Chapter 2
Review of Related Literature

2.1 Introduction
Marketing as an idea was conceived originally in the United States during 1960’s and later became a full-fledged discipline by the end of twentieth century. Initially the application was confined only to business or commercial organizations. The contributions of Philip Kotler made marketing a universally accepted body of knowledge for both business and service sectors.

Literature on marketing of information in university libraries is of more of recent origin. In order to survey the earlier studies in the area of marketing of information products and services, a number of sources were consulted. They include books, articles in primary periodicals, secondary periodicals like Library and Information Science Abstract (LISA), LISA Plus, contents and abstracts and full text of papers available through Emerald, EBSCO, Sage online, Science Direct, Taylor and Francis and other web resources. A considerable body of literature provides different dimensions of marketing in libraries and information centres. The reviews obtained on marketing in library and information centres are grouped under five headings:

- Marketing of Information products and services
- Marketing orientation
- Marketing strategy
- Attitude towards marketing
- User satisfaction and marketing

2.2 Marketing of Information Products and Services

Even though the concept of ‘marketing of information products and services’ is of recent origin, some institutions have proceeded with information as a product or a commodity or as a marketable commodity. The literature under the marketing of Information products and services considers the concept of marketing in the light
of library and information services and mentions the necessity of marketing techniques in library and information centres. Also it includes the principles of information products/services marketing and discusses the key steps of marketing for library and information centres.

In a paper Bellando and Waldhart\(^1\) discussed the applicability of marketing techniques to academic libraries. The article pointed out that the library community has demonstrated a growing but fragmented interest in marketing information products and services during the last five years. The time has come for a coherent marketing programme to be integrated into a library’s organizational structure and it will not solve all the problems facing an academic library but will help it to be more responsive to the needs and wants of its real and potential clients.

In a study King\(^2\) stated that even though information products and services are important in many respects, there is little in literature about their marketing. The paper discussed the components of marketing such as consumer market, new product development, sales, advertising and promotion, packaging, channels of distribution, pricing and marketing research. It also explained how information products and services related to those components and the pricing of multiple products produced from bibliographic databases.

Panda et. al.\(^3\) studied the information marketing activities of five University Libraries in Orissa such as Berhampur University, Orissa University of Agriculture and Technology, Sri Jagannath Sanskrit Viswa Vidyalaya and Utkal University. The objective of the study was to identify the marketing activities and to examine the barriers of marketing. Data collected through a structured questionnaire. The study found that none of the Universities were marketing their resources in a scientific way. The information need of their users were not properly assessed and evaluated. The products and services offered by the University libraries in Orissa seem to be substandard, ineffective and out dated. The study also identified that the libraries are not marketing any advanced services like CAS, SDI, bibliographies, indexing, abstracting and translation. The
reason for low level marketing was found to be inadequate technical manpower, poor collection, lack of moral and financial support from the authorities.

Tiamiyu\textsuperscript{4} analyzed the information products in terms of their linguistics, artistic, technological, pragmatic and contextual components and characteristics and illustrated with examples of how the components are combined in real life information products. The malleability and versatility of the components and the technological possibilities of combining them provide seemingly unlimited scope for designing and marketing value-added information products in our increasingly competitive and information technology based societies.

Cummings\textsuperscript{5} in an article considered the marketing and promotion of information products based on the experience of the Information Library and Documentation Department of the Royal Tropical Institute (KIT), Netherlands. Described the information products and discussed the factors which impede sales of documentation products in general. Also reviewed the tools used for marketing and promotion are current. Also described the activities undertaken to market and promote the department’s information products.

Khali Klab\textsuperscript{6} conducted a survey of libraries and information centres (LICs) in Jordan to examine the application of the marketing concept to the products and services of LICs and to investigate users’ attitude towards free or fee-based services. The findings of the survey revealed that 60.7\% of the respondents agree to pay fees for developed information services and 55.7\% for developed information products.

Kewal Singh\textsuperscript{7} studied the marketing of information products and services in academic libraries in India. The data was collected from sources ranging from the books on marketing and articles on marketing published in leading journals in the field of library science. To supplement the information collected from related literature the investigator personally interviewed teachers, researchers, students and other officials associated with academic libraries. The study revealed that most of the academic libraries in India adopted traditional methods to provide products and services to their clients. Many academic libraries hesitated to go
beyond ‘issue and return’ of books and most of the users were not even aware of
the products and services offered by the libraries. User needs were not considered
for product or service design. The study also found that the concept of marketing
products and services in India was still in the infancy stage due to the system-
centered approach of the library management. The suggestions for better
marketing include, transition from system orientation to user orientation, use of
information technology and development of infrastructure facilities. The study
also suggested conducting short-term course in marketing of information services
for library professionals.

Lali in a research study on the marketing of information products and services
offered by the Kerala University Library reported that majority of the users were
unaware of the products and services offered by the library. Only 25% of the
respondents satisfied with the library services. The objectives of the study were to
assess the performance of the library from a marketing point of view. Data
collected from a sample of 150 users. A questionnaire was used for the data
collection. The most significant finding of the study was 60% of the users are
ready to pay for the services offered by the library.

Vaishnav did a case study of Dr. Babasaheb Ambedkar Marathwada University
Library (BAMUL). The main objective was to form a marketing plan according to
the changing user needs. To find the right marketing mix, a survey was conducted
among its user community. The study revealed that an urgent need for a
comprehensive collection of current literature and current awareness services. The
study pointed out that university library used marketing process to satisfy the
needs and demands of the users. A marketing plan including product
development, pricing, physical distribution and promotion was prepared and urged
an active cooperation from the university administration and academic community
for its successful implementation.

Vinod conducted a study to find the marketing techniques observed by the
Calicut University library in areas pertaining to product/service design, pricing,
promotion and distribution. The objective of the study was to make constructive
suggestions for making information marketing more effective. The data collected
through a questionnaire and observation. A sample of 100 users was taken from a population of 5192 through stratified sampling technique. The result revealed that users were not satisfied with the library services to meet their information needs. The study also reported no serious efforts to improve its products and services marketing in the process of information dissemination.

Dodsworth\textsuperscript{11} stated in a research paper that the academic libraries must guard against complacency and should market their information products and services. A marketing plan that identified the actions necessary to be taken by the library to promote itself or its services should be an integral part of the libraries strategic plan. The study identified various component activities of a traditional marketing plan. A model plan incorporating the identified components was prepared and applied in the Government documents and microforms at the Department at Lauinger Library of George Town University, Washington, DC and the result was encouraging. Suggestions for promoting library products and services based on the study were also included.

Harsha\textsuperscript{12} conducted a study in SNDT Women’s University, Bombay. The objective of the study was to find ways and means to develop market information products and service. The paper was based on the questionnaire survey of MLISc. students of the university to know the information requirements of the user community, as part of the product development programme. The survey revealed the necessity of legal health information at the top slot in the list of user requirements. Booklets containing information about the above mentioned areas were prepared by using the resources available in the university library. The National Service Scheme of the university sponsored the cost of the booklet production as well as its distribution. Assistance of the Students Welfare Department was sought in promotion of the newly developed product. The final analysis substantiated the feasibility of a university library developing and marketing a relevant and useful information product for its user community on cost recovering or small profits. A sample of the information product developed by the university was provided in the paper.
Sewa Singh and Satinderjeet conducted a case study in Guru Nanak Dev University Library to evaluate the extent of marketing activities/ process to satisfy needs and wants of users. Data collected through a questionnaire from the reference librarian for identifying the extent and level of use of marketing activities for promoting the use of its resources and services. The overall marketing plan discussed on the basis of data collected through questionnaire, interview and observation. The data was analyzed through the four P’s of marketing mix namely, product, physical distribution, promotion and pricing. In addition to the four P’s another P for processing of data added by the author. The study revealed that the library had developed its product and services to satisfy the information requirements of its users. The library made use of both in house and outside location to deliver its products and services depending on their nature. The study pointed out that there are no norms in pricing the library and information services/ products and charging from the end-users. The library was not conducted any use survey regarding the information services/products it provides to various segments of customers. The study suggested the library must develop appropriate collections and services to serve its potential readers and must use modern techniques. Library acquisition, organization and dissemination must be based on the modern concept of marketing to achieve reader satisfaction. It must endeavor to nurture culture of ‘customer service’ to enhance its image in the eyes of the users.

Kaur in a paper urged the university libraries should adopt a marketing approach because of the deduction in the funding from the governments, government bodies to the university libraries for the cost of products and services. The stress from the government to the universities to generate their own resources. Also the users willingness to pay for services as reprography, microfilms, interlibrary loan, computerized search services, internet browsing and e-mail and have becoming more and more demanding. The users expected speedy delivery, easy access and range of services. So the marketing policy of the library needed careful planning, structuring, execution and evaluation with regular review.

Koshy in his article identified certain new products for libraries and information services by identifying the gaps in the product/services through a review of
current product market situation. The paper explained the process of introduction of new products/services such as generated ideas for new products, evaluate and feasibility study of the new ideas, translating the ideas into ‘full blown’ product/services, test for acceptance/feasibility of new products, check the commercial feasibility of new products, develop marketing strategy, testing marketing and launch the product.

Mohamedali\textsuperscript{16} highlighted some of the common problems of library planning in the Caribbean and elaborated on the steps involved in the marketing planning process. The study based on the response to the desire for further enlightenment on the subject of marketing planning expressed by some of the participants who attended a workshop on marketing planning for information professions, which was organized by the development of library and information studies at the University of West Indies. The paper discussed the various aspects of marketing planning in the University library which are the general interest and of interest to library profession generally.

