

## 7. MARKETING ONE-STOP SYSTEMS

### INTRODUCTION

During the first year of One-Stop implementation, the case study sites faced a wide variety of system-building challenges—building state and local partnerships, developing appropriate physical facilities, designing user-friendly information systems to support self-service delivery, and integrating staff from multiple agencies within One-Stop career centers. In the context of these challenges, the marketing of One-Stop services was often put on the back burner, even though marketing was widely perceived as critical to the ultimate success of One-Stop systems. In a number of sites, however, marketing to *internal* customers was given a higher priority than marketing to *external* customers. External marketing was viewed as an activity that could be deferred until system transformation in other areas was well underway, whereas marketing to *internal* customers was viewed as an essential part of the system-building process. At the time of the evaluation site visits, therefore, internal marketing had in many cases already received substantial attention, while external One-Stop marketing was often still in its early developmental stages.

In this chapter, we discuss the key similarities and differences across the case study sites in (1) One-Stop marketing objectives, (2) the specific activities undertaken during the first year of One-Stop implementation to further each of the marketing objectives, and (3) the accomplishments achieved by the case study sites and planned next steps in marketing One-Stop systems.

### GOALS OF MARKETING EFFORTS

Realizing the vision of a transformed system supported by an array of workforce development agency partners requires the development of new marketing goals and strategies at the state and local levels. Most of the case study sites developed both short- and long-term marketing goals.

The goals most commonly identified include the following:

1. Coordinating the marketing roles played by different One-Stop partners.
2. Promoting the One-Stop vision among internal One-Stop partners.
3. Marketing the overall One-Stop system to external customers.
4. Marketing specific One-Stop services and products.

5. Reaching out to an expanded customer base.
6. Linking One-Stop marketing efforts to promotional efforts for related workforce initiatives such as school-to-work, welfare-to-work, and economic development.

In most of the case study sites, both state and local One-Stop partners were interested in furthering each of these marketing objectives. One of the most difficult challenges during the first implementation year was to clarify the roles and responsibilities of marketing teams at each level and to ensure that state and local marketing efforts and timetables were coordinated.

### **GOAL 1. COORDINATING THE MARKETING ROLES PLAYED BY DIFFERENT ONE-STOP PARTNERS**

At both the state and local levels, it was important to coordinate the marketing roles played by the different agencies involved in the One-Stop system. Interagency state and local marketing teams were often formed to identify the marketing concerns of different agencies and develop a unified marketing strategy for the One-Stop system as a whole. Marketing One-Stop services to employers was frequently identified as a high-priority issue for team attention by many partners, although it was often deferred until a menu of enhanced employer services had been developed. State and local marketing committees were also usually charged with identifying a unified identity and logo to be used in marketing the state or local One-Stop system to the general public.

An important challenge for the case study sites was working out how to balance and coordinate the marketing roles played by state-level One-Stop partners with those played by local-level partners. While states often wanted to develop an overarching identity in order to provide citizens with a way to identify One-Stop centers across the state, local sites were usually concerned with marketing their particular local One-Stop partnership. In addition, states were more likely to delay their large-scale marketing campaigns until it was determined that the system could handle the demands generated by the marketing effort, while local sites often felt a pressing need to quickly provide their local communities with specific information about the new One-Stop system. This tension between local concerns and state concerns often resulted in frustration at local sites. These sites were eager to begin to marketing their new services, but state marketing plans and products had not yet been finalized.

Because of the One-Stop emphasis on reaching out to an expanded employer and job-seeker customer base, state and local One-Stop marketing goals, and the activities

planned to realize them, were substantially more ambitious than any that had previously existed within public workforce development agencies. Staff at both the state and local level often lacked the marketing experience and sophisticated marketing “know-how” needed to plan and execute the large scale promotional campaigns that were required. Thus, in order to design and carry out a coherent marketing strategy, case study sites often utilized assistance from private-sector marketing consultants.

