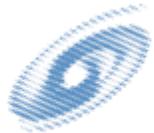


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SCHOOL OF INFORMATION  
UNIVERSITY OF MICHIGAN

# **SI 626 – Management of Libraries and Information Services**

## **Class Twelve: Marketing & Promotion**



# Overview

- Guest speaker.
- Marketing.
- Promotion.
- Measuring organizational performance.
- Conclusion.



# Marketing

- “...the process of planning and executing the conception, pricing and promotion, and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational goals.”

*(Kotler, 2006)*

- An aspect of strategic management.

*(Alman, 2007; Stueart & Moran, 2007)*



# Marketing

- Reasons for marketing:
  - Competition for resources & customers.
  - To maintain relevance.
  - To increase perception of value.
  - To increase visibility.
  - To improve image.

*(Stueart & Moran, 2007)*



# Marketing

- Product/service definition.
- Target group definition/segmentation.
- Differential marketing analysis.
- Customer behavior analysis.
- Differential advantages analysis.
- Marketing strategy and tactics.
- Planning and feedback.
- Marketing audit.

*(Porter, 1979)*



# Marketing

- Product/service definition:
  - What is our business?
  - Generic terms to broaden scope – i.e., not “documents”, but “information”.

*(De Saez, 2002; Evans & Ward, 2007; Prentice, 2005; Stueart & Moran, 2007)*



# Marketing

- Target group definition/segmentation:

- “...the process of identifying the salient characteristics among consumers or patrons and using these distinctions as the basis for differentiated promotions, communications, advertising and other marketing strategies”.

*(Lee, 2004, p.47)*

- Division of target group into smaller units, not just “the county” or “the university”.





# Marketing

- Target group definition/segmentation:
  - Benefits:
    - More efficient use of resources.
    - Identification of underserved groups.
      - Both users and non-users.
    - Likely to be more effective.
    - Helps to ensure needs are met.

*(Alman, 2007; De Saez, 2002; Evans & Ward, 2007; Lee, 2004; Prentice, 2005; Stueart & Moran, 2007)*



# Marketing

- Target group definition/segmentation:
  - Market “segments”:
    - Similar or related characteristics.
    - Common needs/wants.
    - Similar responses or psychological characteristics.
    - Accepts an information service that fulfills these needs.
  - A priori or post-hoc determination.
    - Variables used: demographic, geographic, behavioral, psychographic.

*(Alman, 2007; Evans & Ward, 2007; Lee, 2004; Prentice, 2005)*



# Marketing

- Target group definition/segmentation:
  - Exercise: What market segments might an academic library in a university have?

*(Evans & Ward, 2007)*



# Marketing

- Target group segment analysis:
  - Which, if any, of this group's needs do we serve?
  - How do they currently benefit from our services?
  - How do they perceive our services?
  - How important is this group relative to others?
  - What might we gain from meeting more of this group's needs/wants?
  - Who is our competition?

*(Evans & Ward, 2007; Prentice, 2005; Stueart & Moran, 2007)*



# Marketing

- Customer behavior analysis.
  - Current statistics.
  - User studies.
  - Community studies.
  - Information audits.

*(Alman, 2007; De Saez, 2002; Evans & Ward, 2007; Prentice, 2005; Stueart & Moran, 2007)*



# Marketing

- Differential marketing analysis.
  - “Packages” of services for audience segments
  - customization to meet needs.
  - Determine product line emphasis: collections, services, programs, etc.
  - Determine requirements, pricing, value, etc.
  - What promotion strategies are most effective for reaching this group?

*(Alman, 2007; De Saez, 2002; Evans & Ward, 2007; Lee, 2004; Prentice, 2005)*



# Marketing

- Differential advantages analysis
  - Creating or enhancing a special value for specific target groups.
  - Differentiation of products and services – e.g., quality, complexity, price, service improvement, innovation.

