

STRATEGIES FOR SUCCESS: A FRAMEWORK FOR THE DEVELOPMENT OF A MARKETING PLAN FOR INFORMATION SERVICES

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ABSTRACT

This article focuses on the importance and value of marketing planning. The purpose is to guide librarians who are involved in the planning and implementation of marketing for their libraries. The different components or parts of a marketing plan are analysed and the article also investigates how these components can be applied to the development of a marketing plan for a library. In the article it is illustrated that marketing is closely tied into strategic management. A general topic grouping of the key parts of a marketing plan is presented and no specific method of developing a particular marketing plan is presented.

KEYWORDS

marketing planning, strategic management, library marketing

1 INTRODUCTION

Strategic organisational planning for libraries is essential, but it is also a challenge and is difficult to implement. In many cases, it requires extraordinary effort from top management and entails far more research and legwork than is initially obvious. Successful strategic planning needs to be clear, practical, and objective. It also requires

a serious commitment of financial and human resources as well as a clear understanding of the impact of new information technologies on the products and services of libraries (Stueart & Moran 2007). For all these reasons, it is easy to see why some administrators bypass strategic planning or carry it out in the most cursory manner possible (Dodsworth 1998; Baker & Wallace 2002; Matthews 2005). Yet those willing to make the effort realise that, in allowing the administrators to provide responsive and relevant services, the process of strategic planning also allows them to chart their own course towards institutional success.

In this paper, the focus will be on the marketing portion of the vital strategic planning process, reviewing not only the processes underlying the development of a marketing plan, but also its key components. The purpose is to guide librarians who are involved in the planning and implementation of marketing for their library. We will analyse the different components or parts of a marketing plan and investigate how these components can be applied to the development of a marketing plan.

The paper is structured in the following manner: in the first part, the relationship between marketing and strategic planning is addressed. It is illustrated that marketing is closely tied into strategic management. Next, a general topic grouping of the key parts of a marketing plan is presented. In the discussion of these parts, we need to bear in mind that there are many different ways of designing marketing plans. The kind of institution, as well as the purpose of the plan, has a great deal to do with its design (Kotler & Keller 2008). The purpose of this article is not to prescribe a particular method. It is, however, the opinion of the authors that most (if not all) of the key parts of the marketing plan identified in this paper need to be accommodated in the design of any marketing plan.

2 MARKETING AS PART OF STRATEGIC PLANNING

Marketing is not, contrary to the popular use of the word, limited to the promotion of products and services. It entails a process of creating an effective exchange relationship between the products and services of a library and its current and potential users. As such, this marketing process needs to be managed and the same elements of management (namely planning, organising, implementation, and control) applied to the marketing process (Kotler & Keller 2008). A marketing plan is furthermore closely tied to strategic planning (Caballero 2002).

Strategic planning can be defined as “...a systematic process through which an organisation agrees on — and builds commitment among key stakeholders to — priorities that are essential to its mission and are responsive to the environment. Strategic planning guides the acquisition and allocation of resources to achieve these priorities”. (Allison & Kaye 2005:1). Duke and Tucker (2007:15) argue that, if strategic planning is a managerial process of adaptation, then the marketing plan is the framework which

guides part of that adaptation. In her work on library marketing, De Sáez (2002) indicates that marketing plans draw on strategic decisions. The most powerful and effectual marketing plan will therefore originate as part of a holistic institutional strategic plan that charts the course of the library in an intentional way. Indeed, Fisher and Pride indicate that the strategic plan “comes first”, by its very nature, identifying “the ends, whereas its companion marketing plan deals with means” (2005: 6). In analysing the Strategic Planning Cycle suggested by Stueart and Moran (fig. 1), it is suggested here that a marketing plan could fit in well with the other implementation plans they suggest, such as the financial plan, the facilities plan, the human resources development plan and the organisational plan. This structure takes into account all the relevant data, determines the organisational goals, describes their implementation, assigns resources, implements them and evaluates their effectiveness regularly, thus forming a cycle of adaptation and perpetual improvement.

