Publisher's version

The permanent address of the publication is http://urn.fi/URN:NBN:fi:uta-201304041073

Hannele Nurminen & Maria Ashilungu

MARKETING THE COLLECTION SERVICES IN TWO DIFFERENT UNIVERSITY LIBRARIES

1. Introduction

Organizations and nonprofit organizations market their products and services to achieve their goals. In many cases, the libraries have become popular places on the campus, especially among students. But are the users really aware of what the library offers them? The marketing of the library as a space is not the main thing but what about the users, e.g. students, do they use library services effectively (Mathews 2009)?

Libraries formerly enjoyed much more status on campuses because the users had no other option for information seeking. These days, libraries compete with the Internet, Google etc. These modern, diverse and wide possibilities pose new and demanding challenges for libraries to find their users and make them aware of libraries' services. Moving from print to electronic form implies new challenges for collection marketing. Earlier, in print decades, libraries marketed print books and journals by putting them near doors or near the loan and reference desk. In the electronic era this is impossible because the space is on the internet. (Kennedy 2010.)

This chapter compares collection services in two different university libraries. The "Human Resource Development Project at the University of Namibia Library" (Namhila & Sinikara & Iivonen 2012) enables the comparison of the functions and activities of the University of Namibia (UNAM) Library and the Tampere University (UTA) Library. The libraries have different histories and backgrounds. The UTA Library has its roots in the 1920's, its collections have grown over many years, including big e-resources from the beginning of the 2000's. The main purpose of the UTA Library is to serve the needs of research and teaching at the University of Tampere. The history of the UNAM Library is rather short, the Library was established 1992, the e-collection is just developing and the Library also has national responsibilities.

In this chapter, we consider what tools, means and ways are utilized in marketing collections and collections services. We pay attention to the marketing methods used in the UNAM Library and the UTA Library. We want to identify possible similarities and differences and if the libraries are going to develop the marketing of their collection services. The important goal of our article is to share our experience and understanding with others working in university libraries and thus add to the knowledge base of our profession.

2. Background and main concepts

Marketing in libraries is widely understood as a way to promote the usage of library services. In this article, we concentrate on collection marketing and the marketing of collection services. We compare the collection marketing processes in two libraries as a part of the collection development.

Collection development

Collection development policy is taken to be the written statement that provides planning and implementation guidelines for most collection building tasks (Fourie 2001). Johnson (2009, 371) says that collection development policy (CDP) is "the formal written statement of the principles guiding a library's selection of books and other materials, including the criteria used in selection, de-selection and acceptance of gifts. It also addresses intellectual freedom, future goals and special areas of attention." Van Zijl (2005, 6) says that "collection development policies have proven valuable tools for many collection development and management librarians in academic libraries". Collection development policy may be "user-centered", "library-centered" or "project-centered" depending on the principles of building collections.

User-centered collection development policy strives to increase users' access to information, attempts to engage users in building collections and emphasizes user education. Library-centered collection development policy underlines the library's role to optimize financial resources, space, storage, and staff, contributes to the symbolic function of the library and provides the framework for acquiring unique materials. Project-centered collection policy pursues projects for their own merit and develops the common good in the information environment. (Burgett & Haar & Phillips 2004.)

Marketing in the libraries

Marketing is the process to determine the users' wants and needs, develop products and services for users and encourage them and potential users to use these products and services (Johnson 2009). Kotler (1982, 19) writes: "The basic reason nonprofit organizations should be interested in formal marketing principles is that they will enable these organizations to achieve their objectives more effectively." On

the other hand, organizations have to know and ascertain what the needs of consumers and users. Libraries' advertising and marketing should focus on the lifestyles of users and fit into their lives, not on the other way around (Matthews 2009).

Collection development and marketing

Collection development and library services have been much researched in recent decades. Collection developing policy has been considered as a part of collection management. For instance, Hibner and Kelly (2010, 2) say: "We've emphasized the word 'management', rather than calling it 'collection development policy' or 'materials selection policy' so that the entire life cycle of a collection is represented in the policy. Developing a collection is a small part of the life cycle because it focuses on the selection."

