Marketing Library and Information Services: International Perspectives

Edited on behalf of IFLA by Dinesh K. Gupta, Christie Koontz, Àngels Massísimo and Réjean Savard

K·G·Saur
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and Information Services:
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Edited on behalf of IFLA

by

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INTRODUCTION

Matching, adapting, executing and optimizing organizational resources, services and facilities which are best suited to satisfying customers, is the basic mantra of modern marketing. Marketing, applied and practised systematically, becomes the central focus and force of every successful organization, whether profit-making or non-profit making. The organization’s success depends on its effectiveness in meeting identified customer wants and needs, both explicit and implicit. Customers are people whose behavior we want to influence and with whom we want to develop long-term loyalties for our library's offering.

Delivering satisfying products and services for library customers is an art in itself. And to this endeavour, we must capitalize upon our experience as well as gain knowledge from other professions, which consider customer loyalty and satisfaction central to their mission. The turn of the 21st century brings forth new trends in marketing from cradle to grave. And our profession must be cognizant of these trends and ready to employ them.

Our profession’s offerings include libraries, library and information professionals, and library and information goods and services. Our offerings represent a sacred store of human mental efforts for centuries. Successful libraries are influenced by the application of marketing. Marketing is necessary to: offer benefits, users want; reduce barriers to use and access; persuade and inform our customers; and carefully plan to satisfy their needs. From a set of techniques to a mindset - the more we delve into marketing, the more useful it is for daily planning, execution and outcome.

Marketing today spreads its wings within library services and is described in new categories such as relationship marketing, internal marketing, interactive marketing, technological marketing, emotional marketing and experiential marketing. In libraries, (no matter what category we call it) it is ideal to use marketing to promote behaviour change.

To streamline a growing plethora of thought and viewpoints of the library and information profession on this topic of marketing, we gathered voices in this volume of experts/educators/practitioners from across the world, who contribute provocative and stimulating viewpoints, endeavors and case studies.

The volume is divided into six sections. The first section begins with an elucidation of the concept of marketing, highlighting its relevance to modern libraries. Marketing is described as a broader umbrella concept which includes: promotion, public relations, publicity, advocacy, campaigns. The next section offers a detailed analysis of activities, efforts and programmes of marketing library and information services in various countries from Norway to Kenya! We hope this sharing of experiences will lead to more comprehensive analyses
of problems in common areas. The third section reviews the value of library associations in marketing libraries. The fourth section emphasizes the importance of the addition of the marketing into library and information science curricula. Various universities initiated library science not only as a subject within a course, but also as a separate field of study. The fifth section details the awarding of “best practices” in marketing of libraries in different countries. The last section reviews databases of marketing information and literature, which increased manifold in the past few years.

We as editors felt the utmost need to make these sections of this volume rich as any person referring to any topic, whether known or unknown finds it necessary to be introduced to the catalogue of finest works in the field. We as contributors and editors of this book do not boast of a “comprehensive compendious catalogue” but do emphasize a hard work was put into collecting material available till date. We sincerely hope that the votaries of library science around the world would appreciate and recognize the relentless efforts put in.

We believe that the book shall prove helpful for both working librarians and future librarians to understand vital issues relating to marketing of library and information services at the local, national and international level.

The book calls for “the mind shift as well as a paradigm shift”.
ACKNOWLEDGEMENTS

We acknowledge the sponsor, the IFLA Management and Marketing Section which considered our proposal suitable to conduct such study. We stand deeply indebted for encouragement from the Section Chair Ms. Marielle de Miribel and Secretary Mr. Perry Moree at various occasions.

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We also express our deepest gratitude to Ms. Deepa Chaturvedi, Lecturer in English, Government College, Kota who took care of the language part. She also put many useful suggestions to make this study cohesive.

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2005
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Section - I
Marketing Concept : A Changing Perspective

Today in the mayhem and maelstrom of life where reaching goals and objectives have taken a renaissance dimension, marketing comes as a soothing aid, a functional basis through which aims are attained in the most satisfactory way. The exact date when marketing as a scientific discipline insidiously entered our professional lives is difficult to demarcate but we can very effortlessly say that the last three to four decades have seen marketing rise not only as a necessary way of life but as a sole medium of life’s *gravitas*.

