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Essentials of Marketing Management in LIS

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Abstract

In marketing any product or service, everything like human expertise, service attitude, and Information resource is closer to the patron. A library's service strategy and principles must be clearly interconnected to its users. Marketing plays an important role between products and related users through the application of different promotional techniques, such as products and service-oriented programs, book talks, book exhibition, study circle, and use of social media, etc. Marketing the information means acquiring, displaying, and storing the right information to the right reader at the right time in the manner and format desired by the users by saving their precious time. Information available in libraries should be user based, and in a suitable medium capable of being retrieved to the level of users' satisfaction. Thus, marketing tools and techniques play a vital and pivotal role in the identification, the anticipation of user needs and dissemination the same to the end-users'. The present paper is an attempt to study the essentials of marketing management, philosophy, and methods in the field of LIS products and services.

Keywords: *Marketing Management, Marketing Segmentation, Marketing Environment, Marketing Mix, Consumer-Buyer Behavior, Promotional Tools, and Techniques.*

1. Introduction

In recent years marketing has achieved its niche in libraries as the libraries and information centers around the world face a time of unparalleled changes and challenges. Owing to momentous changes, that have taken place all over the world in the last decade, like-globalization, information explosion, the information revolution, mercerization and using information for development, the clientele interest in information services and products has piqued and that has been posing humongous challenges to various professions and professionals. The main objectives of libraries today are to obtain self-sufficiency and their resources and to provide an optimum level of services to reach more potential users encouraging the use of library resources. This requires service orientation and an organizational process as such requires time and resources for its execution. This naturally requires a “staff from product or service orientation to the customer or need orientation” (Kavulya, 2004). Different marketing concepts provide librarians with the tools for collecting and analyzing useful data about the information needs of customers, that assets in designing, developing and delivering appropriate services. The library, as a non-profit making organization, can and must apply marketing techniques and tools as a function, both in its strategic approach and its day-to-day operation. Marketing aims to identify the client base and to determine to fill the need wants and demands by designing and developing appropriate products and services. To become user or customer oriented is a fundamental principle of today’s libraries. Libraries are trying to find suitable ways to respond to the contemporary requirement fulfill their aims, meet their requirements doth existing and potential users and communicate the libraries value. Libraries and information centers have begun to appreciate that marketing of information products and services is an essential part of the administration, especially as a means for improving user satisfaction and increasing the use of services by current and potential users. Some factors are responsible for inspiring the library profession to develop a marketing attitude in its operations and services. Some librarians feel that marketing is unfriendly to the nature of their activities. However, there are also many librarians correlate marketing with profit and consider that libraries are not for making profits. But with increased competition in the world of information, marketing is a factor for existence. Marketing means putting the right product in the right place, at the right price, at the right time which is closely related to the objectives of the establishments of a library. Marketing goals to classify the patron base, and to define and fill its needs, wants, and demands by planning and delivering appropriate products and services. The main attention of the concept is the patron/user, and the aim is user satisfaction.

Marketing is a process where firms create value for clients and build strong client relationships to get value from customers in yield (Kotler and Armstrong 5). Many marketing Gurus have described marketing, however a few of them worthy to be mentioned and discussed or as under:

- *The Chartered Institute of Marketing*: Marketing is the management process, which identifies, anticipates and supplies customer demands efficacy and profitability. (Coote and Bachelor 2)
- *Saracevic and Woods, 1981*: In marketing one looks at transport requirements, devises which can meet the requirement with an exchange rate which the market will bear or manage.
- *Zachert and Williams, 1986*: Marketing is likely that targets products, location or style of shipping, modification of price/cost to the current marketplace, and promotion to specially targeted sections of the distinctive industry.
- *Goldhar, 1979*: Marketing is the process of producing value through the invention of time, location, and kind utilities. (Chakrabarti 60)

2. Objectives:

Marketing Goals are set to target using a business when promoting its products or services to prospective customers which need to be accomplished within a particular time frame. To put it differently, marketing aims would be the marketing strategy placed to be able to attain the general organizational goals. A business's marketing goals for a specific product may consist of raising product awareness among targeted customers, providing information about product characteristics and decreasing consumer resistance to purchasing the product.

- To know the market and customer requirements;
- To look at a customer-driven marketing plan;
- To prepare an incorporated marketing plan and program;
- To build client relationships;
- To get value from customers, in the kind of present and future earnings, market share, and profits. (Chakrabarti 62-4)

3. Smart Approach to Marketing Aims

- A smart approach to marketing intends to cover specific aspects like particular objects that are accurate in order to achieve the expecting goals.
- It intends to major units like a market share in percentage to provide a means to major the degree of achievement.
- It intends to achieve goals reasonably which are ought to achieve and what not to achieve.
- It intends to put adequate workers and resources adequately to achieve the goals.
- It intends to maintain time management using specifically designed plans for every target goal. (Gaur 290)

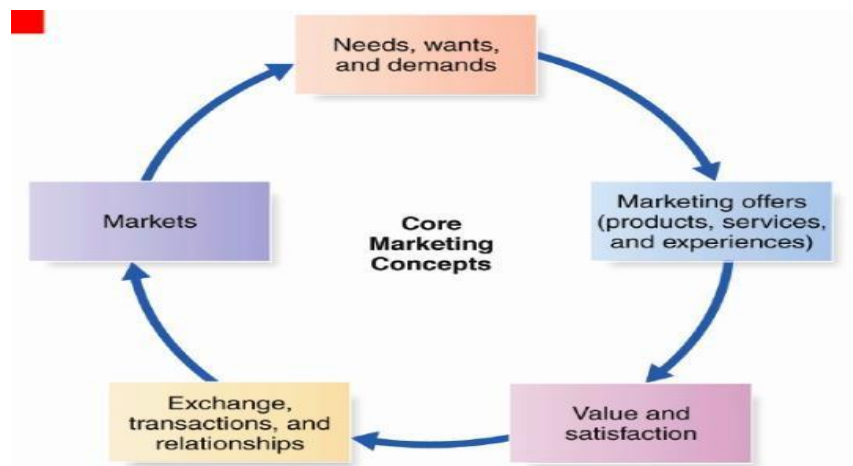


Fig: Core Marketing Concept entails subsequent things (Armstrong et al.)

