Chapter 3
Concepts of Marketing in Libraries
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3.1 Introduction

In the recent times, enormous progress has been made in the acceptance of the marketing approach in the information sector. Recent years have witnessed the recognition that marketing is an integral part of library and information centre management. As a result, libraries and information centres have become profit-making organisations due to adopting of technological advances and innovations, and the changing nature of their information storage, retrieval, and services. Instead of the user approaching for services in the library and information centres, the information must reach the user’s place of work, whether it is a classroom, the research laboratory, home, office or any other place of activity, in any field of life.

Librarians and information professionals do have an affinity to the marketing philosophy, concepts, and practice. A recent report for the British Library Research and Development department has concluded there was a lack of knowledge and skills in marketing and related disciplines in the libraries, although there was a thirst for knowledge about them.

Till now the librarians and information scientists have been happy in catering to a limited clientele that has sponsored them. But now information has become an essential requirement for everyone. The value of information varies from users to users as well as circumstances to circumstances. Today the computer and information technology has made possible networking not only among the information centres, but also the availability of information to a larger number of clientele rather than one client. The availability of new information providers such as cyber cafes, mega book stores, online book stores, Internet points, and individual consultants who are giving competition to the library and information centres. The new technology has made possible the
creation of newer information products and services, and has facilitated their quick availability.

Library professionals are facing a four-pronged challenge. There is an increase in clientele, their verity, demands, and expectations, increase the capital cost of information and information technology. There is a strong need for the information technology and new levels of economics to serve the increasing potential clientele. Public sponsorship and subsidy are drying up giving rise to the need to find alternate sources of revenue. Then there is complexity involved in identifying clients and their requirements, and servicing them. Marketing is important for two reasons, as Dennis J. Stone (1987) points out, 'the most and oblivious is that with so many technological changes, libraries must work harder than ever to let their patrons to know what libraries and librarians can do. Secondly, because marketing is an integral part of management and advocates the involvement of all staff members in product or service development, promotion and distribution, a market oriented staff is far more successful in responding to technological change and in seeing that new services reflect the needs of the library users.'

Marketing skills and techniques being universal, these are oriented towards serving the customers more effectively, competitively, and satisfactorily. The marketing skills and tools may be applied in the library and information profession to achieve the goal by satisfying the information needs of patrons. Marketing is directly linked to the client's perceptions of the services that the library offers and the library's interpretation of the clients needs. In developing and maintaining relationships, it is essential that all clients are identified and their needs are understood. Market research is a useful tool for discovering and understanding client needs, and identifying better ways to meet those needs.
3.2 Meaning and Definitions of Marketing

The term market is derived from the Latin word ‘mercatus’ which means ‘to trade’, i.e., the purchase and sale of goods. It also means merchandise, were place of business (Sharma and Parashar, 2011). On the other hand, marketing is mostly used in the business context and is taken as synonymous with:

- Selling: It is an exchange of goods and services against some value, usually money.
- Persuasion: Inducing a customer to accept something even at the risk of customer satisfaction.
- Advertising: Highlighting only the positive futures and hiding the drawbacks, making false claims.
- Public Relations: Efforts to maintain a positive image for the organisation and good relation with the public.

Majority of the people identified that the marketing concept is ‘profit, sales and advertising’ and it is confined to business firms involved in the production activity for profit. Marketing is another word for publicity or promotion which is just one aspect of marketing process. Marketing also includes product creation, pricing, and distribution. 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. In the words of Clerk and Clerk (1962) market is ‘an area in which the forces leading to exchange of title to a particular product operate, and towards which and from which actual goods tend to travel’

According to Goldhar (1979) ‘marketing is the process of creating value through the creation of time, place and form utilities.’ Peter Drucker, the management guru, defines marketing as follows: ‘it (marketing) is a whole
business seen from the point of view of its final result that is from the customer point of view’ (Jain, 2000).

Coote (1994) defines marketing as ‘the management process responsible for identifying, anticipating and satisfying customer requirements profitably.’ This definition stresses the following:

a) that marketing is a management process,
b) that marketing involves planning (anticipating),
c) that marketing requires analysis of customer needs, and
d) that marketing is not just about giving customers but that which customers want and that which benefits the organisation to provide.

Marketing is an exchange process whereby two or more individuals or groups exchange goods and services for items of value. In a library and information centres, the library professionals, the individuals who are always present in this process. The other individuals include information seekers, researchers and scientists, faculty and the fellow employees in case of special libraries. The items of value are information and information services exchanged for a perception of worth, a rating of the services rendered. The perception of worth, a highly intangible and difficult thing to measure, is something the user of library services ‘pays,’ not to libraries and library professionals, but to administrators or decision makers. Ultimately those payments reveal themselves as membership fee or other administrative support. As the perception of worth decreases so do these payments.

In the words of Mishra (1995) marketing concepts rest on four pillars, namely, target market, customer needs, coordinated marketing, and profitability. Marketing has been traditionally associated with physical goods. ‘Marketing is a stance and an attitude that focuses on meeting the needs of the 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’ (Smith, 1995)

Dragon (1979) defines the concept of marketing and outlines its major aspects when he observes ‘Marketing is a systematic approach to planning and achieving desired exchange relations with other groups. Marketing is concerned with developing, maintaining, and/or regulating exchange relations involving products, services, organizations, person’s, places or causes.’

