



HOFFMAN YORK



Creating a Unified WIOA Brand

Department of Workforce Development

May 2023

JCTF Recommendation

The Job Center Task Force (JCTF) recommends that DWD, acting in its capacity as the designated state administrative lead for WIOA, seek a marketing consultant to research and survey WIOA partners, employers, and job seekers to gain a firm understanding of the overall effectiveness of the current Job Center of Wisconsin brand. This would include an analysis of how the current branding is used and the current perceptions of the Job Center of Wisconsin and physical AJC locations. The consultant would develop a unified WIOA brand for the state including an update to the overall name, logo, and branding elements for the Job Center of Wisconsin online platform, physical AJCs, and outreach materials in line with WIOA regulations.



DWD.WISCONSIN.GOV

State Level Branding

- Establish a unified brand and marketing strategy for the state's workforce system
 - Creates a consistent look across the state that is recognizable to job seekers and employers
 - Increases program coordination
 - Creates efficiencies to better serve customers



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Hoffman York Presenting Team



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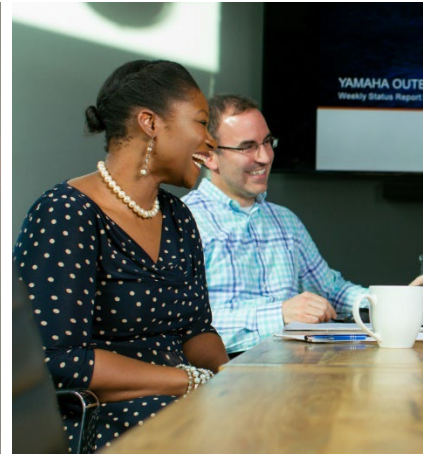


Emily Driscoll
Account Supervisor



HOFFMAN YORK

One of the longest-running, continuously operating, independent agencies in the U.S., calling Milwaukee home for more than 89 years





CUSTOMER INSIGHTS & EXPERIENCE (CIX)