Exhibit 7-1 summarizes the different marketing roles played by state One-Stop partners in selected case study sites. State marketing activities often included the following:

- *Designing a statewide logo, name, and marketing slogan* required to be used by all local career centers to give the state’s One-Stop system a clear identity in the minds of job-seeker and employer customers.
- *Developing statewide marketing materials* (e.g., brochures, television campaigns, videos) that describe the statewide One-Stop system, its service philosophy, and the common features of One-Stop services available at career centers throughout the state.
- *Developing guides, templates, and sample marketing materials* that could be adapted by local areas for designing “grand openings” for career centers, and for producing local One-Stop newsletters or local brochures oriented to employer or job-seeker customers.
- *Providing funds or in-kind contributions* to support local marketing efforts.

## **GOAL 2. PROMOTING THE ONE-STOP VISION AMONG INTERNAL ONE-STOP PARTNERS**

Building consensus among agency partners and their staff about the One-Stop approach, philosophy, and methods was one of the most important marketing objectives identified by the case study sites.

In some cases, the lead One-Stop agencies had to gain the support and cooperation of partners that were not convinced of the utility of an integrated approach. These agencies had to take concrete actions to encourage potential partners to “buy in” to the One-Stop vision during the first year of One-Stop implementation. This issue surfaced most often in case study sites that lacked a history of strong collaboration between the agencies responsible for JTPA and ES/UI services as well as in sites that had relatively weak previous coordination linkages between human services agencies and the employment and training system. Institutional histories at variance with the

**Exhibit 7-1**  
**Examples of Marketing Roles Played by State**  
**One-Stop Partners**

Indiana	A multi-agency marketing work team was established with representation from the state One-Stop team and the state external affairs unit. A consulting firm was hired to develop attractive brochures for use at the state level and by early One-Stop implementation sites.
Iowa	One of the major goals for the state was to assist the local sites to market their One-Stop services. To further this goal, the state developed an “events manual” to guide local sites in planning center opening receptions and open houses.
Massachusetts	The state has attempted to manage the diverse efforts of the local regional employment boards and their designated career center operators. The state has encouraged local efforts by career center operators to assess customer needs, develop marketing materials, and network with other workforce development agencies. Regional employment boards are expected to coordinate efforts by competing local centers to attract new business from job seekers and employers.
Wisconsin	The state has developed guidelines for use of the state logo at certified One-Stop sites, established a monthly publication to keep local sites informed of state activities, and distributed a template and software that can be used by local sites to produce a local One-Stop newsletter.

One-Stop vision of system integration necessitated the use of extensive promotional efforts by lead agencies to “sell” the One-Stop vision to all partners. The key to resolving agency turf issues and overcoming bureaucratic inertia was often to focus on how redesigned services would benefit customers. Ongoing communication and feedback among partners were key to accomplishing the goals of internal promotion of the One-Stop vision.

In other cases, lead agencies had to build consensus about specific aspects of One-Stop design. Even where partners were in general agreement with the One-Stop vision of customer-driven services, some were not in favor of particular aspects of the One-Stop approach, such as how to divide service delivery responsibilities among agency partners. Some lead agencies continued to discuss and modify the proposed One-Stop approach with potential partners until consensus was reached on the One-Stop philosophy and approach. After the top policy makers for all participating agencies had agreed to conform to the new design, the vision was promoted to staff at all levels of the participating organizations. Case study sites also used internal promotional efforts to help partners and staff deal with the “culture change” of transitioning to the new One-Stop way of doing business.

As described in Exhibit 7-2, case study sites used a variety of different activities to encourage maximum “buy in” from all potential partners. While some case study sites used ongoing verbal and written communication vehicles such as newsletters, fact sheets, and presentations at meetings and conferences to keep all partners informed about the progress in implementing the One-Stop system, others teamed up with One-Stop capacity-building and communications work groups to plan more structured promotional events such as statewide conferences and retreats.

### **GOAL 3. MARKETING THE OVERALL ONE-STOP SYSTEM TO EXTERNAL CUSTOMERS**

Informing external customers about the emerging One-Stop approach and how it differed from the previous system was another important marketing goal identified by the case study sites. As part of their early marketing efforts, case study sites tried to inform the public about the new One-Stop system without raising customer expectations that could not be satisfied. A form of “light marketing” (as one state referred to it) was used while emerging One-Stop systems were still in a fluid state of development, to avoid triggering workloads that the local systems could not handle.