4. The Need of Marketing in LIS:

Marketing Has just been applied to libraries for the last few decades. Lately, the use of phrases such as "raising your library existence", that the "observable librarian", along with "customer-driven services" shows how marketing concepts have been squeezed to the library profession. Christie Koontz (2009) notes many library professionals confuse advertisements and promotion together with marketing. Librarians may bypass the vital components of marketing research, segmentation marketing approaches, and analysis.

- The challenges to library services from fluctuations in educational approaches, the impact of technologies, new Procedures for advice provision and decreasing budgets have supposed that marketing is so crucial that it Can't be considered another function.
- Employing different market research methods such as surveys, focus groups, and evaluation of hints, libraries may comprehend the wants and design appropriate services and amenities.
- Library marketing is vital for any advice professional to be able to spread the word regarding their library. It's been discovered that 80% of catalog content is fresh; consequently, marketing can play an integral role in marketing library services and products.
- Need to draw focus to this library, its services, its value to the area, its government, its users, and staff.
- New services such as online versions of evaluation papers, the maturation of an e-print record of systemic research papers, using plagiarism detection software and internet thesis entry should all be promoted to prospective users.
- If you do not promote these services, the library could be overlooking current or new users who may benefit from the programs. They may not bear in mind that the library provides reference services, have a look at films, or possess full-text posts available from their preferred magazines and books.
- Marketing isn't only about creating and promoting innovative services and products but also about bringing consciousness to customers of present services and products along with discovering their appropriateness. (Gaur 292)

5. Marketing Research in LIS

The application of basic market research techniques to the library is helpful to librarians to seeking and serve their communities better. The market research techniques offer relatively simple, inexpensive means for libraries to generate useful data about their consumers i.e. library users and their operations. With improved knowledge about the patrons, librarians can serve

better in a true consumer-orientation sense which is a critical need in today's cost-conscious, service-oriented world. (Massey 1976) The librarians through marketing research can inform decisions such as in library services evaluation, users' segmentation, users satisfaction studies etc. and illustrates the need for measurement. Information gained from conducting marketing research contributes to better decision making by reducing risk. Market research thus definitely have a positive impact on all functions of the library. (Chopra 480)

6. Marketing Concepts in Relation To LIS

There are several different, yet views on the concept of marketing. They can be broadly divided into four:

- *Marketing as a set of techniques:* It is a toolkit; a set of practical techniques and proven processes which can be applied to all aspects of the service planning, service delivery, and service evaluation. Effective service planning begins with market research; analysis of needs and preferences of the user community. Effective service delivery requires market awareness; a carefully planned strategy of promotional activity. Effective service evaluation needs to start with the market response; the views of users (and non-users) about service performance.
- *Marketing as a philosophy:* The premise of marketing is simple and appealing as "the user or customer is the beginning and end of every library activity". The satisfaction of a customer is the primary concern of marketing and the entire ethos and shared values of the library owe the responsibility of satisfying the customer. Everyone in the library, from top to bottom has a role to play in rendering maximum satisfaction to the customer. As such the attitude of service providers becomes important.
- *Marketing as an approach:* In libraries, marketing does not require the creation of a separate department and the appointment of a person to look after this department, but marketing is everyone's function from top management to the front lines, it is a total organizational effort. Inter-functional coordination and cross-cultural perspective become important in order to remove communication barriers, work in teams and empower the workforce.

➤ *Customer-driven marketing*: The role of marketing is more than finding customers for the available information sources, services and technologies. Among others, marketing forms a partnership with the user who becomes the central part of the total service efforts. It requires an in-depth understanding, greater intimacy and mutual trust between the library and its users. This comes through increasing the benefits to users in relations to the efforts and cost.

For a library that recognizes the marketing concept and has this orientation in its services will be the closest to its users. Marketing must be understood and implemented in a comprehensive way. No one concept will serve the purpose. The customer is at the heart of all marketing concepts. (Gupta 98)

Marketing means working with markets to actualize potential exchanges for the purpose of satisfying human needs and wants. It is the process of planning and executing the conception, pricing, promotion and distribution of goods, services and ideas to create exchanges with target groups that satisfy the customer and organizational objectives. (Chopra 481-482)

7. Marketing Philosophy

Integration of marketing into library doctrine is beneficial in strengthening and reiterating the fundamental values of their profession in a changing environment. In a feeling, it indicates devotion to shared professional customs. The most consented belief of library services is to provide the ideal information to the consumer at the ideal moment. This entails reducing obstacles to access and utilize information and enabling users in taking advantage of the owner, especially with the usage of contemporary technology. Marketing can help in contemplating the next goals of their LIS services:

- Concentrate on the consumers own intent and on assisting the user to pronounce these at each level.
- A focus on these consumers, providing them with an environment in which they may sit, research, work and about providing them with a notion of very fantastic service.
- The belief that each user has different needs, expectations, and requirements when he visits the library.

- A dedication to assisting consumers in obtaining skills in getting the data from various resources and means (Bhatt 230)

The law	Actions to be taken	Marketing implications
Books are for use	Optimum use of resources, facilities, and services.	Acquiring appropriate information material and ensuring sufficient resources and services are available for the use of users. Convenient location, effective signage, and longer opening hours; helping hands for using resources and services.
Every reader his/her book	Meeting users need satisfactorily	Collecting and interpreting information, understanding the needs of users, and matching with the organizational resources.
Every book its reader	Reaching out to users	Publicizing value and benefits, promotional campaign, advocacy, public relations, personal communication, etc.
Save the time of user	User benefits and preferences	Repackaging information into appropriate form, availability of information when they need. Ensuring quality of services and offerings.
Library is a growing organism	Adapting to future user needs	Mobilizing resources, dealing with uncertainty about future user needs, new services, new customer groups, new environment, etc.

Fig: Five Legislation and Marketing Implications (Gupta)

8. Marketing and Strategic Planning in Libraries

Strategies, strategic planning, and strategic management have been successfully applied in all walks of life and libraries and information centers are no exception to it. Libraries need to choose the marketing tools and a process to follow and, then, implement them with discipline. They need to link the marketing process with the current strategic planning and budgeting processes. Libraries need to develop the Strategic Planning for the following reasons:

- Segment the users/ patrons according to the age and use.
- Keeping in view the library segmentation of users one can divide the mission statements of the libraries according to the type of library like for mission of the academic libraries is to support learning, teaching, and research are serving as a center of learning by providing a place for students and faculty to actively engage in study and research.
- Help in identifying the primary customer's needs, that they would like the library to provide for the comfort, an extension of services or interests.
- The marketing mix such as product, price, place, promotion, people, personal etc. is strategically planned, explore and execute so that already set goals or mission of the library

can be achieved. The product is the focal point of any library services whereas the price is what the customer/library reader gives to receive his/her product or service.

