

# Special Library Marketing

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## 1.0 Introduction

Library and information services are facing a time of unprecedented change and challenge. The transformed power of technology is creating *new forms of information, new sources of information and new ways of accessing information* which bypass traditional institutions like libraries. Librarians and information scientists are united by the common professional purpose of giving people “*Access to Knowledge*” – but for many young people today (and for many academics and corporate knowledge workers) gaining access to knowledge means going online and not going to the library (McKee, 2003)<sup>1</sup>.

Technological developments have given library managers a wider set of options from which they can select the best combination to meet the needs of the users. Previously, the quality of a library tended to be judged on the size of its collection of books, journals and other materials. The emphasis has shifted from collection to service to the delivery of documents and other items of information to the user. The notion of the electronic library offering direct access to users from remote locations has become a reality. A more widespread application of the general management concept and technique to library and information service provision has also influenced service development (Bushing, 1995)<sup>2</sup>. This has given them a wider set of option from which one can select the best combination to meet the needs of the customers. Now, the challenge for them is not to manage the collection, staff and technology but to turn these resources into services. Even the notion of the service has changed - *from basic to value added, from staff assisted to self-service, from in-house to out-reach, from free to paid, from reactive to proactive, and from mass customization to individualized service*. This has caused a paradigm-in-shift in library and information services management (Gupta and Jambhekar, 2003)<sup>3</sup> as depicted in the Table1.0.

**Table1.0: Paradigm shift in Information Services Management**

Former Paradigm	Emerging Paradigm
A Library as building, a place, where customers had to come physically in order to avail themselves of library services.	We are in the service business, through which information is reached to the right user at the right time in the right form. Library acts as a window to the world of information.
Whenever there was a need for the user to go to the library and if there was not any need, there was no effort at library's end. Library staff just waited for users to come with the need. The responsibility of non-use or under use of the library resources and services was placed on the users.	We are more comfortable with the relationship with users. It needs to be continuous, through better understanding of users and their needs, intimacy among both the parties and developing trust.
Library was considered inherently desirable for the users and dependency of the users largely rested with the library. There was always an effort to make the library good for the future in place of meeting the present requirements.	Users now have different options to acquire the desired information. We are not the sole suppliers of information; they now have options to get it, even at their offices or at home. As such, our existence depends on them they are not dependent on us.
There was a lot of emphasis on what the library staff said about the availability of resources. Users did not have much place to state his requirements.	Through interactive media, two communications is possible, among users and the library. Now users expect to be treated like customers they want individuality, responsiveness and a relationship.
Rules were set to service the interest of the providers of the information and for the convenience of the staff.	Rules made to support individual users should not be a hurdle in their reach of the library.
There were no strategic steps planned for improvements in the services, it was not a continual activity.	In fast changing times libraries need to restructure/reshape their resources and services on a continual basis.
There was a common understanding among librarians that library services were free and the concept was an ingredient that free service meant no service. Service if provided is an obligation towards the users.	Users do not mind paying if they are offered some value in the product and services.
	We need librarians who speak out about the libraries needs, raise awareness on campuses and in communities. And push for appropriate funding even as they work miracles with marginal resources. Multiple access to information, customer convenience is foremost, extending a range of formats, staff actively involved in the community, advocacy, etc.

## 2.0 Information Marketing

Information has been an essential basis for the progress of civilization and society. Some of the views of the authors are as –

- “Lack of information and effective means of exchanging it are now widely recognized as being limiting factors in the economic and social development of peoples” (Younis, 1983)<sup>38</sup>
- Information has been called a “commodity”, a “public good”: one of the few things that do not diminish in value in proportion to the number of people who use it (Rochell, 1981)<sup>39</sup>
- “Information is needed for, and has effect on all aspects of a nation’s life: cultural, social, economic, educational, scientific and technological. Without information, countries cannot develop, nor do they stay developed” (Line 1983).<sup>40</sup>

The marketing activities performed by different kind of libraries are absolutely different. These different libraries mission or aims are same, to reach out to their respective users but the strategy, communication pattern and the limitations faced by the special librarians to market the products and services is absolutely different. These differences are dealt in detail by Tanui in (2006)<sup>43</sup> as shown in the Table 1.1. The table clearly described a differentiation among three different categories of libraries:, public libraries and university libraries and special libraries in terms of marketing and other related areas.

**Table 1.1: Differentiation of Libraries based on Marketing Activities (Tanui, 2006)**

### University Library

Service Marketing	Marketing Communications	Marketing Strategies	Marketing Limitations
Users not aware of all services	Through brochures, leaflets, handbooks and pamphlets	No formal marketing strategies	Inadequate collection Management Policy
Users seek help from library staff only when in difficulty	Advertising, sales promotion, personal selling and product publicity	Users want reference, archive and technical services to be marked	Staff incompetence
Library staff unhelpful	Signage, notice boards, feedback, procedures	Inadequate infrastructure	

	and rules and regulations. Users want value added services		
Awareness done through memos, and leaflets			Lack of financial support

### Special Libraries

Service Marketing	Marketing Communications	Marketing Strategies	Marketing Limitations
	Electronic mail		Being bogged down with routine work
	Display of new materials		
	Spoken word		

### Public Libraries

Service Marketing	Marketing Communications	Marketing Strategies	Marketing Limitations
National Book week event	Memos	Brochures	Lack of adequate space
Exhibition children	Letters	Questionnaires for customer service feedback	
Reading tent event	Spoken word		
Media	Email		
Website	Signage		
Brochures			

## 3.0 Conceptual Framework of Special Libraries

A library specializing in law, medicine, sciences, arts, and technology falls under special libraries; or the one serving health scientists, technologists, and economists; or even serving blinds, prisoners and children; doctors, lawyers, accountants, engineers etc, as it deals with specialized clientele. Similarly, a library dealing with specialized format of collection, such as microforms, musical records, maps, Braille books, digital documents, electronic sources, etc is a special library.

The term 'Special Library' denotes the collection of special kinds of documents, such as, Braille books, audiovisual material, books published in any language or it may also mean a library meant mainly for a group of special readers, such as, children's library, hospital library, prison Library, etc. In other words, depending on the usage of the term 'special' with reference to the document or reader, two definitions are possible. It is also possible to presume in the definition, references to both and document.... "*a special library denotes the collection of special – kind of documents to a special group of readers*" Special Libraries have also been defined as those:

- ❖ Where emphasis is laid on providing information in contrast to documents,
- ❖ Established in non-traditional settings,
- ❖ Catering to a limited body (number) of users,
- ❖ Where the subject scope is limited,
- ❖ Possessing small collections.

