CHAPTER – 3

REVIEW OF LITERATURE

3.0 Introduction
3.1 Literature from other countries
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3.0 Introduction

Literature on marketing of library and information services is more of recent origin. The search of Library and Information Science Abstracts of the period 1969 to 1999 yielded only 60 references on this subject. The bibliography on Marketing of Library and Information Services published in 1998 \(^{(1)}\) lists 260 references out of which around 200 references relate to the marketing of electronic and online sources. Also the main bulk of the entries date from 1990s. The first review on information marketing appeared in Annual Review of Information Science and Technology (ARIST) in the year 1978 \(^{(2)}\). Out of the 57 articles reviewed, only two were relating to marketing in LIS context. These two articles were by Degennaro \(^{(3)}\) and Ferguson \(^{(4)}\).

To quote Freeman and Katz in 1978 \(^{(2)}\), ‘To date, the most marketing related documentation in the fields of information and librarianship has been presented under such labels as user needs, user training and economics of information’. In the information using and producing environment, the marketing process starts with observations, or hypotheses based on an evaluation of user needs and wants, from such studies, the information product supplier must arrive at decisions as to the types and specification of products that fulfil the needs, decisions on concepts, design format and probable costs; evaluation of the composition
and size of the market, methods of promoting and pricing of the services, choice of distribution channels, procedures for training or field sales force, intermediaries and the ultimate users of the service, and estimation of revenues and profits.

It is evident that “marketing”, therefore is a more comprehensive generic term dedicated to all the processes and interactions resulting in both satisfaction of users’ wants and the information firms’ requirements for profitable growing revenues in the long run. In the case of non-profit information firm, the marketing aims may be the same, the difference arises in the difficulty of applying objective measures for measuring the ‘success’ of the information service (5).

Further, till the middle of 1970s the concept of marketing LIS had not grown to a mature phase and this can be evident from the remarks of Weinstock, ‘the marketing of information services is perhaps best described as being in an immature stage of development as compared with most industrial goods (6).

Freeman and Katz (2) in the first review of literature on information marketing, explore the relevance of marketing issues to the design, operation and evaluation of libraries and other information systems and services with special emphasis on publicly supported and non-profit entities. The review is organized under the following sections: marketing
literature, education literature, librarianship and information science. The task of applying marketing principles to non-profit services has just begun but before changes can be made in marketing of non-profit services, serious national information policy issues must be addressed.

Even in the 1980s, the concept has progressed slowly which is evident from the comments of Tucci in ARIST in 1988, 'many information professionals and information organizations have been slow to embrace the marketing process. Most information organizations have not progressed from an organization centered perspective to a customer centered perspective. That is, these organizations place the responsibility for knowing the importance of information on the customer instead of researching their customer's needs with regard to information and then responding to these needs' (7).

3.1 Literature from other countries

Massey (8) in one of the pioneering articles, describes about simple market research techniques for libraries such as segmentation, observation of customers, research into customer's image about the library, market experiments, etc. The market research techniques appear to offer relatively simple inexpensive means for libraries to generate useful data about their consumers and their operations.
Explaining on the similarities between libraries and most other organisations irrespective of their fields of activity, Yorke explores the concepts of marketing and the places for academic and public libraries in this context and shows how a library should organize itself and its activities from a marketing point of view (9).

Because libraries are now having to operate on a lower level of budget than they have been used to, librarians need to look at their organizations very carefully in order to eliminate any wastage e.g. in duplication of effort or in working on false assumptions about user behaviour. Rigidity in any form is wasteful and stock must be justified by use. Therefore once user studies have been undertaken to describe the situation prevailing, market research must be brought into use this information for finding more effective ways of meeting the community’s needs. This does not mean that cultural and educational goals are being cast aside; libraries must be realistic and provide what people want to use and not what they think people ought to use (10).

Carl Lawrence (11) stresses the need for librarians to orient themselves in a broader perspective - leisure time activities. If the librarians need to grow, they will be engaged in a number of activities such as expanding service to existing clients, identifying and cultivating high potential prospective clients, widening and deepening their contacts with
the community including lawyers, educators, business people, women at home, with families; retired groups, music groups and hobby groups. They need to take steps to increase their overall market visibility and reputation through public speeches, written notices and seminars. Also they need to develop the skills for developing long and medium range plans, seeking opportunity and provide training programme for staff.