Cronin in the year 1985 summarised in his article that ‘marketing will have become a wholly natural integrated aspect of information.’ Blaise Cronin is a prominent personality in the field of information marketing. He suggested that ‘marketing can be summed up as the process of customer satisfaction engineering.’ The application of marketing strategies help libraries to market their information products and services successfully.

In the opinion of Gopinath (1988) marketing is a three-tier process.

1. Marketing is an economic activity wherein productivity of information access and usage is studied.

2. Marketing is a social process wherein information is activated to serve the set of social activities.

3. Marketing is a managerial process as it helps in controlling information flow.

As Google continues to innovate with new services and bridge the gap between information provision for the public and the profit-generating marketplace, libraries can either learn from or work with the Google initiatives, or risk losing their place in the information landscape. Libraries can complement Google’s services by knowing and marketing to their audience and then delivering what that market wants with new library priorities and marketing as well as project initiatives, such as pilot projects, new context-
sensitive search capabilities, and joining forces with wireless technology and search engine technology, making the libraries more discoverable by the communities that they seek to serve. The key value that libraries can offer is context-rich content provision for their communities. It is important for libraries to understand their market and where they can place themselves to be discovered by new omnipresent technological innovations, such as wireless communication and search engines like Google (Stephan, 2005).

Marketing concept is about collecting information, forecasting trends, consulting all concerned, understanding markets, formulating objectives, planned strategies, implementing strategies, evaluating everything, and communicating with everybody (De Saiz, 2002)

3.3 Importance of Marketing

The main reason for adopting marketing approach in any organisation is that it enables the organisation to achieve its objectives 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 principle benefits to the non-profit organisation.

Today libraries invest huge amounts on collection development, processing and storage of information resources. These resources which are so expensive often remain unutilised resulting in wastage of money, time, energy, and space. Marketing provides optimum utilisation of information resources. Sometimes users are not aware of their information needs and not keen on fulfilling them. Marketing helps to facilitate needs, perception, and understanding about the importance of information, and thereby creates demand for information. Thus information needs of the users can be better fulfilled and satisfaction level improved. So marketing of information services and products is very essential for optimum utilisation of information resources.
Information transfer and dissemination has been recognised as an essential element or input for all research and developmental activities. Thus, libraries and information services have been putting considerable efforts in design of information products and services, and in distributing the same efficiently and effectively.

There are mainly three players in the information market closely dependent on each other:

1. Information Generator (IG)
2. Information Vendor (IV)
3. Information User (IU)

![Figure – 3.1 Information Market Cycle](image)

The more the information demanded then more information is generated. There is a direct self-supporting cycle between information usage and information generation. The survival of information vendors in a country depends upon how actively this cycle operates. Information services and products generally offered in Science and Technology (S&T) centre libraries may categorise them as follows:

1. Publishing of Science and Technology journals and reference materials
2. Preparation of Science & Technology databases
3. Literature search
4. Photocopies of research papers, patents, and other documents
5. Translation of foreign language documents
6. Miscellaneous referral queries

Effective marketing is very important for libraries because of its several advantages, such as
3.3.1 Competition for Customers

Libraries are part of a highly competitive service industry. Competition comes from mega-bookstores, online book dealers, consultants, the Internet community, and individual customers who feel they can go it alone. Libraries are no longer the only information show. Free web access to information is here to stay and non-library and free access information providers won't hesitate to market to library customers.

3.3.2 Competition for Resources

Libraries of all types have to compete with other organisations or departments for funds. Public libraries have to depend on public money that provides for their existence. Special libraries like science libraries find their funding is frequently targeted during the parent organisation's budget cuts. Marketing library services benefits the bottom line, and it is one way of fund raising.

3.3.3 Maintain Relevance

As noted by Zauha and others, (2001) libraries need to market themselves to remain connected with their communities and have some bearing on real-world issues and present-day events.

3.3.4 Promote an Updated Image

Librarians are not perceived as well-trained, technologically savvy information experts. Most customers do not see the demanding information management responsibilities of a librarian. Application of marketing concept satisfies the ultimate users and improves the image of the library profession.

3.3.5 Visibility

Shamel (2000) believes that librarians are not on the radar screens of many people who consider themselves as information literate. People who are in a position to employ librarians do not read much in their professional
literature about a librarian's value. Further he found that libraries were virtually invisible to the movers and shakers who wanted to revitalise their communities

3.3.6 Valuable Community Resources

Libraries are and should be viewed as essential and valuable community resources. People need to be made aware of the services and products that are provided by the library, and their comparative value. Librarians should be the resource that the local power structure goes to for information.

3.3.7 Rising Expectations

Library users expect recognition, attention, and appreciation for their individual information needs. Customers also have ever-changing needs and wants, which makes the library market as dynamic as retail markets. Marketing helps to create an environment in libraries that fosters customer consciousness among employees.

3.3.8 Survival

Libraries depend on the support of others for their existence. A library must communicate and work with its customers, and governing and funding entities to provide information about what the library is doing and to enable the library to learn about the community it serves.

3.3.9 Improve Library Image

Effective marketing increase library funds, increase usage of services, educate customers and non-customers, change perceptions, and enhance the clout and reputation of the library and its staff.

3.4 Marketing Strategies

An interest among information managers and entrepreneurs in the evaluation of products and services is necessary for developing marketing strategies, and for undertaking user studies with a marketing focus. The qualitative and quantitative insufficiency in the supply of information products and services may perhaps be due to shortage of skilled manpower. One way of
expanding the supply of products and services is by accepting among the other alternatives, the repackaging of information and cooperative action, and a parallel concern for the qualitative aspect of human resources.