The big ideas of the traditional and formalized concept of LIS marketing has been demonstrated in the following table:

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<td>Community relations</td>
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<td>Extension work</td>
<td>Customer service</td>
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<td>Promotion</td>
<td>Future-driven marketing</td>
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<td>Public relations</td>
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<td>Display</td>
<td>Integrated marketing</td>
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<td>Bay guides</td>
<td>The Visible librarian</td>
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The first column covers major marketing terminologies, used in librarianship for almost a century till 1970s. Greta Renberg (1997) traces the history of marketing in libraries during this time. The second column gives a rough idea of new marketing concepts as adapted in library literature and one or two major works undertaken on such areas, or mentions the propagators who made the new concepts popular in the library field.
These may not be complete lists and also not in any logical sequence, but, these marketing concepts have been used in libraries over a period of time. Traditional marketing approaches are mired in transactional muck; the numbers of items are calculated, the number of searches performed, the number of documents ordered and so on. The traditional marketing approach places the emphasis on quantity vs. quality; on the product rather than the customer. Modern marketing approaches emphasize customer satisfaction, retention and long-term customer relationship. Though there has always been a conflict of choice within the many of the terminologies.

Our contributors have here made grueling efforts to remove such conflict, bring the whole gamut of marketing definitions under one head, thereby giving a new revamping facelift to the concept over the decades.

Dinesh K. Gupta in the paper *Broadening the Concept of LIS Marketing*, gives a detailed description of the growth of the concept since its incubation period delineating its importance and seeks to bring out a synthetic view which is difficult to attain as the object as the medium and end of marketing is unstable and enriching - human.

Barbara Evers and Gaynor Austen in their paper *A Framework for Market Orientation in Libraries* in a fantastic discussion give importance to the market-oriented framework for libraries in the future by inculcating and applying the proactive proven methods of marketing research and planning.
BROADENING THE CONCEPT OF LIS MARKETING

Dinesh K. Gupta

Abstract

There are large number of definitions of marketing and some of those have been reviewed which are widely quoted in library marketing literature. Amidst the great plethora of definitions that exist on library marketing, elucidating, enhancing the great 20th century tenets. The valuations, judgments, evaluations which have hitherto been presented shall form the basis of a statement acquiring an essential essence of many studies shall form a part of this introductory chapter. It also gives a brief account of how marketing concept in libraries and information centers has grown and how LIS marketing has been changed over a period of time. It further discusses the nature of LIS marketing and details the scope of marketing which is broadening.

WHAT IS MARKETING?

On first introduction to a subject, which hitherto belongs to another discipline, one should seek a clear and concise meaning of it. It is relatively difficult to define and conceptualize marketing in context of libraries as marketing has business connotation and library and information professionals take it with skepticism. Before starting discussion on the application, implication or orientation of marketing in libraries it would be appropriate to have the basic impression of what marketing is all about? Though, there is no single acceptable framework of marketing. Even library and information professionals find themselves uneasy with this situation and most of the time crippled with marketing jargons. Webber [1] shares such concerns, as there are almost as many definitions of marketing as there are marketing textbooks. Smith [2] considers that marketing is one of those rather abstract terms which is interpreted so differently and is almost impossible to apply in a consistent way. Some of the following are commonly cited definitions of marketing in library literature illustrates this variation:

“Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably”

(The UK’s Chartered Institute of Marketing)

Marketing consists of individual and organizational activities that facilitate and expedite satisfying exchange relationships in a dynamic environment through the creation, servicing, distribution, promotion and pricing of goods, services and ideas”

(The American Marketing Association)
“Marketing is a social and managerial process whereby individuals and groups obtain what they need and want through creating and exchanging products and value with others”

(Philip Kotler)

The true essence of above definitions of marketing is that: there are human needs, wants, and demands for the offer (the product, service); the offers have ability to satisfy customer needs; the exchange of product or service is the primary activity for payment or making some efforts; there is always a need to create an edge over competitors; the identification of favorable marketing opportunities; that resources are utilized shrewdly to maximize a business’s market position; and the aim to increase market share in priority target markets.

