Chapter 7

Marketing Plan for University Libraries in Kerala

7.1 Introduction

One of the most important steps a business or community can take to improve the effectiveness and efficiency of its marketing effort is to develop an appropriate marketing plan. Marketing planning involves deciding on marketing strategies that will help the institution attain its overall strategic objectives. A detailed marketing plan is needed for each service, product or brand. This plan will guide their marketing decisions and assist them in allocating marketing resources such as money and personal time. The plan should include the overall business objectives; an assessment of the market environment; a business/community profile; market identification (segmentation); the marketing objectives of each segment; the marketing strategies (mixes) for different markets; an implementation plan; and a method for evaluation and change. Marketing planning helps to inject the philosophy of consumer orientation into the total business system and serves as a guide to the organizational effort.

7.2 Marketing research

To operate effectively in the marketing environment, it is necessary to obtain adequate information before and after marketing decisions. Research findings are essential in planning and developing marketing strategies. Marketing research provides an insight for carrying out the marketing concept. Without adequate research, the marketing concept cannot be effectively implemented. Marketing research is the systematic design, collection, analysis and reporting of data relevant to a specific marketing situation facing an organization. It is a vehicle by which information is obtained about present and prospective marketing mixes, the changing character of the external environment and the degree to which existing marketing programme are achieving their goals. Marketing research is essential in university libraries to identify the potential information products and services for marketing. It is a general term which includes market research, pricing
research at marketing, the effectiveness of advertisement and whole of marketing communication.

7.3 Market segmentation

Market segmentation is needed where the firm treats the total market as one undifferentiated mass. The concept of market segmentation has triggered the imagination of many marketers. Kotler defines it as dividing a market into distinct groups of buyers who have distinct needs, characteristics or behavior and who might require separate products or marketing programmes.

Segmentation is the division of individual market into smaller, more manageable groups, which have, like characteristics. The clients of the university libraries in Kerala can be segmented as students, researchers, teachers, public and non-teaching staff. In the university libraries in Kerala, students are the primary client segment. Degree holders are numerically the largest group. However, postgraduate students have very similar information needs, behaviors, and so many services directed at the main client group will benefit the smaller market segment. While graduate students are the primary focus, teachers and research scholars are important niche markets. Therefore, marketing strategies can be directed at these segments. Graduate public and nonteaching staff also constitutes the user segments in the university libraries in Kerala except in MGUL, where there is no provision for public membership. Academic community and others have quite different information needs for which tailored services and marketing strategies are required.

7.4 Consumer behavior analysis

Consumer buying behavior refers to the buying behavior of final consumers and individuals and households who buy goods and services for personal consumption. Knowledge of consumer behavior would render immense help for planning and implementing marketing strategies. By gaining a better understanding of the factors that affect buyer behavior, marketers are in a better position to predict how consumers will respond to marketing strategies. Several demographic, social, cultural, educational, and psychological factors influence consumer decisions. Motives for buying include emotional and rational factors.
The behavior of the users in the university libraries in Kerala is to be assessed through user study. The analysis of user’s information requirements, awareness, perceptions regarding usefulness of products and services, quality of services, willingness to pay, readiness to bear the extent of cost of information products and services etc. are very important in formulating marketing strategies.

7.5 **Positioning of the university libraries**

Positioning is defined as the way a product or service, company or institution is perceived by the client, customer, investor, consumer or voter. Positioning is achieved through promotion and communication programmes. Positioning of university libraries plays an important role in the development of marketing strategy. It refers to how the library is perceived by the various customers it serve. In addition to positioning the library as a whole, position of individual products and services is important. Each segment of the users requires separate positioning strategies. Special communication programmes, special events, special service, etc. will enhance the position of the library.