Research and strategy



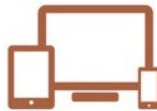
CREATIVE

Traditional and digital
concepting and
production



MEDIA & ANALYTICS

Media investment strategy, buying,
data integrations and reporting



WEB

UX, design and
full-stack
development



COMMUNICATIONS

PR, social and influencer
content strategy and
management

Agenda

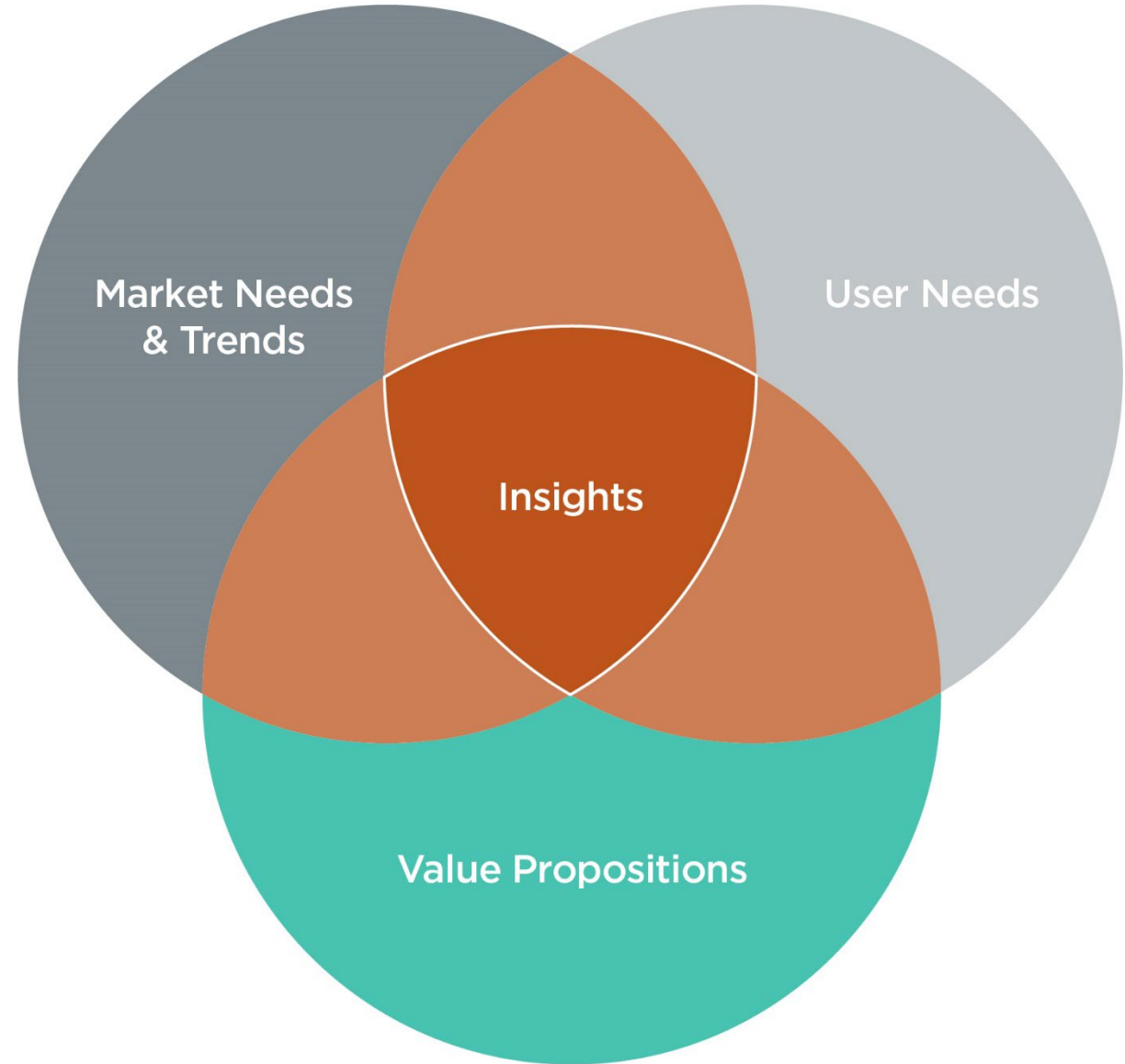
- Project Overview
- Scoping the Challenge
- Identifying the Opportunity
- Understanding WIOA
- Exploring the Brand Promise
- What's Next

Project Overview

Project Objective

OBJECTIVE

Uncovering insights to help **develop a unified WIOA brand.**



Getting to the Insight

Market Needs & Trends

How are similar organizations tackling this issue in other states?

Value Propositions

What value can the organization provide to stakeholders?