### 3.1 Definitional Analysis

While analysing literature, the researcher came across several research papers which deal with the definitions of special library. A special library is a term for a library that is neither an *academic* nor a *public library*. Special libraries may include law libraries, news libraries, government libraries, corporate libraries, museum libraries, and medical libraries etc. Special libraries are also sometimes known as "information centers."

Special libraries often have a more specific clientele than libraries in traditional educational or public settings, and deal with only a specialized or particular type of information. They are developed to support the mission of their sponsoring organization and their collections and services are more targeted and specific to the needs of their clientele (Wikipedia).

Walton in 1956<sup>20</sup> raised three vital questions related to special librarianship.

1. What is a special library and what kind of services must the special librarian provide?
2. What sort of education must a special librarian have?
3. What is the relationship of special librarians to organizations they serve?

Addressing to these questions Walton emphasized the areas, which are to be stressed in special librarianship such as – active services and functions, quantity and

availability challenge the greatest ingenuity the librarian possesses, qualifications and relationship with management, Word meanings and truth.

The question as to what is a special library has never been simple to answer. The Encyclopaedia of Library and Information Science (V 28) provides 29 definitions in a compressed chronological order (1910-1976) but a clear, distinct and generally acceptable definition is still awaited. However, the decade wise chronologies of all the definitions given in Encyclopaedia are summarized in Tables 1.2.

**Table 1.2 Compressed Chronology of Characteristics of Special Libraries**

Year	Characteristics
1910-1919	<ul style="list-style-type: none"> <li>• Special subject(s) and special collection(s).</li> <li>• Service is more important than the subject.</li> </ul>
1920-1929	<ul style="list-style-type: none"> <li>• Importance of the influence of the special librarian.</li> </ul>
1940-1949	<ul style="list-style-type: none"> <li>• Subject training as a qualification for a special librarian.</li> <li>• Non-print materials as part of the collection.</li> </ul>
1950-1959	<ul style="list-style-type: none"> <li>• Timeliness of the information available.</li> <li>• Objectives and aims of the parent organization of the special library.</li> <li>• Existence for the benefit of a defined group of users.</li> </ul>
1960-1969	<ul style="list-style-type: none"> <li>• Unpublished materials as part of the collections.</li> <li>• Availability of information creates a demand for more information.</li> </ul>
1970	<ul style="list-style-type: none"> <li>• A synthesis of earlier segments:</li> <li>• A parent organization</li> <li>• Furtherance of the goals of the parent</li> <li>• Special subject(s) or format(s)</li> <li>• Administered by a librarian or specialist in the subject(s) or formats.</li> </ul>
1980-1990	<ul style="list-style-type: none"> <li>• Specialization in Library education</li> <li>• Subject librarians (Williams and Zachert 1986)<sup>48</sup></li> </ul>
1990-2000	<ul style="list-style-type: none"> <li>• Knowledge counselling</li> <li>• Understand the needs and strategic goals of the organization (Spaulding 1988)<sup>49</sup></li> </ul>
2000-current	<ul style="list-style-type: none"> <li>• Changing role</li> <li>• Fragmented environment and challenges (Schachter 2006)</li> </ul>

### **3.2 Characteristics of Special Libraries**

The scope of the special collection is unique to each library often influenced by the

degree of research involvement, the background history of each institution and the changing educational needs of each country and nation. However, the purpose or role of the collection is universal to all special libraries: to support the teaching and research needs, to meet the organisation's requirements and mandate. Other aspects of the special collection examined include: acquisition criteria; the range of materials; the advantages; repository and loan functions: funding; custody; and problems such as conservation (Gakobo, 1985)<sup>50</sup>. Some of the salient features of the special libraries, which make these libraries "special", are stated as under Table 3:

**Table 1.3: Salient Features of Special Libraries**

No.	Salient features
1.	<p><b>Location:</b> Location has been very important for public or academic libraries whereas location of a special library is not that significant, as location does not have much effect on its use.</p>
2.	<p><b>Limited clientele</b> Special libraries are designed to serve limited number of clientele, i.e. experts, scientists, research workers etc working within the same organization. Librarian of special library knows them personally. He also knows the subject interest of each one of them and is in a far better position to ascertain their needs and pattern of information gathering. Users here are specialists having very specialized needs and are well-informed in the area of their interest.</p>
3.	<p><b>Library size</b> Special library is usually small in size having limited (narrow) subject scope, collection is usually small and staff is also small. At times, it is one-man show.</p>
4.	<p><b>Subject Orientation</b> Such libraries usually focus on specific subject(s), relevant to the parent organization's activities. The collection would, therefore, be quite comprehensive (intensive) on the specific subject(s), with selective material on related or peripheral subject areas.</p>
5.	<p><b>Materials in special formats</b> Substantial part of information required by such libraries is available in special formats which are referred to as non-book materials, such as globes, maps, charts, technical reports, research reports, patents, standards, theses, dissertations etc.</p>
6.	<p><b>Relationship to organizational mission</b> Special libraries exist to fulfil mission of the parent organization. Because they get financial support from their organization but they have to prove their usefulness to the parent organization, or else they may even cease to exist.</p>
7.	<p><b>Impact of organizational policies</b> Special library forms a part of the bigger organization to which it belongs. It is subjected to the existing organizational policies regarding job descriptions, wages and salary policies, and accounting procedures etc. But, by and large, such a library is supposed to work within the prescribed framework of the parent organization.</p>
8.	<p><b>Emphasis is in information services</b> Perhaps, the most important feature of a special library is its emphasis on the provision of information services in anticipation to serve the information needs of the clientele. Such a library provides pro-active</p>