Dragon (12) suggests that librarians can no longer assume that the public will continue to accept increases in taxation for the support of libraries. Winning about the situation and appealing to taxpayers' civic pride or sense of humanity will have little effect. On the other hand, positive action, through marketing, must be taken to capture the library's share of the tax dollar. Just as Pepsi Cola and Coca-Cola compete the supermarket for the consumer dollar, the library must compete with schools, social welfare agencies, police and fire departments, parks and street maintenance for the public dollar. In addition, the library is in a fierce battle with television, films, bookstores, and cultural organisations for patrons. If such action is not taken, the library will lose the competition to city governments, licensing bureaus, high school marching bands, and public golf courses. Each of these organisations believes its products are worthy of the public's support through taxes, and each will be competing vigorously with other public funded organisations. Dragon says that the
library's products are among the world's most valuable, and for this reason libraries need not feel hesitant about aggressive marketing. In fact, they need to enter the competition with pride in their products and with a determination to win.

In marketing the focus is the patron instead of the librarian. Implementing a marketing programme should begin with an analysis of the current situation, assessment of current work and promotion. Promotion can be via advertising, personal contact or atmospherics (building design for users)\textsuperscript{(14)}.

Wasserman and Ford\textsuperscript{(15)} describe the need for library and information managers to be trained in marketing and market research techniques. They review briefly contemporary training programmes which have included, or focuses on, marketing for information services and propose the following outline for a marketing course:

\begin{itemize}
  \item[a.] Introduction;
  \item[b.] Market segmentation;
  \item[c.] The marketing environment;
  \item[d.] Marketing research/identification of user needs;
  \item[e.] The marketing programme (the marketing mix);
  \item[f.] Implementation, control and evaluation of the marketing program.
\end{itemize}
The book on LIS marketing edited by Blaise Cronin (16) presented selected readings relevant to the subject and these cover Management, Consumer behaviour, Librarianship, Advertising, Public relations and Economics.

Commenting on various writers on “marketisation” of public libraries, Berry (17) says that the librarians are faced with conflicting views of the future. One view offers a marketing solution, which considers information as a commodity which subjects information to the same laws of current economic theories. It predicts a growing self-reliance to reduce individual dependence on the market system and on professionals whose definitions of human need have increased that dependence. However, this theory overlooks the long and hopefully strong tradition of custom and statute that argues that individuals have a right of free access to information. The marketisation theory forgets that information is a resource that cannot be depleted through use.

Berry quotes Ivan Illich who in his book, Toward a History of Needs says that “…societies can either retain their market-intensive economies, changing only the design of the output, or they can reduce their dependence on commodities. The latter alternative entails the adventure of imagining and constructing new frameworks in which individuals and communities can develop a new kind of modern tool kit”. The libraries can choose the
market model, create more “demand” for their “products” and dependence on them. On the other hand, they can join Illich’s model which helps build the “tool kit”.

Library Science borrows extensively from research literature in other fields, but it has borrowed badly from business literature, particularly in the case of marketing theory. Many market surveys so often recommended to libraries are unnecessary and un-workable. Marketing research, if used properly, determines which services are important to customers. Librarian should build book collection, focusing on the need of the customers (18).

Dragon (19) makes a forceful case for library managers to adopt a marketing approach. The ABCs of implementing the marketing programme are:

i. Achieving a position - understanding the needs of target markets and communicating with target markets;

ii. Balancing demands with resources;

iii. Compensating performance: rewarding the individuals who perform well in fulfilling the marketing objectives.

Conroy (20) cites the ten key trends which Naisbitt had identified in his book, Megatrends: Ten new directions transforming our lives and these
trends would offer both rubric and context for library planners to address
the library’s position. The trends are:

(i) We have changed from an industrial society to an economy based on
the creation and distribution of information;

(ii) For new technology applications introduced, compensatory human
responses are required to assure acceptance of the technology;

(iii) We are shifting from a national economy characterised by isolation
and self sufficiency to being part of an interdependent global
economy;

(iv) We are moving from short term considerations and rewards to favor
much longer term frames;

(v) We are shifting from centralised structures to decentralised ones;

(vi) We seek greater self-reliance in all aspects of our lives;

(vii) The ethic of participation is widespread, altering the way we think
people must be governed;

(viii) We are waiving our dependence on hierarchical structures in favour
of informal networks;

(ix) Power and population centres are shifting from the North and East to
the Sunbelt and Florida;
We are increasingly becoming aware of multiple options, moving beyond operating as a narrow, forced choice society.