User Needs

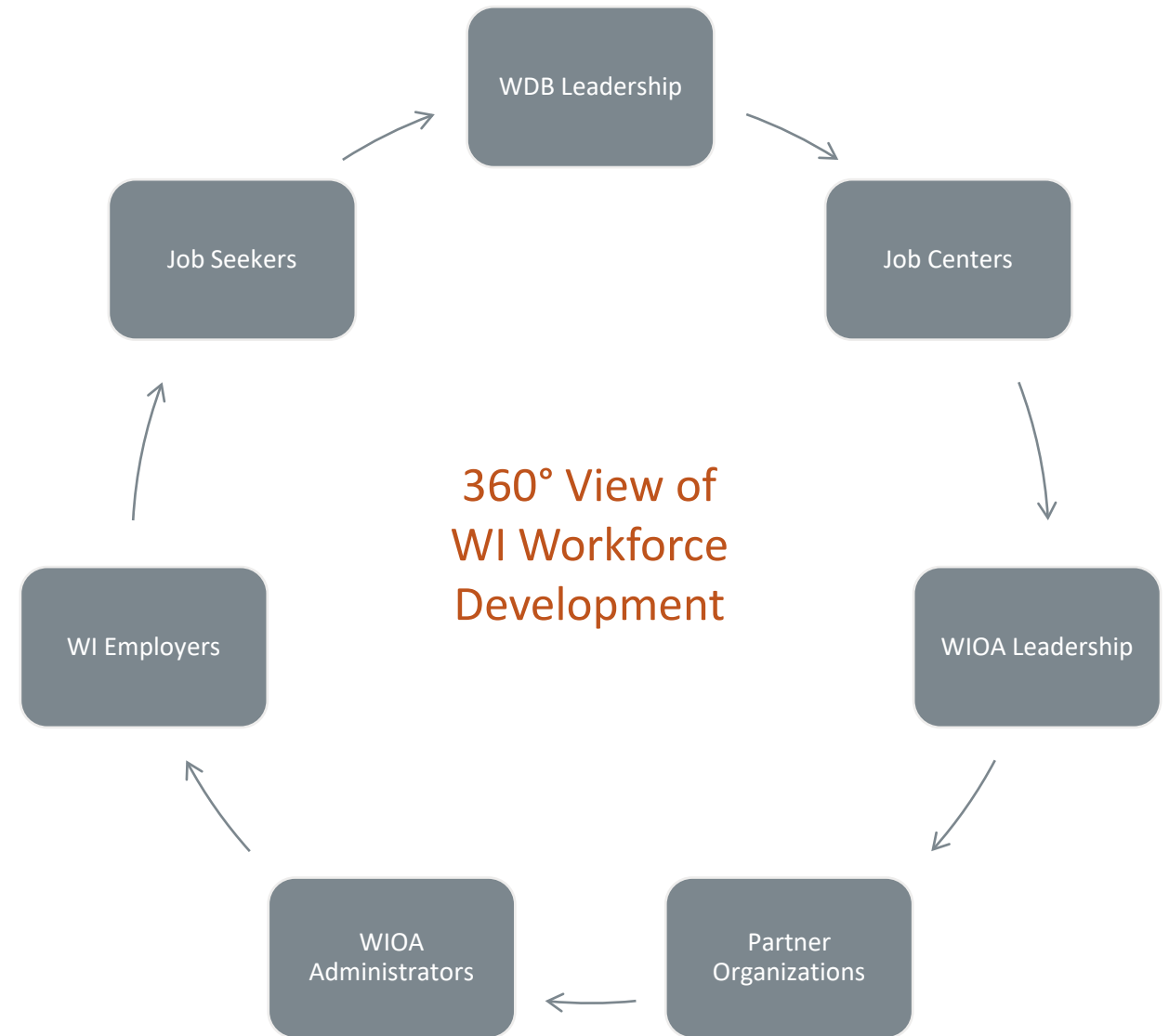
What are the pain points that stakeholders are looking to solve?

Insights

How do we tell the story of WIOA in a concise and compelling way across the state of Wisconsin?

Untangling the Web

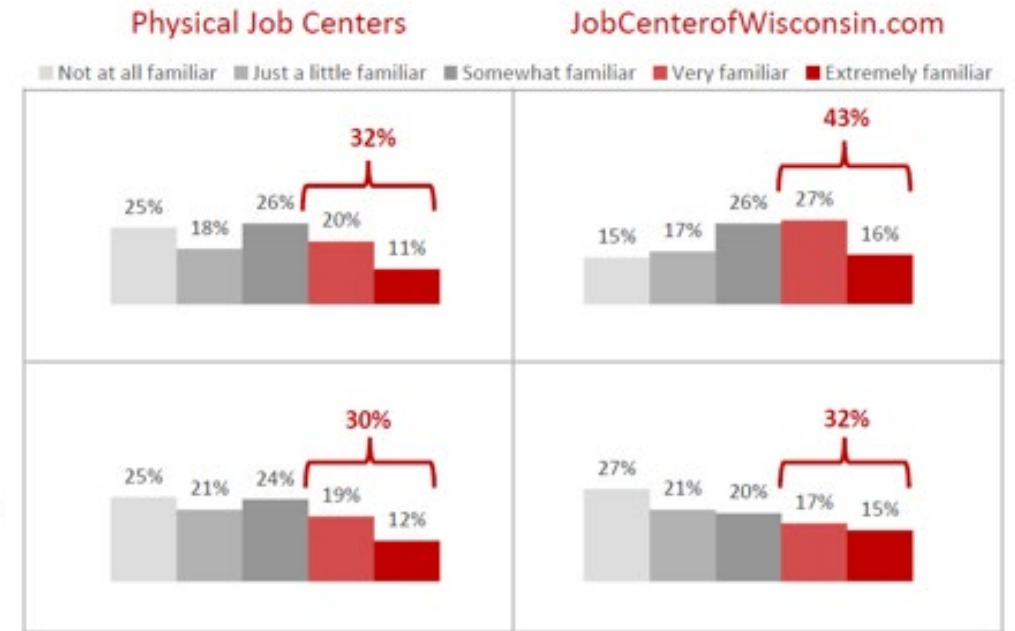
- 25 hours of stakeholder interviews
- 653 Wisconsin residents surveyed
- Over 1,700 Wisconsin business leaders surveyed
- All 50 states' WIOA branding reviewed
- 5 workforce development reports reviewed



