



Management and Marketing Section Newsletter

Message from the Chair Perry Moree

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Issue 23



Dear friends of IFLA's Management & Marketing Section, as the forthcoming IFLA Conference in Singapore is rapidly approaching I think M&M can already look back at a very successful and productive year. First of all, we had a wonderful midyear meeting in the Russian State Library (RSL) in Moscow in February, generously organized by our Russian colleagues, including our much appreciated section member Ludmila Zaytseva. This event provided the opportunity to meet Russian librarians and our awardwinning M&M-colleague Dr. Christie

Koontz presented a marketing workshop at the RSL. Secondly, a new M&M-title was added to the IFLA Publication series. This excellent book, titled Marketing Library and Information Services II: A Global Outlook was edited by M&M-veterans Dinesh K. Gupta, Christie Koontz and Angels Massisimo. The publication highlights a variety of exemplary LIS marketing practices and efforts from around the globe. Our section is one of the most active and visible in IFLA. During the Singapore Conference the IFLA International Marketing Award, developed by M&M and as always looked after by a dedicated team of section members, will be presented. I am looking forward to meeting you all and invite you cordially to visit one or more of our meetings and sessions in Singapore. Feel free to join us!

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Marketing Workshop for Russian State Library: Some Memories

A little over a year ago, at the Paris mid-year meeting, Mila asked me if I would share my marketing workshop with her fellow librarians in Moscow and the local area. I immediately said yes for two major reasons. One to heartily thank Mila for her undying support of the international marketing award as jury member and guide; and 2) I love to share "true marketing."

"True marketing is a process that you do over and over again – a tried and true systematic approach for matching services and products to a consumer's wants, needs and desires. Marketing is a dose of common sense, - she comments. – One definition I really like is Philip Kotler's definition of marketing: "Marketing is getting the right goods and services to the right

people at the right place at the right time at the right price with the right communication and promotion – marketing is a human activity directed at satisfying needs and wants through exchange processes." Christie Koontz believes that librarians have many advantages as compared to other services fields, because they know how to study

the external environment as they gather information, prepare references, descriptions etc. in their daily work. Thus, their professional duties have a basis for successful studying of audience's needs.

I prefer not using not library, but business terms replacing words "reader" and "user" by "customer" and "client". "A client can be a potential reader, this is more positive. I also give serious attention to the mission of each specific library. Mission expresses the philosophy and basic values of a library, goals are what you want to achieve in general, and objectives are what you want to specifically achieve. Goals and objectives can

change every three to five years, mission statements should not change more often than every five years. Mistakes made in the definition of the mission can be critical.

The marketing model that I shared with Russian colleagues, for libraries, is comprised of four parts: market research, market segmentation, marketing mix and marketing evaluation. I also offered practical exercises which helped to understand the theory proposed.

While I was thrilled to make the long trek to Russia, and buy woolen clothes, and consider the possibility of standing in front of the Kremlin in

person—yet my favorite memory is of going to local libraries, and the inspiration of the young in Moscow. The young are our future leaders in every country. Our job as IFLA-ites is to make them strong. Our M&M committee is doing that.

I have a book in publication, "Marketing and Social Media: A Guide for Librarians, Archivists and Museum Professionals" – with fellow author Dr. Lorri Mon, Fall 2013 Scarecrow Press. I hope to continue to share with colleagues through publication and presentation in the years to come. Thank you Mila!!

A Marketing Toolkit for Public Libraries

The future of public libraries today depends largely on how successful they can be at anticipating rapid sociological, political, economic and technological developments, and correspondingly position themselves in the communal, cultural and educational landscapes with innovative marketing concepts. The variety of their offerings, the rapid development of ever-new media forms and the quick multiplication and dissemination of information, as well as the heterogeneity of their target groups, their differentiated mandates, and financial competition with other public communal institutions are making high demands on the marketing management of public libraries.