- The place makes sure that the product is available and where it is required. (Olu 495)

9. Marketing Environment

The forces that influence marketing management's capability to construct and maintain effective relationships with target clients are better known as Marketing Actors. The trading forces working within a marketplace where a business does not have any immediate control, but that shape the way the business operates and can fulfill its clients. The overall marketing environment is made up of those factors impacting the marketing company, are described as given below.

9.1 Components of Marketing Environment

- Inner environment: Forces and activities in the business that influence the marketing performance composed of inner stakeholders along with another operational area within the business company. The inner environment or proximate Micro Environment contains all Things Which Are contained in the control of the company
- Topical environment: it's also significant that a firm study external or the even Macro environment. The Macroenvironment comprises (normally) uncontrollable forces beyond the business, which might pose the most crucial opportunities and dangers. (Srivastava 467)

9.2 Micro Environment

The forces in the business which affects its capacity to serve its clients include the company, executive, Marketing intermediaries, specific client-oriented markets, competitors, and the public.

- The Business: Marketing should consider different areas of the business such as finance, R&D, purchasing, accounting, and operations. Marketing decisions need to relate to broader business objectives and strategies.

- Providers: Advertisers must watch provide pricing and availability. Effective enterprise relationship of direction with suppliers is vital. Marketing management needs to watch supply deficits or delays, labor strikes, etc.
- Marketing Intermediaries: Assist to promote, promote and distribute products to buyers
Contain resellers, physical supply companies, marketing services agencies and fiscal intermediaries.
- Client markets: Client market contains people and families that purchase products and services for individual consumption. Business markets purchase products and services for additional processing or use in their production process. Reseller markets purchase products and services to market profit. Government marketplace is composed of government bureaus. Global markets include buyers from different nations.
- Competitor: Running competitor analysis is essential for the achievement of their company. A marketer needs to track its rivals' offerings to make strategic benefit.
- Public: A group which has an actual or prospective interest in or influence on a company. Seven Kinds of publics include Financial, Media, Government, Citizen-action, Neighborhood, General, and Internal. (Srivastava 469)



Fig: Celebrities from the microenvironment

9.3 Macro Environment

The bigger Societal forces which impact the microenvironment, contour chances and present threats to this company.

- Demographic Environment: The analysis of human populations concerning dimensions, density, location, age, sex, race, job and other data.
- Economic Environment: Variables which influence consumer buying power and spending blueprint.
- Natural Environment: Involves the natural tools which are required as inputs by entrepreneurs or which are influenced by marketing activities.
- Technological Environment: The dramatic force shaping our fate quickly changing power, which generates many new marketing opportunities but also turns several existing products obsolete.
- Political Environment: includes legislation, government agencies, and pressure groups which affect or restrict various individuals and organizations in a specific society. Legislation impacting businesses globally has improved Laws protect employers, customers and the interests of all society. Higher emphasis on socially responsible activities.
- Cultural Environment: Produced of associations and other forces which impact a society's basic principles, understanding, tastes, and behaviors. (Srivastava 470-71)

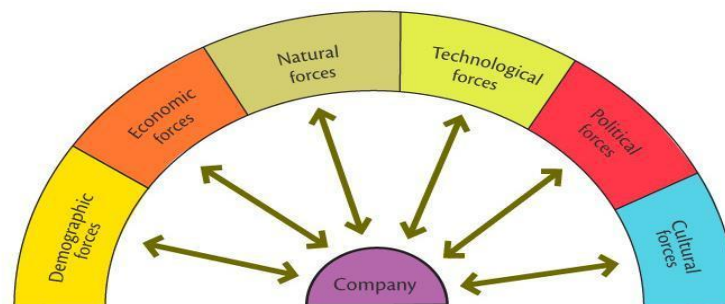


Fig: Major Forces in Business's Macroenvironment

10. Marketing Environment in LIS

Marketing is essentially an externally focused function of an organization and in case of the libraries, it deals with the information market, a library user is a consumer of information. It is essential that proper planning, designing and use of library services and products should be analyzed for the better and optimal use of information. The libraries need to define its strength, opportunities, weakness, and threats of the library collection, services, and users. Environmental Scanning needs to be done in libraries since the libraries are dynamic in nature and it is necessary to keep abreast of change. There is a wide range of methods and techniques available for Environmental Scanning in terms of quantity, quality, availability, timeliness, relevance, and cost of environmental information. Libraries need to make efforts to deal in such a manner that unnecessary time and effort is not expended, while important factors causing the changes are also not ignored. To enable this, it is important to devise an approach, or a combination of approaches to enable the environmental scanning in libraries. By monitoring the environment through environmental scanning, libraries can consider the impact of the different events, trends, issues, and expectations of the users. (Srivastava 472)

11. Consumer Buyer Behavior

Client Buyer Behavior identifies the purchasing behavior of closing consumers-individuals and families who purchase products and services for individual consumption. All these last customers combine to compose the consumer industry. Consumers around the globe change tremendously in age, income, education level, and preferences. (Kotler 42)

11.1 Model of consumer behavior:

Most Massive businesses research customer purchasing decisions in good detail to answer queries regarding what customers buy, where they buy, how much they buy, when they buy and why they buy. Marketing stimulation includes these four Ps: product, price, place, and promotion. Other stimuli incorporate big forces and events from the purchaser's environment: economic, technological, cultural and political. These enter the purchaser's black box, in which

they're turned to some set of visible buyer answers: product selection, brand selection, trader choice, buying time and buying amount. Marketer wishes to comprehend the way the stimuli are transformed into answers within the customer's black box, and it includes two components. To begin with, the purchaser's traits influence the way he or she perceives and responds to the stimulation. Secondly, the purchaser's decision process itself influences the purchaser's behavior. The black box design is linked to this black box concept of behaviorism, in which the focus isn't put on the processes in a customer, but the connection between the stimulation and the reaction of the user. Kotler's buyer behavior design (2009) and also even the black box model enlarged on his inspirational version to reveal how the principles of integrated marketing communications (IMC) tools, the 5 Ps, directed the buy decision result by providing 'stimulation' to the customer. This black box' version has been Criticized because of its lack of depth. (Kotler 45)