A strategic repositioning of libraries should essentially use and focus on the specific core competencies of university libraries. Product positioning is very important in marketing and it involves arranging for a product to occupy a clear, distinctive, and desirable place relative to competing products in the minds of target consumers. Positioning is accomplished through market analysis. Market analysis is used to find out the potential users (or markets) that exist, the groups of customers to serve (target markets), to identify users needs, to identify the products and services to meet their needs etc.

Positioning is about how an organization wants their client segments to perceive it. It defines the bundle of attributes offered in relation to the customer and in relation to the competitors. This then becomes the core message and focus of marketing efforts. Positioning makes it easier for consumers to identify and remember a particular product/service provider. It strengthens the association of a product with one or more attributes of quality; and it creates a distinction between other products or services that may satisfy a customer need.
The analysis of the marketing mix elements, viz. place, product, promotion and price shows university libraries in Kerala are well positioned in marketing information services and products.

An image building exercise is imperative on the part of the University library. This has to start with the various appearance of the building, furniture, library guides, arrangement of books on the shelves and labeling in the shelves. A proactive approach to the information requirements of the users by the staff is also called for. Effective use of the press and other mass communication media and the web is also needed ¹⁰.

### 7.6 Marketing Strategy

Marketing strategy is the marketing logic by which the business unit hopes to achieve its marketing objectives. It consists of specific strategies for target markets, positioning, marketing mix, and marketing expenditure level. Marketing strategy should detail the market segments on which the companies will focus ¹¹.

The initial market strategy of libraries is to identify the current users and encourage them to avail greater use of available information services and products. It has been observed that (Table 6.69) many users are unaware of the range of library services offered by the university libraries in Kerala. Incorporating the strength and weakness of the university libraries the strategy is formulated and link goals and objectives with the actions. There are many kinds of strategies. They include:

1. **Market segmentation strategies** (offering a new service to existing clients),
2. **Market development strategies** (develop new clients),
3. **Market penetration strategies**, (increased use of services by existing clients), and
4. **Market communication strategy**.
For each part of the marketing audit, specific strategies are developed. As far as university libraries in Kerala are concerned there is scope for adopting all the above strategies.

**7.6.1 Promotional strategy**

Promotion is an important area in marketing of information services and products in university libraries. Marketing communication aims to build an awareness of what the library offers and to reduce the perceived and actual barriers to use of the library. Marketing communication falls into two broad categories such as promotion for a specific or new service and ongoing promotions and communications about services. For both, all the communication channels to reach target customers have to be used. No one channel will reach all clients. A well planned promotional effort in the university libraries can stimulate potential users to use its products and services. The survey of library use in the university libraries in Kerala finds that only a few users are aware of existing service offered. It is extremely difficult to inform users of new services as they become available. Communicating what libraries do has always been difficult and as remote use increases, new strategies are required. Therefore, the strategies that can be used for marketing communication in the university libraries in Kerala may include the following:

- Hosting of website/web portal-. Most of the business organizations have learned that the website is a significant marketing and promotional tool. Advertising on the internet now exceeds advertising in other media. Therefore, each university library in Kerala should have an independent website to promote their information products and services. Now, only MGUL and CUSATL have their own website to propagate their products and services. Clarity, conciseness, consistent layout, minimum graphics and regular updating are the major requirements of the website of a university library since it is both a source of access and a promotional tool. Use of Library 2.0 technologies such as blogging, RSS feeds, social networking etc. in the website since these things act as catalysts for the
promotion of information services and products of university libraries in Kerala.

- Conduct regular user orientation programmes in all the university libraries in Kerala. KUL has a documentary CD called “WINGS”, developed by Centre for Development of Imaging Technology (C-DIT), Trivandrum, which explains the various functions, information products and services of the Kerala university library. It is suggested to make this type of documentary CD’s in other university libraries in Kerala and made available to the users especially new members through web. This can also be a part of the website of the libraries.

- Production of brochures and posters - The library should come up with attractive brochures, leaflets and posters, which advertise its products and services. Such brochures and leaflets should be distributed to all members, as well as colleges, universities and institutions of higher learning, and other types of libraries.