Conroy says that libraries are not adapting rapidly or substantively enough to respond to megatrend challenges. She calls upon librarians to consider bold, fresh responses that respond to, or better, anticipate megatrend movements. With adaptation, libraries could be relevant in the new age. Redefined roles, relevant functions, innovative attitudes might assure libraries a place in the mainstream market. To be forerunners in the information business, libraries must meet their intensifying competition in sophistication and clarity and timeliness. The times are changing rapidly; libraries must change.

The process of market segmentation is fundamental to the whole idea of marketing since it focuses on the customer, rather than the product – the library collection. A market segment can be defined as a group of customers with similar or related characteristics who have common needs and wants, who will respond to like motivations and who can be expected to use a service that fulfils these needs. There is no one or right way to segment a market. A market can be segmented in a number of ways (21).

As professional management moves to the service areas of both profit and non-profit sectors, the traditional meaning of ‘business’ will change. Humanistic and management values will probably become less
polarized and more emphasis will be placed on efficiency and effectiveness.
Marketing, an inherent part of management is certain to continue to be a
value held by all managers. The difference between marketing for profit
and non-profit sectors are likely to become less evident (22).

Wood (23) calls upon the Library and information staff to promote
both themselves and the services they represent. This would ensure
efficient and capable image of their work. Proactive personal contacts with
the customers is very important. The author concludes with the comment,
'As far as possible, your library should be the place not where you work all
day, but where you leave your coat before setting off to meet your users.

Central Library at London Borough of Sutton is a model for library
marketing. The library is highly user oriented, the staff are always
searching for new improved services, ranging from major activities like
electronic and online services to small but still important adjuncts to
services such as umbrella loans; facilities for nursing mothers, etc. Also the
library rigorously markets the services by posters, stories in newspapers
and advertising. Consequently, the library is rarely out of the headlines (24).

Manchester Commercial Library (25) presents a model for the
development of a marketing strategy. The model includes:

i. Market analysis – defining the market;
ii. Needs assessment – assessing the needs of users and potential users;

iii. Offering mix – providing resources and services to meet those needs;

iv. Promotion – informing users and potential users about the offering;

v. Evaluation – measuring the degree of the offering;

vi. Feedback – modifying the strategy in the light of evaluation.

Marketing audit is a systematic process in order to assess the marketing approach of the organisation. It looks at audiences, services and products with a structured approach. The marketing audit can be used to assess operations and to provide a framework for ongoing decision making (26).

Marketing audit of nurses (27), a targeted user group, required data about their information habits and needs as well as their usage patterns. An understanding of nurses' practice and work situation and ongoing changes in nursing provides valuable insight for planning the audit and selecting the strategies. Three data gathering processes were used:

i. Record keeping on the use of the library by category of the user;

ii. Patrons enquiries and the answers and services provided;
iii. A survey to obtain data about the nurses’ knowledge and perception of the hospital library.

Cooper (28) gives details of a successful marketing programme aimed at physicians at University of Tennessee Health Sciences Library. The programme consists of organising regular meetings in the library for the physicians and the various library and information services are explained to them. Such meetings increase the awareness of the services and collections pertinent to the medical subject specialty and also bring the medical staff closer to the library staff. A medical staff that knows their librarian and understands the services available is more likely to use the library. As the library’s use increases, so does its value to the institution. When physicians come to depend on the library for its collection and services, they are more likely to support the library when cuts are proposed. Cooper suggests that in the difficult times for health care institutions, all librarians should aggressively market the library to those users who can provide real support.

Caroll (29) lists different kinds of fears because of which the libraries do not undertake marketing activities. Most of these fears are relating to the fact that the library will never be able to meet the users’ needs in toto and therefore there is no point in aggressively promoting the services or conducting research into users’ requirements. The author allays the fears and concludes that marketing cannot assure library success, but its absence
can assure deterioration, and in time, a moribund state that attracts neither
talent, financial support nor sympathy.

Morgan (30) questions whether the current pre-occupation with
customer satisfaction is helpful in the context of university libraries.
Methods based on 'charterism' and 'quality assurance' will not be enough
to satisfy the needs of the customers. The author calls for more market
research rather than just tinkering or applying fashionable cosmetic quick
fixes.

The university of Kentucky College of Law (31) uses electronic media
to market its library services which include CD ROMs, Internet, electronic
mail and online databases in addition to printed materials. Multimedia
presentations are used in marketing and user training.