	services to save the precious time of its users. The special libraries are not only concerned and interactive to users' demands but are also supposed to provide information for immediate and utilitarian purpose of the organization without waiting for users to come. Quick availability of relevant and up-to-date information is the basic concern of a special library. Librarian in such a library has to work hard to alert its users about the arrival of new information before the users come to know about the existence of such information. All activities in such libraries are geared in facilitating the quick retrieval and dissemination of the latest information.
9.	<b>Tremendous time pressure</b> Special Librarian works under tremendous time pressure. The specialists, experts and top management do not have enough time to read the vast volume of literature. Time is an important constraint for them.
10.	<b>Specialized in-house material</b> Special libraries very often generate different types of material in-house like various types of reports, technical notes, laboratory notes, memoranda, specifications etc. Other libraries do not consider it worthwhile to maintain such a collection but it forms the life line of a special library.
11.	<b>Restricted access/Competitive Intelligence</b> Special libraries form an integral part of an organization, often conducting research in specific areas. Therefore, depending upon the mission of the organization, access to outsiders may usually be denied. This may be more true to the manufacturing organizations which would like to protect their designs or specifications from their competitors. Libraries attached to organizations like defence organizations, intelligence organizations, police headquarters, government departments, scientific or other such research institutions have limited access.
12.	<b>Information formatting 'Just for you'</b> In special libraries, there is an emerging marketing kind of trend of personal touch in providing information service. The needed information is formatted in a way to serve the purpose of each individual, as if it is just created for him.

### 3.3 Special Library as Profit Center

The information center is a business in its own right with customers, a mission, competition and a range of products and services to market. By using marketing techniques such as segmentation to identify customers, goal setting, and promotional and sales techniques, information professionals can increase the corporate library's visibility within the organisation. Above all, the information professional is engaged in service marketing that depends on cultivating customers relationships. Soliciting feedback, documenting results, and learning from mistakes will make the information center's successes count toward the overall goals of the organisation Brown (1997)<sup>33</sup>.

Special libraries and information centers can increase their effectiveness by changing the way they are seen by the organizations they serve. Two ways that perceptions can be changed are: *to change the methods used to account for the library financially; to change the way services are provided to better meet the user's needs*. Seven steps for increasing the real and perceived value of the library to the organisation are proposed Tweed (1984)<sup>34</sup>. Echelman in his paper in 1974<sup>35</sup>, discussed the working environment of the special library, he also emphasised on library's relationship to the larger institutional environment of which it is an integral part. The framework for this discussion is the corporate business library



because that is the type with which the author is most familiar; but most of the points made here can be applied to many other kind of special libraries as well.

## **4.0 Growth and Development of Marketing of Library Services**

Marketing, the last entrant of all classic business functions to the domain of non-profit organization of is beginning to gain importance among library and information professionals. Though there is an expansion of professional literature in this area in recent years, yet approach towards it continues to be characterised by scepticism by a large proportion of library community. For many, it is synonymous with selling, advertising, and promotion whereas in reality these constitute a few facets of marketing activities. It involves product development, pricing, distribution, communication, continuous attention to the changing needs of customers, developments of new products with product modification and services to meet these needs. (Kotler and Levy, 1981)<sup>110</sup>.

### **4.1 Marketing Approaches in Special Libraries**

In times of economic recession it is essential for librarians to promote the value of their libraries' services in order to secure adequate funding. Consequently there has been a marked increase amongst special librarians in public relations methods. In planning a public relations campaign librarians must define the campaign's objectives, identify target groups, and decide on operational strategy. Regular monitoring of the campaign is also essential to enable the librarian to decide whether modifications are necessary. The librarian may draw attention to services by the publication of a guide, by accessions lists and abstracts bulletins, and should ensure that new staff members are given introductory tours of the library. Jayasundara, (2001)<sup>126</sup>. McGregor, and Wanat, 1983<sup>127</sup> defined that one of the biggest information barrier problems that special librarians have to face as that which keeps library users and library management from understanding how the library functions and what its role is within the context of information gathering. They claimed that special librarians want to show users that they are aware of their information needs and that library services are designed to meet those needs by the use of models. They also defined that a model as a representation of all the elements of a real-world system and outlines the reasons for using them. He has given examples of models, and suggests that libraries choose models which can be easily

identified and which illustrate the point that needs making.

The essence of information broking is acting as an interface between the client and a multiplicity of information resources.

- What makes commercial information organisations different from special libraries?
- How do commercial information organisations use and manage resource sharing?
- What are their principal sources of information and document delivery and what relationships differ from traditional reciprocal resource sharing schemes?
- To what extent do special libraries use commercial information services as part of their pattern of resource sharing?
- What particular problems are there in when it comes to participation in resource sharing by a commercial organisation?
- How does the Copyright Act affect such resource sharing?

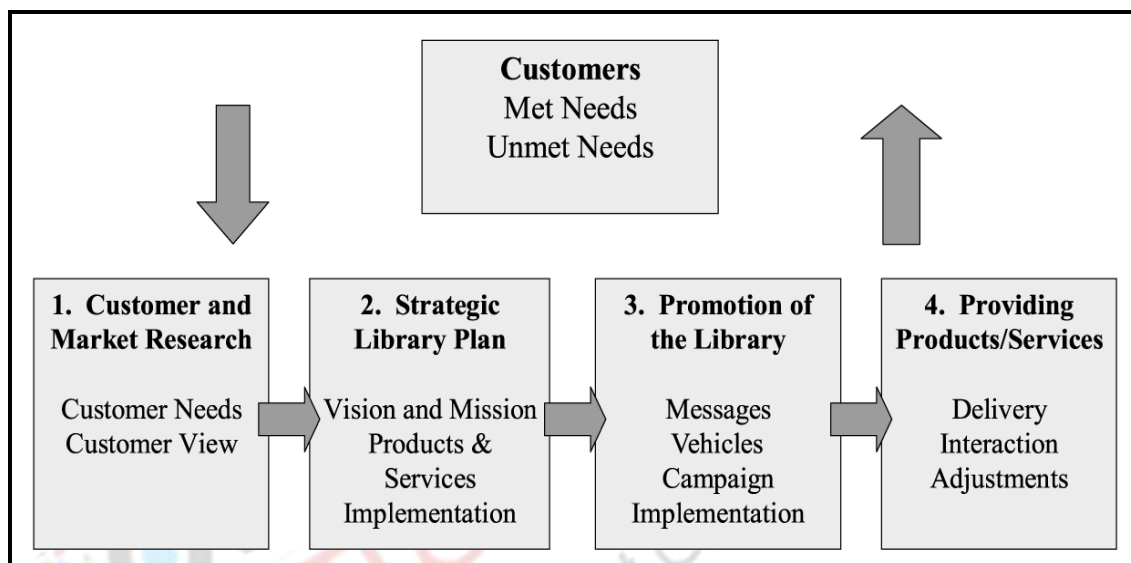
These questions are examined both in the context of well-established overseas operations, and that of the newly established overseas operations, and that of the newly established Australian commercial information industry. Perrott, 1983<sup>128</sup> described the early stages of establishing a 'One - man band' library (OMB) for the commercial marketing of products. The services provided are outlined and the problems of working as an OMB are discussed. Points mentioned include:

- (1) The efficiency of making maximum use of each contact with a user;
- (2) The importance of knowing users, their methods of work and information requirements; and
- (3) The value of simplicity of organisation to ensure ease and clarity of information retrieval.

