



MONTANA
STATE LIBRARY

A GREATER STATE OF KNOWLEDGE

REBRAND & EDUCATIONAL CAMPAIGN

HISTORY AND BUSINESS NEED

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.

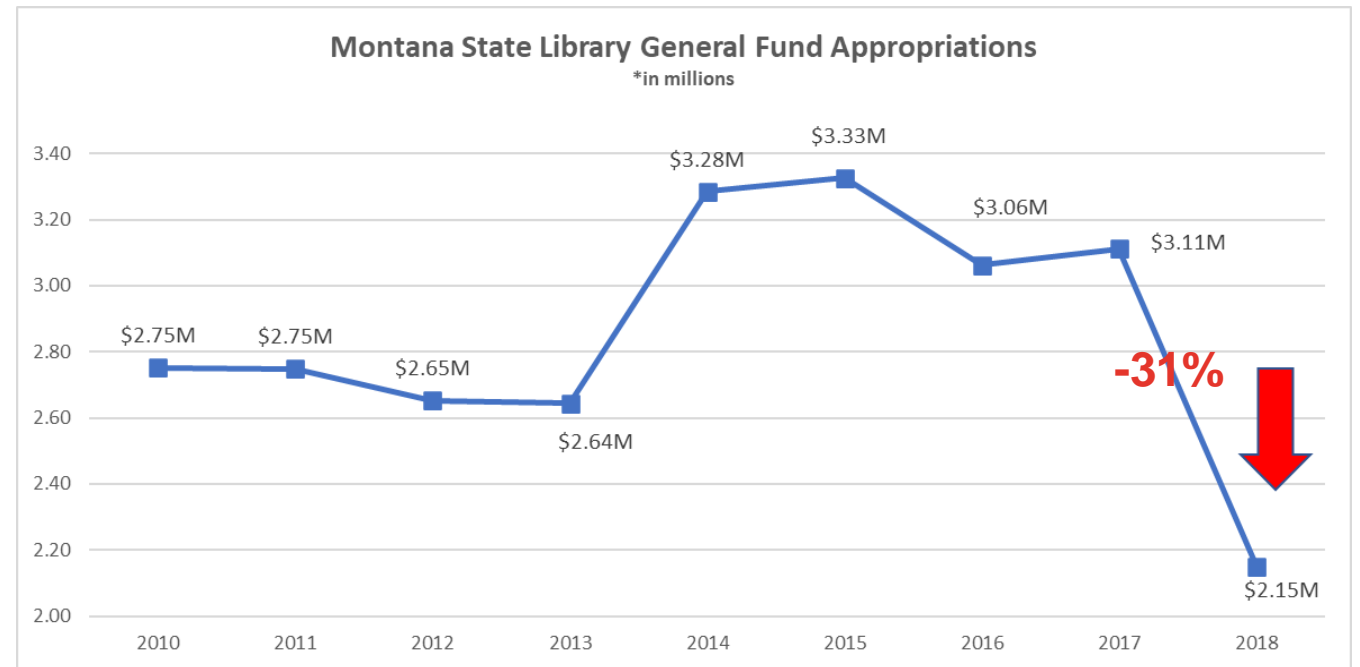
“Libraries are non-essential.”

Source: [MSL Brand Findings and Positioning](#), February 9, 2022

TIMELINE

2017	Legislative budget cuts
2019/20	Interim study of State Library funding
2020	Commission action to approve campaign
2021	Request for Proposal, contracting, and initial campaign investigation
2022	Determination of new State Library brand
2022/23	Educational Campaign

2017 LEGISLATIVE BUDGET CUTS



“Libraries are non-essential.”

12 positions eliminated, including Communications and Marketing position.

31% or approximately \$1.0M of General Fund budget cut.

Source: [FY 18 Budget Reduction Planning](#), May 31, 2017

2019/2020 EDUCATION INTERIM COMMITTEE STUDY OF STATE LIBRARY FUNDING

It became apparent to state officials that there was a significant lack of awareness about the role and responsibilities of the Montana State Library.

A state official suggested the State Library consider a name change because the State Library is not a traditional library.