Scoping the Challenge

Low Awareness...

- Many businesses are completely unaware of available programs to help fill jobs
- Individuals have a limited understanding of employment and training programs



Q. How familiar are you with the physical Job Centers of Wisconsin and JobCenterofWisconsin.com?
base n = 1162 (Online panel n=336)

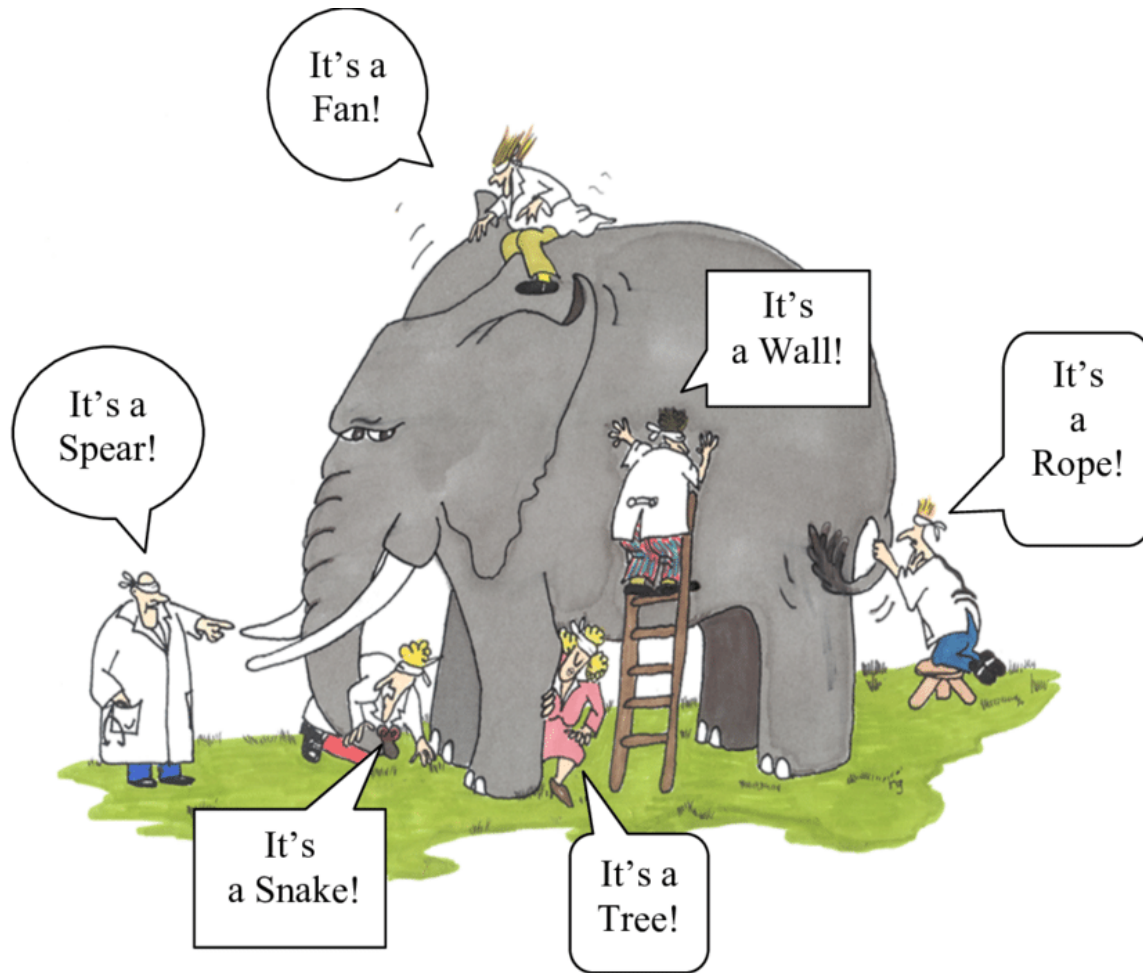
...Creates Confusion...