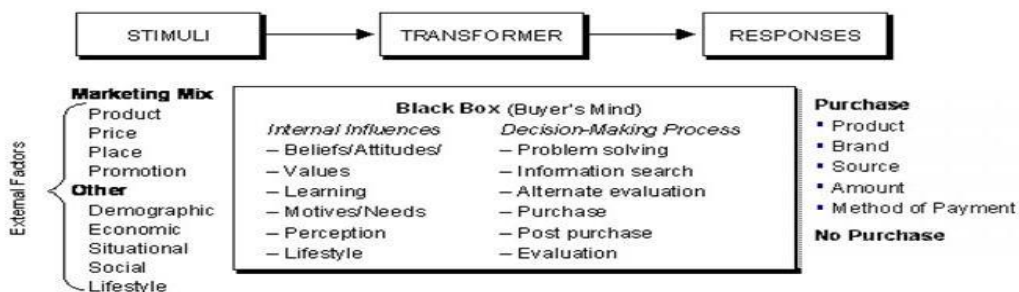


Fig: Kotler's Buyer Behavior Model or Even The Black Box Version

11.2 Characteristics Affecting Consumer Behavior

11.2.1 Private Factors:

- Character and Self-Concept identify this particular mixture of individual traits that could be credited to a certain brand. Self-concept identifies people's possessions which contribute to reflect their own identities.
- Occupation: impacts the merchandise and services purchased by consumers. Economic scenario comprises tendencies in Private Income Savings Interest prices.
- Age: Five Life-Stage sections: Youth – over 18 years, Getting started – 18 to 35 years, Pros – 35 to 50 years, Accumulators – 50 to 60, and Preservers – within 60 years and above.

- Lifestyle is an individual's pattern of living as expressed in his or her psychographics. Quantify a customer's AIOs (actions, interests, and feedback) to get details about an individual's pattern of behaving and interacting in the environment. (Verma and Dominic 415)

11.2.2 Emotional Factors:

- Motivation: A rationale is a demand that's sufficiently pressing to guide the person to look for satisfaction. Motivation research describes qualitative research designed to probe customers' concealed, subconscious motives.
- Perception: is the process by which people select, arrange, and also interpret information to produce a meaningful image of the planet from three different processes.
- Learning is your chance that an individual's behavior arising from Expertise and attitudes.
- Belief is a descriptive notion an individual has about something based on Knowledge, Opinion, and Religion.
- Attitudes: clarify an individual's relatively consistent tests, emotions, and trends toward a thing or thought. (Verma and Dominic 416)

11.2.3 Social Factors:

- Groups Caution: groups have an immediate effect and to what a person belongs.
- Aspirational groups: are groups in which someone wishes to meet.
- Reference groups: are groups which form a contrast or reference notifying behavior or attitudes.
- Household: has become easily the essential consumer-buying business in society.
- Social roles and standing: would be the groups, family members, clubs, and associations to which that an individual belongs which may specify the role and social standing. (Verma and Dominic 418)

11.2.4 Society Factor:

Society Factor will be your heard principles, perceptions, desires, and behavior from family and other critical institutions.

- Subcultures: are groups of individuals within a civilization with shared value systems according to shared life experiences and scenarios. Chinese, Chinese, Indians, etc.

- Social courses are now society's comparatively permanent and arranged divisions whose members share similar values, interests, and behaviors. Measured using a blend of the job, income, education, prosperity, and other factors.

12. Types of Buying Decision Behavior

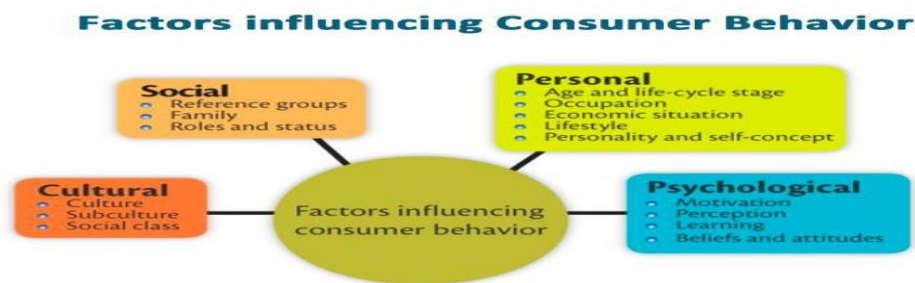
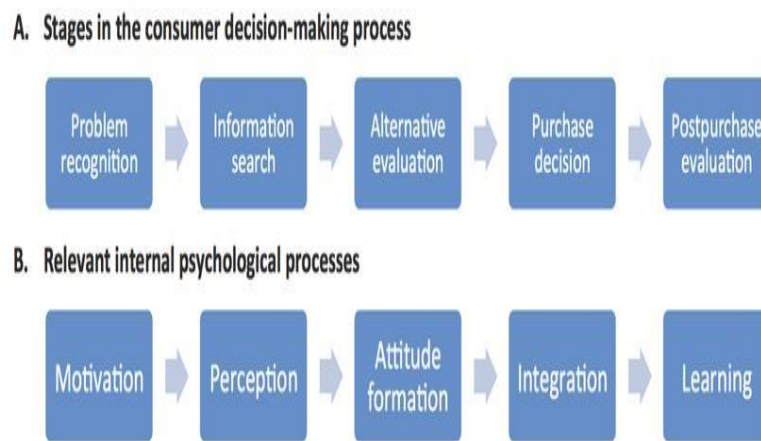


Fig: Three Kinds of Purchasing behavior (Adapted from Henry Assael, Consumer Behavior, and Marketing Action)



Buyer Choice Process (Kotler Et Al)

13. Marketing Information System

Marketing information system (MIS) includes individuals, equipment, and procedures to collect, sort, test, assess and distribute needed, timely and precise information to marketing decision makers. (Hiremath 92)

13.1 Steps Involved In MIS



Fig: The marketing Info system (Kotler et al.)

- It interacts with all the data customers (marketing managers, external and internal partners and many other people who demand marketing advice) to evaluate data needs.
- It grows needed data from internal business databases, marketing intelligence actions, and marketing research.
- It assists the customers to analyze data to set it in the ideal kind for creating marketing decisions and managing client relationships.
- Ultimately, MIS spreads the marketing advice, and assists supervisors utilize it within their own decision. (Hiremath 92)

13.2 Assessing Marketing Information Needs

- MIS provides advice to the organization's marketing and other supervisors and external partners like wholesalers, suppliers, and marketing service bureaus.