Kendadamath\textsuperscript{17} in a paper discussed and emphasized the need for the adoption of marketing approach by the university libraries to augment their financial resources and exploit new information technology to provide better information support to the users. The study highlighted the marketing concept and its various activities and how these activities can be successfully applied in the marketing of library and information products and services in university libraries. It also discussed on the problems in implementing marketing concept to library and information services. It also provided various definitions of marketing. The paper suggested promoting marketing of library and information services in university libraries in view of the budgetary cuts by UGC and state governments. It dealt with method of designing services and products. The study concluded that the marketing policy of the libraries needs careful planning, structuring, execution and evaluation with regular review.

Martey\textsuperscript{18} studied the important variables involved in marketing the products and services of academic libraries. The importance of the quality of service and a focus on the customer was emphasized. Though inadequate funding may affect
delivery of services, the academic librarian should be motivated by this challenge to plan and implement a marketing strategy to ensure heavy patronage. Heavy use determined the worth and survival of the library in the face of staff competition from new and aggressive entrants into the information marketplace. It concluded with realities of the library situations in Ghana academic libraries obviously cannot market what was not available. They may not be in a position to provide quality services to users because of the serious problems of funding and retraining that Ghanaian librarians are struggling to solve. Suggested that however small the service was, there was a lot to be gained by embracing the marketing concept.

Rader\textsuperscript{19} narrated the experience of fund raising in academic libraries of United States. The economic issues facing libraries in the 1990’s and beyond were complex and new approaches were needed to address the financial dilemmas of the academic library. Different types of fund raising for academic libraries are examined and creative methods were detailed in this study. Some statistics were included to provide illustrations. Several universities including University of Michigan, the University of Minnesota, Arizona state university, Purdue University and others have charged special fees for research service and information work of business and private clients. Related issues of resource sharing, contracts and fee based services were offered as part of an entrepreneurial approach to library management. The study demanded for establishing a successful fee-based operation within an academic library by taking careful professional planning, detailed need assessment, energetic marketing and good business sense and practice.

Panday\textsuperscript{20} in a survey of M.S University of Baroda explored the feasibility of marketing library information services and products. The data collected from the users through a well structured questionnaire. The survey revealed that almost all the respondents depend upon the library for satisfying their information requirements. If quality services and products were provided in time, more than 80\% of the respondents were ready to pay. Also 52 to 72\% were ready to pay for value added services such as CD-ROM searches, online searches, translation services, e-mail, SDI and CAS, which are likely to be introduced in future by the library.
Aschcroft\textsuperscript{21} carried out a study at Liverpool John Moores University investigated the promotion and evaluation of electronic journals in academic library collection. An e-mail questionnaire was used to survey librarians with responsibility for the management of electronic journals in UK and North American higher education libraries. The study found that e-journals are becoming an essential element of academic library collections. It also discussed the cost implications and best value. The study also considered the prevalence and benefits of purchasing consortia. The study revealed the possible benefits from the supply chain and management skills in a changing collection environment demanded the need to train librarians in effective evaluation and marketing skills.

Block and Edzan\textsuperscript{22} described a study that investigated the marketing of “free-based” information services in five selected academic libraries in Sri Lanka. A total of five senior librarians were interviewed and 250 library users answered the questionnaires. The study revealed that all the academic libraries offer free information services to their clients with the exception of photocopying and document-delivery services. The academic libraries should aggressively market their services/products and must move from the provision of traditional library services (Book loans) to a more IT based information services (Internet).

Ganguly and Kar \textsuperscript{23} conducted a study in Tata Energy and Research Institute (TERI), New Delhi. The objective of the study was to assess the level of marketing of its information products and services. The study revealed that TERI library experience of marketing was very encouraging. Its wide range of products and services were marketed and disseminated to the end user through an effective marketing strategy. Most of the services and products are price-based. The pressure for accountability and the emergence of the enterprise culture had led library and information mangers to become aggressive about financial self sufficiency. The study narrated how the library and information centre of TERI, which houses a vast collection of energy, environment, biotechnology and sustainable development related information, fulfills demands both from in-house and external users as well as operating a marketing mix for revenue generation. It
highlighted the role of TERI information and dissemination services, value added services and a number of related news, reviews and newswire functions.

Mahesh$^{24}$ examined the barriers that have prevented libraries from implementing marketing programmes, when libraries and information centres were recognized as potential sources of revenue generation. These range from ‘Carnegie syndrome’ that libraries exist as places to obtain free services, through pricing conundrums and low library budgets, to a lack of the sharing touch in special libraries. The study pointed out that poor quality of services and lack of trained personnel was the major inhibiting factors for efficient marketing of information products and services.

Natarajan$^{25}$ in his paper e-mail as a marketing tool for information products and services explained the definitions of and strategies for marketing. The study offered details in forward marketing and reverse marketing. Also commented on promotional aspects and the advertising of marketing and how librarians can best exploit mailing list functions and the value of discussion groups.

Kavulya$^{26}$ conducted a study in the selected university libraries in Kenya revealed that regardless of the type, libraries were under pressure to justify their existence and funding through provision of customer or market-oriented services. That required a shift from product of service orientation to customer or need orientation. The study aimed at to identify the various types of library marketing covered out in the university libraries in Kenya. It also examined the methods used by university libraries in Kenya to market their services to different categories of users and the problems experienced therein. The population of the study consisted on six university libraries in the government sector and five in the private sector serving the academic community in Kenya. Among those two each from government sector and private sector were selected as sample. Data collected through interview using an interview schedule. The chief librarians of the selected universities were interviewed. Different marketing concepts provided libraries with the tools for collecting and analyzing useful data about information needs of customers, which assists in designing, developing and delivering appropriate services. The analysis revealed that there was a strong support for marketing of
library resources. It concluded that, although efforts have been made to achieve this, more emphasis must be put on promotion of the already existing services and therefore on the need for university libraries in Kenya to adapt more systematic techniques in collecting data on their user needs, if they go to design and delivery services that fit user requirements.

Lali and Vijayakumar\textsuperscript{27} attempted an objective analysis of the strength, weakness, opportunities and threats of the Kerala University Central Library and works out a strategy for effective marketing of a host of information services and products that can be generated by the library without a structural re-engineering. The study was based on the SWOT analysis of the university library, the strength in collection, special collection, technical organization, equipment, services and staff, membership and building weakness such as user orientation. The study also provided a marketing plan of the Kerala studies section by analyzing the strength, weakness, segmentation and the marketing mix consists of product and service, place, price and promotion. The analysis showed that the strength outweigh weakness, even though the threats are quite strong, there were ample opportunities that stand as silver lines. The study suggested in order to overcome the weakness, a concerted effort was needed on the part of the staff, top management of the library and authorities of the university and promotional activities.

A study conducted by Morei\textsuperscript{28} of Dr.Babasaheb Ambedkar Marathwada University Library, Aurangabad with the objective to assess users needs in changing information landscapes about the products and services. The data was collected from various types of users through a well structured questionnaire. The study revealed that library developed products and services according to the needs expressed by their users. The study also showed that users keep the awareness through means such as media, exhibitions, user education, internet, new arrival list etc.

Echezuria et.al\textsuperscript{29} studied the necessity and applicability of information products and services marketing plan in university archives. The purpose of the study was to determine the applicability of products and services marketing plan on archiving units working in the academic context. The methodology applied was
based on the analysis of different approaches and key categories linked to the subject, such as: marketing strategies, market mix and plan typology/promotional programmes, trying to envision specific applications to archives. The study found that from a theoretical perspective, there are criteria and strategies that use of this tool to study, attract and keep users, improve the presentation of products and increase information offer. The study suggested a marketing plan may be perfectly suitable for archives of any nature, but especially valid for those working in the university context, because their users’ characteristics require diverse and permanent means to fulfill their academic and administrative needs.

Kaul and Rani\textsuperscript{30} had undertaken a study to assess the attitude of users towards the marketing of information services and products of university libraries of Punjab and Chandigarh. The objectives of the study were: to know users’ level of keeping up with innovations; to know the ways which make the users awareness regarding the information required in their field of interest; to examine the service and products that users need/expect to be provided; and to know the users willingness to pay for the products and services. Data collected from 1237 users through a well structured questionnaire from the users of four universities of Punjab and Chandigarh The survey revealed that 61\% of the respondents are willing to pay for developed information services and 57\% for developed information products and made some suggestions to improve information services and products of the libraries.

Dineshan Koovakkai et.al.\textsuperscript{31} conducted a study to determine the marketing possibilities of some of the information products and services like bibliography, research in progress bulletin, abstracts of articles, copying of full test/document delivery service and current awareness bulletin. The marketing possibilities of information products were tested by receiving the responses from research scholars on their purchase intention, perceived value, need level etc. The sample of the study was taken from the full time research scholars pursuing research in various universities in Kerala. A sample of 100 was selected for the study. Data collected through a pre-structured questionnaire, out of the100 questionnaires distributed 86 were received back and were analyzed using percentage method. The study revealed that the research scholars are in favor of marketing of the
information products/services and they were ready to pay for them, if libraries provide useful information products/services. Full text article is the most preferred information products by the research scholars. Also, the research scholars felt that marketing of information products/services will raise the importance of libraries in research.

Iwhiwhu made a study to examine information repackaging and library services in Nigeria. The study conducted in two academic libraries and three research institutes in the ancient city of Ibadan. Data collected from the professional librarians using the survey research design and questionnaire. The sample constitutes all professional staff in the libraries under study. Data collected were analyzed using frequency distribution. The study found that information repackaging is a way of improving library services, particularly in the era of electronic information. Also, librarians must give critical thought with the intent of implementing marketing of information products.

Kamar in a paper gave a brief overview of electronic information resources and services offered by the J.D Rockefeller Research Library at Egerton University and the marketing of these resources. The paper examined the various reasons for marketing information resources with emphasis on the various marketing strategies used by the J.D Rockefeller Research Library towards effective utilization of the available resources in supporting research, teaching and learning. The strategies include use of posters, notices, brochures, telephone calls, Current Awareness Services (CAS), workshops and seminars and decentralization of services among others. It concluded with a discussion of cost effective use of these strategies in research and teaching.