**Exhibit 7-2**  
**Examples of Internal Marketing Approaches**

Iowa	<p>State staff prepared a newsletter targeted to state and local staff of the lead agency and local partner agencies.</p> <p>State leadership spoke out on behalf of the One-Stop initiative.</p>
Minnesota	<p>The state published a newsletter called “Connecting.”</p> <p>Top officials from the lead agency conducted a two-month-long tour of the state—in which they made 42 presentations in 27 communities—to communicate the state’s One-Stop vision to local partners and answer questions about local partners’ concerns.</p> <p>State agency leadership and an inter-agency “issues team” met quarterly with local-level partners to discuss issues regarding local integration.</p> <p>The state involved staff from local centers in policy planning and development.</p>
Ohio	<p>State One-Stop management team publishes a newsletter called “One-Stop Link” and is in the process of developing a One-Stop video. The state marketing work team has published a strategic plan and a consultant has been hired to help implement the plan.</p> <p>The State sponsored bi-annual conferences—“Partners Helping Partners”—to disseminate best practices among first-year pilot sites.</p>
Texas	<p>The state kicked off the One-Stop initiative with a conference to build a cohesive vision. The conference included a simulated career center.</p>
Wisconsin	<p>Prior to consolidating the state welfare and workforce development agencies, the state had a consultant conduct “Vision Quest” brainstorming sessions.</p>

To effectively communicate to the external world the overall design for their transformed employment and training systems, most of the case study sites developed a step-by-step marketing strategy. Exhibit 7-3 provides selected case study examples of the different types of activities used to market the overall One-Stop system. The first step was usually to develop a One-Stop identity and image to differentiate it from the previous system of separate categorical programs. To further this objective, states developed One-Stop names, logos, and sometimes catchy phrases to describe their newly-integrated systems. For example, Connecticut's One-Stop system is called "Connecticut Works;" Maryland calls its One-Stop system "CareerNet;" Iowa's Workforce Development Centers are referred to as sites where "customers can get their needs met; and Wisconsin's Workforce Development Centers are referred to as places "where people and jobs connect." Integrated marketing campaigns were also devised to unify One-Stop partners at the local level. For example, Baltimore integrates its various workforce development marketing efforts and initiatives using the theme "Employ Baltimore."

The second step used by the case study sites—keeping in mind that most were intentionally in a "light" marketing mode—was to inform customers about the reasons for and advantages of the new integrated service approach using such tools as open houses, community forums, newspaper stories, and the creation of electronic Web pages discussing the new customer orientation of the One-Stop system. Marketing promotions to the general public were sometimes undertaken at the state level and sometimes were initiated by local sites, with or without state assistance.

A third step in marketing overall One-Stop services often consisted of the development of more elaborate marketing tools for use at the local level. To guide local marketing efforts, states often developed marketing "templates" that included guidelines, tool kits, and manuals that gave local marketing staff specific suggestions about how to stage center opening celebrations or hold a community open house. At open houses, prospective customers were provided an orientation to the specific services and information available through the One-Stop system.

#### **GOAL 4. MARKETING SPECIFIC ONE-STOP SERVICES AND PRODUCTS**

After the general public was alerted to the overall goals of the new One-Stop initiative, the next marketing task was to develop informational materials to provide