Batchelor (32) describes the different ways of library publicity and
promotion. Emphasising the importance of quality service, her concluding
remarks were: 'The most effective form of marketing will always remain
the delivery of high quality service. The big difference which these
marketing techniques can make is that by taking the time and trouble to
understand the needs, wants and expectations of your customers (actual and
potential) you can design a service and the way it is viewed as adding
value'.
Batchelor (33) suggests a new way for library marketing which makes a change from the 4Ps. She describes the three aspects of marketing practice which may not be widely known in the information community, but which, when taken together, may stimulate some different approaches to marketing planning. They are:

(i) **Relationship marketing:** This approach involves developing customer loyalty through treating each customer as far as possible as an individual. The closer and better the relationship, the less likely the customer is to go elsewhere, thus saving you the costs of constantly finding new customers.

(ii) **Business development:** This deals with developing a relationship with a customer based on shared understanding of each other’s needs and capabilities, before a specific ‘sales opportunity’ is on the horizon. Business development is about investing time in getting to know key customers (or potential customers) and supplying their existing needs, so that the organisation can, with their cooperation, develop solutions.

(iii) **Management of portfolio of services:** Categorising the services into four categories: (a) Problem children – those which have a low market share of a high-growth market. The issue is whether to continue to support their development (b) Stars – the current star
performers in the business. They should be supported fully. (c) Cash cows — established services which have a high market share of a low growth market. Sometimes called ‘today’s breadwinners’ (d) Dogs — those which are past their sell-by date, and should be ‘shot’. The analysis of the present portfolio of services in a library and information centre would enable the manager to identify those services which can mostly be cut back. Crucially, it also enables the manager to plan the marketing activities, while advancing the stars and milking the cash cows for all they are worth, so that the overall reputation of the organisation remains unscathed.

In her concluding remarks, Batchelor says that these approaches do not mean that the manager does not have to follow the usual roles for planning — thinking it through, write down the actions, implement, monitor the results and introduce the changes. However, the new approach suggested above provides a different perspective to marketing planning for LIS.

Carpenter (34) suggests different ways in which libraries can market their electronic services to their communities. However, in case the technology is to be used for marketing, it has to be made customer friendly and users need to be adequately trained. Suggests the following methods: Offering services through a library website; creating a brochure describing
the library's internet services and distributing it throughout the community; creating newsletters, press and news releases for local media; local newspaper advertising; use of electronic flyers in targeted listservs; and securing word of mouth advertising by ensuring that each patron's experience of library service is as good as it can be.

Hoey\textsuperscript{(35)} describes how the library and information centre at Royal Society of Chemistry markets its services. The marketing activities include:

i. Identifying the needs of existing and potential customers;

ii. Determining the best product or service strategy including pricing;

iii. Informing customers of the existence of products/services;

iv. Persuading them to buy those products/services;

v. Ensuring effective distribution of products/services;

vi. Maintaining a high quality after sales service.

Coult \textsuperscript{(36)} gives a checklist for planning promotional activities in libraries.

i. Profile raising and promotional activities do not have to be costly or time consuming. These activities should
be an integral part of your services, and your daily working life;

ii. Produce a ‘mission statement’ in clear terms;

iii. Set a clear branding for your products. What values or qualities does your brand stand for?

iv. Come up with marketing objectives in quantitative terms;

v. Describe your target audience, who are they and what are their needs? How will you communicate with them?

vi. What aspects of your activity you are trying to promote? Is there any particular event in your organisation which you could use as a peg for your activities?

vii. Identify the resources which will be needed to carry out your activities;

viii. Discuss your plans with your line managers and also with your marketing department (if you have one);

ix. Produce a time-table, in reverse, starting with the end of the event and work backwards;

x. Distribute the time table to all members of the team;
xi. Persuade others to help – enthusiasm is infectious;

xii. Hold regular program meeting with team members.

3.2 Indian Literature

Inder Mohan (37) relating Ranganathan’s contributions to library marketing, says ‘the idea of applying marketing concepts to library activity was envisaged by Ranganathan in his third law “Every book its reader”’. He considered open access system, shelf arrangement, catalogue entries, publicity methods and extension work as the prominent means to maximize library use and equated it to the marketing methods of commercial firms. While insisting on the importance of publicity, he says that a well considered publicity is as necessary for the public library as for a commercial firm in order that the public may know of its existence and of the varied services it offers .... some libraries advertise their services by means of posters. In fact, there is no form of publicity that the libraries do not adopt (38).