Madhusudhan studied the marketing of library and information services and products in the Goa university library (GUL). The study analyzed 4Ps of marketing mix such as product development; physical distribution of information; promotion of products and services; and price for ensuring a catalytic role of GUL in the modern information community. The study revealed that within 21 years of its establishment, GUL has found a place among the better known university libraries in India. It also suggested that university authorities and faculty should
undertake marketing, which would strengthen the marketing plan of the library. As demand become increasingly complex, a strong commitment to marketing provides a means for the library to remain viable.

Shariful Islam and Nazmul Islam\textsuperscript{35} in an article considered the concept of marketing in the light of library and information services and mention the necessity of marketing techniques in library and information centres. It provided an outline of the principles of information products/services marketing and discussed the key steps of marketing for library and information centres. The article indicated the methods of applying marketing techniques to library and information centres and marketing difficulties to library and information services in developing countries were also discussed, with particular reference to those in Bangladesh.

Amudha and Manohari\textsuperscript{36} in a paper discussed the importance of information, information marketing, marketing of library services, impact of IT in marketing of library services, the areas of marketing in library services, product development, digital information services, physical distribution of information, promotion of products and services, publicity, public relations and pricing. The paper also examined the marketing activities in VHNSN college library in Tamil Nadu and suggested the college authorities and faculties to undertake marketing in order to strengthen the marketing plan of the library.

2.3 Marketing Orientation

Market orientation is the implementation of the marketing concept. Being marketing orientated is more than just being customer-led. It requires the full support of the organization to be fully implemented in the long term and, indeed, may need a complete change in an organization’s culture.

Inder Mohan\textsuperscript{37} in his research paper reported that information sector needs the application of good marketing principles in order to have satisfied customers and to create a financially sound industry. Objective of the study was to examine some
marketing approaches which offer new insights for information professionals who desire to maximize the impact of information products and services through the fulfillment of user needs. He opined that the task of translation and application have begun and should produce two distinct benefits: delivery of products and service, that are better matched to the target market’s needs and an improvement in the efficiency of marketing activities through a better knowledge of communication, distribution and how to formulate prices.

Shuter\textsuperscript{38} in a paper stated that at a time when libraries faced with greater and more diverse community needs, coupled with changes in technology and available resources, the development of a marketing approach should result in increased objectivity and responsiveness to individual needs. Marketing techniques are examined which should help librarians to avoid the usual pitfalls and rescue difficult situations.

Angelica do Amaral\textsuperscript{39} made a survey in Brazilian Geosciences and Mineral technology libraries to analyze the knowledge of marketing possessed by the managers of those libraries. The data needed for the study collected from the managers of the libraries through a structured questionnaire. The study emphasized the importance of adopting marketing-oriented administration in libraries in order to contribute to the full development of information sector activities. Lack of knowledge of the subject among library managers was verified and some means are suggested for improving the situation.

Manorama Srinath\textsuperscript{40} in her study suggested that the marketing of information can be introduced in the university library and provides an overview of the planning process necessary to implement the marketing strategy successfully. She considered that the concept of marketing information can be successfully adopted in libraries if it is considered as a process of satisfying the user’s requirements profitably. “Salesmanship” in libraries may sound alien to library professionals in the situation where there is no profit to consider and non competitors to beat, yet that unique situation offers a challenging job situation and a chance to increase the job satisfaction and raise the profile of library professionals. The study suggested that the serious situation with regard to the close of library schools and declining
opportunities may be considerably improved by introducing a market orientation in libraries.

Orna in a paper demonstrated how information design can help information services to deliver the goods that keep the library professionals in business by comparing the planning of information products with the marketing process. It suggested the kinds of design knowledge and skills that information professionals need to add to their existing professional knowledge

Carole examined the increasing necessity for co-operation and compromise between library services and marketing. Examples of strategies from different parts of the United Kingdom, in particular the North West, were included to demonstrate their success. The role of the client or customer was discussed, with reference to his or her needs and expectations. The study suggested that the image of libraries and the services they provided can be enhanced by selective promotion, tailored to each particular need, thus helping to reach the widest possible number of users. Comprehensive marketing of information products and services should be used more extensively in order to enable libraries to become virtually all things to all people.

Geethananda provided a perspective on information marketing using the Development Information Network South Asia (DEVINSA) as a case study. It argued that budget cuts coupled with increased costs involved in the application of technology in information processing and dissemination have required libraries and information centres to turn to information marketing. The concept of marketing has a utilization value as a good management tool to target and offers streamlined information services to the clients of a library or information centre. Since the main objective of marketing of library type data is not profit maximization but being socially responsive, the concepts of pure marketing have to be somewhat modified to be applicable to this sector.

Nawe in the article on marketing of information services in Africa stressed the need for library and information professionals to adopt a pro-active approach in marketing their services in the context of basic marketing principles, in order to
achieve the ultimate aim of serving both actual and potential users of information service, with special reference to Sub-Saharan Africa

Ojiambo\textsuperscript{45} in a study explained the concept of marketing and outlines the characteristics of marketing management. The paper discussed marketing for non-profit organizations and indicated the use of marketing techniques for libraries and information centers and explained various marketing techniques to library and information centers. The article discussed libraries as non-profit organizations have three constituencies: clients to whom they provide services, the parent institution from whom they receive funds and donor agencies. Market philosophy required that library management focused on the identification of patrons’ needs rather than library needs. The understanding of the nature of information, information needs of human beings, the transfer process between people and information will ensure that the information managers will market their information services as well as providing an effective library and information service.

Doherty et.al.\textsuperscript{46} conducted a study on the not-for-profit sector by analyzing marketing development in the British public library sector. The study presents a summary of the nature and extent of marketing development in the library services sector. It continued by addressing the issues of why some local authorities undertake a high level of marketing activity, while others do very little. A wide range of potential influences on the degree of marketing activity both at the macro and micro level was empirically analyzed. The study concluded that the level of marketing activity was highly influenced by both the range of services offered by the local authority and the presence of a marketing function within a specific organization.

Weingand\textsuperscript{47} pointed out that in the new millennium libraries must developed creative problem solving strategies, if they were not only to survive but also to thrive. Societal change, technological development and economic retrenchment all pose significant challenges for libraries. The study proposed that the former positive and comfortable attitude toward libraries no longer holds, and that marketing must be added to the managerial tool box so that libraries can become client-centered and client-focused institutions. It also presented marketing
components in the context of a customer orientation and addressed serious questions such as how can the use of marketing principles improve the management of libraries? How can marketing help library staff to serve their clients more effectively? Is marketing a trend in a long series of trends that may be popular today but fade into history tomorrow? What is the point of expending staff time and energy on yet another learning endeavor?

Edwards\(^{48}\) in an article stated that in order to serve the users in a better way the public libraries were increasingly embracing customer oriented marketing philosophy. He suggested that a market oriented public library recognize the diversity of users as well as potential users and attempts to segment their market according to the type of use, motivation for user or the perceived benefits obtained. The author substantiated these arguments with the support of the findings of a multi staged study conducted in Australia, which investigated the attitude of the general public towards the public library and the role of these attitudes in predicting intentions to use the local library. The study revealed that the efforts of those libraries employing market orientation were appreciated by the public.

Chang and Hsieh\(^{49}\) in a study explained that public libraries with well established library systems have flourished in Taiwan during the past four decades owing to economic prosperity. But it was found that only less than one-tenth of the population in the community served by those libraries had registered as library users. This relatively low level of use by customers may be due to a lack of awareness of the services that the public library has to offer. The study proposed an effective approach to designing marketing strategies to incorporate marketing channels, corresponding communications, messages and service quality dimensions, in order to promote the use of library service, and thus change the use pattern of current customers.

Kvaran\(^{50}\) in a research paper reported the result of a research on marketing and related issues. The data collected through an interview with the directors of five public libraries, serving fifty four percent of the population of Iceland. The study revealed that the services offered were mostly traditional and a few libraries
provided specialized information services. The study also gave reasons for the lack of emphasis on marketing and public relations and offered valuable suggestions for improvements.

Renborg\(^51\) argued that the idea of marketing library services was not new to the library world. The paper showed the development from wishes to improve personal relations between librarians and the ‘common man in the street’ into planned extension work and public relation. It also stressed the importance of marketing a library service before measuring library performance. The study dealt with the period from 1876 to 1970’s.

Taher\(^52\) conducted a study in American Studies Research Centre (ASRC), Hyderabad to assess the marketing activities. It was based on the surveys conducted by Renold Chepman in 1985 and S D Vyas and D Sudarsana Reddy in 1983 respectively. The two surveys were carried out on by questionnaires within ASRC to ascertain a general user response about all activities/services and about use patterns of journals and non-book materials. The growth of ASRC in terms of its users, books and book use (lending) covering a period from 1966 to 1986 were provided. The study revealed the need for segmentation of users and promotional methods will enable the marketisation process and ultimately result in efficiency in document delivery. The study also identified systematic information collection procedures, formal methods of encouraging inquiries/complaints/suggestions and above all a periodic adjustment of product and policy consistent with feedback obtained from the market place can definitely make ASRC a good market for its resources/products.

Bhat\(^53\) in a research article narrated the marketing efforts of the British Council Library network in India. The objective of marketing approach was to maintain excellent customer relations for providing quality service. Customer interactions were carried out on a regular basis to ensure their involvement in the product and service design. The customer interactions were by means of members’ programme, questionnaires, surveys and suggestion box. The libraries employed promotional techniques such as mail shots, direct distribution of publicity materials and publicity through press and advertising in order to increase the
customer base. Extension activities such as lectures and seminars were organized at regular intervals to attract the target customers to the library.

