

Library of Birmingham

Brian Gambles

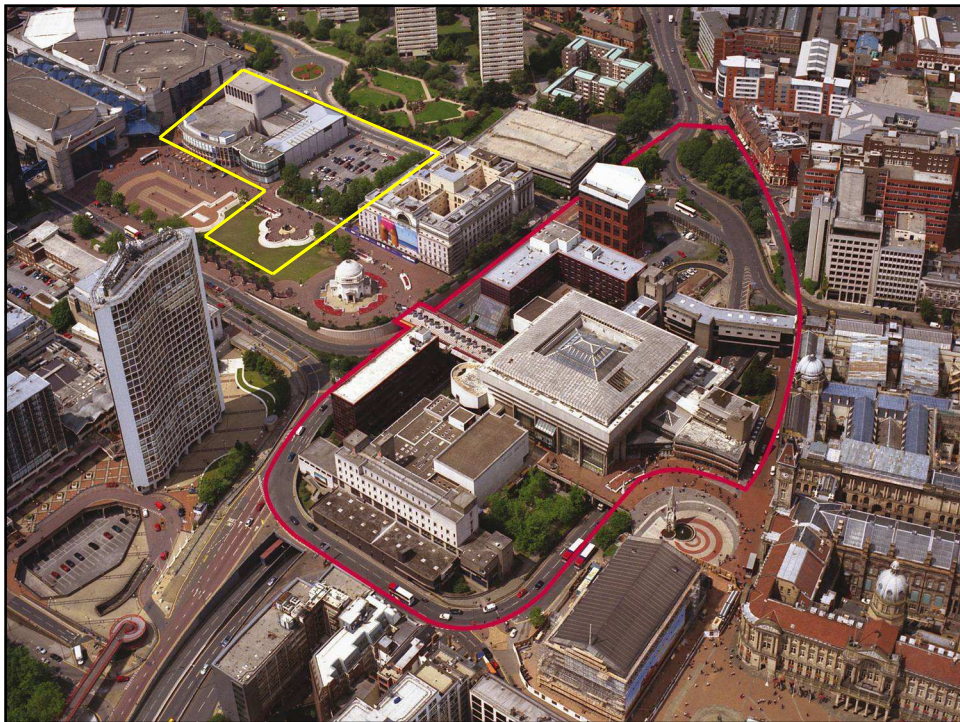
The Library Experience

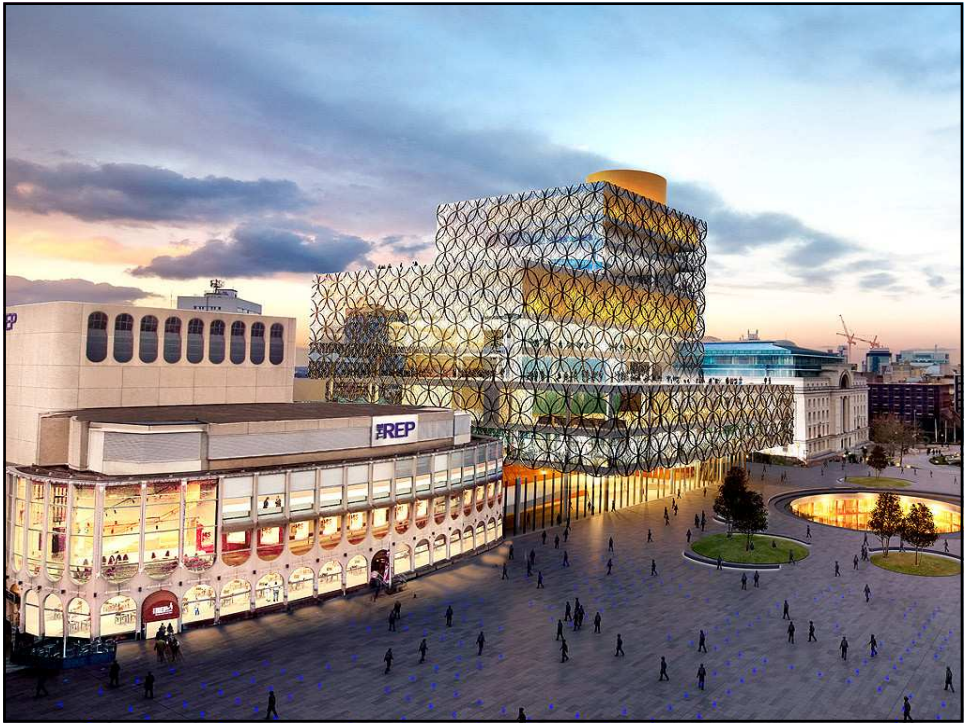
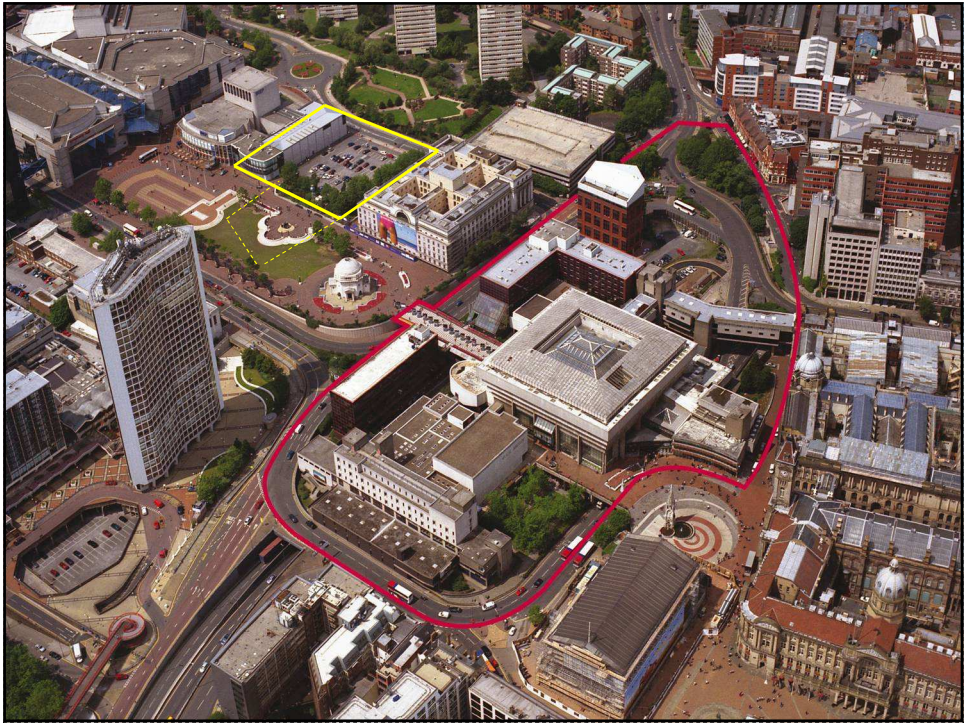
The Knowledge Hub

Community Engagement



Next Library Conference
Aarhus 19th June 2011
Partnerships









THESITE SNAPSHOT / JUNE 2011 **REWRITING THE BOOK**
