers
- YALSA podcasters
- YALSA Leadership
- YALSA Members

Tools

- YALSA website
 - Establish a separate domain for YALSA (www.yalsa.org), and consider using subdomains for major YALSA initiatives. For example,

<http://teenreadweek.yalsa.org>, rather than the very cumbersome and difficult to remember <http://www.ala.org/ala/yalsa/teenreading/teenreading.htm>.

- Also consider separate websites (for example, www.yagalley.org and www.teenstopten.org) for different YALSA initiatives, rather than www.ala.org/yalsa/teenstopten – this would be a cleaner, sharper, un-muddled way of transmitting our messages of messages. Why bury the project when webhosting is so cheap?
- YALSA blog(s) & RSS feeds
- YALSA podcasts
- YALSA wikis for:
 - Best Practices
 - Tech for Teens
 - Encyclopedia of technology and its applications in teen services (ties into best practices)
 - YALSA history, terms, awards, and so on (may be related and should link to the proposed Publications Committee database for YALSA awards and selection lists)
 - Booklists
- Press releases

Time frame for using tools

YALSA should develop a year-long calendar with a message designated for each month. The Division can then work towards creating materials to support its message on a regular basis and make sure they are ready and available at the appropriate time.

Cost considerations of messages

There will be costs related to marketing YALSA's message including advertising, printing, publication, and so on.

Evaluation/Measurers of Success

Increased requests to the YALSA Office for speakers