## **4.2 Marketing Strategy**

Any strategy that brings internal and external clients into your library environment is a good one. The challenge is what you achieve as a result of these opportunities. Carpenter (1998)<sup>15</sup> said that word of mouth is the most important marketing tool in existence. It has been estimated that dissatisfied customers tell 22 people that they are not happy, yet satisfied customers share this information with only eight. The numbers are against us but we will just have to work harder to satisfy our customers. The key elements of a marketing strategy as identified by Coote (1994)<sup>16</sup> are:

- Find out who your customers are and what are their needs and wants
- Identify your library's strength, weaknesses and opportunities
- Look at your competition
- Understand the difference between your library and the competition
- Develop an action plan which draws on the above



**Figure 1.1: Strategic Marketing Plan**

A strategic marketing plan (see Figure 1.1) includes:

- ⇒ Customer and market research which generates data on customer needs and customer perspectives on library service.
- ⇒ The context of current and future opportunities and challenges facing the library that allow it to clarify its vision, mission, and prioritized services.
- ⇒ Long-term goals to achieve, such as, "Faculty understand the value of the library's role in supporting the campus' teaching mission".
- ⇒ Objectives to accomplish, such as, "A librarian will contact each new faculty member within the first term of the faculty member's appointment".
- ⇒ The description of the desired elements of the library's image as perceived by others.
- ⇒ The most important key messages to deliver frequently and consistently to others through the most appropriate communication methods.
- ⇒ Prioritized key audiences, such as library users, campus administrators, government officials, as well as how and when to communicate with them.

- ⇒ Implementation of strategies, for delivering key messages and services as appropriate to key audiences.
- ⇒ Evaluation for measuring outcome achievement that represents progress toward goals and suggests how to improve communication and service delivery.
- ⇒ Incorporating assessment information into market research to adjust and improve the planning and service implementation processes.

The difference between information products and services in different types of libraries and information centers are given in the Table 4.14 (Rajyalakshmi, and Waghmare, 2004)<sup>130</sup>. This differentiation may not be exhaustive and many of the academic library or public library activities are done by the special library or vice-versa.

**Table 1.4: Difference between Information Products and Services**

<b>Academic Library</b>	<b>Special Library</b>	<b>Public Library</b>
<ul style="list-style-type: none"> <li>• Document copy supply</li> <li>• Bibliographical services</li> <li>• Literature search</li> <li>• Photocopy services</li> <li>• Online services</li> <li>• CD-ROM database</li> <li>• Reference service</li> <li>• Interlibrary loan</li> <li>• Current awareness services</li> <li>• Referral service</li> <li>• Technical queries</li> <li>• OPAC</li> <li>• Internet service</li> </ul>	<ul style="list-style-type: none"> <li>• Indexing and Abstracting services</li> <li>• Translation services</li> <li>• SDI</li> <li>• Current content</li> <li>• CD-ROM databases</li> <li>• Information consolidation</li> <li>• Information repackaging</li> <li>• Reprography service</li> <li>• Document delivery service</li> <li>• Virtual information center</li> <li>• Electronic library service</li> <li>• Document exchange service</li> <li>• Knowledge management</li> <li>• Referral services</li> <li>• In-house database and products</li> <li>• Consultancy services</li> <li>• Forums and seminars on IT</li> <li>• Audio-visual services</li> <li>• Conference alert services</li> </ul>	<ul style="list-style-type: none"> <li>• Bibliographical services</li> <li>• Exhibitions</li> <li>• Organizing Coloquia</li> <li>• Continuing education programme</li> <li>• Adult education programme</li> <li>• Organizing cultural programme</li> <li>• Newspaper clippings</li> <li>• Slide shows</li> <li>• Children films shows</li> <li>• CD-ROM database searching</li> <li>• Community service</li> <li>• Document supply service from Microfilm, microfiche</li> <li>• Lectures by eminent authors, philosophers and philanthropists.</li> </ul>

### **4.3 Marketing Planning**

Marketing is an ongoing well-executed process of planning for favourable exchange to achieve organizational objectives. Effective planning of marketing plans in special libraries to integrate library services and functions with organizational goals and objectives; influencing the behaviour and performance of the organisation by the way information from the library is communicated and used. Integrated strategic marketing planning within the special library environment focuses the library toward organizational strategic thinking and planning and offers the opportunity to develop more effective library services, which may lead to overall improved organizational decision making (Powers, 1995)<sup>12</sup>. A managerial tool that will help meet these challenges is marketing, which has been used very effectively in the profit sector. Too often libraries have confused marketing with publicity and promotion; however, promotion and publicity are only components of marketing. The marketing plan has been the catalyst for the development of a number of marketing strategies (for example market differentiation), resulting in both identifying gaps in meeting client needs and expectations; and to exploring opportunities to fulfil these needs. Library to deliver a more dynamic and responsive service to our clients and remain competitive advantage in an increasingly challenging environment (Denny 2001). Besant (2000)<sup>13</sup> tells us that a study of Australian special libraries showed that very few libraries write a formal marketing plan and that the most commonly used element of marketing adopted in libraries is promotion. Promotion is just one part of the marketing process.

According to Shapiro in 1980<sup>14</sup> what has been learned from past efforts to utilize marketing techniques in the not-for-profit sector is reviewed. Marketing is presented as an attitude, an approach, and a set of relevant tools, techniques and concepts. He laid out several recommendations for developing marketing plans for every product-market segment that is being served. He also gave several suggestions that how special librarians can be trained as corporate information officers to serve to their clientele.