- Guided library tours for new registered members as well as those interested in the library services are absolutely essential.

- Print newsletters and house journals containing stories of new resources and services as strategic concerns have to be circulated to students, research scholars, teachers, non-teaching staff, institutions, and even public. It is a costly but most effective means of communication. It also serves as a perfect vehicle to make new announcements. The cost of printing can be met from advertisements of booksellers and other sellers.

- Articles in newspapers and journals - The university libraries should arrange to publish articles in the daily newspapers and magazines are likely to read regularly by the actual and potential clients.

- Demonstrations - Demonstrations of the products or services at users’ place or during seminars or workshops.

- Exhibitions/Exhibition-cum-sale- The exhibition of various information products and services at various conferences and seminars related to users subjects/areas.
• Personal selling – service points; librarian’s visits and email contacts with academic community and staff
• Out-of-library posters about the information products and services, which are appropriately placed and attractive.
• Advertisement of information products and services in the publications of the parent body and in other university publications Occasional free press may be helpful, when it is not possible to publish paid advertisements in newspapers and magazines.
• Web News – stories about new resources, information products, information services, or focusing on a special topic on the home page of a Library’s website
• Self-subscribing email lists or forums – clients can subscribe to an email list that sends a personal email about library news, ranging from new resources to service outages.
• Direct mail can be very effective with some target audiences.
• Broadcast emails – Email to students at appropriate key times in the academic calendar like the time of preparation of projects, dissertations, examination, and researchers at the time of UGC NET examinations send alerts of services they may need.
• Library should actively participate in library listserves, online forums, and video-conferencing with other libraries or Library Associations.
• Online interactive reference service (virtual reference service or chat reference service) and establishment of information desk in university libraries in Kerala have to taken up on a priority basis.
• Celebration of special events like anniversaries of the university library, birth anniversary of Dr. S. R. Ranganathan, World Book Day, National Library Week, Open Access Week etc. in collaboration with library schools and library associations.

7.6.2 Pricing strategy

Price can be defined as cost to produce a product or service. Various techniques are available to estimate the cost and pricing of services. Various factors are
involved in pricing the information products and services. The price for a service can range from no-charge to recover to full cost of production. Pricing of the service or product can also vary from segment to segment. Determining the actual costs involved in any new product or service is the first step in pricing the service. The cost of the products or service can be calculated as the sum of staff costs, facilities cost, packaging cost, distribution cost, promotion cost, equipment cost and other cost. The pricing policy of the university libraries in Kerala may be based on the user’s willingness to pay for information products and services. The present study (Table.6.64 to 6.68 and Table 6.90 to 6.94) shows that most of the users are willing to pay fee for quality information products and services. The preferred pricing policy is to provide necessary subsidy based on the payment capacity of various user segments. In this study no effort is being made to work out the cost of any of the specific products or service.

7.7 Sample marketing plan for university libraries in Kerala

Once the library is properly positioned, the various marketing plans can be implemented. Some of the sample marketing plans suitable for each University library in Kerala under study are given in the sections 7.7.1 to 7.7.4.

7.7.1 Sample marketing plan for the Kerala Reference Collection of KUL

Kerala Reference Collection is maintained by the Kerala Studies section. This area studies collection on Kerala, was formed by the Kerala University library in 1973. Now the research scholars consider this section as a prestigious section of the library. The collection includes books especially Malayalam books, bound volumes of periodicals, personal collections, study reports, Gazette, and rare books having research value on all aspects of Kerala. It is having a big treasure of rare materials on Kerala. Rare materials are digitized for the use of present and future generations as part of the modernization programme of the library.