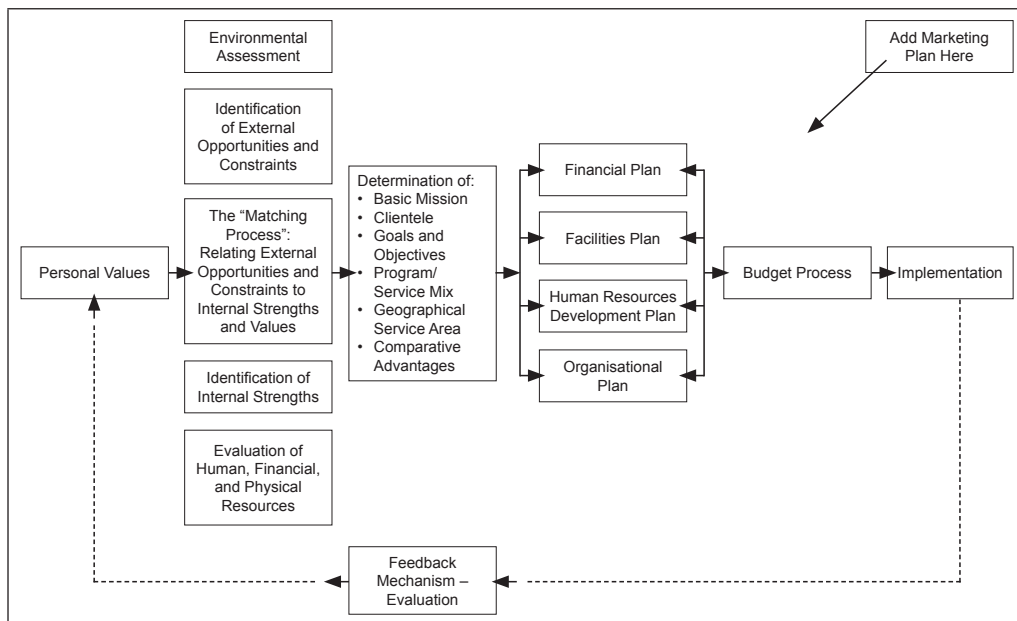


Figure 1: Strategic Planning Cycle

Source: Stueart & Moran (2002:93).

Given, then, that strategic planning is vital, and that marketing is a vital part of planning, the different key parts of a marketing plan will be discussed in the next part of this paper. For the purposes of clarity, the focus will be on the key elements of the marketing plan, keeping in mind that there are many different ways of designing effective marketing plans, and that the purpose of the plan and the nature of the library (as well as the intended audience of the plan) have a great deal to do with the elements that are included

or emphasised in individual instances. The order here reflects a general topical grouping which strives to build each piece of the marketing plan on the preceding piece.

2.1 THE KEY ELEMENTS OF A MARKETING PLAN

2.1.1 *Executive summary*

Although written last, the first piece of the marketing plan is the executive summary. The main purposes of this summary should be to contextualise the information service within the larger organisation or community, identify the trends which are being addressed, and state the aims of the plan in a positive light (Kotler & Keller 2008). Cohen (1987) states that it should also describe the unique selling proposition offered, the required investment, and the expected return on that investment. The executive summary should be written in such a way as to immediately engage the interest of those who will be approving and/or using the plan (De Sáez 2002:210). The first impression must be a professional and positive one. It should not be a content list or an abstract, but must be informative, focusing on the key issues and bearing the audience in mind. An executive summary can, for example, be structured around the following key questions:

- Where are we now? (situation analysis and need)
- Where do we want be? (mission, goals and objectives)
- How are we going to get there? (strategies and tactics)
- What will it cost? (budget and time)
- How will it benefit the company? (return on investment)

2.1.2 *Statement of mission*

As earlier argued, a marketing plan is part of strategic planning and as such it should reflect the mission and vision of the library. De Sáez (2002) points out that it is important to express the specific mission of the library in the marketing plan because "...all that follows [in a marketing plan] stems from that generating force" (De Saez 2000:211). A well-defined mission statement of the library articulates the specific aims and objectives of the marketing plan.