2020 COMMISSION ACTION TO APPROVE CAMPAIGN

On December 9, 2020, the State Library Commission voted to fund a branding contract from the State Library Trust at a total cost of \$292,500. This amount is based on past experience for similar work.

Motion by Commissioner Behe and seconded by Commissioner Arlitsch to approve the proposal to seek out a contract for rebranding and the contract may be up to the total of \$292,500. Motion passed unanimously.

The Commission determined that this work was critically important and that it was worth the funding to do it right.

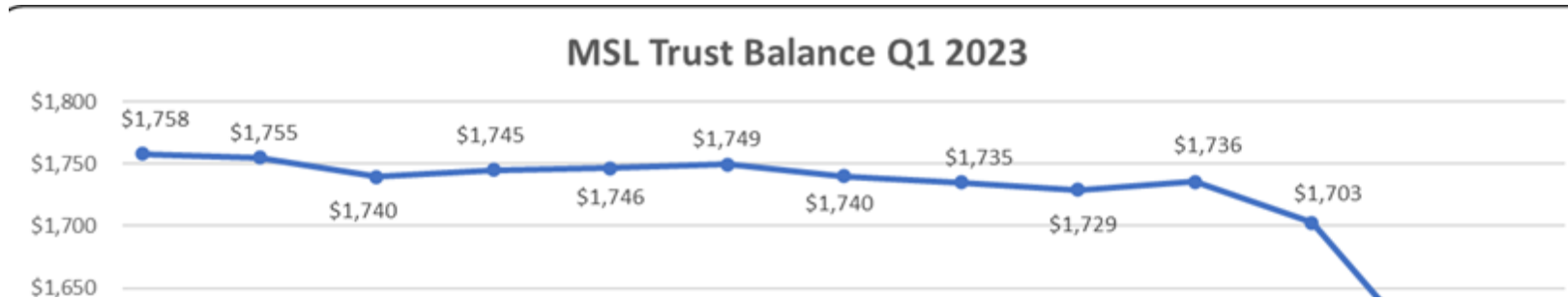
Source: [December 9, 2020 Minute Log](#) (02:59:32)

THE STATE LIBRARY TRUST AUTHORITY

- **22-1-103. State library commission -- authority.** The state library commission may:
 - (b) accept, receive, and administer any gifts, donations, bequests, and legacies made to the Montana state library. Unless otherwise provided by the donor, gifts, donations, bequests, and legacies must be deposited in the Montana state library trust established in [22-1-225](#).
- Per the Trust Policy: Donated funds **will be to provide enhancements to library services over and above normal operating services**. Donated funds will not be used for items such as employee salaries, employee benefits, routine operational expenses, or for established ongoing maintenance contracts unless authorized by the State Librarian and State Library Commission. The State Library Commission shall approve any distribution from the trust.

Source: [MSL Commission Trust Policy](#)

THE STATE LIBRARY TRUST EXPENDITURES



Trust Projects				
*as of Q1 2023	Budget	Expenses	Balance	Status
Rebranding Project	\$ 292,500	\$ 146,028	\$ 146,472	Ongoing
MT Heritage Center Sensory Trail	\$ 250,000	\$ -	\$ 250,000	Ongoing
Total	\$ 542,500	\$ 146,028	\$ 396,472	

Source: [FY 2023 1st Quarter Financial Report](#), October 12, 2022

2021 REQUEST FOR PROPOSAL AND CONTRACTING

The State Procurement Bureau of the Department of Administration led a Request for Proposal.

Given the dollar amount of the requisition, MSL received requisition authorization from the Governor's Budget Office.

8 firms responded to the RFP.

Hoffman York scored the highest of all applicants because of their relevant experience. They were also the only respondent with a physical office in Montana and connection to Montana state government.

The State Procurement helped to negotiate the contract which was approved by Department of Administration legal council, Mike Manion.