Strengths

a. It occupies a floor area of about 2500 sq. ft.;
b. Unique collection - comprehensive collection on all aspects of Kerala and Malayalam language and literature in particular. Some of the rare materials are available in digital form;

c. Personal collections of Dr. K. M George, Shri. Sooranadu Kunjan Pillai, Dr. A.V Varghese which contain some rare documents;

d. Separate manual card catalogue in Malayalam as well as OPAC facility;

e. Qualified, dedicated and expert staff; and

f. Infrastructure – 10 computers, 4KV UPS, air-conditioned digitization room, seating arrangement for research scholars etc.

Weaknesses

a. Brittle state of the old publications;

b. Antique look and dust;

c. Open shelves with closed access;

d. Lack of publicity;

e. Lack of media coverage for the documentation services based on this section;

f. Restrictions on photocopying the documents;

g. Access restriction- this section is open to the research scholars only; and

h. Absence of a well-written acquisition policy in building up the collection.

Segmentation

The target groups consist of research scholars, teachers, public and foreign tourists.
Marketing Objectives

To generate new information products and services;
To increase the rate of use of the rare collection;
To attach price tag to the services;
To increase press, media and web coverage; and
To enhance the reputation of the Kerala University Library.

Target groups

Research scholars of the parent university and outside universities, foreign tourists, individual researchers, and authors.

Objective : To enhance the use of the collection and to raise the market potential
Segment : Researchers and tourists- both Indian and foreign
Demand : Large number of research scholars in Arts and Humanities and Social Science faculty from the universities in Kerala and there are many occasional users from India or even from abroad. The tourists visiting the Gods own country, Kerala needed information about Kerala, its history, culture and tourism information.
Competition : Nearby libraries especially State Central library, Trivandrum. From publishers, mass media and internet.

Marketing mix

Products :

a. Bibliographies both author and subject;
b. Kerala Index, the monthly indexing periodical;

c. Content page service of Malayalam periodicals;

d. Digital library service using digitized rare materials;

e. Tourism information bulletin;

f. Application of Library 2.0 technology in computerized information services; and

g. Selective Dissemination of Information service is to be introduced.

Place : Library will be the place for delivering service. Provide online login facility to access from remote locations. To facilitate queries, telephone, fax, and e-mail facilities have to be provided. Also, all the services should be made available through Campus library, Department libraries and Study centre libraries and libraries of affiliated colleges.

Pricing : The actual cost incurred for the services are to be found out and 50% subsidy is to be provided for research scholars, teachers and student members of the university library. 25% subsidy to be given for the public and academic community from other universities. Also, 25% subsidy is to be provided to public members. Full cost is to be levied from others. Actual cost plus a 50% margin is to be levied from foreigners.

Promotion : An e-brochure containing the details of the services is to be sent by e-mail to each research scholar of the
university irrespective of membership. Printed brochures should be given to new members at the time of taking membership. Notify the updating of the products and services in the library and university website. News and press releases and feature articles will be able to attract other researchers and public. Efforts are to be made to advertise the products and services in the travel guides published by the Kerala Tourism Development Corporation and Tourism Promotion Council. Publish Tourism information bulletin by the library.

Similar strategies can be worked out for other services in all the university libraries in Kerala. The problem areas are identified by publicity division of the library by working with the staff and the marketing strategies are modified accordingly.

The Closed reference collection, Women studies, bound volumes of periodicals, bound volumes of newspapers, UN and World Bank collection, Gandhiana collection, theses collection, general biography collection, Infonet service and other computerized information products and services have ample scope for marketing in KUL.

7.7.2 Sample marketing plan for the Documentation Service of MGUL

Documentation Section provides all types of documentation services and internet services. This section concentrates those services, which are not available from the books and periodical collections of the library. It also concentrates on collection, organization, maintenance, and retrieval of non-book information. Online Inter Library Loan, document delivery services, on-line and CDROM searchers are the major services. This section can prepare current awareness bulletin, subject bibliographies, indexes, databases etc. It can also restart the reprint service in the form of e-prints.
**Strengths**

a. Infrastructure including more than 25 computer systems with internet facility, UGC-Infonet programme, online access to STN databases, Networked CD-ROM databases access;

b. Qualified and dedicated staff; and

c. Own website.