**Exhibit 7-3**  
**Examples of Marketing the Overall One-Stop System to External Customers**

Ohio	<p>The local governing board for Lucas and Wood counties sponsored a community forum to orient employers and the general public to One-Stop plans. For concepts that were still in the developmental stages, ideas were solicited from potential customers.</p> <p>Local centers in the Lucas/Wood County system held “Employers After Hours” open houses to inform local employers about the new system.</p> <p>A local brochure and video were produced to promote the system to both employers and job seekers.</p> <p>Employer luncheons were held, featuring talks given by successful job seekers and satisfied employer customers.</p>
Massachusetts	<p>The state’s Web site provides an overview of the philosophy and goals of the new competitive, customer-driven career center system.</p>
Minnesota	<p>In Anoka County, monthly calendars are distributed to individual career center customers announcing the planned calendar of events of interest to job seekers.</p> <p>The One-Stop center in Anoka also increased employer awareness through local “on-air job fairs.”</p>
Ohio, Indiana	<p>Brochures developed at the state level provide general information about the emerging state One-Stop system and the location of One-Stop centers currently in operation.</p>
Texas	<p>Staff at the Lake Jackson Career Center in Brazoria County use a wide variety of informal methods, such as public presentations at employer and community groups, displays at the county fair, and job fairs at local shopping malls, to inform the general public about their new workforce development system and publicize center services.</p> <p>Word of mouth has also been an effective marketing tool for the Lake Jackson Career Center, as customers encourage their friends and relatives to try out the new One-Stop system.</p>

potential customers with information about the specific One-Stop services and products that were available. During their first year of One-Stop implementation, most case study sites introduced a variety of new services, including automated sources of information about jobs, careers, and training opportunities; and workshops on a variety of job-related topics.

As summarized in Exhibit 7-4, the case study sites used several different approaches to market specific One-Stop services and products to potential One-Stop customers. An approach used in most sites was to disseminate information about the specific services available in the One-Stop center through traditional means: conducting comprehensive face-to-face customer orientations for all new center customers, distributing descriptive leaflets and brochures, advertising in newspapers and on radio and television, and conducting information sessions for the staff of affiliated human service organizations so that they could make informed customer referrals. Some centers using this approach depended on the co-location of programs with a high volume of on-site customer flow—such as Unemployment Insurance and Employment Services—to bring potential One-Stop customers into the center so they could be exposed to the full range of services available at the center.

A second marketing approach, also widespread among the case study sites, was to establish electronic linkages to make job-seeker and employer customers aware of One-Stop services and to offer them a variety of technology-based services from their own homes or businesses or from a variety of community locations. The community locations included kiosks or terminals placed in schools, airports, libraries, shopping malls, community colleges, and service sites operated by One-Stop partner agencies. While qualifying as services in their own right, the Web pages and electronic bulletin boards also served as effective marketing tools to make a wide range of potential One-Stop customers aware of available services. Services that were particularly well-suited to marketing through remote access via the Internet or computer bulletin boards included listings of resumes and job openings, and access to information about careers, training opportunities, and local labor market conditions.

#### **GOAL 5. REACHING OUT TO AN EXPANDED CUSTOMER BASE**

Traditionally, public workforce development and labor exchange systems have been perceived as serving primarily entry-level and hourly workers and their employers. All case study sites indicated an interest in reaching out to broader groups

**Exhibit 7-4**  
**Examples of Marketing Specific Customer Services and Products**

Connecticut	<p>The state has negotiated with the state library system for the establishment of “mini-career information centers” in libraries, linked to the <i>Connecticut Works</i> home page and electronic network.</p> <p>Plans are underway to install Connecticut Works job kiosks at Department of Motor Vehicles (DMV) offices throughout the state.</p>
Indiana	<p>The state plans to use the Department of Workforce Development’s Web site to distribute information about One-Stop services and workforce development programs. Plans are also underway to allow customers with an Internet connection to access many of the same services on-line that are provided at One-Stop centers</p>
Maryland	<p>In the Baltimore Career Center Network, universal access requires outreach and the effective marketing of center services to the residents in Baltimore’s high poverty and minority neighborhoods. As part of the Empowerment Zone initiative, CareerNet equipment and software will be installed in six satellite village centers that will be staffed by community-based organizations.</p> <p>To educate customers about the services available at the Eastside Baltimore Career Center, a series of one-page “customer services sheets” has been prepared for each of the services offered. Each sheet includes a description of the service, as well as scheduling and enrollment information.</p>
Massachusetts	<p>The state’s Web site on the Internet provides customer access to the state job bank as well as linkages to services offered by local career centers.</p>
Texas	<p>To fulfill the local outreach and marketing needs of the career centers in Tarrant County, local partners have prepared an orientation packet that describes individual, group, and self-services offered at career centers. Individual flyers from the orientation packet are also distributed to partner agencies.</p>