- What does a Job Center do?
 - Job Centers are seen as solutions for low-income jobs only
 - Job Centers are seen as unemployment centers
 - Job Centers are only for finding a job
- No wrong door policy backfires and intimidates job seekers instead of invites them
- Distrust of state efforts stems from an outdated view of DWD

“Employers aren’t aware of what Job Centers can do to help them.”

“We’re not an unemployment building, which is hard because we used to be. People still **think we’re the unemployment office.**”

...and Reduces Collaboration



Collaboration decreases when stakeholders do not have a common understanding of each other's strategies and goals. This confusion can create more distrust and hide the benefits of collaboration among partners.



WISCONSIN **WIOA**

Defining the Problem

A lack of central branding with WIOA has created **confusion** as to what it is and how it helps Wisconsinites.

This problem is exacerbated by the presence of multiple stakeholders all discussing similar workforce development goals.

Identifying the Opportunity

Increase Awareness for Support Programs

- Building statewide awareness that programs exist will help drive traffic to support services
- Creating a unified brand eases the demand for JCW staff to spend time and money marketing services

“Many people who come through reemployment services say ‘I wish I would have known this two months ago. Why didn’t I know this?’ I really think **we’re the best-kept secret out there.**”

Attract New Audiences to WIOA Services

- Opportunity to grow service beyond existing audiences
- JCW services can help anyone looking for a new skill or job, not just those who are unemployed

“Job Centers should be who people think of **when they need help.**”

“I’d like to see the Job Center as a **place people want to go** instead of have to go. Right now, we’re not the first choice when people need help.”

Increased Collaboration Among Workforce Development Efforts

- Clear internal lines of communication help facilitate collaboration
- Strengthens ties between key stakeholders in communications
- Simplifies co-branding approach

Benefits of a Consistent Brand

Interviewees repeatedly mentioned the benefit of a system-wide branding initiative to help build awareness among key audiences.

“It would be helpful to be more consistent because if Job Centers are more visible, it **helps employers too.**”

“The message being consistent across the state would be of great value, but I think it needs to then be **backed up with local outreach.**”

“It would be helpful to use consistent branding to **help anyone find their way** so that we can get them started on their path to success.”

“It should be **consistent but flexible** enough to allow for each area to market to their own population.”

Identifying the Opportunities

1. Build awareness of programs through the state of Wisconsin
2. Grow participation among new and existing audiences
3. Increase collaboration internally and externally by building credibility

Understanding WIOA

Workforce Innovation and Opportunity Act (WIOA)

The Workforce Innovation and Opportunity Act (WIOA) was signed into law by President Obama on July 22, 2014. WIOA seeks to more fully integrate states' workforce and talent development systems to better serve employers and job seekers.

WIOA Title Partners and Programs

- WIOA Title I Adult, Dislocated Worker, and Youth
- WIOA Title I Job Corps
- WIOA Title I YouthBuild
- WIOA Title I Native American Programs
- WIOA Title I National Farmworker Jobs Program (NFJP)
- WIOA Title II Adult Education and Family Literacy Act (AEFLA)
- WIOA Title III Wagner-Peyser Act Employment Service
- WIOA Title IV State Vocational Rehabilitation (VR) Services
- WIOA Title V Senior Community Service Employment Program (SCSEP)
- Trade Adjustment Assistance (TAA)
- Unemployment Compensation
- Jobs for Veterans State Grant (JVSG)
- Reentry Employment Opportunities (REO)
- Carl D. Perkins Career and Technical Education Act of 2006
- Employment and training programs funded through Department of Housing and Urban Development (HUD)
- Employment and training programs funded through Community Services Block Grant (CSBG)
- Temporary Assistance for Needy Families (TANF)

Title Talk

WIOA programs are often referred to by their Title despite the participating audience of employers and job seekers having little-to-no understanding of what these descriptors mean or their benefit.