**Weaknesses**

a. Services are provided only on demand and not in anticipation;

b. Lack of publicity of the services; and

c. Lack of user education programmes.

**Segmentation**

The target groups include research scholars, students, and teachers. The potential demand of each item from each segment need to be evaluated.

**Marketing Objectives**

a. To increase the rate of use of the services;

b. To attach price tag with each service; and

c. To generate press and media coverage.

**Target groups**

Research scholars, teachers, students and independent researchers

Objectives : To have a large number of research scholars and to increase the use of documentation services.

Segment : Research scholars and teachers
Demand  :  The number of research scholars is increasing from 2007. The university library currently is recognized as a research centre of the Mahatma Gandhi University.

Competition  :  Internet, open access initiatives and library consortia.

The marketing mix

Product  :  New products like:

   a. Current awareness bulletin;
   b. Subject bibliographies;
   c. Indexes;
   d. CDROM databases;
   e. Digital repository; and
   f. E-prints will have to be introduced to attract the users. Provide access to other computerized services. More terminals and unlimited internet search facility will have to be provided.

Place  :  Library will be placed where the services are delivered. These services can be provided at Department libraries, Study centre libraries and libraries of affiliated colleges through network or web. Establishment of more study centres, Provide online login facility to access from remote locations.

Pricing  :  The actual cost of the services are to be calculated. Discount of 50% to research scholars and teachers. 60% discount to Students members. Actual cost will be levied from non-members or outsiders.

Promotion  :  The services are to be given adequate publicity through mass media and user orientation programmes are to be
conducted. Brochure containing details of the services offered will be sent to each members through e-mail or post. Notified in the website of the library and the university and press coverage can be encouraged by releasing regular tips contained in the documents through the local newspapers.

The union catalogue, reprints and e-prints, document delivery service, union catalogue, multi media reference collection, SDI service, digital theses, and digital repository are the potential areas with similar strategies for marketing in MGUL.

7.7.3 Sample marketing plan to promote institutional membership in CUSATL

Cochin University of Science and Technology Library (CUSATL) provides loan services to industrial and Research institutions, Government or Public Limited institutions. They can borrow 10 books at a time, which shall be returned within a maximum period of two months. Library is collecting Rs.15000/- as caution deposit and Rs. 3000/- as annual subscription from the institutions for getting institutional membership. At present, the library has 10 institutional memberships. Even though the library has a very good collection of patents, which are highly useful for industrial and research institutions, the number of institutional membership is very less. The institutional repositories are widely accepted by the users of the library. Also, it is the only Science and Technology University library in Kerala with rich collection of printed and electronic documents in Science and Technology. CUSATL is experiencing a decrease in demand for patents. Hence, it is essential to market the intuitional membership.

Strength

a. Library has 62844 books, 5750 back volumes of periodicals, 14500 e-journals through consortia and 22 subscribed e-journals, 8 online databases and 650 digital repositories;
b. It has very rare collections including 30,000 patents, 280 standards, Government publications, reports etc.;

c. It subscribes to some costly foreign secondary periodicals;

d. ICT based Infrastructure;

e. Own website and WebOPAC; and


**Weaknesses**

a. Inadequate publicity;

b. Absence of a permanent University librarian;

c. Lack of sufficient skilled staff; and

d. Geographical separation of the library since it is located in the CUSAT campus which is 15KM away from Ernakulum city.

**Segmentation**

The service is mainly oriented towards research institutions, government departments, and industries in Kerala. This facility can also be extended to the institutions from outside Kerala or even from other countries.

**Marketing Objectives**

a. To generate new information products and services;

b. To increase the rate of use;

c. To attach price tag to the products and services;

d. To increase press and media coverage; and

e. To raise the market potential.