of job seekers and employers, including both large and small employers and workers with a broad range of formal education and skills. This interest in expanding services to new groups of customers is a response to rapidly changing skills requirements for many jobs, increases in job mobility, and increases in the rate of dislocation among workers at all levels; these changes have in turn been driven by changing technologies, global competition, and reorganized work structures. In this new context, workers at all skill levels need access to information about evolving occupational skills and ways to update their skills over time through “life-long learning,” and employers need more efficient assistance in recruiting, screening, and training prospective and incumbent workers.

One-Stop planners have targeted broad groups of employers and workers that can benefit from access to improved local labor market information and information about careers and education and training resources. Case study sites are convinced that their new workforce development approach—assisted by its enhanced electronic capabilities—will be capable of serving new groups of employers (including small-to medium-sized employers and employers seeking candidates for management and technical positions) and new groups of current and future job seekers (including senior citizens who wish to remain in the workforce, high school seniors exploring new careers, and employed workers seeking enhanced skills and new careers).

### **Activities to Reach Out to an Expanded Employer Customer Base**

Many local case study sites focused their first year system-building efforts on developing and marketing user-friendly services for individual job seekers. In these sites, enhancing employer services and developing new marketing activities directed to employers was often deferred until the second implementation year. However, all case study sites planned to offer employers an expanded range of tools and products as part of their redesigned One-Stop systems and use more aggressive marketing strategies to increase the use of One-Stop services by local employers.

As described in Exhibit 7-5, employer outreach mechanisms that were in the planning stages or had been tested by case study sites during the first implementation year included the following:

- *Conducting employer focus groups.* Centers have conducted a variety of orientation and feedback sessions to acquaint employers with the One-Stop center and its vision for transformed employer services and to obtain feedback on more efficient ways to serve the local employer

**Exhibit 7-5**  
**Examples of Activities Designed to Reach Out**  
**to an Expanded Employer Customer Base**

Maryland	<p>The lead agency for the Baltimore Career Center Network has developed an aggressive employer marketing campaign with the theme “Employ Baltimore.” Advertised employer incentives for participation in the Employ Baltimore campaign included free listings on a computerized job bank, free screening and referral of job seekers who “match” the employer’s description, access to services provided by a single “account executive,” access to a variety of tax credits (e.g., for hiring Empowerment Zone residents), and free on-site or off-site customized training for targeted job seekers.</p>
Massachusetts	<p>At the state level, market research on employer needs was based on surveys of 200 businesses to identify customer needs and attitudes about the public workforce development system. To attract employers, the state is preparing a 25-page brochure on career centers.</p> <p>The Springfield Career Center markets economic development incentives and business consulting to employers as well as job listing and job referral services.</p>
Minnesota	<p>State marketing activities directed to employers include the use of video resumes, the dissemination of a monthly publication directed to employers, and an “on-air job fair” on a popular television station that describes available job candidates. Employer conferences are planned.</p> <p>To attract employers, the state emphasizes the ability of the One-Stop system to avoid duplication of effort and save time through the use of a single integrated applicant pool.</p> <p>Unemployment Insurance tax auditors also perform marketing functions. Because they come into contact with many employers in the course of insurance audits, the state has been encouraging UI auditors to educate employers about the range of workforce services available to them, including funding for training current and prospective employees, the availability of career centers for conducting interviews, and information sessions for new employers.</p>

**Exhibit 7-5** (Continued)

Ohio	Activities planned as part of an intensified employer marketing campaign in Wood county include “Employer After Hours” sessions at the One-Stop center, a Town Hall meeting to be co-sponsored by the Chamber of Commerce, and employer lunches profiling employers and individual job seekers who have used the new system and who support it.
Texas	In the 13-county Houston–Galveston Gulf Coast area, regional employer services representatives make visits to outlying communities and assist center staff in designing customized recruitment and expanded services for local employers.

community. Other activities consist of community forums to which employers are invited, and the conduct of open houses and “Employer After Hours” events to increase the opportunity for informal discussions between employers and One-Stop staff.