*(Alman, 2007; De Saez, 2002; Evans & Ward, 2007; Lee, 2004; Prentice, 2005)*



# Marketing

- Product definition.
- Target group definition/segmentation.
- Differential marketing analysis.
- Customer behavior analysis.
- Differential advantages analysis.
- Marketing strategy and tactics.
- Planning and feedback.
- Marketing audit.

*(Alman, 2007; De Saez, 2002; Evans & Ward, 2007; Prentice, 2005; Stueart & Moran, 2007)*



# Marketing

## Product/Market Development Strategy Matrix

	<b>Current Services / Products</b>	<b>New Services / Products</b>
<b>Current Markets</b>	Market Penetration	Service / Product Development
<b>New Markets</b>	Market Development	Diversification

*(De Saez, 2002)*



# Marketing

- Market penetration.
  - Current users: encourage greater or more frequent usage of services.
  - Reach more people who meet profile of current users.
- Market development.
  - Offer current services to new audiences.

*(De Saez, 2002)*



# Marketing

- Service / product development.
  - New or enhanced services for existing clients.
  - E.g., new service points, new technologies, turnaround times, coffee shops, etc.
- Diversification.
  - Concentric diversification – synergies with current services.
  - Horizontal diversification.
  - Conglomerate diversification.

*(De Saez, 2002)*



# Marketing

- The “marketing mix” – “planned package of elements which will support the organization in reaching its target markets and specific objectives”.

*(De Saez, 2002, p.38)*

- Varies for different audience segments.



# Marketing

- The marketing mix (4 Ps or 4 Cs):
  - Product – Customer value
  - Price – Cost to user
    - Time, energy, \$; pricing of specific services
  - Place – Convenience
    - Accessibility; welcoming atmosphere.
  - Promotion – Communication
    - Targeting.

*(Evans & Ward, 2007; De Saez, 2002)*



# Marketing

- Marketing “tactics” are specific actions to accomplish strategic objectives.
- Examples of tactics:
  - Branding.
  - Advertising.
  - Promotion.
  - Public relations.

*(Alman, 2007; De Saez, 2002; Evans & Ward, 2007; Prentice, 2005; Stueart & Moran, 2007)*



# Branding

- Consumer's perception of service – how it performs, looks, feels, etc.
- Promotes service recognition – esp. feelings of trust and closeness.
- Identification through a name, phrase or symbol.
- ‘Book’ as library brand?
- Re-branding strategies.

*(Evans & Ward, 2007; Lee, 2006; Prentice, 2005; Walton, 2008)*



# Branding

@your library<sup>®</sup>  
The Campaign for America's Libraries

Example: McMaster University Campaign -  
[http://library.mcmaster.ca/develop/ayl\\_1.htm](http://library.mcmaster.ca/develop/ayl_1.htm)





# Promotion

- Promotion
  - Techniques to “communicate, inform, persuade, stimulate, and remind the service community of the merits” of service.

*(Evans & Ward, 2007, p.96)*

- Goal: reinforce or modify behavior.
- Forms of promotion: advertising, publicity, personal contact, incentives and “atmospherics”.

*(Evans & Ward, 2007, p.96; Prentice, 2005)*



# Promotion

- Advertising:
  - Paid, non-personal presentation of service / product, with a clear source. Channels:
    - Media outlets.
    - Direct marketing.
  - Communicate information about a service.

*(Alman, 2007; De Saez, 2002; Evans & Ward, 2007; Prentice, 2005; Stueart & Moran, 2007)*



# Promotion

- **Publicity:** stimulating interest in a service / product; creating awareness.
- **Vehicles for publicity:**
  - Library Web site; blogging.
  - Calendars, circulars, etc.
  - Outreach at events, exhibitions, displays.
  - Signage.
  - Publications.

