CHAPTER – 2

CONCEPT OF MARKETING

2.0 Introduction
2.1 Concept of marketing
2.2 History of marketing
2.3 Marketing mix
2.4 Benefits of marketing in a non-profit organization
2.5 Criticism against marketing
2.6 Marketing of products vs services
2.7 Quality and customers
2.8 The marketing in LIS context
2.9 Inhibitions from being marketing oriented
2.10 Barriers to marketing
2.11 Status of the marketing concept in libraries and information centers
2.0 Introduction

The term ‘marketing’ is often not preferred to be used with the context of library and information services because it does not go well with the image the libraries enjoy as they are considered as temples of learning. On the other hand marketing is mostly used in business context and is taken as synonymous with:

- **Selling**: Exchange of goods and services against some value, usually money.
- **Persuasion**: Inducing a customer to accept something even at the risk of causing customer dissatisfaction.
- **Advertising**: Highlighting only the positive features hiding the drawbacks, making false claims.
- **Public Relations**: Efforts to maintain a positive image for the organization and good relations with the public.

To a layman, it is often mistaken with the most visible features of marketing – such as visiting customers, sales presentations, stall displays, sales discounts, annual clearances, telephonic follow ups etc.

Library and Information Service (LIS) professionals have a noble cause of serving the readers with knowledge embedded in books and they do not find it comfortable to use the term ‘marketing’ which is considered more appropriate in the business domain where gimmicks and tricks are not
uncommon. Even at the conceptual level LIS professionals for a long time have been feeling that readers will visit the libraries as long as the services are good, and proactive marketing is not needed. However, the situation has been changing. LIS professionals have realized that it is not enough if they deliver services which we think are good for the reader. The professionals have realized that it is absolutely necessary to conduct researches into customers, products and services to suit libraries. Where information is made available on a large scale, such as INSDOC, Delhi and The British Library, UK, there are even exclusive marketing departments which conduct customer surveys, design products and services and sell them. In essence, the concepts of marketing are as follows:

2.1 Concept of marketing:

Marketing aims at: (i) identification of the customer base (ii) determination of the needs, wants and demands of the customers and (iii) fulfillment of the same through designing and delivering appropriate products and services, more effectively than competitors. The main focus of marketing, is thus the customer and the goal is customer satisfaction.

At the conceptual level, marketing touches two viewpoints: (i) 'It is the management of exchange relationships'. This emphasises the role of marketing in relating to the world outside the organisation. All relationships
which cross the boundary between the organisation and the outside world needs to be managed. The organisation will be judged by customers, suppliers, competitors and others according to their personal experience.

(ii) 'It is concerned with meeting business objectives by providing customer satisfaction'. This concept stresses the importance of the customer, and more particularly, customer satisfaction. When people buy products or services they want the benefits from using the products or services. Products and services help to solve a customer's problems. A company that adopts the marketing concept puts the customer at the centre of all business decision making and planning, and not just marketing department's decision making and planning.

Another way to describe marketing is 'It is a set of activities or, more specifically, a set of managerial activities or functions required to be performed in an organisation. Certainly marketing does encompass activities such as selling, researching markets, attracting and keeping customers, and developing and implementing plans. In short, it is true that it is a managerial function'.

American Marketing Association\(^{(1)}\) has defined marketing as the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchange that satisfy individual or organizational objectives. Another commonly used definition
is ‘marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others (2). From both definitions it is apparent that marketing is a process which is related to an exchange and marketing management is a set of activities that facilitate this exchange.

There is a school of thought which says that marketing is not only primarily a management function or set of activities. It is in fact, a way of thinking (concept, or philosophy). Some experts even argue that marketing is essentially a ‘philosophy’. The point is that only by first understanding and accepting this way of thinking can an organisation begin to develop a marketing culture or orientation and, hence, ultimately become effective at marketing.