### **4.4 Market Segmentation**

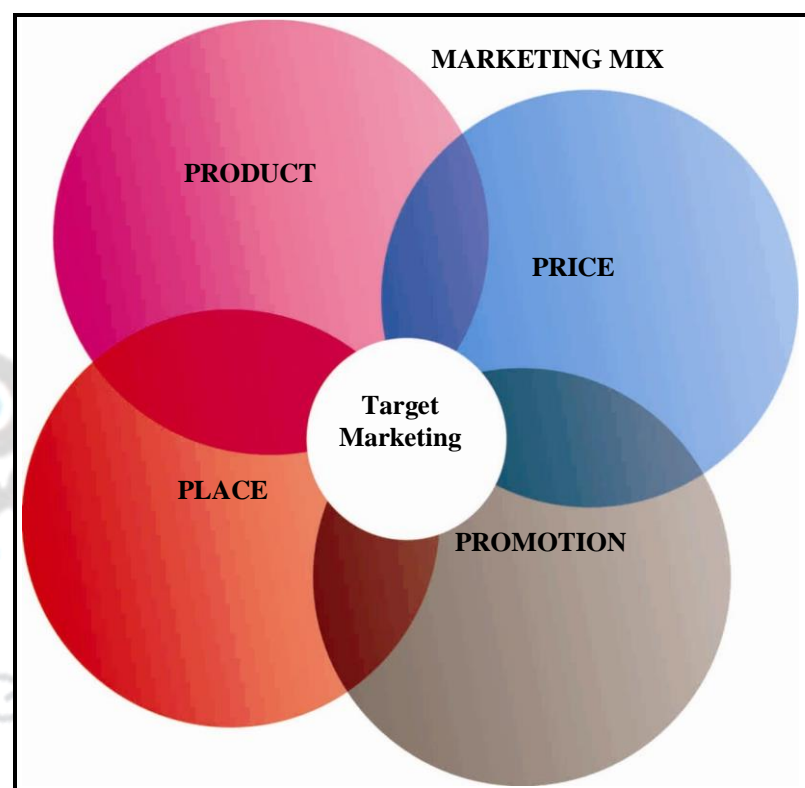
Sridhar(1988)<sup>78</sup> highlighted the limitations of marketing approach to library and information services. He analyses the data collected for a larger study of information behaviour of the Indian space technologists, correlates nature and type of information required by the space technologists with their hierarchical status, educational qualifications, nature of work,

subject of specialization, length of work experience and professional activities and achievements.



## 4.5 Marketing Mix: 4Ps to 7Ps

The term '**marketing mix**' was first used in 1953 when Neil Borden, in his American Marketing Association presidential address, took the recipe idea one step further and coined the term "marketing-mix". A prominent marketer, E. Jerome McCarthy, proposed a 4 P classification in 1960, which has seen wide use. Broadly defined, optimizing the marketing mix is the primary responsibility of marketing. By offering the product with the right combination of the four Ps marketers can improve their results and marketing effectiveness. Making small changes in the marketing mix is typically considered to be a tactical change (Wikipedia). Marketing mix is the process or device that makes this customer satisfaction. All of the services offered by the library that can be marketed successfully.



5 **Figure 4.2: 4Ps of Marketing Mix**

### 4.5.1 Product

A product is anything that can be offered to a market to satisfy a need or want. The products, which can be marketed, include physical goods, services, persons, places, organizations, and ideas. In the deeper sense, the product is not a physical item but a perception of the consumer or the user. Product means the satisfaction of the customer rather than a physical good. Goods are ingredients of customer satisfaction.

Library can provide bibliographic information, abstracts and summaries of information, which disseminate the core level information. Books, databases, journals, bulletins, etc. represent the tangible information. Library can also augment information through quality,

reliable, speedy and timely professional services. Under the product mix, library's resource collection represents as a product line while product items include books, periodicals, videos, films, audio recordings etc. For further fact, services of the library can be considered as a product line and the circulation of library materials, ILL, reference services, and online searching represent as product items.

#### **4.5.2 Place**

It represents the distribution channels that an organization utilizes to convey its own physical products or services to the end users. The distribution of the library's products refers to 'When' 'Where' and 'How' service is made available for the user. 'When' implies the time period in which information is provided. 'Where' indicates the location of the services and 'How' constitutes the type of distribution.

#### **4.5.3 Price**

It is a flexible and dominant element, which determines the revenue/profitability/ market share for the organization. From the customer's viewpoint price is a determinant factor because most customers depending on their income level consider the price before they purchase the product.

The concept of price constitutes two different types - the monetary price, and the social price. Monetary price implies the payment of certain sum by the customer, and the social price refers to the additional effort that the customer must make in order to obtain access to a product. Price for the product is set when the organization introduces or acquires a new product. Price can be revised to match the change of the product. Librarians should consider the 'monetary price' concept as well as the 'social price' concept when the price is decided for library products. In calculation of monetary price, factors such as size of the demand, cost for the product, and the impact of the competition must be taken into account. Real value of the product can be ascertained by the practice of cost analysis. Costing is important even when a service is provided free of charge. Social price is related to determine the needs, wants, and interests of target markets and to deliver the desired satisfaction more effectively and efficiently.

#### **4.5.4 Promotion**

This involves the communication that marketer engages in with the customers in order to acknowledge the product. The basic aim of library promotion is to select a technique that can encourage the recipient to respond either by buying or requesting further information, or by filling the promotional material away for the use in the future. While these four factors are important individually, they are combined into a careful plan or strategy. The *services marketing mix* is an extension of the 4-Ps framework. The essential elements of *product, place, price* and *promotion* remain same but three additional variables - *people, physical evidence* and *process* – are included to 7-Ps mix. The need for the extension is due to the high degree of direct contact between the continuing education providers and the customers, the highly visible nature of the service process, and the simultaneity of the production and consumption. While it is possible to discuss people, physical evidence and



process within the original-Ps framework (for example people can be considered part of the product offering) the extension allows a more thorough analysis of the marketing ingredients necessary for successful services marketing. Librarians and information professionals also need to know that extra 'P's have been added to marketing mix considerations for service marketing.