Adoption of marketing techniques represents an effort towards innovation by modifying traditional activities, developing strategies for change, and preparing information scientists for future trends. Library science literature on marketing, although on the increase, has to reach a quantitatively expressive level even on the international scene. In India, this issue is being increasingly addressed (Ghosh, 1996). Thomas Foldi interrupted the concept of the information market in his presentation in International Federation for Information and Documentation (FID)-94, a particularly the important role played by society (the state, public contributions, non-profit agencies, etc.) in covering the cost of information production. Information is a special type of commodity because of its economic nature. Like any other tradeable commodity, we require to sell it through proper distribution channels for effective and adequate returns.

The value of information as a resource or market commodity for a particular society depends on the level of information literacy or awareness of that particular society. In an information literacy society, information is a secure resource, which is valued highly and used accordingly. In an information illiterate society, there is little possibility of handling it an effective manner, and therefore the value of information is negligible. It is only when a society attains information literacy that it starts to generate, collect, process, and utilise high levels of information in an effective way, and at comparatively less costs. Some of the major information activities for implementation of effective marketing strategies are as follows:

- Identifying the sources and success of information.
- Understanding the peculiar characteristics and time value of information, i.e., the life of a particular information. It is a very important factor to be taken into account by an information vendor involved in marketing.

- Knowledge of techniques for processing relevant data.

- Analysing the subject relevancy of the information collected.

- Categorising and classifying information.

- Archiving and devising effective methods of retrieval

- Consultancy services and time bound specific assignments.

A well-packaged information in tune with the user’s needs has the most appropriate potential for marketing. Not all libraries can afford to use all the marketing techniques. Furthermore, different situations require different techniques. The marketing manager must be able to select those techniques that are necessary for a particular product in a particular situation. Therefore, successful marketing includes the art of deciding which techniques to use in different situations. Marketing strategy also means selecting various techniques in proper proportion and balance.

3.5 Marketing Concepts

In the words of Saracevic and Wood (1981) ‘the marketing information services and information products involves the following eight key marketing concepts:

- Market Research and Analysis
- Segmentation of the Clientele
- Development or adoption of products and services
- Costs and Pricing
- Promotion
- User Education
- Dissemination
- Evaluation of products and services
Marketing concept at its beginning entered the business sector organisations and is now increasingly attracting the interests of non-profit organisations such as hospitals, libraries, health care services, environmental and charity services. Attempts have been made to apply marketing principles and theories to service organisations, which are not aimed purely at obtaining monetary profit, but for achieving customer satisfaction and the fulfillment of objectives of the organisations (Kotler, 1991). Marketing oriented organisations are required to carry out marketing activities under well thought, well-defined, and socially accepted strategies. Organisations can choose their marketing activities under five kinds of competing concepts such as production concept, product concept, selling concepts/sales concepts, marketing concept, and societal marketing concept (Kotler, 1997).

3.5.1 Production Concept

The Production concepts are where customers favour organisational products those which are widely available and have a low cost. Organisations, which are production oriented, should concentrate on the increasing production and on wider distribution.

3.5.2 Product Concept

The product concept is which customers favour those products which offer the most quality, performance, and innovative features. Marketing personnel of product-oriented organisations should focus their efforts on making quality products and improving them over time.

3.5.3 Selling Concept and Sales Concept

The selling concept and sales concept is which holds that customers must be coaxed into buying the products because they themselves are not attempting to buy them. Here the organisations have to undertake an aggressive selling and promotion effort. The selling concept, taking an inside-out prospective starts with the factory (organization/library) focused on the existing products and calls for heavy selling and promoting profitable sales.
3.5.4 Marketing Concept

Marketing concept is which believes in the philosophy of achieving organisational goals as a key, and be more effective more than competitors in integrating marketing activities towards determining and satisfying the needs and wants of target markets. This concept takes an outside-in prospective, and starts with a well-defined market, focused on customer needs, integrating all the activities that will effect customers and profit by satisfying the customers.

3.5.5 Societal Marketing Concept

The societal marketing concept is holds that the organisation’s task is to determine the needs, wants, and interests of the target markets and to deliver the desired satisfaction effectively and efficiently than the competitors in a way that preserves or enhances the consumer’s and society’s well being. In the special marketing oriented organisation the marketer needs to build up social and ethical considerations in their practices. This concept is a type of cause-related marketing because some companies are organised to enhance the competitive image, thwart negative publicity, pacify consumer groups, launch a new product or brand, broaden their consumer base, and generate incremental sales. Societal marketing concept in one way seems to be related to philanthropic fulfilment. The marketer, under this concept is expected to balance company profits, consumer wants, satisfaction, and public interests.

When we consider the above concepts, the societal marketing concept, which offers customer or user satisfaction and the achievement of organisational objectives, is mostly relevant to the library and information service sector. Therefore, fundamental principles, strategies, and theories of societal marketing concepts are based on the framework for library marketing.

For the effective planning of marketing tasks the organisations need to understand the existing market, its needs, wants and demands, drives that influence on the creation and development of these demands. Understanding of consumer requirements alone is not sufficient because it is also very much
important to have a comprehensive understanding of the buying behaviour of customers, so that the parent institution can realise effective marketing tasks, goals, and product lines which enable them to meet customer requirements appropriately. Customers continuously are exposed to changes. Customer-needs are also subjected to changes due to environmental differences, and this can create opportunities and challenges to marketers.