Johnson (2009) considers that collection management and collection development are synonymous. According to Johnson these terms concern the life cycle of collections from selecting to weeding, including budgeting and financing both users' needs, and also liaison and outreach activities. In this sense, the collection marketing is a part of collection development policy.

Marketing in libraries was earlier considered mostly "how-to-do-it-guides". Kennedy (2010) identified 38 marketing techniques used for e-resources marketing in libraries when she analyzed the literature published in library science from 1994 to 2009. She grouped the techniques into four categories: human interaction (e.g. collaboration, phone calls, visits, surveys), e-communication (e.g. branding, e-mails, feedback forum, social network), physical items (e.g. flyers, pins, postcards, brochures) and training (e.g. patron training, staff training, demonstrations).

Singh (2009a) researched if some libraries were more market-oriented than others and found some differences between them.

He found three kinds of libraries: the strong, medium and weak market-oriented. He measured the service performance of different libraries through their respective customer feed-back on accessibility of materials, equipment, collections etc. against the libraries' level of market-orientation. He found a positive connection between market-orientation and service effectiveness, the ultimate result being higher customer satisfaction.

In our article, we emphasize marketing as a part of collection development, and as a natural part of "user-centered" collection development.

3. Organizations of case studies

General information on the cases, the UTA Library and the UNAM Library

The UTA Library exists for its users. According its strategy the Library develops its services emphasizing customer orientation as a part of the national and international research library network (Tampere University Library Strategy 2010–2015). The premise of the collection building of the UTA Library is to serve the needs of research and teaching in the University of Tampere (Tampereen yliopiston kirjaston kokoelmien kehittämisohjelma 2011). The marketing of collections is ultimately a matter of securing that information about the collection services offered by the Library reaches the members of the scientific community and that the whole Library achieves its goals.

The primary mission of the UNAM Library is to facilitate excellence in teaching and learning, create an appropriate study and research environment, anticipate and respond to student learning and research needs, contribute to positive graduate outcomes and provide an infor-

mation infrastructure necessary for ground-breaking teaching, learning and research. (University of Namibia Library Establishment 2012).

In-line with the University of Namibia's strategic plan (2011–2015), the major goal of the UNAM Library is to deliver client-focused innovative information products, services and programs of the highest quality that are integrated with, and central to, the University's teaching, learning, research and community service activities.

The UNAM Library is charged with the duty of selecting, acquiring, organizing and providing access to appropriate, current, relevant and adequate information facilities, services and resources in support of the University's curriculum and research programs. The Library is therefore a knowledge hub that underpins learning and study, research and development. The UNAM Library is moreover entrusted with the national mandate to make its resources available to individual members of the public, even if they are not in any way affiliated to the University. The Library thereby makes meaningful contributions towards the attainment of the Namibian nation's development plans. However, the Library has been declared an official depository which strengthens its legal responsibility to provide public access to and preserve Namibian intellectual output. (Namhila & Ndinoshiho 2011.)

Collection development and marketing examples

Collection marketing in the UTA Library – two ways

Libraries and other non-profit organizations have two ways to manage the promotion of their libraries and library services. They can do it through marketing and through public relations. (Carter & Seaman 2011.) The UTA Library uses both of these.

To manage the library services promotion with public relations, the UTA Library co-operates with users, i.e. with researchers, teachers, and students. Representatives of the Student Union of the Uni-

versity of Tampere have an annual meeting with librarians to discuss students' wishes and needs concerning library services. The meetings with students have been very important, for instance the discussions about e-books as textbooks.

Also, the Rectors and Administrative Director of the University and the Deans of the Schools are invited to the Library every year. They are introduced current matters, including collections and they are, of course, welcome to make questions and suggestions to Library representatives. The main significance of these meetings is in the fact that the Library can tell the University management about its strategy, its objectives, and its services. This course of action is a part of the marketing of collections. The activity and initiative of the Library are crucial.