Cheuk\textsuperscript{54} in a study described that marketing approach was a customer-oriented approach and attempted to design education programmes for undergraduates in academic libraries with a marketing approach. The study showed that undergraduates do have needs for user education programs but that existing programs were not well designed to meet their needs. Suggested that if librarians can better understand undergraduate’s needs by redesigning existing user education programs by setting realistic marketing objectives, they can be better served. The study presented models and theories that help to understand undergraduate needs and the factors affecting those needs. The study concluded that it was unrealistic of librarians to serve undergraduate’s needs. Effective segmentation was therefore necessary to identify realistic segments to be targeted. Subject based segmentation was suggested to be an effective means for effective information services.

Lozano\textsuperscript{55} made a brief review of the concepts, connotations in the area of information services, tried to stress the implications of being ‘customer’ oriented as the most important component of marketing. A model to measure the level of the library’s orientation towards its market-as perceived by its managers-was presented. It was designed taking into account the models that major specialists prepared in order to evaluate marketing activity in companies. It should allow librarians to establish to what extent the library was properly user oriented and, at the same time, what specific marketing related aspects it was failing in or should improve at.

Tadsad and Talikoti\textsuperscript{56} surveyed the users of the city central library of Gulbarga. The objective of the study was to find out the extent of awareness and utilization of products, services and facilities provided by the library. The data was collected through a structured questionnaire and interview. The study revealed a significant proportion of the users are unaware of the products, services and facilities of the library. The study emphasized the need for organizing regular awareness programmes to increase the optimum utilization of the resources, services and
facilities of the library. It demanded the need for organizing regular user awareness programs to increase the optimum utilization of its resources.

Brewerton\textsuperscript{57} in a paper described the marketing activities of the Oxford Brookers university library. A group of professionals deputed from various departments to bring marketing orientation and controlled the marketing activities of the library. Services were designed according to the requirement of the user group. Data collection techniques like suggestion forms, questionnaire and informal feedback were used for the purpose. Adequate training was given to library personnel to ensure proper coordination of marketing activities. Library newsletters, electronic publications and informal networks were employed for communication with the users. Efforts were also undertaken to raise the profile of the library inside as well as outside the university by publishing and promoting the library in all academic forums. Development in the field of marketing was keenly observed and incorporated on a regular basis in the working practice of the library.

Webber\textsuperscript{58} argued that the increasing trend for business schools to focus on marketing tangible products to customers makes it increasingly important for future information professionals to learn about services and business to business marketing. The degree to which marketing is taught in UK library schools was investigated in a survey conducted in summer 2001, of the extent to which library and information services marketing and quality management were being taught as part of the curriculum. The study was to companion to ones covering the situation in North America and in Brazil. The UK survey, all the library associations/institutes of information scientist’s accredited courses were mailed. Questionnaires were sent to head of the department in of the 17 institutions with relevant courses, where respondents were asked whether they regularly offered classes in marketing library and information services and the management of service quality. The survey revealed that there has been steady improvement in the teaching of marketing of information professionals over the years, but that the change is taking place slowly.

Boady-Preston\textsuperscript{59} made a study to identify the extent to which internal marketing situations adopted by public libraries and to investigate managers views of
internal marketing as a strategy, and the extent to which they believed it to contribute to the success of a library. A sample of six London public library authorities were chosen for the survey, consisting of three inner London and three outer London library authorities. Data collected through semi-structured questionnaires, unobtrusive observation and an analysis of mission statements. The result showed that a planned internal marketing program may help to improve the success of library services. The libraries surveyed appeared to lack both a clearly defined marketing orientation and the strategies to deal with resistance to change. It also suggested that for the successful implementation of internal marketing organization need to address existing weakness and the library managers need to overcome resistance to change.

Cuesta and McGovern in a study emphasized the importance of identifying needs of specific populations and offered advice regarding how to focus marketing efforts for specific groups. The paper includes a checklist to analyze a library’s efforts from a diversity perspective; the list covers library planning, collections, programs and services, publicity and media relations, and staff development. The main message of the study was to examine early on, as part of planning endeavors, how a library can reach out to diverse populations. This article offered guidance for libraries of all stripes.

Gupta and Jambhekar in a paper advocated libraries incorporate elements of client or customer orientation to serve users and thus become market driven in a real sense. The study attempted to describe what customer focus was all about and how quality, customer contentment and marketing were closely related. Made certain creative suggestions that can be adopted in library and information centres for the successful implementation of marketing.

Nkanga conducted a study of selected information providing institutions, in particular special libraries in Gaborone, Botswana. The main objective was to find out if special libraries and information officers in Gaborone market their services and whether well planned marketing services were being implemented. Data collected from chief librarians of special libraries by using a well structured questionnaire. The study revealed that a majority are in favor of marketing their
services to their users. But in practice, very few libraries undertake formal marketing planning and prepare marketing plans. Promotion is the most commonly used element of the marketing mix. However, library marketing can no longer be confined to this one element. The whole range of marketing activities needed for the effective management of special libraries. It was only thorough planning, as advocated by the Kotler-Andreasen-Keiser approach, that marketing will cease to be equated with promotion and take on its full potential as a vital management tool.

Torres\textsuperscript{63} conducted a research study of marketing information services. The study addressed how marketing efforts were integrated into training programmes for information professionals. What is done to promote the integration of marketing techniques in information service management and which marketing techniques were used to understand the environment of the service, meet the needs of the users and non-users, optimize services and communicate effectively with the various sections of the public.

Adeloye\textsuperscript{64} in his research paper how to market yourself and your library organization explored how information professionals and librarians, particularly those referred to as “one-man bands”, can ensure a vibrant use of the library and information centre in their organizations. The author noted that more often than not, lone information professionals and librarians believe the argument that because they were not trained to ‘sell’, there was no point for them to market their units. But, as the author argued, lone librarians, and indeed all involved in the profession, should embrace marketing as an ally and use it to promote their work in a structured way both within and without the organization. A number of practical ideas are presented to ensure that information and library units justify their existence with an organization.

Rajesh Singh\textsuperscript{65} in his article discussed the shifting paradigms and emerging issues in the library and information service profession, which influence the services provider- customer relationship. For long-term survival and growth, libraries and information centers need to build, develop and maintain a relationship with their customers. The foremost challenge witnessed by the library mangers was how to
provide easy and quick access to information products and services without compromising service quality while maintaining customer focus at the same time. A relationship marketing approach, initially involved in Scandinavia, was suggested as a way to build relationships with the customers. Some experiences drawn from a pilot study conducted in Finnish libraries had been interpreted in the framework of a relationship marketing approach. The key issues raised were how relationship marketing principles can contribute to developing relationships with customers in the library and information environment. The study stressed the need for building relationships with customers to meet their ever-changing various needs, wants, and demands. The article concluded by stating that today libraries need relationship marketing and a focus on quality were now essential elements of our work in information services.

Rowley\textsuperscript{66} in an article on information marketing seeks to encourage information professionals to take a critical perspective on the nature and practice of marketing as it relates to information-based products and services. The seven questions posed by this article were: what is marketing? What is information marketing? Are you marketing or selling? When does marketing and the service delivery begin? Is it possible to brand an information service? Is it possible to ‘make friends and influence people’ through a screen? Does marketing have any impact?. The exploration of these questions will address the marketing of both digital information products and services such as electronic journals, portals, library web pages, and more traditional information services, such as lending of books and other media, services for specific groups such as children and user training. From the academic perspective the exploration of these questions supports the development of understanding of the nature of information marketing. For practitioners, suggested some of the questions that marketers need to be prepared to answer. The article reached beyond the “how to” of the marketing of library and information services towards an analysis of some of the key theoretical questions relating to information marketing.

Harrison and Shaw\textsuperscript{67} discussed the result of the study conducted to investigate the adoption of the marketing concept through personnel employed in a public library in Victoria, Australia. Data for the study was collected from a series of staff group
meeting with the participation of all employees. The theme of the discussions was focused on how individuals and groups in the library service perceived and used marketing in their day-to-day work. They also discussed the various topics like role of marketing elements of marketing mix and the influence of marketing strategy. The discussions were recorded on audio tape and necessary notes were taken. The data was analyzed using a semi fixed grid method to determine key themes and topics. The research found a number of factors that could be instrumental in the successful implementation of the marketing concepts in public libraries.

Norris\textsuperscript{68} in an article identified the ways in which academic libraries are doing marketing and suggested how they can do it better. For instance, Norris suggested taking advantage of patrons' needs and creating services not likely to need much marketing. Also presented information and insights geared to marketing library services to the millennial generation, "born roughly between 1982 and 2002".

Jenness\textsuperscript{69} conducted a survey in a variety of small academic libraries to discover what ideas or tools they used for promotion and marketing focusing particularly on those which can be utilized with minimal outlay of time and money. The objectives of the study were: to discover and compile marketing ideas used by small academic libraries; to determine themes and trends within existing library marketing and promotion practices; and to enable other libraries to more effectively market themselves by using tried and tested promotional tools and avoiding those shown to have little or no impact. Data collected from the librarians of small academic library which serves a student population between 1000 and 5000 in both private and public universities and conducted follow-up interviews via e-mail or telephone. The survey found that there exist a wide variety of useful methods for library marketing which can be effective and inexpensive.

Mi\textsuperscript{70} argued that librarians and digital resources can play a critical role in today’s students life long learning. Marketing is the key to the success of the library and listening to customers is the key to the marketing. The purpose of the paper was to examine the role of marketing to new generations of library users. It reviewed
classical marketing texts and current user studies for applicability to library service. The study found that libraries can apply classic marketing principles to attract and better serve the new generations of users. Although libraries no longer have a monopoly on information sources, libraries do offer value-added services. By understanding the users and their contexts, it proposed various strategies of value to market librarians and library resources.