CONTRACT DELIVERABLES

Milestone Phase	Invoice amount	Holdback Amount @ 15%	Payment Amount
1. Research & Discovery	\$38,250.00	\$5,737.50	\$32,512.50

Contract
Revised 08/2019

uSign Envelope ID: 16596443-25CE-4EB5-BB9E-59F524C64C03

2. Brand Development – Part One	\$54,500.00	\$8,175.00	\$46,325.00
3. Brand Development – Part Two	\$30,750.00	\$4,612.5	\$26,137.50
Project Acceptance (To Date)	\$18,525.00	N/A	\$18,525.00
4. Campaign Planning & Creative	\$68,000.00	\$10,200.00	\$57,800.00
5. Media Buy & Campaign Launch	\$18,500.00	\$2,775.00	\$15,725.00
Project Acceptance (Completion)	\$12,975.00	N/A	\$12,975.00
PROJECT SUBTOTAL:			\$210,000.00

THE PROBLEM

Hoffman York's research revealed a major problem.

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Source: [MSL Brand Findings and Positioning](#), February 9, 2022

THE SOLUTION

RESEARCH & DISCOVERY



BRAND DEVELOPMENT



CAMPAIGN PLANNING & CREATIVE



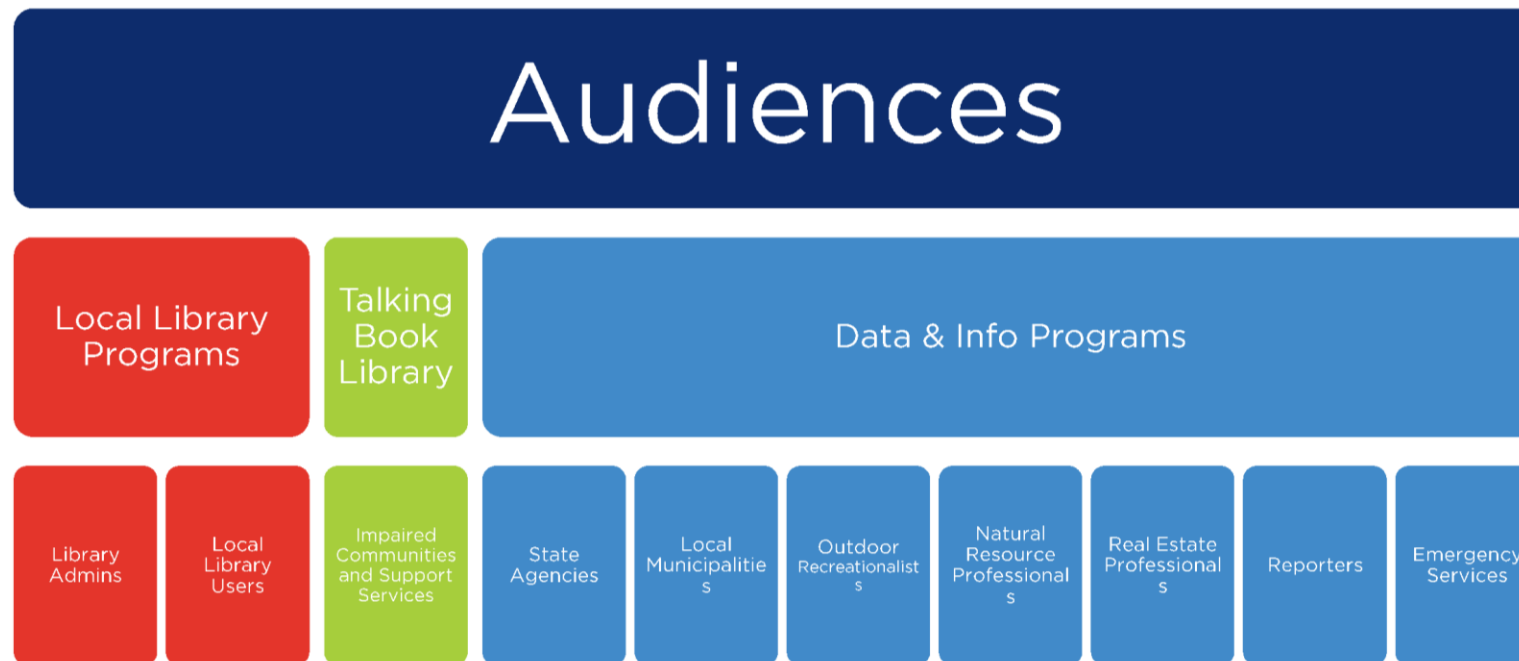
MEDIA BUY AND CAMPAIGN LAUNCH



Source: [MSL Brand Findings and Positioning](#), February 9, 2022

EDUCATIONAL CAMPAIGN

Without an educational campaign to reach these audiences, the brand is just a brand, the project is only half completed, and **THE PROBLEM IS NOT SOLVED.**



Source: [MSL Brand Findings and Positioning](#), February 9, 2022

Rollout Planning Process

1. TRANSLATE THE BRAND INTO MEANINGFUL MESSAGES

Use the brand work as a base for awareness-building communications that educate key audiences on the value of Montana State Library's products and services.