These themes are important, but there have been a lot of changes during recent years particularly in regard to consumers buying behaviour, consumption pattern, delivery mechanism, quality criterion, and so forth. Such changes have affected marketing vividly and necessitate the need to redefine marketing. An alternate paradigm of marketing is discussed widely that can account for the continuous relationships among marketing actors. The new information technologies are key enablers to this end. The new definition of marketing by American Marketing Association released recently addresses such concern:

“Marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders”[3].

This definition sets many new dimensions to marketing concept. The emphasis is on that:

• Marketing serves as the overriding philosophy in conducting marketing task in the organization as a whole;
• It is a set of processes; process involves interactions among people, technology, methods, procedure, environment and material (information or information sources in case of libraries), by which any offer comes to the customer;
• Value is the basket of benefits or utilities which a user or customer gets while using a product or service. Value is clearly communicated to customers so that it can be understood easily;
• A long-term relationship is developed among customers and marketers through deep understanding, reciprocal dependency and mutual trust.
• Relationship is substantially beneficial to both the parties. From the organization's point of view, relationship is a tactical issue, but for customers, it is just a communication process.

It makes clear that marketing is a wider concept and marketing task continues changing. When marketing approach is considered as a way of doing business
and a philosophy committed to customer satisfaction, every marketing driven library makes efforts to create substance between the customer and the organization. It starts with identification of customer and their needs and continues till such needs are met exceedingly. It goes through, with understanding customer needs with empathy and responsiveness; communicating effectively; and delivering the offerings efficiently.

LIBRARY AND INFORMATION SERVICES MARKETING: HOW IT HAS GROWN?

Marketing is not new to libraries and it is as old as modern librarianship. The origin of marketing dates back to 1870s and the approaches and philosophies of library experts like Melvil Dewey, SR Ranganathan, and others were marketing oriented. Even today, Ranganathan’s Five Laws have been seen in the light of today’s marketing concepts. But, the development of formalized LIS marketing is tied up with the following assumptions:

• Libraries have a long history of being not-for profit institutions, and the development of marketing LIS has been greatly influenced with the theories of Philip Kotler, who formally propagated the marketing concept for non-profit organizations;
• Libraries are involved in services operations in the public sphere; services are different from the products, as the attributes of services are: intangibility, heterogeneity, inseparability and perishability. It makes services marketing different from product marketing.
• Libraries need to establish relationships with users, suppliers, fund providers, governments, parental organization, and so forth; as such they need to cater not only to need of users or potential users but also convince and satisfy others for efforts/ resources that are put to use for the benefit of the user community. Relationships between the stakeholders and libraries themselves and their economic and non-economic elements should be the useful way of stating what marketing is and a theory of LIS marketing should encompass. As such, relationship marketing has direct bearing on LIS marketing.
• Libraries are in information business. Information is inconsumable, untransferable, invisible and accumulative. Libraries are not the sole provider of information but there are others with which libraries compete.
• Internet has greatly influenced the concept of library and information services. It helps libraries to offer services anytime, anywhere, anyone.

Above assumptions have made marketing of library services a critical but interesting subject of study. More importantly, LIS marketing has the potential to draw together the different streams of marketing focus into an integrated LIS marketing, as shown in the following figure:
These new theories have changed the nature and broadened the scope of LIS marketing. Although the concept of marketing of non-profit marketing, services marketing and relationships marketing is gradually developed in marketing literature. But, various marketing theories have different impacts according to their speciality and bases. These theories helped LIS Marketing to develop into an academic discipline in different time frame; the following are the basic tenets of such new marketing concepts that have bearing on library and information services:

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<th>Not-for-profit marketing</th>
<th>Services Marketing</th>
<th>Relationship Marketing</th>
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<td>Marketing is equally important for libraries</td>
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<td>Customer orientation</td>
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<td>Adoption of practices from other sectors</td>
<td>Service quality</td>
<td>Customized products/services</td>
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<td>Exchangerelationships</td>
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<td>Quality is concern for all</td>
<td>Smart Cards</td>
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LIS marketing draws heavily on social marketing but later theories vividly affect nature of present day LIS marketing. The later marketing concepts continually broaden the scope of LIS marketing. A very brief review of the development of LIS marketing is drawn below:
Prior to 1970: In beginning, promotion, public relations of library services, was a prominent issue in librarianship widely debated in the late 1940s through the 1950s and 1960s. But the idea of using the marketing concept for libraries and information services started with Kotler and Levy’s classic article “Marketing for non profit organisations” in the Journal of Marketing in 1969, which pioneered the idea of marketing non-profit organizations and accordingly library and information centers started taking interest in it. By this time only one of four, i.e. Promotion was mainly emphasized in libraries while marketing in discussion.