Duncan Smith, the American librarian, writing in the context of library marketing, writes, ‘marketing is a stance and an attitude that focuses on meeting the needs of users. Marketing is a means of ensuring that libraries, librarians and librarianship are integrated into both today’s and tomorrow’s emerging global culture. Marketing is not separate from good practice. It is good practice (3).

Philip Kotler, the marketing guru, quotes Peter Drucker, who had defined marketing as follows: It (marketing) is the whole business seen
from the customer's point of view... business success is not determined by the producer but by the customer\(^{(4)}\).

Philip Kotler, calls marketing as 'a social and management process by which individuals and groups obtain what they need and want through creating, offering and exchanging products of value with others'. Further, Kotler defines marketing management as 'the process of planning and executing the conception, pricing, promotion and distribution of goods, services, and ideas to create exchanges with target groups that satisfy customer and organizational objectives'\(^{(5)}\).

It is common to find the word marketing taken to be seen as synonymous with \textit{selling} and \textit{promotion}. Kotler clarifies this by saying 'most important part of marketing is not selling! Selling is only the tip of the marketing “iceberg”. It is only one of several functions that marketers perform, and often not the most important one. In fact, if appropriate products and services are offered, and pricing, distributing, and promoting them is done effectively, these goods and services will sell very easily. The amount of hard selling will not have to be intense'.

According to Peter Drucker, 'the aim of marketing is to make selling superfluous'. In other words, if the organisation has got its marketing right, it will have produced products and services that meet customers'
requirements at a price that customers accept. The selling function will require fewer resources, as customers will be receptive to the product.

Finally, Philip Kotler defines marketing concept as follows: ‘The marketing concept holds that the key to achieving organizational goals consists in determining the needs and wants of target market and delivering the desired satisfaction more effectively and efficiently than competitors’. The marketing concept rests on four main pillars, namely target market, customer needs, coordinated marketing, and profitability.

However, it is to be noted that in the context of libraries and information services, profit is not their sole objective. Therefore, the fourth pillar of marketing may need to be changed to ‘achievement of organizational objectives.’

Bushing explains: ‘Marketing offers both a theory and a process by which libraries can link products, results, and roles. Marketing can assist libraries in determining their future and identifying quality products – services, programs, and materials. A marketing audit and the resulting plan can contribute to a library’s ability to find a niche in the present as well as in the future and to fill that niche by an optimal allocation of resources. A marketing orientation can assist libraries in defining their role and in guaranteeing their future. Marketing provides a theoretical framework within which the specific questions facing library and information services
in public, schools, special and academic libraries in both the public and private sectors can be addressed. What the library will look like and what it will offer as products can be determined through the use of modern marketing theory and practice.

Marketing concept is based on the notion that organisations can best meet their objectives by concentrating on customer needs and satisfying. A marketing orientation begins and ends with the customer. Analysis in marketing management involves identifying who are the customers, why do they buy the product or service and are they satisfied with it. The process includes market research which covers quantitative analysis (How many customers? What is our market share? How many competitors?) and qualitative analysis (Why do people buy? What are their motivations, attitudes, personality?). A marketing oriented organisation will have:

- A focus on meeting the needs of customers which have been clearly identified.
- A structure and processes of operation which are designed to achieve this aim.

Rather than just employing a marketing manager or a market research department, all the organisation’s objectives must be co-ordinated around
the needs of the customer. Underlying all this is the belief that a market orientation is essential to the long term profitability of the company.

At this point it is necessary to put the ‘marketing orientation’ in relation to other possible orientations of an organisation.

A production orientation is the management view that success is achieved through producing goods of optimum quality and cost, and that therefore, the major task of management is to pursue improved production and distribution efficiency. The attitude is characterised by an almost exclusive focus on production efficiency and effectiveness. On the other hand, a sales orientation is the management view that effective selling and promotion are the keys to success. Sales oriented organisations make the products first, and then try to sell them. Underlying this philosophy is a belief that a good sales force can sell just about anything to anybody. Selling focuses on the needs of the seller; it believes that customers need to be persuaded to buy through aggressive selling and promotion. Marketing concept, on the other hand, focuses on the needs of the buyer. Selling is preoccupied with the seller’s need to convert his product into cash; marketing with the idea of satisfying the needs of the customer by means of the product and the whole bundle of things associated with creating, delivering and finally consuming it. Finally in the case of a product oriented company, the attitude is that a good product will sell itself. All the
efforts of the organisation is for developing the best product and leave it there with the belief that it would find its own market. The stages of evolution of marketing orientation is as follows