However, not much seem to have been done in the Indian Library and Information scene other than disjointed attempts in the marketing arena such as user studies, offering quality service and promotional activities. Well planned marketing strategies integrating market research, product/services design, market mix and evaluation seem to be almost nil in
the Indian libraries. The scenario is best summarised in the following remarks of Singh and Satyanarayana (39). ‘Few subjects generate as much controversy in the library and information services profession as the concept of marketing. A great deal has been and is being written about ‘marketing library services’ and ‘charging information service’; yet often there appears to be little to connect these accounts, apart from a genuine desire to provide a good service and an equal inclination to use the latest buzz words. In spite of an incredible increase in the number of marketing and public relations workshops, and conferences during the last several years, most of the libraries are still not doing much about it’.

The present situation does not differ much from that of 1988 as is evident from the remarks of Seetharama (40): ‘Concept of marketing of information services and products can be said to be in fancy.

This may be attributed to the following reasons:

i. Confusion at the conceptual level among librarians and information scientists that marketing is nothing but promotion and sales;

ii. Lack of definite marketing policy;

iii. User needs assessment studies are inadequate;

iv. Lack of proper market research and segmentation studies;
v. Product development and targeting leaves much to be desired due to absence of market research and segmentation;

vi. Reluctance in the part of the users to pay for the information resulting in economy measures on the part of libraries;

vii. Evaluation of information services and products is conspicuous by its absence;

viii. Marketing concepts are either not taught or least emphasized in library schools;

ix. Information is a low priority item for users and the motivation to share is even lower;

x. Information consolidation products, and value added products are not generated to the extent needed'.

Mathew (41) discusses the need for more modern management techniques in university libraries with particular reference to the situation in developing countries. University libraries can become more effective by applying those marketing techniques which are essentially user oriented. The author explains the concepts of marketing, marketing strategy and marketing research. Suggests that there should be regular feedback of information regarding user preferences and behaviour to achieve optimum allocation and utilization of scarce resources.
Sinha (42) defines the basic concepts of marketing. Marketing concepts have positive effects for libraries specially in developing a good image, developing an understanding of user needs, developing and promoting new services. It helps in setting of more realistic and quantifiable objectives so that actual performance can be monitored and evaluated.

Chakrabarti (43) lists the key questions library administrators need to answer before establishing a marketing programme:

Market analysis:

i. What important trends are affecting the information industry?

ii. What is the library’s primary market?

iii. What are the major market segments in the information industry market?

iv. What are the needs of each market segment in the information industry?

v. How much awareness, knowledge, interest and desire is there in each market segment concerning the library?

vi. How do our public see us and our competitors?
vii. How do potential users learn about our library and make decisions to join?

viii. How satisfied are current users?

Resource analysis:

i. What are our major strengths and weaknesses in facilities, services, staff?

ii. What opportunities are there to expand our financial resources?

Mission analysis:

i. What business is the library in?

ii. Who are the library's customers?

iii. Which user needs are we going to satisfy?

iv. On which market segment in the industry do we want to focus?

v. Who are our competitors?

vi. What competitive benefits do we want to offer to our target market?

Panda\(^{(44)}\) lists the features of marketing which are:

i. Marketing is a managerial process involving analysis, planning, implementation and control;
ii. Marketing manifests itself in carefully formulated programmes and not just random actions to achieve desired responses;

iii. Marketing seeks to bring about voluntary exchange of values. The marketing should formulate a bundle of benefits for the target markets of sufficient attractiveness;

iv. Marketing should aim at the selection of target markets rather than a quixotic attempt to serve every market and be all things to all men;

v. The success of marketing should ensure the survival and continued health of the parent organisation;

vi. Marketing should rely on designing the organisation's offering in terms of target market's needs and desire rather than in terms of sellers' personal tastes;

vii. Marketing utilizes and blends a set of tools called the marketing mix.

Haravu explains some of the marketing concepts relevant to the context of libraries and information centres (45).

i. Market analysis and segmentation: This is aimed at evaluating the total heterogeneous market into
homogeneous segments and deciding which segments require greater priority;

ii. New product planning and development: A new service can first be tested with few carefully chosen users whose comments and suggestions may be taken into account in modifying the service if necessary before launching it widely;

iii. Product life cycle: A product usually has four stage life cycle viz, introduction, market growth, market maturity and decline;

iv. Marketing mix: The four components of marketing mix are: the product, the promotion, place or channels of communication and price.