The Library has assigned a contact person, a liaison librarian, for all of the Schools and Independent Institutes of the University. The liaison librarians ensure that all current Library news, including collections, is reported to every unit of the University. Units may also invite the liaison librarian visit to the Schools or units.

The UTA Library has used the collection mapping method when describing its collections. When the new description is ready, the Library invites the experts of the subject area to explore the description. The description of one subject collection is a very good tool to inform the members of the personnel about the quality of a specific subject area. Researchers and teachers are also able to voice their thoughts and ideas concerning the collection. The collection mapping method is a special tool when estimating collections but can also be considered as a part of collection marketing. (Hyödynmaa & Ahlholm-Kannisto & Nurminen 2009.)

This course of action in the UTA Library describes the two-way model: inform the academy community about the Library collections and listen to their questions and suggestions. The usability of the UTA Library collection mapping method at the UNAM Library has been considered elsewhere in this volume (Hyödynmaa & Buchholz 2012).

By collecting customer feed-back, the Library develops its services. Customer feedback is collected continuously and regularly. Customers are able to give feedback or ask questions about the Library and its services by completing the form on the Library's web-page or by leaving written feed-back at the customer service desk. Customer feedback will be analyzed and reported regularly once a year.

User questionnaire surveys are arranged at intervals of a couple of years, most of them have been conducted nationally on electronic resources provided by FinELib, the National Electronic Library. The analysis of the results is crucial to ascertain customer satisfaction. When analyzing user surveys the Library has sometimes detected some weaknesses not only in resources but also in its marketing. Sometimes the customers have suggested in the questionnaire surveys such resources which have already been acquired.

In collection marketing guidance in information literacy is very important. The UTA Library offers this to students and staff members. For students it is compulsory and is integrated into the curricula of the Schools. Teaching the basics of information seeking to first year students at the UTA Library has been described elsewhere in this book (Asplund & Mwiiyale & Karsten & Tapio 2012).

With electronic resources, collection marketing has become much more important than in the era of print resources. The methods and channels of marketing have diversified from face-to-face to Internet, social media etc. (Kennedy 2010.) The UTA Library utilizes different techniques when marketing its resources and develops them continuously. Reporting by e-mails is a fairly traditional means of informing the customers about new resources. Particularly, liaison librarians send e-mails to inform their contact persons in the Schools and units. Customers are able to order the Library Newsletter, which is delivered once a month to the subscriber's e-mail. This provides customers with all kinds of information about Library services and collections.

The Library's web-pages are the most important way to discover what the Library offers its customers. The collections website, the Development Program of Collections, actual in e-resources, feedback forms, acquisition suggestion forms etc. are an essential part of collection marketing. The LibraryThing -service is used to give examples to the customers of the Library's latest book acquisitions. The acquisition personnel select the books for the service. Certain urgent or minor matters and changes in e-resources are announced using Twitter. The branch library for Health Sciences is, for the present on Facebook. Occasionally the collection marketing, in other words, special contributions about the Library collections is the theme of the Library's blog and network magazine.

Collection development policy and information seeking skills – ways of marketing in the UNAM Library

The UNAM Library collection development policy is a document drawn up by the UNAM Library to provide guidelines whereby the collection is developed and managed to meet the needs of students, staff and academics. It also explains the past, present and future acquisition and collection practice of the UNAM Library for the edification of bibliographers, clientele and everyone who has a concern in the library question.

Since, a large percentage of the students come from disadvantaged backgrounds and lack basic information, orientation in library and information seeking skills need to be studied effectively at the University of Namibia. Additionally, Namhila and Ndinoshiho (2011, 8) say that "each year the library faces highly variable skills levels among new student intakes. Some of these first year students enter the university without even having seen a computer or an encyclopedia and with no prior experience in using a library, let alone computer or possessing basic information skills."