<table>
<thead>
<tr>
<th>Era (Approx)</th>
<th>Orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1900 - 1930s</td>
<td>Production orientation</td>
</tr>
<tr>
<td>1930s - 1960s</td>
<td>Sales orientation</td>
</tr>
<tr>
<td>1960s - today</td>
<td>Marketing orientation</td>
</tr>
</tbody>
</table>

Broad economic, political, social and technological factors have all contributed to the development of marketing orientation; however, the over-riding reason underpinning the need to be market oriented is customer choice. Quite simply, the organisation most effectively identifying and supplying customer needs will get business. Again, it is important to stress that both production and sales orientation were probably the right approaches to markets for their times. However, in today’s environment it is essential that the organisation is market oriented for survival and success.

The truly marketing oriented organisation is one that places the customer and his or her needs at the centre of everything the organisation does. Not only marketers and the marketing function must accept this central importance of customers and hence the need to develop plans and activities to satisfy them, but every department, even every individual, in
the marketing oriented organisation must be attuned to the importance of satisfying customer needs.

2.2 History of marketing

Marketing grew out of systems of trade and exchange. When the society became capable of producing a surplus (more than was necessary for subsistence), the surplus goods were traded for other goods and services. In early societies trade was on barter system, exchanging goods for other goods. As societies developed, trade took place using an agreed medium of exchange, usually money. The production of goods before the industrial revolution was usually on small scale and aimed at local customers. Buyers and sellers had direct contact, which enabled producers to more readily establish their customers' needs and wants. During the industrial revolution, production became organised into larger units. Towns grew bigger and trade increased. Producers and markets in which they sold became geographically separated. It became necessary for producers to find out what products and product attributes buyers wanted.

Mass production techniques increased the volume and range of goods on the market. Businesses centred on production and selling, as it was important to produce enough, of a product to satisfy strong demand. Thinking about 'customer needs' was secondary. On the other hand, present
day businesses have to compete effectively. Marketing enables them to identify customer needs and to create products that satisfy those needs.

For most products and services the ability exists to produce more than is demanded. The focus has switched from ‘how to produce enough’ to ‘how to increase demand’. Marketing techniques have grown out of this switch in orientation.

Simple mass marketing techniques were first applied to selling fast-moving consumer goods such as washing powder, toothpaste and groceries. From a simple set of methods concentrating on advertising and sales, marketing methods have become wide ranging, complex and scientific. Marketing techniques have grown in importance as competition and consumer choice have increased.

2.3 Marketing Mix

The ingredients or elements of a marketing programme are mainly four Ps namely Products/services, Place, Promotion and Price. The marketer mixes these elements in the most suitable way depending on the situation in order to achieve the marketing objective. Further, in the context of library and information services, three more Ps have been identified. They are: People, Physical evidence and Process. The seven Ps put together are called by the generic term. 'Marketing Mix'\(^{(7)}\).
2.3.1 Products and Services:

The products of libraries may range from books, periodicals to electronic documents and services from traditional ones like circulation, inter-library loans, reference services to access to international databases, online searches and CD-ROM searches. Whatever the products and services the library may offer, these should be 'customer driven' rather than organization driven. The model of one-size-fits all has to be transformed to customer service model. While designing new products or re-designing the old ones, the librarians must keep in mind the users and their preferences, the existing infrastructural facilities available for the creation of products and services, technology to be used, library's strengths and weaknesses in terms of resources, personnel and areas of specialist expertise.