Gopinath (46) proposes the following outline of the course on marketing of library and information services:

Paper I: Information economics;

Paper II: Marketing as a social activity;

Paper III: Marketing and management of library and Information Centre;

Paper IV: Information products and services;

Paper V: Project report.
This course can be run on an intensive six-week duration for senior professionals in library and information services. It can also be made an optional paper in Master of Library and Information Science programme.

Chakraborty\(^{(47)}\) has identified the following professional skills for marketing:

**Marketing personnel:**
- Perception of the information requirements of users;
- Knowledge of the ways of accessing information;
- Promotion of information skills through various marketing strategies;
- Skills of obtaining feedback from users;
- Coupling of new information with the already existing information source;
- Consumer interest analysis;
- Understanding the reasons for non-use of information.

**Information Communication personnel:**
- Telecommunication;
- Broadcasting;
- Telephone;
Patwardhan and Satyendra Kumar\(^{(48)}\) have reported about a customer survey at Kirloskar Electric Company in Bangalore which suggested the following improvements in library service:

i. Keeping the Technical Information Centre (TIC) open beyond regular working hours of the organisation;

ii. Training of TIC staff in efficient handling of technical enquiries;

iii. Close contact with in house 'gate keepers' of knowledge, consultants, etc., for dissemination of information;

iv. Wide circulation of new additions list;

v. Better shelf arrangement and signage;

vi. Full automation of the library;

vii. User education programmes;
viii. Improvements in TIC interiors to make it more pleasant;
ix. Improved public relations with customers to bring more users to the TIC.

Roy and Chatterjee (49) give the results of a survey conducted in 103 special libraries from different parts of the country in order to find out whether the librarians are ready to undertake marketing programmes. The survey results show that many library professionals have expressed frustration in their efforts to apply basics of marketing of library services as it is practiced in the ‘for-profit’ sector. According to them special libraries and information centers are ‘not for profit’ even when they are located in commercial organisations. Neither marketing philosophy nor professional market research techniques appear to have been accepted by library professionals in India.

Ramanna and Ranganath (50) give the details of marketing activities at NICFOS, Mysore. The information products are promoted at conferences, workshops, seminars and industry get-togethers. Also mailshots are sent to prospective food and allied industries, visiting entrepreneurs at CFTRI are briefed about the products. Also wide publicity is given in leading scientific/trade/technical journals and newsletters. As a result of the marketing efforts, the readership of the three current awareness
publications brought out by NICFOS has increased by three times in 8 years. Most of the status reports, monographs, bibliographies and directories brought out by the Centre have been sold away.

Raina (51) identified 5 Ps of marketing in the context of library and information products and services. They are:

- Planning;
- Products;
- Price;
- Promotion;
- Place.

Library and information products will be sustainable if they are generated on the basis of the identification of the clientele and their information needs. Continuous monitoring of the information needs is a must. In other words, library and information products should be what the customers want and not what the library managers want to sell. There should be flexibility in the systems and procedures in order to suit the changing needs of the customers.

Bhat (52) outlines the marketing approach used in the British Council library network in India. The aim is to maintain excellent customer relations by delivering quality services. Customer interaction is a continuous process and this is ensured by listening to the customers,
through the use of Meet the Members Programmes, questionnaires and suggestion boxes. The libraries employ promotional techniques such as mailshots, direct distribution of publicity material and publicity through the press and advertising in order to increase the customer base. Extension activities such as lectures and seminars attract the target customers to the libraries in addition to furthering social needs.

Shah\(^{(53)}\) describes the marketing strategy at the National Information Centre for Textiles and Allied Products (NICTAS) which runs an information centre very successfully and is fully self reliant.

The following are the marketing activities of NICTAS:

- Press releases;
- Pamphlets;
- Reviews in periodicals;
- Concessions to students/teachers;
- Pre-paid coupon books;
- Lectures/presentations/talks;
- User groups meets;
- Quick response to letters;
- Discount to booksellers and advertising agencies;
- Sponsorship of NICTAS products;
- Specially prepared and packaged information;
- Co-operation of textile research and teaching organizations;
- Identification of prospective users and mailshots;
- Exhibition cum sales;
- Display at airports;
- Articles on NICTAS;
- Free sample supplies of TEXINCON;
- Publication of user comments on brochures and products;
- Advertisements in TEXINCON;
- Liaison visits and lectures;
- Publication of TEXINCON summaries in textile journals;
- Contact with foreign booksellers;
- Workshops and training programmes.