Sen conducted an exploratory research as part of a study into the value and relevance of market orientation as a strategic option for library managers. The aim of the study was to define the concept of market orientation relative to the library sector. A series of focus groups and field interviews were carried out in order to validate the established constructs of market orientation prevalent in the management literature. Focus groups were used to gather data from librarians working at different levels in two different sectors - academic and public. Senior library policy makers were also interviewed. The object was to gain an indication of the breadth of opinion across sectors. The data were coded and analyzed using a taxonomic map developed during the study. The study found that marketing orientation is a concept that library professional see as being valuable, library managers defined market orientation in the same way as the concept is defined in the management literature. Their understating of the concept is developing.

Vinod conducted a study in seven university libraries of Kerala to identify the degree of marketing orientation in information dissemination activities. The study conducted on a sample of 813 users by using a structured questionnaire. The study found that the level of communication and co-ordination activities in the university libraries in Kerala were moderate. The level of intelligence generation among the university libraries in Kerala was also moderate. The study revealed that the university libraries in Kerala have a moderate degree of marketing orientation in their information dissemination activities. The management of the university libraries in Kerala had given a reasonable degree of importance to the user needs while offering their services.
2.4 Marketing Strategy

Marketing strategy is an overall statement of the activities to be carried out in order to achieve the aims and objectives of marketing. Marketing strategies applied to the information products/services, in a way similar to that used for the promotion of commercial goods and services, can alleviate to a great extent the problem of non-utilization of products and services offered by the libraries and information centres.

Michael formulated a strategy for marketing the information products and services of the Water and sanitation Information and Documentation centre (MAJIDOC) of the Water Resources Institute in Daress Salaam, Tanzania. The paper discussed the market environment, resource requirements and objectives of marketing strategy and presented an action programme involving internal and external promotion through various types of media and activities. A budget plan for the implementation of the strategy was also appended.

Toit suggested that in determining an overall business strategy for an information service, management has to develop a product portfolio strategy for decision making on the main applications of current products. Portfolio analysis is an integrated planning technique for establishing the strategic role of each product on the basis of growth of the product in the market and its market share compared to that of competitors. The paper described two portfolio models that have been developed namely the Boston Consulting group growth share matrix; and the industry attractiveness business position matrix. The paper discussed the four specific strategies which may be considered for a particular product: growth strategy; maintenance strategy; harvesting strategy; or withdrawal strategy.

Tilson conducted a survey of charging policies and practices in London based public, academic and special libraries and information services with the object of establishing which pricing mechanisms were in operation and which services provided at a fee. The pricing mechanism cited by most of the respondents was “what the market will bear?” rather than a direct adherence to cost-based prices.
The majority of libraries of all types have formalized some sort of differential pricing scheme in relation to user type and type of usage. There was a high commitment in academic and public libraries to a basic free level of service. Regulatory charges are largely the domain of public and academic libraries. Services acting as candidates for the generation of income differ between library types, but were mostly concerned with product rather than ideal advice. “Value-added” work was largely conducted by special and academic libraries.

Lima\textsuperscript{76} in an article defined market segmentation as a means of responding best to the needs, demands and interests of the different sectors. Discussed the various aspects of information products, the life cycle of the product and the marketing mix in the library and information sector and suggested that personnel might be an additional component of the marketing mix.

Seetharaman\textsuperscript{77} recognized a trend towards fee-based information products and services in many libraries and information centers. Information was treated as a resource and as a salable commodity. The paper identified many marketable information products and services which must libraries and information centers could offer. It also explained the library and information centers could develop suitable marketing plans, tools and techniques such as product identification, target group definition etc.

Evan-Wong\textsuperscript{78} conducted a study on marketing agricultural information services in the Eastern Caribbean presented a methodology for marketing an information service effectively. It focused on the market intelligence system developed by the organization of Eastern Caribbean States’ agricultural diversification coordinating unit. The methodology developed was based on a strategic approach to marketing which involves: analysis of the system’s environment; segmentation and need assessment of its client groups; an information audit of the existing system; analysis of market and product opportunities; and the development of recommendations for a tactical marketing programme and its evaluation so that the system continued to reflect the priorities of its clients. The developed marketing strategy emphasized client input adopted by libraries; information centers and systems wishing to develop and market their services. The study
found that dominant theme in the development of a strategic marketing process for the information services has been the use of proactive and regular client contact in order to determine the specific needs of the various client groups.

Yanovskii \(^{79}\) in an article pointed out the emergence of a new market for information products and services and examined the role of marketing in supporting the growth of that market. Also explained how marketing techniques can be used to analyze market conditions, promote new information products and stimulate demand.

Rowley \(^{80}\) studied the central role of pricing strategy in determining the future characteristics of the information market place. The study focused on three of the four variables in the marketing of electronic databases: product, distribution and price. The fourth variable promotion was omitted. It discussed the product variable in terms of the nature of information as a product and its value, consumption, dynamics, life cycle and individuality. Considered the distribution variable in terms of three potential distribution channels: CD-ROMs; data networks; and facsimile transmission; noted that many producers were still involved in printed products. Discussed the prices variable by considering five key approaches to pricing: pricing according to value, pricing for full cost recovery, marginal cost pricing and free distribution of services. Analyzed the pricing structure for online searching of external databases (subscription charges, discount plans, volume purchase and print charges, telecommunication charges, charges for special commands and charges for special services like SDI, statistical reports and end-user services). The paper presented a seminal analysis for CD-ROM databases. The study suggested the complex and chaotic information market place may be alleviated by standardization in pricing structures for products such as CD-ROMs and research which seeks to link the factors that influence pricing structures to a more closely defined model.

Banun \(^{81}\) studied the marketing of Information Technology (IT) products and services though libraries based on the Malaysian experience. The paper discussed the Malaysian’s government plan to transform the country into digital nation and how libraries can play their strategic roles in making IT products and services
easily accessible to the community. Marketing IT products and services that benefit the community at large are some of the strategies that libraries should consider in order to improve their services in the digital era. Marketing strategies of IT products and services act as the driving force in achieving quality library services that meet information needs of the community. In developing marketing strategies, the author discussed the need to undertake environmental analysis to determine market trends that have major influence in the information need of library customers, conduct market research before marketing programs can be introduced, develop marketing strategies through forward marketing and reverse marketing, and finally suggested to institute a monitoring and review system in order to maintain continuous customers’ satisfaction of services offered by libraries.

Rama Patnaik\textsuperscript{82} in his article relevance of marketing for library and information centers discussed the task of marketing in profit and nonprofit organizations and the deteriorating scenario of libraries and information centers. The paper explained marketing concepts, techniques, analysis, research, market segmentation and user studies. Identified various segments with varying specific needs and want to be tackled by designing a marketing programme. The study emphasized the application of various methods like marketing mix, evolving tools of product, price, promotion and proper marketing audit for developing marketing strategy to be undertaken by libraries. It demanded quality management programme for the success of marketing in libraries.

Robinson\textsuperscript{83} in an article offered advice on strategic and tactical approaches to marketing new business libraries or information services, based on the authors’ personal experiences in setting up new information services. The focus was not restricted to the mechanics of marketing processes but was more concerned with ways of winning the hearts and minds of prospective clients and moving from a more traditional transactional relationship with users to a more consultative one. It suggested six rules to guide practitioners, with the provision that those were the core ones that worked for the author and that those could others equally valid: segment the service’s market; adapt the products to make them relevant; define and position the services; build relationships; understand how people work; and
manage expectations and maintain momentum. The study concluded that the underlying consideration governing all those rules was the shared values held throughout an organization and that those can provide a powerful driving force and focus for all its actions. Understanding the organizational culture and the critical business drives was the key to adapt and develop the information services.

Jackson\textsuperscript{84} reviewed the experience of marketing a hybrid library project in an academic library, drawing on the mainstream literature of marketing. The paper commented on the provision of a quality product, promotion of the interfaces, selection of the right time for promotion, and the use of a variety of methods to attract users. It emphasized the need to involve all members of a project team in marketing and to evaluate the marketing strategy. Feedback from the academic library and information science staff and users, were recounted and suggested various plans for future development. It concluded with an advice to information and library professionals to develop marketing concepts and techniques to survive and prosper the services.

Ward et.al.\textsuperscript{85} in a study argued fee -based information services offered research and document delivery services to non-primary clientele on a cost-recovery basis. The study highlighted the services at the University of Colorado, Boulder, Rice University and Purdue University. It explored the major financial considerations involved in starting new fee-based service, including planning, staffing, pricing and marketing. It also related several special opportunities to which the libraries could not have responded without having had existing fee-based service with experienced staff in place. The study also examined the internet opportunities as a marketing tool.

Ekpenyong\textsuperscript{86} conducted a study of the marketing and promotion of information services in the University of Ibadan Library in Nigeria , now known as Kenneth Dike Library. It was a case study on the need to market information services to the target markets that are already available, namely: Lectures (teachers, researchers) students (undergraduates and post graduates), administrators and others (including national and international researchers). The analysis based on the statistics available from library records revealed that the library system has a big problem
Neuhaus and Snowden\textsuperscript{87} in a study argued that without effective public relations, academic libraries may appear less relevant and less necessary to future generations of students, faculty and administrators. The study was based on the survey conducted by the library marketing committee created in the University of Northern Iowa campus in 1991. The aim of the committee was to heighten administrators, faculty and students awareness of the resources and services of Northern Iowas’ Rod Library. The Marketing committee was charged with helping administrators, faculty and students to realize what the librarians already know—that the library is capable of galvanizing, nurturing and supporting the research of the University community. During 2000 and 2001 various marketing efforts and experiments were employed by the committee including promotional newsletters and e-mail postings, students surveys, co-operative marketing studies conducted with marketing students, participation in student and faculty orientations and creative advertising via library pens, library shirts, online library newsletters and sidewalk slogans. The study suggested that even though the results from those experiments are encouraging significant time, effort and money should be expended in marketing a library. Also market research will be conducted more frequently to determine the effectiveness of current library resources and services, the success of various marketing approaches and evolving demands and needs of the university community.