**Figure 1.3: 7Ps of Marketing Mix**

#### 4.5.5 People

People are the staff who occupy the key position in influencing customer's perceptions of product quality because of the simultaneity of production and consumption in services the continuing education. In fact the service quality is inseparable from the quality of service provider. An important marketing task is to set standards to improve quality of services provided by employees and monitor their performance. Without training and control employees tend to be variable in their performance leading to variable service quality. Training is crucial so that employees understand the appropriate forms of behaviour and trainees adopt the best practices of the analogy.

#### **4.5.6 Physical environment**

It is the environment in which the service is delivered and any tangible goods that facilitate the performance and communication of the service. Customers look for clues to the likely quality of a service also by inspecting the tangible evidence. For example, prospective customers may look to the design of learning materials, the appearance of facilities, staff, etc.

#### **4.5.7 Process**

Process means procedures, mechanism and flow of activities by which a service is acquired. Process decisions radically affect how a service is delivered to customers. The service in continuing education includes several processes, e.g. first contact with customers, administrative procedure regarding course delivery, preparation, delivery and evaluation of the courses. In library and information centres, new technology can be employed to provide better services at lower costs and high quality staff is to be recruited. The staff should be treated well and be communicated clearly because their attitudes and behaviour are the keys to service quality and differentiations.

### **4.6 Marketing and Communications**

Chakraborty (1988)<sup>105</sup> communication media play a vital role in transferring information from one point to another. Innovations in communication media have continuously tried to bridge the gap of distances and time. Libraries and information centers are being flooded with variety of records of information. They are calling for different varieties of techniques and methods for collection, organization and dissemination. In order to effectively disseminate information, selection of media for information services is important. Marketing methods and techniques help us in finding right channel for the right information transfer.

#### **4.6.1 Library Advertising and Public Relations**

Libraries, one of the vital social service organization disseminate information through conventional tools such as catalogues, bibliographies, Current Awareness Service bulletins and documentation lists. It is high time for Indian Librarians/Information Scientists to think of appointing PR Librarians as is being done in the advanced countries such as UK, USA, Canada, Germany and Holland. To achieve good results in any field a well-planned strategy plays a crucial role. Since the Libraries/Information Centers are not profit oriented social service institutions they should formulate appropriate strategy to push their tools into the market to reach the right information to the right person at the right time. Chary (1988)<sup>106</sup> said

that public relations play a crucial role in the growth of any organization. To reach the maximum number of users and raise their awareness level regarding library and information services and products, we have to use a variety of media such as Press, Radio, T.V. Films/Documentaries, Traditional Media, and Extension Workers etc. to achieve effective marketing communication.

#### **4.6.2 Physical Evidence**

Roy and Chatterjee (1988)<sup>107</sup> discussed the present situation of the special libraries of Kolkata in the context of marketing of library and information services. A survey is carried out among the library professionals to trace out whether the available infrastructure is enough for marketing the library services and whether the library professionals and their market are ready for this type of services.

#### **4.6.3 Marketing and Publicity**

Shah (1998)<sup>108</sup> paper described the importance of absorbing marketing principles and techniques in designing, generating and providing information products and services. An information study of NICTAS (National Information Center for Textile and Allied Subjects) describing its marketing and publicity activities as well as its future plans has been presented to illustrate the point that is the adoption of marketing approaches that will help library and information centers, not only in their own self sustenance but also in the sustenance and self-sufficiency of their information products and services.

#### **4.6.4 Information Packaging and Repackaging**

Libraries must strive to generate resources for their sustenance and contribute to the organisations treasure through marketing of services and products. Srivastava (1995)<sup>109</sup> discussed the importance of marketing approach in petroleum industry information services and products. He identified that information user groups, their needs and suggests few services and products along with pricing policies. They also discussed that constant monitoring, and feedback from users could provide the basis for packaging and repackaging the information. He also analysed and found that information products and services should not only be catered to sister concerns and also to outside organisations of similar nature. The special librarians should relook at their day to day activities and bring out blend of marketing approaches. Wagh and Gore 2008<sup>110</sup> outlined their paper, the basic causes of information overload and also discussed the roles played by different agents in providing better solution to this universal problem. It gives fair idea about

the approach of TCS to this problem with the emphasis on its innovative solutions like Info Alerts/Bulletins, SoS (Search on Sources), GRD (Global Reference Desk) and the like.

## **5.0 Customer Perspective**

Customer knowledge is an important asset for all businesses. The rhetoric of e-business emphasizes the opportunities for knowing customers in the digital economy. The article by Rowley (2002)<sup>40</sup> sets the context with a brief summary of the key characteristics of the knowledge management paradigm. This is used as platform for the formulation of the questions that form the core of this article. What customer knowledge do businesses require? What customer data can be collected? What are the challenges for translating data into information and knowledge? Can knowledge cultures be created in online customer communities? Whose knowledge is it anyway? How can knowledge assets be identified and managed in virtual organisations? How can customer knowledge from e-business be integrated with customer knowledge from other channels? Who needs customer knowledge anyway? Devadason and Lingam (2003)<sup>41</sup> in their study stated various methodologies to information needs of the clients. They came up with a “information needs identifier” (INI), a step by step procedure which can be adopted to study the information needs of a majority of clients. How fine tuning can be done if any procedure already exists based on the INI model? The INI would discover, as a by-product, several ideas, tools, methods and techniques of satisfying the clients in meeting their needs as well as design new and novel information services and products to meet those needs.

### **5.1 Customer Relationship Marketing**

CRM (Customer Relationship Marketing) system a process which effectively combines marketing customer service, and quality with the view to retain customers. Librarians in the present context have understood the importance of their customers and customer needs, and how to help them by providing quality service. Jayasundara in (2001)<sup>44</sup> argued that most special libraries in Sri Lanka have failed to exploit marketing techniques within the framework of customer relations and providing quality service. In order to fulfil financial requirements, the paper presented a well-established concept commonly used by high potential profit-making organisations in the business world.