Titles are defined largely by who administers them, meaning that the definition is based on a “behind-the-scenes” factor unknown by the key audiences.

WIOA TITLE	WISCONSIN ADMINISTRATOR
Title I – System Requirements (Examples of system requirements are those requirements impacting all titles of WIOA, including state and local plans, state and local boards, the performance accountability system, and the Job Center system)	DWD - DET (Division of Employment and Training) Contact: DETWIOA@dwd.wi.gov
Title I-B Programs (Adult, Dislocated Worker, and Youth)	
Title II – Adult Basic Education and English Language Learner Programs	Wisconsin Technical College System (WTCS) Contact: Terese Craig
Title III – Wagner-Peyser (Wisconsin's Public Labor Exchange: www.jobcenterofwisconsin.com)	DWD - DET (Division of Employment and Training) Contact: DETWIOA@dwd.wi.gov
Title IV – Vocational Rehabilitation Services	DWD - DVR (Division of Vocational Rehabilitation) Contact: Delora Newton or Diana Kiesling

Understanding WIOA

When asked to define the goal of WIOA, interviewees would **focus on employability and skill development** and not the Title.

“It prepares people for the rigors of work.”

“The opportunity for people to **improve their lives.**”

“We make connections within the workforce, whether it be with childcare providers or other service providers. **We see ourselves as a community connector.**”

“Where **talent and opportunity** meet.”

Strengths of WIOA

- Expansive program list
- Collaboration with multiple state agencies and local workforce development boards
- Partnership with tech colleges to facilitate training
- Partnership with K-12 schools to help connect students to training programs and other resources
- Flexibility to provide services remotely during pandemic