*(De Saez, 2002; Evans & Ward, 2007; Prentice, 2005; Stueart & Moran, 2007)*



# Publicity

Ann Arbor District L (aadl) on Twitter - Windows Internet Explorer


http://twitter.com/aadl

File Edit View Favorites Tools Help

del.icio.us TAG

John Cotton Dana Library Pu... Ann Arbor District L (aadl... x

Home Profile Find People Settings Help Sign out

 **aadl**

Following

Quite a few events this week for National Library Week including crafts and talks, check the full list here: <http://www.aadl.org/events/...>  
*4 minutes ago from TweetDeck*

RT @MLive: Michigan man will play for the national Monopoly board game title <http://bit.ly/Fp0t> // a book on the history: <http://bit.ly/NkUlg>  
*17 minutes ago from TweetDeck*

English as a Second Language Conversation Group at Pittsfield Branch: Program Room starts at 1:00 pm - <http://aadl.org/events/list...>  
*about 1 hour ago from web*

**Name** Ann Arbor District L  
**Location** Ann Arbor, MI  
**Web** <http://www.aadl.org>  
**Bio** More than just books

448 following | 474 followers | 1,228 updates

Updates

Favorites

Actions  
[message](#) [aadl](#) [block](#) [aadl](#)

Following

Done

Internet 100%



# Promotion

- Personal contact
  - Daily behavior of staff: professionalism, service orientation, etc.
  - Committee memberships and outreach strategies.

*(De Saez, 2002; Evans & Ward, 2007; Prentice, 2005; Stueart & Moran, 2007)*



# Promotion

- Incentives
  - Introduce users to a service through discounts, free services, etc.

*(Alman, 2007; De Saez, 2002; Evans & Ward, 2007; Prentice, 2005; Stueart & Moran, 2007)*



# Promotion

- “Atmospherics”.
  - Design of environment in which service is offered.
  - Attractive and inviting service environment.
  - Accessibility and convenience.

*(Alman, 2007; De Saez, 2002; Evans & Ward, 2007; Prentice, 2005; Stueart & Moran, 2007)*



# Public Relations

- Strategies for building relationships with audiences.
- “Mutual adaptation”.
- Ongoing interaction.
- A common approach: media outlets (as “news”).

*(Alman, 2007; De Saez, 2002; Evans & Ward, 2007; Prentice, 2005; Stueart & Moran, 2007)*





# Public Relations

- Case Study: Ypsilanti District Library's "Second Annual Ypsilanti Songwriting Festival".
  - Music used to appeal to non-library users, teens and men ages 18-45.
  - Marketing involving radio stations, local businesses, community partners.
  - 75% of attendees were men.



# Public Relations

The screenshot shows a Windows Internet Explorer browser window with the address bar displaying <http://www.ypslibrary.org/events/ysf08.htm>. The browser's menu bar includes File, Edit, View, Favorites, Tools, and Help. The address bar contains a Yahoo! Search box. The browser's tab bar shows three tabs: "John Cotton Dana Library Pu...", "Ypsilanti District Library", and "Home".

The website content includes the Ypsilanti District Library logo on the left, a navigation menu with links for Home, Schedule, Performers & Participants, and Links. The main content area features a large, ornate graphic for the "YPSILANTI SONGWRITING FESTIVAL 2008" and the date "October 18, 2008". Below this, a paragraph of text reads: "The Ypsilanti District Library invites all song lovers and songwriters to the Second Annual Ypsilanti Songwriting Festival on Saturday, October 18<sup>th</sup>. YSF'08 features the wildly talented Jon Langford and Paul Burch in conversation and performance and a Beat poetry session with the legendary John Sinclair and friends." A second paragraph follows: "Check out [our myspace page](#) to join in the anticipation and find out more about the artists and events. All YSF'08 events are free and open to the public." The browser's status bar at the bottom shows "Internet" and a 100% zoom level.



# Public Relations

Windows Internet Explorer window showing the website: [http://www.ypsilibrary.org/events/ysf08\\_files/page0001.htm](http://www.ypsilibrary.org/events/ysf08_files/page0001.htm)

Navigation menu:

- Home
- Schedule**
- Performers & Participants
- Links

## Schedule

### DIY Recording Information Sessions

10 a.m. & 12 pm YDL-Whittaker 2<sup>nd</sup> Floor Computer Training Room  
Get tips on turning your home into an audio studio in these sessions aimed at different skill levels.