Sharma and Chaudhary\textsuperscript{88} conducted a case study of All India Management Association Library (AIMAL). Data collected from the internal records of the organization. The marketing activities of AIMAL were carried out according to a well prepared marketing plan. The various stages in their marketing plan were product planning, pricing of products and services, promotion, new product planning, market research and preparing the organization to meet the future
challenges. The revenue generated showed a positive result of marketing oriented approach in the management of AIMA Library.

Angus and Oppenheim\textsuperscript{89} conducted a study of the characteristics of brand names used in the marketing of information products and services in internet related services in the University of Loughborough. More than 600 brand names across three different categories of online information services were analyzed. The analysis took the form of both an objective individual analysis and a questionnaire analysis of brand names. For the individual analysis a list of 100-300 brand names for each of the three categories on information services was obtained. Names were picked at random from standard reference sources and brand names were then analyzed in terms of their linguistic characteristics. To test whether or not the most frequently occurring characteristics employed by the list of brand names were indeed the ones which would allow users to distinguish, with a minimum of effort, the information services which would be of most value to them, three questionnaires were designed. These were distributed to 530 staff and students at the University of Loughborough. Results suggested that the most frequently occurring brand names characteristics of online information services were not necessarily the most effective in allowing users to distinguish the services that would be of most value to them. Three frameworks were suggested for the future branding of online information services.

Brodsky\textsuperscript{90} conducted a study in Sonoma State University Library argued that while most college campuses have strong support for the libraries, as competition on university campuses for limited financial resources sets tougher, support for libraries can be more theoretical than actual. Library users were unaware of the complexity of and expenses required for library services. Not only must libraries compete for limited financial resources, they must also compete in a complex information market place. Today, libraries must market themselves to their constituents to ensure that services were utilized and appropriate resources were allocated for all formats of library materials. The study found that by committing to a strong marketing program, the University Library at Sonoma State University developed strategic plans to gain broader support from faculty, students, administrators and greater use of services. Libraries wishing to explore the
possibility of integrating marketing efforts or libraries in the process of a move can adopt and/or adapt some of these techniques.

Kumbar\textsuperscript{91} in his article recognized the value of marketing library’s products and services and listed the basic steps for marketing library and information services. The libraries in Asia have been traditionally under-funded. But the information age is starting to change all of that. The technology is already superb and has been greater potential but needs the wisdom of older minds that are trained and have built a lifetime of experience in making sure people get the information they need. Librarians are quickly responding to the challenges and are making sure they get their share of the information age financial largesse. Marketing in libraries has gone beyond special days and book displays. The paper argued that the library staff needs to develop and formalize their own marketing strategies and it is high time to give the marketing function as a priority within our library duties. It also listed the difficulties to market library and information services.

Manorama Srinath et. al.\textsuperscript{92} pointed out that marketing of information was one of the stages of information management and explained digital information marketing as the process of popularizing the information resources, which were repackaged in various digital formats among the existing users and as well as the potential users. The article also explained the various stages of marketing of digital information, the difference between printed product and digital products, possibilities to introduce digital information marketing in libraries and the tools to be used for designing digital products. It concluded with the technical limitations, less possibility of protection of intellectual property right and worldwide competition in the digital information marketing.

Rajyalakshmi and Waghmare\textsuperscript{93} discussed the concept of marketing, need for marketing of knowledge products and services in libraries in the present context, the activities which can be undertaken for marketing; different products which become financial resource generators for libraries. The ways and means of promotion; different methods of generation of finances in libraries, and some examples of charges collected for knowledge products and services were given and methods for price estimations for different services and products were
discussed. It concluded by suggesting electronic information infrastructure has a great potential which the librarians and managers of information centers can utilize and become the potential finance resource generators for their sustainability, which will affect on growth and image of libraries and information professionals in India.

Adeyoyin\textsuperscript{94} in his research paper aimed to focus on marketing of library and information services and attempted to correlate marketing as a concept to the provision of library services. In this study the user groups were identified with library classification. The study highlighted library management in relation to marketing its services and products. In view of the social, economic and technological changes, the study advocated a paradigm shift from the traditional marketing system into a more vibrant and dynamic, strategic marketing of library services and products. It concluded that a major marketing campaign is necessary to increase awareness and educate the library users about available library resources. This crusade can be further strengthened by the provision of the right service at the right time and the right price to the right users in the right place while supported by a quality management team.

Bridges\textsuperscript{95} in an article stated that marketing is an essential role for hospital libraries, even though many libraries did not see themselves as marketers. Library work involved education, and there were parallels between marketing and education as described in this article. It was incumbent upon hospital librarians actively to pursue ways of reminding their customers about library products and services. This article reinforced the idea that marketing is an element in many of the things that librarians already do, and included a list of suggested marketing strategies intended to remind administrators, physicians, and other customers that they have libraries in their organizations.

Mahmood et. al.\textsuperscript{96} conducted a study to find the potential for fee-based library and information services in Pakistan. The aim of the study was to find out and analyze the opinion of library leaders about various fee-based services with special reference to Pakistani libraries. The main objective of the study was to identify which library services could be provided on a fee-based model in Pakistan.
Surveyed experts in Pakistani libraries, a questionnaire were administered to determine both the type of library services that could generate revenue and the viability of charging for library services. Perceptions of library leaders were gathered through interviews. The study found that library experts in Pakistan were in favor of charging fees for library services. Out of the 32 identified information services 12 were identified as excellent candidates for the fee-based model. Another 16 were identified as having a better than 50 per cent chance of ‘success’. The study finally identified a minimum of 28 library services that may generate funds for Pakistan libraries if they are changed to a fee-based model.

Helinsky\(^7\) in a paper argued from a marketing point of view why it should be involved in all library routines. The article gave an insight in marketing in the library. It showed why marketing is necessary and how the competition was growing even in our surroundings. It also narrated the difference between internal and external marketing in library and information centers. The paper discussed some marketing tools, which are especially suitable for libraries. It also emphasized that everybody at the library should be involved directly or indirectly in the marketing.

Kim and Park\(^8\) made a marketing analysis of reference and information services in Korean libraries. The objective of the study were to measure the extent of 7Ps marketing mix adopted by Korean libraries and to compare its performance between public, academic, special and school libraries and to identify the marketing activities of Korean libraries. A questionnaire survey was conducted in 197 libraries. The data analyzed using SPSS 12.0 for windows. The study found the 7Ps marketing mix performed relatively well except price, special libraries performed best among four groups in the 7Ps marketing mix followed by academic libraries. The majority of Korean libraries provided their reference and information service through the combination of on-line and off-line methods. The most popular distribution activities for the off-line reference and information services were the visit and by telephone while the on-line service were e-mail and electronic board. Also home page seemed the most popular tool for promotion of the reference and information services in Korean libraries.
Sahu and Mahapatra\textsuperscript{99} in a paper discussed the application of conventional concept of services marketing in digital library in modern era. The aim of the study was to correlate marketing as a concept to the provision of digital library services. It argued the unique characteristics of information products demanded a new approach to marketing defined as information marketing. In view of the social, economic and technological changes, library and information centers have begun to realize that marketing of information products and services is an integral part of administration. On account of information explosion, the technological revolution and escalating library costs were responsible for encouraging the library profession to develop a professional marketing approach in its operations and services. The paper discussed the concept of conventional services marketing system as they are affected in digital library services. The concept would help to provide right service at right time and the right price to right users in the right place with support of quality staffs. The paper also provided useful information on the marketing of digital library and information services.

Song\textsuperscript{100} conducted a survey for developing marketing strategies for the Business and Economics Library (BEL) at the University of Illinois at Urbana-Champaign (UIUC) and was designed to answer the following questions: Should BEL develop marketing strategies differently for East Asian business students? What services do graduate business students want to receive from BEL? With whom should BEL partner to increase visibility at the College of Business? Marketing research techniques were used to gather evidence upon which BEL could construct appropriate marketing strategies. A questionnaire was used with graduate business students enrolled at UIUC. The survey consisted of four categories of questions such as demographics, assessment of current library services, desired library services and research behavior. The data were analyzed using descriptive statistics and hypothesis testing to answer the three research questions. The study found that East Asian business students showed similar assessment of current services such as non-East Asian international business students. It also showed that graduate business students had low awareness of current library services. The business Career Services office was identified as a co-branding partner for BEL to increase its visibility. A marketing research approach was used to help BEL make
important strategic decisions before launching marketing campaigns to increase visibility to graduate business students at UIUC.

Spalding and Wang\(^1\) conducted a study to explore the value of marketing concept in academic libraries and how marketing concept is applied in practice to marketing academic library services through the experiences of academic libraries across USA. The study focuses on using marketing as a managerial tool to accomplish strategic organizational goals and objectives, discussed challenges and opportunities in academic library marketing. It presented examples demonstrating innovative methods that academic libraries have used to market their images and services and offer suggestions for developing marketing plans and strategies. The study found that market research allows libraries to understand better the points of view of their student and faculty library users, as well as the perspectives of campus administrations and the community external to the college. It also revealed that library is more successful in gaining visibility and support for its efforts and library users are more successful in marketing the best use of the services available to them to meet their academic and research goals. The study offered practical solutions for academic libraries in the global community.

Wenhong\(^2\) studied the marketing and service promotion practices in the Library of Chinese Academy of Sciences. The objective of the study was to call for application of marketing in the library area, especially libraries supported by public budget based on the experiences within the library of Chinese Academy of Sciences. The paper gave a summary of the current situation, analyzed problems and suggested new methods. It explored and evaluated the use of marketing tools, service promotion experiences and new techniques in a large library context and explored the boundaries between real and virtual libraries and service provision. It was a case study of service provision promotion practices, discussed user-centered website design, and how market-oriented problem solutions can help to enhance a library’s customer relationships.