 THE LIBRARY OF BIRMINGHAM **OPENS 2013** **carillion**

CONSTRUCTION OF LEVELS 6 & 7 ONGOING

STEEFIXING ON THE UPPER DECKS

VIEW OF THE AMPHITHEATRE FROM THE BASEMENT

REP DEMO CONTINUES

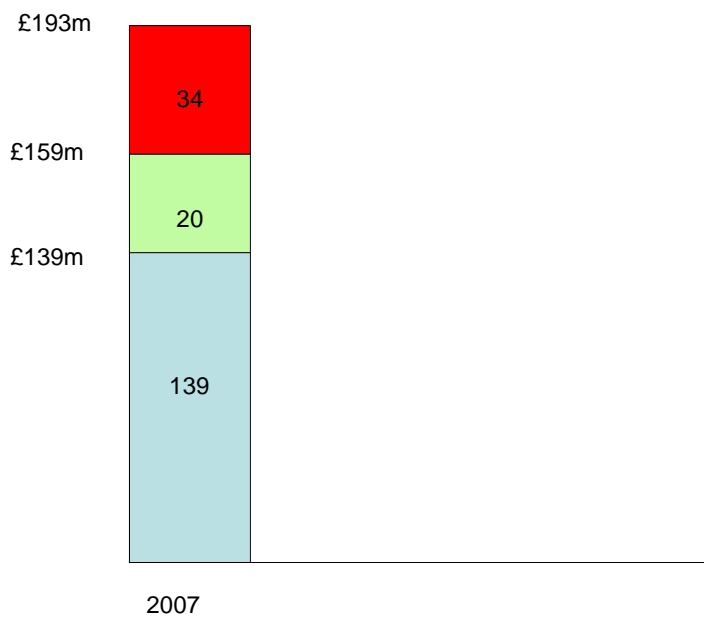
COMING SOON.....THE FRIEZE TEST MOCK UP IS NOW IN LEIGHTON BUZZARD!!