3.6 Marketing Process

The marketing process in the library and information centres involves several steps. These are as follows:

- The library should clearly understand the vision and mission of the organisation and then define the marketing objectives and goals.
- The library then understands the market through investigating the customer needs, wants, demands, and the potential demands as well.
- The market is segmented on the basis of various characteristics and behaviours of the customers.
- Marketing programmes are planned for target market segment with the process of developing and maintaining a viable fitness between the organisations objectives, skills and changing marketing opportunities. For effective marketing, a well-defined strategic planning takes place at four levels: Top level, divisional level, unit level, and product and service level. It is performed under total quality marketing concept, which holds an organisation-wide approach and aims to continuously improve the quality of all the organisational processes, products, and services as a whole.
- Select proper marketing mixes, tactics, and implement them.
- Rearrange the strategy in accordance with the changing user need and implement again (Re-engineering).
3.7 Need for Marketing in Libraries

Every library is charging some fee from its users. Monetary charges could be made from several heads, such as consultation charges, photocopying charges, document delivery charges, online information service charges, CD-ROM search charges, charge for using electronic-journals/electronic-contents, charge for utilising digital libraries, and charge for utilising the institutional repositories. However, even after generating so many services, library and information centres are still unable to generate enough resources to sustain themselves. The reason is that, there is no proper marketing plan and quality products to be offered to the end users. Efficient marketing planning means understanding the market in sufficient detail to draw up an action list of what are going to do within a defined time period to match service to user needs and expectations within objectives and budget limit. The librarians are facing or going to face the following challenges:

1. The increase in clientele, and their rational and irrational demands coupled with very high expectations.

2. Increase in the capital cost of information and related technology, and the need to leverage the technology, and find new levels of economics of scales to increasing potential channels.

3. There is decrease in public sponsorship and subsidy, hence the need to find alternate sources of revenue.

4. Complexity in ways of identifying clients and their needs and fulfilling them.

Radical changes such as information revolution, globalisation, privatisation, knowledge management, use of information for development, and the users demand in information services and products has been on increase. Business and commercial organisations are exploring new avenues of information. New terminologies are designated to information providers such
as information brokers, information mediators, information dealers, etc. Information marketing is essential for the libraries because of the following reasons:

1. The information centres spend and invest huge funds on collection, processing and storage of information resources, and these resources are put to very meager use which implies wastage of funds. For the promotion of the use of information there is a need for marketing.

2. Information marketing is essential to facilitate need perception on the part of needy, and thereby create demand.

3. Information is as the fifth need of man ranking after air, water, food and shelter. But still it is freely and widely available in certain cases and also, to a certain extent. However, the needs and demands of the users are very intensive and particular. The marketing of information renders the information needy with information reach.

4. The information providers confine themselves to their corners which is not good for the promotion of information use. They have to come out of their corners and publish their products and services. Then only the optimum use of information be ensured.

5. As marketing creates and increases the demand for information, the information centres and status of the information providers would improve. Therefore, the marketing of information is essential for improving the image of the libraries.

Some of important reasons for marketing of information products and services are further discussed in detail under the following heads:

3.7.1 Growing Importance of Financial Independence

Universally, there has been a discernible trend towards making libraries and information centres financially independent. Added to this, there has been
a gradual decline in the financial support received from traditional sources of funding for expansion of information centres and libraries. Therefore, there is an increasing pressure to develop mechanisms to augment resources. Introduction of marketing of information products and services is one of the ways to address this issue.

3.7.2 Changing in Consumer and Library User’s Behaviour

Due to changes in consumer needs, relevance of traditional products and services offered by libraries and information centres are being questioned. The increase in the volume of information available has increased substantially over the decades. Simultaneously, however the time available with individuals to keep pace with this information flow is becoming insufficient. Again this background, clients may need information to be encapsulated and supplied on a continuous basis rather than spending time in the reference section of the information centre scanning for relevant information. Therefore, library or information centres should have qualitative products and services satisfying the needs of their clients.

3.7.3 Emergence of New Information Technologies

Developments of information technologies, both in hardware and software, Internet, networking and digital library concept, are helping in making significant improvements in storage, processing, transmission, and retrieval of information. These technologies have helped in providing online services, remote access to database, and publishing CD-ROMs. Such products and services and the availability of IT have enabled library information centres to provide customised information in a user friendly manner to their clients. Information centres and libraries which can provide such products and services would be able to serve their clients better and also generate more resources.

3.7.4 Increasing Marketing Opportunities

Increasing demand for complex and user friendly information products and services is offering attractive opportunities particularly to business and
industry. The wealth of information primarily resides in libraries and information centres. They can use information technology to understand client requirements, and design and offer user friendly and relevant products and services to exploit the opportunities.

3.7.5 Opportunities to Revitalise the Organisation

Products and services provide an excellent opportunity to reposition the organisation, which is to restore its image and to reinvigorate its commitments to various key people that it serves, such as employees, competitors, suppliers, government, and patrons. Product and services enable an organisation to strengthen the existing relationship and build commitment among employees/staff, and make the organisation more user friendly.