The next piece of the marketing plan therefore needs to elaborate on how the proposed marketing goals fit in with the larger mission of the library. As such, the mission statement of the marketing plan should correspond with the mission statement described in the strategic plan of the library (De Sáez 2002; Rowley 2001; Fisher & Pride 2006; Weingand 1999). It is not necessary to repeat the full mission statement in the marketing plan. The focus should rather be on only the relevant elements of the mission statement of the library. If, for example, a university includes in its mission statement research, teaching, and service to the community then the library's marketing plan should focus on these elements.

2.1.3 *Marketing audit – examining the environment*

The next several portions of the marketing plan centre on environmental assessment which can be referred to as the marketing audit (Wilson 2002; Weingand 1999). If the first two parts of the plan provide context for the marketing plan, the assessment/marketing audit forms the foundation of the plan, describing the milieu in which the library will operate. Most of the environmental assessment should take place in the early stages of marketing planning, since the knowledge it provides informs the whole process and helps to determine which areas will be targeted for improvement, expansion or new market development. Those assessments which are included in the final marketing plan should, of necessity, “be a distilled version of the... [analysis]...produced during preparation of the plan” (De Sáez 2002:211).

2.1.4 *Macro environmental scanning*

The macro environment refers to that which is happening outside of the immediate activities and operations of a library. From a marketing perspective, it is important to realise that every part of the macro environment can have an impact on the success of specific programmes. The fact of the matter is that libraries operate in a very competitive information marketplace and need to be aware of the constant changes in technology and user behaviour. Information users have become much more market literate and are changing their habits and preferences constantly (Ettenberg 2002). The political environment might also change, affecting, for example, public libraries. A public library may find that the economic and political situations are such that the local community will not withstand any new tax levy proposed. As a result, the public library may change the focus of its marketing objectives.

For this reason, any conscientious professional must consider and acknowledge the forces that lie outside of the organisation itself (Wilson 2002). In the context of a marketing plan, it is therefore imperative to continuously monitor the PEST factors (Political, Economic, Social, and Technological environments) and briefly outline those that are relevant to the mission, objectives and goals set forth in the marketing plan. De Sáez (2002:29–38) as well as Baker and Wallace (2002:43–45) provide a very useful description of the PEST factors that are relevant to libraries. An example of a political factor is changing legislation regarding the taxing of imported books. In South Africa a lower exchange rate with major international currencies affecting the pricing of international databases serves as a good example of an economic factor. Social factors can include a change in the demographics of a particular neighbourhood affecting the target group of the local public library. Technological factors include new IT developments such as Web 2.0 and its possible applications in libraries. These include blogging, social network tools, video and photo sharing software and mobile phones (Rigby 2008). Libraries can reap big rewards from mobile marketing on condition that it is applied correctly. This is particularly true in South Africa with such a high level of cell phone penetration. Effective mobile marketing allows libraries to bring across

personalised information products and services to users wherever they are (Dushinski 2009:4).

2.1.5 *Micro environmental scanning*

The marketing audit should also provide decision makers with a clear assessment of the library's current position and areas where it can improve. It is important to also do an internal environment scan focusing on the library itself, the key products and services of the library, as well as the immediate environment. One of the auditing techniques which is often used, and which is recommended by De Sáez (2002), Baker and Wallace (2002), Weingand (1999), and Rowley (2001), among others, is the SWOT analysis. A SWOT analysis can be defined as an assessment of the internal strengths (S) and weaknesses (W) of the library, as well as the external opportunities (O) presented, and the threats (T) it may face. A thorough SWOT analysis will help a library to understand how it can grow and thrive not only in difficult economic times but also where there is an increasingly competitive information marketplace. Typical strengths and weaknesses for libraries are the level of competency of the staff, availability of financial resources, location (which can be the operating hours or the ease of access to the services), and the quality of the collection. Threats can include competition, for example bookstores, the internet and the lack of a reading culture. Opportunities can be new immigrants with unmet information needs.

A SWOT analysis will typically focus on the following questions:

- How does the immediate environment in which the library is operating look?
- What are the immediate threats and opportunities posed with regard to the creation of successful exchange relationships with users?
- What are the internal strengths and weaknesses in dealing with these threats and opportunities?