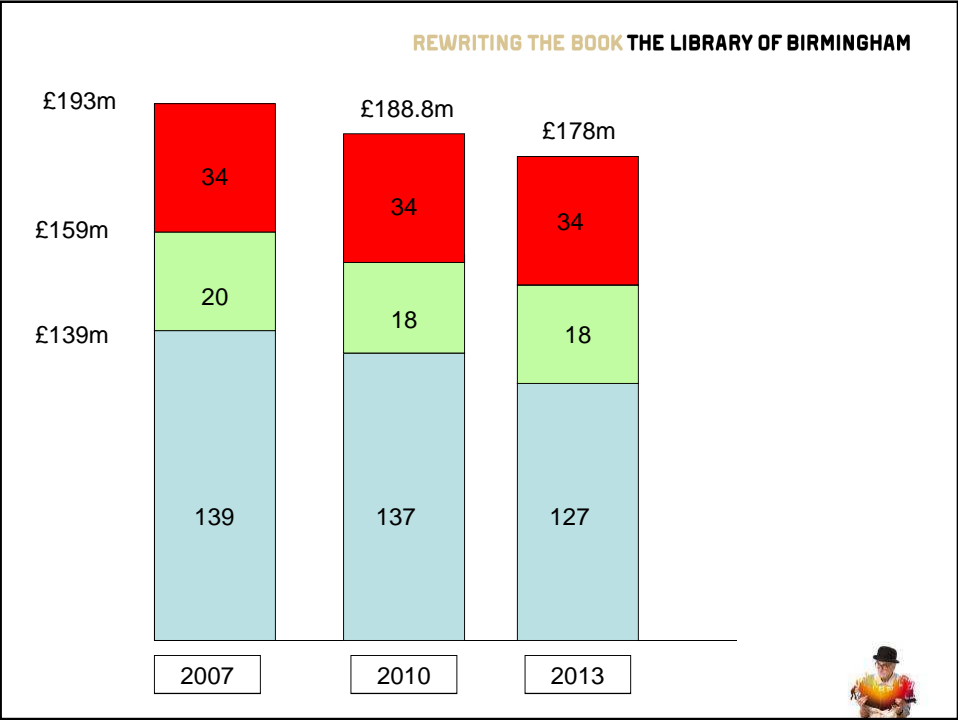
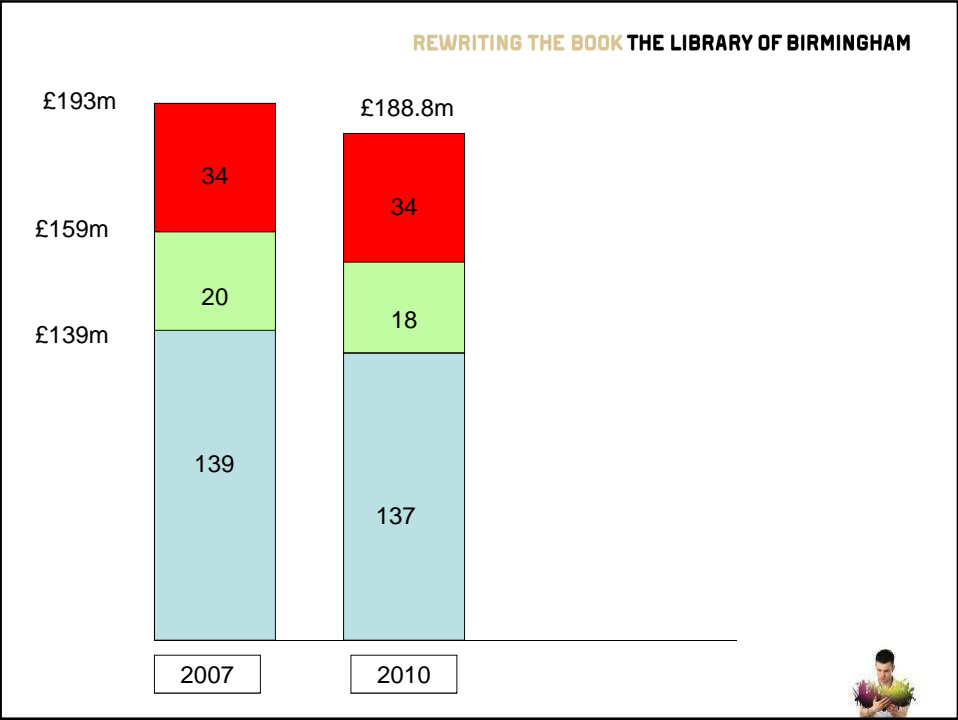
www.birmingham.gov.uk/libraryofbirmingham