**Target groups**

a. Research institutions;
b. Government departments; and

c. Industrial establishments—both government and private.

Objectives : To raise the user of this service and to make some revenue

Segment : Institutions

Demand : There are a number of research institutions in Kerala. Industries in Kerala especially in Cochin. IT based industries in Info Park and Techno Park in Cochin.

Competition : Mass media and web technologies

Marketing mix

Products :

a. Introduce more information products and services such as indexes, abstracts, CD ROM databases etc.

b. The Patent Information Service is to be re-assessed in the light of changing customer requirements and new opportunities to better meet those needs

c. Strengthen other services like consultancy, digital repository, and CD databases

d. Provide Networked or web based login facility for remote access.

Place : Library will be the place where the services are delivered. Department libraries, Engineering college library and affiliated college libraries can deliver these products and services through network. Web page/Web
portal facility, Telephone, fax and e-mail and interactive reference service have to be provided for facilitating queries.

**Pricing**

The actual cost for the services and products are to be calculated and charged from the institutions. A subsidy up to 50% is to be provided for institutional members. These information products and services to be given to other members of the library for a nominal price.

**Promotion**

Brochures and personal letters are to be sent to each research institutions and industries through post or e-mail. Occasional meeting of each members have to be convened. Host local seminars/ conferences and workshops at the state, national and international levels in. Media coverage has to be encouraged. Advertising in major newspapers. Use webpage/ web portal of the university library as well as the University for promotion. Participating in library and information networks. Use library 2.0 applications such as library blogs, RSS feeds etc. in the promotion of new services and products.

With this type of marketing plan CUSATL can market its doctoral theses, back volumes of periodicals, patents, CD-ROMs, institutional repository, WHO and other UN documents, and bibliographies. Consultancy in technical supporting and literature search service etc. are the other areas for marketing with similar marketing strategies.

### 7.7.4 Sample marketing plan to increase the use of Computerized Services in CHMKL

UGC-Infonet Centre of CHMKL provides online full text e-journals, e-books and other bibliographic services including DELNET and CD search to the academic community of the university. It has a well equipped computer lab with 50 latest
Pentium HP computers and an IBM server and other necessary gadgets for the user of teachers, research scholars, students etc. of the university. This section is providing document delivery service from the comprehensive collection of subscribed journals under JCCC@UGC-infonet, which are not subscribed by the CHMKL. Even though these services are provided, free of cost, only very few users are using this service. Among the university libraries under study this library is providing only four identified computerized information services. The underutilization of the computerized service can be enhanced through a marketing plan.

**Strengths**

a. Access to more than 7500 full text e-journals;

b. Library has about 700 e-books and is unique;

c. Access to DELNET;

d. CD ROM databases;

e. Working hours 8am to 8 pm (12hrs);

f. Enthusiastic and dynamic university library staff; and

g. Vice-chancellor of the university is a member of National Steering Committee of (NSC) UGC-INFONET Digital Library Consortium, which provides funds required for subscription to electronic resources for Universities.

**Weaknesses**

a. Lack of user orientation;

b. Location of the library is away from the city and is difficult to access by outsiders;

c. General Internet services such as e-mail, social networking etc are restricted;

d. Lack of sufficient staff;
e. Segmentation; and

f. This service is to be targeted to all categories of users

**Marketing Objectives**

a. To enhance the use of the service;

b. Provide more additional services and products;

c. To raise the marketability;

d. To attach price tag with some of the services and products; and

e. To encourage media coverage.