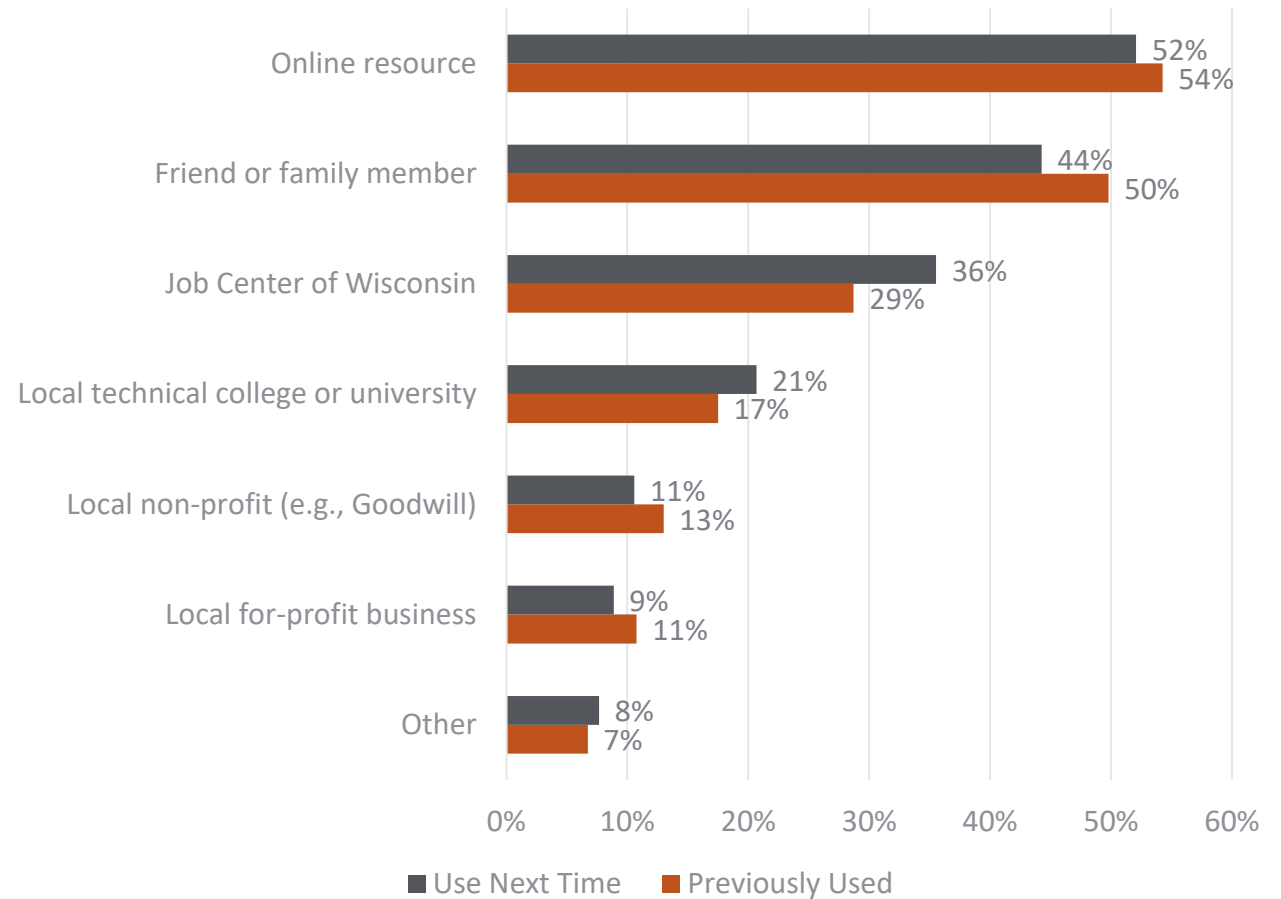
“We’ve had a **successful partnership with the workforce development board**. They’ve provided me with leads for our open positions. I really look forward to the partnership growing.”

“We had one youth participant who was involved in a local grant at the age of 14. When he aged out of foster care, he went into our independent living program. When he aged out of that program, he was already co-enrolled in WIOA so the case manager was able to continue to work with him. **He worked with the same person for all three grants.**”

Job Center Success

Job Center usage was highest in urban areas (41% vs. 22%) and among lower income households (under \$75k, 32% vs. over \$75k, 23%).

Of those that used the Job Center, nearly three-quarters (73%) would use it again.



Concerns Relative to WIOA

- Some local stakeholders have invested in branding
- Workforce development requires a local touch to address issues specific to a region
- Current concerns are often larger than what a brand can address (e.g., transportation or childcare)
- Funding is restricted to specific programs
- Paperwork and reporting associated with WIOA for WDBs is extensive

“WIOA is **so restricted**. Other grants gave us the flexibility to help people.”

“To me, WIOA **equals a lot of paperwork**. There’s so much compliance, that it diminishes our difference-making ability.”

“You can give people all the training money in the world, but if the training is an hour away and people can’t get there, **it’s not helpful**.”

Limits of Branding

What a Brand Can Do


- Give consistent direction
- Change perceptions
- Raise awareness for programs
- Promote collaboration
- Educate various audiences

What a Brand Cannot Do

- Execute on a promise
- Solve operational issues
- Force participation among stakeholders

Exploring the Brand Promise

Moving from Research to Execution



CLIENT STRATEGY ROADMAP

The Client Strategy Roadmap lays the foundation of a strong campaign. It defines both the investment and the desired return. It guides creative, media and digital towards a common goal while allowing for each to generate great ideas that lead us to better, more accountable work.

WHAT IS THE PURPOSE?
Why do we feel the need to run a campaign in the first place? This says very explicitly what the focus of the campaign should be. Is it a brand campaign or a campaign meant to push a certain product? The purpose will lead to the objective, but this is a more direct definition of what the campaign will be about.