2.3.2 Pricing:

Pricing is one of the important aspects of marketing. It is in pricing area that libraries differ from industries. Whether the information services and products in libraries should be priced at all is a matter of debate. There is still a wide expectation that information be free. It is often argued that since the majority of the libraries are supported by public funds, why should the end user be asked to pay?.

23
But at present, the situation is fast changing. The privatisation of education, budgetary cutbacks to libraries in every organization, emphasis on accountability and self sufficiency in relation to resources and all these call forth the libraries to generate substantial resources which can be ploughed back to the system.

Another case for charging the information products/services is that 'customers value what they pay for and pay for what they value'\(^{(9)}\). One approach to charging information service, therefore, is to establish services as being of significant value to the customers. Some of the services such as photocopying, inter-library-loan, online services, internet, microfilming, etc., are rendered against fee in most of the academic libraries and the users do not mind paying for these services as they value them. The study by Amritpal Kaur \(^{(10)}\) in agricultural university libraries indicate that about 80% of the users are willing to pay for the specialized services. Now, the question arises how much prices a library should charge for the services? Should the motive be profit making or to realize the actual cost or partial cost? The answer to this depends on the pricing policy. The pricing policy may differ from library to library.

2.3.3 *Place or Distribution*

This pertains to delivery of library materials or information through various channels. Traditionally the users have to visit the libraries to
receive or use the information. But, with the advent of the information
technology, the libraries and information centers can proactively send the
information to the users' living rooms. Electronic bulletin boards and
electronic documents offer new scope for distribution of information. In a
library scenario all the communication media such as print, radio,
television, computers, telecommunication and videos can be employed for
distribution of information apart from the traditional methods like post or
courier. However, the choice of channels will depend on the target
customer and the facilities available in the library.

2.3.4 Promotion:

Promotion involves the mechanism by which the target groups are
informed about the resources available, services and products offered by
the libraries. It is essentially the library reaching out to its customers, the
humanization of the market plan. Various methods can be used for
promoting the information service such as publicity through brochures,
pamphlets, journals, guides, handbooks, public media, direct mailshots,
demonstrations, exhibitions at conferences or extension activities like
lectures. Whatever method the library adopts for publicising the resources,
it should give a consistent image of the library. These days, the internet and
intranet technology can play an important role in promoting the library
service. Intranets, in particular, can be a valuable tool both for the
promotion and service delivery in libraries. Newsletters, announcement of events or acquisitions as well as current awareness bulletins can all be put on intranet and full use of information technology can reinforce library’s positioning among the people who use and understand state of the art electronic resources. The libraries can have their own home page on the intranet. This can be a very powerful tool in attracting customers.

User education is considered to be an important promotional method and this programme can be organized regularly.

2.3.5 People:

The user sees a library through its staff who represents the first line of contact. The staff therefore, needs to be well informed and be customer friendly. Each staff member is a salesman for the organization. A vital element of any marketing strategy for a library is the librarian as he will be an important interface with the readers. The library management needs to persuade staff to market not only their department but also themselves. Marketing the library staff by projecting a positive image can erase the commonly held stereotype image of the libraries. When the library staff use marketing to their advantage they will begin to create a favourable attitude and positive image towards the library and information professional.
2.3.6 Physical Evidence:

Physical evidence is the environment in which the services are delivered and where the service provider and the user interact. Physical evidence also includes any tangible commodities that facilitates performance or delivery of the service. For e.g., a well lighted reading hall, properly stacked book shelves, spacious layout of reading room, etc., will have a strong impact on the reader. One can use physical evidence to build a strong association in the users' minds and also to differentiate one's services from its competitors.