Questions one and two will deal with competitors in the marketplace and their ability/inability to exploit the opportunities offered. In the third question, the focus will be on how the library can counter the threats and make use of the opportunities presented.

It is important to point out that the SWOT analysis should be done from a marketing perspective, taking as its starting point the specific marketing goals and objectives. As is the case with the PEST analysis, this analysis should be done before a course of action is decided upon, and the results should be summarised in the formal marketing plan. Rowley (2001) points out that the SWOT analysis can be used at various stages in the marketing planning process, but that the reflection on the marketing opportunities, based on the internal strengths, should be integrated very clearly into the marketing plan itself.

Such self-scrutiny can be difficult, and senior management and their staff often have different perceptions. It is well worth the effort to identify the strengths, weaknesses,

opportunities and threats by making use of workshops where staff and management can be encouraged to share their understanding of the library's successes and failures. The use of a consultant can also be helpful. Karen Brodsky, a senior assistant librarian at the University Library, Sonoma State University in the USA, described the process her library underwent when designing a new marketing plan. She said, "It was not always easy to honestly look at strengths and weaknesses in an open collegial exchange" (2003:188). Thus, the library hired a facilitator to improve the tenor and productivity of evaluative sessions. In the process, they discovered several major obstacles, including resistance to the new automated storage and retrieval system, the difficulties surrounding staffing such a greatly enlarged facility with the same number of employees, a "newly integrated library system" and "enormous misunderstandings about library resources and services" (2003:188). Although these issues may have seemed daunting, the very process of identifying them and discussing them led the library staff to implement innovative solutions with solid results.

2.1.6 *Portfolio analysis*

From a marketing perspective, which has as its main goal the creation of successful exchange relationships, it is important to get a clear picture of those products and services that are successful and those that are not. One of the direct outcomes of the SWOT analysis is that it provides such a critical overview. De Sáez (2002:39) refers to this analysis as portfolio management that looks at "how individual products and services contribute to the overall health of the organization, even though they may be managed on an individual basis" (2002:40).

Based on the SWOT analysis it will therefore be possible for the marketing manager to provide some answers to the following two questions relating to the portfolio analysis:

- How must the growing and successful products and services be managed?
- What must be done with declining services and products?

There are a number of models of portfolio analysis available that can be used to address these questions. The most popular ones include the growth-share model of the Boston Consulting Group, the Arthur D Little strategic condition matrix and the Ansoff product/market matrix (Kotler & Keller 2008; De Sáez 2002; Rowley 2001).

A convincing marketing plan will, based on the portfolio analysis, determine which areas of service or departments are benefiting the organisation in terms of the creation of successful exchange relationships with users, and which may be draining it or compromising the fulfilment of higher priorities. Resources should then be allocated accordingly. A marketing plan will summarise the findings of this study and justify specific organisational positions. A library may decide, for example, to discontinue a declining homebound delivery program in favour of staffing an after-school tutoring centre which brings in a greater return in terms of library usage or circulation. Again, specific statistics and reasoning must be given for any such move.

2.1.7 *Market analysis and segmentation*

After addressing the organisational environment (both external and internal), the marketing plan should carefully lay out the research done on the market itself; the rationale being that a library needs to know who is going to be served before appropriate products and services can be provided. Being in tune with customers is the centre of strategic and marketing plans and should provide an underpinning for the rest of the document (Ettenberg 2002). Libraries should not underestimate their users. Abrams observes that "...users have demonstrated an amazing elasticity to adopt complex solutions to their information and life problems" (Siess & Lorig 2007:49).

In recent years, the Denver Public Library (DPL) in the USA has provided a tremendous example of such market assessment. In the face of a rapidly changing population and diminishing resources, the library took a proactive course. They studied demographics (utilising both census data and information gathered by other local nonprofit organisations), customer usage patterns and customer preferences (via service experiments) to discover the needs of their patrons. Though time-consuming, this process gave them the data they needed to move forward (Jackamore 2006).