Birmingham City Council **BIRMINGHAM** **the REP**
 BILBAO HEART Birmingham Repertory Theatre

Funding challenges

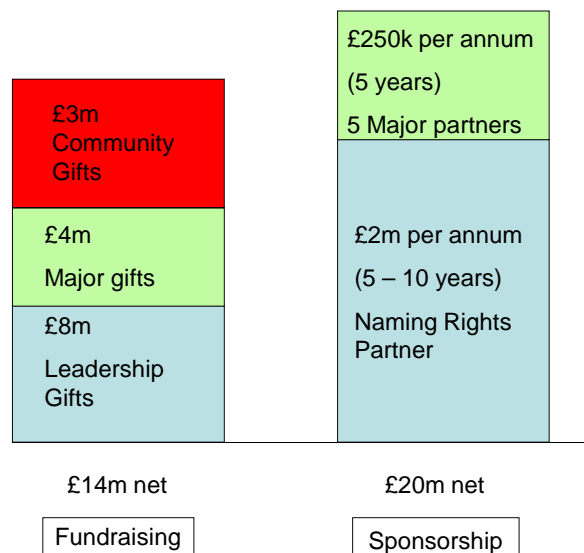
- Just two...
- Financing the capital cost
- Running the library





Funding

- Sponsorship
 - Corporate sponsorship
 - Naming Rights
- Fundraising
 - Philanthropy
 - Trusts and Foundations
- Commercial Strategy



REWRITING THE BOOK THE LIBRARY OF BIRMINGHAM

What is a library in the 21st century?

*A new partnership – a new social contract - with
business, colleges, universities, voluntary sector,
creative industries, cultural and arts organisations,
writers, performers, schools the community...
connecting people to people, people to ideas,
ideas to ideas...*

*a knowledge hub...
a social learning hub...*

*a cultural exchange, featuring co-production and
a cultural retailing mindset*

an empowerment centre

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Partnership Strategy

- To establish a wide base of partner organisations which assist us to achieve our strategic objectives
- To manage partnerships in a professional way
- To promote a strong positive reputation for the Library by association

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Types of partner

- Commercial partners
 - Naming rights partner
 - Secondary partners
 - Commercial activators
- Strategic service partners
 - Universities, colleges, health service, umbrella business organisations, umbrella third sector agencies
- Specific service partners
 - Cultural partners, individual businesses, single organisations
- Project partners

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Non –commercial partners Our approach I

- Determine which organisations to target, and with what outcomes – by an assessment of values and objectives
- Decide who “owns” the relationship and will manage and develop it
- Set out our proposition and the benefits to be generated
- Identify and cultivate the key influencers and decision-makers
- Develop a relationship and a desire to work together
- Reach agreement on the value of working together

Our approach II

- Identify objectives, targets and timescales
- Build a plan
- Formalise the plan to manage expectations
- Review and monitor progress
- Maintain dialogue about current issues and future opportunities
- Stay on their agenda

All partnerships must be...

- Structured
- Embedded
- Sustainable
- Managed

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Commercial Partners

Why?

Because we need to

Why not?

Because we want to

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What makes the library an
attractive proposition...

How can we sell this to the
sponsorship market?

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What do they want?

A RARELY-AVAILABLE OPPORTUNITY TO...