Alire\(^3\) in an article aimed to dispel the perception that academic libraries do not need to market their services and resources; to acquaint academic librarians to the concept of word-of-mouth marketing academic library success story. It included
an introduction to the concept of word-of-mouth marketing and its application to academic libraries. Also included how one academic library successfully employed this marketing technique. The paper demonstrated the experience and success story of the University of New Mexico (UNM) libraries’ in word-of-mouth marketing strategy and how it was used to further the services and funding of UNM libraries.

Garusing Arachchige\textsuperscript{104} conducted a study to identify the role of libraries in Sri Lanka for the process of improving lifelong learning and identify strategies applicable from the e-marketing concept. Use of the web pages as a marketing tool among university libraries were examined by logging onto the homepages of respective libraries of government universities. Contents, strategic links, and the accessibility of these home pages were explored. The study was not a technological exploration but a view in a marketing perspective and was based on the assumption that web pages can be utilized in university libraries to interact with users, conduct live communication with them, develop information skills among users, and disseminate information directly to relevant individual or group and the success of this process leads to the proliferation of lifelong learning. Thirteen home pages out of fifteen were logged on. Almost all the pages have given priority to include contact details, history, general procedures of the respective library, online public access catalogue, staff details, and free electronic resources etc. Nearly 50\% of libraries have made worthy attempts to link the page with other libraries and information resources available outside but some of the links were not updated or associated with errors of linking. A few libraries have made satisfactory attempts to include subject gateways. Lack of authority, limitation of know-how technology, untrained staff, and limited infrastructure were seen as barriers.

Mu\textsuperscript{105} conducted a study to suggest strategies for marketing academic library resources and information services to Asian International students and to study the challenges faced by reference librarians dealing with Asian International students. The study based on the fact that when compared with those from a western culture, the Asian students were not as knowledgeable about the library resources and information services in an academic setting. The data collected through the
personal experiences and observations as an international student’s information librarian who works closely with international students. Surveys were used to find out whether Asian International students had experiences of using academic libraries; and whether they are aware of the services and resources available for their study on a western academic setting. The study revealed that libraries need to market their services and resources proactively to Asian international students who were not familiar with the services and resources in a western academic library. Reference librarians need to consider these learners characteristics, language proficiency, learning styles and their subject of interests so that the teaching methodology and examples used were effective with those students.

Robinson in an article suggested six golden rules for marketing information service successfully based on the personal experience of the author in setting up a new information service. It offered advice on strategic and tactical approaches to marketing new business libraries or information services. The focus was not restricted to the mechanics of the marketing processes but was more concerned with the ways of winning the hearts and minds of prospective clients and moving from a more traditional transactional relationship with users to a more consultative one. The six rules to guide the practitioners were: segment the service’s market; adapt the products to make them relevant; define and position the service; build relationships; understand how people work; and manage expectations and maintain momentum. The paper concludes that the underlying consideration governing all these rules was the shared values held throughout an organization and that those can provide a powerful driving force and focus for all its actions.

Schmidt in a study aimed to highlight some of the changes occurring in the information environment and suggested ways of marketing library services effectively to today’s users. Marketing concepts are explored in the paper, focusing on a clear understanding of users, the library’s products, and the appropriate place for service delivery, an appropriate pricing strategy and effective promotional strategies. Promotional strategies which are being used effectively by some of the commercial organizations as well as approaches being developed by some libraries are highlighted. Practical hints are provided so that libraries can ensure that their missions of ensuring that every book has its reader
can be accomplished in a new age of access to information in real books and journals and other information resources. The study found that libraries no longer operate in a “come and get it” environment and new ways of outreach are described which ensure that librarians are out amongst their communities, creating an awareness of the services available and ensuring effective use of resources through a variety of approaches used in university libraries in Australia and McGill University in Montreal, Canada.

Baltes and Leibing\textsuperscript{108} in an article aimed to give an introduction to ‘guerrilla marketing’ principles and discussed its suitability for information services. The paper examined whether guerrilla marketing strategies may be suitable for introducing information services. The necessary prerequisites for that were explored based on applying cross-case analysis findings from industry examples to information services. It was based on a conceptual framework illustrating differentiating and positioning hypothesis for information services. It also argued that guerrilla marketing strategies may be applied for information services whenever a product-like representation for such a service can be developed and a link to emotional values be established. Furthermore, for the product like representation there must be coherent target groups to be identified and relevant user scenarios be created for them. The paper provided a conceptual framework related to the question of degree of utilization of information services in their relevant target groups through marketing efforts. It also provided alternative ways of thinking and acting for information services by librarians.

Liu and Shu\textsuperscript{109} made a study to investigate library user’s needs and promotion strategies of electronic resources in order to identify the most effective ways of marketing. The paper argued that for academic libraries to achieve maximum efficiency in its electronic resources it was necessary to seek the most effective marketing strategies. Therefore the marketing concept of the electronic resources should be reader oriented, such as respecting and understanding library user’s information needs. The study focused on the students of four colleges such as College of Business, College of Tourism, College of Information, and college of Humanities and Social Science in Kainan University. Stratified sampling was used in the study and a whole class was treated as one unit. The data collected through
a well structured questionnaire distributed to 500 students when the class began and collected by the end of the school day. The study used the Gap Analysis Model as the main analytical tool to examine cases in which readers/students show real demands to electronic resources. The results of the study showed that students who use electronic resources based on needs in many areas, such as doing homework, researching and writing reports, preparing for exams. Therefore, the library can market through different channels, such as the use of e-mail, posters, guided tours, online bulletin, and other educational means. The study concluded with promotion and marketing strategies with regard to service offerings for the University libraries.

In an article Shukla and Tripathi on new marketing strategies of information services in university libraries discussed a set of principles in the field of marketing strategy and various factors that will influence the information market. It also listed various methodologies for promoting information services of a university library. The article pointed out that in university libraries, a huge amount invests on collection development, processing and storage of information resources. Effective utilization of these resources and services can be achieved thorough new marketing approach and such tools are assisting in the university in developing and delivering appropriate services and information products.

### 2.5 Attitude towards Marketing

Effective marketing is only one of the factors that determine library use. Effective marketing provides the means by which users are made aware of the services of the library and their value. Due to the dramatic change of users’ attitudes towards information, the necessity of marketing information products and services has been realized by library officials.

Rajesh Singh and Satyanarayana reported the findings of a study conducted in CSIR libraries in Delhi to find out the attitude of librarians towards different aspects of marketing information resources. The study also evaluated the resources, facilities and services of the libraries in a marketing point of view.
Separate questionnaires were used to collect data from chief librarians, library staff and users of respective libraries. It was supported by personal observation by the investigators themselves. The study revealed that library professionals had a positive attitude towards marketing of information products and services. Information marketing was practiced in almost all of the libraries studied and users were generally satisfied with the services offered. An important finding of the study was the users’ willingness to pay for the services offered by the libraries.

Garusing Arachchige\textsuperscript{112} conducted a study to understand the present attitude to marketing in special library and academic libraries of Sri Lanka. The basic marketing performances of special and academic libraries were examined. Focus was given on the investigation of the understanding of markets/potential markets, planning targeted services to accurate market segments, identification of competitive advantages, the application of marketing mixes (4ps’) etc. to libraries. It was also aimed at identifying the problems encountered in marketing of library and information services. Two tentative hypotheses were tested in the investigation. The sample survey techniques, which involved in exploratory analysis of primary data related to the problems, was utilized as the methodology for the study. Structured written questionnaire were the main instrument used for the gathering of data from 33 out of 50 special libraries and 20 out of 22 academic libraries. Data analysis was completed with quantitative means such as percentage analysis, arithmetic mean analysis and qualitative descriptions using graphical presentations. Special libraries and academic libraries of Sri Lanka have a significant amount of resources acquired and market opportunities available. Yet, they practice poor marketing. In comparison, marketing performances were more available in special libraries than in academic libraries. Both types of libraries have cost recovery capabilities and even profit potentials from their services, if they undertake proper marketing. Library personnel have very little knowledge of marketing principles. Lack of trained staff, poor library investments, insufficient technology and know-how etc. were identified as problems that hinder the practice of marketing.

Kanaujia\textsuperscript{113} in the study on the marketing of information products and services by the Indian Research and Development library and information centers showed that
librarians have a positive attitude towards the various aspects of marketing libraries information products and services. The main objective of the study was to assess the attitude of CSIR librarians towards different aspects of marketing and to find out the marketing practices of CSIR libraries. For the survey, data were collected through a detailed mailed questionnaire along with interviews from the chief librarian of institutions. A five point Likert scale used to measure the attitude. The study demanded an increasing user awareness and financial support for effective and efficient marketing. Instead of scattered approaches and different styles, a coherent view must be taken.

Shontz et.al.114 studied the attitude of public librarians’ towards the marketing of library services. The data collected through a structured questionnaire from members of the New Jersey Library Association. The study identified the attitudes of public librarians toward marketing of library services and related the attitudes to specific variables. Survey results revealed most respondents had not during their library education taken any marketing coursework, but nearly half had taken a marketing course or workshop during the previous five years. Results also revealed that "negative attitudes about marketing may result from a lack of understanding about, and experience with, marketing techniques".

Kaane115 made a study aimed at providing an understanding of what librarians thought about various identified marketing concepts and competencies needed for librarians in terms of marketing. The study based on a descriptive research design. A self administered questionnaire was designed to elicit responses on a variety of marketing competencies. The first part of the questionnaire consisted of the respondent’s data about their position and type of institution they worked in. The second part of the questionnaire presented respondents with statements as to their understanding of marketing for reference and information services. The level of agreement presented on a five point Likert scale. Data was collected from information professionals all holding various positions in various types of libraries. More than half of the respondents were from academic institutions. The study revealed the vision of delivering an effective reference and information service efficiently will be realized only when librarians participate in marketing of their services. Librarians must develop an in-depth knowledge of models, theories
and process of market reference and information services effectively. The study proposed a framework of action to respond to the challenge of staff competence in marketing reference and information services.