10:00 Home Recording for Beginners

In this session we will show a live demonstration of music recording software - along with a low cost hardware system that allow the artist to interface microphones and guitars into their personal computer (PC and Mac). The session leader will demonstrate a basic multi-track recording setup for home recording and provide information on specific hardware and software solutions that are available today.

12:00 Advanced Home Recording

In this session we will show a live demonstration of professional music recording software with a focus on more advanced systems that employ both Waveform recording and MIDI (Musical Instrument Digital Interface) for recording and editing keyboards and electronic sounds such as drums and other sampled audio. This session will show advanced techniques for waveform editing, audio processing (EQ, digital delay, reverb), software plug-ins for sound synthesis and finishing to a "final mix" on CD.

### Schedule a Session with a Songwriter

11 a.m. - 4 p.m. YDL-Whittaker Small Conference Rooms  
Sign up for a one-on-one mentoring session with a local seasoned songwriter.  
This year's songwriting mentors are Sean Rogers, Dan Florida (aka Almus Magnus), Patrick Elkins, and Holly Mae. \*\*Call (734) 482-4110 ext. 1301 to register for a session. All levels and ages welcome.

### Local Performers Showcase

12 noon - 4 p.m. YDL-Whittaker Community Room  
Free performances by local acts celebrating the art songs.

12noon	Michael Lipson
12:45	Ann Arbor Dub Project
1:30	Holly Mae
2:15	Bono Dinner
3:00	Hullabaloo

Done | Internet | 100%



# Public Relations

Ypsilanti District Library Presents YSF'08 on MySpace Music - Free Streaming MP3s, Pictures & M - Windows Internet Explorer

http://www.myspace.com/ypsilantisongwritingfestival2008

File Edit View Favorites Tools Help

del.icio.us TAG


John Cotton Dana Library Pu... Ypsilanti District Library Ypsilanti District Library P...

Home Browse People Find Friends Forums Music Video More Ypsilanti .. Log In Sign Up

myspace music my music | music videos | featured playlists | top artists | shows | classifieds | forums

### Ypsilanti District Library Presents YSF'08

Experimental / Folk / Powerpop



"OCTOBER 18th, 2008"

Ypsilanti, Michigan United States

Profile Views: 6367

Last Login: 4/13/2009

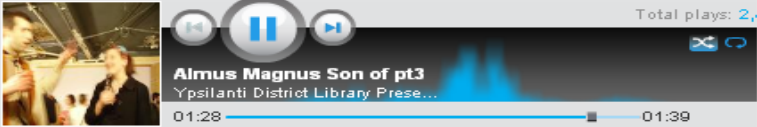
View My: Pics | Videos | Playlists

#### Contacting Ypsilanti District Library Presents YSF'08

Send Message	Forward to Friend
Add to Friends	Add to Favorites
IM / Call	Block User
Add to Group	Rank User

MySpace URL:

myspace music Pop Out Player Total plays: 2,...



Almus Magnus Son of pt3  
Ypsilanti District Library Prese...  
01:28 01:39

Add B

<b>Almus Magnus Son of pt3</b>	by Ypsilanti District Library Presen...	746 plays	+
<b>Sean Rogers Montreal</b>	by Ypsilanti District Library Presents YSF'...	489 plays	+
<b>Bono Dinner</b>	by Ypsilanti District Library Presents YSF'08	103 plays	+

Albums (0) Statistics Playlists (0)

#### Ypsilanti District Library Presents YSF'08's Latest Blog Entry

[Subscribe to this Blog]

YSF'08 Events (view more)

[View All Blog Entries]

Internet 100%



# Marketing

- Marketing Plan
  - Linked to strategic plan.
  - Components:
    - Executive summary.
    - Environmental scan.
    - Marketing goals or objectives.
    - Marketing plan or strategy.
    - An action plan.
    - A budget.
    - An evaluation.