**Target group**

All categories of users

<table>
<thead>
<tr>
<th>Objective</th>
<th>To increase the rate of use</th>
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<tr>
<td>Segments</td>
<td>Students, graduates, research scholars, teachers and non-teaching staff</td>
</tr>
<tr>
<td>Demand</td>
<td>Library has 4977 active members and a large number of temporary members.</td>
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<tr>
<td>Competition</td>
<td>Department libraries and college libraries. Internet service providers and open access initiatives, Internet café run by students association very near to the library.</td>
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**Marketing mix**

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<tr>
<th>Product</th>
<th>Initiation of new services and products like:</th>
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<tbody>
<tr>
<td></td>
<td>a. Selective Dissemination of Information,</td>
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<td></td>
<td>b. Contents page service,</td>
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<td></td>
<td>c. Information alert service.</td>
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d. Development of computerized information products viz. Abstract of articles in print or digital format,

e. Current awareness bulletin,

f. Research in progress bulletin,

g. Bibliographies in print as well as digital form.

h. Database of research guides

i. Digital repository, and

j. Digital library service.

Out sourcing can be adopted for the preservation of documents.

Place: The library will be the place where the services can be delivered. These services can also be made available to the users through Department libraries, Study centre libraries and libraries of affiliated colleges. Through library and information network and World Wide Web provide access to the electronic products and services though user login and password. High security will be provided to avoid misuse.

Pricing: All category of users are to be given the products and services at a highly subsidized rate in the beginning. Charge should be very nominal for students and research scholars.

Promotion: Give wide publicity to the services and products offered through library and information networks, websites of the University and that of the library. Conduct regular user orientation programme to the members of the library regarding the new developments in products and services. Posters and
brochures are to be displayed and distributed. Tap possibilities in ICT applications such as internet, e-mail, library blogs, social networking etc. for the promotion of information products and services. Arrange talks of academicians and researchers in connection with special events. Library will host conference, seminars, and workshops at the state, national and international levels. Press coverage must be encouraged.

In addition to the bibliographies, current awareness bulletin, research in progress bulletin, abstracts of articles and list of new additions, CHMKL can market with similar marketing strategies its text books, reference collection, theses/dissertations, bound volumes of periodicals, and CD ROMs, microfilms etc. Also, it can initiate a new collection of documents both in printed and electronic form that is related to Malabar area named ‘Malabar reference collection’ like Kerala reference section in KUL.

7.8 Proposed Marketing plan for University libraries in Kerala

In accordance with the ninth objective of the study a suitable marketing plan is designed for information products and services of the university libraries in Kerala.

The proposed marketing plan envisages a comprehensive marketing planning process which can be practicable to the university libraries in Kerala. The marketing planning process with handy hints for the implementation is suggested below:

State the Vision and Mission of the University library

- Establish the very purpose of university library
- Define the business activities in terms of present products and services
- Redefine the business upon user needs
➢ Communicate the library’s mission to the target audience

**State marketing goals and objectives**

➢ State immediate and short term goals in terms of the usefulness of present information products and services

➢ State the long-term objectives in terms of services and product profile, fee levels, and positioning.

**Analyze the present situation of the library**

➢ Evaluate current operations in terms of resources, collection, capabilities and competitive position

➢ Critically examine internal issues like organization structure, location, infrastructure, finance, personnel and technical aspects

➢ Do a SWOT analysis - identify the strengths, weakness, opportunities and potential threats

➢ Identify the products that can be marketed through user study

**Develop and codify marketing plan**

➢ Targets

   - Explore the opportunities
   - Identify target market

➢ Product and Service profile

   - Offer value added products and services
   - Customize the products and services
   - Innovate new products and services
Strategies

- Develop the right market mix (4 P’s-Product, place, price and promotion)
- Offer existing products and services to new market segments (penetration strategies)
- Offer new products and services or modified products or services to existing clients (expansion strategies)
- Diversity into new services and new markets (diversification strategy)
- Build client loyalty through client relationship management (retention strategy)
- Wider publicity through several means (communication strategy)

Programmes

- Manage the marketing efforts
- Prepare and annual marketing plan (Budget)
- Assign responsibilities to staff

Implement the marketing plan

- Put the plan into action
- Coordinate marketing activities
- Check whether the objectives are achieved
- Make contingency planning
Have a regular feedback

- Measure the results
- Evaluate the results
- Analyze the pitfalls
- Take corrective actions
- Conduct marketing audit

Planning is a method for achieving an end. If a library wishes to survive and prosper in a competitive environment, it needs to establish a set of marketing goals that explicitly recognizes where the library is now, where it would like to be, and how it proposes to get from here to there.