- *Conducting employer customer satisfaction surveys and needs assessments.* To target their marketing more efficiently, local sites have conducted surveys soliciting employer feedback on such issues as the frequency with which employers use the public system, their projected employment needs, and their suggestions for improving the public employment and training system.
- *Linking One-Stop marketing to employers with marketing efforts by economic development affiliates.* In keeping with the evolution toward an integrated workforce development system, a number of case study sites are collaborating with economic development partners at both the state and local levels to reach more employers and provide a wider range of services. Marketing efforts to employers cover the “traditional” services of listing job openings and screening job applicants, as well as a number of “enhanced” services, such as job analyses, skill needs assessments, and assistance in planning, financing, or providing retraining for employers’ current workforces.

*Developing promotional materials targeted specifically to employers.* Case study sites have developed informational videos, prepared brochures listing specific employer services, and distributed marketing materials with center locations and telephone numbers prominently displayed. A number of promotional materials emphasized personalized employer services, such as the use of a designated “account executive” for each company, the availability of center space for employer interviews with job applicants, and individualized skills assessments and job referrals tailored to employers’ specific hiring needs. Other marketing activities included job fairs designed to meet the needs of a number of employers.

### **Activities to Reach Out to an Expanded Job-Seeker Customer Base**

Case study sites are attempting to attract not only larger numbers of job-seeker customers, but also job-seekers with a wider range of educational preparation and work experience, including mid-management and technical workers, career changers, students, recent high school graduates, senior citizens, and displaced homemakers. This effort, case study sites are finding, also supports their efforts to recruit a broader employer customer base. Building a pool of salaried applicants with a high level of technical skill, for example, is useful in convincing employers to use career center

services rather than services offered by private-sector head hunters or outplacement firms.

As described in Exhibit 7-6, approaches used to reach varied potential customers included the following:

- *Establishing linkages with secondary and post-secondary schools* to make students aware of career center resources.
- *Using a broad range of public media* to increase general public awareness of One-Stop career center systems and the services they offer.
- *Using data on customer satisfaction* to ensure that services are attractive to all customers.

Efforts to reach a broad range of job seeker customers have also been facilitated in a number of cases by the development of services attractive to higher-skilled workers (e.g., providing information about education and training resources for a wide range of professional and technical careers) and by the expansion of operating hours to make career centers more accessible to employed workers who are interested in enhanced skills training or career shifts.

#### **GOAL 6. LINKING ONE-STOP MARKETING EFFORTS TO PROMOTIONAL EFFORTS FOR RELATED WORKFORCE DEVELOPMENT INITIATIVES**

Consistent with their interest in reaching out to a broader customer audience, case study sites identified a need to strengthen their marketing linkages with other workforce development programs that are pursuing overlapping and related objectives. Examples of such marketing linkages are shown in Exhibit 7-7. Case study sites were particularly interested in forging strong marketing linkages with welfare-to-work and school-to-work initiatives that were also in the formative stages of development. To date, marketing linkages with these initiatives have been difficult to achieve. However, a number of case study sites—particularly in those states that have received federal School-to-Work demonstration grants—expressed a desire to coordinate marketing efforts with the state, regional, and local committees and agencies that represent related initiatives.

In some sites, integrated employer-marketing campaigns are being developed to consolidate employer contacts and encourage employers to participate in a variety of different roles across these related programs. As described above, sites also found that developing a closer marketing relationship with economic development agencies and