Become a global reference point

Take 'ownership' of a whole sponsorship sector

Be a pioneer for a whole new area of marketing communications

Become the official name of an iconic building

Gain global recognition through one sponsorship

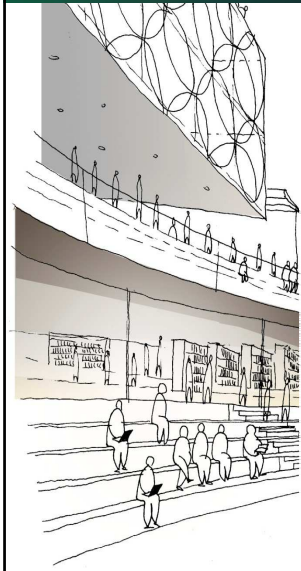
Be involved in – and influence – the creation of a new opportunity

Showcase as well as brand

Generate revenues from sponsorship



REWRITE THE BOOK ON SPONSORSHIP



An iconic, world-famous new building

Where the brand is the building

A global best-in-class

Global reach and impact

Association with – and ‘ownership’ of – powerful brand messages of culture, learning, empowerment, innovation, world-class...

Showcasing through integration into the design, fit-out and delivery

A new benchmark in culture / arts / knowledge sponsorship

One of the most famous and effective sponsorships in the world

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- Analyse the Library as a sponsorship property
- Identify the nature of the proposition which should be offered to them
- Establish the prices at which sponsorships should aim to be sold
- Identify and prioritise the brands and organisations for whom the opportunity may be of greatest relevance/appeal
- Develop the messages to communicate the opportunity as persuasively as possible.

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What tangible and intangible rights and assets does the Library own, control or have influence over, from which a sponsor could benefit?
What are these each worth?

How do other 'similar' sponsorship property owners structure their partnership programmes?

Which other brands have previously sponsored 'similar' properties, and what have they paid for their sponsorships?

How should the sponsorship architecture be structured - how many partners, at what levels of partnership?

What rights and assets should be included in the sponsorship packages that are offered to prospects?

At what prices should the sponsorship packages be sold?

Which brands and organisations should be approached - and how should they be prioritised?

What materials are needed to make prospects aware of the opportunity, to engage their interest and to make a persuasive case to them?

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for each tangible asset, how much the sponsor would have to pay to achieve a similar level of marketing delivery via alternative means.

estimated that the total marketing-equivalent value of *all* the tangible assets which could potentially be offered to sponsors amounts to over **£12.8m** each year from 2014 onwards

Asset	Marketing-equivalent value (£000s)
Branding on external signage	1,594
Branding on road signs	228
Branding on pedestrian signs	78
Messages on electronic signage in entrance	1,109
Messages on screens and walls to Lower Ground Floor	172
Branding on information/display screens	860
Screens in lifts	35
Branding in entrances to Library sections	156
Directional signage	344
Staff uniforms	30
Advertising in washrooms	38
Branding on terraces	8
Branding in and around amphitheatre	89
Sponsors board	9
Branding on internal walls/glass	557
Branding on membership cards	1,204
References on official city maps/guides	17
References on unofficial travel guides	178
Branding on merchandise	20
References in PR coverage	844
Branding in paid-for LoB marketing	175
Branding in online exposure	1,820
Branding in LoB email communications	506
Branding in LoB mobile communications	225
Branding in LoB podcasts	13
Branding in LoB leaflets	193
Access to LoB database	338
Use of studio theatre	18

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i External branding/representation
 Building exterior
 Road signs
 Pedestrian signs
 Building site hoardings (during construction)



ii Interior branding/representation

- Electronic signage in entrance area
- Electronic screens and wall projections
- Information and display screens and projections throughout Library
- Digital screens in lifts
- Signage at entrances to specific Library sections
- Electronic directional signage
- Staff uniforms
- Advertising in washrooms
- Homepages and screensavers on Library pc's
- Signage in and/or around roof terraces
- Signage in and/or around amphitheatre
- Sponsors board/plaque
- Representation on internal walls and/or glass



iii Other peripheral branding

- Library membership cards
- City maps and guides
- Unofficially-produced maps and guides
- Merchandise and other branded items



iv Branding/references in Library communications

PR (sponsorship announcement, Library opening, and ongoing)