Once the basic market information is in place, the marketing plan enters what De Sáez says may be the "most controversial area of the plan" (2002:214). That is market segmentation, which can be defined as the process of identifying specific segments of potential users with homogeneous attributes who most likely will respond in a similar way to a company's market mix (Keegan & Green 2005:227). Fisher and Pride elaborate on this, saying that market segmentation may seem to some people to be fostering inequality. Yet scarce resources, as well as the outcome of the SWOT analysis, dictate that market segmentation must take place because "it is better to serve a few markets well than serve all markets poorly" (2005:8). A university library might, for example, decide, based on limited resources, to focus more on postgraduate students than on undergraduate students.

The market can be segmented by using demographics, psychographics, geographics, life-style, behaviour, diversity, adaptation patterns or, as Ettenberg suggests, wants (2002:87). For libraries, it is also important to be aware of the information diversity that is out there; for example, diversity of information literacy skills, learning styles and multiple intelligences (Siess & Lorig 2007:50). In South Africa, where libraries serve many poor and illiterate communities, it is of utmost importance to accommodate this information diversity in any marketing effort. Any of these segmentations may work as long as the segments identified are homogenous, accessible, measurable, appropriate and stable (De Sáez 2002:116).

The fact that many information services now provide digital products and services, such as the delivery of course material for online teaching and digital transactions including online book renewals and online reference services, complicates the process of market segmentation. It is difficult and challenging to identify and categorise global online

information users according to common characteristics (Keegan & Green 2005:235). In this context, Stephen Abram justifiably warns libraries: “Know your customers better than Google – or you’ll lose” (Siess & Lorig 2007:31). Behaviour segmentation and benefit segmentation are two categories of market segmentation that can be used by libraries to do online market segmentation. Behaviour segmentation focuses on how often and how much an information user accesses and uses a digital service or product. Benefit segmentation, on the other hand, focuses on the ability of the library and/or product’s ability to solve an information need of a particular user.

The Denver Public Library (DPL) serves as a good example of the way market segmentation can be used in support of an information service’s mission (Jackamore 2006). After studying its market, the library utilised **market segmentation** to provide specific services to specific neighbourhoods. They created six types of libraries to reach these market segments and then distributed the branches based on neighbourhood demographics. The final mix included a Central Library, DPL online, and a series of Contemporary Libraries, Learning & Language Libraries, Family Libraries, and Children’s Libraries. This meant that, although some patrons would have to go to other locations for certain services, the branch in any particular neighbourhood was as specifically relevant to the needs of that neighbourhood as it could be. In this way, the Denver Public Library concentrated their resources “at the decisive point” (Cohen 1987:18), and restructured their whole organisation to fit the new strategy.

2.1.8 Market research strategies

Market research is an essential underlying element of any marketing plan and should be an ongoing process (Kotler & Keller 2008; Baker & Wallace 2002). It is, therefore, important that, if the information provided in the initial market studies is not sufficient, the marketing plan should also outline further market research strategies, describing the needed market research, who will do it, the “reasons for the research...and [the] resources and results sought” (De Sáez 2002:215). Further marketing research should be directed by the stated mission, the findings of the PEST and SWOT analyses, as well as the specific marketing objectives of the library.

2.1.9 Marketing strategy

Next, a marketing plan should discuss the overarching marketing strategies, focusing on what to achieve in the long run and why. In her analysis of a marketing strategy, Rowley (2001:173) emphasises the fact that the focus should be on how a library can improve its competitive position in the marketplace. As such, the strategies must not only spell out how the library will seek to differentiate itself from its core competitors in the marketplace, but also how they should position themselves towards their funding agencies (Siess & Lorig 2007). The marketing strategy is, furthermore, based on the mission statement and the marketing goals, and tactics (actions) are derived from the strategy. De Sáez argues that, whatever marketing strategy is chosen, the plan

should discuss the necessity, probable success and “tangible benefits” of the strategy (2002:214).