**7.8.1 Strategies for Repositioning the University Libraries in Kerala**

1. **Institutional repository**

   At the most basic and fundamental level, an institutional repository is born out of the recognition that the intellectual life and scholarship of the universities will increasingly be represented, documented, and shared in digital form. Institutional repository will contain the intellectual works of faculty and students--both research and teaching materials--and also documentation of the activities of the institution itself in the form of records of events and performance and of the ongoing intellectual life of the institution. It should be the primary responsibility of each university library in Kerala to exercise stewardship over these riches: to make them available and to preserve them. It is a new channel for structuring the university's contribution to the broader world. The operational responsibility for these services should be taken up by the respective university libraries in Kerala in collaboration with librarians in the department libraries and affiliated colleges, information technologists, archives and records mangers, faculty, and university administrators and policymakers.
ii. **Preparation of guidelines for research publications.**

Each university library in Kerala should prepare the guidelines for the research publications and make it available to the academic community through printed form, e-form or webpage/web portal.

iii. **Organization of Information Literacy programmes**

The development of information literacy skills and knowledge throughout the university community is an essential element of the university library's mission. University libraries in Kerala should take up the initiative for supporting the development of information literacy knowledge and skills with the help of teaching faculties and librarians in teaching departments and affiliated colleges. For the successful implementation of the programme the university libraries in Kerala should:

- Actively seek opportunities to collaborate with academic staff to introduce, develop and evaluate information literacy within the curriculum and a range of associated programs.
- Work throughout the University community and with external partners such as the Centre for Information Literacy Studies, University of Kerala to maintain and develop the library's information literacy program and to share expertise.
- Provide a range of information literacy services throughout the programs, both mainstream and special, which are offered by the University.

By becoming a dynamic partner in the information literacy programmes, the university libraries can repositioning the image and will support its marketing activities.

iv. **Building library website**

With the advent of the internet, and more specifically the World Wide Web (WWW), libraries have undergone a revolution in the way that they operate
and provide information services to users. Promoting library’s services, information products, resources, and programs online become a lot easier with the help of library website. CUSATL and MGUL have already been using their own website for propagating library news, notices, information services and products. The websites of university libraries should have the following provisions in order to reposition:

- Library catalogues and search facility on entire database;
- Online databases – including bibliographical, electronic journal information;
- User orientation and information literacy programmes;
- Notification of library events and news;
- Research help – current research information and guidelines;
- New arrivals and newsletter;
- Digital collection and Special collection;
- Information services like, CAS, SDI etc.;
- Information products such as index, bibliography, information digest etc.;
- Internal services like previous examination question papers; self study guides (study materials for various courses under the university in distance education mode), electronic books etc.;
- Interlibrary loan;
- Online reservation and renewal;
- Procurement request for purchasing new books and other media;
- Chat reference or virtual reference including career information;
- Links to the parent university and other universities;
- Links to collection of university department libraries;
- Links to internet resources – including gateways, teaching and learning material and reference;
- RSS feeds and blogs; and
- Ask librarian.
7.9 Conclusion

University libraries in Kerala are being challenged as never before to maintain their relevance in higher education and to their academic community. Information quality may be a prime differential between resources offered through a library service and the “Google-mentality” of new generations of users. However, only if university libraries market their services effectively to these users will they continue to hold a prime role in fulfilling the information needs of their universities. University libraries in Kerala should take up this challenge with proper marketing strategies and techniques and integrated marketing communication. The use of web technology has to be made profusely for the achievement of this goal.

References

4. ibid., 64.
6. ibid., 184.
7. ibid., 42.