The UNAM Library staff has created some mechanisms to ensure that collections and services are marketed to the library users. As Madhusudhan (2008) stressed, marketing is the instrument through which the library objectives can be fulfilled. Indeed, the UNAM Library has appointed a Library Exhibition Committee at the same time partnership and working together with other departments in the University, namely the Computer Center, the Marketing and Communications unit as well as the UNAM Information Society, in order to ensure that the Library's resources and services are marketed to the University community as well as to the general public.

The committee is approved by the University Librarian and sits for a term of one year, after which a new person is nominated and incorporated by the entire Library staff with the cooperation of the heads of the sections, and the approval of the University Librarian. This committee holds regular meetings, once every quarter for general committee follow-up, and regularly when mounting an exhibition as and when is required. Furthermore, the committees mount exhibitions at least four times in a year; draw up themes from national events as well as international events.

User perspectives

Better collections with the help of users – the UTA Library

The UTA Library exists for its users. The collections have been built to serve users' needs. Co-operation with customers enables the Library to receive the best information on which books, journals and databases are important and necessary for research and teaching.

In spring 2012 acquisition department in the UTA Library wanted to elicit additional information about the significance of the acquisition suggestions. What proportion of the book acquisitions are "just in case", and what proportion are "just in time", what is the

concept of the errors of inclusion and exclusion. "Just in case" refers to books which may be needed later, not now. "Just in time" refers to those books which are needed at once. (Jones 2007.)

The acquisitions department collected all book orders, separating the books suggested by users (suggested books) and the books selected by the librarians (selected books) and examined the loan history during the first year of the book life cycle. Ten per cent of the books acquired were followed up during the first year of the life cycle of the books. The acquisitions department wanted to know if there was any difference between the number of loans when the book acquired had been selected or suggested. The result was that, especially among foreign books, those suggested by users were more "just in time", meaning resources needed immediately. The books selected by the librarians were more "just in case" and had not been borrowed as many times per year as suggested books. Some foreign books had not been borrowed at all during the follow-up period (Table 1.).

Table 1. Number of borrowings of just-in-time and just-in-case books 2010–2011*

Number of loans of just-in-time and just-in-case books				
	Finnish books (total 39)		**Foreign books** (total 114)	
	Just-in-time =Suggested by the users (9)	Just in case =Selected by the Library (30)	Just-in-time =Suggested by the users (72)	Just in case =Selected by the Library (42)
Borrowers per book	6,2	4,5	2,5	1,2
Checked out	80%	63%	49%	21%
No check-outs	0%	0%	11%	48%

*textbooks were not included

The follow-up showed that when the Library activates its users to send acquisition suggestions it ensures that the book purchased on the basis of suggestions are those which are needed immediately.

UNAM: Subject Librarians – cooperation with users

The Academic library is the "heart" of the learning community, providing a place for students and faculty to do their research and advance their knowledge. The role of the Subject Librarian differs from institution to institution and often requires some subject expertise, sometimes technical and language skills. Subject Librarian's relationship with the user should be seen as crucial because it reflects the subject and faculty structure of the educational institute it serves. (Pinfield 2001.)

At the UNAM Library most of the services are handled by the Subject Librarians also known as Faculty Librarians. These Subject Librarians are the primary contact for the assigned faculty for questions and information regarding library collections, instructional support, reference services, and designing a search strategy for retrieving information on a broad topic. Although it has been claimed that marketing is the responsibility of everyone, it is also the obligation of the Subject Librarian to market library collections and services to the heads of departments, faculty and students, especially new/old acquisitions, print and electronic resources. There is no formal information literacy teaching program at the UNAM Library; this is included in the Subject Librarians' responsibilities (Asplund et al. 2012).