**Exhibit 7-6**  
**Examples of Activities Designed to Reach Out**  
**to an Expanded Individual Customer Base**

Iowa	<p>The state Marketing Team assists local centers in organizing “grand opening” celebrations.</p> <p>The Des Moines Workforce Development Center has developed a “Workforce for Teens Career Awareness” project in which high school seniors participate in an 8-week course at the center one hour each day and become familiar with public workforce development resources.</p>
Indiana	<p>The state has developed attractive brochures to assist in marketing One-Stop services to the general public.</p> <p>The Indianapolis Eastside Career Center captures customer satisfaction comments on its self-service labor exchange computer systems, and uses these customer satisfaction surveys, along with telephone and mail follow-ups, to identify needed system improvements.</p>
Maryland	<p>One of the goals of marketing One-Stop Career Centers to the job-seeking public is to expand the pool of clients to include individuals with more diverse employment backgrounds and skills. Job Service workers processing UI claims are viewed as having an important role to play in marketing career center services to UI applicants and beneficiaries. Job fairs also appear to be effective in reaching out to job seekers with diverse job histories.</p>
Ohio	<p>The Wood County Employment Resource Center uses its popular Job Club and linkages with a local adult vocational school to attract customers. Word-of-mouth is effective here because of the popularity of the training programs and the large number of referrals from the welfare-to-work program, which is a co-sponsor of the center.</p>
Texas	<p>Although the Arlington Career Center in Tarrant County has not paid for general advertising, the programs offered at the Center have received press coverage in local papers, and specific events sponsored by Center partners, such as quarterly job fairs, are well publicized.</p>

**Exhibit 7-7**  
**Examples of Efforts to Link One-Stop Marketing Efforts with**  
**Promotional Efforts By Related Workforce Development Initiatives**

Connecticut	<p>Throughout the state, the Department of Economic and Community Development (DECD) is being recruited as an active partner in the design, marketing, and delivery of One-Stop business services in association with the Business Services Units operated by the Connecticut Department of Labor (CTDOL).</p> <p>The State Department of Education is also involved in educational needs assessments, career decision-making workshops for youth, and plans for using One-Stop centers to provide job development services to youth involved in school-to-work programs.</p>
Indiana	<p>A memorandum from the deputy commissioners responsible for One-Stop and Education and Training encourages local school-to-work collaborative teams to identify potential linkages, including electronic connections between One-Stop career centers and schools, and to develop joint action plans for marketing efforts targeted to students, job seekers, and employers.</p>
Wisconsin	<p>Numerous other statewide initiatives—such as welfare reform and the school-to-work initiative—led other agencies and divisions to move forward with their own workforce development marketing plans, which would have resulted in parallel marketing efforts to employers and workers. Recognizing the importance of a coordinated marketing effort for the One-Stop system, an Interagency Guidance Team on Marketing was formed and a marketing consultant sought to develop a marketing plan for the workforce development system as a whole.</p>

with local employer organizations was an effective strategy for attracting a broader base of employers and convincing them that the transformed One-Stop system could serve their employment and workforce training needs.

### **ANALYSIS OF MARKETING ACCOMPLISHMENTS**

Although all case study sites identified successful marketing as essential to the success of their emerging One-Stop systems, an overriding concern during the first year of implementation for developing One-Stop career center organizational structures and services resulted in marketing issues often receiving attention than they deserved. Even though marketing was not prioritized, however, most case study sites succeeded in establishing a general foundation and approach for future marketing effort.

The case study sites faced several key challenges in realizing their marketing goals:

- *One-Stop agency partners generally lacked previous experience marketing their services to the general public.* Most employment and training delivery systems—accustomed to serving clients who were already familiar with their services or were referred by other agencies—had not previously felt the need to conduct outreach efforts to the general public. As a result, agency staff lacked well-developed marketing skills and experience.
- *One-Stop partners were often reluctant to conduct widespread marketing before One-Stop systems were “ready.”* All states expressed concerns about marketing their One-Stop systems before they were ready to deliver on their promises. On the other hand, generating customer interest in One-Stop services was critical to the success of the new systems.
- *Both individual job seekers and employer customers often held negative perceptions of the quality of public workforce development services.* Customer surveys conducted by many case study sites showed that both customer groups were dissatisfied with the bureaucratic and fragmented nature of previous services. Thus, marketing efforts had to be shaped so as to convince potential customers that the new system was user-friendly and different from previous systems in its focus on providing services relevant to customer needs.
- *Some One-Stop partners feared that they would lose their individual agency identities if they participated in an integrated marketing campaign.* Thus, One-Stop marketing efforts had to be sensitive to these fears while coordinating the marketing efforts undertaken by

individual partners and promoting a unified One-Stop identity to outside customers.