- Great MIS accounts the information customers might love to get against everything they want and what's possible to supply you.
- Problems to Think about with an efficient MIS:
 1. Number of advice
 2. Access to information
 3. Prices of accessing, processing, preserving, and sending information. (Hiremath 94)

13.3 Analyzing Marketing Information

Information accumulated in internal and through marketing intelligence and marketing research typically requires further research. This might consist of advanced investigation or the use of analytic models which will assist entrepreneurs to make better choices. To examine individual client information, many businesses have developed or acquired particular software and evaluation techniques known as CRM.

Client Dating Management (CRM) includes complex applications and analytical tools. It incorporates client information from all "touch points". Analyzes it depth and uses the results to build stronger client relationships in order to:

- To know customers better;
- To provide high rates of customer service;
- To develop deeper client relationships; and
- To recognize high-value clients. (Hiremath 94)

Touch issues: Each contact between the client and Business

- Client purchases;
- Sales drive contacts;
- Service and service calls;
- Website visits;
- Satisfaction surveys;
- Credit and payment connections; and

- Research studies (Hiremath 94)

13.4 Distributing and Using Marketing Information

- Information distribution entails entering data in databases and making it offered in a period - usable method;
- Intranet provides advice to workers and other stakeholders; and
- Extranet provides advice to key customers and providers.

14. Market Segmentation

Market Segmentation is dividing a market into smaller groups with different needs, attributes or behaviors which may call for distinct products or marketing combinations. Through market segmentation, businesses split large, heterogeneous markets into smaller sections which may be achieved more effectively and economically together with products and services which could match their special requirements. Market segmentation evaluation and the Choice of the specific audience sections you may aim are essential sections of a strong marketing program. When you examine your possible audience to determine key sections, you knowingly choose groups of men and women that you will attempt to bring to your own company. Your marketing target is no more just filling chairs or getting visitors to walk into the doorway, but bringing the ideal people with the ideal message through the proper media at the ideal time with the ideal product at the ideal cost (Lohia7)

Market Segmentation			
Geographic	Demographics	Psychographic	Behavioural
Grouping customers based on defined geographical boundaries	Grouping customers based on customer personal attributes	Grouping customers according to lifestyles	Grouping customers based on actual customer behaviour toward products and services
For example:	For example:	For example:	For example:
<ul style="list-style-type: none"> ▪ Region ▪ Country ▪ Population ▪ Climate 	<ul style="list-style-type: none"> ▪ Age ▪ Gender ▪ Nationality ▪ Ethnicity ▪ Occupation ▪ Income ▪ Social class ▪ Family size ▪ Religion ▪ Education 	<ul style="list-style-type: none"> ▪ Lifestyle ▪ Personality ▪ Values ▪ Attitudes ▪ Opinions ▪ Interests 	<ul style="list-style-type: none"> ▪ Brand loyalty ▪ Benefits sought ▪ User status ▪ Usage rates ▪ Occasion ▪ Readiness to buy

Fig: Marketplace Segmentation (Kotler et al)

- Want distinct products (e.g. require Various services, or even the Same service delivered in various ways, or are you considering various advantages)
- Are Ready to pay Various Sorts of costs in time, cash, or Attempt to earn the behavior changes you are planning for
- Can be attained in different areas (through various media Sockets, or just through personal contact, or even through third parties)
- Will react to distinct kinds of promotion. (Lohia7-8)

14.1 Steps in Market Segmentation

Kalakota and Whinston perceive segmentation since the Foundation for Offering exceptional value to certain customer groups and for creating a secure and profitable marketplace. A frame for running market segmentation includes measures from market segmentation to marketing planning: (Lohia 9)

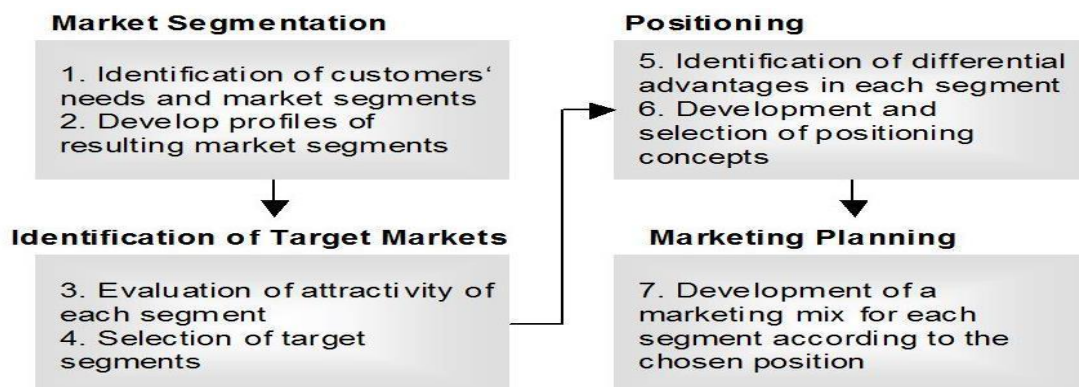


Fig: Measures in Economy Segmentation (the manager)

14.2 Effective Segmentation

Kotler cites Five criteria for a successful segmentation:

- *Measurable*: It needs to be possible to ascertain the values of these factors utilized for segmentation with justifiable campaigns. This is essential particularly for geographical and

demographic factors. For a company with direct earnings (with no intermediaries), your customer database may provide invaluable info on purchasing behavior (frequency, quantity, product groups (style of payment)).

- *Connected:* The dimensions and profit potential of a market section need to be large enough to effectively justify different marketing tasks for this section.
- *Available:* The section needs to be available and servable for your organization. That way, for example, there are target-group specific promotion websites, like celebrities or sites the target market likes to utilize.
- *Distinguishable:* The marketplace sections need to be diverse they show different responses to various marketing mixes.
- *Feasible:* It needs to be possible to approach every section using a particular for marketing program and also to draw benefits from this. (Kotler122)

14.3 Benefits of Market Segmentation

Segmentation is the cornerstone of growing Targeted and successful marketing strategies. Evaluation of market segments lets decisions regarding the strength of marketing actions and particularly segment. A segment-orientated marketing approach generally supplies a selection of benefits including both, businesses and clients.