The Ansoff’s product-market development matrix is a very useful framework to develop marketing strategies. It allows, for example, the development of marketing strategies focusing on the penetration of current markets with new products or the development of new markets with current products (Kotler & Keller 2008). In using the Ansoff matrix, a library may decide, for example, to gain market shares by attempting to register as many new users as possible. On the other hand, it could focus on existing patrons and try to increase the number of checkouts each one makes, thus stressing vertical market penetration.

2.1.10 Goals, objectives and tactics

Once the plan has outlined its broad strategy based on what has been learnt from studying the external environment, the internal environment and the user base, the library has the evidence needed to justify specific goals, objectives and tactics. It is also important to be specific and have well defined goals, objectives and tactics that are both attainable and quantifiable.

Goals are based on strategic decisions and objectives are derived from these goals. Goals should support the basic purpose of the information service and should also be flexible enough to allow for changes and/or modifications. Objectives have the same intention as goals but are more specific and quantifiable. Goals can be seen as the endgame and objectives are the measurable milestones (Fisher & Pride 2006:67). Tactics outline the practical steps that need to be taken to achieve the desired goals and objectives. They describe, in other words, how to implement the goals and objectives.

The difference between these three concepts can be explained by the following example: if the marketing strategy of a university library is to introduce new online services and products to its current users (product development strategy), then the goal can be defined as to develop new online services for students to increase their usage of the library. The specific objectives, which are the means of quantifying the goals, will then be:

- to identify what online services need to be developed, for example, online reference services;
- to determine the increase of usage that should be reached, for example, to increase the use of reference services by 25%, and
- to establish when this increase should be reached, for example, within the next 9 months.

Following from these specific objectives, the marketing plan should outline the tactics to implement these objectives. The formulation of the tactics should be detailed and attention should be given to timelines, the budget, the effect on human resources as well as how the new service will be promoted. Tactics are therefore closely related to

the market mix, which are those variables that the information service has some level of control over (Fisher & Pride 2006:84). Traditionally the market mix comprises of the 7 Ps namely the price, the product (including service), promotion, people, physical evidence, process and place. The market mix will be discussed in more detail in the next part.

2.1.11 Marketing mixes recommended

Based on the strategy determined, the library has several variables that it can manipulate to encourage potential users to engage in an exchange relationship. As indicated in the previous paragraph, these variables, or the market mix, are the product, place, price, people, physical evidence, process and promotion. Products refer to all the different products and services that are aimed at the target market. Price includes the cost to both the organisation and the user to render products and services. It is not limited to money, but can include time and space as well. The place refers to where the products and services are offered. This includes the way in which it is offered; for example, the offering of an online reference service 24/7. Promotion is the way in which the message about the uniqueness of the different products and services is communicated to the target market. People refer to the appropriate use of people to render the services and products of the library. Physical evidence relates to the users' experiences of the services offered by the library, and process relates to the systems in place to support the services and products rendered by a library.

There are some variants on these 7Ps. Ettenberg, arguing from a consumer's (buyer's) perspective, prefers the four Rs: relationships, retrenchment, relevancy and rewards. Relationships refer to the building of good relationships with consumers; retrenchment means reaching out to customers via information technology (online book renewals); relevancy relates to being relevant to your best customers by offering them high level of knowledge based service; and rewards refers to those strategies built around rewarding customers for doing business with you (Ettenberg 2002:138–166). Lauterborn (1990) and Kotler & Keller (2008) suggest that we should focus more on the users, and prefer the 4 Cs to the 4 Ps. These Cs stand for customer value, convenience (for the user), cost (to the user), and communication (to the user). The suggested 4Rs and 4Cs are implicit in all the facets of the 7Ps. Taking as a starting point the needs of information users, we suggest the use of the more traditional 7Ps in determining the marketing mix.

It should also be explained in the marketing plan which marketing mix will work best to accomplish the stated goals and objectives. In manipulating the marketing mix, the information service needs to consider user needs and wants, their convenience, cost associated with product and service rendered, possible price sensitivity of users and the best way to communicate the uniqueness of the product and/or service that are offered. In the message to the user, the attributes of the products and services that set them apart from those of competitors should be communicated strongly. It is again important to point out that the successful manipulation of the marketing mix is dependent on the

environmental scan (PEST and SWOT), continuous marketing research, a thorough understanding of users, their information needs and their information seeking behaviour.