1970-1980: During early years of introduction of marketing, it was thought that marketing is also applicable to libraries and traditional marketing techniques as useful for toothpaste and laundry will also be useful for non-profit institutions including libraries. Literature which originated during this period reflected this point of view. Public libraries were first among libraries which embraced the marketing concept.

1980-1990: In this decade main thrust was on marketing planning in the framework of 4 Ps and greater importance was given to strategic planning as a means of marketing; promotion of emerging technologies; and new services reflecting the increased technology needs of library users. Of course extension of Four Ps in library marketing also has been noted. Academic libraries were leading in marketing in their services.

1990-2000: By this time, library-marketing texts continued to emphasize traditional marketing strategies (i.e. recruiting new customers). Meanwhile, in addition to traditional marketing skills, the need for increasing employee’s competence in customer satisfaction, service quality, and customer service started being realized. Special libraries greatly employed marketing to satisfy their users.

Presently, the focus of the library and information services marketing is on relationship marketing, internal marketing, branding, customer loyalty, internet marketing, network marketing and so forth.

WHAT LIS MARKETING IS ALL ABOUT?
There is still considerable misunderstanding within much of the library and information sector as to what constitutes LIS marketing. Though, there is much discussion as: what marketing is and what marketing is not. It is an issue that is discussed time and again in library and information circle but has never come to a conclusion.
‘Marketing is marketing’ [4], with common objectives, processes and tools, irrespective of the market in question. But, there are more than one marketing theories, having close proximity with library services. It would be interesting to know as to how library and information professionals themselves take marketing in libraries. The following are some marketing definition brought out in library literature:

“Marketing is a comprehensive, generic term dedicated to all the processes and interactions resulting in both satisfaction of users’ wants and the information firm’s requirement for profitable, growing revenues over the long term”[5].

“Marketing represents an integrated way of offering library services that includes adjustments to environmental influences, analysis of the needs and goals of current users and potential users, imaginative design of services, targeted communication, attractive and conveniently located facilities, and value of service that exceeds the user’s cost of attaining it”[6].

“Marketing is about products/services you are trying to sell, or persuade people to use - assessing customer needs and designing products accordingly. Libraries operate a service and have customers - anything to do with promoting the library service and reaching out to engage readers in the community can be described as marketing”[7].

“The process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals”[8].

Above definitions cover wide spectrum of marketing activities in libraries. But, definitions of marketing count for a little if businesses do not develop a process, culture and set of operational mechanism to actually “do” marketing. As, it is also considered as an important part of management philosophy, which is reflected in attitudes and approaches across the whole organization. The development of marketing thoughts and researches in LIS marketing has reached at a quite interesting stage. It is high time to pause and reflect upon what has been learnt. Towards this end, twenty three principles or big ideas of relevance and applicability of marketing in libraries have been identified from the library literature as listed below, though not in any particular order:

• Marketing is mindset[9].
• Marketing is a management framework which compels an organization or an individual, to answer a number of basic questions about the goal and functions [10].
• One major reason behind the growing interest in marketing is a pressure on managers to “prove the worth” of the library/archive/information service [11].
• Marketing requires that you focus on what you do, why you do it, whom you do it for, how do you do it. If you want to be successful you must know these things, either by instinct, or by planning. [12].
• Marketing is a planned approach to identify and gaining the support of the ‘community’ and then developing appropriate services in a manner which benefits the users and furthers the aim and objectives of information services [13].
• Marketing is all about to support the library in its efforts to meet its goal by way of strategies which focus on consumer rather than the library’s organization and content [14].
• Marketing is management style based on service philosophy [15].
• Marketing is all about a core management consideration and not just some optional add on [16].
• Marketing is all about being customer focus [17].
• Marketing does reap rewards for the library; it is fun and can be hard work, scary and exciting [18].
• Marketing is an attitude, a philosophy which influences the style of management [19].
• We must look at marketing, as a way of doing business and an approach that will help us manage better [20].
• Marketing is a continuous process and not a once-a-month or once-a-year activity. Marketing is strategy, philosophy and a way of life for a successful LIC [21].
• A Marketing approach enables librarians both to understand and to reach their users. Librarians who use marketing techniques in their management of the library will be more efficient and effective. It is the terminology, not the techniques of marketing, which are unfamiliar to librarians to librarians [22].
• Marketing (in libraries) is more than a purely a practical function, done by people with a special label. It is a philosophy, a way of organizing and operating an entire library service. Like its close relative, quality, marketing should be a way of life for everyone, from top management downwards [23].
• Librarians may initially experience a conflict between their marketing role and their information role. Terminology may also reflect these despite the fact that, e.g. studies of user studies is still preferred term by many over market research, despite the fact that non-users are equally important [24].
• Marketing is a process that can help managers of library and information centers in achieving their objectives of improving access to their clientele, increasing the satisfaction of their clientele and reaching financial self-sufficiency [25].
• Marketing is 90% common sense [26]
• Marketing is fun. Marketing is about thriving in difficult times. But, above all marketing is about doing things [27].
• Marketing is not a one shot proposition. It is not something that you get right and then apply for all time. Your library will change. Staff changes and the mix of expertise and skills in various areas will change as people come and go. Users change, user needs change, and sources of information and means of delivery changes [28].

• Marketing is a management discipline, and equally it is part of management and organizational philosophy, which is reflected in attitudes and approaches across the whole organization. Marketing provides and illuminates the focus for successful organizations [29].

• Marketing in libraries is nothing but to evaluate their activities with the external environment, get in touch with users and their need, and integrate this analysis into every day operations of the library. It is a way of working, a way of living [30].

• Marketing is so basic that it cannot be considered a separate function within the library. Marketing is a central dimension of the entire library. It is the entirety of the library's operations and services seen from a point of view of its final result, that is, from the customers point of view [31].

Each of these profound statements is important and if, taken together are enough to evolve a new theory of LIS marketing. This needs for deep thinking from marketing perspective and is imminent to understand that marketing orientation in libraries is unlimited. To sum up, Marketing is:

| A mindset | affected with values, behavior, assumptions of providers of the service. |
| A management style | staff manners, appearances, interior and exterior designs, language of the organization as a whole spoken with the customers, and the way service is delivered. |
| A set of techniques | that are necessary to formalize marketing into libraries. |
| A customer focus approach | customer is the pivot of marketing and all efforts must address meeting customer needs exceedingly. |

A holistic approach of marketing will certainly improve the image of the librarians, will be helpful to attract more attention of the stakeholders and will be catalyst in meeting users needs happily.

IMPORTANCE AND SCOPE OF LIS MARKETING

Most Library and information professionals do not fully understand marketing’s place in library and information services or how marketing is useful in
their day-to-day operations and helps in managing these efficiently. For several reasons, interest of LIS professionals in marketing is rising. Some of the common reasons identified are: that the founding missions being found increasingly ill suited for the demands of the marketplace; budgets becoming tight while such units claiming for more support; the recruiting and fund-raising arenas having become extremely competitive; rising competition among similar information services providers, etc. There are some other reasons which require marketing orientation in library and information services, e.g. it helps in managing libraries better; it brings commitment to customer focus; publicizes the benefits of the library services and listening to customers needs; it helps in making users feel better that they use library again and again; and it improves the image. It is also essential to raise awareness about the resources and services available and creating desire to use these for the user benefits. Reasons, for applying marketing in any library is not to increase profit but to increase user satisfaction and increase of funding in turn. Because, increased customer satisfaction will result in increased willingness to use and pay for services offered. An enhanced perception of the value of the library will translate into increased level of support to the library. As such there is always a need for LIS staff to develop a more responsible attitude towards their customers and ensure credibility and a positive attitude to face new challenges and opportunities. There is always a greater need for appreciation and good understanding for marketing concept among librarians as what it can do for them.

The scope of marketing is extremely wide. It is further widened as one can see, based on the technology and database advances. The areas which marketing in traditional approach devolves: Collecting information, Forecasting trends, Consulting all concerned, Understanding markets, Formulating objectives, Implementing strategies, Evaluating strategies, Communicate with everybody.