- *State and local One-Stop planners and administrators had different marketing needs and timetables.* Early local pilot sites often looked to the state level for assistance with local marketing efforts before state staff had completed the process of developing a comprehensive or unified One-Stop marketing strategy.

Despite these challenges, case study sites were able to accomplish important marketing goals. These include the following:

- *The development of a planning and decision-making structure for ongoing marketing efforts.* Most case study sites assigned marketing tasks and activities to interagency committees at the state and local levels and established marketing priorities. A few sites decided to wait until the second year to begin planning how to promote their One-Stop systems.
- *The design of a logo, name, and unified identity for the transformed One-Stop system.* All case study sites emphasized the importance of changing the identity and public image of the emerging One-Stop employment and training delivery system and emphasizing to the general public that “we are changing the way we do business.”
- *The design and implementation of new strategies to market One-Stop services to an expanded customer base.* Case study sites were quick to recognize the importance of reaching out to new job-seeker and employer customers, using technology-based outreach and self-service products. As described in the previous section, case study sites carried out marketing efforts designed to reach new customer groups, such as employed workers, students, and highly-skilled workers.
- *The identification of external marketing consultants and the development of improved marketing skills by in-house staff.* Case study sites are aware that reaching out to an expanded customer base—particularly to private-sector employers—requires sophisticated marketing strategies and materials beyond those generally available among One-Stop staff at the state and local level. To fill this gap, case study sites hired marketing consulting firms, recruited economic development agency representatives for participation on marketing committees, and increased the marketing skills of local staff through staff training and increased staff exposure to marketing principles and tools.

Given the impressive first-year accomplishments of case study sites in a number of other areas of One-Stop system transformation, the marketing accomplishments achieved by the One-Stop case study sites have provided a sound foundation for future

marketing efforts. Most case study sites are now in a position to launch their One-Stop promotional plans when they determine that the time is right for a full-scale marketing effort.

However, a number of marketing challenges remain for states and local areas to address during subsequent phases of One-Stop implementation. Key among these challenges are the following:

- *The need to address continuing communication gaps between states and their local sites about their respective roles and timelines for marketing One-Stop systems and services.* States often made efforts to include local One-Stop staff on marketing committees and to communicate state marketing plans to local sites. Local One-Stop respondents nevertheless often complained that the state was not keeping them informed about marketing plans and activities. At times, local sites waited for the state to take the lead in marketing. However, states were not always prepared to support the early marketing efforts of One-Stop local implementation sites.
- *The need to develop more comprehensive marketing products and informational materials to inform job seekers about local One-Stop centers, networks, and services.* While case study sites have made some progress in developing promotional materials and products—such as orientation videos—most sites were still in the formative stages of developing marketing products representing the *completed* One-Stop system as opposed to the general concept or “vision.” As more local sites are established during second and third implementation years, they will be eager to receive marketing supports from the state and examples of the marketing materials developed by early centers. There will be an increased demand for marketing templates or “tool kits” prepared by states for use in local sites. Sharing information about effective marketing strategies among sites will also become a priority.
- *The need to develop effective marketing tools to make employers aware of the expanded range of services available to them through One-Stop centers.* These expanded services include business consulting, access to business expansion assistance, and services to assist employers in training their existing workforce. There is also a need to convince employers that public labor exchange services are high-quality and a good value.
- *The need to develop assessment tools to measure the effectiveness of the new marketing plans and strategies.* Although needs assessments and customer surveys have been introduced to measure customer satisfaction with One-Stop services, local sites will also need information about the

relative success of different marketing approaches and activities. This assessment will be influential in refining new marketing strategies over time.

- *The need to develop additional marketing approaches that take full advantage of the new electronic communication tools and technology-based products offered to customers. As case study sites continue to develop Web sites to deliver One-Stop services, they need to make better use of these technologies to reach out to prospective customers and market the transformed One-Stop systems.*

This page intentionally left blank.

Insert blank page here when making double-sided copies.