However, libraries and information centres of all types and sizes are faced with the need to market. Librarians and information professionals must learn to effectively market and advertise their services. Marketing of Library and Information Services (MLIS) is the process of planning, pricing, promoting, and distributing library products to create ‘exchanges’ that satisfy the library and the customer. MLIS is ongoing and dynamic due to the changes in the need patterns of the customers and change in the library service itself. The MLIS process determines the decisions and activities involved meeting the needs of the customers. MLIS requires careful planning, and begins with understanding the mission of the library. It can help in developing the mission of the library, establishing a positive image for the library in the community, and determining the best way to provide services to its users.

3.8 Use of Internet in Marketing of Library and Information Services

There are a number of ways for libraries to employ computer technology to improve marketing efforts, but as a first step library must come to better understand its customers through market research. The use of transaction log analysis, circulation records, user surveys, focus group interviews, and information interviews, will provide insights in what customers really expect.
As libraries shift more services to the Internet, the library website becomes increasingly important as a product or service in its own right and as a major tool in marketing other products of the library. Libraries can use the web to provide services, to market services, or as part of the marketing process. The advent of new technologies such as a dramatic increase in the digital storage media, convergence of telecommunication and broadcasting, the availability of a wealth of information resources accessible through the Internet and also the reduction in cost of computers in the marketplace, make it possible for librarians to introduce IT products and services to fulfil the information needs of their customers. Libraries in advanced countries have begun to undertake digitisation projects to convert their national in-prints into digital formats; some also make them available through the Internet. Library as 'reservoir of knowledge' must market its IT products and services in order to reach out to potential users. Introducing IT products and services as an integral part of library services, accompanied by good advertisement as well as introducing systematic user education programmes will encourage and welcoming library users towards the library.

3.9 Pre-requisites for Marketing of LIS

Marketing not only requires adequate resources, but also adequate skills and techniques for product development, product promotion, and publicity. Library managers as well as the staff do not possess the necessary expertise to give the results. If marketing functions have to become a prominent feature of library operations, it is important that adequate training facilities must be imparted to the staff in order to make them literate and proficient in important concepts and technologies of information marketing. Marketing programmes accordingly giving greater emphasis on in-service training programmes.

John Cotton Dana was one of the most innovative and influential librarians of the twentieth century. From his first library job in Denver where he opened the first public library, until his death in Newark in 1929, Dana
successfully used public relations and marketing strategies to promote his libraries. He believed that the library was there to be used and the more people who used it the better. In 1946, the library profession honoured him by instituting library public relations award in his name. The John Cotton Dana Contest is the oldest annual competition in the United States recognising excellence in library public relations. His theories and practices still provide models for libraries of today. To promote and marketing of the library and information services, John Cotton Dana has given some pre-requisites for public libraries of UK (Fink and Bonnie, 2001). These are applicable to all type of libraries.

The pre-requisites for marketing are:

a. Send circulars and advertising the services to editors of a variety of local and national journals, and newspapers;

b. Make personal visits to every editor before advertisement,

c. Establish a separate room facility for different types of users in a library;

d. Grant an opportunity for users to check out up to 50 books for use;

e. Develop a picture of the collection on art works and illustrations and lend these to other libraries and needed institutions;

f. Collect foreign language materials that reflected the ethnic groups in the community;

g. Provide meeting room space to users;

h. Publish a monthly newsletter about the library,

i. Develop an apprenticeship programme to train inexperienced staff.

3.10 Marketing Mix for Library and Information Centre

There are four key business concepts which provide the basis for marketing thought and action in a non-profit environment. The self-interest
aspect of the transaction or exchange in which, both the buyer and the seller believe they are receiving greater value than they are giving up. The marketing task, which stresses the importance of satisfying customer needs. However, the typical non-profit organisation operates in a more complex manner than a profit oriented organization. The non-profit organisation has two constituencies; a client to whom should be provided products and services and donors from whom it receives resource.

The ingredients or elements of a marketing programme are mainly four P’s, namely, products and services, place, price and promotion as identified by McCarthy (1999). Further, in the context of marketing of library and information services, two more P’s have been identified These are people and process. The marketer mixes these elements in the most suitable way depending on the situation in order to achieve the objective. The library and information professionals should understand the basic concepts of these elements. As De Saez (1992) says, ‘marketing mix need more properly to be marketing mixes, to encourage librarians and information managers to perceive the value of different marketing mixes for specific marketing segments or group of users.’ The above mentioned six elements of marketing mix are discussed below

### 3.10.1 Products and Services

Product and services are the heart of the system. The products of the libraries may range from books, periodicals, electronic documents, reports, theses, standards, and services from traditional ones like reference services, circulation, newspaper clippings and inter-library loans to access in person or through databases, online or offline. In other words products and services are associated with materials such as books or non book materials; access services such as reference service, online service and programme of instructions such as orientation, exhibition, demonstration, in the planning, designing, and development of products. While defining the characteristics of library a product or service the librarian keeps in mind the needs of the customers or users...
Whatever the products and services the library may offer, it should be ‘customer/user driven’ rather than ‘organisation/library driven.’ The model of one-size-fits all has to be transformed to customer service model (Coral, 1997). While designing new products and services or redesigning the old products and services, information professionals should consider the following parameters: the type of library and information centre, user’s requirements, purpose of the product/service, periodicity of product and service, sources of information, coverage of information, modes of presentation of products and services, methods of distribution, pricing, promotion, manpower requirement, etc.