- *Better serving clients' wants and needs*

It's likely to meet an Assortment of Customer needs using a restricted product range by employing different kinds, packages, and incentives and promotional actions. The pricing versions of several online Services are a fantastic example. They frequently incorporate a complementary strategy to entice undecided first-time clients (decreasing uncertainty and worries, initiation client retention). Additionally, there generally is a reasonably priced strategy for users like individuals and tiny businesses to enjoy in addition to a more expensive strategy for significant users. The paid programs include more functions and features in addition to

greater service levels. The inherent product or service will be essentially the same. It's simply marginally adjusted to fulfill the requirements of rather various market segments.

- *Bring additional client groups*

Targeted Marketing strategies for certain segments enable to independently approach customer groups which otherwise will keep an eye out for technical market players. By segmenting markets, companies will make their own 'market products' and consequently attract extra consumer groups. A segmentation strategy that's based on client loyalty provides the opportunity to pull new clients with newcomer products and also to move these clients on to superior products.

- *Targeted communication*

It Is essential to convey in a segment-specific manner even though product attributes and new identity are indistinguishable in most market segments. This type of targeted communications enables highlighting those standards which are most applicable for each specific section (e.g. price, prestige).

- *Sustainable client connections in all stages of customer lifespan*

Clients Change their tastes and patterns of behavior with time. Organizations that serve various sections along a client's life cycle may direct their clients from stage to stage by constantly offering them a distinctive answer for their specific needs. For Example, many automobile manufacturers provide you a product selection that caters to the requirements of all stages of a client life cycle: initial automobile for clients in twenties, fun-car for young professionals, household car for families, etc. Skincare makeup brands frequently provide you with a special show for infants, teenagers, regular skin, and older skin.

- *Absorption of buying power by cost differentiation*

It's frequently Difficult to raise costs for the entire sector. Nevertheless, it's likely to Develop Premium sections where clients take a higher cost level. Such sections may be differentiated from the mass market by attributes like other services, exclusive things of purchase, product

variants and so on. A normal segment-based price variant is by area. The generally higher cost level in large cities is proof of this.

The Theoretical idea behind this cost differentiation is costs elasticity. In bulk markets businesses frequently compete largely on price. That is mainly simply because the products are similar and might have a high amount of price elasticity. A thorough understanding of clients' preferences empowers businesses to create more distinguishable supplies for specific market segments. Demands for distinguished products offering a certain (and perceivable) worth to clients frequently have a lower degree of cost elasticity. Therefore, such products may maintain a higher cost level and greater margins. (Yadagiri and Prashanth 44)³

14.4 Market Segmentation in Libraries

Market targeting involves the evolution, selection, and concentration on those market segments which the library has decided to serve. Library market segmentation takes into account the fact that all the library users who request a product or service are individuals and who are unique in some way. Therefore, it is essential that libraries identify those parts of the mass market which they can most effectively serve. Bryson suggests three strategies for doing this:

Undifferentiated Marketing: Undifferentiated marketing is that where all people have similar or identical needs and the organization goes after the whole market with a single offering. All users are treated similarly, everyone offered a standard product and every eligible person is made to use its products (books, journals, databases, bibliographies, etc.) and services (reference, online, lending, interlibrary loan, etc.). In other words, those services are provided which appeal to the broadest number of users. In concentrating on these services, the library attempts to achieve excellence. Undifferentiated marketing is usually applied when there are financial constraints and special services are to be curtailed. This helps in saving costs. It is also applicable in situations where the whole society is the target market.

Differentiated Marketing: In differentiated marketing, a library decided to divide the mass market into smaller groups or segments and designs separate services and programmes for each. This approach recognizes the different needs of users and provides criteria for examining the

potential users. When the entire population is divided into groups, the librarian can notice the user groups whose needs are not being met. Then each individual group's special needs can be examined and identified, and the plan can be made to influence such user groups to use the library's resources. However, there are costs associated with this approach as these special services involve additional staff, administrative and promotional costs.

Concentrated Marketing: Concentrated marketing refers to a situation when the Library or Information Centre concentrates upon a small number of users or specific areas of services. In this case, instead of treating all users similarly, the Library or Information Centre provides in-depth services in a few areas or serving a small percentage of the users. The library purposefully determines a small number of the target market and sets out actively to serve those areas only. Through its concentration, groups or area of service, the library or Information Centre achieves a strong market position because of its greater knowledge of its market segments' needs and its subsequent reputation through concentrated service. For instance, a special Library or Information Centre may decide to concentrate upon a selective dissemination of information service. This will help them in providing customized services as per the requirement of users and fulfill their information requirements. (Tanui, 104-5)

15. Marketing Mix

The Marketing mix denotes the set of activities or strategies; a provider uses to promote its brand or product on the industry. The 4Ps compose a normal marketing combination - Price, Product, Promotion, and Place. On the other hand, the marketing mix incorporates a lot of different Ps like Packaging, Positioning, Individuals as well as Politics as crucial combination components. Each of the components of the marketing mix affects each other. They constituted the business plan for a business and managed correctly, can provide it with excellent achievement. But managed wrong and the business may take a while to recover. (Singh and Shukla, 640)

15.1 Marketing Mix in Libraries

The marketing mix is the set of controllable variables with four “Ps” of marketing -product, place, price, and promotion which can be also used in libraries to promote and generate the best user satisfaction in libraries. The librarians can target at the selected segments by blending the elements into a cohesive strategy aimed at satisfying those specific segments. Libraries targeting several segments must develop an overall marketing program that includes all of its marketing activities for the library. All the users do not use information uniformly. A “one-size-fits-all” model has to be transformed in favor of the “customized-services” model. (Corral, 1997). While using the marketing mix and designing the new products and services or redesigning the old ones, the libraries must keep in view the users or clients and their information requirements. They must also consider the existing available infrastructural facilities for the creation of products and services, technology in use, strengths and weaknesses of the library in terms of resources, personnel and areas of professional expertise. (Kaur & Rani, 2008) Marketing mix in libraries incorporates the fabled four Ps of Promotion, Product, Place, and Price. Promotion involves advertising library services, whose "products" range from the physical (books, computers, media), to inquiries, online searching, people, organizations and even ideas. The most important aspect of using the marketing is to provide the right information to the right person in the right form at the right time. (Singh and Shukla, 640)

15.2 Marketing Mix and Marketing Strategy

The marketing approach is that the logic by which the business unit expects to achieve its marketing goals. A plan helps a business to select which clients to function (Segmentation and Targeting) and the way that it will function (Differentiation and Placement). Guided by the marketing plan, the business designs an integrated marketing mixture comprising variables beneath its control 4Ps. To locate the ideal strategy and blend, the provider participates in marketing analysis, planning, execution, and control. (Panda, Padhi and Barua 5-8)

16. LIS Products and Services: Tools for Promotion in Libraries

Communication - Communication is an important and highly integrated subset of the marketing mix. It is a two-way process between the library and the customer between the library and the customer, which helps to develop a better understanding of customers, their nature, needs, and expectations. Personal selling (interactive communication) consists of persuasive conversation and allows one-to-one contact with the user. Four different models have been suggested for communication, of which the AIDA model is the best, which includes the following four elements:

Attention – when a customer becomes aware of the product.