Janakiraman (54) identifies the following seven marketing mix elements in the context of library and information services:

<table>
<thead>
<tr>
<th>Seven Ps</th>
<th>Corresponding Cs</th>
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<tbody>
<tr>
<td>Product</td>
<td>Consumer needs and wants</td>
</tr>
<tr>
<td>Place</td>
<td>Convenience to the consumers</td>
</tr>
<tr>
<td>Price</td>
<td>Cost to the consumer</td>
</tr>
<tr>
<td>Promotion</td>
<td>Communication with the customer</td>
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Raina (55) lists the following factors which inhibit the marketing orientation in libraries and information centres:

1. Misunderstanding: Library and information managers still feel that provision of library and information services is a social responsibility and adopting a marketing approach means only commercialization.

2. Altitude: Marketing calls for doing something beyond what the traditional libraries do. At the other extreme, it could be beyond what the customer expects and the library and information managers are not for this major shift.

3. LICs vs parent organisation: Libraries and information centres are subsystems of the parent systems. The marketing will find its way in the subsystem only when there is marketing orientation in the parent system.

4. Systems and procedures: LIC procedures are more oriented to security and safety of materials. Systems
and procedures need to lay emphasis on the use and user than the other aspects.

Singh (56) undertook a survey of the marketing activities in twelve CSIR laboratories' information centres. Some findings of the survey are:

i. There is positive attitude among the TICs regarding marketing of library and information services.

ii. However, only a few libraries have a marketing plan and exclusive staff for marketing activities.

iii. There are mixed responses amongst the majority of libraries regarding pricing for information. Many TICs have introduced charges only for photocopying, online and CD-ROM searches. Other services are mostly free.

iv. Promotion is the only element of the marketing mix employed; user surveys are rarely conducted.

v. There is little evidence of the systematic and planned use of marketing in design, pricing and delivery.

Urging the university libraries to adopt a marketing approach, Kaur (57) mentions:

'At present 90% of the cost of products and services of the university libraries is met by the UGC and the respective state governments but these financial bodies are considering of withdrawing/curtailing'
financial support to the universities for they want the universities to generate their own resources.... The users, we know do not mind paying for the services if they are useful and provided at reasonable cost. They already pay willingly for such services as reprography, microfilms, inter library loans, computerised search service, internet browsing and e-mail. They are now becoming more and more demanding. They now expect speedy delivery, easy access and range of services. Therefore the marketing policy of the library needs careful planning, structuring, execution and evaluation with regular review.

In the context of university libraries, Shah (58) identifies the opportunities to earn revenue by providing information to businesses and industries. Shah suggests the following marketing programmes:

i. Developing suitable marketing techniques, focus is the clientele and goal is clientele satisfaction;

ii. Becoming service oriented; reduce bureaucracy;

iii. In service training of staff;

iv. Incentive to staff for doing good work;

v. Accepting the principle of user pays for his information needs;

vi. Application of modern management in running the libraries;
vii. Developing entrepreneurship quality amongst management cadre of the library;

viii. Accountability to the customers/users;

ix. Getting sponsorships for new projects/equipments;

x. Providing information services pinpointed, quickly and in highly efficient way.

Koshy (59) identifies the following in the new product introduction process for libraries and information services:

i. A review of current product market situation identifying the gaps in the product/services mix;

ii. Generate ideas for new products and service;

iii. Evaluate and study feasibility of the new ideas;

iv. Translating the ideas into ‘full blown’ products/services;

v. Test for acceptance/feasibility of the new products;

vi. Check the commercial feasibility of the new products;

vii. Develop marketing strategy;

viii. Test marketing;

ix. Launch the product.

It would be apt to conclude this literature review with the quote from
Bhat (60) which says 'Marketing is 90% common sense though over the years the practitioners have been projecting it as a pseudo-science, full of jargon and requiring experts to do it. While satisfying the customer needs and quality service forms the core strategy for the marketing of LIS, there are a number of interlocking facets which together make up effective marketing. Fitting them together into the right pattern, and managing the marketing activity within the budget takes a certain amount of careful planning and creativity.
References


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