2. UTILIZE MULTIPLE MEDIA DISCIPLINES TO COMMUNICATE EFFICIENTLY

Identify existing no-to-low cost channels to build awareness for the brand messages; deploy targeted paid media to encourage key audiences to use more MSL services, more often.

Plan Foundations



To maximize impact for minimal cost, we'll develop an integrated communications strategy:

- Owned (website, social channels, e-mail)
- Earned (PR)
- Shared (partner channels)
- Paid (inexpensive, highly targeted digital/social)

HY Campaign Experience



A cooperative effort between DLI and DOC to develop and promote an ARPA-funded health care worker relocation reimbursement program, spearheaded by the Governor, to help attract new health care employees to the state to fill existing vacancies.



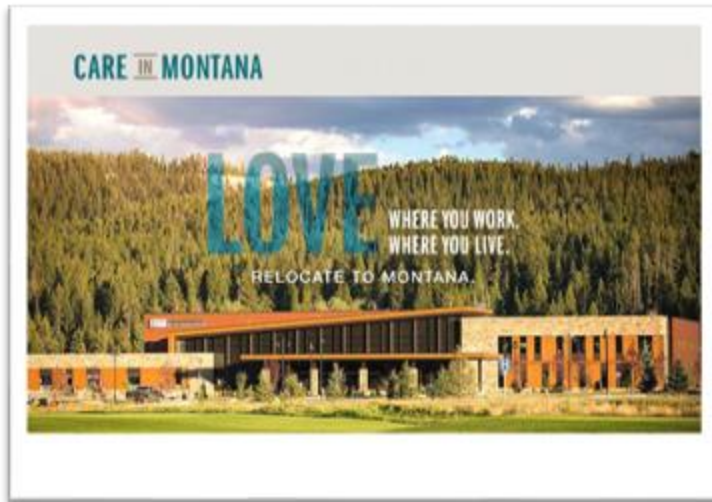
A workforce attraction effort designed to bring economic vibrancy back to rural Montana by compelling former residents to move back home and work their existing jobs remotely from Montana, with a focus on small towns and rural areas.



A rebranding initiative designed to unify disparate programs across the state—including business and community development, entrepreneurship, rural prosperity and global trade—to build repute and value for the agency.

Sample work for MT Department of Commerce

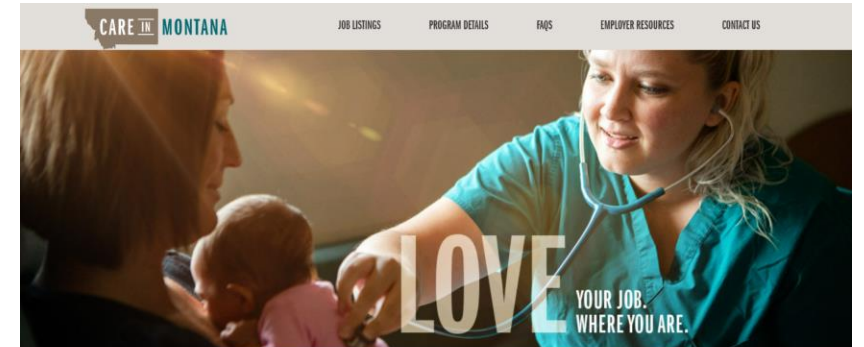
POSTCARD



SOCIAL POSTS



MICROSITE



JOIN MONTANA'S SUPPORTIVE COMMUNITY OF HEALTH CARE PROFESSIONALS

Advance your career in a place where you'll feel supported in your profession, embrace a slower pace and outstanding quality of life, and enjoy plenty of recreational opportunities.