The pressure to legitimize the existence of public libraries is rising. Until this day, the value of public libraries in Germany as in many other countries around the world has not been anchored convincingly and sustainably in the minds of decision makers or the general public. Especially in Germany there is a widespread perception according to which the libraries' function is limited to storing books and pushing them across the counter. Currently, in Germany, as in many other countries, library practice as well as its theory are lacking reliable concepts and methods as a basis for developing specific requirements for libraries and for converting those concepts and methods systematically into library and marketing management.

The idea of this new marketing toolkit is, to support libraries improving their marketing management skills and to assist them condensing the versatility of their offerings to definite brands with the purpose of creating a sustainable positive public image. Therefore the marketing toolkit describes the use of marketing methodes for public libraries and how to build up an effective strategic library marketing. Thereby the marketing toolkit provides a step-by-step guidance for each phase of the marketing management process: Doing market research and evaluating marketing

efforts, developing brands and marketing plans, applying methods and techniques of quality-, innovation-, event- and project management as well as themes of fundrasing, basic public relations measures and tools to meet the new requirements of the communication in the web2.0, as story telling and agenda setting. Each topic of the toolkit includes in addition to the step-by-step guidance, best practice examples, links and a competence check, which enables librarians to find out, how comprehensive their marketing knowledge and well-versed their marketing practice is.

The pressure to legitimize the existence of public libraries is rising

The marketing toolkit was developed in cooperation with students of the Universities of Applied Sciences in Cologne and Hamburg in Bachelor and Master courses of library and information science under the direction of Prof. Dr. Ursula Georgy (Cologne) and Prof. Frauke Schade (Hamburg). It is hosted at the Bibliotheksportal (<http://www.bibliotheksportal.de>) at the Network of Excellence for Libraries (KNB) of the German Library Association - Deutscher Bibliotheksverband (dbv). And as mentioned, marketing lacks in librarianship are a world-wide problem, and therefore a translation into other languages and implementation on international internet portals should be attractive. This toolkit can help to remedy deficits of librarians in strategic library and information marketing.

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Prof. Dr. Ursula Georgy
Cologne University of Applied Sciences
Faculty of Information Science and

Communication Studies
Institute of Information Science
E-Mail: ursula.georgy@fh-koeln.de

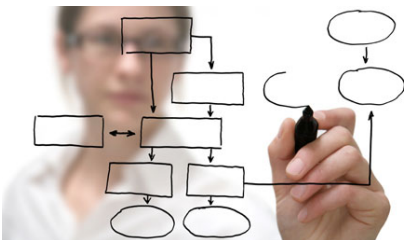
Please download the toolkit on ifla website !

The German Management Committee

The professional associations in Germany coordinate and support volunteer committees on a broad range of topics (such as the Legal Committee, Children and Youth, Information Literacy, professional qualification), consisting of library experts devoted to professional discussion and development of professional processes. As of the beginning of the new three-year term from July 2012 a joint management commission of the German Library Association dbv (Deutscher Bibliotheksverband) and the Association of German Librarians VdB (Verein Deutscher Bibliothekare) replaced two active management committees in Germany of the past years.

The committee of six members, representing academic libraries as well as public libraries, discusses developments of the management discourse to identify and verbalize management problems in libraries. It prepares and processes relevant management issues for the professional audience. The general management discourse in the society and the economy will also be considered. One of the committee's focus points is to communicate methods and techniques. Seminars, workshops, training events and discussions to share knowledge will continuously be organized, and publications will be issued. The committee also encourages the testing and application of new management methods. The committee members give advice to the associations, and

answer specific professional enquiries and provide information. They also assist in issuing professional opinions and in referring experts. Close cooperation with other professional committees and other library bodies is desired. The German IFLA Standing committee member for the Section Management and Marketing is in close contact with the dbv/VdB joint Management Committee to ensure exchange on an international level.



Whereas the last term was driven by issues of human resources development, the new committee presents a broader range of topics and plans exchange with colleagues in other countries and library systems.