Paid-for marketing and advertising

Library website

Links on other websites

Library digital communications such as: emails; SMS messages; Bluetooth communications; podcasts

Events, exhibitions, etc - including leaflets publicising these

Social media and search



v Access to library assets and facilities

Access to opted-in names on library database, for direct marketing communications

Use of studio theatre for corporate events

Use of meeting rooms

Use of Library for private functions

Access to Library staff/experts

Exhibition/showcasing area(s)

Retail space

Use of space for product sampling/leafleting

Tickets to Library events

Use of Library images

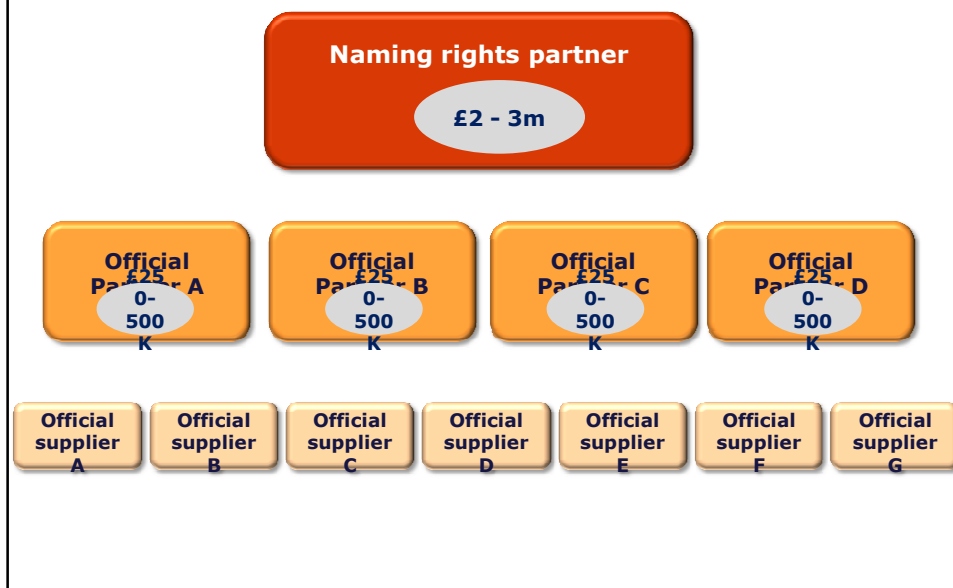


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Intangible benefits

- 365-days-a-year communication
- International reach and recognition
- Association with positive values which the new Library will represent such as:
 - Best-in-class
 - Leading-edge design
 - Iconic
 - Innovation
 - Global leadership
 - Empowerment
 - Community
 - Regeneration
 - State-of-the-art
 - Pioneering
 - Transforming
 - Inspirational
- Opportunity for the Library to act as a showcase for the sponsor's products, services, expertise and values
- Opportunity to influence the Library's design, fit-out and user experience
- Opportunity to influence the official name of a new, iconic building
- Opportunity instantly to become the leading brand in the area of knowledge, culture and learning - a sector where no single brand sponsorship currently dominates

Structure of sponsorship partners and associated costs



What do we want?

- Income
- Status
 - Because nothing succeeds like success
- Innovation
- Powerful friends
- Access to new markets
- Access to new funding sources
- Reputation by association



Commercial Strategy

- Retail
- Catering
- E-book Digital Zone
- Conferencing & events
- Entrepreneur Hub
- Advertising
- Premium services
- B2B services
- Library of Everything
- Ticketing

Targeting revenue income of £1.5m + per year

Relationship Management

- Commercial Manager on SMT
- Partnerships & Programmes Manager
- Sponsorship & Marketing x3
- Conference & Events x 4
- Finance & Contracts x 4



Strengths and weaknesses

- Income
- Powerful ally
- Share the risk
- Gain by association
- Be taken seriously
- Move into new areas
- Loss of brand identity
- Smaller partner but larger investor
- Who needs who?
- Relationship management

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Challenges

- The proposition (library) is unfamiliar as a sponsorship opportunity
- Need for persistence
- They know the business
- They know how to negotiate
- Get help, and pay for the best.
- Keep stakeholders on your side
- Articulate the benefits



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Political issues

- Naming rights
- Selling your soul
- Compromising integrity and neutrality of free library service
- Negative Media coverage