2.3.7 Process:

Process refers to the actual procedures, mechanisms, and flow of activities used to deliver the services. With the increasing awareness of total quality management, there is a shift from outputs for evaluation to focus on the processes that produce the outputs. The philosophy is that if the processes are set right and followed correctly the output will be automatically within the acceptable limits. Especially in service organizations, consistency in service delivery is difficult to maintain. To make the service delivery uniform, managers are concentrating on process control.
2.4 Benefits of marketing in a non-profit organization

The main reason for adopting a marketing approach in any organization is that it will enable the organization to achieve its objectives more effectively. Resources must be attracted, customers must be found. The designing of proper incentives is a key step in stimulating these exchanges. Marketing is designed to produce three principal benefits to the non profit organisation:

a. Improved satisfaction of the target market: A substantial number of non profit organizations operate in a non-competitive environment or in an environment where the demand for the service exceeds the supply. These organizations lack the motivation to satisfy their markets and may deliver unsatisfactory services which consumers accept because there are no alternatives. On the other hand, even organizations that operate in highly competitive environments often lack the marketing skills to develop satisfactory services for their customers. The result is bad word of mouth and customer turnover which ultimately hurts the organizations. Marketing, stresses the importance of measuring and
satisfying customer needs, tends to produce an improved level of customer service and satisfaction.

b. Improved attraction of marketing resources: Organisations, in striving to satisfy a set of customers, must attract various resources, including members, volunteers, employees, funds, and public support. Marketing provides a disciplined approach to improving the attraction of these needed resources.

c. Improved efficiency in marketing activities: Marketing places a great emphasis on rational management and coordination of product development, pricing, communication, and distribution. Many organizations make these decisions with insufficient knowledge, resulting in either more cost for the given impact or less impact for the given cost. It is absolutely necessary that the organisation achieves maximum efficiency and effectiveness which will ensure good impact for any particular activity.

2.5 Criticism against marketing

Not all commentators accept that the marketing concept represents a real shift in basic philosophy. Some suggest that the marketing concept
makes revenue earning more complex. It makes sense to persuade the customers to buy products using advanced techniques in advertising and promotion which were previously not available. Others argue that today’s sophisticated consumers are more critical and more aware than previous generations. So-called ‘marketing techniques’ are simply a continuation of the same old process of persuasion in order to sell products. There are two arguments against the influence of the marketing concept: (i) Organisations develop a bias that favours marketing activities at the expense of production and technical departments. As a result, insufficient energies go into the development of technical improvements which could offer a more appealing product; (ii) Organisations must focus on future customer requirements. Mere focusing new product development on satisfying immediate customer requirements can slow down the real innovation.

Many non-profit organisations have a negative attitude towards marketing. They feel that they must proceed cautiously with marketing activity lest their public challenge them. Phillip Kotler (11) lists types of criticisms which are common in the context of non profit organisations.

(a) *Marketing is too expensive*: A frequent criticism of marketing activities is that they are too expensive. Many people carefully watch the marketing expenses of non profit organizations to make sure that they do not get out of line.
with the amount of money being raised. In this process, they end up underspending rather than overspending on marketing. It has to be emphasized in this context that the expenditure on marketing research, planning, testing and promotion is proper if this expenditure is expected to yield a reasonable return.

(b) Marketing activity is intrusive: A second objection to marketing is that it often intrudes itself into people's personal lives. Marketing researchers go into homes and ask people about their likes and dislikes, beliefs, their attitudes, their incomes, and other personal matters. There is widespread concern that if various government agencies started doing a lot of marketing research, the information might eventually be used against individual citizens or in mass propaganda. Ironically, marketing research is primarily carried on to learn the needs and wants of people and their attitude towards the organisation's current products so that the organizations can show a sensitivity to the people's feelings for privacy.

(c) Marketing is manipulative: A third criticism is that organizations will use marketing to manipulate the target market. People become suspicious of the intentions, especially in non-profit organisations in case huge money is
spent for marketing a cause. Many smokers resent the antismoking advertisements put out by the governments as trying to manipulate them through fear appeals. Administrators need to be sensitive to the possible charge of manipulation when they implement a marketing programme.

2.6 Marketing of Products vs Services

The growth of service markets has, in many countries, been phenomenal in recent years. Indeed, in many developed economies such as those found in, say USA or UK, service industries (as opposed to manufacturing industries) now predominate. Marketing experts acknowledge that marketing a service is more difficult than marketing a tangible product. Some important features of a service that distinguishes it from a product are (12):

- Services are performed, not produced;
- Services are more people than technology based;
- Service supply cannot be easily changed to meet the suddenly changed market needs;
- Service demand has greater elasticity;
- Services face unique quality control issues and a large number of problems in user servicing;
Service quality is an amalgamation of various sub-sets of services.