Not only that a number of marketing decisions are made in libraries in day to day operations, which is evident with the following examples:

- Where should library be located?
- What opening hours are most suitable to users?
- How can the non-users be attracted to use libraries?
- Should the services be available free or any of the services should be labelled price tag or how different prices be for different users?
- What are the avenues and arrangements made in regards to participate in networks or consortia so as to widening up the resources base and optimum utilization of resources at the minimum cost?
- How are the needs of users are changing?
- How the resources, services and products, facilities can be better utilized?
- How to attract funds from donors and fund providers?
- How to rate the quality of services offered?
- Are customers happy with the level of service offered from the library?
- What are your customer’s views about the service of the library?
• Is management aware of the poor or good services provided to customers and what attempts have been made to improve or benchmark the service?
• Are services user-friendly? Is it convenient to the customers?
• Do the customers have a clear expectation from library? Is that well understood?
• Is there a promise for customers? What are plans to meet them?
• Does every function in the library see itself as contributing to customer satisfaction?
• Is the concept of internal customer satisfaction works in the library? Is it measured?
• How circulation activities have been affected with the new service strategies supported with newer technologies?
• How much of the funding has changed over last couple of years? What are new avenues and strategies for further growth?
• What new initiatives have been taken up to raise awareness about the services and offers of the library?

Once a framework of responding such question is developed it would quickly be understood that marketing in libraries has an unlimited role. More important that, answer to these questions will not be similar and one can enjoy reading the different approaches for marketing from their own perspective. Such understanding often brings better results than the hard-core marketing always defined in marketing terminology mainly around marketing mix. Even the concept of marketing mix can be taken with some flexibility and open-ended approach while applying in libraries.

The marketing mix is commonly referred to the four P’s of marketing – product, price, place and promotion. This is a simple, yet effective means of considering the key elements necessary and the emphasis to be placed on each, in order to effectively implement any marketing strategy. Some more concepts have been added over the years, e.g. Process and People. The mix still provides a useful framework for thinking about ways in which an organization’s marketing strategy is implemented. The mix also considers a range of aspects concerning marketing and to reflect on how they interact with each other. However, there is a continual debate whether the marketing mix is relevant in present day times.

The most important mix in case of libraries is the product which can be offered to a market to satisfy a need in library and information set up. Product include physical resources, in the name of book, journal, available in print form or CD or on-line, in the name of services (both existing and potential) such as opening library for 24 hours, making reply to queries, bringing out newsletters, leaflets, library catalogue, indexes, organizing exhibitions, newsletters, bibliographies, current awareness databases, delivery of documents, consultancies, training in information use, experiences through the interactions with the people face to face, on telephone, fax, e-mail, etc., facilities such as furniture, atmosphere of the library, use of the computing and other equipment and the information itself.
Most of the time library and information professionals look at these aspects of products in segregation and not in integration, as marketing today embraces and integrated value proposition. This in effect, would mean that with making a decision about using a particular service or evaluating a marketing relationship, a customer not only looks at the product or value related to it, but he also evaluates in the process, the total transaction cost. To the customer, value is the benefit, received from the burden endured. Benefits may be product quality, personal service and convenience. Cost includes price and non-monetary cost as time, energy and efforts. Each library has its own niche! From that point of view, just the following areas are useful, to state the obvious, as whether: Focus is on the information itself; Focus is on the Library itself; Focus is on the function/services by the library; or the focus is on customers and meeting their need exceedingly?

Perhaps, libraries are the best candidates for marketing among non-profit service organizations. Here, the important thing is that can we see these benefits from the point of view of users and communicate in the way, they can understand. The public image of the library comes through experiences or moments of truth when users really come into contact. All promotion, advertisement, promises, will be wasteful if we are unable to transform these experiences into pleasant ones and that too from user’s point of view. The deciding factors are our own attitude, our commitment to the community. Library staff that work in the library are the greatest marketing forces.

The next important marketing mix is promotion. All methods of communicating with users one-way and two ways, both are included in promotion. Whereas, people involved in marketing LIS need to do more than look inward—they must look outside the library to discover need of the many constituencies and respond to the needs of many constituencies or stakeholders to convince and attract funds.