WHAT IS THE OBJECTIVE?
When it's all said and done, this is what we look at when understanding whether a campaign worked. The objective takes the purpose and adds a specific goal to it. It can be a business level objective (market share, awareness, brand associations, etc.) or work at a more tactical level (email sign-ups, social media community, site traffic, etc.). Either way, this will be what we point to when we to answer the question "Did it work?"

WHO DO WE NEED TO ENGAGE?
The audience persona goes beyond a simple demographic profile of the person is we are trying to engage. It profiles the entire person. Who are they? What drives them? What irritates them? How do they interact with brands (especially those in the category)? Is this an audience we've targeted before or is this a new audience for the brand? It is built on available information (research, secondary data, sales data, etc.) to give direction and helps us empathize with the person we are trying to engage.

WHAT IS THE ONE THING? (NO COMMAS, PLEASE.)
This is difficult but necessary. Forget the elevator speech, this is more of an answer you would shout to someone across a loud and busy street. "Volvos are safe." "Apple makes technology simple." "Target sells affordable styles for less." What's our ONE thing? If there is more than one thing, we need two briefs.

IS THERE ANYTHING ELSE TO KNOW?
Though these four questions cover a lot, there's always room for a wild card. What else do we need to know about the coming campaign before we go into planning? Are there external factors we should be aware of? Are there any key competitors to be aware of? Is the client requesting anything specific? Is there a certain approval process that will need to be followed? Does this van get good gas mileage? This is the time to bring it up.

TIMELINES & BUDGET
They do not have to be well-defined, but just give an overview of key dates and budget ranges so that each team can plan accordingly. When does the client want the campaign to launch? How long will it run? Are there industry dates (e.g. trade shows) or seasonality trends to keep in mind? Are we working with \$10,000, \$100,000 or \$1,000,000? All of these can change, but this helps each group understand the scope and scale of the campaign.

LET'S GET ON THE SAME PAGE.

HY REPRESENTATIVE

CLIENT REPRESENTATIVE

Building a Brand Promise

- Highlight the benefit to your audience
- Simplify to create a common understanding
- Focus on what can be controlled

The One Thing



The One Thing

The “One Thing” boils your organization down to its core.

It drives marketing, operations, human resources, product development and more.

*Empowering Wisconsin's
workforce*

The One Thing

Empowering Wisconsin's workforce

Job Seekers

At its core, WIOA is focused on helping Wisconsinites – helping them upskill, helping them navigate the job market, helping them improve their lives. That empowerment is the cornerstone of WIOA's promise.

Employers

When employees have the right skills, employers can feel confident that they are getting the right fit. Employers that engage with WIOA partners will feel empowered that job seekers are learning the skills relevant to their needs.

Magnetic Virtue

Magnetic Virtue

Magnetic virtues are all about emotional connection. Outside of a product, what are we really selling? What is the emotional benefit the audience is buying? These should stand in contrast to the pain points experienced by the customer to help them succeed.

Opportunity



Magnetic Virtue

Opportunity

Job Seekers

There are an array of job boards and services for job seekers. They participate in WIOA programs to develop skills and access resources that empower them to find their next, potentially life-altering, opportunity.

Employers

In an environment where employers are bombarded with options from a variety of employment agencies, WIOA partners empower them to find local, skilled talent.

Brand Promise

Defining the Brand Promise

TECHNICALLY SPEAKING

WIOA seeks to more fully integrate states' workforce and talent development systems to better serve employers and job seekers.



WIOA IN ACTION

WIOA is a service provided by the state of WI that empowers Wisconsinites to gain the necessary and desired skills to achieve more meaningful employment.

FROM

A law that integrates systems



TO

A service that empowers Wisconsinites

Breaking It Down Further

What Are We

- A service
- A way to develop skills that advance careers
- Helpful
- Collaborative

What Are We Not

- Just a federal law
- Controlling or commanding
- A resource to only find a job
- A last resort

What's Next?

Brand Establishment

- Name decision
- Logo and brand style creation
- Key message strategy and communications guide development

Brand Roll Out

- Clear explanation and implementation through internal roll out
- Excitement across our community through external roll out

Questions?

communicationsoffice@dwd.wisconsin.gov

Thank You