These features are mainly due to some unique characteristics of the services which make them so different from products. These characteristics are:

2.6.1 Intangibility

Some intangible characteristics of services are:

- They cannot be touched;
- Precise standardization is not possible;
- There is no ownership transfer;
- They cannot be patented;
- Production and consumption are inseparable;
- There are no inventories for the services;
- Middlemen roles are different;
- The consumer is part of the production process so it is necessary that the delivery system must go to the market or the user must come to the delivery system.

The fact that a service cannot be touched or viewed makes it difficult for the user to specifically anticipate what he will be finally getting. Also the difficulties in patenting a service makes it difficult to promote. In this
scenario, it becomes important that the service provider focuses on benefits, use brand names, use personalities to personalise a service and most importantly, use brand names to increase tangibility (e.g. its physical examination).

2.6.2 Inseparability

Inseparability of production and consumption process (i.e. a service is produced at the same time a customer is receiving it) requires the presence of a performer/producer and involves direct sale, limited scale of operations and geographically limited market.

2.6.3 Consistency

Rendering of service involves the human element and this makes standardization very difficult to achieve. Service providers are individuals and therefore have different levels of expertise, personality and methods of communication. In the absence of standardization, the user cannot make a comparable judgment of the quality of services. Considering this, the marketers are suggesting newer methods such as process control, automation and standardization of processes and this ensures consistency in quality of services.
2.6.4 Heterogeneity

The services involve people, and people are all different. There is a strong possibility that the same enquiry would be answered differently by different people at the reference desk, or even by the same staff at different times. Consistency in performance is ensured by staff training, standard setting and quality assurance.

2.6.5 Perishability

Most services have a short shelf life, they are offered and used at the same time. Services cannot be stored and are perishable. Also the unused capacity cannot be stored for future use.

For example, query-free time at reference desk in a library cannot be saved up until there is a busy period.

2.7 Quality and customers

As markets have continued to become increasingly competitive, marketers have recognised that customers now demand and expect consistent quality. This applies not only to product quality, but also to delivery, after sales service and so on. In the past, quality has been approached by looking at processes of manufacturing with the aim of removing faults and substandard work resulting from the production process. The more recent approaches to quality insist that quality should
only be seen from the perspective of the customer, since the customer is the
only judge of what is to count as quality. Customer expects a high degree of
customer care from the suppliers of goods and services. The quality
philosophy emphasises the following principles:

(i) Quality comes first. To achieve customer satisfaction, the quality
of the products and services must be given the top priority;

(ii) Customers are the focus of everything. Every activity in an
organisation must be done with the customers in mind, providing
better products and services than the competitors;

(iii) Continuous improvement is essential to the success. An
organisation must strive for excellence in everything it does; in
its products; in their safety and value; and in its services, the
human relations, its competitiveness and its profitability;

(iv) Employee involvement is the way of life. All employees work as
a team. They must be treated with trust and respect;

(v) Integrity must never be compromised. The conduct of the
organisation must be pursued in a manner that is socially
responsible. An organisation commands respect for its integrity
and for its positive contributions to society.
2.8 The Marketing approach in LIS context

The marketing approach in managing a library or an information centre, involves the process of asking questions and seeking information on the following four dimensions to evolve an organisation strategy:

(a) Market

- What is target public or audience and what are their needs, wants and demands? What adds value to whatever they are trying to achieve or perform?
- What is the competition? How should the product/library/information centre be viewed by the target public in relation to competition?

(b) External marketing

- What is product/service and what should it be? Should there be an introduction of a new product/service? And what kind of support could be provided to the client in using information effectively?
- How should it be priced so that the customer can pay his/her share and it can still meet the revenue objectives?
- How should it be promoted to selected customers to communicate the desired position?
• How should it be delivered to the place where the user needs it, when he/she needs it?