3.10.2 Price

Pricing is the one of important aspects and a relatively new concept of information marketing. Pricing the products and services in a library and information centre is different from industries. The charging for library information services is a matter of debate. The users still expected the information services to be freely available. They often argued that since majority of the libraries are funded by the government why should end user be asked to pay? But the present situation is changed. Privatization and globalisation of education, budgetary cutbacks of libraries, emphasis on accountability, self-sufficiency, generating own resources to meet the new and challenging needs of the users forced the libraries to price it’s products and services. It is necessary to recover the costs spent on particular products and services. There is another reason for charging the library information products and services in that ‘the customers value what they pay for and pay for what they value’ (Cook and Batchelor, 1997). Kaur (1999) in his case study finds that in agriculture university libraries about 80% of the users are willing to pay for the specialised services. The librarian and his team should evaluate the cost incurred on the products and services, and take suitable decision on the pricing the library charge for the services and products. The pricing policy is differs from one library to another library.
3.10.3 Place of Distribution

The place of distribution refers to where and how products and services are made available. This component of the marketing mix is the channel that links the products or services to the user. The availability may be via network or in person or together. Ganguly and Sharma (2003) stated that, when considering distribution possibilities, it is important to remember that the product is removed not only in space to the location of the customer, but may also be removed in time from when the customer wishes to use it. The following major channels are identified for dissemination.

1. Person-to-person/products: personally delivered either on request or in anticipation of a need.
2. Group personal - delivery products, delivered to a whole group of users.
3. In-house dissemination – reference, referral services; etc.

In traditional practice the users visit libraries to receive and use information. But in modern days with the use of the information technology, the library and information centres are sending information to the users to their convenient place. In today’s scenario all the communication media such as print and hard copy, soft copy, radio, television, computers, telecommunication, videos, websites, e-mail, and blog can be employed for the distribution of information, other than traditional methods like post or courier. However, the choice of channel will be depend on the target of the end user, and the resource and facilities available in the centre.

3.10.4 Promotion

Promotion is a mechanism by which the target groups or end users are informed about the resources available and the products and services offered by the information centre. It is a method of communication used to reach the target markets or the ultimate end users. The basic purposes of promotion are, to attract and capture the attention of the existing and potential users, to improve the image of existing products and services in the minds of potential users in a
unique and favourable manner, to motivate the users, to buy the products and services, and to constantly reinforce the message of the library on the clients.

There are several promotional avenues available for library professionals to communicate to their users. The library and information centres have been in the practice of communicating with the users they serve. The librarian should develop good communication skill and public relation skill to push forward the marketing job. Various methods can be used for promoting the information service such as publicity through brochure and guides, library orientation, news bulletin, advertisement, book exhibitions, radio and TV programme, formal lecture, demonstration, etc. Whatever method is adopted by the library for publishing its resources it should give a constituent image of the library. In these days the network, Internet, and Intranet are playing an important role in promoting the library products and services. Internet and Intranet are valuable tools for promoting and delivering products and services. With the help of the network, newsletters, newspaper clippings, and new arrivals are delivered to several users simultaneously. Further, several library and information centres have their own home page and blogs on the internet. The e-mail service of the library is also a powerful tool to be used for promotion. User education or library orientation programme is one of the traditional and an effective promotional method which is regularly organised in several libraries.

3.10.5 People

People are also one of the elements of the marketing mix. Here in the library and information centre it represents the staff of that library. The professional staffs of a particular library represent the first-line contact to their users. Therefore they need to be well informed, qualified, trained and customer friendly to fulfil the needs of their clientele, efficiently and effectively. The librarian and library staff are vital elements of any marketing strategy for a library. They are an important communication tool for interfacing with the readers. Each staff member of the library is a salesman too. The library
management should provide training to their staff members for marketing their products and services in the changing scenario. It will improve the image of the library.

3.10.6 Process

The process to deliver products and services also represents elements of the marketing strategy of the library. The process refers to actual procedure, mechanism, and flow of activities used to deliver the products and services. To fulfil the timely needs of the users, the librarian or library staff should choose the best process. It links the products and services with suitable users. In service organisations, continuous delivering of service is difficult to maintain. To maintain consistency and uniform service delivery, the managers should concentrate on process control. With the advent of technology, the process of marketing is easy.

3.11 Principles of Marketing

A marketing system should function to sense, serve, and satisfy consumer needs and enhance the quality of the consumer’s lives, i.e., in the services of the library and information centres. It is a user community. In endeavouring to meet the consumer needs of people, service centres, research and development organisations to which the knowledge management established and marketing need to take certain actions. The parent bodies of the knowledge centre or service centre are not to everyone liking or benefit. However, the marketing executives should be aware of the challenges and the criticisms of the marketing’s impact on consumer welfare and the knowledge resource centres. Information being an economic commodity, it has been criticised for its high prices, descriptive practices, high pressure selling, shoddy or unsafe products, planned obsolescence, and poor service to the disadvantaged or physically and geographically distinct located users and consumers of information. The marketing’s impact on society has been criticised for executive materialism, false wants, and insufficient social good, cultural pollution and excessive political power. The marketing impact on
business competition has been criticised for anti-competitive acquisition, high barriers to entry, predatory competition, etc. However, these felt abuses of the marketing system have given rise to citizen action movements, specially consumerism and environmentalism. Consumerism is an organised social movement seeking to strengthen the rights and power of consumers vis-a-vis sellers, here, the producers and distributors of information and knowledge. A resourceful market recognises it as an opportunity to serve consumers better by providing more consumer information, education, and protection. Environmentalism is an organised social movement seeking to minimise the harm done by the marketing practices to the environment and quality of life. It calls for intervening in consumer wants when their satisfaction would create too much environmental cost. Citizen action has led to the passage of many laws namely, right to information, the copyright laws, intellectual property laws, etc. to protect consumers in the area of product safety, truth-in-packaging, truth-in-lending, and truth-in-advertising.