Aharony\textsuperscript{116} made a research to explore the attitudes of school, academic and public librarians towards marketing libraries. The main question that was examined is whether personality characteristics such as empowerment, extroversion and resistance to change influence librarians’ attitudes towards the marketing of libraries. One hundred and fifty-six participants took part in the study. The research tools included: a personal details questionnaire, extroversion/introversion questionnaire, attitude towards marketing a library questionnaire, a resistance to change questionnaire and an empowerment questionnaire. The most significant finding was the positive correlation between personal characteristics and attitude towards marketing libraries. The results of the research emphasized the idea that librarians of all branches should be exposed to marketing concepts in order to maintain their central position as information providers despite-and within-the new technologies.

Rajesh Singh\textsuperscript{117} in a study attempted to find out the connection between the marketing attitude and behavior of librarians in thirty-three different libraries of Finland. The key issues examined were those relating to the individual psychology, attitude and behavior of the library directors on employing marketing concept in the library environment. It also attempted to examine the critical factors underlying behind the typical marketing attitudes and behavior. The research data were collected from autumn 2002 to spring 2003. The libraries were selected from the home page of Gateway to Finnish Research Libraries which consisted of 23 university and 10 special libraries in the south of Finland. The library directors participated as the target respondents in the study. The libraries were chosen from the diverse subject fields representing different disciplines so that the marketing cultures of different libraries could be obtained. A semi-structured interview guide consisting of both open and close ended questions was created for generating the data from library directors. Based on marketing-oriented behavior, three kinds of libraries were found: strong, medium and weak. The study found a positive relation between the marketing attitudes and behavior.
It also explored the underlying factors behind the positive marketing attitudes and behavior and discussed their managerial implications for the librarianship profession.

2.6 Marketing and User Satisfaction

User satisfaction is most important in library and information centres. It is the duty and responsibility of the librarian/information officers to provide the required information to the users. The reputation of the library and information centres is based on the usage of library services products and resources. Thus, it is important to identify the user groups and provide them necessary information through various marketing plans, strategies, and techniques.

Malliah et.al.\textsuperscript{118} studied the level of user satisfaction with regard to the services and products offered by the Mangalore University Library. The data collected through questionnaire and informal interaction with the users. A sample of 575 users was selected including post graduate students, research scholars and teachers. The analysis revealed that the students’ community was more aware of the services and products offered by the library than other category of users. More than 90\% of the users claimed that they were utilizing the library effectively but majority of the teachers and research scholars were not satisfied with the current awareness services, interlibrary loan, micro film and reprographic services. The study also revealed that the users fully satisfied with the organization of reading materials, physical facilities and user orientation programmes offered by the library.

Leisner\textsuperscript{119} in a study stated that there was a direct relationship between a good library and a good company even though, some would argue that one is for profit and other is not for profit. Each institution wished to achieve high levels of customer satisfaction. Each wants to enhance the perceived value of their services and both wants to ensure the survival of their respective institutions. Also, the reason for marketing was the profit or increased funding resources. Increased customer satisfaction will result in increased willingness to use and pay for
services offered. Marketing offered the opportunity to address changes in physical facilities, materials and services offered by the library and the quality of professional help. The paper concluded with the statement that marketing of libraries will be much more rewarding and effective if it includes the marketing of librarians and professional library services

Rowley\textsuperscript{120} in a study opined that all libraries are concerned with customer satisfaction. A powerful philosophy to assist an organization towards customer satisfaction was the marketing concept. That involves identifying customer needs and requirements and then seeking to meet those needs. The traditional role of the libraries as storekeeper was not consistent with the adoption of the marketing concept. In addition, the role of libraries as service providers in the public sector had not led to a focus on marketing. The study reviewed the basic concept associated with the establishment and implementation of marketing including the components of the marketing mix. It was proposed that libraries would benefit from a more direct focus on the marketing concept, with clearly defined marketing strategies.

Nims\textsuperscript{121} investigated the application of marketing principles to library instruction program. The study described marketing concepts involved in designing products based on user needs and wants. It also examined the role of marketing, promotional activities and public relations in library instructional services and discussed some reactions to using those techniques to improve instruction programs.

Shah\textsuperscript{122} identified the opportunities for university libraries to earn revenue by providing information to business and industries. It demanded suitable marketing techniques based on clientele satisfaction. Motivation to the staff for information marketing by accepting the principle of user pays for his information needs. The study suggested developing entrepreneurship quality amongst management cadre of the library for providing pinpointed information quickly and through an efficient way.
Manjunatha and Shivalingaiah\textsuperscript{123} conducted a study among librarians demanded the need to possess more professional and technical skills than before to understand user’s requirements. It also emphasized the need to apply marketing techniques to promote the utilization of library resources and services. Proper understanding of customer requirements calls for customer surveys on a regular basis and such reports provided the basic input for designing user-defined services. The study analyzed the methods adopted by the libraries to understand customer needs and the perceived barriers to conduct user surveys. The study revealed that 53\% of the respondents were engaged in conducting user surveys while 47 \% of them have not conducted any user survey. Majority of the librarians, who were conducting users’ surveys, do it on an informal basis and at random intervals. The study revealed that the myopic view of librarians on relevance of the existing services had to emerge as an important barrier to conduct user surveys. The other perceived barriers such as negative attitude of management, fear of criticism and inability to implement suggestions. Absence of alternatives (for users), and lack of expertise and resource constraints had been disconfirmed by the libraries. The common view held by the librarians were whatever the service they provide in the library were essential and best in the interest of the users, and they were aware of their weakness.

Koontz\textsuperscript{124} in his article stated that measures of the library’s productivity assess whether the library was achieving the goals and objectives of its chosen missions. The paper illustrated the concept of placing performance measures within a marketing frame of reference that builds upon the main goal of satisfying user needs. Marketing mandates that all products or services must be developed based upon knowledge of the characteristics of the potential user market, and diverse environmental forces that affect service offerings. The satisfaction of user needs can in part be calculated by the ratio of service output to input, which provided critical data to use in adjusting the library’s marketing strategy, i.e., the library’s products and services, the price or cost of these to the user, where those will be delivered, and how the library’s product and services were communicated to the user.
Rajyalakshmi and Waghmare\textsuperscript{125} conducted a survey of the faculty, research scholars and students of Nagpur University to know their awareness level and utilization pattern of computerized information services provided by the university library. Data was collected through a structured questionnaire. The findings of the survey revealed that more than 70\% of the users are not satisfied indicating the lacunae in marketing efforts of the established services for reaching the targeted users. The authors emphasized the need for marketing of information services and products in academic libraries to decide the efficiency and effectiveness of the services and products.

Joseph and Parameswari\textsuperscript{126} in their article suggested that information industry has grown dramatically in service, revenue and coherence over the last decade. Libraries and information centres have begun to realize the marketing of information products and services was an integral part of administration, especially as a means of improving user satisfaction and promoting the use of services by current and potential users. The three factors namely the information explosion, the technology revolution and escalating library costs were responsible for encouraging the library profession to develop a marketing approach in its operations and services. Also it explained the Information Management cycle such as marketing activities, principles of marketing management, marketing techniques, marketing strategy and how to create a market and the professional skills for marketing. The paper concluded that library acquisition, organization and dissemination must be based on the modern concept of marketing to achieve reader satisfaction. It must endeavor to nurture culture of customer service to enhance its image in the eyes of the users.

Broad-Preston et al.\textsuperscript{127} analyzed the result of two surveys conducted at the University of Malta Library, 2003-04 and Lanchester Library, University of Coventry, 2005-06. Relationships between library staff and their customers were explored using a customer relationship management (CRM) framework. Focus groups were used to ascertain customer and staff perceptions of the quality of library service and the existing nature of customer/ librarian relationship. The study CRM was a useful framework for analyzing the perceived worth of university libraries. In the contemporary competitive environment, librarians
needed not only to ascertain and meet customer need, but to form active collaborations with their customers if the true market potential of academic libraries is to be realized. Good communication strategies were essential for CRM to be successful. Training for staff and customers in information skill and/or new systems was an essential element of CRM approach.

Das and Karn dealt with the marketing of library and information services in the global era. The paper discussed about the marketing concept of today’s library and information centers covering various topics such as management of libraries and commitment to customer’s satisfaction. It also defined the marketing and its current approach to library and information services at the global level. It also described customer/user’s topic such as customers’ priorities, customers’ expectations, individuality responsiveness, relationships, quality of services, professional skills and competencies and value added services. The 5 Ps of marketing mix, i.e. product, pricing, place, promotion and person (staff) have been discussed. The study revealed that the services should be value added according to the current requirement of the users. It was concluded that the modern libraries are information markets and the library users are consumers of information. The ultimate objective of the marketing of library and information services should be the dissemination of the right information to the right user at the right time.

Kanadiya in a paper discussed various aspects of marketing and user satisfaction and found that marketing and user satisfaction was closely related. The application of marketing techniques should improve the library’s information service and leads to user satisfaction. The paper demanded the library management to identify the user needs for efficient information marketing.

### 2.7 Conclusion

In reviewing the literature on marketing of library and information products and services a total number of 129 articles were analyzed on various topics such as marketing concept, market analysis, attitude towards marketing, marketing strategy, customer satisfaction and behavior, marketing mix etc. from 1977 to
2010. Most of the studies address the marketing aspects in special libraries and information centres however, few studies on marketing of information products and services in academic libraries. More than one-fourth of the papers were published only on conceptual framework of LIS marketing. In addition, the review of literature reveals that the marketing of library services and products is rendered a viable tool to create awareness among the users and to decide the efficiency and effectiveness of the library services and products. The concept of marketing covers not only buying and selling for financial gain, but also the achievement of organizational objectives successfully. Most of the studies suggested that the marketing methods if applied appropriately could make a vital contribution to library and information work in higher education system.

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