Interest – when customer’s interest in the product develops.

Desire – when the customer develops an urge/want for the service.

Action – when the purchase is made.

Thus, in libraries, it is important that the customers’ attention is drawn, his interest is cultivated, desire is stimulated and action to possess the products/services is provoked.

Advertising - Advertising as a means of publicity plays a big role in creating awareness among the people and thus helps in image building. Advertising can be defined as any paid form of non-personal promotion. It reaches communities and individuals beyond those with whom the organization already has a relationship where there are other factors which make a direct contact difficult or expensive. In this type of promotion, the tools and activities which are fundamental are – print and media broadcast ads, packaging outer, packaging inserts, motion pictures, brochures and booklets, posters and leaflets, directories, reprints of ads, billboards, display signs, point of purchase displays, audio-visual material, symbols and logos etc. Most advertisements in the information marketplace are placed in magazines and newspapers, and on notice boards, websites and bulletin boards. With such media, people have selected what they will read, have an interest that they are actively pursuing and pay attention to and absorb what they read. Libraries can develop simple advertisements with short messages, using bold headlines and captions supported by visuals. They should be advertised in newspapers, journals, magazines, radio,

television and online advertising; advertisements can be classified, placed in special sections offered by major commercial online services or in some Internet newsgroups.

Brochures, Flyers, and Posters - Brochures, flyers, catalogs, and posters, etc. are examples of sales collateral which are the effective communication, media with the target audience. Every day, we get many brochures inserted in daily newspapers. Some of them are quite attractive and eye-catching, motivating one to see and read them. Ideally, the message should gain attention, hold interest, arouse desire and elicit action (AIDA model) (Kotler, 2000) Libraries should also come out with aesthetically designed attractive leaflets and brochures. It requires skill to bring out such publicity material. The language and message wording, used for a brochure, should be so absorbing that it motivates the reader to read till it ends. They should be kept in the library at some vantage point so that whosoever enters the library should get attracted to pick it up and read. Posters should be displayed prominently throughout the organization.

Newsletters- Libraries can bring out periodical newsletters to inform the members about the range of various current and forthcoming activities. The newsletter must contain the information about new acquisitions, any new services added, any library event organized, workshops/seminars/ conferences held or planned; computerization of services, etc. This may also contain information about new appointments, promotions, awards conferred, etc. It should have a professional style.

Extension Activities - Such activities apply more to public/academic libraries only. Libraries should act as active centers for various academic and cultural activities to promote their user-ship. For this, they should organize regular activities like lectures, seminars, and debates; quiz competitions, exhibitions, etc. Such activities create an impact on the society about the importance of the role; libraries are playing as social institutions. Regularly hosted events can quickly boost the library image and promote the usage of the library. Displays of products and services organized during conferences/seminars, etc. are helpful to publicize the initiatives taken by the library for their users.

Mail Shots - Sending mail shots is a personal approach to reach the potential customers. It involves sending an information, announcement, reminder, at a particular customer-friendly

introductory letter and information about the various ongoing and forthcoming library activities and events. Addresses of potential customers can be collected from the parent institutions, directories and memberships lists of professional bodies, etc. This is a very common method being adopted by multinational companies to be in regular touch with their prospective customers. E-mail with mail merging facility can expedite the whole process.

Atmospherics - This is an area related to promotion but usually omitted for description. Kotler and Andersen define it as “..... the conscious design of space to create or reinforce specific effects on buyers such as a feeling of well-being, safety, intimacy or awe”. Library building should be aesthetically well maintained, using bright colors, good paintings, decorative inners, etc. which provide the cheerful and pleasing environment. Wood furniture and floral carpeting in soothing colors add to the attraction of inner ambiance. Adequate signage (signs) system promotes the utility of a library. Signage systems have been usually neglected in libraries. This aspect needs to be given due importance.

Public Relations – The tools and techniques which facilitate the interaction between the libraries and its users, which is fundamental to any public relation programme are – press kit, speeches, seminars, annual reports, charitable donations, sponsorships, publications, community relations, lobbying, identity media, company/ organization magazine and events etc. Seminar conducted under the aegis of libraries centering on the theme of its products and services, benefits of latest technology, the importance of online services for any type of library and so on may help in popularizing its services and products. Similarly, publications of services such as indexing and abstracting services, bibliographies and the in-house journal may play a great role in enhancing the image of the library.

Direct Marketing – This promotional mix advocate for using mail, telephones and other personal contact tools to communicate or solicit a response from specific users. The tools and activities involved in this promotional mix are – catalogs, mailings, telemarketing, shipping, TV shopping etc. correspondence with the users directly by mail, fax, e-mail, and telephone to stimulate the usage of products and services or to inform about a request are the widely applied tools in libraries.

Sales Promotion – In the review of literature in library and information science, the most frequently mentioned tool in this category are – contest, games, exhibitions, sweepstakes, lotteries, demonstrations, premiums, gifts, sampling, fair and trade shows, rebates, low-interest financing, entertainment, trade-in allowances and trading stamps etc. exhibitions of rare book materials, manuscripts of historical importance will enhance the use of such collections. Demonstrations of online services and CD-ROM searches may often help in shedding the apprehensions associated with the usage of such sophisticated electronic gadgets.

Personal Selling – It is face to face interaction with potential users to promote the usage and sales. This promotional mix is ideal for products and services which are priced such as sales promotion, sales meetings, incentive programmes, samples, fairs and trade shows. For instance, free browsing hours for online searching, samples of CD-ROM searches may help in attracting more subscribers.