Although many businesses initially opposed these social movements and laws, most of them now recognise a need for positive consumer information, education, and protection. Some companies have pursued a policy of enlightened marketing based on the principles of consumer orientation, innovation, value creation, social mission, and societal orientation. These companies have formulated company policies and guidelines including in the library and information centre an attached research and development institution to help their executives to deal with the moral dilemmas.

Future public policy must be guided by a set of principles that will improve the marketing system contribution to the quality of life. The set of principles calls for relative consumer and producer freedom, innovation only where there is potential harm, arrangements to adequately meet the basic consumers/users needs, the practice of economic efficiency, emphasis on authentic innovation and provision of consumer education, and access to quality information and protection.
3.11.1 Principles for Public Policy towards Marketing

These principles represent the implicit assumptions underlying much of the contemporary American Marketing Theory and Practice. However, these are also being applied in many countries across the world. They can also be applied in the service-oriented institution and organization, and library and information centers which are now being referred to as the knowledge or resource center.

3.11.2 The Principles of Consumer and Producer Freedom

To a maximum extent possible, marketing should be done by consumers and producers under relative freedom. This principle states that a high level of marketing freedom is important, if the marketing system is to deliver a high standard of living. It leads to a closer matching of products and desires, and therefore the chance of greater fulfillment and user satisfaction in the libraries. Freedom for producers and consumers is the cornerstone of a dynamic marketing system. But further propositions are necessary to implement this freedom and prevent abuses.

3.11.3 The Principles of Curbing Potential Harm

The political system intervenes in producer or consumer freedom only if serious harm would occur in the absence of intervention. To the extent possible, transactions freely entered into by producers and consumers are their private business, and not the concern of third parties. The exception is transactions that harm or threaten to harm self or both of the parties or a third party. The principle of transactional harm is widely recognized as grounds for government intervention. In the case of research and development organization libraries concerned with scientific and military related information distribution the government’s permission is needed. The major issue is whether there is real and sufficient actual or potential harm to justify the intervention.

3.11.4 The Principles of Meeting Basic Needs

The marketing system should serve disadvantaged consumers as well as affluent consumers. In a free enterprise system, producers produce goods,
products, services for markets that are willing and able to buy. If certain groups lack purchasing power, they may go without essential products and services, quality information, and knowledge causing harm to their physical and psychological well being. These affect research and development as well as scientific and technological progress and development. The solution calls for preserving the principles of producer and consumer freedom but using economic and political interventions to bring social output closer in line with need priorities through progressive income taxes, where the surplus income of the rich are transferred to the poor through welfare payments and improved social services. The system reduces extremes of incomes. Most people would have basic amenities, and look forward to more products and services as everyone would be willing to share to some extent.

3.11.5 The Principles of Economic Efficiency

The marketing system strives to supply products and services efficiently and at low prices. Every society is characterised by scarce resources in relation to the population's needs and want. It can be satisfied and depends upon the efficiency with which the scarce resources are used. Inefficiency or waste elitists, if the society could produce the same output with fewer resources or more output with the same resources. The cost of inefficiency is measured by the satisfaction that consumer and library and information centre users would have enjoyed if the goods were not produced because of inefficiency. Free economics rely on active producer competition and informed buyers to make a market efficient. Competitors are profit maximisers who develop products, prices, and marketing programmes attuned to buyer needs, and watch their cost carefully. Buyers are utility maximisers who are aware of competitive products, prices and qualities, and choose carefully. The presence of active competition and well informed buyers is assumed to keep quality high and price low.

3.11.6 The Principles of Innovation

The marketing system encourages authentic innovation. An effective marketing system invests in continuous process and product innovation.
Process innovation seeks to bring down the costs of production and distribution. Product innovation seeks to formulate few products to meet the changing consumer needs and desires. A distinction can be drawn between authentic and trivial innovation. Marketers are more concerned with the market's acceptance of new futures and styles than with whether the innovation represents a genuine contribution to human welfare. Much innovation is really imitation of the other brands with a slight deference to provide a talking point. The consumer may confront ten brands in a product class that are very similar. This disproportion between number of brands and number of really deferent product is known as the problems of brand proliferation. An effective marketing system encourages product innovation and differentiation to meet the preferences of different market segments.

3.11.7 The Principles of Consumer Education and Information

The marketing system invests heavily in consumer education and information to increase consumer satisfaction and welfare in the long run. The principle of economic efficiency requires public investment in consumer education and information. This is particularly important where goods and brands are confusing because of their plentifulness and conflicting claims. Ideally manufacturers or library professionals would provide adequate information about their products. Private consumer groups and government would disseminate product information and evaluation and would learn hard on the manufacturers to provide better information. The scientists and researchers of the science libraries would take courses in consumer education to acquire better buying skills.