Stakeholders are those persons who take an interest in the organization, or who have the capacity to influence its ability to achieve the objectives. A convenient way of identifying people whose opinions and activities will have a bearing on these issues is to draw a ‘stakeholder map’ of the organization. Any of these stakeholders can have an influence upon the organization’s direction by impeding or facilitating the accomplishment of the library’s goals. Some have more influence than others, but the library and information centers managers cannot afford to ignore any of them, and all need to be managed. This requires the library or information center managers to identify who they are, their level of influence and how each may politically, socially or economically affect the library’s operations, functions and future plans. These actions form part of an environmental analysis or situation audit. It is also important that the library and information managers ensure that sufficient resources are allocated to deal with them. Good public relations with all stakeholders are a necessary part of marketing the library [32].
It is necessary to make it clear that many times different terms are used and employed for marketing communication in library and information centers, such as: advertising, promotion, public relations and publicity and advocacy. These refer to different-but related activities of marketing, to address the needs of users and convince the potential users and attract funds from sponsors, parental organizations or providers and decision markers, who are the stakeholders of libraries. A brief explanation of these concepts has been given below:

**Public Relations**
Influencing perceptions, attitudes, and opinion by transmitting information about the benefits of using the library’s products and services.

**Publicity**
It is typically done with signs, brochures, direct mailings, e-mails, and personal contacts. Word-of-mouth is considered as most effective way of publicity these days.

**Promotion**
It aims to stimulate demand for the product or service. Exhibitions, display, library fair, are some of the examples of the promotion.

**Advertising**
A paid promotion through mass media such as newspapers, magazines, television radio, or Internet.

**Advocacy**
It is a planned, deliberate and sustained effort to address an issue before the people who matters for the development of library. It is a continuous process during which support and understanding of the issue are gradually increased over an extended period of time.

**Lobbying**
It is the interaction with politicians to secure specific objectives at an appropriate point in time in the legislative/budget process. A part of advocacy.

Successful marketing will require an integration of these activities, no matter by what name they are called. It is possible that more than one of these activities take place simultaneously, too, for:

- Informing existing and potential users about the existence of the library, its services, facilities, resources, and staff on service
- Making aware of benefits to be gained by using the library to the potential users. As libraries and information centers are under often under-utilized.
- Creating desire to use services/ products. Someone has said that marketing is the daily struggle to make people buy something they never knew they needed. I am joking, but if you have not felt that way before, you have not been a marketer.
Informing and cultivating policy makers: Those who fund libraries want to know how well funds allocated to the library are being utilized to meet the information needs of users.

Creating and enhancing public image of the library

Understanding customer needs and meeting them satisfactorily.

Pricing is the most crucial issue of Marketing Mix in Libraries. Pricing of services in library and information centers is a strategic decision on a wide range of issues [33], such as:

- What are the costs that are involved in the generation of services and products? What factors/parameters need to be considered in arriving at costs? Which of these factors can be overlooked or ignored for costing and why?
- Should the information services/products be given ‘free’ of charge? If so, to whom and why? What would be the impact in relation to value of product, if given free?
- If the services/products are to be charged for, what should be the criteria for pricing? Full cost-recovery? Partial or marginal recovery? Should variable price based on ability to pay by the users be considered? Should a profit percentage be added to the cost in pricing?
- Who should be charged - internal or external clientele or both? What should be the impact on users in relation to pricing of products? Would they be willing to pay? Would demand fall and to what extent if products are priced?

While deciding for charging of fee the convenience, security, credit, speed, simplicity, collection procedure, and automation may all play a role in improving customer satisfaction. The following questions might help LIS managers in implementing price decision effectively: How much should be charged for? What should be the basis of pricing? Who should collect payment? Where should be payment be made? When should be payment made? How should payment be made? How should prices be communicated?

Place is the fourth mix of LIS marketing. Though, the future of the library as a physical ‘place’ has been a matter of considerable professional speculation and debate. As with greater dependence on information and convenience, libraries are also increasingly developing services available beyond the library walls such as enhanced electronic collections, virtual reference, and collaborations with services offered by other information providers. What will be the needs for physical and virtual library services when the concept of ‘library without walls’ ‘e-library’ ‘digital library’ already exists. Such new library distinguishes itself from what many libraries have done in physical space, or within the confines to a particular place. How library as a ‘space’ can be articulated to attract users in the library is an important question? And, how can we effectively plan for the future to balance collections,