One part of marketing strategy is to research the needs of the community served and to match those needs with the competencies of the library, being very careful to set user expectations at a realistic level (Boudreau and Manley 2004). However, with the emergence of new technology students as well as academic staff needs change, too. Therefore, there is a serious call for academic libraries to refocus

their thinking and marketing strategies towards the changing needs of their library users**.**

4. Discussion

Above we considered the ways of collection marketing in two libraries, the UNAM Library and the UTA Library. We asked what tools, means and ways are utilized in marketing collections and collections services. Due to the differences between the libraries, the collection marketing assumes different forms and emphases in its functions.

The teaching of information seeking skills is used in one way or the other in both of the libraries. The UNAM Library has the subject librarian system and the UTA Library has a liaison library system. The UTA Library uses some special methods like collection mapping descriptions and certain channels of social media when marketing collection services. In the UNAM Library, there is a Library Exhibition Committee which works together with other departments of the University to ensure the marketing of library services.

There is no library without collections and no collections without customers. Both libraries are considered to be custom-oriented or user-centered. Libraries are different and the ways of doing are different but Singh (2009b) proved in his research that it pays to be more "market-oriented" because it means better customer satisfaction.

New technology, for instance social media, has assumed an increasingly important role everywhere. Naturally, librarians have to follow innovations and develop libraries' modes of action in the same direction. Of course, the changes in a university are reflected in the functions of its library.

In the future, the UTA Library will concentrate even more than before on creating some kind of subject librarian course of action, namely subject-based information specialists. Probably some special

groups, for instance researchers, will receive some tailored services from the Library. Guidance in information literacy is for first time compulsory at every level of curricula in 2012. Some new ways of collection marketing will also be planned and tested, for instance BookNavigator. A Patron-driven-acquisition (PDA) model is planned to start up soon in e-books acquisition.

The UNAM Library creates an atmosphere as well as a set of intellectual resources conducive to teaching, research, discussion, and the appreciation of knowledge across the disciplines of the higher learning institution, where the staff makes sure they provide the resources to their users. Providing library resources is a great initiative; however there are some marketing strategies that the UNAM Library should consider for successful marketing. The Library Exhibition Committee will continue to plan future marketing activities and to make recommendations about marketing in the Library. Next year, there will be a new committee so that librarians can rotate, thereby enabling new staff to participate with new experience. It is also important for the committee to create an annual budget devoted to marketing activities.

5. Conclusions

In this chapter, we considered the collection services marketing in two university libraries. We reviewed the subject in the light of literature and compared it with two cases, collection marketing in the UTA Library and the UNAM Library.

Libraries consider the term "marketing" somewhat strange and associate it with commercialism. The idea of non-profit organizations' marketing is to broaden the concept of marketing. The literature published in the field of information and library science concerning marketing shows that there are differences between libraries. Some

libraries have used different marketing techniques, some have separate budgets for marketing. (Singh 2009a.) Both the libraries, the UNAM Library and the UTA Library use two ways of collection marketing: through traditional marketing ways and through public relations. The UNAM Library has the national mandate to make its resources available to the public thereby being a part of the Namibian nation's developments plans. The UTA Library concentrates its collection services mainly on serving the University's needs. In these libraries the ways of collection marketing are similar, telling customers about collections and activating them to tell their respective libraries what is needed. When marketing their collections, the main goal in both libraries is to improve customer satisfaction.

References

Asplund, J. & Mwiiyale, J. & Karsten, S. & Tapio, S. (2012). Developing information literacy teaching. In M. Iivonen, P. Helminen, J. Ndinoshiho & O. Sisättö (Eds.), *Empowering people: Collaboration between Finnish and Namibian University Libraries* (pp. 250–269). Tampere: Tampere University Press.

Boudreau, G.D. & Manley, C. (2004). Developing a customized database of users as a tool for marketing the library; a database to satisfy customer demand at ORNL. *Information Outlook*. Retrieved from http://www.highbeam.com/doc/1G1-112978787.html (accessed 22 June 2012).