Governor Greg Gianforte's CARE (Claim Allowance for Relocation Expenses) in Montana Program offers participants up to \$12,500 for moving expenses when they relocate to Montana for an eligible health care job.

[EXPLORE JOB LISTINGS](#)

[FOR EMPLOYERS](#)

HERE'S HOW IT WORKS

- 1 Browse qualified job listings and find the right fit for you.
- 2 Apply with the employer and complete the interview process.
- 3 Once you find employment, move to Montana and start your new position.
- 4 Submit eligible relocation receipts to your new employer and receive reimbursement.

[VIEW FULL PROGRAM DETAILS](#)

Sample work for Come Home Montana

TESTIMONIAL VIDEOS



MAILER

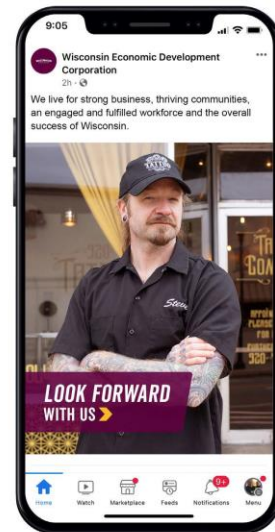


Sample work for Wisconsin Economic Development Corporation

PRINT AD



SOCIAL ADS



OUT OF HOME




BUSINESS JOURNAL TAKEOVER ADS



MEASURING SUCCESS

How will we know we are achieving success?
Hoffman York reports "Return on Ideas."

Come Home Montana | Governor's Campaign Report Jun 1, 2021 - Jun 30, 2022



FY22 Come Home Montana Overview - Final Campaign Metrics

Direct Mail Performance

Highlights the September 2020 direct mail drop v. the April 2021 direct mail drop.

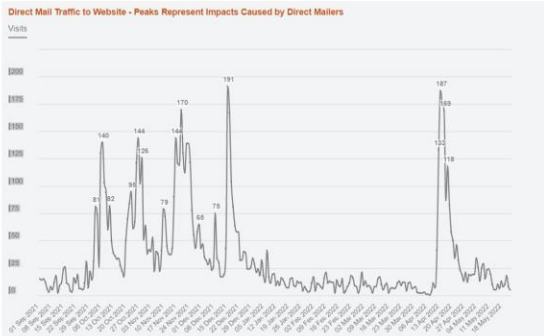
Notes on Come Home Montana: Direct Mail Program

Mailer #2 Preliminary Results (all mailers dropped on April 7th, 2022)

- Website traffic has increased dramatically following the release of the second mailer - Google Analytics has measured nearly 900 QR code scans and over 800 direct LURL entries since April 7th. Majority of the impact was measured immediately following the drop (between 4:11 - 4:24)

Mailer #1 Results (progressively dropped September - November 2021 to 107K qualified contacts)

- Drove an incremental 3,000+ users to the website and over 1,300 additional website conversions.



Key Delivery KPIs To-Date

Comparisons show YTD metrics v. previous reporting period.

Notes on Come Home Montana Campaign

Campaign overview:

- Over 62K total website sessions have been delivered to date
 - The "Information Request" and "Working in Montana" pages were the most visited pages since the new site launched - each page achieved 32% of all next page interactions from the campaign traffic (64% combined total).
- Primarily all traffic has come from the campaign's marketing initiatives to-date.
- Paid media has spent around \$84K in media, delivering nearly 4.3 million promotional impressions to-date. Spent 95% of the authorized budget on target during the FY22 campaign time period (savings will be reinvested in FY23 initiatives).
- Updated website (www.comehomemontana.com) launched on April 1, 2022 to provide a more robust resource for those looking to return.
- Social creative ads (images and video) on LinkedIn, Facebook and Instagram were refreshed and relaunched on April 11, 2022.

Targeting parameters:

- Come Home advertising was paused in January as campaigns were adjusted for 2022 and new budgets were approved - budgets are currently approved through June 2022.
- Social ads solely target U.S. adults who attended Montana colleges and universities or are part of MUS sport team member groups on LinkedIn, exclusive of Montana residents.
- Income targeting = N/A. Age filter to target 21-64 alumnae applied where applicable.
- Search ads are targeting active U.S. searchers of relevant keywords who do not reside in Montana.