• What should be the organizational image, and how should it be projected to support the product image?

(c) **Interactive marketing**

• How should the requirements of the target audience be assessed and value delivered to the customers? What kind of customer contact personnel and systems should be employed to assess the requirements?

• What should be the mechanism to constantly update systems and recruit, train and motivate customer contact personnel so as to assess and deliver the requirements of target customers?

(d) **Internal marketing**

• How should the internal organisation be oriented to serve the external segments and how should customer contact personnel assess, produce and deliver the required products and services?

• What kind of planning, control and organisational mechanism should be set up to achieve all the above steps?
In other words, the marketing approach in LIS context provides a manager the mental map to think systematically about:

- Target audience, competition and own distinctive offer;
- Design of seven Ps (Products, Price, Place, Promotion, People, Process and Physical evidence);
- Systems to interface with target audience;
- Production and delivery systems;
- Planning, organisation and control of all the above.

The marketing approach can be used to make the existing planning process of a library or an information centre more rigorous. In fact, marketing fuses with the planning process in an organisation. This sort of organizational planning and performance evaluation in turn, would lead to the much needed vitality in the information profession and management.

2.9 Inhibitions from being marketing oriented

In spite of the benefits of the marketing approach, this concept is not widely applied in India in the context of libraries and information centres. The reason is the same which inhibit any other social organisation or profession. Writing in the context of marketing in non-profit organisations, Philip Kotler writes, ‘The resistance is especially strong in (service) industries where marketing is being introduced for the first time, for
instance, in law offices, colleges, hospitals, or government agencies. Colleges have to face the hostility of the professors, and hospitals have to face the hostility of the doctors, because each group thinks that marketing their service would be degrading’(13).

Bushong writes, ‘librarians...may have failed to adopt marketing theory and practices for a variety of reasons. It may be because they misunderstand marketing and believe it to be simply another term for public relations and publicity. At another level it may be because of real or perceived lack of resources to devote to marketing processes and the coordination of a marketing approach even when many of these processes, if not the organizational orientation, are already part of their organizational culture and operation. Lastly, libraries may not have adopted marketing because of a concern with the basic tenet of marketing theory that moves the locus of control from the librarian expert to the clients... A social marketing orientation... provides for both the satisfaction of immediate client needs and long-term needs of society which might be identified by experts or, in this case, librarians’(14).

Lanford indicates, ‘Because most librarians and documentalists have not been trained with the concept of marketing, the introduction of marketing to information services has not always been easy. There is also some reluctance to marketing because many documentalists and librarians
still feel that information should be free. In most cases, because of lack of expertise in marketing, documentation and information centres have difficulty in introducing the marketing concept which starts by the identification of the potential users to fulfill the mandates of the service, the identification of their needs etc. (15)

Lack of use of marketing concepts and tools in libraries and information centers, according to Seetharama (16) may be attributable to the following reasons:

- Confusion at the conceptual level among librarians and information scientists that marketing is nothing but promotion and sales;
- Lack of a definite marketing policy – end user policy, product policy, distribution policy, tariff policy, services policy – either at the national or at the local level;
- User needs assessment studies are inadequate due to methodological deficiencies and due to the fact that they are not carried out on a continuing basis;
- Evaluation of information services and products is conspicuous by its absence;
- Marketing concepts are either not taught or least emphasized in library schools. In most cases, it does not form part of the curriculum;
- Information is a low priority item for users, and the motivation to share is lower;
- Information consolidation activities/products, especially, value-added products which are very useful to users are not generated to the extent needed.

2.10 Barriers to marketing

The barriers to marketing can be categorised into four headings:

(a) **Attitudes**: Information professionals, like many other professionals, have been inward looking - happy with satisfying a limited customers, that too when asked for, and happy with jealously guarding their importance. To be outward looking, from the customer's point of view would require them to make a 180 degree turnaround.