Burgett, J. & Haar, J. & Phillips, L.L. (2004). *Collaborative collection development: a practical guide for your library.* Chicago: American Library Association.

Carter, T.M. & Seaman, P. (2011). The management and support of outreach in academic libraries. *Reference & User Services Quarterly,* 51(2), 73–81.

Fourie, J.A. (2001). *Collection management and development: only study guide for AIS305-P.* Pretoria: University of South Africa

Hibner, H. & Kelly, M. (2010). *Making a collection count: a holistic approach to library collection management.* Oxford: Chandos.

Hyödynmaa, M. & Ahlholm-Kannisto, A. & Nurminen, H. (2009). **How** to evaluate library collections: a case study of collection mapping. *Collection Building,* 29(2), 43–49.

Hyödynmaa, M. & Buchholz, I. (2012). Usability of the Tampere University Library collection mapping method at University of Namibia Libraries. In M. Iivonen, P. Helminen, J. Ndinoshiho & O. Sisättö (Eds.), *Empowering people: Collaboration between Finnish and Namibian University Libraries* **(pp. 162–179). Tampere: Tampere University** Press.

Johnson, P. (2009). *Fundamentals of collection development and management.* Chicago: American Library Association.

Jones, D.E. (2007). The University and the library collection: Errors of inclusion and exclusion. *Libri,* 57(4), 219–228.

Kennedy, M. (2010). What are we really doing to market electronic resources? *Library Management, 3*2(3), 144–158.

Kotler, P. (1982). *Marketing for nonprofit organizations.* Englewood Cliffs (N.J.): Prentice-Hall.

Madhusudhan, M. (2008). Marketing of library and information services and products in university libraries: a case study of Goa University Library. *Library Philosophy and Practice,* 11(March). Retrieved from http://www.webpages.uidaho.edu/~mbolin/madhusudhan.pdf (accessed 23 May 2012).

Mathews, B. (2009). *Marketing today's academic library: a bold new approach to communicating with students.* Chicago: American Library Association.

Namhila, E.N.& Ndinoshiho, J. (2011). Visioning and strategizing for the University of Namibia Library: planning the library's facilities, services and resources for the aspired library vision. *Innovation,* 43(December), 3–19.

Namhila, E.N. & Sinikara, K. & Iivonen, M. (2012). **Improving human re**source capacity: International partnership of university libraries. In M. Iivonen, P. Helminen, J. Ndinoshiho & O. Sisättö (Eds.), *Empowering people: Collaboration between Finnish and Namibian University Libraries* **(pp. 17–37). Tampere: Tampere University Press.**

Pinfield, S. (2001). The changing role of subject librarian in academic libraries. *Journal of librarianship and information science*, 33(1), 32–38.

Singh, R. (2009a). Does your library have an attitude problem towards 'marketing'? Revealing inter-relationship between marketing attitudes and behavior. *The Journal of Academic Librarianship,* 35(1), 25–35.

Singh, R. (2009b). Mind the gap. Unlocking the relationship between market-orientation and service performance. *Library Review,* 58(1), 28-–43.

Tampere University Library Strategy 2010–2015. Retrieved from http://www.uta.fi/kirjasto/en/information/strategy.html (accessed 19 June 2012).

Tampereen yliopiston kirjaston kokoelmien kehittämisohjelma (2011). (Development program of collections of Tampere University Library). Retrieved from http://www.uta.fi/kirjasto/kokoelmat/kehittamisohjelma/Kokoelmien_kehittamisohjelma.pdf (accessed 19 June 2012).

University of Namibia Library Establishement. 2012. Windhoek: University of Namibia. Retrieved from http://www.unam.na/library/ilrc_index.html (accessed 23 May 2012).

Van Zijl, C.W. (2005). *Developing and managing information collections for academics and researchers at University of Technology: a case study.* Dissertation: submitted in accordance with the requirements for the degree of Doctor of Literature and Philosophy in the subject of information science. Pretoria: University of South Africa.