Dates for all data under Campaign Results: June 1, 2021 - June 30, 2022.

Total Site Visits

62,623

Total Ad Impressions

4,290,244

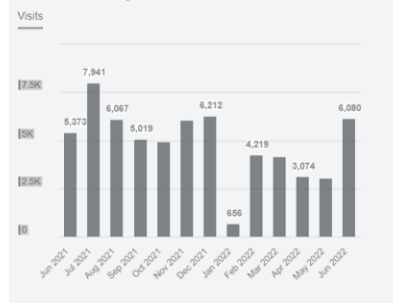
Total Ad Clicks

47,469

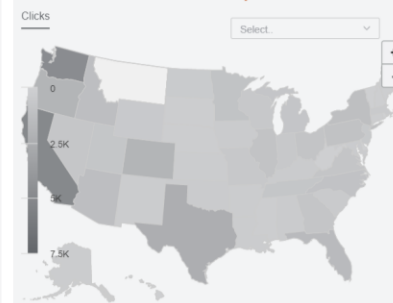
Total Media Spend

\$84,584

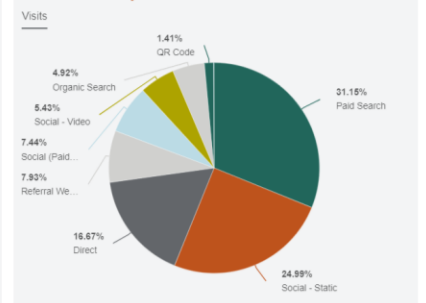
Website Sessions by Month



Come Home Montana - Ad Interactions by State



Website Sessions by Traffic Medium



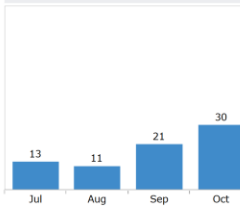
KEY METRICS

Examples of key metrics to evaluate success:

- Increased Talking Book patrons;
- Increased Real Time Network awareness and adoption;
- Increased Next Generation-911 awareness and adoption;
- Etc.

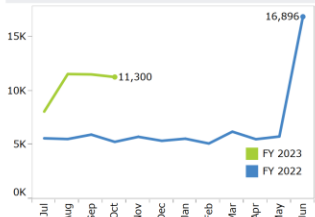


FY 23 NEW PATRONS



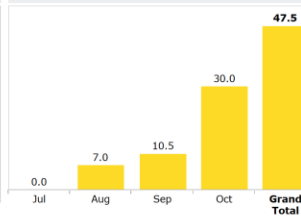
FY 23 new Talking Book patrons. So far this year, Montana added 75 new patrons. Since Montana transitioned to delivering services through a contract with Utah State Library, a total of 121 new patrons applied for access (this includes 46 from June 2022).

FY 23 CIRCULATION



FY 23 Talking Book digital book, braille, and large type circulation. Since initiating services under the new contract, MSL has observed a significant increase in circulation.

FY 23 VOLUNTEER HOURS



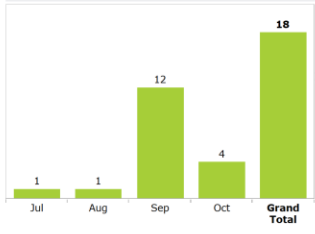
FY 23 volunteer hours. No volunteers logged hours in July due to a flood in the MSL building.

FY 23 TOP MT RECORDING DOWNLOADS



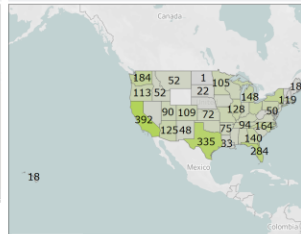
FY 23 top 15 titles from the Montana Recording Program. Titles are downloaded by patrons around the country. So far in FY 23, Montana titles have been downloaded 2,504 times.

FY 23 NEW BOOKS RECORDED



FY 23 new books produced by MSL's recording program and loaded to BARD (Braille and Audio Reading Download). A total of 18 books have been added so far this year.

FY 23 MT RECORDING DOWNLOADS



Map of FY 23 Montana Recording Program downloads based on the patrons' home libraries.