The first event entitled "Libraries and the Civil Society, Volunteer Work in Libraries—from Experiment to Routine?" took place in February 2013. The meeting was devoted to the topic of unpaid volunteering of usually not professionally trained citizens in public municipal libraries. In June 2013 a round table discussion will take place on the topic of "Libraries Between Co-operation and Competition in Times of University Autonomy" to address primarily academic library issues. For many years libraries had seen themselves as cooperative partners in systems within and outside of

universities. For some time now an opposite trend has been surfacing: stronger organizational integration into the subordinate parent institution results in university libraries increasingly pursuing internal university goals. An increased use of business management methods and scarcer resources emphasizes this course. Cooperation is governed on the basis of mutual accounting for services. Appropriate business models are developed to ensure the sustainability of library products. University autonomy emphasizes this trend considerably.

For February 2014 an event is planned on the topic of "The cost of Conflicts and Conflict Management in Libraries". Numerous facets of this topic, which are of interest for staff in both academic and public libraries will be discussed. These include for example "productive vs. unproductive conflicts", "conflicts between managing staff" and "conflict and innovations". Further information on the committee (in German):

<http://www.bibliotheksverband.de/fachgruppen/kommissionen/management.html>

Dr. Sabine Homilius Chair of the Management Committee
Director Public Library Frankfurt am Main
sabine.homilius@stadt-frankfurt.de
(Translation into English voluntarily by Maria Reinhard)

National Committees on Management and Marketing Issues in Libraries

The exchange between the German representative for the IFLA Section Management and Marketing Hella Klauser and the representatives of the National Committee on Management and Marketing Issues in Germany within the German Library Association is very intensive. The IFLA Section representative attends the national group's meeting as a guest, reports on topics and developments at the international level, and picks up ideas and topics from the group and then brings them back into the international discussion. The group raised the question whether there are national specialist groups in other countries discussing management and marketing issues in libraries. On April 5, 2013, a request was sent via the IFLA Section M&M mailing list and via the list of the European Library Association EBLIDA to receive further information.

The question was: Are there similar national groups or committees on management issues in libraries in other countries?

We received responses from 17 countries, which are summarized below for interested colleagues. Groups that are similarly structured as the one in Germany within the German Library Association exist in Russia and the USA. In Russia there is the 32nd RLA Section on Library Management and Marketing, which is part of the Russian Library Association. Information on the section is available in Russian at http://www.rba.ru/content/activities/section/32/index.php?papka=32&id_sec=31
Contacts:
http://www.rba.ru/content/activities/section/32/sostav.php?papka=32&id_sec=31

In the USA there is a group called 'LLAMA' (Library Leadership and Management Association), a branch of the American Library Association ALA. Information in English is available here:

<http://www.ala.org/llama/> The Special Library Association in the USA also has special management committees, and spends various efforts on the topic.

While other countries such as Denmark, Sweden, Norway, Bulgaria, Italy, and Canada are obviously involved in management issues also, they do not have special management committees. Several years ago India, on the other hand, established a Section on Library Marketing within the Indian Library Association, which so far does not influence processes actively.



In the Netherlands there is no explicit Management Committee. Yet, the Netherlands Public Library Association considers itself as such a committee to some degree as its members, the library managers, focus on issues such as employership, management, entrepreneurship, and leadership topics. Special committees also exist. One such committee works on employer issues, mainly to prepare negotiations with the trade unions. Another committee deals with collective marketing and promotion. There are also provincial management groups, which consist of library directors of public libraries.

Even though there is no special committee on management in France, ADBU (Association des directeurs et personnels de direction des bibliothèques universitaires et de la documentation) seems to deal with management topics.

For the UK a straightforward answer is difficult. There are a

number of bodies with a remit for various sectors, which by definitions includes M&M such as SCONUL for academic and national libraries or Society of Chief Librarians (SCL) for public libraries. But there is little that is all-encompassing for the UK as a whole.

For the Flemish part of Belgium, there is no such group in the Flemish Library and Archive Association VVBAD (Belgium). However, in the past few years, Locus, the Agency for Local Cultural Policy in Flanders, has been working extensively on management issues and collective marketing for the Flemish library sector.

