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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 endure needs are met.

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

<table>
<thead>
<tr>
<th></th>
<th>Current Services / Products</th>
<th>New Services / Products</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Markets</strong></td>
<td>Market Penetration</td>
<td>Service / Product Development</td>
</tr>
<tr>
<td><strong>New Markets</strong></td>
<td>Market Development</td>
<td>Diversification</td>
</tr>
</tbody>
</table>

*(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®
The Campaign for America’s Libraries

Example: McMaster University Campaign -
http://library.mcmaster.ca/develop/ayl_1.htm
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

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


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
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

October 18, 2008

The Ypsilanti District Library invites all song lovers and songwriters to the Second Annual Ypsilanti Songwriting Festival on Saturday, October 18th. 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.

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.
Public Relations

Schedule

DIY Recording Information Sessions
10 a.m. & 12 p.m. YO1-Whitaker 2nd 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. YO1-Whitaker 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 Forteza (aka Almas Magnus), Patrick Elkins, and Holly Mac. Call (734) 482-3410 ext. 1301 to register for a session. All levels and ages welcome.

Local Performers Showcase
12 noon - 4 p.m. YO1-Whitaker Community Room
Free performances by local acts celebrating the art songs.

12:00noon Michael Lipson
12:45 Ann Arbor Dub Project
1:30 Holly Mass
2:15 Brass Dinner
2:45

Links
Public Relations
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

– 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