### **5.2 Customers Behavioural Analysis**

Marketing approach can be effectively be applied for determining user needs for information products and services. Studying information user needs and the various steps involved in user decision (or consumer behaviour) becomes imperative as the concept of utility theory is applied to information products and services. A survey of research studies which examines users need in psychological terms is presented. A systems approach is made to the study of user decision process; in particular the decision process model conceptualised by James Engel is used to illustrate the framework of the relevant

behavioural and psychological variables in user decision process, linkages among the key variables in user decision process and post-behaviour conditions (Inder Mohan 1988)<sup>112</sup>. The author examined the implications of the model to information professionals. He recommends interdisciplinary dialogue among marketers, psychologists and information professionals which can lead to the development of unique, innovative approaches for defining user needs.

## **6.0 New Roles of Special Library Professionals**

Abram (2007)<sup>50</sup> in his paper clearly mentioned that special library information professionals have to more research oriented, they should be asking questions like what, where, when, who, and how etc and hunting for answers of these questions. This will lead to more research oriented, proactive and reference service to the clientele. According to the author, today's clienteles are demanding and rational too. He also predicted that the reference and research services attitude of the frontline professionals need to be developed.

### **6.1 Core competency**

The profession and professionals are changing rapidly in the special library environment. Discussing the profile Spencer (2008)<sup>52</sup> mentioned that competency of her changed radically when she converted corporate library into a business research center of Arthur Andersen. She also summarised that how she has picked up competency upgradation to meet the requirements of the clients. In the paper it is also highlighted that how she is dazzled by all the possibilities that information professionals of special libraries holds for stretching, testing, challenging and pushing to the edges. It has become increasingly evident to that while some information professionals have successfully embraced change and moved forward, many others are struggling to find their place in the knowledge management (KM) environments that have emerged within their organisations. Many of those who are struggling have years of expertise, while others are relatively new to the profession. Regardless of their tenure, many individuals have seen their roles and responsibilities downgraded because they were not perceived as contributing directly to the KM initiatives Henczel (2004)<sup>53</sup>.

### **6.2 Entrepreneurship**

Libraries are operating in a rapidly changing environment. Technological innovation, changes in cultural participation and media consumption, new social and cultural agendas of local governments are a few challenges for the library managers today. The purpose of this research is to show how librarians today need to be cultural entrepreneurs in order to create and maintain thriving libraries in the Internet age (Nijboer 2006)<sup>51</sup>. Libraries and librarians are facing many challenges and need to rapidly change to meet the needs of today's consumers to avoid being marginalized. A new breed of librarians possessing a new range of skills could meet these challenges successfully. The popularity of post graduate courses in cultural entrepreneurship in libraries in the Netherlands in recent years is a positive sign that

they want to create successful libraries and definitely not bury their hands in sand when pursued by the googlization of society.

## **7.0 ICT Application in Service Delivery**

In a rapidly changing environment involving increasing use of computers, strong, people-oriented cultures are needed to ease adaptation and reduce frustration. Drake (1984)<sup>45</sup> in his study said that information technology is changing corporate structures, cultures and behaviours. The importance of corporate cultures and the relationship between information and corporate cultures are discussed. But the special librarians and information specialist remains essential to link the ever more numerous resources to those needing them. Our users have shown that they are not concerned with how their problems are solved, only that responses are received which require a minimum amount of effort on the user's individual part. Most users, the world over, given access to the technology and resources to perform information retrieval for them do not now want to make that effort. Hulshof (1999)<sup>46</sup> in their study discussed about the providing services to virtual patrons. As a library prepares to provide remote access, its staff must consider the implications of this new service for library resources, time and staff. If the library carefully plans its remote access services and braces for the issues involved in technical support, these challenges provide a remarkable new opportunity in increasing the library's profile with existing and new patrons. Chadwick (2005)<sup>47</sup> in his paper described the usage of search engine tools used for marketing applications in special libraries. Different search engine marketing tools can be effectively used for competitive intelligence and market research projects.

A case study of a Medical Library, presented by Guenther in (1999)<sup>48</sup> where he gave his views regarding customized data delivery mechanism through web portals. He said that the use of portals offers a personalized "slice" of the library's information resources and facilitates faster access to these resources since they are tailored to user's own preferences. Schachter (2008)<sup>49</sup> mentioned that clients in Generation Y may have different expectations, but they still value libraries - and the services they offer. It would be a challenging task for all the levels of special librarians to meet the requirements of the clients.

## **7. 1 Technology usage**

Manjunatha and Shivalingaiah (2000)<sup>116</sup> conducted a survey and furnished the report which says that traditionally the library is conceived as a central place (geographically) for information acquisition and retrieval. The developments in information technology particularly CD-ROM Internet and communication media have changed this concept of a library. In an era of networking technology, users are demanding instantaneous solution to their information requirements even outside the geographical boundaries of the library. The present day librarian needs to possess more professional and technical skills than before to understand user's requirements. Further need is to apply marketing techniques to promote the utilization of library resources and services. Proper understanding of customer

requirements calls for customer surveys. The study revealed that 53% of the respondents are engaged in conducting surveys, while 47% of them have not conducted any user survey. Majority of the librarians who are conducting user's surveys, do it on an informal basis and at random intervals. The myopic view of librarians on relevance of the existing services has emerged as an important barrier to conduct user surveys. The other perceived barriers such as "negative attitude of management", "Fear of criticism and inability to implement the suggestions", "absence of alternatives for user", have been disconfirmed by the libraries. The common views held by the librarians are "whatever the services we provide in the library are essential and best in the interest of the users", and we are "aware of our weaknesses".

Hariharan et al (2007)<sup>117</sup> in their study at SERC library stressed on timely and quality services to its users. Advent of new technologies has made it imperative for libraries to absorb, adopt, adapt, and to provide IT based services to the users. Libraries are now providing customized web-based services at the users desktops. Users, particularly, scientists who are engaged in time bound research and development projects, are need to be alerted about the nascent literature in their respective fields. Librarians are providing current awareness services to meet these requirements. A few libraries and many e-publishers are providing alert services to keep the users informed about the latest additions to their collections and other information relating to the users areas of interest. Bhat, 2008<sup>118</sup> in his paper discussed various issues and techniques related to website development in special libraries. How these developed libraries can promote the special library's virtual reference service techniques.

## **8.0 Select Cases Marketing in Special Libraries**

### **8.1 Health Science Library**

There are several categories of Health Science Libraries in India. Siva Reddy and Varalakshmi (1988)<sup>123</sup> conducted a survey and studied the existing status of information services in health sector. The study suggested some guidelines for the development of specific marketing strategies for health science information services within the classical framework of marketing.