Websites – Information services are increasingly interacting with customers remotely which means that both service delivery and marketing communication, the two elements of interaction with customers that can contribute to building a customer relationship, are mediated through remote communication. Information service websites have a number of different functions:

- Creating a brand, product and corporate awareness, image and continually bringing these to the customer's attention.
- Providing product and other information
- Delivering content, such as electronic journals, databases, and other digital documents.
- Customer service handling, training, help, customer complaints, queries, suggestions and establishing two-way dialogues.
- Establishing customer/user communities, who are loyal to the information service and also interact with each other to their mutual benefit.

Displays – an information professional who is visiting other departments on a regular basis will ensure that this does not happen. The work of specialized departments of the library can be a theme of successful displays if these displays are placed in other departments as well as in the more usual main entrance or display area. A display policy which incorporates the work of other

departments in the authority or organization could be two-way cooperation where all parties benefit. Some of the most successful public relations ventures have involved encouraging displays from community groups or local businesses or arts organizations. Equally, persuading the likes of banks and building societies, with their main thoroughfare, shop-window frontages, to display library publicity on a regular basis will repay the effort. A bonus in this type of cooperation is that professional help in mounting the display is to hand and security for any valuable materials is built in. In arranging these forms of activity, the library is cultivating good relations within the community, in addition to the interest produced by the displays themselves.

Talks - To cultivate good relations, the two-way traffic can be expanded to include a programme of public talks or lectures by specialist speakers in the library and organized on a themed basis by the library. These as private subscription libraries can play a vital role in organizing such like talks to attract a wider audience than just the existing library users. This will not only help the libraries and the library professionals to improve their image but also create a place among the users for the wider acceptance to the roles the librarians play for the development of academic pursuits of the users in particular and in development perspective at large.

Open Days - face-to-face interaction is the strongest of all influences on public relations and is discussed further under the Sales Force. It can be particularly successful if the library opens its behind the scenes activities to its publics. Again, the information unit will not be inviting in the whole world, but an invitation to other heads of departments or key personnel will bear pleasing results. There is a strong conviction that there should be open days sessions to extend opportunities for the public to see what really happens and what ought to be. It is in this context libraries can benefit the audience/users by targeting particular segments and by way of sharing their own experiences boost them to do well in their respective areas of study.

Sponsorship - though, libraries happens to be a social institution, yet it is imperative especially due to dynamic changes taking place in the world of information and knowledge to keep aware the users with the help of organizing several activities. Thus, the question of sponsorship becomes so vital and important as it leads the money generating programmes. As the library deals with a number of books, periodicals, electronic information resources, suppliers,

booksellers, vendors, publishers, and they are being the beneficiary of library purchases come forward willingly to financially support the libraries to give momentum to the use of information resources. For getting sponsorship, the library needs to create awareness among the users above the utility of the various products they have for them to use.

Publications - publications are elsewhere discussed as products: for example, abstracting and indexing services, local history studies, specialist monographs, calendars, statistical surveys, business reports. All are important in enhancing, or otherwise, the image of the library or information service. In addition, in-house journals or newsletters may well be published by the library or information service; if this the case then it needs to be proclaimed loudly and not hidden in this typesetting details on the final page. If another department is responsible, articles and items for publications should be fed through steadily so that a presence is maintained in every issue; a regular column could be an aim. Libraries will more often be expected to produce an annual report on their own account - a perfect opportunity to strengthen the value-perception in the minds of the decision makers. It is comparatively easy to obtain the annual reports of large companies and they are excellent models to emulate in content and presentations. The physical format may well be too expensive to copy, but it is important to present a professional image. The annual report does need to include basic, required facts and figures and they can be more forcefully presented using techniques of statistical presentation found in any modern textbook or software package. It can be made more attractive by the use of carefully chosen photographs, a good layout, and well-designed typefaces. It will be read if it is written in an accessible style, communicating directly with the target readership. Who are they, what do they require to know, what does the librarian want to draw to their attention, what image of the library does he or she want to strengthen?

Press Conferences and press releases - a press conference is nothing but a meeting in which representatives of media participate for the purpose of learning and publicizing the event or new item they are representing. Therefore, a library as and when organize a press conference should provide to media written/printed support material, photographs etc. to attract the attention of the larger people. A press release is a written communication sent to a selected set of press and

broadcasting media. Therefore, a well-presented press release which is timely, interesting and accurate have a wider impact in promoting the image of the library among masses. Similarly, a photograph is to be used which gives the date, library or information services, heading and names of the people in the photographs. Such an act further enhances the impact of press releases, therefore, there is a need to collect the press cuttings and record the broadcast for future promotional activities. (Raina 7-9)

17. Management Consultancy and Library Services

The steady development of body consultants and the practice of consulting has been within the library and information science since the 1930s. As in another profession, the consulting business in the Library profession probably started when somebody asked a colleague “How do you?” Such common consultant continues to occur today by simply picking up the telephone and calling a colleague or writing or emailing or sending a questionnaire to several institutions. In its simplest sense, consultation can be defined as a dialogue between two (or more) individuals about current operations and potential changes.

The seven reasons in order of frequency for the use of outside consultants are as follows:

- The inadequacy of technical knowledge or competence within the organizations
- The insufficiency of manpower within the organization to carry out a new program or to handle a temporary work overload.
- The lack of experience in a new field.
- The desire for an independent opinion on a decision facing management.
- The need for the situation, broadening or specialized training.
- The need for an objective viewpoint on a matter disputed internally.
- The need for help in selling ideas. (Gilchrist, 1994)

Similar is the case with the libraries of all kinds, which are being challenged and they must adapt to a changing paradigm in facilities, resources, and services. This includes new library management approaches, resource assessment, a focus on user-based service strategies, web 2.0/3.0 components, innovation in the teaching and learning process, community and partner

building, the Information Commons, adapting organizational structure, budgetary redirection and deployment, and library building design. So, for all these aspects librarians need Library Consultancy in one or the other form.

There are six major reasons why hiring an external management consultant makes sense in many situations:

- They provide competence not available elsewhere;
- They have varied experience outside the client;
- They have time to study the problem;
- They are professionals;
- They are independent; and
- They have the ability to create an action based on their recommendations.

Some of the Prominent areas where these services can have direct application are as follows: -

- Library Management
- Library Building
- Standardization/Certification
- Interior Space Management
- Designing of Library Furniture
- Library Equipment and Accessories
- Stock Verification/Audit
- Preservation and Conservation
- Collection Organization and Shifting of Libraries
- Weeding Programme and Collection Development
- Information Technology in Libraries
- Total Quality Management and ISO
- Staff Development
- Union-Management Relations. (Islam and Nazmul Islam 125-26)

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