3.11.8 The Principles of Consumer Protection

The marketing system must supplement consumer education and information with consumer protection in certain product and market practice areas. Consumer education and information cannot do the job of fully protecting the consumers. Modern products are so complex that even trained consumers cannot buy them with confidence. Consumers do not know whether
a colour television set has too much radiation, whether a new automobile is
designed with adequate safety, or whether a new drug product is without
dangerous side effects. A government agency has to review and judge the
safety levels of various foods, drugs, toys, appliances, fabrics, automobiles and
housing. The libraries and knowledge centre arrange user education
programmes from time to time as and when the library users required. The
consumer protection also covers production and marketing activities that are
environmentally destructive. The consumers may buy the products, but fail to
understand the environmental consequences. Consumer protection also covers
the prevention of deceptive practices, and certain high pressure selling
techniques where consumers would be defenseless. This is more because of
information proliferation, and advances in information and communication
technologies.

The assumption behind these seven principles is that the goal of the
marketing system is not to maximize the producer's profits or total
consumption or consumer choice, but rather to maximize the quality of life. In
other words, how well the citizens of a society satisfy their basic material
needs, experience a high availability of varied and good quality products, enjoy
their physical environment, and find the satisfaction of a cultural environment.
Since the marketing system has a major impact on the quality of life, it must be
managed on principles consistent with improving the quality of life by
providing quality information to the consumer or users of information and
knowledge. Quality information to the consumer or users refers in term of
timeliness, accuracy, completeness, relevance, adequacy, authenticity,
explicitness, etc.

3.12 Marketing Plan and Research

A marketing plan and research provides the librarian with a blueprint for
the identifying of users requirements, and availabilities of opportunities and
cost-effective supply of information products and services to the identified user
groups. Marketing plan and research may be done for specific products and
services as well as for the library and information centre as a whole. The marketing plan helps the librarian to discharge his responsibility in the most efficient way. The preparation of marketing plan and the implementation of activities encourage and motivate the information centre staff in accordance to the target market. The most critical step to developing a comprehensive, strategic, focused marketing strategy is the development of a marketing plan. It allows a planned rather than ad-hoc approach to the libraries’ marketing strategy. The development of a marketing plan overcomes a tendency to view marketing as only advertising, poor knowledge of client behaviour and attitudes, failure to segment the market, and adopt marketing strategy for achieving organisational goals. In general, the following information will be obtained through the development of a marketing plan:

1. Market of Information,
2. Market Segments,
3. Identification of Competition,
4. Strengths and Opportunities,
5. Potential Risks, and

The plan itself is less important than the knowledge gained by asking questions and analysing the market (Hart, 1999). The plan does not sit in isolation. In order to be effective it needs to be integrated into the organisation’s planning process and linked to the organisation’s mission. Information gained from the processes involved in strategic planning will be useful in developing the marketing plan, for example, Strengths, Weakness, Opportunities, and Threats (SWOT) analysis and identification of organisational goals. Two essential components of the marketing plan are: segmenting of the market and knowing competitors.

**Segmenting of the Market** Library products and services can be packaged and promoted like almost any other product. (Helton and Esrock, 1998)
critical step in the development of a market plan is to divide user base into target market segments. Oliambo (1994) defines market segmentation as the ‘process of identifying various groups of users and modifying your services and information based on those different groups and their different needs’ The aim of this process is to make library services relevant to each group of current and potential clients. The one-size-fits-all philosophy will not allow us to market effectively. It may adopt a core image that is marketed to all groups. The librarian also needs to create services that meet specific needs, and then try to motivate each segment in the most appropriate way. Segmentation allows the library to identify gaps between current services and products and what the client needs. Strategies and actions can then be developed to close these gaps

Knowing About Competitors: While developing the marketing strategy, the library has to identify its competitors, and their position in relation to its users. As Neat (2001) points out, assembling credible marketing intelligence to create competitive advantage is a key role for businesses leaders, those who have insight into their environment. Once the library staff has identified both, direct and indirect competitors, it can determine how and why services are special and benefit users in a particular way. The unique position of the library in the marketplace can be promoted through marketing programmes, strategies, and literature (Kassal, 1999).

3.13 Conclusion

Marketing is an important concept in all types of library and information centres in order to get a good reputation and increase consumer satisfaction. Marketing is centered on its users or customers. In order to meet the user needs and communicate effectively with the users, market plan and research is required. The important reason the library services and products is to create informed users. Another reason is to market to increase the utilisation of its resources and collections and services, i.e., both existing services as well as newly introduced services. The libraries' products and services are continuously changing. Marketing helps the users stay informed and aware
about the services and products. Ultimately, the market is to bring non-users into the library.

The enhancement of new services and decisions on marketing depends on the application of marketing principles, strategic plan and research. Strategic marketing planning process is a cyclical process and continuing activity of the library. It will improve the service quality. An effective marketing plan and research of the library is more successful in gaining visibility and support for its users, and library users are more successful in making the best utilisation of the services and products available to them to meet their academic and research goals.

Public relation is one of the key elements of any modern science library management. In the last few decades, public relation in libraries, whether public, academic or special has focused on customer service. Every interaction between librarian and patron, from reference to circulation, centres on providing access to the best and most accurate information available. In recent years, libraries have faced increasing competition from other information providers such as bookstores and online search services like Google. Library administrators are finding that they need to go beyond the customer service focus of public relations and adopt marketing practices from the corporate world in order to differentiate themselves from their commercial competition and continue attracting patrons and their support.
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