For Spain, a straightforward answer is not available either. A number of bodies, for instance the Spanish Academic Libraries Network (REBIUN) and FESABID, the Spanish Federation of Archival, Library, Documentation and Museums, whose mandates include M&M. There are different working groups within FESABID, but none dealing explicitly with management topics. Within the Council of Library Cooperation, management issues relating to all kinds of libraries are being discussed at the national level between the Ministry of Culture and the Autonomous Governments of Spain.

In the Czech Republic there is no formal committee either, but within SKIP (Association of Library and Information Professionals of the Czech Republic), two board members focus on these issues. The Institute for Library Studies, which is part of the National Library, deals with the different aspects of management and marketing.

Another informative response to the survey came from Eurolib. Eurolib is the cooperation group of the libraries of the European Union institutions and bodies and similar

organizations (see <http://www.eurolibnet.eu/>). Eurolib aims at promoting a wider awareness of the contribution which libraries make to the institutions they serve and a common European approach to issues such as provision of access to historic and contemporary collections, conservation and copyright. A closer cooperation between members to realize economies of scale in investments and technologies is in focus. Within the Eurolib Group, a Working Group named 'Measuring value and outcome in libraries' has been launched. The main purpose of the working group is to collect good practices for demonstrating

not only the quality of service but also the added value which Eurolib libraries bring to their institutions. It is well known that libraries and information services are requested to show figures for their activities and demonstrate the effectiveness of their processes. Moreover, they, or some of them, also started to demonstrate the added value they provide to their organisation. The major outcomes should allow to get a first picture of the situation in Eurolib libraries and to help learn from each other. The results of this survey and relevant analysis will be presented during the Eurolib plenary meeting of 20-21 June 2013. The contact persons are: Raffaele Del Fiore (EESC) and

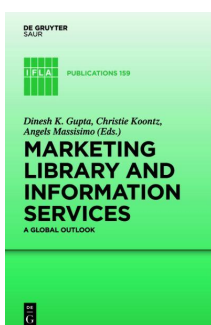
Katharina Pausch (Council of the EU).

Hella Klauser
Network of Excellence for Libraries (KNB)
German Library Association
Head of International Cooperation
klauser@bibliotheksverband.de

(Translated from German to English by Maria Reinhard) May 2013



Marketing library and information service – II



Marketing library and information services (LIS) is an established sub-set of management practices which identifies customer wants and needs and meets those needs within the resources of the organization. In recent times this area is growing both in quantity and quality. Dimensions of theories, researches and practices are also changing. In the IFLA Publications series volume Marketing library and information services: international perspectives (2006) a beginning was made to put forth newer concepts, practices and concerns. The second and volume to be published this summer prior to Singapore, is a further step in this direction. The IFLA

Management and Marketing (M&M) Section strives to link the past with the future. The earliest marketing paper was presented at the 63rd IFLA Conference 'Marketing library services: how it all began' by Swedish author, Greta Renberg in 2000, uncovering the roots of marketing in libraries, prior even to Philip Kotler's theory of nonprofit marketing in 1969. The IFLA M&M Section then sponsored a study 'Key Publications in Library Marketing' in 2006, gathering important publications after 1970. It was very important in this context that the Section brought out the first Marketing library and information services: International perspectives (2006). Glimpses of the book were presented in the IFLA pre-conference satellite meeting of the Section at Shanghai in 2006 and included in the proceedings of the pre-conference. Marketing library and information services II, 2013, highlights a further variety of exemplary LIS marketing practices and efforts from around the globe. The volume is divided into five sections: marketing concepts; excellence in marketing; marketing in different countries and libraries; e-marketing; LIS marketing literature; a global outlook. Many committee members and IFLA Marketing Award winners are contributors.

Marketing library and information service – II : Dinesh K. Gupta, Christie Koontz, Angels Massisimo (Eds). 2013, Munich: K G Saur

Koontz, C., D.K.Gupta. and S. Webber 2006. Key publications in library marketing." IFLA Journal. 32(3): 224-231.

Renberg, G. 2000. "Marketing library services: how it all began." In Adapting marketing to libraries in a changing and worldwide environment, edited by R. Savard, 5-11. Munich: K G Saur.