*(Alman, 2007)*



# Marketing

- Sample Marketing Plans:
  - Rutgers University Library -  
[http://www.libraries.rutgers.edu/rul/staff/marketing/docs/marketing\\_plan\\_2007.shtml](http://www.libraries.rutgers.edu/rul/staff/marketing/docs/marketing_plan_2007.shtml)
  - American Universities Library -  
<http://www.library.american.edu/about/marketing/AU%20Library%20Marketing%20Plan.pdf>



# Org. Performance

- Reasons to track organizational performance.
  - To ensure user satisfaction.
  - Accountability to funders.
  - Competition.



# Org. Performance

- Types of measures:
  - Inputs.
  - Outputs.
  - User satisfaction.
  - Quality.
  - Outcomes.
  - Value.

*(Anthony, 2002; Evans & Ward, 2007; Stueart & Moran, 2007; Pritchard, 1996)*





# Org. Performance

- Inputs.
  - Resources: budget, human resources, facilities, equipment, etc.
  - Activities: programs and services developed to meet goals.

*(Anthony, 2002; Evans & Ward, 2007; Stueart & Moran, 2007; Pritchard, 1996)*



# Org. Performance

- Outputs.
  - Process measures / “deliverables”.
  - Accomplishments; results of activities.
    - E.g., # of items circulated
  - See Burnaby Public Library – p.2 and p.11-12.

*(Anthony, 2002; Evans & Ward, 2007; Stueart & Moran, 2007; Pritchard, 1996)*



# Org. Performance

- Outputs.
  - Used to measure:
    - Efficiency: economical performance of a task - ratio of outputs to inputs.
      - E.g., cost per reference transaction.
    - Effectiveness: how well output corresponds with organizational goals.
  - Principles: comparison (e.g., standards, benchmarking), variety, timeliness, parsimony.

*(Anthony, 2002; Evans & Ward, 2007; Stueart & Moran, 2007; Pritchard, 1996)*



# Org. Performance

- User satisfaction.
  - Views and opinions of users – surveys, etc.
  - see Monash University Library, p.3

*(Anthony, 2002; Evans & Ward, 2007; Stueart & Moran, 2007; Pritchard, 1996)*



# Org. Performance

- Quality - dimensions.
  - Reliability/consistency.
  - Responsiveness/timeliness.
  - Competence.
  - Access/approachability.
  - Courtesy.
  - Communication.
  - Credibility.

*(Parasamuran, Zeithaml & Berry, 1985)*



# Org. Performance

- Quality - dimensions.
  - Security (confidentiality).
  - Understanding user needs.
  - Tangibles – facilities, staff appearance, etc.

*(Parasamuran, Zeithaml & Berry, 1985)*



# Org. Performance

- Quality.
  - LibQUAL+ - <http://www.libqual.org/>
    - Annual survey:
      - Affect of service: empathy, accessibility, personal competence.
      - Personal control: users able to navigate services.
      - Access to information: adequacy of collection, convenience, timeliness, etc.
      - Library as place: space for studying/collaboration, contemplation and reflection.

*(Evans & Ward, 2007; Stueart & Moran, 2007)*



# Org. Performance

- Outcomes.
  - The difference a program makes in the lives of its users.
  - Benefits, changes.
  - e.g., knowledge, skills, attitudes, behaviour
  - Short-term / long-term.

*(Anthony, 2002; Evans & Ward, 2007; Stueart & Moran, 2007; Pritchard, 1996)*





# Org. Performance

- Value.
  - Economic evaluation.
  - Return on investment.
  - Cost displacement – compares cost of investment to other costs saved.
  - Cost avoidance.
  - Impact or time release analysis.

*(Remenyi et al., 2000)*



# Org. Performance

- Key Performance Indicators
  - “...quantifiable measurements that will help the library define and measure progress towards its organizational goals.”
  - Intended to remain constant to permit comparisons
  - See Monash University



# Conclusion

- Marketing
- Promotion
- Organizational performance