(b) **Structures**: The staff which comes into contact with the public or customers are the junior staff and less frequently, the reference desk staff and the librarian. As a result, there is no staff to reach out and capture the point of view of the
customer. To introduce any such layer would be resisted from the existing staff and the turf holders. Moreover, the libraries and information centers are a part of a large organisation which does not follow the marketing approach as well. Also, traditional security of the job, common to public institutions, and lack of involvement of professionals in the management of the library or the information centre, in developing countries is conducive to a no-change syndrome.

(c) Systems: Libraries and information centers, so far, have been more storage security and adult conscious. They do not allow the customer or the customer’s point of view inside the system. Guarding or protecting the information is more important than utilizing it for the satisfaction of the customers. Therefore, any changes in the system to make it more customer or service oriented, would be to ask for both attitudinal as well as structural changes.

(d) Environment: The culture, especially in the developing countries, still believes that information should be free and should be sought by customers themselves. Dependence on government and private largesse in many areas is taken for granted. There is no attempt at seeking out customers.
Marketing and payment for a variety of services, like education or information, is considered infra-dig both for the giver and the taker.

2.11 Status of the use of marketing concept in libraries and information centers

A library is a social and service institution providing information to its members. Its traditional functions include selection, acquisition, storage, processing, circulation, and reference. Over a period of time, due to change in the nature of demands by the customers, libraries have expanded their functions to include documentation and document delivery systems.

The activities and services/products of libraries and information centers (LICs), as Seetharama (17) enunciated, are given in table number 1.

The size of the unit and the activities undertaken, govern the design of the organisation of a library/information centre into various sections like acquisition, circulation, etc. It may be noted that many functions in a library/information centre are back office functions. Only limited number of staff interact with the customers and that too, at the initiative of the customers themselves.
Table No. 1: Activities and services/products in LICs

<table>
<thead>
<tr>
<th>Activities</th>
<th>Service/products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection and collection of documents</td>
<td>Bibliographies, current awareness.</td>
</tr>
<tr>
<td>Indexing and abstracting</td>
<td>Indexed bibliographies, abstracting bulletins, custom searches.</td>
</tr>
<tr>
<td>Extraction</td>
<td>Digests, Extracts, descriptive reviews/state of the art report/trend report, compilations.</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Critical review of data, critical compilation of data, criteria for experimentation, recommendations, solutions to (immediate) problems, correlation of data, prediction of properties.</td>
</tr>
<tr>
<td>Other activities</td>
<td>Translation, editing, publishing and reprographic services.</td>
</tr>
</tbody>
</table>

The Five Laws of Library Science (18) did imply a sharp focus on customer service. However, a closer examination of the laws reveals that the focus is on customer who comes to the library rather than, the library reaching the customer. Making a point in the context of marketing of library and information services in developing countries, Seetharama (19) mentions 'The concept of marketing of information services and problems in India can be said to be still in infancy. This is in spite of the fact that the
doyen of library science, Dr. S. R. Ranganathan had focused on the need for marketing (though, perhaps, he did not use the term) when he enunciated the Five Laws of Library Science in 1930. As a matter of fact, the Five Laws can be used as a basis for the development of marketing principles in the context of libraries and information centers’.

Seetharama (20) further points out the need for strategic intervention to adopt the marketing approach, for improvement in providing service to customer. Increasingly, in recent times, R&D efforts have been mainly focused on problems which require access to information that cuts across many disciplines. As an immediate response, new services and products were designed and developed. Ironically, however, the users felt that they were not being served adequately and appropriately. This led to an in-depth analysis which revealed, surprisingly, that the services were not user oriented largely because of the non-involvement of users (in their design) and also the extent of use made of these services was unknown to the generators of the information services. In other words, libraries and information centers instead of being responsive, tended to become unresponsive organizations. This, perhaps, is true of many a library and information centres in this sub-continent. Probably, by designing and developing an appropriate marketing strategy, the situation could be altered and improved upon.
References


4. Ibid

5. Ibid


17. Ibid.