### **8.2 Agriculture Library**

Rathore (1995)<sup>125</sup> in a study of agricultural research institutes under Indian Council of Agricultural Research (ICAR), New Delhi revealed that the research institutes had a lack of total application of marketing concept such as written statement of marketing plan, separate budget for marketing of information/services and segmentation. Haravu (1988)<sup>126</sup> in his paper gave a general an overview of marketing of library and information services. How marketing techniques are implemented and given fruitful results in ICRISAT. The Center for Documentation on Public Sector of the Institute of Public Enterprises (IPE) conducted a survey of academicians, practising librarians and representatives of the information industry. The data collected focused on marketing policy, market study, product, services as well as

their sales, distribution, pricing and problems of marketing. The study observed that information professionals were unfamiliar with the contemporary approach towards marketing (Marketing, 1998).

### **8.3 Government and Autonomous Body Libraries**

There are several government and autonomous bodies working in the respective areas. Agrawal and Manohar Lal (1986)<sup>127</sup> in their paper stressed a coordination essential between the generators, preservers, marketers, user of information. In their paper they categorically mentioned that an enormous of resources are generated by the departments of Government of India. But there is an urgent need to attend for implementation or otherwise it is going to be merely unorganised depository library. The required attention in the study is improvements in marketing techniques, setting up of specialised resource centers in government departments etc. Samantaray and Rath (1988).<sup>128</sup> This paper analyses the requirement of the users of a Government library. A questionnaire was distributed to identify their needs which will be helpful for the library to cater its services to procure materials required by the users in future.

### **8.4 NGO or Social Sector Library**

NGO (Non-Government Organisations) are the mediator between the Government and civil society. They work on several contemporary issues or specialised subject areas. Raju, (2002)<sup>129</sup> in his paper emphasized importance of social marketing concept for the rural information system. How PIKs (Public Information Kiosks) can bring about change in the social systems of the rural community. He also dealt in areas like what, why and how to train for the external and internal audiences. Educating the rural development staff, the people concerned with information provision is very important and often becomes key to the success of any rural programme. The target audiences are generally NGOs sectors, the paper gave general concept of 4 Ps of marketing in rural sector.

### **8.5 Management Library**

Over the years several management institutions crop up in all over India. Gaur (2002)<sup>130</sup> given in his paper the various efforts have been made to find out the new ways and means for the marketing of library and information services and products through a survey carried out in the 13 management libraries of NCR. Issues involved in the marketing of library and information services have been discussed. On the basis of the findings of the survey the new avenues available in the above field has been presented.

### **8.6 Socio-Economic Library**

The IPE (Institute of Public Enterprises), Hyderabad conducted a survey in marketing of information products and services. In the report it was not mentioned that special librarians and information professional are not much familiar with the contemporary approach to marketing. Because they do not believe that they have to market their resources and services. There are some centers who effort to apply it but the requisite date is lacking and



some of the centers need lot of marketing orientation programme (NISSAT, 1991)<sup>131</sup>. Ramaiah and Satish (1988)<sup>132</sup> examined the services rendered by the CIEFL and library to its users; the services in the final analysis found a community of consumers, demand for them, ultimate marketing or sometimes sale of the products saving the time, money and energy of the consumers.

### **8.7 R&D Institutions Library**

The gradual change in the need and use of the marketing concepts in libraries and information centers and its fruitful effects in the service to the library users, and studies marketing of information products and services in LICs of R&D institutions of CSIR of India Kanaujia (2004)<sup>133</sup>. The paper discussed the role of these LICs including marketing approach, need and application of a marketing programme with the help of a survey. For the survey, data were collected through a mailed questionnaire along with interviews. The findings reveal that librarians have a positive attitude towards the different aspects of marketing of a library's information products and services. The study recommends that currently efforts for increasing user-awareness and separate financial support are requisite for efficient marketing. Instead of scattered approaches and different styles, a coherent view must be taken. Ramanna and Ranganath (1988)<sup>134</sup> NICFOS at CFTRI has been rendering information services and generating various information products to meet the specific needs of users in R&D institutions, industry, government department and others in the area of Food Science and Technology and allied areas at an affordable price. The efforts made and the experience gained by the Center in popularization of these products and in extending the services along with the results achieved so far is presented in this paper.

### **8.8 Corporate Information Centre**

The author stated the importance of information in general and R&D in particular. Khan and Naika (2008)<sup>135</sup> in his paper defined marketing, components of marketing and need for marketing of information products and services. They discussed the importance and role of information in industrial development and then gives a very brief outline of South Canara industrial information infrastructure. They urged for the need for the establishment of industrial information centers and systems in industry and for networking of library and information centres so as to market information products and services. Guha (1995)<sup>136</sup> discussed in the paper that the concept of tradable information and the methods of value addition to the government held information and the possibilities of privatisation in this area. It also mentions the outcome of the first information industry-promoter-user meet held by NISSAT in 1994<sup>93</sup> and the subsequent work that is required to be done in this area.

### **8.9 Science and Technology Library**

Ramanna and Ranganath (1989)<sup>137</sup> in their paper dealt with marketing of information products and services of the National Information Center for Food Science and Technology (NICFOS). Proliferation of information, particularly in science and technology has given rise to difficulty in accessibility to the user at the right time. Unprecedented increase in the cost

of information products and services has made it almost impossible for the user to have access to information sources. In such a situation the result could be disastrous and may impair the application of technological innovations for development, especially in developing countries. While conducting the survey, they have raise questions like – will the center be provide the information on subsidized basis and cater to the wider circle or become self-sustaining and cater to the limited number of users.

## 9.0 Summary

The researcher surveyed different libraries to collect secondary resources published in various books, journals, reports etc. The papers were reviewed keeping in mind the objectives of the research study. The literatures were divided into major areas such as – international perspectives and Indian perspectives. It was observed that both in international and Indian scenarios, the marketing practices in special library services were discussed in several papers. There are many aspects of marketing in international perspectives are discussed at length whereas in Indian perspectives which are areas were not discussed in secondary sources. In Indian published literature reviewed, some components were not touched upon or addressed such as benchmarking, core competency of the special librarians, balance library scorecard, entrepreneurship, CRM, marketing practices etc.

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