A library that wants to increase use of their interlibrary loan services, for example, might decrease the “price” or the cost to the customer by eliminating fees or inconvenience. A library that wants to serve working professionals might extend its hours into the evening (thus manipulating the place factor), allowing them to come after work. As De Sáez (2002:51) indicates, depending on the scope of the organisation and its goals, it could be very appropriate to have various marketing mix plans that correspond with the needs and wants of various service populations. She prefers to talk about marketing mixes (2002:51).

2.1.12 Budgeting

The next issue that must be addressed in a marketing plan is the budget. There must be a clear statement of the marketing expenditures necessary to implement the marketing activities outlined in the plan. Many libraries do not allocate enough resources for marketing and do not reach their target audiences. This is mainly due to the fact that marketing budgets for nonprofit libraries are very limited. Budgets are sticky points and top management will have to approve the budget. Rowley (2001:191) warns that it is not uncommon for marketing budgets to be rejected on the basis of limited funds. A no approved budget implies in many cases that the marketing team will have to redesign the different elements of the marketing plan, including the suggested budget cuts

Fisher and Pride make the point that many nonprofit libraries opt for the affordable budgeting method whereby the marketing budget is set by what the organisation can afford. This, according to them “...leads to inconsistent levels of funds for marketing each year” (2006:85). As an alternative, they suggest the objective and task budgeting method whereby organisations develop their marketing budgets based on the marketing goals and objectives, and the cost of the tactics (tasks) needed to implement them (2006:85). These tactics are needed to implement the different elements of the marketing mix – in other words, the costs associated with the introduction of products and services, the place (for example rental of space), promotion material and price.

It is also important to bear in mind that marketing plan budgets should include not only a fiscal budget, but also allocation of human and other resources in order to achieve the desired goals. A university library’s marketing plan that seeks to increase the use of the library by undergraduates, for example, might budget for R40 000 a year in promotional materials, a half of the lobby space, and ten hours a week for a librarian to implement the program.

2.1.13 Implementation and control

The best-laid plans are useless if they are not implemented. Thus, the marketing plan must include the practical requirements which will tie the goals and objectives into

the real-world environment and provide a means of monitoring the success of the programme.

Crucial to the success of a marketing plan is the setting of a timetable for implementation. Stating a specific timeframe for implementation will provide both motivation and an evaluative point for later assessment. The timeframe should be flexible and realistic, taking into account potential hazards and holdups (De Sáez 2002:216). Yet it should not be so long as to prohibit individual professionals from attaining a periodic sense of accomplishment. These specific requirements determine the viability of the plan, and ensure that it will be implemented.

2.2 EVALUATION

It may be tempting to see the plan as complete at this point, but it is not enough to study the environment, set goals and timetables and allocate resources. The full marketing plan will also include a plan for evaluation focusing on the following questions: have the goals and objectives been met, is the plan fully implemented, and what caused the plan to be amended (De Sáez 2002:216; Rowley 2001:191)? The evaluation should be multi-layered, providing for the input of users and front-line staff members, and have a process by which it is considered in the next cycle of strategic and marketing planning. The evaluation process, as well as who will take responsibility, should be documented in the plan.

There are many evaluation methods that can be used. A library, for example, might provide comment cards as part of a new reference service. These cards would be read on an ongoing basis by the manager overseeing the reference service, and they would be kept on file for consultation during the planning stages of the next five-year strategic plan.

3 CONCLUSION

In conclusion, it can be stated that the organisational value of strategic and marketing planning is self-evident in the results of well-executed plans. A broad outline of the different elements of a marketing plan is presented and it is the opinion of the authors that entire organisations can be revitalised and focused in ways that help them to improve their present and future services by implementing successful marketing strategies based on solid plans. Yet such planning cannot be a one-time event. Rather, it must foster an ongoing marketing mindset – one that helps library administrators and staff members to regularly step outside of the “organization centered perspective” (Amey 1993) and see their services through the eyes of their users. Only by embracing this perspective can a library hope for excellence and success.

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